

Nursing Council of Hong Kong
Core-Competencies of an Advanced Practice Nurse for Management in Nursing
Developed by The Hong Kong Academy of Nursing under
the Voluntary Scheme on Advanced and Specialised Nursing Practice

The scope of core-competencies of an **Advanced Practice Nurse** builds on the 5 competence areas required of Registered Nurses:

Competence area 1: Professional, Legal and Ethical Nursing Practice

Competence area 2: Health Promotion and Health Education

Competence area 3: Management and Leadership

Competence area 4: Evidence-based Practice and Research

Competence area 5: Personal and Professional Development

Competence area 1: Professional, Legal and Ethical Nursing Practice			
Ability	Knowledge	Skills	Attitude
<p>An advanced practice nurse (Management) is able to:</p> <p>(1) Apply nursing theories, evidence-based nursing knowledge, problem solving skills and therapeutic techniques to perform the advanced practice nursing role safely, legally, ethically and effectively;</p> <p>(2) Manage complex care for patients with complicated health conditions from management perspective;</p> <p>(3) Conduct case management services to meet multidisciplinary and multiple health care needs;</p> <p>(4) Mentor nurses / students in advanced nursing practice;</p>	<p>An advanced practice nurse (Management) needs to have knowledge of:</p> <p>A. Social and life sciences relevant to nursing and health care management in different settings including in-patient hospital care, ambulatory day services, out-reach community services and primary care;</p> <p>B. Professional nursing practice and expert knowledge in relation to nursing and health care management;</p> <p>C. Human rights and responsibilities in relation to advanced nursing practice;</p>	<p>An advanced practice nurse (Management) needs to have skills in:</p> <p>A. Assessment, examination, differential diagnosis, intervention, evaluation and patient advocacy in advanced nursing practice;</p> <p>B. Analysis of complex situations in managing unstable / complicated contexts requiring high level professional judgments;</p> <p>C. Problem solving in volatile / complicated / ambiguous environments requiring critical thinking;</p> <p>D. Undertaking advanced nursing therapeutics management strategies and effective communication;</p>	<p>An advanced practice nurse (Management) needs to have the following attitudes:</p> <p>A. Proactive in adopting and exploring advanced nursing practice;</p> <p>B. Open-minded and willing to adopt new models in advanced care practice;</p> <p>C. Innovative in attempting to introduce breakthroughs in nursing practice;</p> <p>D. Assertive in constantly striving for excellence in the professional role;</p>

Competence area 1: Professional, Legal and Ethical Nursing Practice

Ability	Knowledge	Skills	Attitude
<p>(5) Act as a resource person and accept referrals for their clinical expertise;</p> <p>(6) Be a role model for exemplary therapeutic practice;</p> <p>(7) Identify service gaps: design and implement care programmes and monitor outcomes;</p> <p>(8) Provide expert level support and guidance to nurses in their establishment of therapeutic and caring relationships with the client;</p> <p>(9) Match the required competencies according to the complexity of the health conditions in nursing care delivery;</p> <p>(10) Participate in the development of nursing care delivery systems in collaboration with the client and multidisciplinary health care teams to achieve optimal outcomes;</p> <p>(11) Execute independent practice in relevant specialties;</p> <p>(12) Articulate the obligations and rights of clients of advanced nursing practice;</p> <p>(13) Demonstrate awareness of professional ethics and the legal implications of nursing management; and</p>	<p>D. Macroscopic views of health care systems and models of healthcare;</p> <p>E. Legal and ethical issues pertaining to advanced nursing practice in relation to nursing management;</p> <p>F. Professional regulation of advanced nursing practice;</p> <p>G. Professional nursing practice and expertise on par with international standards;</p> <p>H. Advanced nursing therapeutics and communication skills; and</p> <p>I. Health / information technologies in relation to advanced nursing practice.</p>	<p>E. Client engagement;</p> <p>F. Interprofessional / Intersectoral collaboration; and</p> <p>G. Application and adoption of health technology and information technology in health care.</p>	<p>E. Client-centred, humanistic and holistic in caring processes;</p> <p>F. Advocating the professional role for excellent patient-centred care;</p> <p>G. Decisive when facing complex practice situations; and</p> <p>H. Accountable and responsible for advanced nursing practice.</p>

Competence area 1: Professional, Legal and Ethical Nursing Practice

Ability	Knowledge	Skills	Attitude
(14) Promote and nurture a safe, effective, and ethical practice environment.			

