

CONSULTANT NURSE PATH

Practice Dimension

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse I, Level 1	<ul style="list-style-type: none"> ▪ Uses the nursing process (assessment, diagnosis, outcome identification, planning, implementation, and evaluation). ▪ Accurately documents care of clients. ▪ Safeguards client privacy and confidentiality. ▪ Provides care in a non-judgmental, non-discriminatory manner, respecting the values and beliefs of members of all cultures. ▪ Provides care in a safe and cost-effective manner. 	Not Applicable	Not Applicable

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse I, Level 2	<ul style="list-style-type: none"> ▪ Demonstrates competency using the nursing process in providing care for clients. ▪ Directs others who provide care. ▪ Assumes responsibility and accountability for individual nursing judgments and actions. ▪ Acts as a client advocate. ▪ Plans and organizes care based on client needs and provider competencies to assure safe, efficient and cost-effective care. 	Not Applicable	Not Applicable

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Practice Dimension (cont.)

LEVEL	STANDARDS	EXAMPLES	OUTCOMES
<p>Nurse I, Level 3</p>	<ul style="list-style-type: none"> ▪ Demonstrates proficiency using the nursing process in providing care for clients with complex nursing care needs. ▪ Guides and directs others who provide care. ▪ Identifies ethical issues in practice and takes appropriate action. ▪ Delegates care in a safe, efficient, and cost-effective manner. ▪ Assists clients in identifying and securing appropriate services. 	<p>Not Applicable unless a second degree student is hired without Nursing Experience</p>	

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Practice Dimension

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse II	<ul style="list-style-type: none"> ▪ Applies the nursing process to systems or processes at the unit/team/work group level to improve care. ▪ Demonstrates leadership by involving others in improving care. ▪ Supports and enhances client self-determination. ▪ Serves as a resource for clients and staff in addressing ethical issues. ▪ Identifies and assesses resource utilization and safety issues, taking appropriate action 	<ul style="list-style-type: none"> ✓ Conducts surveillance and investigations by using epidemiological principles. ✓ Coordinates research project in collaboration with other researchers. ✓ Serves as an advocate for professional nursing practice. ✓ Incorporate handoff strategies that support the nursing process and professional practice such as SBAR into daily practice. ✓ Leads change in practice by planning, designing, implementing and evaluating guidelines, protocols and standards in collaboration with leadership. ✓ Supports, participates and contributes to educational programs for staff at the unit/service/departmental level. ✓ Facilitates the learning experiences of Advance Practice Nurses, BSN students and Support Staff. ✓ Participates in ethics consultations within nursing service. ✓ Demonstrates leadership in following safe work practices, such as attention to safety standards, proper body mechanics & use of personal protective & safety equipment. ✓ Uses technology and educational methodologies to enhance the transfer of learning. 	<p>Developed protocol and In-Service unit nursing staff on research protocol (all shifts). Staff implemented protocol without incident.</p> <p>Consented & enrolled 47 subjects in Dr. M's research study. All 47 subjects remained in the study through completion which enhanced the research validation process.</p> <p>Instructs staff and nursing supervisors in the SBAR reporting process. Utilizes case studies and unit based examples to support the implementation of SBAR as the communication standard. After surveying the unit staff and physicians, communication based on SBAR improved communication and nurse/physician relationships.</p> <p>Identifies role clarity issues and aligns practice with the state Nurse Practice Act. Resulted in delegation issues being resolved.</p> <p>Developed unit-based plan for implementing IHI respiratory bundle. Patient LOS decreased by an average of one day.</p> <p>Provided educational support to ten caregivers related to toileting issues at home which resulted in a 20% decrease in readmissions.</p> <p>Facilitated Palliative Care multidisciplinary Grand Round which resulted in a process change to facilitate patient involvement in care.</p> <p>Identified patient enrolled in Dr. X's</p>

