

Graduate Certificate: Clinical Nurse Leader

**College of Health Professions
McAuley School of Nursing**

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Prepared by

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on behalf of the Graduate Committee McAuley School of Nursing**

Proposal for Graduate Certificate: Clinical Nurse Leader

A. Summary

This certificate option will expand and enhance the program offerings provided by the McAuley School of Nursing (MSON) through the addition of a graduate certificate offered to students holding a Master of Science in Nursing degree from an accredited university. This graduate certificate option contains courses that focus on the role of the Clinical Nurse Leader established by the American Association of Colleges of Nursing to address competencies in leadership at the point of care, outcomes management, evidence based practice, quality improvement, patient safety, and management of complex health systems and patient populations within microsystem level.

Courses for the Clinical Nurse Leader Certificate option reside in the existing Master of Science in Nursing programs offered by the McAuley School of Nursing, specifically the existing Clinical Nurse Leader Program. The certificate option will respond to needs identified by health system partners in the Detroit area and the state of Michigan, and is supported nationally by the American Association of Colleges of Nursing (AACN).

- Nationwide, and in response to expert testimony from the Joint Commission on Accreditation of Healthcare Organizations, the American Association of Colleges of Nursing established the curriculum requirements and program guidelines for the Clinical Nurse Leader role (AACN position paper, 2004, 2007). Major hospital systems in the Detroit Area and the State of Michigan have identified a need for this role. The Trinity System has partnered in implementation with the McAuley School of Nursing for the Master of Science Clinical Nurse Leader option. In March 2007, the College of Health Professions Advisory Board and the McAuley School of Nursing Advisory Board provided unanimous approval and consensus for the development and implementation of the CNL program. Members of both boards identified the CNL role as one that is needed and would be welcomed in their health care organizations as a critical role that would improve healthcare efficiencies and customer service. In exploring health system interest, a request for the graduate CNL certificate option was made by the Veteran's Administration, the Detroit Medical Center, and the Henry Ford Health System. The roster of Advisory Board members from the College and the School of Nursing can be made available on request.
- The CNL program options require a partnership between Universities and Health Care Systems since implementation of this role requires a change in the method of delivering care. Interest in developing a graduate certificate in Clinical Nurse Leadership was the result of a nation wide focus to establish educational programs and health care systems partnerships to meet the future needs in healthcare. These efforts resulted in the development and recognition of clinical leaders, a data driven, outcomes focused practitioner to meet the regulatory requirements to improve patient safety, organizational efficiency, and healthcare delivery redesign. The purpose of these partnerships is twofold. First, the healthcare organization will benefit by developing human capital and future leaders within their organization, addressing real issues that impact organizational success. Second, this certificate program will offer nurses an option to attain knowledge required for the Clinical Nurse Leader in microsystems leadership and management, outcomes, informatics, quality improvement and patient safety to facilitate organizational success related to clinical excellence, outcomes management, and healthcare delivery redesign. Upon completion of the graduate certification program, students will benefit by having job opportunities within their existing healthcare organizations and organizations will benefit through retention of staff through continued employment in their new role. The University and the School of Nursing will benefit from responding to an identified community need.
- There is growing concern in healthcare systems about the quality of patient care and errors in care delivery. Inherent in these concerns is recognition that the adequacy of nurse staffing is not just an issue of numbers but also of appropriate education. While there is ample evidence for the need to produce more nurses to meet the pressing health care needs of society, this is not just a matter of

increasing the volume of the nursing workforce. Universities and the nursing profession are expected to produce quality graduates and practitioners who:

- Are prepared for clinical leadership in all health care settings;
 - Are prepared to implement outcomes-based practice and quality improvement strategies;
 - Will remain in and contribute to the profession, practicing at their full scope of education and ability; and
 - Will create and manage microsystems of care that will be responsive to the health care needs of individuals and families (AACN, 2004).
- Currently there are no universities in the metropolitan Detroit area that offer a masters degree in clinical nurse leadership. While the AACN has identified partnership agreements between 4 other universities and corresponding health systems partners in Michigan (Grand Valley State University, Hope College, Michigan State University, and Saginaw Valley State University -AACN August, 2006), only Saginaw Valley has implemented a Master's Degree option for the Clinical Nurse Leader. University of Detroit-Mercy would be the first University in the state to respond to this national need in offering a graduate Clinical Nurse Leader certificate program.
 - Clinical Nurse Leadership programs can only be developed through partnerships between a university and health care systems, criteria established by the American Association of Colleges of Nursing required for CNL education. The Clinical Nurse Leader Master's Degree Program was planned in partnership with the Trinity Health System, the 3rd largest Catholic healthcare system in the U.S. As planning and implementation progressed, the VA Medical System, Henry Ford Health System, and the Detroit Medical Center expressed interest in a graduate certificate program to more fully align educational offerings to those employees holding a clinical master's degree in other specialties.

