American Public University System

The Ultimate Advantage is an Educated Mind

School: Public Service & Health-Nursing program
Course Number: NURS 350
Course Name: Transformational Leadership and Cultures of Safety
Credit Hours: 3
Length of Course: 8 weeks
Prerequisite: NURS 300

Table of Contents

Instructor Information	Evaluation Procedures
Course Description	Grading Scale
Course Scope	Course Outline
Course Objectives	Policies
Course Delivery Method	Academic Services
Course Materials	Selected Bibliography

Instructor Information

***Instructor*:**
Email:

Course Description (Catalog)

This course is only open to students who are enrolled in the RN to Bachelor of Science in Nursing (RN to BSN) program. This course includes an assignment to shadow a nurse leader for 20 hours. It is recommended that students select a nurse leader for this assignment prior to the course start. This course builds on assessments related to professionalism, culture of safety, nursing ethics and effective use of healthcare technology completed in previous courses with an emphasis on leading change in complex organizational healthcare systems. Students integrate and apply this knowledge to improve quality and build cultures of safety in their workplaces. (Prerequisite: NURS340)

Course Scope

The focus of this course is developing leadership skills related to the role of the baccalaureate-prepared nurse. Integration of self-assessments, action plans, and learning acquired in previous course work will provide the student with the foundation to communicate effectively with all members of healthcare teams to provide leadership in their clinical areas of work.

Course Objectives

At the end of this course, each student should be able to:
- ●Assess the organizational structure, mission, vision, philosophy and values in their workplaces
- ●Apply the principles of baccalaureate nurse leadership in course assignments
- ●Begin to develop a plan for the implementation of safety initiatives in their workplaces
- ●Evaluate individual leadership styles and how they can impact personal professional practice in their workplaces
- ●Demonstrate the use of effective communication techniques when communicating with patients, families and members of the healthcare team
- ●Employ the principles of collaboration and ethical responsibility in a leadership role as a member of a healthcare team
- ●Apply knowledge from this and previous course work to gather and utilize evidence to improve patient outcomes)
- ●Explain theoretical foundations that support nursing practice

Course Delivery Method

This course delivered via distance learning will enable students to complete academic work in a flexible manner, completely online. Course materials and access to an online learning management system will be made available to each student. Online assignments are due by Sunday evening of the week as noted and include Forum questions (accomplished in groups through a threaded forum), examination, and individual assignments submitted for review by the Faculty Member). Assigned faculty will support the students throughout this eight-week course.

Course Materials

Required Course Textbook

Grossman, Sheila, & Theresa Valiga, *The New Leadership Challenge: Creating the Future of Nursing* 3rd Ed., 2009 (selected chapters)

Rebecca A. Patronis Jones, *Nursing Leadership & Management: Theories, Processes & Practice*, 2007 (selected chapters)

Required Readings

Banerji, A., *"A Study of Communication in Emergency Situations in Hospitals," Journal of Organizational Culture, Communications, and Conflict,* 2005

Barzilai, Kathryn, *"Organizational Theory",* nd

Boschma, G., "*Bertha Harmer's 1922 textbook -- The Principles and Practice of Nursing: clinical nursing from an historical perspective", Journal of Clinical Nursing,* 2009

Bowie, P, *"Leadership and Implementing a Safety Culture", Practice Nurse,* 2010

Bowker, G, et al, *"Classifying Nursing Work", Online Journal of Issues in Nursing,* 2011

Canon, R., "*Enduring echoes. Sarah Louise Collins--intelligent activist born January 23, 1906", Georgia Nursing,* 2011

Disch, J, *"Generative Leadership", Creative Nursing,* 2009

Evans, J., *"Men Nurses: A Historical and Feminist Perspective", Journal of Advanced Nursing,* 2004

Germain, P, & Cummings, G., "*The influence of nursing leadership on nurse performance: a systematic literature review", Journal of Nursing Management,* 2010

Glenn, L. *"Implementing Change", Journal of Community Nursing,* 2010

Hunsicker, F., *"Organizational Theory for Leaders", Concepts for Air Force Leadership,* nd

"Leadership and Organizational Safety Culture" Safety Matters! A guide to Health and Safety at Work, Chapter 3, nd

Lavin, M, & Killeen, M., *"Tribute to Imogene King", International Journal of Nursing Terminologies and Classifications,* 2008

"Leadership Guide to Patient Safety", Institute for Healthcare Improvement Innovation Series, 2006

Moore, J., "*Nursing theory as the foundation for interdisciplinary success... McBride AB (2010). Toward a roadmap for interdisciplinary academic career success", Research for Theory and Nursing Practice,* 2010

