Organizational and Systems Leadership
NURS 5325
Fall 2022

Scheduled Class Days and Times: Online

Instructor's Name: Dr. Patricia G. Wilson (All Sections)
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Office Hours: Virtual office hours Tuesdays, 1 pm – 4 pm CST via Zoom and available by appointment, email*, conference call, and Zoom. Email faculty to schedule meeting and obtain Zoom link.
***Please email me to arrange an appointment.**

Course Description: This course builds on prior knowledge, continuing step 4 of the EBP process. Students will explore leadership styles/principles and their impact on healthcare delivery systems, including economic, ethical, legal and political factors. Students will analyze evidence-based quality improvement principles that include metrics to demonstrate their impact on healthcare outcomes with group and individual application.

Prerequisite: NURS 5302

Student Learning Outcomes:

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 these affect health care.
2) Explore how leadership styles influence organizations and APRN, Nurse Educator, and Administrator roles.
3) Collaborate with inter-professional team members across care environments to design system change strategies for improving quality outcomes.
4) Assess practice environment using practice-generated data.
5) Determine project planning steps, actions, and evaluation (metrics).
6) Integrate research evidence, ethical considerations, clinical expertise, and patient values to

> craft projects that impact health care outcomes and/or cost effectiveness of care.

Required Textbooks and Readings:

Melnyk, B. M., & Fineout-Overholt, E. (2019). *Evidence-based practice in nursing & healthcare: A guide to best practice* (4th ed.). Wolters Kluwer. ISBN 978-1-4963-8453-9 [Please note this text is also used in NURS 5301 & 5302 Translational Science I & II]

American Psychological Association. (2020). *Publication manual of the American Psychological Association* (7th ed.). https://doi.org/10.1037/0000165-000 [This manual is used throughout the Master's program.]

Assigned readings from journals and periodicals will be used to supplement content.

Assignments and Weights/Percentage Values:
1. Discussion Boards (3) @ 5% each   15%
2. Leadership Strengths Essay   20%
3. DB Self-Evaluation-Midterm   5%
4. Applying Team Leadership Principles to Systems' Change Essay   15%
5. Change Project Paper Draft   25%
6. Collaborative Peer Review of Draft   10%
7. Change Project Paper Final   10%
8. Total   100%

Grading Scale:

Specific guidelines and grading criteria for all assignments are in the Modules. Final grades for the course will be determined based upon the following point assignments:

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

Grades will not be rounded when calculating the average (79.5 is not rounded to 80 and 89.5 is not rounded to 90). Students are required to achieve an average of 80% (B) to complete the course successfully.

Exam and homework materials, questions, and problems are the intellectual property of faculty, UT Tyler, or publishers.

- These materials may not be distributed without permission.
- Distributing them or uploading them to online resources destroys the integrity of the assignment and the course, allowing others an unfair advantage by letting them view the materials.
- Uploading these materials to online resources is a violation of UT Tyler's academic misconduct policies and may result in formal conduct charges.
- Sanctions for uploading or otherwise divulging the contents of these materials can include:
  - a reduced or failing grade on an assignment
  - a reduced or failing grade for the course
  - removal from the Nursing program
  - removal from UT Tyler

Late Policy: 5% will be deducted each day an assignment is past due unless prior arrangements have been made with your course faculty. Extenuating circumstances may apply.

Repeating a Course: Students repeating this course may not use previously submitted assignments nor utilize the same patients for an assignment. Submitting the same or slightly modified assignments from previous semesters is considered self-plagiarism and is subject to academic discipline, including failing the assignment or the course.

Attendance and Make-up Policy: Attendance / participation is expected. Make-up for exams, quizzes, assignments, clinical time missed is at the discretion of the instructor.

Graded Course Requirements Information:

- Discussion Boards (3) - Thoughts on Leadership, Revisiting your PICOT, Course Reflections
- Leadership Strengths Essay – Discuss how your Strengths will inform your leadership capacity
- DB Self-Evaluation-Midterm – Self-assessment for how you have engaged in the DB prompts
- Applying Team Leadership Principles to Systems' Change Essay -   Discuss why change is needed, discuss related quality, safety, and ethical principles; how will you build and lead your team?
- Change Project Paper Draft - Provide PICOT topic, build the case for evidence base change, provide background and significance, synthesize the Review of Literature, discuss planning, implementation, and evaluation of the evidence-based change, apply one EB change model to your intended project.   Provide updated Evidence Table and pdfs of selected articles.
- Collaborative Peer Review of Draft – Using the primary assignment rubric, provide thoughtful comprehensive, constructive feedback in a professional manner
- Change Project Paper Final – Revise and refine your paper based on faculty and peer feedback.