Congruent with the graduate certificate Family Nurse Practitioner program offered in the McAuley School of Nursing, the graduate Clinical Nurse Leader certificate is an option for individuals who already possess a Master's degree in nursing from a nationally accredited program. The requirements of this option are individualized but require completion of courses specific to the clinical nurse leader and clinical hours culminating in a clinical immersion (stipulated by the American Association of Colleges of Nursing and the Commission on Nursing Certification).

Student transcripts from prior academic institutions will be reviewed and evaluated by the Clinical Nurse Leader Program Coordinator prior to admission in the Clinical Nurse Leader Certificate Program to establish the American Association of Colleges of Nursing requirements for Clinical Nurse Leaders have been fulfilled. The American Association of Colleges of Nursing has defined curricular requirements inclusive of Anatomy and Physiology, Microbiology, Epidemiology, Statistics, and Health Care policy (at the graduate or undergraduate levels) and additional graduate level content (built upon the undergraduate foundation) in Health Assessment, Pharmacology, and Pathophysiology (AACN, 2007).

Upon completion of the 22 credit certificate program in Clinical Nurse Leadership, students will be eligible to sit for the national board certification exam for Clinical Nurse Leaders. This certification is endorsed by the American Association of Colleges of Nurses and offered through the Commission on Nurse Certification.

The McAuley School of Nursing Masters program is fully accredited by the Commission on Collegiate Nursing Education (CCNE). The graduate certificate program is derived from existing course offerings. Upon approval of this certificate program by the University, notification to the American Association of Colleges of Nursing and the CCNE of the addition of this program will occur.

B. Description of the Certificate

Program Description (Catalog)

The graduate Clinical Nurse Leader Certificate Program at the University of Detroit Mercy provides qualified nurses an opportunity to gain advanced generalist knowledge in leadership at the point of care, assessment, management and evaluation of healthcare delivery systems,

quality improvement, safety, evidence-based practice, informatics, and outcomes to function in the role of the Clinical Nurse Leader in various health care settings.

Established to recognize nurses who have completed Master of Science in Nursing degrees, this certificate program builds on past clinical course work to incorporate unique attributes of microsystem leadership and lateral integration, quality improvement, evidence-based practice, outcomes management, and management of complex work environments to prepare nurse leaders who can address contemporary issues in an evolving healthcare environment by addressing fragmentation of care, systems inefficiencies, and concerns about patient safety and quality of care. Students completing the course requirements for the graduate CNL certificate program will be eligible to sit for the Clinical Nurse Leader board certification examination offered by the American Association of Colleges of Nursing and the Commission on Certification for Nurses.

The graduate Clinical Nurse Leader certificate program requires 22 credit hours of course work inclusive of a clinical immersion project (designed with the health system partner). The MSON is committed to flexibility in the program and therefore offers part-time options for degree completion. A certificate of completion is awarded at the completion of the certificate program requirements.

Unique attributes of the Clinical Nurse Leader graduate certificate students are

- i. Strengthening partnerships between the University and health systems as a requirement to offer the graduate certificate program
- ii. Program impacts nursing leadership and quality of care beyond the metropolitan Detroit area.
- iii. Program meets an expressed need of potential students and healthcare systems to improve the delivery of care for the future.
- iv. A pool of students identified and supported by Health System partners
- v. Provides certificate students with the opportunity to become board certified after completion of course work inclusive of the clinical immersion project.
- vi. Roles identified by the Health Care System Partners that insure employment upon completion of the program.

Please see Appendix A for a matrix of course sequence and terms. This certificate program was constructed based on current offerings of courses within the MSON for the Clinical Nurse Leader Master's Degree option (supported by clinical core from the Family Nurse Practitioner and Clinical Nurse Leader/Nurse Educator, and Health Systems Management offerings).

