Course Title: NURS 804: Healthcare Organization and Systems Leadership for Advanced Practice

Credits: 3

Prerequisites: Admission to Doctor or Nursing Practice Program

Faculty: Carol Klingbei, DNP, RN, CPNP-PC
Clinical Assistant Professor
klingbei@uwm.edu (Best way to reach me)
Office Hours to be arranged (phone, zoom or face-to-face)

Program Director: Peninnah Kako, PhD, RN, FNP-BC
pmkako@uwm.edu
Office phone: 414-229-6238

Class meetings times and location: This is an on-line course.
Office Hours: Tuesdays 2-3 pm or by appointment. Phone meetings are an option.

Catalog Description: This course focuses on synthesis of leadership concepts for advanced practice nurses in complex healthcare delivery systems.

Course Description: This course focuses on synthesis of leadership concepts for advanced practice nurses in complex healthcare delivery systems. Emphasis is on leadership theory, advanced practice role development including ethical practice, emerging healthcare models, healthcare financing and resource use, and change management at the organizational level.

Course Objectives: At the end of this course, the student will be able to:
1. Understand the role of the Advanced Practice Nurse (APN), including required competences, scope of practice, and issues of specialization.
2. Analyze APN accountability for organizational leadership, interdisciplinary collaboration, ethical decision-making, and organizational and professional culture.
3. Apply leadership skills and competencies to create and sustain system change at the organizational level.
4. Evaluate leadership models in relation to emerging practice and organizational issues.
5. Analyze the impact of healthcare regulation and financing on patients and the healthcare system.
Textbooks and Readings Required:


***** LIST OF RESOURCES ****

A. UWM LIBRARY RESOURCES
   1. UWM Libraries
      http://uwm.edu/libraries/-main webpage
      http://guides.library.uwm.edu/gradnursing
   2. The Writing Center
      http://uwm.edu/writing-center/- main webpage
      http://uwm.edu/writing-center/resources/

B. WRITING RESOURCES

C. APA PUBLICATION STYLE RESOURCES
   2. http://www.umaryland.edu/writing/online-workshops/ - APA tutorials from University of Maryland website
   3. http://www.umaryland.edu/writing/writing-resources/ - Writing resources from University of Maryland website

D. APA CITATION STYLE
   1. https://owl.english.purdue.edu/owl/resource/560/10/

E. CITATION REFERENCE MANAGERS
   1. Free citation manager—RefWorks – http://guides.library.uwm.edu/refworks
   2. EndNote—available from University of Wisconsin-Madison DoIT Techstore

Assignments and Evaluation:

1. Evaluation/Grading
   The following are the components of your grade in this course:
<table>
<thead>
<tr>
<th>Component</th>
<th>Due Dates</th>
<th>% of grade</th>
<th>Course Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online Discussion</td>
<td>Weekly</td>
<td>30%</td>
<td>1, 2, 3, 4, 5</td>
</tr>
<tr>
<td>APA Quiz</td>
<td>Week 2 9/15/19</td>
<td>5%</td>
<td>1</td>
</tr>
<tr>
<td>Leadership and Organizational</td>
<td>Week 6 10/13/19</td>
<td>15%</td>
<td>2, 3, 4</td>
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<tr>
<td>Observation</td>
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<tr>
<td>Case Exemplar Analysis</td>
<td>Week 10 11/10/19</td>
<td>20%</td>
<td>1, 2, 4</td>
</tr>
<tr>
<td>Scholarly Paper</td>
<td>Week 15 12/8/19</td>
<td>30%</td>
<td>1, 2, 3, 4, 5</td>
</tr>
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</table>

There is no final examination in this course.

