

Organizing Framework and CNS Core Competencies

A. Direct Care Competency: *Direct interaction with patients, families, and groups of patients to promote health or well-being and improve quality of life. Characterized by a holistic perspective in the advanced nursing management of health, illness, and disease states.*

| Behavioral Statement | Sphere of Influence | Nurse Characteristics |
|---|------------------------------------|------------------------------|
| <i>A.1 Conducts comprehensive, holistic wellness and illness assessments using known or innovative evidence-based techniques, tools, and direct and indirect methods.</i> | <i>Patient</i> | <i>Clinical Judgment</i> |
| <i>A.2 Obtains data about context and etiologies (including both non-disease and disease-related factors) necessary to formulate differential diagnoses and plans of care, and to identify and evaluate of outcomes.</i> | <i>Patient</i> | |
| <i>A.3 Employs evidence-based clinical practice guidelines to guide screening and diagnosis.</i> | <i>Patient & System</i> | |
| <i>A.4 Assesses the effects of interactions among the individual, family, community, and social systems on health and illness.</i> | <i>Patient</i> | |
| <i>A.5 Identifies potential risks to patient safety, autonomy and quality of care based on assessments across the patient, nurse and system spheres of influence.</i> | <i>Patient, Nurse & System</i> | |
| <i>A.6 Assesses the impact of environmental/system factors on care.</i> | <i>Patient & System</i> | |
| <i>A.7 Synthesizes assessment data, advanced knowledge, and experience, using critical thinking and clinical judgment to formulate differential diagnoses for clinical problems amenable to CNS intervention.</i> | <i>Patient & System</i> | |
| <i>A.8 Prioritizes differential diagnoses to reflect those conditions most relevant to signs, symptoms and patterns amenable to CNS interventions.</i> | <i>Patient</i> | |
| <i>A.9 Selects interventions that may include, but are not limited to:</i> <i>A.9.a. Application of advanced nursing therapies</i> <i>A.9.b. Initiation of interdisciplinary team meetings, consultations and other communications to benefit patient care</i> <i>A.9.c. Management of patient medications, clinical procedures and other interventions</i> <i>A.9.d. Psychosocial support including patient counseling and spiritual interventions</i> | <i>Patient</i> | |

| | | |
|--|---------------------------|-------------------|
| A.10 Designs strategies, including advanced nursing therapies, to meet the multifaceted needs of complex patients and groups of patients. | Patient | Clinical Judgment |
| A.11 Develops evidence-based clinical interventions and systems to achieve defined patient and system outcomes. | Patient, Nurse & System | |
| A.12 Uses advanced communication skills within therapeutic relationships to improve patient outcomes. | Patient | Caring Practice |
| A.13 Prescribes nursing therapeutics, pharmacologic and non-pharmacologic interventions, diagnostic measures, equipment, procedures, and treatments to meet the needs of patients, families and groups, in accordance with professional preparation, institutional privileges, state and federal laws and practice acts. | Patient | Clinical Judgment |
| A.14 Provides direct care to selected patients based on the needs of the patient and the CNS's specialty knowledge and skills | Patient | |
| A. 15 Assists staff in the development of innovative, cost effective programs or protocols of care | Patient, Nurse and System | |
| A 16 Evaluates nursing practice that considers Safety, Timeliness, Effectiveness, Efficiency, Efficacy and Patient-centered care. | Patient, Nurse & System | |
| A.17 Determines when evidence based guidelines, policies, procedures and plans of care need to be tailored to the individual | Patient | |
| A.18 Differentiates between outcomes that require care process modification at the individual patient level and those that require modification at the system level. | System | Systems Thinking |
| A.19 Leads development of evidence-based plans for meeting individual, family, community, and population needs. | Patient & System | Caring Practices |
| A. 20 Provides leadership for collaborative, evidence-based revision of diagnoses and plans of care, to improve patient outcomes | Patient, Nurse & System | Clinical Judgment |

