

### **Fall 2023 Course Syllabus**

**Course Number & Title:** NUR 456 Leadership and Professional Practice: Developmental Transitions

**Course Credits & Placement:** Three credits, Level 3, Semester 8

**Prerequisites:** NU 430, 435, and all electives

**Co-requisites:** NU 455

**Class Time & Location:** Monday 2:10-4:50 pm  
Online & W01—0088 **Snowden Auditorium**

**Faculty:** Christine Salvucci, DNP, RN, CNE  
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#### **Course Description:**

This course focuses on leadership development for entry-level professional nursing practice. Inter-professional communication, conflict resolution, delegation, and change processes are explored. Building cultures of quality and safety and teamwork in complex health care systems are also addressed. Professional career development, practice regulations, and preparation for licensure are specifically highlighted.

**Course Objectives:** Throughout this course, the student will:

1. Analyze case studies utilizing leadership, change, management, and delegation concepts.
2. Explore inter-professional communication, teamwork, conflict resolution, and appreciative inquiry strategies.
3. Utilize the best available evidence for creating and sustaining cultures of quality and safety in complex healthcare systems.
4. Create a career plan including selection of practice settings supportive of professional nursing practice and continued development.
5. Demonstrate readiness for NCLEX-RN success through a comprehensive analysis, plan, and interventions, including completing the licensure application for professional practice.

**Related Program Objectives:**

3. Analyze effective communication, teamwork, and collaboration strategies to address the concerns of diverse populations within complex healthcare systems.
4. Apply knowledge, skills, and attitudes of promoting wellness and managing illness and chronic conditions to advance health equity and enhance population health in local and transcultural communities.
5. Create a culture of quality and safety within complex healthcare systems to achieve optimal health outcomes across the lifespan for diverse populations.
7. Utilize current ethical and legal standards and health care policies to guide nursing practice and improve healthcare outcomes.
8. Demonstrate professionalism and leadership in contemporary nursing practice.

Nursing Concepts in NUR 456	Priority Nursing Concepts in NUR 456
Professionalism	The demonstration of accountable and responsible behaviors of the nurse that reflect core values integral to the profession of nursing while incorporating legal and ethical principles and regulatory guidelines that comply with standards of nursing practice
Evidence-based Practice	Integrating the best current evidence with clinical expertise and patient/family preferences and values for delivery of optimal health care.
Leadership/Management	Leadership: An interactive process in which an individual influences and guides others to act in a desired manner Management: The process of planning, organizing, directing, and coordinating the work within an organization
Teamwork/Collaboration	Teamwork involves functioning effectively within nursing and interdisciplinary teams, fostering open communication, mutual respect, and shared decision-making to achieve quality patient care. Delivery of client care involves collaboration among members of the interprofessional health care team, fostering open communication, mutual respect, and shared decision-making to achieve quality patient care.
Communication	The active exchange of information between individuals in the form of verbal language and nonverbal cues that are processed and interpreted with the goal of creating a shared meaning.
Clinical Decision Making/Critical Thinking/Clinical Reasoning/Clinical Judgment (Delegation)	<p>Clinical decision making: The process used by the nurse to identify client problems using assessment, then planning and implementing the most appropriate interventions to achieve specified outcomes; these outcomes are evaluated for effectiveness. Nurses must possess clinical decision-making skills to provide safe and effective nursing care.</p> <p>Critical Thinking: The use of the cognitive skills of interpretation, analysis, evaluation, inference, explanation, and reflection during decision making in response to an actual or potential clinical problem or situation.</p> <p>Clinical Reasoning: The use of discipline-specific knowledge, to gather and analyze patient information, evaluate its relevance, and weigh evidence-based alternative actions as a clinical situation changes.</p> <p>Clinical Judgment: An interpretation or conclusion about a patient's needs, concerns, or health problems, and/or the decision to take action (or not), use or modify standard approaches, or improvise new ones as deemed appropriate by the patient's response.</p>
Healthcare Systems	Health care systems are social, political, and economic structures in place for the delivery of health care services. Each health care system has established processes for the delivery of services, and the role of the nurse may vary within the types of settings in which care is

