

RSU14 School Nurse Evaluation

June 2015-16

Standards and domains collaboratively developed from Maine Association of School Nurses, Maine Department of Education, RSU14 Nursing Staff and Supervision Evaluation

Domain 1 : Planning & Preparation

Standard A- Program Management - The school nurse manages school health services.

Needs Improvement	Developing	Effective	Exemplary
Rarely manages school health services. Examples: Rarely conducts health assessments to identify current health problems. Rarely participates in the development of a school emergency/crisis plan. Rarely participates on school and district health and wellness committees.	Inconsistently manages school health services Examples: Inconsistently manages school health services as appropriate, to the nurse's experience, position, and practice environment. Inconsistently implements needed health programs for the school year. Demonstrates limited knowledge of existing school health programs and current health trends that may affect student care. Inconsistent evaluation of ongoing health programs for outcomes and quality of care.	Consistently manages school health services Examples: Implements needed health programs for the school year. Demonstrates knowledge of existing school health programs and current health trends that may affect student care. Evaluates ongoing health programs for outcomes and quality of care. Supervises unlicensed assistive personnel as appropriate and legal in the school setting, to include orientation, training, and documentation of competency. Conducts health assessments of students to identify current health problems.	Comprehensively manages school health services. Examples: Interprets the role of the school nurse and school health service needs to the school and community. Leverages cooperation between schools and communities on public health issues. Communicates program evaluation outcomes to administrators, local school boards, and state agencies including Department of Education and Maine Board of Nursing. Serves on school and district committees such as health and wellness committees.

Participates in the development of an emergency plan that is communicated to the school community.

Domain 1-Standard B- Resource Utilization - The school nurse utilizes appropriate resources to plan and provide nursing services that are safe, effective, and financially responsible.

Needs Improvement	Developing	Effective	Exemplary
Rarely demonstrates resource utilization in safe and effective delivery of care. Example: Unaware of resources for the safe and effective delivery of care.	Demonstrates basic resource utilization to deliver safe and effective care. Example: Provides basic assistance to the student/family to identify appropriate available services, addressing needs across the health care continuum.	The school nurse utilizes appropriate resources to plan and provide nursing services that are safe, effective, and financially responsible. Examples: Provides appropriate assistance to the student/family to identify available services, addressing needs across the health care continuum. Identifies student care needs, potential for harm, complexity of the task, and desired outcomes when considering resource allocation. Accesses professional organizations and community resources to formulate multi-disciplinary plans of care.	Develops innovative solutions and applies strategies to obtain appropriate resources for nursing initiatives. Example: Participates in community needs assessments for identifying absent or deficient community resources that could enhance the provision of safe and effective health care. Utilizes, develops and shares tools and resources to provide safe and effective delivery of care. Significantly contributes to professional organizations and community resources to formulate multi-disciplinary plans of care.

Utilizes identified tools and resources to provide safe and effective delivery of care.

Domain 1-Standard C- Evidence-Based Practice and Research - The school nurse integrates evidence and research findings into practice.

Needs Improvement	Developing	Effective	Exemplary
Rarely seeks or uses current evidence-based nursing knowledge to guide practice. Limited awareness of district policies related to research.	Inconsistently utilizes identified resources for evidence-based school nurse practice. Examples: Awareness of district policies related to research. Inconsistent participation in data collection such as surveys, pilot projects, and formal studies.	Consistently uses current evidence-based nursing knowledge, including research findings, to guide practice. Examples: Incorporates evidence when initiating changes in school nursing practice. Identifies clinical problems specific to nursing and other research. Engages in analysis and interpretation of research for application to practice. Complies with the school district policy regarding research participation.	Consistently uses and participates in the development of evidence-based practice through research activities. Examples: Shares research findings with colleagues and peers. Contributes to the school nursing and school health literature. Collaborates with researchers from outside the educational system.

Domain 2 Standard A: The Learning Environment- Environmental Health - The school nurse practices in an environmentally safe and healthy manner.

