

Do not copy without the express written consent of the instructor.

Syllabus
Professional Nursing Leadership: Concepts and Issues
1175-FIU01-NUR-3821-SECRVCC-52781

GENERAL INFORMATION

PROFESSOR INFORMATION

Instructor: Elizabeth Azuttilo, MSN, MA, RN. PhD(c)
Phone: 305-348-0584
Office: AHC3 Room 322B
Office Hours: Tuesday 8am-2pm and by appointment (*will conduct office hours through ADOBE Connect)
E-mail: azuttilo@fiu.edu
Dept. Nicole Wertheim College of Nursing & Health Sciences

COURSE DESCRIPTION AND PURPOSE

The purpose of this course is to introduce students to professional nursing with a **focus on leadership skills for care delivery at local, state, national, and global levels**. A major focus of this course is for students to critically think about the nursing profession, and explore historical and theoretical frameworks, ethical and legal issues, and standards of nursing practice. This course exposes the students to nursing leadership and management concepts and skills that will enable them to deliver effective and safe patient care to diverse populations within the context of dynamic health care systems. **Nursing students will be exposed to the health care systems in the United States and in the world, and the disparities that exist globally**. In addition, students will be provided with information and tools that nurses and nurse leaders can use to confront health and health care challenges within local, national, and global environments.

COURSE OBJECTIVES

Upon completion of this course, the student will be able to:

- Describe historical and contemporary trends and issues in nursing and the professional nursing organizations that has an impact on the practice of nursing within a multicultural global environment.
Essential VIII: Professionalism and professional values.
Evaluation: Quizzes, course exams, global-related projects, and standardized exam.
- Communicate the culture of professional nursing including values, beliefs, behaviors, attitudes, skills of the profession which impacts on quality health care locally, nationally, and globally.
Essential VIII: Professionalism and professional values.
Evaluation: Quizzes, course exams, global-related projects, and standardized exam.
- Describe the scope of nursing practice, as articulated in ethical, legal, and professional guidelines (e.g. Scope and Standards of Nursing Practice, Nursing Codes of Ethics, Nurse Practice Acts).
Essential VII: Health care policy, finance, and regulatory environments.
Evaluation: Quizzes, course exams, global-related projects, and standardized exam.
- Examine and own beliefs, values, biases, health, and risks as they relate to personal health, professional practice, lifelong learning, community engagement, and the ability to provide quality care to diverse populations.
Essential VIII: Professionalism and professional values.
Evaluation: Quizzes, course exams, global-related projects, and standardized exam.
- Employ theoretical foundations of nursing, including selected nursing theories and theories from other disciplines that support nursing knowledge and evidence-based practice.
Essential III: Scholarship for evidence-based practice.
Evaluation: Quizzes, course exams, global-related projects, and standardized exam.
- Demonstrate a basic understanding of a complex organization system, including its mission and values, and the planning, implementing, and evaluation of human, financial, and environmental resources to promote a culture of safety and caring.

Essential I. Liberal education for baccalaureate generalist nursing practice. Essential II. Basic organizational and systems leadership for patient safety and quality care.

Do not copy without the express written consent of the instructor.

Evaluation: Quizzes, course exams, global-related projects, and standardized exam.

- Apply effective leadership and management skills within complex organizational systems using teambuilding, delegation, supervision, decision making, coordination, and inter- and intra-professional collaboration to deliver safe, quality care.
Essential II. Basic organizational and systems leadership for patient safety and quality care.
Evaluation: Quizzes, course exams, global-related projects, and standardized exam.
- Demonstrate communication strategies of negotiation, motivation, conflict resolution, chain-of-command processes, and advocacy to improve the quality of patient, organizational, and professional experiences.
Essential IV. Information management and application of patient care technologies.
Essential IX. Baccalaureate generalist nursing practice.
Evaluation: Quizzes, course exams, global-related projects, and standardized exam.
- Compare and contrast the roles, functions, and perspectives of the professional nurse with other health care professions, and strategies which lead to implement patient safety and quality improvement initiatives within the context of the inter- and intra-professional team.
Essential VI. Inter-professional communication and collaboration for improving patient outcomes.
Evaluation: Quizzes, course exams, global-related projects, and standardized exam.
- Examine the use of technological systems and appropriate software to collect and manage information to achieve quality healthcare outcomes locally, nationally, and globally.
Essential IV. Information management and application of patient care technology.
Evaluation: Quizzes, course exams, global-related projects, and standardized exam.