2. Description of assignments

   a. Online Discussion 30%

   - Discussion questions will be posted for each module of the class. All modules are two weeks long.
   - Students will post an initial response to the discussion question(s) by midnight on Sunday of the first week.
   - Students will post responses addressing the initial postings of the group, required by midnight on Saturday of the second week.
   - Students are expected to actively participate in the discussions by reading the assigned readings for each module and sharing initial and response postings to the online discussion forums.
   - Students are expected to demonstrate their ability to critically analyze and synthesize assigned readings. This can be done through providing a critical analysis of the readings that includes their reflections on the readings and experiences related to leadership development and contributions to the advancement of nursing practice.
   - Students are responsible for adding substantive, scholarly and unique contributions to the discussion each week, and responding to other student’s contributions to reflect their engagement in the discussion.
   - Postings must be a minimum of 250 words in length, and no more than 350 words.
   - Use of scholarly writing and APA format for references is expected.

   b. APA Quiz 5% (due 9/15/19 11:59 PM)

   The goal of this quiz is to demonstrate basic APA style and formatting. Students are expected to demonstrate APA competencies in all discussions and writing assignments in the course.

   c. Leadership and Organizational Observation 15% (10/13/19)

   Each student will conduct an interview with an advanced practice nurse (APN) regarding leadership and organizational experiences and challenges. Ideally, this will be an APN who has completed the Doctor of Nursing Practice degree and who has been in practice for at least 2 years. Make arrangements to interview and observe this individual in his/her setting for a brief (1-2 hrs) period of time.

   Write a brief paper (4-5 pages excluding title page and references) that summarizes the most salient aspects of the interview and your observations. This should not be a repeat of the questions and answers from the interview but a summary of what you learned about the APNs role, leadership, challenges, and opportunities as an APN working in a
healthcare organization. This paper can be written in first person as it focuses on both interview content and your reflections about interview. Interview content may include, but is not limited to the following:

**Background information:**
- What type of APN did you interview? (Don’t share their names/identifying info.)
- In what type of setting does this APN work?
- How long has he/she been in practice? In his/her current role?
- What is the reporting structure for APNs in this practice?

**Potential Interview questions:**
- What does leadership mean to you?
- What leadership model have you found most helpful in practice, and why?
- Which leadership skills or competencies most directly align with issues and responsibilities in your role?
- Which leadership skills or competencies have you found most challenging?
- Leaders make others feel strong and competent. What things do you do to make other people feel this way?
- What aspects of the role does the APN find most rewarding? Most challenging?
- What aspects of working within a healthcare organization does the APN find to be most rewarding? Most challenging?
- What changes would the APN make in his/her daily role if it were possible?
- What aspects of working within a healthcare organization does the APN find to be most rewarding? Most challenging?
- What advice do you have for building relationships and trust in an organization?
- What types of ethical challenges do you face in your role and how do you deal with them?
- What impact have you had on the organization or system?
- What system change have you led?

d. **Case Exemplar Analysis 20% (11/10/19 11:59 PM 11:59 PM)**

Each student will select a leadership skill or competency discussed in the course to analyze using a case exemplar. Write a brief paper no longer than 6 pages (excluding title page and references). This paper can be written in first person perspective.

1. Identify a real-life situation that you have experienced as a nurse that exemplifies one of the following leadership skills or competencies:
   - Ethics
   - Consultation
   - Risk taking
   - Team building
   - Change
   - Collaboration
   - Negotiation
   - Conflict management

2. Present a detailed case description of the real-life situation or circumstances.

3. Using principles from the literature, critique and analyze the real-life situation presented regarding:
   a. The leadership skill demonstrated in the case
   b. Competency exemplified in the case.

4. Summarize the key lessons learned from the analysis including:
   a. Behaviors noted in the case exemplar that were strengths and positive behaviors.
   b. Areas where other approaches might have been more appropriate or more successful.

