



**Healthcare Systems & Policy**  
 NURS329  
 Southwestern College Professional Studies

**COURSE SYLLABUS**

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**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. 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:

<b>Learning Outcome</b>	<b>Related <a href="#">Program Outcome(s)</a></b>
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
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.

#### IV. Course Policies

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

#### V. 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%
Practice Experience Journal	1	0	Pass/Fail
<b>Total Points</b>		<b>1000</b>	<b>100%</b>

#### Practice Experience Requirements

For this course, there are a total of 5 practice learning experience hours required. Please refer to the Practice Experience Guide for questions. Part of the required practice experiences for this course are from the Institute for Healthcare Improvement (IHI). You will register for a free account at <http://www.ihl.org/Pages/default.aspx>. When you register for an account do the following: Job Title: Student; Organization Type: School-Nursing; Primary Role: Student

The required practicum experiences for this course include:

- (IHI) QI 201: Planning for Spread: From Local Improvements to System-Wide Change (1hr 15min)
- (IHI) QI 202: Achieving Breakthrough Quality, Access, and Affordability (1hr 45min)
- Interview a current healthcare organization administrator about complex systems and solving problems. Complete the IHI modules before the interview.

VI. Course at a Glance:

Unit	Unit Learning Objectives	Reading & Preparation Activities	Graded Work Due	Related Learning Outcomes
1	<ul style="list-style-type: none"> <li>● Understand the challenge of delivering value in health care</li> <li>● Identify the major forces affecting the delivery of health services</li> <li>● Distinguish the similarities and differences in the forces shaping health services globally</li> <li>● Understand the different types of health care systems</li> <li>● Identify, understand, and apply the major perspectives and theories on organizations to real problems facing health care organizations</li> <li>● Differentiate between leadership and management</li> <li>● Relate leadership and other organizational theories to behaviors that serve as important functions of professional nursing.</li> <li>● Understand strengths in optimizing one’s personal attributes to effectively lead, manage, and follow.</li> <li>● Evaluate transactional and transformational leadership techniques for effectiveness and potential for positive outcomes.</li> <li>● Understand how to sustain successful leadership</li> <li>● Apply organizational strategies to improve interprofessional collaboration and care delivery in complex clinical settings.</li> </ul>	<ul style="list-style-type: none"> <li>● Read Burns, Bradley &amp; Weiner: Chapters 1 &amp; 2</li> <li>● Read Yoder-Wise: Chapters 1 &amp; 3</li> <li>● Review powerpoints</li> </ul>	<ol style="list-style-type: none"> <li>1. Unit 1 Discussion</li> <li>2. Unit 1 Assignment</li> </ol>	1, 2, 5, 6
2	<ul style="list-style-type: none"> <li>● Describe which organization design is most appropriate for a given health care organization</li> <li>● Describe the mechanisms and processes of coordination at the micro level and their effects on quality of care</li> <li>● Identify and compare characteristics that are used to differentiate healthcare organizations.</li> <li>● Analyze the relationships among mission, vision, and philosophy statements and organizational structure.</li> <li>● Define motivation and distinguish it from other factors that influence individuals’ performance</li> <li>● Evaluate the use of select functions, principles, and strategies for initiating and managing change.</li> <li>● Formulate desirable qualities of effective change agents.</li> <li>● Describe the role and value of teams in health care organizations</li> <li>● Evaluate the differences between a group and a team.</li> <li>● Demonstrate an effective communication interaction</li> <li>● Appreciate the importance of organizational politics</li> </ul>	<ul style="list-style-type: none"> <li>● Read Burns, Bradley &amp; Weiner: Chapters 3-6</li> <li>● Read Yoder-Wise: Chapters 7, 8, 17, 18</li> <li>● Review powerpoints</li> <li>● Read The Role of Nursing Leadership in Creating Caring Environments</li> <li>● Read and complete the Website Critique Assignment</li> </ul>	<ol style="list-style-type: none"> <li>1. Unit 2 Discussion</li> <li>2. Unit 2 Website Critique</li> </ol>	1, 2, 4, 6

