Competency-Based Framework for Clinical Nurses

Ministry of Health

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Brief overview of mandates of the Ministry of Health

Vision	"A Nation with the Best Health"

To provide quality healthcare services in both traditional and modern medicines	To prevent, control, eliminate and eradicate diseases
MISSION	
To rehabilitate and promote healthy living	To ensure sustainable, responsive, equitable, accessible, reliable and affordable health services

MANDATE

• In line with the Article 9, Section 21 of the Constitution of the Kingdom of Bhutan: "The State shall provide free access to basic public health"	• Ensure access, equity, and quality health services.

CORE VALUES

Competence:	Demonstrate expertise in carrying out the responsibilities and inspire others to have confidence.
Compassion:	Promote empathy, support, encouragement, and sensitivity in service provision
Equity:	Promote equity, basic rights, dignity, and access to care
Economy:	Cost conscious.
Integrity:	Conduct ethically and with honesty and accountability of service provision
Professionalism:	Demonstrate professional health care through positive attitude, actions, and comments.
Quality:	Commitment to excellence in service and care

Aim

The Competency-based Framework for the Clinical Nurses is developed in pursuit of the following:

➢ To define clear roles and responsibilities of Clinical Nurses for service delivery.
➢ To ensure training and development of Clinical Nurses are effective and aligned to the goal.
➢ To provide quality healthcare service by qualified and competent Clinical Nurses.

➢ Build competent Clinical Nurses for effective delivery of quality patient care.

Background:

Royal Civil Service Commission (RCSC) in collaboration with Singapore Polytechnic International (SPI) with funding support from Temasek Foundation International (TFI) launched the Competency-based framework for Public Service programme on 6th August 2018. The competency-based framework for public service programme aims to strengthen the capacity and capabilities of the Government agencies and public officers to implement competency-based management.

It focuses on human resource development through identification of skills needs of employees, assist continuous development and professionalism of civil servant to deliver responsibilities effectively and enhance efficiency towards achieving organizational goals. It employs heart on, hands on and head on approaches where we empathize the nurses and engages them in co-creation and synthesis of comprehensive Competency-based Framework through an open mind and divergent thinking in pursuit of enhanced public service delivery.

For the health sector, Clinical Nurses was chosen as one of the piloting occupational groups for Competency- based Framework development. From 12th August till 9th December 2018, the team constituting a technical working group from the Ministry of Health (MoH), Bhutan Medical and Health Council (BMHC), Jigme Dorji Wangchuck National Referral Hospital (JDWNRH) and RCSC developed the Competency Based Framework and Training Need Analysis for clinical

nurses which were co-created through a collaborative teamwork. The competency based framework constituted of 4 Key Roles, 11 Competency Areas, 29 Key Competencies, 101 Behavioral Indicators and training need analysis associated with competency based framework.

Processes:

Consultation and Validation of Key Roles

In August the technical working group developed three Key Roles: **Care Provider, Educator and Communicator.** These key roles were consulted through online survey with different category of health professionals constituting of Doctors, Nurses, Allied Health and District Health Officers and also the patients and families. The data were collected from the referral hospitals, district hospitals, Basic Health Units and nursing education institutes. An addition of 4th key role **"Nurse Manager"** was added to the existing key roles through the consultation.

Consultation and Validation of Competency Areas, Key Competencies & Behavioral Indicators:

During the 3rd workshops held in August 2018,11 Competency Areas, 30 Key Competencies and 108 Behavioral Indicators were developed by the team and validated by clinical nurses working under Ministry of Health. 99% of the nurses agreed to the proposed competencies and behavioral indicators.

Validation of Training Need Analysis:

The survey was conducted to collect feedback and comments from the target group on the Training Need Analysis (TNA). The target group includes the Clinical nurses and Sr. Staff nurses with Bachelor Degree. It is expected to identify the training and development needs of clinical nurses so that they can perform their job effectively. A total of 67 Clinical Nurses, including those recruited on contract, from 11 health facilities around the country were consulted. The overall agreement to the proposed TNA was 98%. The summary of training need analysis is reflected in Annexure no 3.

Evaluation of current situation

It has been observed that the following gaps impeded the quality patient care:

- Currently, there is no competency-based framework for healthcare professionals
- No clear training need assessment and implementation for healthcare professionals
- No clear job specification for different proficiency levels of clinical nurses
- Duplication of job performance by all category of nurses
- Existing HR development plans are not aligned with the Knowledge, skills and abilities required for clinical nurses to perform

Therefore, the CBF is a timely and appropriate intervention in order to fill the aforementioned gaps with institution of competency based nursing services for the excellence of service delivery. It ensures a structured approach for the Professional Development of Clinical Nurses across healthcare facilities through a clear road-map to develop capability on the competencies required for the Clinical Nurses at different proficiency level.

KEY CONSIDERATIONS

- Competency-based Framework is a new concept
- Shortage of clinical nurses
- Funding supports for development and implementation of Competency-based Framework
- Alignment with Annual Performance Agreement (APA) and 12th FYP
- Conflicts related to same responsibilities and equal workloads for all nurses irrespective of different category

Recommendations and timeline

| No	Recommendations	Timeline	Responsibilities

1	Prioritize Health Occupational Group for development of Competency Based framework	**March 2019**	**RCSC & Technical Working Group (TWG) members**
2	Roll out the competency-based framework to nurses in a phased manner	**May 2019**	**HRD and DMS, MoH**
3	Develop Competency-based Framework for selected Occupational Group in Phase wise	**May 2019**	**HRD and DMS, MoH**
4	Prioritize training plan and put up in Annual Work Plan for implementation	**July 2019**	**RCSC and MoH**

CONCLUSION

The Ministry of Health envisioned the goal of providing quality healthcare services and competency remains as one of the core values in delivering it. Organizational success depends on clarity of role and capabilities of the employees who are engaged in delivering healthcare goals. Nurses play a pivotal role along with the doctors and other healthcare professionals in providing healthcare services and the quality of the services is directly proportional to their competency.

In view of the above, it is equally important that we collaborate and invest resources in building capacities of the nurses in pursuit of providing quality health services to the nation. Therefore, the approval is sought for implementation of the competency based framework as stated in the recommendation by Technical Working Group members in consultation with relevant divisions of MoH and RCSC.

