المجلس التمريضي الأردني

Jordanian Nursing Council

National Leadership and Management Nursing Framework:

Scope of Practice, Standards, and Competencies

July 2017

The Jordanian Nursing Council

The Jordanian Nursing Council (JNC) is a national regulatory institution for nursing and midwifery in Jordan. The JNC is governed by a board headed by her Royal Highness Princess Muna Al Hussein as president of the council. The board is comprised of 14 key representatives from healthcare institutions and regulates and governs the nursing profession in education, practice, and research.

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Acronyms

ANSLM: Advanced Nurse Specialist in Leadership and Management

AONE: American Organization of Nurse Executives

JNC: Jordanian Nursing Council

JNMC: Jordan Nurses and Midwifes Council

NSLM: Nurse Specialist in Leadership and Management

Introduction

In accordance to the Jordanian Nursing Council (JNC) National Strategy for Nursing and Midwifery (2016), which addressed the main nursing and midwifery challenges related to regulation, education, and practice and provided a road map and strategies to meet those challenges, this document was developed to support JNC efforts to protect the public and regulate the nursing and midwifery profession. It focuses on the suggested levels, desired educational preparation, scope of practice, and professional standards and competencies required for nurse managers.

The JNC National Management and Leadership Committee produced this document to define the required management levels in nursing within a Jordanian hospital context. It aims to ensure a highly qualified nursing workforce able to lead, manage, and deal with the increasing complexity related to social, economic, and political challenges the country is undergoing; and take an active role in decision-making and influencing healthcare systems for quality outcomes.

Healthcare stakeholders acknowledge the significant challenges in achieving quality healthcare to improve people's health and the contribution of nurses to improve healthcare services across different settings. Subsequently this has created the need to focus attention on the educational preparation of nurses for entry and advanced practice roles.

Complexity of healthcare systems requires more advanced levels of preparation for nurses to achieve the desired performance and outcomes. National nurse leaders in Jordan repeatedly have identified the increased need for knowledgeable and skilled nurses at all levels of management and leadership positions in the healthcare system when availability allows.

JNC recognized leadership and management nursing as an advanced practice role. This is in agreement with the American Organization of Nurse Executives (AONE) in its position statement on the educational preparation of nurse leaders that includes recognition of nursing administration as an advanced practice nursing role. This position is also congruent with the opinion published by the American Association of Colleges of Nursing. Both professional nursing organizations agree at a minimum of a baccalaureate preparation for nurse leaders. AONE, however, does suggest a minimum of a master's degree for nurse leaders, and encourages nurse executives to seek a doctoral degree.

The AONE position statement also calls for continuation and expansion of master's degree leadership education programs to ensure the desired nurse leader workforce. Current data suggests there is a significant gap in desired versus actual educational preparation of nurse managers and leaders in Jordan.

Methodology

Leadership and management in nursing helps to align nursing outcomes with the organizational goals. Establishing a healthy work environment requires competent nursing leadership at all levels of an organization. The following standards and competencies were developed in collaboration with a national team composed of experts in nursing leadership and management positions from universities, and the private sector to develop a framework that is consistent with national regulatory mechanisms in Jordan. The outcomes are a set of standards of practice and competencies for advanced practice in leadership and management.

The development of the scope of practice, standards, and competencies was based on international and regional regulatory frameworks in addition to the best available evidence of international models and frameworks, and consultations with national leaders in nursing from various settings.

Specialization in Nursing Leadership and Management

JNC provides two levels of specialization in nursing leadership and management:

1. Nurse Specialist in Leadership and Management (NSLM)

2. Advanced Nurse Specialist in Leadership and Management (ANSLM).

Nurse Specialist in Leadership and Management

A. Definition:

A NSLM is an individual in a first-level administrative position who manages and leads staff in providing direct patient care. This person is responsible for supervising nursing units in hospitals, clinics, and other medical institutions and, generally, is appointed to units compatible with their clinical experience. They usually work in middle management as bridges between the nurses and the hospital administration. A NSLM has two sets of skills: nursing skills in a specialized nursing field; and leadership and management skills. Overall, a NSLM helps develop and coordinate a strong infrastructure across divisions in their institutions.