Needs Improvement	Developing	Effective	Exemplary
Rarely practices in an environmentally safe and healthy manner. Examples: Rarely demonstrates consideration of environmental health principles in school nursing practice. Rarely demonstrates consideration of environmental health risks.	Inconsistently practices in an environmentally safe and healthy manner. Examples: Limited knowledge of environmental health concepts and strategies for implementation. Inconsistent use of environmental practices to reduce health risks to students, staff, and visitors.	Consistently practices in an environmentally safe and healthy manner. Examples: Attains knowledge of environmental health concepts and strategies for implementation. Consistently uses environmental health practices that reduce risks to students, staff, and visitors.	Comprehensively practices in an environmentally safe and healthy manner. Examples: Critically evaluates environmental health issues that are presented by the popular media in relation to impact on the school and the community. Communicates effectively regarding environmental health risks and exposure reduction strategies to students, families, and colleagues.

Participates in strategies that promote emotionally and physically healthy school communities.

Uses scientific evidence to determine whether a product or treatment is a potential environmental threat.

Participates in the assessment of the school environment for factors that negatively affect health in the school setting utilizing the EPA Tools for Schools.

Domain 2 Standard B: Collaboration - The school nurse collaborates with the student, family, and others in the conduct of nursing practice.

Needs Improvement	Developing	Effective	Exemplary
Rarely collaborates with stakeholders in the conduct of nursing practice Examples: Rarely collaborates in creating a documented plan.	Inconsistently collaborates with stakeholders in the conduct of nursing practice. Examples: Limited awareness community agencies as possible collaborators or resources.	Consistently collaborates with stakeholders in the conduct of nursing practice. Examples: Functions as a medical case manager and liaison to advocate for the students.	Comprehensively collaborates with stakeholders in the conduct of nursing practice. Examples: Applies group processes that include negotiation techniques to maximize collaboration.

Lacks participation in teamwork/building processes.	Limited collaboration to create documented plans that include evidence of communication with student, family, and others to achieve optimal outcomes.	Promotes a work environment of cooperation, respect, and trust to build consensus or resolve conflict.	Consistently utilizes conflict management to facilitate engagement and consensus of strategic partners.
Rarely documents outcomes and decisions of collaborative planning.	Inconsistently adheres to standards of school nursing practice.	Identifies community agencies as possible collaborators or resources.	
		Engages in teamwork and team-building processes.	
		Collaborates in creating a documented plan that includes evidence of communication with student, family, and others to achieve optimal outcomes.	
		Adheres to standards of school nursing practice.	

Domain 2 Standard C: Health Teaching and Health Promotion - The school nurse employs strategies to promote health and a safe environment.

Needs Improvement	Developing	Effective	Exemplary
Rarely employs strategies to promote health and a safe environment.	Inconsistently employs strategies to promote health and a safe environment.	Consistently employs strategies to promote health and a safe environment.	Comprehensively employs strategies to promote health and a safe environment.
Examples:	Examples:	Examples:	Examples:

Rarely provides/documents health education to the student and others.

Inconsistently uses health promotion methods appropriate to the situation.

Basic awareness of health information resources.

Seeks limited opportunities for feedback and evaluation of the effectiveness of the strategies used.

Promotes health, wellness, self-care, and safety through education of the school community regarding health issues.

Designs, shares and communicates health information, materials and activities, including use of technology, for individuals and groups to promote wellness.

Provides teaching that addresses health issues as appropriate to developmental needs of the student.

Evaluates health information resources.

Seeks opportunities for feedback and evaluation of the effectiveness of the strategies used.

Designs and shares health information materials and activities for individuals and groups.

Presents materials and activities with local, state and national audiences.

Engages consumer alliances and advocacy groups, as appropriate, in health teaching and health promotion activities.

Serves as a resource to school staff regarding wellness.

Domain 3 Instruction, Assessment & Evaluation- Standard A-Consultation - The school nurse provides consultation to influence the identified plan, enhance the abilities of others and effect change.

