



Course Title: Leadership in the Healthcare Environment

NURS 5331.060 and .061

Fall 2022

Scheduled Class Days and Times: Online (asynchronous)

Instructor's Name:

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Best way to contact me*

Course Description

Enables the professional nurse to demonstrate organizations and systems leadership by synthesizing principles of leadership and management theory, organizational science, professional communication, and informatics. Theories are applied in the consideration of evidenced based practice.

Prerequisite

NURS 5301 AND Admission to any MSN program or enrolled in the PhD in nursing program. Admission to the Admin Cert program.

Student Learning Outcomes

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

1. Incorporate theories of leadership and management in the analysis of organizational culture considering customer service, personnel management, and labor relations through healthcare team coordination. (AACN Essentials I, II, VII, XI).
2. Utilize organizational science and informatics to strategically plan for the application of change processes across multiple healthcare delivery systems. (AACN Essentials I, IV, V).
3. Apply communication principles to the strategic planning process considering patient safety and quality improvement initiatives with an interdisciplinary focus. (AACN Essentials I, II, III, IV, VII, IX).
4. Employ research and scholarly activities to foster an environment for evidence-based practice within their organizations. (AACN Essentials I, III, IV, IX).

Required Textbooks and Readings

American Psychological Association. (2020). *Publication manual of the American Psychological Association*. (7th ed.). Washington, D.C.: Author. (ISBN-13: 978-1433832178 ISBN-10: 1433832178)

The American Nurses Association. (2016). *Nursing administration. Scope & standards of practice* (2nd ed.). Silver Springs, MD: Nursebooks.org. (ISBN-13: 9781558106437)

Roussel, L., Thomas, P.L., and Harris, J.L. (2020). *Management and leadership for nurse administrators*. (8th ed.). Burlington, MA: Jones & Bartlett Learning. ISBN-13: 978-1284148121, ISBN-10: 9781284148121

Recommended Textbook/Material

The American Nurses Association. 2016). *Nurse Executive Review and Resource Manual* (3rd ed.) Silver Springs, MD. (ISBN 978-1-935213-78-9)

Assigned readings from journals and periodicals such as *Journal of Nursing Administration*, *Nursing Management*, *Journal of Public Health* and others will be used to supplement material within the course.

All students are required to have an active InPlace Clinical Placement subscription. See UT Tyler Bookstore. Website: <https://utt-us.inplacesoftware.com/>

Assignments and Weights/Point Values

Assignments and Weights/ Point Value	Percentage of Grade:
1. Group Discussion Boards (4 at 9 % each)	36%
2. Project Leader Presentation (Abstract, Evaluation, PowerPoint)	25%
3. Environment of Care and Professional Practice Paper	25%
4. Clinical Reflective Journals (CRJ) (2 at 7 % each)	14%
5. Clinical (to include satisfactory completion of 37.5 hours and submission of required clinical self-assessment, objectives, logs, journals, and preceptor evaluation by due dates on Calendar (Clinical failure will constitute a course failure)	Pass/Fail
There is no final exam.	
TOTAL	100%

Grading Policy and Criteria

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 successfully complete the course.

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: The following is an overview and details will be provided in the class.

Self-Reflective Exercise: (Complete/Incomplete) Self-evaluation based on the AONE Competencies.

Clinical Good-To-Go: Email verifying Castlebranch complete for clinical experience.

Clinical Objectives: (Complete/Incomplete) Four objectives for clinical experience.

Clinical Schedule: (Complete/Incomplete) Schedule of days and times for 37.5 hours with preceptor.

Project Leader Presentation: Graded assignment on a project currently conducted at the clinical site; includes a PowerPoint presentation, abstract, and Learner Evaluation Tool.

Environment of Care and Professional Practice Paper: Graded APA document that extends the Project Leader Presentation to include evidence to support a change project and factors influencing the outcome.

Strengths and Leadership: (Complete/Incomplete): Self-reflective exercise on strengths/weaknesses for an administrative role.

Clinical Reflective Journals: Graded journals (2) reflecting on clinical experiences

Discussion Boards: Graded posts which address questions reflecting assigned readings and clinical experiences; respond to two peers.