Competence area 2: Health Promotion and Health Education

Ability	Knowledge	Skills	Attitude
<p>An advanced practice nurse (Management) is able to:</p> <p>(1) Integrate health status, disease prevalence, and scientific information to tailor make health education and health promotion activities for various target client groups;</p> <p>(2) Appropriately adopt and use the media, advanced technologies and community networks to promote health for different clients or target groups;</p> <p>(3) Demonstrate effective communication and interpersonal skills in coordinating health education and promotion activities;</p> <p>(4) Organise, implement and evaluate health promotion interventions according to priority health problems or needs assessment results;</p>	<p>An advanced practice nurse (Management) needs to have knowledge of:</p> <p>A. Assessment of health status, social determinants of health and high risk health behaviours;</p> <p>B. Epidemiology and disease prevalence;</p> <p>C. Health informatics, information and communication technology;</p> <p>D. Evaluation of the effectiveness of health promotion and education actions/activities;</p> <p>E. Local and cross-territory health promotion and disease prevention strategies in the advanced practice area and their impacts; and</p> <p>F. Approaches and strategies for social marketing, health promotion and disease prevention taking into account the latest evidence, behavioural, social, environmental and cultural factors.</p>	<p>An advanced practice nurse (Management) needs to have skills in:</p> <p>A. Community health and needs assessment;</p> <p>B. Adopting and using advanced communication approaches in individual client interviewing, counselling, and empowerment, as well as in public speaking and presentation;</p> <p>C. Advocacy, influencing, negotiation and lobbying;</p> <p>D. Data analysis in health and epidemiology, needs assessments and evaluations;</p> <p>E. Planning and implementing disease prevention and health promotion programmes targeting issues relevant to the advanced practice area;</p> <p>F. Using advanced information technology to design and deliver health education and health promotion; and</p>	<p>An advanced practice nurse (Management) needs to have the following attitudes:</p> <p>A. Committed to advocating health;</p> <p>B. Proactive in identifying clients' health and learning needs;</p> <p>C. Positive and innovative in meeting identified needs;</p> <p>D. Concerned about and taking an active interest in contemporary health issues affecting the individual and the community;</p> <p>E. Active in participating in activities for health education and health promotion at local, national and ecological levels;</p> <p>F. Committed to protecting the health of the individual and community; and</p> <p>G. Role modelling for health optimisation.</p>

Competence area 2: Health Promotion and Health Education			
Ability	Knowledge	Skills	Attitude
<p>(5) Collaborate with different stakeholders and service providers to address health issues of individuals and communities and contribute to policy development;</p> <p>(6) Appraise critically the effectiveness of health education and health promotion activities;</p> <p>(7) Contribute to best practice and to goals of health promotion; and</p> <p>(8) Provide leadership in developing health promotion capacities of individuals and teams.</p>		<p>G. Supervising the organisation and implementation of teaching/education programmes for staff as well as clients and families.</p>	

