

University of Colorado Hospital UExcel PROFESSIONAL PRACTICE MODEL BYLAWS

Article I

Name

UExcel is the name of the professional nurse practice program and model, which provides a professional framework for clinical registered nurses to be credentialed to practice, to be evaluated using professional nurse standards of practice, and to provide an opportunity for recognition of expertise by advancement. The name UExcel means University of Colorado Hospital's Excellence in Clinical Practice, Education and Evidence-Based Practice, and Leadership. The UExcel Board is the name of the governing body for University of Colorado Hospital's UExcel program.

Article II

Purpose

The purposes of the UExcel Board are:

1. To review and approve the credentials of clinical registered nurse employees at the University of Colorado Hospital according to designated criteria in each of four levels of nursing practice.
2. To support the philosophy, vision, and goals of University of Colorado Hospital professional nursing by maintaining oversight of standards of nursing practice and performance across all hospital clinical services.
3. To provide a path for career promotion for professional registered nurses through mentoring and development.
4. To provide a consistent structure for evaluating registered nurse performance within the University of Colorado Hospital Human Resources Performance Management program.

Article III

UExcel Logo



Article IV

Levels of Practice

Levels of practice in the UExcel Practice Model are based on Benner's *Novice to Expert* Theory of Nursing Practice (1984).

LEVEL I

The level I professional registered nurse is an entry level **Advanced Beginner** nurse who has graduated from an accredited baccalaureate or advanced level entry into practice program. The Level I UExcel nurse is responsible for mastering the knowledge and skills necessary for competent Level II nursing practice within one year of beginning employment at University of Colorado Hospital. The Level I nurse is a participant of the Post-Baccalaureate Nurse Residency Program.

LEVEL II

The level II professional registered nurse is an experienced clinician who is **Competent** to care for complex patients. The Level II nurse demonstrates the ability to work collaboratively on the healthcare team, incorporate research and continuing education into practice, and participates on the team to improve the quality of care in the designated clinical area. Level II RNs also include clinical nurses who are completing their first year of practice as members of the Post-Baccalaureate Residency Program.

LEVEL III

The professional registered nurse is an **Advanced, Proficient** nurse who demonstrates advanced knowledge and skill caring for complex patients and is a recognized leader in the clinical area. The level III nurse takes an active role in contributing to improved patient outcomes, education and management. The Level III nurse functions as a leader primarily within the designated unit or clinical area, although may participate in professional activities extending within the hospital and to the external environment.

LEVEL IV

The Level IV registered professional nurse demonstrates **Expert** clinical skills and is regarded as a clinical authority and resource both within the unit as well as the hospital. The Level IV clinical nurse assumes a significant degree of responsibility and leadership for education, outcomes and management in addition to practice, and acts as a mentor and resource to others. The Level IV professional nurse is active and contributes professionally beyond the hospital environment to the community.

Article V

Program Structure

The structure of the UEXCEL Professional Practice Model consists of professional nurse standards to guide practice and provide a method for professional performance management. The structural components and related Board and nursing leadership accountabilities are outlined as follows:

1. The UEXCEL Nursing Standards of Practice are based on the American Nurses Association Scope and Standards of Practice (2004). Each clinical service may also use their professional specialty standards to further define standards of care.
2. Members of nursing leadership, specifically Nurse Managers, Directors and the CNO, with input from other constituent nursing groups including the UEXCEL Board, determine the structure and content of these standards.
3. The standards of practice provide the foundation for how nursing performance is evaluated within the University of Colorado Hospital Human Resources Performance Management system.
4. The UEXCEL Board assures that the process of credentialing nurses to practice adheres to the standards of practice and performance per the bylaws. Algorithms are constructed and disseminated to clarify the processes related to standards, performance management, and the credentialing process.

Article VI

UEXCEL Board Structure

Section I Board Membership:

1. Board composition and voting members of the Board shall be:
 - A. Not less than 12 or more than 20 full or part time regular status registered clinical nurses. A flex nurse may also serve as a representative.
 - B. No more than (1) CNS/Clinical Nurse Educator representing the Educator Council
 - C. No more than (1) Nurse Manager representing the Nurse Manager Council
 - D. One Director or Manager at Large
 - E. One to two Directors who serve as Liaisons to the Board.
 - D. (1) Permanent Charge Nurse representing the Charge Nurse Leadership Council
 - F. The Graduate Nurse Residency Coordinator
2. Clinical Registered Nurse membership must consist of representatives distributed from the following clinical areas:
 - A. Ambulatory Services
 - B. Critical Care
 - C. Emergency Services
 - D. Operative Services
 - E. Perioperative Services
 - F. Medical Surgical
 - G. Women's and Infants
 - H. Resource Office
 - I. Special Procedures
 - J. Cancer Center
 - K. CeDAR
3. Members of the Board without voting privileges shall include:
 - A. CNO and Vice President of Patient Services

