

| 2016 Nurse Manager Skill Inventory   | Average | Number | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q  | R  |
|--|---------|--------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|----|----|
| <b>FINANCIAL MANAGEMENT</b>  |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |    |
| Understanding of health care economics and health care public policy as it applies to the delivery of patient care | 2.11    | 3      | 1 | 4 | 4 | 1 | 3 | 1 | 1 | 2 | 4 | 1 | 1 | 2 | 3 | 1 | 1 | 3 | 1  | 4  |
| <b>Unit based budgeting</b>  | 2.00    | 8      | 1 | 4 | 3 | 1 | 3 | 1 | 1 | 2 | 4 | 1 | 1 | 1 | 2 | 2 | 1 | 2 | 1  | 5  |
| *Creating a budget   | 2.06    | 1      | 1 | 4 | 3 | 1 | 4 | 2 | 1 | 2 | 4 | 1 | 1 | 2 | 2 | 1 | 1 | 1 | 1  | 5  |
| *Monitoring a budget   | 2.39    |        | 2 | 4 | 4 | 1 | 4 | 2 | 1 | 2 | 4 | 1 | 3 | 2 | 2 | 2 | 1 | 2 | 1  | 5  |
| *Analyzing a budget  | 2.33    | 1      | 2 | 4 | 3 | 1 | 4 | 3 | 1 | 2 | 3 | 1 | 3 | 2 | 2 | 2 | 1 | 2 | 1  | 5  |
| *Reporting on budget variance  | 2.33    |        | 2 | 3 | 4 | 1 | 4 | 3 | 1 | 2 | 4 | 1 | 3 | 2 | 2 | 2 | 1 | 1 | 1  | 5  |
| *Revenue forecasting   | 1.88    |        | 1 | 3 | 3 | 1 | 2 | 2 | 1 | 2 |   | 1 | 2 | 2 | 2 | 2 | 1 | 1 | 1  | 5  |
| *Expense forecasting   | 2.11    |        | 2 | 4 | 3 | 1 | 3 | 2 | 1 | 2 | 3 | 1 | 2 | 2 | 2 | 2 | 1 | 1 | 1  | 5  |
| *Interpreting financial information  | 2.11    |        | 2 | 3 | 3 | 1 | 2 | 3 | 1 | 2 | 3 | 1 | 2 | 2 | 2 | 2 | 1 | 2 | 1  | 5  |
| <b>Concepts of Capital Budgeting</b>   | 2.06    | 4      | 1 | 3 | 4 | 1 | 2 | 2 | 1 | 2 | 4 | 1 | 2 | 1 | 2 | 2 | 1 | 2 | 1  | 5  |
| *Cost benefit analysis   | 1.89    |        | 1 | 3 | 3 | 1 | 1 | 2 | 1 | 2 | 4 | 1 | 2 | 1 | 2 | 2 | 1 | 1 | 1  | 5  |
| <b>HUMAN RESOURCE MANAGEMENT</b>   |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |    |
| <b>Recruitment techniques</b>  | 3.11    |        | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 4 | 3 | 2 | 3 | 4 | 3 | 2 | 4 | 3  | 5  |
| <b>Interview techniques</b>  | 3.17    | 1      | 4 | 4 | 4 | 1 | 3 | 3 | 2 | 4 | 4 | 3 | 2 | 3 | 4 | 2 | 2 | 4 | 3  | 5  |
| <b>Labor laws pertaining to hiring</b>   | 2.56    | 2      | 2 | 5 | 3 | 1 | 3 | 2 | 1 | 3 | 3 | 2 | 2 | 3 | 3 | 2 | 2 | 3 | 2  | 4  |
| <b>Hiring policies and procedures from the facility HR department</b>  | 2.86    |        | 2 | 4 |   | 3 | 3 |   | 2 | 3 | 4 | 3 | 2 | 3 | 4 | 2 | 2 | 3 | NA | NA |
| *Identification of key skills  | 2.94    |        | 2 | 4 | 4 | 2 | 3 | 3 | 2 | 3 | 4 | 2 | 3 | 3 | 4 | 2 | 2 | 3 | 3  | 4  |
| *Ability to implement changes  | 2.83    |        | 2 | 4 | 3 | 2 | 4 | 3 | 2 | 3 | 4 | 2 | 2 | 2 | 4 | 2 | 2 | 3 | 3  | 4  |
| <b>Orientation of New Employees</b>  | 3.56    |        | 5 | 4 | 4 | 3 | 4 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3  | 5  |



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| <b>PERFORMANCE IMPROVEMENT</b>   |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |
