

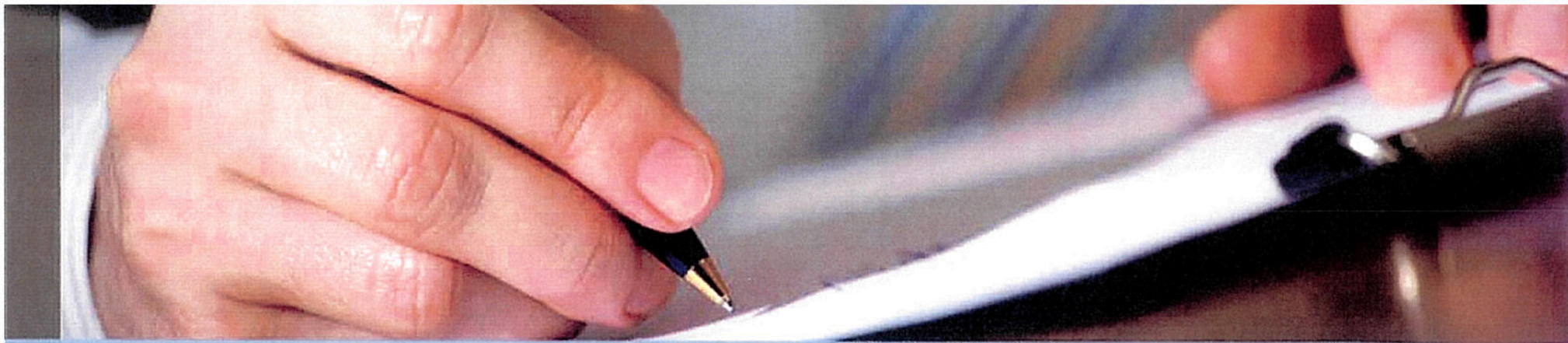
AONE

The Voice of Nursing Leadership™



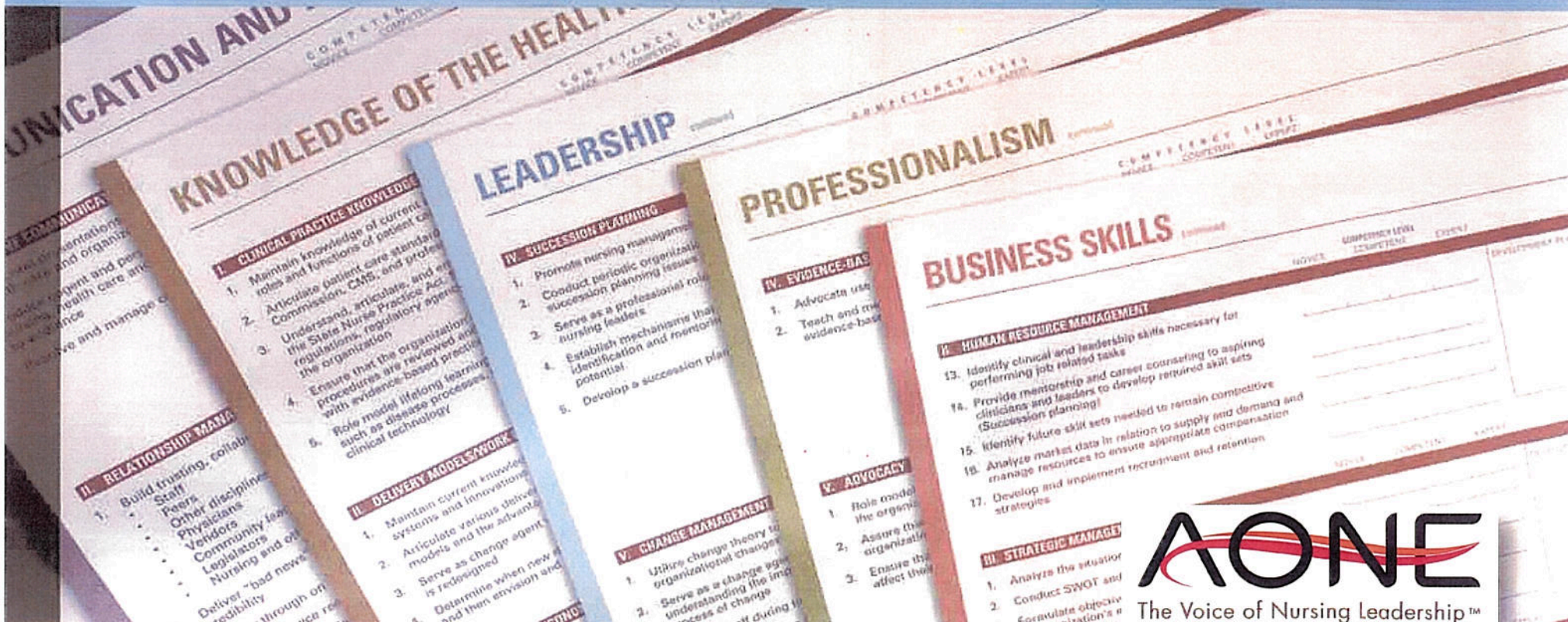
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AONE Nurse Executive Competencies