NSLM responsibilities include (but not limited to):

1. Conducting management and leadership processes (such as planning, organizing, supervising, coordinating, evaluating, coaching, supporting, delegating, etc.).

2. Recruiting, recognizing, and retaining staff.

3. Designing and conducting performance reviews and appraisals.

4. Advocating for patients, staff, and the nursing profession.

5. Developing clinical staff (e.g., orientation, continuing education, competency validation, performance appraisal, peer review, mentoring, planning, and lifelong learning).

6. Developing policies and procedures that ensure regulatory compliance with professional standards and organizational integrity.

7. Creating a professional environment for empowered decision-making (e.g., shared governance, staff accountability, and critical thinking).

8. Communicating effectively and working with other healthcare leaders to streamline established protocol, review records and update technology.

B. Qualifications:

1. Obtained a higher diploma in leadership and management from an accredited university or educational institution.

2. Registered with the Jordan Nurses and Midwives Council (JNMC) and is licensed to practice under the Public Health Law.

3. Passed the evaluation mandated by JNC according to the provisions of the bylaw on specialization.

C. Scope of Practice

An NSLM works in a variety of clinical and/or administrative settings. An NSLM is a nurse leader/manager who has the skills to facilitate delivery of high-quality evidence-based nursing care to a wide range of patients. An NSLM possesses clinical expertise to identify required human capital and fiscal needs for their unit(s). An NSLM possesses broad-based clinical and leadership skills by communicating, mentoring, advocating, systems thinking, critical thinking, and establishing a healthy and safe work environment which supports the work of the healthcare team and contributes to patient engagement.

An NSLM develops a professional environment and fosters a culture where interdisciplinary team members are able to contribute to optimal patient outcomes and grow professionally.

NSLMs are tasked with overseeing the continued optimal functioning of the unit(s) and the quality of healthcare provided by nurses and other medical personnel. Within the hierarchical setting of a medical facility, NSLMs typically report to the nursing director or chief nursing officer and are considered representatives of the nursing staff and lead shift nurses that report to them.

Advanced Nurse Specialist in Leadership and Management

A. Definition:

An ANSLM is an individual in an advanced administrative position who manages and leads multiple patient care settings. ANSLMs are responsible for all aspects of nursing department management and operation in the institution. They usually work in the institution's top management at the chairman or chief level. An ANSLM is a member in the organization-wide councils and committees and is involved in organizational wide decision-making processes. Overall, ANSLMs helps develop the mission, vision, and strategic dimensions in their institutions.

ANSLM responsibilities include (but not limited to):

1. Participating actively in the organizational level decision-making process and strategic planning.
2. Participating actively in shaping the organization's future and ensuring implementation of the organization's mission.
3. Implementing and evaluating policies and procedures to ensure compliance with regulatory professional standards and organizational integrity.
4. Developing action plans to address staff engagement and identified human resource issues.
5. Forecasting, developing, and analyzing operating and capital budgets; and obtaining appropriate financial resources.
6. Developing and maintaining stakeholder alliances and partnerships.
7. Assessing and evaluating technology's impact on care delivery.
8. Facilitating interdisciplinary collaboration in decision-making processes.
9. Implementing change based on risk assessment, patient safety data, and technology; and actively managing the process of change.
10. Representing nursing at the organization's highest decision-making body.
11. Promoting workplace practices that protect employee and patient rights and safety.

B. Qualifications:

1. Obtained at minimum a second university degree (master's degree) from an accredited university or educational institution in a field of specialty listed and recognized by JNC.

2. Registered with JNMC and licensed to practice under the Public Health Law.

3. Passed the evaluation mandated by JNC according to the provisions of the bylaw on specialization.

C. Scope of Practice:

ANSLMs works in a variety of top management levels in healthcare institutions. ANSLMs set the vision for nursing practice in the delivery of safe, timely, efficient, equitable, and patient-centered care. Working within a collaborative and interprofessional environment, the nurse in advance practice is influential in improving the patient experience of care (including quality and satisfaction), improving the health of populations, and reducing the per capita cost of healthcare.

