



This course supports the assessment for Principles of Organizational Performance Management. The course covers 4 competencies and represents 2 competency units.

Introduction

Overview

Principles of Organizational Performance Management is the first specialization course in the nursing leadership and management track. Building on core coursework in the master's program, future nurse leaders will examine the roles, responsibilities, and expectations of managers in maximizing productivity and performance in healthcare organizations. They will explore leadership issues, including how to build and motivate a team, ensure patient-centered operations, organize staff development (including legal and ethical issues), and budget resources and time. This course encourages future nurse leaders to examine administration from a systems perspective, relying on evidence to inform their practice.

Getting Started

Welcome to Principles of Performance Organizational Management! There are three e-texts for this course; you will be directly linked to the appropriate text as you complete your course of study. Begin the course by reviewing the welcome video, course introduction, and learning resources. Next review the pacing guide and plan your time for learning. Progress through each block of learning as outlined and complete the learning activities in the order they appear. You will demonstrate course competence by developing a performance data scorecard focusing on low performing outcome measures in an organization of your choice. You will then write a paper that discusses the drivers of your selected outcome measures, advantages of the scorecard, employee engagement trends, and your plan for improving employee engagement. Review the assessment directions and the assessment rubric to make sure you understand the requirements for each performance task. Check the course announcements for useful messages about the course and contact your course instructors for assistance as questions arise.

Watch the following video for an introduction to this course:

Note: To download this video, right-click the following link and choose "Save as...": [download video](#).

Competencies

This course provides guidance to help you demonstrate the following 4 competencies:

- **Competency 7014.1.1: Management in the Nursing Profession**
The graduate evaluates the responsibility and accountability of nursing management in the operations of complex healthcare organizations.
- **Competency 7014.1.2: Operational Performance in Healthcare Organization**
The graduate uses data and analytics to advance the operational performance of a healthcare organization.
- **Competency 7014.1.3: Roles and Responsibilities of the Nurse Leader**



The graduate demonstrates expertise in nurse leader roles to improve operational performance needed to improve quality and safety in healthcare organizations.

- **Competency 7014.1.4: Management of Human Resources**

The graduate demonstrates the ability to effectively manage human resources to promote a professional environment conducive to skilled and safe patient care.

Course Instructor Assistance

As you prepare to demonstrate competency in this subject, remember that course instructors stand ready to help you reach your educational goals. As subject matter experts, instructors enjoy and take pride in helping students become reflective learners, problem solvers, and critical thinkers. Course instructors are excited to hear from you and eager to work with you.

Successful students report that working with a course instructor is the key to their success. Course instructors are able to share tips on approaches, tools, and skills that can help you apply the content you're studying. They also provide guidance in assessment preparation strategies and troubleshoot areas of deficiency. Even if things don't work out on your first try, course instructors act as a support system to guide you through the revision process. You should expect to work with course instructors for the duration of your coursework, and you are encouraged to contact them as soon as you begin. Course instructors are fully committed to your success!

Preparing for Success

The information in this section is provided to detail the resources available for you to use as you complete this course.

Learning Resources

The learning resources listed in this section are required to complete the activities in this course. For many resources, WGU has provided automatic access through the course. However, you may need to manually enroll in or independently acquire other resources. Read the full instructions provided to ensure that you have access to all of your resources in a timely manner.

Automatically Enrolled Resources

You can access the learning resources listed in this section by clicking on the links provided throughout the course. You may be prompted to log in to the WGU student portal to access the resources.

VitalSource E-Texts

The following textbooks are available to you as e-texts within this course. You will be directly linked to the specific readings required within the activities that follow.

- Grohar-Murray, M. E., DiCroce, H. R., & Langan, J. C. (2010). *Leadership and management in nursing* (4th ed.). Prentice Hall: New York. ISBN: 978-0-13-513867-0
- Roussel, L. (2015). *Management and leadership for nurse administrators* (7th ed.). Jones and Bartlett Learning: Burlington, MA. ISBN: 978-1-284-06762-0
- Sullivan, E. (2013). *Effective leadership and management in nursing* (8th ed.). Prentice



Hall: New York. ISBN 978-0-1328-1454-6

Note: These e-texts are available to you as part of your program tuition and fees, but you may purchase hard copies at your own expense through a retailer of your choice. If you choose to do so, please use the ISBN listed to ensure that you receive the correct edition.