Competence area 3: Management and Leadership			
Ability	Knowledge	Skills	Attitude
<p>An advanced practice nurse (Management) is able to:</p> <p>(1) Demonstrate effective managerial and leadership skills in the promotion of high quality standards and quality improvement;</p> <p>(2) Ensure matching of competencies with staff role/responsibilities in health care management;</p> <p>(3) Coordinate personnel, fiscal and environmental resources in a timely and effective manner under rapidly changing situations;</p>	<p>An advanced practice nurse (Management) needs to have knowledge of:</p> <p>A. Advanced management and leadership styles in health care;</p> <p>B. Concepts associated with the vision, goals, objectives, strategies and governance, and their implications for management;</p> <p>C. Policy development, implications and review processes;</p> <p>D. Politics in health care and nursing management;</p>	<p>An advanced practice nurse (Management) needs to have skills in:</p> <p>A. Applying advanced management and leadership in health care;</p> <p>B. People and resource management including skill mix and duty roster planning, staff performance and development, manpower management, problem solving, handling complaints and positive feedback from clients/ families and /or public;</p> <p>C. Strategic planning;</p>	<p>An advanced practice nurse (Management) needs to have the following attitudes:</p> <p>A. Positive towards challenges;</p> <p>B. Proactive and assertive with new challenges;</p> <p>C. Supportive and facilitative to colleagues and clients;</p> <p>D. Open-minded and objective in relation to change, adopting a broad vision and global view;</p> <p>E. Collaborative in building collegiality and team optimisation;</p>

Competence area 3: Management and Leadership

Ability	Knowledge	Skills	Attitude
<p>(4) Assess the need for change and lead practice changes, act as a change agent in response to statutory or organisational policies to meet healthcare management needs in making an impact on patient care and service delivery systems;</p> <p>(5) Participate in health care policy formulation in partnership with other health care team members and community sectors;</p> <p>(6) Manage risks and crises, and emergency situations specific to the advanced practice area;</p> <p>(7) Build the culture and systems to ensure safe and effective care delivery and work environments;</p> <p>(8) Lead the team to facilitate team processes and work across sectors and professions to cultivate a caring and supportive culture;</p> <p>(9) Lead and facilitate information technology changes in management;</p> <p>(10) Optimise resource utilisation and facilitate the provision of an accessible, effective and efficient service;</p>	<p>E. Operation management including resource management, preparing for periodic inspection, complaints and positive feedback management, contingency planning and emergency response; and</p> <p>F. Risk management and quality improvement in nursing management.</p>	<p>D. Managing healthcare under corporate governance;</p> <p>E. Project management;</p> <p>F. Operation management including procurement and supplies management, services planning, patient flow and bed management and annual services planning;</p> <p>G. Building cultures for positive work environments, morale and performance to support advanced practices;</p> <p>H. Political astuteness in influencing and lobbying;</p> <p>I. Conflict resolution, negotiation and mediation;</p> <p>J. Quality and risk management including leading quality improvement projects/ programmes, crisis management, incident and patient safety management; and</p> <p>K. Applying policy implications in the review of care processes, and contributing to local health care policy development.</p>	<p>F. Fair in addressing equity;</p> <p>G. Decisive in management decisions; and</p> <p>H. Accountable and responsible.</p>

Competence area 3: Management and Leadership

Ability	Knowledge	Skills	Attitude
<p>(11) Lead the implementation of evidenced-based practice and facilitate changes with attention to safety, acceptability, efficacy and cost-effectiveness;</p> <p>(12) Effectively respond to complaints and eliminate malpractice;</p> <p>(13) Provide transformational leadership through collaborative partnerships;</p> <p>(14) Instil and foster a nurturing, caring and positive culture in nursing;</p> <p>(15) Implement comprehensive continuous quality improvement and systems to foster continuous quality improvement cultures;</p> <p>(16) Apply effective people management to optimise performance; and</p> <p>(17) Enhance staff development and contribute to manpower planning to ensure smooth service operations.</p>			

