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Competency of Nurses for Better Patient Care

- What, When and How



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What is Competence ?



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Definition of Competence

Competence = Knowledge, skills and attitude

Occupational Competence = characteristics or attributes that differentiate or predict outstanding performance

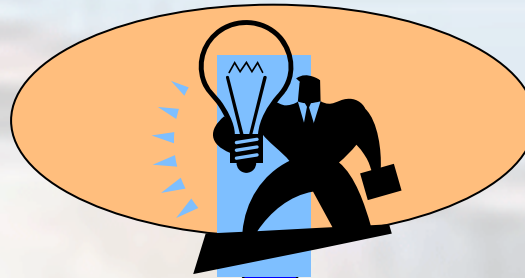
David McClelland

Competence = the ability, knowledge, skills and attitudes required of a nurse in performing a range of expected roles in professional nursing practice

Core Competence = essential competencies that a nurse is expected to possess at entry to practice. An outcome of their nursing education in order to provide the public with safe, effective and ethical care.

HK Nursing Council

Appropriate Competences



**The
Head**

- **3 Aspects
of Care**

**The
Hands**

**The
Heart**



(1) The Head – Cognitive Ability



The Carpenter Report (1972) concluded that knowledge and understandings were essential elements of professional nursing competence.

**Carpenter Report :Policy on education ,
NZ NursJ. 1972 Jul 65(&):4**

- **Critical thinking**
- **Reflective learning**
- **Problem solving**
- **Research appraisal**
- **Information Technology e.g. computer skills, literacy skills**
- **Numeric Literacy & Skills**



(2) The Hands - Psychomotor Skills



“psychomotor skills are better learnt in the practice setting, in the specific context of nursing practice”

Gaberson & Oermann

(Source : Clinical teaching strategies in nursing, 2nd ed., 2007, NY., p.65)



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(3) The Heart – Affective Domain



Patient-Centred Care Defined

- **Compassion, empathy & responsiveness to needs, values & expressed preferences**
- **Coordination & integration**
- **Information, communication & education**
- **Physical comfort**
- **Emotional support, relieving fear & anxiety**
- **Involvement of family & friends**

Institute of Medicine 2001

Patients' Complaints

- **36% about clinical care and treatment**
- **30% about “fundamentals of nursing care”**
 - **Communication, including call bell not provided/out of reach, lack of information about care & treatment plan, nurses are ‘sharp’ & ‘abrupt’ when speaking to patients,**
 - **Hygiene including left in soiled linen & clothing, personal hygiene not met,**
 - **Privacy & Dignity including clothing inappropriate or inadequate, bedside curtain/room door left opened during intimate care**
 - **Poor nutrition intake etc**

Healthcare Commission 2008

Emotional Competence

- To recognize emotions and handle responses in relationships with clients and their families.
- To manage own emotional life
- To relate effectively to colleagues of other disciplines and other agencies

Wilson, Stacey C.; Carryer, Jenny,

“Emotional competence and nursing education: a New Zealand study”,

[Nursing Praxis in New Zealand](#), March 1, 2008

(I) FUNCTIONAL COMPETENCY

1. Therapeutic and caring relationship - Establish partnership with clients to promote their wellness in the healing and illness process.

RN

- *Attend to clients' emotional and educational needs aiming at relieving anxiety and promoting self-help*
- *Promote effective coping through working with the clients*

APN

- *Support and facilitate the establishment of therapeutic and caring relationship among nurses and clients*

2. Care management - Ensure effective health and illness management using structured approaches.

- *Responsible for the provision of basic nursing care and contribute significantly on non-complex cases.*
- *Organize client centred care with sound clinical judgment*

- *Manage complex clinical condition and build up a care delivery system/ model.*

(I) FUNCTIONAL COMPETENCY

3. Knowledge & Skill application - Master specific knowledge, skills and technology in client care process and adopt evidence based practice

RN

- *Carry out standard nursing procedures and able to identify sign of abnormality.*
- *Integrate of sound knowledge and skill application in practice.*

APN

- *Master specialty knowledge and refine nursing practice.*

4. Quality and Risk Management - Upkeep and promote a quality service environment and system to maintain standard of care

- *Be aware of the potential risk factors and participate in quality work.*
- *Involve actively in quality improvement of services and practice.*

- *Drive towards the effective care delivery system and upkeep the standard of care through continuous monitoring and reengineering*

(II) PERSONAL COMPETENCY

6. Personal qualities - The quality and characteristics of a reliable and responsible person required in fulfilling the nursing duties.

RN

- *Demonstrate the general expected qualities of a nurse.*
- *Develop self to take up challenges.*

APN

- *Influence individuals and organisation using a variety of techniques; think broadly and outside traditional boundaries*

7. Professional attribute - The commitment to strive for excellence in providing holistic care services, and safeguarding good practice.

- *Be accountable and upkeep knowledge and skill required in job.*
- *Keep up with recent information in professional development.*

- *Build creditability in clinical practice at advanced level*

(III) PEOPLE AND TEAM COMPETENCY

8. Team work - Contribute to the effective functioning of team(s)

RN

- *Contribute towards the achievement of smooth and effective teamwork.*
- *Act as a liaising agent within the nursing team and work collaboratively with other professionals*

APN

- *Lead the team and build the culture.*

9. People Development - Enhance staff development by cultivating a supportive and participatory environment.

- *Participate in teaching activities.*
- *Take up the role of coach and mentor*

- *Involve actively in staff development.*

(IV) ORGANIZATIONAL EFFECTIVENESS

10. Service Development - Facilitate changes within the dynamic environment and support initiatives leading to organizational effectiveness.

RN

- *Observe organizational core values and departmental objectives.*
- *Contribute to the development of innovative practice.*

APN

- *Facilitate changes and lead new projects*

11. Legal and ethical practice - Ensure the protection of individual client and the community as well as take accountability for the public.

