

# Success Map: Nursing Director

<b>Position:</b>	Nursing Director
<b>Reports to:</b>	Entity Vice President or Regional CNO
<b>Primary Location:</b>	
<b>Major Responsibilities:</b>	Demonstration of AONL Competencies <ul style="list-style-type: none"> <li>• Communication and relationship management</li> <li>• Knowledge of the healthcare environment</li> <li>• Leadership</li> <li>• Professionalism</li> <li>• Business skills and principles</li> </ul>



## Key Roles:

As the director for the practice of nursing and clinical care, this position:

- Represents nursing and the delivery of patient care through:
  - Effective communication and relationship building with the leadership team, staff, providers and academic organizations.
  - Influencing strategic decision making within the organization while fostering shared vision, consensus building, and collaborative relationships
- Utilizes knowledge of the healthcare environment in:
  - Overseeing clinical practice and care delivery systems with a focus on innovation, patient safety, performance improvement, and risk management.
  - Demonstrating and ensuring effective standards of professional practice.
  - Representing nursing and patient care issues to appropriate governing bodies.
- Demonstrates leadership by:
  - Articulating a clear vision for the delivery of patient care and the practice of nursing.
  - Serving as a change leader
  - Using emotional intelligence to adapt style to situational needs.
  - Establishing mechanisms for identification and mentoring of staff with leadership potential and succession planning.
- Exhibits Professionalism through:
  - Role modeling of personal and professional accountability
  - Mentoring and coaching others in the development of their career
  - Leadership presence that upholds professional ethical standards and advocacy of the clinical perspective.
- Executes Business Skills and Principles in the practice of:
  - Managing the financial responsibilities of clinical care.
  - Managing a large and complex group of employees – including performance management, retention, and succession planning.
  - Direct the operational objectives, goals, and specific strategies required to achieve the UCHealth strategy.
  - Advocating for the business case for nursing and clinical care
  - Using technology to support improvement of clinical and financial performance.
  - Directing implementation strategies to ensure an adequate and qualified workforce.

# Success Map: Nursing Director

## Essential Experiences:

- Master's prepared
- Progressive experience leading nursing in a complex healthcare organization
- Collaboration with an executive team.
- Successful application of evidence based practice, research, and outcome measurement
- Exercise reflective practice, change management and results-oriented leadership
- Managing annual operating budgets and long-term capital expenditures
- Familiarity of the Magnet model and principles
- Lead/ facilitate performance improvement teams to improve systems/ processes
- National Certification

## Future Trends: Reduction of reimbursements

- Increased utilization of APPs
- Changing nursing workforce
- Rapid growth and change
- Increased impact of innovative technologies

## Key Relationships:

- Senior Leadership
- Regulatory Agencies
- Department or Division employees
- Medical staff leadership and providers
- Director colleagues

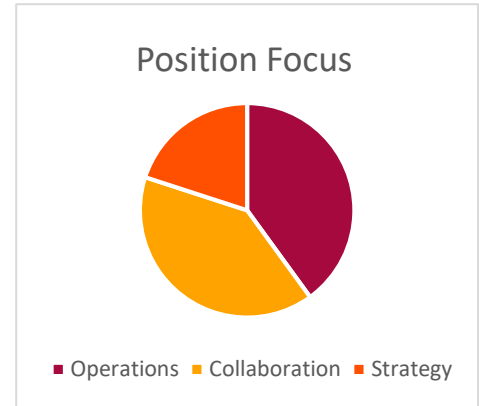
## Participation:

- Professional organizations
- Community Boards

## UCHealth Leadership Competencies:

- Instills Trust
- Manages Ambiguity
- Drives Results
- Plans and Aligns

<b>Position:</b>	Nurse Manager
<b>Reports to:</b>	Entity Nursing Director
<b>Primary Location:</b>	
<b>Major Responsibilities:</b>	Demonstration of AONE Competencies <ul style="list-style-type: none"> <li>• Managing the Business</li> <li>• Leading the People</li> <li>• Leader Within</li> </ul>



## Key Roles:

As the Nurse Manager for the practice of nursing and clinical care, this position:

- Manages the business by:
  - Financial management
  - Human resource management
  - Performance improvement
  - Patient Experience Focus
  - Foundational thinking skills
  - Technology
  - Strategic Management
  - Appropriate clinical practice knowledge
- Leads the People by:
  - Human Resource leadership skills
  - Relationship management and influencing behaviors
  - Supports Diversity/Inclusiveness
  - Shared Decision Making
- Creates the leader within self by:
  - Personal and professional accountability
  - Career planning
  - Reflective Practice

## Essential Experiences:

- Master's prepared (preferred)
- Certification
- Collaboration with Interprofessional colleagues
- Manage care efficiency and throughput
- Create, monitor and analyze a budget
- Evaluate staffing patterns and needs
- Facilitate change management
- Performance management
- Conflict / situation management
- Generational and cultural diversity
- Familiarity of the Magnet model and/or Pathways to Excellence principles
- Facilitate performance improvement initiatives to improve systems/ processes

## Future Trends:

- Recruitment and retention strategies
- Changing nursing workforce
- Rapid growth and change
- Increased impact of innovative technologies

## Key Relationships

- Directors
- Quality colleagues
- Regulatory colleagues
- Department employees
- Interprofessional clinicians
- Professional Development colleagues
- Medical staff leadership and providers

## Participation:

- Patient Safety and Quality
- Professional Practice (policy and guidelines)
- Practice Councils
- Service Lines as appropriate
- Professional Organizations as appropriate

## UCHealth Leadership Competencies:

Customer focused	Demonstrates self-awareness
Instills trust	Manages ambiguity
Collaborates	Communicates effectively
Builds effective teams	
Plans and aligns	



UCHealth Professional Development Plan  
Talent Profile

Name	
Current Title	
Department	
Future Roles(s)	
Willing to Relocate or Commute?	<Which Regions>
Years in current position	
Education	<Enter Institution, Highest degree attained and major>
Job History	<p>Job History at UCHealth</p> <p>Prior relevant job history</p>

**Leadership Competency Ratings- Current Role**

(Pick the top 4 UCHealth Leadership Competencies you recognize you utilize for your current role and rate where you are today)

<b>Competency name</b>	<b>Rating</b>
Communicates effectively	Talented
Choose one...	Choose One...
Choose one...	Choose One...
Choose one...	Choose One...

**Leadership Competency Ratings – For Future Role**

(Pick the top 4 UCHealth Leadership Competencies you recognized needed for future role and rate where you are today)

<b>Competency name</b>	<b>Rating</b>
Drives vision and purpose	Skilled
Cultivates Innovation	Skilled
Choose one...	Choose One...
Choose one...	Choose One...

**List identified Strengths:**

**List identified Development Opportunities:**



UCHealth Professional Development Plan  
Talent Profile

**UCHealth and Other Accomplishments:**

**Development Plan**

<b>Stretch Developmental Objectives</b>	<b>Purpose</b>	<b>Time Frame (2-3 years)</b>	<b>Description of Planned Developmental Activity</b>	<b>Evidence of Accomplishment</b>

Notes:

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