



The University of Texas at Tyler
MSN Program – SUMMER 2016

Course Syllabus

COURSE NUMBER: NURS5325
COURSE TITLE: Organizational and Systems Leadership

COURSE FACULTY

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PROLOGUE

Welcome, to NURS 5325 Organizational and Systems Leadership! My name is Dr. Colleen Marzilli, and I will be your professor for this course. Organizational and systems leadership issues are so important to patient safety, quality, and excellent outcomes. I am excited and happy to be part of this course as all of us strive to become better leaders and influential in the delivery of health care.

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. I look forward to meeting, sharing and learning with you in our virtual classroom.

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 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.

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.

GRADING POLICY

Grades will be based upon the following:

Discussion Board Participation	20%
Nurse Leader Presentation	35%
Rough Draft of IP Change Project	10%
Final IP Change Project	35%

The weighted average of the graded assignments must be 80% or above to pass the course. All assignments should be submitted prior to the pre-determined due date, unless prior arrangements have been made with the course faculty and a new due date determined. If an assignment is submitted after the due date and no prior arrangements

with the course faculty were made, five points will be deducted each day the assignment is past due.

GRADING SCALE

Final grades for the course will be determined based upon the following numerical grade scale:

A - 90-100

B - 80-89

C - 70-79

D - 60-69

F - Below 60

Census date:

Last day to withdraw with no penalty:

Course Schedule:

REQUIRED TEXTBOOK(S)

Kovner, A. R., & Knickman, J. R. (Ed.). (2011). *Jonas & Kovner's health care delivery in the United States* (10th ed.). New York, NY: Springer Publishing Company. (ISBN: 978-0-8261-0687-2; E-book ISBN: 978-0-8261-0688-9) [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). Assigned readings from journals and periodicals may be used to supplement content

American Psychological Association. (2010). *Publication manual of the American Psychological Association* (6th ed.). Washington, DC: Author.

UTTYLER COURSE POLICIES

The following course policies may be found at the website listed below: absence for religious observance, absence for university-supported trips, services to students with disabilities, grade replacement, state-mandated course drop policy, and Social Security and privacy

<http://www.utt Tyler.edu/academicaffairs/syllabuspolicies.pdf>

UNIVERSITY POLICIES

Make sure you are familiar with all applicable University Policies.

STUDENT 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://www2.uttyler.edu/wellness/rightsresponsibilities.php>

GRADE REPLACEMENT POLICY

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 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

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 Section 504 of the Rehabilitation Act, Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA) the University offers accommodations to students with learning, physical and/or psychiatric disabilities. If you have a disability, including non-visible disabilities such as chronic diseases, learning disabilities, head injury, PTSD or ADHD, or you have a history of modifications or accommodations in a previous educational environment you are encouraged to contact the Student Accessibility and Resources office and schedule an interview with the Accessibility Case Manager/ADA Coordinator, Cynthia Lowery Staples. If you are unsure if the above criteria applies to you, but have questions or concerns please contact the SAR office. For more information or to set up an appointment please visit the SAR office located in the University Center, Room 3150 or call 903.566.7079. You may also send an email to cstaples@uttyler.edu

STUDENT ABSENCES FOR RELIGIOUS HOLIDAYS

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 ABSENCES 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 will 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.

EMERGENCY EXITS AND EVACUATION:

Everyone is required to exit the building when a fire alarm goes off. Follow your instructor's directions regarding the appropriate exit. If you require assistance during an evacuation, inform your instructor in the first week of class. Do not re-enter the building unless given permission by University Police, Fire department, or Fire Prevention Services.

A pdf of these policies can be found at:

<http://www.utt Tyler.edu/academicaffairs/syllabuspolicies.pdf>

The information contained in the course syllabus, other than the grading criteria and absence and make-up policies, may be subject to change with reasonable advance notice as long as the change is without prejudice to the students.

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

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
- 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

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
- 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).

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 may be submitted to the faculty email address listed previously.

I 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 feature in Blackboard is an online discussion forum in which students and faculty can communicate asynchronously (anytime) via message postings. When you click the Discussion Board tab, 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. If there are restrictions on your access, you will know in advance what these restrictions are and why they are in place.

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 allow 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, you may be assigned to groups for discussion and group work. You will receive additional instructions as to your assigned group and expectations regarding your participation as group leader or group member. 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 DB postings will be graded are provided in the Assignments tab.

- Each participant is responsible for participating in the asynchronous discussions of each forum. This participation will include posting answers to questions posed by the instructor and replying to other participants' postings.
- Discussion postings should be made in a timely manner. Deadlines are listed in the Course Schedule. Please note that all discussion postings must be completed by midnight Central Standard Time on the due date.
- Participants should plan on entering the Discussion area several times a week in order to read and comment on others postings. Posting answers to the questions posed in the Discussion area 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 discussion area, please type in your comments directly into the Discussion Board. 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://lms-media.uttyler.edu/fileman/OID/Resource/skills.html>

TECHNICAL INFORMATION

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
 - 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.



NETIQUETTE GUIDELINES

"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!!

Learning is a partnership between the professor and the students. I am like your travel guide. I am here to highlight the interesting things you need to learn about to be successful, and I am here to take you on a tour to learn about things that you identify as interesting. I have been there, and I have done that so I am the person to guide you on this remarkable journey! As with a travel and working with a travel guide, communication is key!! If you identify you have a need, please communicate it with me so I can best accommodate that need! You can be successful!