

Organizing Framework and Proposed CNS Core Competencies

A. Direct Care Competency: Direct interaction with patients, families, populations, and communities to promote health or well-being and improve quality of life. Characterized by a holistic perspective in the advanced nursing management of health, illness, and disease states of patients, families, communities, or populations with complex problems.		
Behavioral Statement	Sphere of Influence	Practice Domain
A.1 Conducts comprehensive, holistic wellness and illness assessments using known or innovative evidence-based techniques, tools, and direct and indirect methods.	Patient	Clinical Judgment
A.2 Obtains data about context and etiologies (including both non-disease and disease-related factors) necessary to formulate differential diagnoses, plans of care and identification and evaluation of outcomes.	Patient	
A.3 Employs evidence-based clinical practice guidelines to guide screening and diagnosis.	Patient & System	
A.4 Assess the effect of interactions among the individual, family, community, and social systems on health and illness.	Patient	
A.5 Identifies potential risks to patient safety, autonomy and quality of care based on assessment across the patient, nurse and system spheres of influence.	Patient, Nurse & System	
A.6 Assesses the impact of environmental/system factors on care.	Patient & System	
A.7 Synthesizes assessment data, advanced knowledge, experience, critical thinking, and clinical judgment to formulate differential diagnoses for clinical problems amenable to CNS intervention.	Patient & System	
A.8 Prioritizes differential diagnoses to reflect those conditions most relevant to signs, symptoms and patterns amenable to CNS interventions.	Patient	
A.9 Selects interventions that may include, but are not limited to: A.9.a.Application of advanced nursing therapies A.9.b.Initiation of interdisciplinary team meetings, consultations and other communications to benefit patient care A.9.c.Management of patient medications, clinical procedures and other interventions A.9.d.Psychosocial support including client counseling and spiritual interventions A.9.e.Psychotherapy	Patient	
A.10 Designs strategies to meet the multifaceted needs of complex patients.	Patient	
A.11 Selects evidence-based interventions, including systems modeling and redesign initiatives to achieve defined patient and system outcomes.	Patient, Nurse & System	

A.12 Uses advanced communication skills within therapeutic relationships to improve patient outcomes.	Patient	Caring Practice
A.13 Prescribes pharmacologic and non-pharmacologic interventions, diagnostic measures, nursing therapeutics, equipment, procedures, and treatments to meet the needs of patients and families, populations and community in accordance with professional preparation, institutional privileges, state and federal laws and practice acts.	Patient	Clinical Judgment
A.14 Provides direct care to selected patients based on the needs of the patient and the CNS's specialty knowledge and skills	Patient	
A.15 Determines when evidence based guidelines, policies, procedures and plans of care need to be tailored to the individual	Patient	
A.16 Differentiates between outcomes that require care process modification at the individual patient level and those that require modification at the system level.	System	Systems Thinking
A.17 Leads development of evidence-based plans for meeting individual, family, community, and population needs.	Patient & System	Caring Practices
A.18 Provides leadership for collaborative, evidence-based revision of diagnoses and plans of care, to improve patient outcomes	Patient, Nurse & System	Clinical Judgment
A.19 Maintains clinical privileges, certification (when available) and advanced practice recognition according to state and institutional requirements	Nurse	

B. Consultation Competency: Patient, staff, or system-focused interaction between professionals in which the consultant is recognized as having specialized expertise and assists consul tee with problem solving.

Behavioral Statement	Sphere of Influence	Practice Domain
B.1 Provides consultation to staff nurses and interdisciplinary colleagues	Patient, Nurse & System	Clinical Judgment
B.2 Initiates consultation to obtain resources as necessary to facilitate progress toward achieving identified outcomes.	Patient	
B.3 Communicates consultation findings to appropriate parties consistent with professional and institutional standards.	Patient	Collaboration

B.4 Advances nursing practice that considers Safety, Timeliness, Effectiveness, Efficiency, Efficacy and Patient-centered care.	Patient, Nurse & System	Facilitation of Learning
B.5 Assists staff in the development of innovative, cost effective programs or protocols of care.	Patient, Nurse & System	
B.6 Uses data from consultations to inform evaluation of practice and identify needs for practice changes and staff development.	Nurse & System	

C. Systems Leadership Competency: The ability to manage change and empower others to influence clinical practice and political processes both within and across systems.