ANSLMs demonstrate leadership in business skills and principles, knowledge of the healthcare environment, communication, relationship management, and professionalism. This includes elements of evidence-based practice, ethics, influencing behavior, accountability, clinical leadership quality improvement, strategic management, teamwork, and mentoring. NSLMs advocate as the voice of the patient, family, and the nursing profession.

The role of ANSLM practice has evolved from a focus on nursing services to a broader accountability for patient care services across the healthcare continuum. This expansion of role responsibilities positions ANSLM as members of the leadership team. Major themes in all dimensions of this role are collaboration, coaching, mentoring, diversity, co-creating, communicating, and coordinating outcomes management, and enabling the spirit of the community.

The key roles of an ANSLM include facilitating the design of patient care delivery, advancing the discipline of nursing, building relationships and connections with staff and colleagues, and fostering stewardship. Specifically, ANSLMs demonstrate leadership in the following ways:

- Serves as role models in exemplifying the mission and vision of their organization;
- Values diversity and promotes cultural competence;
- Serves as effective communicators and architects of change;

- Encourages creativity and innovation from staff;

- Serves as educators and provides learning and growth opportunities for staff;

- Understands and promotes quality improvement and systems thinking;

- Maintains knowledge of the field through continuing education, attendance, and membership at regional or national nursing association meetings;

- Serves as team players and team leaders; and

- Demonstrates financial accountability.

Framework

JNC standards for professional nurses are considered in three relevant cross-cutting themes representing major areas of the nursing profession that are important to all seven standards: systems thinking, succession planning, and change management.

National JNC 2017 Professional and Practice Standards and Competencies:

A. Professional Standards

Standard 1: Structure and Process

- Human capital management
- Fiscal planning
- Organizational structure

Standard 2: Transformational Leadership

- Strategic planning
- Advocacy (for patient and staff)
- Leadership effectiveness

Standard 3: Legal, Regulatory, and Ethical Issues

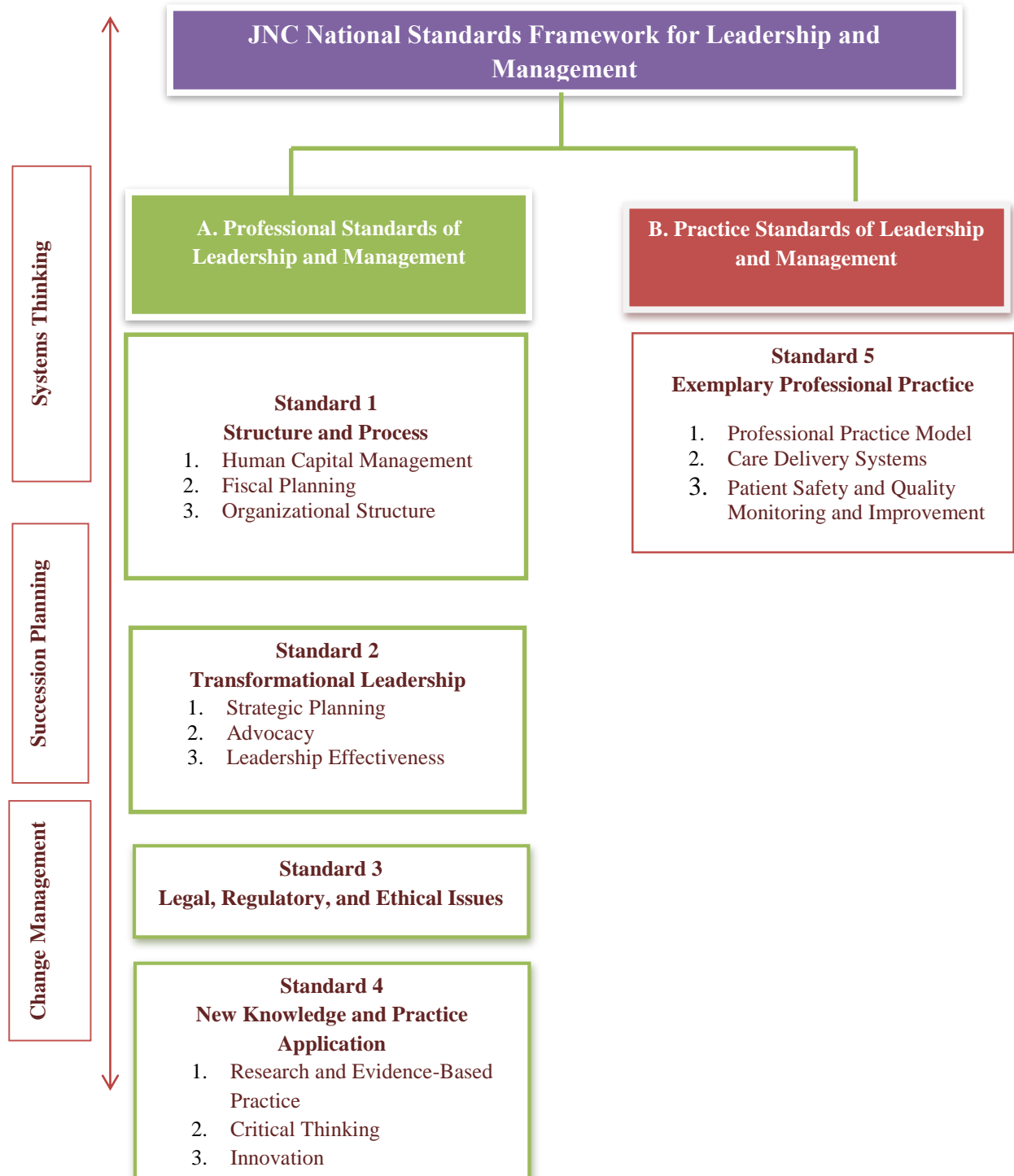Standard 4: New Knowledge and Practice Applications

