

GEORGE MASON UNIVERSITY
College of Health and Human Services

NURS 436 – Section 001
Leadership and Management of Healthcare

Summer 2008

Faculty:

Odette Willis RN, MN, MBA

owillis@gmu.edu

(703) 993-4661

Robinson A – Room 382

Tuesday:	Office hours:	1:00 pm to 3:30 pm	
	Class: NURS 436	3:45 pm to 6:50 pm	ENT 277
Thursday:	Office hours:	1:00 pm to 3:30 pm	
	Class: NURS 436	3:45 pm to 6:50 pm	ENT 277
Saturday:	Class: NURS 436	12:15 pm to 3:20 pm	ENT 277

Leadership and Management of Healthcare (NURS 436)

Contents

Course description and objectives.....	3
Topical outline, evaluation methods.....	4
Grading scale.....	5
Schedule of classes.....	6
Responsibilities and evaluation processes.....	7
ATI Practice and Proctored Assessment Information.....	8
Policies and guidelines for students and faculty regarding the Honor Code, Students with disabilities, Examinations and course requirements.....	11
Grading Criteria for the Interview with a Manager Paper.....	12
Final Evaluation	13

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 3.1 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:

Introduction to Nursing Management	How Organizations Are Designed
How Nursing Care is Delivered	Leading & Managing
Understanding Legal & Ethical Issues	Understanding Power & Politics
Communicating Effectively	Handling Conflict
Delegating Successfully	Building & Managing Teams
Budgeting & Managing Resources	Managing & Improving Quality
Using Health Care Technology Systems	Managing Stress and Time
Initiating & Managing Change	
Thinking Critically, Making Decisions, Solving Problems	
Handling Staffing, Scheduling, Recruiting, Motivating, Developing & Evaluating Staff	
Coaching, Disciplining, & Terminating Staff; Reducing Turnover, Retaining Staff	
Managing Absenteeism & Other Staff Problems	
Handling Collective Bargaining Issues	

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

Evaluation*

Quiz 1	15%
Quiz 2	15%
Quiz 3	15%
Quiz 4	15%
Quiz 5	15%
ATI Proctored Assessment	0-5%
Interview with a Manager paper	12%
Staffing Exercise	5%
Web Journey Exercise	1%
Wall Street Journal Exercise	1%
Budget Exercise	1%
Total score for final grade	95-100%

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 assessments.
- The ATI Practice Assessments must be completed with a 90% or above in order to obtain a score. Practice assessments must be completed before taking the ATI proctored assessment.

ATI:

1. ATI testing is a mandatory requirement for selected courses.
2. ATI practice tests (version 1 and 2) must be passed with a 90% or higher to be eligible to take the 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. 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 I = 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

The ATI Student Practice Assessments must be completed prior to the proctored exam date in order to be eligible to participate in the proctored exam.

- **A cumulative grade of 73% or higher (grade of “C”) must be achieved in order to pass NURS 436.**

Undergraduate Grading Scale:

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

George Mason University
College of Health and Human Services

NURS 436
Leadership and Management of Health Care

Schedule of Classes

Class	Date	Topic	Yoder-Wise	ATI
1	5/20	Course overview Principles of Leading, Managing and Following	Chapters 1-3	
2	5/22	Health Care Organizations and the Future of Health Care	Chapters 6-7 and 29	
3	5/27 Quiz 1	<i>Web Journey is Due</i> Managing Change	Chapters 16 and 28	
4	5/29	Making Decisions and Strategic Planning	Chapters 5 and 15	
5	5/31 Quiz 2	Power and Influence, Collective Action and Consumer Relationships	Chapters 9, 18 and 21	
6	6/3	<i>Wall Street Journal Exercise is Due</i> Managing Resources: Budgets, Care and Staffing	Chapters 11-13	Chapter 4, 11
7	6/5 Quiz 3	<i>Budget Exercise is Due</i> Working with Staff: Selecting, Delegating, Evaluating and Diversity	Chapters 14 and 8	Chapter 7
8	6/7	Delegation and Managing Personnel	Chapters 23 and 24	Chapter 5, 6, 9
9	6/10 Quiz 4	<i>Staffing and Delegation Exercise Due</i> Building Teams, Communication and Conflict	Chapters 17 and 22	Chapter 8, 12, 13
10	6/12	<i>Interview with a Manager Paper Due</i> Legal and Ethical Issues	Chapters 4 and 19	Chapters 1-3
11	6/14 Quiz 5	Technology and Research	Chapters 10 and 20	Chapter
12	6/17	You the New RN!	Chapters 25-27	Chapter 10
13	6/19	Proctored ATI Assessment	Terri's Computer Lab	

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 by the faculty. 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. Interview with a Manager Paper:

Students will interview a Nurse Manager after the class on Leadership and Management theory. Students are expected to have all written materials presented in a professional manner, which include typewritten, correct spelling, punctuation and grammar. **APA Format** is to be used for all assignments submitted for grading.

4. Exams:

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.

A cumulative grade of 73% or higher (grade of “C”) must be achieved in order to pass NURS 436.

All examinations will be given at stated times during the course. Such times are published in the course schedule.

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 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 students' 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.

TOPICS TO BE COVERED:

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

6. ATI Proctored Assessment:

The ATI Proctored Assessment will take place on Monday, October 15, 2007 during the regularly scheduled class time. The place is to be determined. The Assessment contains 60 questions and will be given over a period of one hour.

If the student does not obtain a Level 2 score or above on the first Proctored Assessment test, the student will complete required remediation and schedule an appointment with Terri Ann Guingab at x 3-1912 in the Nursing Computer Lab to retake the assessment. The retake must be completed within one week of the first test.

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 TO BE COVERED:

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 an e-mail account that is active. The student must be able to receive emails and other communication as specified. Do not allow the mailbox to become full.

8. Rounding of grades:

Assignment, test, and final grades **will not** be rounded up to the nearest whole number. For example, if you get an 89.93 on an assignment, test, 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, 2006-2007, p. 55*).

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*).

GEORGE MASON UNIVERSITY
College of Health and Human Services
NURS 436

Grading Criteria for the Interview with a Nurse Manager

Student's Name: _____

Date: _____

Criteria:	Maximum points	Student's points
1. The nurse manager, title, and description of the unit/environment are clearly identified.	10	
2. The purpose for selecting the manager is described appropriately.	10	
3. The interview is described clearly.	10	
4. The analysis of the manager's leadership and management style presented clearly and succinctly.	10	
5. Principles of leadership and management are identified and explained.	10	
6. Discussion of the findings is presented clearly with limitations and lessons learned included.	10	
7. Sources are cited to support claims.	10	
8. Content of the paper is organized clearly with appropriate sentence structure, spelling and grammar.	15	
9. APA format is used correctly.	15	
Total score:	100	

Comments:

GEORGE MASON UNIVERSITY
College of Health and Human Services

Final Evaluation
Didactic Course – Summer 2008

NURS 436 Section 001

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.