	provided.
Safety	Minimizing risks of harm to patients and providers through both system effectiveness and individual performance.
Quality Improvement	The use of data to monitor the outcomes of care processes, and the use improvement methods to design and test changes to continuously improve the quality and safety of health care systems.
Legal Issues and Ethics	Legal issues involve legislation and laws that are in place to protect the client and the nurse. These sources include constitutions, statutes, administrative agencies, and court decisions. The boundaries for nursing practice are defined in the Nurse Practice Act of each state. The nurse must practice within these prescribed boundaries, as well as be aware of what constitutes malpractice or professional negligence. Other legal issues that nurses must understand are related to informed consent, documentation, incident reporting, the Patient Self-Determination Act, and licensure. Ethics involves the application of theories and principles that govern moral behavior
Health Policy	The financial and regulatory decisions, made by authorized entities that will influence healthcare reimbursement, nursing practice, and the provision of care within the healthcare system.
Accountability and Advocacy	Accountability is being morally responsible for the consequences of personal actions. The nurse is accountable for the care provided to clients and the responsibilities associated with being a professional. Advocacy means to protect and defend what others believe. An important role in health care professions, the nurse acts as an advocate by protecting the personal rights of clients and providing all necessary information so that clients are able to make informed decisions. The nurse also advocates for others unable to make decisions for themselves, as well as for the nursing profession.

#### **Related AACN Essentials:**

- II. Basic Organizational and Systems Leadership for Quality Care and Patient Safety
- III. Scholarship for Evidence Based Practice
- VI. Interprofessional Communication and Collaboration for Improving Patient Health Outcomes
- VIII. Professionalism and Professional Values
- IX. Baccalaureate Generalist Nursing Practice

**Method of Instruction (remote learning):**

This course is a combination of online and face to face that is conducted via the Blackboard learning management platform. Exams and activities will provide opportunities for student-to-content, student-to-student and student-to- instructor involvement. A variety of multimedia will be incorporated to aid different learning styles. HESI student academic support system for NCLEX-prep; faculty interaction in individual or small group meetings. Refer to class calendar for face to face and online sessions.

**Method of Evaluation:**

The passing grade in NUR courses is “C+” (77% or above).

A passing grade is comprised of three components: Exams, Assignments, and a passing HESI Score\*.

Grade Component	% of Grade
<b><i>Exams</i></b>	
Exam 1	25
Exam 2	25
<b><i>Assignments</i></b>	
Class Activities	5
HESI NCLEX Study Plan, HESI Comprehensive Tests A, B, and Fundamentals (2.5 points each)	10
(3) HESI Adaptive Quizzes Completion	15
Clinical Group Leadership PowerPoint Presentation	20

Percent	Grade	Percent	Grade
93-100	A	73-76	C
90-92	A-	70-72	C-
87-89	B+	67-69	D+
83-86	B	64-66	D
80-82	B-	60-63	D-
77-79**	C+ PASSING	Below 60	F

**\*Additional Criteria for passing NUR 456 includes:** completion of the HESI Exam by 3rd attempt at a score of **850 or higher**.

**\*Note:** There are **NO make-up dates** for a HESI Exam. Non-attendance at a required HESI exam will be scored as a “0”. Students

**HESI Exam Dates:**

**HESI #2** Oct 26<sup>th</sup> 9-1pm for the Friday Clinical Groups &  
Oct 27<sup>th</sup> 8:30-12:30 and 1-5pm for all other students

**HESI #3** Nov 30<sup>th</sup> 9-1pm for the Friday Clinical Groups &  
Dec. 1<sup>st</sup> 8:30-12:30 and 1-5pm for all other students

**Students will be sent which testing date, time & location by the administrative assistant and dates and times cannot be changed.** All information and communication about HESI exams will occur with undergraduate administrative assistant (Joann Berrouet, [joann.berrouet@umb.edu](mailto:joann.berrouet@umb.edu)) and not course faculty.

- a. Students need to continue to utilize their HESI resources and HESI assignments this semester to prepare for HESI and the NCLEX-RN examination.
- b. Students are required to attend one of the ATI review courses taken after the semester ends to successfully complete course and undergraduate program completion requirements. Refer to the specific policy about the required review course in the Undergraduate Nursing Program Handbook meeting CNHS Undergraduate Nursing Program Requirements and the UMB website for university policies r/t Graduation Requirements. Submission of additional required documents for program completion and licensure requirements will be forthcoming from program staff.

