The Essentials of Baccalaureate Education for Professional Nursing Practice.

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This report presents recommendations of an American Association of Colleges of Nursing (AACN) task force which revised existing guidelines for nursing education. An introduction provides background information and notes major trends in health care and nursing. Also provided is a summary of the revision process which included two invitational roundtable meetings and regional meetings. The following section discusses the discipline of nursing and the role of nurses as a context for professional nursing education. The main section of the report addresses the essentials of a baccalaureate nursing program which are identified as a liberal education, professional values, core competencies, core knowledge, and role development. The professional values include altruism, autonomy, human dignity, integrity, and social justice. The core competencies identified are critical thinking, communication, assessment, and technical skills. Core knowledge is divided into the following areas: health promotion, risk reduction, and disease prevention; illness and disease management; information and health care technologies; ethics; human diversity; global health care; and health care systems and policy. Finally, role development involves roles as: provider of care, designer/manager/coordinator of care, and member of a profession. The final two sections address teaching methodologies and future directions. Three appendices identify individuals and institutions involved in the Nursing Skills Project. (Contains 55 references.) (DB)

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THE ESSENTIALS

OF BACCALAUREATE EDUCATION

FOR PROFESSIONAL NURSING PRACTICE
March 1998

The American Association of Colleges of Nursing is pleased to present The Essentials of Baccalaureate Education for Professional Nursing Practice. This document provides direction for the preparation of professional nurses for practice into the 21st century.

The Essentials is a comprehensive revision to AACN’s landmark set of core standards for baccalaureate-degree nursing education first released in 1986. New realities of health care require nurses to master complex information, coordinate a variety of care experiences, use technology for health care delivery and evaluation of patient outcomes, and assist patients with managing an increasingly complex system of care. Just as the 1986 Essentials did for the past ten years, the new Essentials provides a framework for developing, defining, and revising baccalaureate nursing curricula.

In 1995 an AACN task force was charged to define the essential elements of baccalaureate education for professional nursing practice. As part of its forward-thinking strategy, the task force convened two interdisciplinary roundtable meetings to begin to define the role and critical competencies for professional nursing practice in the future health care system. Following these meetings, five regional meetings were held to provide a national forum for the development of a consensus-based document. All nursing educators, administrators, researchers, and clinicians interested in professional nursing education and practice were invited to participate in the regional meetings. Throughout the process, the document and updated revisions were placed on the AACN Web site. This enabled the nursing community at large to provide ongoing feedback.

Changes within the health care delivery system, shifting population demographics, and scientific advances require that nursing re-evaluate the roles and preparation of its future practitioners. Exciting and expanding roles and opportunities for professional nurses continue to be created. Nursing education must keep pace with these changes. We believe this document will have significant and extensive impact on baccalaureate nursing education for professional nursing practice in the evolving health care system.

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INTRODUCTION

Background

In 1986, the American Association of Colleges of Nursing (AACN) membership endorsed the document, Essentials of College and University Education for Professional Nursing, which represented the first national effort to define the essential knowledge, values, and professional behaviors expected of the baccalaureate nursing graduate. This document has served as a framework for baccalaureate nursing education and has been used by thousands of baccalaureate nursing educators to develop, define, and revise nursing curricula. Because of the major changes that had occurred in the health care system, in 1995 the AACN Board of Directors appointed a task force to review the 1986 Essentials document for its relevance to current and future nursing practice.

Influences on the Transformation of Health Care

The delivery of health care services has changed dramatically over the past decade. Increases in longevity of life have made the 75-year-old-and-over population the fastest growing segment of the population (Hodgkinson, 1995). Hospital stays have been shortened markedly, with a concomitant growth in home care. The trend to move patients out of the hospital “quicker and sicker” has been augmented by the growth of managed care networks with a strong focus on the “bottom-line”, i.e., lower costs for services delivered. Environments in which professional nurses practice have become more diverse. Scientific advances, particularly the human genome project, have had significant impact on prevention, diagnosis, and treatment, and also have resulted in major ethical dilemmas. Increased travel and advanced communication technologies have created a more global environment in which individuals live and work. Increased population worldwide, increased incidence of chronic diseases, and the increased incidence of infectious diseases have added to the complexities of the health care environment.

The following trends will continue to influence health care in general and nursing specifically:

- Technological advances will have a profound effect on disease prevention and detection, information management, and clinical decision making.
- Advances in genetic knowledge and interventions will have a major impact on the health status of individuals and populations.
- The increasingly aged population will bring new challenges related to lifelong health promotion and management of the chronically ill and those at the end of life.
- The increasing diversity of the U.S. population will require a broader understanding and appreciation of the influence on health of such factors as age, gender, culture, ethnicity, religion, lifestyle, and functional ability level.
- The nursing workforce will be more culturally diverse and more representative of the populations served (U. S. DHHS, Division of Nursing, March 1996, p. 8), and more nurses also will be working in cross-cultural settings.
- The public will continue to seek quality, accessibility, accountability, and cost-effectiveness in all aspects of their lives, including health care and education.
The increasing complexity of the health care environment will require health practitioners to work in interdisciplinary teams.

Major changes in the organization of the health care delivery system will continue to occur.

Health care systems increasingly will focus on population-based care.

An increasingly interconnected global environment will affect the health status of individuals and the delivery of health care.

These realities require nurses to master complex information, to coordinate a variety of care experiences, to use technology for health care delivery and evaluation of nursing outcomes, and to assist patients with managing an increasingly complex system of care. New and expanded roles and opportunities for professional nurses will continue to be created. Nursing education must keep pace with these changes, and new graduates must expect to continue learning in order to keep pace themselves.

Purpose of the Document

This document is designed to provide direction for the preparation of professional nurses for practice into the 21st century. It has been written primarily for baccalaureate nursing educators and nurse executives, but also will be of interest to others involved in employing nurses throughout the health care system. The document is intended to describe what can be expected of new nurses at the time of graduation from baccalaureate-degree nursing programs.

Nursing educators must design programs that allow students to acquire the described knowledge, skills, competencies, and values, and must evaluate graduates to ensure the achievement of desired outcomes at graduation. In addition, educators must prepare and motivate graduates for continued growth, development, and competence in their professional work setting. Nurse executives must foster work enrichments that support such ongoing professional development.

Operational Definitions

The term professional nurse, as used in this document, refers to that individual prepared with a minimum of a baccalaureate in nursing but is also inclusive of one who enters professional practice with a master’s degree in nursing or a nursing doctorate. The Essentials document describes the educational preparation for, and expectations of, initial practice as a baccalaureate-prepared nurse.

