

## Scope and Standards of Practice for the Nursing Professional Development Specialist

### Standard 1

#### *Assessment of Practice Gaps*

The nursing professional development practitioner analyzes issues, trends, and supporting data to determine the needs of individuals, organizations, and communities in relation to health care.

#### **The nursing professional development specialist:**

1. Prioritizes macrosystem needs to address them promptly.
2. Forecasts potential needs based on environmental scanning.

### Standard 2

#### *Identification of Learning Needs*

The nursing professional development practitioner collects data and information to validate an identified gap in professional practice and to determine the specific knowledge, skill, or practice deficit or opportunity.

#### **The nursing professional development specialist:**

1. Oversees the systematic and purposeful collection of data, information, knowledge, and evidence.
2. Synthesizes evidence relevant to the situation to identify patterns, trends, and variances.
3. Assesses knowledge, skill, and practice gaps within the macrosystem.
4. Differentiates between practice gaps and performance/systems issues.
5. Collects pertinent data using valid and reliable techniques and instruments including, but not limited to, focus groups, review of evidence, and analysis of trends.

### Standard 3

#### *Outcomes Identification*

The nursing professional development practitioner identifies desired outcomes of the educational plan.

#### **The nursing professional development specialist:**

1. Involves learners and key stakeholders in formulating expected outcomes.

2. Develops context-specific outcomes based on organizational, stakeholders' and learners' values, goals, current evidence, and regulations.
3. Revises outcomes based on trends, evidence, and changes in stakeholders' expectations.

## Standard 4

### *Planning*

The nursing professional development practitioner establishes a plan that prescribes strategies, alternatives, and resources to achieve expected outcomes.

#### **The nursing professional development specialist:**

1. Determines appropriate interventions as a result of differentiating educational practice gaps from individual performance/systems issues.
2. Incorporates theories pertaining to learning, behavioral change, motivation, epidemiology, and other frameworks in designing educational materials and programs.
3. Analyzes cost and anticipated return on investment for learning activities, programs, and projects.
4. Exhibits systems thinking throughout the planning process.

## Standard 5

### *Implementation*

The nursing professional development practitioner implements the identified plan.

#### **The nursing professional development specialist:**

1. Uses quality principles and concepts in the implementation of system-wide programs and projects.
2. Engages organizational systems and resources that support implementation.

## Standard 5-A

### *Coordination*

The nursing professional development practitioner coordinates educational initiatives and activities.

#### **The nursing professional development specialist:**

1. Leads in the coordination of interprofessional healthcare and community resources (e.g. human, clinical, financial, technical, educational, cultural) for integrated educational services.

## Standard 5-B

### *Facilitation of Positive Learning and Practice Environments*

The nursing professional development practitioner employs strategies to facilitate positive learning and practice environments

#### **The nursing professional development specialist:**

1. Evaluates diverse learning environments (such as virtual) and their suitability to the organization and target audience.
2. Establishes the value of positive learning and practice environments.
3. Role models practices for creating and sustaining positive learning and practice environments.
4. Creates processes that support seamless transitions to practice and between practice settings.

## Standard 5-C

### *Consultation*

The nursing professional development specialist provides consultation to influence plans, enhance the abilities of others, and effect change.

#### **The nursing professional development specialist:**

1. Synthesizes data and information, while incorporating conceptual or theoretical frameworks when providing consultation.
2. Facilitates the effectiveness of a consultation by involving the learner, stakeholders, and other specialties in the decision-making process and negotiation of role responsibilities.
3. Communicates consultation recommendations that influence the identified plan, facilitate understanding by stakeholders, enhance the work of others, and effect change.
4. Establishes formal and informal consultative relationships that may lead to professional development or mentorship opportunities.
5. Advises in the design, development, implementation, and evaluation of materials and teaching strategies appropriate to the situation and the learner's developmental level, learning needs, readiness, ability to learn, language preference, and culture.
6. Incorporates theories pertaining to learning, behavioral change, motivation, epidemiology, and other related frameworks in consulting and collaborating when designing educational materials and programs.
7. Develops recommendations and strategies to address problems and complex issues.

## Standard 6

### *Evaluation*

The nursing professional development practitioner evaluates progress toward attainment of outcomes.

#### **The nursing professional development specialist:**

1. Creates processes to identify and involve stakeholders in the evaluation process.
2. Formulates a systematic and effective evaluation plan aimed at measuring processes and outcomes that are relevant to programs, learners, and stakeholders.
3. Synthesizes evaluation data to guide decision-making about educational programming.
4. Demonstrates program value based on achieved outcomes.
5. Disseminates the evaluation results of educational programs.

## Standard 7

### *Ethics*

The nursing professional development practitioner integrates ethics in all areas of practice.

#### **The nursing professional development specialist:**

1. Analyzes factors related to privacy, security, and confidentiality in the use and handling of records related to educational programs.
2. Develops processes for monitoring the integrity of educational activities including screening for potential or actual unethical behavior, commercial bias, compromise of intellectual property rights, or conflict of interest and to identify and address ethical issues within the learning environment.