Powell-Cope, G., et al, *"Patient Care Technology and Safety", Patient Safety and Quality: An Evidence-Based Handbook for Nurses, Chapter 50*, nd

McDowell, B., *"Time Travel in Nursing Leadership", Reflections on Nursing Leadership,* 2010

Richardson, A, & Storr, J., "*Patient safety: a literative review on the impact of nursing empowerment, leadership and collaboration", International Nursing Review, 2010*

Ruchlin, H, et al., "*The role of leadership in instilling a culture of safety: lessons from the literature... including commentary by Fosina MJ", Journal of Healthcare Management,* 2004

Sammer, E., et al, *"What is Patient Safety? A Review of the Literature", Journal of Nursing Scholarship,* 2010

Simpson, R., *"E-Ethics: New Dilemmas emerge alongside New Technologies", Nursing Administration Quarterly,* 2005,

Schwiran, P, and Thede, L., *"The Standardized Nursing Terminologies: A National Survey of Nurses' Experiences and Attitudes", Online Journal of Issues in Nursing,* 2011

Simpson, R, *"Technology: Nursing the System. Ethics in the Information Age", Nursing Management,* 1995

Stanley, D, & Sheratt, A., *"Lamp Light on Leadership: Clinical Leadership and Florence Nightingale" Journal of Nursing Management,* 2010

Thede, L., *"Electronic Health Record: Will Nursing be on Board when the Ship Leaves?", Online Journal of Issues in Nursing,* 2008

Thede, L., *"Electronic Medical Records: Boon or Privacy Nightmare?", Online Journal of Issues in Nursing,* 2010

Thompson, P, et al, *"Patient Safety: The Four Domains of Nursing Leadership", Nursing Economics,* 2005

Walonick, D., *"Organizational Theory and Behavior",* 1993

Additional Resources

Web Sites

About.com, *"Quiz-What's Your Leadership Style?"* http://psychology.about.com/library/quiz/bl-leadershipquiz.htm

Brownson, D., *"Nursing Notes" http://diannebrownson.tripod.com/history.html*

BusinessBalls.com, *"Tips for Leadership Development".* http://www.businessballs.com/leadership.htm

Crawford, J., *"How to Work with 'Stupid' People",* 2010, http://jasoncrawford.org/2010/04/how-to-work-with-stupid-people/

"First Follower: Leadership Lessons from the Dancing Guy", http://www.youtube.com/watch?v=fW8amMCVAJQ&feature=youtu.be

Healthcare Financial News, *"Hospital Organizational Culture affects Survival Rates after Heart Attack",* 2011, http://www.hfma.org/templates/blogpost.aspx?id=25782

Hopson, S. *"7 Tips for Resolving Conflicts Quickly and Peacefully",* nd, http://www.pickthebrain.com/blog/resolving-conflicts-quickly-and-peacefully/

Mind Tools, "*Conflict Resolution: Resolving Conflict Rationally and Effectively*", nd, http://www.mindtools.com/pages/article/newLDR_81.htm

Nursing Theory Network, nd, http://www.nursingtheory.net/

Porter O'Grady, T., *Reframing Nursing Leadership for 21st Century Practice,* 2010 http://tpogassociates.com/blog/?p=108

Sandrick, K., *"Leading a Culture of Safety",* 2009, http://www.trusteemag.com/trusteemag_app/jsp/articledisplay.jsp?dcrpath=TRUSTEEMAG/Article/data/07JUL2009/0907TRU_coverstory&domain=TRUSTEEMAG

"Roles of Nurse Leaders" (Power Point presentation), http://it.spcollege.edu/edtech/instructorResources/rlo/RLO_Objects/staticRLO/tittle/LeadershipTheories/

Queendom, *"Leadership Test"*,
http://www.queendom.com/tests/access_page/index.htm?idRegTest=702

Evaluation Procedures

Reading Assignments:
This course requires a time management plan and the self-discipline to follow it. You are responsible for managing your time, completing assignments on time, completing the readings, and making inquiries as needed to complete the course effectively. This is an eight-week course, which means the material must be learned in a short period of time. This requires dedication and diligence on the part of each student.

Reading assignments will be graded through evaluation of Forum responses and exams.

Forum Assignments:
Introductory Forum
Your introductory Forum is considered by the university to be your official entry into the classroom. You must participate in this Forum by midnight, Eastern Time on Sunday of the first week of class. Your initial response must be a minimum of 250 words. Read below for more information about other Forum assignments in this course.

