

Touro University California
School of Nursing
NUR 605 Leadership in Health Care Systems

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- Prerequisites:** Acceptance to the ADN to MSN Nursing Program or the BSN to MSN Nursing Program
- Required Texts:** Patterson, K., Grenny, J., McMillan, R., & Switzler, A. (2012). *Crucial conversations: Tools for talking when stakes are high*. New York, NY: McGraw Hill. ISBN: 978-0-07-177132
- Porter-O'Grady, T. & Malloch, K. (2015). *Quantum leadership: Building better partnerships for sustainable health*. Burlington, MA: Jones & Barlett. ISBN: 978-1-284-05068-4
- Harris, J., Roussel, L., & Thomas, T. (2014). *Initiating and sustaining the clinical nurse leader role (2nd Ed.)*. Burlington, MA: Jones & Bartlett. ISBN: ISBN-13: 9781284032888
- American Psychological Association (2009). *Publication Manual of the American Psychological Association (6th Ed.)*. Washington, DC: American Psychological Association. ISBN: 978 1 4338 05615

Readings: Additional readings available in Blackboard

Course Description

CNL Leadership in Health Care Systems (2 units): Explores the Clinical Nurse Leader role in leading, creating, and sustaining cultures of quality and safety in complex health care delivery systems utilizing theories of change and intra and inter-professional communication and teamwork.

Course Objectives

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

1. Compare and contrast quality improvement models and apply to a specific quality improvement project within a health care organization. EIII, EVIII, CNL11, Q4, Q5
2. Identify the essential skill sets for leaders in contemporary complex organizations. EII, CNL2, CNL12
3. Distinguish between the competing aspects of the CNL role within the microsystem which is part of a complex adaptive system. EII, CNL12
4. Explore the process of CNL leadership influence within the organizational context to align people, support team building, empower, and transform. EVII, CNL12, Q2
5. Integrate leadership knowledge, skills, and dispositions required to work responsibly, sensitively, professionally, and effectively with persons from diverse backgrounds. EIX, CNL2, CNL9
6. Analyze the order and consistency of organizations and identify how individual units function within the broader organizational construct. EII, CNL 12

Essentials of Master's Education for Professional Nursing Practice

I	Background for Practice from Science and Humanities
II	Organizational and Systems Leadership
III	Quality Improvement and Safety
IV	Translating and Integrating Scholarship into Practice
V	Informatics and Healthcare Technologies
VI	Health Policy and Advocacy
VII	Interprofessional Collaboration for Improving Patient and Population Health Outcomes
VIII	Clinical Prevention and Population Health for Improving Health
IX	Master's-Level Nursing Practice

CNL Competencies

CNL1	Critical Thinking	CNL 8	Ethics
CNL2	Communication	CNL 9	Human Diversity
CNL3	Assessment	CNL 10	Global Health Care
CNL4	Nursing Technology and Resource Management	CNL 11	Healthcare Systems
CNL5	Health Promotion, Risk Reduction, & Disease Prevention	CNL 12	Provider & Manager
CNL6	Illness & Disease Management	CNL 13	Designer/Manager/Coordinator of Care
CNL7	Information & Healthcare Technologies	CNL 14	Member of a Profession

QSEN Competencies

- Q1 Patient-Centered Care
- Q2 Teamwork and Collaboration
- Q3 Evidence-based Practice (EBP)
- Q4 Quality Improvement (QI)
- Q5 Safety
- Q6 Informatics

Course Delivery

This course is taught in a blended learning format with on-site and on-line activities designed to provide the opportunity for students to explore course content through a variety of educational modalities. The course will involve reading, writing in the discipline, presentation by course faculty and other health care leaders, student classroom discussion and interaction, and student participation in web-enhanced exercises. The course meets weekly for a 4-hour long face-to-face session and one Sunday a month.

Teaching strategies include face-to-face classroom, WebEx, online meetings, lecture, online discussion board, case studies, readings, online interactive exercises, independent literature review, audio-visual materials, and written papers.

