# Appendix ANurse Executive Competencies

# I. Communication and Relationship-Building

1. Effective Communication
	* Make oral presentations to diverse audiences on nursing, health care, and organizational issues
	* Produce cogent and persuasive written materials to address nursing, health care, and organizational issues appropriate to the audience
	* Resolve and manage conflict
2. Relationship Management
	* Build trusting, collaborative relationships with
		+ Staff
		+ Peers
		+ Other disciplines and ancillary services
		+ Physicians
		+ Vendors
		+ Community leaders
		+ Legislators
		+ Nursing and other educational programs
	* Deliver “bad news” in such a way as to maintain credibility
	* Follow through on promises and concerns
	* Provide service recovery to dissatisfied customers
	* Care about people as individuals and demonstrate empathy and concern while ensuring that organizational goals and objectives are met
	* Accomplish objectives through persuasion, celebrate successes and accomplishments, and communicate a shared vision
	* Assert views in non-threatening, non-judgmental ways
3. Influencing Behaviors
	* Create and communicate a shared vision
	* Reward appropriate behaviors and confront and manage inappropriate behaviors
	* Develop, communicate and monitor behavior expectations
4. Diversity
	* Create an environment, which recognizes and values differences in staff, physicians, patients, and communities
	* Assess current environment and establish indicators of progress toward cultural competency
	* Define diversity in terms of gender, race, religion, ethnicity, sexual orientation, age, etc.
	* Analyze population data to identify cultural clusters
	* Define cultural competency and permeate principles throughout the organization
	* Confront inappropriate behaviors and attitudes toward diverse group
	* Develop processes to incorporate cultural beliefs into care
5. Shared Decision Making
	* Engage staff and others in decision-making
	* Promote decisions that are patient-centered
	* Provide an environment conducive to opinion sharing
6. Community Involvement
	* Represent the organization to non–health care constituents within the community
	* Provide consultation to community and business leaders regarding nursing and health care
	* Be an effective board member for community and/or professional organizations
7. Medical Staff Relationships
	* Build credibility with physicians as a champion for patient care, quality, and nursing professionalism
	* Confront and address inappropriate behavior towards patients and staff
	* Represent nursing at medical executive committee and other medical staff committees
	* Collaborate with medical staff leaders in determining needed patient care services
	* Collaborate with physicians to develop patient care protocols, policies, and procedures
	* Collaborate with physicians to determine patient care equipment and facility needs
	* Utilize medical staff mechanisms to address physician clinical performance issues
	* Facilitate disputes involving physicians and nurses or other disciplines
8. Academic Relationships
	* Determine current and future supply and demand for nursing care
	* Identify educational needs of existing and potential nursing staff
	* Collaborate with nursing programs to provide required resources
	* Collaborate with nursing programs in evaluating quality of graduating clinicians and develop mechanisms to enhance this quality
	* Serve on academic advisory councils
	* Collaborate with nursing faculty in nursing research and incorporate nursing research into practice

