



Organizational and Systems Leadership
NURS 5325
Fall 2023

Scheduled Class Days and Times: Online

Instructor's Name: Melinda Hermanns, PhD, RN, PMH-BC, CNE, PN/FCN, ANEF (Section .60)

Office: Virtual

Phone: (903) 566-7320

Email: mhermanns@uttyler.edu*

Office Hours: Virtual Office Hours: Wednesdays: 10 a.m. – 1 p.m. CST and available via appointment, email, conference call, and/or Zoom.

*Best way to contact me.

Instructor's Name: Cheryl Garmon, DNP, RN (Section .61)

Office: Virtual

Phone: (903) 539-8557

Email: cgarmon@uttyler.edu*

Office Hours: Virtual Office Hours: Tuesday and Thursday 7 p.m. – 8:30 p.m. CST and available via appointment, email, conference call, and or Zoom.

*Best way to contact me is via email.

Instructor's Name: Chiquasha Davis, DNP, MSN, CMSRN, RN-BC (Sections .62 and .63)

Office: Virtual

Phone: (817) 726-5001

Email: chiqueshadavis@uttyler.edu*

Office Hours: Virtual Office Hours: Saturdays 8 a.m. – 11 a.m. CST and available via appointment, email, conference call, and or Zoom.

*Best way to contact me is via email.

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.

Prerequisites: 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 environments 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:

Melnik, 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.). Washington, D.C.: Author. ISBN: 9781433832161
<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.

If you are in a clinical course, all students are required to have an active InPlace subscription.

Assignments and Weights/Percentage/Point Values

1. Three (3) Discussion Boards: (5% each)	15%
2. Leadership Strengths Essay (Personal Leadership Strengths)	20%
3. Team Leadership Essay (Apply Team Leadership Principles to Evidence-Based Change initiatives)	20%
4. Draft of Change Project Paper	25%
5. Final Change Project Paper	<u>20%</u>
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 successfully complete the course.

Although the university policy allows 60 days for grade appeals, the School of Nursing follows a stricter timeline of 10 days to facilitate students' timely progression through the curriculum. In the case of extenuating circumstances, please consult the Associate Dean of Academic Affairs for guidance.

Academic Integrity: Cheating of any kind, as defined in Section 8 of the UT Tyler Manual of Policies and Procedures (MOPP) for Student Affairs (<https://www.uttyler.edu/mopp/>), will not be tolerated. Consequences may include:

- reprimand
- exam failure
- course failure
- expulsion from the Nursing program
- expulsion from the University
- other consequences as assigned

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 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, and missed clinical time is at the instructor's discretion.

Graded Course Requirements Information:

- **Three (3) Graded Discussion Boards (DB):** (1) Leadership Styles/Thoughts on Leadership, (2) Revisiting your PICOT, and (3) Course Reflections. **Please Note:** The Introductions and Networking is a non-graded discussion.
- **Leadership Strengths Essay (Personal Leadership Strengths):** Discuss how your strengths will inform your leadership capacity.
- **Team Leadership Essay (Applying Team Leadership Principles to Evidence-Based Change Initiatives):** Discuss why change is needed; identify and discuss related quality, safety, and ethical principles and how you will build and lead your team.
- **Draft of Change Project Paper:** 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 evidence-based change model to your intended project. Include updated Evidence Table and electronic copies (PDFs) of selected articles.
- **Final Change Project Paper:** Revise and refine your paper based on faculty and peer feedback.

Please Note: Detailed information along with grading rubrics for course assignments will be provided in Canvas.

Important Course Dates:

Classes Begin: August 24, 2023

Labor Day: September 4, 2023; **Thanksgiving Holiday:** November 20 - 24

Census Date (withdraw without penalty): September 6, 2023

Last Date to Withdraw: November 4, 2023. Students please notify your course faculty and contact your advisor.

Calendar of Topics, Readings, and Due Dates:

Week(s)	Dates	Module Topics	Assignments
Week 1	August 24 – 27	Welcome to NURS 5325!	The Canvas course is open and ready for viewing.
Week 2	August 28 – September 5 9/4 (Monday): Labor Day Holiday	Module 1 (Part 1) Introduction to Leadership	<u>Introductions and Networking</u> <ul style="list-style-type: none"> • Post on Discussions • Due: Tuesday, September 5th <u>2 Forms:</u> (1) Graduate Affirmation (2) Student Information <ul style="list-style-type: none"> • Due: Tuesday, September 5th <u>Evaluation Table and PDFs from TS2</u> <ul style="list-style-type: none"> • Due: Tuesday, September 5th • Submit via Assignment link
Weeks 3 - 4: Census Date (withdraw without penalty): September 6, 2023	September 5 – 19	Module 1 (Part 2) Leadership Styles & Growing as a Leader	<u>DB 1:</u> Leadership Styles/Thoughts on Leadership <ul style="list-style-type: none"> • Due: Tuesday, September 12th • Post to Discussions <u>Leadership Strengths Essay (Personal Leadership Strengths):</u> <ul style="list-style-type: none"> • Due: Tuesday, September 19th • Submit via Assignment link
Weeks 5 - 6:	September 19 – October 3	Module 2 (Part 1) Review/Refresh/Refine Your PICOT	<u>DB 2:</u> Revisiting your PICOT: Share Your Updated PICOT <ul style="list-style-type: none"> • Due: Tuesday, September 26th • Post to Discussions Begin working on your draft of your Change Project Paper.
Weeks 7-8:	October 3 – 17	Module 2 (Part 2) Teams/Teams Leadership	<u>Team Leadership Essay:</u> Applying Teams Leadership Principles to Evidence-Based Practice Change Initiatives

Week(s)	Dates	Module Topics	Assignments
			<ul style="list-style-type: none"> • Due: Tuesday, October 10th • Submit via Assignment link
Weeks 9-11:	October 17 – November 7 Last Date to Withdraw: November 4 th	Module 3 Evidence-Based Change	<u>Draft of Change Project Paper Drafts and ET & PDFs of Best Evidence Articles</u> <ul style="list-style-type: none"> • Due: Tuesday, October 24th • Submit via Assignment link
Weeks 12 – 14:	November 7 – 14 Thanksgiving Holiday (November 20th – 24th)	Module 4 Healthcare and Delivery Systems	<u>Final Change Project Paper and Final ET & PDFs of Best Evidence Articles</u> <ul style="list-style-type: none"> • Due: Tuesday, November 14th • Submit via Assignment link
Week 15:	November 28 - December 5		<u>DB 3:</u> Course Reflections *Please note that this is due on a Friday. <ul style="list-style-type: none"> • Due: Friday, December 1st • Post to Discussions

UT Tyler School of Nursing Justice, Equity, Diversity and Inclusion Statement:

The University of Texas at Tyler School of Nursing aspires to create, foster, and sustain a culture of justice, equity, diversity, and inclusion irrespective of one's identity. We value and embrace all backgrounds, experiences, and identities, realizing that no one group, person or perspective has all the answers. We are richer when our individual skills, knowledge, experiences, cultures, backgrounds, and identities are combined in an accepting community. We strive to ensure that every individual gets a fair and equal chance to participate and thrive in a nurturing environment where all feel a sense of belonging. We are committed to intentionally and deliberately creating a diverse community that instills a sense of equitable justice and belonging for everyone affiliated with our school.

School of Nursing Policies and Additional Information:

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

Student Resources and University Policies are provided in Canvas.