

Clinical Care Coordinator Behaviors

DOMAIN: Clinical Thinking and Judgment

Ability of nurses to use their clinical knowledge to affect patient outcome. It incorporates clinical reasoning, which includes clinical decision-making, critical thinking, and a global grasp of the situation, coupled with nursing skills acquired through a process of integrating formal and experiential knowledge.

	Competent	Expert	Mastery	Mastery+ for Master's prepared RNs
Assessment	Clinical assessment: With mentoring and assistance, consistently performs goal-focused and individualized assessment when caring for all patients including those with complex pathophysiological and psychosocial needs	Clinical assessment: Independently and consistently performs goal-focused and individualized assessment when caring for all patients including those with complex pathophysiological and psychosocial needs	Clinical assessment: Exhibits highly developed assessment abilities that exemplify a comprehensive and holistic understanding of the patient and family	Clinical assessment: Demonstrates mastery of advanced assessment with diverse populations. Is able to coach and teach advanced assessment Incorporates the perceptions and understandings of the distinct health needs of vulnerable and at risk patients and families in planning when applicable
	Telephone assessment/Triage: With guidance or support, consistently able to gather data and follow protocols and/or department guidelines	Telephone assessment/Triage: Independently and consistently performs focused assessment, problem solving, prioritization, and intervention Able to develop and update protocols and or guidelines	Telephone assessment/Triage: Able to develop and update protocols and/or guidelines and mentors others to do the same Actively promotes an environment of continuous improvement	Telephone assessment/Triage: Constantly evaluates policies/procedures/protocols related to patient/family outcomes for effectiveness
Nursing Diagnosis	Develops and individualizes the nursing diagnoses based on assessment data and integration of nursing and medical models	Individualizes nursing diagnoses based on assessment data and integrates that with the diagnoses & priorities of other disciplines in order to provide holistic care	Incorporates and promotes evidence based practice reflective of the dynamics of the patient	Based upon patient story, mutually identifies needs and optimizes solutions through mobilization of resources
Planning/ Implementation/ Evaluation	Practice relies on previous clinical experience for focused analysis of problems and solutions with individual patient modification in order to meet outcomes	Practice is driven by an intuitive base and is self-directed, flexible, innovative, and autonomous	Practice proactively anticipates the clinical course and responds to the dynamic needs of patients and families	Practice is driven by evidence and patient outcomes based on the patient population and allows for critical evaluation of work in the field
	Accommodates unplanned events and evaluates/responds appropriately with efficiency and flexibility	Consistently provides holistic care that ensures positive change even in the most challenging patient care situations Recognizes when the standard of care may not meet the needs of the patient population and responds appropriately	Creatively approaches complex problems Creates, develops, or modifies standards of care	Builds and leads collaborative inter-professional groups in designing and implementing innovative solutions that address system problems and patient care issues

Clinical Thinking and Judgment Domain continued on next page...

*Note: **Bolded** behaviors within the domains denote behaviors that also apply to the "Contribution" domain*

	Competent	Expert	Mastery	Mastery+ for Master's prepared RNs
Patient/Family Education	Identifies diverse learning needs of designated populations. Works collaboratively to develop strategies to meet these learning needs	Anticipates patient/family learning needs and utilizes a variety of teaching strategies appropriate to the patient's needs	Identifies the deficits and learning needs of a population and creatively addresses them utilizing evidence based strategies	Focuses on patient/family behavioral change; evaluates effectiveness of behavioral change/modification
	Revises and develops patient education materials	Within their clinical specialty, contributes to available knowledge/evidence in relation to patient/family education Collaborates with other disciplines to develop and/or implement patient / family teaching programs Evaluates the effectiveness of educational tools and methods	Serves as expert resource and facilitates other staff in improving patient education Pioneers innovative teaching modalities to advance patient and family education Develops educational materials and learning modalities that incorporate the evaluation of patient and program outcomes	Serves as a consultant and facilitates other staff efforts to improve patient education
Experiential Knowledge	Proactively identifies ways to gain experiential knowledge Highly accountable for self-development in the specialty	Strives to identify and interpret clinical patterns, trends, and subtle changes to adapt the discharge plan accordingly Is an innovative thinker	Able to recognize and leverage the strengths and abilities of others to promote best practices Demonstrates advanced problem solving skills, with the ability to move in and out of situations as needed	Applies logical, critical and creative thinking to a range of clinical challenges modeling this behavior to colleagues.

DOMAIN: Systems Thinking

Appreciating the care environment from a perspective that recognizes the interrelationships that exist within and across health-care settings.