## Standard 8

### *Education*

The nursing professional development practitioner maintains current knowledge and competency in nursing and professional development practice.

#### **The nursing professional development specialist:**

1. Determines current and future educational needs of NPD practitioners within professional sphere of influence.

## Standard 9

### *Evidence-Based Practice (EBP) and Research*

The nursing professional development practitioner acts as a champion of scientific inquiry, generating new knowledge and integrating best available evidence into practice.

#### **The nursing professional development specialist:**

1. Synthesizes and appraises the best available evidence to recommend practice changes.
2. Applies principles of implementation science to maintain and sustain practice changes.
3. Recommends and implements research activities to align with the organizational strategic plan.
4. Contributes to interprofessional practice by supporting, conducting, and synthesizing research and evidence-based practice.
5. Leads quality initiatives.
6. Disseminates research, EBP, and quality improvement findings through activities such as presentations, publications, and consultation.
7. Advances the science of NPD practice

## Standard 10

### *Quality of Nursing Professional Development Practice*

The nursing professional development practitioner systematically enhances the quality and effectiveness of nursing professional development practice.

#### **The nursing professional development specialist:**

1. Develops, measures and analyzes NPD unit/department quality outcomes to demonstrate impact on nursing care delivery such as patient outcomes, nurse competency, practice improvements.
2. Leads quality improvement processes based on NPD unit/department quality outcome analysis.
3. Collaboratively develops improvement plans for those with competency deficits in NPD practice.
4. Synthesizes evaluation data, trends and expectations to guide decision-making about changes and improvement of all components of nursing professional development practice.

## Standard 11

### *Change Management*

The nursing professional development practitioner acts as a change agent within all settings.

**The nursing professional development specialist:**

1. Continuously scans the environment for trends and issues that require change.
2. Acts as adaptive expert implementing sustainable rapid cycle change.
3. Collaboratively creates the change strategy.
4. Leads the implementation of change strategies.
5. Assesses meso- and macrosystem readiness for change.
6. Fosters acceptance, adoption, and action toward change.
7. Creates a climate for change.
8. Manages organizational change.
9. Adapts change management strategies based on on-going assessment.
10. Sustains change at the macrosystem level.

**Standard 12**

**Leadership**

The nursing professional development practitioner provides leadership in the professional practice setting and the profession.

**The nursing professional development specialist:**

1. Creates a culture in which innovation and risk-taking are promoted and expected. • Creates a just culture.
2. Assumes leadership roles representing nursing professional development.
3. Partners with academia, specialty organizations, and others to create and implement nursing roles for the future.
4. Demonstrates value of NPD to the organization through return on investment, enhanced quality of care, and improved patient outcomes.
5. Influences decision-making bodies to maintain and improve quality nursing and professional development programs.
6. Ensures NPD department compliance with reporting to regulatory bodies.
7. Incorporates leadership strategies into all activities.

8. Leads organizational committees and shared governance councils.
9. Designs project plans using project management tools and oversees implementation.
10. Assumes a leadership role in excellence recognition initiatives.
11. Participates in local, state, regional, and national healthcare initiatives.
12. Prepares for and seeks opportunities to serve on health-related boards of directors.

### Standard 13

#### *Collaboration*

The nursing professional development practitioner collaborates with interprofessional teams, leaders, stakeholders and others to facilitate nursing practice and positive outcomes for consumers.

#### **The nursing professional development specialist:**

1. Develops partnerships and coalitions to enhance health care through interprofessional initiatives (e.g. quality improvement and organizational excellence initiatives).
2. Develops collaborative partnerships for the planning, development, implementation and evaluation of interprofessional continuing education.
3. Evaluates the effectiveness of collaborative endeavors.

### Standard 14

#### *Professional Practice Evaluation*

The nursing professional development practitioner evaluates personal practice in relation to professional practice standards and guidelines, and relevant statutes, rules, and regulations.

#### **The nursing professional development specialist:**

1. Seeks interaction, peer review, and feedback from colleagues beyond the immediate practice environment.
2. Maintains professional certification in NPD.

### Standard 15

#### *Resource Utilization*

The nursing professional development practitioner considers factors related to quality, safety, effectiveness and cost regarding professional development activities and expected outcomes.

**The nursing professional development specialist:**

1. Allocates human, financial and material resources based on identified needs and goals and in alignment with organizational strategic plan.
2. Develops innovative solutions and strategies to secure appropriate resources and technology for professional development initiatives.
3. Administers human resources, facilities, materials, equipment, and technology for educational activities.

**Standard 16**

*Mentorship/Advancing the Profession*

The nursing professional development practitioner advances the profession and the specialty through mentoring and contributions to the professional development of others.

**The nursing professional development specialist:**

1. Promotes NPD as a nursing specialty.
2. Models expert practice to peers, interprofessional team members, healthcare consumers, and learners.
3. Advances the profession through publications, presentations, and other scholarly work.
4. Collaborates with interprofessional colleagues on activities to advance the profession.
5. Develops programs to recognize the role of the NPD practitioner within the organization.
6. Promotes the value of NPD practice for healthcare.