5. Format:
   a. Include a minimum of 10 references.
b. Follow APA format

e. Scholarly Paper 30% (12/8/19 11:59 PM)

Scholarly Paper Overview:
- Students will select an area of interest that is an organizational challenge relevant to leadership in healthcare. Identify a specific focus related to that topic that can be explored in-depth. The scholarly paper should tell a consistent and coherent narrative that exemplifies the intersection of evidence-based literature review and application of leadership practice. **It should not be written in first person but rather in third person as it is a scholarly paper, not a reflective paper.**
- General Paper Guidelines:
  - No duplicate papers from another class. While the general topic may be the same, the focus of each paper should be different.
  - All assignments are to be written and organized following the most current APA guidelines.
  - Include the disclosure statement found under academic integrity section of syllabus on the title page.
- Use the APA Publication Manual to guide you in organizing and writing each section of your paper. Pay attention to correct use of different levels of headings.
- Consider this assignment for placement in your DNP Program Portfolio.
- Length: 10-12 pages, excluding title page and references (minimum of 20 references).
- Use the outline provided in the Scholarly Paper rubric.

The paper should include the following sections:

Section 1

Introduction: Select a topic that is of interest to you. For example, perhaps you have noted that patient education materials are not being employed in your setting. Perhaps they are at a reading level that is too high for your patient population. You could choose to learn about health literacy, and to focus the paper on this topic. In this section you need to present a clear case or argument for your topic, including the importance of your topic to nursing practice or health care. Include some current statistics that provide the reader with information about the scope of the problem and relevance of the problem for the public, leader or organization. You do not use introduction as a header. It is implied in APA formatting as the initial paragraph or two of the paper. (1 page max)

Section 2

Review of the Literature: Consider what we know about the topic as well as what we do not know. This will require that you review critically a lot of literature including current theoretical literature and empirical research. To demonstrate rigor in your paper, as well as focus and to narrow the scope of your paper, include a brief description of the methodology used for the literature search, including:

1. the databases searched (e.g. PubMed, Google Scholar, etc.)
2. key words used to search the literature (this depends on your topic – “palliative care”, “nursing retention" “discharge planning" “transformational leadership”)
3. eligibility criteria for narrowing down the articles (e.g., only articles in the last 10 years, U.S. articles, acute care settings, etc.)
4. total number of articles reviewed (original search yielded 10,000 articles; after the narrowed down to 30 articles with full text available)

As you review the literature ask yourself how the topic is defined by different authors, how much research has been conducted on the topic, what are the similarities and differences in
what authors say and what they found, and how the studies relate or do not relate to each other. End this section by offering conclusions about practice and leadership implications. This is the major part of the paper, so you will need to spend more time in this section (3-4 pages in length).

Section 3
Relate implications of leadership practice and organizational systems theory: In this section, you are to discuss your topic including leadership and organizational systems implications. In other words, you need to interpret your findings from a leadership model perspective and a systems perspective. For example, you may conclude that a change in organizational culture is needed and that a leadership model used in this class is the best one to use to accomplish the change. (3 pages total)

Section 4
The Role of the APRN/leader: In this section, discuss the APRN/leader competencies that are needed to provide either the leadership or organizational change you are proposing in your paper. Specifically, identify and discuss how the APRN/leader is ideally positioned to implement the change and provide the leadership needed for the intervention and/or change required. In your discussion, refer to the Hamric et al. text for guidance on identifying the APRN/leader competencies. (3-4 pages in length).