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		<p>study that did not have consent or HIPAA form present in electronic medical record. Developed unit-based training on staff role in protecting research participant rights. Resulted in 100% compliance related to consents and HIPAA forms present in the medical record during the past six months.</p> <p>Initiated and facilitated the Ethics team meeting on 2/7/09 on Pt A. Results of team meeting allowed family to reach consensus regarding treatment plan for pt.</p> <p>In-serviced all NHCU staff on proper use of lifts and conducted spot checks to ensure compliance. Based on staff surveys, available lifting aids are utilized 85% of the time which demonstrates an increase of 7% lift utilization.</p> <p>By working with the surgeons and OR staff, patient access to surgical interventions shortened by an average of three weeks.</p> <p>Analyzed the educational needs and determined the best methodology to use to facilitate learning. By using case studies in an interactive CBT format, the retention level increased by 20% over traditional classroom training.</p>
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Practice Dimension

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse III	<ul style="list-style-type: none"> ▪ Provides leadership in the application of the nursing process to client care, organizational processes and/or systems, improving outcomes at the program or service level. ▪ Provides leadership in identifying & addressing ethical issues that impact clients and staff, including initiating and participating in ethics consultations. ▪ Manages program resources (financial, human, material, or informational) to facilitate safe, effective, and efficient care. 	<ul style="list-style-type: none"> ✓ Ensures appropriate orientation, education, credentialing, and continuing professional development for staff in area of expertise. ✓ Participates in the development of professional, regulatory and organizational standards of practice ✓ Fosters translation of new policy/procedures/research into improving care. ✓ Chairs facility and/or VISN committees ✓ Serves on the university-based Human Subjects Committee. ✓ Identifies resources needed to prepare and manage budgets for specialty-related proposals and project implementation. ✓ Provides leadership in human resource development and management. ✓ Collaborates with leadership to determine the allocation and utilization of organizational funds and resources to promote a learning organization 	<p>Used VHA skin care handbook, SOARS guidelines and JCAHO standards to guide new multi-disciplinary wound care team. In first year of operation, detected XXX wounds in early stages at projected savings of \$25K per wound.</p> <p>-Published article titled: Caregiver in Nursing Research, May 07.</p> <p>Collaborated with Social Service, Dietary, Rehabilitation and recreational therapy to develop a monthly support group and lecture series related to caring for the elderly at home. To date approximately 15 families have attended. Feedback from families 6months following the series indicated families are more aware of resources and access resources more frequently which resulted in eliminating the need for ECF placement for all 15 families.</p> <p>Identified clinical issues related to deficit in pain management. Completed 10 tracers over a two month period of time related to pain management. Based on the tracer results, educational interventions were implemented. Follow up tracers resulted in an increase compliance level from 76% to 85%.</p> <p>As per VA policy, a NP worked with the Risk Manager to disclose a practice error that resulted in an unexpected hospital admission. The</p>

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			<p>patient's family stated they appreciated the honesty and there was no further action taken by the family.</p> <p>Utilized Grant Money to fund the initial training of 6 staff nurses to become unit advocates of Evidence based practice. Each of the 6 nurses implemented research into practice in their assigned areas.</p> <p>Initiated an employee development center which has been utilized by approximately 50 staff during FY 07. These staff members have all developed portfolios and individual development plans to meet their goals.</p>
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Professional Development Dimension

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse I, Level 1	<ul style="list-style-type: none"> ▪ Seeks opportunities to acquire and develop basic skills. ▪ Participates in appraisal of own performance. 	Not Applicable	Not Applicable

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse I, Level 2	<ul style="list-style-type: none"> ▪ Seeks knowledge and skills appropriate to the practice setting to improve performance. ▪ Incorporates feedback regarding performance and interpersonal skills to enhance professional development. ▪ Participates in the performance evaluations of others. 	Not Applicable	Not Applicable

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse I, Level 3	<ul style="list-style-type: none"> ▪ Implements an ongoing educational plan to support own professional development. ▪ Conducts self-assessment of performance and identifies own learning needs. ▪ Assesses performance of others. 	Not Applicable unless a second degree student is hired without Nursing Experience.	

