Course Syllabus
[Chaminade University Honolulu](#)
3140 Waialae Avenue - Honolulu, HI 96816

Course Number: NUR 403 Nursing Leadership
Department Name: School of Nursing and Health Professions
Term: Summer 2022
Course Credits: 3 credits

Class Meeting Days/Hours/Locations:
Mon 1:30-5:40pm Ching Hall 254
Thurs 1:30-5:40pm Henry Hall 107

Instructor:
Jen Nafarrete EdD MSN RN
Jennifer.nafarrete@chaminade.edu
Office Location: Henry Hall 118c
Office Hours: by appointment

Guidelines for Communication:
Email: use the Chaminade email account provided. Always include a subject line such as NUR 403 and add the topic of the email. Use standard fonts; special formatting such as centering, audio messages, and tables should be avoided. Send an attachment with the email if the above items need to be shared. Classroom correspondence should be conducted using the Canvas email function.

COURSE DESCRIPTION:
Management and leadership skills are essential for all professional nurses. These skills are "community based" in that it is the community in which we serve that defines the needed abilities of managers and leaders in healthcare systems. The focus of this course is an introduction to varied theoretical frameworks that support principles of leadership and management in nursing and in all types of organizational settings. Emphasis is placed on developing, enhancing, and demonstrating leadership skills. Students are exposed to practical situations in the management of patient care in various healthcare settings.

This course provides an opportunity for the senior nursing student to investigate the role of nurse

managers and leaders and to prepare for the practice of nursing management within various healthcare settings. Organizational structure, methods of nursing care delivery, comparison of management and nursing processes, decision-making, change, communication skills, collaboration, team building, ethical considerations, interpersonal skills of effective nursing leadership and management, and organizational issues related to the quality of client, family, and personnel outcomes are integrated in the course.

Marianist Values

This class represents one component of your education at Chaminade University of Honolulu. An education in the Marianist Tradition is marked by five principles and you should take every opportunity possible to reflect upon the role of these characteristics in your education and development:

1. Education for formation in faith
2. Provide an integral, quality education
3. Educate in family spirit
4. Educate for service, justice and peace
5. Educate for adaptation and change

Native Hawaiian Values

Education is an integral value in both Marianist and Native Hawaiian culture. Both recognize the transformative effect of a well-rounded, value-centered education on society, particularly in seeking justice for the marginalized, the forgotten, and the oppressed, always with an eye toward God (Ke Akua). This is reflected in the ʻOlelo Noʻeau (Hawaiian proverbs) and Marianist core beliefs:

1. Educate for Formation in Faith (Mana) E ola au i ke akua (ʻŌlelo Noʻeau 364) May I live by God
2. Provide an Integral, Quality Education (Naʻauao) Lawe i ka maʻalea a kūʻonoʻono (ʻŌlelo Noʻeau 1957) Acquire skill and make it deep
3. Educate in Family Spirit (ʻOhana) ʻIke aku, ʻike mai, kōkua aku kōkua mai; pela iho la ka nohana ʻohana (ʻŌlelo Noʻeau 1200) Recognize others, be recognized, help others, be helped; such is a family relationship
4. Educate for Service, Justice and Peace (Aloha) Ka lama kū o ka noʻeau (ʻŌlelo Noʻeau 1430) Education is the standing torch of wisdom
5. Educate for Adaptation and Change (Aina) ʻAʻohe pau ka ʻike i ka hālau hoʻokahi (ʻŌlelo Noʻeau 203) All knowledge is not taught in the same school

PREREQUISITES: Senior standing in the nursing program

CO-REQUISITES: NUR 401, NUR 402, or NUR 405, NUR 404

COURSE LEARNING OUTCOMES: At the end of this course, the student should be able to:
1. Examine the structure, function and types of various healthcare organizations;
2. Analyze the nursing care delivery systems used in delivering care to different populations in a variety of settings;
3. Relate the management function of planning, organizing, directing, coordinating and controlling to the role of the nurse manager;
4. Distinguish leadership styles and decision-making models that are appropriate for the practice of nursing and delivery of nursing services;
5. Apply principles of quality improvement in the management of human resources and health

care services;
6. Assess power, empowerment and conflict resolution within the framework of the changing healthcare environment;
7. Compare clinical information systems and their application to the practice of nursing; and
8. Apply management and leadership principles to personal career development.