- Research and evidence-based practice
- Critical thinking
- Innovation

B. Practice Standards

Standard 5: Exemplary Professional Practice

- Professional practice model

- Care delivery systems

- Patient safety and quality monitoring and improvement

JNC National Standards Framework for Leadership and Management

A. Professional Standards of Leadership and Management

B. Practice Standards of Leadership and Management

Systems Thinking

Succession Planning

Change Management

Standard 1
Structure and Process
1. Human Capital Management
2. Fiscal Planning
3. Organizational Structure

Standard 2
Transformational Leadership
1. Strategic Planning
2. Advocacy
3. Leadership Effectiveness

Standard 3
Legal, Regulatory, and Ethical Issues

Standard 4
New Knowledge and Practice Application
1. Research and Evidence-Based Practice
2. Critical Thinking
3. Innovation

Standard 5
Exemplary Professional Practice
1. Professional Practice Model
2. Care Delivery Systems
3. Patient Safety and Quality Monitoring and Improvement

Domain One: Professional Standards

Standard 1: Structure and Process

NSLMs meet the professional standard of structure and process by demonstrating satisfactory knowledge in human capital management, fiscal planning, and the nature of organizational structure; implementing best strategies to develop the capabilities of the available human capital recourses; and maximizing utilization of the available fiscal resources.

Core Competency 1.1: Human Capital Management

NSLMs possess knowledge and skills to lead and manage the available human capital recourses; and implement best strategies to develop their capabilities.

Measurement criteria:

- Understands the staffing in scheduling methods.
- Understands and implements conflict resolution principles and strategies.
- Understands and prepares staff performance appraisals and evaluations and implements peer feedback strategies.
- Utilizes verbal and written communication skills.
- Manages human resources within legal and ethical principles.
- Applies recruitment techniques in selecting and hiring qualified applicants.
- Evaluates staffing learning needs.
- Understands and implements mentorship and preceptorship principles and strategies.
- Matches staff competency with patient acuity.
- Develops role definitions for staff consistent with scope of practice.
- Implements changes in role consistent with scope of practice.
- Develops orientation programs, oversees orientation processes, and evaluates the effectiveness of orientation.