Assessment Tool



INTRODUCTION

to the AONE Nurse Executive Competencies Assessment Tool

The turbulent, ever-changing world of health care continues to present new challenges. With its vision of “shaping the future of health care through innovative nursing leadership,” AONE recognizes that excellent leadership is essential to ensure excellent patient care.

In 1995, the American Organization of Nurse Executives (AONE) published a white paper on the role and function of nurses in executive practice. This document outlined the transitions occurring in health care leadership and the dimensions and processes key to executive success. In 2004, the AONE Board of Directors updated this work with a more in-depth description of the competencies integral to the practice of nurse executives.

The *AONE Nurse Executive Competencies* (originally published in the February 2005 issue of *Nurse Leader*) describe skills common to nurses in executive practice regardless of their educational level or titles in different organizations. They are presented as information for both nurse leaders and those who employ or work with nurse leaders. Executives can use these competencies as a self-assessment tool, useful in the identification of possible areas for growth. Aspiring nurse leaders can use them in planning personal preparation for their careers. Health care organizations may utilize them as a guideline for job descriptions, expectations and evaluations of nurse leaders. Nurse educators can utilize them as a curriculum guideline for the educational preparation of nurses seeking expertise and knowledge in executive practice.

This document is not intended to be an exhaustive list of all areas of expertise for individual nurses in executive practice. It does, however, illustrate how complex and important their roles have become. Nursing leadership/management is as much a specialty as any clinical nursing specialty. As such, it requires proficiency and competent practice specific to the executive role. The *AONE Nurse Executive Competencies* sets the standard for that practice.

The mission of the American Organization of Nurse Executives (AONE) is "to shape health care through innovative and expert nursing leadership." Innovative nursing leadership requires that nurses in leadership positions are competent.

AONE believes that managers at all levels must be competent in:

- Communication and relationship building
- Knowledge of the health care environment
- Leadership
- Professionalism
- Business skills



The competencies are captured in a model developed by the Healthcare Leadership Alliance (HLA) in 2004. HLA members include AONE, the American College of Healthcare Executives, American College of Physician Executives, Healthcare Financial Management Association, Healthcare Information and Management Systems Society, and the Medical Group Management Association. The task force viewed these competency domains as interdependent (see figure above). Because leadership competencies are central to a health care executive's performance, the Leadership domain anchors the HLA model. All other domains draw from the leadership area, but the other competencies also feed and inform leadership. The two-way arrows outside the circles indicate that the other four domains draw from each other and share overlapping KSAs.

While all nursing leaders share these competency domains, the emphasis on particular competencies will be different depending on the leader's specific position in the organization.