Calendar of Topics, Readings, and Due Dates:

Note the last date to drop the course is included in the calendar along with the final exam date and time. These are required.

Students HIGHLY recommend that you link the assignments to the Canvas calendar. This will bring the assignment up on the students' phones.

Week(s)	Beginning Date	Topic	Discussion Board	Assignment(s)
1	8/29 – 9/4	**Module 1/Part 1** Intro to Leadership	**DB 1**: Introductions & Networking **due Tues, *9/6**	**Quiz**: Nursing Student Forms-Graduate &Student Information Form **due Tues, *9/6**
2 – 3 Fri, 9/9 Census Day: deadline for schedule changes	*9/5 & 9/12	**Module 1/Part 2:** Leadership Styles & Growing as a Leader	**DB 2**: Leadership Styles **Initial post** due **Thurs, 9/8** **Peer responses due Mon, 9/12**	**Course Orientation Zoom, Wed, 9/7 at 7pm (Zoom link will be posted).** Submit your Final Evaluation Table (with PICOT) and PDFs of your articles from TS2. **Due Mon, 9/12.** Submit via assignment link. **Short Essay:** Personal Leadership Strengths **due Mon, 9/19.** Submit via assignment link.
4	9/19	**Module 2 Part 1:** Review/Refresh/ Refine your PICOT & Considerations for Implementing Evidence-Based Practice Change	**DB 3**: Share your updated PICOT **Initial post** due **Thurs, 9/22** **Peer responses due Mon, 9/26**	**DB 3** PICOT **Be PROACTIVE:** It's not too soon to begin working on the Draft of your Change Project Paper.
5 - 6	9/26 & 10/3	**Module 2 Part 2:** Teams/Team Leadership		**Short Essay**: Applying Team Leadership Principles to Evidence-Based Practice Change Initiatives **due Mon, 10/3 via assignment link**

7 - 8	10/10 & 10/17	**Module 3:** Evidence-Based Change Stay focused on producing a HIGH-QUALITY draft!	<u>DB</u>: Midterm Self-Evaluation. Submit via assignment link. **due Mon, 10/17**	**Change Project Paper Draft:** Due **Monday, 10/17** to faculty via assignment link and emailed to one peer. Peer review process details to come!
9	10/24			**Peer Review of Change Project Paper** **due Mon, 10/24** to faculty via assignment link
10 Fri, 11/7 Last day for course withdrawal with a "W"	10/31	Catch up on your course readings/viewings.		While we grade your drafts and peer reviews, give some thought to how you've grown in your professional journey since the semester started. Are there situations at work wherein you can apply some of your insights?
11 - 12	11/7 & 11/14	**Module 4:** Healthcare Delivery Systems	<u>DB 4</u>: Course Reflections **due Mon, 11/7** NO PEER RESPONSES REQUIRED	**Final Change Project Paper:** Due Mon, 11/21
13 - 14	11/21 & 11/28	Course wrap-up		Please complete course evaluation.

School of Nursing Policies and Additional Information:

https://www.uttyler.edu/nursing/college/student_guide_and_policies.php

Student Resources to assist you in this course:

UT Tyler Student Accessibility and Resource (SAR) Office (provides needed accommodations to students with document needs related to access and learning)

UT Tyler Writing Center

The Mathematics Learning Center

UT Tyler PASS Tutoring Center

UT Tyler Supplemental Instruction

Robert Muntz Library and Library Liaison

Canvas 101 (learn to use Canvas, proctoring, Unicheck, and other software)

Digital Support Toolkit (for supported courses only. Students are automatically enrolled in the toolkit for supported courses)

LIB 422 -- Computer Lab where students can take a proctored exam

The Career Success Center

UT Tyler Testing Center

Office of Research & Scholarship Design and Data Analysis Lab

Resources available to UT Tyler Students:

UT Tyler Counseling Center (available to all students)

TAO Online Support Center (online self-help modules related to mental & emotional health)

Military and Veterans Success Center (support for all of our military-affiliated students)

UT Tyler Patriot Food Pantry

UT Tyler Financial Aid and Scholarships

UT Tyler Registrar's Office

Office of International Programs

Title IX Reporting

Patriots Engage (available to all students. Get engaged at UT Tyler.)

