X: Licensed Practical Nurse
Leadership Role
A Licensed Practical Nurse will:

X-1-1 Demonstrate ability to apply critical thinking and clinical judgment to leadership skills within the interdisciplinary health care team.

X-1-2 Demonstrate knowledge of the significance of leadership theories as applied to health care organizations.

X-1-3 Demonstrate knowledge of the characteristics and attributes of an effective leader such as:
- ability to research answers
- ability to take action
- exemplary communication skills
- high degree of competence
- high integrity
- ethical practice
- honesty and respect for others
- team player
- positive attitude.

X-1-4 Demonstrate knowledge of the factors that affect the styles of leadership in an organization.

X-1-5 Demonstrate ability to assess and recognize own strengths and limitations as a leader.
A Licensed Practical Nurse will:

X-1-6    **Demonstrate knowledge and ability to practice in a variety of leadership roles such as:**
- team member
- team leader
- educator
- management and administration roles.

X-1-7    **Demonstrate knowledge and ability to further develop, utilize and enhance leadership skills through on-going education, clinical mentoring, and experience.**
A Licensed Practical Nurse will:

X-2-1 Demonstrate ability to apply critical thinking and clinical judgment when practicing in the team leader/charge role.

X-2-2 Demonstrate knowledge of the job description, nursing care delivery model, policies and procedures of the agency.

X-2-3 Demonstrate ability to assess the health status of assigned patients/clients/residents.

X-2-4 Demonstrate ability to analyze assessment data to identify nursing diagnosis.

X-2-5 Demonstrate ability to prioritize client needs and related care.

X-2-6 Demonstrate ability to formulate, implement, and evaluate care plans.

X-2-7 Demonstrate ability to assign client care to the nursing team based on:
   • client needs
   • level of care required
   • level of support available
   • education of team members
   • competence of team members
   • job description of team members.

X-2-8 Demonstrate ability to supervise the nursing team and assist as required to ensure safe, quality nursing care is delivered.

X-2-9 Demonstrate ability to provide leadership in the revision of goals, priorities, and nursing intervention.

X-2-10 Demonstrate ability to manage time productively and utilize resources effectively in the team leader role.
A Licensed Practical Nurse will:

X-2-11 Demonstrate ability to communicate effectively with other health team members.

X-2-12 Demonstrate ability to accept, process, and implement orders from appropriate authorized health professionals.

X-2-13 Demonstrate ability to recognize the informal leadership role of team members.

X-2-14 Demonstrate knowledge and ability to manage concerns and problems by:
- accurately identifying the problem
- gathering information to formulate proposed solutions
- examining all workable solutions
- taking action to solve problems as appropriate
- evaluating efficacy of action
- report / consult as appropriate.

X-2-15 Demonstrate knowledge and ability to advocate for clients.

X-2-16 Demonstrate ability to recognize the need for change and take action to facilitate change as necessary.

X-2-17 Demonstrate ability to organize and lead family / team conferences, meetings, and report.

X-2-18 Demonstrate ability to participate in committees and task forces to facilitate planning in the organization.

X-2-19 Demonstrate ability to provide positive role modeling and leadership to staff by:
- being an advocate
- communicating
- encouraging
- listening
- motivating
- supporting.

Note: LPNs must hold an Active Practice Permit to assume a team lead role.
A Licensed Practical Nurse will:

X-3-1  Demonstrate knowledge of common organizational structures.

X-3-2  Demonstrate knowledge of the vision, mission, values, and goals of an organization.

X-3-3  Demonstrate knowledge of the parameters of the organization such as:
  •     channels of communication
  •     job descriptions
  •     policies
  •     procedures.

X-3-4  Demonstrate ability to explain how the LPN role fits into a health care organization and agency structure.

X-3-5  Demonstrate ability to follow appropriate channels to communicate and report throughout the organization.
A Licensed Practical Nurse will:

X-4-1 Demonstrate ability to apply critical thinking and clinical judgment when assessing or managing risk.

X-4-2 Demonstrate knowledge and ability to identify the categories of risks within a health care organization such as:
- patient / client / resident
- visitors
- staff
- environment.

X-4-3 Demonstrate ability to differentiate between legal, ethical, quality, safety, and life threatening risk situations.

X-4-4 Demonstrate ability to use appropriate channels of communication to report risks within the setting.

X-4-5 Demonstrate ability to act as a client advocate in risk situations.

X-4-6 Demonstrate ability to intervene as appropriate to ensure that actions are taken to prevent, eliminate, and / or minimize risk.

X-4-7 Demonstrate ability to recognize a client’s own choice in risk situations and facilitate completion of appropriate documentation.