This assessment tool is designed to assist you in assessing your level of preparation on each of the competencies. For each competency, use the 5-point scale to rate your level of competency from novice (1) to expert (5). Identify the strategy(ies) you plan on implementing to raise your competency level. This will give you a good picture of how much preparation you will need to become a well-rounded nurse executive.

Methodology for How to Use the AONE Nurse Executive Competencies Assessment Tool

- I. The nurse leader uses the tool to review and rate himself/herself in each of the content areas, along a scale from novice to expert.
- II. The nurse leader's supervisor does the same, rating the nurse manager in his/her specific role.
- III. The nurse leader and supervisor meet to review the two assessments. For areas where assessments differ they can:
 - a. discuss why the perceptions differ
 - b. discuss and develop plans for improvement/professional development
- IV. The tool can become the basis for career pathway planning and delineating professional targets.

COMMUNICATION AND RELATIONSHIP BUILDING

COMPETENCY LEVEL
NOVICE COMPETENT EXPERT

I. EFFECTIVE COMMUNICATION

1. Make oral presentations to diverse audiences on nursing, health care and organizational issues
2. Produce cogent and persuasive written materials to address nursing, health care and organizational issues appropriate to audience
3. Resolve and manage conflict

				✓	
				✓	
		✓			

DEVELOPMENT PLAN

Develop educational strategies to engage nurses across RFTH, using different presentation styles

NOVICE COMPETENT EXPERT

II. RELATIONSHIP MANAGEMENT

1. Build trusting, collaborative relationships with:
 - Staff
 - Peers
 - Other disciplines and ancillary services
 - Physicians
 - Vendors
 - Community leaders
 - Legislators
 - Nursing and other educational programs
2. Deliver "bad news" in such a way as to maintain credibility
3. Follow through on promises and concerns
4. Provide service recovery to dissatisfied customers
5. Care about people as individuals and demonstrate empathy and concern, while insuring organizational goals and objectives are met
6. Accomplish objectives through persuasion, celebrate successes and accomplishments, and communicate a shared vision
7. Assert views in non-threatening, non-judgmental ways

				✓	
				✓	
					✓
				✓	
					✓
					✓
					✓

DEVELOPMENT PLAN

In next 2-3 years will need to establish self ~~as~~ in the wider academic community

- attend college advisory board
- consider membership of academic group

COMMUNICATION AND RELATIONSHIP BUILDING

COMPETENCY LEVEL
NOVICE COMPETENT EXPERT

III. INFLUENCING BEHAVIORS

1. Create and communicate a shared vision
2. Reward appropriate behaviors and confront and manage inappropriate behaviors
3. Develop, communicate and monitor behavior expectations

				✓	
				✓	
				✓	

DEVELOPMENT PLAN

NOVICE COMPETENT EXPERT

IV. DIVERSITY

1. Create an environment which recognizes and values differences in staff, physicians, patients and communities
2. Assess current environment and establish indicators of progress toward cultural competency
3. Define diversity in terms of gender, race, religion, ethnic, sexual orientation, age, etc.
4. Analyze population data to identify cultural clusters
5. Define cultural competency and permeate principles throughout the organization
6. Confront inappropriate behaviors and attitudes towards diverse groups
7. Develop processes to incorporate cultural beliefs into care

					✓
					✓
					✓
				✓	
				✓	
				✓	
				✓	

DEVELOPMENT PLAN

COMMUNICATION AND RELATIONSHIP BUILDING

COMPETENCY LEVEL
NOVICE COMPETENT EXPERT

V. SHARED DECISION-MAKING

1. Engage staff and others in decision-making
2. Promote decisions that are patient-centered
3. Provide an environment conducive to opinion sharing

				✓
				✓
				✓

DEVELOPMENT PLAN

Continue to develop a relationship with Nursing Staff across the organization
- Attend Nursing Shared Governance Councils

NOVICE COMPETENT EXPERT

VI. COMMUNITY INVOLVEMENT

1. Represent the organization to non-health care constituents within the community
2. Provide consultation to community and business leaders regarding nursing and health care
3. Be an effective board member for community and/or professional organizations

