



Healthcare Systems & Policy

NURS329 [all sections]

Southwestern College Professional Studies

COURSE SYLLABUS

I. Course Catalog Description

The healthcare system includes hospitals, nursing homes, clinics, school and drugstore clinics, and a variety of other organizational entities. Behavior of individuals and organizations, forms and styles of communication, and cultural values and patterns differ according to the size of the healthcare organization, type, location, purpose, and assumed typical patient. Learners in this course identify organizational theories and models of care that they apply to various healthcare settings in order to understand the relationship between theoretical models and organizational dynamics. Topics for discussion and analysis includes systems thinking, process improvement projects, regulatory requirements, and models for advocacy and collaboration. *Prerequisite NURS309.*

II. Required and Supplementary Instructional Materials

Burns, R. L., Bradley, E. H., & Weiner, B. J. (2012). *Shortell and Kaluzny's health care management: Organization design and behavior* (6th ed.). Clifton Park, NY: Delmar, Cengage Learning.

Yoder-Wise, P. S. (2011). *Leading and managing in nursing* (6th ed.). St. Louis, MO: Mosby, Elsevier.

Other Resources:

American Psychological Association. (2010). *Publication manual of the American Psychological Association*. (6th ed.). Washington, DC: Author.

American Association of Colleges of Nursing (AACN). (2008). [*The essentials of Baccalaureate education for professional nursing practice*](#). Washington, DC: Author.

III. Course Delivery

All courses in the Nursing Program are delivered Online and typically contain a blend of synchronous (real-time) and asynchronous (not real-time) material. Learners are also required to complete any practicum course requirements. Depending on the course, you may be required at times to interact "live," which might mean attending a scheduled Collaborate session. You may also be required to view or listen to a lecture or other video on a specific date and time. Of course, if there are circumstances that prohibit you from logging in to a scheduled synchronous activity, an alternate assignment will be provided. Please refer to the [Course at a Glance](#) section which will note any synchronous activities.

IV. Learning Outcomes

Learning outcomes describe the knowledge, skills, values, and attitudes that learners gain as the result of a particular learning experience. Southwestern College Professional Studies has [learning outcomes specific to the Nursing Program](#), as well as [institution-wide outcomes](#) related to the mission and vision of the college.

Outcomes can help learners and instructors focus on the big picture of the learning experience and can help inform potential employers about a graduate's knowledge and skills.

Upon successfully completing this course, the learner will be able to:

Learning Outcome	Related Program Outcome(s)
1. Define elements of organizations and environments from a liberal arts perspective	1, 6
2. Analyze various healthcare organizations and environments, including organizational theory as the foundation for analysis	4, 5, 6
3. Describe the steps for successful strategic planning	5, 6, 7
4. Describe various organizational structures	6, 7

Learning Outcome	Related Program Outcome(s)
5. Analyze the role of leadership in creating a creating healthy work environments	1, 2, 4, 5, 6, 7, 9, 10
6. Identify the impact individuals, groups and teams have on the functioning of healthcare organizations	4, 6, 7
7. Identify quality initiatives and regulatory initiatives related to healthcare including an understanding of the various reporting organizations	2, 5, 6, 7, 8, 9
8. Understanding basic healthcare policy impacting delivery systems	4, 5, 6, 7, 8, 9

At the end of the course, learners may vary in their ability to achieve these outcomes. You are more likely to achieve these outcomes only if you attend class and/or online activities as required by the syllabus, complete the requirements for all assignments to the best of your ability, participate actively in class activities and group work as directed, and study diligently for exams.

V. Expectations

Learners can expect the instructor to:

- Respond to e-mail and phone contact attempts promptly (if you do not receive a response after 48 hours please follow-up as a technology glitch may have occurred)
- Substantially participate in weekly discussions/lecture
- Employ impartial and consistent grading practices
- Provide assignment grades and feedback in one week or less

Instructors can expect the learner to:

- Review the syllabus in its entirety requesting clarification prior to beginning week 1 coursework
- Obtain access to the required course materials prior to the class start date or notify the instructor of any delay no later than Tuesday of week 1 of the course
- Submit course assignment questions with enough notice to receive and incorporate feedback prior to the assignment due date (see [course late policy](#))
- Possess basic skills in Microsoft Office, and have the ability to access Blackboard
- Include the [course ID](#) (Ex: CORE101) on all e-mail correspondence
- Check Blackboard course announcements often during the course
- Communicate with instructors and classmates in a professional and respectful manner
- Substantially participate in weekly discussion/lecture (it is strongly suggested that Bb posts be prepared in a word processing software application then checked for grammar errors prior to submission)
- Submit assignments via the appropriate avenue (e.g. discussion board, Bb assignment link, etc.)
- Adhere to the Southwestern College [Student Code of Conduct](#) and [Standards of Academic Integrity](#)
- Create and submit original work

