

Codebook

Code	Code Definition	Code group 1	Code group 2
Data is abundant	Use this code for statements indicating or implying the sufficiency or abundance of data available, regardless of whether it is directly accessible to the participant.	Data Codes	Benefits of access
Planning and/or decision-making	Use this code when the participant talks about using data to help with planning and/or decision-making for any reason related to staffing.	Data Codes	Benefits of access
Organizational learning	Use this code for statements related to viewing and comparing the same type of data between one entity and another within a particular VHA institution or across the VHA system, at any level, for the participant's own knowledge, or when the participant talks about sharing data with other entities at any level within a given facility or across the VA system to improve quality of care or processes for care.	Data Codes	Benefits of access
Data not current	Use this code for any statements indicating or implying that the desired data is not recent or updated frequently enough to meet the participant's needs at a given point in time.	Data Codes	Challenges
Data not specific to user need	Use this code when the participant expresses that the data they are able to access does not meet their specific needs or is not relevant to their responsibilities.	Data Codes	Challenges
Data/information not available to user's knowledge	Use this code for statements indicating that to the participant's knowledge, a particular type of data, data source, or access to the data is not currently available at the VA.	Data Codes	Challenges
Fragmentation	Use this code when the participant talks about or implies having to go to numerous sources in order to get the data	Data Codes	Challenges

	they need, mismatches in values between sources, or any mention of 'fragmentation' in some form.		
In/efficiency of access to data	Use this code when the participant alludes to or mentions the need to take several specific steps in order to access the desired data, which includes waiting to receive data, and manually populating one's own database with the desired data, whether retrieved from the system or collected by oneself. Be sure to include any statements that may further describe challenges associated with manual data collection and/or entry.	Data Codes	Challenges
Inaccurate data	Use this code when the participant alludes to or makes statements related to data inaccuracy for any reason, including statements which describe the data as not yet verified to be inaccurate but are either in the process of verification or raise questions as potentially being inaccurate from the perspective of the participant or others.	Data Codes	Challenges
Insufficient permissions to access data	Use this code when the participant talks about or alludes to inability to access data as a result of having no sufficiently justifiable reason to receive access to the specified data, as determined by VA data security.	Data Codes	Challenges
Lack of knowledge about available data	This code should describe instances in which the participant discusses not being knowledgeable about all of the data available to them, describes the overabundance of data as a challenge, and/or expresses that they are aware of the data but do not know how to access or use it.	Data Codes	Challenges
Limited access privileges	Use this code when the participant talks about having limited access or capability to view certain data.	Data Codes	Challenges
Multiple roles per staff	Use this code when the participant alludes to their staff taking on more than one type of role or are members of more than	Staffing Codes	Challenges

	one team, either of which require their immediate availability when necessary.		
Short staffing	Use this code when the participant alludes to having not enough staff at a specific point in time or over a given period of time.	Staffing Codes	Challenges
Accountability	Use this code when the participant talks about auditing or implies using data to assess compliance with organizational, local, state, or national standards or guidelines, follow up on observed metrics with other leaders, or to report status or performance to oversight bodies or system management.	Data Codes	Purpose of access
Assess staff engagement	Use this code when the participant talks about using data to assess satisfaction and concerns of staff at any level, responses to satisfaction scores and staff concerns, efforts to minimize environmental and/or physical risk through implementation of measures (i.e. actions) or training, potential consequences of staff exposure to the specified risk(s), or any mention of 'staff engagement' in some form; Use also for any use of data to review retention or turnover.	Data Codes	Purpose of access
Determine patient acuity	Use this code for statements related to or which imply using data to assess severity or complexity of patient condition(s) or illness(es).	Data Codes	Purpose of access
Informed workforce	Use this code when the participant talks about or implies sharing data with staff or other leaders at any level to facilitate monitoring adherence to standards or progress toward goals.	Data Codes	Purpose of access
Justification to leadership	Use this code when the participant talks about or implies using data to justify additional resources or obtain leadership approval for a proposal or decision.	Data Codes	Purpose of access