**Required & Recommended Text(s):**

American Psychological Association. (2010). *Publication manual of the American Psychological Association* (7<sup>th</sup> ed.). Washington, DC: American Psychological Association. ISBN 10:1-4338-0561-8

HESI (2020). *HESI comprehensive review for the NCLEX-RN examination*. (6<sup>th</sup> ed.). St. Louis, Missouri, Elsevier. (You should have received this textbook in NU 310)

Huston, C. J. (2024). *Leadership roles and management functions in nursing: Theory and application* (11th ed.). Philadelphia, PA: Wolters Kluwer.

ISBN: 978-1-9751-9306-5

## **Description of Assignments:**

### ***1. Exams***

NU 456 course exams will be administered online and in the classroom with the usage of Respondus Lockdown browser. Students are to bring their computer to class for these two exams. Here is the link to the Student Guide and to a short video to assist you in learning about Respondus Lockdown Browser. Remember-the preferred browsers for online BB testing are Firefox or Chrome. Chromebooks are not compatible.

<https://web.respondus.com/wp-content/uploads/2019/08/RLDB-Quick-Start-Guide-Bb-Student.pdf>

<https://web.respondus.com/lockdownbrowser-student-video/>

The exams are made up of NCLEX style questions. This includes questions to assess analytical knowledge of nursing concepts. Exams are based on assigned course readings, class activities/notes/BB resources, and assignments.

Failure to take a scheduled exam, without prior approval, may result in a *grade of zero* for the exam, at the discretion of the instructor. If a make-up exam is provided, the exam format and time scheduled will be made at the discretion of the faculty and will likely be during the final exam period.

For exam security, the exams will not be shown for review during class. However, the exam can be reviewed 1:1 during office hours/ appointment with faculty. Appointments can be arranged up until the final class day. Late arrivals for examinations may result in penalty.

### ***2. Class Activities***

This grade is based on the activities completed with attending the live classes. Some examples of these activities include class case studies, and participation in the ECHO activities. During class, ECHO may be used for class participation and polling. It is the student's responsibility to sign up for an ECHO account via UMB. Directions are located on Blackboard for signing up for ECHO. All activities will need to be submitted at the completion of class or uploaded to Blackboard by the due date. No submission is accepted and there is no make up for missed activities.

### ***3. HESI NCLEX Study Plan and Comprehensive Tests***

- a. Each student will complete the HESI NCLEX Study Plan to determine areas or weaknesses and areas needing improvement with a continued plan on preparing for HESI if benchmark not met or continued preparation for NCLEX-RN examination.
- b. The Comprehensive Tests in the HESI Evolve Resources for HESI Comprehensive Review for the NCLEX-RN Examination, will continue to prepare you for NCLEX-RN examination with more practice questions. A total of three practice tests are assigned. Students need to pass with at least 77%. Students are assigned to complete Comprehensive Exam A, Comprehensive Exam B and Fundamental with 50 questions in the exam mode. Students need to submit a PDF of the results. To submit a PDF of results, go to history click exam and then click print results and save to PDF (there should be an option to save to PDF do not print). Save the document and upload the PDF to the assignment link with your name and grade on the document to obtain credit. The assignment must have the student's name and score on it to obtain credit.

### ***4. HESI Adaptive Quizzing***

Three assignments in adaptive quizzing are assigned: leadership, delegation and prioritizing care and are due on the assigned dates per the calendar. These reinforce class content and assist in preparing for NCLEX-RN. Start these questions early so you can complete this assignment. No partial credit is assigned for these assignments or extensions will be granted as students have the entire semester to complete this assignment. Students must complete intermediate mastery level to pass assignment (pass/fail). Course code is Course ID: **162021\_umassboston\_1001**. If you are not enrolled in this course ID please notify your faculty member.