Section 5
Conclusion: Include a concluding paragraph that summarizes the key points from each section of the paper. New content should not be brought into the paper. This is the final paragraph of the paper. It should be concise and clearly written.
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<th>Excellent- well articulated (A) Max points</th>
<th>Good- not clearly articulated (A-, B+, B, B-) Between max points and zero points</th>
<th>None articulated (0 points) (C+, C) Zero pts.</th>
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<tbody>
<tr>
<td>1. Presented a clear case/argument for topic in introduction and stated the significance and importance of your topic to nursing practice and/or health care (5 pts)</td>
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<td>2. Critically reviewed the current theoretical literature and empirical research on evidence-based interventions relevant to your topic. Based on synthesis of the literature, offered conclusions about practice and leadership implications. (30 pts)</td>
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<td>3. Discussed and interpreted your findings within the context of a leadership model and organizational systems theory to explain the leadership needed to implement the evidence-based intervention identified in the literature review summary statement. (25 pts)</td>
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<td>4. Discussed practice and leadership implications in relation to APRN/leader role. (20 pts)</td>
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<td>5. Included a concluding paragraph that summarizes the key points from each section of the paper. (5 pts)</td>
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<td>6. Scholarliness Stayed within page limit of 10-12 pages [1 point] Correct English grammar. [2 points] Used outline provided in syllabus. [1 point] Used at least 20 references. [1 point]</td>
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<td>7. Accurate APA format for organizing, proper citation and references. [10 points]</td>
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</table>
3. **APA Formatting and Expectations**: Students will be required to use the APA publication and citation style in the course writing. Use of APA format in your course project papers will account for 10% of your total course project grade.

4. **Policy on Late Work**: Any extensions of due dates for assignments need to be negotiated with faculty prior to due date. Unless negotiated, late submissions will result in a 5% deduction of the grade for each day the submission is late. Late submissions will not be accepted 5 days after the due date.

5. **Time Commitment**: The suggested minimum time commitment recommended for successful completion of this course is outlined below. Please keep in mind that additional time may be required for mastery of complex concepts that are discussed in class and described in the textbook, and plan for additional study time accordingly.

   • On-line class discussion: 2.5 hours/week Total: approximately 38 hours
   • Reading: 4 hours/week Total: minimum 56 hours
   • Assignments: 2.5 hours/week Total: minimum 35 hours

   In sum, you should expect to dedicate at least 9 hours per week to this course (135 hours across the entire semester). Keep in mind that this is a minimum time commitment; more time might be required to prepare effectively for exams and to complete course assignments.

6. **Grading Scale**:

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<th>Score Range</th>
<th>Grade</th>
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<td>95-100</td>
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<td>90-94</td>
<td>A-</td>
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<tr>
<td>87-90</td>
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<td>83-86</td>
<td>B-</td>
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<td>77-78</td>
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<td>72-74</td>
<td>D</td>
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<td>70-71</td>
<td>D-</td>
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<tr>
<td>75-76</td>
<td>D+</td>
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<tr>
<td>69-71</td>
<td>F</td>
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7. **Course Attendance Policy**: Participation in discussion, and frequent email and the CANVAS site checks is expected.

**Course Expectations**:

8. Students are expected to demonstrate initiative and self-direction and to be active in the process of self-appraisal.

9. Students are expected to participate in on-line discussions, read assignments, complete assigned teaching/learning assignments, and make active contributions to on-line discussions.

10. Students are expected to submit all teaching/learning activities at the assigned times.

11. The student is expected to identify and discuss academic problems with the Professor so appropriate counseling or intervention can be implemented.

12. Any student who is repeating this course or any student who is having trouble is advised to meet with the professor early in the semester.

**Academic Conduct and Professional Integrity**:

Students are expected to demonstrate academic integrity in all course activities. Academic integrity requires honesty concerning all aspects of academic work including:
• Correct procedures for citing sources of information, words, and ideas
• Ways to properly credit collaborative work with project team or study Learning Group members
• Strategies for planning and preparing for examinations, papers, projects and presentations.

Nursing is a discipline where students and professionals alike are expected to be honest and ethical, and to treat others with respect. As you move through the nursing program at UWM, your integrity is demonstrated in-part by completing your own work, even when it is not perfect, and you make mistakes. **Cheating and plagiarism will not be tolerated.** Anyone suspected of dishonest behavior will be subject to due processes and consequences as outlined in the College of Nursing Student Handbook and the University policies and procedures.

Students are encouraged to consult with faculty regarding any questions about appropriate behaviors to maintain academic integrity. Any violation of academic integrity will result in a zero on the assignment and may result in additional sanctions consistent with university policy.