Competence area 4: Evidence-based Practice and Research

Ability	Knowledge	Skills	Attitude
<p>An advanced practice nurse (Management) is able to:</p> <ol style="list-style-type: none"> (1) Facilitate nursing research in relation to care delivery, utilise research findings to evaluate current practice and to identify service and practice areas for further improvement; (2) Appraise critically and reflectively health care research findings to support evidence-based practice; (3) Identify issues to initiate and participate in nursing research; (4) Lead and support the review and development of evidence-based guidelines, protocols and clinical pathways; (5) Use best evidence to enable practice innovation, adoption of advanced technology and shape decision making; (6) Benchmark various care programmes with evaluative outcome measures; and (7) Promote ongoing professional advancement through evidence-based practice and research activities. 	<p>An advanced practice nurse (Management) needs to have knowledge of:</p> <ol style="list-style-type: none"> A. Best available evidence and new knowledge in nursing and healthcare management; B. Relevance and appropriateness of various research designs in relation to the study objectives to generate evidence to inform nursing and healthcare management; and C. Implementation science to translate evidence into nursing and healthcare management. 	<p>An advanced practice nurse (Management) needs to have skills in:</p> <ol style="list-style-type: none"> A. Developing and reviewing guidelines, protocols and standards of patient care; B. Facilitating nursing audit, making recommendations for improvement and reporting; C. Critical analysis and interpretation of research findings, and dissemination of research outcomes; D. Application of evidence to substantiate / negotiate / influence advanced health care interventions in nursing and healthcare management; and E. Using evaluation tools and negotiation skills to assert and facilitate evidence-based changes and lead programme improvement. 	<p>An advanced practice nurse (Management) needs to have the following attitudes:</p> <ol style="list-style-type: none"> A. Proactive in initiating evidence-based practice and research; B. Inquisitive in identifying knowledge/practice gaps and new horizons for care processes; C. Creative and innovative; and D. Scientific in critically reviewing and adopting evidence-based findings.

Competence area 5: Personal and Professional Development

Ability	Knowledge	Skills	Attitude
<p>An advanced practice nurse (Management) is able to:</p> <ol style="list-style-type: none"> (1) Accept accountability for increased responsibility in the advanced practice area; (2) Act as a role model and set standards for professional practice; (3) Provide leadership in professional activities; (4) Facilitate staff to deal with their emotional responses in nurse-client relationships; (5) Maintain competence as an advanced practice nurse, identify their own professional strengths and limitations, and promote continuous development in the advanced practice area; (6) Uphold nursing as a profession and act as a key member of the health care team; (7) Supervise, educate and support socialisation of nurses, act as a role model and set exemplary standards for professional behaviours; (8) Articulate and promote the image and roles of advanced practice nurses to facilitate collaboration and referrals in professional and community contexts; 	<p>An advanced practice nurse (Management) needs to have knowledge of:</p> <ol style="list-style-type: none"> A. Philosophy and scope of practice in the advanced practice area, and their responsibilities and competencies in nursing and health care management; B. Professional organisations facilitating the growth of the profession and their members; and C. Healthcare landscape, legislation and political climate for maximising the role of advanced nursing practice and advancing professionalism in nursing. 	<p>An advanced practice nurse (Management) needs to have skills in:</p> <ol style="list-style-type: none"> A. Maintaining their own holistic well-being; B. Critical self-reflection for continuous improvement; C. Coaching and mentorship to nurture and prepare the next generation of nurses; D. Public speaking and presentation; and E. Professional networking and exploration of potential opportunities for intra- and inter-disciplinary collaboration. 	<p>An advanced practice nurse (Management) needs to have the following attitudes:</p> <ol style="list-style-type: none"> A. Enthusiastic and positive towards life, human beings, society and health, safeguarding optimal health and promoting quality of life; B. Visionary and passionate towards advanced nursing practice; C. Open to learning and extending their horizons; D. Committed to continuous learning in advanced nursing practice; and E. Supportive of professional organisations which develop advanced nursing practice.

Competence area 5: Personal and Professional Development

Ability	Knowledge	Skills	Attitude
(9) Demonstrate awareness of local and global changes, trends and issues in nursing management; and (10) Encourage innovations and creativity in health care management practice and facilitate the implementation of innovations.			