 The interaction that takes place within the Forum is an essential component of this course. Each week, you will be required to interact in asynchronous mode with your fellow students. Each week's Forum contains a question that is relevant to the content for the week. The questions posed in the Forum will encourage you to think more deeply about the weekly lesson content. Your initial posting each week should be between 100-250 words. Your responses to your classmates should be meaningful and contribute to the overall growth of knowledge about the topic under discussion. The rubric by which each Forum posting will be graded is in the "Getting Started" Lesson within the classroom.

For your Forum assignment each week you will be responsible for the following:
1) Research and respond to the question that is posted. Your post should be substantive and relevant to the question that is posed.
2) Respond to at least two of your classmates. If the class size is small, this required number may be changed at the discretion of your instructor. Your responses to your classmates(s) constitute a significant portion of your Forum grade, so be sure that they

are meaningful responses that contribute to the overall quality of the weekly discussion and encourage "out of the box" thinking.. Just saying "I agree…." is not acceptable.

3) If you cite any resources in the course of preparing your response, you need to reference them at the end of your post, just as you would in a paper.

4) Since the discussion is asynchronous, you are not required to be online at a specific time with either the professor or your classmates. However, as you can see, it will be difficult for your classmates to respond in a timely manner above if you do not post your initial response early. Therefore, with the exception of Week 1, the initial posting in each week's Forum is due by Wednesday of that week. The Forum rubric includes point deductions for late submission of both your initial post and your responses. If you have questions or need additional guidance, you should email me at the college email address and I will get back to you with an answer.

Remember that all times in this classroom are Eastern Time (Daylight or Standard, as applicable)

Reflection Forum
The Reflection Forum will serve as the reflective journaling component of this course. In this Forum, I will post a question, or possibly a presentation, during the weeks that are indicated in your syllabus. As with the other Weekly Forums, you should try to post your initial response to the question by Wednesday, and make comments on each others' posts.
In the Reflection Forum, you will be graded for your attendance and participation, not on the content of your discussion. This is different than in the classroom Forum, which does have a rubric for content quality. Because the chat room is intended for reflection and thoughtful sharing, I want all of you to feel free to share openly without concern about getting a grade for what you write.

Homework Assignments:

Exams/Quizzes
There will be two essay exams in this course, a mid-term and a final. The mid-term covers material from Weeks 1-4, the final Weeks 5-8.

Research paper:
You will have a research paper to prepare and submit for this course. Instructions for this paper can be found in the Assignments section of the classroom. The paper is due at the end of <u>Week 7.</u>
You will need to submit your papers through Turnitin.com, which is an anti-plagiarism website. Instructions for accessing this website are given at the end of the syllabus.

Grading of papers will be graded using the APUS undergraduate assessment rubric, available in the classroom.

Grading scale

Grade Instruments	Percentage
Introductory Forum	2%
Forum submissions	17%
Reflection Forum	5%
Assignments (exclusive of research paper)	20%
Leadership exercise participation	15%
Exams	20%
Research paper	20%
End of course survey	1%
Total	**100%**

8 – Week Course Outline

Please see the Student Handbook to reference the University's grading scale.

Week	Topic	Learning Objectives	Readings	Assignment
1	Leadership and followership	1. Evaluate your individual leadership style and how it can affect professional practice in your workplace. 2. Describe the differences between leadership and management. 3. Discuss the concept of	**Text Readings:** Grossman & Valiga, Chapters 1-3 *"Generative Leadership"* *"Tips for Leadership Development"* *"First Followers" (YouTube video)*	Week 1 Forum Complete the two leadership assessments below and submit paper as directed in the Assignments section of the classroom. Leadership quiz Leadership styles Introduction to shadowing assignment

		followership		Introduction to teaching/mentoring assignment
2	Health system culture, structure, laws, and communication	1. Discuss several organizational theories and how an organizational theory can affect organizational culture. 2. Identify different types of organizational structures 3. Demonstrate a basic understanding of organizational structure, mission, vision, philosophy and values in your workplace. 4. Identify economic influences affecting the healthcare system 5. Discuss communication theories and how communication is conducted within organizations	Patronis, Chapters 4-8 *"Organizational Theory"* *"Organizational Theory for Leaders"* *"Organizational Theory and Behavior"* *"Organizational Communication"* *"Hospital Communication in Emergencies"* *"Hospital Organizational Culture and MI Survival Rates"*	Forum Week 2 Week 2 Leadership exercise
3	Leadership role of the professional nurse	1. Explain the relationship between leadership and professional nursing. 2. Discuss the importance of vision and creativity in leadership	Grossman, Chapter 4-6 *"Roles of Nurse Leaders"* (Power Point) *"Men Nurses: A Historical and Feminist Perspective"*	Forum Week 3 Introduction to nursing theorist assignment Week 3 Leadership exercise

