



# Chaminade University OF HONOLULU

## Course Syllabus

[Chaminade University Honolulu](https://www.chaminade.edu/)

3140 Waialae Avenue - Honolulu, HI 96816

**Course Number:** NUR 403 Nursing Leadership

**Department Name:** School of Nursing and Health Professions

**Term:** Spring 2024

**Course Credits:** 3 credits

**Class Meeting Days/Hours/Location:**

Mon 1:30-4:00p Henry Hall 210 OR

Mon 4:30-7:00p Henry Hall 104

**Instructor and Course Coordinator:**

Jen Nafarrete EdD MSN RNC

[Jennifer.nafarrete@chaminade.edu](mailto:Jennifer.nafarrete@chaminade.edu)

**Office Location:** Henry Hall 118-G

**Office Hours:** Monday 0900-1100, Tuesday 0900-1100. Please make an appointment using the following

[LINK](#)

**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.

**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

### **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 ('Olelo 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 ('Olelo 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 ('Olelo 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 ('Olelo 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 ('Olelo No'eau 203) All knowledge is not taught in the same school

**COURSE LEARNING OUTCOMES:** At the end of this course, the student should 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 process in the management of client care.
5. Apply principles of quality improvement in the management of human resources and services across the healthcare continuum.

### **Additional Service-Learning Outcome:**

Demonstrate an understanding of the connections between academic work and real-life situations.

### **Alignment of Learning Outcomes**

Key progression in professional nurse practice: Key: I=Introduced, D=Developed, M=Mastered

Program Learning Outcomes	CL O 1	CL O 2	CL O 3	CL O 4	CL O 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	M	M	M		
PLO#2 Apply leadership and communication skills to ensure quality, collaborative and continuous patient care		M	M		
PLO#3 Integrate credible research with clinical expertise and patient preferences for optimal care across the lifespan			M	M	M
PLO#4 Incorporate informatics and healthcare technologies into the practice of professional nursing.			M	M	M
PLO#5 Contribute to the safety and quality improvement of the healthcare environment.				M	M

Program Associated Hawaiian Core Values	CL O 1	CL O 2	CL O 3	CL O 4	CL O 5
1. Patient Centered-Care <i>Ka malama olakino pili pono I ia kanaka</i>		D	D		
2. Community Based Care <i>Ka malama olakino ma o ke kaiaulu</i>		D			
3. Developmentally and Culturally Appropriate Care <i>Ka malama olakino noka ho`omohala a me ka mo`omeheu</i>	D			D	
4. Care Across the Lifespan <i>Ka malama olakino o ka wa ola</i>		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

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

\*The 75% test average policy does not apply in NUR 403.

### COURSE REQUIREMENTS/METHOD OF EVALUATION:

ATI Sigma Nurse Manager Certificate	10%
Portfolio (resume, cover letter, mock interview, etc)	5%
Community Service	5%
EXAM 1	20%
Debate	10%
Quality Improvement Project	10%
ATI Practice A & B and Remediation	P/F
EXAM 2	20%
ATI Proctored Nutrition Exam	10%
ATI Proctored Leadership Exam	10%

All assignments are REQUIRED and due as noted in your Canvas page. **No late assignments will be accepted without prior instructor agreement.** Many assignments can be completed before the week they are due so take advantage of your available free time and complete/submit work early if appropriate. The ATI Remediation templates should be done after both 2019 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 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](mailto:helpdesk@atitesting.com).

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

**\*Please note the following policies:**

### ATI Policy

#### A. ATI Required Preparation:

1. Prior to taking the proctored RN Leadership examination you will be required to complete both non-proctored 2023 versions of the exam by the following date: April 11, 2024.
2. Utilize the non-proctored exams to study. When you take the non-proctored exams the first time, study the areas that you missed by utilizing the focused review tool provided by ATI.
3. On the ATI focused review Website select “all missed topics” to review. Read and view all the material provided by ATI to study.

4. Once you have read and viewed all the material provided by ATI, complete the active learning template for each topic reviewed and turn in to your instructor by the following date: April 11, 2024
5. Once you have turned in the active learning templates, your instructor will turn on the rationales for the right and wrong answers for the non-proctored ATI examinations.
6. Take the exams again and this time read the rationales provided by ATI for the right and wrong answers (even if you obtained the correct answer); this will help you study the material.
7. Once you have completed the study requirements delineated above, you may take the proctored RN Leadership ATI examination which is tentatively scheduled for Finals Week.

