



Example of a CNLsm Job Description for An Acute Care Setting

Clinical Nurse Leadersm Required Competencies & Role Responsibilities

NOTE: This job description was developed using the broad areas of the role and required competencies identified in the working paper on the Role of the Clinical Nurse Leader. Role responsibilities were identified by focus groups of clinical staff to identify the work of the CNL in the care delivery process in an acute care setting. This job description is only one example of how the role can be actualized. Adaptation of the role will vary in different settings.

ROLE DESCRIPTION

The Clinical Nurse Leader (CNL)sm is a generalist prepared at the Master's degree level. The major thrust of the CNL role is knowing the patient, communication and lateral integration of care. The CNL has specialized knowledge in horizontal leadership is accountable for the management of care and the care environment. In addition to generalist preparation in nursing with enhanced clinical skills, the CNL is primarily unit or setting based and is responsible for a specified cohort of patients. The number of patients for which the CNL is responsible depends on the health care setting and patient nature and complexity. The mix of nursing personnel required in acute care is a function of the nature and quantity of work that must be accomplished on a particular unit. Therefore, the number and ratios of CNLs, staff nurses, and nursing assistants are likely to vary from unit to unit. In a medical surgical setting, 10-16 patients may be appropriate. For the CNL to be effective and accountable for patient safety and quality outcomes, the cohort of patients **must** be adapted to the setting. In his or her day to day practice, the CNL develops an overall view of patients, families and caregivers and establishes strong partnerships with them to deliver optimal care. The CNL has 24-hour accountability for the care provided by self and others to whom care is delegated.

REPORTING RELATIONSHIP

The Clinical Nurse Leader (CNL) is a full-time salaried employee who reports directly to the Nurse Manager.

MINIMUM REQUIREMENT

Registered Nurse (RN) license in the State of Practice, a Master's degree in Nursing with an emphasis on the Clinical Nurse Leader role and required competencies. Extensive clinical knowledge of the patient population is preferred but may be acquired over time under mentorship of senior staff.

CLINICAL NURSE LEADER ROLE sm

<i>Area of Focus</i>	Competencies	Responsibilities in an Acute Care Setting
Clinical Care	<ul style="list-style-type: none"> -Critical thinking skills -Clinically competent to care for patients, knowledgeable about disease processes and can identify symptoms of complications. -Skilled in psycho-social evaluation of patient and family -Effective in identification of the need for consultation services of Advanced Practices Nurses and other allied health providers -Knowledgeable about pharmacologic therapies and drug interactions -Able to integrate care of multiple disciplines to achieve highest outcomes 	<ul style="list-style-type: none"> -Performs or oversees the collection of holistic assessment and the development and implementation of a plan of care -Carries a caseload of patients. The number of patients in the caseload is dependent upon the setting and nature of the patients. -Oversees the management of patient care: <ul style="list-style-type: none"> *Assesses the patient population daily *Rounds with clinicians daily to discuss patients progress *Provide direct care when appropriate to complex patients *Follows patients through other unit settings and communicates care needs to nurses/CNLs *Calls or directs clinical staff to call consultants/specialists *Leads and participates with the interdisciplinary team in planning delivery and evaluation of patient-focused care. Conducts daily interdisciplinary rounds -Trouble shoots complex problems in patient care, documents findings and

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<p>Outcomes Manager</p>	<p>Patient Specific:</p> <p>Able to synthesize multiple data elements to evaluate and achieve optimal patient outcomes.</p> <p>Able to assimilate and apply research-based information to design, implement and evaluate patient plans of care.</p> <p>Population Based:</p> <p>-Knowledgeable about nurse sensitive indicators and national benchmark data</p> <p>-Knowledgeable about performance improvement methodology to improve quality of care to unit population</p>	<p>progress in patient record</p> <p>-Provides briefings to new care providers and reviews pertinent information for provision of care</p> <p>-Ensures patient/family preparation for care across continuum</p> <p>-Reviews all patient information, including lab & other test results and progress notes in patient health record daily</p> <p>-Reviews consultation notes and or speaks directly with consultants to discuss care</p> <p>-Assesses patient's response to treatment and care through other care provider information or by examining patient directly</p> <p>-Consults with physicians and other healthcare providers to communicate patient progress</p> <p>-Collects data on patient outcomes on the unit i.e. pressure ulcers, medication errors, falls etc.</p> <p>-Member/chair of unit or setting based Quality Committee</p>