# II. Knowledge of the Health Care Environment

1. Clinical Practice Knowledge
	* Maintain knowledge of current nursing practice and the roles and functions of patient care team members
	* Articulate patient care standards as published by JCAHO [Joint Commission], CMS, and professional nursing literature
	* Understand, articulate, and ensure compliance with the State Nurse Practice Act, State Board of Nursing regulations, regulatory agency standards, and policies of the organization
	* Ensure that written organization clinical policies and procedures are reviewed and updated in accordance with evidence-based practice
	* Role model lifelong learning, including clinical subjects such as disease processes, pharmaceuticals, and clinical technology
2. Delivery Models/Work Design
	* Maintain current knowledge of patient care delivery systems and innovations
	* Articulate various delivery systems and patient care models and the advantages/ disadvantages of each
	* Serve as change agent when patient care work/workflow is redesigned
	* Determine when new delivery models are appropriate, and then envision and develop them
3. Health Care Economics
	* Articulate federal and state payment systems and regulations, as well as private insurance issues, which affect organization’s finances
	* Understand and articulate individual organization’s payer mix, CMI, and benchmark database
4. Health Care Policy
	* Articulate federal and state laws and regulations that affect the provision of patient care, e.g., tort reform, malpractice/negligence, reimbursement
	* Participate in the legislative process concerning health care through membership in professional organization and personal contact with public officials
	* Educate patient care team members on the legislative and regulatory processes and methods for influencing both
	* Interpret impact of state and federal legislation on nursing and health care organizations
5. Governance
	* Articulate the role of the governing body of the organization in the following areas:
		+ Fiduciary responsibilities
		+ Credentialing
		+ Performance management
	* Represent patient care issues to the governing body
	* Participate in strategic planning and quality initiatives with the governing body
	* Interact with and educate the organization’s board members regarding health care and the value of nursing care
	* Represent nursing at the organization’s board meetings
6. Evidence-Based Practice/Outcome Measurement
	* Interpret information from research
	* Utilize research findings for the establishment of standards, practices, and patient care models in the organization
	* Disseminate research findings to patient care team members
	* Participate in studies that provide outcome measurements
	* Allocate nursing resources based on measurement of patient acuity/care needed
7. Patient Safety
	* Support the development and implementation of an organization-wide patient safety program
	* Design safe clinical systems, processes, policies, and procedures
	* Monitor clinical activities to identify both expected and unexpected risks
	* Support a non-punitive reporting environment and a reward system for reporting unsafe practices
	* Support safety surveys, responding and acting on safety recommendations
	* Ensure staff is clinically competent and trained on their role in patient safety
	* Articulate and take action to support the JCAHO National Patient Safety Goals
8. Utilization/Case Management
	* Articulate organization for the criteria model adopted by the organization
	* Communicate key points of the model to a variety of audiences (nursing, financial, medical staff)
	* Involve physicians in on-going utilization management practices
	* Design continuum of care options for managing patient throughput (long term care units, urgent care centers, admission/discharge units, etc.)
9. Quality Improvement/Metrics
	* Articulate the organization’s QI program and goals
	* Determine patient care quality improvement goals and objectives
	* Define metrics as related to process improvement
	* Explain and utilize metrics as a unit of measure for any process
	* Articulate the link between metrics and goals
	* Articulate the link between organization metrics and national quality initiatives/metrics
	* Target outcomes that are evidence-based (comparison data benchmarking)
	* Define quality metrics by
		+ Identifying the problem/process
		+ Measuring success at improving specific areas of patient care
		+ Analyzing the root causes or variation from quality standards
		+ Improving the process with the evidence
		+ Controlling solutions and sustaining success
10. Risk Management
	* Identify areas of risk/liability
	* Ensure staff is educated on risk management and compliance issues
	* Develop systems which encourage/require prompt reporting of potential liability by staff at all levels
	* Envision and take action to correct identified areas of potential liability

# III. Leadership

1. Foundational Thinking Skills
	* Address ideas, beliefs, or viewpoints that should be given serious consideration
	* Recognize one’s own method of decision making and the role of beliefs, values, and inferences
	* Critically analyze organizational issues after a review of the evidence
	* Maintain curiosity and an eagerness to explore new knowledge and ideas
	* Promote nursing leadership as both a science and an art
	* Demonstrate reflective leadership and an understanding that all leadership begins from within
	* Provide visionary thinking on issues that impact the health care organization
2. Personal Journey Disciplines
	* Value and act on feedback that is provided about one’s own strengths and weaknesses
	* Demonstrate the value of lifelong learning through one’s own example
	* Learn from setbacks and failures as well as successes
	* Assess one’s personal, professional, and career goals and undertake career planning
	* Seek mentorship from respected colleagues
3. Systems Thinking
	* Promote systems thinking as a value in the nursing organization
	* Consider the impact of nursing decisions on the health care organization as a whole
	* Provide leadership in building loyalty and commitment throughout the organization
	* Synthesize and integrate divergent viewpoints for the good of the organization
4. Succession Planning
	* Promote nursing management as a desirable specialty
	* Conduct periodic organizational assessments to identify succession planning issues and establish action plans
	* Serve as a professional role model and mentor to future nursing leaders
	* Establish mechanisms that provide for early identification and mentoring of staff with leadership potential
	* Develop a succession plan for one’s own position
5. Change Management
	* Utilize change theory to plan for the implementation of organizational changes
	* Serve as a change agent, assisting others in understanding the importance, necessity, impact, and process of change
	* Support staff during times of difficult transitions
	* Recognize one’s own reaction to change and strive to remain open to new ideas and approaches
	* Adapt leadership style to situational needs

