
Competency Programme and Evaluation Framework for Senior Staff Nurses

3. Guide for Evidence and Indicators

Nursing Services Directorate

Scope of Document

The Competency Framework: Guide for Evidence and Indicators has been developed to serve as a guide for applicants in compiling valid, sufficient, authentic and current evidence and to provide a detailed outline of the knowledge skills and abilities expected by each candidate.

The guide includes the four domains followed by the respective competencies. Adjacent to each competency there are a set of question which can be answered to provide evidence of the respective competence (2nd column – Guidance for Providing Evidence). Nonetheless, applicants are free to provide other types of evidence as long as they describe how they met the respective evidence.

The indicators (3rd column) shall serve as the standards upon which the Board will evaluate the provided evidence. The evidence is not expected to address all indicators provided. Nonetheless, it must demonstrate concepts of clinical judgement, leadership and accountability gained through experience, continuous professional development and critical thinking in the care provided.

Domain 1: Professional and Ethical Practice

Competencies	Guidance for Providing Evidence	Indicators
Competency 1.1: Demonstrates adherence with standards of the professional practice, scope of practice, and code of ethics	<i>Provide an example of either one of the following: legal implication, ethical issue, policy or guideline and describe their impact and/or relevance to your area of practice.</i>	• Indicator: Demonstrates knowledge of and ability to access relevant legislation, standards, policies, guidelines and SOPs as appropriate. • Indicator: Performs nursing interventions in accordance with local or international recognised standards of practice, code of Ethics, policies, and regulations. • Indicator: Demonstrates accountability and accepts responsibility for actions and decision making within the scope of practice. • Indicator: Adopts a proactive approach in the identification of unsafe practice and takes necessary actions to promote good working practices. • Indicator: Recognises limitation of practice, abilities and qualifications, and seek assistance as necessary.

Competency 1.2: Demonstrates ability to lead, supervise and monitor care provided by junior registered nurses, enrolled nurses, nursing students and support workers in accordance with the Scope of Practice.	<i>Provide an example of an effective delegation you carried out ensuring that the delegation process is well defined.</i>	• Indicator: Ensures appropriate delegation taking into considerations the roles and competencies, and provides the necessary direction/support for the staff to be able to carry out the activity. • Indicator: Accepts accountability for directing, monitoring, and evaluating care provided by enrolled nurses, junior staff and students. Indicator: Evaluates and monitors delegated work as required.
Competency 1.3: Promotes an environment that enables clients' health, quality of life, independence, comfort and safety.	<i>Provide an example where you empowered the client, promoted independence and ensured safety including:</i> <i>a. The task;</i> <i>b. Clients ability pre and post intervention;</i> <i>c. Referrals carried out including both Health Care Professionals and/or services; and</i> <i>d. Any environmental adaptability carried out if applicable.</i>	• Indicator: Works with clients to encourage independence and to take control over their own health. This may include education, enablement and referrals. • Indicator: Promotes clients' comfort during nursing interventions such as ensuring skin integrity, nutrition and hydration and privacy. • Indicator: Recognises and develops strategies to mitigate risks and provide care that meets both client and public needs and interests. • Indicator: Maintains an environment conducive to health including upholding infection control principles, falls prevention etc.

Competency 1.4: Provides evidence of continuous professional development. <i>(These must be accompanied by a short summative summary of the key points of the learning activity, what you learnt and how you have applied what you learnt to your practice).</i>	<i>Provide evidence of CPD (training/learning provided by accredited institutions, conferences, presenting or attendance to in service training, research based reading, conducting/contributing to research, etc.).</i>	• Indicator: Participates in ongoing formal and/or informal professional development of self and takes responsibility for updating his/her knowledge regarding clinical interventions, treatments, guidelines and current trends within area of practice. • Indicator: Participates in reflective practice, seeks information and knowledge when presented with unfamiliar situations. • Indicator: Participates in review of policies, guidelines, and procedures based on relevant research alongside with other colleagues including the Practice Development Nurses. • Indicator: Seeks opportunities to learn from other professionals in everyday practice (e.g. attending ward rounds, case meetings where available). • Indicator: Integrates research and evidence based knowledge into clinical practice.
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Domain 2: Provision of Nursing Care