- *Practise in accordance to legal and ethical requirement.*
- *able to make judgment on health care related legal and ethical issue.*

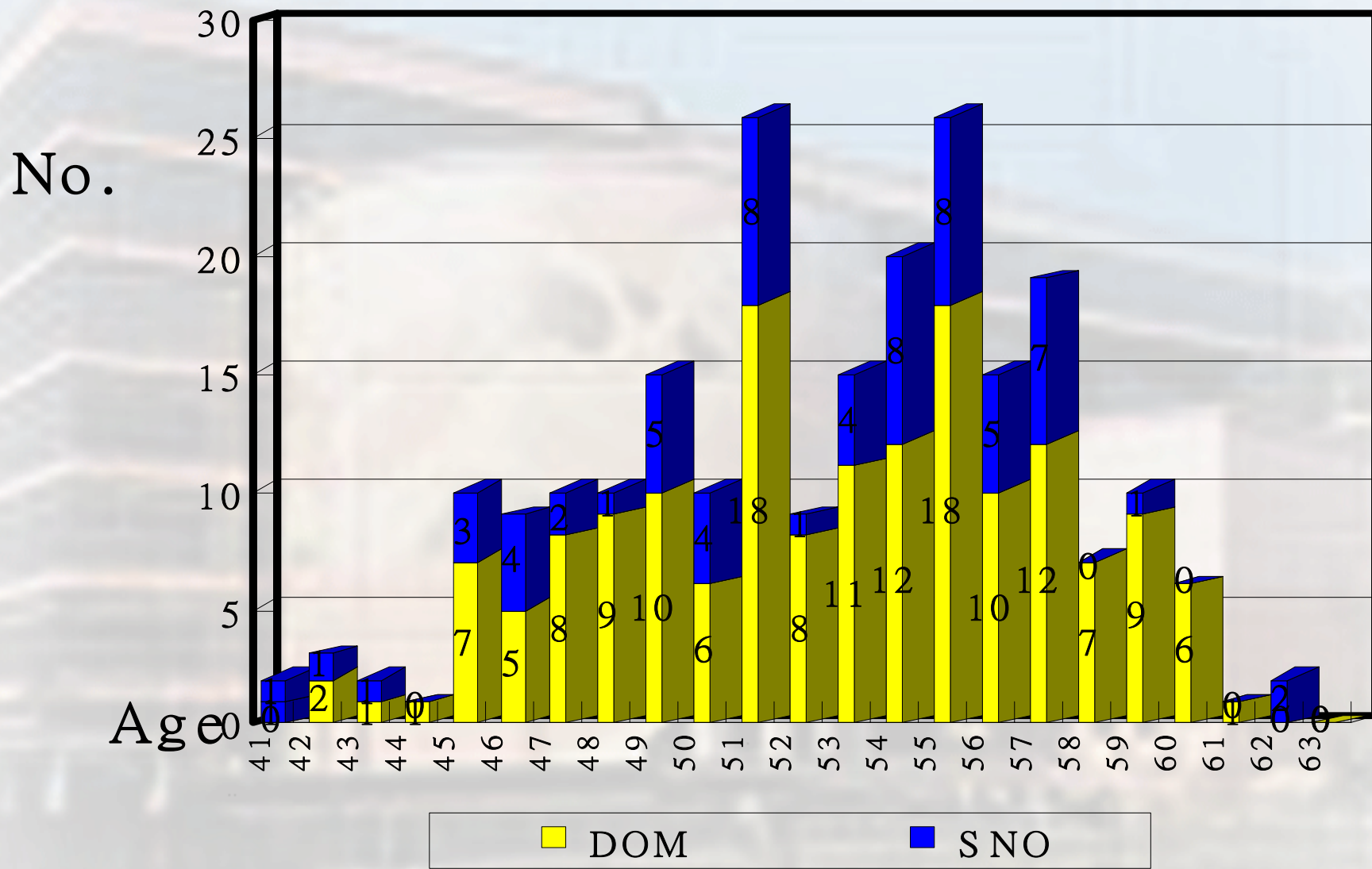
- *establish the mechanism and maintain the system for ethical practice and client advocacy*

When is the trigger point ?