Global Learning Course Outcomes

- Students will be able to demonstrate knowledge of the interrelatedness of present and past local, national, and global nursing leadership concepts and skills as they pertain to contemporary nursing leadership and management in turbulent, complex and changing health care system. (Global Awareness)
- Students will conduct a multi-perspective analysis of health care issues impacted by country-specific health care systems and comparing the influence of different health care systems on nursing education, practice, leadership, and management. (Global Perspective).
- Students will demonstrate a willingness to engage with contemporary local, national, and global health care issues through advocacy (Global Engagement).

TOPICAL OUTLINE

Within a local, national, and global context, the following topics will be discussed:

I. Leadership

- Leadership and management principles
- Change and innovation
- Organizational climate and culture

II. Professionalism

- Managerial decision making
- Managing time and stress
- Legal and ethical issues

Do not copy without the express written consent of the instructor.

III. Communication and relationship building

- Communication leadership
- Team building and working with effective groups
- Delegation in Nursing
- Power and conflict
- Workplace diversity

IV. Knowledge of the health care environment

- Organizational structure
- Decentralization and shared governance
- Strategic management
- Professional practice models
- Case and population health management
- Evidence-based practice: strategies for nursing leaders
- Quality and safety
- Measuring and managing outcomes

V. Business skills

- Prevention of workplace violence
- Confronting the nursing shortage
- Staffing and scheduling
- Budgeting, productivity, and costing out nursing
- Performance appraisal
- Emergency management and preparedness
- Data management and clinical information
- Marketing

TEACHING STRATEGIES/EVALUATION METHODS

Participation in team/group assignments, quality of student presentations, quizzes, exams, and Kaplan Management and Professional Issues Integrated Exam.

Active Learning Activities

In addition to quizzes and exams, the students, as groups or individually, in this course are required to submit three global-related projects.

The first project, due the first 6 weeks of class, intends to engage the students with nurse leaders in their areas of clinical rotation or their workplaces as in the case of RN to BSN students. The students will also research one present or past nurse leaders biography and contributions to the nursing profession and health care.

The second project is due during the second half of the term. It requires the students to discuss, compare and contrast the health care delivery system, morbidity and mortality rates of the United States and their chosen country, how the prevailing health care system impacts nursing education, practice, and leadership and management. The students are to present their projects in a creative manner using appropriate and relevant technology such as images, Instagram, graphs, and video-clips.

Do not copy without the express written consent of the instructor.

The third project is for the students to engage with their US legislators or leaders of international organizations through advocacy. The students will either develop an elevator speech or write a letter to their local legislators, member of the House of Representative or Senate or to an international organization about a health care issue or bill that they are interested in. This project is due two weeks before the end of the term. The students will be awarded 4 extra points for this project if they are able to show proof that they have contacted their legislators or leaders of international organizations. The 4 points will be added only if the students obtained 77% from the grading components in the course.

IMPORTANT INFORMATION

POLICIES

Please review the [FIU's Policies](#) webpage. The policies webpage contains essential information regarding guidelines relevant to all courses at FIU, as well as additional information about acceptable netiquette for online courses.

As a member of the FIU community you are expected to be knowledgeable about the behavioral expectations set forth in the [FIU Student Code of Conduct](#).

Attendance Policy

Learning in this course is achieved from interaction between and among class members and faculty. Participation is essential for effective learning to occur. Participation is NOT just attendance. No attendance grade will be given. Instruction Policy regarding Make-up for Exams, Assignments, or Performance Meetings.

