Course Number: NUR 403
Course Title: Nursing Leadership and Management
Department Name: Nursing
College/School/Division Name: School of Nursing and Health Professions
Term: Spring 2023
Course Credits: 3
Class Meeting Days: Mondays
Class Meeting Hours: 1330-1610
Class Location: Henry Hall 104

Instructor Name: Jen Nafarrete EdD MSN RN CNE
Email: jennifer.nafarrete@chaminade.edu
Phone: 808.440.4201
Office Location: Henry Hall 118-C
Office Hours: Mondays 0900-1100, Tuesdays 0900-1100, and by appt
[LINK](#) to appointments

Instructor and Student Communication

Questions for this course can be emailed to the instructor at jennifer.nafarrete@chaminade.edu using the Chaminade student email account provided. Demonstrate professionalism by including a subject line that properly summarizes the contents of the message. Proper salutation is appreciated. Online, in-person and phone conferences can be arranged. Response time will take place up to 24 hours on business days, responses may be delayed on weekends or holidays.

University Course Catalog Description

This course provides a holistic approach to the study of maternal-newborn nursing concepts. Content includes Management and leadership skills are essential for all professional nurses. The 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 organization 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 health care 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 health care 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 organization issues related to the quality of client, family, and personnel outcomes are integrated in the course.

Prerequisites: All 300-level Nursing courses completed.

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

In NUR 403, we strive to provide you with a quality nursing education through the lens of the Marianist value of service, justice, and peace. The following attitudes, skills and knowledge related to social justice are expected in this course: Provide an integral, quality education, Educate in the family spirit, Educate for service, justice and peace, and Education for adaption 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 'Olelo No'eau (Hawaiian proverbs) and Marianist core beliefs:

1. Educate for Formation in Faith (Mana) E ola au i ke akua ('Ōlelo No'eau 364) May I live by God
2. Provide an Integral, Quality Education (Na'auao) Lawe i ka ma'alea a kū'ono'ono ('Ōlelo No'eau 1957) Acquire skill and make it deep
3. Educate in Family Spirit ('Ohana) 'Ike aku, 'ike mai, kōkua aku kōkua mai; pela iho la ka nohana 'ohana ('Ōlelo No'eau 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 no'eau ('Ōlelo No'eau 1430) Education is the standing torch of wisdom
5. Educate for Adaptation and Change (Aina) 'A'ohe pau ka 'ike i ka hālau ho'okahi ('Ōlelo No'eau 203) All knowledge is not taught in the same school

Course Learning Outcomes

By the end of our course, students will be able to:

1. Analyze the nursing care delivery systems used in delivering care to different populations in a variety of settings.
2. Utilize collaboration, delegation, and prioritization skills for the delivery of safe, effective client care..
3. Integrate evidence and clinical judgment in the application of leadership/management of care strategies
4. Utilize information and communication technologies to drive decision making in the management of client care.
5. Apply principles of quality improvement in the management of human resources and services across the healthcare continuum.

Program Learning Outcomes

Key progression in professional nurse practice: I= Introduced to the concept/skill D= Developing M= Mastered	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
PLO#1 Utilize the nursing process to advocate for safe, holistic, patient-centered care across the lifespan, incorporating the Marianist value of service, justice, and peace	x				
PLO#2 Apply leadership and communication skills to ensure quality, collaborative and continuous patient care		x			
PLO#3 Integrate credible research with clinical expertise and patient preferences for optimal care across the lifespan			x		
PLO#4 Incorporate informatics and healthcare technologies into the practice of professional nursing.				x	
PLO#5 Contribute to the safety and quality improvement of the healthcare environment.					x

Required Learning Materials

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

Required ATI texts/eBooks: (most current edition- 2019)
Entire ATI Learning System package
ATI Leadership

Other required class materials will be provided on the CANVAS course site.

