

GEORGE MASON UNIVERSITY
College of Health and Human Services

NURS 436 – Section 001
Leadership and Management of Healthcare

Spring 2008

Wednesdays
430pm-710pm
FAB B106

Faculty:

Ana Stoehr, RN, MSN

Robinson A 366

astoehr@gmu.edu

703-993-4428

Leadership and Management of Healthcare (NURS 436)

Contents

Course Description and Objectives.....	3
Topical outline, teaching strategies.....	4
Grading Scale.....	5
Schedule of Classes.....	6
Responsibilities and Evaluation Processes.....	7
ATI Practice and Proctored Assessment Information.....	8-10
Policies and Guidelines	11
Grading Sheet for Research Critique.....	12
Course Final Evaluation	13
Course Mid Term Evaluation	14

Required texts:

Yoder-Wise, P. S. (2007). *Leading and Managing in Nursing*. 4th Edition. St. Louis: Mosby Elsevier. ISBN: 0323039006 ISBN-13: 9780323039000

ATI Leadership and Management Version 4.0 Review Module

ATI Community Health/Leadership Nursing DVD

GEORGE MASON UNIVERSITY
College of Health and Human Services

Course Number: NURS 436 (3 credits)

Course Title: Leadership and Management of Health Care

Course Description: An introductory course in the leadership and management of health related organizations. This course reviews administrative issues in health related services with particular emphasis on developing organizational strategies for effective interfacing of medical, nursing, allied health and administrative staff.

Course Objectives: Upon completion of the course, students shall be able to:

1. Analyze the nature of managerial work in contemporary health care using a systems approach: Organizational systems, interpersonal systems, decisions systems and information systems.
2. Relate past historical developments and changes with the current health care system.
3. Explore the nature and development of an organizational culture.
4. Examine implications of interdisciplinary communication relative to organization and team concerns of health care leaders and managers.
5. Discuss use of ethical and managerial decision processes in health care organizations.
6. Compare informational system technologies used in health care and organizational applications.
7. Identify processes and strategies of conflict of management within integrated health care delivery systems.
8. Explain the ethical and legal aspects of the managerial role.
9. Describe characteristics of managed care and models of case management within integrated health delivery systems.
10. Examine methods of evaluating and improving quality within an integrated health organization.
11. Relate current trends in management involving cost, access and quality within business and industry to health care leadership/management.

George Mason University
College of Health and Human Services

NURS 436: Leadership and Management of Health Care

Topical Outline:

Healthcare Organizations
Cultural Diversity in Healthcare
Managing, Leading & Following
How organizations are designed
How Nursing Care is Delivered
Leading Change
Conflict Resolution
Team Building
Understanding Power, Politics & Influence
Collective Action
Legal & Ethical Issues
Problem Solving & Decision Making
Managing Costs & Budgets
Staffing & Scheduling
Managing Information & Technology
Managing Quality & Risk
Translating Research into Practice
Delegating Successfully
Developing & Evaluating Staff
Managing Personal/Personnel Problems
Strategic Planning
Consumer Relationships
Role Transition
Managing Stress & Time
Career Management
Professional organizations
Thriving for the Future

Teaching Strategies: Lecture, discussion, simulated case studies, group work, and others based on the instructor's preference.

Course Grade Evaluation:

Exam 1*	15%
Exam 2*	15%
Exam 3*	15%
Exam 4*	15%

- **Note:** A grade of 73% or higher (grade of "C") must be achieved as a **cumulative average** on the unit exams in order to successfully complete NURS 436.

ATI:

1. ATI testing is a mandatory requirement for selected courses.
2. ATI practice test must be passed with a 90% or higher to be eligible to take the ATI proctored exam.
3. Dates for ATI testing will be assigned by the faculty teaching the course.
4. Completion of the ATI proctored exam is a requirement for passing the course.
5. If a Level II or above is not achieved, remediation will be required. The student will be required to retake the proctored exam, which must be taken within one week of the first proctored exam. Students may not retake a proctored exam if a Level II or III is achieved which demonstrates mastery of the content.
6. Points will be awarded for the first exam:
 - a. Level III = 5 points
 - b. Level II = 4 points
 - c. Level I or below = 0 points
7. For any score of Level I or below, no points will be awarded until completion of remediation and retake of the proctored exam. Points will be awarded as follows for the RETAKE exam:

First Exam:

- a. Level I = 0
- b. Below Level I = 0
- c. Level 1 = 0
- d. Below Level I = 0

RETAKE Exam:

- Level I, II, III = 3 points
Level I, II, III = 3 points
Below Level I = 0 points
Below Level I = 0 points

Research Critique(2) 20%

Staffing Exercise 15%

ATI Practice Assessment- Students must achieved an grade of 90% or above in order to take the Proctored exam. This is an Pass/Fail assignment.