Competency 1.2: Fiscal Planning

NSLMs possess knowledge and skills to plan and execute capital and operational budgets for nursing unit(s); and utilize appropriate resources to plan and provide nursing services that are safe, effective, and financially responsible.

Measurement criteria:

- Understands the principles and processes of capital and operational budgeting.

- Creates and monitors a budget for the nursing unit(s).

- Analyzes budgets; provides justification and cost-benefit analysis; and explains variance.

- Anticipates the effects of changes on medical insurance programs for patient care.

- Maximizes resource utilization and care efficiency.

- Conducts ongoing evaluation of productivity.

- Forecasts future revenue and expenses.

- Understands the financial aspects of the provided products/services.

Competency 1.3: Organizational Structure

NSLMs understand the nature of the organizational structure and politics and their impact on their units' operations.

Measurement criteria:

- Understands organizational structure, chain of command, and reporting structure and process.

- Communicates effectively with other departments and disciplines to maintain and enhance their unit of operation.

- Understands the process of escalating issues that affect patient care and/or staff work environment.

- Understands the organizational priorities and goals and communicates them to staff.

- Uses effective strategies to facilitate organizational change initiatives and overcome resistance to change.

- Understands the issues that go beyond their own limited area.

Additional competencies for ANSLMs:

- Understands the political nature of the organization and works appropriately within it.

- Establishes effectively collaborative relationships and alliances throughout the organization.

- Understands the viewpoint of higher management and effectively analyzes complex problems.

- Understands regulation and payment issues that affect an organization's finances.

- Initiate rapid response in management situations.

- Seeks information and ability to create order out of large quantities of information.

Standard 2: Transformational Leadership

NSLMs meet the professional standard of transformational leadership by demonstrating satisfactory knowledge in leadership and management theories and strategic planning; effectively lead and manage others; and advocate for patients and staff.

Core Competency 2.1: Strategic Planning

NSLMs possess knowledge and skills to communicate and evaluate organizational strategic plans; lead projects and initiatives; and implement required changes.

Measurement criteria:

- Identifies and participates in set unit strategic plans and goals; and communicates them to staff.

- Identifies best strategies, interventions, and actions to achieve unit's strategic goals.

- Assesses staff and unit readiness for change, involves staff in change processes, and evaluates change outcomes.

- Leads and sustains change using appropriate change theories and concepts.

- Understands project management principles including identifying roles, establishing timelines and milestones, allocating resources, and managing project plans.

- Identifies potential internal and external disasters and emergencies and sets proper plans.

- Manages internal and external disasters and emergencies.

Core Competency 2.2: Advocacy

NSLMs advocate for patients' rights, protect patients' confidentiality, respect cultural diversity, and foster an ethical and professional work environment among staff members.

Measurement criteria:

- Understands nursing code of ethics and ethical principles in clinical practice.

- Identifies formal and informal sources of influence and power in their unit and organization.

- Understands and implements the principles of team and relationship building.

- Establishes mechanisms to manage conflict among nurses, interprofessional team, and patients.

- Understands and implements different strategies and mechanisms (e.g., conflict resolution, negotiation, power, alliances, marketing, or collaboration) to influence decision-making processes and ensure unit operation.

- Fosters a culture of mutual respect and cultivates diversity.

- Identifies and implements strategies to protect vulnerable populations.

Core Competency 2.3: Leadership Effectiveness

NSLMs demonstrate satisfactory knowledge in leadership and management theories and concepts, and demonstrate leadership skills in the professional practice setting.

Measurement criteria:

- Understands leadership and management concepts, principles, styles, and theories.

- Selects a leadership style appropriate to the situation.

- Fosters a positive and professional work environment.

- Identifies and implements relevant research and evidence-based principles into leadership practice.

- Develops a structure and process of leadership mentoring and succession planning.

- Evaluates the effectiveness of their leadership style using multisource feedback (e.g. from superiors, subordinates, and clients

- Identifies the stakeholders in their unit and organizations and implements relationship skills.

Additional competencies for ANSLMs:

- Develops long-term objectives and strategies; translates vision into realistic strategies.

- Communicates confidence and steadiness during difficult times; adapts readily to new situations.