The graduate certificate program will be offered through health system cohort models, online delivery, and integration of the certificate students with other graduate students in the McAuley School of Nursing graduate degree programs. These options have been used in the BSN Completion program and other post-baccalaureate certificate programs offered by the McAuley School of Nursing. The cohort model will be offered to groups of students from various health systems interested in pursuing the online delivery method. Students that desire traditional classroom experiences will be integrated into existing course offerings held on the McNichols Campus or be offered courses at offsite locations in classrooms supplied by health systems partners. Courses offered at health system partner locations will be offered in the evening so students can attend class after their work hours. Clinical immersions will be completed onsite at the health systems partner locations. Traditional classroom courses are web supported and online and mixed mode (face to face and online) options will be available.

The CNL graduate certificate program respects academic integrity and intellectual merit that is present throughout the MSON offerings by utilizing existing courses that have been approved and accredited by the CCNE in the Clinical Nurse Leader Master's of Science option.

Admission Criteria

The Graduate Certificate option is available to applicants that have already earned a Master's of Science in Nursing from an accredited program. This certificate program does not lead to an academic degree from the University of Detroit-Mercy.

Admission Criteria for the Graduate Clinical Nurse Leadership Certificate:

1. A Master of Science degree in nursing from a nationally accredited program.
2. A minimum cumulative graduate GPA of 3.0
3. A minimum of 2000 hours of experience as a registered nurse.
4. License to practice as a registered nurse.
5. Two letters of professional recommendation (one from a person in a supervisory capacity).
6. An autobiographical statement of personal goals and objectives.
7. An interview with the CNL Program Coordinator
8. A letter of agreement and partnership from your employing agency

An individualized program of study will be designed, based on an applicant's prior academic coursework, and professional and clinical experiences. An applicant's transcripts from prior academic institutions will be reviewed by the Clinical Nurse Leader Program Coordinator/Advisor to determine an applicant's specific program of study.

The graduate certificate program will require 22 credit hours (inclusive of the clinical immersion project designed with the health system partner). The MSON is committed to flexibility in the program and therefore offers part-time options for certificate completion. A Clinical Nurse Leader certificate is conferred at the completion of the program requirements.

It is anticipated that the Clinical Nurse Leader graduate certificate program will not have a negative impact on existing Master's degree programs since the focus of this degree is to prepare generalist practitioners at the microsystems level in the provision of care at the bedside or unit level. Other MSON Master's degree programs prepare advanced practice specialists who function at the system, or macro level of care. However, it will result in net new increased enrollment in current master's core courses and select courses taken by FNP, CNS/NE, HSM and Clinical Nurse Leader students.

C. Mission

The following mission of the McAuley School of Nursing validates the fit with the overall University mission:

"The mission of the McAuley School of Nursing (MSON) program is to prepare skilled baccalaureate and master's level nurses who are committed to lead, provide high quality, cost-effective and culturally competent health care services to individuals, families, and communities. Congruent with the University's mission, "the program focuses on providing nursing care to the underserved in an urban context."

D. Objectives, Learning Outcomes and Assessment

See Appendix A for course descriptions and learning objectives for each of the courses offered in this certificate program.

Learning outcomes and objectives of the certificate will be assessed by The MSON Systematic Evaluation Plan. Formative and summative evaluation will be used to measure learning outcomes and objectives. The CNL graduate certificate program will utilize the evaluation methods and reporting strategies currently used by other master's degree options in the MSON. Metrics include recruitment and retention of students, certificate completion rates, board certifications rates, graduate satisfaction rates, employment rates and patterns, and costs for the program. Focus groups with students, healthcare administrator partners and CNL preceptors will also be conducted to identify barriers in the admission process, to identify problems, and to gather suggestions for improvements.

E. Market and Need

The proposed graduate certificate program does not require any new courses, faculty, administrators, staff or facilities, therefore, Market Study was omitted.

Student demand was established from feedback provided by our health systems partners and input from the College of Health Professions and McAuley School of Nursing Advisory Boards.

Support and interest for the program has been expressed by the Veteran's Administration, Henry Ford Health System, the Detroit Medical Center, and the Trinity Health System for implementation of the Clinical Nurse Leader role. The MSON has unique partnership agreements with the Veteran's Administration who have mandated employment of Clinical Nurse Leaders in all Veteran's Administration hospitals by 2012. The leadership of the Veteran's Administration (in Michigan and the adjoining 11 VA visons in the Midwest) have expressed the desire to partner with UDM to offer this program to their employees. The Veteran's Administration has national approval for the implementation of the CNL role and plans to implement this in the Detroit region through the Veterans Integrated Service Network (VISN), a prescribed territory that includes Detroit, Saginaw, Ann Arbor, Battle Creek, Northern Indiana, Indianapolis, Danville Illinois, and Fort Wayne Indiana veterans hospitals. Partnerships have been established with Trinity Health to implement this role from a system-wide perspective (initially in Western Michigan and Southeast Michigan with an eventual national rollout). Trinity plans to use the CNL role as a prototype to support the Excellence in Patient Care Experience for their health system throughout the country.