### ***5. Clinical Group Leadership PowerPoint Presentation***

For this assignment, students will create a 10-minute recorded Power Point presentation on an important nursing issue or challenge. Choose one of the topics below or check with faculty for other area for approval. Prepare slides including one title slide with name and a reference slide. Refer to rubric in Blackboard for grading guidelines

1. Introduce your topic
2. Provide an overview of the three research articles
3. Outline what you learned from the literature
4. Describe the implications for nurse leaders

### **Course Policies:**

- a. Attendance is required for all scheduled classes both online and face to face. Class participation is an important part of this class. Class participation involves discussions and class activities. Class members are expected to be respectful, active listeners and provide all members opportunities for participation, growth, and development in both the classroom and online.



- b. All weekly assignments and readings are posted on Blackboard and are located on the class schedule and assignments of the syllabus. It is recommended that students check the Blackboard frequently. Blackboard is used to complete course work, post announcements & updates.
- c. All assignments are to be submitted to the NU 456 Assignments site within the associated folder on Blackboard. An assignment will be awarded a score of “0” if not submitted to its expected Blackboard Assignment location by its due date. Please notify faculty if unable to complete assignment prior to due date as life happens, Communication for extension of assignment needs to occur **prior** to the due date to avoid penalty.
- d. Students are expected to have access to a computer or laptop to be able to complete course requirements.
- e. E-mail and Faculty Communication: Communication between course faculty and students will be via UMB email. Dr. Salvucci routinely checks emails and makes every effort to respond to emails in a timely fashion. You can anticipate a response from the faculty member within a 24-hour time window Monday – Friday. Faculty will respond to all weekend (Friday after 4pm to Sunday) emails *on Monday*.
  - Students who experience problems with their UMB email account should contact the IT Service Desk at [ITServiceDesk@umb.edu](mailto:ITServiceDesk@umb.edu), 617-287-5220, or the 3rd floor of the Healey Library during regular business hours (Monday-Friday, 8AM-6PM, excluding holidays). **Faculty are unable to resolve email issues.**
  - E-mail Etiquette- Please address emails to faculty using name or title (as indicated by the person)
  - Use a proper subject heading so faculty will be aware what you are emailing about and sign using your full name.

### **Writing House: Tutoring and Writing Resources for CNHS students**

CNHS has writing tutors to help you develop your writing skills. Tutoring is available on-campus, and on-line, one-to-one, or in small group. Contact the Writing House Online (WHO) at [WritingHouse.CNHS@umb.edu](mailto:WritingHouse.CNHS@umb.edu) or visit <http://mywco.com/cnhs> to schedule an appointment.

### **Accommodations**

UMass Boston is committed to creating learning environments that are inclusive and accessible. If you have a personal circumstance that will impact your learning and performance in this class, please let me know as soon as possible, so we can discuss the best ways to meet your needs and the requirements of the course. If you have a documented disability, or would like guidance about navigating support services, contact the Ross Center for Disability Services by email ([ross.center@umb.edu](mailto:ross.center@umb.edu)), phone (617-287-7430), or in person (Campus

Center, UL Room 211). To receive accommodations, students must be registered with the Ross Center and must request accommodations each semester that they are in attendance at UMass Boston. For more information visit: Ross Center for Disability Services - UMass Boston ([umb.edu](http://umb.edu)). Please note that the Ross Center will provide a letter for your instructor with information about your accommodation only and not about your specific disability.

### **Academic Integrity and Student Code of Conduct**

Education at UMass Boston is sustained by academic integrity. Academic integrity requires that all members of the campus community are honest, trustworthy, responsible, respectful, and fair in academic work at the university. As part of being educated here, students learn, exercise, increase, and uphold academic integrity. Academic integrity is essential within all classrooms, in the many spaces where academic work is carried out by all members of the UMass Boston community, and in our local and global communities where the value of this education fulfills its role as a public good. Students are expected to adhere to the Student Code of Conduct, including policies about academic integrity, delineated in the University of Massachusetts Boston Graduate Studies Bulletin, Undergraduate Catalog, and relevant program student handbook(s), linked at [www.umb.edu/academics/academic\\_integrity](http://www.umb.edu/academics/academic_integrity).