Annexure I: Competency-based Framework for Clinical Nurses
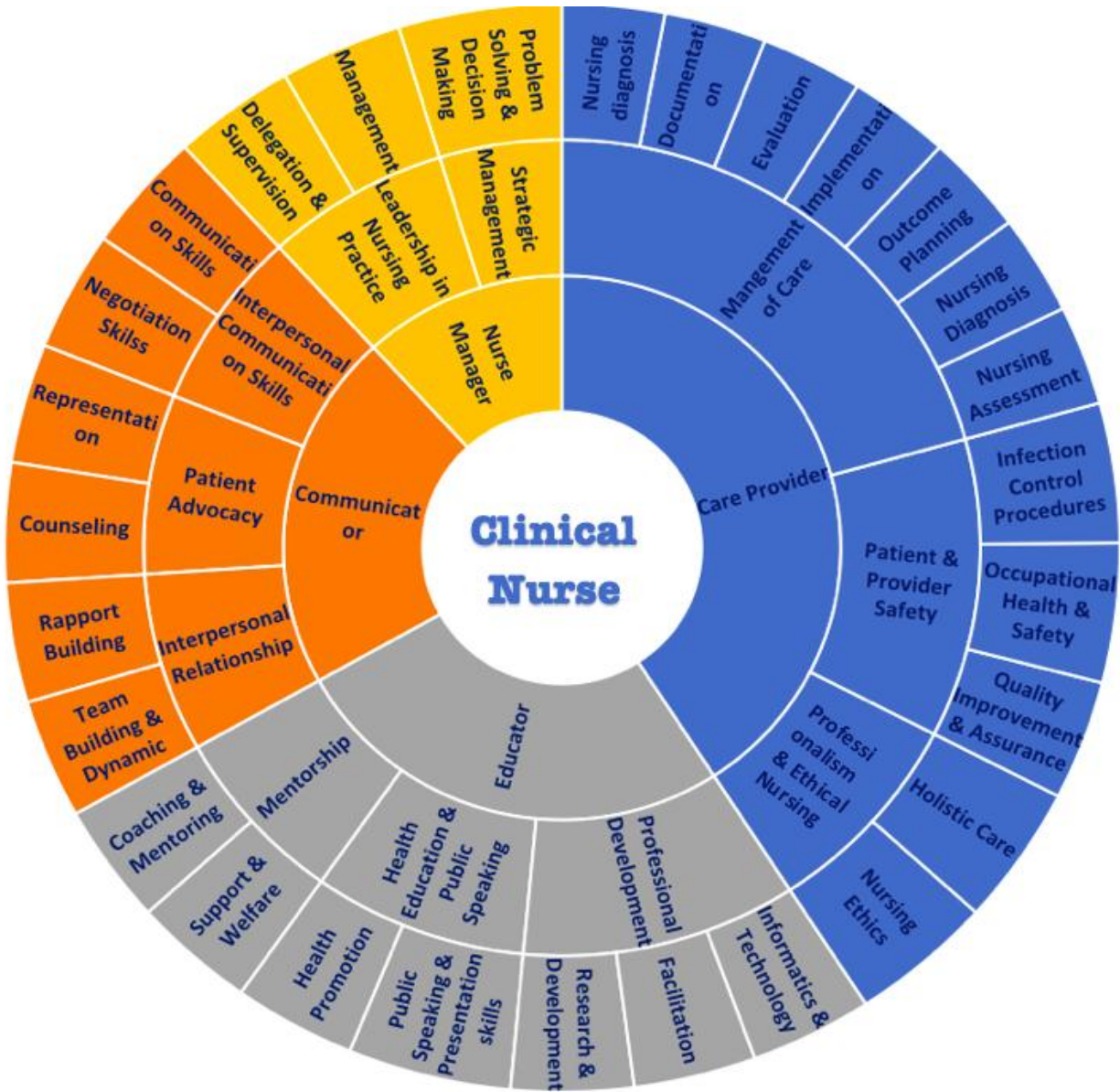
Annexure II: Detailed CBF

A.   Overview

Number of Key Roles identified	**4**
Number of Competency Areas identified	**11**
Number of Competencies identified	**29**
Behavioral Indicators	**101**

B.   Competency Areas, Key Competencies and Behavioral Indicators

1. Care Provider			
Sl.No.	**Competency Area**	**Competencies**	**Behavioral Indicators**
1	1. Management Of Care	1. Nursing Assessment (Subjective & Objective Data) 2. Nursing Diagnosis (Clinical Judgment) 3. Outcome Planning (set achievable & measurable goals) 4. Implementation (care provision) 5. Evaluation (measure effectiveness of care)	1. Effectively perform comprehensive and systematic patient assessment during the admission and length of stay in the hospital 2. Collect assessment findings in a predetermined nursing assessment form in timely manner. 3. Reassess patient at appropriate intervals, at the time of receiving and transferring from one unit to another, before and after the invasive procedures and as per the needs of the patient 4. Use theoretical and empirical knowledge for health assessment and development of nursing care plan 5. Review and modify nursing care plan appropriately based on patient's needs and when emergency arises

			6. Formulate diagnosis by identifying the actual and potential health problems or life processes of patient or family that can be prevented or resolved by independent and collaborative nursing interventions
			7. Document diagnosis by following Problem Statement, Etiology and Signs & Symptoms or Defining Characteristics (PES) format.
			8. Strictly follow the standards for deriving correct diagnosis
			9. Formulate SMART (Specific, Measurable, Achievable, Realistic and Time-bound) goals and expected outcomes aligned to the assessment findings and right diagnosis.
			10. Set the priorities using critical thinking to establish the desired outcomes
			11. Provide individualized patient care to address the needs of patient and family based on the current best practice.
			12. Provide appropriate care in line with the national standards and protocols.
			13. Demonstrate current knowledge and skills to provide safe, effective and evidence based nursing care
			14. Evaluate the nursing care by direct observation, reviewing the plan, reflection and patient satisfaction.
			15. Determine if the goals or outcomes has been achieved and revise/modify the nursing diagnoses, interventions and the care plan accordingly if not achieved
			16. Make correct decision about patient's health status to continue and modify the patient care in consultation with interdisciplinary health care team
			17. Maintain proper documentation which is clearly dated, timed and signed by the assigned nurse.
			18. Maintain good report (manual or electronic) in compliance with National Health Guidelines and medico-legal requirement
			19. Clearly record the verbal orders and advices after rectifying with

			the prescribers.
			20. Hand over clearly and correctly written records of nursing care across shifts for continuity of patient care.
2.	2. Professionalism & Ethical Nursing Practice	1. Nursing ethics (Code of Ethics, code of conducts, regulations) 2. Holistic care (Physical, Mental, Emotional & Social factor)	1. Demonstrate responsibility and accountability for care within scope of practice and level of competence. 2. Keep abreast of national legal, ethical and code of conducts for effective nursing care 3. Respect individual rights, and keep information secure and confidential in accordance with the law, ethical and regulatory frameworks 4. Demonstrate accountability through clear and transparent direction, monitoring and evaluating nursing care 5. Respect the patient and family as a full partner in providing compassionate, coordinated and culturally appropriate care 6. Foster a supportive and conducive environment to care for patient and the family members. 7. Provide care which is inclusive of physical, mental and socio-economic wellbeing the recognizing patient preference, values and needs
3.	3. Patient & Provider safety Interventions	1. Occupational health and safety 2. Infection Control procedures 3. Quality Improvement & Assurance	1. Maintain clearly defined error prevention, reporting, and addressing mechanisms with proper documentation 2. Facilitate the installation of safety devices in wards and units which are inspected periodically with close consultation with hospital management 3. Maintain equipment functionality records for ensure safety for patient and care-provider 4. Conduct inspection rounds to ensure safety in patient- care areas and non-patient-care areas 5. Strictly comply with infection control and medical waste management guideline and standard operating procedures 6. Effectively manage and ensure availability of required resources

			for infection control in the respective wards/health facilities
			7. Assist in managing the disease outbreaks with other healthcare professionals
			8. Actively participate in healthcare associated infection surveillance
			9. Seek feedback from a wide range of sources to improve the quality of nursing care
			10. Participate in case review activities to evaluate whether the nursing care is appropriate to the patient's health condition
			11. Identify key indicators to monitor the structures, processes and outcomes, which are used as tools for continual improvement for nursing care
			12. Conduct clinical audits among the nurses on patient care and safety aspects
2. Communicator			
	1. Interpersonal Communication Skills	1. Communication Skills (verbal communication, non-verbal communication, alternative communication) 2. Negotiation skills (conflict management)	1. Communicate effectively with patients and family in clear, concise and respectful manner to facilitate the provision of care 2. Provide adequate time for discussion to enable better understanding of the conversation with patient and family 3. Appropriately use the full range of communication methods, including verbal, non-verbal and written, to acquire, interpret and record their knowledge and understanding of patients' needs. 4. Establish alternative communication methods for patient who are unable to speak to enable informed choices and shared decision making 5. Use negotiation techniques to achieve best outcomes, respecting the dignity and patient rights 6. Recognize limits of own abilities and qualifications in accepting delegations

