

The Role of Clinical Nurse Specialists in Improving Patient Outcomes in Saudi Arabia

Dalal Sadeeg Mohammed Shareifi¹, Fatima Yahya Dfran¹, Fowzia Hassan Hakami¹, Salwa Ali Msawa Dohal², Ibtisam Ali Hassan Hashim³, Ayman Mohammed Zuqayl⁴, Hassan Ibrahim Mashragi⁵, Assad Yahia Ali Aqeel⁶

1. Specialist nurse, Prince Mohammed Bin Nasser Hospital, Jazan, Saudi Arabia
2. Nurse, Primary Health Care, Badeye and Garfy Center, Saudi Arabia
3. Nursing technician, Prince Mohammed Bin Nasser Hospital, Jazan, Saudi Arabia
4. Laboratory, Abu arish hosp, Jazan, Saudi Arabia
5. Laboratory specialist, Abuarish General Hospital, Jazan Region, Saudi Arabia
6. Specialist-Laboratory - Microbiology, Abuarish General hospital, Saudi Arabia

ABSTRACT

Clinical Nurse Specialists (CNS) play a vital role in enhancing patient outcomes in Saudi Arabia by providing specialized care and expertise in various healthcare settings. These advanced practice nurses are equipped with in-depth knowledge in specific fields, such as cardiology, oncology, or pediatrics, allowing them to deliver high-quality and evidence-based care. They are instrumental in conducting comprehensive assessments, developing individualized care plans, and implementing interventions that address the unique needs of patients. Additionally, CNSs serve as educators and advocates, empowering patients and their families with knowledge about their conditions and treatment options, ultimately fostering better engagement in their care. Moreover, the presence of Clinical Nurse Specialists is essential in promoting interdisciplinary collaboration among healthcare teams in Saudi Arabia. By acting as liaisons, CNSs facilitate communication between physicians, nurses, and other allied health professionals, ensuring a coordinated approach to patient care. Their leadership skills also contribute to the development and implementation of clinical guidelines, policies, and quality improvement initiatives that aim to optimize patient safety and care standards. As Saudi Arabia continues to advance its healthcare system and focus on improving health outcomes,

Dalal Sadeeg Mohammed Shareifi, Fatima Yahya Dfran, Fowzia Hassan Hakami, Salwa Ali Msawa Dohal, Ibtisam Ali Hassan Hashim, Ayman Mohammed Zuqayl, Hassan Ibrahim Mashragi, Assad Yahia Ali Aqeel
the role of Clinical Nurse Specialists becomes increasingly crucial in achieving these goals and ensuring that patients receive the best possible care.

KEYWORDS: Clinical Nurse Specialists, patient outcomes, healthcare settings, specialized care, evidence-based care, interdisciplinary collaboration, patient advocacy, quality improvement, Saudi Arabia, advanced practice nurses.

Introduction

The healthcare landscape globally is in constant evolution and is significantly influenced by the strategic implementation of specialized nursing roles. In Saudi Arabia, where the healthcare system is undergoing transformative changes reflective of the Vision 2030 initiative, the role of Clinical Nurse Specialists (CNS) has emerged as a critical component in enhancing patient care and outcomes. This introduction provides an overview of the history and development of the CNS role, discusses the specific contributions of these specialists within the Saudi healthcare context, and outlines the overarching implications for patient-centered care and health outcomes [1].

The concept of Clinical Nurse Specialists originated in the United States in the mid-20th century, aimed at addressing complex patient needs through advanced clinical practice, research, education, and consultation. CNS roles have since gained international recognition, emerging as pivotal figures in nursing teams, particularly in managing chronic diseases, improving care delivery, and ensuring effective patient education. As the global healthcare environment grapples with increasing patient complexity, the need for advanced nursing practitioners equipped with specialized knowledge and skills becomes increasingly pertinent [2].

In Saudi Arabia, the healthcare system has experienced significant investments and restructuring, especially over the last two decades. The Kingdom's Vision 2030 emphasizes enhancing the quality of healthcare services and improving health outcomes for all citizens. Within this framework, the promotion of specialized nursing roles, including the CNS, signifies a strategic effort to meet the challenges posed by a growing population, rising chronic disease prevalence, and the need for quality patient-centric care. Clinical Nurse Specialists in Saudi Arabia bridge the gap between advanced clinical practice and standard nursing roles, ensuring that evidence-based practices are utilized effectively to deliver quality care [3].

The specific functions of CNSs in Saudi Arabia encompass a range of responsibilities that include patient assessment, diagnosis, treatment planning, and the implementation of therapeutic interventions. By employing their advanced knowledge and skills, CNSs play a vital role in coordinating care for patients with complex health issues, thereby reducing hospital readmission rates and length of stay. Their expertise in patient education also facilitates better self-management of chronic conditions, empowering patients and promoting health literacy within the community [4].

Moreover, CNSs contribute significantly to multidisciplinary healthcare teams, acting not only as clinical experts but also as educators and leaders who advocate for best practices and evidence-based care. Through their involvement in clinical practice, education, and research, CNSs are uniquely positioned to identify gaps in care delivery and champion initiatives aimed at improving patient outcomes. Their participation in training and mentoring other nursing staff fosters a culture of continuous professional development and improving overall healthcare practices in the Kingdom [5].

In the context of Saudi Arabia, the integration of Clinical Nurse Specialists into the healthcare system anticipates addressing prevalent health challenges such as diabetes, cardiovascular diseases, and mental health issues. By developing targeted interventions and clinical pathways, CNSs can facilitate better management strategies for these conditions, ultimately leading to improved health outcomes, increased patient satisfaction, and a reduction in the overall healthcare burden [6].

The Scope of Practice for Clinical Nurse Specialists :

The role of a Clinical Nurse Specialist (CNS) is critical in the healthcare landscape, primarily due to its emphasis on advanced nursing practices and specialty fields. As advanced practice registered nurses (APRNs), CNSs play a vital role in enhancing patient outcomes through expert assessment, diagnosis, and management of complex health conditions [7].

To practice as a Clinical Nurse Specialist, candidates must possess a Master's or Doctoral degree in nursing with a focus on a specific clinical specialty, such as pediatrics, geriatrics, cardiology, oncology, or mental health. This advanced education equips CNSs with in-depth clinical knowledge and leadership skills required to navigate complex health environments. Most states require CNSs to achieve certification from recognized professional boards like the American Nurses Credentialing Center (ANCC) or the Pediatric Nursing Certification Board (PNCB). This certification ensures that CNSs maintain a high standard of nursing practice and are equipped to provide evidence-based care [8].

