



School of Nursing

Spring 2022

NURS 5331.060 and .061

Course Title: Leadership in the Healthcare Environment

Your Faculty

Instructor's Name:

Deborah Crumpler, MSN, PhD, RN, CCRN-K (Section 0.060, 0.060L; 061, 061L)

3201 N. Eastman Road, Longview University Center, Longview, Texas 75605, Office 8226

Telephone: Office 903-663-8226, Cell 903-240-1953

Email: dcrumpler@uttyler.edu*

Office Hours: Virtual on Thursday 10:00 - 1:00 PM or by appointment, including Zoom.

**preferred method of contact*

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. Discussion Boards (5 at 7 % each)	35%
2. Project Leader Presentation (Abstract, Evaluation, PowerPoint)	25%
3. Environment of Care and Professional Practice Paper	25%
4. Clinical Reflective Journals (CRJ) (2 at 7.5 % each)	15%
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
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	1/10 - 1/18	Course Introduction	ANA: Nursing Admin Scope and Standards	
			Reflective Journaling	
		Main Discussion Board (DB): Self Intro		DB 1/18
		Self-Evaluation based on AONE Competencies		1/18
		Zoom Session: Course Introduction		1/13
Week 2	1/19 - 1/25	Leadership, managing organizational change	Roussel, Intro and chapters 1, 2. ANA Code of Ethics (2015)	Good-to-Go Email for clinical 1/25
		Group DB #1: Personal Philosophy R/T Nursing Administration. All Group DBs have initial post due Sunday night and peer posts due Tuesday		DB Initial Post 1/23 DB Peer Response 1/25

<i>Week #</i>	<i>Date</i>	<i>Class Topic</i>	<i>Readings</i>	<i>Assignments Due</i>
Week 3	1/26 -2/1	Readiness for clinical	Bloom's Taxonomy	
		Meet with Clinical Preceptor		
		Review Project Leader Presentation Requirements		
		Develop Clinical Schedule with Preceptor		
		Draft Clinical Objectives (4)		2/1
Week 4	2/2 - 2 /8	Theories of motivation and leadership, individual actions	Roussel, Chapters 9, 10	
		Group DB #2		2/6 initial, 2/8 peer
		Final Clinical Objectives		2/8
		Finalize Clinical Schedule		2/8
Week 5	2/9 - 2/15	Managing change in the healthcare environment	Roussel Chapter. 6, see Canvas	
			Change Management Videos	
		Optional rough draft of Project Leader Presentation- (no grade)		2/15
Week 6	2/16 - 2/22	Reflective Journal #1	See format in Canvas. Need min. 10 hours	2/22
		Develop Project Leader Presentation		

<i>Week #</i>	<i>Date</i>	<i>Class Topic</i>	<i>Readings</i>	<i>Assignments Due</i>
Week 7	2/23 - 3/1	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		3/1
		DB: Begin Peer Review of PLP		3/1
Week 8 and 9	3/2 - 3/15 Includes Spring Break	Intra/Interpersonal issues. Managing conflict. Groups and teams	Roussel chapter 3, additional pages, Appendix	
		DB#3: Change project management		3/13 initial, 3/15 peer
		Complete Peer reviews of PLP on Group DB		3/15
Week 10	3/16 - 3/22	Leadership in healthcare reform and value determination	Roussel chapter 5, 6	
		DB #4: Role of the CNO		3/20 initial, 3/22 peer
		Zoom meeting with students		3/22
		Last day to drop course		3/22
Week 11	3/23 - 3/29	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)		3/29

<i>Week #</i>	<i>Date</i>	<i>Class Topic</i>	<i>Readings</i>	<i>Assignments Due</i>
Week 12	3/30 - 4/5	Errors, opportunities, risk-taking and managing change	Roussel chapter 13	
		DB #5: SWOT Analysis		4/3 initial, 4/5 peer
Week 13	4/6 - 4/12	This two-week period includes Thanksgiving holiday week.	No assigned readings	
		Environment of Care Paper		4/12
		Final Preceptor Evaluation		4/12
		Final Student Evaluation from Preceptor		4/12
Week 14	4/13 - 4/19	Coaching in Leadership	Roussel chapter 4	
		Clinical Reflective Journal #2		4/19
		Final Clinical Log		4/19
		Strengths Reflection: Basement Descriptors		4/19
Week	5/7/22	Spring Commencement		

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:
 - o a reduced or failing grade on an assignment
 - o a reduced or failing grade for the course
 - o removal from the Nursing program
 - o removal from UT Tyler

Important Covid-19 Information for Classrooms and Laboratories

Students needing 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.