Throughout the document the term patient is used to describe the recipient of nursing care or services. This term was selected for consistency and in recognition and support of the historically established tradition of the nurse-patient relationship. Patients may be individuals, families, groups, or communities. Further, patients may function in independent, interdependent, or dependent roles, and may seek or receive nursing interventions related to disease prevention, health promotion, or health maintenance, as well as illness and end-of-life care. Depending on the context or setting, patients may, at times, more appropriately be termed clients of nursing or consumers of nursing services.
SUMMARY OF THE PROCESS

In 1995, the AACN Board of Directors established a task force to review the 1986 Essentials document and, if needed, recommend revisions. Following review of the literature and consideration of changes occurring in health care, higher education, and health professional education, it was apparent to the task force that a major revision of the 1986 Essentials document was necessary. To that end, a two-phase process was used to provide interdisciplinary input and to develop consensus from the nursing community regarding the new document.

In the first phase, the task force met with 20 individuals in two invitational roundtable meetings. Participants were selected on the basis of their experience and expertise in areas relevant to nursing now and for the foreseeable future. These areas included cultural/ethnic diversity, ethics, genetics, gerontology, infectious diseases, health care financing, interdisciplinary practice, integrated health care delivery, liberal education, regulation, and rural health. Each roundtable panel comprised a strong interdisciplinary team, half of whose participants were nurses. (See Appendix A for a list of roundtable participants.) Participants were asked to identify, from their own perspectives, the anticipated role of the professional nurse in the future health care system and the critical competencies needed to function in this role. These wide-ranging and lively discussions served as the basis for development of a draft document that was shared with nursing professionals in the next phase.

Following the roundtable meetings, a series of regional meetings was convened to build consensus about the statements of role, essential competencies, core knowledge and professional values. Nurse educators, clinicians, administrators, and researchers—representing a range of nursing programs, specialties, and organizations—discussed, debated, and made recommendations regarding the draft document. Over 770 individuals, representing 49 states, the District of Columbia, and Puerto Rico, participated in the consensus-building process. In addition, 349 schools of nursing, 23 professional organizations, and 19 health care delivery systems were represented (see Appendix B). The participation of a range of nursing organizations was sought intentionally to ensure a broad base of nursing input. Nursing administrators and clinicians were included to ensure that the recommendations for nursing education would address future health care practice.

Participants at the roundtable meetings identified the need for a definitive list of psychomotor or technical skills basic to nursing practice. A panel of seven nurse executives and managers was created, reflecting nursing practice around the country, in both urban and rural sites, and across home care, ambulatory, and acute-care settings. (See Appendix C for a list of panel members.) This group developed a list of technical skills that every graduate of a baccalaureate nursing program should be expected to perform with reasonable skill and safety upon graduation. This list of technical skills is included as the core competency, "Technical Skills."
Throughout the process, the document and updated revisions were placed on the AACN Web site. This enabled AACN member schools and the nursing community at large to provide ongoing feedback. In October 1997, the document was presented to the AACN membership for comment and feedback. Based on these recommendations, the task force completed the final document in January 1998.

THE DISCIPLINE AND ROLE:
A CONTEXT FOR PROFESSIONAL NURSING EDUCATION

Discipline

The nursing role is derived from the discipline of nursing. Nursing practice is built on nursing knowledge, theory, and research. In addition, nursing practice derives knowledge from a wide array of other fields and disciplines, adapting and applying this knowledge as appropriate to professional practice.

In the senior college and university setting, every academic discipline is based on a discrete scientific body of knowledge with unique and distinctive applications. This setting provides a forum for contemplating physical, social, behavioral, and ethical problems within and across disciplines. Nursing education programs in senior colleges and universities provide nursing faculty and students essential opportunities to participate in this collegial and interdisciplinary forum.

The three fundamental aspects of nursing practice are: care of the sick in and across all environments, health promotion, and population-based health care. In the future, a defining feature of the professional nursing role will be its increased focus on health promotion and risk reduction. As advances in science and technology allow us to predict future health problems, nurses will be called upon to design and implement measures to modify risk factors and promote engagement in healthy lifestyles. While professional nurses will continue to provide care to the sick, more nurses will be engaged in direct interaction with groups and communities for the purpose of health promotion and risk reduction, and in indirect care activities such as managing the care provided by others.

Role

Nurses are providers of care. In this role, nurses are patients' advocates and educators. Historically, the nursing role has emphasized partnership with patients—whether individuals, families, groups, or communities—in order to foster and support active participation in determining health care decisions. Patient advocacy is, and will continue to be, a hallmark of the professional nursing role, and requires that nurses deliver high quality care, evaluate care outcomes, and provide leadership in improving care.
Nurses learn to know patients within a professional context of privileged intimacy. Nurses recognize that clinical judgements have as much to do with values and ethics as they do with science and technology (AACN, October 1997). Nurses must be prepared for the numerous ethical dilemmas that will arise in practice, and must be able to make and assist others in making ethical decisions within a professional ethical framework. Understanding advances in science and technology and the influence these advances have on health care and on individual well-being is essential. Understanding patients and the values they bring to the health care relationship is equally important.

Nurses provide care to an increasingly diverse population. Essential to the care of diverse populations is enhanced knowledge and sensitivity to such variables as age, gender, culture, race, religion, socioeconomic status, and lifestyle choice. Nurses must be well prepared to care for the aging population and to help all individuals and families make decisions about life-extending technologies and treatments within the context of their values, as well as physical, emotional, and spiritual health parameters.

Nurses practice from a holistic base and incorporate bio-psycho-social and spiritual aspects of health. They must recognize the important distinction between disease and the individual's illness experience. Helping patients understand this distinction is an important aspect of nursing. In addition, nurses recognize that determining the health status of the patient within the context of the patients' values is essential in providing a framework for planning, implementing, and evaluating outcomes of care.

Nurses provide care in and across all environments. Nurses focus not only on individual-level health care, but also manage, monitor, and manipulate the environment to foster health. Nursing care requires knowledge and skill in biotechnology and information technology as these relate to direct nursing care, health education, and the management and coordination of care.

Nurses are designers, managers, and coordinators of care. Nurses must have the knowledge and authority to delegate tasks to other health care personnel, as well as supervise and evaluate these personnel. As health care providers who function autonomously and interdependently, nurses are responsible for professional identity and practice. Nurses are members of health care teams that deliver treatment and services in an evolving health care system. Nurses bring a unique blend of knowledge, judgement, skills, and caring to such teams. Self-awareness and self-evaluation are utilized to enhance professional relationships and improve communication.

