

Running head: ORGANIZATIONAL AND SYSTEMS LEADERSHIP

The University of Texas at Tyler
School of Nursing
NURS 5325 Organizational and Systems Leadership
Spring 2017 Syllabus

Faculty:

Dr. Karen Koerber-Timmons, PhD, MSN, BSN, RN, CNE, NEA-BC, CCRN, RN-BC
Assistant Professor, Nursing

Tyler BRB 1100 (903) 566- 7146 (Office Phone)

(903) 452-3004 (Cell)

ktimmons@uttyler.edu

Fax: (903) 565-5533

Office Hours: ONLINE and by Appointment

COURSE TITLE: NURS 5325 ORGANIZATIONAL AND SYSTEMS LEADERSHIP

COURSE DESCRIPTION: Explores healthcare delivery systems and the economic, ethical, legal and political factors that influence health care. This course applies leadership skills in effectively implementing safety and quality improvement initiatives within the context of the inter-professional team using effective communication skills.

CREDIT: 3 SCH

PREREQUISITES: Admission to the MSN program.

STUDENT LEARNING OUTCOMES/COURSE OBJECTIVES:

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

1. Analyze how healthcare delivery systems are organized and influenced by economic, ethical, legal and political factors and how this affects health care.
2. Explore how leadership styles influence organizations.
3. Design system change strategies through inter-professional teams for quality improvement initiatives.

TEXTBOOKS:

- American Psychological Association. (2009). *Publication manual of the American Psychological Association*. (6th ed.). Washington, D.C.: Author. (ISBN 1433805618)
- Knickman, J. R., & Kovner, A. R., (Eds.). (2015). *Jonas & Kovner's health care delivery in the United States* (11th ed.). New York, NY: Springer Publishing Company. (ISBN: 978-0-8261-2527-9; E-book ISBN: 978-0-8261-2529-3)

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[Please note this text is also being used in N5321 Health Policy and Population Health.]

- Persily, C.A. (2013). *Team leadership and partnering in nursing and health care*. New York, NY: Springer Publishing Company. (ISBN: 978-0-8261-9988-1;Ebook: 978-0-8261-9989-8).

Assigned readings from journals and periodicals will supplement content

COURSE REQUIREMENTS AND EVALUATION:

Final grades for the course will be determined based upon the following point assignments:

1. Discussion Board: Leadership Role	15%
2. Discussion Board Participation	15%
3. Nursing Leader Presentation	20%
4. Rough Draft of Inter-professional Change Project Proposal	20%
5. Inter-professional Change Project Proposal	30%
TOTAL	100%

The requirements for each assignment are posted under the Assignment Tab in Blackboard.

GRADING SCALE:

90-100	A
80-89	B
70-79	C
60-69	D
<60	F

Students must achieve an average of 80% or above to successfully complete the course.

COURSE CALENDAR/SCHEDULE

The course calendar can be accessed in the Getting Started tab or via the Course Calendar/Schedule link.

Five (5) points will be deducted for each day an assignment is late. The assignments' due dates/times are listed in the Course Calendar. Late assignments are accepted **only** if arrangements have been made with the course instructor prior to assignment due date. The final assignment for the course will not be accepted late.

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Welcome, to NURS 5325 Organizational and Systems Leadership!

In this course, we will examine the role of nurse leaders in developing organizational and system's leadership initiatives. The goal is to develop your knowledge, ability and confidence in influencing decisions related to the delivery of health care in a chaotic healthcare environment. You will discover your own innate ability to make a difference as a master's-prepared nurse.

This is a hands-on course in which you will be an active participant in your learning process. The structure of this course has been categorized into specific modules to assist you in organizing your time and efforts. Each module will describe a particular goal toward understanding and contributing to the achievement of course objectives with examples and supplemental materials all geared toward proficiency in the content. The modules will identify objectives, areas of focus, and recommended readings.

Peruse the Blackboard site and review each section carefully. If you have any questions, make a note of them and post them in our Course Questions Discussion Board Forum.

