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# Competency of Occupational Health Nurses

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Nursing

# The professionals involved in the **occupational health team** includes, some or all of the following:

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1. occupational health nurses
2. occupational health physicians
3. industrial hygienists
4. safety engineers
5. work organization specialists
6. psychologists
7. Counsellors
8. physiotherapists.
9. ergonomists
10. health economists
11. academic researchers and others

# Occupational Health Nurses

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- Occupational health nurses (OHNs) play a key role in occupational health (OH) services globally.
- OHNs are the single largest healthcare profession involved in workplace health management.
- OHNs work at the interface between the workforce and management.
- OHNs are at the frontline in helping to protect and promote the health of working populations.
  
- OHNs should respond to a wide range of health issues and questions.
- OHNs require skills to meet the workforce's physical and psychosocial needs.

# The job of Occupational Health Nurses 1

(<https://www.graduatenuresingedu.org/occupational-health-nurse/>)

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- The job of an occupational health nurse is to provision for preventative measures that ensure the health and safety of workers in virtually any type of work setting, particularly those settings in which injury may be more likely due to the presence of toxins, machinery, or heavy equipment.
- Working closely with employers and management, occupational health nurses strive to ensure that all health and safety standards are met in an effort to safeguard the health and well being of employees in corporate, industrial, governmental, or academic settings.
- Although they function in a collaborative relationship with employers, occupational health nurses always act as advocates for the rights of employees by ensuring access to preventative health and safety measures.
- It is the occupational health nurse who works toward maximizing employee productivity and overall health and safety so that disability claims, on-the-job injury claims, and absenteeism are all greatly reduced. As such, occupational health nurses create a safer and healthier work environment to the benefit of all.

# The job of Occupational Health Nurses 2

(<https://www.graduatenursingedu.org/occupational-health-nurse/>)

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The job duties of an occupational health nurse may include:

- Developing and implementing health and safety programs
- Developing disease prevention programs, such as smoking cessation, exercise, and healthy eating programs
- Documenting all employee injuries and illnesses within the workplace
- Observing and assessing the work environment for potential dangers and hazards
- Treating injuries and illnesses for employees, including follow-ups and referrals
- Overseeing and implementing emergency and disaster preparedness programs and planning
- Serving as a gatekeeper for healthcare services, including rehabilitation and disability matters
- Counseling employees on physical and mental health issues and guiding them toward community resources and/or employee assistance programs
- Monitoring the health status of employees
- Conducting research on the effects of hazardous work conditions or workplace exposures, which may include gathering data and reporting findings to the employer

# Occupational and Environmental Nurses Today (AAOHN, 2018)

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The role of the occupational health nurse is a multi-faceted and diverse one, as these advanced nursing professionals serve as healthcare providers, safety inspectors, educators, and architects of new health and safety measures and programs.

Modern roles of OHNs are as diverse as clinicians to educators, case managers to corporate directors and consultants. The OHN's responsibilities have expanded immensely to encompass a wide range of job duties.

■ **Case management:** OHNs routinely coordinate and manage the care of ill and injured workers. Their roles as case managers have grown more sophisticated with the coordination and management of work-related and non work-related injuries and illnesses, which include aspects related to group health, workers' compensation, and short-term/long-term disability benefits.

# Occupational and Environmental Nurses Today

## 2(AAOHN, 2018)

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- **Counseling and crisis intervention:** Besides counseling workers about work-related illnesses and injuries, OHNs often counsel for issues such as substance abuse, psychosocial needs, wellness/health promotion concerns, and other health or work-related concerns. They may also assume primary responsibility for managing employee assistance programs or handling referrals to employee assistance programs and/or other community resources, and coordinate follow-up.
- **Health promotion and risk reduction:** OHNs design programs that support positive lifestyle changes and individual efforts to lower risks of disease and injury and the creation of an environment that provides a sense of balance among work, family, personal, health, and psychosocial concerns. Immunization, smoking cessation, exercise/fitness, nutrition and weight control, stress management, monitoring of chronic diseases, and effective use of medical services are just a few of the preventive strategies to keep workers healthy and productive.

# Occupational and Environmental Nurses Today

## 3(AAOHN, 2018)

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- **Legal and regulatory compliance:** OHNs work with employers on compliance with regulations and laws affecting workers and the workplace.
- **Worker and workplace hazard detection:** OHNs recognize and identify hazards; monitor, evaluate, and analyze these hazards by conducting research on the effects of workplace exposures; and gather and use health and hazard data to select and implement preventive and control measures as a continual process. Examples include an analysis of the effects of toxic chemical exposure, development of plans to prevent work-related accidents, and an analysis of groups, not just individuals, to detect patterns, trends, changes, and commonalities as in pandemic situations.