In this role, nurses must also be information managers. As patient advocates and educators with state-of-the-art knowledge, nurses help patients acquire, interpret, and utilize information related to health care, illness, and health promotion. Health information available to patients is often overwhelming or confusing; nurses serve as information managers, assisting patients in accessing, understanding, evaluating and applying health-related information. Nurses also must be able to utilize research findings documenting the outcomes of care in designing and implementing care that is both of high quality and cost-effective.
Nurses are members of a profession. The use of the term professional implies the acquisition and use of a well-delineated and broad knowledge base for practice. Professional nursing requires strong critical thinking, communication and assessment skills, and the demonstration of a balance of intelligence, confidence, understanding, and compassion. Membership in the profession requires the development and acquisition of an appropriate set of values and an ethical framework. As advocates for high quality care for all individuals, nurses must be knowledgeable and active in the political and regulatory processes defining health care delivery and systems of care. Nurses also must be committed to life-long learning and be willing to assume responsibility for planning their professional careers, which increasingly will include graduate study as the route to advancement.

In summary, while the context and scope of nursing practice is changing significantly, the role of the beginning professional nurse continues to encompass three broad areas:

- provider of direct and indirect care to individuals, families, groups, communities, and populations;
- designer, manager, and coordinator of care; and
- member of a profession.

To implement this role fully, the nurse must:

- base practice on current knowledge, theory, and research;
- assume responsibility and accountability for practice;
- form partnerships with patients and with other health care professionals;
- serve as a member and leader within interdisciplinary health care teams;
- communicate, collaborate, and negotiate;
- practice across a variety of settings and with diverse populations;
- access, assemble, and evaluate health information;
- teach patients;
- advocate for patients within the health care delivery system;
- delegate and supervise patient care activities;
- allocate and manage physical, fiscal, and human resources;
- evaluate nursing care outcomes;
- participate in research and utilize research findings;
- assume responsibility for life-long learning and plan for professional career development;
- participate in political and regulatory processes; and
- participate in shaping the health care delivery system.

PROFESSIONAL NURSING EDUCATION

To prepare professional nurses for this multi-faceted role, several components are essential for all baccalaureate nursing programs. These components are liberal education, professional values, core competencies, core knowledge, and role development.
Liberal Education

Liberal learning provides a solid foundation for the development of clinical judgment skills required for the practice of professional nursing. While providing a framework of knowledge in the arts and sciences, liberal education also promotes critical thinking, the basis for clinical judgement and ethical decision making. Through liberal education, students encounter a diversity of thought that enables them to integrate varied perspectives and divergent experiences. Knowledge from the arts and sciences enables the professional person to develop and use personal standards, to make reasoned choices when evidence is scant or conflicting, and to articulate ideas effectively in written and spoken forms. Well-grounded liberal education helps ensure that nurses practice within a context of broad-based knowledge.

Liberal education is not a separate or distinct segment of professional education, but an integrated educational experience, recognized and valued as an ongoing, life-long process. Courses in the arts, sciences, and humanities provide a forum for the study of values, ethical principles, and the physical world as well as opportunities to reflect and apply knowledge gained to professional practice.

Many colleges and universities have adopted a liberal education core. This core provides an effective base of knowledge and cognitive skills for the educated person. Nursing students who participate in joint learning activities with students from other disciplines derive significant benefits from such exposure and contribute to the learning of students from other disciplines.

While specific courses and curricula will vary, nursing education must continue to include a strong base in the physical and social sciences as well as learning experiences in philosophy, the arts, and humanities. Recent and evolving trends in health care require particular emphasis on learning related to: economics, epidemiology, genetics, gerontology, global perspectives, and telecommunications.

The successful integration of liberal education and nursing education requires guidance from faculty to help students to build bridges between general concepts and nursing practice. Making these connections enables students to use what they have learned to understand situations in nursing practice. Students must be accountable for previous knowledge just as faculty are responsible for building on that foundation, facilitating cognitive skill development, and encouraging life-long learning.

Liberal education should provide the professional nurse with the ability to:
- develop and use higher-order problem-solving and critical thinking skills;
- integrate concepts from behavioral, biological, and natural sciences in order to understand self and others;
- interpret and use quantitative data;
- use the scientific process and scientific data as a basis for developing, implementing, and evaluating nursing interventions;
- apply knowledge regarding social, political, economic, and historical issues to the analysis of societal and professional problems;
• communicate effectively in a variety of written and spoken formats;
• engage in effective working relationships;
• appreciate cultural differences and bridge cultural and linguistic barriers;
• understand the nature of human values;
• develop and articulate personal standards against which to measure new ideas and experiences; and
• appreciate and understand the character of professions.

Professional Values

Baccalaureate education for professional nursing should facilitate the development of professional values and value-based behaviors. Values are beliefs or ideals to which an individual is committed and which are reflected in patterns of behavior. Professional values are the foundation for practice; they guide interactions with patients, colleagues, other professionals, and the public. Values provide the framework for commitment to patient welfare, fundamental to professional nursing practice.

Caring is a concept central to the practice of professional nursing. There are a variety of definitions and applications of caring; some are very broad, others are specific and specialized. Caring, as used here, encompasses the nurse’s empathy for and connection with the patient, as well as the ability to translate these affective characteristics into compassionate, sensitive, appropriate care.

The values and sample professional behaviors listed below epitomize the caring, professional nurse. Nurses, guided by these values, demonstrate ethical behaviors in the provision of safe, humanistic health care. The sample behaviors are not mutually exclusive and may result from more than one value. Conversely, the value labels provided are intended to encapsulate a core set of values and behaviors that can be elaborated in a variety of ways.

Altruism is a concern for the welfare and well being of others. In professional practice, altruism is reflected by the nurse’s concern for the welfare of patients, other nurses, and other health care providers. Sample professional behaviors include:
• demonstrates understanding of cultures, beliefs, and perspectives of others;
• advocates for patients, particularly the most vulnerable;
• takes risks on behalf of patients and colleagues; and
• mentors other professionals.

Autonomy is the right to self-determination. Professional practice reflects autonomy when the nurse respects patients’ rights to make decisions about their health care. Sample professional behaviors include:
• plans care in partnership with patients;
• honors the right of patients and families to make decisions about health care; and
• provides information so patients can make informed choices.
**Human Dignity** is respect for the inherent worth and uniqueness of individuals and populations. In professional practice, human dignity is reflected when the nurse values and respects all patients and colleagues. Sample professional behaviors include:

- provides culturally competent and sensitive care;
- protects the patient's privacy;
- preserves the confidentiality of patients and health care providers; and
- designs care with sensitivity to individual patient needs.

**Integrity** is acting in accordance with an appropriate code of ethics and accepted standards of practice. Integrity is reflected in professional practice when the nurse is honest and provides care based on an ethical framework that is accepted within the profession. Sample professional behaviors include:

- provides honest information to patients and the public;
- documents care accurately and honestly;
- seeks to remedy errors made by self or others; and
- demonstrates accountability for own actions.