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Professional Development Dimension

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse II	<ul style="list-style-type: none"> ▪ Acquires knowledge and skills to maintain expertise in area of practice. ▪ Participates in educational activities to improve clinical knowledge and enhance role performance. ▪ Evaluates practice of self and others using professional standards, relevant statutes, and regulations. ▪ Takes action to improve performance. 	<ul style="list-style-type: none"> ✓ Seeks experiences that reflect current practice in order to maintain skills and competence in clinical practice or role performance. ✓ Acquires knowledge and skills appropriate to the specialty area, practice setting, role or situation. ✓ Holds leadership role in local chapters of specialty-related professional organizations. <ul style="list-style-type: none"> ○ Serves as a performance improvement chairperson and guides the committee' ✓ Obtains informal feedback regarding one's own practice from pts, peers, professional colleagues & others. 	<p>Participated in a 360 assessment process. Based on the assessment feedback, initiated a debriefing activity following major meetings.</p> <p>Served as Preceptor for new infection control nurse. Observed new nurse as she discussed Infection control standards and provided feedback related to her knowledge of standards and presentation. New IC nurse researched standards which resulted in a change in practice</p> <p>Identified educational materials needed in Braille and collaborated with Eye Service, Library and Medical Media to produce handouts and brochures for visually impaired patients. Patient feedback indicated knowledge of their disease process significantly increased.</p> <p>Developed and facilitated Nurse Leader Course which resulted in handoff standards being implemented as a course project by participants</p> <p>Presented ROI project related to the most cost effective method of BLS training that resulted in the best retention of technique and knowledge. Implemented improved methodology.</p>

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Professional Development Dimension

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse III	<ul style="list-style-type: none"> ▪ Implements an educational plan to meet changing program or service needs for self and others. ▪ Maintains knowledge of current techniques, trends, and professional issues. ▪ Uses professional standards of care and practice to evaluate programs and/or service activities. 	<ul style="list-style-type: none"> ✓ Identifies learning needs, plans and provides formal and informal education to nursing personnel on specialty-related area and performance improvement. ✓ Keeps abreast of current regulatory standards for specialty area policies and procedures. ✓ Assumes leadership role at national level of specialty-related professional organizations & in academic community. ✓ Serves as a peer reviewer for at least one professional journal ✓ Monitors and evaluates conduct of specialty area to ensure compliance with internal and external standards. ✓ Assesses research practices and programs policies/procedures and ensures that they are in compliance with standards of research and regulatory bodies at local, network and national level. 	<p>Coordinated Nursing Grand rounds on Patient Safety on 6/18/06 (78 attendees). Resulted in an increase in patient lift requests and implementation of no-lift environment policy. Employee Health reports a 12% decrease in reported back injuries.</p> <p>Facilitated a task force to present a Nursing Grand Round on Caring for Patients with cognitive Deficits which has increased the comfort level of staff doing patient assessments according to follow-up evaluations.</p> <p>Developed a preceptor program and coached 10 participants who in turn precepted 40 new RN's during FY 07. Of the 40 new hires, 39 are current staff members. Retention of new hires increased by 30% following the implementation of a preceptor program.</p> <p>Provided a peer review for X journal article, author, and date.</p> <p>Participated in cutting edge discussions at the VA national educator conference. This resulted in identifying national EES priorities.</p> <p>Co-chaired a facility task force with a physician to identify issues of patient access in ambulatory care. As a result of their work, the process for making appointments was changed; a tool for consistency in making appointments was developed and put in place. Results have shown compliance with VHA</p>

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			<p>standards going from 72% in 2008 to 93% in 2009</p> <p>Developed a series of educational events to support the certification of rehabilitation and OR nurses.</p> <p>Following the educational events, over 60% of the staff signed up for the certification test. All but two of the staff passed the certification test in their specialty area.</p>
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Collaboration Dimension

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse I, Level 1	<ul style="list-style-type: none"> ▪ Communicates with clients and other health care providers regarding client care. ▪ Establishes professional relationships with peers ▪ Seeks out colleagues for mutual information exchange. 	Not Applicable	Not Applicable