• **Disclosure Statement:** You will be required to add one of the following statements to written work submitted to meet course requirements:
  
a. “By submitting this paper for grading, I am certifying that it is entirely my own work, with any words and/or ideas from other sources properly indicated (words with quotation marks), cited in text, and referenced. I have not submitted this paper to satisfy the requirements of any other course.”

  OR

b. “By submitting this paper for grading, I am certifying that it is entirely my own work, with any words and/or ideas from other sources properly indicated (words with quotation marks), cited in text, and reference. This paper builds on a paper submitted in [Insert Course # and Course Name] that was entitled [Insert Course Paper Title] in the [Insert Semester Year]. This paper builds on the previous paper in the following ways: 1)…..2)…. and 3)…."

13. **On-line Course**

**Computer Skills**

You are expected to have relatively unrestricted access to a computer that can access the Internet (see minimal computer requirements below). You also need to have certain computer and technical skills to be a successful online learner. The hours per week of required computer-based and Internet-based activities will vary by course.

• You should be familiar with your computer’s operating system.

• You should know the basics concerning opening, saving files, as well as sending files as an email attachment.

• You should backup your files on a weekly basis.
• You should know how to save files to a memory stick as one option for file backup.

• You should be familiar with using a web browser such as Internet Explorer or Mozilla or Safari. You should be able to use a variety of internet search engines such as Google, Yahoo, or Bing! and be comfortable navigating on the Internet.

• You should know how to use a word processing program like Microsoft Word and be able to open Adobe PDF files.

• You should know or learn how to use the UWM Course Management software.

• You should know how to use an e-mail program such as the UWM email program Office 365. You will communicate with your instructor and classmates via email and/or online Discussions. All UWM students are assigned an email account.

Technology

1. Computer hardware: Either a PC or Apple device may be used. It is recommended that you work from either a desktop or a laptop, as IPADS and phones are limited in their ability to engage with the UWM learning management system.

2. Software:
   - Microsoft Office 365 is free to UWM students and contains the programs: Word, Excel and PowerPoint, OneNote, Publisher, Skype and OneDrive. To load this software onto your computer visit: https://portal.office.com/OLS/MySoftware.aspx
   - Microsoft Edge, Google Chrome or Mozilla Firefox can be used as Internet Browsers.
   - Adobe Acrobat Reader. Visit the Adobe site to download the most current version for Free.
   - Purchasing Additional Software: Any student enrolled in our courses is entitled to deep discounts on the purchase of software. You can link to the student software purchase page for further information: http://wiscsoftware.wisc.edu/wisc/school.asp?institution=1029

3. Internet Connectivity. You must have access to the internet.

Getting Help

• University Information Technology Services (UITS) Help Desk: The UITS Help Desk supports the campus community with core applications for both the Mac and PC platforms. They can be reached at either 414-229-4040, 1-877-381-3459 or help@uwm.edu. The Help Desk is available between 7am and 12:00 midnight.
Commonly Visited Campus Portals

Office 365

- **Email:** At UWM, students, faculty and staff receive their email via Office 365, web-based suite. When you enroll at UWM, you automatically get a UWM email address. Your email address will be your PantherID@uwm.edu. This information should have been sent to you in your acceptance letter. If you can no longer access this information, contact the HelpDesk and they will be able to help you.

- **UWM Course Management System: Canvas LMS** is where you can view course syllabi, your grades and hold online discussions with classmates and the professor. Your username and password are the same as your email username and password. For assistance with account, call the Help Desk at (414) 229-4040.

An Important Reminder

As an online student, you need to be aware that even the most sophisticated technology is not 100% reliable. Breakdowns can occur. For example, your individual PC might have a problem; the server which hosts the LMS may become slow or cut you off temporarily; your internet service provider may cut you off unexpectedly. Phoning the Help Desk (414) 229-4040 is a good first step. You will also want to be sure to communicate with your instructor if you have any problem that interferes with you completing course requirements or that detracts from your learning experience.