| Knowledge of performance improvement tools                               | 2.28    | 7      | 1 | 5 | 3 | 1 | 1 | 2 | 2 | 2 | 4 | 2 | 2 | 3 | 3 | 2 | 1 | 2 | 1 | 4  |
| Patient Safety   | 2.89    | 1      | 3 | 5 | 4 | 3 | 2 | 3 | 2 | 3 | 4 | 2 | 2 | 3 | 3 | 2 | 2 | 3 | 2 | 4  |
| Workplace Safety   | 2.89    |        | 3 | 5 | 4 | 3 | 3 | 4 | 1 | 2 | 5 | 2 | 2 | 3 | 3 | 2 | 1 | 3 | 2 | 4  |
| Promoting intra/inter department communication                           | 3.39    |        | 4 | 4 | 5 | 2 | 5 | 4 | 2 | 3 | 5 | 4 | 3 | 3 | 3 | 3 | 1 | 3 | 3 | 4  |
| <b>FOUNDATIONAL THINKING SKILLS</b>                                      |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |
| System thinking knowledge as an approach to analysis and decision making | 2.56    | 3      | 3 | 5 | 4 | 1 | 1 | 1 | 3 | 3 | 4 | 2 | 2 | 3 | 2 | 2 | 1 | 3 | 2 | 4  |
| Complex adaptive system definitions and applications                     | 2.00    | 4      | 1 | 5 | 1 | 1 | 1 | 1 | 3 | 3 | 4 | 2 | 2 | 2 | 1 | 2 | 1 | 1 | 1 | 4  |
| Understanding organization behaviors                                     | 2.72    |        | 3 | 3 | 3 | 2 | 2 | 3 | 3 | 3 | 4 | 2 | 3 | 3 | 3 | 3 | 2 | 2 | 1 | 4  |
| Decision making skills   | 2.89    |        | 2 | 4 | 4 | 2 | 2 | 3 | 3 | 3 | 4 | 2 | 3 | 3 | 3 | 3 | 1 | 3 | 2 | 5  |
| Problem solving skills   | 2.94    |        | 3 | 4 | 3 | 2 | 2 | 3 | 2 | 3 | 5 | 2 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 5  |
| <b>TECHNOLOGY</b>  |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |
| Basic computer skills  | 3.72    |        | 5 | 5 | 5 | 5 | 4 | 4 | 2 | 4 | 4 | 1 | 2 | 3 | 4 | 3 | 5 | 4 | 3 | 4  |
| Information technology   | 2.82    |        | 2 | 4 | 4 | 2 | 4 | 3 | 3 | 3 | 4 | 1 | 2 | 2 | 3 | 4 | 2 | 2 | 3 | NA |
| *Knowledge of patient Medical Record                                     | 3.33    | 1      | 3 | 2 | 5 | 5 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 2 | 3 | 3 | 4  |
| *Knowledge of supply/medication  | 2.94    | 1      | 3 | 1 | 4 | 5 | 3 | 2 | 2 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 4  |
| *Ability to integrate technology into patient care processes             | 3.06    |        | 3 | 2 | 4 | 4 | 4 | 2 | 2 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 2 | 3  |
| *Using information systems to support business decisions                 | 2.94    |        | 2 | 4 | R | 2 | 4 | 3 | 2 | 3 | 4 | 2 | 3 | 3 | 3 | 4 | 2 | 3 | 2 | 4  |



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| <b>STRATEGIC MANAGEMENT</b>                    |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |    |    |
| Project management                             | 2.78    | 3      | 2 | 5 | 5 | 1 | 3 | 3 | 2 | 2 | 4 | 2 | 3 | 2 | 2 | 3 | 2 | 2  | 2  | 5  |
|  |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |    |    |
| Business development                           | 2.22    | 5      | 2 | 5 | 4 | 1 | 2 | 3 | 1 | 1 | 3 | 2 | 1 | 2 | 2 | 1 | 1 | 3  | 1  | 5  |
|  |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |    |    |