F. Students

Students admitted to the graduate certificate CNL program will be new students to the university, be nurses who have completed Master of Science in Nursing degrees with at least 2000 hours of clinical practice prior to enrollment in this certificate program. They will be employed and have a license to practice as a registered nurse. Students will self-select for this certificate program.

One of the AACN requirements to offer this program is that a Health System must agree to partner with UDM. Therefore, a letter of agreement and partnership will be established between UDM and the employing organization that supports the certificate program objectives.

It is anticipated that the CNL graduate certificate will attract new students to the University because of the requirements posed nationally by the Veteran's Administration to employ Certified Clinical Nurse Leaders in each Veteran Administration hospital throughout the country by 2012.

The graduate certificate program will attract a diverse student body based on the partnerships with health systems in the greater metropolitan Detroit areas. Since the student body will be representative of the diversity found in the healthcare systems and the healthcare systems that have shown interest in the CNL graduate certificate reside in under served areas with diverse ethnic, racial, and gender composition, the students will be reflective of the communities in which they work.

G. Faculty

Faculty for the CNL graduate certificate will be drawn from the existing master's degree faculty in the Family Nurse Practitioner, Health Services Management, Clinical Nurse Specialist/Nurse Educator and Clinical Nurse Leader options in the McAuley School of Nursing. New faculty will not be needed to launch this certificate program.

H. Administration and Support

Administration and support of the CNL program will be provided by existing MSON policies and administrative staff. Information technology support offered in Blackboard and existing teleconference capabilities will be utilized and no additional needs are identified at this time. The writing lab and library services offered to existing students will be utilized in this program and no additional lab space or administrative supports are anticipated.

The student will complete an Application for Certificate that is submitted to the College of Health Professions Office. When the student successfully completes the required courses for the certificate, the form is signed by the College Office and sent to the Registrar's Office. The certificate will then be recorded on the student's transcript.

I. Library Resources

Students in the CNL graduate certificate program would have access to the UDM resources including the online library and Blackboard support. Additional resources for print journals and reference books are not anticipated as CNL certificate students will utilize existing UDM resources for their course of study.

J. Facilities

No additional facilities would be required for this certificate program. Existing faculty, office space, and administrative support would be utilized for this program.

K. External Support

No accreditation for this graduate certificate option exists, however the course content for this certificate program is based on existing Master of Science in Nursing programs by the McAuley School of Nursing and are accredited by CCNE.

The American Association of Colleges of Nursing stipulates the content for graduate Clinical Nurse Leader certificates and eligibility for national board certification. These requirements have been reviewed and are fulfilled in the proposed certificate program.

L. Operating Revenue and Costs

M. No additional operating costs anticipated. Students will be added into existing classes or be placed in a cohort.

The admission of 15-20 students starting in Fall 2009 is anticipated derived from a combination of employees from the Veteran's Administration, the Detroit Medical Center, and Trinity Health.

N. Approval Process

Indicate any other University support that has been obtained.

Approval of the McAuley School of Nursing Graduate Committee, support from the McAuley School of Nursing Advisory Board. Letter from the Veteran's Administration.

Appendix A

Graduate Certificate CNL Program Plan

YR	Fall 09	Cr.	Winter 10	Cr	Summer 10	Cr
1	NUR 5400 Management of Health Systems	3	NUR 5820 Quality Improvement in Microsystems	3	NUR 5810 Microsystem Leadership	3
	NUR 5300 Nursing Informatics	3	NUR 5600 Management of Patient Outcomes	3	NUR 5920 Evidence Based Scholarly Project	2
					NUR***CNL Role Definition (course number to be assigned)	1
	Total	7	Total	6	Total	6
YR						
2	NUR 5930 Clinical Immersion Project	4				
	Total	22	Total	6	Total	6

An individualized program of study will be designed based on an applicant's prior academic coursework and professional and clinical experiences. Applicant's transcripts from prior academic institutions will be reviewed by the Clinical Nurse Leader Program Coordinator/Advisor to determine an applicant's specific program of study. Transcribed completion of Advanced Health Assessment, Advanced Pathophysiology, and Advanced Pharmacology from an accredited Master of Science in Nursing degree is required and will be reviewed in accordance with existing MSON graduate program requirements. If these courses have not been completed prior to admission to the certificate program or are not equivalent to the course content in approved MSON courses, they will be added to the program plan on an individual basis.