# Definition of Competence

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Competence can be defined as:

- “The combination of training, skills, experience and knowledge that a person has and their ability to apply them to perform a task safely. Other factors, such as attitude and physical ability, can also affect someone’s competence” (HSE, 2017).
- “The state of having the knowledge, judgment, skills, energy, experience and motivation required to respond adequately to the demands of one’s professional responsibilities” (Roach, 1992).

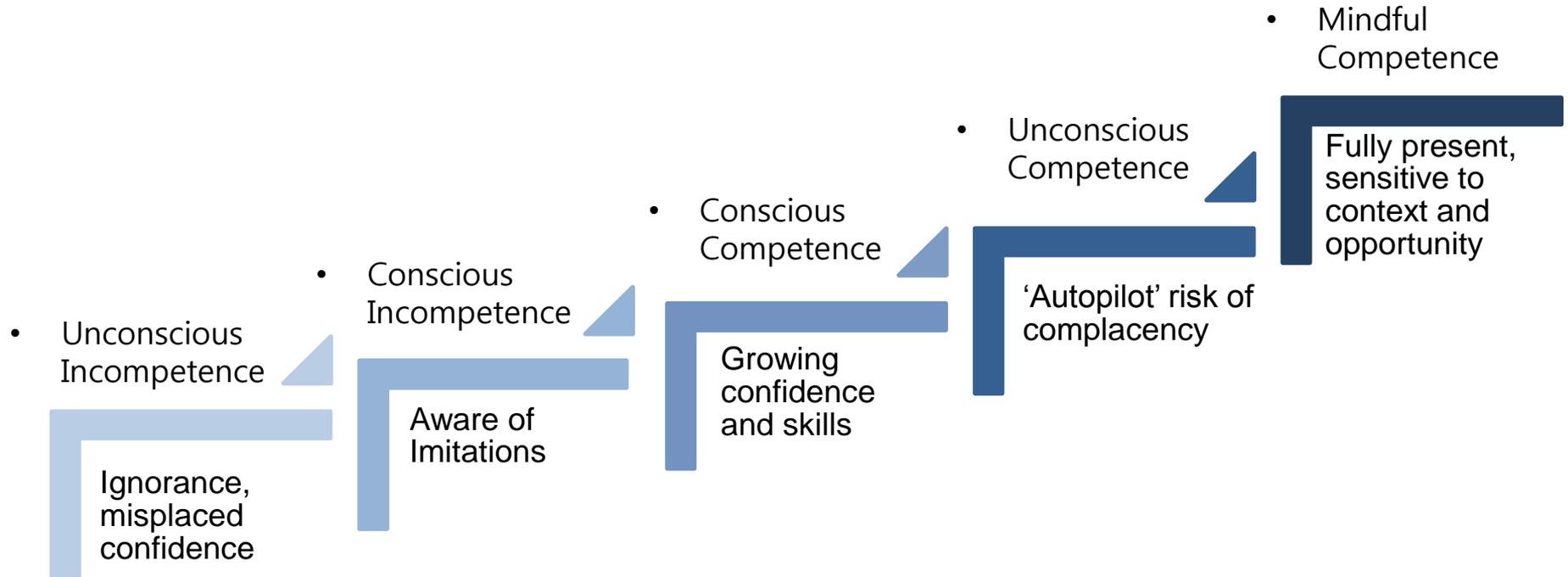
## An example of competence

(PDG: <https://www.gov.uk/government/publications/patient-group-directions-pgds/patient-group-directions-who-can-use-them>)

In OH practice OH nurses may have to deal with overseas business travellers and this may involve the administration of immunisations. The OH nurse will need to have the following evidence-based knowledge and skills on overseas travel and the administration of immunisations to undertake this work:

- How long before travel will immunisations need to be given to protect the worker and what time needs to be allowed between doses and/or different types of immunisations to complete the course?
- The type of immunisations, their contraindications and side-effects.
- How and where it is administered.
- How to deal with anaphylaxis and be up to date with procedures.
- How to dispose of clinical waste in a community setting, i.e. outside a healthcare facility.
- What other information is needed for travellers to specific countries and where to go for that up-to-date information.
- Record keeping.

# Ladder of competence



Ladder of competence (Rogers, 2007)

# OH Nursing career and competence development

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- Gaining knowledge, skills and experience in OH practice will help to develop the nurse from 'novice to expert'
- The Royal College of Nursing guidance on OH nursing career and competence development has developed **OH nurse competence dimensions** and **level descriptors** for practice **from competent through experience to expert.**

# OH nurse **competence dimensions** by Royal College of Nursing

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- self-assessment
- core transferable skills
- Core leadership and management skills
- core quality assurance and research skills
- legal and ethical issues
- risk assessment
- public health, health promotion, protection and surveillance
- psychological and psychosocial interventions
- attendance management , case management and rehabilitation
- ergonomics
- occupational hygiene
- maintaining safety and accident control