			7. Recognize moral distress and seek advices for resolution
			8. Select and apply appropriate strategies and techniques for conflict resolution and physical intervention in the management of potential violence and aggression
	2. Patient Advocacy	1. Representation (patient choices, support patient decision, liaison) 2. Counseling (Support listening)	1. Engage patients, families and communities in making decisions about their health needs 2. Articulate and represent patients' interests in collaboration with the interdisciplinary team 3. Implement changes in healthcare service in response to patient need and service demand 4. Empower patient towards self-care which will lead to therapeutic consultation, hope and dignity 5. Use appropriate language to context and take account of individual differences, capabilities and needs 6. 2. Use effective counselling techiniques to facilitate positive change in patient and family 7. Be aware of cultural backgrounds to acknowledge and explore how culture affects their patient–care provider relationships
	3. Interpersonal Relationship	1. Rapport Building 2. Team Building & Dynamic	1. Effectively build partnerships and therapeutic relationships through safe and non- discriminatory communication 2. Identify partners within and outside the nurse sector that could determine or enhance the success of nursing care 3. Seek clarification from relevant members of the healthcare team regarding the individual's request to change and/or refuse care 4. Maintain and support respect for an individual/group's decision through communication with other members of the interdisciplinary healthcare team 5. Collaborate and consult with the other healthcare team members to review and develop plan of nursing care
3. Educator			
	1.	1. Research &	1. Participate in and contribute to research and projects for

			evidence-based practice
	Professional Development	Development 2. Facilitation (Support in Medical Education) 3. Informatics & Technology	2. Facilitate education and professional development of others 3. Promote research culture and apply research-based theory to create best nursing care practice 4. Consistently update and enhance clinical competency periodically in the relevant nursing fields to deliver effective nursing care services 5. Provide conducive environment for nurses to pursue continuous medical education to keep abreast with changing healthcare technology 6. Encourage lifelong learning to improve quality clinical services, and safe and effective patient care through self-assessment 7. Acquire basic understanding of information technology for better application in nursing and health care 8. Acquire additional competencies in advanced clinical skills to deliver safe patient care in response to changing healthcare needs and advancement in technology 9. Use technology based systems to identify and review the nursing practices
	2. Health Education & Promotion	1. Public Speaking & Presentation skills 2. Health Promotion	1. Use appropriate language in each and every presentation 2. Enhance one's vocal variety, rate, pitch and intensity to heighten and maintain audience interest 3. Use statistics, facts, examples and stories to support the message of the health education 4. Provide health education to the patient and family about health, well-being, and related issues within a nursing framework 5. Apply principles of learning and teaching in health promotion and education for individuals, groups, and communities 6. Take opportunity to encourage health-promoting behavioral through education, role modeling and effective communication 7. Seek input from academia and practitioner specialists for the

			particular health issue
	3. Mentorship	1. Coaching and mentoring (orientation, formal & informal) 2. Support and Welfare (stress management & emotional wellbeing)	1. Proactively pursue self development as per the changing dynamics of the society 2. Exhibit best qualities of leadership in workplace to motivate and encourage the colleagues and subordinates 3. Provide mentorship, preceptorship, teaching, facilitation and professional supervisory skills for nurses and other healthcare workers 4. Create self awareness and recognize how one's own values, principles and assumptions may affect the practice 5. Demonstrates the need to uphold and protect the welfare of patient and family 6. Create an encouraging and supportive environment that is conducive for professional development 7. Promote wellbeing/welfare and safe working environment for nurses and healthcare team members
4. Nurse Manager			
	1. Leadership in nursing practice	1. Management (Planning, Finance, & HR) 2. Delegation & Supervision	1. Effectively manage consumables and non- consumables for continuous supply of quality items for daily utilization 2. Effectively plan number and category of nursing professionals to meet the care, treatment and service needs of the patient 3. Contribute to planning and financial processes through use of audit data and specialist knowledge for the improvement of nursing service 4. Identify and plan training needs based on the competency parameters for knowledge and skills up dates 5. Adopt the mechanism for efficient resources utilization and management, including manpower to ensure the quality of care 6. Timely plan and prepare delegation of nursing tasks based on timing of shift and mixed categories of nurses 7. Supervise all nursing staff in the unit(s) to ensure that the duties

			are carried out effectively
			8. Identify and develop staff as part of a succession planning program
			9. Apply leadership skills to supervise and manage nurses and contribute to planning, designing, delivering and improving future services
	2. Strategic Management (Critical thinking and analysis)	1. Problem solving and Decision making 2. Change Agent (Adopt and facilitate changes) 3. Risk Management & Contingency planning	1. Make sound, timely and rational decisions which are clearly supported by relevant and accurate information to promote quality care 2. Apply principles of crisis management to handle situations as necessary 3. Involve relevant healthcare team members in decision-making process 4. Articulate the theory behind the decision-making processes to ensure high quality care 5. Initiate and engage in dialogue on new initiatives and change processes in nursing and healthcare 6. Act as a change agent for transforming and influencing the behavioral of junior nurses and staff nurses to provide quality care in line with the changing needs of patients 7. Contribute to healthcare policy formulation when working in partnership with other healthcare team members and community sectors 8. Be aware about the hospital emergency contingency plan to contribute to the emergency response 9. Plan and execute hospital emergency contingency plan to make resilient health facilities 10. Plan, organize, supervise, monitor and evaluate workplace health & safety practices with hospital management committee

Key Role	Competency Area	Key Competencies	Behavioral Indicators				
			P4 (Entry)	P3 (Experienced)	P2 (Advanced)	P1 (Expert)	ES (Specialist)
A. Care Provider	1. Management of care	1. Nursing Assessment (subjective & objective data)	1. Effectively perform comprehensive and systematic patient assessment during the admission and length of stay in the hospital				
			2. Collect assessment findings in a predetermined nursing assessment form in timely manner.				
				3. Reassess patient at appropriate intervals, at the time of receiving and transferring from one unit to another, before and after the invasive procedures and as per the needs of the patient			
					4. Use theoretical and empirical knowledge for health assessment and development of nursing care plan		
						5. Review and modify nursing care plan appropriately based on patient's needs and when emergency arises	
		2. Nursing diagnosis (clinical judgement)	1. Formulate diagnosis by identifying the actual and potential health problems or life processes of patient or family that can be prevented or resolved by independent and collaborative nursing interventions				
				2. Document diagnosis by following Problem Statement, Etiology and Signs & Symptoms or Defining Characteristics (PES) format.			
					3. Strictly follow the standards for deriving correct diagnosis		
		3. Outcome Planning (set achievable & measurable goals)	1. Formulate SMART (Specific, Measurable, Achievable, Realistic and Time-bound) goals and expected outcomes aligned to the assessment findings and right diagnosis				
				2. Set the priorities using critical thinking to establish the desired outcomes			

		4. Implementation (care provision)	1. Provide individualized patient care to address the needs of patient and family based on the current best practice.	
				2. Provide appropriate care in line with the national standards and protocols.
				3. Demonstrate current knowledge and skills to provide safe, effective and evidence based nursing care
		5. Evaluation (measure effectiveness of care)	1. Evaluate the nursing care by direct observation, reviewing the plan, reflection and patient satisfaction.	
				2. Determine if the goals or outcomes has been achieved and revise/modify the nursing diagnoses, interventions and the care plan accordingly if not achieved
				3. Make correct decision about patient's health status to continue and modify the patient care in consultation with interdisciplinary health care team
		6. Documentation (patient care)	1. Maintain proper documentation which is clearly dated, timed and signed by the assigned nurse.	
				2. Maintain good report (manual or electronic) in compliance with National Health Guidelines and medico-legal requirement
			3. Clearly record the verbal orders and advices after rectifying with the prescribers.	
			4. Hand over clearly and correctly written records of nursing care across shifts for continuity of patient care.	
	B. Professionalism & Ethical Nursing Practice	1. **Nursing ethics** (Code of Ethics, code of conducts, regulations)	1. Demonstrate responsibility and accountability for care within scope of practice and level of competence.	
			2. Keep abreast of national legal, ethical and code of conducts for effective nursing care	
			3. Respect individual rights, and keep information secure and confidential in accordance with the law, ethical and regulatory frameworks	