Technical Assistance for Canvas Users:
- Search for help on specific topics or get tips in Canvas Students
- Live chat with Canvas Support for students
- Canvas Support Hotline for students: +1-833-209-6111
- Watch this video to get you started
- Online tutorials: click on "Students" role to access tutorials
- Contact the Chaminade IT Helpdesk for technical issues: helpdesk@chaminade.edu or call (808) 735-4855

Assessment and Course Grading:

The proportion that each of the above contributes to your grade in this course is as follows:

Assignments	Percentage/equivalent
ATI assignments	5%
Portfolio (resume, cover letter, mock interview, etc)	5%
Exam 1	20%
Debate	10%
Exam 2	20%
Sigma Theta Tau Nurse Manager Certificate	20%
ATI Practice A&B Remediation and Templates	10%
ATI proctored exam RN Leadership	10%
Total Percentage Points for course	**100%**

Grading Scale

Letter grades are given in all courses except those conducted on a credit/no credit basis. Grades are calculated from the student's daily work, class participation, quizzes, tests, term papers, reports and the final examination. They are interpreted as follows:

A Outstanding scholarship and an unusual degree of intellectual initiative
B Superior work done in a consistent and intellectual manner
C Average grade indicating a competent grasp of subject matter
D Inferior work of the lowest passing grade, not satisfactory for fulfillment of prerequisite course work
F Failed to grasp the minimum subject matter; no credit given

No Rounding of grades: If a student earned a final percentage grade of 69.99%, the final score will NOT be rounded to 70.

The School of Nursing may choose to utilize an online exam proctoring technology at any time during this course. This technology enables students to take proctored exams at a location that is off campus. This technology provides a secure test environment that promotes academic integrity and provides data security. The process identifies a student and records video, audio, and screen capture during the student's exam. This information is communicated to secure servers and reviewed. The video, audio, and screen capture are used solely for the purpose of ensuring academic integrity during the testing process.

Course exams: Exams will be created to reflect both the Program Learning Outcomes (PLO) and Course Learning Outcomes. Questions will require recall, critical thinking, and clinical reasoning. Questions will incorporate any required learning resources materials for the course.

Course Policies

All policies stated in the Chaminade University Student Handbook Link and Chaminade University School of Nursing and Health Professions BSN Student Handbook Link are in effect in this course.

Academic Conduct Policy

Nursing students are responsible for promoting academic honesty in all educational settings. ***Any behavior that impedes assessment is considered academic dishonesty by the CUH SONHP.*** 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. The Chaminade student nurse shall be committed to the Marianist values and the core values of the School of Nursing. ***Violations of the principle of academic honesty are extremely serious and will not be tolerated***. Students are responsible for promoting academic honesty by not participating in any act of dishonesty and by reporting any incidence of academic dishonesty to an instructor or to a university official.   Please refer to *"Professional Behavior"* in the 2022-2023 BSN Student Handbook (pg. 14-15) for an in-depth explanation.

> *"Questions of academic dishonesty in a particular class are first reviewed*
> *by the instructor, who must make a report with recommendations to the*
> *Dean of Academic Division. Punishment for academic dishonesty will*
> *be determined by the instructor and the Dean of the Academic Division*
> *and may range from an 'F' grade for the work in question, to an 'F' for the*
> *course, to suspension or dismissal from the University."* From the 2022-2023 Undergraduate Academic Catalog (pg. 194)

Late Work Policy

Offer specifics about your policy on late work. No late work will be accepted unless prior arrangements are made with the instructor.

Grades of "Incomplete"

If a student received an Incomplete "I" grade in a Nursing clinical course, the student may not progress to a new clinical course until the Incomplete course is successfully completed with a grade of "C" or higher.

Writing Policy

All submitted papers must be in an acceptable Microsoft Word document or pdf. Papers are to be written in a scholarly manner, formatted in APA style. Refer to APA guidelines provided.

Cell phones, tablets, and laptops

Out of consideration for your classmates, please set your cell phone to silent mode during class. Students are encouraged to bring laptops or tablets to class as the instructor will assign online activities and readings that will require the use of a laptop or tablet. Laptops and tablets should not be misused, such as checking distracting websites. Use your best judgment and respect your classmates and instructor.

University Information

Disability Access

If you need individual accommodations to meet course outcomes because of a documented disability, please speak with me to discuss your needs as soon as possible so that we can ensure your full participation in class and fair assessment of your work. Students with special needs who meet criteria for the Americans with Disabilities

Act (ADA) provisions must provide written documentation of the need for accommodations from Kōkua 'Ike: Center for Student Learning by the end of week three of the class, in order for instructors to plan accordingly. If a student would like to determine if they meet the criteria for accommodations, they should contact the Kōkua 'Ike Coordinator at (808) 739-8305 for further information (ada@chaminade.edu).