			✓	
			✓	
			✓	

DEVELOPMENT PLAN

Develop relationships with local academic institutions

COMMUNICATION AND RELATIONSHIP BUILDING

COMPETENCY LEVEL
NOVICE COMPETENT EXPERT

VII. MEDICAL STAFF RELATIONSHIPS

	NOVICE	COMPETENT	EXPERT
1. Build credibility with physicians as a champion for patient care, quality and nursing professionalism			✓
2. Confront and address inappropriate behavior towards patients and staff		✓	
3. Represent nursing at medical executive committee and other medical staff committees	N/A		
4. Collaborate with medical staff leaders in determining needed patient care services	N/A		
5. Collaborate with physicians to develop patient care protocols, policies and procedures		✓	
6. Collaborate with physicians to determine patient care equipment and facility needs		✓	
7. Utilize medical staff mechanism to address physician clinical performance issues	N/A		
8. Facilitate disputes involving physicians and nurses or other disciplines	N/A		

DEVELOPMENT PLAN

Most of these are not relevant to your role at this time

NOVICE COMPETENT EXPERT

VIII. ACADEMIC RELATIONSHIPS

	NOVICE	COMPETENT	EXPERT
1. Determine current and future supply and demand for nursing care		✓	
2. Identify educational needs of existing and potential nursing staff		✓	
3. Collaborate with nursing programs to provide required resources		✓	
4. Collaborate with nursing programs in evaluating quality of graduating clinicians and develop mechanisms to enhance this quality		✓	
5. Serve on academic advisory councils	✓		
6. Collaborate with nursing faculty in nursing research and incorporate nursing research into practice	✓		

DEVELOPMENT PLAN

Initially focus on developing relationships with academic institutions
Serve on an advisory board

KNOWLEDGE OF THE HEALTH CARE ENVIRONMENT

COMPETENCY LEVEL
NOVICE COMPETENT EXPERT

I. CLINICAL PRACTICE KNOWLEDGE

- | | |
|---|--|
| 1. Maintain knowledge of current nursing practice and the roles and functions of patient care team members | ----- ----- ----- ----- -----
 ----- ----- ----- ----- ----- |
| 2. Articulate patient care standards as published by The Joint Commission, CMS, and professional nursing literature | ----- ----- ----- ----- -----
 ----- ----- ----- ----- ----- |
| 3. Understand, articulate, and ensure compliance with the State Nurse Practice Act, State Board of Nursing regulations, regulatory agency standards and polices of the organization | ----- ----- ----- ----- -----
 ----- ----- ----- ----- ----- |
| 4. Ensure that the organization's written clinical policies and procedures are reviewed and updated in accordance with evidence-based practice | ----- ----- ----- ----- -----
 ----- ----- ----- ----- ----- |
| 5. Role model lifelong learning, including clinical subjects, such as disease processes, pharmaceuticals and clinical technology | ----- ----- ----- ----- -----
 ----- ----- ----- ----- ----- |

DEVELOPMENT PLAN

NOVICE COMPETENT EXPERT

II. DELIVERY MODELS/WORK DESIGN

- | | |
|--|--|
| 1. Maintain current knowledge of patient care delivery systems and innovations | ----- ----- ----- ----- -----
 ----- ----- ----- ----- ----- |
| 2. Articulate various delivery systems and patient care models and the advantages/disadvantages of each | ----- ----- ----- ----- -----
 ----- ----- ----- ----- ----- |
| 3. Serve as change agent when patient care work/workflow is redesigned | ----- ----- ----- ----- -----
 ----- ----- ----- ----- ----- |
| 4. Determine when new delivery models are appropriate, and then envision and develop them <i>in collaboration with other nurse leaders</i> | ----- ----- ----- ----- -----
 ----- ----- ----- ----- ----- |