9. Content Outline and Assigned Readings

<table>
<thead>
<tr>
<th>Module</th>
<th>Weeks</th>
<th>Topic</th>
<th>Assigned Reading</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mod.1</td>
<td>1 &amp; 2</td>
<td><strong>Course Introduction and Overview</strong></td>
<td>Tracy, &amp; O’Grady (2019): Ch.1, 2, 3, 4, 14 &amp; 15, 22</td>
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<td>History of APN roles and Issues Advanced Practice</td>
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<td>Specialization</td>
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<td>Regulation of Advanced Practice</td>
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<td>DNP Education</td>
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<td><strong>APA Quiz open 9/8/19 and due 9/15/19</strong></td>
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<tr>
<td>Module</td>
<td>Weeks</td>
<td>Topic</td>
<td>Assigned Reading</td>
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| Mod. 2 | 3 & 4  | 9/16-9/29                                                            | Leadership Models                                                                                                                             | Kouzes & Posner (2017): Ch. 1 & 2  
*Model the Way*                                                   |
|        |        | Exemplary Leadership                                                |                                                                                                                                             | Tracy, & O’Grady (2019): Ch. 11                                      |
|        |        | Leadership Skills and Competencies:                                 |                                                                                                                                             | Porter O’Grady & Malloch (2018), Ch. 1 & 2, 10                        |
|        |        |                                                                      |                                                                                                                                             | Social intelligence and leadership,.YouTube video: Dan Goleman |
|        |        |                                                                      |                                                                                                                                             | https://www.youtube.com/watch?v=7Qv0o1oh9f4                           |
|        |        |                                                                      |                                                                                                                                             | Optional:                                                              |
|        |        |                                                                      |                                                                                                                                             |                                                                                                             |
| Mod. 3 | 5 & 6  | 9/30-10/13                                                           | Leadership Skills and Competencies:                                                                                                           | Kouzes & Posner (2017): Ch. 3, 4 & 5  
*Inspire a Shared Vision*                                             |
|        |        | Leading by Example                                                  |                                                                                                                                             | Tracy, & O’Grady (2019): Ch. 7, 10, 13, 23 & 24                         |
|        |        | Identifying Ethical Foundations and Values                           |                                                                                                                                             |                                                                                                             |
|        |        |                                                                      | Leadership and Organizational Observation Reflection Paper due 10/13/19                                                                     |                                                                                                             |