WGU Library Articles

This course utilizes resources via the WGU Library, with articles available for you to open and download.

The following WGU Library articles will be used in this course:

- Inamdar, S. N., and Kaplan, R.S. (2002). [Applying the Balanced Scorecard in Healthcare Provider Organizations](#). *Journal of Healthcare Management*, 47(3), 179–196.
- Mirvis, P. (2012). [Employee Engagement and CSR: Transactional, Relational, and Developmental Approaches](#). *California Management Review*, 54(4), 93-117.
- Squazzo, J., (2011). [Creating a Culture of Engagement](#). *Healthcare Executive*, 26(6),18-20.

Pacing Guide

The pacing guide suggests a weekly structure to pace your completion of learning activities. It is provided as a suggestion and does not represent a mandatory schedule. A block of learning generally relates to the amount of work the average student should be able to complete in roughly one week, however, adjustments in time are common. Please use this guide to plan your timelines for completing each block of learning.

Block of Learning 1:

Introduction
Preparing for Success

Learning Resources
Pacing Guide

Management in the Profession

Professional and Institutional Accountability

Read: Nursing Leadership within Healthcare Organizations
Apply Nursing Leadership within HealthCare Organizations Across the Continuum
Read: HealthCare Policy and Issues
Apply: Healthcare Policy and Issues

Nursing Operations

Read: Nursing Leadership Management Functions



Apply: Nursing Leadership Management Functions

Read: Staffing and Scheduling and Skill Mix

Read: Managing Budgets and the Nurse Leader

Apply: Managing Budgets and the Nurse Leader

Read: Strategic Planning Process

Leadership Best Practices

Read: Relationship Based Competency

Apply: Relationship Based Competency

Block of Learning 2:

Operational Performance in Healthcare Organizations

Evidence Based Practice in Healthcare Organizations

Read: Nurse Manager and the Budget

Apply: Nurse Manager and the Budget

Block of Learning 3:

Roles and Responsibilities of the Nurse Leader

Roles and Responsibilities

Read: Part 1 – The New Nurse Manager

Read: Part 2 – The New Nurse Manager

Apply: Part 1 – The New Nurse Manager

Apply: Part 2 – The New Nurse Manager

Apply: Part 3 – The New Nurse Manager

Apply: Part 4 – The New Nurse Manager

Continuous Quality Improvement

Read: 100% Participation in Quality Improvement

Apply: 100% Participation in Quality Improvement

Block of Learning 4:

Management of Human Resources

Human Resources Management and Development

Read: Labor Relations and Professionalism

Apply: Labor Relations and Professionalism



Read: Recruitment and Employee Engagement
Apply: Recruitment and Employee Engagement
Complete: Performance Task

Note: This pacing guide does not replace the course. Please continue to refer to the course for a comprehensive list of the resources and activities.

Management in the Nursing Profession

The purpose of this section is to define the best practices of leadership in the nursing profession. Leadership is described as displaying best practice competencies relating to skills, abilities, and behavior that result in defined outcomes.

Professional and Institutional Accountability

The role of the nurse leader throughout healthcare organizations is key to the care of patients across the continuum of care.

This topic addresses the following competency:

- **Competency 7014.1.1: Management in the Nursing Profession**

The graduate evaluates the responsibility and accountability of nursing management in the operations of complex healthcare organizations.

This topic highlights the following objectives:

- Differentiate the levels of institutional accountability of nursing leaders at various levels within an organization.
- Explain how various external and internal stakeholders help healthcare organizations define and reach their goals.
- Identify agencies that are responsible for regulating and accrediting the healthcare industry.
- Discuss how agencies responsible for regulating and accrediting the healthcare industry influence the goals of healthcare organizations.