Competent	Expert	Mastery	Mastery+ for Master's prepared RNs
Reviews data and relates it to practice	Assesses and analyzes data utilizing systems thinking and perspective	Applies data analysis to improving the patient experience and influence system-wide change	Understands the unique and cumulative effects of care (setting, circumstances, contexts, environments) and care delivery processes on outcomes --- with a goal of improving the health and safety of patients through the provision of quality healthcare
Evaluates and responds to a range of issues within the larger system	Networks with other departments and external constituencies to address issues	Improves partnerships and functions as a liaison to accomplish therapeutic goals	Understands policy, organization and economics of health care
Articulates the organizational mission, vision, and values	Collaborates within a multi-disciplinary system	Functions as a visionary for the future advancement of the program	
Recognizes the interrelationships that exist across our system	Embraces and supports change, innovation and opportunity		
Articulates a broad awareness of program direction	Assumes leadership in unit/area Professional Practice Model		
Integrates technology into practice	Determines need for modification of existing technology	Takes a leadership role in identifying the need for potential use of innovative technologies Works to create new tools for patient care Creates and disseminates practice changes to ensure a sustained change across the system	

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DOMAIN: Advocacy

Working on another's behalf, representing the concerns of the patient/family/community, and serving as an agent in identifying and helping to resolve ethical and clinical concerns within the clinical setting.

Competent	Expert	Mastery	Mastery+ for Master's prepared RNs
<p>Advocates for the collective and/or individual needs of patients and families</p> <p>Recognizes, promotes, represents, and respects, the concerns of the patient and family</p> <p>Advocates from the patient's perspective without intrusion of one's own personal values and beliefs</p> <p>Functions as an advocate representing the concerns of the patient, family</p> <ul style="list-style-type: none"> Identifies ethical and clinical concerns within the clinical setting Upholds UMHS Patient's Rights and Responsibilities 	<p>Advocates for the collective and/or individual needs of patients, families and groups</p> <p>Facilitates development of nurse's advocacy and moral agency for patients through teaching, coaching, role modeling and/or mentoring</p> <p>Serves as an agent for professional and clinical nursing issues</p> <p>Functions as an advocate representing the concerns of the patient, family, and community</p> <ul style="list-style-type: none"> Works with others to resolve ethical and clinical concerns Supports families to problem solve and advocate for themselves Demonstrates assertive behaviors to impact a situation within the scope of practice Challenges situations and/or decisions that obstruct positive patient outcomes and works to reduce barriers 	<p>Exercises a strong sense of agency; response-based practice that addresses unique patient and family needs, unbounded by the normal confines of standard practice</p>	<p>Same expectations as Mastery</p>

DOMAIN: Therapeutic Relationships/Engagement

A constellation of nursing activities that are responsive to the uniqueness of the patient and family and that create a compassionate and therapeutic environment with the aim of promoting comfort and preventing suffering.

Competent	Expert	Mastery	Mastery+ for Master's prepared RNs
<p>Consistently role models individualized therapeutic communication based on patient and family needs</p> <p>Shares and promotes collaborative approach to patient and family care</p> <p>Maximizes patient/family participation in decision-making and goal setting along the continuum of care</p>	<p>Intuitively uses expert therapeutic communication with patient/family</p> <p>Initiates consultation and takes leadership with the healthcare team to share and promote collaborative approach to patient and family care</p>	<p>Demonstrates leadership in strengthening and ensuring the therapeutic relationships between the patient/family and the healthcare team</p> <p>Assumes accountability for maximizing outcomes resulting from the therapeutic relationships</p> <p>Ensures seamless delivery of care</p>	<p>Intuitively uses self in the therapeutic relationship as a means to enhance care</p> <p>Provides consultation/leadership with the healthcare team. Has collaborative mentoring relationships that actively engage others</p> <p>Actively empowers and advocates for patients and families in decision-making and goal-setting</p>

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DOMAIN: Collaboration/Communication, and Professional Relationships

Working with others in a way that promotes and encourages each person's contributions. It involves inter- and intra-disciplinary work with colleagues and ability to negotiate and resolve conflict.

Competent	Expert	Mastery	Mastery+ for Master's prepared RNs
Acts as resource and is sought out by members of the multidisciplinary health care team	Through shared values and a clear professional identity, demonstrates and role models an interdisciplinary, collaborative approach to patient care	Collaborates with professional colleagues outside of UMHS, nationally and internationally	Works both autonomously and collaboratively as a primary nurse to promote care planning
Actively participates in team conference	Initiates and leads team conference	Ensures a seamless delivery of care through collaboration, communication, and professional relationships	Builds and leads collaborative inter-professional teams
Routinely collaborates and initiates consults and/or team meetings with health care team	Creates conditions and relationships that promote creative, innovative, and positive processes and outcomes	Leads institution-wide teams or teams of professionals within the specialty outside of UMHS	
Demonstrates active engagement to enhance patient care and promote a positive workplace	Demonstrates team values that orient people to care about the performance and success of others		

DOMAIN: Facilitator of Learning and Professional Development

The competency in facilitating patient, family, and staff learning. This includes supporting a learning environment characterized by safe discourse, mentoring, and team development. Teaching, along with patient and family learning, is embedded in care.