### **Health, Wellbeing, and Success**

UMass Boston is a vibrant, multi-cultural, and inclusive institution committed to ensuring that all members of our diverse campus community are able to thrive and succeed. The university provides a wide variety of resources to support students' overall success. As we continue to deal with the evolving impacts of the COVID-19 pandemic, these resources are more important than ever.

- Are you in emotional distress? Call 617.287.5690 to speak with a licensed clinician 24/7 who can offer support, crisis recommendations, and assistance with finding resources.
- Have a campus question or issue? Use Here4U in the UMass Boston app or via [www.umb.edu/here4U](http://www.umb.edu/here4U).
- Want advice in navigating a university or life situation? Contact the Dean of Students Office at [www.umb.edu/deanofstudents](http://www.umb.edu/deanofstudents).
- Want to connect with housing and food insecurity support, student life groups and events, or recreation activities? Visit [Campus Life - UMass Boston \(umb.edu\)](http://Campus Life - UMass Boston (umb.edu)).
- Want to access resources specifically for immigrant-origin, DACA, TPS, and undocumented students? Visit [Immigrant Student Programs - UMass Boston \(umb.edu\)](http://Immigrant Student Programs - UMass Boston (umb.edu)).
- Looking for additional identity-based community support? Find more resources at [Inclusive Identity - UMass Boston \(umb.edu\)](http://Inclusive Identity - UMass Boston (umb.edu)).
- Want to make the most of your academic experience? Visit [www.umb.edu/academics/vpass/academic\\_support](http://www.umb.edu/academics/vpass/academic_support).

Unable to attend class on a specific date or participate in an exam or class requirement due to a religious observance? Fill out the excused absence form (requires 2-weeks' notice) to request religious accommodation at [Right To Excused Absence Because Religious Belief - UMass Boston \(umb.edu\)](#)

**Course Calendar** \*Complete activities located in weekly session folder.

Week & Topic	Assignment	Due Dates
<b><u>Week 1</u></b> Class on Campus <b>*Bring Laptop to class</b>  <b>September 11</b>  Topic: Topic: The Critical Triad: Decision Making, Management, and Leadership	Review syllabus, schedule and course requirements.  Read Chapters 1, 2 & 3 in Huston textbook  Watch Daniel Goleman Video on Emotional Intelligence  Review Results from HESI Exam #1	Upload Photo to Blackboard by September 17 <sup>th</sup>  Upload HESI success plan for month 1 & 2 by <b>September 17<sup>th</sup> 11pm</b>  <b>*HESI group review for those that scored under 800 at completion of class</b>
<b><u>Week 2</u></b> Online  <b>September 18<sup>th</sup></b>  Topic: Organizational Planning and Planned Change	Read Chapters 7 & 8  Review posted PowerPoint and listen to recorded lecture  Read Strategic Leadership for Organizational Change Article  <b><i>Optional Prep</i></b> for HESI and NCLEX: Complete online HESI questions in exam mode for Medical Surgical and review in HESI text	EAQ # 1(Prioritization) due <b>9/24 11pm</b>

<b><u>Week 3</u></b> Online  <b>September 25<sup>th</sup></b>  Topic: Fiscal Planning & Managed Care	Read Chapters 10  Review posted PowerPoint and listen to recorded lecture  View Blue Cross and Blue Shield Video on Managed Care  View 5 Things About the Affordable Care Act (ACA) video  Complete online HESI Comprehensive Exam A. Review results and review content of incorrect answers in HESI book	HESI Comprehensive Exam A due <b>October 1<sup>st</sup> 11pm.</b> Submit PDF of completion to Blackboard
<b><u>Week 4</u></b> Online  <b>October 2<sup>nd</sup></b>  Topic: Roles and Functions in Directing: Conflict Resolution & Negotiation	Read Chapter 21  Review posted PowerPoint and listen to recorded lecture  View posted video entitled "From Conflict to Common Goals: What caused Healthcare Conflicts & What We Can Do"  Complete online HESI Comprehensive Exam B review results and review content of incorrect answers in HESI book to prepare for HESI #2	Upload Screen Shot of CEU Completed Certificate with passing grade of 77% by <b>Oct 8<sup>th</sup> 11pm</b>  Upload results for Comprehensive Exam B by <b>Oct 8<sup>th</sup> 11pm.</b>
<b>No class on 10/9 in observance of Indigenous Peoples Day</b>		
<b><u>Week 5</u></b> Class on Campus	Read Chapters 9, 14, 20	Complete shift worksheet in class