**Social Justice** is upholding moral, legal, and humanistic principles. This value is reflected in professional practice when the nurse works to assure equal treatment under the law and equal access to quality health care. Sample professional behaviors include:

- supports fairness and non-discrimination in the delivery of care;
- promotes universal access to health care; and
- encourages legislation and policy consistent with the advancement of nursing care and health care.

Educational efforts and the process of socialization into the profession must build upon, and as appropriate, modify values and behavior patterns developed early in life. Values are difficult to teach as part of professional education. Nevertheless, faculty must design learning opportunities that support empathic, sensitive, and compassionate care for individuals, groups, and communities; that promote and reward honesty and accountability; that make students aware of social and ethical issues; and that nurture students' awareness of their own value systems, as well as those of others.

**Core Competencies**

**Critical Thinking**

Critical thinking underlies independent and interdependent decision making. Critical thinking includes questioning, analysis, synthesis, interpretation, inference, inductive and deductive reasoning, intuition, application, and creativity.
Course work or clinical experiences should provide the graduate with the knowledge and skills to:

- use nursing and other appropriate theories and models, and an appropriate ethical framework;
- apply research-based knowledge from nursing and the sciences as the basis for practice;
- use clinical judgement and decision-making skills;
- engage in self reflection and collegial dialogue about professional practice;
- evaluate nursing care outcomes through the acquisition of data and the questioning of inconsistencies, allowing for the revision of actions and goals;
- engage in creative problem solving.

Communication

Communication is a complex, ongoing, interactive process and forms the basis for building interpersonal relationships. Communication includes listening, as well as oral, nonverbal, and written communication skills.

Course work or clinical experiences should provide the graduate with the knowledge and skills to:

- demonstrate communication skills during assessment, intervention, evaluation, and teaching;
- express oneself effectively using a variety of media in a variety of contexts;
- assist patients to access and interpret the meaning and validity of health information;
- establish and maintain effective working relationships within an interdisciplinary team;
- adapt communication methods to patients with special needs, e.g., sensory or psychological disabilities;
- produce clear, accurate, and relevant writing;
- use therapeutic communication within the nurse-patient relationship;
- appropriately, accurately, and effectively communicate with diverse groups and disciplines using a variety of strategies;
- access and utilize data and information from a wide range of resources;
- provide relevant and sensitive health education information and counseling to patients;
- thoroughly and accurately document interventions and nursing outcomes; and
- elicit and clarify patient preferences and values.

Assessment

Assessment is gathering information about the health status of the patient, analyzing and synthesizing those data, making judgements about nursing interventions based on the findings, and evaluating patient care outcomes. Assessment also includes understanding the family, community, or population and utilizing data from organizations and systems in planning and delivering care.
Course work or clinical experiences should provide the graduate with the knowledge and skills to:

- perform a risk assessment of the individual including lifestyle, family and genetic history, and other risk factors;
- perform a holistic assessment of the individual across the lifespan, including a health history that includes spiritual, social, cultural, and psychological assessment, as well as a comprehensive physical exam;
- assess physical, cognitive, and social functional ability of the individual in all developmental stages, with particular attention to changes due to aging;
- evaluate an individual’s capacity to assume responsibility for self care;
- perform a health assessment of the family;
- perform a community health risk assessment for diverse populations;
- perform an assessment of the environment in which health care is being provided; and
- use assessment findings to diagnose, plan, deliver, and evaluate quality care.

**Technical Skills**

Acquisition and use of technical skills are required for the delivery of nursing care. While the baccalaureate graduate must be adept at performing skills, major roles will also include teaching, delegating, and supervising the performance of skilled tasks by others. Consequently, graduates must approach their understanding and use of skills in a sophisticated theoretical and analytic manner. The acquisition of new skills is an ongoing component of the nursing career. Skill development should focus on the mastery of core scientific principles that underlie all skills, thus preparing the graduate to incorporate current and future technical skills into other nursing responsibilities, and apply skills in diverse contexts of health care delivery.

The teaching, learning, and assessment of any given skill should serve as an exemplar that focuses as much on helping the student learn the process for lifelong self-mastery of needed skills, as on the learning of the specific skill itself. The emphasis must be on helping students identify those skills essential for baccalaureate nursing practice and understanding the scientific principles that underlie the application of these skills.

The following skills are currently deemed essential for every graduate of a baccalaureate program. The graduate should be able to perform, teach, delegate, and supervise these skills with safety and competence. As nursing practice changes to meet the needs of contemporary health care delivery, required skills and expectations related to the graduate’s competence must be reviewed and revised.

Course work or clinical experiences should provide the graduate with the knowledge and skills to:

- monitor and assess vital signs, including pulse and respiratory rates, temperature, pulse oximetry, blood pressure, and three-lead electrocardiogram;
- provide appropriate individual hygiene maintenance;
• apply infection control measures;
• assess and manage wounds, including irrigation, application of dressings, and suture/staple removal;
• provide and teach ostomy care;
• apply heating and cooling devices;
• apply and teach proper positioning and mobility techniques, including range of motion exercises, transferring, ambulating, and use of assistive devices;
• provide nursing care using proper safety techniques, including the use of call systems, identification procedures, appropriate use of restraints, and basic fire, radiation, and hazardous materials protection;
• administer CPR;
• perform specimen collection techniques;
• perform accurate intake and output calculations and recording;
• administer medications by all routes;
• initiate, assess, and regulate intravenous therapies;
• demonstrate the proper use and care for various therapeutic tubes and drains;
• provide comfort and pain reduction measures including positioning and therapeutic touch;
• provide care of the respiratory system, including chest physiotherapy, oxygen therapy, resuscitation, spirometry, and suctioning;
• provide teaching, and emotional and physical support in preparation for therapeutic procedures; and
• provide pre-operative and post-operative teaching and care.

Core Knowledge

Health Promotion, Risk Reduction, and Disease Prevention

Health promotion requires knowledge about health risks and methods to prevent or reduce these risks. Knowledge of the expected growth and development of individuals across the lifespan is essential. Disease prevention knowledge includes methods of keeping an illness or injury from occurring, diagnosing and treating a disease early in its course, and preventing further deterioration of an individual’s functioning due to disease. Health promotion and disease prevention enable individuals to achieve and maintain an optimal level of wellness across the lifespan, and decrease disparities in health that exist across populations.

