

**Baptist Health
Nurse Leader Competency Model**



1 - Strategic, Visionary, and Systems Thinking – Strategically defines the vision and direction of the organization to achieve excellence.

Competencies		Key Behaviors		
COMPETENCY DIMENSIONS (8)	COMPETENCY CLUSTERS (31)	CNO	Assistant VP/Director	Patient Care Manager
1A - Strategic Thinking Defines a vision and strategy to plan for organizational success	Strategic Planning	<ul style="list-style-type: none"> Identifies critical goals and success factors to achieve a competitive strategy. Anticipates business risks and devises contingency plans. Demonstrates strategic thinking from an external business perspective. 	<ul style="list-style-type: none"> Develops strategic plans with senior leadership guidance. Translates strategies into clear objectives and practical action plans. Influences groups to establish goals that are consistent with the strategic vision of the organization. 	<ul style="list-style-type: none"> Implements and incorporates strategic plans into daily departmental functions. Supports and implements organizational goals and changes.
	Visionary Thinking	<ul style="list-style-type: none"> Demonstrates visionary thinking based on knowledge of the healthcare industry to move the nursing department forward. Effectively communicates the mission and vision of the organization. 	<ul style="list-style-type: none"> Effectively communicates the mission and vision of the organization. Provides fresh perspectives and identifies breakthrough ideas to improve clinical outcomes. 	<ul style="list-style-type: none"> Connects the mission and vision to daily activities and practices.
	Seasoned Judgment	<ul style="list-style-type: none"> Challenges status quo thinking and assumptions. Applies broad knowledge and seasoned experience when addressing complex issues. 	<ul style="list-style-type: none"> Recognizes problems and understands issues before making decisions. Balances long term strategy and goals with short term priorities. Demonstrates principled leadership and sound business ethics. 	<ul style="list-style-type: none"> Recognizes the broad implication of issues. Makes tough pragmatic decisions when necessary. Demonstrates professional ethical behavior.

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<p>1B - Systems Thinking</p> <p>Makes decisions on issues that impact the organization based on knowledge of the health care industry and health policy.</p>	<p>Organizational Analysis</p>	<ul style="list-style-type: none"> • Weighs the needs of each department or units against the needs of the entity and is able to make tough decisions. • Analyzes business needs, critical organizational issues, and trends in the healthcare field to make effective decisions. 	<ul style="list-style-type: none"> • Analyzes departmental business needs, critical organizational issues, and trends in the healthcare field to make effective decisions. 	<ul style="list-style-type: none"> • Makes decisions on issues for patient care unit based on knowledge of the health care industry and health policy.
	<p>Business Analysis</p>	<ul style="list-style-type: none"> • Identifies business and economic trends. • Analyzes market research demographics to plan services. • Makes decisions in the face of ambiguity. • Considers the impact of unit decisions on the rest of the organization. • Stays updated about regulatory requirements and keeps staff informed of changes and impact on the clinical area. 	<ul style="list-style-type: none"> • Identifies departmental business needs. • Analyzes market research demographics to plan services. • Considers the impact of unit decisions on the rest of the department. 	<ul style="list-style-type: none"> • Identifies and communicates patient care unit business needs. • Analyzes daily productivity activities. • Balances department needs with needs of individual employees. • Adapts to economic changes. • Collects facts and opinions from everyone involved before making judgments or decisions.
	<p>Collaboration and Negotiation</p>	<ul style="list-style-type: none"> • Builds collaborative and participative relationships. • Demonstrates the ability to influence others effectively through out the organization. • Uses political knowledge and influence to improve relations with key partners. • Builds trust of others by acting with integrity. 	<ul style="list-style-type: none"> • Builds collaborative and participative relationships. • Effectively influences others both internal and external to the business unit. • Negotiates win/win solutions. • Establishes effective relationships with Senior Executives. 	<ul style="list-style-type: none"> • Builds collaborative and participative relationships. • Effectively influences colleagues and staff to interact professionally. • Gains willing cooperation and support from others.