Students will be given a variety of assignments and activities by the faculty. The purposes of these activities are to facilitate discussion of management principles and concepts, and promote critical thinking. Additional reading may be assigned.

- The faculty member reserves the right to alter evaluation methods.
- Five points per day will be taken off the grade for late papers, exercises, or ATI assessments.

Undergraduate Grading Scale

A+ 99-100	B+ 87-89.99	C+ 77-79.99
A 94-98.99	B 83-86.99	C 73-76.99
A- 90-93.99	B- 80-82.99	C- 70-72.99
		D 60-69.99

NURS 436: Leadership and Management of Health Care

Schedule of Classes

Class	Date	Topic	Y-W	ATI
1	1/23	Course Introduction: Syllabus Review Healthcare Organizations	Chapters 6	
2	1/30	Managing, Leading & Following Cultural Diversity in Healthcare	Chapters 1,2, 3,8	Chapt. 1
3	2/6	How Organizations are Designed How Nursing Care is Delivered	Chapters 7 & 12	Chap 6
4	2/13	Exam # 1 Leading Change	Chapter 16	
5	2/20	Conflict Resolution Team Building	Chapters 22 & 17	Chapt.7, 6
6	2/27	Power, Politics & Influence Legal & Ethical Issues Research Critique #1	Chapters 9, & 4	Chapt. 3
7	3/5	Exam # 2 Problem Solving & Decision Making	Chapter 5	Chapt. 2
8	3/19	Staffing & Scheduling Managing Information & Technology	Chapters 13 & 10	
9	3/26	Managing Quality & Risk Translating Research into Practice	Chapters 19 and 20	Chapt. 11
10	4/2	Exam # 3		
11	4/9	Delegation Developing & Evaluating Staff Managing Personal/Personnel Problems	Chapters 14,23,24	Chapt.7, 8 ,9
12	4/16	Strategic Planning Managing Stress & Time Research Critique Due!!	Chapters 15 ,21,26	Chapt. 2,10
13	4/23	Role Transition Career Management Professional organizations Thriving for the Future ATI Practice Assessment DUE!!	Chapters 25,27,28,29	Chapt. 9
15	4/30	ATI Proctored Exam Location to be determined		
16	5/7	Final Exam		

******Note:** Schedule of Classes is subject to change.

Responsibilities and Evaluation Processes

1. Class attendance and participation:

Students are expected to attend and participate in classroom activities. Students will be responsible for all topics and material covered in class, the book, and in exercises. Test items will come from all sources.

2. Exercises:

Students will be given a variety of individual and group exercises. The purposes of these exercises are to facilitate discussion of the use of leadership and management theory and principles in health care. On-line exercises are used to facilitate an understanding of databases and the knowledge that is available for use in managing resources.

3. Research Critique:

The student will write a critique of a research article of the student's choice concerning one of the topics presented in the class. The article must come from a peer-reviewed journal outside of nursing, medicine and health. The student will write a critique of the article using APA format. The student will turn in the article along with the critique.

4. Exams:

A **cumulative average of 73% or higher** (grade of "C") must be achieved on the unit exams in order to successfully complete NURS 436. The style and format of testing will be the decision of the instructor and may include but not be limited to multiple choice, short answer, and essay on-line examinations. All examinations will be given at stated times during the course. Such times are published in the course schedule. Pink(RED) scantrons will be turned in to the instructor with your name on each by the second week of classes.

The student is responsible to take the examination as scheduled, unless expressed permission to take it at another time has been granted in advance by the instructor, except for cases of illness or death in the family. For the final examinations the catalog policy shall prevail: Absence from final examinations or the proctored ATI will not be excused except for sickness on the day of the examination or for other cause approved by the student's academic dean (GMU Catalog, 2006-2007).

If a student fails to take an exam as scheduled, it is the student's responsibility to contact the professor within 24 hours of the missed examination. For every day beyond the initial 24 hours, 5 points will be deducted from the grade for that examination.

Make up exams or quizzes may be given at a stated time, or the instructor may prepare an examination for the student to be taken at an arranged time. The length of time allowed will be the

same as for scheduled examinations. Normally, make up exams will be taken within two class meetings of the regularly scheduled exam, or before the next regularly scheduled class period.

5. ATI Practice Assessment:

The ATI Practice Leadership and Management Practice Assessment is a web-based, on-line program that can be accessed from your home computer. The assessment contains 60 questions with a variety of question formats including multiple choice (with one or more correct answers), fill in the blank, and ‘hot spot’ items that require identification of an area on an image or graphic.

- The ATI Practice Assessment must be completed with a **90% or above** in order to obtain a score. Failure to complete the Practice Assessment by the end of the semester will result in a grade of “Incomplete”.

