Hong Kong College of Nursing and Health Care Management

Competency Framework for Advanced Practice Nurse

1. Competency Framework for Advanced Practice Nurse in Nursing and Health Care Management

Domain 1 - Provide nursing leadership in managing clients with complex health conditions

1. Facilitate case management / primary nursing system
2. Match required competence with complexity of health conditions
3. Ensure job and person match in health care management

Domain 2 - Enhanced therapeutic nurse-client relationship

1. Provide guidance and counseling regarding therapeutic relationship
2. Empower nurses to enhance therapeutic nurse-client relationship
3. Facilitate staff to debrief on overwhelming emotion and grief associated with nurse-client relationship
4. Communicate a sense of "being present" with the client
5. Act as a role model

Domain 3 - Effective leadership and teamwork

1. Coordinate human and environmental resources necessary to manage rapidly changing situations
2. Lead hospital/community health education and promotional activities
3. Provide assertive leadership in interdisciplinary teams through collaborative partnerships
4. Provide leadership in professional activities
5. Act as a change agent in response to changes in policies, practice and healthcare needs

Domain 4 - Quality assurance and improvement

- Lead the on-going process of setting and revise guidelines, protocols, standards and audits
- Monitor service quality and safety through organizational governance
- Manage complaints and monitors malpractice
- Benchmark outcome measures of care programs with approved standards
- Implement comprehensive quality assurance systems to ensure continuous quality improvement cultures

Domain 5 - Managing and negotiating innovative and effective approaches to care delivery

1. Lead implementation of evidenced-based practice and facilitate changes with attention to safety, cost, acceptability, efficacy and cost-effectiveness
2. Use evidence and rationale to leverage stakeholders on decision making
3. Steer the development and implementation of care delivery system and policy
4. Envision changes and facilitate innovations
5. Encourage innovations and creativity in practice

Domain 6 - Enhancing professional attributes of general and advanced practice

1. Promote and foster ethical practice
2. Promote professional advancement through evidence based practice and research activities
3. Demonstrate expertise on area(s) of management practices and act as exemplary role model
4. Motivate and support staff towards professional excellence
5. Participate in legislative and policy-making activities which influence advanced nursing practice and health services
6. Promote a nurturing, caring and positive cultures
7. Demonstrate awareness of changes, trends and issue in nursing management

Domain 7 - Enhancing personal attributes

1. Active involvement in local and/or international professional activities towards inspirational leadership
2. Demonstrate effective communication and interpersonal skills

2. Fellowship Program Matching with the Competency Framework

		Domain						
		1	**2**	**3**	**4**	**5**	**6**	**7**
1.	Global perspective on healthcare management in relation to nursing management							
	1.1 Health care issues and trends	1,		1,5			7	1
	1.2 Global and local health care systems	2		3				
	1.3 Health policy and strategy			1,2,5	1	3,5		
2.	Organizational development and strategic management							
	2.1 Organizational dynamics and governance			1,2	2			
	2.2 Strategic planning			2		3	6	
	2.3 Healthcare personnel	2,3	1,2					
3.	Operations management							
	3.1 Problem-solving and decision-making					2,3		
	3.2 Planning and project management			2		3	6	
	3.3 Better client relationship		3		4.3			2

No.								
4.	Human resources management							
	4.1 HR issues and trends			1,5				
	4.2 Staffing functions in HR	2,3		All	3		6	
	4.3 Law and practice relating to employment						3,5	
5.	Health economics and financial management							
	5.1 Health Economics					1		
	5.2 Financial Management					1		
6.	Quality and patient safety							
	6.1 Risk management				All			
	6.2 Standards, guidelines and policies			5	All	3		
	6.3 Quality improvement and performance improvement			5	All			
	6.4 Quality accreditation system				1,3,4,5			
7.	Information management, legal and ethical implications in health							
	7.1 Understanding and using technology in health environment					4,5		
	7.2 Ethical theories, concepts and its implications						1,3	
	7.3 Major juridical principles and its application in Hong Kong health system						1,5	
8.	Evidence-Based Practice (EBP) and management							
	8.1 Evidence-Based Practice process					1,2	2	
	8.2 Research methodologies					1,2	2	
9.	Nursing leadership in health care							
	9.1 Approach to leadership			All			3	1
	9.2 Leading and managing others		5	All			3,4	1
	9.3 Systems thinking			All		3		1
	9.4 Professional and community contribution		4	All		4		
10.	Managing change and innovation							
	10.1 Approaches to changes	1		1,2,3,5	4,5		7	
	10.2 Planning and implementing change			1,2,5	4,5		7	
	10.3 Marketing			1,2,5	4,5		7	