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COMPENTENCY DIMENSIONS (8)	COMPENTENCY CLUSTERS (31)	CNO	Assistant VP/Director	Patient Care Manager
	Innovation and Change	<ul style="list-style-type: none"> • Acts as a catalyst for change and encourages others to lead change. • Assures that organizational systems and resources are in place to support organizational change. • Embraces and encourages innovative solutions to critical challenges. • Develops contingency plans that respond to industry and organizational changes. 	<ul style="list-style-type: none"> • Acts as a catalyst for change and encourages others to lead change. • Assesses and evaluates the need for change and resources to implement change. • Embraces and encourages innovative solutions to critical challenges • Identifies contingency plans to manage departmental changes. • Uses appropriate interpersonal styles and communication methods to gain acceptance of an idea, plan, activity, service, or challenge. • Effectively addresses large audiences to influence their decisions regarding nursing & clinical requirements. 	<ul style="list-style-type: none"> • Champions new initiatives and encourages others to accept change. • Evaluates, recommends and implements changes to improve services to customers within the patient care unit. • Embraces and encourages innovative solutions to critical challenges. • Encourages staff to think creatively. • Implements contingency plans to manage departmental changes.

2 - Quality Care and Performance Improvement - Using evidenced-based practices and data to improve and advance clinical processes and outcomes.

Competencies		Key Behaviors		
COMPENTENCY DIMENSIONS (8)	COMPENTENCY CLUSTERS (31)	CNO	Assistant VP/Director	Patient Care Manager
2A - Clinical Excellence Demonstrates a proactive approach in implementing health initiatives, healthcare changes and clinical practices.	Clinical Expertise	<ul style="list-style-type: none"> • Weighs the benefits of clinical trends against budget and operational implications. • Understands quality, budgetary and operational implications of clinical trends. • Educates staff, patients, and colleagues on current and evidence-based clinical practices. • Supports consistent practice of the clinical mission, patient safety and core measures guidelines. 	<ul style="list-style-type: none"> • Weighs the benefits of clinical trends against budget and operational implications. • Understands quality, budgetary and operational implications of clinical trends. • Educates staff, patients, and colleagues on current and evidence-based clinical practices. • Develops processes for consistent practice of the clinical mission, patient safety and core measures guidelines. • Applies advanced nursing concepts in department. 	<ul style="list-style-type: none"> • Applies advanced nursing concepts in department. • Uses clinical expertise to lead professional practice in the patient care area. • Educates staff, patients, and colleagues on current and evidence-based clinical practices. • Manages consistent practice of the clinical mission, patient safety and core measures guidelines.
	Patient Care Delivery	<ul style="list-style-type: none"> • Identifies conditions that might affect the quality of patient care. • Accountable for patient care outcomes. • Uses evidence and knowledge of best practices to improve departmental clinical care and services. • Establishes effective structures and models to improve the clinical effectiveness of patient care. 	<ul style="list-style-type: none"> • Works in collaboration with other departments to develop patient care delivery. • Responds to customer feedback and strives for clinical excellence. • Establishes effective structures and models to improve the clinical effectiveness of patient care. • Accountable for patient care outcomes. 	<ul style="list-style-type: none"> • Establishes clinical processes to deliver quality nursing care. • Establishes clinical practice standards for patient populations. • Is knowledgeable of the effect of clinical equipment and technology on patient care delivery. • Identifies and responds to clinical problems and crises in patient's families. • Reviews incidents and complaints and takes action in a timely manner. • Holds staff accountable for patient outcomes.