Please refer to the information contained in this Syllabus anytime you have a question regarding the basic course information. You will need to download a free [Adobe Reader](#) to view PDFs. A list of basic technical requirements is included later in this Syllabus for your convenience.

Welcome to the class!

Course Outline

Module 1- Introduction to Leadership

- The psychology of organizational structure in integrated health systems
- Leadership styles and theories
- Staff nurse perceptions of nurse manager leadership styles and outcomes
- Leadership and management skills in health care
- The art and science of leadership

Module 2- Introduction to Teams

- The intersection of teams, partnerships and leadership in nursing and health care elements of effective nursing and health care teams and partnerships
- Building a strong team
- Team strategies for success in nursing and health care environments
- Change theories
- Working as a team within the nursing and health care organization
- Organization of medical and health care

Module 3 –Teams and Partnerships

- Planning for nursing and health care team and partnership success
- Measuring team and partnership success in nursing and health care environments

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- Project evaluation
- Periodic maintenance for thriving nursing and health care teams and partnerships
- Team leadership and development program exemplars

Module 4 Advanced Team Functioning

- Leveraging productive nursing and health care teams inside and outside of the organization
- Organization of health care
- Integrative models performance
- Governance, management & accountability; health workforce
- Nursing and health care partnership building for sustained team results

Module 5: Healthcare Delivery

- Analyze how healthcare delivery systems are organized and influenced by economic, ethical, legal, and political factors and how this affects health care.
- Comparative effectiveness
- The future of health care delivery in the United States

Assignments

Reading Assignments

- Assigned readings in graduate nursing education are the beginning, not the endpoint. These readings will point you in the direction of continued reading. Each participant is responsible for completing the reading assignments in a timely manner. Deadlines are listed in the Course Calendar.
- Discussion and written assignments are made with the assumption that required reading assignments are completed prior to completion of discussion and written assignments.

Written Assignments

- All written assignments are to be completed in Microsoft Word and submitted in a timely manner. Due dates/times are listed in the Course Calendar.
- Please note that all written assignments must be submitted by midnight Central Standard Time on the due date.
- All written assignments should be submitted through the Assignment tab. If your web connection is down for some reason, please contact your instructor to make arrangements to get the assignment submitted within the posted time period.
- *Plagiarism is a serious academic offense. Please avoid the consequences of academic dishonesty by citing all sources that you use in your work.*
- Late assignments will receive point reductions (see Grading Information and Course Requirements section within this Syllabus).

SafeAssign

- SafeAssign is a feature provided by Blackboard that is designed to detect plagiarism or non-original student work. I will set up this feature so that when

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you submit papers, they are automatically sent through SafeAssign. The program checks your work against a comprehensive database of source material including previous students' work and other papers and materials found on the web. An originality report will be generated that indicates the percentage of nonoriginal material (text that matches existing sources) found in your paper. The purpose of using SafeAssign in your course is to ensure you are writing original papers and to encourage you and other students to properly attribute all sources used.

Assignments/Projects Turn-In Process

All assignments and projects will be submitted through the Assignment tab. Use the following process to prepare and submit assignments:

- Prepare your assignment using Microsoft Word. Name your assignment with the following convention: Last name, first initial_assignment title (ex. JonesS-Change Project Paper)
- Number 4-click Submit when all attached files (your completed assignment files) are uploaded

When assignments are received, faculty will open them in Microsoft Word and use the Track Changes feature for grading. This will enable faculty to make edits, comments, ask questions, etc. Faculty will then return your assignment through the Grade Center. I will make an announcement when papers are returned to remind you to check the My Grades tab. To see comments about your assignment, click on your grade.

Email

To communicate by email within the course with other participants or all participants, click the Tools tab link on the left side of the Blackboard frame. Click Send E-mail to send a message. You have the option to send messages to All Users or Select Users in the course, including the instructor(s). If you need further instructions on how to send email messages from within Blackboard please click the Help for Students tab.