TOPICS COVERED ON PRACTICE ASSESSMENT:

<p>ETHICAL AND LEGAL ISSUES Abortion Dilemma: Recognizing the Issues Civil Law in Health Care: Client Records Civil Law: Understanding Torts Diagnostic Protocol: Questioning Care Ethical Responsibilities: Nurse Manager Ethics Committee: Understanding Its Role Ethics in Practice: Applied Theory Good Samaritan Acts: Assessing Liability Intentional Torts: False Imprisonment Legal Basics: Negligence Legal Basics: Risk Management Moral Principles: Disclosing Information Organ Donation: Legal Protocols Regulatory Guideline: Nurse Practice Act</p>	<p>MANAGEMENT AND SUPERVISION Agency Fire: Prioritizing Interventions Change Motivation: Assessing Readiness Change: Handling Resistance Positively Delegation: Effective Approaches Disciplinary Action: Optimal Strategy Fiscal Resources: Containing Unit Costs Human Resource Management: Interviewing Human Resources: Selection Process Manager Competencies: Power Strategies Performance Appraisal: Peer Evaluation Performance Evaluation: Common Errors Problem Solving: Positive Strategies Progressive Discipline: Stepwise Method Staff Development: Orientation Process Staff Management: Addressing Issues Unit Management: Prioritizing Actions</p>
<p>HEALTH CARE DELIVERY Budget: Implementing and Monitoring Capitation: Need for Time Management Client Care Delivery: Using Informatics CQI Monitoring: Collecting Data Delivery Systems: Functional Care Effective Practice: Influencing Others Factors Affecting Delivery: Managed Care Health Care Quality: Process Standards Organizational Structure: Care Delivery Organizational Structure: Position Type Postoperative Orders: Questioning Safety Public Health: Contracting for Services</p>	<p>FOUNDATIONS FOR NURSING LEADERSHIP Barriers to Change: Perceptual Issues Change Strategies: Identifying Types Change: Facilitating the Process Decision-Making: Using a Decision Grid Leadership Styles: Authoritarian Levels of Management: Responsibilities Manager Functions: Budgetary Adjustment Managing Conflict: Identifying Strategy Operational Plans: Evaluating Outcomes Organizational Culture: Effecting Change Positive Work Environment: Communication</p>

Reimbursement: Prospective Payment Standards of Care: JCAHO Accreditation Time Management: Appropriate Strategy	Procedural Change: Promoting Acceptance Staff Education: Optimal Planning Strategic Planning: Vision Integration Types of Conflict: Intrapersonal
---	--

6. ATI Proctored Assessment Exam:

The ATI Proctored Assessment will take place on Wednesday, April 30, 2009 during the regularly scheduled class time. Location to be determined. The ATI Assessment contains 60 questions and students will have one hour to complete the exam. Students must receive a score of level 2 or above on this exam in order to pass. If a score of level 2 or greater is not achieved, then the student **must** practice questions with the ATI remediation and re-take the proctored assessment within one week. Re-tests can be scheduled with Terri Guingab (703-993-1912) in the computer lab.

RN LEADERSHIP 2.1 PROCTORED ASSESSMENT

This 60-item test offers an assessment of the student's basic comprehension and mastery of leadership and management principles. Assessed concepts include: 1) basic leadership and management principles (e.g., management functions, organizational process and culture, planning process, leading change, approaches to health care delivery, and professional practice models); 2) resource management (e.g., conflict management; management of fiscal resources, including budgeting; human resources, including staffing, staff development, staff discipline, performance appraisals, and productivity management; and work environment management); 3) quality and legal ethical issues (e.g., scope of practice, potential liability, end-of-life issues, moral frameworks, professional standards of practice, and quality improvement); and 4) delegation and prioritization principles. A significant focus of this assessment is the student's decision-making skills with regard to appropriate delegation to licensed practical/vocational nurses and unlicensed assistive personnel and the student's ability to establish priorities in the triage and provision of nursing care to multiple clients with diverse health care needs.

TOPICS COVERED ON PROCTORED ASSESSMENT:

QUALITY AND LEGAL ETHICAL ISSUES

Ethical Issues: End-of-Life Issues
 Ethical Issues: Ethics Committee Referrals
 Intentional Torts: Battery
 Moral Framework: Utilitarianism
 Potential Liability: Chemical Dependency
 Potential Liability: Ethical Use of Information
 Potential Liability: Responsibility for Client Care Coverage
 Professional Decision Making: Method
 Quality Improvement: Benchmarking
 Quality Improvement: Clinical Pathways

Quality Improvement: Monitoring Quality Indicator
Quality Improvement: Staff Education
Quality Improvement: Utilization Review
Quality: Professional Standards of Practice
Values: Ethical Principles