Roles and Responsibilities

The scope of practice for Clinical Nurse Specialists encompasses a variety of roles and responsibilities that can be categorized into four primary domains: clinical practice, consultation, education, and research [9].

1. **Clinical Practice:** CNSs are experts in their clinical specialty and are responsible for applying their advanced knowledge to assess, diagnose, and manage patient care. They utilize established protocols to construct individualized care plans, often collaborating with multidisciplinary teams to enhance patient-centered care. CNSs have the autonomy to make clinical decisions and may prescribe medications, depending on their state's regulations [10].

2. **Consultation:** As advanced practice nurses, CNSs often serve as consultants to other healthcare providers, offering guidance on complex cases and helping to implement evidence-based practices within healthcare institutions. They facilitate the

Dalal Sadeeg Mohammed Shareifi, Fatima Yahya Dfran, Fowzia Hassan Hakami, Salwa Ali Msawa Dohal, Ibtisam Ali Hassan Hashim, Ayman Mohammed Zuqayl, Hassan Ibrahim Mashragi, Assad Yahia Ali Aqeel integration of best practices into clinical settings, helping to improve healthcare delivery and patient safety. Additionally, CNSs assist in the development of clinical pathways and protocols, ensuring that care is standardized and aligned with the latest research [11].

3. **Education:** Another critical component of the CNS role is education. CNSs are responsible for the education and training of nursing staff, providing mentorship and developing continuing education programs. They play a pivotal role in fostering an environment of lifelong learning within healthcare organizations, which is essential for maintaining high standards of care. Furthermore, CNSs often educate patients and families about health conditions, treatments, and self-management strategies, empowering them to take an active role in their health care [12].

4. **Research and Evidence-Based Practice:** Clinical Nurse Specialists are also involved in research activities that contribute to the body of nursing knowledge. They utilize research findings to inform clinical practice, ensuring that care provided is grounded in the latest evidence. Additionally, CNSs may engage in quality improvement initiatives, data collection, and analysis to evaluate patient outcomes and healthcare processes [13].

Impact on Healthcare Delivery
The influence of Clinical Nurse Specialists on healthcare delivery cannot be overstated. Their unique blend of clinical expertise and leadership skills translates to improved patient outcomes, reduced hospital readmissions, and increased patient and family satisfaction. By providing specialized care, CNSs can help to manage complex health issues effectively, often in outpatient or community settings, thus alleviating pressure on healthcare facilities [14].

CNSs are also vital in addressing healthcare disparities through their roles in community education and advocacy. They often utilize their expertise to develop programs aimed at at-risk populations, working to bridge gaps in access to care and improve health equity. Furthermore, as healthcare systems increasingly focus on value-based care, the contributions of CNSs in quality improvement, cost reduction, and patient education become even more significant [15].

Despite the critical roles that Clinical Nurse Specialists play in healthcare, they face several challenges that may hinder their practice. Variability in state regulations regarding scope of practice, reimbursement issues, and a lack of awareness of the CNS role among some healthcare providers can limit their effectiveness. Advocacy for policy changes and increased recognition of the CNS role is essential to ensure that these healthcare professionals can fully utilize their skills and expertise [16].

The future of CNS practice is promising, with increasing recognition of the need for advanced practice nurses in the evolving healthcare landscape. The emphasis on holistic patient care, preventative medicine, and a focus on quality outcomes aligns well with the competencies of Clinical Nurse Specialists. Continued education, professional development, and engagement in healthcare policy are crucial for CNSs to expand their roles and enhance their impact on patient care [17].

Impact of Clinical Nurse Specialists on Patient Care:

CNSs are advanced practice nurses who hold at least a master's degree in nursing with a focus on a specific specialty area. Their roles encompass a wide range of responsibilities aimed at improving patient care and outcomes. These responsibilities can be broadly categorized into three main functions: clinical practice, education, and organizational leadership [18].

1. **Clinical Practice:** CNSs provide direct patient care that is evidence-based and tailored to individual needs. They perform comprehensive assessments, develop and implement treatment plans, and manage complex patient histories. Their expertise allows them to handle a multitude of cases, particularly in specialties like oncology, cardiology, and pediatrics. By managing care for patients with chronic illnesses or complex health conditions, CNSs facilitate more effective treatment pathways, which can lead to reduced hospitalizations and improved quality of life [19].

2. **Education:** An essential function of CNSs is the education of patients, families, and other healthcare professionals. They empower patients through education about their health conditions, treatment options, and self-management techniques. For healthcare staff, CNSs provide training and mentorship, fostering a culture of continuous learning within the institution. This role is particularly critical in the rapid evolution of medical practices and technologies, ensuring that teams stay updated on best practices and innovations in patient care [20].

3. **Organizational Leadership:** Beyond individual patient care, CNSs often take on leadership roles within healthcare organizations. They are involved in developing clinical practice guidelines, implementing quality improvement initiatives, and advocating for patient-centered care. By collaborating with interdisciplinary teams, they help to optimize care delivery processes and ensure that the patient's voice is integral to decision-making [21].

Benefits of Clinical Nurse Specialists on Patient Care

The impact of CNSs on patient care is multifaceted, featuring several key benefits that contribute to improved health outcomes [21].

1. **Enhanced Quality of Care:** CNSs are skilled in implementing evidence-based practices that address the complexities of patient care. Their ability to apply the latest research findings directly to clinical practice leads to high-quality care and optimal patient outcomes. Studies indicate that the involvement of CNSs is associated with lower patient mortality rates, reduced complications, and increased patient satisfaction [22].

2. **Improved Patient Outcomes:** The unique skills of CNSs in managing chronic diseases and coordinating care among various providers lead to enhanced patient outcomes. For instance, CNSs have been found to decrease hospital readmission rates through effective discharge planning and follow-up care. They play an essential role in navigating patients' transitions from hospital to home, ensuring continuity of care and adherence to treatment regimens [23].

3. **Patient Education and Empowerment:** CNSs are key figures in patient education, equipping individuals with knowledge about their health conditions and treatments. This empowerment fosters greater involvement in their own care and can lead to better adherence to treatment plans and lifestyle changes. The more informed patients are, the more likely they are to engage in preventive measures, which can reduce the burden on healthcare systems [23].