Patient safety	Use this code when the participant talks about using data to assess and/or minimize environmental or physical risk to patients or provision of safe care, or any explicit mention of 'safety' or 'safe' in some form as it relates to patients. Also use this code when there is any mention of patient safety metrics, this includes nursing-sensitive indicators.	Data Codes	Purpose of access
Patient satisfaction/customer service	Use this code when the participant talks about or implies using data to evaluate patient satisfaction, customer service, or any mention of a patient satisfaction/customer service application. Press Ganey and SHEP appear to be the most prominent but there may be others.	Data Codes	Purpose of access
Problem-solving	Use this code for statements related to using data to help a participant's determination of how to address or resolve an emergent issue related to any aspect of staffing.	Data Codes	Purpose of access
Quality improvement	<p>Use this code when the participant talks about or implies using data to support improvement of the quality of care delivered to patients and plans or decisions made in addressing quality issues. This includes use of data to facilitate or inform efforts made to improve staffing methodology, staffing processes, or processes relating to educating or supporting staff at any level.</p> <p>Also use this code for statements related to using or researching evidence-based practice data or models, to facilitate a participant's execution of responsibilities and/or that executed by their staff, or any explicit mention of 'evidence-based' in some form as it relates to the participant's use of data.</p>	Data Codes	Purpose of access

Quality of care	Use this code when the participant talks about using data to assess the quality of care delivered at any level, including any mention of quality metrics that aren't specifically related to patient safety.	Data Codes	Purpose of access
Root cause analysis	Use this code when the participant talks about determining the reason for certain data values or outcomes at any level (e.g. patient, unit, staff, etc.) or any step within that process of determination.	Data Codes	Purpose of access
Staffing justification	Use this code when the participant talks about using data specifically to justify the need for staff.	Data Codes	Purpose of access
Time comparison	Use this code for statements related to viewing and comparing the same type of data from different periods of time.	Data Codes	Purpose of access
Staffing planning	Use this code for statements related to the use or necessity of data for the participant to staff their unit(s) appropriately whether present day data, historical data, or future forecasting; or any metrics related to appropriate staffing such as nursing hours per day. This definition includes the use of data for staffing methodology, to establish or evaluate staffing targets or processes, or to determine scheduling processes.	Data Codes	Purpose of access
Automation	Participant notes that automated or improved automated data gathering would be useful in a dashboard.	Dashboard Codes	Recommendations
Centralization	Use this code for statements related to combining data sources into one system.	Dashboard Codes	Recommendations
Connection to EMR	Instances where the participants want any dashboard they use to be connected to the EMR.	Dashboard Codes	Recommendations
Dashboard content	Participant lists the content they would like in a dashboard.	Dashboard Codes	Recommendations

Level of granularity	Level at which the participant would like dashboard data to be displayed. Possible options might include by unit/program, service/care line, facility, VISN, national, etc.	Dashboard Codes	Recommendations
Patient acuity	Use this code when the participant expresses a desire for patient acuity-related data on their ideal dashboard. This includes any statements related to illness severity, intensity of care necessary, or specific equipment needed for a unit's patients.	Dashboard Codes	Recommendations
Predictive modeling	Use this code for statements related to predictive or projection models on the participant's ideal dashboard.	Dashboard Codes	Recommendations
Sort/filter	Use this code for statements related to sorting, filtering, or drilling through data on the participant's ideal dashboard.	Dashboard Codes	Recommendations
Staff demographics	Use this code for statements related to staff demographic data on the participant's ideal dashboard.	Dashboard Codes	Recommendations
Staff safety metrics	Use this code for any metrics stated by the participant that can be used to gauge staff safety at any level.	Dashboard Codes	Recommendations
Staffing levels	Use this for statements related to the participant's ability to assess staffing levels at any organizational level. Includes vacancies and unplanned leave, such as, but not limited to, sick leave and FMLA.	Dashboard Codes	Recommendations
Update frequency	Participant expresses a preferred frequency or frequencies for a dashboard.	Dashboard Codes	Recommendations
Patient safety metrics	Use this code when the participant expresses or implies a desire to have patient safety metrics on their ideal dashboard, including nursing-sensitive indicators.	Dashboard Codes	Recommendations
Quality metrics	Use this code when the participant expresses or implies that they would like dashboard metrics to help evaluate quality of care.	Dashboard Codes	Recommendations

Patient flow	Use this code for statements related to patient flow metrics on the participant's ideal dashboard.	Dashboard Codes	Recommendations
Time frame	Use this code for statements related to the time frame in which the participant would like information displayed on their ideal dashboard - typically real-time, past, or future.	Dashboard Codes	Recommendations
Patient satisfaction/customer service	Use this code for statements related to patient experience, patient satisfaction, or customer service relevant metrics on the participant's ideal dashboard.	Dashboard Codes	Recommendations
Advocacy	Use this code when the participant talks about advocating for their employees or serving as a bridge between employees and leadership at any level.	Staffing Codes	Responsibilities
Budget management	Use this code when the participant talks about budget as it relates to any aspect of staffing.	Staffing Codes	Responsibilities
Clinical specialty	Use this code when the participant describes their clinical specialty or responsibilities that are specific to their clinical specialty.	Staffing Codes	Responsibilities
Collaboration	Use this code when the participant alludes to collaboration with other staff or leaders at any level and/or across disciplines for a given purpose.	Staffing Codes	Responsibilities
Ensure patient safety	Use this code when the participant talks about minimizing risk to patients, provision of safe care, or any explicit mention of 'safety' or 'safe' in some form as it relates to patients.	Staffing Codes	Responsibilities
Ensure staff safety	Use this code when the participant talks about minimizing environmental and/or physical risk through implementation of measures (i.e. actions) or training, potential consequences of staff exposure to the specified risk(s), and any explicit mention of 'safety' or 'safe' in some form as it relates to staff.	Staffing Codes	Responsibilities