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. If you or someone you know has been harassed or assaulted, you can find the appropriate resources by visiting Campus Ministry, the Dean of Students Office, the Counseling Center, or the Office for Compliance and Personnel Services.

Attendance Policy: The following attendance policy is from the 2022-2023 Academic Catalog (p. 196).

Students are expected to regularly attend all courses for which they are registered. Student should notify their instructors when illness or other extenuating circumstances prevents them from attending class and make arrangements to complete missed assignments. Notification may be done by emailing the instructor's Chaminade email address, calling the instructor's campus extension, or by leaving a message with the instructor's division office. It is the instructor's prerogative to modify deadlines of course requirements accordingly. Any student who stops attending a course without officially withdrawing may receive a failing grade.

Unexcused absences equivalent to more than a week of classes may lead to a grade reduction for the course. Any unexcused absence of two consecutive weeks or more may result in being withdrawn from the course by the instructor, although the instructor is not required to withdraw students in that scenario. Repeated absences put students at risk of failing grades.

Students with disabilities who have obtained accommodations from the Chaminade University of Honolulu Tutor Coordinator may be considered for an exception when the accommodation does not materially alter the attainment of the learning outcomes.

Federal regulations require continued attendance for continuing payment of financial aid. When illness or personal reasons necessitate continued absence, the student should communicate first with the instructor to review the options. Anyone who stops attending a course without official withdrawal may receive a failing grade or be withdrawn by the instructor at the instructor's discretion.

Student Conduct Policy

Campus life is a unique situation requiring the full cooperation of each individual. For many, Chaminade is not only a school, but a home and a place of work as well. That makes it a community environment in which the actions of one student may directly affect other students. Therefore, each person must exercise a high degree of responsibility. Any community must have standards of conduct and rules by which it operates. At Chaminade, these standards are outlined so as to reflect both the Catholic, Marianist values of the institution and to honor and respect students as responsible adults. All alleged violations of the community standards are handled through an established student conduct process, outlined in the Student Handbook, and operated within the guidelines set to honor both students' rights and campus values.

Students should conduct themselves in a manner that reflects the ideals of the University. This includes knowing and respecting the intent of rules, regulations, and/or policies presented in the Student Handbook, and realizing that students are subject to the University's jurisdiction from the time of their admission until their enrollment

has been formally terminated. Please refer to the Student Handbook for more details. A copy of the Student Handbook is available on the Chaminade website under Student Life. [Link](#)

For further information, please refer to the Chaminade Catalog ([Link](#))

Credit Hour Policy

The unit of semester credit is defined as university-level credit that is awarded for the completion of coursework. One credit hour reflects the amount of work represented in the intended learning outcomes and verified by evidence of student achievement for those learning outcomes. Each credit hour earned at Chaminade University should result in 45 hours of engagement. This equates to one hour of classroom or direct faculty instruction and a minimum of two hours of out-of-class student work each week for approximately fifteen weeks for one semester, 10-week term, or equivalent amount of work over a different amount of time. Direct instructor engagement and out-of-class work result in total student engagement time of 45 hours for one credit.

The minimum 45 hours of engagement per credit hour can be satisfied in fully online, internship, or other specialized courses through several means, including (a) regular online instruction or interaction with the faculty member and fellow students and (b) academic engagement through extensive reading, research, online discussion, online quizzes or exams; instruction, collaborative group work, internships, laboratory work, practica, studio work, and preparation of papers, presentations, or other forms of assessment. This policy is in accordance with federal regulations and regional accrediting agencies.

Tutoring and Writing Services

Chaminade is proud to offer free, one-on-one tutoring and writing assistance to all students. Tutoring and writing help is available on campus at Kōkua ʻIke: Center for Student Learning in a variety of subjects (including, but are not limited to: biology, chemistry, math, nursing, English, etc.) from trained Peer and Professional Tutors. Please check [Kōkua ʻIke's website](#) for the latest times, list of drop-in hours, and information on scheduling an appointment. Free online tutoring is also available via TutorMe. Tutor Me can be accessed 24/7 from your Canvas account. Simply click Account – Notifications – TutorMe. For more information, please contact Kōkua ʻIke at tutoring@chaminade.edu or 808-739-8305.