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COMPENTENCY DIMENSIONS (8)	COMPENTENCY CLUSTERS (31)	CNO	Assistant VP/Director	Patient Care Manager
	Patient Care Advocacy	<ul style="list-style-type: none"> Advocates for patient privacy, confidentiality and rights. Negotiates with departments and colleagues to advocate for the patient. 	<ul style="list-style-type: none"> Supports nursing staff in the patient advocacy role. Encourages processes to ensure patient privacy, confidentiality and rights. Negotiates with departments and colleagues to advocate for the patient. 	<ul style="list-style-type: none"> Creates an environment to support patient advocacy, patient rights and confidentiality. Negotiates with departments and colleagues to advocate for the patient.
2B - Service Excellence Maintains connectedness to employees, patients and physicians to show compassion, resolve issues and genuinely care.	Patient Satisfaction	<ul style="list-style-type: none"> Champions caring and compassion in providing patient and family care. Defines standards of quality patient care and satisfaction. Models a service focus in all interactions. 	<ul style="list-style-type: none"> Monitors and communicates patient satisfaction results. Includes staff to proactively plan for improvement. Supports service excellence standards. Assures service recovery and follow up on patient issues. 	<ul style="list-style-type: none"> Monitors and communicates patient satisfaction results. Includes staff on proactive planning for improvement. Supports service excellence standards. Assures service recovery and follow up on patient issues. Listens to and anticipates patient needs, giving high priority to patient satisfaction. Interacts and actively seeks patient/family feedback.
	Physician Satisfaction	<ul style="list-style-type: none"> Partners with physicians to provide evidence-based care and to meet quality, patient safety and core measures standards. Builds relationships to ensure quality physician engagement. 	<ul style="list-style-type: none"> Collaborates with physicians to meet patient safety and core measures guidelines. Engages physicians to ensure consistency in care and patient and family satisfaction. 	<ul style="list-style-type: none"> Effectively interacts with physicians to meet patient safety and core measures guidelines. Supports physicians to ensure consistency in care and patient and family satisfaction.

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COMPENTENCY DIMENSIONS (8)	COMPENTENCY CLUSTERS (31)	CNO	Assistant VP/Director	Patient Care Manager
	Community Service	<ul style="list-style-type: none"> Assesses and responds to changing demographics, economic, political and epidemiological needs. Proactively responds to the needs of patients, families and the community. Develops community relations. 	<ul style="list-style-type: none"> Actively participates in community projects. Supports community relations and initiatives. 	<ul style="list-style-type: none"> Participates in community projects. Supports community relations and initiatives.
<p><u>2C - Quality and Performance Improvement</u></p> <p>Dedicated to the highest level of quality services and performance to meet the requirements of internal and external service standards.</p>	Quality Focus and Nursing Best Practices	<ul style="list-style-type: none"> Commits to performance improvement. Measures performance against professional and regulatory standards. Ensures nursing industry best practices are implemented and supported. Acts as a consultant to senior leadership on nursing and healthcare trends. Advocates the nursing profession. Serves as a board member on advisory groups (clinical and non-clinical). 	<ul style="list-style-type: none"> Recommends practices set forth by professional associations. Uses information resources for clinical and operational decision-support. Implements best practice nursing models. Monitors and reviews current healthcare and nursing literature to be aware of best practices. Collaborates with other professional clinical groups to insure best practices and cooperation. Serves as a board member on various advisory groups (clinical and non-clinical). 	<ul style="list-style-type: none"> Establishes effective structures and processes to improve clinical operations. Follows all regulatory standards, policies and procedures, Ensures staff uses compliance with patient care. Analyzes and interprets clinical outcomes for department. Implements programs in clinic to provide quality care. Demonstrates use of best practice nursing models. Educates customers, visitors and healthcare professionals to the role of the professional nurse. Promotes nursing to the organization and the community as a desirable profession.