Scheduling Policies	<p>Read posted article entitled " Nursing Patient Safety".</p> <p>Read posted article entitled " Can I relate? A review and guide for nurse managers in leading generations"</p> <p>Complete Study Plan for month 3 &amp; 4 for students who did <b>not achieve 850</b> on the HESI #2</p> <p><b>Optional Prep</b> for HESI and NCLEX: Complete online HESI questions in exam mode for Leadership &amp; Management in HESI text</p>	<p>Upload HESI success plan for month 3 &amp; 4 by <b>November 12<sup>th</sup> at 11pm</b></p>
<p><b><u>Week 9</u></b> Online</p> <p><b>Date: Nov. 13<sup>th</sup></b></p> <p>Topic: Roles and functions in Controlling: Quality Control.</p> <p><b>Nov 16<sup>th</sup> Pass/Fail &amp; Course Withdrawal Deadline</b></p>	<p>Read Chapter 23</p> <p>View posted video "How Can QI Concepts Help in Your Daily Life"</p> <p>Review the 2023 National Patient Safety Goals</p> <p>Read posted article entitled " Fostering a just culture in healthcare organizations: experiences in practice".</p> <p>Read posted article entitled " Your Comprehensive Guide to Press Ganey National Database of Nursing Quality Indicators."</p>	<p>Complete EAQ #3 (Leadership) due <b>Nov. 19<sup>th</sup> 11pm</b></p>
<p><b><u>Week 10</u></b> Online</p> <p><b>Date: Nov 20<sup>th</sup></b></p> <p>Topic: Creating a Motivating</p>	<p>Read Chapters 18 &amp; 19</p> <p>Review posted PowerPoint and listen to recorded lecture</p> <p>View posted video "Forming, Storming,</p>	<p>Upload results for Fundamental Exam in HESI book by <b>Sunday Nov. 26<sup>th</sup> 11pm.</b></p> <p>Work on Leadership Presentation due on 12/4</p>

Climate & Organizational, Interpersonal and Group Communication.	<p>Norming and Performing."</p> <p>Review posted document "Benner &amp; Sheats' Group Roles</p> <p>Click on the Nurse Burnout Symptoms: Know the Warning Signs website and take the well-being index survey.</p>	
<p><b><u>Week 11</u></b> Class on Campus</p> <p><b>Date: Nov. 27<sup>th</sup></b></p> <p>Topic: Career Planning &amp; Development in Nursing Guest Speaker</p>	<p>Read Chapter 11 &amp; 25 Read Impact of COVID-19 on New Graduate Nurses' Transition to Practice: Loss or Gain?</p> <p>Review AACN pamphlet on What Every Nursing Student Should Know When Seeking Employment</p> <p>Review weblink "Nursing Shortage May Be Worse By State Than Projected, New Analysis Shows"</p> <p>Watch video of Guest Speaker: Carol Mallia from Massachusetts Nurses Association</p> <p><b>HESI #3</b> <b>Nov 30<sup>th</sup></b> for Friday clinical group only <b>Dec 1st</b> testing for rest of class</p>	<p>Finalize Group Leadership PowerPoint Presentation due next week.</p> <p><b>Take HESI #3 if scored below 850 on HESI #2</b></p>
<p><b><u>Week 12</u></b> Class on Campus</p> <p><b>Date: Dec 4<sup>th</sup></b></p> <p>Topic: NCLEX Blueprint, Licensure Regulations for Professional Nursing Practice &amp;</p>	<p>*See Blackboard folder for handouts on NCLEX and Licensure /Mass Board of Registration in Nursing Requirements</p>	<p>Group Leadership PowerPoint Presentation <b>Due Monday 12/4 by 11pm</b></p>

Continuing Educational Requirements		
<b><u>Week 13</u></b> Class on Campus  <b>Date: Dec. 11<sup>th</sup></b>  Exam 2 Course wrap up	Prepare for Exam 2	Exam 2 During Class  *Complete Course Evaluation