

Sub-competency	Progression Indicators (Observable Behaviors)	
	Developing	Developed (Competent)
7.1 Apply knowledge of systems to work effective	ely across the continuum of care.	
7.1e Participate in organizational strategic planning.	Describe the elements of organizational SWOT (strengths, weaknesses, opportunities, and threats) analysis.  Analyze data and trends relevant to strategic goals within a healthcare organization and summarize findings, linking them to potential strategic initiatives.	Develop and present a strategic plan proposal based on a SWOT analysis, addressing a specific organizational priority using evidence-based practices.  Evaluate the alignment between a healthcare organization's strategic goals and its mission, vision, and values while identifying opportunities for improvement.  Collaborate with interdisciplinary team members to develop evidence-based strategies to achieve organizational goals.
7.1f Participate in system-wide initiatives that improve care delivery and/or outcomes.	Collaborate with an interdisciplinary team to identify barriers and propose evidence-based solutions for system improvements.  Contribute to designing or evaluating system-wide initiatives to improve care delivery or patient outcomes.	Assess the impact of system-wide initiatives on patient outcomes and organizational performance.  Communicate the outcomes of system-wide initiatives to stakeholders, emphasizing their impact on care quality.  Integrate evidence-based practices into system-wide initiatives to ensure alignment with organizational goals and standards of care.



Domain 7. Systems-based Practice		
7.1g Analyze system-wide processes to optimize outcomes.	Utilize data analytics to assess the effectiveness of system-wide processes in patient care and organizational performance.  Propose evidence-based strategies to enhance the efficiency and effectiveness of system-wide processes.	Conduct a comprehensive analysis of a system-wide process to identify gaps and recommend optimization strategies.  Evaluate the impact of implemented changes on system-wide processes, patient outcomes, and organizational performance.  Collaborate with interdisciplinary team members to implement improved system-wide processes, ensuring alignment with evidence-based practices and optimizing outcomes.
7.1h Design policies to impact health equity and structural racism within systems, communities, and populations.	Analyze institutional, state, and federal policies for their impact on health equity.	Develop policy proposals aimed at eliminating structural barriers and improving equitable healthcare delivery.  Present policy proposals to stakeholders to advocate for systemic change.  Engage in policymaking at the organizational or governmental level to promote health equity and social justice in healthcare.
7.2 Incorporate consideration of cost-effectiveness	of care.	
7.2g Analyze relevant internal and external factors that drive healthcare costs and reimbursement.	Examine key internal factors that impact healthcare costs.	Synthesize data from organizational reports or policy analyses to assess the influence of internal and external factors on financial outcomes and
	Identify external cost drivers and explain how they influence healthcare costs and reimbursement.	healthcare quality.  Apply knowledge of cost drivers to advocate for
	Examine the interplay between cost drivers and reimbursement models.	strategies that improve efficiency and reimbursement rates while maintaining quality healthcare.



Domain 7. Systems-based Fractice		
7.2h Design practices that enhance value, access, quality, and cost-effectiveness.	Explore evidence-based practices that improve healthcare quality and patient outcomes while addressing cost considerations.	Adopt care models, workflows, or processes that prioritize value, quality, and efficiency through evidence-based approaches.
	Identify barriers to access and equity within healthcare systems and consider potential solutions.	Prioritize interventions supported by research and best practices.
	Propose strategies to enhance value and costeffectiveness.	Evaluate, redesign, and refine practices to improve cost-effectiveness and care quality.
7.2i Advocate for healthcare economic policies and regulations to enhance value, quality, and cost effectiveness.	Identify key healthcare policies and regulations that impact cost, quality, and value in healthcare delivery.  Explore advocacy strategies and participate in discussions regarding economic policy changes.	Advocate for policy changes that align with evidence-based practices and improve costeffectiveness and value in care delivery.  Engage with organizations and healthcare professionals to support policies that enhance quality and equity.  Evaluate proposals addressing economic challenges within healthcare delivery systems.
7.2j Formulate, document, and disseminate the return on investment for improvement initiatives collaboratively with an interdisciplinary team.	Explore methods for calculating return on investment (ROI) using fundamental tools and metrics in quality improvement projects.  Contribute to discussions regarding ROI and value-based care initiatives.  Draft initial reports documenting outcomes and cost savings from small-scale improvement projects.	Collaborate with interdisciplinary team members to formulate comprehensive ROI analyses for improvement initiatives by integrating financial and clinical outcomes.  Prepare reports and present findings on ROI, utilizing evidence to advocate for continued investment in high-value initiatives.