VI. Grading Scale and Criteria

<u>Grade</u>	<u>Quality Points</u>	<u>Course Scale</u>
A+	4.00	100%
A	4.00	94.0-99.9%
A-	3.67	90.0-93.9%
B+	3.33	87.0-89.9%
B	3.00	84.0-86.9%
B-	2.67	80.0-83.9%
C+	2.33	77.0-79.9%
C	2.00	74.0-76.9%
C-	1.67	70.0-73.9%
D+	1.33	67.0-69.9%

<u>Grade</u>	<u>Quality Points</u>	<u>Course Scale</u>
D	1.00	64.0-66.9%
D-	0.67	60.0-63.9%
F	0.00	< 60.0%

<u>Grade:</u>	<u>Criteria and Guidelines:</u>
A+	The grade of A+ is reserved for a perfect score (100%) of all work in a course.
A	Superior work: Superior performance that far exceeds the minimum expectations and demonstrates an excellent understanding of the concepts addressed in the course.
B	Above average work: Good performance that exceeds the minimum expectations and demonstrates a higher than average understanding of the concepts addressed in the course.
C	Average Work: Adequate performance that meets the minimal expectations and demonstrates a basic understanding of the concepts addressed in the course.
D	Minimally acceptable work for receiving credit: Below average performance that does not meet the minimum expectations and/or does not demonstrate a basic understanding of the concepts addressed in the course.
F	Failure: Unacceptable performance (in a professional context, this means “you’re fired.”)
WF	Withdraw/Fail: A final grade of WF will be recorded for learners who either never access/attend or submit any assignments for courses.
WD, AW, I, S, W, WM	Please refer to the Grading System section of the appropriate catalog.

VII. The Mission of Southwestern College

Southwestern College provides a values-based learning experience that emphasizes intellectual, personal, and spiritual growth. Founded in 1885 by Kansas Methodists and now related to the Kansas West Conference of the United Methodist Church, the college offers bachelor’s, master’s and doctoral degrees on-ground and online.

VIII. College Policies

Learners are expected to read and abide by the college policies as listed in the [Undergraduate Catalog](#) and the [Nursing Handbook](#).

[Non-Discrimination Policy](#)

[Student Code of Conduct](#)

[Academic Integrity Policy](#)

[Policies for Dealing with Violations of Academic Integrity](#)

[Incomplete Policy](#)

[Withdraw Policy](#)

IX. Nursing Program Policies

In order to pass a course **ALL** key assignments must be complete. Failure to complete and submit any key assignment may result in a failing grade for the course.

X. Course Policies

Students are expected to read and abide by the course policies listed in the instructor-specific syllabus located in the Bb course.

XI. [Technology Requirements](#)

XII. APA Citation

Check the Academic Resources link in the course menu of your Blackboard course to find the specific requirements and resources for formatting manuscripts and documenting various kinds of sources when submitting written work.

XIII. SafeAssign®

This instructor may use SafeAssign®, which is a system that allows for checking the originality of writing and proper APA citing. Your assignments may be run through this software.

XIV. Course Requirements:

Requirements	Number of Assignments	Points Possible	Percent of Grade
Discussions	6	150	15%
Units 1 & 4 Assignments	2	200	20%
Unit 2 Website Critique	1	150	15%
Unit 3 Healthcare Organization & Environment Analysis	1	150	15%
Unit 5 Healthcare System & Regulatory Assignment	1	150	15%
Unit 6 Advocacy Assignment	1	200	20%
Total Points		1000	100%

XV. Course at a Glance:

Unit	Unit Learning Objectives	Reading & Preparation Activities	Graded Work Due	Related Learning Outcomes
1	<ul style="list-style-type: none"> Understand the challenge of delivering value in health care Identify the major forces affecting the delivery of health services Distinguish the similarities and differences in the forces shaping health services globally Understand the different types of health care systems Identify, understand, and apply the major perspectives and theories on organizations to real problems facing health care organizations Differentiate between leadership and management Relate leadership and other organizational theories to behaviors that serve as important functions of professional nursing. Understand strengths in optimizing one's personal attributes to effectively lead, manage, and follow. Evaluate transactional and transformational leadership techniques for effectiveness and potential for positive outcomes. Understand how to sustain successful leadership Apply organizational strategies to improve interprofessional collaboration and care delivery in complex clinical settings. 	<ul style="list-style-type: none"> Read Burns, Bradley & Weiner: Chapters 1 & 2 Read Yoder-Wise: Chapters 1 & 3 Review powerpoints 	<ol style="list-style-type: none"> Unit 1 Discussion Unit 1 Assignment 	1, 2, 5, 6

