



Organizational and Systems Leadership

NURS 6371.060

Fall 2023

Scheduled Class Days and Times: Online

Instructor's Name: Lauri D. John, PhD, RN, CNS (Section .060)

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Virtual Office Hours: Mondays 6-9 PM CT and by appointment. Email faculty for the Zoom link.

Course Description: This course will provide students with opportunities to apply reflection and critical thinking to plan evidence-based initiatives to improve outcomes in organizations and/or systems. Students will utilize strengths-based leadership and emotional intelligence to analyze system-wide processes to assess the sustainability of organizational change.

Prerequisites: NURS 6358

Corequisites: NURS 6317

Student Learning Outcomes:

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

1. Examine critical skills needed for organization and systems leadership and affecting change. (AACN, 7.1)
2. Articulate the process for identifying and solving healthcare problems across delivery systems and professions. (AACN, 1.3, 7.1, 7.3)
3. Articulate key tenets of the role of the DNP in evidence-based practice and improvement of outcomes in systems and organizations. (AACN, 1.2, 7.1, 7.3)
4. Articulate a vision of how the DNP prepared nurse can facilitate systems thinking and improve outcomes within the context of organizational culture (AACN, 2.4, 7.1, 7.3).
5. Integrate appropriate technologies for knowledge management to improve health care. (ANCC, 8.1, 8.2)

Required Textbooks and Readings:

Walston, S. L., & Johnson, K. L. (2022). *Organizational behavior and theory in healthcare: Leadership perspectives and management applications* (2nd ed.). Health Administration Press.

Zaccagnini, M., & Pechacek, J. M. (2021). *The doctor of nursing practice essentials: A new model for advanced practice nursing* (4th ed.). Jones & Bartlett Learning.

There will be additional assigned readings in the modules in Canvas.

Assignments and Weights/Percentage/Point Values

Assignments	Percentage of Grade
Participation	5
IHI Modules	5
Discussions	30
Assignments	30
Check Your Understanding Quizzes	30
Total	100%

Grading criteria are found in the Modules and Assignments files in Canvas.

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. **Assignments cannot be resubmitted to be regraded.**

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.

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.

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: Detailed information along with grading rubrics will be provided in Canvas.

Participation (5%): Your attendance/viewing of orientation and/or webinar sessions, completion and submission of surveys, and reflections on the course will be used to calculate the participation portion of the course grade.

IHI Modules (5%): You will continue your work on completing the Institute for Healthcare Improvement (IHI) Open School's Basic Certificate in Quality and Safety that you began in NURS 6358 Population Health. There will be two IHI Modules for you to complete this semester.

Discussions (30%): Discussion boards are an opportunity for you to communicate asynchronously with your classmates and faculty as you apply the content in the course modules. You will respond to a forum topic by creating a thread. Responses to peers using the RISE Model format to frame actionable feedback are required for discussion boards and case studies. Responses to peers' round table posts are encouraged but not required.

Assignments (30%):

- Leadership Development Plan Update: You will update the plan that you developed during NURS 6301 DNP Roles. You will include reflection on everything you have learned about leadership since you started the DNP program.
- DNP role - Educating the Uninformed: You will create a video in which you explain the roles of DNPs, how the DNP and PhD roles are complementary but different, and why both roles are necessary.

Check Your Understanding Quizzes (30%): These module assessments will give you an opportunity to check your understanding of the assigned content from the textbook.

Important Course Dates:



Classes Begin: 8/24/23

Census Date (withdraw without penalty): 9/6/23

Last Date to Withdraw: 11/4/23 Please notify course faculty and your advisor.

Calendar of Topics, Readings, and Due Dates: Details about readings and assignments will be provided in Canvas.