Behavioral Statement	Sphere of Influence	Practice Domain
	System	Caring Practices
C. 1 Facilitates the provision of clinically competent care by staff/team through education, role modeling, teambuilding, and quality monitoring.	Nurse & System	
C.2 Determines nursing practice and system interventions that will promote patient, family and community safety.	Nurse & System	
C.3 Uses effective strategies for changing clinician and team behavior to encourage adoption of evidence-based practices and innovations in care delivery.	Nurse & System	Collaboration
C.2 Provides leadership in maintaining a supportive and healthy work environment.	System	
C.3 Provides leadership in promoting interdisciplinary collaboration to implement outcome-focused patient care programs meeting the clinical needs of patients, families, populations and communities.	Patient & System	
C.4 Develops clinical standards, policies and procedures.	System	
C.5 Uses leadership, team building, negotiation, and conflict resolution skills to build partnerships within and across systems, including communities.	System	
C.6 Coordinates the care of patients with use of system and community resources to assure successful health/illness/wellness transitions, enhance delivery of care, and achieve optimal patient outcomes.	Patient & System	Systems Thinking
C.7 Assures stewardship of resources. C.7.aAnalyses use of products and services for appropriateness and cost/benefit in meeting care needs C.7.b.Conducts cost/benefit analysis of new clinical technologies C.7.c.Identifies impact of introduction or withdrawal of products, services, and technologies	System	

C.8 Performs system level assessments to identify variables that influence nursing practice and outcomes, including but not limited to:	System	Systems Thinking
C.8.a.Population variables (age distribution, health status, income distribution, culture)	Patient & System	Response to Diversity
C.8.b.Environment (schools, community support services, housing availability, employment opportunities)	Patient & System	Systems Thinking
C.8.c.System of health care delivery	Patient & System	
C.8.d.regulatory requirements	System	
C.8.e.political climate/stability	System	
C.8.f.health care financing	System	
C.8.g.recurring practices that enhance or compromise patient or system outcomes.	Patient, Nurse, & System	
C.9 Leads system change to improve health outcomes through evidence	Patient, Nurse,	

based practice:	System	
C.9.a.Specifies expected clinical and system level outcomes.	Patient, Nurse, System	
C.9.b.Designs programs to improve clinical and system level processes and outcomes.	Patient, Nurse, System	
C.9.c.Facilitates the adoption of practice change	Patient, Nurse, System	
C.10 Evaluates impact of CNS and other nursing practice on systems of care using nurse-sensitive outcomes	Nurse & System	
C.11 Disseminates outcomes of system-level change	System	

D. Collaboration Competency: Working jointly with others to optimize clinical outcomes. The CNS collaborates at an advanced level by committing to authentic engagement and constructive patient, family, system, and population-focused problem-solving

Behavioral Statement	Sphere of Influence	Practice Domain
D.1 Assesses the quality and effectiveness of interdisciplinary, intra-agency, and inter-agency communication and collaboration.	Nurse, System	Clinical Inquiry & Collaboration
D.2 Establishes collaborative relationships within and across departments that promote patient safety, culturally competent care, and clinical excellence	System	Collaboration
D.3 Provides leadership for establishing, improving, and sustaining collaborative relationships to meet clinical needs.	Nurse, System	
D.4 Practices collegially with other members of the healthcare team so that all providers' unique contributions to health outcomes will be enhanced.	Nurse, System	
D.5 Facilitates intra-agency and inter-agency communication.	Nurse, System	

E. Coaching Competency: Skillful guidance and teaching to advance the care of patients, families, communities and populations, and the profession of nursing.

Behavioral Statement	Sphere of Influence	Practice Domain
E.1 Coaches patients and families to help them navigate the healthcare system.	Patient Sphere	Advocacy & Moral Agency
E.2 Designs health information and patient education appropriate to the patient's developmental level, learning needs, readiness to learn, and cultural values and beliefs.	Patient Sphere	Facilitation of Learning
E.3 Provides education to individuals, families, groups and communities to promote knowledge, understanding and optimal functioning across the wellness-illness continuum.	Patient Sphere	
E.4 Addresses the professional educational needs of nurses and other healthcare providers:	Nurse	
E.4.a. Completes a needs assessment as appropriate to guide interventions with staff;	Nurse	
E.4.b. Functions as a clinical preceptor for nurses and nursing students;	Nurse	
E.4.c. Develops staff development and continuing education activities;	Nurse	Facilitator of Learning & Clinical Inquiry
E.4.d. Implements staff development and continuing education activities;	Nurse	
E.4.e. Mentors nurses to translate research into practice.	Nurse	
E.5 Contributes to the advancement of the profession as a whole by presenting at national meetings and disseminating outcomes of CNS practice.	Nurse	Facilitator of Learning
E.6 Mentors staff nurses and CNSs to acquire new knowledge and skills and develop their careers.	Nurse	
E.7 Mentors health professionals in applying the principles of evidence-based care.	Nurse & System	Advocacy & Moral Agency
E.8 Uses coaching and advanced communication skills to facilitate the development of effective clinical teams.	Nurse & System	
E.9 Provides leadership in conflict management and negotiation to address problems in the healthcare system.	Patient, Nurse & System	Collaboration

F. Research Competency: The work of thorough and systematic inquiry. Includes the search for, interpretation, and use of evidence in clinical practice and quality improvement, as well as participation in the conduct of original research.