DEVELOPMENT PLAN

NOVICE COMPETENT EXPERT

III. HEALTH CARE ECONOMICS

- | | |
|--|--|
| 1. Articulate federal and state payment systems and regulations, as well as private insurance issues, which affect the organization's finances | ----- ----- ----- ----- -----
 ----- ----- ----- ----- ----- |
| 2. Understand and articulate individual organization's payer mix, CMI and benchmark database | ----- ----- ----- ----- -----
 ----- ----- ----- ----- ----- |

DEVELOPMENT PLAN

KNOWLEDGE OF THE HEALTH CARE ENVIRONMENT

COMPETENCY LEVEL
NOVICE COMPETENT EXPERT

IV. HEALTH CARE POLICY

1. Articulate federal and state laws and regulations which affect the provision of patient care, i.e. tort reform; malpractice/negligence; reimbursement
2. Participate in legislative process concerning health care through membership in professional organizations and personal contact with officials
3. Educate patient care team members on the legislative process, the regulatory process and methods for influencing both
4. Interpret impact of legislation at the state or federal level on nursing and health care organizations

	✓			

DEVELOPMENT PLAN

NOVICE COMPETENT EXPERT

V. GOVERNANCE

1. Articulate the role of the governing body of the organization in the following areas:
 - Fiduciary responsibilities
 - Credentialing
 - Performance management
2. Represent patient care issues to the governing body
3. Participate in strategic planning and quality initiatives with the governing body
4. Interact with and educate the organization's board members regarding health care and the value of nursing care
5. Represent nursing at the organization's board meetings

DEVELOPMENT PLAN

Will pick this up later. Not a priority

KNOWLEDGE OF THE HEALTH CARE ENVIRONMENT

COMPETENCY LEVEL
NOVICE COMPETENT EXPERT

VI. EVIDENCE-BASED PRACTICE/OUTCOME MEASUREMENT

	NOVICE	COMPETENT	EXPERT
1. Interpret information from research		✓	
2. Utilize research findings for establishment of standards, practices and patient care models in the organization		✓	
3. Disseminate research findings to patient care team members		✓	
4. Participate in studies which provide outcome measurements		✓	
5. Allocate nursing resources based on measurement of patient acuity/care needed		✓	

DEVELOPMENT PLAN

Attend a Magnet conference to assist in personal learning and understanding of re-designation requirements.

NOVICE COMPETENT EXPERT

VII. PATIENT SAFETY

	NOVICE	COMPETENT	EXPERT
1. Support the development and implementation of an organization-wide patient safety program			
2. Design safe clinical systems, processes, policies and procedures			
3. Monitor clinical activities to identify both expected and unexpected risks		✓	
4. Support a non-punitive reporting environment; supporting a reward system for reporting unsafe practices		✓	
5. Support safety surveys; responding and acting on safety recommendations		✓	
6. Ensure staff is clinically competent and trained on their role in patient safety		✓	
7. Articulate and take action to support the The Joint Commission National Patient Safety Goals		✓	

DEVELOPMENT PLAN

Support education regarding patient safety initiatives

KNOWLEDGE OF THE HEALTH CARE ENVIRONMENT

COMPETENCY LEVEL
NOVICE COMPETENT EXPERT

VIII. UTILIZATION / CASE MANAGEMENT

1. Articulate the organization's decision-making for the criteria model adopted by the organization
2. Communicate key points of the model to a variety of audiences (nursing, financial, medical staff)
3. Involve physicians in on-going utilization management practices
4. Design continuum of care options for managing patient throughput (long-term care units; urgent care centers; admission/discharge units, etc.)