Needs Improvement	Developing	Effective	Exemplary
Rarely provides consultation to influence the identified plan,	Inconsistently provides consultation to influence the identified plan,	Consistently provides consultation to influence the identified plan,	Comprehensively provides consultation to influence the

enhance the abilities of others and effect change.

Examples:

Rarely seeks and/or documents consultation with peers and other health care providers.

enhance the abilities of others and effect change.

Examples:

Acquires limited knowledge through participation in formal or informal consultation to address issues in nursing practice.

Documents limited consultation with other health care providers and other professionals to assure implementation of the plan.

enhance the abilities of others and effect change.

Examples:

Involves the student and stakeholders in decision-making and negotiating role responsibilities.

Acquires knowledge through participation in formal or informal consultation to address issues in nursing practice.

Consults with other health care providers and other professionals to assure implementation of health and 504 plans.

identified plan, enhance the abilities of others and effect change.

Examples:

Communicates consultation recommendations that effect change by: influencing the plan, facilitating an understanding by stakeholders and enhancing the work of others.

Serves as interpreter of health mandates, recommendations and trends to school personnel through written materials, meetings, etc.

Domain 3 Standard B- Assessment - The school nurse collects comprehensive data pertinent to student health or the situation.

Needs Improvement	Developing	Effective	Exemplary
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Rarely collects comprehensive data pertinent to student health or the situation. Examples: Rarely documents health office visits or data collection related to student health according to established policies, guidelines, and protocols.	Inconsistently collects health data pertinent to student health or the situation. Examples: Collects and documents health data from students, parents, and health care providers as guided by protocols and procedures. Aware of state and federal legal requirements, ethical standards, and FERPA guidelines to collect, maintain, use, and disseminate data and information.	<i>Consistently collects comprehensive data pertinent to student health or the situation.</i> <i>Examples:</i> Evaluates comprehensive data and uses this information to guide interventions. Involves the student, family, and other health care providers as appropriate in data collection. Conducts family assessment to include family dynamics, structure, and function. Utilizes state and federal legal requirements including FERPA guidelines related to data collection. Recognizes impact of personal attitudes, values, and beliefs.	Comprehensively collects data pertinent to student health or the situation. Examples: Develops, implements, and evaluates a district wide data collection process. Prioritizes and analyzes data collection in situations through a variety of modalities to guide interventions. Synthesizes available population data relevant to the situation to identify patterns and variances. Empowers students to be partners in the data collection process
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Domain 3- Standard C: Diagnosis- The school nurse analyzes the assessment data to determine the diagnoses or issues.

Needs Improvement	Developing	Effective	Exemplary
Rarely analyzes assessment data to derive a diagnosis. Example: Lacks evidence of documentation of assessment data / diagnoses or issues.	Inconsistently analyzes assessment data to derive a diagnosis. Examples: Inconsistently derives the diagnoses or issues through analysis of a broad range of assessment data, including data from the student, family, school staff and health care providers. Documents diagnoses or issues in an inconsistent manner.	Consistently analyzes assessment data to derive a diagnosis. Examples: Validates the diagnoses or issues with the student, family and other health care providers when possible and appropriate. Identifies actual or potential risks or barriers to the student's health and safety. Utilizes the health information to affect the student's health outcome. Interprets the diagnoses or issues to the student, family, and staff as appropriate.	Comprehensively analyzes assessment data to derive a diagnosis. Examples: Applies current research and knowledge of clinical diagnoses to existing and potential problem areas. Formulates diagnoses based on entire population.(population-based)

Domain 3 Standard D: Outcomes Identification - The school nurse identifies expected outcomes for a plan that is individualized to the student or the situation.