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COMPENTENCY DIMENSIONS (8)	COMPENTENCY CLUSTERS (31)	CNO	Assistant VP/Director	Patient Care Manager
	Quality Measurement and Accountability	<ul style="list-style-type: none"> • Supports standardization and processes to improve care. • Utilizes national benchmarks to identify opportunities for improvement. • Analyzes basic trends and relationships to determine needs for change or improvement and to measure results. • Identifies IT systems and models related to quality measurement. • Ensures organization wide clinical excellence 	<ul style="list-style-type: none"> • Drives the care measurable outcomes and plans to allocate needed resources. • Uses relevant and measurable results to improve organizational efficiency and effectiveness. • Ensures for overall departmental clinical performance overall. 	<ul style="list-style-type: none"> • Follows standard practices and process to manage core measures and outcomes. • Measures quality improvement outcomes on a continuous basis. • Demonstrates integrity and ethical behavior to ensure corporate compliance is maintained.
	Safety	<ul style="list-style-type: none"> • Monitors the work environment for potential safety issues that could impact staff and patients. • Defines improvement in healthcare to reduce medical error. • Creates a safe, blame free environment. 	<ul style="list-style-type: none"> • Provides processes to establish a blame free environment. • Implements policies to ensure a safe work environment for patient and employee safety. • Creates a safe, blame free Environment 	<ul style="list-style-type: none"> • Creates and communicates a blame free environment. • Maintains a safe work environment for patients and staff.

3 - Management of Self and Others – Develops and maintains strong interpersonal relationships with people throughout the organization and the community

Competencies		Key Behaviors		
COMPETENCY DIMENSIONS (8)	COMPETENCY CLUSTERS (31)	CNO	Assistant VP/Director	Patient Care Manager
3A - Self Management Demonstrates a commitment to improving personal professional growth and development.	Emotional Intelligence	<ul style="list-style-type: none"> Recognizes personal strengths and weaknesses. Personally commits to working on continuous self-improvement. Demonstrates a high level of self-confidence in diverse situations. Demonstrates resilience in the face of constraints, frustrations, or adversity; demonstrates flexibility. Keeps an open mind to differences and opposing view points. Asks for feedback to improve self and relationships. Maintains composure despite pressure or uncertainty. 	<ul style="list-style-type: none"> Recognizes personal strengths and weaknesses. Personally commits to working on continuous self-improvement. Demonstrates a high level of self confidence at all times. Able to take charge in difficult situations with shifting priorities ambiguity, and rapid change. Keeps an open mind to differences and opposing view points. Accepts feedback for self improvement without being defensive. 	<ul style="list-style-type: none"> Accepts feedback openly. Motivates to improve professional skills through self-development. Handles day to day work challenges confidently. Adjusts to multiple demands, shifting priorities, ambiguity, and rapid change. Keeps an open mind to differences and opposing view points. Admits mistakes and learns from them.
	Communication	<ul style="list-style-type: none"> Helps others to communicate effectively and ensures that communication occurs at all levels of the organization. Creates an atmosphere where timely and high quality information flows smoothly between self and others. 	<ul style="list-style-type: none"> Expresses ideas effectively (including non-verbal communication) in individual and group settings. Keeps people up to date with information. Provides timely information to patient care manager and staff. 	<ul style="list-style-type: none"> Prepares and delivers clear and concise group presentations. Share information with employees. Interacts with others openly and directly. Demonstrates effective written communication techniques.

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COMPENTENCY DIMENSIONS (8)	COMPENTENCY CLUSTERS (31)	CNO	Assistant VP/Director	Patient Care Manager
	Self Development	<ul style="list-style-type: none"> Plans a strategy for self development and establishes a cycle of continuous learning. Commits to implementing new technology. 	<ul style="list-style-type: none"> Plans a strategy for self development and establishes a cycle of continuous learning. Capitalizes on opportunities for learning and development. Supports use of technology and computers. 	<ul style="list-style-type: none"> Identifies a plan for career improvement and personal growth. Takes advantage of opportunities to learning and development. Uses the available technology and computers in the department.
<u>3B - Relationship Management</u> Effectively establishes positive relationships at all levels of the organization to gain respect and influence others to develop a mutually collaborative work environment.	Building Relationships	<ul style="list-style-type: none"> Builds trust with others through own authenticity and follow through on commitments. Collaborates and establishes relationships with senior executives and employees at all levels. Builds and maintains effective medical staff relations Recognizes and balances the interests and needs of one's department with those of the broader organization. 	<ul style="list-style-type: none"> Develops effective relationships with others at all levels. Shows sincere interest in others and their concerns. Supports others in managing conflicts. 	<ul style="list-style-type: none"> Develops effective relationships with others at all levels by showing respect and establishing trust. Recognizes and rewards others for their accomplishments. Assists staff in managing conflict.
	Mentoring and Coaching	<ul style="list-style-type: none"> Mentors and coaches other leaders for professional growth. Gives timely and constructive feedback. 	<ul style="list-style-type: none"> Actively supports and provides mentoring/coaching to help others succeed as leaders. Gives timely and constructive feedback. 	<ul style="list-style-type: none"> Provides mentoring and coaching to staff for development and improvement. Gives timely and constructive feedback.