NOVICE	COMPETENT	EXPERT

DEVELOPMENT PLAN

Not applicable at this time

IX. QUALITY IMPROVEMENT/METRICS

NOVICE COMPETENT EXPERT

1. Articulate the organization's QI program and goals
2. Determine patient care quality improvement goals and objectives
3. Define metrics as related to process improvement
4. Explain and utilize metrics as a unit of measure for any process
5. Articulate the link of metrics to goals
6. Articulate the link between organization metrics and National Quality Initiatives/Metrics
7. Target outcomes that are evidence-based (comparison data-benchmarking)
8. 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

NOVICE	COMPETENT	EXPERT
		✓
	✓	
		✓
		✓
		✓
	✓	
		✓
		✓
		✓

DEVELOPMENT PLAN

Work with nurse leaders to develop magnet metrics and tracking process

KNOWLEDGE OF THE HEALTH CARE ENVIRONMENT

COMPETENCY LEVEL
NOVICE COMPETENT EXPERT

X. RISK MANAGEMENT

1. Identify areas of risk/liability
2. Ensure staff is educated on risk management and compliance issues
3. Develop systems which encourage/require prompt reporting of potential liability by staff at all levels
4. Envision and take action to correct identified areas of potential liability

1. Identify areas of risk/liability	✓			
2. Ensure staff is educated on risk management and compliance issues	✓			
3. Develop systems which encourage/require prompt reporting of potential liability by staff at all levels	✓			
4. Envision and take action to correct identified areas of potential liability	✓			

DEVELOPMENT PLAN

will review later. Not a priority

LEADERSHIP

NOVICE COMPETENT EXPERT

I. FOUNDATIONAL THINKING SKILLS

1. Address ideas, beliefs or viewpoints that should be given serious consideration
2. Recognize one's own method of decision-making and the role of beliefs, values and inferences
3. Critically analyze organizational issues after a review of the evidence
4. Maintain curiosity and an eagerness to explore new knowledge and ideas
5. Promote nursing leadership as both a science and an art
6. Demonstrate reflective leadership and an understanding that all leadership begins from within
7. Provide visionary thinking on issues that impact the health care organization

1. Address ideas, beliefs or viewpoints that should be given serious consideration		✓		
2. Recognize one's own method of decision-making and the role of beliefs, values and inferences		✓		
3. Critically analyze organizational issues after a review of the evidence		✓		
4. Maintain curiosity and an eagerness to explore new knowledge and ideas				✓
5. Promote nursing leadership as both a science and an art		✓		
6. Demonstrate reflective leadership and an understanding that all leadership begins from within				✓
7. Provide visionary thinking on issues that impact the health care organization				✓

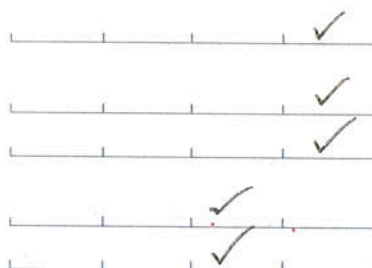
DEVELOPMENT PLAN

LEADERSHIP

COMPETENCY LEVEL
NOVICE COMPETENT EXPERT

II. PERSONAL JOURNEY DISCIPLINES

1. Value and act on feedback that is provided about one's own strengths and weaknesses
2. Demonstrate the value of lifelong learning through one's own example
3. Learn from setbacks and failures as well as successes
4. Assess one's personal, professional and career goals and do career planning
5. Seek mentorship from respected colleagues



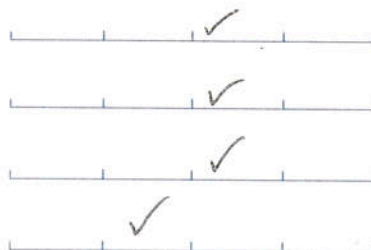
DEVELOPMENT PLAN

Work towards certification in relevant specialty
 Consider Doctorate program
 Identify opportunities to network with MEd's and Nurse Educators

NOVICE COMPETENT EXPERT

III. SYSTEMS THINKING

1. Promote systems thinking as a value in the nursing organization
2. Consider the impact of nursing decisions on the health care organization as a whole
3. Provide leadership in building loyalty and commitment throughout the organization
4. Synthesize and integrate divergent viewpoints for the good of the organization