I. Interpretation, Translation and Use of Evidence

Behavioral Statement	Sphere of Influence	Practice Domain
F.I.1 Critically analyzes research findings for their potential application to clinical practice	Patient, Nurse, & System	Clinical Inquiry
F.I.2 Integrates evidence into the health, illness, and wellness management	Patient	Clinical Inquiry

of patients, families, communities, and populations.		
--	--	--

F.I.3 Applies principles of evidence-based practice and quality improvement to all patient care.	System & Patient	Clinical Inquiry
F.I.4 Assesses system barriers and facilitators to adoption of evidence-based practices.	System	
F.I.5 Designs programs for effective implementation of research findings in clinical practice	Patient, Nurse, & System	
F.I.6 Cultivates a climate of clinical inquiry across spheres of influence:	Patient, Nurse, System	Clinical Inquiry, Systems Thinking
F.1.6.a.Evaluates the need for improvement or redesign of care delivery processes to improve safety, efficiency, reliability, and quality.	Patient, Nurse, System	
F.1.6.b.Disseminates expert knowledge;	Patient, Nurse, System	Facilitation of Learning
F.1.6.c.Encourages others to remain current in their profession.	Nurse	

II. Evaluation of Clinical Practice

Behavioral Statement	Sphere of Influence	Practice Domain
F.II.1 Fosters an interdisciplinary approach to quality improvement, evidence-based practice, and research	Nurse/Team	Collaboration
F.II.2 Participates in establishing quality improvement agenda for unit, department, program, system, or population	System	Clinical Inquiry
F.II.3 Provides leadership in planning data collection and quality monitoring.	System	
F.II.4 Uses quality monitoring data to assess the quality and effectiveness of clinical programs in meeting outcomes.	Patient, Nurse, & System	
F.II.5 Develops quality improvement initiatives based on assessments.	System	
F.II.6 Provides leadership in the design, implementation and evaluation of process improvement initiatives.	System	
F.II.7 Provides leadership in the system-wide implementation of quality improvements and innovations.	System	

III. Conduct of Research

Behavioral Statement	Sphere of Influence	Practice Domain
F.III.1 Participates in conducting research	Patient, Nurse, & System	Clinical Inquiry

G. Ethical decision-making, moral agency and advocacy: Identifying, articulating, and taking action on ethical concerns at the patient, health care provider, community, system, and public policy levels.

Behavioral Statement	Sphere of Influence	Practice Domain
G.1 Engages in a formal self-evaluation process, seeking feedback regarding own practice, from patients, peers, professional colleagues and others	Nurse	Clinical Inquiry
G.2 Fosters professional accountability.	Nurse, System	Advocacy & Moral Agency
G.3 Facilitates resolution of ethical conflicts: G.3.a. Identifies ethical implications of complex care situations G.3.b. Considers the impact of scientific advances, cost, clinical effectiveness, patient and family acceptance and satisfaction, and other external influences. G.3.c. Applies ethical principles to resolving concerns across the three spheres of influence	Patient, Nurse, & System	
G.4 Promotes a practice climate conducive to providing ethical care.	System & Nurse	Moral Agency
G.5 Facilitates interdisciplinary teams that address ethical risks, benefits and outcomes of patient care.	System & Nurse	Advocacy & Collaboration
G.6 Facilitates patient and family understanding of the risks, benefits, and outcomes of proposed healthcare regimen to promote informed decision making.	Patient	Facilitator of Learning
G.7 Advocates for equitable patient care by: G.7.a. Participating in local, state, national, or international level of policy-making activities G.7.b. Evaluating the impact of legislative and regulatory policies as they apply to nursing practice and patient or population outcomes	Patient & System	Advocacy & Moral Agency
G.8 Promotes the role and scope of practice of the CNS to legislators, regulators, other health care providers, and the public:	Nurse & System	Advocacy & Facilitator of Learning
G.8.a. Communicates information that promotes nursing, the role of the CNS and outcomes of nursing and CNS practice through the use of the media, advanced technologies, and community networks.	Nurse & System	
G.8.b. Advocates for the APRN role and for positive legislative response to issues affecting nursing practice.	Nurse, System	