Unit	Unit Learning Objectives	Reading & Preparation Activities	Graded Work Due	Related Learning Outcomes
2	<ul style="list-style-type: none"> • Describe which organization design is most appropriate for a given health care organization • Describe the mechanisms and processes of coordination at the micro level and their effects on quality of care • Identify and compare characteristics that are used to differentiate healthcare organizations. • Analyze the relationships among mission, vision, and philosophy statements and organizational structure. • Define motivation and distinguish it from other factors that influence individuals' performance • Evaluate the use of select functions, principles, and strategies for initiating and managing change. • Formulate desirable qualities of effective change agents. • Describe the role and value of teams in health care organizations • Evaluate the differences between a group and a team. • Demonstrate an effective communication interaction • Appreciate the importance of organizational politics 	<ul style="list-style-type: none"> • Read Burns, Bradley & Weiner: Chapters 3-6 • Read Yoder-Wise: Chapters 7, 8, 17, 18 • Review powerpoints • Read The Role of Nursing Leadership in Creating Caring Environments • Read and complete the Website Critique Assignment 	<ol style="list-style-type: none"> 1. Unit 2 Discussion 2. Unit 2 Website Critique 	1, 2, 4, 6
3	<ul style="list-style-type: none"> • Recognize what power is and how it is used within health care organizations • Describe and compare the major sources of power within health care organizations • Explore the concepts of professional and legislative politics related to nursing. • Value the concept of power as it relates to leadership and management in nursing. • Identify the characteristics that make health care organizations complex systems • Explain the importance of quality improvement (QI) in health care • Define quality and performance measures for organizations • Identify the key organizations leading patient safety movements in the United States. • Value the need for a focus on patient safety. • Evaluate the use of concepts and principles of acculturation, culture, cultural diversity, and cultural sensitivity in leading and managing situations. 	<ul style="list-style-type: none"> • Read Burns, Bradley & Weiner: Chapters 7, 8, 9 • Read Yoder-Wise: Chapters 2, 9 & 10 • Review powerpoints • Read and complete the Healthcare Organization & Environment Analysis assignment 	<ol style="list-style-type: none"> 1. Unit 3 Discussion 2. Unit 3 Healthcare Organization & Environment Analysis 	1, 4, 7
4	<ul style="list-style-type: none"> • Understand concepts of strategy and strategic management • Understand how strategy and strategic management applies to health care markets • Articulate the value and importance of conducting an environmental assessment. • Review the purpose of a mission statement, a philosophy, and established goals and objectives. • Better understand why strategic alliances are increasing in use, particularly among health care organizations • Understand both the pros and cons of alliances 	<ul style="list-style-type: none"> • Read Burns, Bradley & Weiner: Chapters 10 & 11 • Read Yoder-Wise: Chapters 16 • Review powerpoints • Watch the Movie <i>Chasing Zero</i> 	<ol style="list-style-type: none"> 1. Unit 4 Discussion 2. Unit 4 Assignment 	2, 3, 6

Unit	Unit Learning Objectives	Reading & Preparation Activities	Graded Work Due	Related Learning Outcomes
5	<ul style="list-style-type: none"> Describe the policy and operational context of health care regulations Identify the key regulatory agencies and summarize their current policies Discuss recent policy initiatives that have regulatory implications Discuss the factors that are contributing to the widespread adoption and use of health information technology, including electronic health records (EHRs) Define the major components and functions of an EHR system Describe three types of healthcare information technology trends. Explore the issues of patient safety, ethics, and information security and privacy within information technology. Value the use of the Internet for healthcare information. 	<ul style="list-style-type: none"> Read Burns, Bradley & Weiner: Chapters 12 & 13 Read Yoder-Wise: Chapter 11 Review powerpoints Read and complete the Healthcare System & Regulatory Assignment 	<ol style="list-style-type: none"> Unit 5 Discussion Unit 5 Healthcare System & Regulatory Assignment 	4, 5, 6, 7, 8
6	<ul style="list-style-type: none"> Identify key concepts of consumerism and how they impact health care Define consumer- driven health care and its impact on the health care environment Understand the interrelationship between retail medicine, consumer's choice, and health marketing Interpret the results of selected changes that have influenced consumer relationships in health care. Describe the effect of health worker mobility on health systems Appreciate the managerial and policy implications of health care globalization 	<ul style="list-style-type: none"> Read Burns, Bradley & Weiner: Chapters 14 & 15 Read Yoder-Wise: Chapters 22 Review powerpoints Read Advocating for Nurses and Nursing 	<ol style="list-style-type: none"> Unit 6 Discussion Unit 6 Advocacy Assignment 	6, 7, 8

XVI. College Resources

[Advising](#)

[Self-Service](#)

[Withdraw Form](#)

[Blackboard Learn](#)

[SCPS Bookstore](#)

[Deets Library](#)

[Online Writing Center](#): View this brief [video tutorial](#) that explains how to enroll

IT Support: Marilyn.clements@sckans.edu or 888-684-5335 x.121

XVII. ADA Compliance Statement

Southwestern College Professional Studies is committed to making reasonable accommodations for qualified learners with documented disabilities. If you have a disability that may impact your learning and for which you may need accommodations, please notify the Director of Learner Support and Academic Success, at 888.684.5335.