Needs Improvement	Developing	Effective	Exemplary
The school nurse rarely identifies expected outcomes for an individualized plan. Examples: Rarely involves the student, family, healthcare providers, and others in formulating expected outcomes. Rarely communicates expected outcomes effectively.	The school nurse inconsistently identifies expected outcomes for an individualized plan. Examples: Defines expected outcomes as measurable goals. Inconsistently documents expected outcomes in an appropriate format.	The school nurse consistently identifies expected outcomes for an individualized plan. Examples: Involves the student, family, health care providers, and others in formulating expected outcomes. Develops and documents expected outcomes as measurable goals, and communicates expected outcomes effectively with appropriate personnel. Acts as a resource to others as developing the plan and educational outcomes.	The school nurse comprehensively identifies expected outcomes for an individualized plan. Examples: Identifies expected outcomes that address clinical effectiveness and cost-effectiveness. Acts as a district and statewide resource expert in developing individual health care planning tools.

Domain 3 -Standard E: Planning and Implementation - The school nurse develops and implements the identified plan.

Needs Improvement	Developing	Effective	Exemplary
Rarely develops and implements the identified plan. Examples: Rarely establishes a documented plan to meet student needs. Rarely collaborates with parents, students and HCP regarding the plan.	Inconsistently develops and implements the identified plan. Examples: Establishes the basic plan priorities and continuity of care with the student, family and others with limited follow-up. Shows evidence of a documented plan in user friendly language. Develops basic emergency strategies as necessary.	Consistently develops and implements the identified plan. Examples: Modifies the established plan by demonstrating the multifaceted needs of students. Uses the plan to provide direction to other members of the team. Assures clear emergency strategies are in place. Collaborates and communicates effectively with the student, families, providers and community resources to implement the plan. Implements plan by applying appropriate knowledge of major health problems with sensitivity to diverse individual need	Comprehensively develops and implements the identified plan. Examples: Serves as a resource to others, locally and statewide, in the development of effective plans. Integrates research and trends in planning that includes strategies for health and wellness. Considers the economic impact of the plan. Shares developed plans with peers for standardized implementation in the district and/or state. . Enhances nursing practice by consistent and advanced use of technology when implementing the plan. Promotes and advocates for the student's capacity for independent self-care.

Domain 3 Standard F: Coordination of Care - The school nurse coordinates care delivery.

Needs Improvement	Developing	Effective	Exemplary
Rarely coordinates care delivery. Examples: Rarely has health care plans on file or plans are incomplete. Inconsistently shares health care plan with appropriate staff. Unable to describe the legal and policy parameters for delegation of care. Rarely documents staff training.	Inconsistently coordinates care delivery. Examples: Participates in creation and implementation of the individualized health care plan. With consultation, delegates elements of care to appropriate health care workers or other assistive personnel. Documents staff training. Documents coordination of care.	Consistently coordinates care delivery. Examples: Initiates coordination of care and acts as case-manager to multi-disciplinary team when appropriate. Incorporates the individualized health care plan into the student's educational day. Manages the student's care to maximize independence and quality of life. Communicates with the student, family, and appropriate partners during transitions in care. Provides staff training.	Comprehensively coordinates care delivery. Examples: Coordinates a multi-disciplinary team approach in implementing the individualized health care plan. Seeks and develops staff training. Identifies legal and policy parameters for delegation of care as defined by the Maine Nurse Practice Act and the Maine school law.

Domain 4 –Professionalism -Standard A: Evaluation - The school nurse evaluates progress toward attainment of outcomes.

Needs Improvement	Developing	Effective	Exemplary
Rarely evaluates progress toward attainment of outcomes. Examples: Incompletely documents the results of the evaluation.	Inconsistently evaluates progress toward attainment of outcomes. Examples: Inconsistent supervision and monitoring of IHP's and 504 plans of students that may require accommodations /modifications related to health issues that impact the learning environment. Documents the results of the evaluation.	Consistently evaluates progress toward attainment of outcomes. Examples: Supervises and monitors IHP's and 504 plans of students that may require accommodations /modifications related to health issues that impact the learning environment. Documents status of interventions/goals on appropriate records; maintains systematic record keeping for students with unresolved issues. Evaluates, in partnership with stakeholders, the accuracy of the diagnosis and effectiveness of the interventions.	Comprehensively evaluates progress toward attainment of outcomes. Examples: Using aggregate data, conducts a systematic, ongoing, evaluation of outcomes system wide. Uses results of evaluation to recommend changes in practice.