Week Begins	Wk #	Topic/Activities	Assignment/Due Dates
Mon. 8/28	1	Module 1: Welcome & Course Orientation <ul style="list-style-type: none"> • Review content in <u>Getting Started</u> & <u>Module 1</u> in Canvas • Review syllabus & course calendar before orientation • Orientation Webinar on zoom: Tuesday, 8/29/23 at 7:00PM CT. 	Due Sun., 9/3 by 2359 CT <ul style="list-style-type: none"> • Surveys in Module 1 <ul style="list-style-type: none"> • Graduate Affirmation Forms • Course orientation

Week Begins	Wk #	Topic/Activities	Assignment/Due Dates
Mon. 9/4	2	Module 2: Foundational Theories & Systems Thinking	Due Sun., 9/10 by 2359 CT • CS: Module 2 Case Study initial post
Mon. 9/11	3	<ul style="list-style-type: none"> Review content in <u>Module 2</u> in Canvas View videos & Read the following: <ul style="list-style-type: none"> Walston & Johnson (2022) Ch 1, 2 & 15 Zaccagnini & White (2021) Ch 2 Sherrod & Goda (2016) article IHI Module L 101: Introduction to Health Care Improvement 	Due Sun. 9/17 by 2359 CT • IHI Module L 101: Introduction to Health Care Leadership • CS: Module 2 Case Study responses • Module 2 Check Your Understanding
Mon. 9/18	4	Module 3: Organizational Design/Structure & Culture	Due Sun. 9/24 by 2359 CT • DB: Toxic Environments initial post
Mon. 9/25	5	<ul style="list-style-type: none"> Review content in <u>Module 3</u> in Canvas View videos & Read the following: <ul style="list-style-type: none"> Walston & Johnson (2022) Ch 16, 18, & 21 Sharplin et al. (2019) article IHI Module PFC 101: Introduction to Patient-Centered Care 	Due Sun. 10/1 by 2359 CT • RT: Datasets for Learning Organizations • IHI Module PFC 101: Introduction to Patient-Centered Care • Module 3 Check Your Understanding • DB: Toxic Environments responses
Mon. 10/2	6	Module 4: Complex Systems, EBP, and Leadership	Due Sun. 10/8 by 2359 CT • DB: Organizational Culture & Readiness for System-wide Integration of EBP initial post
Mon. 10/9	7	<ul style="list-style-type: none"> View videos & Read the following: <ul style="list-style-type: none"> Walston & Johnson (2022) Ch 3, 4, 6, & 7 Melnyk et al. (2021) article Yoo et al. (2019) article 	Due Sun., 10/15 by 2359 CT • Module 4 Check Your Understanding • DB: Organizational Culture & Readiness for System-wide Integration of EBP responses
Mon. 10/16	8	Module 5: Innovation and EBP	Due Sun., 10/22 by 2359 CT • RT: Which patient gets the last ICU bed? • CS: Module 5 Case Study Discussions initial post
Mon. 10/23	9		Due Sun., 10/29 by 2359 CT • RT: Creativity, Innovation, and EBP
Mon. 10/30	10	11/4/23 - Last Day to Withdraw	• Module 5 Check Your Understanding • CS: Module 5 Case Study responses
Mon. 11/6	11	Module 6: Organizational Change Management	Due Sun., 11/12 by 2359 CT • DB: Challenges for DNP-Prepared Nurse Leaders initial post
Mon. 11/13	12	<ul style="list-style-type: none"> View videos & Read the following: <ul style="list-style-type: none"> Walston & Johnson (2022) Ch 5, 8, 9, 17, & 23 	Due Sun., 11/19 by 2359 CT • Leadership Development Plan Update • DB: Challenges for DNP-Prepared Nurse Leaders responses • Module 6 Check Your Understanding
 Week 13: 11/20-24 Fall Break 			

Week Begins	Wk #	Topic/Activities	Assignment/Due Dates
Mon. 11/27	14	Module 7: Knowledge Management to Improve Health Care & Wrapping up <ul style="list-style-type: none"> • Review content in <u>Module 7</u> in Canvas 	Due Sun., 12/3 by 2359 CT <ul style="list-style-type: none"> • RT: Knowledge Management Technologies
Mon. 12/4	15	<ul style="list-style-type: none"> • View videos & Read the following: <ul style="list-style-type: none"> ○ Walston & Johnson (2022) 19, 20, & 22 ○ Jackson et al. (2022) article 	Due Sat., 12/9 by 2359 CT <ul style="list-style-type: none"> • Module 7 Check Your Understanding • DNP role - Educating the Uninformed Video • Reflection on Learning & the Course

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 (in the Syllabus Module).