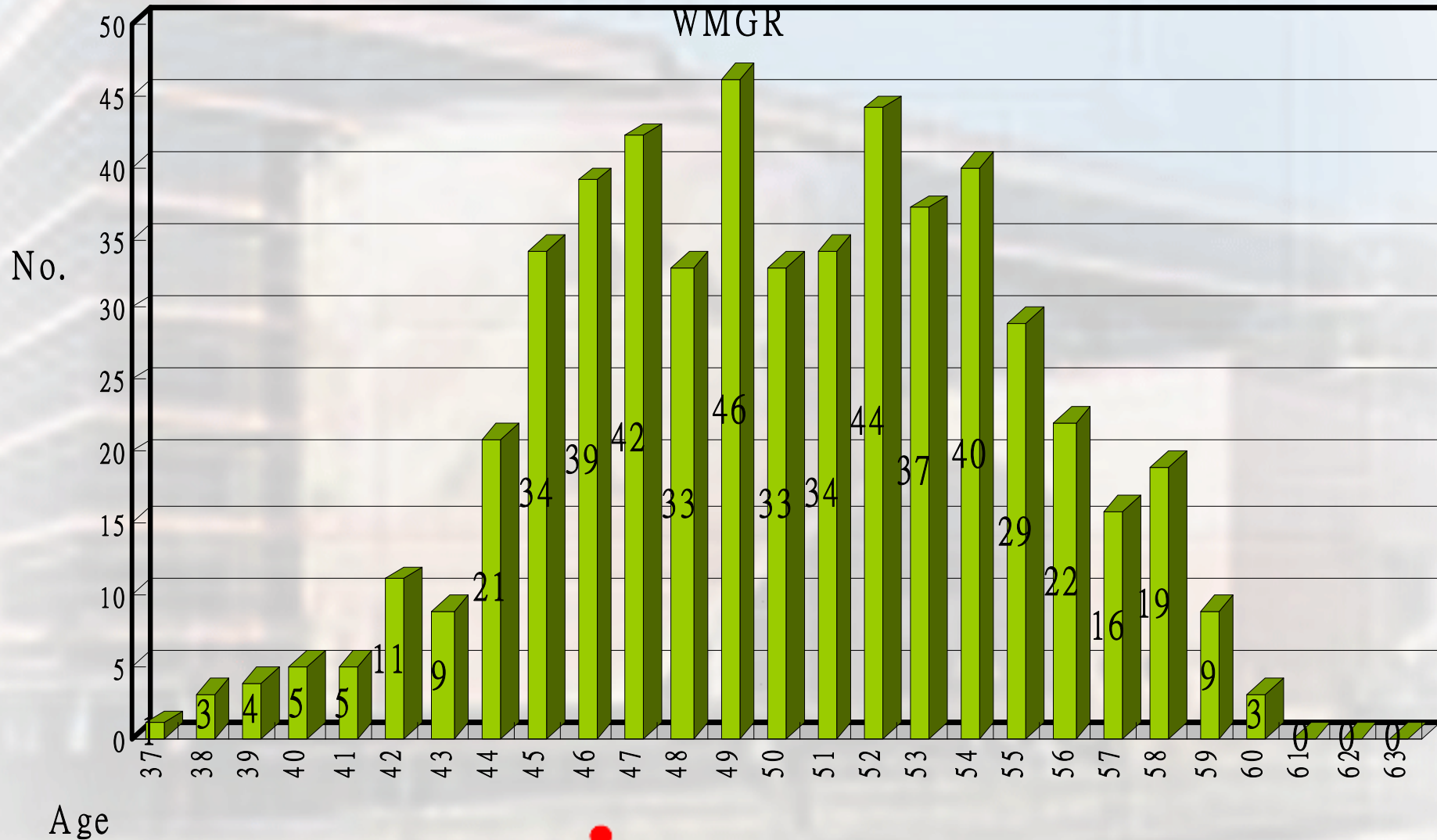


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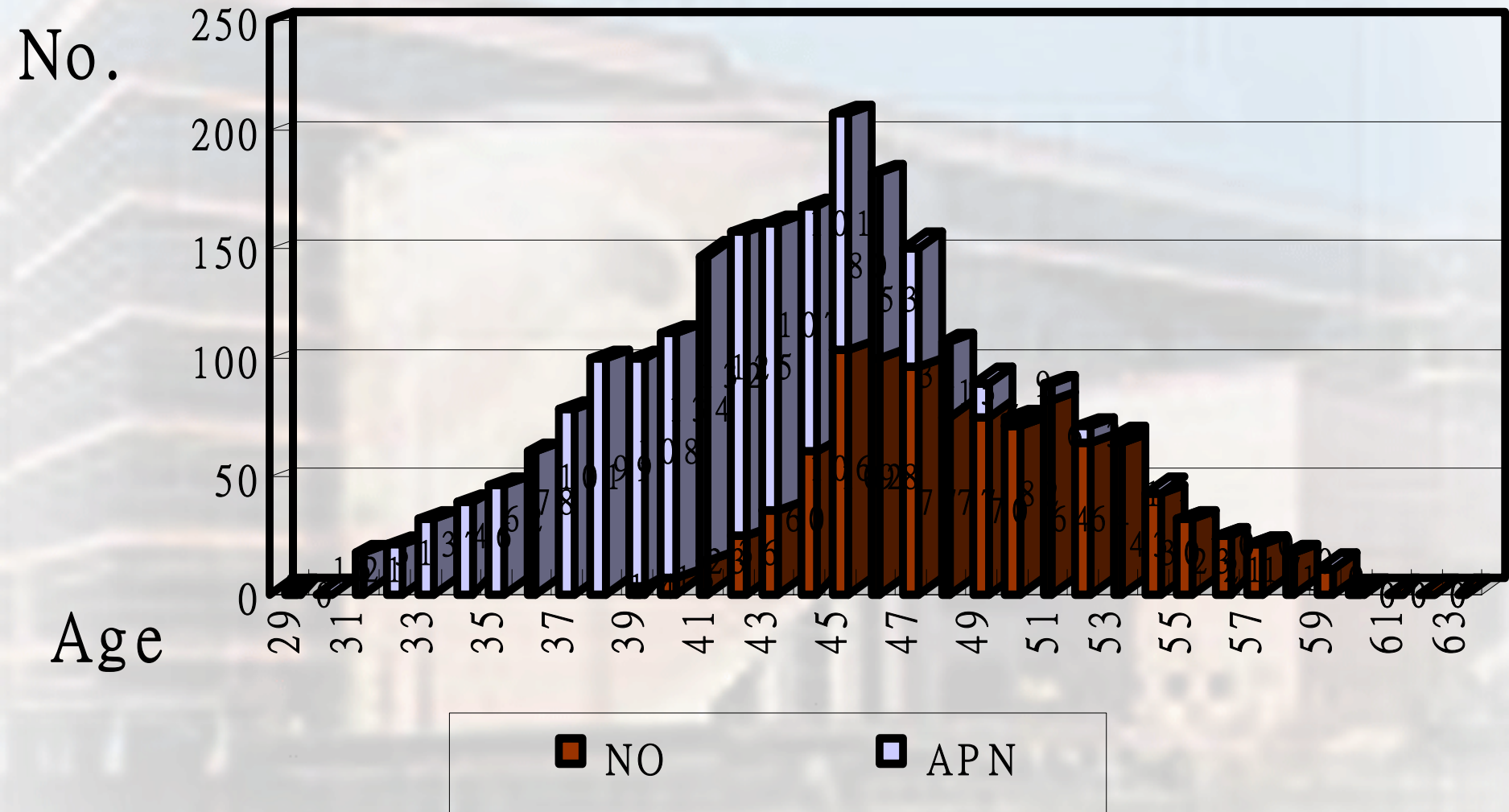
(1) Age Profile – Senior Nurse Managers