RESOURCE MANAGEMENT

Conflict Management: Strategies

Human Resource Management: Indoctrination

Human Resource Management: Steps in Progressive Discipline

Human Resources: Recruitment Process

Performance Appraisal: Data Collection

Performance Appraisal: The Process

Recruitment: Position Development

Recruitment: Steps in the Process

Resource Allocation: Horizontal Integration Strategies

Resource Allocation: Increasing Productivity

Resource Allocation: Staffing Factors

The Work Environment: Motivation

Time Management: Strategies

Time Management: Taking Action

DELEGATION AND PRIORITIZATION

Delegation: Licensed Practical Nurse Client Assignment

Delegation: Unlicensed Assistive Personnel (UAP) Client Assignment

Priority Setting: Client Triage

Priority Setting: Prioritization of Client Interactions

Priority Setting: Priority Client Assessment

LEADERSHIP AND MANAGEMENT PRINCIPLES

Effective Change Agents: Characteristics

Effective Management Functions: Staff Development

Health Care Delivery Systems: Cost-Containment Methods

Health Care: Factors Affecting Delivery

Implementing Change: Effective Strategy

Leadership Style: Transformational

Leading Change: Motivating Forces

Leading Change: Stages of Change

Leading Change: Types of Change

Management: Organizational Culture

Management: Organizational Process

Planned Change: Manager Role

Planning Process: Types of Plans

Team Approaches: Nursing Care Delivery Systems

Team Approaches: Participatory Professional Practice Model

7. E-Mail accounts:

Students will be expected to use their **GMU** e-mail account that is active (not full). The student must be able to receive e-mails and other communications therefore, do not allow the e-mail mailbox to become full because full accounts will not allow any messages. It is the student's responsibility to check their e-mail accounts on a regular basis.

8. Rounding of grades:

Assignment, exams, and final grades **will not** be rounded up to the nearest whole number. For example, if you get an 89.93 on an assignment, exam, or as a final grade, you will receive a B+.

Policies and Guidelines

Honor code:

“To promote a stronger sense of mutual responsibility, respect, trust, and fairness among all members of the George Mason University community and with the desire for greater academic and personal achievement, we, the student members of the university community, have set forth this honor code: *Student members of the George Mason University community pledge not to cheat, plagiarize, steal, or lie in matters related to academic work*” (*George Mason University Catalog, 2006-2007, p. 31*).

Individuals with disabilities:

George Mason University is committed to complying with the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 by providing reasonable accommodations for disabled applicants for admission, students, applicants for employment, employees, and visitors. Applicants for admission and students requiring specific accommodations for a disability should contact the Disability Resource Center at 703-993-2474, or the Equity Office at 703-993-8730. Applicants for employment and employees should contact Human Resources at 703-993-2600 or the Equity Office. Students and employees are responsible for providing appropriate documentation and requesting reasonable accommodation in a timely manner (*George Mason University Catalog, 2007-2008, p. 57*).

Memorandum defining policies and guidelines for students / faculty course requirements.

The student is responsible for completing all course requirements on time unless expressed permission for late submission has been granted in advance by the instructor, except for cases of illness or death in the family.

If a student fails to submit assignments or take exams as scheduled, it is the students' responsibility to contact the professor in advance of the missed deadline. For every day beyond the deadline, 5 points will be deducted from the grade for that assignment or exam.

For final examinations the catalog policy shall prevail: Absence from final examinations will not be excused except for sickness on the day of the examination or for other caused approved by the student's academic dean (*George Mason University Catalog, 2006-2007, p. 35*).

Name: _____

Date: _____

George Mason University
College of Health and Human Services
School of Nursing
NURS 436

Grading Sheet for Research Critique

The student will write a critique of a research article of the student's choice concerning one of the topics presented in the class. The student will write an analysis of the article using the **APA format**. The student will **turn in the article** along with the analysis.

- A. APA Format: (2pts)____
Identify the article using APA (5th ed) format including cover sheet
Critique written using APA format
- B. In your own words, summarize the major ideas presented including: (Use Bullet Format)
(6pts)____
- Author and title
 - Type of study
 - Purpose of the study –
 - Research questions and/or hypotheses
 - Framework used
 - Sample
 - Measurement – Instrument used
 - Data analysis
 - Summary of the Discussion, conclusion, and limitations and/or recommendations
- C. Finalize this paper by stating with what you have learned from the article including strengths and weakness. Include how this article would apply to your future nursing practice.
(2pts)____
- D. Attach this sheet and the critique to the front of the article.

Total possible points: 10

Student Score: _____

GEORGE MASON UNIVERSITY
College of Health and Human Services

Course Final Evaluation
Didactic Course

NURS 436 Section: ____

1. Indicate your thoughts on the classroom strategies for NURS 436.
2. What areas of this class have been particularly interesting or helpful to you?
3. If you missed more than two classes, indicate what has hampered your attendance.
4. List any other suggestions for improvement or ideas that you would like your instructor to know.