Additional Service-Learning Outcome:
Demonstrate an understanding of the connections between academic work and real-life situations.

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Alignment of Learning Outcomes
Key progression in professional nurse practice: Key: I=Introduced, D=Developed, M=Mastered

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Program Learning Outcomes	CLO1	CLO2	CLO3	CLO4	CLO5	CLO6	CLO7	CLO8
PLO#1: Use the nursing process for comprehensive assessments of health and illness parameters in patients using developmentally, and culturally, appropriate approaches.								
PLO#2: Provide safe, holistic, patient-centered care across the health-illness continuum, across the lifespan, using state-of-the-art methodologies, and in all healthcare settings.								
PLO#3: Engage in dialogue about contemporary issues in healthcare, effectively advocate in the interest of patients, and lead others in the professional nursing role.	D	D	D	D	D	D		D
PLO#4: Communicate and collaborate effectively with patients and professionals from a variety of disciplines.				M		M		
PLO#5: Integrate research and reliable clinical evidence to inform their nursing practice.	D	D	D		D			
PLO#6: Incorporate informatics and healthcare technologies into the practice of professional nursing.		M	M				M	
PLO#7: Use the determinants of health, tools for measurement, and interventions for health promotion and disease prevention in populations.		D	D	D				
PLO#8: Describe the elements of health care policy and finance within a regulatory environment.	D	D			D			

Program Learning Outcomes	VAL	VALUE2	VAL	VAL	VAL

	UE1		UE3	UE4	UE5
PLO#1: Use the nursing process for comprehensive assessments of health and illness parameters in patients using developmentally, and culturally, appropriate approaches.	M	M	M		
PLO#2: Provide safe, holistic, patient-centered care across the health-illness continuum, across the lifespan, using state-of-the-art methodologies, and in all healthcare settings.		M	M		
PLO#3: Engage in dialogue about contemporary issues in healthcare, effectively advocate in the interest of patients, and lead others in the professional nursing role.			D	D	D
PLO#4: Communicate and collaborate effectively with patients and professionals from a variety of disciplines.			M	D	D
PLO#5: Integrate research and reliable clinical evidence to inform their nursing practice.		D		D	D
PLO#6: Incorporate informatics and healthcare technologies into the practice of professional nursing.		M			D
PLO#7: Use the determinants of health, tools for measurement, and interventions for health promotion and disease prevention in populations.		M			D
PLO#8: Describe the elements of health care policy and finance within a regulatory environment.				D	D

Program Associated Hawaiian Core Values	CLO1	CLO2	CLO3	CLO4	CLO5	CLO6	CLO7	CLO8
1. Patient Centered-Care *Ka malama olakino pili pono I ia kanaka*		D	D					
2. Community Based Care *Ka malama olakino ma o ke kaiaulu*		D						
3. Developmentally and Culturally Appropriate Care *Ka malama olakino noka ho`omohala a me ka mo'omeheu*	D			D				
4. Care Across the Lifespan *Ka malama olakino o ka wa ola*		D	D					

REQUIRED TEXTS:

- ATI Content Mastery Series. (2019). *Learning System Package*

COURSE GRADING: A=90-100
                        B=80-89
                        C=70-79
                        D=60-69
                        F=59 and below

==OF NOTE: scores will not be rounded up **(i.e., 69.9% is 69% = D) & there are no extra credit allowances**==

COURSE REQUIREMENTS/METHOD OF EVALUATION:

Cover Letter, Resume, Portfolio, Interview	20%
Sigma Theta Tau Nurse Manager Certificate	20%
Exam	30%
Debate	10%
ATI Practice and Remediation	10%
Final Exam (ATI Proctored)	10%

All assignments are DUE as noted in your Canvas page. ***No late assignments will be accepted without prior instructor agreement***. The ATI Remediation templates should be done after both 2019 Leadership Practice Assessment A and B.

