

# Standards of Excellence Scoring Tool

## Metric Tool Scoring Guidelines

- Self-evaluators will select one response from the 4 options on each response row.
- Credentialed nutrition and dietetics practitioners include both Registered Dietitian Nutritionists/Registered Dietitians (RDN/RD) and Nutrition and Dietetics Technicians, Registered/Dietetic Technician, Registered (NDTR/DTR).
- The selection boxes will use radio buttons. This will restrict the selection to exactly one option.
- All questions have a minimum score of 0 points and a maximum score of 3 points.
- Self-Evaluators will receive the final overall score based on the total number of applicable items after completion of the rubric and review by CDR staff and the Center of Excellence Review Workgroup.
- Self-Evaluators will refer to the action plan and other resources if scores are below the threshold for excellence designation.
- Examples provided in criteria are for reference only and are not 'all-inclusive'. The actual application of the criteria will vary.
- If submitting for 1-3 domains, scores required for excellence designation are:
  - a. Domain 1: Quality of Organization 28/33 points
  - b. Domain 2: Quality of Practice 21/24 points
  - c. Domain 3: Quality of Outcomes 13/15 points
  - d. Domain 4: Quality of Leadership 21/24 points
- If submitting for Center of Excellence in Nutrition and Dietetics Award (all 4 domains), score required for excellence designation is:
  - a. 83/96 points

### Important Information:

- The Commission on Dietetic Registration (CDR) acknowledges the importance of addressing health equity to improve the health of a community. As such, CDR is committed to include health equity and addressing social determinants of health (SDOH) in the evaluation of excellence. Inclusion of SDOH and health equity parameters in goals, protocols, and policies is strongly encouraged.
- Some practice settings employ NDTRs who work with RDNs and have varied roles and responsibilities that support the organization's programs and services. Questions and Proposed Actions Statements in each domain (Leadership, Organization, Practice, Outcomes, and Leadership) include the NDTR when appropriate.

## Domain 1: Quality of Organization

The organization empowers credentialed nutrition and dietetics practitioners to make decisions at the organization level.

**Rationale:** The organization empowers credentialed nutrition and dietetics practitioners through their inclusion in its strategic plans, performance improvement (PI) plan, internal and external programs, systems, and corporate culture.

**Total possible score range:** 0-33 points; **Score required for excellence designation:** 28 points

### 1.1 How does the organization support the RDN and NDTR credentials?

**Supporting Evidence:** Evidence of organization support of the RDN/NDTR credential (e.g., financial incentives for degrees/certifications); external/internal recognition of the RDN/NDTR credential

0 points	1 point	2 points	3 points
The organization has no demonstrated support of the RDN nor NDTR credential.	Organization supports RDN/NDTR credential and specifies RDN and/or NDTR credential for positions directing, managing, and/or delivering nutrition and dietetics care and services to patients, clients, students, and customers.	Organization promotes RDN/NDTR credential, state licensure, and membership in professional organizations along with encouraging RDN to achieve specialist and advanced certifications.	Organization actively promotes RDN/NDTR credential, state licensure and membership in professional organizations; Organization RDNs/NDTRs receive external recognition through accreditation and certification by appropriate agencies.

### 1.2 How does the organization recognize achievements of credentialed nutrition and dietetics practitioners?

**Supporting Evidence:** Organization newsletters highlighting credentialed nutrition and dietetics practitioners' accomplishments; evidence of award recognition at any level for credentialed nutrition and dietetics practitioners

0 points	1 point	2 points	3 points
The organization does not visibly recognize achievements of the credentialed nutrition and dietetics practitioners.	Organization recognizes credentialed nutrition and dietetics practitioners for achievements in the practice segment, e.g., story is highlighted in organization newsletter; Organization gives RDN/NDTR an award.	Organization celebrates recognition of credentialed nutrition and dietetics practitioners on a community, state, regional, and/or executive level for achievements in the practice segment, e.g., regional RDN/NDTR award.	Organization recognizes and awards credentialed nutrition and dietetics practitioners on a community, state, national or international level for achievements in the practice segment, e.g., National RDN/NDTR award, RDN/NDTR presents to the Board of Directors.

### 1.3 How satisfied are employees?

**Supporting Evidence:** Employee satisfaction survey results with interpretation (if needed); relevant meeting minutes; process improvement and/or quality improvement (QI) project reports

0 points	1 point	2 points	3 points
Employee satisfaction rates are below the 50th %ile.	Employee satisfaction survey results demonstrate > 50th %ile satisfaction.	Employee satisfaction survey results demonstrate > 75th %ile satisfaction.	Employee satisfaction survey results demonstrate > 90th %ile satisfaction.