Questions or problems other than technical problems (see Technical Information in this Syllabus) may be submitted to the faculty email address listed previously.

Faculty will make every effort to respond quickly to your emails within 24 hours during the school week. Emails sent on the weekend will be addressed on Monday [or Tuesday after a Monday Holiday!] Occasionally, I may be traveling, and it might take longer to respond. If my schedule will make me unavailable to answer emails for an extended period, I will post an announcement so that you can plan accordingly. One caveat: technical problems in email systems may slow down responses!! My priority is communicating with you, so if there are any problems, we will work to solve them.

Discussions

The Discussion Board (Team Collaboration) feature in Blackboard is an online discussion forum in which students and faculty can communicate asynchronously (anytime) via message postings. When you click the Course Discussion Board or Team

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Collaboration tabs, a listing of general subject categories (forums) will appear in a table format.

To respond or post comments in a forum, click on the forum title then click New Thread. Or, you may reply to a thread. All threads (topics) pertinent to a general subject category will appear as links under that subject category folder. The instructor has control of what general subject categories are available for discussion in the course. Students may introduce and name threads under the general subject or may reply to the threads of other students. That is why it is called "Discussion." At the instructor's discretion, students may or may not have the option of starting a new thread under the general subject categories and may or may not be able to edit their comments after they have been posted.

Students can and will usually be expected to respond to threads in the course discussion. To respond to a thread:

- In the Discussion Board area, you will see a list of forums
- Click on a forum link to open it and view the contents within
- Open a message
- Click Reply to respond to the message

Your response will now appear in the table, along with your name as author and date/time of posting. Icons will appear to the right that allows either a response or perhaps editing and deletion options. If the edit icon or the trash can (delete icon) doesn't appear, the student does not have editing or deletion privileges.

For the purposes of this course, discussion board activity counts as a significant part of your grade. You will be assigned to groups for discussion and group work. You will receive additional information regarding your assigned group. Expectations regarding your participation both as group leader and group member are provided in the Assignments tab. The group feature in Blackboard allows students to communicate and post information on any projects assigned to them in a separate group space.

Check the Discussions section often. Since the discussion is asynchronous, other responses will be submitted after your post. Be sure to check the Discussions section each time you log into the course to view any added material and/or respond to your colleagues' comments as appropriate.

Participation Expectations and Discussion Assignments

Rubrics for how Team Collaboration postings will be graded are provided in the Assignments tab.

- Each participant is responsible for participating in the asynchronous discussions of each team collaboration forum. This participation will include posting responses to forums posed by the instructor and replying to other participants' postings.

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- Discussion postings should be made in a timely manner. Deadlines are listed in the Course Calendar. Please note that all discussion postings must be completed by midnight Central Standard Time on the due date.
- Participants should plan on entering the forums several times a week in order to read and comment on others postings. Posting answers to the questions posed in the forums should be done in advance of the deadline in order to allow other participants to have the opportunity to comment.
- Quality of answers is as important as quantity. A participant's comments should add to the discussion. Comments should be supported as required with references cited appropriately. The instructors and/or participants may use synchronous chats as the need arises.

Note: When posting to the team collaboration area, please type in your comments directly into the forum. Do not type your comments into a document and then attach it to the discussion-this method is difficult for some students to access. You may type your comments into a Word document, then copy and paste it into the Discussion Board.

Student Resources

Go to this link for the most current information regarding Student Resources:

<http://lmsmedia.uttyler.edu/fileman/OID/Resource/skills.html>

MisSioN: POSSIBLE The MisSioN: POSSIBLE site is a place for you to connect with your student colleagues, find out what is going on in the School of Nursing in the way of scholarships, grant opportunities and other announcements. Take a break and join others for a cup of coffee or tea.

Digital Library Resources

You may want to utilize [the Robert R. Muntz Library](#), at the University of Texas at Tyler. Many of the database subscriptions funded by student fees give you access to full text journals that you will need for your review of the literature in each course. Please take the time to set up your account and get familiar with the resources available. They are awesome.