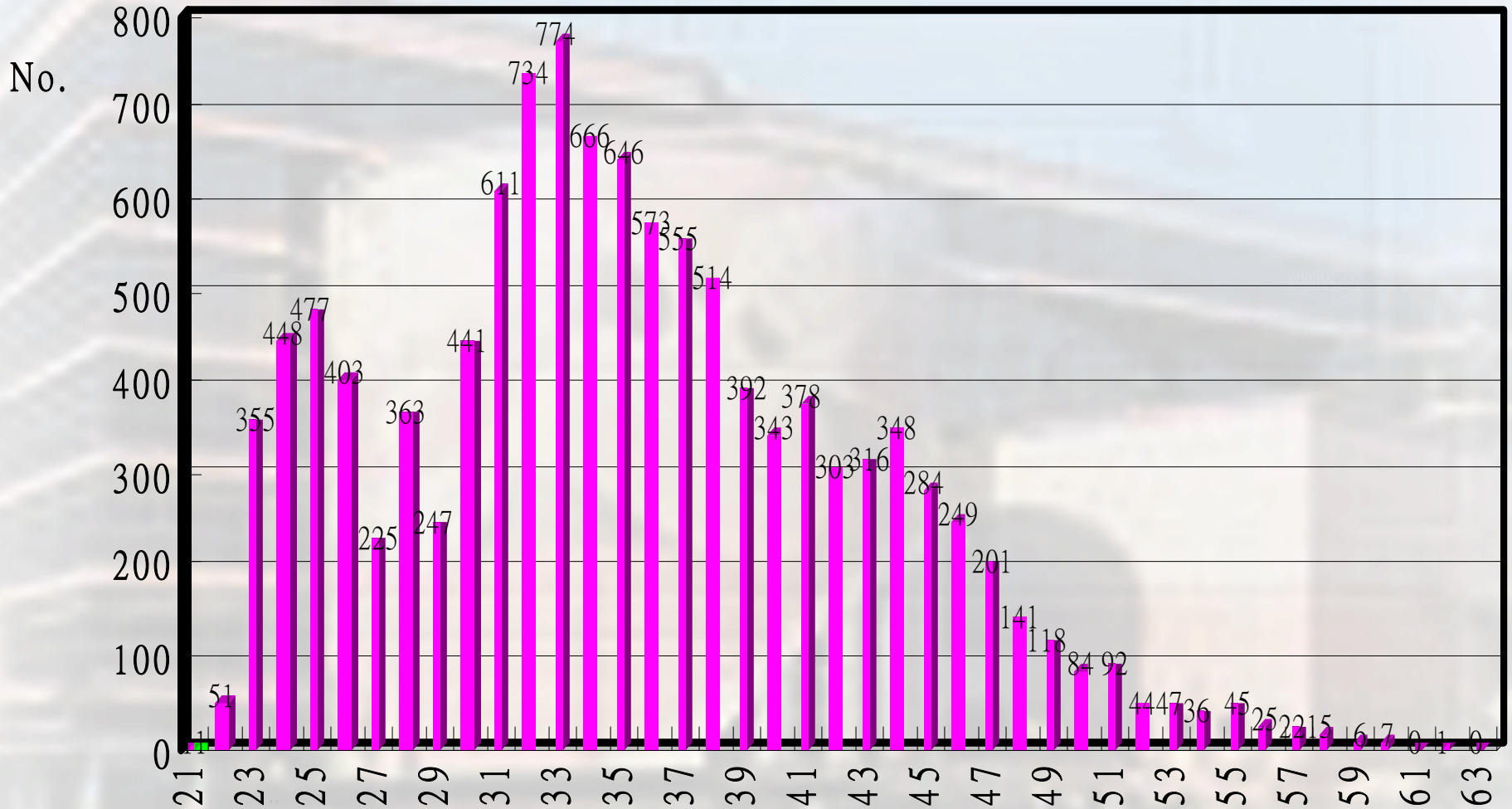
(1) Age Profile – Frontline Nurse Managers