- Maintains an accurate picture of personal strengths and weaknesses and shows willingness to improve.

- Develops/participates in developing the organization to be "High Reliability Organization" and "Learning Organization".

Standard 3: Legal, Regulatory, and Ethical Issues

NSLMs meet the professional standard of legal, regulatory, and ethical issues by demonstrating satisfactory knowledge in the national legal, regulatory, and ethical aspects governing clinical and administrative practice, and implement strategies that ensure staff adherence to legal and ethical aspects in daily clinical practice.

Core Competency 3.1: Ethical legal Decision-making

NSLMs demonstrate ethical decision-making and consider legal aspects in situations that include ethical dilemmas and/or legal consequences.

Measurement criteria:

- Understands and utilize ethical principles and theories, and the Jordanian nursing code of ethics.
- Cultivates an environment of ethical clinical practice that protects patient rights, dignity, and autonomy.
- Understands the national laws and regulations that govern nursing practice in Jordan.
- Creates a structure and process to identify and resolve/manage ethical dilemmas and legal issues related to patient care.
- Identifies resources inside and outside the organization that help to resolve or manage ethical and legal issues.
- Fosters ethical decision-making processes to resolve ethical issues in clinical practice by using available resources.
- Resolves issues related to patient rights, violations, ethical dilemmas, privacy, security, and confidentiality.

Additional competencies for ANSLMs:

- Evaluates the effectiveness of policies and procedures that regulate decision-making regarding the organization's ethical and legal issues.
- Collaborates with other healthcare professionals to enhance ethical practice and create a "Just Culture" working environment.

  " *This considered a learning culture that promotes safe systems by managing behavioral choices and expectations to see events as opportunities to improve understanding of system and behavioral risk through reporting and redesigning systems as needed."*

- Communicates with related governing bodies at the national level to strengthen laws and regulations that support ethical clinical practice and protect clients and staff rights.

Standard 4: New Knowledge and Practice Applications

NSLMs meet the professional standard of new knowledge and practice applications by demonstrating satisfactory knowledge in research and evidence-based practice, integrating research findings and evidence-based practice into daily clinical practice, and encouraging innovation to solve clinical practice issues.

Core Competency 4.1: Research and Evidence-Based Practice

NSLMs possess knowledge and skills to retrieve, read, and critique research articles; revise existing practice and maintain it or change it based on research evidences; and introduce new practices based on research evidence.

Measurement criteria:

- Understands the concepts and principles of research and evidence-based practice.
- Demonstrates ability to retrieve, read, critique, and draws conclusions from research articles.
- Understands the concepts and principles of protection of human research subjects.
- Identifies the differences between quality improvement, evidence-based practice, and research.
- Identifies different models of evidence-based practice and adopts one.
- Incorporates research findings into practice.
- Disseminates research and evidence-based findings.
- Ensures unit policies and procedures are built on evidence.

Additional competencies for ANSLMs:

- Demonstrates ability to develop research questions, conduct literature review, select proper study methods and designs, and has the required data management skills.
- Creates structures and processes that support evidence-based practice and cultivates a culture of questioning the existing practice.
- Advocates for resources that support research and evidence-based practice.

Core Competency 4.2: Critical Thinking

NSLMs demonstrate critical and analytical thinking, problem-solving, and ethical reasoning; and understands the consequences of personal behavior and decisions.

Measurement criteria:

- Possesses critical and analytical thinking skills.
- Collects information actively about the problem from different aspects.
- Defines the problem effectively and identifies the roots of the problem.
- Identifies the problems, opportunities, threats, and challenges early.
- Makes informative (data-based) decisions while considering the consequences of the decision on patient care, staff, and other professionals.

Additional competencies for ANSLMs:

- Possesses capacity to see the big picture and discover patterns from large quantities of information.
- Develops structures and processes to identify and resolve problems early.
- Considers the impact of personal actions on the entire system.

Core Competency 4.3: Innovation

NSLMs demonstrate the ability to encourage and adopt novel ideas, innovation, and new technology that support clinical practice.