4. **Cost-Effectiveness:** By preventing complications through effective management and education, CNSs help to lower healthcare costs. Their involvement often reduces hospital stays and the need for more expensive interventions, leading to overall savings for healthcare institutions and individuals alike. Various studies have shown a positive return on investment associated with the employment of CNSs, which supports the economic argument for their integration into care teams [23].

5. **Holistic Approach to Patient Care:** CNSs emphasize a holistic approach that considers not only the physical but also the psychological and social dimensions of health. This perspective allows for more personalized care, addressing factors that contribute to patients' overall well-being. Consequently, this can lead to better patient satisfaction and a more comprehensive understanding of the patient's needs [24].

Challenges Faced by Clinical Nurse Specialists

Despite the substantial benefits that CNSs bring to patient care, they encounter several challenges in their practice. These include:

1. **Limited Recognition and Understanding:** A significant barrier for many CNSs is the lack of understanding of their role among healthcare providers, administrators, and patients. This can lead to underutilization of their skills and potential contributions to care teams [25].

2. **Regulatory and Credentialing Issues:** Variations in state regulations regarding the scope of practice for CNSs can limit their ability to perform certain functions independently. Inconsistent licensure requirements and credentialing hurdles can also pose challenges for CNSs wishing to practice in different jurisdictions [25].

3. **Resource Constraints:** Many healthcare facilities face staffing shortages and budget constraints, which can limit the opportunities for CNSs to fully implement their roles. In some cases, competing demands and a high workload can lead to burnout, thereby affecting their ability to provide quality care and support to patients and healthcare teams [26].

4. **Integration into Healthcare Systems:** Effective integration of CNSs into healthcare teams often requires a cultural shift and collaborative practice environments. Resistance to change within organizations can hinder the establishment of effective CNS roles, thereby limiting their impact on patient care [26].

Clinical Nurse Specialists and Evidence-Based Practices:

In the evolving landscape of healthcare, the role of Clinical Nurse Specialists (CNSs) has become ever more prominent. As advanced practice registered nurses (APRNs),

CNSs are uniquely positioned to integrate clinical expertise with evidence-based practices to enhance patient outcomes and improve healthcare systems [27].

The Role of Clinical Nurse Specialists

Clinical Nurse Specialists are advanced-practice nurses holding a master's or doctoral degree in nursing with specialized knowledge in a particular area of clinical practice, such as cardiology, oncology, pediatrics, or mental health. Their expertise allows them to bridge the gap between clinical practice and sophisticated healthcare management. The CNS role encompasses three primary spheres: clinical practice, education, and research [28].

1. **Clinical Practice:** CNSs are directly involved in patient care, providing assessments, diagnoses, and management of complex health conditions. They often lead interdisciplinary teams in clinical settings, ensuring that care delivery is efficient and patient-centered. Their advanced training enables them to handle critical cases, manage chronic diseases, and promote preventive care strategies [28].
2. **Education:** Education is a cornerstone of the CNS role. These specialists play a crucial role in educating patients, families, and other healthcare professionals. By imparting knowledge and skills, CNSs empower others and facilitate optimal care standards. They also help cultivate the next generation of nurses through mentorship and training programs [29].
3. **Research:** CNSs engage in research activities to expand the body of nursing knowledge and establish best practices. They utilize their clinical insights to identify areas needing further exploration and contribute to the development of evidencebased protocols. By participating in research, they not only bolster their own expertise but also enhance the credibility and efficacy of nursing as a profession [30].

Understanding Evidence-Based Practice

Evidence-based practice (EBP) involves integrating the best available research evidence with clinical expertise and patient values to guide decision-making in nursing and healthcare. This approach ensures that patient care is based on scientifically validated information rather than tradition, intuition, or personal experience [31].

EBP entails several key components:

1. **Best Research Evidence:** EBP requires a thorough review of current literature, focusing on high-quality studies that provide definitive answers to clinical questions. This includes randomized controlled trials, systematic reviews, and metaanalyses [32].
2. **Clinical Expertise:** While research evidence forms the backbone of EBP, the clinical judgment of healthcare providers is equally important. Experience, reflexive practice, and the ability to critically appraise research findings play an essential role in implementing EBP.

3. **Patient Values and Preferences:** EBP considers the individual preferences, cultural background, and specific needs of patients. Involving patients in their care planning fosters a more collaborative environment and leads to improved satisfaction and adherence to the treatment plan [32].

4. **Interdisciplinary Collaboration:** EBP thrives in a collaborative environment, where healthcare professionals across disciplines work together to synthesize evidence and apply it effectively. This synergism is essential for delivering comprehensive and effective patient care [32].

The Integration of CNSs and Evidence-Based Practices

The unique position of Clinical Nurse Specialists places them at the forefront of facilitating evidence-based practices within healthcare settings. By merging their clinical expertise with evidence-based principles, CNSs can drive improvements in care quality, patient safety, and outcomes [33].

1. **Leadership in Implementation:** CNSs are often leaders in the implementation of EBP protocols within healthcare facilities. They possess the skills to assess organizational needs, develop policies, and lead initiatives that translate evidence into practice. They strategically promote the adoption of guidelines and research findings among clinical teams, thereby fostering a culture of evidence-based care [33].

2. **Education and Training:** CNSs play a critical role in educating staff about EBP. They conduct workshops, seminars, and training sessions aimed at enhancing nurses' understanding of how to appraise research and apply it to clinical practice. By increasing awareness and competence in EBP, CNSs empower their colleagues to embrace a research-informed approach [33].

3. **Quality Improvement Initiatives:** Clinical Nurse Specialists actively participate in quality improvement projects that focus on patient care outcomes. By analyzing data and conducting performance evaluations, they identify disparities in care and implement targeted interventions based on evidence. This continuous cycle of evaluation and improvement is essential for fostering high-quality, patient-centered care [34].

4. **Research Translation:** CNSs are key players in bridging the gap between research and practice. They not only interpret findings from studies but also help contextualize them for their specific clinical settings. By translating research into actionable strategies, CNSs ensure that evidence is utilized effectively to improve practice and address patient needs [35].

5. **Patient-Centered Care:** CNSs advocate for the integration of patient values and preferences into EBP. They engage patients in decision-making processes and encourage shared decision-making models, where treatment options are discussed in collaboration with patients. This personalized approach leads to higher satisfaction rates and better health outcomes [36].

Challenges and Barriers

Despite the significant contributions of Clinical Nurse Specialists to the implementation of evidence-based practices, they face numerous challenges. Barriers include resistance to change among staff, lack of organizational support, limited research funding, and time constraints associated with their clinical responsibilities. Additionally, the variability in access to continuing education and professional development opportunities can hinder their ability to keep abreast of the latest evidence and research methodologies [37].

