



Organizational and Systems Leadership
NURS 5325
Fall 2021

Scheduled Class Days and Times: Online

Instructor's Name: Dr. Barbara (Babs) McAlister (Section 60)

Email: bmcalister@uttyler.edu *

Office Hours: Virtual office hours available by appointment for phone and/or Zoom meetings.

*Please email me to arrange an appointment.

Instructor's Name: Dr. Mona Gaw (Sections 61 & 62)

Email: mgaw@uttyler.edu *

Office Hours: Virtual office hours available by appointment for phone and/or Zoom meetings.

*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 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:

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

Course Schedule

- Most Assignments are due by **11:59 pm CST on Mondays unless** an exception is noted. *See the calendar below for SPECIFIC two -part deadline information for DBs 2 & 3.*
- Course “weeks” usually begin on Monday and end the following Monday unless there is a holiday involved. Hopefully this will allow you to budget your time and create the opportunity for at least some occasional work-school-life balance
- Course Orientation on Tuesday September 7th at 7pm CST. Please do your best to attend. We plan to tape it.
Zoom link:

<https://uttyler.zoom.us/j/93140554593?pwd=Q3lvYUdrRkIXNmW4cC9JUHUwQk9NZz09>

Week(s)	Beginning Date	Topic	Discussion Board	Assignment
1	8/30	Module 1/Part 1 <i>Intro to Leadership</i>	DB 1: Introductions & Networking due Tues, 9/7*	<u>Course Orientation Zoom</u> , next week: Tues, 9/7 at 7PM* <u>Quiz:</u> Nursing Student Forms-Graduate & Student Information Form due Tues 9/7*
2-3 Fri, 9/10 Census Day: Deadline for Schedule Changes	9/6* & 9/13	Module 1/Part 2: <i>Leadership Styles & Growing as a Leader</i>	DB 2: Leadership Styles Initial post due Thurs, 9/9; Peer responses due Mon, 9/13.	<u>Assignment:</u> Submit your Final Evaluation Table (with PICOT) and PDFs of your articles from TS2 due Mon, 9/13 <u>Short Essay:</u> Personal Leadership Strengths due Mon, 9/20. Submit via assignment link.
4	9/20	Module 2 Part 1: <i>Review/Refresh/Refine your PICOT & Considerations for Implementing Evidence-Based Practice Change</i>	DB 3: Share your updated PICOT Initial post due Thurs, 9/23, Peer responses due Mon, 9/27.	DB 3 - PICOT Be PROACTIVE: <i>It's not too soon to begin working on the Draft of your Change Project Paper.</i>
5-6	9/27 & 10/4	Module 2 Part 2: <i>Teams/Team Leadership</i>		Short Essay: Applying Team Leadership Principles to Evidence-Based Practice Change Initiatives due Mon, 10/11.

7-8	10/11 & 10/18	Module 3: <i>Evidence-Based Change</i> <i>Stay focused on producing a HIGH QUALITY draft!</i>	DB: Midterm Self-Evaluation. Submit via assignment link. Due Mon, 10/18	<u>Change Project Paper</u> Draft: due Monday 10/25 to faculty via assignment link and emailed to one peer. Peer review process details to come!
9	10/25			<u>Peer Review of Change Project Paper</u> due Mon, 11/1 to faculty via assignment link
10 Tues, 11/2 Last day for course withdrawal with a "W"	11/1	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	11/8 11/15	Module 4: <i>Healthcare Delivery Systems</i>	DB 4: Course Reflections due Mon, 11/29 NO PEER RESPONSES REQUIRED	<u>Final Change Project Paper</u> due Mon, 11/29
	11/22- 11/27	Thanksgiving Holidays		
13	11/29	Course wrap-up		Please complete course evaluation. 12/6 - Last day to submit work for grading without prior faculty approval

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](#)

[Upswing \(24/7 online tutoring\) - covers nearly all undergraduate course areas](#)

[Robert Muntz Library \(Links to an external site.\)](#) 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](#) (supports 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 to 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 \(https://hood.accessiblelearning.com/UTTyler/\)](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

Information for Classrooms and Laboratories: Students are required to wear face masks covering their nose and mouth, and follow social distancing guidelines, at all times in public settings (including classrooms and laboratories), as specified by [Procedures for Fall 2020 Return to Normal Operations](#). The UT Tyler community of Patriots views adoption of these practices consistent with its [Honor Code](#) and a sign of good citizenship and respectful care of fellow classmates, faculty, and staff.

Students who are feeling ill or experiencing symptoms such as sneezing, coughing, or a higher than normal temperature will be excused from class and should stay at home and may join the class remotely. Students who have difficulty adhering to the Covid-19 safety policies for health reasons are also encouraged to join the class remotely. Students needing additional accommodations may contact the Office of Student Accessibility and Resources at University Center 3150, or call (903) 566-7079 or email saroffice@uttyler.edu.

Recording of Class Sessions: Class sessions may be recorded by the instructor for use by students enrolled in this course. Recordings that contain personally identifiable information or other information subject to FERPA shall not be shared with individuals not enrolled in this

course unless appropriate consent is obtained from all relevant students. Class recordings are reserved only for the use of students enrolled in the course and only for educational purposes. Course recordings should not be shared outside of the course in any form without express permission.

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>.