### 1.4 What is the turnover rate for credentialed nutrition and dietetics practitioners and other nutrition department staff in the organization?

**Supporting Evidence:** Turnover rate for staff for at least the past year and no longer than 5 years

0 points	1 point	2 points	3 points
Staff turnover >20%.	Staff turnover < 20%.	Staff turnover < 15%.	Staff turnover < 10%.

## Domain 1: Quality of Organization (continued)

The organization empowers credentialed nutrition and dietetics practitioners to make decisions at the organization level.

**Rationale:** The organization empowers credentialed nutrition and dietetics practitioners through their inclusion in its strategic plans, performance improvement (PI) plan, internal and external programs, systems, and corporate culture.

**Total possible score range:** 0-33 points; **Score required for excellence designation:** 28 points

### 1.5 What is the organization/department strategic plan?

**Supporting Evidence:** Department's and/or organization's strategic plan with highlights of aligning to CDR's mission and vision

0 points	1 point	2 points	3 points
Department/Organization strategic plan does not align with CDR's mission or vision.	Department/Organization strategic plan includes 1 initiative that aligns with and promotes CDR's mission and vision.	Department/Organization strategic plan includes 2 initiatives that align with and promote CDR's mission and vision.	Department/Organization strategic plan includes 3+ initiatives that align with and promote CDR's mission and vision.

### 1.6 How does the organization support research and education?

**Supporting Evidence:** Department and/or organization policies with incorporated evidence and/or practice-based guidelines; evidence of alliances with other organizations promoting research; evidence of publications, posters, or presentations from professional meetings; examples of interprofessional learning activities with staff and students/interns

0 points	1 point	2 points	3 points
The organization does not visibly support credentialed nutrition and dietetics practitioners research and education.	Organization supports credentialed nutrition and dietetics practitioners' access to best available research findings for applications to practice and/or to support independent research program.	Organization integrates evidence-based guidelines into the development of policies, procedures, content, and guidelines for education and practice.	Organization promotes research through alliances and practice-based research networks, or their own facility-wide research.

### 1.7 How does the organization best empower credentialed nutrition and dietetics practitioners' collaborations?

**Supporting Evidence:** Committee meeting minutes with evidence of credentialed nutrition and dietetics practitioner participation; nutrition initiatives within the institution (executive support statement, abstracts/manuscripts, changes in outcomes, etc.); support of credentialed nutrition and dietetics practitioner involvement in community partnerships

0 points	1 point	2 points	3 points
The organization has no/limited empowerment of credentialed nutrition and dietetics practitioners' collaborations.	Organization programs are designed to support key nutrition initiatives as evidenced by their years in existence and scope (1-2 years in existence); >10% of credentialed nutrition and dietetics practitioners participate in multidisciplinary team meetings, Organization supports credentialed nutrition and dietetics practitioners' outreach services to the community.	Organization programs are designed to support key nutrition initiatives as evidenced by their years in existence and scope. (3-4 years in existence); 25% of credentialed nutrition and dietetics practitioners serve and attend multidisciplinary team meetings, Organization supports credentialed nutrition and dietetics practitioners' outreach services to the community.	Organization programs are designed to support key nutrition initiatives as evidenced by their years in existence and scope. (5+ years in existence); >=50% of credentialed nutrition and dietetics practitioners serve and attend multidisciplinary team meetings, Organization supports credentialed nutrition and dietetics practitioners' outreach services to the community.

## Domain 1: Quality of Organization (continued)

The organization empowers credentialed nutrition and dietetics practitioners to make decisions at the organization level.

**Rationale:** The organization empowers credentialed nutrition and dietetics practitioners through their inclusion in its strategic plans, performance improvement (PI) plan, internal and external programs, systems, and corporate culture.

**Total possible score range:** 0-33 points; **Score required for excellence designation:** 28 points

### 1.8 How does the organization support Quality Improvement (QI) and Process Improvement (PI)?

**Supporting Evidence:** Evidence of nutrition QI and/or PI initiatives taking place, or that have occurred in the past 12 months, within the institution (executive support statement, abstracts/manuscripts, changes in outcomes, etc.)

