

I. DESCRIPTION OF WORK

Positions in this banded class are responsible for the direction, administration and supervision of all nursing services in an organization, including consultation organizations. They have complete responsibility for planning, coordinating, implementing and evaluating the quality of nursing care delivered through the organization. These positions are usually members of the clinical management team.

II. ROLE DESCRIPTIONS BY COMPETENCY LEVEL

Contributing	Journey	Advanced
<p>Positions at this level typically are responsible for the direction, administration and supervision of a specific system-wide program in Nursing Services and may include other healthcare disciplines in the organization. They are responsible for the planning, coordinating, implementing and evaluating of the specific program. These programs include Nurse Education, Infection Control, Standards/Performance Improvement/Risk Management and Recruitment/Retention and Academic Affiliations. Some of these positions typically are members of the executive management team(s) in Health Services. Some positions at this level may assist the Director of Nursing in a large facility in the direction, administration and supervision of all nursing services.</p>	<p>Positions at this level typically are responsible for the direction, administration and supervision of all nursing services in a facility that is part of a larger system or in a geographic region of a larger system. They may serve as the Nurse Executive Officer of a large facility that is part of a larger system or at a university. These positions are responsible for the planning, coordinating, implementing and evaluating the quality of nursing care delivered in their facility/region with assistance from guidelines set forth by the governing body. These positions may be members of the system's nurse executive team or health care management and administrative teams. They participate in the development of the mission, vision, values and strategic plan for Nursing Services, and communicate and implement the plan in their facility/region. This plan may address staffing, recruitment and retention, training and competencies, quality management, nursing processes, patient education, information management and physical environment. Positions at this level participate in the establishment of staffing standards and policies and procedures. They establish standard operational procedures for Nursing Services for their facility/region. They organize, direct and staff patient care and support services in accordance with established staffing standards. They are committed to the development of others through teaching and coaching.</p>	<p>Positions at this level typically are responsible for the direction, administration and supervision of all nursing services in an organization/system, including consultation organizations, whose scope is extensive and complex. They have complete responsibility for planning, coordinating, implementing and evaluating the quality of nursing care delivered through the organization/system through supervising subordinate directors or assistant directors of nursing within the system. They are members of the clinical executive management team. They participate in the development of the organization's strategic plan and define a Nursing strategic plan that is consistent with the organization's mission and vision and clearly communicates the mission, vision, values and plan for Nursing Services throughout the organization/system. This plan may address staffing, recruitment and retention, training and competencies, quality management, nursing processes, patient education, information management and physical environment. They establish priorities and expectations, staffing standards, allocate resources and develop and/or participate in governing body guidelines, protocols, policies and procedures. They organize, direct and staff patient care and support services in a manner that is commensurate with the scope of services offered.</p>

III. COMPETENCIES

Competency	Definition
Knowledge - Technical	Considerable knowledge of professional nursing theory, techniques, practices and procedures; considerable knowledge of medical terminology, disease process and body systems, current clinical diagnostic procedures and treatments and skills in applying these knowledges in a review; general knowledge of state and federal rules and regulations governing financial reimbursement; general knowledge of professional nursing care practices and principles across the nursing continuum.
Critical Thinking	Ability to assess and interpret medical and clinical information from a patient chart. Ability to evaluate a plan of nursing intervention to meet the needs of individual patients. Ability to make accurate decisions based upon the review of medical records. Ability to make recommendations for improvements in nursing services.
Consulting/Advising	Ability to provide advice and counsel. Ability to understand client programs, organization and culture.
Client/Customer Service	Ability to develop and maintain strong relationships with patients, their families and staff by listening, understanding and responding to identified needs.
Communication	Ability to establish and maintain effective communications and work relationships with Physicians, health care personnel, patients and families, agencies directing review programs, and others. Ability to convey information clearly and concisely either verbally or in writing regarding the disease process, level of care and services being rendered to ensure that the intended audience understands the information and the message. Ability to listen and respond appropriately to others.
Supervision	Ability to establish expectations and clear direction to meet goals and objectives of on-going work for a group of nurses and other clinical or support staff. Ability to motivate and engage employees through effective communication. Knowledge of appropriate policies and procedures for recruiting, selecting, developing, counseling, disciplining, and evaluating performance of employees to retain a diverse workforce. Ability to administer and ensure compliance with human resources policies and procedures. Ability to observe and assess work. Ability to provide feedback. Ability to provide technical supervision of staff. Ability to develop plans for employees to gain necessary knowledge, skills, and abilities to successfully perform their duties. Ability to plan for and support employees in career development opportunities. Ability to assign work and to establish work rules and acceptable levels of quality and quantity of work. Ability to review work and evaluate performance of others, and to develop individuals' competencies.
Planning, Organizing and Managing	Ability to work with agency/university management to ensure that program is aligned with the strategic goals of the organization. Ability to meet unit/organization goals through effective planning, prioritizing, organizing and aligning human, fiscal, material and information resources. Ability to provide leadership by empowering others and setting clear job expectations; ability to provide meaningful feedback and coaching; ability to create a motivational environment and measure performance. Ability to monitor workloads and document performance. Ability to deal effectively with performance problems.