# OH nurse **competence level** by Royal College of Nursing

COMPETENT OHN	EXPERIENCED OHN	EXPERT OHN
<ul style="list-style-type: none"> <li>• <b>First level registered nurse</b></li> <li>• 2 years post basic experience</li> <li>• Post basic education and training equivalent to university diploma</li> <li>• Works under guidance of established protocols and procedures at operational level</li> <li>• Maintains safe and competent practice</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Two years experience in OH setting</b></li> <li>• Post basic education and training equivalent to university degree</li> <li>• Holds or working toward a recordable OHN qualification with the NMC</li> <li>• Develops and establishes protocols and procedures at operational level</li> <li>• Develops and leads on safe and competent practice</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Five years experience in OH setting</b></li> <li>• Post basic education and training equivalent to university higher degree</li> <li>• Holds a recordable OHN qualification with the NMC</li> <li>• Develops, leads and establishes protocols and procedures at operational and strategic levels</li> <li>• Innovates, develops and leads on safe and competent practice</li> <li>• Leads and develops consultant occupational nursing and consultancy</li> </ul>

# OHN competence dimensions as level descriptors for practice

## :occupational health nursing-self assessment (Royal College of Nursing, 2011)

COMPETENT	EXPERIENCED	EXPERT
<ul style="list-style-type: none"><li>• <i>Under supervision I am able to</i></li><li>• plan and carry out initial assessments for a range of clients using an evidence-based and client-centred approach to practice</li><li>• monitor clients within working environments</li><li>• prescribe care for a range of clients within working environment</li><li>• in collaboration with others, implement a plan of care for a range of clients using an evidence-based approach and client-centered approach</li><li>• set and monitor clients' goals using an evidence-based and client-centered approach to practice, in collaboration with clients and other members of the team</li><li>• evaluate a plan of care for a range of clients using an evidence-based and client-centered approach to practice</li><li>• make decisions about priorities of care for a range of clients within the working environment, in collaboration with clients and other team members</li><li>• initiate interventions for clients within the working environment</li></ul>	<ul style="list-style-type: none"><li>• <i>With minimum guidance and supervision I am able to:</i></li><li>• decide on priorities within the care setting for a range of clients</li><li>• organize a team of others to deliver the care of a range of clients within a working environment</li><li>• initiate the care of a range of client groups in different occupational settings</li><li>• monitor the care of a range of clients within the working environment</li><li>• facilitate others to set client goals using an evidence-based and client-centered approach to practice, in collaboration with clients and other members of the team</li><li>• challenge care practices and processes and decide on care priorities</li><li>• interpret care practices and processes within the care setting</li><li>• evaluate care practices and processes within a range of workplace environments</li><li>• take responsibility for leading a team over time and facilitating others</li></ul>	<ul style="list-style-type: none"><li>• <i>Working autonomously I am able to:</i></li><li>•take responsibility, without supervision and in any care setting, for monitoring interventions for the care of clients within the working environment</li><li>•take responsibility for deciding on the priorities for care of clients within the working environment</li><li>•take responsibility in any care setting for deciding on what may be best for the care of clients within the working environment</li><li>•take responsibility for initiating interventions for the care of clients within the working environment</li><li>•independently organize nursing care within the working environment</li><li>•actively lead on developments in nursing practice and their day to day implementation</li><li>•manage and lead an occupational health nursing team (particularly in the case of a nurse-led service); manage and lead the occupational health service</li><li>•manage occupational health nursing resources (particularly in the case of a nurse-led service); manage resources for the occupational health service</li></ul>