Float management	Use this code for any statements related to float assignments, float coordination between units, or ensuring that floats are available or present to work on a given unit or multiple units.	Staffing Codes	Responsibilities
General oversight	Use this code for statements related to oversight in a facility or service/care line, or supervision of a unit or staff, but without any further or extensive description of what the oversight/supervision entails.	Staffing Codes	Responsibilities
Manage nurse travel	Use this code for statements related to travelling to other hospital units because of a specific skill set possessed by the participant or the participant's staff, that the staff on the destination unit may not necessarily have.	Staffing Codes	Responsibilities
Organizational support	Use this code when the participant talks about supporting their employees through the assurance or provision of necessary resources or requested assistance in any way. Resources include sufficient staff, equipment, or any other things staff might need to effectively carry out their work.	Staffing Codes	Responsibilities
Patient caseload	Use this code for statements related to patient volume on a unit or patients assigned per staff at a specific point in time or over a given time period.	Staffing Codes	Responsibilities
Patient type	Use this code when the participant mentions patients with regard to their specific health condition, equipment needed or used for the patient.	Staffing Codes	Responsibilities
Quality management	Use this code for statements related to the development and evaluation of progress toward goals, set processes, and/or establishment of standards within a participant's unit, service line, or facility at a specific point in time or over a given time period. Includes evaluation of unit performance and quality of care.	Staffing Codes	Responsibilities

Planning and/or decision-making	Use this code when the participants talks about planning or making staffing decisions in any capacity and at any organizational level, in situations which do not present a specific problem, crisis, or issue.	Staffing Codes	Responsibilities
Practice management	Use this code when the participant talks about ensuring that responsibilities are appropriately delegated to staff depending on their role, education, or experience, and that these responsibilities are efficiently and effectively carried out by their staff. Responsibilities are not limited to day-to-day tasks, but can also include practice improvement, policy, etc.	Staffing Codes	Responsibilities
Problem-solving	Use this code when the participant alludes to or give examples relating to situations in which they must determine how to address or resolve an issue related to any aspect of staffing.	Staffing Codes	Responsibilities
Scheduling	Use this code when the participant talks about assigning staff to shifts, including the act of filling vacancies, assigning staff overtime, or an explicit mention of 'scheduling' in some form.	Staffing Codes	Responsibilities
Shift coverage	Use this code when the participant talks about going into a shift to perform tasks or support their staff, in either a supervisory, direct, or indirect care role.	Staffing Codes	Responsibilities
Staff education and competency	Use this code for statements related to staff training, clinical education, or assessing or verifying staff competencies, that allows staff to carry out their duties effectively. Code also any statements with an explicit mention of staff 'education' or 'competency' in some form.	Staffing Codes	Responsibilities
Staff engagement	Use this code when the participant talks about involving and supporting their staff, applied to various circumstances. This includes, but is not limited to communicating with staff to keep them informed or consider their thoughts on issues or decisions, acting as the bridge between staff and leadership at	Staffing Codes	Responsibilities

	any level, providing necessary resources for staff, and conducting staff surveys.		
Staff recruitment	Use this code for statements related to communication with HR for staff, actively seeking to employ staff at any organizational level, or an explicit mention of 'recruitment' in some form.	Staffing Codes	Responsibilities
Staffing adequacy	Use this code for statements related to targeting or meeting minimums for staffing at any role type, filling vacancies for the purpose of having sufficient staffing, ensuring availability of staff, coordinating staff coverage, or an explicit mention of 'adequate staffing' in some form, either at a specific point in time or over a given period of time.	Staffing Codes	Responsibilities
Personnel evaluation	Use this code for statements related to hiring or firing of staff, discipline of staff, or formal evaluations of staff.	Staffing Codes	Responsibilities
Data Sources	Use this code whenever participants discuss the particular sources (SAIL, IPEC, ONS, etc.) from which they gather the data they use for their jobs. This also includes directly obtaining data from individuals, units, facilities, etc.	Data Codes	Sources