Note: Not all competencies apply to every position/employee; evaluate only those that apply. Competency statements are progressive.

IV. COMPETENCY STATEMENTS BY LEVEL**Knowledge – Technical**

Considerable knowledge of professional nursing theory, techniques, practices and procedures; considerable knowledge of medical terminology, disease process and body systems, current clinical diagnostic procedures and treatments and skills in applying these knowledges in a review; general knowledge of state and federal rules and regulations governing financial reimbursement; general knowledge of professional nursing care practices and principles across the nursing continuum.

Contributing	Journey	Advanced
<p>Considerable knowledge of professional nursing theory, techniques, practices and procedures; considerable knowledge of medical terminology, disease process and body systems, current clinical diagnostic procedures and treatments and skills in applying these knowledges in a review; considerable knowledge of state and federal rules and regulations and accrediting agencies governing their specific program and/or agency/facility. Considerable knowledge of standards and practices regarding their specific program; in-depth knowledge of staff development, adult education and standards for awarding continuing education credits from applicable entities; in-depth knowledge of marketing strategies for recruiting employees; in-depth knowledge of principles and practices of total quality management; or advanced knowledge in Center of Disease Control standards and regulations.</p>	<p>Working knowledge of administrative nursing theories, models and practices. Working knowledge of the N.C. Nurse Practice Act regarding the scope of practice for each patient care team member and the Board of Nursing's rules and position statements/interpretations. Extensive knowledge of state and federal rules and regulations and accrediting agencies governing nursing. General knowledge of current patient care delivery systems and innovations, healthcare policy and community standards. Working knowledge of state and federal rules and regulations and accrediting agencies governing other healthcare partners. Working knowledge of HR policies and procedures. General knowledge of continuous quality improvement. General knowledge of budget and financial procedures for controlling costs including UR and resource allocation.</p>	<p>Broad scope of knowledge of administrative nursing theories, models and practices needed for organizations/systems with extensive and complex medical missions/services. Working knowledge of healthcare administration concepts and practices and organizational management. Extensive knowledge of the N.C. Nurse Practice Act, which includes the scope of practice for each patient care team member, the Board of Nursing's rules and position statements/interpretations. General knowledge to the American Nurse's Association's practice standards for various nurse specialties. Extensive knowledge of state and federal rules and regulations and accrediting agencies governing nursing and healthcare. General knowledge of current patient care delivery systems and innovations, healthcare policy and community standards of organizations/systems with extensive and complex medical missions/services. Advanced knowledge of the organization/system's mission, vision and strategic plan and quality initiatives. Advanced knowledge of HR policies and procedures. Advanced knowledge of Health Services budget and financial procedures for controlling costs including UR and resource allocation. Extensive knowledge of total quality management.</p>

Basic knowledge - The span of knowledge minimally necessary to complete defined assignments.

Working knowledge - The span of knowledge necessary to independently complete defined assignments to produce an effort or activity directed toward the production or accomplishment of the research objective.