Access the Course

This course will be delivered in a blended learning online environment through a course management system named Blackboard. To access a course on Blackboard you will need access to the Internet and an internet browser (Internet Explorer, Firefox, and Safari). Students will use their Blackboard account to log into the course from the [Blackboard Login page](#). For help or to report a problem with Blackboard visit: [Blackboard Help](#)

Communications

The most important tool for communication in this course is e-mail and Blackboard. It is the student's responsibility to check Blackboard at least **2-3 times** per week. We will be using various communication tools that are built into the Blackboard course such as:

- Announcements: Utilized to update students on current due dates and information related to class schedules and assignments.
- Discussions: Utilized for scheduled/graded discussion questions.

Course Components

Assignment Submission Instructions

- Access to assignments and rubrics are available from a link within the *Course Content* and a link in the weekly overview page.
- Please upload all assignments in the drop box for each assignment.
- Graded assignments are available from the grade book link.

Discussions

The Discussion function is utilized for active participation and reflection of course content. Instructions and grading criteria specific to each discussion topic are included in the weekly topic content area.

Keep in mind that in all dialogue with faculty and other students, respectful communications are an expectation. The faculty will not tolerate disrespectful e-mails or other correspondence directed to them, other students, or community members. Please take the time to re-read all your correspondence prior to sending to assure that it is sent in a manner that promotes respect and dialogue. These guidelines apply to online chat rooms, e-mail, discussions and any other form of communication.

Grade Distribution NUR 605

Assignment	Points	%	Due Date	Submission method
Assignment 1 Organizational Model Paper Part 1	30	30	Feb. 8	BB
Assignment 2: Org Model Paper Part 2	20	20	Mar. 6	BB
Assignment 3: Discussion X 2	20	20	Jan. 18 Feb. 22	BB
Assignment 4: Quiz X 3 in Blackboard	30	30	Jan. 25 Feb. 15 Mar. 1	BB
Total	100	100		

Grading Criteria

Grading rubrics for each assignment are posted in Blackboard with assignment instructions.

A minimum grade of a C is expected of all graduate students for successful completion of this course. To pass graduate courses, students must earn an 80% or greater for each assignment and an 80% or greater for total cumulative points on the individual assignments.

#Percentage Grade	GPA Equivalent
96-100%	4.00
90-95%	3.70
86-89%	3.30
80-85%	3.00
76-79%	2.30
70-75%	2.00
0 - 69	Unsatisfactory

Viewing Grades in Blackboard

Students can access grades via the My Grades tool in their Blackboard course.

Course Policies

All assignments must be completed to pass this course. Barring unusual and unforeseen circumstances, assignments are due by the date indicated and in the manner prescribed.

Resubmission of Written Work: The first assignment may be resubmitted after initial grade and feedback **within 72 hours**, without penalty. The new grade will be recorded. Subsequent assignments may be resubmitted with a 10% penalty to the final grade for that assignment.

Attendance

Attendance in face to face and on line sessions is essential to meeting course objectives. It is important to notify faculty prior to class if a student has an emergency and cannot attend class.

Participation

It is expected that students will attend class prepared and actively participate in discussion and class activities. Grading will be based on consistent classroom participation that demonstrates consideration of pre-class reading assignments, respect for the contributions of faculty, guests and fellow students, and a desire to explore the topic under discussion.

Late Work

Late work will not be accepted unless prior arrangements have been made with the faculty regarding the assignment. Assignments submitted late without approval will receive zero points.

Under emergency/special circumstances, students may petition for an incomplete grade. An incomplete will only be assigned if there has been satisfactory progress in the course prior to requesting an incomplete. **Incomplete** contracts and due dates will be set by the instructor.

If you find that you have any trouble keeping up with assignments or other aspects of the course, make sure you let the Faculty of Record know as early as possible. As you will find, building rapport and proactive relationships are key to becoming an effective professional. Make sure you are proactive in informing your professors when difficulties arise during the semester so that faculty can help you find a solution.

University Policies

All policies in the student handbook for graduate students in the School of Nursing will be adhered to in this course. Students are advised to review the handbook each semester.