				4. Demonstrate accountability through clear and transparent direction, monitoring and evaluating nursing care
		2. Holistic care (Physical, Mental, Emotional & Social factor)	1. Respect the patient and family as a full partner in providing compassionate, coordinated and culturally appropriate care	
			2. Foster a supportive and conducive environment to care for patient and the family members.	
				3. Provide care which is inclusive of physical, mental and socio-economic wellbeing the recognising patient preference, values and needs
	C. Patient & Provider safety Interventions	**1. Occupational health and safety**		1. Maintain clearly defined error prevention, reporting, and addressing mechanisms with proper documentation
				2. Facilitate the installation of safety devices in wards and units which are inspected periodically with close consultation with hospital management
				3. Maintain equipment functionality records for ensure safety for patient and care-provider
				4. Conduct inspection rounds to ensure safety in patient-care areas and non-patient-care areas
		2. Infection Control procedures	1. Strictly comply with infection control and medical waste management guideline and standard operating procedures	
				2. Effectively manage and ensure availability of required resources for infection control in the respective wards/health facilities
			3. Assist in managing the disease outbreaks with other healthcare professionals	

				4. Actively participate in healthcare associated infection surveillance
		3. Quality Improvement & Assurance	1. Seek feedback from a wide range of sources to improve the quality of nursing care	
			2. Participate in case review activities to evaluate whether the nursing care is appropriate to the patient's health condition	
				3. Identify key indicators to monitor the structures, processes and outcomes, which are used as tools for continual improvement for nursing care
				4. Conduct clinical audits among the nurses on patient care and safety aspects
2. Communicator	*1. Interpersonal Communication Skills*	**1. Communication Skills** (verbal communication, non-verbal communication, alternative communication)	1. Communicate effectively with patients and family in clear, concise and respectful manner to facilitate the provision of care	
			2. Provide adequate time for discussion to enable better understanding of the conversation with patient and family	
				3. Appropriately use the full range of communication methods, including verbal, non-verbal and written, to acquire, interpret and record their knowledge and understanding of patients' needs.
				4. Establish alternative communication methods for patient who are unable to speak to enable informed choices and shared decision making
		2. Negotiation skills (conflict management)	1. Use negotiation techniques to achieve best outcomes, respecting the dignity and patient rights	
			2. Recognize limits of own abilities and qualifications in accepting delegations	
			3. Recognize moral distress and seek advices for resolution	

				4. Select and apply appropriate strategies and techniques for conflict resolution and physical intervention in the management of potential violence and aggression
	2. Patient Advocacy	1. **Representation** (patient choices, support patient decision, liaison)	1. Engage patients, families and communities in making decisions about their health needs	
			2. Articulate and represent patients' interests in collaboration with the interdisciplinary team	
				3. Implement changes in healthcare service in response to patient need and service demand
			4. Empower patient towards self-care which will lead to therapeutic consultation, hope and dignity	
		2. **Counselling** (Support listening)		1. Use appropriate language to context and take account of individual differences, capabilities and needs
				2. Use effective counselling techniques to facilitate positive change in patient and family
			3. Be aware of cultural backgrounds to acknowledge and explore how culture affects their patient–care provider relationships	
	3. Interpersonal Relationship	1. **Rapport Building**		1. Effectively build partnerships and therapeutic relationships through safe and non- discriminatory communication
				2. Identify partners within and outside the nurse sector that could determine or enhance the success of nursing care
		2. **Team Building & Dynamic**	1. Seek clarification from relevant members of the healthcare team regarding the individual's request to change and/or refuse care	
				2. Maintain and support respect for an individual/group's decision through communication with other members of the interdisciplinary healthcare team

				3. Collaborate and consult with the other healthcare team members to review and develop plan of nursing care
3. Educator	*1. Professional Development*	1. **Research & Development**	1. Participate in and contribute to research and projects for evidence-based practice	
			2. Facilitate education and professional development of others	
				3. Promote research culture and apply research-based theory to create best nursing care practice
		2. **Facilitation** (Support in Medical Education)	1.Consistently update and enhance clinical competency periodically in the relevant nursing fields to deliver effective nursing care services	
				2. Provide conducive environment for nurses to pursue continuous medical education to keep abreast with changing healthcare technology
				3. Encourage lifelong learning to improve quality clinical services, and safe and effective patient care through self-assessment
		3. **Informatics & Technology**	1. Acquire basic understanding of information technology for better application in nursing and health care	
			2. Acquire additional competencies in advanced clinical skills to deliver safe patient care in response to changing healthcare needs and advancement in technology	
				3. Use technology based systems to identify and review the nursing practices
	2. Health Education & Promotion	1. **Public Speaking & Presentation skills**	1. Use appropriate language in each and every presentation	
			2. Enhance one's vocal variety, rate, pitch and intensity to heighten and maintain	

			audience interest
			3. Use statistics, facts, examples and stories to support the message of the health education
	2. Health Promotion		1. Provide health education to the patient and family about health, well-being, and related issues within a nursing framework
		2. Apply principles of learning and teaching in health promotion and education for individuals, groups, and communities	
			3. Take opportunity to encourage health-promoting behavioral through education, role modelling and effective communication
			4. Seek input from academia and practitioner specialists for the particular health issue
3. Mentorship	1. **Coaching and mentoring** (orientation, formal & in-formal)	1. Proactively pursue self development as per the changing dynamics of the society	
		2. Exhibit best qualities of leadership in workplace to motivate and encourage the colleagues and subordinates	
			3. Provide mentorship, teaching, facilitation and professional supervisory skills for nurses and other healthcare workers
	2. Support and Welfare (stress management & emotional wellbeing)	1. Create self awareness and recognise how one's own values, principles and assumptions may affect the practice	
		2. Demonstrates the need to uphold and protect the welfare of patient and family	
			3. Create an encouraging and supportive environment that is conducive for professional development
			4. Promote wellbeing/welfare and safe working environment for nurses and

				healthcare team members
4. Nurse Manager	1. Leadership in nursing practice	1. **Management** (Planning, Finance, & HR)		1. Effectively manage consumables and non-consumables for continuous supply of quality items for daily utilization
				2. Effectively plan number and category of nursing professionals to meet the care, treatment and service needs of the patient
				3. Contribute to planning and financial processes through use of audit data and specialist knowledge for the improvement of nursing service
				4. Identify and plan training needs based on the competency parameters for knowledge and skills up dates
				5. Adopt the mechanism for efficient resources utilisation and management, including manpower to ensure the quality of care
		2. **Delegation & Supervision**		1. Timely plan and prepare delegation of nursing tasks based on timing of shift and mixed categories of nurses
				2. Supervise all nursing staff in the unit(s) to ensure that the duties are carried out effectively
				3. Identify and develop staff as part of a succession planning program

				4. Apply leadership skills to supervise and manage nurses and contribute to planning, designing, delivering and improving future services.
	2. Strategic Management (Critical thinking and analysis)	**1. Problem solving and Decision making**		1. Make sound, timely and rational decisions which are clearly supported by relevant and accurate information to promote quality care
				2. Apply principles of crisis management to handle situations as necessary
				3. Involve relevant healthcare team members in decision-making process
				4. Articulate the theory behind the decision-making processes to ensure high quality care
		2. **Change Agent** (Adopt and facilitate changes)	1. Initiate and engage in dialogue on new initiatives and change processes in nursing and healthcare	
				2. Act as a change agent for transforming and influencing the behavioral of junior nurses and staff nurses to provide quality care in line with the changing needs of patients
				3. Contribute to healthcare policy formulation when working in partnership with other healthcare team members and community sectors
		3. Risk Management & Contingency planning	1. Be aware about the hospital emergency contingency plan to contribute to the emergency response	
				2. Plan and execute hospital emergency contingency plan to make resilient

				health facilities
				3. Plan, organise, supervise, monitor and evaluate workplace health & safety practices with hospital management committee