0 points	1 point	2 points	3 points
Organization does not participate in QI and/or PI; the credentialed nutrition and dietetics practitioner is not actively involved in organizational QI/PI efforts.	Organization supports credentialed nutrition and dietetics practitioner involvement in QI activities critical to the success of programs and initiatives that support quality client services.	Credentialed nutrition and dietetics practitioners are provided resources, training, and support to contribute and lead departmental QI initiatives.	Credentialed nutrition and dietetics practitioner team is established to identify, develop, and champion revised organization processes that exemplify high quality client service.

### 1.9 How autonomous is the practice (ability to make high level informed decisions and take course of action)?

**Supporting Evidence:** Advanced-practice activity policy for credentialed nutrition and dietetics practitioners; meeting minutes from medical staff committees related to discussion on ordering writing privileges for RDNs, if available, or statement from Chief of Medical Staff

0 points	1 point	2 points	3 points
RDNs have no ordering privileges and/or privileges do not represent top of practitioner scope.	Department supports RDNs to obtain ordering privileges; 10% of department RDN staff have clinical privileges.	Department supports RDNs to obtain ordering privileges; 25% of department RDN staff have clinical privileges.	Department supports RDNs to obtain ordering privileges; 35% of department RDN staff have clinical privileges.

### 1.10 Does the organization/department provision credentialed nutrition and dietetics practitioners to develop a flexible staffing model appropriate for the work environment? How flexible is the staffing model?

**Supporting Evidence:** Anonymized schedule to demonstrate use of flexible scheduling; departmental policy relating to schedules and/or work hours

0 points	1 point	2 points	3 points
Staffing models are rigid and fixed; unit coverage varies based on schedule; hours are pre-determined for staff without flexibility.	Organization provisions credentialed nutrition and dietetics practitioners to develop a flexible staffing model appropriate for the work environment; senior credentialed nutrition and dietetics practitioners have flexible schedule; adequate coverage appropriate for the work environment to provide all services.	Organization provisions credentialed nutrition and dietetics practitioners to develop a flexible staffing model appropriate for the work environment; self-staffing for >50% credentialed nutrition and dietetics practitioners and managers; Adequate coverage appropriate for the work environment to provide all services.	Organization provisions credentialed nutrition and dietetics practitioners to develop a flexible staffing model appropriate for the work environment; >= 90% credentialed nutrition and dietetics practitioners have flexible schedule with measurable results; adequate coverage appropriate for the work environment to provide all services.

## Domain 1: Quality of Organization (continued)

The organization empowers credentialed nutrition and dietetics practitioners to make decisions at the organization level.

**Rationale:** The organization empowers credentialed nutrition and dietetics practitioners through their inclusion in its strategic plans, performance improvement (PI) plan, internal and external programs, systems, and corporate culture.

**Total possible score range:** 0-33 points; **Score required for excellence designation:** 28 points

### 1.11 How well do the organization's systems offer initiatives that support credentialed nutrition and dietetics

**Supporting Evidence:** Evidence of credentialed nutrition and dietetics practitioner-specific new or enhanced technology, outcome management system(s), and/or research supporting by the organization's systems

0 points	1 point	2 points	3 points
Organization system support does not include credentialed nutrition and dietetics practitioner consideration.	Organization systems are established to support initiatives that affect credentialed nutrition and dietetics practitioners; 1 example of new or enhanced technology, outcome management system and/or research.	Organization systems are established to support initiatives that affect credentialed nutrition and dietetics practitioners; 2 examples of new or enhanced technology, outcome management system and/or research.	Organization systems are established to support initiatives that affect credentialed nutrition and dietetics practitioners; 3+ examples of new or enhanced technology, outcome management system, and/or research.

## Domain 2: Quality of Practice

The organization provides quality nutrition and dietetics care and services utilizing credentialed nutrition and dietetics practitioner professional expertise and understanding of the role of the credentialed nutrition and dietetics practitioner within the organization. Credentialed nutrition and dietetics practitioners are identified as leaders, accountable, and dedicated resources for nutrition and dietetics practice. Rationale: Quality nutrition and dietetics practice is built on a solid foundation of education, credentialing, evidence informed practice, demonstrated competence, and adherence to established professional standards. Credentialed nutrition and dietetics practitioners provide quality nutrition and dietetics practice, which is safe, effective, timely, efficient, equitable, and customer centered. **Total possible score range:** 0-24 points; **Score required for excellence designation:** 21 points

### 2.1 Does the organization integrate RDN and NDTR Scope and Standards of Practice? practitioners' practice? (e.g., technology resources for data collection for outcomes management and research)

**Supporting Evidence:** Evidence of integration of Scope and Standards of practice into one or more components of care delivery and/or administration

0 points	1 point	2 points	3 points
The organization does not integrate the Scope and Standards of Practice for RDNs nor NDTRs.	Organization has at least one example of actively integrating the Scope and Standards of Practice, self-assessment, and professional development of credentialed nutrition and dietetics practitioners.	Organization has at least two examples of actively integrating the Scope and Standards of Practice, self-assessment, and professional development of credentialed	Organization has at three or more examples of actively integrating the Scope and Standards of Practice, self-assessment, and professional development of credentialed nutrition and dietetics practitioners.