		3. Consider gender differences and challenges in nursing leadership.		
4	Culture of Safety	1.Review the components of an organizational culture of safety 2. Develop a plan to bring about change in your organization related to patient safety and the overall organizational culture of safety	*"Leadership and Organizational Safety Culture"* *"IHI Leadership Guide to Patient Safety"* *"Leadership and Implementing a Safety Culture"* *"Literature Review on Patient Safety and Nursing Leadership"* *"Literature Review on Patient Safety Culture"* *"Patient Safety: The Four Domains of Nursing Leadership"* *"Role of Leadership in Instilling Patient Safety Culture"* *"Leading a Culture of Safety"*	Forum Week 4 Week 4 Leadership exercise Mid-term exam
5	Using technology to improve outcomes and communication	1.Discuss challenges and ethical issues associated with high-tech healthcare technology and its use in healthcare environments 2. Describe standards of practice related to nursing informatics.	Patronis, Chapter 9 *"Patient Care Technology and Safety"* *"EMR: Boon or Privacy Nightmare?"* *"Standardized Nursing Terminologies"* *"Classifying Nursing Work"* *"EMR: Will Nursing be on Board when the Ship Leaves?"* *"Technology: Nursing the System"* *"E-ethics: New Dilemmas emerge alongside New Technologies"*	Forum Week 5 Week 5 Leadership exercise
6	Nursing leadership in history	1.Identify and research a historical nurse leader	*"Tribute to Imogene King"* *"Lamp Light on Leadership: Clinical Leadership and Florence Nightingale"*	Forum Week 6 (nursing theorist)

		2. Evaluate the relevance of historical nursing leadership to today's practice	*"Bertha Harmer's 1922 Nursing Textbook"* *"Time Travel in Nursing Leadership"* *"Sarah Louise Collins, Nursing Activist"* *"Nursing Leaders in History"*	Week 6 Leadership exercise
7	Managing change and conflict	1.Identify barriers to change and how they can be overcome 2. Describe several theories of change and how they impact organizational behavior	Grossman & Valiga, Chapter 7 Patronis, Chapter 11 *"Change Management: Implementing Change"* *"Resolving Conflict Rationally and Effectively"* *"How to Work with 'Stupid' People"* *"7 Tips for Resolving Conflict"*	Forum Week 7 Research paper due
8	Moving forward	1. Critically analyze a situation that requires nursing leadership for resolution. 2.Consider nursing leadership challenges in the future healthcare environment	*"Leadership in the 21st Century"* *"The Influence of Nursing Leadership on Nurse Performance"* *"Nursing Theory as a Roadmap for Interdisciplinary Success"*	Forum Week 8 Final exam

Table of Contents

Policies

Please see the Student Handbook to reference all University policies. Quick links to frequently asked question about policies are listed below.

Drop/Withdrawal Policy
Plagiarism Policy
Extension Process and Policy
Disability Accommodations

Writing Expectations

Assignments must follow American Psychological Association (APA) guidelines for reference and bibliographic citation. If necessary, refer to the *Publication Manual of the American Psychological Association* (6th edition). 2010. Washington, D.C.: American Psychological Association. Other APA websites are available through the Library and some are listed in the Week 7 packet.

The paper must be typed, double-spaced with 1-inch margins in 12-point Times New Roman font with all references cited. Papers will be graded based upon the following:

1. **The extent to which students followed directions for the assignment, and**
2. **Overall presentation (including clarity of argument, grammar, and spelling). Refer to the grading rubric for additional details.**

Late Assignments

Students are expected to submit classroom assignments by the posted due date and to complete the course according to the published class schedule. As adults, students, and working professionals, I understand you must manage competing demands on your time. Should you need additional time to complete an assignment, please contact me before the due date so we can discuss the situation and determine an acceptable resolution. Routine submission of late assignments is unacceptable and may result in points deducted from your final course grade.

Netiquette

Online universities promote the advancement of knowledge through positive and constructive debate – both inside and outside the classroom. Forums on the Internet, however, can occasionally degenerate into needless insults and "flaming." Such activity and the loss of good manners are not acceptable in a university setting – basic academic rules of good behavior and proper "Netiquette" must persist. Remember that you are in a place for the rewards and excitement of learning which does not include descent to personal attacks or student attempts to stifle the Forum of others.