| Business plan development                      |         | 7      | 1 | 5 | 4 | 1 | 1 | 3 | 1 | 1 | 3 | 2 | 1 | 2 | 1 | 1 | 1 | 3  | 1  | 4  |
|  |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |    |    |
| Presentation skills                            | 3.14    | 2      | 1 | 5 | 5 | 3 | 4 | 3 | 2 | 3 |   | 3 | 2 | 2 | 3 | 3 | 5 | NA | NA | NA |
| *Written                                       | 3.44    |        | 3 | 5 | 5 | 3 | 5 | 3 | 2 | 3 | 4 | 3 | 1 | 3 | 3 | 4 | 5 | 3  | 2  | 5  |
| *Oral  | 3.17    |        | 2 | 5 | 5 | 2 | 4 | 3 | 2 | 3 | 3 | 3 | 2 | 3 | 2 | 3 | 5 | 3  | 2  | 5  |
|  |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |    |    |
| Persuasion skills                              | 3.72    | 1      | 2 | 3 | 5 | 3 | 5 | 3 | 3 | 5 | 4 | 4 | 3 | 3 | 4 | 4 | 3 | 5  | 3  | 5  |
|  |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |    |    |
| Developing strategic plans                     | 2.50    | 1      | 1 | 4 | 4 | 1 | 4 | 3 | 3 | 3 | 4 | 2 | 2 | 2 | 2 | 1 | 1 | 3  | 1  | 4  |
|  |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |    |    |
| Developing operational plans                   | 2.61    | 1      | 3 | 4 | 4 | 1 | 4 | 3 | 2 | 3 | 4 | 2 | 3 | 2 | 1 | 2 | 1 | 2  | 2  | 4  |
|  |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |    |    |
| <b>APPROPRIATE CLINICAL PRACTICE KNOWLEDGE</b> | 3.11    |        | 3 | 3 | 4 | 1 | 5 | 3 | 2 | 3 | 4 | 3 | 3 | 2 | 3 | 3 | 3 | 4  | 3  | 4  |
|  |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |    |    |
| <b>HUMAN RESOURCE LEADERSHIP SKILLS</b>        |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |    |    |
| Performance management                         | 3.44    |        | 4 | 4 | 5 | 1 | 5 | 3 | 2 | 3 | 4 | 4 | 4 | 3 | 4 | 3 | 2 | 4  | 2  | 5  |
|  |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |    |    |
| Staff development                              | 3.11    |        | 2 | 3 | 3 | 2 | 4 | 3 | 3 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 2 | 3  | 2  | 4  |
|  |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |    |    |
| Succession planning                            | 2.83    |        | 1 | 4 | 4 | 2 | 3 | 3 | 3 | 2 | 4 | 3 | 3 | 3 | 4 | 2 | 1 | 3  | 2  | 4  |
|  |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |    |    |
| Coaching and guiding skills                    | 3.39    |        | 4 | 3 | 4 | 2 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 4 | 4 | 2 | 4  | 3  | 5  |
|  |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |    |    |
| Mentoring                                      | 3.28    |        | 2 | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 3 | 4 | 3 | 2 | 3  | 3  | 4  |



[illegible]



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| <b>PERSONAL AND PROFESSIONAL ACCOUNTABILITY</b>          |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |    |    |
| Personal growth and development                          | 3.44    |        | 3 | 5 | 4 | 3 | 5 | 2 | 4 | 3 | 4 | 3 | 5 | 2 | 4 | 3 | 2 | 4  | 2  | 4  |