D.   Training Needs Assessment

E. 1. Care Provider			
Competency Area	**Key Competencies**	**Number of Behavioral Indicators**	**Number of BI for TNA**
Management of Care	Nursing Assessment	5	2
	Nursing Diagnosis	4	1
	Outcome Planning	2	0
	Implementation	4	1
	Evaluation	3	1
	Documentation	4	1
professionalism and Ethical Nursing	Nursing Ethics	4	1
	Holistic Care	5	1
Patient and Provider safety intervention	Occupational Health and safety	4	2
	Infection control procedures	4	2
	Quality Improvement and assurance	4	2
Sub total		**43**	**14**

Out of 43 behavioral indicators for three competency areas of Care Provider, 14 behavioral indicators were identified for training need analysis because of their inadequacy during practice were consulted for validation with the clinical nurses and senior staff nurses of eleven healthcare facilities.

2. Communicator			
Competency Area	**Key Competencies**	**Number of Behavioral Indicators**	**Number of BI for TNA**
Interpersonal communication skills	Communication skills	4	4
	Negotiation skills	5	3
Patient advocacy	Representation	4	3
	Counseling	2	0
Interpersonal relationship	Rapport building	2	1
	Team building and Dynamic	3	3
Sub total		**20**	**14**

Out of 20 behavioral indicators for three competency areas of Communicator, 14 behavioral indicators were identified for training need analysis because of their inadequacy during practice were consulted for validation with the clinical nurses and senior staff nurses of eleven healthcare facilities.

3. Educator			
Competency Area	Key Competencies	Number of Behavioral Indicators	Number of BI for TNA
Professional Development	Research and Development	3	2
	Facilitation	3	1
	Informatics and Technology	3	1
Health Education and Promotion	Public Speaking and Presentation Skills	3	2
	Knowledge content	2	1
	Health Promotion	4	2
Mentorship	Coaching and mentoring	3	3
	Support and welfare	4	3
Sub total		25	15

Out of 25 behavioral indicators for three competency areas of Educator, 15 behavioral indicators were identified for training need analysis because of their inadequacy during practice were consulted for validation with the clinical nurses and senior staff nurses of eleven healthcare facilities.

4. Nurse Manager			
Competency Area	Key Competencies	Number of Behavioral Indicators	Number of BI for TNA
Leadership in Nursing practice	Management	6	4
	Delegation and supervision	4	2
Strategic Management	Problem solving and decision making	5	2
	Change agent	2	2

	Risk management and contingency planning	3	3
Sub total		**20**	**13**

Out of 20 behavioral indicators for two competency areas of Nurse Manager, 13 behavioral indicators were identified for training need analysis because of their inadequacy during practice were consulted for validation with the clinical nurses and senior staff nurses of eleven healthcare facilities.

Key Role	Competency Area	Key Competencies	Number of Behavioral Indicators	Number of BI for TNA
4	11	29	104	60

Overall, for four Key Roles, 11 Competency Areas were developed and 29 Key Competencies were identified for each competency area. Total of 104 Behavioral Indicators were developed and validated for 29 key competencies. 60 not adequately practiced Behavioral Indicators were identified for training need analysis.

A.   Current Performance Gaps

Key Role	Competency Area	Key Competencies	Behavioral Indicators	Current Performances (Adequate(A)/Not Adequate(NA))					Learning Objectives
				P4	P3	P2	P1	ES	
A. Care Provider	1. Management of care	1. Nursing Assesssment (subjective & objective data)	1. Effectively perform comprehensive and systematic patient assessment during the admission and length of stay in the hospital	A	A	A	A	A	
			2. Collect assessment findings in a predetermined nursing assessment form in timely manner.	A	A	A	A	A	
			3. Reassess patient at appropriate intervals, at the time of receiving and transferring from one unit to another, before and after the invasive procedures and as per the needs of the patient		NA	A	A	A	- Comply and practise a SOP by **P3** nurses for the reassessment of patients during the movement of patient(s) from one unit to another, and before and after the invasive procedures
			4. Use theoritical and empirical knowledge for health assessment and development of nursing care process				A	A	
			5. Review and modify nursing care plan appropriately based				NA	A	- **P1** nurses are able to review and modify nursing care plan

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			on patient's needs and when emergency arises						appropriately based on patients's condition
		2. Nursing diagnosis (clinical judgement)	1. Formulate diagnosis by identifying the actual and potential health problems or life processes of patient or family that can be prevented or resolved by independent and collaborative nursing interventions	A	A	A	A	A	
			2. Document diagnosis by following Problem Statement, Etiology and Signs & Symptoms or Defining Characteristics (PES) format.		A	A	A	A	
			3. Strictly follow the standards for deriving correct diagnosis			NA	A	A	**P2** nurses are able to follow the standards in deriving the correct diagnosis
		3. Outcome Planning (set achievable & measurable goals)	1. Formulate SMART (Specific, Measurable, Achievable, Realistic and Time-bound) goals and expected outcomes aligned to the assessment findings and right diagnosis	A	A	A	A	A	
			2. Set the priorities using critical thinking to establish the desired outcomes			A	A	A	
		4. Implementation (care provision)	1. Provide individualized patient care to address the needs of patient and family based on the current best	A	A	A	A	A	

		practice.					
		2. Provide appropriate care in line with the national standards and protocols.		NA	A	A	A	To provide appropriate care in line with the national standards and protocols by **P3 nurses**
		3. Demonstrate current knowledge and skills to provide safe, effective and evidence based nursing care				A	A	
	5. Evaluation (measure effectiveness of care)	1. Evaluate the nursing care by direct observation, reviewing the plan, reflection and patient satisfaction.	A	A	A	A	A	
		2. Determine if the goals or outcomes has been achieved and revise/modify the nursing diagnoses, interventions and the care plan accordingly if not achieved			A	A	A	
		3. Make correct decision about patient's health status to continue and modify the patient care in consultation with interdisciplinary health care team			NA	A	A	**P2** nurses are able to make correct decision about patient's health status in consultation with interdisciplinary health care team
	6. Documentation (patient care)	1. Maintain proper documentation which is clearly dated, timed and signed by the assigned nurse.	A	A	A	A	A	

								Remarks
		2. Maintain good report (manual or electronic) in compliance with National Health Guidelines and medico-legal requirement		NA	A	A	A	**P3** nurses are able to maintain good report (manual or electronic) in compliance with National Health Guidelines and medico-legal requirement
		3. Clearly record the verbal orders and advices after rectifying with the prescribers.	A	A	A	A	A	
		4. Hand over clearly and correctly written records of nursing care across shifts for continuity of patient care.	A	A	A	A	A	
B. Professionalism & Ethical Nursing Practice	1. **Nursing ethics** (Code of Ethics, code of conducts, regulations)	1. Demonstrate responsibility and accountability for care within scope of practice and level of competence.	A	A	A	A	A	
		2. Keep abreast of national legal, ethical and code of conducts for effective nursing care	NA	NA	A	A	A	**P4 and P3** nurses are able to keep abreast of national legal, ethical and code of conducts for effective nursing care
		3. Respect individual rights, and keep information secure and confidential in accordance with the law, ethical and regulatory frameworks	A	A	A	A	A	
		4. Demonstrate accountability through clear and transparent direction, monitoring and evaluating nursing care			A	A	A	