- **Technology Limitations:** While you should feel free to explore the full-range of creative composition in your formal papers, keep e-mail layouts simple. The Sakai classroom may not fully support MIME or HTML encoded messages, which means that bold face, italics, underlining, and a variety of color-coding or other visual effects will not translate in your e-mail messages.
- **Humor Note:** Despite the best of intentions, jokes and <u>especially</u> satire can easily get lost or taken seriously. If you feel the need for humor, you may wish to add "emoticons" to help alert your readers: ;-), :), ☺

Disclaimer Statement
Course content may vary from the outline to meet the needs of this particular group.

Online Library

The Online Library is available to enrolled students and faculty from inside the electronic campus. This is your starting point for access to online books, subscription periodicals, and Web resources that are designed to support your classes and generally not available through search engines on the open Web. In addition, the Online Library provides access to special learning resources, which the University has contracted to assist with your studies. Questions can be directed to **librarian@apus.edu**.

- *Charles Town Library and Inter Library Loan:* The University maintains a special library with a limited number of supporting volumes, collection of our professors' publication, and services to search and borrow research books and articles from other libraries.
- *Electronic Books:* You can use the online library to uncover and download over 50,000 titles, which have been scanned and made available in electronic format.
- *Electronic Journals:* The University provides access to over 12,000 journals, which are available in electronic form and only through limited subscription services.
- *Tutor.com*: AMU and APU Civilian & Coast Guard students are eligible for 10 free hours of tutoring provided by APUS. Tutor.com connects you with a professional tutor online 24/7 to provide help with assignments, studying, test prep, resume writing, and more. Tutor.com is tutoring the way it was meant to be. You get expert tutoring whenever you need help, and you work one-to-one with your tutor in your online classroom on your specific problem until it is done.

Request a Library Guide for your course (http://apus.libguides.com/index.php)
The AMU/APU Library Guides provide access to collections of trusted sites on the Open Web and licensed resources on the Deep Web. The following are specially tailored for academic research at APUS:

- Program Portals contain topical and methodological resources to help launch general research in the degree program. To locate, search by department name, or navigate by school.
- Course Lib-Guides narrow the focus to relevant resources for the corresponding course. To locate, search by class code (e.g., SOCI111), or class name.

If a guide you need is not available yet, please email the APUS Library: librarian@apus.edu.

Turnitin.com

Faculty may require assignments be submitted to Turnitin.com. Turnitin.com will analyze a paper and report instances of potential plagiarism for the student to edit before submitting it for a grade. In some cases professors may require students to use Turnitin.com. Typically the course professor will establish a Turnitin.com access code for his/her classes. If the code has not been established, those who wish to use Turnitin.com may ask their professor to establish the code.

Turnitin Student Instructions
There are two (2) parts to the Student Instructions. Please be sure to complete both parts.

Part 1 – Set up your user profile
Step 1   Go to www.turnitin.com
            Click "create user profile" located up at the top right corner
          Select "Student" as your user type and click "next"
Step 2   Enter in the following account information provided by your instructor
            Class name: NURS 350
            Class ID: 5766738
            Class enrollment password: 0911
            Click "next"
Step 3   Enter in your student email address
Step 4   Enter in a password – Your password is case sensitive (for example, paSS123 would be different than pass123), must be 6 – 12 characters long, and contain at least one letter and one number (for added security)
Step 5   Enter in your first name, last name, country of residence, and state of residence. Click "Next"
Step 6   Click "I agree – create profile"
Your user profile is now complete. You will not have to go through this process again.

Part 2 – Upload an assignment to your class
Now view your class and submit assignments

Step 1   Click "return to login page"
Step 2   Enter your e-mail address and password for your personal profile. Click "Login"
You are now viewing your homepage. This lists all of your classes (each having a unique ID)

Step 3   Click the desired class to view the assignments

Step 4   Click the Submit icon to upload your assignment

Step 5   Make sure the "file upload" option is selected. DO NOT CUT AND PASTE YOUR PAPER

Step 6   Your first and last name should be entered for you. Enter the title of the paper or assignment as directed by the instructor.

Step 7   Browse and select the document you wish to submit. Click "Submit"

Step 8   Click "yes, submit" to confirm submission

Step 9   You will receive a digital receipt with a paper ID number for your records

Step 10   Click the "class portfolio" button on the top menu bar. You will see your paper listed along with the submission date.

Selected Bibliography

The library course guide for this course contains additional readings, links and resources and can be viewed at: http://apus.campusguides.com/NURS350
Note: In order to access all resources (the journals and books), you will need to be logged into the classroom.