Disseminates the results to the student, family and others involved, in accordance with federal and state regulations.

Domain 4 -Standard B:Ethics - The school nurse practices ethically.

Needs Improvement	Developing	Effective	Exemplary
Rarely practices ethically. Examples: Limited consideration of ANA and NASN Codes of Ethics, FERPA and school district policies. Unable to recognize ethical issues involving students, colleagues, and groups.	Inconsistently practices ethically. Examples: Inconsistently protects the individual's autonomy, dignity, rights, values, and beliefs when delivering care. Inconsistently recognizes ethical issues involving students, colleagues, and groups and with consultation, participates in resolving the issue. Usually maintains a therapeutic and professional relationship with	Consistently practices ethically. Examples: Recognizes the importance of the student being a core reason of any health care team. Upholds confidentiality within legal, regulatory, and ethical parameters of health and education. Assists in self-determination and informed decision-making by providing information on the risks, benefits, and	Advocates for equitable consumer health care. Examples: Participates in multi-professional teams that address ethical risks, benefits, and outcomes. Acts as resource to personnel, and supports necessary action regarding instances of illegal, unethical, or inappropriate behavior. Advocates when appropriate, to question health care practices when

Displays inappropriate professional role boundaries.

appropriate professional role boundaries.

outcomes of the health care regimes as developmentally appropriate.

necessary for safety and quality improvement.

Consults with appropriate personnel, and takes necessary action regarding instances of illegal, unethical, or inappropriate behavior.

Domain 4-Standard C: Education - The school nurse attains the knowledge and competence that reflect current nursing practice.

Needs Improvement	Developing	Effective	Exemplary
Rarely attends or participates in professional development.	Inconsistently attends or participates in professional development. Examples:	Consistently seeks opportunities for professional development which supports professional goals. Examples	Constantly engages in learning experiences that improve personal clinical and professional skills and knowledge and shares them with peers at local, state and national

Examples:

Rarely attends school nursing related offerings.

Occasionally identifies learning needs based on personal knowledge and needs of the population.

Acquires limited knowledge of protocols, policies, and procedures of the school system.

Participates occasionally in appropriate professional development.

Consistently applies knowledge and skills appropriate to clinical role and setting.

Consistently engages in learning experiences that improve clinical and professional skills and knowledge.

Provides evidence of competence and professional development.

Seeks clinical collaboration to enhance knowledge and skills.

level to help improve their skills and knowledge.

Examples:

Obtains an advanced professional development in related field at the Master's level or beyond or achieves National School Nurse certification.

Shares education findings, experiences, and ideas with peers at the local, state, and national level.

Domain 4 –Standard D: Quality of Practice - The school nurse contributes to quality nursing practice.

Needs Improvement	Developing	Effective	Exemplary
Rarely contributes to quality nursing practice.	Inconsistently contributes to quality nursing practice.	Consistently contributes to quality nursing practice.	Comprehensively contributes to quality nursing practice.

Examples:

Rarely or inconsistently uses indicators or appropriate tools to monitor the quality and effectiveness of school nursing practice.

Rarely or never participates on multi-disciplinary teams to evaluate clinical care or health services.

Unaware of budgetary needs.

Examples:

Collects minimal data to monitor quality and effectiveness of school nursing practice.

Limited participation on multi-disciplinary teams to evaluate clinical care or health services.

Examples:

Demonstrates creativity and innovation to enhance school nursing care.

Formulates recommendations to improve school nursing practice or outcomes.

Advocates for adequate nursing services budget to include; case management, student health acuity, and safe staffing ratios.

Maintains cost effectiveness of school nurse services

Examples:

Develops, implements, and evaluates policies, procedures, and/or guidelines to improve the quality of school nursing practice.

Analyzes factors related to quality, safety, and effectiveness.