Important Course Dates:

Note: The complete course schedule is available in the Course Canvas site.

Census Date: January 21, 2022

Mid-Term Exam: NA

Last Date to Withdraw: March 21, 2022

<https://www.uttyler.edu/registrar/registration/withdrawals.php>

Final Exam Date: Date of final examination, scheduled according to the University final exam schedule. Reminder: any deviation from scheduled times must be approved by the college dean.

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.

School of Nursing Policies and Additional Information

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

University Policies and Additional Information (updated 5/2019)

The following course policies may be found at the website listed below: absence for religious observance, absence for university-supported trips, services to students with disabilities, grade replacement, state-mandated course drop policy, and Social Security and privacy.

<http://www.uttyler.edu/academicaffairs/files/syllabuspolicy.pdf>

UT Tyler Honor Code

Every member of the UT Tyler community joins together to embrace: Honor and integrity that will not allow me to lie, cheat, or steal, nor to accept the actions of those who do.

Students Rights and Responsibilities

To know and understand the policies that affect your rights and responsibilities as a student at UT Tyler, please follow this link: <http://www.uttyler.edu/wellness/rightsresponsibilities.php>

Campus Carry

We respect the right and privacy of students 21 and over 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>

UT Tyler a Tobacco-Free University

All forms of tobacco will not be permitted on the UT Tyler main campus, branch campuses, and any property owned by UT Tyler. This applies to all members of the University community, including students, faculty, staff, University affiliates, contractors, and visitors.

Forms of tobacco not permitted include cigarettes, cigars, pipes, water pipes (hookah), bidis, kreteks, electronic cigarettes, smokeless tobacco, snuff, chewing tobacco, and all other tobacco products.

There are several cessation programs available to students looking to quit smoking, including counseling, quitlines, and group support. For more information on cessation programs please visit www.uttyler.edu/tobacco-free.

Grade Replacement/Forgiveness and Census Date Policies

Students repeating a course for grade forgiveness (grade replacement) must file a Grade Replacement Contract with the Enrollment Services Center (ADM 230) on or before the Census Date of the semester in which the course will be repeated. Grade Replacement Contracts are available in the Enrollment Services Center or at <http://www.uttyler.edu/registrar>. Each semester's Census Date can be found on the Contract itself, on the Academic Calendar, or in the information pamphlets published each semester by the Office of the Registrar.

Failure to file a Grade Replacement Contract will result in both the original and repeated grade being used to calculate your overall grade point average. Undergraduates are eligible to exercise grade replacement for only three course repeats during their career at UT Tyler; graduates are eligible for two grade replacements. Full policy details are printed on each Grade Replacement Contract.

The Census Date is the deadline for many forms and enrollment actions of which students need to be aware. These include:

- Submitting Grade Replacement Contracts, Transient Forms, requests to withhold directory information, approvals for taking courses as Audit, Pass/Fail or Credit/No Credit.
- Receiving 100% refunds for partial withdrawals. (There is no refund for these after the Census Date).
- Schedule adjustments (section changes, adding a new class, dropping without a "W" grade)
- Being reinstated or re-enrolled in classes after being dropped for non-payment.
- Completing the process for tuition exemptions or waivers through Financial Aid.

State-Mandated Course Drop Policy

Texas law prohibits a student 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 another 2-year or 4-year Texas public college or university. For purposes of this rule, a dropped course is any course that is dropped after the census date (See Academic Calendar for the specific date).

Exceptions to the 6-drop rule may be found in the catalog. Petitions for exemptions must be submitted to the Enrollment Services Center and must be accompanied by documentation of the extenuating circumstance. Please contact the Enrollment Services Center if you have any questions.

Disability/Accessibility Services

In accordance with Section 504 of the Rehabilitation Act, Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA) the University of Tyler at Texas offers accommodations to students with learning, physical and/or psychological disabilities. If you have a disability, including non-visible a diagnosis such as a learning disorder, chronic illness, TBI, PTSD, ADHD, or you have a history of modifications or accommodations in a previous educational environment, you are encouraged to visit <https://hood.accessiblelearning.com/UTTyler> and fill out the New Student application. The **Student Accessibility and Resources (SAR)** office will contact you when your application has been submitted and an appointment with Cynthia Lowery, Assistant Director Student Services/ADA Coordinator. For more information, including filling out an application for services, please visit the SAR webpage at <http://www.uttyler.edu/disabilityservices>, the SAR office located in the University Center, # 3150 or call 903.566.7079.