Full knowledge - The broad scope of knowledge demonstrated on the job that is beyond journey competencies.

Critical Thinking

Ability to assess and interpret medical and clinical information from a patient chart. Ability to evaluate a plan of nursing intervention to meet the needs of individual patients. Ability to make accurate decisions based upon the review of medical records. Ability to make recommendations for improvements in nursing services.

Contributing	Journey	Advanced
<p>Ability to independently assess and interpret medical and clinical information from a patient chart. Ability to develop, evaluate, implement and modify a plan of nursing intervention to meet the needs of individual patients. Ability to make accurate decisions based upon the review of medical records.</p> <p>Ability to participate in program planning, policy making, and the development of nursing standards and procedures.</p>	<p>Ability to independently assess, analyze, plan, direct, implement and evaluate delivery of nursing services. Ability to systems think, strategically think, creatively think and have vision. Ability to discern those acts that should be reported to the Board of Nursing.</p>	<p>Ability to independently assess and analyze. Ability to seek clarity, accuracy, relevance, precision, logic and significance. Ability to make logical and accurate inferences and interpretations. Ability to make decisions understanding the implications of those decisions. Ability to plan by evaluating and weighing alternative strategies. Ability to direct and implement by communicating effectively so that staff will understand their work. Ability to evaluate delivery of nursing services for effectiveness and the need for improvement. Ability to be a visionary thinker. Ability to be a creative thinker. Ability to strategically think and plan both short term and long term objectives. Ability to critically analyze organizational issues after a review of evidence and data.</p>

Consulting/Advising

Ability to provide advice and counsel. Ability to understand client programs, organization and culture.

Contributing	Journey	Advanced
<p>Ability to provide consultation and advice to Division/Department Administration and Management regarding applicable program. Ability to work with multi-sections, legal counsel, governing agencies, etc regarding applicable program.</p>	<p>Working ability to coach and advise staff on professional growth. Ability to identify potential nursing leaders and mentor and prepare them for leadership positions within the facility/region. Ability to understand and implement HR policies and procedures as it relates to disciplinary action.</p>	<p>Broad scope ability to coach and advise staff on professional growth. Ability to identify potential nursing leaders and mentor and prepare them for leadership positions within the organization/system. Ability to understand and implement HR policies and procedures as it relates to disciplinary action. Ability to advise management/administration regarding operational needs not only for Nursing Services but also for the organization/system.</p>

Client/Customer Service

Ability to develop and maintain strong relationships with patients, their families and staff by listening, understanding and responding to identified needs.

Contributing	Journey	Advanced
<p>Ability to develop written program descriptions and policies/procedures, disseminates and trains facilities on these programs. Ability to assess and evaluate customer needs on a regular basis and plan and implement strategies to meet those needs. Ability to develop databases for collecting or reporting data on these programs, thus giving facilities a mechanism for reporting raw data, and provides feedback on implementation of the programs in their facilities. Ability to report on the operations of the program thus enabling supervisory/management staff to make informed decisions.</p>	<p>Ability to develop and maintain a working relationship with all levels of employees and management/administration throughout the facility/region. Ability to work in partnership with multiple disciplines within the organization. Ability to build loyalty and commitment throughout the facility/region. Ability to assess and evaluate customer needs and plan and implement strategies to meet those needs. Ability to support staff during difficult transitions. Ability to recognize and reward exemplary performance.</p>	<p>Ability to develop and maintain a working relationship with all levels of employees and management/administration throughout the organization. Ability to work in partnership with multiple disciplines, inside and outside the organization. Ability to build loyalty and commitment throughout the organization. Ability to assess and evaluate customer needs and plan and implement strategies to meet those needs. Ability to support staff during difficult transitions. Ability to recognize and reward exemplary performance.</p>

Communication

Ability to establish and maintain effective communications and work relationships with Physicians, health care personnel, patients and families, agencies directing review programs, and others. Ability to convey information clearly and concisely either verbally or in writing regarding the disease process, level of care and services being rendered to ensure that the intended audience understands the information and the message. Ability to listen and respond appropriately to others.