TEACHING –LEARNING STRATEGIES: Lecture, discussion, leadership project, virtual simulation, group activities, case studies, student presentation, online tutorials, concept mapping, and debate.

SUPPLEMENTAL MATERIALS:
The Learning Management System, ***Canvas***, is used throughout all of the nursing courses. Course website address: https://chaminade.instructure.com.   Hardware requirements: Canvas is accessible from most PCs and Macintosh computers with a reliable Internet connection. Canvas is accessible on all computers available for use on campus. Technical support: click the "*Help*" link to access help through the Canvas guide, the Canvas community or Canvas Support. If you encounter a problem with Canvas be sure to click the "*report a problem*" link to get help for a support agent 24/7.

Assessment Technologies Institute (ATI) is an online educational learning system used throughout the nursing courses at CUH SON. Website: https://www.atitesting.com. Complete system requirements are available on the log on page. For all inquiries during office hours use: 1-800-667-7531. After hours technical support, send an email to helpdesk@atitesting.com.

You may have readings assigned from *any of the ATI books as appropriate* for the topic.

SON COURSE POLICIES: All policies stated in the Chaminade University and the School of Nursing handbooks are in effect in this course.

ATI Policy Proctored ATI Exam Leadership:
● The benchmark of all ATI content mastery exams is a level 2. If the student obtains below level 1 the student has not been able to demonstrate mastery of the content and is not meeting course expectations. Therefore, if the student obtains below a level 1 on the Leadership ATI content mastery

examination in this course, the student must complete a focused review, submit active learning templates, and retake the proctored ATI mastery examination by a specified date set by the instructor. If the student is not able to obtain at least a level 1 on the retake examination; the student will fail the course.

● The results of the retake exam will not affect the grade assigned for the first mastery examination taken.

● All students progressing to the next nursing course must remediate regardless of level achieved on the Leadership ATI content mastery exam and must complete a focused review and submit the active learning templates for Leadership ATI content mastery exam to the NUR 490 NCLEX seminar faculty prior to the Leadership ATI examination in that course.

ATI Procedures
1. Dates for practice exams must be scheduled in advance and listed in the course syllabus.
2. After taking a practice exam the student must create a focused review from the ATI website and select "all missed topics" to review
3. *The student is required to complete a handwritten active learning template for each topic reviewed and submit a hard-copy to the faculty member for each practice exam taken.*
4. *The faculty member will turn on the rationales for the right and wrong answers for the practice ATI examinations in preparation for the proctored exams after the assigned submission date of the focused review.*
5. Students will take the practice exams again and read the rationales provided by ATI for the right and wrong answers (even if the student obtained the correct answer); this will help them study the material.
6. Faculty may assign further remediation requirements.

Academic Honesty: Nursing students are responsible for promoting academic honesty in all educational settings. Nursing students represent Chaminade University and the School of Nursing and as such are expected to demonstrate professional, ethical behavior in the classroom, in laboratory settings, in the clinical setting, and in the community. Please refer to "*Professional Behaviors*" in the 2019-2020 Student Handbook for an in-depth explanation. The Chaminade student nurse shall be committed to the Marianist values and the core values of the School of Nursing.

Course Atmosphere: This is a rigorous course. Students are expected to read and prepare for class to participate in class discussions. Integrative case studies are key to the class and require preparation from the student.