B. Consultation Competency: Patient, staff, or system-focused interaction between professionals in which the consultant is recognized as having specialized expertise and assists consul tee with problem solving.

| Behavioral Statement | Sphere of Influence | Nurse Characteristics |
|--|----------------------------|------------------------------|
| B.1 Provides consultation to staff nurses, medical staff and interdisciplinary colleagues | Patient, Nurse & System | Clinical Judgment |
| B.2 Initiates consultation to obtain resources as necessary to facilitate progress toward achieving identified outcomes. | Patient | |
| B.3 Communicates consultation findings to appropriate parties consistent with professional and institutional standards. | Patient | Collaboration |
| B.4 Analyzes data from consultations to implement practice improvements. | Nurse & System | Facilitation of Learning |

C. Systems Leadership Competency: The ability to manage change and empower others to influence clinical practice and political processes both within and across systems.

| Behavioral Statement | Sphere of Influence | Nurse Characteristics |
|---|----------------------------|---------------------------------------|
| C. 1 Facilitates the provision of clinically competent care by staff/team through education, role modeling, teambuilding, and quality monitoring. | Nurse & System | |
| C.2 Performs system level assessments to identify variables that influence nursing practice and outcomes, including but not limited to: | System | Systems Thinking |
| C.2.a.Population variables (age distribution, health status, income distribution, culture) | Patient & System | Response to Diversity |
| C.2.b.Environment (schools, community support services, housing availability, employment opportunities) | Patient & System | Systems Thinking |
| C.2.c.System of health care delivery | Patient & System | |
| C.2.d.Regulatory requirements | System | |
| C.2.e.Internal and external political influences/stability | System | |
| C.2.f.Health care financing | System | |
| C.2.g.Recurring practices that enhance or compromise patient or system outcomes. | Patient, Nurse, & System | |
| C.3 Determines nursing practice and system interventions that will promote patient, family and community safety. | Nurse & System | |
| C.4 Uses effective strategies for changing clinician and team behavior to encourage adoption of evidence-based practices and innovations in care delivery. | Nurse & System | |
| C.5 Provides leadership in maintaining a supportive and healthy work environment. | System | |
| C.6 Provides leadership in promoting interdisciplinary collaboration to implement outcome-focused patient care programs meeting the clinical needs of patients, families, populations and communities. | Patient & System | Collaboration |
| C.7 Develops age-specific clinical standards, policies and procedures. | System | Collaboration & Response to Diversity |
| C.8 Uses leadership, team building, negotiation, and conflict resolution skills to build partnerships within and across systems, including communities. | System | Collaboration |
| C.9 Coordinates the care of patients with use of system and community resources to assure successful health/illness/wellness transitions, enhance delivery of care, and achieve optimal patient outcomes. | Patient & System | |

| | | |
|--|------------------------|------------------|
| C.10 Considers fiscal and budgetary implications in decision making regarding practice and system modifications. C.10.a. Evaluates use of products and services for appropriateness and cost/benefit in meeting care needs C.10.b. Conducts cost/benefit analysis of new clinical technologies C.10.c. Evaluates impact of introduction or withdrawal of products, services, and technologies | System | Systems thinking |
| C.11 Leads system change to improve health outcomes through evidence based practice: | Patient, Nurse, System | Systems Thinking |
| C.11.a. Specifies expected clinical and system level outcomes. | Patient, Nurse, System | |
| C.11.b. Designs programs to improve clinical and system level processes and outcomes. | Patient, Nurse, System | |
| C.11.c. Facilitates the adoption of practice change | Patient, Nurse, System | |
| C.12 Evaluates impact of CNS and other nursing practice on systems of care using nurse-sensitive outcomes | Nurse & System | |
| C.13 Disseminates outcomes of system-level change internally and externally | System | |