Interdisciplinary Collaboration in Healthcare Teams:

In the complex landscape of modern healthcare, interdisciplinary collaboration has emerged as a cornerstone of effective patient care. Among the myriad of health care professionals, Clinical Nurse Specialists (CNS) play a pivotal role in fostering these collaborative efforts. A CNS is an advanced practice registered nurse who holds a master's or doctoral degree in nursing, specializing in specific areas such as pediatrics, geriatrics, mental health, or oncology [37].

The concept of the CNS originated in the 1960s as a response to the growing complexities of patient care. Initially designed to address gaps in nursing practice, the role has evolved to focus on enhancing patient outcomes, improving health care processes, and providing expert consultation to various health care professionals. With a commitment to evidence-based practice, CNSs utilize their advanced clinical skills and knowledge to bridge the gap between nursing and other disciplines within a health care setting [38].

A primary objective of interdisciplinary collaboration is to enhance patient outcomes. Clinical Nurse Specialists play a significant role in this process by advocating for patient-centered care. They work closely with physicians, pharmacists, social workers, and other professionals to ensure that care plans are holistic and tailored to the individual needs of patients. For instance, a CNS in oncology might collaborate with a physician to develop a comprehensive treatment plan that includes not only medication management but also psychosocial support, nutritional guidance, and palliative care strategies. This collaborative approach leads to improved patient satisfaction, decreased hospital readmission rates, and enhanced quality of life [38].

Furthermore, CNSs often serve as educators within health care teams, disseminating important information regarding disease management, treatment protocols, and advances in nursing practice. By doing so, they empower their colleagues to provide evidence-based care, fostering an environment of continuous learning and improvement. They also guide patients and their families through various health care processes, ensuring they understand their diagnoses, treatment options, and care plans [39].

Another crucial aspect of the Clinical Nurse Specialist's role is that of a consultant. CNSs are often called upon for their expertise in specific clinical areas. For instance, in a hospital setting, a CNS specializing in critical care may consult with different teams on best practices for managing patients with complex conditions, such as sepsis or heart failure. Their ability to provide evidence-based recommendations not only

Dalal Sadeeg Mohammed Shareifi, Fatima Yahya Dfran, Fowzia Hassan Hakami, Salwa Ali Msawa Dohal, Ibtisam Ali Hassan Hashim, Ayman Mohammed Zuqayl, Hassan Ibrahim Mashragi, Assad Yahia Ali Aqeel aids in direct patient care but also assists teams in developing protocols and guidelines [40].

CNSs are also instrumental in leading interdisciplinary rounds, where health care teams convene to discuss patients' progress and needs. Through these rounds, CNSs facilitate communication among team members, ensuring that everyone is aligned on patient care strategies. By ensuring that all voices are heard, they promote a culture of collaboration, wherein every team member feels valued and invested in the patient's recovery journey [41].

A critical responsibility of Clinical Nurse Specialists is the implementation of evidence-based practice within the healthcare system. They possess both the clinical expertise and the research acumen necessary to analyze current literature, evaluate its applicability to practice, and implement changes that lead to improved patient outcomes. By collaborating with team members, CNSs identify areas for improvement, develop protocols based on current evidence, and guide their colleagues in the application of these practices [42].

For example, through their review of literature and collaboration with other disciplines, a CNS may identify the need for new pain management protocols in a postoperative unit. By leading educational workshops and training sessions for nursing staff and collaborating with pharmacists on medication selection, they can ensure the integration of these protocols into everyday practice. This role as a change agent is vital for fostering a culture of continuous quality improvement within health care organizations [43].

Clinical Nurse Specialists also serve as advocates for both patients and the nursing profession. They are often at the forefront of discussions surrounding healthcare policies, helping to shape and influence decisions that affect patient care and nursing practice. Their specialized knowledge equips them to represent the interests of patients, ensuring that their voices are heard in policy-making processes [44].

In the context of interdisciplinary collaboration, CNSs advocate for team-based approaches to care that recognize the strengths and contributions of each member. They highlight the importance of including nursing perspectives in discussions about patient care planning, resource allocation, and quality improvement initiatives. Their advocacy ensures that nursing practice remains integral to the healthcare team, thereby enhancing the overall effectiveness of care delivery [45].

While Clinical Nurse Specialists have a significant impact on interdisciplinary collaboration, they also face challenges in their role. The evolving nature of healthcare demands flexibility and adaptability, as well as continual professional development. CNSs must remain informed about the latest research, technological advancements, and clinical guidelines to effectively fulfill their roles [45].

Moreover, barriers to effective collaboration, such as differences in professional culture, communication styles, and organizational hierarchy, can hinder the effectiveness of the CNS's contributions. To overcome these challenges, ongoing

The Role of Clinical Nurse Specialists in Improving Patient Outcomes in Saudi Arabia
education, shared leadership opportunities, and open lines of communication among team members are essential [46].

Patient Education and Empowerment Strategies:

In the evolving landscape of healthcare, the role of clinical nurse specialists (CNS) is increasingly recognized as pivotal in enhancing patient education and empowerment strategies. As advanced practice registered nurses, CNSs possess both clinical expertise and a deep understanding of the healthcare system, positioning them perfectly to bridge the gap between complex medical information and patient understanding [47].

Clinical nurse specialists are advanced practice nurses certified in specific areas of clinical expertise. They work in diverse settings, including hospitals, outpatient clinics, and community health organizations. The primary functions of a CNS include direct patient care, clinical leadership, consultation, education, and research. By engaging with patients, families, and healthcare teams, CNSs facilitate a holistic approach to care that emphasizes education and empowerment [48].

One of the central roles of a CNS is to serve as an educator, not only for patients but also for other healthcare professionals. This dual role enhances the effectiveness of patient education initiatives. CNSs maintain a current understanding of best practices and emerging research, allowing them to deliver evidence-based information that is crucial for patient empowerment. Their expert knowledge serves as a resource for other healthcare staff, who may need training or guidance in health education approaches suitable for diverse patient populations [49].

CNSs employ various strategies to enhance patient education. Effective patient education is characterized by the provision of clear, understandable, and relevant information. CNSs often assess patients' health literacy levels, tailoring educational materials to meet individual needs. For instance, they may simplify complex medical terminology or leverage visual aids to help patients better comprehend their health conditions and treatment options [50].