	2. Holistic care (Physical, Mental, Emotional & Social factor)	1. Respect the patient and family as a full partner in providing compassionate, coordinated and culturally appropraite care	A	A	A	A	A	
		2. Foster a supportive and conducive environment to care for patient and the family members.	A	A	A	A	A	
		3. Provide care which is inclusive of physical, mental and socio-economic wellbeing the recognising patient preference, values and needs		NA	A	A	A	**P3** nurses are able to provide care which is inclusive of physical, mental and socio-economic wellbeing, recognising patient preference, values and needs
C. Patient & Provider safety Interventions	**1. Occupational health and Patient safety**	1. Maintain clearly defined error prevention, reporting, and addressing mechanisms with proper documentation	NA	NA	NA	NA	NA	**P2** nurses are competent to maintain clearly defined error prevention, reporting, and addressing mechanisms with proper documentation
		2. Facilitate the installation of safety devices in wards and units which are inspected periodically with close consultation with hospital management			NA	NA	NA	**P2, P1 and ES** nurses are able to faciltate the installation of safety devices in wards and units in close consultation with hospital management
		3. Maintain equipment functionality records for ensure safety for patient and care-provider				A	A	

			C1	C2	C3	C4	C5	Remarks
		4. Conduct inspection rounds to ensure safety in patient-care areas and non-patient-care areas				A		
	2. Infection Control procedures	1. Strictly comply with infection control and medical waste management guideline and standard operating procedures	A	A	A	A	A	
		2. Effectively manage and ensure availability of required resources for infection control in the respective wards/health facilities				NA	A	**P1 nurses** are effectively able to manage and ensure availability of required resources for infection control in the respective wards/health facilities
		3. Assist in managing the disease outbreaks with other healthcare professionals	A	A	A	A	A	
		4. Actively participate in healthcare associated infection surveillance		NA	A	A	A	**P2 nurses** are actively participate in healthcare associated infection surveillance
	3. Quality Improvement & Assurance	1. Seek feedback from a wide range of sources to improve the quality of nursing care	A	A	A	A	A	
		2. Participate in case review activities to evaluate whether the nursing care is appropriate to the patient's health condition	A	A	A	A	A	
		3. Identify key indicators to				A	A	

2. Communicator	1. Interpersonal Communication Skills	1. Communication Skills (verbal communication, non-verbal communication, alternative communication)	Competency						Description
			monitor the structures, processes and outcomes, which are used as tools for continual improvement for nursing care						
			4. Conduct clinical audits among the nurses on patient care and safety aspects				NA	A	**P1 nurses** are able to conduct clinical audits on patient care and safety aspects
			1. Communicate effectively with patients and family in clear, concise and respectful manner to facilitate the provision of care	NA	NA	NA	NA	A	**P4,P3, P2 and P1 nurses** effectively communicate with patients and family in clear, concise and respectful manner to facilitate the provision of care
			2. Provide adequate time for discussion to enable better understanding of the conversation with patient and family	NA	NA	NA	NA	NA	**The nurses** are able to provide adequate time for discussion to enable better understanding of the conversation with patient and family
			3. Appropriately use the full range of communication methods, including verbal, non-verbal and written, to acquire, interpret and record their knowledge and understanding of patients' needs.		NA	NA	NA	NA	**P3, P2, P1 and ES nurses** are able to appropriately use the full range of communication methods to acquire, interpret and record their knowledge and understanding of patients' needs.
			4. Establish alternative communication methods for patient who are unable to			NA	NA	NA	**P2, P1 and ES nurse** are comptetent to establish alternative communication

		speak to enable informed choices and shared decision making						methods for patient who are unable to speak to enable informed choices and shared decision making
	2. Negotiation skills (conflict management)	1. Use negotiation techniques to achieve best outcomes, respecting the dignity and patient rights		NA	A	A	A	**P3 nurses** are able to use negotiation techniques to achieve best outcomes, respecting the dignity and patient rights
		2. Recognize limits of own abilities and qualifications in accepting delegations		NA	A	A	A	**P3 nurses** are in position to recognize limits of own abilities and qualifications in accepting delegations
		3. Recognize moral distress and seek advices for resolution		A	A	A	A	
		4. Select and apply appropriate strategies and techniques for conflict resolution and physical intervention in the management of potential violence and agression				NA	NA	NA	**P2, P1 and ES nurses** are able to select and apply appropriate strategies and techniques for conflict resolution and physical intervention in the management of potential violence and agression
	2. Patient Advocacy	1. **Representation** (patient choices, support patient decision, liaison) — 1. Engage patients, families and communities in making decisions about their health needs	A	A	A	A	A	
		2. Articulate and represent patients' interests in collaboration with the interdisciplinary team	NA	NA	NA	NA	A	Articulate and represent patients' interests in collaboration with the interdisciplinary team by **P4,**

								P3, and P2 nurses
		3. Implement changes in healthcare service in response to patient need and service demand			NA	NA	NA	**P2, P1 and ES nurses** are able to implement changes in healthcare service in response to patient need and service demand
		4. Empower patient towards self-care which will lead to therapeutic consultation, hope and dignity	NA	NA	NA	NA	NA	**The nurses** empower patient towards self-care leading to therapeutic consultation, hope and dignity
	2. **Counseling** (Support listening)	1. Use appropriate language to context and take account of individual differences, capabilities and needs		A	A	A	A	
		2. Use effective counselling techiniques to facilitate positive change in patient and family				A	A	
		3. Be aware of cultural backgrounds to acknowledge and explore how culture affects their patient–care provider relationships	A	A	A	A	A	
3. Interpersonal Relationship	1. Rapport Building	1. Effectively build partnerships and therapeutic relationships through safe and non- discriminatory communication			NA	A	A	**P1 nurses** are able to effectively build partnerships and therapeutic relationships through safe and non-discriminatory communication
		2. Identify partners within and				A	A	

			outside the nurse sector that could determine or enhance the success of nursing care						
		2. Team Building & Dynamic	1. Seek clarification from relevant members of the healthcare team regarding the individual's request to change and/or refuse care	NA	NA	A	A	A	**P4 and P3 nurses** are able to seek clarification from relevant members of the healthcare team regarding the individual's request to change and/or refuse care
			2. Maintain and support respect for an individual/group's decision through communication with other members of the interdisciplinary healthcare team			NA	A	A	**P2 nurses** are able to maintain and support individual/group's decision through communication with other members of the interdisciplinary healthcare team
			3. Collaborate and consult with the other healthcare team members to review and develop plan of nursing care				NA	A	**P1 nurses** are able to collaborate and consult with the other healthcare team members to review and develop plan of nursing care
3. Educator	*1. Professional Development*	1. **Research & Development**	1. Participate in and contribute to research and projects for evidence-based practice	A	A	A	A	A	
			2. Facilitate education and professional development of others	NA	NA	NA	NA	NA	**The nurses** are competent to facilitate education and professional development of others
			3. Promote research culture and apply research-based theory to create best nursing				A	A	Promote research culture and apply research-based theory to create best nursing care

Category	Sub-item							Description
	care practice							practice
2. **Facilitation** (Support in Medical Education)	1.Consistently update and enhance clinical competency periodically in the relevant nursing fields to deliver effective nursing care services		NA	NA	NA	A		
	2. Provide conducive environment for nurses to pursue continuous medical education to keep abreast with changing healthcare technology					NA	A	**P1 nurses** provide conducive environment to pursue continuous medical education to keep abreast with changing healthcare technology
	3. Encourage lifelong learning to improve quality clinical services, and safe and effective patient care through self-assessment					A	A	
3. **Informatics & Technology**	1. Acquire basic understanding of information technology for better application in nursing and health care	A	A	A	A	A		
	2. Acquire additional competencies in advanced clinical skills to deliver safe patient care in response to changing healthcare needs and advancement in technology		NA	A	A	A		**P3 nurses** are able to acquire additional competencies in advanced clinical skills to deliver safe patient care in response to changing healthcare needs and advancement in technology