D. Collaboration Competency: Working jointly with others to optimize clinical outcomes. The CNS collaborates at an advanced level by committing to authentic engagement and constructive patient, family, system, and population-focused problem-solving

| Behavioral Statement | Sphere of Influence | Nurse Characteristics |
|--|----------------------------|---------------------------------------|
| D.1 Assesses the quality and effectiveness of interdisciplinary, intra-agency, and inter-agency communication and collaboration. | Nurse, System | Clinical Inquiry & Collaboration |
| D.2 Establishes collaborative relationships within and across departments that promote patient safety, culturally competent care, and clinical excellence | System | Collaboration & Response to Diversity |
| D.3 Provides leadership for establishing, improving, and sustaining collaborative relationships to meet clinical needs. | Nurse, System | |
| D.4 Practices collegially with medical staff and other members of the healthcare team so that all providers' unique contributions to health outcomes will be enhanced. | Nurse, System | |
| D.5 Facilitates intra-agency and inter-agency communication. | Nurse, System | |

E. Coaching Competency: Skillful guidance and teaching to advance the care of patients, families, groups of patients, and the profession of nursing.

| Behavioral Statement | Sphere of Influence | Nurse Characteristics |
|--|----------------------------|--|
| E.1 Coaches patients and families to help them navigate the healthcare system. | Patient Sphere | Advocacy & Moral Agency |
| E.2 Designs health information and patient education appropriate to the patient's developmental level, health literacy level, learning needs, readiness to learn, and cultural values and beliefs. | Patient Sphere | Facilitation of Learning & Response to Diversity |
| E.3 Provides education to individuals, families, groups and communities to promote knowledge, understanding and optimal functioning across the wellness-illness continuum. | Patient Sphere | |
| E.4 participates in pre-professional, graduate and continuing education of nurses and other health care providers: | Nurse | |
| E.4.a. Completes a needs assessment as appropriate to guide interventions with staff; | Nurse | |
| E.4.b. Promotes professional development of staff nurses and continuing education activities; | Nurse | Facilitator of Learning & Clinical Inquiry |
| E.4.c. Implements staff development and continuing education activities; | Nurse | |
| E.4.d. Mentors nurses to translate research into practice. | Nurse | |
| E.5 Contributes to the advancement of the profession as a whole by disseminating outcomes of CNS practice through presentations and publications. | Nurse | Facilitator of Learning |
| E.6 Mentors staff nurses, graduate students and others to acquire new knowledge and skills and develop their careers. | Nurse | |
| E.7 Mentors health professionals in applying the principles of evidence-based care. | Nurse & System | Advocacy & Moral Agency |
| E.8 Uses coaching and advanced communication skills to facilitate the development of effective clinical teams. | Nurse & System | |
| E.9 Provides leadership in conflict management and negotiation to address problems in the healthcare system. | Patient, Nurse & System | Collaboration |

F. Research Competency: The work of thorough and systematic inquiry. Includes the search for, interpretation, and use of evidence in clinical practice and quality improvement, as well as active participation in the conduct of research.

I. Interpretation, Translation and Use of Evidence

| Behavioral Statement | Sphere of Influence | Nurse Characteristics |
|--|----------------------------|------------------------------------|
| F.I.1 Analyzes research findings and other evidence for their potential application to clinical practice | Patient, Nurse, & System | Clinical Inquiry |
| F.I.2 Integrates evidence into the health, illness, and wellness management of patients, families communities and groups | Patient | Clinical Inquiry |
| F.I.3 Applies principles of evidence-based practice and quality improvement to all patient care. | System & Patient | Clinical Inquiry |
| F.I.4 Assesses system barriers and facilitators to adoption of evidence-based practices. | System | |
| F.I.5 Designs programs for effective implementation of research findings and other evidence in clinical practice | Patient, Nurse, & System | |
| F.I.6 Cultivates a climate of clinical inquiry across spheres of influence: | Patient, Nurse, System | Clinical Inquiry, Systems Thinking |
| F.1.6.a.Evaluates the need for improvement or redesign of care delivery processes to improve safety, efficiency, reliability, and quality. | Patient, Nurse, System | |
| F.1.6.b.Disseminates expert knowledge; | Patient, Nurse, System | Facilitation of Learning |

