I. Nursing Leadership

- A. Horizontal Leadership
 - 1. Apply leadership change and complexity theories
 - 2. Guide the healthcare team to use clinical judgement when providing patient care
 - 3. Facilitate delegation of patient care coordination activities
 - 4. Provide coaching and mentoring to the healthcare team
 - 5. Act as a role model for the healthcare team
 - 6. Coordinate the evaluating and updating plans of care with the healthcare team
 - 7. Facilitate coordination of applicable healthcare team members and stakeholders to meet care objectives
 - 8. Manage the healthcare team to provide timely and efficient care
 - 9. Develop effective working relationships across the healthcare system
 - 10. Advocate for the CNL role
- B. Interprofessional Communication and Collaboration Skills
 - 1. Analyze communication structures and chain of command that impact care within the healthcare team and across settings
 - 2. Demonstrate effective written spoken and non-verbal communication skills
 - 3. Utilize communication skills that effectively navigate high-stakes or difficult conversations within the healthcare team
 - 4. Employ strategies to build relationships within healthcare team including both clinical and administrative members
 - 5. Employ strategies that promote diversity equity and inclusion to bridge barriers across the healthcare system
 - 6. Integrate emotional intelligence in communication and collaboration with patients' families and the healthcare team
 - 7. Leverage the roles and responsibilities of the interprofessional team to influence care delivery
 - 8. Utilize effective communication strategies to adapt information to the target audience
- C. Healthcare Advocacy
 - 1. Identify health disparities across populations
 - 2. Perform an advanced assessment of microsystems across the care continuum to determine patient population care needs
 - 3. Protect patient rights by being an advocate in the healthcare system
 - 4. Ensure that patients' families and communities are well informed in creating a patient-centered plan of care
 - 5. Advocate for necessary healthcare delivery changes and advancements to key stakeholders
 - 6. Identify and propose microsystem resources to meet the needs of target populations

- 7. Determine shared understanding among the healthcare team before decisions are made
- 8. Advocate for patients particularly the most vulnerable
- D. Implementation of the CNL Role
 - 1. Demonstrate professional identity and practice in developing the CNL role
 - 2. Explain the capacity of CNL practice to improve healthcare processes and outcomes
 - 3. Exhibit qualities of a microsystem leader within and across interprofessional teams
 - 4. Apply current and new CNL evidence and competencies into practice
 - 5. Disseminate CNL practice outcomes at system regional national or international level
 - 6. Collaborate with a network of CNL professionals at the system regional national or international level
- E. Lateral Integration of Care Services
 - 1. Coordinate the healthcare of patients across the care continuum
 - 2. Integrate an interprofessional approach to identify and acquire resources for patient populations
 - 3. Coordinate patient care within and across specific episodes of illness and throughout the care continuum
 - 4. Apply systems and organization theory in the design delivery and evaluation of healthcare delivery across the care continuum
- F. Patient Assessment
 - 1. Perform an advanced comprehensive assessment of the patient across the lifespan (e.g. culture socioeconomic status health literacy vulnerabilities)
 - 2. Perform an advanced assessment of microsystems across the care continuum to determine patient population care needs
- G. Ethics
 - 1. Apply patient-centered ethical decision-making framework to clinical situations
 - 2. Apply legal and ethical guidelines to advocate for patient well-being and preferences
 - 3. Identify ethical dilemmas and the impact on patient care and outcomes
 - 4. Analyze how ethical decision making from both a personal and organizational perspectives may create conflicts of interest
 - 5. Collaborate with ethics committees or resources and recognize their role in health care delivery
 - 6. Demonstrate knowledge of professional and ethical boundaries (e.g. power dynamics dual relationships)
- II. Clinical Outcomes Management
 - A. Illness/Disease Management

- 1. Coordinate the provision and management of care at the microsystem level and across the care continuum
- 2. Evaluate care for patients with emphasis on health promotion and risk reduction
- 3. Evaluate readiness needs and interventions for safe transition of care
- 4. Evaluate patient care based on analysis of outcomes evidence-based knowledge and patient's goals
- 5. Analyze microsystems of care and outcome datasets to anticipate patient risk and improve quality of care delivery
- 6. Apply theories of chronic illness care and population health management to patient and families
- 7. Coordinate community resources social networks and decision support mechanisms into care management
- 8. Recognize differences in responses to illness and therapies based on patient's risk factors and preferences
- 9. Apply advanced pathophysiology assessment and pharmacology to anticipate illness progression response to therapy and to guide teach and engage patients and families regarding care
- 10. Use knowledge of cost and affordability issues in managing patient illness/disease across the care continuum
- 11. Synthesize literature and research findings as the foundation for the design of interventions for illness and disease management
- 12. Coordinate and implement education programs for patients and health professionals
- 13. Identify epidemiological patterns in order to manage illness and disease
- B. Health Promotion, Disease Prevention & Risk Reduction
 - 1. Collaborate with the healthcare team to promote health and/or prevent disease
 - 2. Employ strategies to engage patients in therapeutic partnerships with the healthcare team
 - 3. Apply interventions based on evidence to meet specific patient needs
 - 4. Design and implement interventions to modify risk factors and promote engagement in healthy lifestyles for diverse populations
 - 5. Assess risk predictive and genetic factors that influence the health of patients
 - 6. Coordinate clinical and health promotion programs for patient populations to reduce risk prevent disease and prevent disease sequelae (e.g. heart failure Enhanced Recovery After Surgery (ERAS) diabetes)
 - 7. Incorporate principles of diversity equity and inclusion into health promotion and disease prevention strategies
 - 8. Incorporate theories and research in creating patient engagement strategies to promote and preserve health
 - 9. Develop community partnerships to establish risk reduction strategies to address identified needs of the microsystem population