Course work or clinical experiences should provide the graduate with the knowledge and skills to:
• assess protective and predictive factors that influence the health of patients;
• assess genetic factors and risks that influence the health of individuals;
• foster strategies for health promotion, risk reduction, and disease prevention across the lifespan;
recognize the need for and implement risk reduction strategies to address social and public health issues, including societal and domestic violence, family abuse, sexual abuse, and substance abuse;

use information technologies to communicate health promotion/disease prevention information to the patient in a variety of settings;

develop an awareness of complementary modalities and their usefulness in promoting health;

assist patients to access and interpret health information to identify healthy lifestyle behaviors;

initiate community partnerships to establish health promotion goals and implement strategies to meet those goals;

evaluate the efficacy of health promotion and education modalities for use in a variety of settings and with diverse populations; and

demonstrate sensitivity to personal and cultural definitions of health.

**Illness and Disease Management**

Illness and disease management requires knowledge about pharmacology, pathophysiology of disease, and assessment and management of symptoms across the lifespan. Also, knowledge about the social, physical, psychological, and spiritual responses of the individual and family/caregiver to disease and illness is required. The goal is to maximize the quality of life and maintain optimal level of functioning throughout the course of illness, including end of life.

Course work or clinical experiences should provide the graduate with the knowledge and skills to:

- assess and manage physical and psychological symptoms related to disease and treatment;
- assess and manage pain;
- administer pharmacological and non-pharmacological therapies;
- demonstrate sensitivity to personal and cultural influences on the individual’s reactions to the illness experience and end of life;
- maintain, restore, and optimize an individual’s level of functioning;
- anticipate and manage complications of disease progression;
- assist patients to achieve a peaceful end of life; and
- anticipate, plan for, and manage physical, psychological, social, and spiritual needs of the patient and family/caregiver.

**Information and Health Care Technologies**

Information technology includes traditional and developing methods of discovering, retrieving, and using information in nursing practice. Health care technology includes methods and equipment designed to provide assessment data and support anatomic and physiological function. Baccalaureate graduates intercede between the patient and technology; therefore, the ability to assess the need for, as well as the efficacy and use of technology is critical.
Course work or clinical experiences should provide the graduate with the knowledge and skills to:

- use information and communication technologies to document and evaluate patient care, advance patient education, and enhance the accessibility of care;
- use appropriate technologies in the process of assessing and monitoring patients;
- work in an interdisciplinary team to make ethical decisions regarding the application of technologies and the acquisition of data;
- adapt the use of technologies to meet patient needs;
- teach patients about health care technologies;
- protect the safety and privacy of patients in relation to the use of health care and information technologies; and
- use information technologies to enhance one’s own knowledge base.

**Ethics**

Ethics includes values, codes, and principles that govern decisions in nursing practice, conduct, and relationships. Skill and knowledge in resolving conflicts related to role obligations and personal beliefs are necessary. Baccalaureate graduates must be able to identify potential and actual ethical issues arising from practice and assist patients in addressing such issues; therefore, knowledge of ethics and ethical decision making is critical.

Course work or clinical experiences should provide the graduate with the knowledge and skills to:

- clarify personal and professional values and recognize their impact on decision making and professional behavior;
- apply a professional nursing code of ethics and professional guidelines to clinical practice;
- apply an ethical decision-making framework to clinical situations that incorporates moral concepts, professional ethics, and law and respects diverse values and beliefs;
- apply legal and ethical guidelines to advocate for patient well-being and preferences;
- apply communication, negotiation, and mediation skills to the ethical decision-making process;
- demonstrate accountability for one’s own practice;
- take action to prevent or limit unsafe or unethical health and nursing care practices by others; and
- enable individuals and families to make quality-of-life and end-of-life decisions and achieve a peaceful death.
Human Diversity

Human diversity includes understanding the ways cultural, racial, socioeconomic, religious, and lifestyle variations are expressed. Baccalaureate graduates must be able to apply knowledge of the effects these variations have on health status and response to health care.

Skills in a second language are highly desirable for graduates of baccalaureate nursing programs. Opportunities should be provided for students to learn languages and to integrate language skills into clinical practice.

Course work or clinical experiences should provide the graduate with the knowledge and skills to:
- understand how human behavior is affected by culture, race, religion, gender, lifestyle and age;
- provide holistic care that addresses the needs of diverse populations across the life span;
- work collaboratively with health care providers from diverse backgrounds;
- understand the effects of health and social policies on persons from diverse backgrounds; and
- advocate for health care that is sensitive to the needs of patients, with particular emphasis on the needs of vulnerable populations.

Global Health Care

Global health care knowledge includes an understanding of the implications of living with transportation and information technology that link all parts of the world. Information about the effects of the global community on such areas as disease transmission, health policy, and health care economics is required.

Course work or clinical experiences should provide the graduate with the knowledge and skills to:
- understand the global environment in which health care is provided; and
- modify patient care in response to global environmental factors (e.g., international law and international public health) or seek appropriate consultation in order to do so.

Health Care Systems and Policy

Knowledge of health care systems includes an understanding of the organization and environment in which nursing and health care is provided. Health care policy shapes health care systems and helps determine accessibility, accountability, and affordability.

Course work or clinical experiences should provide the graduate with the knowledge and skills to:
- understand how health care delivery systems are organized and financed, and the effect on patient care;
• identify the economic, legal, and political factors that influence health care delivery;
• participate in efforts to influence health care policy on behalf of patients or the profession;
• incorporate knowledge of cost factors in delivering care; and
• understand the effect of legal and regulatory processes on nursing practice and health care delivery.

Role Development

Provider of Care

The baccalaureate graduate uses theory and research-based knowledge in the direct and indirect delivery of care to patients, and in the formation of partnerships with patients and the interdisciplinary health care team.

Course work or clinical experiences should provide the graduate with the knowledge and skills to:
• integrate theory and research-based knowledge from the arts, humanities, and sciences to develop a foundation for practice;
• apply appropriate knowledge of major health problems and cultural diversity in performing nursing interventions;
• demonstrate knowledge of the importance and meaning of health and illness for the patient in providing nursing care;
• apply health care technologies to maximize optimal outcomes for patients;
• participate in research that focuses on the efficacy and effectiveness of nursing interventions;
• delegate and supervise the performance of nursing interventions;
• incorporate principles of quality management into the plan of care;
• utilize outcome measures to evaluate effectiveness of care;
• perform direct and indirect therapeutic interventions;
• develop a comprehensive plan of care in collaboration with the patient;
• serve as the patient’s advocate;
• integrate care with other members of the interdisciplinary health care team; and
• evaluate and assess the usefulness in integrating traditional and complementary health care practices.