Competent	Expert	Mastery	Mastery+ for Master's prepared RNs
Takes a leadership role in building and maintaining an environment where all team members thrive	<p>Takes a leadership role in building and maintaining an environment where professional multi-disciplinary team members thrive</p> <p>Contributes to others' knowledge and skill development in practice setting, examples include:</p> <ul style="list-style-type: none"> • Conducts inservices • Acts as interdisciplinary clinical resource and informal mentor <p>Works to create and sustain a supportive culture that rewards and recognizes professionalism</p> <p>Acts as a clinical resource/liason beyond the unit setting</p> <ul style="list-style-type: none"> • Specialty resource • Other units 	<p>Takes a leadership role in building and maintaining an environment that facilitates the learning of others outside the boundaries of UMHS</p> <ul style="list-style-type: none"> • Advances practice through speaking, publishing, media exposure, conducting research at the state, national and international level • Is involved in national policy making <p>Mentors the development of leadership qualities in others</p>	<p>Actively works to establish a healthy work environment</p> <p>Contributes to the knowledge base of the healthcare system. Assumes the role of working collaboratively or supporting and guiding colleagues</p> <p>Uses awareness built through pursuit of new knowledge to support or formulate novel approaches to care and/or provision of care</p> <p>Builds and supports a mentoring culture</p> <p>Fosters intellectual inquiry and knowledge development</p>
<p>Holds membership in a professional organization</p> <p>Sets goals in self-directed manner and actively seeks out opportunities for knowledge/skill enhancement within and beyond the practice setting</p>	<p>Demonstrates evidence of advancing professional identity:</p> <ul style="list-style-type: none"> • Certification in specialty (AACN, ANCC Specialty Areas) • <u>Active</u> participation in professional organization – i.e.: Clinical specialty organizations, UMPNC, MNA, ANA • Active membership / leadership role in groups related to health care (within and/or beyond UMHS) • Seeking advanced education <p>Advances career through conferences, seminars, and continuing education</p>	<p>Holds a leadership position within a professional organization</p> <p>Enhances career through advanced education and/or attainment of an advanced degree</p>	<p>Evidence of advancing professional identity at state, regional, national, international levels</p> <p>Pursues learning as a journey of ongoing personal development and excellence in and beyond chosen discipline</p>

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DOMAIN: Response (responsiveness; sensitivity) to Diversity

The sensitivity to recognize appreciate, and incorporate differences in the provision of care. Differences may include, but are not limited to, individuality, culture, spiritual beliefs, gender, gender expression, sexual orientation race, ethnicity, family configuration, lifestyle, socioeconomic status, age, values, etc.

Competent	Expert	Mastery	Mastery+ for Master's prepared RNs
Seeks opportunities for individual growth in diversity training and responsiveness	Demonstrates team values that orient people to care about the success of others, embracing diversity	Embraces diversity in the work environment as a means to achieve enhanced patient care outcomes	Same expectations as Mastery
Identifies learning barriers based on differences and creatively removes or minimizes barriers	Utilizes creative and variable instructional methodologies that address diverse individual needs and learning styles	Leads the healthcare team in incorporating diversity into practice	
Promotes an environment that embraces diversity in the workplace	Seeks internal and external resources to address the diverse needs of patients and families	Interprets and communicates complex patient/family cultural needs and role models caring practices	
Maintains awareness of the cultural norms for patient populations, seeking validation in individual situations			

DOMAIN: Advancing Evidence Based Practice through Innovation and Research

Demonstrates ongoing innovation by reviewing, critiquing, and applying evidence to practice by applying performance improvement methodologies.

Competent	Expert	Mastery	Mastery+ for Master's prepared RNs
Reads evidence based articles related to area of practice	Recommends and implements change in practice for a population of patients based on the application of current research finding and evaluates effectiveness of practice changes	Develops new protocols based on current practice evidence	Consistently role models and infuses evidence based knowledge into practice Reads and critiques (generically) evidence based articles related to area of practice – shares relevant findings in efforts to improve health care
Participates in unit/area based or institutional Continuous Quality Improvement projects	Shares findings of Continuous Quality Improvement projects in venues/media such as: <ul style="list-style-type: none"> • Unit presentation • Poster presentation • Rounds • Publishing 	Identifies and contributes to the body knowledge of evidence based practice Actively participates in research	Actively uses skills related to data collection and analysis to inform decisions and guide practice changes
Participates in the care of patients in research studies and supports the research coordinator	Collaborates with professional colleagues regarding research initiatives Independently seeks out opportunities to share information and influence evidence based nursing practice	Evaluates effectiveness of innovation and practice changes	Leads change in practice, based on best practices/evidence, to improve quality outcomes

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DOMAIN: Contribution

For all levels, see bolded behaviors imbedded in the Facilitator of Learning and Professional Development domain – these behaviors reflect the Contribution domain

DOMAIN: Coordination

Competent	Expert	Mastery	Mastery+ for Master's prepared RNs
Assimilates the complexity of the networking process required to provide highly coordinated care	Provides seamless delivery of care by coordination of efforts through the established network	Ensures a seamless delivery of care through a highly integrated process representing innovative as well as established networks and resources	Actively navigates and integrates care services across the healthcare system
Coordinates and assesses the nursing care provided to a specific patient population in multiple hospitals and clinics	Acts as a liaison, consults, and coordinates within area of clinical expertise -- including internal and external constituents	Advocates for a culture of collaboration both within and beyond their program parameters	