### 2.2 Do organization credentialed nutrition and dietetics practitioners participate in continuing education or professional development programs to maintain competency?

**Supporting Evidence:** Evidence of credentialed nutrition and dietetics practitioner participation in continuing education/PDP programs; staff identified with additional credentials; Evidence of organization's/department's budget directed towards RDN and NDTR professional development

0 points	1 point	2 points	3 points
Organization RDNs and NDTRs do not actively participate in continuing education or professional development programs to support competency.	Evidence that at least 30% of organization RDNs and NDTRs participate in <i>tailored</i> continuing education /PDP programs annually.	Evidence that 60% of organization RDNs and NDTRs participate in continuing education programs annually to advance education and obtain operational skills and increase knowledge and judgment; 25% of staff have additional credentials.	Evidence that 90% or more of organization RDNs and NDTRs participates in continuing education/PDP programs annually to build and maintain knowledge, skills, and credentials; 50% or more of staff have additional credentials.

### 2.3 Are organization credentialed nutrition and dietetics practitioners involved in policy and advocacy, particularly in work related to health equity?

**Supporting Evidence:** Communications between department leader and/or staff and legislator related to nutrition initiative; examples of participation in public policy activities within state and/or community on nutrition-related topics addressing needs of the organization's client population (may include work outside of employer)

0 points	1 point	2 points	3 points
Organizations credentialed nutrition and dietetics practitioners are not actively involved in policy and advocacy.	Staff (1 or more) impacts public policy and/or participates in legislative activities on a local/community level to promote nutrition, wellness, and practice.	Staff (1 or more) impacts public policy and/or participates in legislative activities on a state level to promote nutrition, wellness, and practice.	Staff (1 or more) impacts public policy and/or participates in legislative activities on a national and/or international level to promote nutrition, wellness, and practice.



## Domain 2: Quality of Practice (continued)

The organization provides quality nutrition and dietetics care and services utilizing credentialed nutrition and dietetics practitioner professional expertise and understanding of the role of the credentialed nutrition and dietetics practitioner within the organization. Credentialed nutrition and dietetics practitioners are identified as leaders, accountable, and dedicated resources for nutrition and dietetics practice. Rationale: Quality nutrition and dietetics practice is built on a solid foundation of education, credentialing, evidence informed practice, demonstrated competence, and adherence to established professional standards. Credentialed nutrition and dietetics practitioners provide quality nutrition and dietetics practice, which is safe, effective, timely, efficient, equitable, and customer centered. **Total possible score range:** 0-24 points; **Score required for excellence designation:** 21 points

### 2.4 Are organization credentialed nutrition and dietetics practitioners involved in research activities and scientific publications?

**Supporting Evidence:** Abstracts/posters/manuscripts/presentation outlines and/or evidence of acceptance at meetings

0 points	1 point	2 points	3 points
Organization staff are not actively involved in research activities and scientific publications.	At least 10% of staff present new knowledge and research within the organization and /or at regional professional meetings; staff assists in data analysis and prepares reports on results of research activities; poster sessions at local/ state professional meetings.	At least 10% of staff present/publish peer-reviewed abstracts of new knowledge and research and/or review articles/ evidence-based guidance documents at the national level; educational session at national conference; staff prepares reports of research projects for publication in peer-reviewed journal or for requesting a grant.	At least 10% of staff publish peer-reviewed original research papers at the national level, e.g., through alliances and collaboration between nutrition and dietetics practitioners and other professionals and organizations.

### 2.5 How many of the CDR resources do organization credentialed nutrition and dietetics practitioners use?

**Supporting Evidence:** Department and/or organization policies, job descriptions, career ladders, and/or succession plans with highlighted language based on Scope and Standards of Practice

0 points	1 point	2 points	3 points
Organization has limited utilization of CDR resources.	Staff utilize Evidence Based Practice (EBP) guidelines, Code of Ethics, and/or Malnutrition Quality Improvement Initiative (MQii) to create organization communications, tools, and resources to monitor/control quality of products and promote nutrition and wellness; 1 example identified.	Staff utilize Evidence Based Practice (EBP) guidelines, Code of Ethics, and/or MQii to create organizational communications, tools, and resources to monitor/control quality of products and promote nutrition and wellness; 2 examples identified.	Staff utilize EBP guidelines, Code of Ethics, and/or MQii to create organization communications, tools, and resources to monitor/control quality of products and promote nutrition and wellness; 3 or more examples identified.