(1) Age Profile – First Line Nurse Supervisors



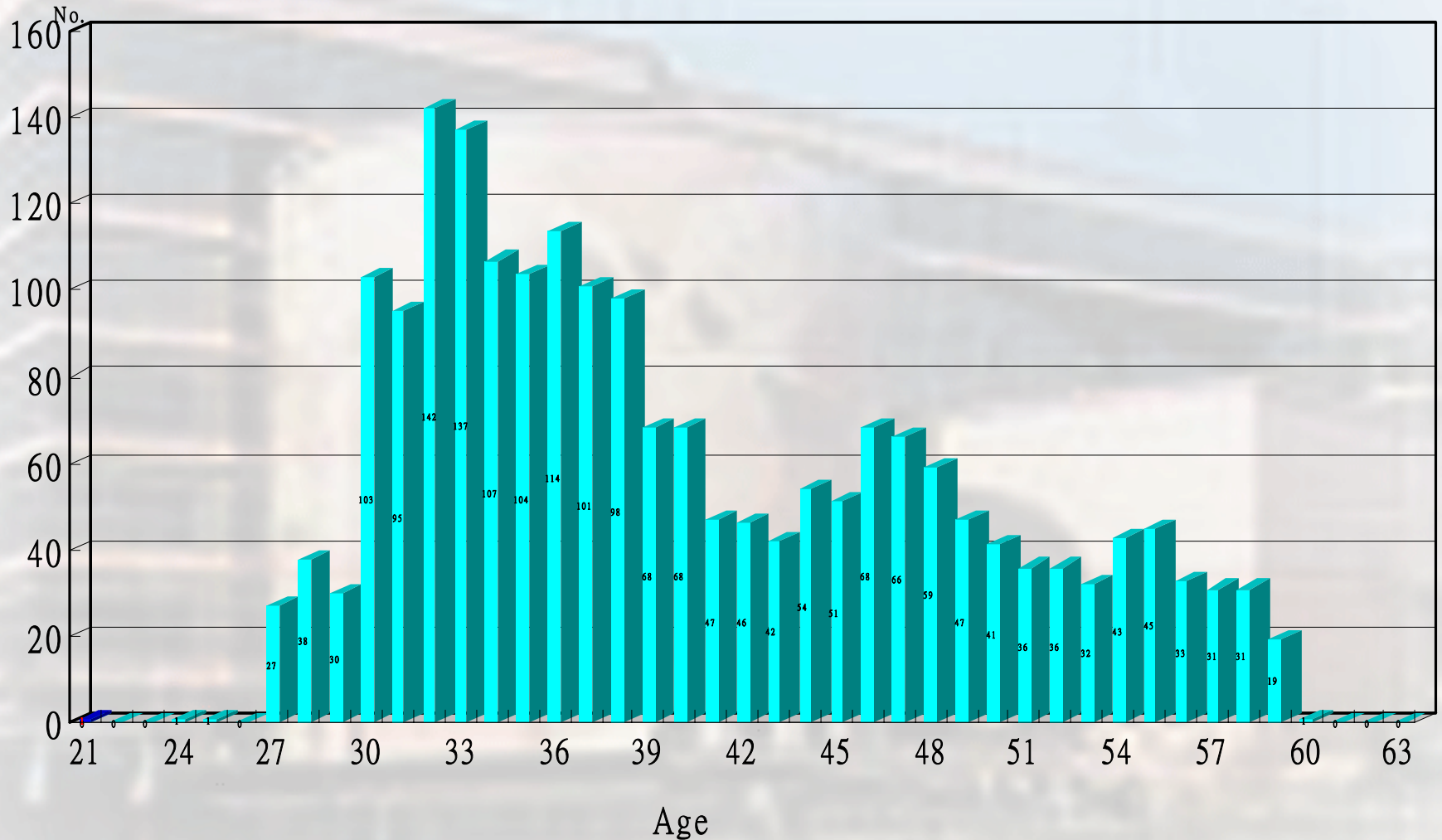
(1) Age Profile – Registered Nurses



Age

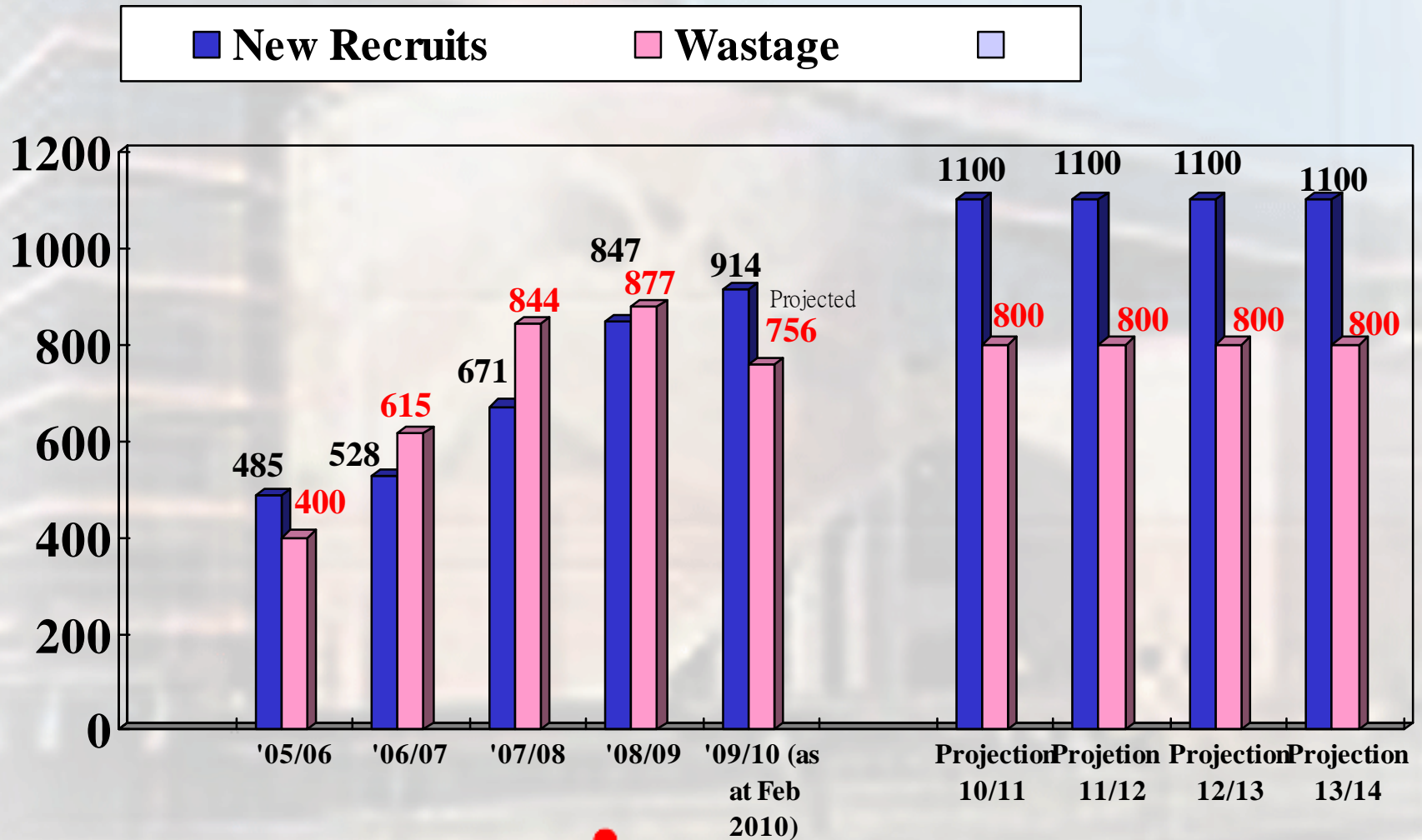
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(1) Age Profile – Enrolled Nurses




(2) Brain Drain of Nurses

Turnover of Nurses



Gap Analysis of Competences

(A = APN; S=Supervisor)