Moreover, the use of technology in patient education is a significant area of focus for CNSs. Telehealth platforms, mobile health apps, and online resources can be utilized to disseminate information efficiently. By integrating technology into educational strategies, CNSs can reach a broader audience and provide support outside of traditional clinical settings. Such innovations not only facilitate ongoing education but also empower patients by fostering independence in managing their health [51].

CNSs also emphasize the importance of skills training as part of patient education. Empowering patients to navigate daily tasks related to their health management—such as medication administration, wound care, or lifestyle modifications—enables them to take an active role in their care. Through hands-on demonstrations and practice sessions, CNSs can bolster patient confidence and competence, ultimately enhancing adherence to treatment regimens [52].

Empowerment in healthcare involves enabling patients to take charge of their health decisions. CNSs play a critical role in creating an environment that fosters patient empowerment. They encourage open dialogue, allowing patients to voice their concerns, preferences, and goals. By doing so, CNSs help patients understand that their input is valued in the decision-making process. This patient-centered approach not only enhances satisfaction with care but also correlates with improved health outcomes [53].

In addition to facilitating communication, CNSs employ motivational interviewing techniques to elicit and strengthen patient motivation toward self-management. This approach incorporates active listening, empathy, and validation of the patient's feelings and experiences. Such interactions encourage patients to explore their values and beliefs regarding their health, helping them articulate specific goals and develop actionable plans for achieving them [54].

CNSs also advocate for shared decision-making, a collaborative process that involves patients in treatment decisions. By providing evidence-based information and discussing the risks and benefits of various options, CNSs equip patients to make informed choices about their care. This process not only empowers patients but also contributes to improved adherence to treatment plans and positive health outcomes [55].

The influence of clinical nurse specialists on patient education and empowerment strategies has been documented to yield beneficial outcomes. Research indicates that effective education leads to higher levels of patient satisfaction, increased adherence to treatment regimens, and improved health outcomes. For example, patients who receive thorough education about their chronic conditions often experience better disease management, leading to reduced hospital readmissions and emergency visits [55].

Moreover, an empowered patient is more likely to engage in preventive health behaviors, such as regular screenings and healthy lifestyle choices. This proactive approach to health management contributes to long-term wellness and can mitigate the effects of chronic illnesses. The CNS's role in fostering patient empowerment ultimately supports broader public health goals, including the promotion of health equity and the reduction of health disparities [56].

Challenges Facing Clinical Nurse Specialists in Saudi Arabia:

In recent years, the role of Clinical Nurse Specialists (CNS) has gained prominence in healthcare systems worldwide, particularly in addressing complex patient needs and improving health outcomes. In Saudi Arabia, the role of CNSs has been increasingly recognized within the healthcare framework, especially with the nation's ongoing efforts to enhance its healthcare services in line with Vision 2030. However, despite the significant contributions that CNSs make to patient care and the healthcare system, they face numerous challenges [57].

One of the foremost challenges facing Clinical Nurse Specialists in Saudi Arabia is related to workforce dynamics. The Kingdom, despite making strides in healthcare, still experiences a shortage of nursing professionals, particularly those with advanced practice training. According to various reports, there is a significant gap between the demand for healthcare services growing due to an increasing population and the availability of qualified nursing staff. While numerous training programs exist, the output remains insufficient to meet the needs of the healthcare system, resulting in elevated workloads for existing staff, including CNSs [57].

An increased workload can lead to burnout and job dissatisfaction among nurses, which directly impacts patient care. CNSs, who are expected to specialize in specific fields, may find themselves overwhelmed with excessive responsibilities that detract from their ability to provide quality care and to focus on their specialized functions. This imbalance not only undermines the CNS role but also affects the overall efficiency of healthcare delivery [58].

Another significant challenge is the educational gap for aspiring Clinical Nurse Specialists. Although the nursing education system in Saudi Arabia has evolved, it still faces several shortcomings. Current nursing curricula may not adequately address the advanced competencies required for CNS practice. Many nursing schools primarily focus on general nursing education, leaving little room for specialization at earlier stages of training [58].

Furthermore, the lack of advanced degree programs in nursing, particularly those aimed at developing CNS competencies, hampers the potential for professional growth within the nursing field. Expanding access to master's or doctoral programs in nursing is vital to cultivating a workforce equipped with the knowledge and skills necessary for advanced practice nursing. Additionally, ongoing education and professional development opportunities for existing CNSs are essential to keep pace with advancements in healthcare and to maintain high standards of care [59].

The regulatory environment for nursing practice in Saudi Arabia poses another significant challenge. Although the Saudi Commission for Health Specialties (SCFHS) has made commendable efforts to define and recognize the role of CNSs, there remains a lack of standardized guidelines regarding their scope of practice. This ambiguity can lead to confusion and inconsistencies in the roles and responsibilities expected of CNSs in various healthcare settings [59].

Without clear regulations and recognition of their advanced practice roles, CNSs may find it difficult to advocate for their specialization and the valuable contributions they can make to patient care. Moreover, the lack of formal recognition can hinder career advancement opportunities for CNSs, as many institutions may not fully understand or appreciate the unique skill set that these specialists bring to the healthcare team [60].

Cultural perceptions surrounding nursing as a profession represent another challenge for Clinical Nurse Specialists in Saudi Arabia. Despite ongoing efforts to elevate the status of nursing and encourage more individuals to pursue careers in this field, nursing is still often viewed as a less prestigious profession compared to medicine. This

Dalal Sadeeg Mohammed Shareifi, Fatima Yahya Dfran, Fowzia Hassan Hakami, Salwa Ali Msawa Dohal, Ibtisam Ali Hassan Hashim, Ayman Mohammed Zuqayl, Hassan Ibrahim Mashragi, Assad Yahia Ali Aqeel perception can deter potential candidates from seeking advanced roles and can impede the retention of skilled nursing professionals [60].

Additionally, traditional gender roles in Saudi society may impact the nursing workforce, as nursing has historically seen a predominance of female practitioners. While the situation has improved over time, there still exists societal pressure that may limit female nurses' opportunities for advancement into specialized roles, such as that of the CNS. Addressing these cultural challenges requires comprehensive public awareness campaigns to promote the importance and value of nursing, particularly in specialized roles that directly contribute to improved patient outcomes [61].