1. Students are expected to read the assigned readings per week. The readings will be used as a basis for discussion. Doing so will mitigate piling up reading materials thus enhancing good performance results in examinations. Test questions will be taken from the different chapter readings.
2. No students' questions related to exam material will be answered by faculty during a proctored exam. NO communication of any kind between students is allowed during exams. Assigned seating for exams (Kaplan) may be used at the discretion of the faculty.
3. Students who are unable to take an exam on the assigned date must notify faculty in advance. Students who failed to notify faculty and who are unable to present significant written evidence indicating reason for absence on exam date will not be allowed to take the exam.
4. Kaplan remediation activity of at least one hour for each of Kaplan Management focused review test A, B, and C is required for admission to Kaplan Integrated Management Examination.
5. Results of final examinations will not be discussed in class or individually.
6. Grade results will be available to students no later than the next class meeting.
7. Final course grade will be available to the students on the date that the University posts the grade. All grades are final.
8. No makeup exams will be given for the last exam unless the student has a compelling reason as stated in #3. No extra points are awarded for whatever reason.
9. The grading scale of the College of Nursing will be followed.

Students with Disabilities

If you have a disability and need assistance, please contact the Disability Resource Center (University Park: GC190; 305-348-3524) (North Campus: WUC139, 305-919-5345). Upon contact, the Disability Resource Center will review your request and contact your professors or other personnel to make arrangements for appropriate modification and/or assistance.

Sexual Harassment

For information on sexual harassment, please visit: <http://regulations.fiu.edu/regulation>

Religious Holy Days

The University's policy on religious holy days as stated in the University Catalog and Student Handbook will be followed in this class. Any student may request to be excused from (on-line) class to observe a religious holy day of his or her faith.

TECHNICAL REQUIREMENTS & SKILLS

Do not copy without the express written consent of the instructor.

One of the greatest barriers to taking an online course is a lack of basic computer literacy. By computer literacy we mean being able to manage and organize computer files efficiently, and learning to use your computer's operating system and software quickly and easily. Keep in mind that this is not a computer literacy course; but students enrolled in online courses are expected to have moderate proficiency using a computer. Please go to the "[What's Required](#)" webpage to find out more information on this subject.

This course utilizes the following tools:

1. **Adobe Connect** ([Adobe Connect Privacy Policy](#))
2. **Twitter** ([Twitter Privacy Policy](#))

Please visit our [Technical Requirements](#) webpage for additional information.

ACCESSIBILITY AND ACCOMMODATION

Please visit our [ADA Compliance](#) webpage for information about accessibility involving the tools used in this course.

Please visit [Blackboard's Commitment Accessibility](#) webpage for more information.

For additional assistance please contact FIU's [Disability Resource Center](#).

COURSE PREREQUISITES/COREQUISITES

Pre-requisites: NUR 3029, 3029C, 3029L, NUR 3066, NUR 3125;

Co-requisites: NUR 3145, NUR 3226, NUR 3226L, NUR 3666, NSP 3801

REQUIRED TEXTBOOK

Leadership and Nursing Care Management

Diane L. Huber

Elsevier, 6th Edition

ISBN-13: 978-0-323-38966-2

You may purchase your textbook online at the [FIU Bookstore](#).

REQUIRED PURCHASES

Ear plugs to be used during examinations to screen out environmental noise (for the generic BSN students)

EXPECTATIONS OF THIS COURSE

This is an online course, which means all of the course work will be conducted online (*Except for Kaplan Integrated Exam for the pre-licensure BSN students*). Expectations for performance in an online course are the same for a traditional course. In fact, online courses require a high degree of self-motivation, self-discipline, and technology skills which can make these courses more demanding for some students.

Students are expected to:

- **Review the how to get started information** located in the course content
- **Introduce yourself to the class** during the first week of classes by posting a self introduction video in the appropriate discussion forum
- **Take the practice quiz** to ensure that your computer is compatible with Blackboard
- **Interact** online with instructor/s and peers (*through ADOBE connect or discussions.*)
- **Review** and follow the course calendar

Do not copy without the express written consent of the instructor.

- Log in to the course **5 times per week**
- Respond to emails within **7 days**
- Submit assignments by the **corresponding deadline, under no circumstances will late assignments be accepted. Notify the faculty if there are reasonable impediments that will delay assignment, exam, quiz, and projects on time.**

The instructor will:

- Log in to the course on **Tuesdays and as needed. However, I will not work on the course on weekends and holidays.**
- Respond to **emails within 7 days**
- Grade assignments within **2 weeks** (holidays and weekends not included) after the assignment deadline.