# OHN competence dimensions as level descriptors for practice

## : occupational health nursing-core transferable skills (RCN, 2011)

COMPETENT	EXPERIENCED	EXPERT
<ul style="list-style-type: none"> <li>• Manage themselves and their workload and prioritise their own actions in the working environment</li> <li>• Participate in new initiatives and developments in practice and contribute to their evaluation</li> <li>• Relate to other members of the multidisciplinary team and participate as a team member through the whole chain of care</li> <li>• Gain insight into the occupational health agenda through an awareness of the local and national political agendas that impact their area of practice</li> <li>• Participate in the day to day delivery of internal and external services and contracts</li> <li>• Participate in occupational health and safety audit</li> <li>• Develop self through continued professional development activities</li> <li>• Adopt a patient-focused approach in service delivery</li> <li>• Utilise networking and political awareness to contribute to service development</li> <li>• Understand how the organisation works and how the nurse may influence change</li> <li>• Understand how economic and business arguments can lead to improvements in health and safety in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>• Contribute to the development of occupational health standards and policies, and assist in the development and establishment of protocols and procedures at operational level; develop and lead on safe and competent practice</li> <li>• Manage conflict situations in a sensitive and mediating way</li> <li>• Initiate, change and develop practice and evaluate changes in practice</li> <li>• Identify how local and national political agendas impact on the provision of the service and develop services that meet current policy agenda</li> <li>• Delegate appropriately and to give feedback to colleagues</li> <li>• Lead service development by participating in multidisciplinary team work and committee work.</li> <li>• Manage a limited budget and a limited range of external contracts</li> <li>• Implement and lead on departmental occupational health audits</li> <li>• Develop self and others through continued professional development activities</li> <li>• Participate and lead on specific programmes in the development of the occupational health and safety team</li> <li>• Utilise and develops patient-focused approaches in service delivery</li> <li>• Utilise networking and political awareness to develop services</li> <li>• Demonstrate change management skills which have an impact upon organisational behaviour in relation to health and safety at work</li> <li>• Demonstrate the incorporation of business planning into occupational health practice</li> </ul>	<ul style="list-style-type: none"> <li>• Play a major role in the development and implementation of occupational health and safety standards and policies at operational and strategic levels</li> <li>• Develop and lead occupational health audits and solve problems in an ethical, reflective and evidence-based manner</li> <li>• Facilitate the development of innovations in practice, and push forward practice by visionary approaches to occupational health nursing. Communicate innovations in practice at local, national and international level</li> <li>• Appraise the performance and facilitate the personal development of others involved in the delivery of the service</li> <li>• Lead and manage a multidisciplinary team which may include medical, nursing, technical and professions allied to medicine</li> <li>• Secure and manage resources for the occupational health department</li> <li>• Manage complex departmental budgets and an extensive range of external contracts</li> <li>• Provide clinical leadership through self-development and guide and develop others through continued professional development activities</li> <li>• Provide operational and strategic leadership in the development of the occupational health and safety team</li> <li>• Develop the role of the OHN as an expert, acknowledging the complexity and responsibility of the role of an autonomous occupational health practitioner</li> <li>• Utilise networking and political awareness to lead and develop occupational health services</li> <li>• Develop economic and public health strategies to encourage employer and employee</li> </ul>

# OHN competence dimensions as level descriptors for practice

## Occupational health nursing-core leadership and management skills (Royal College of Nursing, 2011)

3) OCCUPATIONAL HEALTH NURSING – CORE LEADERSHIP AND MANAGEMENT SKILLS		
COMPETENT	EXPERIENCED	EXPERT
<ul style="list-style-type: none"> <li>• Manage themselves and their workload and prioritise their own actions in the working environment</li> <li>• Participate in new initiatives and developments in practice and contribute to their evaluation</li> <li>• Relate to other members of the multidisciplinary team and participate as a team member through the whole chain of care</li> <li>• Gain insight into the occupational health agenda through an awareness of the local and national political agendas that impact their area of practice</li> <li>• Participate in the day to day delivery of internal and external services and contracts</li> <li>• Participate in occupational health and safety audit</li> <li>• Develop self through continued professional development activities</li> <li>• Adopt a patient-focused approach in service delivery</li> <li>• Utilise networking and political awareness to contribute to service development</li> <li>• Understand how the organisation works and how the nurse may influence change</li> <li>• Understand how economic and business arguments can lead to improvements in health and safety in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>• Contribute to the development of occupational health standards and policies, and assist in the development and establishment of protocols and procedures at operational level; develop and lead on safe and competent practice</li> <li>• Manage conflict situations in a sensitive and mediating way</li> <li>• Initiate, change and develop practice and evaluate changes in practice</li> <li>• Identify how local and national political agendas impact on the provision of the service and develop services that meet current policy agenda</li> <li>• Delegate appropriately and to give feedback to colleagues</li> <li>• Lead service development by participating in multidisciplinary team work and committee work.</li> <li>• Manage a limited budget and a limited range of external contracts</li> <li>• Implement and lead on departmental occupational health audits</li> <li>• Develop self and others through continued professional development activities</li> <li>• Participate and lead on specific programmes in the development of the occupational health and safety team</li> <li>• Utilise and develops patient-focused approaches in service delivery</li> <li>• Utilise networking and political awareness to develop services</li> <li>• Demonstrate change management skills which have an impact upon organisational behaviour in relation to health and safety at work</li> <li>• Demonstrate the incorporation of business planning into occupational health practice</li> </ul>	<ul style="list-style-type: none"> <li>• Play a major role in the development and implementation of occupational health and safety standards and policies at operational and strategic levels</li> <li>• Develop and lead occupational health audits and solve problems in an ethical, reflective and evidence-based manner</li> <li>• Facilitate the development of innovations in practice, and push forward practice by visionary approaches to occupational health nursing. Communicate innovations in practice at local, national and international level</li> <li>• Appraise the performance and facilitate the personal development of others involved in the delivery of the service</li> <li>• Lead and manage a multi disciplinary team which may include medical, nursing, technical and professions allied to medicine</li> <li>• Secure and manage resources for the occupational health department</li> <li>• Manage complex departmental budgets and an extensive range of external contracts</li> <li>• Provide clinical leadership through self-development and guide and develop others through continued professional development activities</li> <li>• Provide operational and strategic leadership in the development of the occupational health and safety team</li> <li>• Develop the role of the OHN as an expert, acknowledging the complexity and responsibility of the role of an autonomous occupational health practitioner</li> <li>• Utilise networking and political awareness to lead and develop occupational health services</li> <li>• Develop economic and public health strategies to encourage employer and employee investment in health and safety at work</li> </ul>