- B. Human Resources Representative
 - C. Nurse Recruiter
 - D. Secretary to the Board
 - E. Director Liaison(s) to the Board
4. Board members are required to attend 75% of Board meetings to maintain membership. Voluntary resignation is assumed if a member attends less than 75% of the Board meetings.
 5. Decisions regarding membership may be appealed; decisions made by the UEXCEL Board regarding attendance are final.

Section II Term of Office for Voting Members:

1. A term of office is three (3) years, based on the anniversary date of appointment to the UEXCEL Board.
2. A member may serve one (1) additional consecutive term if there is a signed agreement between the Board representative and leadership of the representative department, affirming that continued representation would be in the best interest of the clinical area.
3. An individual shall be eligible for reappointment after having been off the Board for three years (one term).
4. Director Liaison(s) serve under the directive of nursing leadership and the CNO. These position(s) are exempt from the 3 year terms of agreement. The Director Liaison representatives are subject to change by directive of Nursing Leadership or the CNO.

Section III Resignation and Removal:

Any member may resign at any time by giving written notice to the chairperson(s) or Secretary of the Board. The resignation shall take effect on the date received or the date specified in the notice. The chairperson(s) and any member may be removed at any time by two-thirds vote of the members.

Section IV Vacancies:

Vacancies shall be filled by the end of the quarter in which this vacancy occurs, or by the next Board meeting. The Manager/Director of the vacant area shall be notified of the vacancy. Applicants for Board membership must complete the UEXCEL Board membership application, with the appointment confirmed by the Board. Any member appointed to fill a vacancy shall be a member for the unexpired term of the member being replaced.

Section V Chair of the Board:

1. The Chair shall be nominated and selected by the Board membership.
2. The Board shall elect the Chair by ballot, with results reviewed by the Board and affirmed by motion at the next scheduled quarterly meeting.
3. The Chair shall perform the following duties:
 - a. Preside at all meetings of the Board or appoint a designee.
 - b. Appoint all standing and ad hoc committee members of the Board.
 - c. Monitor participation of UEXCEL Board membership.
 - d. Perform all other duties customary to that office including management of the credentialing process.
 - e. Review minutes taken by the secretary.
 - f. Work collaboratively with the Director Liaison(s) to maintain seamless Board functioning.
4. The term of office for chair shall be for a three (3) year period.

Section VI Secretary:

1. An administrative staff person from the department of the Director Liaison representative shall serve as secretary of the Board.
2. The UEXCEL Board Secretary is a non-voting member of the Board.
3. The secretary shall perform the following duties:
 - a. Record and maintain minutes of the UEXCEL Board, proceedings of the UEXCEL Board and any committees of the Board.
 - b. Maintain Board communications and assure all notices are given in accordance with the provisions of these Bylaws.
 - c. Manage the administrative processes of the UEXCEL credentialing process, including database, applications for advancement, notebooks and other secretarial functions.
 - d. Maintain Board attendance records and other historical documents.

- e. Perform other such duties as pertain to this office.

Section VII Board Members:

The Board Members shall perform the following duties:

1. Attend Board meetings.
2. Vote on all Bylaws changes and proposals.
3. Review and approve professional registered nurse credentials for practice, with the exception of their own advancement credentials.
4. Participate in development of standards with nurse Managers/Directors, including the review of these standards.
5. Participate in educational activities related to professional nurse advancement, including workshops to prepare for advancement, mentoring activities, and education of clinical nursing staff.
6. Promote the UEXCEL program by reporting Board activities regularly at staff meetings, and acting as a resource to registered nurses on their associated unit(s) or services on UEXCEL related activities, including advancement.
7. Participate in the orientation of new board members.

Article VII Proceedings of the Board

Section I

UEXCEL Board meetings shall be conducted quarterly.

Section II

Additional meetings may be scheduled for the purpose of reviewing the credentials of applications for advancement into Levels III and IV. Additional meetings may also be scheduled at the discretion of Chair or Director Liaison(s) for purpose of other necessary Board business.