Attendance: Class is mandatory and students are expected to attend all classes. The classroom is a teaching and learning environment where there is an exchange of knowledge and experience, so it is essential that students attend class and participate in classroom activities to maximize individual learning. Each student will be encouraged to develop professional accountability based on entrance into the nursing field with a work ethic that reflects personal responsibility, initiative, and teamwork. Students should notify the instructor by phone or e-mail when illness prevents them from attending class and make arrangements to complete missed assignments. Any student who stops attending class without officially withdrawing may receive a failing grade. Unexcused absences equivalent to more than a week of class may lead to a grade reduction for the course. Any absence of two weeks or more must be reported to the Associate Provost and the Records Office by the instructor.

Academic Conduct: Please refer to and follow all policies and procedures included in the Student Handbook and carefully read all areas. Please pay attention to the sections that discuss plagiarism, classroom respect, student conduct, freedom of speech, and all academic policies regarding grading.

Writing policy: All papers should demonstrate mastery of grammar, punctuation, spelling and syntax expected of college level students. Use of APA is required for all papers. If you need writing assistance, please seek help from Student Support Services and the Academic Achievement Program. All papers are to be word processed, proofread, and solely the work of the author.

Testing policy: Students are expected to take tests on the designated day. In case of an emergency, please contact the instructor prior to the test so that an alternate plan can be made. Failure to do so will result in a zero. Approval for taking a make-up test must be granted by the instructor. Students are required to take the final exam as designated. Do not make any travel plans as there will no makeup for this reason and students will receive a zero in the exam.

Cell phones and other electronic devices: Use of music devices and cell phones is prohibited during all nursing classes at Chaminade, unless specifically permitted by your instructor. In addition, use of cell phones and music devices in any class is discourteous and may lead to suspicion of academic misconduct. Students who cannot comply with this rule will be asked to leave class and may receive unsatisfactory performance for that day. Please refer any questions to the Dean of Nursing & Health Professions.

Library: The Sullivan Family Library link is available on the CUH website: http://www.chaminade.edu/library/. Phone: (808) 735-4725

ADA Accommodations:
Statement from CUH website Chaminade University has an institutional commitment to providing equal educational opportunities for qualified students with disabilities in accordance with state and federal laws and regulations, including the Americans with Disabilities Act of 1990 and 2008, and Section 504 of the Rehabilitation Act of 1973. To provide equality of access for students with disabilities, accommodations (including auxiliary aids and services) will be provided to the extent necessary to comply with state and federal laws. For each student, these accommodations will specifically address those functional limitations of the disability which adversely affect equal education opportunity. Chaminade University has Kōkua ʻIke within the Office of Advising and Career Development to assist qualified students with disabilities in securing such appropriate accommodations. If you would like to determine if you qualify for ADA accommodations, please contact the Counseling Center at (808) 735-4845 e-mail at counselingcenter@chaminade.edu. The Counseling Center will notify faculty to inform them of the accommodations a student is to receive. However, the nature of your disability if confidential. Please refer any questions to the Dean of Students and review the procedures at http://www.chaminade.edu/student-affairs/counseling-services

Title IX Compliance:
Chaminade University of Honolulu recognizes the inherent dignity of all individuals and promotes respect for all people. Sexual misconduct, physical and/or psychological abuse will NOT be tolerated at CUH. If you have been the victim of sexual misconduct, physical and/or psychological abuse, we encourage you to report this matter promptly. As a faculty member, I am interested in promoting a safe and healthy environment, and should I learn of any sexual misconduct, physical and/or psychological abuse, I must report the matter to the Title IX Coordinator. Should you want to speak to a confidential

source you may contact the following: Chaminade Counseling Center at 808 735-4845. Any priest serving as a sacramental confessor or any ordained religious leader serving in the sacred confidence role.