# OHN competence dimensions as level descriptors for practice

## Occupational health nursing-core quality assurance and research skills (Royal College of Nursing, 2011)

4) OCCUPATIONAL HEALTH NURSING – CORE QUALITY ASSURANCE AND RESEARCH SKILLS		
COMPETENT	EXPERIENCED	EXPERT
<ul style="list-style-type: none"> <li>Participate and contribute to the clinical audit process and continuously evaluate own interventions</li> <li>Participate in improving the patient experience through a patient-focused approach to benchmarking</li> <li>Participate in and contribute to evaluating patients' experience and use patient-focused benchmarks in improving the patients' experience.</li> <li>Participate in clinical governance mechanisms</li> <li>Use a 'customer care' approach to practice</li> <li>Contribute to the implementation of local shared governance, local priorities, policy formation and implementation</li> <li>Use national targets and initiatives in own sphere of practice</li> <li>Contribute to aspects of work-based research and evaluation projects; actively research own practice through systematic reflection and critique via clinical supervision/co-operative inquiry</li> <li>Use a research supervisor/mentor for support and challenge in relation to research contributions</li> <li>Question practice and critique research, identifying research questions with regard to own practice</li> <li>Understand the role of the nurse consultant and work in collaboration with them</li> <li>Develop knowledge of the 'Safe Effective Quality OH Service' (SEQOHS) OHS standards for accreditation</li> </ul>	<ul style="list-style-type: none"> <li>Develop and use clinical audit tools and ensure regular team clinical audit and action planning</li> <li>Introduce evaluation approaches that provide feedback on the patients' experiences and team activity, and maintain local action plans for reviewing actions arising from audit and evaluation.</li> <li>Contribute to the development and implementation of clinical policy formation and facilitate the delivery of effective customer care by the team</li> <li>Contribute to achieving national targets and initiatives within own sphere of practice</li> <li>Contribute to the identification of future priorities</li> <li>Undertake small, local evaluation/research projects in the workplace and be able to co-supervise undergraduate projects and practitioner-based research with a mentor</li> <li>Question practice and critique research, identifying research questions with regard to team practice and specific care of client group</li> <li>Use a role-model systematic critique in relation to the development and use of evidence in and from practice, and enable team members to contribute to different stages of the research process</li> <li>Provide opportunities for others to contribute to practice-based research</li> <li>Work collaboratively with nurse consultants</li> <li>Demonstrate strengthening and dissemination of evidence-based practice for occupational health, safety practice and occupational rehabilitation strategies within occupational health practice</li> <li>Supervise OHS provision and advise on improvements to comply with the SEQOHS standards for accreditation</li> </ul>	<ul style="list-style-type: none"> <li>Lead on clinical audit and develop practice through audit and evaluation</li> <li>Promote opportunities for interdisciplinary audit and evaluation, and evaluate audit tools</li> <li>Promote and use clinical governance mechanisms</li> <li>Develop local action plans to improve service delivery using patient-focused benchmarks</li> <li>Facilitate benchmarking of service against other departments</li> <li>Provide a service that reflects national standards and patient benchmarks</li> <li>Facilitate the development and monitoring of local protocols and guidelines for the care of patients, through critical evaluation of the evidence for practice</li> <li>Lead and develop clinical service development</li> <li>Facilitate strategic planning to meet the delivery and achievement of national targets and initiatives</li> <li>Lead a project that contributes to a programme of research and contributes to the evidence base for clinical practice, by presenting and publishing papers from practice-based research</li> <li>Supervise undergraduate projects and co-supervise post-graduate projects and practitioner-based research in collaboration with a mentor</li> <li>Identify areas for research and contribute to the corporate research agenda in relation to client group and service</li> <li>Ensure the skills and competence of nurse consultants are used effectively within the organisation</li> <li>Ensure that nurse consultants are given the opportunities to develop research and practice competence</li> <li>Enable others to contribute to practice-based research with support and supervision</li> <li>Enable support, time and resources for others to access, critically appraise and disseminate evidence-based information</li> <li>Support the development of a service infrastructure for utilising and organising evidence-based care and research</li> <li>Develop systems and processes to ensure the strengthening and dissemination of evidence-based practice for occupational health, safety and rehabilitation practice and strategies within occupational health practice</li> <li>Undertake a review of OHN provision, make changes as required and lead the implementation of the SEQOHS standards for accreditation</li> </ul>