 Perceptions with no significant difference

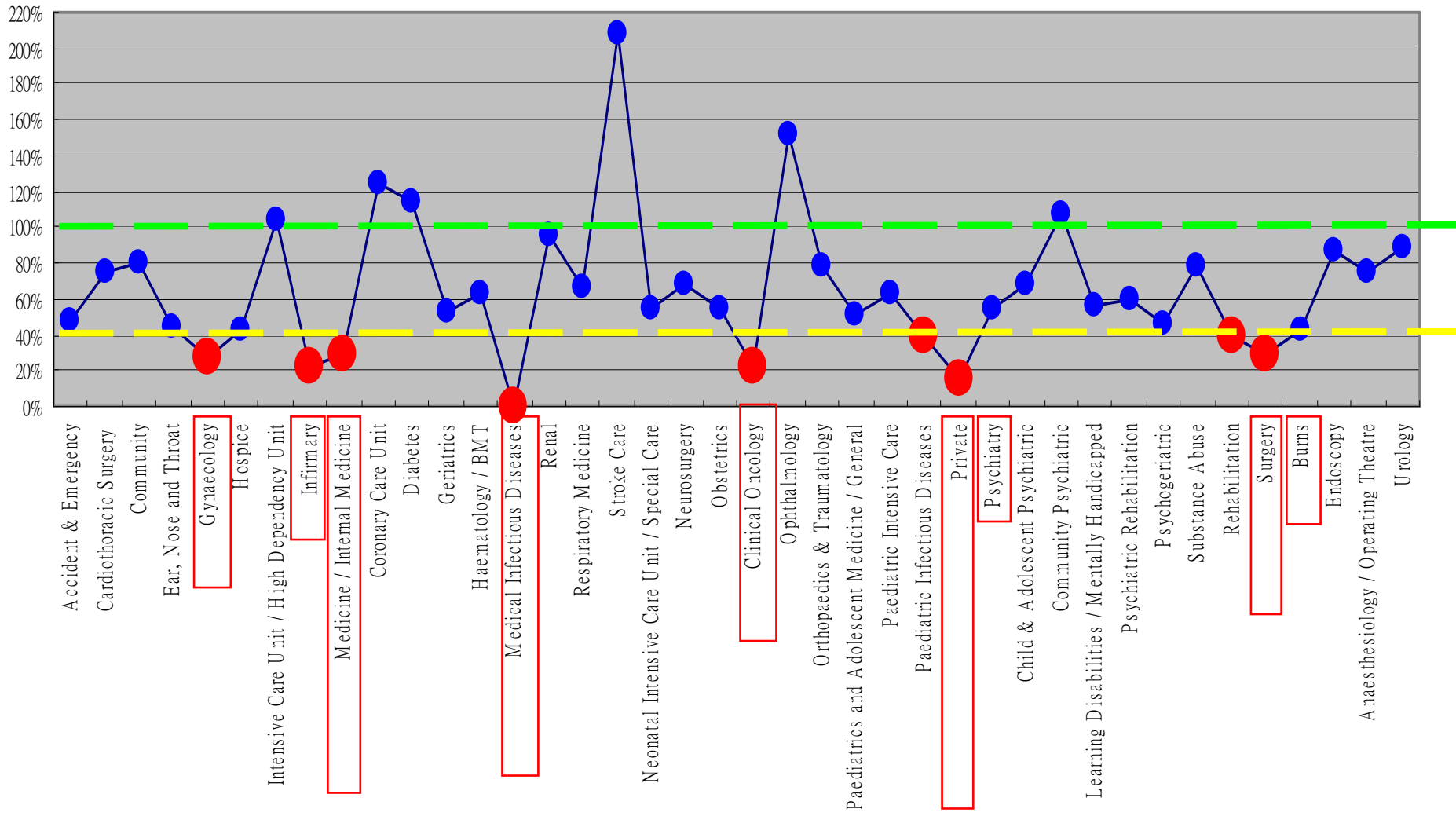
	Need		Importance		Inadeq	
	A	S	A	S	A	S
1. Be a role model & resource person			1	3		
2. Provide feedback/coaching to colleagues		6	2	1		
3. Support nurses to provide therapeutic relationship with clients			3	2		
4. Analyze situation critically & execute with prof. judgment		8	4	5		
5. Facilitate team collaboration	8	4	5			
6. Demonstrate leadership & exert influence to group	3	1	6	6		11
7. Maintain env conducive to clinical outcomes & workplace safety			7	7		
8. Nourish a caring & supportive culture within a team			8	10		
9. Manage clients with complex health conditions			9	4		
10. Monitor practices/resources for quality & risk management	4	2	10	8	6	8
11. Build/promote client-centred care culture				9		
12. Advocate/promote evidence-based practice	1	5			4	3
13. Participate in manpower planning	2				3	4
14. Support service development plan	5				2	2
15. Identify staff's strength/ weakness, & develop their competence	6	3				6
16. Envision change impacts & facilitate change	7	7			5	5
17. Motivate staff on continuous professional development	9				8	7
18. Master contemporary/advanced healthcare knowledge	10	9			9	
19. Manage complaints & identify areas for improvement		10				
20. Facilitate planning/management of budget/stock/equipment					1	1
21. Initiate/implement quality improvement strategies					7	
22. Lead health educational/promotional activities					10	9
23. Contribute to develop effective nursing care delivery system					11	

(3) Gap Analysis - Academic Achievements

Master Degree	WM		NO/NS/APN	
	No.	%	No.	%
Nursing	62	9.8%	549	18.8%
Clinical Specialty	21	3.3%	133	4.6%
Management / Business Management	152	24.1%	385	13.2%
Others e.g. primary healthcare	54	8.6%	226	7.8%
TOTAL	289	45.8%	1,293	44.4%



(3) Gap Analysis - Percentage of RNs completed / studying nursing specialty programs



:Specialties with relatively low overall training % (<40%)

How to get the Right Staff,
Right Skills, for the Right
Working Context ?