II. Evaluation of Clinical Practice

| Behavioral Statement | Sphere of Influence | Nurse Characteristics |
|---|----------------------------|------------------------------|
| F.II.1 Fosters an interdisciplinary approach to quality improvement, evidence-based practice, research, and translation of research into practice | Nurse/Team | Collaboration |
| F.II.2 Participates in establishing quality improvement agenda for unit, department, program, system, or population | System | Clinical Inquiry |
| F.II.3 Provides leadership in planning data collection and quality monitoring. | System | |
| F.II.4 Uses quality monitoring data to assess the quality and effectiveness of clinical programs in meeting outcomes. | Patient, Nurse, & System | |
| F.II.5 Develops quality improvement initiatives based on assessments. | System | |
| F.II.6 Provides leadership in the design, implementation and evaluation of process improvement initiatives. | System | |
| F.II.7 Provides leadership in the system-wide implementation of quality improvements and innovations. | System | |

III. Conduct of Research

| Behavioral Statement | Sphere of Influence | Nurse Characteristics |
|--|--------------------------|-----------------------|
| F.III.1 Participates in conduct of or implementation of research which may include one or more of the following: <ul style="list-style-type: none"> F. III 1 a. Identification of questions for clinical inquiry F. III 1 b. Conduct of literature reviews F. III 1 c. Study design and implementation F. III 1 d. Data collection F. III 1 e. Data analysis F. III 1 f. Dissemination of findings | Patient, Nurse, & System | Clinical Inquiry |

G. Ethical decision-making, moral agency and advocacy: Identifying, articulating, and taking action on ethical concerns at the patient, family, health care provider, system, community, and public policy levels.

| Behavioral Statement | Sphere of Influence | Nurse Characteristics |
|--|--------------------------|--------------------------|
| G.1 Engages in a formal self-evaluation process, seeking feedback regarding own practice, from patients, peers, professional colleagues and others | Nurse | Clinical Inquiry |
| G.2 Fosters professional accountability in self or others. | Nurse, System | Advocacy & Moral Agency |
| G.3 Facilitates resolution of ethical conflicts: <ul style="list-style-type: none"> G.3.a. Identifies ethical implications of complex care situations G.3.b. Considers the impact of scientific advances, cost, clinical effectiveness, patient and family values and preferences, and other external influences. G.3.c. Applies ethical principles to resolving concerns across the three spheres of influence | Patient, Nurse, & System | Response to Diversity |
| G.4 Promotes a practice climate conducive to providing ethical care. | System & Nurse | Moral Agency |
| G.5 Facilitates interdisciplinary teams to address ethical concerns, risks or considerations, benefits and outcomes of patient care. | System & Nurse | Advocacy & Collaboration |
| G.6 Facilitates patient and family understanding of the risks, benefits, and outcomes of proposed healthcare regimen to promote informed decision making. | Patient | Facilitator of Learning |
| G.7 Advocates for equitable patient care by: <ul style="list-style-type: none"> G.7.a. Participating in organizational, local, state, national, or international level of policy-making activities for issues related to their expertise G.7.b. Evaluating the impact of legislative and regulatory policies as they apply to nursing practice and patient or population outcomes | Patient & System | Advocacy & Moral Agency |

| | | |
|--|----------------|------------------------------------|
| G.8 Promotes the role and scope of practice of the CNS to legislators, regulators, other health care providers, and the public: | Nurse & System | Advocacy & Facilitator of Learning |
| G.8.a. Communicates information that promotes nursing, the role of the CNS and outcomes of nursing and CNS practice through the use of the media, advanced technologies, and community networks. | Nurse & System | |
| G.8.b. Advocates for the CNS/APRN role and for positive legislative response to issues affecting nursing practice. | Nurse, System | |