UNIVERSITY DROP DATE FOR THE COURSE

June 15 - Last day to drop courses or withdraw from the University without incurring financial liability for tuition and fees. Last day to add courses.

COURSE DETAIL

COURSE COMMUNICATION

Communication in this course will take place via **Email**.

All course correspondence should be made through my FIU email at azutille@fiu.edu in addition to the Blackboard email. If an issue needs my immediate attention, please use azutille@fiu.edu to contact me. Please include your full name and panther ID number in all e-mails so that I can easily, quickly, and efficiently address your issue.

Visit our [Writing Resources](#) webpage for more information on professional writing and technical communication skills.

DISCUSSION FORUMS

Keep in mind that forum discussions are public, and care should be taken when determining what to post. There is only one discussion posts required for this semester which your self-introduction. Discussion Boards can be found in the "Discussion Board" portion of the groups' page on course menu or in the Course Content Folder of that week.

ADOBE CONNECT PRO MEETING

Adobe Connect is an online meeting room where you can interact with the faculty and fellow students. During ADOBE connect sessions, participants can share screens or files, chat, broadcast live audio and take part in other interactive online activities. We will be utilizing this tool to conduct online office hours. ADOBE connect meetings will provide the faculty and students the opportunity to exchange interactive dialogs about course related and non-academic issues thus increasing the level of engagement with faculty, students and course material.

Meetings will be available during my office hours on **Tuesdays from 8 am to 2 pm and by appointment** outside of these day and hours. Prior to connecting to ADOBE student will request the faculty for an appointment through the faculty's email address.

Requirements for using Adobe Connect:

- Disable any window pop-up blocker.

Do not copy without the express written consent of the instructor.

- [Adobe Flash Player](#) is required to successfully run your Adobe Connect meeting. You can [test your computer](#) to make sure your computer and network connections are properly configured to provide you with the best possible Adobe Connect meeting experience.
- Use of a combination [headset and microphone](#) with USB connection is recommended to ensure quality sound and reduce technical difficulties.

Reference [Adobe Connect \(Tutorials & Help\)](#) for additional information.

***If you experience any problem with Adobe Connect, please contact FIU Online Student Support at 305-348-3630. I will not be able to assist you with these issues.**

CLASS TWITTER ACCOUNT

This course has a twitter account embedded in the course content homepage. Professor Azufre maintains this account. Most announcements for this course along with relevant articles and media can be found here. It is important that you pay attention to this account and make sure that you are reading the correct twitter messages. Although it is **NOT** mandatory, you may follow FIUNUR3821 on twitter. This twitter account will be available to all students who are officially enrolled in this course on blackboard in the course content section.

PROCTORED EXAM POLICY

For the pre- licensure BSN students (generic and VBSN), Kaplan Integrated Management/Professional issues exam will be administered at the NWCNHS computer lab on the scheduled date. Remediation activity of at least one for the Kaplan management focused exam (A,B, and C) is required prior to taking this examination. The faculty will print the remediation report the day before the exam. Student with less than an hour of recorded remediation activity will not be allowed to take the Kaplan Integrated Exam.

~~KAPLAN INTEGRATED MANAGEMENT/PROFESSIONAL ISSUES EXAM~~

Exam Option	Start Date	Start Time	End Date	End Time	Exam Duration
On-Campus	07/26/2017	9:00 AM	07/26/2017	10:30 AM	90 minutes

PRACTICE TESTS

In order to mitigate any issues with your computer and online assessments, it is very important that you take the "Practice Quiz" from each computer you will be using to take your graded quizzes and exams. It is your responsibility to make sure your computer meets the minimum [hardware requirements](#).

Assessments in this course are not compatible with mobile devices and **should not** be taken through a mobile phone or a tablet. If you need further assistance please contact [FIU Online Support Services](#).

COURSE REQUIREMENTS

Quizzes. This semester, there will be 4 quizzes. All quizzes will be available for- one week period from Monday to Sunday. The quiz will open at 8:00am on Monday and will close at 11:59 pm Sunday of the week where the quiz is scheduled. Please refer to the course calendar for the exact dates.

Exams. There are 3 examinations for this course that will be available for 48 hours. It will open on a Saturday at 12am and close at 11:59pm of the Sunday where the exam is scheduled. Please refer to the course calendar for the exact dates.