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COMPENTENCY DIMENSIONS (8)	COMPENTENCY CLUSTERS (31)	CNO	Assistant VP/Director	Patient Care Manager
	Leading Teams	<ul style="list-style-type: none"> Provides effective leadership to enhance teamwork and collaboration among clinicians, physicians and professionals. Creates an environment conducive to teamwork by encouraging cooperation, providing necessary resources, giving authority to act, modeling team leadership, and engaging and empowering others. Praises and recognizes team accomplishments. 	<ul style="list-style-type: none"> Builds a team environment by establishing trust and commitment. Effectively builds a cohesive nursing team by involving others in sharing ideas, planning and decision-making. Praises and recognizes team accomplishments. Leads effective meetings. Delegates responsibility based on strengths and development needs. 	<ul style="list-style-type: none"> Promotes a team process that values the contributions of all team members. Demonstrates effective team process techniques, guidance and leadership. Effectively builds a cohesive nursing team. Praises and recognizes team accomplishments.
	Networking and Affiliations	<ul style="list-style-type: none"> Identifies and cultivates relationships with key stakeholders representing a broad range of functions and levels to create internal and external collaborative relationships. Establishes professional networks with internal and external contacts. 	<ul style="list-style-type: none"> Establishes effective inter- and intra-department networks. Seeks out and forms professional relationships with key people. Develops professional relationships with key people. 	<ul style="list-style-type: none"> Networks with others to communicate and share knowledge. Uses informal networks to get things accomplished. Volunteers for special projects.

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COMPETENCY DIMENSIONS (8)	COMPETENCY CLUSTERS (31)	CNO	Assistant VP/Director	Patient Care Manager
<u>3C - Human Resource Management</u> Establishes a satisfying, safe, diversified work environment under the guidelines of legal compliance, and develops and promotes talented people.	Workforce Planning	<ul style="list-style-type: none"> Addresses current and future workforce issues and develops recruitment and retention strategies. Maintains updates on healthcare agency personnel policies and communicates changes to staff. 	<ul style="list-style-type: none"> Analyzes department staffing needs and makes recommendations. Works collaboratively to recruit and select competent staff. Creates strategies to ensure the retention of top talent. 	<ul style="list-style-type: none"> Properly interviews and recommends candidates based on behaviors that are predictive. Ensures retention by providing timely communication, support, feedback, and follow up to enhance employee satisfaction.
	Performance Management	<ul style="list-style-type: none"> Defines critical leadership competencies for success. Communicates yearly business and nursing goals to establish department and individual goals. Sets and communicates MBOs to manage leadership performance goals and evaluate actual performances. 	<ul style="list-style-type: none"> Establishes performance guidelines and evaluates performance management . Provides balanced feedback and coaches others to improve performance. 	<ul style="list-style-type: none"> Ensures staff is knowledgeable about what is expected of them at work. Effectively provides feedback to employees on performance fairly and consistently. Motivates and rewards employees for positive performance, good ideas and initiative. Maintains complete employee competency records. Conducts performance reviews on a timely basis.