Future Directions for Clinical Nurse Specialists in Enhancing Healthcare Outcomes:

Clinical Nurse Specialists (CNSs) are advanced practice registered nurses who have garnered a significant position within the healthcare system. They play a crucial role in patient care, clinical leadership, and healthcare innovation. As the healthcare landscape evolves, future directions for CNSs are increasingly focused on enhancing healthcare outcomes through a blend of advanced clinical practice, education, leadership, and research [62].

The COVID-19 pandemic accelerated the adoption of telehealth services, showcasing its potential to expand access to healthcare and enhance patient engagement. Moving forward, CNSs can leverage telehealth technologies to deliver care, education, and consultations while maintaining the quality and compassion inherent to nursing practices. They can develop protocols for virtual assessments, refine telehealth nursing competencies, and advocate for policies that support reimbursement for telehealth services. Furthermore, CNSs can utilize telehealth platforms to monitor chronic conditions, provide health education, and foster strong nurse-patient relationships remotely. This approach not only enhances care access, particularly for underserved populations, but also allows for the efficient allocation of healthcare resources [62].

As healthcare systems transition towards value-based care models, interprofessional collaboration has become paramount. Clinical Nurse Specialists are ideally positioned to facilitate partnerships among healthcare professionals, including physicians, pharmacists, social workers, and therapists. By serving as liaisons, CNSs can ensure holistic patient care while expanding their influence on treatment outcomes. Future initiatives may include developing comprehensive care plans and shared decision-making processes, which depend on leveraging the expertise of various team members. In addition, CNS-led educational programs can effectively bridge the knowledge gaps between disciplines, fostering a culture of continuous learning and improvement [63].

The increasing prevalence of mental health disorders highlights the urgent need for addressing mental health within the healthcare continuum. CNSs can play a pivotal role in integrating mental health assessments within routine care, ensuring that psychological well-being is treated with the same urgency as physical health. They can develop screening protocols, provide counseling services, and initiate treatment plans that encompass both mental and physical health conditions. Emphasizing a biopsychosocial model, CNSs can advocate for policy reforms that promote mental

The Role of Clinical Nurse Specialists in Improving Patient Outcomes in Saudi Arabia
health funding and services. Additionally, training CNSs in trauma-informed care will enhance their competencies in managing patients with complex mental health conditions, ultimately leading to better healthcare outcomes [64].

As chronic diseases continue to dominate the global health burden, Clinical Nurse Specialists can lead initiatives aimed at improving chronic disease management. They possess the unique expertise required to design and implement evidence-based interventions tailored to individual patient needs. Future directions may encompass establishing specialized CNS-led clinics for patients with chronic illnesses, such as diabetes, hypertension, and heart failure. These clinical settings could offer comprehensive care, including medication management, lifestyle modifications, and patient education about self-management techniques. By empowering patients through education and support, CNSs can directly contribute to lowering hospital readmissions, managing complications, and improving overall quality of life [64].

Health disparities persist across various populations, and Clinical Nurse Specialists can be instrumental in advocating for health equity. They can engage in research that identifies and addresses the social determinants of health, enabling healthcare systems to tailor interventions for marginalized groups. Advocating for culturally competent care, CNSs can collaborate with community organizations to promote health literacy and awareness among underserved populations. Additionally, CNSs can participate in policy formulation that aims to rectify systemic inequalities, ensuring that all patients receive equitable access to healthcare services. By prioritizing health equity, CNSs will have a profound impact on improving health outcomes and reducing disparities [65].

To significantly influence healthcare outcomes, Clinical Nurse Specialists must continue to cultivate their leadership skills and engage in research. By actively participating in leadership roles within healthcare organizations, CNSs can advocate for changes that promote quality care and improvement initiatives. Furthermore, engaging in research not only contributes to advancing nursing knowledge but also enables CNSs to implement evidence-based practices that yield positive clinical outcomes. Future endeavors should focus on developing mentorship programs, guiding novice nurses, and fostering a culture of innovation within nursing practice. Empowering future CNSs to lead effectively will perpetuate a cycle of growth and improvement in healthcare outcomes [66].

Conclusion:

In conclusion, Clinical Nurse Specialists (CNS) play a transformative role in enhancing patient outcomes in Saudi Arabia's healthcare landscape. Their advanced clinical expertise, combined with a focus on holistic patient care, allows them to provide tailored interventions that address the diverse needs of patients. By promoting evidence-based practices and facilitating interdisciplinary collaboration,

Dalal Sadeeg Mohammed Shareifi, Fatima Yahya Dfran, Fowzia Hassan Hakami, Salwa Ali Msawa Dohal, Ibtisam Ali Hassan Hashim, Ayman Mohammed Zuqayl, Hassan Ibrahim Mashragi, Assad Yahia Ali Aqeel
CNSs significantly contribute to improved quality of care and patient safety. Moreover, their dedication to patient education empowers individuals and families, fostering a more engaged and informed patient population.

As Saudi Arabia continues to advance its healthcare system in line with Vision 2030, the integration and recognition of Clinical Nurse Specialists will be paramount. Continued investment in their training and professional development, along with addressing the challenges they face in practice, will ensure that CNSs can fulfill their potential in improving health outcomes. Ultimately, the active involvement of Clinical Nurse Specialists is essential not only for individual patient care but also for the overall enhancement of the healthcare system in the country, leading to a healthier population and a more efficient, effective healthcare delivery model.

