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### **Competencies of nurse managers to manage standards-based nursing practice and the impact of an educational intervention on effectiveness, adoption and implementation of these competencies**

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**Statement of the problem:** Nurse Managers (NMs) play strategic roles in delivering quality healthcare and meeting client expectations at reasonable costs. There is little information about NMs' competencies to do so. This research study addressed the competencies of NMs to manage standards-based nursing practice and the impact of a Nurse Manager Competencies (NMC) educational intervention on these competencies

**Theoretical orientation and methodology:** Competencies were adapted from the American Organization of Nurse Executives (AONE) (2015) Competency Model. The RE-AIM framework (Gaglio, et.al.,2013; Glasgow, 1999) guided the impact assessment. A randomized controlled trial was conducted. 103 NMs from four public hospitals in Central Philippines were randomly assigned to the intervention (n=63) and control (n=40) arms and attended a 60-minute small group educational session about NMC or Women's Health, respectively. The NMC session focused on NM competencies, managerial processes and standards of nursing practice. Data were collected through self-administered questionnaires.

**Findings:** Baseline competencies of nurse managers were higher in the domains of Communication and relationships management, Knowledge of the healthcare environment and Professionalism; and lower in the Leadership and Business skills and principles domains. Examples of higher competencies include Dedication to patient safety, Decision making, Clinical practice knowledge, Clinical skills and Ethics; lower competencies examples include Marketing, Cost benefit analysis, Information management and technology, Research process and Succession planning. Knowledge competencies were higher than Skill competencies. NMs who received the NMC intervention had significantly higher competencies to manage standards-based nursing practice (Effective) and were more likely to Adopt and Implement these competencies than NMs who did not. Conclusion: NMs have both high and low competencies. Receipt of an NMC intervention appeared to significantly increase NM competencies, as well as the adoption and implementation of these competencies.

**Recommendation:** NM competencies in the Leadership, and Business skills and principles domains are priority areas for capacity-boosting activities such as NMC educational sessions.

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