Measurement criteria:

- Maintains awareness of updates in technology and new trends in healthcare services.
- Maintains awareness of other healthcare settings and organizational experiences, strategies, and solutions to overcome challenges in clinical practice.
- Encourages creativity with new ideas or new patterns of thinking.
- Tests and evaluates new ideas or technology without jeopardizing patient safety.

Additional competencies for ANSLMs:

- Creates a culture that values and encourages novel ideas and innovation that solve clinical practice issues.
- Utilizes available resources and technologies to come up with creative and simple solutions for healthcare problems.

Domain Two: Practice Standards

Standard 5: Exemplary Professional Practice

NSLMs meet the professional standard of exemplary professional practice by demonstrating satisfactory knowledge in quality improvement and patient safety principles, adopting and implementing a care delivery system that supports the nursing professional practice, and supporting professional development and long-life learning.

Core Competency 5.1: Professional Practice Model

NSLMs possess knowledge and skills to adopt or develop professional practice model; and incorporates the code of ethics, leadership style, and professional development into the professional practice model.

Measurement criteria:

- Understands contemporary theories and models related to nursing care.
- Understands the Professional Practice Models concept and adopts or develops Professional Practice Models that articulates the provided care in their unit(s).
- Incorporates the national and organizational codes of ethics and patient rights into the adopted Professional Practice Model.
- Identifies their unit(s) scope of service.
- Develops the required structures and processes that support shared leadership and participative decision-making.
- Develops and evaluates professional development programs and encourages staff lifelong learning.

Additional competencies for ANSLMs:

- Creates a culture of professionalism and enhances staff sense of autonomy over their clinical practice that is integrated with the Professional Practice Model.
- Promotes a culture of staff accountability over their clinical practice that is integrated with the Professional Practice Model.

Core Competency 5.2: Care Delivery Systems

NSLMs possess knowledge and skills to adopt a care delivery system that supports clinical practice, staff competencies, and patient care and acuity.

Measurement criteria:

- Understands the different care delivery systems and adopts the system that supports patient care.
- Understands the patient acuity scoring systems.
- Understands the concepts and principles of staff mix.
- Establishes staffing and scheduling based on staff mix and patient acuity.
- Applies best practices and strategies in care delivery including patient safety goals and quality principles.

Additional competencies for ANSLMs:

- Identifies and applies professional organization recommendations, and accrediting bodies' requirements regarding patient care, staff qualifications, and competencies.
- Fosters interdisciplinary collaboration across the organization to support the care delivery system(s).

Core Competency 5.3: Patient Safety and Quality Monitoring and Improvement

NSLMs possess knowledge and skills to evaluate key performance indicators of quality and patient safety, and initiates quality improvement projects using the appropriate quality improvement tool.

Measurement criteria:

- Understands the principles and concepts of patient safety and quality improvement.
- Maintains awareness of different quality improvement tools.
- Understands and supports national and international patient safety goals.
- Creates structure and procedures to comply with documentation requirements of patient safety goals.
- Identifies their unit(s) key performance indicators (including the use of internal and external benchmarks), establishes data collection methodology, evaluates key performance indicator results, and responds accordingly.
- Disseminates results of key performance indicators among their unit staff.

- Assesses their unit(s) patient satisfaction and develops strategies to address satisfaction issues.

- Initiates and leads/co-leads quality improvement projects when indicated.

- Understands the organizational structures and processes of reporting incident and event reports.

- Monitors and promotes workplace safety requirements.

- Corrects areas of potential risk.

Additional competencies for ANSLMs:

- Understands and implements national and international accrediting bodies' recommendations and requirements regarding quality improvement and patient safety.

- Readies their unit(s) for national and international accrediting bodies' survey and site visit.

- Promotes intra/interdepartmental communication to support quality improvement and patient safety.

- Creates a culture of continuous quality improvement.

- Monitors and addresses related quality improvement and key performance indicators of patient safety at departmental or organizational level.

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Dr. Mohammad Awwad, King Hussein Cancer Center

Members of the National Committee for Initiating the Development of the Professional Standards:

Dr. Mohammad Awwad, King Hussein Cancer Center

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