Competencies	Guidance for Providing Evidence.	Indicators
Competency 2.1: Undertakes a holistic and detailed assessment of clients through observation, interview and examination in a variety of settings.	<i>Provide an example from your area of practice of a detailed assessment that you carried out. The assessment shall demonstrate your ability to:</i> <i>a) Show an accurate clinical picture of the client;</i> <i>b) Anticipate, prioritise needs and planning of care accordingly;</i> <i>c) Take appropriate actions upon identified needs;</i> <i>d) Promote continuity of care; and</i> <i>e) Involve the client and significant others.</i>	• Indicator: Demonstrates ability to carry out an assessment in an organised and systemic way. • Indicator: Makes use of available assessment tools and methods to assist the collection of data. • Indicator: Demonstrates the ability to anticipate and prioritize the holistic needs of individuals' even complex cases. • Indicator: Demonstrates ability to act upon the identified needs and ensures continuity of care.

Competency 2.2: Ensures that the clients have been provided with the necessary information to make informed decisions and remains in control of their health.	<i>Provide an example from your practice how you ensured that the client was informed about his/her condition, care and the treatment options including:</i> <i>a) The information given including any reference materials used;</i> <i>b) How you ensured that the client's preferences were taken into consideration;</i> <i>c) How did you assess understanding of information provided; and</i> <i>d) Mention any ethical issues that you may have encountered such as capacity to consent, information giving.</i>	• Indicator: Demonstrates the ability to provide relevant and correct information taking in consideration the client's needs including the level of understanding, age etc. so as to allow for an informed decision and safeguard their rights. • Indicator: Ensures that the client has adequately understood all the information provided. • Indicator: Demonstrates ability to make appropriate professional judgement with respect to client's capability to participate in decisions related to his/ her care and act accordingly. • Indicator: Facilitates the clients' access to appropriate therapies or interventions and respects the clients' rights to choose among alternatives.
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Competency 2.3: Carries out nursing care in a responsible, safe and accountable manner.	<i>Provide evidence of 3 skills or procedures of which 2 must be from the following:</i> <i>a) Adherence with Infection Control/universal precautions;</i> <i>b) Documentation.</i> <i>c) Administration of medications; & Intravenous Management;</i> <i>d) Basic observation techniques; and</i> <i>e) Basic Life Support for Health Care Professionals.</i>	• Indicator: Undertakes practice procedures and skills in a competent and safe way. • Indicator: Carries out interventions and administers treatment in accordance with legislation, codes of ethics, scope of practice, policies and guidelines. • Indicator: Critically evaluates his/ her own nursing interventions by giving a rationale for choice of treatment/ intervention.
Competency 2.4: Facilitates reintegration and/or empowers client to remain in the community by providing timely and effective continuity of care.	<i>Provide evidence of care and/or referrals to support clients and their significant others in order to maintain health and wellbeing in the community.</i> <i>In hospital → provide evidence of discharge planning</i> <i>Ambulatory / Community care → evidence of care and referrals to support the client to remain within the community</i>	• Indicator: Asserts that the client and informal carers have been adequately prepared and provided with all the necessary information. • Indicator: Refers and makes all the necessary arrangements with community services and/or other professionals to ensure continuity of care. • Indicator: Makes sure that all necessary handover, appointments and documentation have been settled.