# Competency of Occupational and Environmental Health Nursing(AAOHN, 2015)

Competency	Mean	Median	Mode	Std Dev
<b>Manages Total Worker Health independently and with other team members</b>				
<ul style="list-style-type: none"> <li>Promotes a culture of health and safety by creating an environment that supports clients' optimal physical and mental health using best practices and evidence-based techniques</li> </ul>	3.87	4.0	4	0.34
<ul style="list-style-type: none"> <li>Uses data to identify trends and control health and safety risks, and to inform and implement policy decisions at the department, organizational, and systems levels</li> </ul>	3.77	4.0	4	0.42
<ul style="list-style-type: none"> <li>Identifies hazards and exposures and recommends effective controls for their mitigation</li> </ul>	3.74	4.0	4	0.53
<ul style="list-style-type: none"> <li>Plans, implements, and evaluates programs and services designed to improve health and safety for target populations</li> </ul>	3.78	4.0	4	0.51
<ul style="list-style-type: none"> <li>Coordinates client care to effectively promote health, manage illness and injury, prevent disability, and facilitate return to work</li> </ul>	3.87	4.0	4	0.34
<b>Adheres to principles of professional nursing practice</b>				
<ul style="list-style-type: none"> <li>Practices nursing ethically, competently, and within the legal scope of practice, ensuring compliance with all requirements of local, state, and federal laws; obtains and maintains necessary licenses and certifications required to practice</li> </ul>	3.98	4.0	4	0.20
<ul style="list-style-type: none"> <li>Demonstrates professional competence and lifelong learning throughout career</li> </ul>	3.68	4.0	4	0.55
<ul style="list-style-type: none"> <li>Advocates for issues related to nursing, the environment, and worker health and safety</li> </ul>	3.71	4.0	4	0.45
<ul style="list-style-type: none"> <li>Critically reviews relevant literature and other credible resources to develop evidence-based interventions and occupational health nursing strategies</li> </ul>	3.65	4.0	4	0.56
<ul style="list-style-type: none"> <li>Establishes and maintains records within state and federal laws, ensuring confidentiality and privacy of health and personal information</li> </ul>	3.91	4.0	4	0.29
<b>Demonstrates understanding of the business climate and its impact on the health of the community</b>				
<ul style="list-style-type: none"> <li>Demonstrates current knowledge of and compliance with applicable laws and regulations that impact nursing practice, workers, workplaces, and the environment</li> </ul>	3.78	4.0	4	0.41
<ul style="list-style-type: none"> <li>Advises employers of regulations that may affect occupational and environmental health operations</li> </ul>	3.77	4.0	4	0.42
<ul style="list-style-type: none"> <li>Advocates for ethical decision-making in regard to worker, business, and community concerns and rights</li> </ul>	3.48	4.0	4	0.65
<ul style="list-style-type: none"> <li>Describes the broad impact of economics on a target population's health and well-being</li> </ul>	3.22	3.0	3,4	0.88

# Competency of Occupational and Environmental Health Nursing (AAOHN, 2015)

Competency	Mean	Median	Mode	Std Dev
<ul style="list-style-type: none"> <li>Uses data to plan and implement evidence-based occupational health programs, services, and new initiatives, and to evaluate them for both health and economic impact</li> </ul>	3.82	4.0	4	0.49
<ul style="list-style-type: none"> <li>Serves as a good steward of budget dollars allotted and practices within budgetary constraints</li> </ul>	3.52	4.0	4	0.71
<ul style="list-style-type: none"> <li>Communicates the direct and indirect consequences of injury and illness on worker productivity, employee engagement, and quality of life</li> </ul>	3.73	4.0	4	0.45
<ul style="list-style-type: none"> <li>Participates on and/or leads interdisciplinary teams, including those that plan for and respond to emergencies, pandemics, and disasters</li> </ul>	3.74	4.0	4	0.53
<b>Practices culturally-appropriate, evidence-based nursing care within licensed scope of practice</b>				
<ul style="list-style-type: none"> <li>Gathers an occupational and environmental health history, conducts assessment and applies knowledge of work processes and hazards/exposures for accurate clinical decision-making, including placement, and return-to-work decisions</li> </ul>	3.74	4.0	4	0.44
<ul style="list-style-type: none"> <li>Educates, counsels, and coaches clients on identifying, reducing, and eliminating health and safety risks</li> </ul>	3.78	4.0	4	0.41
<ul style="list-style-type: none"> <li>Collaborates with workers, management, the community, and other professionals to meet the health and safety needs of clients</li> </ul>	3.65	4.0	4	0.76
<ul style="list-style-type: none"> <li>Analyzes and evaluates clinical service delivery using evidence-based strategies for continuous quality improvement.*</li> </ul>				

\*Previously two competencies, each with median ad mode of 4, means of 3.52 and 3.70, and standard deviations of 0.65 and 0.55