Read: Nursing Leadership within Healthcare Organizations across the Continuum

As you read the sections listed below, take notes on the following key points:

- challenges to nursing
- levels of healthcare management
- objectives of nursing management

Read the following in *Leadership and Management in Nursing*:

- pages 14–19 in [chapter 1 The Healthcare System](#)
- pages 146–158 in [chapter 7 Overview of Nursing Management](#)

Read the following WGU Library article:



- Inamdar, S. N., and Kaplan, R.S. (2002). [Applying the Balanced Scorecard in Healthcare Provider Organizations](#). *Journal of Healthcare Management*, 47(3), 179–196.

Apply: Nursing Leadership within Healthcare Organizations across the Continuum

Consider the challenges a nurse faces when transitioning to a management position. Using Table 7.3 on page 165 in [Leadership and Management in Nursing](#), identify factors that may be impacting your current situation as a nurse leader in the following areas:

- general goal and structure of what is to be accomplished
- manager and employee relationships
- participants, clients, or patients and personnel related to a nurse leader's role

If you are not currently acting as a nurse leader, discuss with a current nurse leader factors that are impacting their situation in the above areas.

Read: Healthcare Policy and Issues

As you read the sections listed below, take notes on the following key points:

- health policy issues for the United States
- nurses and policy development
- regulatory issues

Read the following in *Management and Leadership for Nurse Administrators*:

- [chapter 12 Laws, Regulations, and Healthcare Policy Shaping Administrative Practice](#)

Apply: Healthcare Policy and Issues

Based on the readings you have done, identify a healthcare policy currently implemented in your healthcare work setting.

- How was the policy developed?
- What is the nurses' role in upholding the policy?
- Does your current organization have goals clearly identified that support the policy? Why or why not?

Nursing Operations

This topic discusses the purpose of nursing leadership and role of leadership in day to day operations of a healthcare organization. Learning the processes and steps involved in the strategic planning process and continual monitoring of the internal and external environment is an important and vital role of the nurse manager.

This topic addresses the following competency:

- **Competency 7014.1.1: Management in the Nursing Profession**
The graduate evaluates the responsibility and accountability of nursing management in the operations of complex healthcare organizations.



This topic highlights the following objectives:

- Identify the components of nursing operations within a healthcare organization.
- Discuss daily operations in nursing leadership that are related to staff skill mix and nursing ratios.
- Identify the nurse leader's role in managing budget (cost) centers in daily operations.
- Describe the role of the nurse leader in the strategic planning process in a healthcare organization.

Read: Nursing Leadership Management Functions

As you read the listed material below, pay attention to the following key points:

- leadership vs. management
- quality
- financial

Read the following in *Management and Leadership for Nurse Administrators*:

- pages 121–123 [chapter 6 Organizational Structure and Accountability](#)
- [chapter 10 Managing Performance](#)

Read: Staffing, Scheduling and Skill Mix

As you read the section listed below, take notes on the following key points:

- components of the staffing process
- patient classification and acuity
- measuring productivity

Read the following in *Management and Leadership for Nurse Administrators*:

- [chapter 8 Procuring and Sustaining Resources](#)

Read: Managing Budgets and the Nurse Leader

As you read the section listed below, take notes on the following key points:

- budgeting concepts
- budget planning process
- financial accountability
- reimbursement based on clinical performance

Read the following in *Management and Leadership for Nurse Administrators*:

- pages 191–202 in [chapter 8 Procuring and Sustaining Resources](#)

Apply: Managing Budgets and the Nurse Leader

Review the current models of reimbursement based on performance outlined on



page 198 of [Management and Leadership for Nurse Administrators](#). Apply the concepts of performance-based payment models to the role of a nurse manager as you consider the following situation:

A new nurse manager of the intensive care unit has just learned about Medicare reimbursement models based on clinical performance as well as patient satisfaction. The nurse manager recognizes the need for personnel who are adept and highly skilled at clinical performance and customer service.

Which qualities should the nurse manager consider when reviewing applicants given the current reimbursement models relating to clinical performance and patient satisfaction and customer service?

Briefly write your response in your reading notes.

Read: Strategic Planning Process

As you read the section listed below, take notes on the following key points:

- definition of planning
- phases of strategic planning

Read the following in *Management and Leadership for Nurse Administrators*:

- [chapter 7 Strategic Planning and Change Leadership: Foundations for Organizational Effectiveness](#)

Leadership Best Practices

The most effective and competent nurse leaders are those that understand the importance of implementing leadership best practices in a disciplined and organized way. Best practices align with quality outcomes and ensure leadership behaviors drive those outcomes.

