DOCUMENT C FOR COMMENT

Outcomes of Clinical Nurse Specialists
TABLE 3.

OUTCOMES – PATIENT DIRECT CARE SPHERE	
1	Phenomena of concern requiring nursing interventions are identified.
2	Diagnoses are accurately aligned with assessment data and etiologies.
3	Plans of care are appropriate for meeting patient needs with available resources, reflecting patient/family treatment preferences and shared decision making.
4	Nursing interventions target specified etiologies.
5	Programs of care are designed for specific populations (e.g. oncology, specific ethnic groups, end-of-life).
6	Prevention, alleviation, and/or reduction of symptoms, functional problems, or risk behaviors are achieved.
7	Nursing interventions, in combination with interventions by members of other disciplines, result in synergistic patient outcomes.
8	Unintended consequences and errors are prevented.
9	Predicted and measurable nurse- sensitive patient outcomes are attained through evidence-based practice.
10	Interventions have measurable outcomes that are incorporated into guidelines for practice with deletion of inappropriate interventions.

11	Collaboration with patients/clients, nursing staff, as well as physicians and other health care professionals, occurs as appropriate.
12	Desired measurable patient/client outcomes are achieved. Desired outcomes of care may include improved clinical status, quality of life, functional status, alleviation or remediation of symptoms, patient/family satisfaction, and cost effective care.
13	Innovative educational programs for patients, families and groups are developed, implemented, and evaluated.
14	Transitions of patients/clients are fully integrated across the continuum of care to decrease fragmentation.
15	Reports of new clinical phenomena and/or interventions are disseminated through presentations and publications.
16	Interventions that are effective in achieving nurse sensitive outcomes are incorporated into guidelines and policies.
OUTCOMES – NURSES AND NURSING PRACTICE SPHERE	
1	Knowledge and skill development.
2	Evidence-based practices are used by nurses.
3	The research and scientific base for innovations is articulated, understandable, and accessible.
4	Nurses are able to articulate their unique contributions to patient care and nurse-sensitive outcomes.
5	Nurses are empowered to solve patient care problems at the point of service.
6	Desired patient outcomes are achieved through the synergistic effects of collaborative practice.
7	Nurses' career enhancement programs are ongoing, accessible, innovative, and effective.

8	Nurses experience job satisfaction.
9	Nurses engage in learning experiences to advance or maintain competence.
10	Nurses use resources judiciously to review overall costs of care and enhance the quality of patient care.
11	Competent Nursing personnel are retained due to increased job satisfaction and career enhancement.
12	The impact of implicit bias on relationships and outcomes is recognized and minimized.
13	Educational programs that advance the practice of nursing are developed, implemented, evaluated, and linked to evidence-based practice and effects on clinical and fiscal outcomes.
14	Nurses have an effective voice in decision-making about patient care.

OUTCOMES – ORGANIZATION/SYSTEM SPHERE	
1	Clinical problems are articulated within the context of the organization/system structure, mission, culture, policies, and resources.
2	Patient care processes reflect continuous improvements that benefit the system.
3	Change strategies are integrated throughout the system.
4	Policies enhance the practice of nurses individually as members of multidisciplinary teams.
5	Innovative models of practice are developed, piloted, evaluated, and incorporated across the continuum of care.
6	Evidence-based, best practice models are developed and implemented.
7	Nursing care and outcomes are articulated at organizational/system decision-making levels.
8	Stakeholders (nurses, other health care professionals, and management) share a common vision of practice outcomes.

9	Decision makers within the institution are informed about practice problems, factors contributing to the problems, and the significance of those problems with respect to outcomes and costs.
10	Patient care initiatives reflect knowledge of cost management and revenue enhancement strategies.
11	Patient care programs are aligned with the organization's strategic imperatives, mission, vision, philosophy and values.
12	Staff comply with policies, protocols and standards of care that reflect regulatory requirements and standards.
13	Policy-making bodies are influenced to develop regulations/procedures to improve patient care and health services.