Technical Information

Technical Support

If you experience technical problems or have a technical question about this course, you can obtain assistance by emailing itsupport@patriots.uttyler.edu

When you email IT Support, be sure to include a complete description of your question or problem including:

- The title and number of the course
- The page in question
- If you get an error message, a description and message number









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- What you were doing at the time you got the error message

Blackboard support is available for students 24/7. For Blackboard assistance, Click on the 'Help for Students' tab.

Plug-ins and Helper Applications

UT Tyler online courses use Java, JavaScript, browser plug-ins, helper application and cookies. It is essential that you have these elements installed and enabled in your web browser for optimal viewing of the content and functions of your online course.

-  Macromedia Flash Player allows you to view content created with Macromedia Flash such as interactive web applications and animations.
-  Shockwave Player allows you to view content created with Macromedia Director such as games and interactive 3D simulations.
-  RealPlayer allows you to view and listen to streaming video and audio.
-  QuickTime Player allows Mac and Windows users to play back audio and video files.
-  Windows Media Player allows you to view, listen and download streaming video and audio.
-  Adobe Reader allows you to view, save, and print Adobe Portable Document Format (PDF) files.
-  Sun Java Runtime Engine (JRE) allows you to use interactive tools on the web.
-  PowerPoint Viewer 2003 lets you view full-featured presentations created in PowerPoint 97 and later versions.

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University Policies

Students Rights and Responsibilities

To know and understand the policies that affect your rights and responsibilities as a student at UT Tyler, please follow this link:

<http://www.uttyler.edu/wellness/rightsresponsibilities.php>

Grade Replacement/Forgiveness and Census Date Policies

Students repeating a course for grade forgiveness (grade replacement) must file a Grade Replacement Contract with the Enrollment Services Center (ADM 230) on or before the Census Date of the semester in which the course will be repeated. Grade Replacement Contracts are available in the Enrollment Services Center or at <http://www.uttyler.edu/registrar>. Each semester's Census Date can be found on the Contract itself, on the Academic Calendar, or in the information pamphlets published each semester by the Office of the Registrar.

Failure to file a Grade Replacement Contract will result in both the original and repeated grade being used to calculate your overall grade point average. Undergraduates are eligible to exercise grade replacement for only three course repeats during their career at UT Tyler; graduates are eligible for two grade replacements. Full policy details are printed on each Grade Replacement Contract.

The Census Date, posted on the University [Academic Calendar](#), is the deadline for many forms and enrollment actions that students need to be aware of. These include:

- Submitting Grade Replacement Contracts, Transient Forms, requests to withhold directory information, approvals for taking courses as Audit, Pass/Fail or Credit/No Credit.
- Receiving 100% refunds for partial withdrawals. (There is no refund for these after the Census Date)
- Schedule adjustments (section changes, adding a new class, dropping without a "W" grade)
- Being reinstated or re-enrolled in classes after being dropped for non-payment
- Completing the process for tuition exemptions or waivers through Financial Aid

State-Mandated Course Drop Policy (Undergraduate Students Only) Texas law prohibits a student who began college for the first time in Fall 2007 or thereafter from dropping more than six courses during their entire undergraduate career. This includes courses dropped at another 2-year or 4-year Texas public college or university. For purposes of this rule, a dropped course is any course that is dropped after the census date (see [Academic Calendar](#) for the specific date).

Exceptions to the 6-drop rule may be found in the catalog. Petitions for exemptions must be submitted to the Enrollment Services Center and must be accompanied by documentation of the extenuating circumstance. Please contact the Enrollment Services Center if you have any questions.

Disability Services

In accordance with federal law, a student requesting accommodation must provide documentation of his/her disability to the Disability Services counselor. If you have a disability, including a learning disability, for which you request an accommodation, please contact the [Disability Services office](#) in UC 3150, or call (903) 566-7079.

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Student Absence due to Religious Observance

Students who anticipate being absent from class due to a religious observance are requested to inform the instructor of such absences by the second class meeting of the semester.