This topic addresses the following competency:

- **Competency 7014.1.1: Management in the Nursing Profession**
The graduate evaluates the responsibility and accountability of nursing management in the operations of complex healthcare organizations.

This topic highlights the following objectives:

- Identify nursing leadership best practices for improving daily operational performance.
- Identify best practices for establishing and maintaining working relationships with internal and external physicians.
- Evaluate leadership best practices for creating and maintaining leadership consistency.

Read: Relationship Based Competency

As you read the section listed below, take notes on the following key points:



- definition of traditional leadership versus new leadership competencies
- AONE Nurse Executive Competencies

Read the following in *Effective Leadership and Management in Nursing*:

- pages 40–51 in [chapter 4 Leading, Managing, Following](#)

Read the following articles:

- Mirvis, P. (2012). [Employee Engagement and CSR: Transactional, Relational, and Developmental Approaches](#). *California Management Review*, 54(4), 93-117.
- Squazzo, J., (2011). [Creating a Culture of Engagement](#). *Healthcare Executive*, 26(6), 18-20.

Apply: Relationship Based Competency

Review the information in Table 4-1 on page 45 of [Effective Leadership and Management in Nursing](#).

Imagine yourself as a new nurse leader of an intensive care unit. The first issues you face include poor patient satisfaction data, inadequate budget performance and dissatisfied physicians. Describe in your reading notes how you will utilize these core competencies, as well as consistent leadership practices, to improve patient satisfaction, budget performance, and physician relationships.

Operational Performance in Healthcare Organizations

The nurse leader in every healthcare organization is crucial to the outcomes and performance of the institution as it relates to patient care.

Evidence-Based Practice in Healthcare Organizations

Healthcare financial management is complex. An effective nurse manager must understand what makes up the foundation of financial operations including health insurance (private and social) and reimbursements, private vs. not-for profit entities, costs and expenditures, capital, materials management, and budgeting.

This topic addresses the following competency:

- **Competency 7014.1.2: Operational Performance in Healthcare Organizations**
The graduate uses data and analytics to advance the operational performance of a healthcare organization.

This topic highlights the following objectives:

- Compare types of budget reports.
- Describe the budgeting process.
- Differentiate budget types.
- Evaluate a zero-based budget for a new department.



- Describe variance analysis.
- Identify data sources and financial statements to be included for budget analysis.
- Explain how various operational delivery models affect budgets.

Read: Nurse Manager and the Budget

As you read the section listed below, take notes on the following key points:

- managing financial resources
- the budgeting process
- preparation of the budget

Read the following in *Leadership and Management in Nursing*:

- [chapter 16 Managing Resources: The Budget](#)

Apply: Nurse Manager and the Budget

Consider the following scenario:

As a new nurse manager, you have taken over the budget developed by a previous manager. In this institution, a nursing unit budget includes day to day staffing budget based on census and acuity. It also includes all labor costs associated with staff meetings and education (i.e., skills day). The labor hours for all operations, including education and staff meetings, are spread equally throughout the year based on the number of days in each month. Last month, you and your educator conducted a large skills day event and orientation, usually done annually. That month's budget report comes to you with a negative variance. Your explanation for the variance is the skills day training. However, your managing director does not accept your explanation.

Based on this scenario, respond to following questions in your reading notes:

- What reasons would the managing director have for not accepting your variance explanation?
- How could you improve or expand the variance explanation?

Roles and Responsibilities of the Nurse Leader

The nursing leader has ultimate accountability for the patient's experience within any healthcare organization. Nurse leaders should understand the leadership traits that are fundamental for healthcare organizational effectiveness.

Roles and Responsibilities

The roles and responsibilities of the nurse leader include clinical outcomes, patient experience, quality and patient safety. The nurse leader must also understand the importance of motivation as it relates to management.

This topic addresses the following competency:



- **Competency 7014.1.3: Roles and Responsibilities of the Nurse Leader**

The graduates demonstrate expertise in nurse leader roles to improve operational performance needed to improve quality and safety in healthcare organizations.