Section III

All meetings shall be open except for meetings related to reviewing credentials, which shall be limited to the UEXCEL Board. The credentialing candidate may choose to attend the credentials review for the purpose of personally presenting the portfolio.

Section IV

A majority of voting Board members present shall constitute a quorum vote for the transaction of business at any meeting of the Board. A quorum is required to pass all motions put to vote. Changes in Bylaws shall necessitate a two-thirds vote.

Section V

Proceedings of the Board shall include the review of credentials of clinical registered nurses at the University of Colorado Hospital. Credentials shall be reviewed per the following procedures:

1. Credentials of graduate nurse residents hired into Level I then promoted to Level II after demonstrating an exceeds Level I performance appraisal, shall be reviewed on a biyearly schedule.
2. Credentials of nurses hired as experienced registered nurses into Level II, and whose status is affirmed by a Level II performance appraisal, shall be reviewed on a quarterly basis.
3. Credentials of nurses applying for advancement to Level III and Level IV shall be reviewed by portfolio application yearly.
4. Clinical nurses credentialed at Level III and Level IV who leave the institution or the UEXCEL Professional Plan and hold a comparable job, may be reinstated at the same level if returning within one year of departure. A performance evaluation must be done within one year post re-hire to reaffirm the status of credentials.
5. Clinical nurses credentialed at Level III or Level IV who transfer to a different service may retain their advanced status for up to one year post transfer. Should the advanced or expert clinical levels be unable to be demonstrated at one year, the nurse must be reclassified at the level occupied prior to advancement.
6. Registered nurses currently in an identified University of Colorado Hospital nursing leadership position holding advanced credentials such as BSN, MSN, clinical or other certifications, and functioning at an equivalent level, may be hired as a transfer into a Level III clinical nurse position,

with credentials affirmed by performance appraisal. Advancement to Level IV must be completed by portfolio.

7. Traveler nurses, either by contract through University of Colorado Hospital or an external agency, are not eligible to participate in UEXCEL.

Section VI

1. Clinical nurses who apply but are denied advancement to Level III and Level IV by the UEXCEL Board, will be officially notified by certified letter or personal meeting. The applicant may choose to appeal the decision by notifying the Chair and/or Director Liaison(s) of the UEXCEL Board and Human Resources, in writing, within five days of receiving the notification. Supporting documentation for the appeal must be included with the letter. All appeals will be reviewed by a team consisting of the Chief Nursing Officer, Chair of the UEXCEL Board, Director Liaison(s) of the UEXCEL Board and the Human Resources representative. Should a decision not be reached at this appeals meeting, the final decision shall be made by the UEXCEL Board at the next quarterly meeting. If the ruling is made in favor of the applicant, advancement to Level III or Level IV, including any pay rate adjustments, shall be made retroactive to the first pay period in February of the year in which they credentialed. If denied advancement, the applicant is eligible to reapply at the next UEXCEL portfolio credentialing cycle.

Article VIII

Duality of Interest

Any duality of interest or possible conflict of interest on the part of any members of the Board shall be disclosed to the Board and shall be made a matter of record through written procedure at any time when such interest shall become a matter of involving Board action. A person shall be deemed to have an interest in a transaction if the person shall receive any personal gain from the transaction. Any Board member under review for personal credentialing must be excused from the involved portion of the meeting.

1. Any member of the Board having a duality of interest shall not vote or use his/her personal influence on any pertinent matter before the Board or any committee operating under these Bylaws. The minutes of the meeting shall reflect that a disclosure was made by the person, his/her abstention from voting and the existence of a quorum despite such abstention.
2. These requirements shall not be construed as preventing the person making a disclosure of interest from briefly stating his/her position in the matter nor from answering the pertinent questions asked by other members of the Board or the committee, where such statements or answers may be of assistance in resolving an issue.
3. Each new Member of the Board, Officer of Member of any Board committee shall be specifically advised of this policy upon entering the duties of the office.

Article IX

Nondiscrimination

No person, unless otherwise medically indicated, shall be excluded from participation in the UEXCEL Board on the grounds of race, color, national origin, age, sex, creed, marital status or handicap (as defined in Section 504 of the Rehabilitation Act – 1973, as amended) if the individual is otherwise qualified.

Article X

Amendments

Amendments to the Bylaws may be made by a two-thirds vote of voting members providing that the proposed amendments have been submitted to all members at least (30) days prior to the meeting.

APPROVED BY BOARD:

UEXCEL Chair Signature

Date

CNO Signature

Date