



**Organizational and Systems Leadership
NURS 6371
Fall 2024**

Scheduled Class Days and Times: Online.

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Office Hours: Virtual Office Hours: Tues, Wed, and Thurs 12 PM CT and by appointment for phone call or video conference. Additional days and times may be arranged upon request.

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:

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.

In clinical courses, all students are required to have an Exaat active subscription.

Assignments and Weights/Percentage/Point Values:

Criteria for Evaluation:	Percentage of Grade
Participation	5%
IHI Modules	5%
Discussions	30%
Assignments	30%
Check Your Understanding Quizzes	30%
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.

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

Use of Artificial Intelligence (AI) in this course:

UT Tyler is committed to exploring and using artificial intelligence (AI) tools as appropriate for the discipline and task undertaken. We encourage discussing AI tools' ethical, societal, philosophical, and disciplinary implications. All uses of AI should be acknowledged as this aligns with our commitment to honor and integrity, as noted in UT Tyler's Honor Code. Faculty and students must not use protected information, data, or copyrighted materials when using any AI tool. Additionally, users should be aware that AI tools rely on predictive models to generate content that may appear correct but is sometimes shown to be incomplete, inaccurate, taken without attribution from other sources, and/or biased.

Consequently, an AI tool should not be considered a substitute for traditional approaches to research. You are ultimately responsible for the quality and content of the information you submit. Misusing AI tools that violate the guidelines specified for this course (see below) is considered a breach of academic integrity. The student will be subject to disciplinary actions as outlined in UT Tyler's Academic Integrity Policy.

For this course, AI is permitted only for specific assignments or situations, and appropriate acknowledgment is required. During some class assignments, we may leverage AI tools to support your learning, allow you to explore how AI tools can be used, and/or better understand their benefits and limitations. Learning how to use AI is an emerging skill, and we will work through the limitations of these evolving systems together. However, AI will be limited to assignments where AI is a critical component of the learning activity. **I will always indicate when and where the use of AI tools for this course is appropriate.**

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:

- **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%)**
 1. 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.
 2. 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.

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

Important Course Dates:

Classes Begin: Aug 29, 2024

Census Date (withdraw without penalty): Sept 11, 2024

Last Date to Withdraw: Nov 5, 2024. Students, please notify your course faculty and contact your advisor.

Final Exam: None

Please note that all assignments must be submitted by 11:59 PM Central Time on the due date listed.

University Policies, School of Nursing Policies, Student Resources, and additional information is provided in Canvas.

Calendar of Topics, Readings, and Due Dates

The outline of the modules and assignments is subject to change.

Module Titles	Dates	Assignment Due Dates
Module 1 Week 1 Introduction & Orientation: <ul style="list-style-type: none"> • Review content in Getting Started in Canvas • Review content in Module A in Canvas • Orientation Webinar: Tuesday, 8/29/24 at 7:00 p.m. CT. 	Aug 29 – Sept 08	Due Sun., 9/8 by 11:59 PM CT Course Orientation Graduate Affirmation Forms
Module 2 Weeks 2-3 Foundational Theories & Systems Thinking: <ul style="list-style-type: none"> • Review content in Module B 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 	Sept 09 – Sept 22	Due Sun., 9/15 by 2359 CT CS: Module 2 Case Study initial post Due Sun., 9/22 by 2359 CT CS: Module 2 Case Study responses IHI Module L 101: Introduction to Health Care Leadership Module 2 Check Your Understanding
Module 3 Weeks 4-5 Organizational Design/Structure & Culture: <ul style="list-style-type: none"> • Review content in Module C 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 	Sept 23 – Oct 6	Due Sun., 9/29 by 2359 CT DB: Toxic Environments initial post Due Sun., 10/6 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
Module 4 Weeks 6-7 Complex Systems, EBP, and Leadership: <ul style="list-style-type: none"> • Review content in Module D in Canvas • 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 	Oct 7 – Oct 20	Due Sun., 10/13 by 2359 CT DB: Organizational Culture & Readiness for System-wide Integration of EBP initial post Due Sun., 10/20 by 2359 CT Module 4 Check Your Understanding DB: Organizational Culture & Readiness for System-wide Integration of EBP responses
Module 5 Weeks 8-10 Innovation and EBP: <ul style="list-style-type: none"> • Review content in Module E in Canvas • View videos & Read the following: <ul style="list-style-type: none"> ○ Walston & Johnson (2022) Ch 10, 11, 12, 13, & 14 	Oct 21 – Nov 10	Due Sun., 10/27 by 2359 CT RT: Which patient gets the last ICU bed? CS: Module 5 Case Study initial post Due Sun., 11/10 by 2359 CT RT: Creativity, Innovation, and EBP Module 5 Check Your Understanding CS: Module 5 Case Study responses
Module 6 Weeks 11-12 Organizational Change Management: <ul style="list-style-type: none"> • Review content in Module F in Canvas • View videos & Read the following: <ul style="list-style-type: none"> ○ Walston & Johnson (2022) Ch 5, 8, 9, 17, & 23 	Nov 11 – Nov 24	Due Sun., 11/17 by 2359 CT DB: Challenges for DNP-Prepared Nurse Leaders initial post Due Sun., 11/24 by 2359 CT Leadership Development Plan Update DB: Challenges for DNP-Prepared Nurse Leaders responses Module 6 Check Your Understanding
Thanksgiving Holiday Week 13 Academic Break for faculty & students:	Nov 25 – Dec 01	All offices closed Nov 28-29, 2024
Module 7 Weeks 14-15 Knowledge Management to Improve Health Care: <ul style="list-style-type: none"> • Review content in Module G in Canvas • View videos & Read the following: <ul style="list-style-type: none"> ○ Walston & Johnson (2022) 19, 20, & 22 ○ Jackson et al. (2022) article 	Dec 02 – Dec 13	Due Sun., 12/8 by 2359 CT RT: Knowledge Management Technologies Due Sat., 12/13 by 2359 CT Module 7 Check Your Understanding DNP role - Educating the Uninformed
End-of-Course Evaluation		