Designer/Manager/Coordinator of Care

The baccalaureate graduate is a health care designer, coordinator, and manager. Utilizing information from numerous sources, the professional nurse guides the patient through the health care system. Skills essential to this role development are communication, collaboration, negotiation, delegation, coordination, and evaluation of interdisciplinary work, and the application of outcome-based practice models.
Course work or clinical experiences should provide the graduate with the knowledge and skills to:

- assume a leadership role within one’s scope of practice;
- coordinate and manage care to meet the special needs of vulnerable populations, including the frail elderly, in order to maximize independence and quality of life;
- coordinate the health care of individuals across the lifespan utilizing principles and knowledge of interdisciplinary models of care delivery and case management;
- delegate and supervise the nursing care given by others while retaining the accountability for the quality of care given to the patient;
- organize, manage, and evaluate the development of strategies to promote healthy communities;
- organize, manage, and evaluate the functioning of a team or unit;
- use appropriate evaluation methods to analyze the quality of nursing care; and
- utilize cost-benefit analysis and variance data in providing and evaluating care.

Member of a Profession

The baccalaureate graduate must have an understanding of the nurse as a professional, as well as knowledge and experiences that encourage the nurse to embrace lifelong learning, incorporate professionalism into practice, and identify with the values of the profession.

Course work or clinical experiences should provide the graduate with the knowledge and skills to:

- understand the history and philosophy of the nursing profession;
- incorporate professional nursing standards and accountability into practice;
- advocate for professional standards of practice using organizational and political processes;
- understand limits to one’s scope of practice and adhere to licensure law and regulations;
- articulate to the public the values of the profession as they relate to patient welfare;
- negotiate and advocate for the role of the professional nurse as a member of the interdisciplinary health care team;
- develop personal goals for professional development; and
- participate in professional organizations, working to support agendas that enhance both high quality, cost-effective health care, and the advancement of the profession.

TEACHING METHODOLOGIES AND STRATEGIES

In today’s health care system, graduates of baccalaureate programs are expected to practice at higher levels more quickly, with increased knowledge, and in a greater number of structured and unstructured settings. All nursing graduates will need skills and intellectual curiosity to continue learning throughout their professional careers. Many aspects of the teaching/learning process must be revised and refined. Two major components of teaching, selection of course content, and strategies of active learning, stand out as critical areas for revision and enhancement.
Selection of Course Content

Faculty decisions in selecting subject matter content are tied to goals and objectives of the specific course, students' prior nursing knowledge, placement of the course in the curriculum, and the instructor's expertise. When addressing course content, faculty must be selective in facts and details since nursing in the next century will rely increasingly on cognitive skills such as critical thinking and decision making.

When assessing specific course content, the following questions should be addressed:

- How does the content contribute to learning cognitive skills and clinical reasoning?
- How can the content be applied to related areas of practice?
- In what ways will specific concepts, such as pain, risk, and lack of function, contribute to expanded learning about nursing practice?
- Is content appropriate for students at this level?
- In what ways will the content contribute to advanced knowledge about nursing practice in this area?
- In what ways will the content contribute to life-long learning?

When selecting content, the primary emphasis of the course must also be considered. While the general focus necessarily will be nursing practice, other aspects such as health and genetic histories, pathology, and family impact may be addressed in varying degrees. These aspects can be used to stimulate thinking, reasoning, decision making, and discussion.

Including students in content selection increases their responsibility for learning and motivates them to go beyond minimal levels of learning. As faculty members become more selective of content, students' assistance in defining course content will continue to be important. Students, based on interest and potential career choices, should be responsible for selecting topics for written and oral reports, and for collaborating with faculty in identifying clinical practice sites that suit their needs and interests.

Finally, when determining course content, faculty innovation should be recognized. Differing textbooks, labs, and exams can meet the objectives of the same course, while acknowledging the abilities and preferences of the faculty.

Active Learning Strategies

The most effective method of stimulating students to learn is to engage them in active learning which comprises a number of different methods of involving students in their own learning.

Active learning strategies challenge faculty, as well as students. Day-to-day experiences (e.g., travel and research) serve as resources for active-learning activities. The following examples are ideas for motivating students to be creative, active participants in pursuit of their educational goals:
• support student attendance at workshops or meetings on individual topics, such as reading electrocardiograms or measuring patient care outcomes;
• use small group learning activities in a variety of formats, from semester-long community projects to short, 15-20 minute problem-focused sessions;
• use actual communications, such as written or verbal testimony to regulatory and legislative bodies, that are more engaging and relevant than those based on unknown groups of data or individuals; and
• use service-learning activities or community-based experiences in the humanities, social science, and physical science courses to lay the foundation for many of the professional nursing competencies.

Faculty must periodically re-evaluate and re-assess the efficacy of the teaching format, whether it is seminar, lecture, group discussion, or computer accessed learning. Thinking through the goal of the class and how it best can be achieved is a responsibility of faculty. While the overall goal should be attained via active learning, the choice of the route to achievement must vary according to content, students’ needs, and faculty expertise.

FUTURE DIRECTIONS

The future holds significant opportunities to enhance the role of professional nurses as full participants in addressing the need for patient-sensitive, cost-effective, and outcome-oriented health care. Changes in the scope of practice, autonomy, and authority of advanced practice nurses over the past three decades provide examples of such opportunities. However, there are significant threats to the professional nursing role. The impetus to drive down costs, the development of multi-skilled workers, the use of unlicensed health care personnel, and the expanding scopes of practice among all providers, are important variables with potential to marginalize the role of professional nurses. Proactive measures must be taken to reduce threats or barriers to the full implementation of the professional nursing role.

In preparing this document as the “essentials” of professional nursing education for the 21st century, the task force encountered difficult questions, concerns, and issues that need to be addressed by nursing educators. We raise them here in an attempt to encourage informed discussions and debate, with the goal of resolution and decisions to meet the needs of future generations of nurses.

One cannot review this document, the literature, or expert consultation without raising the issue of reasonable expectations. As knowledge and practice expand, can we possibly prepare beginning-level professional nurses for the future in a four-year time frame? Can we continue in a manner so disparate from our colleagues in other health professions who have moved to entry-level post-baccalaureate professional degrees or other graduate education requirements for entry into practice? Options that arise for consideration include a change in our generalist notion of baccalaureate graduates. Perhaps there should be a focus on only selected areas of practice. This option, however, appears to raise as many concerns as it resolves. For example, if only selected areas, which ones, who decides, and do they vary across programs? Another option is the
inclusion of mandated and structured internships that follow the baccalaureate program, but precede licensure for practice. In the background of these considerations remains the profession’s most difficult issue, still unresolved: What should be the *minimum* educational preparation for professional nursing practice and licensure in the future?