## Domain 2: Quality of Practice (continued)

The organization provides quality nutrition and dietetics care and services utilizing credentialed nutrition and dietetics practitioner professional expertise and understanding of the role of the credentialed nutrition and dietetics practitioner within the organization. Credentialed nutrition and dietetics practitioners are identified as leaders, accountable, and dedicated resources for nutrition and dietetics practice. Rationale: Quality nutrition and dietetics practice is built on a solid foundation of education, credentialing, evidence informed practice, demonstrated competence, and adherence to established professional standards. Credentialed nutrition and dietetics practitioners provide quality nutrition and dietetics practice, which is safe, effective, timely, efficient, equitable, and customer centered. **Total possible score range:** 0-24 points; **Score required for excellence designation:** 21 points

### 2.6 Are organization credentialed nutrition and dietetics practitioners considered skilled in QI and PI?

**Supporting Evidence:** Evidence of staff inclusion in interdisciplinary team evaluating/collecting/impacting quality measures and benchmarks

0 points	1 point	2 points	3 points
Staff do not actively participate in QI or PI and are not perceived as skilled in these areas.	Staff advance practice by being a member of an interdisciplinary team or committee that evaluates quality, safety, and outcomes of care.	Staff advance practice by collecting and analyzing data to set benchmarks and evaluate the performance and outcomes related to quality measures.	Staff have role of developing nutrition-related quality measures and partnering with national quality organizations to enhance client safety and improve quality.

### 2.7 How does the organization use CDR resources?

**Supporting Evidence:** Department and/or organizational policies, job descriptions, career ladders, and/or succession plans with highlighted language based on Scope and Standards of Practice

0 points	1 point	2 points	3 points
Users of CDR resources are primarily within the department with little reach elsewhere in the organization.	RDNs have access to current literature, and other resources such as RDN and NDTR Scope and Standards of Practice to evaluate and improve individual practice.	Department Management uses current resources such as RDN and NDTR Scope and Standards of Practice to assist in strategic planning and delivery of services provided by the department.	Organization/department management uses current resources such as RDN and NDTR Scope and Standards of Practice to develop the nutrition and dietetics services, job descriptions and career pathways.

### 2.8 Do organization credentialed nutrition and dietetics practitioners engage in internal or external partnerships, particularly those with a health equity focus?

**Supporting Evidence:** Evidence of credentialed nutrition and dietetics practitioner partnership(s) with outside organizations (meeting minutes, publications, statement from organization leader)

0 points	1 point	2 points	3 points
Organizations staff do not actively engage in internal or external partnerships.	RDN/NDTR acts as representative in one or more internal or external partnerships to promote nutrition, wellness and the RDN products and services; 1-2 Examples.	RDN/NDTR acts as departmental representative in one or more internal or external partnerships to promote nutrition, wellness and the RDN products and services; 3-4 Examples.	RDN/NDTR acts as organizational representative in one or more internal or external partnerships representing nutrition, wellness and RDN products and services; 5-6 Examples.



### Domain 3: Quality of Outcomes

The organization measures nutrition sensitive outcomes to document performance, value, and satisfaction, and uses the outcomes to refine its continuous PI plans. Rationale: Quality practice requires systematic measurement of outcomes, regular performance evaluations, and continuous improvement. The organization values excellence and continuously strives to measure and improve performance of credentialed nutrition and dietetics practitioners in delivering safe and timely nutrition and dietetics services that are effective in producing positive outcomes for the patient/client/student/education program/business. **Total possible score range:** 0 15 points; **Score required for excellence designation:** 13 points

#### 3.1 What is the approach used to report patient/client outcomes?

**Supporting Evidence:** Summary of data collected/submitted demonstrating positive impact on client/patient outcomes

0 points	1 point	2 points	3 points
Department staff do not routinely collect and/or report patient/client outcomes.	Organization collects and reports practice-related outcome data nationally for the past year (e.g., data for individual RDNs are tracked and the RDN demonstrates improvements in process indicators and/or aggregate client outcomes).	Organization collects and reports practice related outcome data nationally for 2-3 years (e.g., aggregate data for department units are tracked, and the units demonstrate improvements in process indicators and/or aggregate client outcomes by unit).	Organization collects and reports practice related outcome data nationally for 4 years or more (e.g., aggregate data from services are integrated into organization-level QI systems and the organization demonstrates improvements in nutrition-related process indicators and/or client outcomes).

