

# AACN End-of-Program Competencies & Required Clinical Experiences for the Clinical Nurse Leader<sup>sm</sup> – May 2006

**This document delineates the competencies expected of every graduate of a CNL<sup>sm</sup> master’s education program. A minimum set of clinical experiences required to attain the end-of–program competencies also is included.**

Graduate Level Curriculum Elements	CNL <sup>sm</sup> Role Functions	CNL <sup>sm</sup> Role Expectations	End of Program Competencies	Required Clinical Experiences
Nursing Leadership	Advocate	<ul style="list-style-type: none"> <li>• Keeps clients well informed</li> <li>• Includes clients in care planning</li> <li>• Advocates for the profession</li> <li>• Works with interdisciplinary team</li> <li>• Strives to achieve social justice within the microsystem</li> </ul>	<p>Effects change through advocacy for the profession, interdisciplinary health care team and the client.</p> <p>Communicates effectively to achieve quality client outcomes and lateral integration of care for a cohort of clients.</p>	<p>Identify clinical and cost outcomes that improve safety, effectiveness, timeliness, efficiency, quality and client-centered care.</p> <p>Communicate within a conflict milieu with nurses and other health care professionals who provide care to the same clients in that setting and in other settings.</p> <p>Review and evaluate patient care guidelines/protocols and implement a guideline to address an identified patient care issue like pain management or readiness for discharge; follow-up to evaluate the impact on the issue.</p> <p>Discover, disseminate and apply evidence for practice and for changing practice.</p> <p>Participate in development of or change in policy within the health care organization.</p> <p>Identify potential equity and justice issues within the health care setting related to client care.</p> <p>Present to appointed/elected officials regarding a health care issue with a proposal for change.</p>

<b>Nursing Leadership</b>	<b>Advocate</b>			<p>Analyze the care of a patient cohort and the care environment in light of ANA Nursing Standards of Care and the Code of Ethics.</p> <p>Analyze interdisciplinary patterns of communication and chain of command both internal and external to the unit that impact care.</p>
	<b>Member of a Profession</b>	<ul style="list-style-type: none"> <li>• Effects change in health care practice</li> <li>• Effects change in health outcomes</li> <li>• Effects change in the profession</li> </ul>	<p>Actively pursues new knowledge and skills as the CNL role, needs of clients, and the health care system evolve.</p>	<p>Develop a life long learning plan for self.</p> <p>Speak at a public engagement to a public forum</p> <p>Participate in a professional organization/or agency wide committee</p>
<b>Care Environment Management</b>	<b>Team Manager</b>	<ul style="list-style-type: none"> <li>• Properly delegates and manages</li> <li>• Uses team resources effectively</li> <li>• Serves as leader/partner on interdisciplinary team</li> </ul>	<p>Properly delegates and utilizes the nursing team resources (human and fiscal) and serves as a leader and partner in the interdisciplinary health care team.</p> <p>Identifies clinical and cost outcomes that improve safety, effectiveness, timeliness, efficiency, quality, and the degree to which they are client-centered.</p>	<p>Design, coordinate, &amp; evaluate plans of care for a cohort of patients incorporating patient/family input and team member input.</p> <p>Monitor/delegate care in the patient care setting.</p> <p>Present to the multidisciplinary team a cost saving idea that improves patient care outcomes and improves efficiency</p> <p>Conduct a multidisciplinary team meeting; incorporate client and/or family as part of the team meeting</p>
	<b>Information Manager</b>	<ul style="list-style-type: none"> <li>• Uses information systems/ technologies</li> <li>• Improves health care outcomes</li> </ul>	<p>Uses information systems and technology at the point of care to improve health care outcomes.</p>	<p>Using patient information system data, design and implement a plan of care for a cohort of patients.</p> <p>Use aggregate data sets to prepare reports and justify needs for select care improvements.</p> <p>Evaluate the impact of new technologies on nursing staff, patients and families.</p>

	<b>Systems Analyst/Risk Anticipator</b>	<ul style="list-style-type: none"> <li>• Participates in system reviews</li> <li>• Evaluates/anticipates client risks to improve patient safety</li> </ul>	Participates in systems review to critically evaluate and anticipate risks to client safety to improve quality of client care delivery.	<p>Participate in establishing and reviewing interdisciplinary patient care plans with team.</p> <p>Apply evidence-based practice as basis for client care decisions</p> <p>Conduct a microsystem analysis by:</p> <ul style="list-style-type: none"> <li>• Identifying a clinical issue with a focus on a population.</li> <li>• Conducting a trend analysis of incident reports</li> <li>• Evaluating a sentinel event and conducting a root cause analysis (RCA)</li> <li>• Incorporating analysis of outcome data</li> <li>• Analyzing barriers and facilitators within the organization related to the identified issue</li> <li>• Writing an action plan related to the analysis</li> <li>• Presenting/disseminating to appropriate audience.</li> </ul> <p>Work with quality improvement team and engage in designing and implementing a process for improving patient safety.</p>
<b>Clinical Outcomes Management</b>	<b>Clinician</b>	<ul style="list-style-type: none"> <li>• Designs/coordinates/evaluates care</li> <li>• Delivers care in a timely, cost effective manner</li> <li>• Emphasizes health promotion/risk reduction</li> </ul>	<p>Assumes accountability for healthcare outcomes for a specific group of clients within a unit or setting recognizing the influence of the meso- and macrosystems on the microsystem.</p> <p>Assimilates and applies research-based information to design, implement and evaluate client plans of care.</p>	<p>Plan and delegate care for clients with multiple chronic health problems, identify nursing interventions to impact outcomes of care.</p> <p>Using an existing database, evaluate aggregate care outcomes for a designated microsystem with focus on specific nursing interventions</p> <p>Contribute to interdisciplinary plans of care based on best practice guidelines and evidence-based practice.</p>

<b>Clinical Outcomes Management</b>	<b>Outcomes Manager</b>	<ul style="list-style-type: none"> <li>• Uses data to change practice and improve outcomes.</li> <li>• Achieves optimal client outcomes</li> </ul>	<p>Synthesizes data, information and knowledge to evaluate and achieve optimal client and care environment outcomes.</p>	<p>Coordinate care for a group of patients based on desired outcomes consistent with evidence-based guidelines and quality care standards.</p> <p>Revise patient care based on analysis of outcomes and evidence-based knowledge.</p> <p>Analyze unit resources and set priorities for maximizing outcomes</p> <p>Conduct a patient care team research review seminar</p>
<b>Clinical Outcomes Management</b>	<b>Educator</b>	<ul style="list-style-type: none"> <li>• Uses teaching/learning principles/strategies</li> <li>• Uses current information/materials/techniques</li> <li>• Facilitates clients learning, anticipating their health trajectory needs.</li> <li>• Facilitates client care using evidence-based resources.</li> <li>• Facilitates group &amp; other health professions' learning and professional development</li> </ul>	<p>Uses appropriate teaching/learning principles and strategies as well as current information, materials and technologies to facilitate the learning of clients, groups and other health care professionals.</p>	<p>Present a seminar or case study at a grand rounds or team meeting.</p> <p>Conduct health education of individual patient or cohort based on risk profile.</p> <p>Create or review an education module directed at patients and staff; develop a self-management guide for patients and families.</p> <p>Develop and implement a professional development session for other professional nursing and ancillary staff.</p> <p>Develop a health education plan for a unit-specific issue common to multiple clients.</p> <p>Implement &amp; evaluate the health education plan, evaluating the role of the team, the teaching learning methods used, the client interactions, the expected &amp; actual outcomes, including health status changes.</p>