A half century ago, professional nursing leaders, in considering the future of health care and the preparation necessary for nurses to address these challenges, boldly launched the movement to locate nursing education in collegiate rather than hospital settings. That action has probably been the single most influential factor in advancing the profession during the twentieth century. The action was controversial, disrupted the status quo, and required nursing leaders to move beyond their own backgrounds, experience, and work settings to pioneer a new educational approach for future nurses. We are now facing a similar decision point for the profession. Increasingly, we see the development of programs that prepare *entry* level nursing professionals with graduate degrees (e.g., the nursing doctorate and the generic master’s program). These programs are able to build on a broad base of education already acquired by students and then focus on several years of professional nursing education. These innovative models provide us with a variety of graduate education approaches for professional entry, and they need to be carefully examined and evaluated.

Baccalaureate nursing education has served nurses, patients, and the health care system well over the past half century. No informed person, however, can review the recent history of health care and nursing practice without noting the remarkable changes and the accelerating rate of change. The decisions we make or fail to make regarding nursing education today will determine whether those who come after us will be able to continue the tradition of professional nursing within the context of 21st century health care delivery.
BIBLIOGRAPHY

References Cited in Text


Suggested Reading


Appendix A

The Essentials of Baccalaureate Education for Professional Nursing Practice

Participants of Roundtable Meetings

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Washington, DC

Paula Brownlee  
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Integrated health plans and delivery systems

Liberal education

Genetics education for health professionals

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Managed care and health care delivery systems

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Managed care and health care systems
Regulation of health professionals
Interdisciplinary education and practice
Health care information systems
Cultural/ethnic diversity
Future health care and health care systems
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Robyn Walsh  
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Aetna U.S. Healthcare  
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Meeting Facilitator  
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Bozeman, Montana

1 Participants invited to participate as individuals, not as official representatives of the organization.  
2 Invited but unable to attend.
Appendix B

*The Essentials of Baccalaureate Education for Professional Nursing Practice*

States that Participated in the Regional Meetings (N=49)

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The Essentials of Baccalaureate Education for Professional Nursing Practice

Schools of Nursing that Participated in the Regional Meetings (N=349)

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Bloomfield College
Bloomfield, New Jersey

Bloomsburg University
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Boise State University
Boise, Idaho

Boston College School of Nursing
Chestnut Hill, Massachusetts

Bowie State University
Bowie, Maryland

Bradley University
Peoria, Illinois

Brigham Young University
Provo, Utah

California State University Dominguez Hills
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Long Beach, California

Calvin College Hope-Calvin
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Capital University
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Cardinal Stritch College
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Carlow College
Pittsburg, Pennsylvania

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Catholic University
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Central Methodist College
Fayette, Missouri

Clayton College & State University
Morrow, Georgia

Clemson University
Clemson, South Carolina

Clinch Valley College of the UVA
Wise, Virginia

College Misericordia
Dallas, Pennsylvania

College of Lake County
Grayslake, Illinois

College of Mt St Vincent
Riverdale, New York

College of New Rochelle
New Rochelle, New York

Michigan State University
East Lansing, Michigan

College of Saint Benedicts/Saint Johns U.
St. Joseph, Minnesota

College of St. Scholastica
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Columbus State University
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Concordia-West Suburban
College of Nursing
Oak Park, Illinois

Concordia University Wisconsin
Mequon, Wisconsin
Coppin State College
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Creighton University
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Decker School of Nursing
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Delaware State University
Dover, Delaware

DePaul University
Chicago, Illinois

Dillard University
New Orleans, Louisiana

Dominican College
San Rafael, California

Duquesne University
Pittsburg, Pennsylvania

East Carolina University
Greenville, North Carolina

East Tennessee State University
Johnson City, Tennessee

East Texas Baptist University
Marshall, Texas

Eastern College
St. Davids, Pennsylvania

Edgewood College
Madison, Wisconsin

Elmira College
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Emmanuel College
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Emory University
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Emporia State University
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Endicott College
Beverly, Massachusetts

Fairfield University
Fairfield, Connecticut

Florida A & M University
Tallahassee, Florida

Florida Atlantic University
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Florida Gulf Coast University
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Florida Southern College
Lakeland, Florida

Florida State University
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Fort Hays State University
Hays, Kansas

George Mason University
Fairfax, Virginia

Georgetown University
Washington, District of Columbia

Georgia Baptist College of Nursing
Atlanta, Georgia

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Statesboro, Georgia

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Grand Valley State University
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Texas Christian University
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Ida V. Moffett School of Nursing
Birmingham, Alabama

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Indiana University Southeast
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Intercollegiate Center for Nursing Education
Spokane, Washington

Jacksonville University
Jacksonville, Florida

James Madison University
Harrisonburg, Virginia

Jersey City State College
Saten Island, New York

Jewish Hospital College of Nursing and Allied Health
St. Louis, Missouri

Johns Hopkins University
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44
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Southern University at A & M College
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Southwest Baptist University
Springfield, Missouri