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<tr>
<th>Module</th>
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<tr>
<td></td>
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<td><strong>Optional:</strong></td>
<td><strong>Hofstrand, D. (2016). Vision and Mission Statements--a Roadmap of Where You Want to Go and How to Get There. <em>Ag Decision Maker.</em></strong></td>
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<td><strong>Mod. 4</strong> 7 &amp; 8 10/14-10/27 <strong>Leadership Skills and Competencies:</strong></td>
<td><strong>Kouzes &amp; Posner (2017): Ch. 6 &amp; 7 Challenge the Process Enable Others to Act</strong> <strong>Porter O’Grady &amp; Malloch (2018), Ch. 3, 4, 5 &amp; 8</strong></td>
</tr>
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</table>
|        |             | **Facilitating Organization-wide Change in the Context of Complexity** | **Eric Berlow**  
https://www.ted.com/talks/eric_berlow_how_complexity_leads_to_simplicity#t-203487  
**Hannah Fry: Is life really that complex?**  
https://www.ted.com/talks/hannah_fry_is_life_really_that_complex  
**Nicolas Perony**  
https://www.ted.com/talks/nicolas_perony_puppies_now_that_i_ve_got_your_attention_complexity_theory** |
<p>|        |             | <strong>Case Exemplar Paper due 11/10/19</strong>                                |                                                                                                                                                  |
|        |             | <strong>Mod. 5</strong> 9 &amp; 10 10/28-11/10 <strong>Leadership Skills and Competencies:</strong> | <strong>Kouzes &amp; Posner (2017): Ch. 8, 9 &amp; 10 Enable Others to Act Encourage the Heart</strong> <strong>Tracy, &amp; O’Grady (2019): Ch. 9 &amp; 12</strong> <strong>Porter O’Grady &amp; Malloch (2018), Ch. 6 &amp; 7</strong>  |
|        |             | <strong>Fostering Collaboration and Strengthening Others</strong>                | <strong>Complete IPE On-line Module</strong>                                                                                                                                                                         |
|        |             | <strong>Negotiation and Conflict Management</strong>                             |                                                                                                                                                  |
|        |             |                                                                    |                                                                                                                                                  |</p>
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<td><strong>Optional:</strong></td>
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| Mod. 6 | 11 & 12 | 11/11-11/24 | **Transforming Practice through Leadership:**  
Challenges in Leadership and Healthcare Systems  
Guidance and Coaching  
Exercising Creativity and Fostering Innovation | Tracy, & O’Grady (2019): Ch. 5, 8, 12  
Porter O’Grady & Malloch (2018), Ch. 9,11,12,13 &14  
Tracy, & O’Grady (2019): Ch. 8  
**Optional:**  
| Mod. 7 | 13 & 14 | 11/25-12/8 | **Exemplary Leadership Wrap-up**  
APRN Marketing, Reimbursement and Payment  
Regulation and Health Care Financing | Kouzes & Posner (2017): Ch. 11 & 12  
Tracy, & O’Grady (2019): Ch. 20 & 21  
<table>
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<tr>
<th>Module</th>
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<th>Assigned Reading</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mod. 8</td>
<td>15</td>
<td>Evaluation and course closure</td>
<td>Discussion learning from sharing your paper summaries with your peers</td>
</tr>
<tr>
<td></td>
<td>12/9-12/12</td>
<td>Scholarly Paper due 12/08/19</td>
<td>Online evaluations</td>
</tr>
</tbody>
</table>

**ACADEMIC INTEGRITY**

Students are expected to demonstrate academic integrity in all course activities. Academic integrity requires honesty concerning all aspects of academic work including:

- Correct procedures for citing sources of information, words, and ideas
- Ways to properly credit collaborative work with project team or study group members
- Strategies for planning and preparing for examinations, papers, projects and presentations.

Students are encouraged to consult with faculty regarding any questions about appropriate behaviors to maintain academic integrity. Any violation of academic integrity will result in a zero on the assignment and may result in additional sanctions consistent with university policy.

See UWM policies at: [http://www4.uwm.edu/acad_aff/policy/academicmisconduct.cfm](http://www4.uwm.edu/acad_aff/policy/academicmisconduct.cfm)

Students must add the following statement to written work submitted to meet course requirements:

“By submitting this paper for grading, I am certifying that it is entirely my own work, with any words and/or ideas from other sources properly indicated (words with quotation marks), cited in text, and referenced. I have not submitted this paper to satisfy the requirements of any other course.”

**UNIVERSITY POLICIES:**

The UWM policies that govern this course can be found at: [http://www.uwm.edu/Dept/SecU/SyllabusLinks.pdf](http://www.uwm.edu/Dept/SecU/SyllabusLinks.pdf)

Additionally, please note the following:

1. **Inclement weather:** UWM student should contact the University at 229-4444 (UW-Parkside, 262-595-2345) or check the appropriate website to ascertain the status of class cancellation due to inclement weather. Even when classes are canceled, University offices and services remain available, unless the entire University is closed by the Governor. [http://www4.uwm.edu](http://www4.uwm.edu) or [http://www.uwp.edu](http://www.uwp.edu)
2. **Safety**: Safety techniques and strategies are described in College of Nursing Student Handbooks for undergraduate and graduate students distributed to all nursing students upon entering the program. Copies are available in the Office of Student Affairs. Information about UWM campus safety is found at http://www4.uwm.edu/current_students/student_services/safety.cfm

3. **Technology and Social media**: See student handbook