			3. Use technology based systems to identify and review the nursing practices			NA	NA	NA	
2. Health Education & Promotion	**1. Public Speaking & Presentation skills**		1. Use appropriate language in each and every presentation	NA	A	A	A	A	**P4 nurses** are able to use appropriate language in each and every presentation
			2. Enhance one's vocal variety, rate, pitch and intensity to heighten and maintain audience interest	NA	NA	NA	A	A	**P4, P3 and P2 nurses** is competent to enhance one's vocal variety, rate, pitch and intensity to heighten and maintain audience interest
			3. Use statistics, facts, examples and stories to support the message of the health education	A	A	A	A	A	
	2. Health Promotion		1. Provide health education to the patient and family about health, well-being, and related issues within a nursing framework	A	A	A	A	A	
			2. Apply principles of learning and teaching in health promotion and education for individuals, groups, and communities		NA	NA	A	A	Apply principles of learning and teaching in health promotion and education for individuals, groups, and communities by **P3 and P2** nurses
			3. Take opportunity to encourage health-promoting behaviour through education, role modelling and effective communication			NA	A	A	**P2** nurses are able to take opportunity to encourage health-promoting behaviour through education, role modelling and effective

								communication
		4. Seek input from academia and practitioner specialists for the particular health issue				A	A	
3. Mentorship	1. **Coaching and mentoring** (orientation, formal & in-formal)	1. Proactively pursue self development as per the changing dynamics of the society	NA	NA	NA	NA	A	**P4, P3, P2 and P1** nurses proactively pursue self development as per the changing dynamics of the society
		2. Exhibit best qualities of leadership in workplace to motivate and encourage the colleagues and subordinates			NA	NA	NA	**P2, P1 and ES** nurses exhibit best qualities of leadership in workplace to motivate and encourage the colleagues and subordinates
		3. Provide mentorship, preceptorship, teaching, facilitation and professional supervisory skills for nurses and other healthcare workers					NA	A	**P1 nurses** are provide mentorship, preceptorship, teaching, facilitation and professional supervisory skills for nurses and other healthcare workers
	2. **Support and Welfare (**stress managment & emotional welbeing)	1. Create self awareness and recognise how ones own values, principles and assumptions may affect the practice	NA	A	A	A	A	**P4 nurses** can create self awareness and recognise how ones own values, principles and assumptions may affect the practice
		2. Demonstrates the need to uphold and protect the welfare of patient and family	NA	NA	A	A	A	**P4,P3&P2 nurses** demonstrate the need to uphold and protect the welfare of patient and family

4. Nurse Manager	1. Leadership in nursing practice	1. **Management** (Planning, Finance, & HR)	Task				Description
			3. Create an encouraging and supportive environment that is conducive for professional development		NA	A	A	**P2 nurses** are able to create an encouraging and supportive environment that is conducive for development through shared vision
			4. Promote wellbeing/welfare and safe working environment for nurses and healthcare team members			NA	NA	
			1. Effectively manage consumables and non-comsumables for continuous supply of quality items for daily utilization		NA	NA	NA	**P2, P1 and ES** Nurses can effectively manage consumables and non-comsumables for continuous supply of quality items for daily utilization
			2. Effectively plan number and category of nursing professionals to meet the care, treatment and service needs of the patient			NA	NA	**P1 and ES Nurses** can effectively plan number and category of nursing professionals to meet the care, treatment and service needs of the patient
			3. Contribute to planning and financial processes through use of audit data and specialist knowledge for the improvement of nursing service			NA	NA	**P1 and ES Nurses** can contribute to planning and financial processes through use of audit data and specialist knowledge for the improvement of nursing service
			4. Identify and plan training needs based on the competency parameters for				NA	**ES Nurse** are able Identify and plan training needs based on the competency parameters

		knowledge and skills up dates				for knowledge and skill up dates
		5. Adopt the mechanism for efficient resources utilisation and management, including manpower to ensure the quality of care			NA	Adopt the mechanism for efficient resources utilisation and management, including manpower to ensure the quality of care by **ES Nurses**
	2. Delegation & Supervision	1. Timely plan and prepare delegation of nursing tasks based on timing of shift and mixed categories of nurses	NA	A	A	**P2 Nurse** can plan and prepare delegation of nursing tasks based on timing of shift and mixed categories of nurses
		2. Supervise all nursing staff in the unit(s) to ensure that the duties are carried out effectively		A	A	
		3. Identify and develop staff as part of a succession planning program		A	A	
		4. Apply leadership skills to supervise and manage nurses and contribute to planning, designing, delivering and improving future services.			NA	**ES Nurses** can apply leadership skills to supervise and manage nurses and contribute to planning, designing, delivering and improving future services
2. Strategic Management (Critical thinking and analysis)	**1. Problem solving and Decision making**	1. Make sound, timely and rational decisions which are clearly supported by relevant and accurate information to promote quality care	A	A	A	

			2. Apply principles of crisis management to handle situations as necessary			NA	A	A	**P2 Nurses** are competent in applying principles of crisis management to handle situations as necessary
			3. Involve relevant healthcare team members in decision-making process				A	A	
			4. Articulate the theory behind the decision-making processes to ensure high quality care				A		
		2. **Change Agent** (Adopt and facilitate changes)	1. Initiate and engage in dialogue on new initiatives and change processes in nursing and healthcare		NA	A	A	A	**P3 Nurse** are capable of initiating and engaging in dialogue on new initiatives and change processes in nursing and healthcare
			2. Act as a change agent for transforming and influencing the behavior of junior nurses and staff nurses to provide quality care in line with the changing needs of patients				NA	NA	NA	**P2, P1 and ES Nurses** to demonstrate and promote transformation and influence the behavior of junior nurses and staff nurses to provide quality care in line with the changing needs of patients
			3. Contribute to healthcare policy formulation when working in partnership with other healthcare team members and community sectors					NA	NA	**P1 and ES Nurses** can contribute to healthcare policy formulation when working in partnership with other healthcare team members and community sectors
		3. **Risk Management &**	1. Be aware about the hospital emergency contingency plan	NA	NA	A	A	A	**P4 and P3 nurses** are aware about the hospital emergency

		Contingency planning	to contribute to the emergency response						contingency plan to contribute to the emergency response
			2. Plan and excute hospital emergency contingency plan to make resilient health facilities			NA	NA		P1 and ES Nurses are able to plan and excute hospital emergency contingency plan to make resilient health facilities
			3. Plan, organise, supervise, monitor and evaluate workplace health & safety practices with hospital management committee			NA	NA		P1 and ES Nurses are able to plan, organise, supervise, monitor and evaluate workplace health & safety practices with hospital management committee

B. **List of Mandatory Competency Development Programs**

Mandatory Training List			
Method of Intervention: Formal Classroom Training (In-country/Ex-country)			
Priority	**Target Group**	**Training Description**	**Training Provider**
1	P4-P3 Clinical nurses	Critical care	Ex-country
2	P4-P3 Clinical nurses	Dialysis	FNPH, KGUMSB
3	P4-P3 Clinical nurses	Intensive Care	FNPH, KGUMSB
4	P4-P3 Clinical nurses	Emergency and Trauma	Ex-country
5	P4-P3 Clinical nurses	Peri- Operative	FNPH, KGUMSB
6	P4-P3 Clinical nurses	Nurse Anesthesia	Ex-country
7	P4-P2 Clinical nurses	Palliative Care	Ex-country
8	P4-P3 Clinical nurses	Emergency Obstetrics Care	FNPH, KGUMSB
9	P4-P3 Clinical nurses	Wound management	Ex-country
10	P4-P2 Clinical nurses	Oncology Care	Ex-country
11	P4-P2 Clinical nurses	Pain Management	Ex-country