DEVELOPMENT PLAN

LEADERSHIP

C O M P E T E N C Y L E V E L
NOVICE COMPETENT EXPERT

IV. SUCCESSION PLANNING

1. Promote nursing management as a desirable specialty
2. Conduct periodic organizational assessments to identify succession planning issues and establish action plans
3. Serve as a professional role model and mentor to future nursing leaders
4. Establish mechanisms that provide for early identification and mentoring of staff with leadership potential
5. Develop a succession plan for one's own position

NOVICE	COMPETENT	EXPERT
	✓	
	✓	
	✓	

DEVELOPMENT PLAN

V. CHANGE MANAGEMENT

1. Utilize change theory to plan for the implementation of organizational changes
2. Serve as a change agent, assisting others in understanding the importance, necessity, impact and process of change
3. Support staff during times of difficult transitions
4. Recognize one's own reaction to change and strive to remain open to new ideas and approaches
5. Adapt leadership style to situational needs

NOVICE COMPETENT EXPERT

NOVICE	COMPETENT	EXPERT
	✓	
	✓	
	✓	
	✓	

DEVELOPMENT PLAN

PROFESSIONALISM

COMPETENCY LEVEL
NOVICE COMPETENT EXPERT

I. PERSONAL AND PROFESSIONAL ACCOUNTABILITY

1. Create an environment that facilitates the team to initiate actions that produce results
2. Hold self and others accountable for actions and outcomes
3. Create an environment wherein others are setting expectations and holding each other accountable
4. Answer for the results of own behaviors and actions

						✓
						✓
		✓				
			✓			

DEVELOPMENT PLAN

NOVICE COMPETENT EXPERT

II. CAREER PLANNING

1. Develop own career plan and measure progress according to that plan
2. Coach others in developing their own career plans
3. Create an environment wherein professional and personal growth is an expectation

			✓		
			✓		
			✓		

DEVELOPMENT PLAN

NOVICE COMPETENT EXPERT

III. ETHICS

1. Articulate the application of ethical principles to operations
2. Integrate high ethical standards and core values into everyday work activities
3. Create an environment that has a reputation for high ethical standards

			✓		
			✓		
			✓		

DEVELOPMENT PLAN

PROFESSIONALISM

COMPETENCY LEVEL
NOVICE COMPETENT EXPERT

IV. EVIDENCE-BASED CLINICAL AND MANAGEMENT PRACTICE

1. Advocate use of documented best practice
2. Teach and mentor others to routinely utilize evidence-based data and research

NOVICE	COMPETENT	EXPERT
_____	_____ ✓	_____
_____	_____ ✓	_____

DEVELOPMENT PLAN

Develop evidence based educational materials

NOVICE COMPETENT EXPERT

V. ADVOCACY

1. Role model the perspective that patient care is the core of the organization's work
2. Assure that the clinical perspective is included in organizational decisions
3. Ensure that nurses are actively involved in decisions that affect their practice

NOVICE	COMPETENT	EXPERT
_____	_____ ✓	_____
_____	_____ ✓	_____
_____	_____ ✓	_____

DEVELOPMENT PLAN

See

NOVICE COMPETENT EXPERT

VI. ACTIVE MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS

1. Participate in at least one professional organization
2. Support and encourage others to participate in a professional organization

NOVICE	COMPETENT	EXPERT
_____	_____ ✓	_____
_____	_____ ✓	_____

DEVELOPMENT PLAN

BUSINESS SKILLS

COMPETENCY LEVEL
NOVICE COMPETENT EXPERT

I. FINANCIAL MANAGEMENT

1. Articulate business models for health care organizations and fundamental concepts of economics
2. Describe general accounting principles and define basic accounting terms
3. Analyze financial statements
4. Manage financial resources by developing business plans
5. Establish procedures to assure accurate charging mechanisms
6. Educate patient care team members on financial implications of patient care decisions