#### 3.2 How are process measures/outcomes established to enhance the credentialed nutrition and dietetics practitioner area of practice through use of QI tools??

**Supporting Evidence:** Evidence of QI initiatives and their status related to (but not limited to) customer satisfaction survey includes RDN services, employee engagement, financial improvement, customer outcomes

0 points	1 point	2 points	3 points
Process measures/outcomes are not routinely measured OR they are not used to enhance the RDN area of practice.	Process outcomes are established to enhance the RDN practice and client operations through use of continuous QI tools; 1 example of collection, aggregation, and reporting of data OR 1 example of RDN/NDTR participation in quality management/research/innovation to advance product/service quality using PI.	Process outcomes are established and implemented to enhance the RDN practice and client operations through use of CQI tools; 2 total examples of collection, aggregation, and reporting of data OR RDN/NDTR participation in quality management/research/innovation to advance product/service quality using process improvement.	Process outcomes are established, implemented, and periodically evaluated to enhance RDN practice and client operations through use of CQI tools; 3+ total examples of collection, aggregation, and reporting of data OR staff participation in quality management/research/innovation to advance product/ service quality using process improvement.

### Domain 3: Quality of Outcomes (continued)

The organization measures nutrition sensitive outcomes to document performance, value, and satisfaction, and uses the outcomes to refine its continuous PI plans. Rationale: Quality practice requires systematic measurement of outcomes, regular performance evaluations, and continuous improvement. The organization values excellence and continuously strives to measure and improve performance of credentialed nutrition and dietetics practitioners in delivering safe and timely nutrition and dietetics services that are effective in producing positive outcomes for the patient/client/student/education program/business. **Total possible score range:** 0 15 points; **Score required for excellence designation:** 13 points

#### 3.3 How are key performance indicator (KPI) metrics used to compare and evaluate success?

**Supporting Evidence:** KPI reports with history of collection and/or scope of impact

0 points	1 point	2 points	3 points
KPIs are not used to compare and evaluate success.	The Department or Organization has established performance measures to quantify RDN/NDTR efficiency and effectiveness in delivering appropriate nutrition services to improve quality of client's experience (1-2 years in existence).	The Department or Organization has established performance measures to quantify RDN/NDTR efficiency and effectiveness in delivering appropriate nutrition services to improve quality of client's experience while increasing profit and/or growing services (3- 4 years in existence and/or impact within the department or organization).	Department/Organization has established performance measures to quantify RDN/NDTR efficiency and effectiveness in delivering appropriate nutrition services to improve quality of client's experience while increasing profit and/or growing services (5+years in existence and/or impact within the department or organization).

#### 3.4 What is the level of impact of improvements in products and/or outcomes of QI efforts?

**Supporting Evidence:** Demonstration of level of impact of improvement efforts on product/service quality

0 points	1 point	2 points	3 points
No significant improvements are observed based on QI efforts.	Organization supports publications, products, or tools that optimize the outcomes of the targeted audience; 1 example of improvement in quality.	Organization supports publications, products, tools that optimize the outcomes of the targeted audience; 2 examples of improvement in quality.	Organization supports publications, products, or tools that optimize the outcomes of the targeted audience; 3+ examples of improvement in quality.

#### 3.5 What measures are in place to sustain QI processes, maintain improvements, continue efforts to demonstrate the roles and contributions of credentialed nutrition and dietetics practitioners?

**Supporting Evidence:** Tool(s) used for data collection; reports of outcomes after implementation of QI efforts

0 points	1 point	2 points	3 points
Little effort is placed to sustain QI processes, maintain improvements, or continue efforts to demonstrate the roles/ contributions of RDNs and NDTRs.	Credentialed practitioners (≥10%) participate in collecting qualitative and quantitative systems data to analyze, monitor, and improve performance and quality of services in terms of process and outcome.	Credentialed practitioners (≥10%) develop qualitative and quantitative tools for the department / unit to measure systems data to improve performance and quality of services in terms of process and outcome.	Credentialed practitioners (≥10%) create PI goals for the organization or department to advance systems practice and to improve performance and quality of services in terms of process and outcome.