# Core, Sub, Under sub competencies of occupational health nurses (Kono et al., 2017)

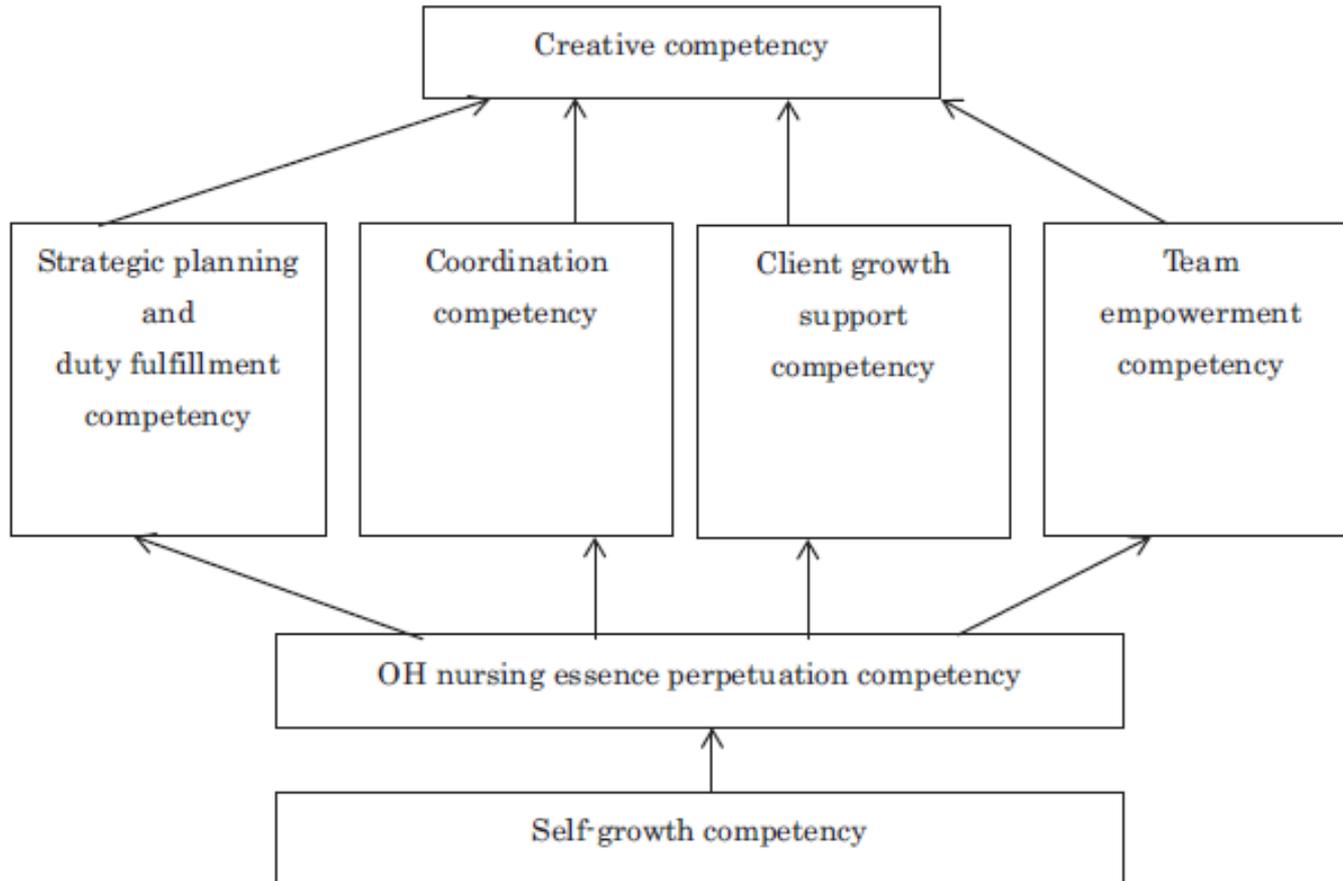
Core	Sub	Under sub
<b>Self-growth competency</b>		
OH nurses promote their self-reform by incorporating various methods and ideas		
Learning from colleagues, seniors, documents and existing systems		
Studying it by themselves actively		
Looking back on their nursing activities and thinking about their stances as OH nurses		
Interpreting difficulties positively		
Having an attitude aiming at the improvement of OH nursing		
<b>OH nursing essence perpetuation competency</b>		
OH nurses have a perspective on the management of the organization		
Acting in conformity with the objectives of the organization		
Acting in conformity with the management philosophy and policy of the organization		
OH nurses have consciousness as professionals, understand the essence of OH nursing, and perform the roles of an OH nurse		
Thinking in conformity with the principles of OH nursing		
Being able to see the essence of things not just the outward appearances		
Achieving the roles and functions of OH nurse with consciousness as professionals		
<b>Strategic planning and duty fulfillment competency</b>		
OH nurses improve awareness of their roles among the employer and employees		
Informing the employer and employees of the specialty and roles of OH nurses		
OH nurses conduct their duties by various methods such as gathering information, analysis, and time management		
Gathering necessary information by various methods		
Improving efficiency of the work by cooperating with the people concerned		
Reordering and analyzing the sources of confusion		
Being aware of efficiency and effectiveness		
Thinking about an efficient method for accomplishing duties		
OH nurses repeat work steadily, setting milestones, thinking Plan, Do, Check, Act and standing on a long range perspective for goal achievement		
Repeating work steadily patiently and connecting it to the next action		
Acting, setting milestones and exploiting Plan, Do, Check, Act		
Working with a long-term view		
Acting with a wide view, so that OH nurse's viewpoint is not partial		
<b>Coordination competency</b>		
OH nurses form stable and cooperative relationships		
Building and maintaining human relations while devising		
Valuing human relationships and contacting clients		
OH nurses match the vector by adjusting to interpersonal, interdepartmental and interorganizational differences		
Adjusting opinions among people, departments and teams and making sure that each can play the role		
OH nurses assess the person, the place and the timing to solve problems		
Getting client's understanding by various ways and persuading him or her for problem solving		
Ascertaining a key person and working on him or her		
Working with a choice of the appropriate time and place		