References

- Mulhall A. Nursing, research, and the evidence. *Evid. Based Nurs.* 1998;1:4–6. doi: 10.1136/ebn.1.1.4.
- Tingen M.S., Burnett A.H., Murchison R.B., Zhu H. The importance of nursing research. *J. Nurs. Educ.* 2009;48:167–170. doi: 10.3928/01484834-20090301-10.
- Alotaibi A., Perry L., Gholizadeh L., Al-Ganmi A. Incidence and prevalence rates of diabetes mellitus in Saudi Arabia: An overview. *J. Epidemiol. Glob. Health.* 2017;7:211–218. doi: 10.1016/j.jegh.2017.10.001.
- NHS Nursing Research and Evidence Underpinning Policy Dialogue and System Transformation 2020. 2020.
- Dardas L.A., Sawair F.A., Nabolsi M., Simmons L.A. Nursing research in the Arab Region: A bibliometric analysis. *Int. J. Nurs. Pract.* 2019;25:e12716. doi: 10.1111/ijn.12716.
- Fralic M.F. AONE's first nursing administration research scholars. *JONA J. Nurs. Adm.* 1992;22:14–15. doi: 10.1097/00005110-199207000-00004.
- Gortner S.R. The history and philosophy of nursing science and research. *Adv. Nurs. Sci.* 1983;5:1–8. doi: 10.1097/00012272-198301000-00005.
- Moher D., Liberati A., Tetzlaff J., Altman D.G., PRISMA Group Preferred reporting items for systematic reviews and meta-analyses: The PRISMA statement. *Ann. Intern. Med.* 2009;151:264–269. doi: 10.7326/0003-4819-151-4-200908180-00135.
- Grove S.K., Gray J.R. *Understanding Nursing Research e-Book: Building an Evidence-Based Practice.* Elsevier; Amsterdam, The Netherlands: 2018.
- Thompson C.J. Research priorities for nursing education: Application to clinical nurse specialist education. *Clin. Nurse Spec.* 2017;31:285–288. doi: 10.1097/NUR.0000000000000317.
- Fain J.A. *Reading, Understanding, and Applying Nursing Research.* F. A. Davis; Philadelphia, PA, USA: 2020.
- Stolley J.M., Buckwalter K.C., Garand L. The Evolution of Nursing Research. *J. Neuromusculoskel. Syst.* 2000;8:10–15.
- Moulton E., Wilson R., Camargo Plazas P., Halverson K. The central question and the scope of nursing research. *Nurs. Philos.* 2019;20:e12228. doi: 10.1111/nup.12228.
- Stevens K.R. The impact of evidence-based practice in nursing and the next big ideas. *Online J. Issues Nurs.* 2013;18:4. doi: 10.3912/OJIN.Vol18No02Man04.
- Nieswiadomy R.M., Bailey C. *Foundations of Nursing Research.* Pearson; London, UK: 2018.

- The Role of Clinical Nurse Specialists in Improving Patient Outcomes in Saudi Arabia
Institute of Medicine (US) Committee on the Robert Wood Johnson Foundation Initiative on the Future of Nursing. *The Future of Nursing: Leading Change, Advancing Health*. National Academies Press; Washington, DC, USA: 2011.
- Elarousy W., Abed S. Barriers that inhibit reporting suspected cases of child abuse and neglect among nurses in a public hospital, Jeddah, Saudi Arabia. *East. Mediterr. Health J.* 2019;25:413–421. doi: 10.26719/emhj.18.055.
- Rn M.H. Development of nursing research in Germany in the European context. *Int. J. Nurs. Pract.* 2000;6:222–228. doi: 10.1046/j.1440-172x.2000.00217.x.
- Moule P., Aveyard H., Goodman M. *Nursing Research: An Introduction*. SAGE; Thousand Oaks, CA, USA: 2016.
- Ul Haq I., Ur Rehman S., Al-Kadri H.M., Farooq R.K. Research productivity in the health sciences in Saudi Arabia: 2008–2017. *Ann. Saudi Med.* 2020;40:147–154. doi: 10.5144/0256-4947.2020.147.
- American Association of College of Nursing AACN Position Statement on Nursing Research. 2006.
- Kemppainen V., Tossavainen K., Turunen H. Nurses' roles in health promotion practice: An integrative review. *Health Promot. Int.* 2013;28:490–501. doi: 10.1093/heapro/das034.
- Elmorshedy H., AlAmrani A., Hassan M.H.A., Fayed A., Albrecht S.A. Contemporary public image of the nursing profession in Saudi Arabia. *BMC Nurs.* 2020;19:47. doi: 10.1186/s12912-020-00442-w.
- Naylor M.D. Nursing intervention research and quality of care: Influencing the future of healthcare. *Nurs. Res.* 2003;52:380–385. doi: 10.1097/00006199-200311000-00005.
- Borbasi S., Hawes C., Wilkes L., Stewart M., May D. Measuring the outputs of Australian nursing research published 1995–2000. *J. Adv. Nurs.* 2002;38:489–497. doi: 10.1046/j.1365-2648.2002.02210.x.
- Health Sector Transformation Program Vision 2030. 2021.
- Burns N., Grove S.K. *Understanding Nursing Research-eBook: Building an Evidence-Based Practice*. Elsevier; Amsterdam, The Netherlands: 2010.
- Deeb A.M., Aljuaid M.H. Development of critical care nursing research in Saudi Arabia: 10 years' perspective. *Saudi Crit. Care J.* 2020;4:119. doi: 10.4103/sccj.sccj_56_20.
- Tierney A.J. Nursing research: Progress and challenges; Proceedings of the Conference on Nursing and Nursing Research; Belfast, UK. 8–11 March 2005.
- Kahalaf I. Development of nursing research in Jordan (1986–2012) *Int. Nurs. Rev.* 2013;60:461–468. doi: 10.1111/inr.12042.
- Bond A.E., Eshah N.F., Bani-Khaled M., Hamad A.O., Habashneh S., Kataua' H., al-Jarrah I., Kamal A.A., Hamdan F.R., Maabreh R. Who uses nursing theory? A univariate descriptive analysis of five years' research articles. *Scand. J. Caring Sci.* 2011;25:404–409. doi: 10.1111/j.1471-6712.2010.00835.x.
- Polit D.F., Polit-O'Hara D., Hungler B.P. *Study Guide for Essentials of Nursing Research: Methods, Appraisal, and Utilization*. Lippincott Williams & Wilkins; Philadelphia, PA, USA: 1993.
- National Institute of Nursing Research National Institute of Nursing Research (NINR), FY 2021 Budget. 2021.
- Zhang Y, Li Q, Liu H. From patient satisfaction to patient experience: a call to action for nursing in China. *J Nurs Manag.* 2020;28(2):450-6.
- Al Shamsi H, Almutairi AG, Al Mashrafi S, Al Kalbani T. Implications of language barriers for healthcare: a systematic review. *Oman Med J.* 2020;35(2):e122.
- Ozturk H, Demirsoy N, Sayligil O, Florczak KL. Patients' perceptions of nursing care in a university hospital. *Nurs Sci Q.* 2020;33(1):12-8.