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COMPENTENCY DIMENSIONS (8)	COMPENTENCY CLUSTERS (31)	CNO	Assistant VP/Director	Patient Care Manager
	Employee Relations	<ul style="list-style-type: none"> • Implements actions to maintain a high level of employee satisfaction and employee engagement. • Sets standards to ensure employees receive fair treatment and equal opportunity. • Leads and fosters a diverse workforce. 	<ul style="list-style-type: none"> • Establishes practices to support employee satisfaction and employee engagement. • Is culturally sensitive to the diversity of others. • Takes a proactive approach to address employee complaints and ensures compliance to HR policies and procedures. • Creates an inclusive diverse workplace. 	<ul style="list-style-type: none"> • Implements workplace diversity goals. • Provides fair treatment and equal opportunity to all employees. • Recognizes differences in people as opportunities.
	Developing Others	<ul style="list-style-type: none"> • Creates an environment where leaders and staff can learn and grow. • Support strategies for career development and succession planning. • Spends time helping staff develop their potential through detailed feedback, support and meaningful assignments. 	<ul style="list-style-type: none"> • Develops individuals by planning effective developmental activities related to current and future jobs. • Coaches and provides feedback on developmental needs. • Supports staff career transitions by helping them adapt to the new roles. 	<ul style="list-style-type: none"> • Creates development plans and encourages learning experiences for development. • Coaches and provides feedback on developmental needs. • Supports staff career transitions by helping them adapt when they have new roles.
	Employee Wellness	<ul style="list-style-type: none"> • Demonstrates a commitment to employee wellness and work-life balance. 	<ul style="list-style-type: none"> • Provide concern and care for employee wellness and work-life balance. • Weighs the business need and needs of the individual and recognizes the importance of bottom line. 	<ul style="list-style-type: none"> • Practices work-life balance. • Recognizes and supports family responsibilities and needs. • Remains sensitive and flexible to staff scheduling needs.

4 - Fiscal and Management Excellence – Understanding of business and financial practices to effectively achieve business growth and expansion goals.

Competencies		Key Behaviors		
COMPENTENCY DIMENSIONS (8)	COMPENTENCY CLUSTERS (31)	CNO	Assistant VP/Director	Patient Care Manager
<p><u>4A - Fiscal Excellence</u></p> <p>Demonstrates effectiveness in identifying, evaluating, and implementing strategies and processes to produce high quality cost effective healthcare.</p>	<p>Budgeting</p>	<ul style="list-style-type: none"> Determines appropriate budget levels based on revenues. 	<ul style="list-style-type: none"> Considers organization profit and loss in making budget decisions. Establishes and manages an operational budget. Measures actual budget to performance. 	<ul style="list-style-type: none"> Develops realistic budget projections and stays within budget.
	<p>Financial Performance</p>	<ul style="list-style-type: none"> Recognizes the importance of managing critical resources with business savvy to achieve financial and performance goals. Recommends financial strategies. Identifies appropriate sources of capital spending. 	<ul style="list-style-type: none"> Effectively manages resources. Tracks and assesses staffing, equipment and supply expenses throughout the year. 	<ul style="list-style-type: none"> Constantly balances cost, staffing and patient safety.

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Competencies		Key Behaviors		
COMPENTENCY DIMENSIONS (8)	COMPENTENCY CLUSTERS (31)	CNO	Assistant VP/Director	Patient Care Manager
<u>4B - Management Excellence</u> Defines business goals to achieve maximum productivity and quality.	Business Planning	<ul style="list-style-type: none"> Establishes a plan to accomplish business goals, develop actions steps, assign responsibility, and appropriate allocation of resources. Design business structure of a department to maximize productivity and quality. Manages committees and deliberative processes efficiently by using organization, time management and planning skills. 	<ul style="list-style-type: none"> Clarifies, defines and supports the business strategies needed to support business goals. 	<ul style="list-style-type: none"> Seeks input from staff regarding the resources, equipment, and supplies needed for work.
	Business Administration	<ul style="list-style-type: none"> Manages to ensure that critical business needs are met or exceeded. Effectively manage resource allocation processes. Manages information resources to ensure the integrity and integration of management and clinical reporting systems and databases. 	<ul style="list-style-type: none"> Manages day to day operations and projects. Completes administrative reports on a timely basis. 	<ul style="list-style-type: none"> Manages day to day operations and projects. Completes administrative reports on a timely basis.