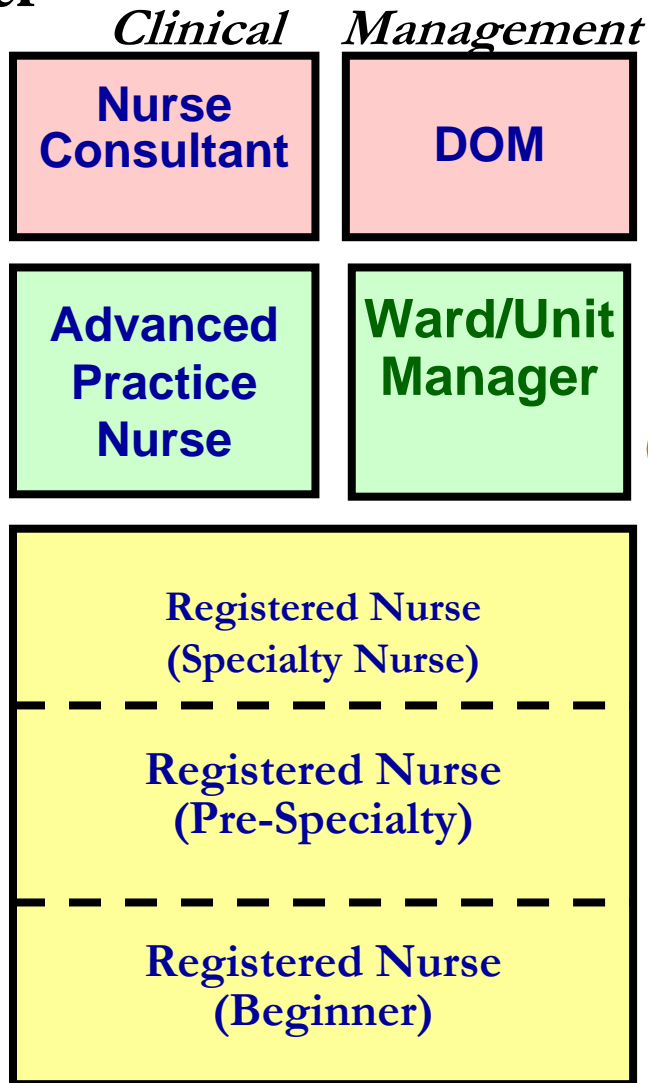


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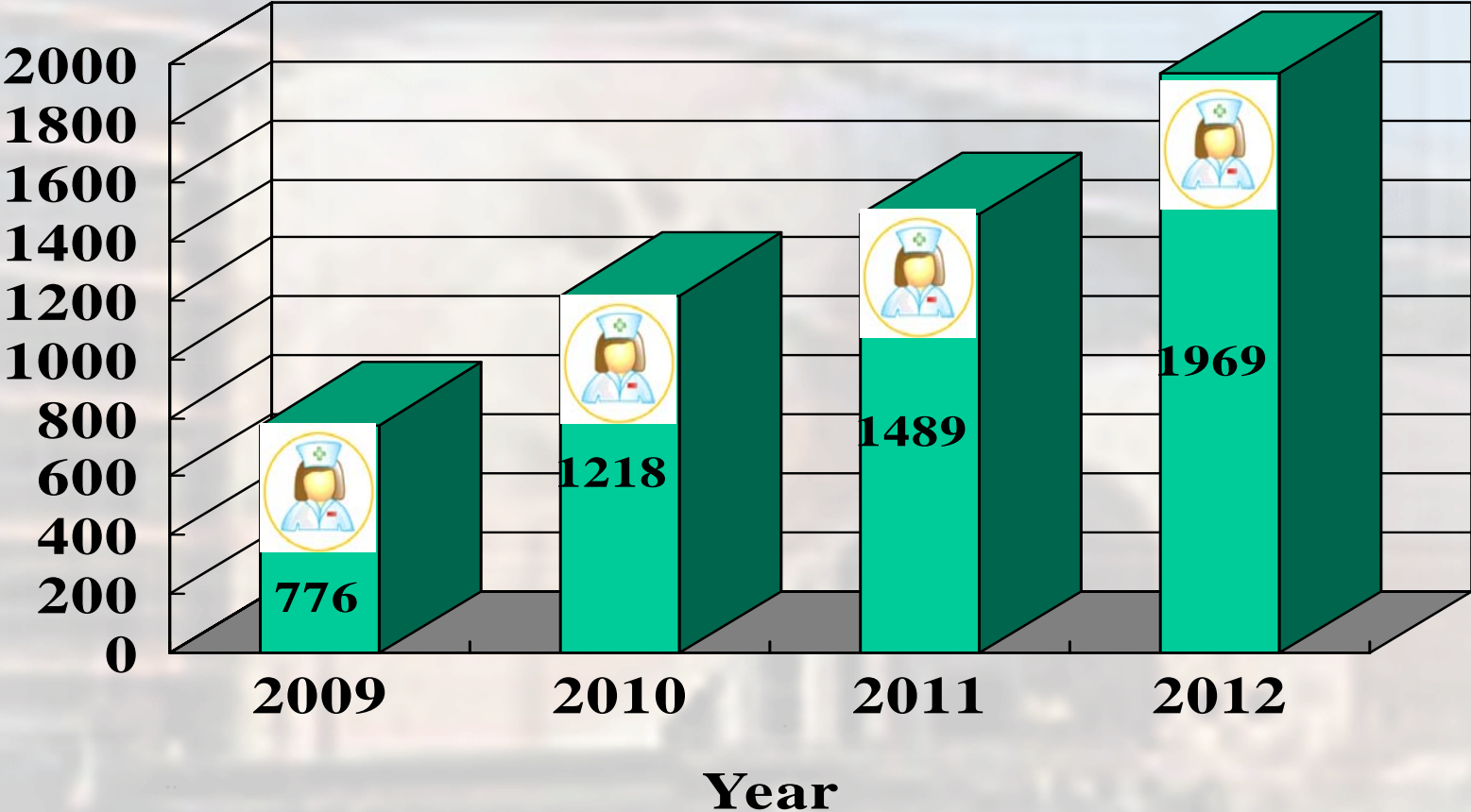
Competence Mapping