Compliance information:
The Compliance website serves as a resource for compliance matters, including Title IX/Nondiscrimination, the Hawaii Post-Secondary Education Authorization Program, and human resource and employment policies. The Executive Director for Compliance and Personnel Services oversees university-wide efforts to meet compliance standards set forth by University policies and Federal and State regulations. Grievances, violations or suspected violations of these policies may be submitted by the complainant or may be submitted anonymously to the Executive Director of Compliance and Personnel Services. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation. Mechanisms in which to file a grievance can be found at the following website link: https://compliance.chaminade.edu/resources/

PLEASE NOTE:

While every attempt has been made to prepare this syllabus and class schedule in final form, it may be necessary for the course leader to make changes as may be deemed essential to meet the learning outcomes of the course. Students will be notified in writing via Chaminade email of any changes. It is recommended that you check email and course site frequently for announcements. All students will be held responsible to read, understand, and clarify the content within this document.

Goals

The goals of the Nursing Program are to:

1. Provide a 4-year program leading to a baccalaureate degree in nursing, in which students will acquire, the knowledge, skills, and Marianist values necessary for professional nursing practice and leadership in health care.
2. Ensure an educational foundation in the biological, physical and social sciences as well as in the humanities, all of which are essential to professional nursing practice.
3. Foster an attitude of intellectual and critical inquiry that promotes evidence-based practice.
4. Provide an educational experience that emphasizes engagement of students through active learning.
5. Create a collegial environment that fosters professional development of students including life-long learning, scholarship, and leadership.
6. Prepare students for professional nursing roles in a dynamic health care environment.
7. Prepare the student for the National Council Licensure Examination (NCLEX) examination and practice as a professional registered nurse.
8. Provide a foundation for graduate study.

Course Schedule & Teaching Plan

Course content may vary from this outline at the discretion of the instructor to meet the needs of each class. **NOTE:** *Assigned readings, pre-assigned modules, and Study Plan content are to be completed* *prior* *to class.* **Refer to course Canvas shell for complete lesson plans.**

WEEK	FOCUS	ASSIGNMENTS
#1: 5/16 & 5/19	**Review of syllabus** **Canvas and ATI review** **Portfolio Building** *Introduction to Leadership* ✓ **Basic Leadership & Management Concepts** *Professional Responsibilities* ✓ **Teamwork & Collaboration** ✓ **Client Rights** ✓ **Advocacy** ✓ **Informed Consent** ✓ **Advance Directives/Self-Determination/Life Planning**	**ATI RN Nursing Mastery Series** *Nursing Leadership & Management –* Chapter 1 2 and 4
#2: 5/23 & 5/26	**Debate** *Managing Client Care & Facility Protocols* ✓ **Establishing Priorities** ✓ **Delegation for Effective Outcomes** ✓ **Quality Improvement** ✓ **Resource Management** ✓ **Performance Appraisal, Peer Review & Disciplinary Action** ✓ **Reporting Incidents** ✓ **Case management**	**ATI RN Nursing Mastery Series** *Nursing Leadership & Management –* Chapter 1 2 5

#3: 5/30 & 6/2 NO IN PERSON CLASS	 *Maintaining a Safe Environment* ✓ **Safe use of Equipment** ✓ **Accident & Injury Prevention** ✓ **Home Safety** ✓ **Ergonomic Principles** ✓ **QSEN Competencies** ✓ **Handling Infectious & Hazardous Materials**	**ATI RN Nursing Mastery Series** *Nursing Leadership & Management –* Chapter 1 4 5 **Civility Mentor:** Civility and patient safety in the clinical environment **Skills Modules 2.0:** *Infection Control* **Nurses Touch: The Leader.** *Case 1 Managing the Team and Case 2 Client Safety Event.*
#4: 6/6 & 6/9 Guest Speakers DEBATE	*Professional Responsibilities* ✓ **Confidentiality & Information security** ✓ **Legal and Ethical Principles** ✓ **Health Care Policy** ✓ **Informatics**	**ATI RN Nursing Mastery Series** *Nursing Leadership & Management –* Chapter 3 ATI Practice and Remediation Templates due
#5: 6/13 & 6/16 EXAM ATI Proctored exam		
#6: 6/20 & 6/23 NO IN PERSON CLASSES		Sigma Nurse Manager certificate DUE