DEVELOPMENT PLAN

will consider at a later date

NOVICE COMPETENT EXPERT

II. HUMAN RESOURCE MANAGEMENT

1. Participate in workforce planning and employment decisions
2. Champion a diverse workforce
3. Use corrective discipline to mitigate workplace behavior problems
4. Interpret and evaluate employee satisfaction/quality of work surveys
5. Create opportunities for employees to be involved in decision-making
6. Reward and recognize exemplary performance
7. Formulate programs to enhance work-life balance
8. Interpret legal and regulatory guidelines
9. Manage collective bargaining environments or implement programs to avoid the need
10. Identify and eliminate sexual harassment, workplace violence, verbal and physical abuse
11. Implement ergonomically sound work environments to prevent worker injury and fatigue
12. Develop and implement bioterrorist, biohazard and disaster readiness plans

			✓	
			✓	
N/A				
			✓	
			✓	
			✓	
			✓	
		✓		
N/A				
			✓	
			✓	
N/A				

DEVELOPMENT PLAN

Renew RN satisfaction data and participate in strategies designed to improve based on role.

BUSINESS SKILLS

	COMPETENCY LEVEL			DEVELOPMENT PLAN
	NOVICE	COMPETENT	EXPERT	
II. HUMAN RESOURCE MANAGEMENT				
13. Identify clinical and leadership skills necessary for performing job related tasks		✓		
14. Provide mentorship and career counseling to aspiring clinicians and leaders to develop required skill sets (Succession planning)		✓		
15. Identify future skill sets needed to remain competitive		✓		
16. Analyze market data in relation to supply and demand and manage resources to ensure appropriate compensation	N/A			
17. Develop and implement recruitment and retention strategies <i>in conjunction with nursing leaders</i>		✓		
	NOVICE	COMPETENT	EXPERT	

	COMPETENCY LEVEL			DEVELOPMENT PLAN
	NOVICE	COMPETENT	EXPERT	
III. STRATEGIC MANAGEMENT				
1. Analyze the situation and identify strategic direction		✓		will address strategic planning later.
2. Conduct SWOT and Gap analyses		✓		
3. Formulate objectives, goals and specific strategies related to organization's mission and vision		✓		
4. Understand what organizations should measure in order to balance the financial perspective	✓			
5. Measure and analyze performance from the learning and growth, business process, customer and financial perspectives		✓		
	NOVICE	COMPETENT	EXPERT	

	COMPETENCY LEVEL			DEVELOPMENT PLAN
	NOVICE	COMPETENT	EXPERT	
IV. MARKETING				
1. Analyze marketing opportunities		✓		will address marketing later
2. Develop marketing strategies		✓		
3. Integrate marketing and communications strategies		✓		
4. Use public relations and media outlets to promote your organization		✓		
	NOVICE	COMPETENT	EXPERT	

BUSINESS SKILLS

COMPETENCY LEVEL
NOVICE COMPETENT EXPERT

V. INFORMATION MANAGEMENT AND TECHNOLOGY

Competency	NOVICE	COMPETENT	EXPERT
1. Demonstrate basic competency in email, word processing, spreadsheet and Internet programs			✓
2. Recognize the relevance of nursing data for improving practice		✓	
3. Recognize limitations of computer applications		✓	
4. Use telecommunication devices		✓	
5. Utilize hospital database management, decision support and expert system's programs to access information and analyze data from disparate sources for use in planning for patient care processes and systems		✓	
6. Participate in system change processes and utility analysis		✓	
7. Participate in evaluation of information systems in practice settings	✓		
8. Evaluate and revise patient care processes and systems		✓	
9. Use applications for structured data entry (classification systems, acuity level, etc.)		✓	
10. Recognize the utility of nursing involvement in the planning, design, choice and implementation of information systems in the practice environment	✓		
11. Demonstrate awareness of societal and technological trends, issues and new developments as they apply to nursing		✓	
12. Demonstrate proficient awareness of legal and ethical issues related to client data, information and confidentiality		✓	
13. Read and interpret benchmarking, financial and occupancy data	✓		

DEVELOPMENT PLAN