Student Absence for University-Sponsored Events and Activities

If you intend to be absent for a university-sponsored event or activity, you (or the event sponsor) must notify the instructor at least two weeks prior to the date of the planned absence. At that time, the instructor will set a date and time when make-up assignments must be completed.

Social Security and FERPA Statement:

It is the policy of The University of Texas at Tyler to protect the confidential nature of Social Security numbers. The University has changed its computer programming so that all students have an identification number. The electronic transmission of grades (e.g., via e-mail) risks violation of the Family Educational Rights and Privacy Act; grades will not be transmitted electronically.

Academic Dishonesty Policy

Academic dishonesty, such as unauthorized collusion, plagiarism and cheating, as outlined in the [Handbook of Operating Procedures](#), University of Texas at Tyler, will not be tolerated. University regulations require the instructor to report all suspected cases of academic dishonesty to the Dean of Students for disciplinary action. In the event disciplinary measures are imposed on the student, it becomes part of the students' official school records. Also, please note that the handbook obligates you to report all observed cases of academic dishonesty to the instructor. Please understand that the online technology that has so greatly enhanced our ability to find and use other people's words has also made it much easier to track and discover those who do.

Last Day to Drop Any or All Classes

Spring 2016 – March 21 Courses may be dropped online through *myUTTyler* until 4 p.m. on the last day of online (early) registration. After that time, all drops and/or withdrawals must be completed through the Registrar's Office, either in person, by fax or by mail. Faxed or mailed drop/withdrawal requests must include the student's name, ID number, course(s) to be dropped, date, student's signature, contact phone number and copy of a photo ID (driver's license, student ID, etc.). Requests should be mailed to UT Tyler Registrar's Office, 3900 University Blvd, Tyler, TX 75799 or faxed to (903)565-5705. Students are advised to meet with their instructor(s) and/or academic advisor prior to dropping any classes. Dropping or withdrawing from classes may affect financial aid eligibility, veteran's benefits, athletic eligibility, or international student status. Students should consult with those departments prior to dropping or withdrawing.

Student Roles and Responsibilities

Students are responsible for completing the assigned readings, participating in the online discussions and thoughtfully considering the implications of policy on the health

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of citizens. Successful completion of the course requirements will demonstrate evidence of content mastery.

Netiquette Guide

"Netiquette" is network etiquette, the do's and don'ts of online communication. Netiquette covers both common courtesy online and informal "rules of the road" of cyberspace.

Review and familiarize yourself with the guidelines provided.

(URL: <http://www.learnthenet.com/learn-about/netiquette/index.php>)

Navigation

To efficiently and effectively participate in this course, an understanding of how the course is arranged, how to access information, and how to contribute to the learning environment is essential. If you have any questions about how to navigate the course, go to the Help for Students tab.

Completion Time

Online courses require the same amount of time as those that meet face-to-face. Plan to spend six to ten hours a week on this course. This includes reading, participating in the discussions, and completing assignments. The amount of time will vary from individual to individual.

You will have access to most of the course materials from the start of the course to the end. You may look and study ahead, or go back and review, at any time during the course. All assignments have set due dates. The latest time of submission is midnight Central Standard Time on the specified date.

Course Evaluation

UT Tyler may ask you to complete a voluntary evaluation to help them make improvements and adjustments in their overall online learning forums.

Also, an end-of-semester evaluation specifically for this course will be made available for you to complete in the last weeks of instruction. Your comments and recommendations will be considered seriously as the course is updated. Your input throughout the semester contributes to our commitment to improve continually the quality and relevance of this course.

Getting Started

Please refer to the information contained in this Syllabus anytime you have a question regarding the basic course information.

Epilogue

I am delighted to have you in the course. Many challenges and opportunities related to health care delivery and leadership await. Through the utilization of knowledge related to nursing leadership and health care, you have the ability to help shape crucial decisions in the workplace. Nursing has much to offer and organizational and systems leadership will be greatly enhanced by nurse leaders like you.