



Organizational and Systems Leadership
NURS 5325
Spring 2024

Scheduled Class Days and Times: Online

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

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

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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.

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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:

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.). 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-based 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: January 11, 2024

Census Date (withdraw without penalty): January 24, 2024

Spring Break: March 11 – 15, 2024

Last Date to Withdraw: March 23, 2024. 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	January 11 – 14	Welcome to NURS 5325!	The Canvas course is open and ready for viewing.
Week 2	9/15 (Monday): Martin Luther King, Jr. Holiday January 16 – 23	Module 1 (Part 1) Introduction to Leadership	<u>Introductions and Networking</u> <ul style="list-style-type: none"> • Post on Discussions • Due: Tuesday, January 23rd <u>2 Forms:</u> (1) Graduate Affirmation (2) Student Information Due: Tuesday, January 23 rd

Week(s)	Dates	Module Topics	Assignments
			<p><u>Evaluation Table and PDFs from TS2</u></p> <ul style="list-style-type: none"> • Due: Tuesday, January 23rd • Submit via Assignment link
<p>Weeks 3 - 4:</p> <p>Census Date (withdraw without penalty): January 24, 2024</p>	January 23 – February 6	<p>Module 1 (Part 2) Leadership Styles & Growing as a Leader</p>	<p><u>DB 1:</u> Leadership Styles/Thoughts on Leadership</p> <ul style="list-style-type: none"> • Due: Tuesday, January 30th • Post to Discussions <p><u>Leadership Strengths Essay (Personal Leadership Strengths):</u></p> <ul style="list-style-type: none"> • Due: Tuesday, February 6th • Submit via Assignment link
Weeks 5 - 6:	February 6 – 20	<p>Module 2 (Part 1) Review/Refresh/Refine Your PICOT</p>	<p><u>DB 2:</u> Revisiting your PICOT: Share Your Updated PICOT</p> <ul style="list-style-type: none"> • Due: Tuesday, February 20th • Post to Discussions <p>Begin working on your draft of your Change Project Paper.</p>
Weeks 7-8:	February 20 – March 5	<p>Module 2 (Part 2) Teams/Teams Leadership</p>	<p><u>Team Leadership Essay:</u> Applying Teams Leadership Principles to Evidence-Based Practice Change Initiatives</p> <ul style="list-style-type: none"> • Due: Tuesday, March 5th • Submit via Assignment link
Weeks 9-11:	<p>March 5 – April 2</p> <p>Last Date to Withdraw: March 23rd</p>	<p>Module 3 Evidence-Based Change</p>	<p><u>Draft of Change Project Paper Drafts and ET & PDFs of Best Evidence Articles</u></p> <ul style="list-style-type: none"> • Due: Tuesday, April 2nd

Week(s)	Dates	Module Topics	Assignments
			<ul style="list-style-type: none"> • Submit via Assignment link
Weeks 12 – 14:	April 2 - 16	Module 4 Healthcare and Delivery Systems	<p><u>Final Change Project Paper and Final ET & PDFs of Best Evidence Articles</u></p> <ul style="list-style-type: none"> • Due: Tuesday, April 16th • Submit via Assignment link
Week 15:	April 16 – April 23		<p><u>DB 3:</u> Course Reflections *Please note that this is due on a Friday.</p> <ul style="list-style-type: none"> • Due: Friday, April 19th • Post to Discussions

School of Nursing Policies and Additional Information:

https://www.utt Tyler.edu/nursing/college/student_guide_and_policies.php

Student Resources and University Policies are provided in Canvas.