## Domain 4: Quality of Leadership

The organization values the education, skills, knowledge, applied judgment, and attitudes credentialed nutrition and dietetics practitioners brings to the leadership of the organization. Rationale: Quality of Leadership includes leadership within the organization and the profession, volunteer leadership, individual honors and awards, transformational leadership, and mentorship. **Total possible score range:** 0-24 points; **Score required for excellence designation:** 21 points

### 4.1 Does the organization employ credentialed nutrition and dietetics practitioners in leadership positions?

**Supporting Evidence:** Organizational chart indicating position held by RDN; current job description of RDN Leader; attestation from organization senior leader

0 points	1 point	2 points	3 points
Credentialed nutrition and dietetics practitioners do not hold leadership positions in the organization.	A credentialed nutrition and dietetics practitioner holds a management position (e.g., a clinical nutrition manager, other unit/program manager) in the department or unit.	A credentialed nutrition and dietetics practitioner holds a middle level position (e.g., director, regional manager, multi-department leader, program chair) in the department or organization; obtains operational skills; adeptly continues to practice increasing knowledge, skills, and judgment; and advances education and/or certification(s) related to responsibilities.	A credentialed nutrition and dietetics practitioner holds senior-level management position (e.g., vice president, Chief Officer level, dean, provost, chancellor) in the department / organization; builds and maintains knowledge, skills, and credentials.

### 4.2 Is the credentialed nutrition and dietetics practitioner leader transformational?

**Supporting Evidence:** Brief descriptions of completed initiatives; abstracts, presentations, or journal articles related to project

0 points	1 point	2 points	3 points
The department/unit credentialed nutrition and dietetics leader does not impact change in the organization.	Leader impacts change at a department/unit level as demonstrated by their distinguished performance as a visionary, innovator, and food and nutrition expert.	Leader impacts change throughout the organization as demonstrated by distinguished performance as a visionary, innovator and food and nutrition expert.	Leader impacts change within and outside of the organization as demonstrated by distinguished performance as a visionary, innovator and food and nutrition expert.

#### Domain 4: Quality of Leadership (continued)

The organization values the education, skills, knowledge, applied judgment, and attitudes credentialed nutrition and dietetics practitioners brings to the leadership of the organization. Rationale: Quality of Leadership includes leadership within the organization and the profession, volunteer leadership, individual honors and awards, transformational leadership, and mentorship. **Total possible score range:** 0 24 points; **Score required for excellence designation:** 21 points

#### 4.3 Does the credentialed practitioner leader mentor and empower staff?

**Supporting Evidence:** Organizational mission, vision, and values; evidence of highlighting of organizational mission, vision, and values within department; succession planning documentation; documentation of RDN-specific recognition or ladder program

0 points	1 point	2 points	3 points
Department/unit leader does not mentor or empower staff.	Leader empowers staff to align staff skills and responsibilities with the organization and department mission, vision, and values by ensuring information is shared.	Leader empowers staff to align skills and responsibilities with the organization and department mission, vision, and values and develops successor pools for all key positions by providing knowledge and skills and allowing autonomy. May utilize ladder or other recognition program.	Leader empowers staff to align skills and responsibilities with the organization and department mission, vision and values; successor pool is well-established for all key positions; markets RDN products and services in the organization. RDN ladder program or comparable active.

#### 4.4 Does the credentialed practitioner leader value advancing practice and professional growth?

**Supporting Evidence:** Evidence of promotion of Code of Ethics and Scope and Standards of Practice within department/organization; documentation of cross-training, mentorship, and provision of other resources; demonstration of workshop facilitation outside of organization

0 points	1 point	2 points	3 points
The leader does not emphasize professional growth.	The leader holds credentialed nutrition and dietetics practitioners accountable for meeting standards consistent with Academy /CDR Code of Ethics and Scope and Standards of Practice.	The leader holds credentialed nutrition and dietetics practitioners accountable for meeting standards consistent with the Academy/CDR Code of Ethics and Scope and Standards of Practice; develops a career growth plan by providing on-the-job training, cross training, mentorship, and other resources (may include funded coursework, certifications, time off, etc.).	The leader holds credentialed nutrition and dietetics practitioners accountable for meeting standards consistent with the Academy/CDR Code of Ethics/Scope and Standards of Practice; develops a career growth plan by providing specialized and/or cross training, mentorship, etc.; promotes pursuit of advanced degrees or certifications; initiates and facilitates programs open to individuals outside the organization for skills and networking.