- 5-tier Career Progression Framework

Career

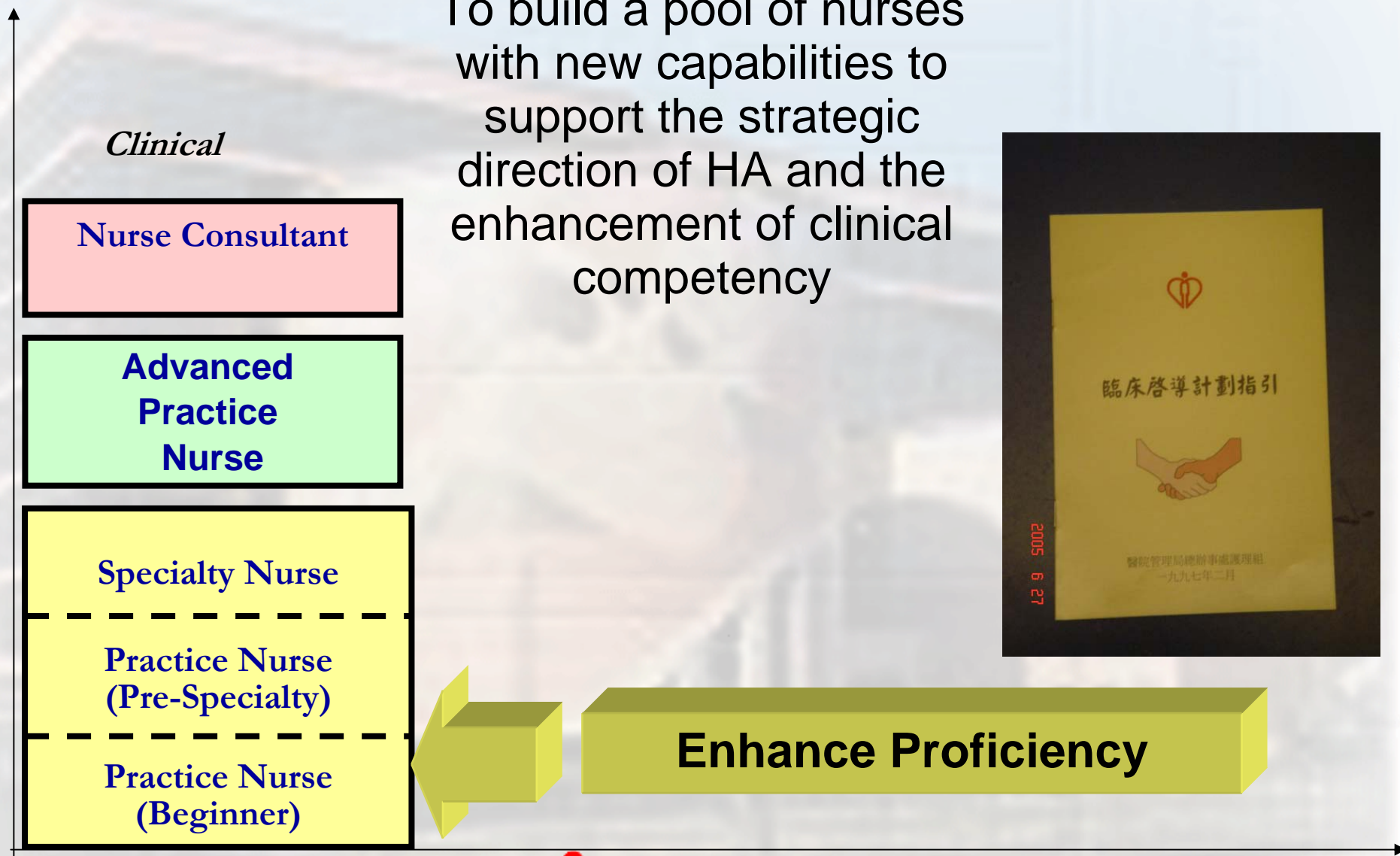


Increased Supply of Nurse Graduates



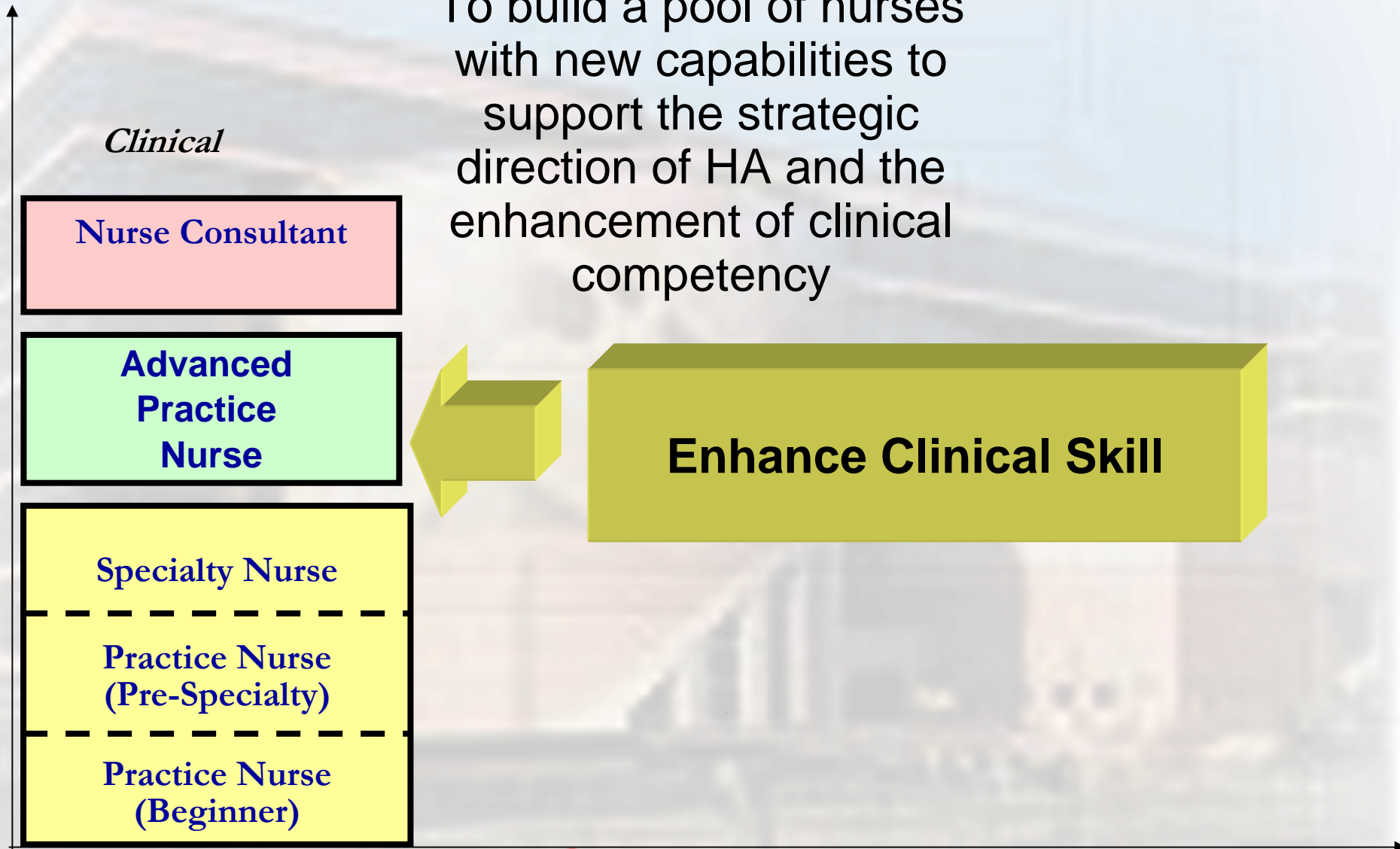
In-house Training for Nurses

To build a pool of nurses with new capabilities to support the strategic direction of HA and the enhancement of clinical competency



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Proposed Training Framework for APNs

- **People Management**
 - Leadership & Team Building
 - Crisis Communication Skills & Negotiation Skills
 - Performance management & SDR
 - Supervisory Skills Development for first line manager
- **Service Management**
 - Managing difficult complaints & Conflict Management
 - Quality & Risk Management
 - Change Management
- **Clinical Skill Enhancement**
 - ACLS-P / PALS –P And BLS
 - Workshop on Management of Shock, Arrhythmias & Hemorrhage
 - Workshop on Ventilation Emergency
 - Commissioned Training on Clinical Skill Decision Making

Training Opportunities



Executive Leadership

Executive Development

Management leader training

Clinical Leadership

Global Perspectives

Overseas training scholarship

- Increase from 5 to 9 programs to develop professional excellence

Role expansion & career progression

- Clinical skills enhancement for newly appointed APNs

- Increase from 12 to 20 Post-registration Specialty Certificate Courses for senior RNs

Theory-Practice consolidation

- Preceptee Training
- Simulation skill-based training

Vision of Hospital Authority

- **Healthy People**
 - help people stay healthy through chronic disease management and 2y prevention
 - Patient/carer empowerment
- **Happy Staff**
 - Create a positive working environment
- **Trusted by the Community**
 - assure patient safety,
 - build up a team of competent nurses to cater for future health care needs

Thank You



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