Competency 2.5: Demonstrates the ability to tackle complaints and queries independently and professionally.	<i>Provide an example where you effectively handled a complaint including:</i> <i>a) Brief overview of the complaint;</i> <i>b) Assessment carried out;</i> <i>c) Interventions done; and</i> <i>d) Evaluation of outcome.</i>	• Indicator: Demonstrates the ability to manage complaints in a timely and efficient manner. • Indicator: Assesses the complaint and if necessary delegate it to the appropriate person to coordinate its management in accordance to the organisation's policies (as applicable).
Competency 2.6: Takes charge of ward/section/unit, in the absence of Charge Nurse.	<i>Provide evidence which demonstrate:</i> <i>a) Responsibility and effective leadership;</i> <i>b) Appropriate time management and effective prioritisation;</i> <i>c) Liaison with senior management as appropriate;</i> <i>d) Proper allocation and fair distribution of workload; and</i> <i>e) Evidence of handover.</i>	• Indicator: Manages daily responsibilities of the ward/section/unit, including work allocation, and supervision of staff for smooth running of area. • Indicator: Participates and collaborates with medical staff and allied health care professionals in the care planning and patient case conferences such as ward rounds. • Indicator: Demonstrates ability to liaise with senior management as appropriate. • Indicator: Participates in the induction, orientation and supervision of new staff. • Indicator: Assigns responsibilities and allocation of care in accordance to the staff's competencies and skill mix.

Competency 2.7: Demonstrates ability to respond effectively to unexpected or rapidly changing circumstances during your duty.	<i>Provide an example of how you dealt with an emergency situation. Emergency situation could be an aggressive client, CPR, epileptic fit, or fire amongst others.</i>	• Indicator: Maintains self-control under stressful conditions. • Indicator: Keeps abreast with current knowledge of emergency procedures. • Indicator: Participates in emergency management practices and drills in accordance with the establishment policy as applicable.
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Domain 3: Interpersonal and Therapeutic Relationships

Competencies	Guidance for Providing Evidence	Indicators
Competency 3.1: Demonstrates the ability to establish, maintain, and conclude therapeutic relationships with clients and their informal carers.	<i>Provide an example from practice about a therapeutic relationship including:</i> <i>a) Communication measures adopted;</i> <i>b) Evidence of use of empathy, support and effective listening</i> <i>c) Any set boundaries;</i>	• Indicator: Establishes therapeutic relationships which are goal oriented and within the professional boundaries. • Indicator: Demonstrates ability to establish rapport and trust with the client and their informal carers whilst enhancing the individual's ability to express feelings. • Indicator: Demonstrates effective communication skills during interaction with clients and/ or their informal carers.

Competency 3.2: Communicates effectively with clients, informal carers, and members of the interdisciplinary team using verbal, non-verbal and written communication as needed.	<i>Describe a scenario of an effective communication including:</i> a) <i>Means of communication;</i> b) <i>Techniques used; and verifications made to ensure message was appropriately received.</i>	• Indicator: Adopts a positive attitude and behaviour whilst communicating with clients, informal carers and other healthcare professionals. • Indicator: Adopts a variety of effective communication techniques methods to meet client's needs. • Indicator: Ensures that the message was understood. • Indicator: Seeks the use of interpreter as appropriate. • Indicator: Engages in written communication which is clear, legible and comprehensive. The use of abbreviations is limited to acceptable ones.
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Competency 3.3: Always provides and requests handover from colleagues and other health care professionals to ensure continuity of care.	<i>Give an example of handover with reference to materials and documents (e.g. treatment charts/intake – output charts) used. Examples must include handover <u>to one or more</u> of the following:</i> <i>a) Community services;</i> <i>b) Other entities;</i> <i>c) Other wards/units within the same entity; and to other Shifts where applicable.</i>	• Indicator: Maintains accurate documentation and forwards all the necessary information for the continuity of care. • Indicator: Participates in multidisciplinary meetings or discussions related to clients care planning. • Indicator: Initiates necessary referrals with to ensure continuity of care. These include both with community or hospital services. • Indicator: Questions or clarifies orders and decisions that are unclear, not understood, questionable or inappropriate with the relevant members of the health care team.
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Competency 3.4: Demonstrates respect and sensitivity for diversity in beliefs, values, and cultural practices.	<i>Describe a scenario in which you cared for a client with different values, beliefs and/or practices including measures adopted to maintain equity in your care.</i> OR <i>Describe a scenario demonstrating respect for cultural diversity in communication and interaction with either clients or colleagues with different values, beliefs and or practices.</i>	• Indicator: Demonstrates sensitivity and considers the client's and/ or colleagues beliefs, values and cultural practices when providing care. • Indicator: Acts as an advocate for the clients when their rights are in breach or overlooked. • Indicator: Demonstrates ability to maintain an effective process of care or working relationship when confronted by differing values, beliefs, race, gender, age, and sexual orientation, physical or mental state. • Indicator: Ensures that personal values and attitudes are not imposed on the clients, informal carers and colleagues.
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Domain 4: Interprofessional Collaboration and Quality Management