- C. Healthcare Policy
 - 1. Recognize the effect of healthcare policy on health promotion risk reduction and disease and injury prevention
 - 2. Recognize the interactive effect of socioeconomics on national/global health policy related to health outcomes
 - 3. Analyze the effect of local state and/or national healthcare policy as they apply to the standards of care and scope of practice in the microsystem
 - 4. Identify the influence of regulatory guidelines and quality controls within the healthcare delivery system

III. Care Environment Management

A. Knowledge Management

- 1. Collect data that documents the characteristics conditions and outcomes for various patient groups
- 2. Apply knowledge of technology equipment treatment regimens and medication therapies for various patient groups
- 3. Compare and evaluate trends of institutional and unit data to national benchmarks
- 4. Analyze variations in clinical outcomes to determine where nurses have the greatest impact at the microsystem level
- 5. Synthesize data information and knowledge to evaluate and achieve optimal clinical outcomes
- 6. Integrate assessment data into information management systems to support shared decision making
- 7. Disseminate microsystem data that impacts health outcomes
- 8. Employ strategies to engage the healthcare team to impact clinical outcomes

B. Healthcare Systems/Organizations

- 1. Apply knowledge of change theory to manage group dynamics and promote information dissemination across healthcare systems
- 2. Appraise existing organizational policies and procedures based on current evidence
- 3. Implement system-based strategies that decrease healthcare disparities
- 4. Apply systems thinking theories to address problems and develop solutions
- 5. Evaluate how health care delivery systems are organized and their effect on patient care within microsystems
- 6. Evaluate the economic legal and political factors that influence health care delivery
- C. Team Coordination
 - 1. Employ strategies to ensure skilled nursing procedures are incorporated to promote safety
 - 2. Evaluate the microsystem culture/climate that influence healthcare team dynamics

- 3. Establish strategies to maintain effective team structures to ensure shared decision making
- 4. Employ conflict mitigation and resolutions strategies
- 5. Promote a positive and healthy work environment and a culture of retention
- D. Quality Improvement & Safety
 - 1. Employ quality improvement methods in evaluating individual and aggregate patient care processes
 - 2. Evaluate healthcare outcomes through the acquisition of data and the questioning of inconsistencies
 - 3. Redesign patient care utilizing quality improvement tools (e.g. Failure Modes Effect Analysis (FMEA) Root Cause Analysis (RCA) Plan-Do-Study-Act (PDSA) Cycles)
 - 4. Employ strategies to guide the healthcare team in quality improvement activities
 - 5. Identify variability and/or gaps in care practices and processes
 - 6. Employ standardized work practices to address and improve gaps in processes
- E. Evidence-Based Practice
 - 1. Create framework within the microsystem to integrate patient and family preferences interprofessional clinical expertise and best evidence into clinical decisions
 - 2. Develop advanced assessment for clinical decisions by applying evidence-based practice
 - 3. Synthesize quantitative or qualitative evidence to promote critical thinking
 - 4. Select relevant sources of evidence to meet specific needs of patients microsystems or communities when planning care
 - 5. Identify relevant measurement strategies that will improve patient outcomes and promote cost effective care
 - 6. Demonstrate expertise in the evidence appraisal process
- F. Healthcare Finance & Economics
 - 1. Propose cost effective strategies to the healthcare team that improve efficiency and patient care outcomes
 - 2. Employ financial stewardship for the environmental human and material resources while coordinating patient care
 - 3. Identify high cost /high volume activities to benchmark costs nationally and across care settings
 - 4. Identify the impact of financial policies on healthcare delivery and patient outcomes
 - 5. Interpret the impact of both public and private reimbursement policies that may affect patient care decisions
 - 6. Evaluate the effect of healthcare financing on access to care and patient outcomes

- 7. Demonstrate knowledge of healthcare economic concepts (e.g. Return on Investment (ROI) Value-Based Purchasing (VBP) bundled payments)
- G. Healthcare Informatics
 - 1. Analyze information health technology sources
 - 2. Evaluate care utilizing informatics and patient care technology
 - 3. Apply multiple sources of systems data in designing processes for care delivery
 - 4. Evaluate clinical information systems to provide feedback related to efficient and accurate documentation
 - 5. Evaluate the impact of new technologies on patients' families and healthcare delivery
 - 6. Assess the relationships between information systems accurate communication error reduction and healthcare system operation
 - 7. Utilize technology for health promotion and disease prevention
 - 8. Collaborate with quality improvement and information technology teams to design and implement processes for improving patient outcomes
 - 9. Evaluate innovative technologies for inclusion in processes to anticipate patient risk
 - 10. Demonstrate efficient and appropriate use of healthcare technologies to maximize healthcare outcomes