Kaplan Focused review assessments. In addition to the quizzes, pre-licensure students in this course are required to log in to their Kaplan account and are required to complete the focused review for management and professional issues.

Do not copy without the express written consent of the instructor.

This is in preparation for your Kaplan Management/Professional Issues Integrated exam. To obtain the benefits from this exercise, the students need to remediate after the Management/Professional Issues focused review assessment. One hour of remediation activity for **each** of the focused review Kaplan Management of Care A, B, and C tests that can be found under Standard Test is required prior to taking the Kaplan Integrated examination.

Kaplan Integrated Management/Professional Issues Exam. This is a proctored exam. This will be administered in the CNHS computer laboratory. Please notify the faculty at least **two weeks** before the scheduled exam if you cannot take the exam as scheduled. Student is expected to attach documentation as to the reason why the student cannot take the exam on the scheduled date.

Please note assessments (tests, quiz, or exams) in this course are not compatible with mobile devices and should not be taken through a mobile phone or a tablet. If you need further assistance please contact [FIU Online Support Services](#).

Global Related Projects. There are three global-related projects in this course. The intent of these projects are to increase and solidify the students' awareness, perspective, and engagement about issues and trends impacting the landscape of nursing leadership and management at the local, national, and international levels. The presentation of these projects will require the use of appropriate multi-media tools such as videos, Instagram, images, voice-overs, and others to enhance students' skills in the use of technology as a tool to deliver education-related content.

The first project is due around midterm period, the second project is due during the second half of the term and the third project is due two weeks before the end of the term. Please refer to the course calendar for the exact dates. It is highly recommended that students start planning and organizing these global-related presentations the earliest possible time. Details and instructions for these projects will be posted under course content.

OPTIONAL CHAPTER REVIEW QUIZZES

Each module contains a link to optional chapter review quizzes. You will be able to utilize these quizzes in order to self-assess your progress and understanding of the course material for each chapter. These quizzes are not counted as extra credit nor are they accounted for anywhere in your final grade. Each quiz contains 10 questions, you will be allowed to take the quiz multiple times, and you will be informed whether your submitted answer was correct or not.

PROTOCOL FOR TECHNICAL ISSUES

If you have any technical problems,

- 1) [Contact tech support](#) to file a report, and
- 2) Contact me by email to let me know what is going on.

If you are having technical problems and an assignment is due,

- 1) E-mail me a copy of the assignment, so it is on time, and
- 2) [Contact tech support](#)

Student Support Offers Assistance in the form of:

E-mail & Live Chat Support	Phone Support	Office Support (On Campus)
7 days a week 8am - midnight Email Us Support Center Live Chat	7 days a week 8am - midnight Telephone: 305-348-3630 Toll-Free: 1-877-3-ELEARN	Monday - Friday from 8am - 10pm Modesto A. Maidique Campus MANGO Building, 5th Floor Driving Directions Campus Map

GRADING

Do not copy without the express written consent of the instructor.

Course Requirements		Number of Items	Points
Quizzes		4	10
Exams		3	45
Kaplan Management/Professional Issues Integrated Exam		1	15
Global-related Projects		3	30
Total			100

Letter	Range	Letter	Range	Letter	Range
A	93 - 100	B	85 - 88	C	77 - 80
A-	91 - 92	B-	83 - 84	D	67 - 76
B+	89 - 90	C+	81 - 82	F	<60