Competencies	Guidance for Providing Evidence	Indicators
Competency 4.1: Collaborates effectively with different members of the interdisciplinary team to promote teamwork and to facilitate and coordinate care.	<i>Provide an example from practice where care was well coordinated through effective teamwork including;</i> <i>• Commitment to common goal / approach</i> <i>• Skills and abilities that complemented the team's purpose</i> <i>• Communication adopted</i> <i>• Outcome achieved</i>	Indicator: Communicates effectively with members of the health care team using different communication techniques and providing adequate time for discussion and sharing of information. Indicator: Ensures that care is planned in collaboration and discussion with the different members of health care team involved in client care. Indicator: Demonstrates ability to make appropriate referrals to other health care professionals or health related entities/ services in accordance to client's needs. Indicator: Values equality and diversity within the multidisciplinary team. Indicator: Demonstrates the ability to challenge decisions made by others if they are against policy, evidence based knowledge or not in the best interest of the client.

Competency 4.2: Recognises and respects the different roles and skills of all members of the health care team and support services.	<i>Provide some information on community services that are closely related to your area of practice and describe their function and contribution by providing a scenario where a client was educated upon and empowered to utilise these services.</i> <i>Or</i> <i>Provide a scenario where two other health care professionals related to your area of practice were involved in care of a client. Define their role and contribution in the care provided.</i>	• Indicator: Understands the roles, contributions and scope of practice of other healthcare professionals • Indicator: Demonstrates ability to work with other members of the health care team and to provide adequate handover as needed. • Indicator: Demonstrates knowledge of the different community, outreach and specialised services available and actively encourages and guides clients to use them.
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Competency 4.3: Participates in the planning and/or implementation of quality improvement initiatives such as evaluation and improvement of practice, clinical audits, and development of policies/standards.	<i>Provide an example where you participated in the planning and/ or implementation of a quality improvement initiative including the initiative, ways and means adopted to ensure implementation, and audits carried out and outcomes of the initiative on the overall practice.</i> <i>Or</i> Provide a proposal of a quality improvement initiative for your area of practice including the initiative, anticipated challenges to implement it, proposed monitoring initiatives and the potential outcomes foreseen.	• Indicator: Ability to demonstrate awareness of potential quality improvement initiatives within the area of practice taking into consideration the anticipated challenges to implement it. • Indicator: Initiates and participates in the development, implementation and evaluation of quality initiatives such as improvement in patient care, patient safety, reducing errors and increasing efficiency. • Indicator: Initiates and participates in the collection of data in connection with a quality improvement initiative. • Indicator: Recognises the value of change and acts as a change agent to ameliorate care and practices.
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Competency 4.4: Contributes to the professional development of peers and other healthcare professionals and promotes a culture of learning.	<i>Demonstrate an example of how you assisted others in their professional development. Others include health care professionals, students and support workers. Assistance can include:</i> a) <i>Identification of learning needs;</i> b) <i>Support provided; and</i> c) <i>Guidance to appropriate training.</i> <i>Or</i> <i>Provide evidence of how you promoted a culture of learning in your area of practice.</i>	• Indicator: Participates and contributes in the development and implementation of orientation programmes and ongoing education related to the area of practice. • Indicator: Acts as a role model and point of reference to other members of health care team. • Indicator: Supports health care students to meet their learning objectives in cooperation with other members of the health care team. • Indicator: Facilitates mutual sharing of knowledge and experience. • Indicator: Provides constructive feedback and criticism to enhance professional development. • Indicator: Assists colleagues in building or maintaining the competencies necessary to provide quality patient care.
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