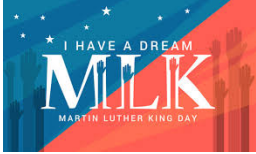**Counseling Center Services** (added per Counseling Services suggestion)

Counseling Sessions: Students may receive approximately 10 sessions of counseling free of charge during their academic career. If a student requires sessions beyond what the Counseling Center can provide for them, referrals to community resources are available.

Population Served: Students must be actively enrolled full-time or part-time as an undergraduate or graduate student for the term they are requesting counseling services for.

Services Provided: Individual and couples counseling, crisis management, psycho-education, outreach, referrals to community providers/resources, and consultative services in-person, video- conferencing, and via telephone.

Tredtin Hall, Room 201. (808) 735-4845 counselingcenter@chaminade.edu

Course Schedule

WEEK	FOCUS	READINGS/ASSIGNMENTS
#1: 1/9	**Review of syllabus** *Canvas and ATI* **review** <u>*Introduction to Leadership*</u> <u>*Managing Client Care*</u> **Leadership & Mgmt Concepts**	**ATI RN Nursing Mastery Series** *Nursing Leadership & Management –* Chapter 1 Sigma Nurse manager certificate Courses 1 and 4
#2: 1/16 University Holiday		Sigma Courses 2 & 3
#3: 1/23	<u>*Managing Client Care*</u> **Establishing Priorities** **Delegation for Effective** **Outcomes** **Discuss Portfolio**	**ATI:** *Leadership* Chapter 1 **DUE: Nurse Logic 2.0:** *Priority Setting Frameworks* Sigma Courses 5 and 6
#4: 1/30	<u>*Coordinating Client Care*</u> **Case Mgmt** **Quality Improvement** **Interprofessional Team**	**ATI**–*Leadership* Chapter 2 **DUE: Civility Mentor:** *Professionalism & Civility in Nursing Practice* Sigma Courses 10 and 12
#5: 2/6 EXAM 1 (ATI Ch 1 and 2)		After exam: Work on Debates
#6: 2/13	<u>*Professional Responsibilities*</u> **Client Rights** **Advocacy** **Informed Consent**	**ATI** *Leadership* Chapter 3 **DUE: Nurse Logic 2.0** Nursing Concepts Sigma Course 9 & 11 **DUE: Sigma courses to date (1-6, 9-12)**
#7: 2/20 University Holiday		

#8: 2/27	*Professional Responsibilities* **AdvanceDirectives/Self-Determination/Life Planning** **Legal and Ethical Principles**	**ATI** *Leadership* Chapter 3 **DUE: Video Case Studies RN:** *Client Rights* (graded assignment) Sigma Course 8 & 13
#9: 3/6	*Professional Responsibilities* *Maintaining a Safe Environment* **Confidentiality & Information security** **Safe use of Equipment** **Accident & Injury Prevention**	**ATI** *Leadership* Chapter 3 **DUE: Video Case Studies RN:** *Informatics* (graded assignment) Sigma Course 14, 15
#10: 3/13 NO CLASS		**Portfolios DUE**
3/20-3/24	***Spring Recess***	
#11: 3/27		***DEBATE*** (graded assignment)
#12: 4/3	*Maintaining a Safe Environment* **Infectious & Hazardous Materials** **Home Safety** **Ergonomic Principles**	**ATI:** *Leadership*–Chapter 4 **ATI:** *Fundamentals for Nursing* – Chapters 12, 13 & 14 Sigma Courses 10, 12 **DUE: Skills Modules 2.0:** *Infection Control*
#13: 4/10	*Facility Protocols* **Incident Reporting** **Disaster planning**	**ATI Leadership**–Chapter 5
#14: 4/17 NO CLASS		**DUE: ATI Leadership Practice Assessment A and B (2019)** *Reflection & Remediation* (all templates on 1st take results)
#15: 4/24 EXAM 2 ATI Ch 3,4,5		**EXAM 2** **DUE: ATI SIGMA THETA TAU NURSE MANAGER CERTIFICATE**
#16 5/1		**ATI EXAM**

PLEASE NOTE:

While every attempt has been made to prepare this syllabus and class schedule in final form, it will be the course coordinator's prerogative to make any changes as may be deemed necessary in order 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 your Chaminade email and course site including the canvas frequently for announcements. All students will be held responsible to read, understand, and clarify the content within this document.