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse I, Level 2	<ul style="list-style-type: none"> ▪ Participates effectively on teams to plan and manage client care. ▪ Shares knowledge and skills with colleagues and others. 	Not Applicable	Not Applicable

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse I, Level 3	<ul style="list-style-type: none"> ▪ Refers to, consults with & makes provision for continuity of care with other health care provides. ▪ Provides feedback regarding the practice of others to improve professional practice. 	Not Applicable unless a second degree student is hired without Nursing experience	Not Applicable

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Collaboration Dimension

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse II	<ul style="list-style-type: none"> ▪ Uses group process to identify, analyze, resolve care problems. ▪ Educates colleagues and/or students and serves as a preceptor and/or mentor. 	<ul style="list-style-type: none"> ✓ Provides guidance and assistance to nursing staff on specialty-related information when appropriate. ✓ Facilitates the delivery of patient care in collaboration with other health care personnel. ✓ Serves as a mentor to research residency students, allied health students, and nursing students ✓ Promotes an environment of mutual respect and effective communication. 	<p>As a participant in the VISN Care Coordination committee, responsible for local analysis of patient satisfaction. Provided an in-service to nursing staff related to areas that fell below threshold. Following the in-service, patient satisfaction scores increased by 10%.</p> <p>Collaborated with Respiratory Care and Nursing to develop a weaning protocol. Once initiated, patients were weaned faster than the time period prior to the protocol by 12hours.</p> <p>Mentored 1 graduate student for 3 quarters-Student completed individual project and presented results at VISN nursing research conference 5/16/08</p> <p>Facilitated the respectful dialogue process between nursing and pharmacy. The improved interdisciplinary relationships between nursing and pharmacy resulted in the selection of a medication delivery system that was satisfactory for both disciplines.</p>

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Collaboration Dimension

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse III	<ul style="list-style-type: none"> ▪ Uses the group process to identify, analyze and resolve care problems. ▪ Coaches colleagues in team building. ▪ Makes sustained contributions to health care by sharing expertise within and/or outside the medical facility. 	<ul style="list-style-type: none"> ✓ Provides expert consultation to members of the clinical and administrative staff on clinical and system issues. ✓ Functions as an effective change agent, assisting colleagues/peers in moving through the change process. ✓ Mentors others in preparation of their posters, presentations, and/or their manuscripts for publication. ✓ Participates in specialty-related policy development at the local, network, and or national level. ✓ Member of interdisciplinary committee, task force or root cause analysis at the facility or national level. ✓ Chair of a VISN-level or national committee or task force ✓ Participates on committees that plan and coordinate conferences on regional, national and international level. ✓ Holds an office in a regional or national organization. ✓ Publishes in a peer reviewed professional journal. ✓ Maintains academic affiliation and develops strong liaison with experts in academic institutions. 	<p>Collaborated with a physician in developing an opioid agreement, presented this agreement for approval by the hospital pain committee and participated in educating providers about the agreement. Over a six month period of time, untimely requests for refills dropped by 60%.</p> <p>As a member of a patient care redesign effort, facilitated the visualization of team nursing by working with management students doing their project. A video tape was done with medical media demonstrating what a successful team looks like and how they work together. Staff feedback indicated this helped them visualize how assignment can be made differently.</p> <p>Worked collaboratively with nursing leaders to develop a poster presentation on work place redesign. Based on questions from conference participants, published an article in Nursing Administration: Title, date.</p> <p>As a member of the national committee on health care, developed one of the six on-line modules to educate stakeholders about process changes.</p>

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Collaboration Dimension (cont.)