COURSE CALENDAR

WEEKLY SCHEDULE

Module	Learning Activities
	<p>OBJECTIVES:</p> <ul style="list-style-type: none"> Relate pertinent personal and professional information with the instructor and members of the class by answering the self-introduction questions. And posting introductory to the discussion forum. Identify salient information about course structure, content, assignments and due dates. Describe characteristics of effective leadership Specify the connections between followership and leadership Discuss the differences in leadership and management roles Describe leader's and manager's roles in change. Synthesize the concepts of change and innovation. Describe the forces behind a changing healthcare culture as well as current issues and trends in culture and climate
MODULE 1	<p>READINGS:</p> <ul style="list-style-type: none"> NUR 3821 2017 summer syllabus Chapter 1: Leadership and Management Principles Chapter 2: Change and Innovation Chapter 3: Organizational Climate and Culture <p>ASSIGNMENTS and ACTIVITIES:</p> <ul style="list-style-type: none"> Read the assigned chapter readings including the syllabus Contact faculty if there are questions or clarifications as regard to the syllabus Complete and submit the syllabus acknowledgement receipt on or before May 14, 2017 at 11:59 pm. Visit the following websites for additional information on selected topics: <ol style="list-style-type: none"> http://www.nwlink.com/~donclark/leader/survlead.html (Leadership Self-Assessment activity). http://www.change-management.com/tutorial-change-process-detailed.htm (for more information on change management process). http://www.nursecredentialing.org/ (for additional information on Magnet Recognition).
MODULE 2	<p>OBJECTIVES:</p> <ul style="list-style-type: none"> Examine the judicial system and political areas of liability for the professional nurse. Discuss the role and functions of nurse practice acts specifically the Florida Nurse Practice Act Define critical thinking, problem solving, and decision making. Define and examine time management processes.

Do not copy without the express written consent of the instructor.

- Discuss spillover of stress between work and personal life, as well as economic and health care changes causing stress.
- Identify major ethical issues encountered by leaders and manager

READINGS:

- Chapter 4: Critical thinking and decision-making skills
- Chapter 5: Managing Time and Stress
- Chapter 6: Legal and ethical Issues

ASSIGNMENTS and ACTIVITIES:

- Quiz # 1: Will include chapters 1-6 and the Florida Nurse Practice Act. Studying for this quiz will serve as the students' review for Exam I. **Quiz will open on May 15 and will close on May 21 at 11:59 pm.**
- Visit the following websites for additional information on selected topics:
 1. <http://www.decisionsciencenews.com/2012/08/18/benjamin-franklins-rule-for-decision-making> (a simple method of decision making)
 2. <https://www.criticalthinking.org/> (to access articles and resources about critical thinking).
 3. <http://www.stress.org/holmes-rahe-stress-inventory> (The Social Readjustment Rating Scale).
 4. <http://www.research.umn.edu> (learning module on informed consent).
 5. www.leg.state.fl.us/Statutes/index.cfm?App_mode=Display_Statute&URL (for Florida Nurse Practice Act).

OBJECTIVES:

- Exercise critical thinking and decision-making skills to conceptualize and analyze possible solutions to a test/exam scenarios.

MODUL E 3

READINGS:

- Self-review Chapters 1-6.

ASSIGNMENTS and ACTIVITIES:

- **Exam I will cover chapters 1-6. It will open on May 27 and will close on May 28 at 11:59pm.**

OBJECTIVES:

MODUL E 4

- Appreciate the role of communication, persuasion, and negotiation in inter- and intra-professional relationships.
- Examine all aspects of communication as a process.
- Explain collective leadership teams.
- Discuss TeamSTEPPS.
- Describe delegation, delegator, delegate, and supervision.
- Analyze the legal and regulatory aspects of delegation, assignment, and supervision.
- Explain the importance of power to the nursing profession.
- Explore levels and types of conflicts.
- Define disruptive behavior.

Do not copy without the express written consent of the instructor.

READINGS:

- Chapter 7: Communication Leadership
- Chapter 8: Team Building and Working with Effective Groups
- Chapter 9: Delegation
- Chapter 10: Power and Conflict

ASSIGNMENTS and ACTIVITIES:

- Visit the following websites for additional information or resources for selected topics:
 1. American Nurses Association at www.nursingworld.org (for articles related to communication).
 2. <http://www.who.int/cancer/palliative/guidetodevelopment/> (for team development).
 3. <https://www.ahrq.gov>
 4. <https://www.ncsbn.org/pdfs/delegationtree.pdf> delegation decision-making tree

OBJECTIVES:

- Develop an awareness of cultural diversity as it relates to personhood or the workplace.
- Evaluate the leadership and management implications of multicultural teams and generational diversity.
- Substantiate the importance of case management.
- Review leadership and management implications for case, disease, and population-based care.
- Review major theories of organizations as social systems.
- Identify current trends in health care and the impact on organizational structure.
- Discuss leadership and management implications of shared governance.