Student Absence due to Religious Observance

Students who anticipate being absent from class due to a religious observance are requested to inform the instructor of such absences by the second class meeting of the semester.

Student Absence for University-Sponsored Events and Activities

If you intend to be absent for a university-sponsored event or activity, you (or the event sponsor) must notify the instructor at least two weeks prior to the date of the planned absence. At that time the instructor will set a date and time when make-up assignments will be completed.

Social Security and FERPA Statement

It is the policy of The University of Texas at Tyler to protect the confidential nature of social security numbers. The University has changed its computer programming so that all students have an identification number. The electronic transmission of grades (e.g., via e-mail) risks violation of the Family Educational Rights and Privacy Act; grades will not be transmitted electronically.

Emergency Exits and Evacuation

Everyone is required to exit the building when a fire alarm goes off. Follow your instructor's directions regarding the appropriate exit. If you require assistance during an evacuation, inform your instructor in the first week of class. Do not re-enter the building unless given permission by University Police, Fire department, or Fire Prevention Services.

Student Standards of Academic Conduct

Disciplinary proceedings may be initiated against any student who engages in scholastic dishonesty, including, but not limited to, cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts.

- i. "Cheating" includes, but is not limited to:
 - copying from another student's test paper;
 - using, during a test, materials not authorized by the person giving the test;
 - failure to comply with instructions given by the person administering the test;
 - possession during a test of materials which are not authorized by the person giving the test, such as class notes or specifically designed "crib notes". The presence of textbooks constitutes a violation if they have been specifically prohibited by the person administering the test;
 - using, buying, stealing, transporting, or soliciting in whole or part the contents of an un-administered test, test key, homework solution, or computer program;
 - collaborating with or seeking aid from another student during a test or other assignment without authority;
 - discussing the contents of an examination with another student who will take the examination;
 - divulging the contents of an examination, for the purpose of preserving questions for use by another, when the instructors has designated that the examination is not to be removed from the examination room or not to be returned or to be kept by the student;
 - substituting for another person, or permitting another person to substitute for oneself to take a course, a test, or any course-related assignment;
 - paying or offering money or other valuable thing to, or coercing another person to obtain an un-administered test, test key, homework solution, or computer program or information about an un-administered test, test key, home solution or computer program;
 - falsifying research data, laboratory reports, and/or other academic work offered for credit;
 - taking, keeping, misplacing, or damaging the property of The University of Texas at Tyler, or of another, if the student knows or reasonably should know that an unfair academic advantage would be gained by such conduct; and
 - misrepresenting facts, including providing false grades or resumes, for the purpose of obtaining an academic or financial benefit or injuring another student academically or financially
- ii. "Plagiarism" includes, but is not limited to, the appropriation, buying, receiving as a gift, or obtaining by any means another's work and the submission of it as one's own academic work offered for credit.

- iii. "Collusion" includes, but is not limited to, the unauthorized collaboration with another person in preparing academic assignments offered for credit or collaboration with another person to commit a violation of any section of the rules on scholastic dishonesty.
- iv. All written work that is submitted will be subject to review by plagiarism software.

UT Tyler Resources for Students

- [UT Tyler Writing Center](#) (903.565.5995), writingcenter@uttyler.edu
- [UT Tyler Tutoring Center](#) (903.565.5964), tutoring@uttyler.edu
- [The Mathematics Learning Center](#), RBN 4021, this is the open access computer lab for math students, with tutors on duty to assist students who are enrolled in early-career courses.
- [UT Tyler Counseling Center](#) (903.566.7254)
- [UT Tyler Muntz Library](#) (903 566-7343), Library Liaison for Nursing, Suzanne Abbey (903.566.7165) email: sabbey@uttyler.edu

COVID-19

The COVID-19 situation continues to be fluid, with SON and university policies and procedures changing in response. Please keep apprised of the most recent updates through your SON program site in Canvas and the university website (<https://www.uttyler.edu/coronavirus/>)