NUR 5300 Nursing Informatics**Course Description:**

This course examines the emerging field of nursing informatics including roles for nurses in the specialty. Health information infrastructure needs and data standards are considered. The use of clinical terminologies including standardized nursing language for the capture of nursing data is explored. Issues of importance to system design are considered including user interface and data modeling, storage, and retrieval. The course will focus on information system selection and methods for successful implementation of information systems in health care organizations.

Course Objectives: Upon completion of this course, students will be able to:

1. Define nursing informatics and describe emerging roles for nurses in the health care informatics field.
2. Discuss the relationship of various concepts important to clinical information systems.
3. Examine capabilities of the electronic health record (EHR) and necessary health care data standards to support a health care data infrastructure.
4. Describe the role of controlled terminologies in the collection of nursing data and compare attributes of various terminologies.
5. Identify the importance of systems design, including such factors as user interface and data modeling, storage, and retrieval to the functionality of information systems.
6. Analyze the process for successfully selecting and implementing an information system in a health care organization

5400 Management of Health Systems

Course Description:

This course explores trends and issues in U.S. health systems as they relate to the delivery of nursing care services. Emphasis is placed on the role of nurse managers and nurse leaders in addressing contemporary health system issues such as the nursing work environment, workforce demands, patient safety, quality improvement, accreditation and compliance, technology issues, diversity in the workforce, and patient care delivery models. Students will learn to apply evidence-based management principles in resolving health systems issues that relate to nursing practice.

Course Objectives: Upon completion of this course, students will be able to:

1. Analyze health system industry trends, opportunities, and challenges as they relate to the delivery of nursing services.
2. Describe various roles and strategies for nurse managers and nurse leaders in improving health systems.
3. Propose strategies for improving the nursing work environment and easing the nursing shortage.
4. Analyze the impact of accreditation and compliance on health systems and on nursing's role within the health system.
5. Utilize various strategies to identify methods for promoting patient safety in health systems.
6. Apply evidence-based management techniques to address health systems issues.

NUR 5600 Management of Patient Outcomes

Course Description:

This course explores the assessment and management of patient outcomes in health settings across the continuum. Methods of measuring patient outcomes that are sensitive to nursing will be explored. Various strategies used in nursing to manage patient outcomes such as care and case management, disease management, demand management, population health management, and outcomes performance management will be addressed. Students will learn skills necessary to implement and monitor programs designed to enhance patient outcomes of health care.

Course Objectives:

Upon completion of this course, students will be able to:

1. Examine nursing sensitive patient outcomes and outcomes measurement methods and issues.
2. Evaluate structure and process variables that contribute to patient outcomes.
3. Analyze case management standards and approaches to outcomes management.
4. Evaluate disease management, demand management, population health management, and outcomes performance management approaches to patient outcomes management.
5. Recognize common approaches to synthesizing and integrating clinical evidence into practice and analyze the relationship between outcomes management and evidence-based practice.
6. Apply patient outcomes theory and research to the outcomes management process.
7. Propose, evaluate, and discuss the development and implementation of programs designed to enhance patient care outcomes.

NUR 5820 Quality Improvement in Microsystems

Course Description:

The course introduces the CNL to quality improvement theory, methods, and strategies to support health system improvements in the delivery of high quality, cost effective, safe patient care. It establishes a framework of knowledge, skills, and abilities to plan microsystem quality improvements using evidence-based practices in the design of an outcome driven microsystem quality improvement. In collaboration with health system leaders, and members of the interdisciplinary team, students will identify a health system issue amenable to microsystem intervention and develop a quality improvement plan to address the delivery of quality of patient care, patient outcomes, or system improvements using evidence-based practices and quality improvement methods. Quality improvement theory and methods, microsystem assessment, stakeholder needs and expectations, evaluation criteria and strategies directed toward individual and aggregate patient care populations, collaboration with interdisciplinary team members,

communication, documentation, cost effectiveness and efficiency, data gathering and monitoring, and evaluation of quality improvement strategies will be explored. (Clinical and Didactic content)

Course Objectives

Upon completion of this course, students will be able to:

1. Discuss the nature of the quality problem in U.S. healthcare, and describe quality issues commonly faced by health care organizations in the current healthcare environment.
2. Examine quality improvement theory, methods, and strategies and its application to quality improvement in health care systems.
3. Identify clinical and cost outcomes that improve safety, effectiveness, timeliness, efficiency, quality and patient-centered care.
4. Collaborate with organizational leaders and members of the interdisciplinary team to identify, critically review, and evaluate opportunities for microsystem quality improvement.
5. Synthesize knowledge of quality improvement to create a microsystem quality improvement plan that addresses patient safety, quality of care delivery, and support of organizational goals.
6. Engage in a peer review process to identify strategies that support successful project implementation.