READINGS:

- Chapter 11: Workplace Diversity
- Chapter 12: Case Population and Health Management
- Chapter 13: Organizational Structure
- Chapter 14: Decentralization and Shared Governance

**MODUL
E 5**

ASSIGNMENTS and ACTIVITIES:

- Quiz # 2. Will cover chapters 7 to 14. Studying for this quiz will serve as the students' review for Exam II. Quiz will open on June 5 and will close on June 11 at 11:59pm.
- Visit the following websites for additional information or resources for selected topics:
 1. <http://www.cdc.gov/nchs/hus.htm> (information on 2011 U.S. population data on American Indian/Alaskan Natives, Asian or Pacific Islanders, Black or African Americans, or Hispanic or Latino populations).
 2. <http://www.cmrg.com> (case management resources).
 3. <http://cpmcnet.columbia.edu/dept/pi/ppf/Docherty.pdf> (access to an article about organizational theory).
 4. <http://www.iom.edu/Reports/2010/The-Future-of-Nursing--Leading-Change-Advancing-Health.aspx> (information on Report Recommendations, Focus on Education, Focus on Scope of Practice which are featured in the "Report at a Glance").

Do not copy without the express written consent of the instructor.

OBJECTIVE(S):

- Apply critical thinking and decision-making skills to conceptualize and analyze possible solutions or answers to a test/exam scenarios.

READINGS:

MODULE 6

- Self- Review Chapters 7 to 14.

ASSIGNMENTS and ACTIVITIES:

- Exam II will cover chapters 7 to 14. Exam will open on June 17 and will close on June 18 at 11:59pm.
- Submit Group Project # 1 (Nursing Leadership Style/s) no later than June 18 at 11:59pm.

OBJECTIVES:

- Classify and define traditional, current, and evolving nursing care models.
- Analyze the advantages and disadvantages of each care delivery system.
- Evaluate trends shaping the development and use of care delivery systems in the United States and around the world.
- Define evidence-based practice.
- Identify one's role in health care quality.
- Discuss the roles of nurse leaders in promoting evidence-based practice.
- Describe tools that a nurse can use in a quality improvement activity.

READINGS:

MODULE 7

- Chapter 15: Professional Practice Models
- Chapter 16: Evidence-Based Practice: Strategies for Nursing Leaders
- Chapter 17: Quality and safety

ASSIGNMENTS and ACTIVITIES:

- Visit the following websites for additional information or resources for selected topics:
 1. <http://www.cns.nf/research/sd2.htm> (to access an evaluation of nursing practice models in primary health care settings)
 2. <https://hsl.lib.mn.edu/biomed/help/evidence-based-practice> (to access tutorial on evidence-based practice).
 3. <http://www.aafp.org/practice-management/improvement/basics.html> (tAAFP's Model for improvement).
 4. www.baldbrigepe.org/alliance (information about performance excellence website).

OBJECTIVES:

MODULE 8

- Distinguish patient-focused, provider-focused, and organization-focused outcome indicators.
- Discuss the relevance of research findings for outcomes research.
- Compare strategic planning with the nursing process.
- Analyze the strategic planning process.
- Describe the current nursing shortage issues and trends.
- Link leadership and management concepts to confront the nursing shortage.

Do not copy without the express written consent of the instructor.

- Analyze recruitment and retention strategies used by managers and/or organizations that have had a positive impact on nurse recruitment and retention.

READINGS:

- Chapter 18: Measuring and Managing Outcomes
- Chapter 19: Strategic Management
- Chapter 20: Confronting the Nursing Shortage

ASSIGNMENTS and ACTIVITIES

- Quiz # 3 will cover chapters 15 to 20. Quiz 3 will open June 26 and will close on July 2 at 11:59pm. Studying for this quiz will serve as the students' review for Exam III.
- Visit the following websites for additional information or resources for selected topics:
 1. <https://archive.ahrq.gov/research/findings/factsheets/services/nursestaffing/nursestaff.html> (access articles on staffing levels from AHRQ)
 2. www.nursingworld.org (The National Database of Nursing Quality Indicators [NDQI])
 3. <http://www.aacn.nche.edu/about-aacn/strategic-plan> (examples of strategic plans)

OBJECTIVE(S):

- Apply critical thinking and decision-making skills to conceptualize and analyze possible solutions or answers to a test/exam scenarios.