# Core, Sub, Under sub competencies of occupational health nurses (Kono et al., 2017)

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Core	Sub	Under sub		
Client growth support competency		OH nurses respect clients' thoughts and flexibly care for clients' needs		
		Respecting client's thought and the sense of values, and flexibly working on him or her		
		Changing the way to work according to the situation of the client		
		Working on clients to feel that OH nurses are helpful to them		
		Responding flexibly according to the changes in the situation of the client		
		Making the opportunities to go to the workplace intentionally		
		OH nurses affect clients and support clients' growth, so that the clients can improve their QOL (Quality of Life) and become independent		
		Supporting to improve the QOL of client		
		Supporting to have the independence that clients, departments and organizations can notice and solve the problems by themselves		
		Supporting to make the workplace mature and productive through problem solving		
		<hr/>		
		Team empowerment competency		OH nurses share a role according to the ability of member and improve team power
				Sharing roles according to members' abilities
				Sharing information and experiences among team members and fitting their vectors
		<hr/>		
Creative competency		OH nurses create new systems, organizations and roles for the development of OH nursing		
		Creating new OH systems, so that OH nurses can effectively conduct their activities		
		Creating OH nurse's roles in the organization		
		OH nurses raise the social evaluation and establish the expertise of OH nurses through activities and research in academic societies		
		Developing skills and programs useful for OH nurse's activities		
		Performing the activities in academic societies for OH, OH nursing and nursing except OH nursing, and enhancing the social evaluation of OH nurses		

# Structure Diagram of Occupational Health Nurses Competency (Kono et al., 2017)



Structure diagram

# occupational health nursing education

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- Occupational health nursing consists primarily of:
  - interaction and collaborating skills and group interaction skills
  - educational informative counselling and training skills
  - dynamics of communication administration of occupational health services
  - develop nursing science and research
- The education program is focused on the occupational nursing process. The contents in the modules develop and support the occupational health nurse's working process.

# Modules in occupational health nursing education

## 1. Module - health promotion in oh nursing

- Activities supporting and promoting working capacity and the methods used
- Working environment hazards and their effects on health
- Environmental surveys and follow - up
- Labour protection / Legislation
- Ecological health care

## 2. Module - the work of an occupational health nurse and interaction

- Fundamentals of nursing in OHS
- Development of the work of an OHN
- Marketing and communication methods

## 3. Planning an occupational health service

- Current questions concerning health policy
- OHS as a part of the health care system
- Working life and legislation on work
- Health economics International aspects of OHS

## 4. Module - administration and organizations

- Service and expert organizations
- Organizational systems
- Management and strategies
- OHS as a part of corporate strategy
- OHS as a part of entrepreneurship

## 5. Module - evaluation and development of occupational health services

- Epidemiology Work and research on work
- Research methods Efficiency and quality assurance

# Evaluation of Performance

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- Evaluation can take place on three levels:
  - a) company performance in the area of workplace health management
  - b) contribution of the occupational health and safety service
  - c) contribution of the individual occupational health nurse

# Conclusions

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- The competency and career development of OHNs are very important as a main performer of occupational health (OH) services.
- The ongoing work and research in occupational health nursing services should be considered at a national and professional level as well as the legal and professional aspects of confidentiality and competence in the role of the OH nurse.
- The followings should be considered for the competency and career development of OHNs:
  - Occupational health nurses work independently or as part of a larger multiprofessional team.
  - OHNs take their place in both the professional OH team and the public health nursing team.
  - OHNs may fulfil several often interrelated and complementary roles.

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