Southwestern College
Winfield, Kansas

Southwestern Oklahoma State University
Weatherford, Oklahoma

Spalding University
Louisville, Kentucky

SUNY/Buffalo
Buffalo, New York

SUNY/Institute of Technology
Utica, New York

Syracuse University
Syracuse, New York

Tarrant County Jr. College
Ft. Worth, Texas

Temple University
Philadelphia, Pennsylvania

Tennessee State University
Nashville, Tennessee

Texas A & M University
Corpus Christi, Texas

Texas A&M International University
Laredo, Texas

Texas Christian University
Fort Worth, Texas

Texas Tech University Health Sciences Center
Lubbock, Texas

Texas Woman's University
Denton, Texas

The Catholic University of America
Washington, District of Columbia

The Medical College of Georgia
Augusta, Georgia

The Ohio State University
Columbus, Ohio

The University of Alabama
Capstone College of Nursing
Tuscaloosa, Alabama

Thomas Jefferson University
Philadelphia, Pennsylvania

Towson State University
Towson, Maryland

Trinity Christian College
Palos Heights, Illinois

Troy State University
Troy, Alabama

Truman State University
Kirksville, Missouri

University of Puerto Rico
San Juan, Puerto Rico

UCHSC School of Nursing
Denver, Colorado

UNCG School of Nursing
Greensboro, North Carolina

Union University
Jackson, Tennessee

University of Akron
Akron, Ohio
| University of Detroit Mercy  
| Detroit, Michigan | University of Cincinnati  
| Cincinnati, Ohio |
| University of Iowa  
| Iowa City, Iowa | University of Colorado  
| Denver, Colorado |
| University of North Carolina at Pembroke  
| Pembroke, North Carolina | University of Delaware  
| Newark, Delaware |
| University Hospital  
| San Antonio, Texas | University of Evansville  
| Evansville, Indiana |
| University of Akron  
| Akron, Ohio | University of Florida  
| Gainesville, Florida |
| University of Alabama at Birmingham  
| Birmingham, Alabama | University of Hawaii  
| Honolulu, Hawaii |
| University of Alabama in Huntsville  
| Huntsville, Alabama | University of Illinois at Chicago  
| Chicago, Illinois |
| University of Alabama-Birmingham  
| Birmingham, Alabama | University of Illinois at Springfield  
| Springfield, Illinois |
| University of Alaska Anchorage  
| Anchorage, Alaska | University of Indianapolis  
| Indianapolis, Indiana |
| University of Arizona  
| Tucson, Arizona | University of Kansas  
| Kansas City, Kansas |
| University of Arkansas  
| Fayetteville, Arkansas | University of Kentucky  
| Lexington, Kentucky |
| University of California-San Francisco  
| San Francisco, California | University of Louisville  
| Louisville, Kentucky |
| University of Central Arkansas  
| Conway, Arkansas | University of Maine  
| Orono, Maine |
| University of Central Florida  
| Orlando, Florida | University of Maryland at Baltimore  
| Baltimore, Maryland |
University of Massachusetts Boston
Boston, Massachusetts

University of Memphis
Memphis, Tennessee

University of Miami
Coral Gables, Florida

University of Michigan
Ann Arbor, Michigan

University of Minnesota
Minneapolis, Minnesota

University of Missouri - St. Louis
St. Louis, Missouri

University of Missouri-Columbia
Columbia, Missouri

University of Missouri-Kansas City
Kansas City, Missouri

University of Nebraska Medical Center
Omaha, Nebraska

University of Nevada - Reno
Reno, Nevada

University of New England-Westbrook
Campus
Portland, Maine

University of New Hampshire
Durham, New Hampshire

University of North Carolina-Chapel Hill
Chapel Hill, North Carolina

University of North Carolina - Wilmington
Wilmington, North Carolina

University of North Carolina-Charlotte
Charlotte, North Carolina

University of North Dakota
Grand Forks, North Dakota

University of North Florida
Jacksonville, Florida

University of Oklahoma
Oklahoma City, Oklahoma

University of Pennsylvania
Philadelphia, Pennsylvania

University of Phoenix
Phoenix, Arizona

University of Rhode Island
Kingston, Rhode Island

University of Rochester
Rochester, New York

University of Scranton
Scranton, Pennsylvania

University of South Alabama
Mobile, Alabama

University of South Carolina
Columbia, South Carolina

University of South Florida
Sarasota, Florida

University of Southern California
Los Angeles, California

University of Southern Mississippi
Hattiesburg, Mississippi

University of Southwestern Louisiana
LaFayette, Louisiana

University of Tampa
Tampa, Florida
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Washington State University
Spokane, Washington

Weber State University
Ogden, Utah

Webster University
St. Louis, Missouri

West Suburban & Concordia University
Oak Park, Illinois

West Suburban College of Nursing
Chicago, Illinois

West Virginia
Morgantown, West Virginia

Western Connecticut State University
Danbury, Connecticut

Western Kentucky University
Owensboro, Kentucky

Western Michigan University
Kalamazoo, Michigan

Westminster College of Salt Lake City
Salt Lake City, Utah

Wichita State University
Wichita, Kansas

Widener University
Chester, Pennsylvania

Wilkes University
Wilkes-Barre, Pennsylvania

William Jewell College
Liberty, Missouri

William Paterson College
Wayne, New Jersey

William Rainey Harper College
Arlington Heights, Illinois

Wilmington College
New Castle, Delaware

Winona State University
Winona, Minnesota

Winston-Salem State University
Winston-Salem, North Carolina

Wright State University
Dayton, Ohio

Xavier University
Cincinnati, Ohio

York College of Pennsylvania
York, Pennsylvania
### Professional Organizations that Participated in the Regional Meetings (N=23)\(^1\)

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<td>American Association of Critical Care Nurses</td>
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<td>American Association of Occupational Health</td>
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<td>Association of Operating Room Nurses</td>
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<td>Department of Veterans Affairs</td>
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<td>Kansas Organization of Nurse Leaders</td>
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<td>Washington State Nurses Assoc.</td>
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\(^1\) These organizations were officially represented at one or more of the regional meetings. Many other organizations had members or representatives that participated in the meetings. Inclusion on this list is not intended to imply endorsement of this document.
The Essentials of Baccalaureate Education for Professional Nursing Practice

Health Care Systems that Participated in the Regional Meetings (N=19)

Chicago Public School System
Chicago, Illinois

Department of Veterans Affairs
Medical Center
Lake City, Florida

EXXON Co, USA
Galveston, Texas

Group Health Cooperative of
Puget Sound
Seattle, Washington

Hays Medical Center
Hays, Kansas

Henry Ford Health System
Detroit, Michigan

Illinois Masonic Hospital
Chicago, Illinois

Methodist Hospitals
Dallas, Texas

National Institute of Health
Bethesda, Maryland

Presbyterian Hospital of Dallas
Dallas, Texas
Providence Hospital
Issaquah, Washington

Rush Presbyterian St. Lukes
Medical Center
Naperville, Illinois

Sentara Health System
Chesapeake, Virginia

Shands Hospital at the University of
Florida
Gainesville, Florida

St. Francis Hospital and
Medical Center
Hartford, Connecticut

St. Joseph Hospital
Houston, Texas

United States Navy Naval Medical
Center
Portsmouth, Virginia

University Hospital
San Antonio, Texas

USAF
UC, Texas
Appendix C
Nursing Skills Project Members

Linda Jensen, MSN, RN
Director, Distance Learning
Kaiser Permanente
Oakland, California

Marcey Jorgensen, RN
Director, Nursing Development & Resources
University of Wisconsin Hospitals and Clinics
Madison, Wisconsin

Kathy Karpiuk, MNE, RN
Education Specialist, Nursing Projects
Sioux Valley Hospital
Sioux Falls, South Dakota

Kathy Langer, MSN, RN
Education and Work Redesign Coordinator
Shands at the University of Florida
Gainesville, Florida

Kathleen Ann Long, PhD, RN, CS, FAAN
Dean, College of Nursing
University of Florida
Gainesville, Florida

Sharon K. Mailey, PhD, RN
Brigadier General, USAFR, NC
Federal Nursing Services Council
Washington, District of Columbia

Rita Martin, MSN, RNC
Community Health Nursing
Texas Woman’s University
Denton, Texas

Roberta McGregor, EdD, MSN, RN,C, CS
Education Coordinator at INOVA Fairfax Hospital
Falls Church, Virginia

Phyllis West, MSN, RN
Nurse Manager
Beth Israel Deaconess Medical Center
Boston, Massachusetts

Staff

Martha Mihaly
Special Projects Manager

Joan M. Stanley, PhD, RN, CRNP
Director of Education Policy
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