#### Domain 4: Quality of Leadership (continued)

The organization values the education, skills, knowledge, applied judgment, and attitudes credentialed nutrition and dietetics practitioners brings to the leadership of the organization. Rationale: Quality of Leadership includes leadership within the organization and the profession, volunteer leadership, individual honors and awards, transformational leadership, and mentorship. **Total possible score range:** 0-24 points; **Score required for excellence designation:** 21 points

#### 4.5 Is credentialed nutrition and dietetics practitioner leadership in nutrition focused associations supported and valued?

**Supporting Evidence:** Documentation of elected/appointed positions held at any level by credentialed nutrition and dietetics practitioners within nutrition-focused associations

0 points	1 point	2 points	3 points
Credentialed nutrition and dietetics practitioners are not involved in local, regional, state, or national nutrition-focused association.	Credentialed nutrition and dietetics practitioners (≥10% of staff) are elected or hold appointed positions at the local and/or state level or have leadership responsibility in nutrition-focused association-related local or regional events/activities.	Credentialed nutrition and dietetics practitioners (≥10% of staff) are elected or hold appointed positions at the local and/or state level and at least 1 credentialed nutrition <b>and</b> dietetics practitioner holds a leadership position at the state level or higher and/or has advanced a major initiative at the regional level.	Credentialed nutrition and dietetics practitioners (≥10% of staff) are elected or hold appointed positions at local, state and/or national levels <b>and</b> at least 1 credentialed nutrition and dietetics practitioner holds a position at the national level and/or has advanced a major initiative at the national level.

#### 4.6 Is credentialed nutrition and dietetics practitioner leadership in non nutrition organizations valued?

**Supporting Evidence:** Documentation of elected/appointed positions held at any level by staff RDNs and/or NDTRs in non-nutrition organizations

0 points	1 point	2 points	3 points
Credentialed nutrition and dietetics practitioners are not involved in non-Academy organizations.	Credentialed nutrition and dietetics practitioners (≥10% of staff) are elected or hold appointed positions at the local or regional level or have leadership responsibility in the local or regional events/activities.	Credentialed nutrition and dietetics practitioners (≥10% of staff) are elected/hold appointed positions at the local or regional level <b>and</b> at least 1 staff holds a leadership position at the regional level or higher and/or has advanced a major initiative at the regional level.	Credentialed nutrition and dietetics practitioners (≥10% of staff) are elected or hold appointed positions at local, state and/or national levels <b>and</b> at least one staff holds a position at the national level and/or has advanced a major initiative at the national level.

#### Domain 4: Quality of Leadership (continued)

The organization values the education, skills, knowledge, applied judgment, and attitudes credentialed nutrition and dietetics practitioners brings to the leadership of the organization. Rationale: Quality of Leadership includes leadership within the organization and the profession, volunteer leadership, individual honors and awards, transformational leadership, and mentorship. **Total possible score range:** 0-24 points; **Score required for excellence designation:** 21 points

#### 4.7 Are credentialed nutrition and dietetics practitioners honored for their volunteer activities?

**Supporting Evidence:** Documentation of receipt of award(s) or other recognition by staff members

0 points	1 point	2 points	3 points
Credentialed nutrition and dietetics practitioners have not been honored for volunteer activities.	Credentialed nutrition and dietetics practitioners ( $\geq 10\%$ of staff) have received a professional association or local-level award.	Credentialed nutrition and dietetics practitioners ( $\geq 10\%$ of staff) have received a professional association, state, and/or regional level award.	Credentialed nutrition and dietetics practitioners ( $\geq 10\%$ of staff) have received a national-level award from professional organizations.

#### 4.8 Is mentorship by credentialed nutrition and dietetics practitioners valued?

**Supporting Evidence:** Documentation of completed mentoring contracts and/or schedules with appropriate organizations and/or mentees

0 points	1 point	2 points	3 points
Credentialed nutrition and dietetics practitioners are not involved in mentoring in any way.	Credentialed nutrition and dietetics practitioners provide one-on-one mentoring as an educator, preceptor, or mentor to high school, undergraduate students, interns, and/or entry-level professional colleagues.	Credentialed nutrition and dietetics practitioners provide 1:1 mentoring or group mentoring as an educator, preceptor, or mentor to graduate students, fellow colleagues, and professionals from other disciplines; department provides opportunities for students to work part-time, shadow, and/or volunteer in the department.	Credentialed nutrition and dietetics practitioners provide one-on-one mentoring/group mentoring as an educator/preceptor/mentor to junior faculty and mid-level management. Credentialed nutrition and dietetics practitioners create and support local, national, and global mentoring programs.