Contributing	Journey	Advanced
<p>Ability to listen, ask questions and give feedback to employees. Ability to give clear and concise instructions. Ability to develop and maintain effective communication and work relationships with Physicians, healthcare personnel, patients, families, agencies and others. Ability to write program descriptions and to make verbal presentations on the program using technology. Ability to write and present reports to management and administration, displaying data in various ways.</p>	<p>Ability to write status reports to upper management on operations of facility/region. Ability to disseminate information on changes in policies, procedures, protocols, etc via various channels such as meetings, bulletin boards, memos, email, etc. Ability to effectively articulate staffing and recruitment needs to facility, regional and central office management. Ability to disseminate information from administration/management including ability to provide interpretation and clarification of information to subordinates. Ability to use investigative interview techniques when conducting an investigation.</p>	<p>Ability to write business reports, proposals and policies/procedures. Ability to effectively communicate and present information and data through use of various media and formats to various audiences. Ability to effectively articulate needs of Nursing Services and needs of the organization to management and administration. Ability to be accessible to all staff. Ability to disseminate information from administration/management including ability to provide interpretation and clarification of information to subordinates.</p>

Supervision

Ability to establish expectations and clear direction to meet goals and objectives of on-going work for a group of nurses and other clinical or support staff. Ability to motivate and engage employees through effective communication. Knowledge of appropriate policies and procedures for recruiting, selecting, developing, counseling, disciplining, and evaluating performance of employees to retain a diverse workforce. Ability to administer and ensure compliance with human resources policies and procedures. Ability to observe and assess work. Ability to provide feedback. Ability to provide technical supervision of staff. Ability to develop plans for employees to gain necessary knowledge, skills, and abilities to successfully perform their duties. Ability to plan for and support employees in career development opportunities. Ability to assign work and to establish work rules and acceptable levels of quality and quantity of work. Ability to review work and evaluate performance of others, and to develop individuals' competencies.

Contributing	Journey	Advanced
Ability to assess employee competencies and conduct/participate in performance management reviews. Ability to coach and mentor staff. Ability to support professional development of nursing staff. Ability to delegate and assign tasks. Basic ability to promote communication. Ability to identify and address quality monitoring and performance improvement issues for the program.	Ability to coach and facilitate the enhancement of employee competencies as appropriate to the needs of the facility/region. Manages resources effectively to provide for employee training and growth. Ability to identify and address quality monitoring and performance improvement issues for the facility/region.	Ability to mentor, coach and manage the total nursing competencies of staff in the organization/system. Actively seeks resources and opportunities for employee training and growth. Ability to identify and address quality monitoring and performance improvement issues for nursing services for the entire organization/system.

Planning, Organizing and Managing

Ability to work with agency/university management to ensure that program is aligned with the strategic goals of the organization. Ability to meet unit/organization goals through effective planning, prioritizing, organizing and aligning human, fiscal, material and information resources. Ability to provide leadership by empowering others and setting clear job expectations; ability to provide meaningful feedback and coaching; ability to create a motivational environment and measure performance. Ability to monitor workloads and document performance. Ability to deal effectively with performance problems.

Contributing	Journey	Advanced
Ability to plan and implement the delivery and improvement of services, staffing and resources. Actively provides oversight of program/services.	Ability of plan and implement the delivery and improvement of services, staffing and resources, some of which may include larger staff, multiple programs or moderately complex or significant medical matters.	Ability to direct high-level planning, organizing and staffing for the entire organization/system. May coordinate through lower-level Director positions. Ability to participate in the strategic planning for the organization as a whole and to facilitate strategic planning with system-wide Nursing within the organization/system.

V. MINIMUM TRAINING & EXPERIENCE

Licensed to practice as a Registered Nurse in the State of North Carolina and four years of experience in the area of specialization.

Note: This is a generalized representation of positions in this class and is not intended to identify essential work functions per ADA. Examples of competencies are primarily those of the majority of positions in this class, but may not be applicable to all positions.