NUR 5810 Microsystem Leadership

Course Description :

This course provides an introduction to theories essential to leadership in a contemporary health system and presents a framework for the CNL to explore horizontal and vertical leadership and applications of lateral integration utilizing a collaborative approach to manage complexity. Contemporary leadership theory, interdisciplinary team work, group dynamics, delegation, consultation, decision-making, time management, and coordination of care are explored within the microsystems as the foundation for understanding the Clinical Nurse Leader role competencies and their relationship to nursing and the health system. Examination of communication strategies, management of diversity, evidence based leadership and management practices, and effective use of resources to maintain patient safety are emphasized. The course emphasizes role development supported by self-assessment of leadership attributes and the establishment of strategies to lead and manage project implementation at the microsystem level.

(Clinical and Didactic content)

Course Objectives:

1. Analyze theories of leadership, change, complexity, microsystem management, horizontal leadership, emotional intelligence, decision making, team building, and group dynamics to support effective leadership in health systems leadership and systems.
2. Describe leadership attributes in the context of the complex interactions of organizational behavior and individual behavior within health services organizations and systems.
3. Evaluate microsystems leadership competencies such as team building, group dynamics, motivation of others, consensus building, conflict management, negotiation, and effective communication strategies to manage change and achieve organizational goals.
4. Compare and contrast practices of effective leadership through the synthesis of roles and behaviors exhibited by highly effective leaders.
5. Describe the role of diversity and advocacy within healthcare organizations.

NUR 5920 Scholarly Project

2 credits

Requires permission of advisor

The scholarly project provides the student with an opportunity to complete a mentored project in clinical practice, education, management, field research, faculty research projects or grant development. Examples of projects include teaching project, quality improvement project, protocol development, or manuscript development submitted for publication. This may be done as a group project. The project includes a written component or public presentation which is negotiated with the advisor.

NUR 5940: Clinical Immersion Experience for CNL**Course Description:**

Built from the concepts and project established in NUR 592, the clinical immersion experience will include a 300-400 hour mentored clinical immersion designed with the health system partner to provide an intensive immersion into the CNL role and practice expectations. The immersion experience will provide the student opportunity to integrate knowledge and skills acquired throughout the educational experience that allows for the full implementation of the CNL role. The immersion experience will reflect the dynamic and unique attributes of each of the healthcare system partnership organizations in which the CNL will practice and provide the opportunity for the CNL to establish their role in the partnership organization. Through the immersion experience, the CNL student will demonstrate the ability to integrate knowledge and skills acquired throughout the didactic and clinical education experiences to include an understanding of accountability for practice outcomes, and the ability to practice interdependently and independently beyond the novice stage. In addition, a strong interdisciplinary practice focus must be embedded into the experience.

Course Objectives:

1. Articulate the role of the CNL with a designated clinical preceptor and faculty partner.
2. Establish CNL role definition and expectations in the partner organizations.
3. Demonstrate the ability to integrate knowledge and skills acquired throughout the didactic and clinical education experiences.
4. Understand accountability for practice outcomes, and the ability to practice interdependently and independently beyond the novice stage.
5. Identify metrics and data collection methods to demonstrate CNL outcomes utilizing AACN guidelines for outcome measurement in partnership with the sponsor organization.
6. Weekly opportunities to collaborate with other CNL students, faculty, and mentors to dialogue on issues and assess experiences, particularly the implementation of the CNL role.
7. Dissemination of the results of the capstone project to partner organization administrators and staff.
8. Conduct a capstone project focused on an identified need of the partner organization.

Appendix

Website Information from the American Association of Colleges of Nursing

American Association of Colleges of Nursing (AACN)

<http://www.aacn.nche.edu/CNL/>

AACN Clinical Nurse Leader White Paper (February 2007)

<http://www.aacn.nche.edu/Publications/WhitePapers/CNL2-07.pdf>

AACN Toolkit

<http://www.aacn.nche.edu/CNL/toolkit.htm>

AACN End Competencies <http://www.aacn.nche.edu/CNL/pdf/EndCompsgrid.pdf>

CNL Certification

<http://www.aacn.nche.edu/CNL/certification.htm>