X-4-8 Demonstrate ability to report and document areas of risk management within agency policy.
A Licensed Practical Nurse will:

<table>
<thead>
<tr>
<th>X-5-1</th>
<th>Demonstrate ability to formulate, implement, and revise nursing care plans.</th>
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<tbody>
<tr>
<td>X-5-2</td>
<td>Demonstrate ability to communicate nursing care plans to client, family, and staff and elicit their input into a plan as appropriate.</td>
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<tr>
<td>X-5-3</td>
<td>Demonstrate ability to communicate own ideas and suggestions for improvements in nursing care to the appropriate personnel.</td>
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<tr>
<td>X-5-4</td>
<td>Demonstrate ability to participate in nursing policy changes.</td>
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<tr>
<td>X-5-5</td>
<td>Demonstrate ability to participate in the strategic planning process of an organization.</td>
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A Licensed Practical Nurse will:

<table>
<thead>
<tr>
<th>Competency</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>X-6-1</strong></td>
<td>Demonstrate ability to apply critical thinking and clinical judgment when practicing in human resource management.</td>
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</tbody>
</table>
| **X-6-2** | Demonstrate knowledge and understanding of areas affecting human resource management such as:  
- collective agreements  
- Legislation  
- Regulation  
- Workers Compensation Board (WCB). |
| **X-6-3** | Demonstrate knowledge of and ability to implement the disciplinary process of the organization. |
| **X-6-4** | Demonstrate ability to identify the nursing care delivery model and staffing methods used in the organization. |
| **X-6-5** | Demonstrate knowledge of the various job description, policies, and procedures of the organization. |
| **X-6-6** | Demonstrate knowledge and ability to participate in and conduct job interviews. |
| **X-6-7** | Demonstrate ability to participate in or conduct annual performance appraisals. |
| **X-6-8** | Demonstrate ability to ensure security and confidentiality of personnel information. |
A Licensed Practical Nurse will:

**X-7-1** Demonstrate knowledge of professional obligation to share knowledge, skill, and expertise with junior colleagues.

**X-7-2** Demonstrate ability to share knowledge, skill, and expertise with colleagues.

**X-7-3** Demonstrate ability to seek opportunities to teach and mentor fellow LPNs, students, and others:
- articulate and promote the role of the LPN to others
- contribute to an environment that is conducive to learning
- share knowledge and skills by mentoring, supporting and providing feedback
- collaborate to create and maintain healthy environments in local, regional, and national communities.

**X-7-4** Demonstrate ability to serve as preceptor and provide mentorship to students.

**X-7-5** Demonstrate knowledge of professional responsibility when supervising students:
- providing appropriate support
- providing guidance and supervision as necessary
- role modeling professional behavior
- supervising performance of restricted activities.
Major Competency Area: X
Licensed Practical Nurse
Leadership Role

Priority: Two

Competency: X-8
Assignment to Health Care Aides

Date: September 1, 2005

A Licensed Practical Nurse will:

X-8-1 Demonstrate knowledge and ability to assign, educate, and supervise health care aides following guidelines such as:
- HPA LPN Regulation 2003
- Decision Making Standards for Supervision of Health Care Aides
- agency policy and procedures.

X-8-2 Demonstrate ability to determine the extent and complexity of client needs and the nature of the work to be assigned.

X-8-3 Demonstrate ability to determine that the assignment is consistent with the health care aide’s job description and competence.

X-8-4 Demonstrate ability to recognize the need for ensuring competence and support for the health care aide through:
- teaching
- written instructions
- indirect supervision
- direct supervision.

X-8-5 Demonstrate ability to clearly communicate to the health care aide the expectations and outcomes in concise and measurable terms.

X-8-6 Demonstrate ability to encourage feedback and communication from the health care aide regarding the clarity of direction and expectations.

X-8-7 Demonstrate ability to recognize the need for intervention in care when necessary.

X-8-8 Demonstrate ability to evaluate the results of the assigned task on an ongoing basis by:
- ongoing communication
- clients response and outcomes
- adjustments in care plan
- evaluation of reporting and documentation.
Major Competency Area: X
Licensed Practical Nurse
Leadership Role

Competency: X-9
Organize and Facilitate Meetings

Priority: Three
Date: September 1, 2005

A Licensed Practical Nurse will:

<table>
<thead>
<tr>
<th>X-9-1</th>
<th>Demonstrate knowledge and ability to plan an agenda and organize a meeting.</th>
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<tbody>
<tr>
<td>X-9-2</td>
<td>Demonstrate knowledge and ability to facilitate a meeting.</td>
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<tr>
<td>X-9-3</td>
<td>Demonstrate knowledge and ability to prepare minutes and follow through with action plan.</td>
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