- Dalal Sadeeg Mohammed Shareifi, Fatima Yahya Dfran, Fowzia Hassan Hakami, Salwa Ali Msawa Dohal, Ibtisam Ali Hassan Hashim, Ayman Mohammed Zuqayl, Hassan Ibrahim Mashragi, Assad Yahia Ali Aqeel
Levine DS, Drossman DA. Addressing misalignments to improve the US health care system by integrating patient-centered care, patient-centered real-world data, and knowledge sharing: a review and approaches to system alignment. *Discover Health Syst.* 1(1):8.
- Almutairi H, Bahari G. A multisite survey of managerial competence and organizational commitment among nurses working at public hospitals in Saudi Arabia. *J Nurs Manag.* 2022;30(1):179-86.
- Harvey C, Thompson S, Otis E, Willis E. Nurses' views on workload, care rationing, and work environments. *J Nurs Manag.* 2020;28(4):912-8.
- Aboufour MAS, Subbarayalu AV. Perceptions of patient safety culture among healthcare professionals in Ministry of Health hospitals in Eastern Province of Saudi Arabia. *Informat Med Unlocked.* 2022;28(4):100858.
- Senitan M, Gillespie J. Health-care reform in Saudi Arabia: patient experience at primary health-care centers. *J Patient Exp.* 2020;7(4):587-92.
- Ozavci G, Bucknall T, Woodward-Kron R et al. A systematic review of older patients' experiences and perceptions of communication about managing medication across transitions of care. *Res Soc Adm Pharm.* 2021;17(2):273-91.
- Abidova A, da Silva PA, Moreira S. Predictors of patient satisfaction and the perceived quality of healthcare in an emergency department in Portugal. *West J Emerg Med.* 2020;21(2):391.
- Bokhary DH, Saggaf OM, Baabdullah AM et al. Assessment of patient experiences in an academic hospital in Saudi Arabia. *Cureus.* 2022;14(4).
- Gerchow L, Burka LR, Miner S, Squires A. Language barriers between nurses and patients: a scoping review. *Patient Educ Couns.* 2021;104(3):534-53.
- Albalawi A, Kidd L, Cowey E. Factors contributing to the patient safety culture in Saudi Arabia: a systematic review. *BMJ Open.* 2020;10(10):e037875.
- Abdalla R, Pavlova M, Groot W. Association of patient experience and the quality of hospital care. *Int J Qual Health Care.* 2023;35(3):mzad047.
- Liu X, Zheng J, Liu K et al. Associations of nurse education level and nurse staffing with patient experiences of hospital care: a cross-sectional study in China. *Res Nurs Health.* 2020;43(1):103-13.
- Elias A, Abdalkarim SMWM, Ali GY et al. Patient satisfaction and its predictors in the general hospitals of Southwest Saudi Arabia: a cross-sectional survey. *Sudan Journal of Medical Sciences.* 2022;17(1):15-27.
- Knogler M, Temml V, Reithofer F et al. Improving patient experience in diabetes: the role of diabetes nurses in different health care settings. *J Clin Nurs.* 2020;29(5-6):931-940.
- Pérez-Francisco DH, Duarte-Clíments G, del Rosario-Melián JM, Gómez-Salgado J, RomeroMartín M, Sánchez-Gómez MB. Influence of workload on primary care nurses' health and burnout, patients' safety, and quality of care: Integrative review. In *Healthcare* (Vol. 8, No. 1, p. 12). MDPI; 2020.
- Moghadam KN, Chehrzad MM, Masouleh SR et al. Nursing workload in intensive care units and the influence of patient and nurse characteristics. *Nurs Crit Care.* 2021;26(6):425-31.
- Kwame A, Petrucka PM. Communication in nurse-patient interaction in healthcare settings in sub-Saharan Africa: a scoping review. *Int J Africa Nurs Sci.* 2020;12(3):100198.
- Halcomb E, McInnes S, Williams A, Ashley C, James S, Fernandez R, et al. The experiences of primary healthcare nurses during the COVID-19 pandemic in Australia. *J Nurs Scholarsh.* 2020;52(5):553-63. doi: 10.1111/jnu.12589.
- Turale S, Meechamnan C, Kunaviktikul W. Challenging times: Ethics, nursing, and the COVID-19 pandemic. *Int Nurs Rev.* 2020;67:164-7. doi: 10.1111/inr.12598.
- Mayo AM, Ray MM, Chamblee TB, Urden LD, Moody R. The Advanced Practice Clinical Nurse specialist. *Nurs Adm Q.* 2017;41:70-6. doi: 10.1097/NAQ.000000000000201.

- Dawson SJ. The role of the infection control link nurse. *J Hosp Infect.* 2003;54:251–7. doi: 10.1016/S0195-6701(03)00131-2.
- Burnett E. Effective infection prevention and control: the nurse’s role. *Nurs Stand.* 2018;33:68–72. doi: 10.7748/ns.2018.e11171.
- Kim KM, Jeong JS, Park HR. Infection control nurse specialist education in Korea. *Am J Infect Control.* 2010;38:413–5. doi: 10.1016/j.ajic.2009.08.018.
- Galanis P, Vraika I, Fragkou D, Bilali A, Kaitelidou D. Nurses’ burnout and associated risk factors during the COVID-19 pandemic: a systematic review and meta-analysis. *J Adv Nurs.* 2021;77(8):3286–302. doi: 10.1111/jan.14839.
- Halcomb E, McInnes S, Williams A, Ashley C, James S. The experiences of primary healthcare nurses during the COVID-19 pandemic in Australia. *J Nurs Scholarsh.* 2020;52(5):553–63. doi: 10.1111/jnu.12589.
- Wu C, Yan J, Wu J, Wu P, Cheng F, Du L, et al. Development, reliability and validity of infectious disease specialist nurse’s core competence scale. *BMC Nurs.* 2021;20:231. doi: 10.1186/s12912-021-00757-2.
- Sanchez KMSN, CCRN-K RN, Winnie ACCNS-AG, Kathrine DNP, CCRN-K RN, de HaasRowland AGCNS-BC, Natalie MSN, RN, CCNS-CCRN-CSC-CMC. Establishing the Clinical Nurse Specialist Identity by Transforming Structures, Processes, and Outcomes. *Clinical Nurse Specialist* 33(3): p 117–122, 5/6 2019. doi: 10.1097/NUR.0000000000000438.
- Cooper MA, McDowell J, Raeside L, ANP. CNS Group The similarities and differences between advanced nurse practitioners and clinical nurse specialists. *Br J Nurs.* 2019;28:1308–14. doi: 10.12968/bjon.2019.28.20.1308.
- Fischer-Carlidge E, Short K. Successful clinical nurse specialist recruitment: creating a Talent Pipeline. *Clin Nurse Spec.* 2023;37:20–5. doi: 10.1097/NUR.0000000000000719.
- Kraft M, Kästel A, Eriksson H, Hedman AR. Global nursing: a literature review in the field of education and practice. *Nurs Open.* 2017;4:122–33. doi: 10.1002/nop2.79.