

University of Victoria
School of Nursing - Master of Nursing
Advanced Practice Leadership Option: Competencies and Indicators

Within the APL option, Master's of Nursing students are prepared for a dual career focus--advanced clinical practice and nursing leadership. Our APL curriculum is informed by the University of Victoria, Master of Nursing (MN) curriculum framework, the *CNA Pan-Canadian Core Competencies for the CNS* (2014), the *CASN National Nursing Education Framework* (2014), a health equity lens, and a spheres of influence model adapted from Fulton, Lyon, and Goudreau (2014). APL option courses build upon the foundational courses of the MN program that focus on advanced nursing practice, philosophies and theories impacting APN, ethics, and research competencies.

Six Competency Statements with indicators:

1. Demonstrates knowledge of and engagement with leadership theories.

- 1.1 Articulates the possibilities for nursing leadership across five spheres of influence: patient/client sphere, nurses/nursing practice sphere, interprofessional/intersectoral health sphere, organizations sphere, and health systems/health policy sphere.
- 1.2 Articulates how nursing leadership is informed by leadership theories, nursing values, ethics, an understanding of context, and a health equity lens.
- 1.3 Analyzes the influence of the social, political and economic environment and prominent discourses/practices (such as corporatization) on health care, health policy, and nursing practice.
- 1.4 Describes the complexity of nursing leadership and advanced practice nursing within local to global contexts.
- 1.5 Articulates how MN prepared advanced practice nurses contribute knowledge and skills as global-minded citizens within health care environments worldwide.

**2. Demonstrates leadership abilities in an area of nursing practice or health care delivery.
(Patient/Client Sphere of Influence)**

- 2.1 Conducts systematic and comprehensive assessments based on the integration of theory, evidence, research, and differing perspectives, as a foundation for advanced reasoning and/or decision-making.
- 2.2 Integrates advanced knowledge and professional expertise in an area of practice to plan, deliver, and evaluate care, in collaboration with clients and members of the health team.
- 2.3 Mobilizes current knowledge to provide nurse-to-nurse consultation and address problems for clients and/or nurses in an area of practice.
- 2.4 Locates, adapts and/or develops resources to support ethical, effective, client-centred care.

- 2.5 Demonstrates understanding of how technology impacts nursing practice and patient safety in complex health care environments.
- 2.6 Evaluates current practices at the unit/team level in light of research findings and implements research-based innovations for improving client care.
- 2.7 Develops and evaluates programs to meet client needs, improve client outcomes, and address health inequities.

3. Advances professional nursing practice. (Nurses/Nursing Sphere)

- 3.1 Role models relational integrity, ethical comportment and a commitment to scholarly inquiry and lifelong learning.
- 3.2 Creates a culture of learning in a focused area of nursing practice that fosters a spirit of inquiry.
- 3.3 Fosters the professional development of nurses and nursing students through coaching, guiding, and mentorship.
- 3.4 Advocates for quality care and evidence-informed practice change.
- 3.5 Analyzes facilitators and barriers to knowledge uptake and uses evidence-informed strategies for knowledge mobilization.
- 3.6 Participates in the development of practice guidelines and standards of care.
- 3.7 Develops a personalized learning plan and documents professional growth as an advanced practice nursing student (using an e-portfolio).

4. Fosters collaborative working relationships with diverse stakeholders. (Interprofessional/ Intersectoral Sphere)

- 4.1 Promotes interprofessional and intersectoral communication to enhance patient and staff safety, foster client-centred, ethical and culturally safe practices, and build collaborative teams and coalitions.
- 4.2 Communicates within nursing, interprofessionally, and across sectors in a timely, frequent, accurate, succinct manner to create a climate of shared goals and mutual respect.
- 4.3 Participates in, or leads, diverse teams to improve client experiences or outcomes and to initiate and/or support evidence-informed policy changes.
- 4.4 Integrates information technologies, resources, and advanced communication principles to connect with diverse audiences.
- 4.5 Articulates an advanced nursing perspective to diverse stakeholders (colleagues, decision makers, public, etc.) to address client needs, support nursing decisions, and optimize health-care provision.

5. Fosters innovation to create effective work environments (Organizations Sphere)

- 5.1 Promotes ethical nursing practice, advocates for supportive environments, and develops resources to support a strong moral climate for professional nursing practice.
- 5.2 Promotes quality improvement and patient safety by analyzing current and emerging trends at the unit or organization level.
- 5.3 Evaluates and adapts technologies to support safe practice environments, and to optimize safety, cost-effectiveness and health outcomes.
- 5.4 Promotes ethical principles and standards for the use of information and communication technologies.
- 5.5 Synthesizes the best available evidence to identify research-based innovations for improving health care delivery.
- 5.6 Participates in the design and implementation of new models for nursing and/or healthcare delivery in an area of practice.

6. Demonstrates leadership within complex health systems (Systems/Policy Sphere)

- 6.1 Supports changes that address challenges in health care delivery through an understanding of quality management at the health system level.
- 6.2 Monitors population health, epidemiological, economic, and health care delivery data to identify trends and address challenges.
- 6.3 Participates in the implementation of quality-improvement initiatives using effective communication (scholarly writing, speaking, and group interaction) and change management skills.
- 6.4 Demonstrates project management skills, such as, writing a project plan which includes a timeline, a budget for needed resources, expected outcomes, and evaluation and dissemination strategies.
- 6.5 Ensures that appropriate ethical standards are upheld when conducting evaluation and research for improving health care delivery.
- 6.6 Participates in the development and implementation of institutional, local, provincial, or national health policy.

References

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