Domain 7. Systems-based Practice		
7.2k Recommend system-wide strategies that improve cost- effectiveness considering structure, leadership, and workforce needs.	Analyze organizational structures and workforce challenges to identify opportunities for enhancing cost-effectiveness.	Recommend strategies that address workforce needs and improve cost-effectiveness across healthcare systems.
	Explore leadership strategies that support financial efficiency while maintaining quality standards.	Develop proposals for system-wide changes that incorporate evidence-based practices and workforce data.
	Participate in team discussions on system-level changes to optimize resource utilization and reduce costs.	Collaborate with interdisciplinary teams to implement initiatives that align with financial and quality improvement goals.
7.2l Evaluate health policies based on an ethical framework considering cost-effectiveness, health equity, and care outcomes.	Review health policies through an ethical lens, focusing on their impact on cost-effectiveness and patient care.  Participate in discussions on health equity, analyzing how policies address disparities in access and outcomes.	Evaluate health policies for alignment with ethical principles, cost-effectiveness, and equity in care delivery.
		Develop policy recommendations that address gaps in health equity and improve patient outcomes.
		Collaborate with stakeholders to advocate for ethically sound policies that optimize care delivery.
7.3 Optimize system effectiveness through applicat	ion of innovation and evidence-based practice.	
7.3e Apply innovative and evidence-based strategies focusing on system preparedness and capabilities.	Conduct a needs assessment to identify gaps in system preparedness and capabilities.	Design innovative, evidence-based strategies to enhance system preparedness and capabilities in response to complex healthcare challenges.
	Review and critique current organizational policies or protocols on emergency preparedness and system resilience using evidence-based frameworks.	Integrate interdisciplinary perspectives to develop robust preparedness plans.
	Propose initial strategies for improving system capabilities based on evidence from recent literature or guidelines.	Evaluate the effectiveness of preparedness interventions by analyzing outcome metrics and providing actionable feedback for improvement.



7.3f Design system improvement strategies based on performance data and metrics.	Access and interpret organizational performance metrics.  Analyze trends in performance data to identify opportunities for improvement.	Develop and present a plan for system improvements using organizational performance data and evidence-based methodologies.  Utilize performance metrics to monitor the effectiveness of implemented strategies and modify interventions as needed.
7.3g Manage change to sustain system effectiveness.	Identify internal and external factors that influence the success of change initiatives.  Collaborate with stakeholders to foster support for change initiatives and enhance system effectiveness using evidence-based strategies.  Utilize change management frameworks to design interventions that enhance clinical practice.	Develop a comprehensive change management strategy to address system issues, ensuring alignment with organizational goals and evidence-based practices.  Implement evaluation processes to monitor the impact of change initiatives on system effectiveness using performance data and metrics.  Develop strategies to sustain successful changes and ensure long-term effectiveness.
7.3h Design system improvement strategies that address internal and external system processes and structures that perpetuate structural racism and other forms of discrimination in healthcare systems.	Analyze performance metrics, health outcomes data, and organizational policies to identify areas where systemic inequities, structural racism, or discrimination exist.  Appraise literature on interventions designed to reduce disparities and discrimination within healthcare systems.  Address identified inequities by incorporating evidence, stakeholder perspectives, and feedback to refine improvement strategies.	Develop a system improvement plan targeting processes and structures that perpetuate inequities in healthcare.  Evaluate the outcomes of implemented strategies using performance metrics and patient outcome data.  Promote a culture of continuous improvement by identifying areas for further intervention and sustaining successful initiatives through system-wide policies.