12	P4-P3 Clinical nurses	Continue Medical Education on Nursing Care (Effective use & Care of Medical Devices, Enteral & Parenteral Feeding Care, Fluid Management, Blood & Blood Product Transfusion, Air way clearance and Oxygen Therapy, Pressure Ulcer Prevention & Management)	Referral Hospitals and Phuntsholing Hospital
13	P4-P2 Clinical nurses	Workshop on Implementation of Patient Safety	Ex-country
14	P4-P1 Clinical nurses	Workshop on Applied Best Practice Principals on Patient Safety	Ex-country
15	P4-P2 Clinical nurses	Training on Implementation of Infection Control	Ex-country
16	P3-P1 Clinical nurses	Training on Applied Best Practice Principals on Infection Control	Ex-country
17	P4-P2 CN/Focal persons	Training on best practices on Medical Waste Managment	Ex-country
18	P4-P2 Clinical nurses	Training on Quality Implementation and Assurance	Ex-country
19	P3-P1 Clinical nurses	Training on Applied Best Practice Principals on Quality Implementation and Assurance	Ex-country
20	P4-P2 Clinical nurses	Workshop/Seminar/Case studies on nursing	Ex-country
21	P4-P1 Clinical nurses	Workshop on Implementation of Occuptional Health Safety	Ex-country
22	P3-P1 Clinical nurses	Workshop on Applied Best Practice Principals on Occupational Health Safety	Ex-country

Priority	Target Group	Training Description	Training Provider
23	P4-P1 Clinical nurses	Training on counseling and patient representation	Ex-country
24	P4-P1 Clinical nurses	Workshop on Health education and promotion	Ex-country
25	P2-ES Clinical nurses	Coaching & Mentoring Programme (Mentors to be trained)	Ex-country
27	P4-P1 Clinical nurses	Training on the risk managment and contingency plan development	Ex-country
28	P4-P2 Clinical nurses	Training on the basic operational research methodology	KGUMSB
29	P3-ES Clinical nurses	Training on applied research methodology and biostatistics	KGUMSB
30	P2-ES Clinical nurses	Development of Standard Operating Procedures (SOPs) on Nursing Care	Ex-country
31	P4-ES Clinical nurses	Training on effective communication (negotiation skills in clinical settings, Problem solving and decision making)	In-country
32	P2-ES Clinical nurses	Training on Management in healthcare setting (HR, Planning, finance, logistics and supply chain management)	In-country
Sub-total			
Method of Intervention: On the Job Training			
Priority	**Target Group**	**Training Description**	**Training Provider**
1	P4-P2 Clinical nurses	Training on Implementation of Nursing Care Process	Referral Hospitals

Sub-total			
Grand Total			
Method of Intervention: Pre-Service Training after selection into civil service			
Priority	**Target Group**	**Training Description**	**Training Provider**
1	P4	Training on effective communication (negotiation skills in clinical settings, Problem silving and decision making)	In-country
2	P4	Training on Management in healthcare setting (HR, Planning, finance, logistics and supply chain management)	In-country

C. **Costing for Competency Development Programs to be conducted in 2019**

	Mandatory Training List (2019-2020)				
Method of Intervention: Formal Classroom Training (In-country/Ex-country)					
Priority	**Target Group**	**Number of Participants**	**Training Description**	**Training Provider**	**Estimated cost (In USD)**
1	P4-P3 Clinical nurses	5	Critical care	Ex-country	14600
2	P4-P3 Clinical nurses	5	Dialysis	FNPH, KGUMSB	12100
3	P4-P3 Clinical nurses	5	Intensive Care	FNPH, KGUMSB	12100
4	P4-P3 Clinical nurses	5	Emergency and Trauma	Ex-country	3100
5	P4-P3 Clinical nurses	5	Peri- Operative	FNPH, KGUMSB	12100
6	P4-P3 Clinical nurses	5	Nurse Anesthesia	Ex-country	87250
7	P4-P2 Clinical nurses	5	Palliative Care	Ex-country	39250
8	P4-P3 Clinical nurses	5	Emergency Obstetrics Care	FNPH, KGUMSB	39250
9	P4-P3 Clinical nurses	5	Wound management	Ex-country	25500
10	P4-P2 Clinical nurses	5	Oncology Care	Ex-country	25500
11	P4-P2 Clinical nurses	5	Pain Management	Ex-country	25500

12	P4-P3 Clinical nurses	50	Continue Medical Education on Nursing Care (Effective use & Care of Medical Devices, Enteral & Parenteral Feeding Care, Fluid Management, Blood & Blood Product Transfusion, Air way clearance and Oxygen Therapy, Pressure Ulcer Prevention & Management)	Referral Hospitals and Phuntsholing Hospital	17285
13	P4-P2 Clinical nurses	10	Workshop on Implementation of Patient Safety	Ex-country	24300
14	P4-P1 Clinical nurses	10	Workshop on Applied Best Practice Principals on Patient Safety	Ex-country	12150
15	P4-P2 Clinical nurses	10	Training on Implementation of Infection Control	Ex-country	24300
16	P3-P1 Clinical nurses	10	Training on Applied Best Practice Principals on Infection Control	Ex-country	12150
17	P4-P2 CN/Focal persons	15	Training on best practices on Medical Waste Managment	Ex-country	33450
18	P4-P2 Clinical nurses	10	Training on Quality Implementation and Assurance	Ex-country	24300
19	P3-P1 Clinical nurses	10	Training on Applied Best Practice Principals on Quality Implementation and Assurance	Ex-country	12150
20	P4-P2 Clinical nurses	10	Workshop/Seminar/Case studies on nursing	Ex-country	24300
21	P4-P1 Clinical nurses	10	Workshop on Implementation of Occupational Health Safety	Ex-country	24300
22	P3-P1 Clinical nurses	10	Workshop on Applied Best Practice Principals on	Ex-country	12150

			Occupational Health Safety		
23	P4-P1 Clinical nurses	15	Training on counseling and patient representation	Ex-country	36450
24	P4-P1 Clinical nurses	15	Workshop on Health education and promotion	Ex-country	36450
25	P2-ES Clinical nurses	10	Coaching & Mentoring Programme (Mentors to be trained)	Ex-country	24300
27	P4-P1 Clinical nurses	15	Training on the risk managment and contingency plan development	Ex-country	36450
28	P4-P2 Clinical nurses	10	Training on the basic operational research methodology	KGUMSB	5520
29	P3-ES Clinical nurses	10	Training on applied research methodology and biostatistics	KGUMSB	2760
30	P2-ES Clinical nurses	10	Development of Standard Operating Procedures (SOPs) on Nursing Care	Ex-country	24300
31	P4-ES Clinical nurses	15	Training on effective communication (negotiation skills in clinical settings, Problem solving and decision making)	In-country	7035
32	P2-ES Clinical nurses	10	Training on Management in healthcare setting (HR, Planning, finance, logistics and supply chain management)	In-country	6857
Sub-total					**697207**
Method of Intervention: On the Job Training					

Priority	Target Group	Number of Participants	Training Description	Training Provider	Estimated cost
1	P4-P2 Clinical nurses	30	Training on Implementation of Nursing Care Process	Referral Hospitals	7928
Sub-total					**7928**
Grand Total (in USD)					**705135**
Method of Intervention: Pre-Service Training after selection into civil service					
Priority	**Target Group**	**Number of Participants**	**Training Description**	**Training Provider**	**Estimated cost**
1	P4		Training on effective communication (negotiation skills in clinical settings, Problem silving and decision making)	In-country	-
2	P4		Training on Management in healthcare setting (HR, Planning, finance, logistics and supply chain management)	In-country	-