Collaborates with school and community resources to secure grants to fund quality nursing practice and enhance school health services.

Creates processes to remove or decrease barriers to quality nursing practice within organizational systems

Domain 4 Standard E: Communication - The school nurse communicates effectively in a variety of formats in all areas of nursing practice.

Needs Improvement

Developing

Effective

Exemplary

Lacks ability to convey information to students in formats that promote understanding.

Examples:

Limited consideration for seeking improvement of own communication and conflict resolution skills.

Disregards privacy and confidentiality policies and practices.

Writes unclearly, incompletely, and/or uses inappropriate grammar.

Inconsistently communicates in all areas of nursing practice.

Examples:

Seeks limited opportunities for improvement of own communication and conflict-resolution skills.

Works to develop communication with students to promote understanding.

Awareness of regulations pertaining to privacy and confidentiality to maintain the rights of individual students and families in all communications.

Demonstrates effective communication in verbal and written formats.

Examples:

Practices effective communication with school staff as a strategy to achieve nursing goals while establishing good rapport with students and families.

Documents communication exchanges, using school based electronic record system if available.

Conveys information to students in formats that promote understanding

Incorporates regulations pertaining to privacy and confidentiality to maintain the rights of individual students and families in all communications.

Expands communication skills to multidisciplinary team, to include the community, the health partners and others.

Examples:

Serves as a model to others regarding effective communication as a strategy to achieve nursing goals while establishing good rapport with students and families.

Appropriately questions the rationale of decisions and takes action to advocate when they do not appear to be in the best interest of the student.

Domain 4- Standard F: Leadership - The school nurse demonstrates leadership in the professional practice setting and the profession.

Needs Improvement

Developing

Effective

Exemplary

Rarely treats colleagues with respect, trust, and dignity.

Examples:

Does not join professional organizations.

Inconsistently participates in nursing team meetings within the district.

Inconsistently demonstrates leadership in the professional practice setting and the profession.

Examples:

Inconsistently communicates with the student and colleagues.

Limited participation in school nursing, school health and other professional organizations.

Participates in efforts to influence school health, public health, and general health policy.

Examples:

Provides supporting data to substantiate adequate resources for nursing and health services.

Participates in committees, councils, or administrative teams in the school or other settings.

Shares educational findings, experiences, and ideas with peers to develop a current standard of practice.

Participates in public health initiatives within the school community. (Flu, dental, vision clinics)

Models expert practice to school multidisciplinary team members and students.

Examples:

Serves in formal and informal leadership roles in professional organizations and committees at local, state, and national levels.

Mentors colleagues in the acquisition of clinical knowledge, skills, abilities, and judgment.

Provides direction to enhance the effectiveness of the school multidisciplinary team.

Develops school health practices through collaborative forums.

Domain 4 -Standard G: Professional Practice Evaluation - The school nurse evaluates one's own nursing practice and sets goals in relation to RSU 14 district and building goals, professional practice standards, relevant statutes, rules and regulations.

Needs Improvement	Developing	Effective	Exemplary
Does not or rarely participates in a self -evaluation process. Examples: Rarely demonstrates-use of professional practice standards and guidelines or relevant statutes, rules and regulations in self-evaluation process.	Inconsistently participates in a self -evaluation process. Examples: Inconsistently develops annual goals and objectives in collaboration with an evaluator / supervisor. Inconsistently interacts with peers and colleagues to enhance one's own professional nursing practice or role performance.	Consistently participates in a self -evaluation process. Examples: Develops annual goals and objectives in collaboration with an evaluator / supervisor. Takes action to achieve goals identified during the formal evaluation process with feedback from the students, professional colleagues and administration. Interacts with peers and colleagues to enhance one's own professional nursing practice or role performance.	Engages in self-evaluation of practice on a regular basis, identifying areas of strength and areas in which professional development would be beneficial. Examples: Serves as a resource for others to support goals identified during the formal evaluation process with feedback from the students, professional colleagues and administration. Mentors others in self and peer evaluation.