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
<p>Nurse III</p>		<p>✓ Serves on faculty at community college/university; facilitates research collaboration with faculty and students with teaching assignments and presentations.</p>	<p>As a member of the national committee on health care, developed one of the six on-line modules to educate stakeholders about process changes.</p> <p>As the chair of the RCA on falls, the recommendation related to regular toileting particularly prior to change of shift, was implemented House wide. This resulted in a dramatic decrease in falls (90%).</p> <p>Worked with the School of Medicine chairpersons and the Chief of Medicine to submit RFP's for FY 09. Eight RFP's were submitted and all were funded.</p> <p>Publication: Smith, ML, Jones, AK. (2005). Nurse Coaching to Modify Patient Attitudinal Barriers to Pain Management. <u>Oncology Nursing Forum</u>. Vol. 21, No. 2, pp. 175-182.</p> <p>Guides senior management student evidence based practice projects. By guiding the students in areas they have not thought about before, the students gain a broader perspective and at the same time realize one person can make a difference. Projects such as report giving, oral care, and falls have all been incorporated into practice.</p>

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Scientific Inquiry Dimension

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse I, Level 1	<ul style="list-style-type: none"> ▪ Describes the quality improvement process, roles and responsibilities and identifies quality improvement activities on the unit. ▪ Assists in identifying problem areas in nursing practice. 	Not Applicable	Not Applicable

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse I, Level 2	<ul style="list-style-type: none"> ▪ Uses quality improvement findings to guide and direct own practice. ▪ Demonstrates awareness of research application to practice. 	Not Applicable	Not Applicable

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse I, Level 3	<ul style="list-style-type: none"> ▪ Participates in established quality improvement studies and/or activities. ▪ Uses a body of research to validate and/or change own professional practice. 	Not Applicable unless second degree student is hired without Nursing Experience.	

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Scientific Inquiry Dimension

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse II	<ul style="list-style-type: none"> ▪ Initiates/participates in quality improvement activities that result in approved outcomes. ▪ Uses a body of research to validate and/or change work group practice. 	<ul style="list-style-type: none"> ✓ Participates in Quality Management, Evidence-Based Practice and/or research projects within area of practice. ✓ Serves as a member of Evidence-Based Practice (EBP) Committee. ✓ Evaluates and applies appropriate research-based interventions/changes into assigned practice area to improve or validate current practice, when appropriate. ✓ Evaluates research-based literature related to identified problems in area of specialty, e.g. in journal clubs or in-services. 	<p>Provides aggregate data related to infectious disease management to Service Chiefs to assist in data driven decisions.</p> <p>As a member of the clinical practice committee, researched information related to NPO after midnight for surgical interventions. Based on the research, developed a proposed policy change and presented this information at the medical exec team and nurse exec team for approval.</p> <p>Presented article on current informatics research regarding medication errors to 5B journal club. Based on the discussion, suggestions for changing the medication delivery process was forwarded to the clinical practice committee for consideration.</p> <p>Implemented 2006 CDC Guidelines regarding hand washing in the Med/Surg ICU & Intermediate Care units. Currently tracking infection rates for comparison in 2008.</p>

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Scientific Inquiry Dimension

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse III	<ul style="list-style-type: none"> ▪ Initiates interdisciplinary projects to improve organizational performance. ▪ Collaborates with others in research activities to improve care. 	<ul style="list-style-type: none"> ✓ Leads team in TQI/PI project in area of expertise. ✓ Serves as a Co-Principal Investigator or Co-Investigator of a formal research project, a project to evaluate outcomes of practice, as a leader of an EBP project, or equivalent type of project. ✓ Presents results of such projects at VISN-wide, national and international conferences. 	<p>After successful implementation of protocol "X", Nosocomial respiratory infections in Medical/Surgical area decreased from 25/year in FY 2008 to 15/year in FY2009.</p> <p>Chaired a multidisciplinary committee to evaluate lifting equipment in order to move toward a no lift environment. Provided a equipment fair which resulted in the ordering of \$500,000 in equipment. Employee health is currently monitoring the anticipated decrease in employee injuries.</p> <p>Developed pain management protocol. Currently in data collection phase of EBP project to evaluate practice guidelines for pain management. Outcomes pending results.</p> <p>Podium presentation: Smith, ML, Jones, AK. (2005). Improving Cancer Pain Management Using AHCPR Cancer Pain Guidelines, The 8th National Conference on Cancer Nursing Research. Ft Lauderdale, FL. Feb 3-5, 2005.</p>