| Ethical behavior and practice                            | 3.72    |        | 4 | 5 | 5 | 2 | 5 | 3 | 2 | 3 | 5 | 4 | 5 | 3 | 4 | 3 | 3 | 4  | 3  | 4  |
| Professional association involvement                     | 2.61    |        | 1 | 4 | 5 | 3 | 1 | 2 | 1 | 2 | 5 | 2 | 3 | 1 | 3 | 2 | 1 | 5  | 2  | 4  |
| Certification  | 2.61    | 2      | 1 | 2 | 3 | 1 | 1 | 4 | 5 | 2 | 5 | 1 | 5 | 3 | 4 | 2 | 1 | 4  | 1  | 2  |
| <b>CAREER PLANNING</b>                                   |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |    |    |
| Knowing your role  | 2.89    | 1      | 4 | 4 | 5 | 1 | 2 | 3 | 2 | 3 | 4 | 3 | 3 | 1 | 4 | 2 | 2 | 4  | 1  | 4  |
| Knowing your future                                      | 3.06    |        | 2 | 5 | 5 | 1 | 3 | 2 | 3 | 3 | 4 | 3 | 3 | 2 | 4 | 2 | 3 | 5  | 1  | 4  |
| Positioning yourself                                     | 2.83    | 1      | 2 | 3 | 5 | 1 | 3 | 2 | 3 | 3 | 4 | 3 | 3 | 2 | 4 | 1 | 2 | 5  | 1  | 4  |
| <b>PERSONAL JOURNEY DISCIPLINES</b>                      |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |    |    |
| Shared leadership/council management                     | 2.72    |        | 4 | 3 | 5 | 1 | 3 | 2 | 1 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 2 | 1  | 1  | 4  |
| Action learning  | 2.56    | 2      | 3 | 4 | 2 | 2 | 2 | 2 | 1 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 2 | 1  | 1  | 4  |
| Reflective practice                                      | 2.67    |        | 3 | 5 | 3 | 1 | 2 | 2 | 1 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 2 | 2  | 1  | 4  |
| <b>REFLECTIVE PRACTICE REFERENCE BEHAVIORS / TENANTS</b> | 3.07    |        | 3 | 4 | 4 | 1 | 4 | 4 | 1 | 2 | 4 |   | 4 | 3 | 4 | 3 | 2 | NA | NA | NA |
| Holding the truth  | 4.00    |        | 5 | 5 | 5 | 3 | 5 | 4 | 2 | 3 | 5 | 4 | 4 | 3 | 4 | 4 | 3 | 5  | 3  | 5  |
| Appreciation of ambiguity                                | 3.44    |        | 4 | 5 | 5 | 2 | 4 | 4 | 2 | 3 | 4 | 4 | 4 | 2 | 4 | 3 | 2 | 2  | 3  | 5  |
| Diversity as a vehicle to wholeness                      | 3.56    |        | 2 | 5 | 5 | 3 | 5 | 3 | 2 | 3 | 4 | 4 | 4 | 2 | 4 | 3 | 3 | 5  | 3  | 4  |
| Holding multiple perspectives without judgement          | 3.50    |        | 3 | 5 | 5 | 4 | 5 | 2 | 2 | 2 | 4 | 4 | 4 | 3 | 4 | 2 | 2 | 5  | 3  | 4  |
| Discovery of potential                                   | 3.28    |        | 3 | 4 | 5 | 2 | 4 | 2 | 1 | 3 | 4 | 4 | 4 | 3 | 4 | 2 | 2 | 4  | 3  | 5  |
| Quest for adventure toward knowing                       | 3.56    |        | 4 | 4 | 5 | 2 | 5 | 3 | 1 | 3 | 4 | 4 | 4 | 3 | 4 | 3 | 3 | 5  | 2  | 5  |
| Knowing something of life                                | 3.33    |        | 4 | 5 | 4 | 3 | 5 | 2 | 3 | 2 | 4 | 4 | 3 | 3 | 4 | 3 | 3 | 2  | 2  | 4  |
| Nurturing the intellectual and emotional self            | 3.39    |        | 3 | 4 | 4 | 3 | 5 | 3 | 3 | 3 | 4 | 2 | 4 | 3 | 4 | 3 | 3 | 4  | 2  | 4  |
| Keeping commitment to oneself                            | 2.94    |        | 3 | 4 | 4 | 3 | 5 | 2 | 1 | 2 | 4 | 2 | 4 | 3 | 4 | 2 | 3 | 1  | 2  | 4  |