This topic highlights the following objectives:

- Explain how nurse managers promote professionalism in healthcare organizations.
- Analyze the relationship between best practices for customer service and the provision of quality and safety in healthcare organizations.
- Describe the nurse leader's role in fostering professional development and career progression among staff.
- Explain the nurse leader's role in managing conflict to improve operational performance.
- Explain how nurse leaders motivate staff to improve operational performance.
- Describe the components of a succession plan that maintains a flow of operational performance.
- Identify elements of healthy work environments in healthcare organizations.
- Explain how nurse leaders demonstrate organizational justice in a healthcare organization.
- Analyze ethical decisions a nurse manager may need to make regarding quality or safety.
- Describe the nurse leader's role in managing risk in a healthcare organization.

Read: Part 1 - The New Nurse Manager

As you read the section listed below, take notes on the following key points:

- leadership and coaching
- conflict resolution
- accountability

Read the following in *Leadership and Management in Nursing*:

- pages 50–57 in [chapter 3 Interactive Processes of Leadership](#)
- pages 88–98 in [chapter 4 Decision Making and Conflict Management](#)
- pages 181–196 in [chapter 9 Maintaining Standards](#)

Read: Part 2 - The New Nurse Manager

As you read the section listed below, take notes on the following key points:

- customer service
- patient engagement
- nurse leadership's role in patient experience
- the connection between patient perception of care and patient complaints

Read the following in *Leadership and Management in Nursing*:



- pages 214—233 in [chapter 11 Monitoring and Improving Performance](#)
- pages 234—246 in [chapter 12 Legal Issues in the Workplace](#)
- pages 100—116 in [chapter 5 The Ethical Responsibility of the Nurse Leader](#)

Apply: Part 1 - The New Nurse Manager

Consider the following scenario:

You are the administrative director over a busy emergency department. You have just hired a new nurse manager to help shift the negative culture that has existed in the department for several years. The new nurse manager is experiencing public criticism from the charge nurses due to necessary changes the nurse manager is attempting to implement. Respond to the following prompts in your reading notes.

- Review the “learner exercise” on page 98 of [Leadership and Management in Nursing](#).
- How might you coach the new nurse manager on managing public criticism?
- Based on the ten basics of communication discussed on page 53 of [Leadership and Management in Nursing](#), what basic communication skills would be important for this nurse manager to incorporate and why?
- Given the different theories of motivation outlined on pages 199–207 of [Leadership and Management in Nursing](#), how would you support the nurse manager in determining the right motivational approach to change the culture in the Emergency Department?
- What healthy work environment indicators would you look for from the nurse manager’s regular progress report to you?

Apply: Part 2 - The New Nurse Manager

Consider the following scenario:

As the new nurse manager of the emergency department is progressing in improving conflict management and developing a more motivational environment, you implement a scorecard process through which the nurse manager reports on progress toward goals and outcome. You notice on the most recent scorecard that the department’s patient experience indicators are lower than goal and national averages. Complete the following in your reading notes:

- Outline the correlation between customer service and patient outcomes.
- Create a plan for how the nurse manager of the Emergency Department can effectively connect the role of the nurse in providing customer service to patient outcomes.

Apply: Part 3 - The New Nurse Manager

Consider the following scenario:

You complete a one-year review of the new nurse manager in the emergency department. Morale is improving as well as customer service indicators. However, you have found the need to provide coaching and feedback to the manager regarding the role of the nurse manager in quality, patient safety, and risk.

Respond to the following in your reading notes:



- Discuss the various areas a nurse manager is ultimately accountable for.

Apply: Part 4 - The New Nurse Manager

Consider the following scenario:

As the nurse manager approaches the third year of being in the role, you find the manager's scorecard results to be outstanding. The possibility of the nurse manager being promoted to other opportunities is an important consideration. It is just as important to ensure there is a plan for retaining the excellent nursing staff the manager has developed over the last few years.

Respond to the following in your reading notes:

- Design a performance appraisal system to continue improved performance and develop career plans for employees. Refer to pages 215–216 of [Leadership and Management in Nursing](#).
- How would you promote professionalism in developing a career progression plan for the nurse manager you hired for the Emergency Department?