#### **ATI Grading Policy**

- If the student obtains a level 2 or above on the proctored ATI exam, the student will receive 100% for this portion of the grade.
- If the student scores a level 1 or below a level 1 on the proctored ATI exam, the student will receive 0% for this portion of the grade.
- The benchmark of all ATI content mastery exams is a level 2. If the student obtains below level 2; the student has not been able to demonstrate mastery of the content and is not meeting course expectations.
- Therefore, if the student obtains a level 1 or below a level 1 on the ATI content mastery examination, the student must complete a focused review, submit active learning templates, and retake the mastery examination by the following date May 6, 2024
- If the student obtains a level 2 on the retake examination, the ATI score will increase to 50%.
- If the student obtains a level 1 on the retake examination, the ATI grade will not change based on the retake examination, it will remain 0%.
- If the student is unable to achieve at least a level 1 on the retake exam, the student will fail the course.
- The final ATI score will be included as part of the weighted 75% exam average.
- The course specific proctored ATI examination will be worth 10% of the final course grade.

The School of Nursing may choose to utilize an online exam proctoring technology at any time during this course at the discretion of the program. 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.

**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 2022-2023 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:** Students are expected to read and prepare for class to participate in class discussions. Readings and 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 must notify the instructor by phone or e-mail when illness prevents them from attending class and plan 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 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.

**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.

**Assignments:** It is expected that assignments will be submitted on time. Late assignments will receive a zero score unless previously arranged with the instructor.

**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 cell phones and music devices in the laboratory, simulation, or clinical settings is a safety and privacy issue. 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:**

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. 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.*

### 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	READINGS/ASSIGNMENTS
#1: 1/8 	<ul style="list-style-type: none"> <li>▪ Review of syllabus</li> <li>▪ Canvas and ATI review</li> <li>▪ Nutrition Review</li> <li>▪ Introduction to Leadership</li> </ul>	<u>ATI Leadership</u> Chapter 1 <u>ATI: Nutrition</u> Entire book
#2: 1/15 University Holiday		
#3: 1/22 <b>ATI Nutrition Proctored Exam</b>	<u>Managing Client Care</u> ✓ Basic Leadership and Management Principles ✓ Discuss Portfolios	<u>ATI: Leadership</u> Chapter 1 Suggested: work on portfolio
#4: 1/29	<u>Managing Client Care</u> ✓ Establishing Priorities ✓ Delegation for Effective Outcomes <u>Coordinating Client Care</u> ✓ Case Mgmt ✓ Interprofessional Team	<u>ATI–Leadership</u> Chapters 1 and 2
#5: 2/5 <b>EXAM 1 (ATI Ch 1 and 2)</b>	 After exam: Work on Debates and Quality Improvement Projects	
#6: 2/12	<u>Professional Responsibilities</u> ✓ Client Rights ✓ Advocacy ✓ Informed Consent ✓ Advance Directives/Self-Determination/Life Planning	<u>ATI Leadership</u> Chapter 3



#7: 2/19 University Holiday		
#8: 2/26	<u>Professional Responsibilities</u> ✓ Confidentiality & Information security ✓ Legal and Ethical Principles	Portfolios DUE
#9: 3/4		<u>ATI Leadership</u> Chapter 3
#10: 3/11		<b>DEBATES</b> Quality Improvement Project Presentations
#11: 3/18 SPRING BREAK		
#12: 3/25	<u>Maintaining a Safe Environment</u> ✓ Safe use of Equipment ✓ Accident & Injury Prevention ✓ Handling Infectious & Hazardous Materials ✓ Home Safety ✓ Ergonomic Principles	<u>ATI: Leadership</u> –Chapter 4 <u>ATI: Fundamentals for Nursing</u> – Chapters 12, 13 & 14
#13: 4/1	<u>Facility Protocols</u> ✓ Incident Reporting ✓ Disaster planning	<u>ATI Leadership</u> –Chapter 5
#14: 4/8 NO CLASS		<u>DUE: ATI Leadership Practice Assessment A and B (2019)</u> Reflection & Remediation (all templates on 1 <sup>st</sup> take results)
#15: 4/15 EXAM 2 ATI Ch 3,4,5		<u>EXAM 2</u>

<p>#16 4/22 ATI Leadership Proctored Exam.</p>		<p><u>ATI EXAM</u></p>
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