READINGS:

**MODUL
E 9**

- Self-review for chapters 15 to 20.

ASSIGNMENT and ACTIVITIES:

- Exam III will cover chapters 15 to 20. Exam III will open on July 8 and will close on July 9 at 11:59pm.

OBJECTIVES:

**MODUL
E 10**

- Discuss the staffing management of nursing resources and its relevance to the quality, safety, and cost of health care.
- Discuss the professional, legislative, regulatory, and organizational factors that influence staffing management.
- Discuss the impact of staffing on patient, fiscal, and organizational outcomes.
- Define budget.
- Distinguish between direct and indirect costs, and critique costing out nursing services.
- Differentiate among cost analysis, cost-effectiveness analysis, and cost-benefit analysis as methods of economic evaluation.
- Describe performance appraisal.
- Explain factors that drive the need for effective nursing performance

Readings:

- Chapter 21: Staffing and Scheduling

Do not copy without the express written consent of the instructor.

- Chapter 22: Budgeting, Productivity, and Costing Out Nursing
- Chapter 23: Performance Appraisal

ASSIGNMENT and ACTIVITIES:

- Visit the following websites for additional information or resources for selected topics:
 1. <http://www.nursingworld.org/workenvironment> (resources on nurse staffing)
 2. <http://erc.msh.org/mainpage.cfm?file=1.0htm&module=finance&language=English> (information on resources on managing their organization's finances. Access issue on "Using Cost and Revenue Analysis Tools".
 3. <http://www.nd.gov/hrms/managers/guide/perfeval.html> (to access resources for managers developing performance evaluation)
- **Submit group project # 2- Health Care System and Nursing Care Delivery Model**

OBJECTIVES:

- Explain why violence in the workplace is a particular concern for nurses.
- Discuss the legal, ethical, and economic costs of workplace violence in health care organizations.
- Discuss management actions necessary to provide legal defense against claims arising from workplace violence.
- Identify all-hazards preparedness resources
- Analyze planning for a comprehensive all-hazards preparedness strategy for health care.
- Describe computer applications in nursing, nursing informatics, and management information systems.
- Speculate about future informatics trends.
- Integrate effectiveness research and informatics
- Discuss current trends in marketing in nursing and health care.
- Discuss recruitment of future nurses.

MODUL READINGS:

E 11

- Chapter 24: Prevention of Workplace Violence
- Chapter 25: All-Hazards Disaster Preparedness
- Chapter 26: Data Management and Clinical Informatics
- Chapter 27: Marketing

ASSIGNMENTS AND ACTIVITIES

- Quiz #4 will cover chapters 21 to 27. Quiz #4 will open on July 17 and will close on July 23 at 11:59 p.m.
 - Prepare for Kaplan Integrated Exam.
 - Complete and submit remediation activity which is required prior to taking Kaplan Integrated Exam.
- Visit the following websites for additional information or resources for selected topics:
1. <http://www.healthit.gov/providers-professionals/benefits-electronic-health-records-ehrs> (to learn more about EHRs).

MODUL
E 12

Objective (s):

- Apply critical thinking to conceptualize and analyze possible solutions to test/exam scenarios or

Do not copy without the express written consent of the instructor.

questions.

Readings:

- Kaplan Ebook with special attention to nursing leadership and management topics.

Assignments and Activities:

- **KAPLAN MANAGEMENT/PROFESSIONAL ISSUES INTEGRATED EXAM.** This is a proctored exam. If the student cannot report to campus, the student should notify the faculty at least 2 weeks prior to the scheduled exam to make other arrangements. Attach in the notification the reason why the exam will be taken off campus. At least an hour of remediation activity for each of the Kaplan Management Focused Reviews A, B and C is required before taking this exam. The faculty will check remediation report the day before the scheduled Kaplan Integrated Exam. The tentative date and time for Kaplan Management Integrated Exam will be on July 26 at 9am CNHS computer labs 211, 212, 213, and 207. This is a requirement for pre-licensure students only.

* The professor reserves the right to make edits and changes to the syllabus at any time, so make sure you check the syllabus regularly.

Do not copy