Continuous Quality Improvement

A culture of total investment in quality improvement is key to maintaining outcomes and improving quality, requiring 100% participation at all levels of the organization, including the front line staff. The student will be introduced to the primary functions of management, the key competencies and characteristics of managers and leaders, and the unique barriers and challenges to leadership in 21st century health care.

This topic addresses the following competency:

- **Competency 7014.1.3: Roles and Responsibilities of the Nurse Leader**
The graduate demonstrates expertise in nurse leader roles to improve operational performance needed to improve quality and safety in healthcare organizations.

This topic highlights the following learning objectives:

- Compare the quality improvement models used in healthcare organizations.
- Identify workforce challenges that impede the provision of safe patient care.
- Identify key components of a staff education plan that addresses risk management and compliance.

Read: 100% Participation in Quality Improvement

As you read the sections listed below, take notes on the following key points:

- quality management models
- how cost affects quality
- creating a blame free environment

Read the following in *Effective Leadership and Management in Nursing*:



- pages 69–85 in [chapter 6 Managing and Improving Quality](#)

Apply: 100% Participation in Quality Improvement

Reflect on a time in your career when you managed quality improvement in your organization. In what ways did you incorporate the following points? Why did you do it that way? How could you have better incorporated the following points?

If you haven't managed quality improvement, consider how you would incorporate the following points in that situation.

- creating a just culture
- improving quality and reducing costs
- engaging staff in process improvement on a daily basis

Write your responses in your reading notes.

Management of Human Resources

The nurse leader's role in managing and developing employees and engaging them in a meaningful way will drive high-quality patient care at the lowest appropriate costs.

Human Resources Management and Development

Effective management of human resources always includes ongoing development of high performing employees. This topic gives an overview of the education, training, and credentialing of members of the healthcare team, the supply and demand concerns for these professions, and the issues associated with managing in this environment.

This topic addresses the following competency:

- **Competency 7014.1.4: Management of Human Resources**
The graduate demonstrates the ability to effectively manage human resources to promote a professional environment conducive to skilled and safe patient care.

This topic highlights the following learning objectives:

- Outline basic human resource policies and procedures that ensure a professional environment for provision of skilled and safe patient care.
- Explain how regulatory bodies affect labor relations in nursing.
- Identify best practices for employee recruiting and retention in healthcare organizations.
- Identify appropriate ways to assess staff members' demonstration of professional behavior and practice.
- Explain the role of the nurse leader in evaluating staff for performance improvement.
- Evaluate how nurse leaders influence compensation criteria for staff members.
- Identify strategies for handling employee separation in a healthcare organization.

Read: Labor Relations and Professionalism

As you read the sections listed below, take notes on the following key points:



- building teams
- communication
- labor relations and collective bargaining

Read the following in *Effective Leadership and Management in Nursing*:

- [chapter 12 Handling Conflict](#)
- pages 310—315 in [chapter 24 Handling Collective Bargaining](#)

Apply: Labor Relations and Professionalism

In a healthcare setting where labor unions exist, a nurse leader is attempting to build a team of high function professionals. Discuss in your reading notes, the Nurse Manager's role in a collective bargaining unit. How can the nurse manager develop a professional team in a setting where labor unions exist? What are the five categories of unfair labor practices described by labor law?

Read: Recruitment and Employee Engagement

As you read the sections listed below, take notes on the following key points:

- building teams
- communication
- labor relations

Read the following in *Effective Leadership and Management in Nursing*:

- pages 149–153 in [chapter 11 Building and Managing Teams](#)

Apply: Recruitment and Employee Engagement

Within your current organization, discuss in your reading notes how you would incorporate the following principles to build an effective and professional team:

- recruitment, selecting staff and retention
- coaching and performance evaluation
- disciplinary process

Complete: Performance Task

Complete the following task in Taskstream:

- Princ of Org Perf Manag: Task 1

For details about this performance assessment, see the "Assessment" tab in this course.

Final Steps

Congratulations on completing the activities in this course! This course has prepared you to complete the assessments associated with this course. If you have not already been directed to



complete the assessments, schedule and complete your assessments now.