Evaluation of Preceptor: (Complete/Incomplete) Completes evaluative survey on assigned Preceptor.

Calendar of Topics: readings and Due Dates

Course Schedule				
<i>Week #</i>	<i>Date</i>	<i>Class Topic</i>	<i>Readings</i>	<i>Assignments Due</i>
Week 1	8/29 - 9/6	Course Introduction	ANA: Nursing Admin Scope and Standards	
			Reflective Journaling	
		Main Discussion Board (DB): Self Intro		DB 9/6
		Self-Evaluation based on AONE Competencies		9/6
		Zoom Session: Course Introduction		9/6
Week 2	9/7 - 9/13	Leadership, managing organizational change	Roussel, Intro and chapters 1, 2. ANA Code of Ethics (2015)	Good-to-Go Email for clinical 9/13
		Main DB: Top Nursing Issues Today and How Nurse Administrators Should Address.		9/13

<i>Week #</i>	<i>Date</i>	<i>Class Topic</i>	<i>Readings</i>	<i>Assignments Due</i>
Week 3	9/14 - 9/20	Readiness for clinical	Bloom's Taxonomy	

		Meet with Clinical Preceptor and Develop Your Schedule (37.5 hours)		
		Review Project Leader Presentation Requirements		
		Zoom Session with Instructor		9/16
		Draft Clinical Objectives (4)		9/20
Week 4	9/21 - 9/27	Theories of motivation and leadership, individual actions	Roussel, Chapters 9, 10	
		Group DB #1: On Group DB		Sunday 9/25 initial post, 9/27 peer
		Final Clinical Objectives		9/27
		Finalize Clinical Schedule		9/27
Week 5	9/28 - 10/4	Managing change in the healthcare environment	Roussel Chapter. 6, see Canvas	
			Change Management Videos	
		Optional rough draft of Project Leader Presentation- (no grade)		10/4
Week 6	10/5 - 10/11	Reflective Journal #1	See format in Canvas. Need min. 10 hours	10/11
		Develop Project Leader Presentation		

<i>Week #</i>	<i>Date</i>	<i>Class Topic</i>	<i>Readings</i>	<i>Assignments Due</i>
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Week 7	10/12 - 10/18	Healthy work environment, patient and employee safety, diversity, and organizational transparency.	Roussel 223-224, and chapters 13, 14	
		Project leader Presentation (PLP): PPT, Abstract and Evaluation Tool		10/18
		DB: Begin Peer Review of PLP		10/18
Week 8	10/19 - 10/25	Intra/Interpersonal issues. Managing conflict. Groups and teams	Roussel chapter 3, additional pages, Appendix	
		DB#2: Change project management		10/30 initial, 10/25 peer
		Complete Peer reviews of PLP on Group DB		10/25
Week 9	10/26 - 11/1	Leadership in healthcare reform and value determination	Roussel chapter 5, 6	
		DB #3: Role of the CNO		10/30 initial, 11/1 peer
		Zoom meeting with students		10/28
Week 10	11/6	Last day to withdraw		
Week 10	11/2 - 11/8	Innovation: managing change through leadership Conflict: Managing Diversity in the workplace.	Roussel chapter 10, additional pages	
		Optional rough draft of EOC and Prof Practice paper for feedback (no grade)		11/8

<i>Week #</i>	<i>Date</i>	<i>Class Topic</i>	<i>Readings</i>	<i>Assignments Due</i>
Week 11	11/9 - 11/15	Errors, opportunities, risk-taking and managing change	Roussel chapter 13	
		DB #4: SWOT Analysis		11/13 initial, 11/15 peer
Week 12 & 13	11/16 - 11/29	This two-week period includes Thanksgiving holiday week.	No assigned readings	
		Environment of Care Paper		11/29
		Final Preceptor Evaluation		11/29
		Final Student Evaluation from Preceptor		11/29
Week 14	11/30 – 12/6	Coaching in Leadership	Roussel chapter 4	
		Clinical Reflective Journal #2		Encouraged to submit earlier. 12/6
		Final Clinical Log		12/6
		Strengths Reflection: Basement Descriptors		12/6
Week 15	12/9- 12/10	Fall Commencement		

School of Nursing Policies and Additional Information:

https://www.utt Tyler.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>.