# IV. Professionalism

1. Personal and Professional Accountability
	* Create an environment that facilitates the team to initiate actions that produce results
	* Hold self and others accountable for actions and outcomes
	* Create an environment in which others are setting expectations and holding each other accountable
	* Answer for the results of one’s own behaviors and actions
2. Career Planning
	* Develop own career plan and measure progress according to that plan
	* Coach others in developing their own career plans
	* Create an environment in which professional and personal growth is an expectation
3. Ethics
	* Articulate the application of ethical principles to operations
	* Integrate high ethical standards and core values into everyday work activities
	* Create an environment that has a reputation for high ethical standards
4. Evidence-Based Clinical and Management Practice
	* Advocate use of documented best practices
	* Teach and mentor others to routinely utilize evidence based data and research
5. Advocacy
	* Role model the perspective that patient care is the core of the organization’s work
	* Assure that the clinical perspective is included in organizational decisions
	* Ensure that nurses are actively involved in decisions that affect their practice
6. Active Membership in Professional Organizations
	* Participate in at least one professional organization
	* Support and encourage others to participate in a professional organization

V. Business Skills

1. Financial Management
	* Articulate business models for health care organizations and fundamental concepts of economics
	* Describe general accounting principles and define basic accounting terms
	* Analyze financial statements
	* Manage financial resources by developing business plans
	* Establish procedures to assure accurate charging mechanisms
	* Educate patient care team members on financial implications of patient care decisions
2. Human Resource Management
	* Participate in workforce planning and employment decisions
	* Champion a diverse workforce
	* Use corrective discipline to mitigate workplace behavior problems
	* Interpret and evaluate employee satisfaction/quality of work surveys
	* Create opportunities for employees to be involved in decision-making
	* Reward and recognize exemplary performance
	* Formulate programs to enhance work-life balance
	* Interpret legal and regulatory guidelines
	* Manage collective bargaining environments or implement programs to avoid the need [sic]
	* Identify and eliminate sexual harassment, workplace violence, and verbal and physical abuse
	* Implement ergonomically sound work environments to prevent worker injury and fatigue
	* Develop and implement bioterrorism, biohazard, and disaster readiness plans
	* Identify clinical and leadership skills necessary for performing job-related tasks
	* Select top talent, matching organizational needs with appropriate skill sets (assess job candidate skills sets)
	* Manage performance through rewards, recognition, counseling, and disciplinary action
	* Provide mentorship and career counseling to aspiring clinicians and leaders so they may develop required skill sets (succession planning)
	* Identify future skill sets needed to remain competitive
	* Analyze market data in relation to supply and demand and manage resources to ensure appropriate compensation
	* Develop and implement recruitment and retention strategies
3. Strategic Management
	* Analyze the situation and identify strategic direction
	* Conduct SWOT and gap analyses
	* Formulate objectives, goals, and specific strategies related to mission and vision
	* Understand what organizations should measure in order to “balance” the financial perspective
	* Measure and analyze performance from the learning and growth, business process, customer, and financial perspectives
4. Marketing
	* Analyze marketing opportunities
	* Develop marketing strategies
	* Integrate marketing and communications strategies
	* Use public relations and media outlets to promote your organization
5. Information Management and Technology
	* Demonstrate basic competency in e-mail, common word processing, spreadsheet, and Internet programs
	* Recognize the relevance of nursing data for improving practice
	* Recognize limitations of computer applications
	* Use telecommunication devices
	* Utilize hospital database management, decision support, and expert system programs to access information and analyze data from disparate sources for use in planning for patient care processes and systems
	* Participate in system change processes and utility analysis
	* Participate in the evaluation of information systems in practice settings
	* Evaluate and revise patient care processes and systems
	* Use computerized management systems to record administrative data (billing data, quality assurance data, workload data, etc.)
	* Use applications for structured data entry (classification systems, acuity level, etc.)
	* Recognize the utility of nursing involvement in the planning, design, choice and implementation of information systems in the practice environment
	* Demonstrate awareness of societal and technological trends, issues and new developments as they apply to nursing
	* Demonstrate proficient awareness of legal and ethical issues related to client data, information, and confidentiality
	* Read and interpret benchmarking, financial, and occupancy data