University Policies and Information:

Withdrawing from Class: Students, you are allowed to withdraw (drop) from this course through the University's Withdrawal Portal. Texas law prohibits students 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 other 2-year or 4-year Texas public colleges and universities. Make sure to consider the impact withdrawing from this class has on your academic progress as well as the financial implications. We encourage you to consult your advisor(s) and financial aid for additional guidance. CAUTION #1: Withdrawing before census day does not mean you get a full refund. Please see the Tuition and Fee Refund Schedule. CAUTION #2: All international students must check with

the [Office of International Programs](#) before withdrawing. All international students are required to enroll full-time for fall and spring terms.

Final Exam Policy: Final examinations are administered as scheduled. If unusual circumstances require that special arrangements be made for an individual student or class, the dean of the appropriate college, after consultation with the faculty member involved, may authorize an exception to the schedule. Faculty members are required to maintain student final examination papers for a minimum of three months following the examination date.

Incomplete Grade Policy: If a student, because of extenuating circumstances, is unable to complete all of the requirements for a course by the end of the semester, then the instructor may recommend an Incomplete (I) for the course. The "I" may be assigned in lieu of a grade only when all of the following conditions are met: (a) the student has been making satisfactory progress in the course; (b) the student is unable to complete all course work or final exam due to unusual circumstances that are beyond personal control and are acceptable to the instructor, and (c) the student presents these reasons prior to the time that the final grade roster is due. The semester credit hours for an Incomplete will not be used to calculate the grade point average for a student.

The student and the instructor must submit an Incomplete Form detailing the work required and the time by which the work must be completed to their respective department chair or college dean for approval. The time limit established must not exceed one year. Should the student fail to complete all of the work for the course within the time limit, then the instructor may assign zeros to the unfinished work, compute the course average for the student, and assign the appropriate grade. If a grade has not been assigned within one year, then the Incomplete will be changed to an F or NC if the course was originally taken under the CR/NC grading basis.

Grade Appeal Policy: UT Tyler's Grade Appeal policy requires the completion of a Grade Appeal form for this action to take place. The grade appeal begins with the instructor of your course. If you do not agree with the decision of the instructor, you may then move your appeal to the department chair/school director for that course. If you are still dissatisfied with the decision of the chair/director, you may move the appeal to the dean of the college offering that course, who has the final decision. Grade appeals must be initiated within sixty (60) days from the date of receiving the final course grade. The grade Appeal form is found on the [Registrar's Form Library.](#)

Disability/Accessibility Services: The University of Texas at Tyler has a continuing commitment to providing reasonable accommodations for students with documented disabilities. Students with disabilities who may need accommodation(s) in order to fully participate in this class are urged to contact the Student Accessibility and Resources Office (SAR) as soon as possible to explore what arrangements need to be made to ensure access. If you have a disability, you are encouraged to visit the SAR Portal (https://hood.accessiblelearning.com/UTTyler/) and complete the New Student Application. For more information, please visit the [SAR webpage](#) or call 903.566.7079.

Military Affiliated Students: UT Tyler honors the service and sacrifices of our military-affiliated students. If you are a student who is a veteran, on active duty, in the reserves or National Guard, or a

military spouse or dependent, please stay in contact with me if any aspect of your present or prior service or family situation makes it difficult for you to fulfill the requirements of a course or creates disruption in your academic progress. It is important to make me aware of any complications as far in advance as possible. I am willing to work with you and, if needed, put you in contact with university staff who are trained to assist you. Campus resources for military-affiliated students are in the [Military and Veterans Success Center (MVSC)](). The MVSC can be reached at MVSC@uttyler.edu or via phone at 903.565.5972.

Academic Honesty and Academic Misconduct: The UT Tyler community comes together to pledge that "Honor and integrity will not allow me to lie, cheat, or steal, nor to accept the actions of those who do." Therefore, we enforce the [Student Conduct and Discipline policy]() in the Student Manual Of Operating Procedures (Section 8).

FERPA: UT Tyler follows the Family Educational Rights and Privacy Act (FERPA) as noted in [University Policy 5.2.3](). The course instructor will follow all requirements in protecting your confidential information.

COVID Guidance: The UT Tyler community of Patriots respects the rights of others to wear a mask if they desire to do so. COVID guidelines may change as the situation warrants, and students should follow the instructions warranted by the situation.

Absence for Official University Events or Activities: This course follows the practices related to approved absences as noted by the Student Manual of Operating Procedures ([Sec. 1 -501]()).

Absence for Religious Holidays: Students who anticipate being absent from class due to a religious holiday are requested to inform the instructor by the second class meeting of the semester.

Campus Carry: We respect the right and privacy of students who are duly licensed to carry concealed weapons in this class. License holders are expected to behave responsibly and keep a handgun secure and concealed. More information is available at [http://www.uttyler.edu/about/campus-carry/index.php]().