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Patient Advocate	<p>-Current in evidence-based practice in clinical area of focus to facilitate quality outcomes.</p> <p>Resource Management:</p> <p>-Competent to serve as a steward of resources, fiscal, personnel, materials and time</p> <p>-Able to clearly articulate patient needs, concerns, perspective to physician and other care providers</p> <p>-Assertive on behalf of the patient's perspective of care issues and needs</p> <p>-Able to negotiate within the health care system to meet the needs of the patient</p> <p>-Competent in principles of ethics, end of life care and use of Advanced Directives.</p>	<p>-Disseminates & implements latest evidence-based practices to nursing colleagues</p> <p>-Writes or revises unit-based procedures, protocols to reflect latest evidence</p> <p>-Serves as a liaison with institution-based quality committees</p> <p>-Identifies resources needed for optimal patient care, substantiates the need for resources and recommends items for budget</p> <p>-Analyzes cost effectiveness of planned care</p> <p>-Implements research findings determining costs and client benefits</p> <p>-Develops a partnership with care providers and patient and patient's family</p> <p>-Ensures that patient goals are set with patient and patient's family involvement</p> <p>-Negotiates healthcare resources on behalf of the patient</p> <p>-Educates patient/patient family regarding available options for care through the</p>

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<p>Educator</p>	<p>Patient/Family Specific:</p> <ul style="list-style-type: none"> -Utilizes appropriate teaching principles and strategies to teach patient and family members -Adept at using technology as a tool to support education -Can present information that is easily understood by learner. Materials provided to patient are selected and modified to the learners ability <p>Clinicians:</p> <ul style="list-style-type: none"> -Supports the clinical and professional development of nursing colleagues through mentoring and role modeling 	<p>continuum</p> <ul style="list-style-type: none"> -Educates patient and family about Advanced Directives -Supports patient's right to make decisions about care and treatment -Facilitates full team discussions including patient and family when ethical dilemmas arise <ul style="list-style-type: none"> -Provides or oversees the education of the patient and family to understand illness and self care concepts -Utilizes the most current tools to access information for teaching -Ensures appropriate assessment of learner needs -Creates or coordinates the development of patient educational pathways and patient education materials -Provides input as committee member or clinician to patient education material development <ul style="list-style-type: none"> -Consciously provides opportunities for less experienced nursing staff to observe and participate in physical assessment,

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Information Manager	<ul style="list-style-type: none"> -Adept at utilizing traditional and developing methods of discovering, retrieving and using information in nursing practice. - Utilizes current use of information technologies to meet patient needs and provide evidence-based knowledge at the point of care to improve health outcomes -Utilizes technology to document, evaluate and manage patient outcomes 	<ul style="list-style-type: none"> data review and evaluation of individual outcomes provided by the CNL -Engages the staff in clinical rounds -Provides formal and informal educational opportunities on the unit to improve clinical skills of all staff -Ensures effective communication and flow of information to all appropriate care providers by obtaining appropriate comprehensive patient story and transmitting that effectively to care providers -Utilizes information technology to obtain evidence-based practices and the latest research to provide current best practice information to care providers on the unit -Develops and utilizes tools available to effectively evaluate, summarize and communicate patient's progress toward outcomes to members of the healthcare team and patient and family
MicroSystems Analyst/Risk Anticipator	<ul style="list-style-type: none"> -Knowledgeable in the use of quality improvement methodologies including but not limited to PDCA, Failure Mode Evaluation analysis, root cause analysis to evaluate system failures and patient safety practices 	<ul style="list-style-type: none"> -Monthly, reviews available data on nurse sensitive outcomes and incident reports for the unit/cohort to compare to system wide and national data. Seeks

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Team Manager	<ul style="list-style-type: none"> -Demonstrates leadership skill and is able to organize, manage and evaluate function of a team -Skilled at delegation, supervision and evaluation of care given -Promotes interdisciplinary cohesion through the use of task-oriented convergent and divergent group process skills -Adept at supporting and assisting the patient to 	<p>opportunities to make improvements to reduce risk.</p> <ul style="list-style-type: none"> -Works with team members, other leaders and physicians to develop and trend performance improvement indicators based on national standards and best practices -Reports results on a quality report card as well as storyboard and other forums -Conducts unit-based performance improvement initiatives to provide a safe environment for patients -Provides information to staff on nationally recommended safety practices -Reviews compliance with regulatory agencies related to patient safety including JCAHO, OSHA, CMS, and others -Is involved in safety initiatives at the department and interdepartmental levels to improve care outcomes within the microsystem of care. <p>-On a daily basis delegates, supervises and evaluates the nursing care given by others while retaining accountability for the quality of care given to the patients</p> <ul style="list-style-type: none"> -Provides input to nursing leadership on the evaluation and competency of nursing staff

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Member of a Profession	<p>effectively navigate through the continuum of care</p> <p>Knowledgeable and articulate in the professional scope and standards of practice.</p> <p>-Able to advocate for professional standards of practice using organizational and political processes</p> <p>-Skilled in mentoring, coaching and a role model of the profession</p>	<p>-Recommends specific programming to build clinical skill set of staff</p> <p>-Coordinates the delivery of care of the multiple disciplines actively involved in the patient's care</p> <p>-Ensures the effective education of the patient and patient's family to prepare for discharge</p> <p>-Ensures effective communication through the continuum to support ongoing progress toward identified outcomes</p> <p>-Creates opportunities to advocate for the role of the professional nurse as a key member of the interdisciplinary team</p> <p>-Holds membership in professional organization(s)</p> <p>-Participates in continuing education for self and the development of colleagues and future generations</p>