Unit	Unit Learning Objectives	Reading & Preparation Activities	Graded Work Due	Related Learning Outcomes
3	<ul style="list-style-type: none"> <li>● Recognize what power is and how it is used within health care organizations</li> <li>● Describe and compare the major sources of power within health care organizations</li> <li>● Explore the concepts of professional and legislative politics related to nursing.</li> <li>● Value the concept of power as it relates to leadership and management in nursing.</li> <li>● Identify the characteristics that make health care organizations complex systems</li> <li>● Explain the importance of quality improvement ( QI) in health care</li> <li>● Define quality and performance measures for organizations</li> <li>● Identify the key organizations leading patient safety movements in the United States.</li> <li>● Value the need for a focus on patient safety.</li> <li>● Evaluate the use of concepts and principles of acculturation, culture, cultural diversity, and cultural sensitivity in leading and managing situations.</li> </ul>	<ul style="list-style-type: none"> <li>● Read Burns, Bradley &amp; Weiner: Chapters 7, 8, 9</li> <li>● Read Yoder-Wise: Chapters 2, 9 &amp; 10</li> <li>● Review powerpoints</li> <li>● Read and complete the Healthcare Organization &amp; Environment Analysis assignment</li> </ul>	<ol style="list-style-type: none"> <li>1. Unit 3 Discussion</li> <li>2. Unit 3 Healthcare Organization &amp; Environment Analysis</li> </ol>	1, 4, 7
4	<ul style="list-style-type: none"> <li>● Understand concepts of strategy and strategic management</li> <li>● Understand how strategy and strategic management applies to health care markets</li> <li>● Articulate the value and importance of conducting an environmental assessment.</li> <li>● Review the purpose of a mission statement, a philosophy, and established goals and objectives.</li> <li>● Better understand why strategic alliances are increasing in use, particularly among health care organizations</li> <li>● Understand both the pros and cons of alliances</li> </ul>	<ul style="list-style-type: none"> <li>● Read Burns, Bradley &amp; Weiner: Chapters 10 &amp; 11</li> <li>● Read Yoder-Wise: Chapters 16</li> <li>● Review powerpoints</li> <li>● Watch the Movie <i>Chasing Zero</i></li> </ul>	<ol style="list-style-type: none"> <li>1. Unit 4 Discussion</li> <li>2. Unit 4 Assignment</li> </ol>	2, 3, 6
5	<ul style="list-style-type: none"> <li>● Describe the policy and operational context of health care regulations</li> <li>● Identify the key regulatory agencies and summarize their current policies</li> <li>● Discuss recent policy initiatives that have regulatory implications</li> <li>● Discuss the factors that are contributing to the widespread adoption and use of health information technology, including electronic health records ( EHRs)</li> <li>● Define the major components and functions of an EHR system</li> <li>● Describe three types of healthcare information technology trends.</li> <li>● Explore the issues of patient safety, ethics, and information security and privacy within information technology.</li> <li>● Value the use of the Internet for healthcare information.</li> </ul>	<ul style="list-style-type: none"> <li>● Read Burns, Bradley &amp; Weiner: Chapters 12 &amp; 13</li> <li>● Read Yoder-Wise: Chapter 11</li> <li>● Review powerpoints</li> <li>● Read and complete the Healthcare System &amp; Regulatory Assignment</li> </ul>	<ol style="list-style-type: none"> <li>1. Unit 5 Discussion</li> <li>2. Unit 5 Healthcare System &amp; Regulatory Assignment</li> </ol>	4, 5, 6, 7, 8

Unit	Unit Learning Objectives	Reading & Preparation Activities	Graded Work Due	Related Learning Outcomes
6	<ul style="list-style-type: none"> <li>● Identify key concepts of consumerism and how they impact health care</li> <li>● Define consumer- driven health care and its impact on the health care environment</li> <li>● Understand the interrelationship between retail medicine, consumer’s choice, and health marketing</li> <li>● Interpret the results of selected changes that have influenced consumer relationships in health care.</li> <li>● Describe the effect of health worker mobility on health systems</li> <li>● Appreciate the managerial and policy implications of health care globalization</li> </ul>	<ul style="list-style-type: none"> <li>● Read Burns, Bradley &amp; Weiner: Chapters 14 &amp; 15</li> <li>● Read Yoder-Wise: Chapters 22</li> <li>● Review powerpoints</li> <li>● Read Advocating for Nurses and Nursing</li> </ul>	<ol style="list-style-type: none"> <li>1. Unit 6 Discussion</li> <li>2. Unit 6 Advocacy Assignment</li> </ol>	6, 7, 8

VII. Other Policies and Requirements

Follow this link to the Southwestern College Professional Studies [Standard Syllabus](#) in Blackboard. You may be required to log in.