Academic Honesty

Touro College and University System is a community of scholars and learners committed to maintaining the highest standards of personal integrity in all aspects of our professional and academic lives. Because intellectual integrity is a hallmark of scholarly and scientific inquiry as well as a core value of the Jewish tradition, students and faculty are expected to share a mutual respect for teaching, learning and the development of knowledge. They are expected to adhere to the highest standards of honesty, fairness, professional conduct of academic work and respect for all community members.

Academic dishonesty undermines our shared intellectual culture and our ability to trust one another. Faculty and administration bear a major responsibility for promoting a climate of integrity, both in the clarity with which they state their expectations and in the vigilance with which they monitor students. Students must avoid all acts of dishonesty, including, but not limited to, cheating on examinations, fabricating, tampering, lying and plagiarizing, as well as facilitating or tolerating the dishonesty of others. Academic dishonesty lowers scholastic quality and defrauds those who will eventually depend on the knowledge and integrity of our graduates.

The Touro College and University System views the violation of academic integrity with the utmost gravity. Such violations will lead to appropriate sanctions, up to and including expulsion from the college community. We commit ourselves to the shared vision of academic excellence that can only flourish in a climate of integrity.

*See Student Handbook for complete policy.

Reasonable Accommodation Policy

An application for accommodation of a disability must be made by the student. Verbal disclosure prior to or following admission is not sufficient. Students may apply for

special accommodations anytime during their academic curriculum, however, if granted, the accommodation is given only for the academic year in which it is requested.

A student requesting an accommodation for a disability under the ADA must meet with the Learning Specialist who is located in WH 205. An application for accommodation of a disability can be filled out in this office.

http://studentservices.tu.edu/resources/docs/academic_support/TUC_Accommodation_Application.pdf

*See Student Handbook for complete policy.

Touro University California Library

As a Touro student you have access to the various resources offered by the library such as book checkout, study areas, and research databases, etc. To learn more about available resources visit the [TUC Library Resources](#)

Writing Resources

Standards for Written Work

Written work should adhere to APA format for citations, references, use of a title page as a silent page one, line spacing (double spaced), and pagination (numbered in the upper right corner).

Course Schedule

An online course schedule is also available within the Blackboard course via the Course Information Tool.

NUR 605				
Week	Topic	Readings	Activity	Due Date
1 Jan. 7 4:30-8:30	Course Overview CNL Role (Clavo-Hall)	Harris, Roussel, & Thomas Chap. 1 & 2 CNL White Paper CNL Code of Ethics	Module #1 Fiscal Awareness	Jan. 12, 10 PM
2 Jan. 14	Leadership & Complexity Theory	Porter O'Grady & Malloch Chap. 1 & 2	Discussion #1	January 18, 10 PM

NUR 605				
Week	Topic	Readings	Activity	Due Date
4:30-8:30	(Moore-Harper)		Quiz #1	January 25, 10 PM
3 Jan 21	No Class-White Coat Ceremony			
4 Jan. 28 4:30-8:30	Organizational Theory & Models (Moore-Harper)	Porter-O'Grady & Malloch Chap.3		
5 Feb. 4 4:30-8:30	Diffusion of Innovation (Clavo-Hall)	Harris, Roussel, & Thomas Chap. 4 Porter-O'Grady & Malloch Chap. 4 & 5	Assign. #1 Part I Org Model	February 8, 10 PM
6 Feb. 11 4:30-8:30	Quality Improvement (Moore-Harper)	Harris, Roussel, & Thomas Chap. 11	Quiz #2 Module #2 QI/IHI	February 15, 10 PM
7 Feb. 18 4:30-8:30	Communication for effective CNL leadership (Clavo-Hall)	Crucial Conversations 7, 8, & 9 Harris, Roussel, & Thomas Chap. 6	Discussion #2	Feb. 22, 10 PM
8 Feb. 25 4:30-8:30	Role of the CNL-Competencies for Leadership (Moore-Harper)	Crucial Conversations 10 & 11 Harris, Roussel, & Thomas Chap. 7 Porter O'Grady & Malloch Chap. 8	Quiz #3	March 1, 10 PM
8 Mar. 4 4:30-8:30	Leading Change (Stoltz)	Porter O'Grady & Malloch Chap. 7 & 9	Assign. #2 Part II Organizational Model Paper	March 6, 10 PM