



This course supports the assessment for Strategic Leadership and Future Delivery Models. The course covers 4 competencies and represents 1 competency units.

## Introduction

### Overview

Strategic Leadership and Future Delivery Models is a graduate-level course that emphasizes strategic leadership in healthcare, focusing on the trends and directions in the industry and the future of healthcare delivery. Future nurse leaders will have the opportunity to explore how the strategic planning processes incorporates healthcare trends and the evolution of healthcare systems, methods, and concepts in strategic leadership, and the ever-changing technology in healthcare.

This course is designed to combine leadership skills necessary for managers to function effectively in the changing healthcare industry and demonstrate the interdependence of management functions and quality leadership in all phases of management process. It also provides opportunities for critical thinking skills to be applied through experiential, self-initiated learning experiences. You will have the opportunity to explore the foundations for decision making, problem solving, and the management and leadership skills needed to address the processes of planning, organizing, staffing, directing, and controlling necessary activities and elements within a healthcare organization.

### Getting Started

Welcome to Strategic Leadership and Future Delivery Models! This course will introduce and examine many of the diverse roles nurses play in their professional lives. A number of key issues related to this are also explored. Each is considered essential in the profession and none of the topics covered in the course should be overlooked. There are two primary learning resources provided that you will need to successfully complete this course: the Marquis, B. L., & Huston, C. J. (2015). *Leadership roles and management functions in nursing: Theory and application* (8th ed.) e-text and the CE Direct modules.

The Topics and Pacing outline organizes the learning materials into convenient blocks of learning to help you begin, move through, and complete the course. The final performance assessment for the course will measure your competencies with regards to foundational skills and knowledge across all of the content areas. You will need to be conversant in all these areas in order to communicate and collaborate effectively with your colleagues.

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 7016.1.1: Strategic Planning Process**  
The graduate evaluates the components of strategic planning and integrates strategic planning within varied healthcare settings.
- **Competency 7016.1.2: Strategic Leadership Methods and Concepts**  
The graduate evaluates the use of systems theory, organizational development theory, change management, and leadership concepts in the strategic planning process within evolving healthcare settings.
- **Competency 7016.1.3: Evolving Trends in Healthcare and Nursing**  
The graduate evaluates healthcare trends and adapts strategic planning process to meet the changing healthcare environment.
- **Competency 7016.1.4: Effect of Technology on Healthcare**  
The graduate evaluates the use of technology within the healthcare setting as it relates to the organization's strategic plan.

### **Nursing Dispositions Statement**

Please review the [Statement of Nursing Dispositions](#).

### **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 textbook is available to you as an e-text within this course. You will be directly linked to the specific readings required within the activities that follow.

- Marquis, B. L., & Huston, C. J. (2015). *Leadership roles and management functions in nursing: Theory and application* (8th ed.). Philadelphia, PA: Lippincott Williams. ISBN: 9781451192810

*Note: This e-text is available to you as part of your program tuition and fees, but you may purchase a hard copy 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.*

### **CE Direct**

You will be directly linked to specific CE Direct modules at the activity level within this course.

### **Pacing Guide**

This Pacing Guide suggests a balanced pacing structure for completion of the required learning activities. The topics provide guidance to help you demonstrate the 4 competencies required for this course. A block of learning generally relates to the amount of work the average student should be able to complete in roughly a week, however, we recognize that adjustments in time are common. Please use this as a guide to plan your own timelines for completion.

#### Block of Learning 1

Introduction

Preparing for Success

Learning Resources

Topics and Pacing

Getting Started

Strategic Planning Process

Components of Strategic Planning

Evaluating Implementation of Strategic Plans

#### Block of Learning 2

Strategic Leadership Methods and Concepts

Systems Theory and Organizational Development Theory

Change Management and Leadership Concepts

#### Block of Learning 3

Evolving Trends in Healthcare and Nursing



Healthcare Trends and Evolution of Healthcare Systems  
Evolution of the Nursing Care Environment

Block of Learning 4

Effect of Technology on Healthcare

Current Technology in Healthcare  
Technologic Advances that Impact Healthcare Settings

Final Steps  
Student Support

*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.*

## **Strategic Planning Process**

This course develops competencies essential for strategic nursing leadership within healthcare settings by incorporating traditional management and leadership theories, concepts, tools and knowledge into the management and navigation of the existing healthcare environment while effectively addressing and strategically planning for evolving trends and technology that will impact healthcare delivery and improve patient outcomes. Specific emphasis is placed on the nurse leader's role in the assessment and analysis of the healthcare environment, the development, implementation and evaluation of strategic plans within a variety of healthcare settings, as well as the impact of technology and transparency upon the provision of healthcare and quality patient safety and patient outcomes.

### **Components of Strategic Planning**

Strategic planning is essential to the improving the outcomes of healthcare and requires nurse leaders to understand trends, population needs, organizational culture, and change process in addition to the specific tools involved in the strategic planning process. Nurse leaders must be proactive in planning, in problem identification, and effective in implementing change driven by forecasting changes, regulation changes, changes in accreditation standards or trends in research.

This topic addresses the following competency:

- **Competency 7016.1.1: Strategic Planning Process**  
The graduate evaluates the components of strategic planning and integrates strategic planning within varied healthcare settings.

This topic highlights the following objectives:

- Discuss how the process of strategic planning can be integrated in various healthcare settings.
- Explain how various strategic planning tools and processes are used within a healthcare



organization.

- Evaluate organizational strategic plans for relevance and effectiveness in relation to the current healthcare environment.

### **Read: Forces of Change**

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

- leadership roles and management function in operational and strategic planning
- rapidly changing and emerging paradigms
- influences of robotics, biometrics, elderly population, aging workforce and access to healthcare information
- planning for developing a strategy

Read the following section in *Leadership Roles and Management Functions in Nursing: Theory and Application*:

- pages 138-143 in [chapter 7 Strategic and Operational Planning](#)

After reading the text, identify six forces affecting today's healthcare system in your notes:

- Consider and include legal, political, economic, social and ethical forces.
- Prioritize how you as a nurse leader will be affected by these changes.
- Choose one force and explain how it could affect strategic planning within your healthcare organization.

### **List: Tools of Strategic Planning**

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

- role of forecasting in strategic planning
- dimensions of strategic planning
- SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis
- balanced scorecard
- management process of strategic planning
- vision, mission, and philosophy statements as related to the strategic plan

Read the following section in *Leadership Roles and Management Functions in Nursing: Theory and Application*:

- pages 143-150 in [chapter 7 Strategic and Operational Planning](#)

In your notebook:

- Create a list of the steps in the management process of completing a strategic plan.
- Explain how the vision, mission and philosophy statement relate to the strategic plan.
- Identify two different healthcare organizations in your notebook, then list the individual leadership positions that would be involved in the strategic and operational planning



within the organization. Consider your employing organization.

### **Apply: SWOT Analysis**

Based on what you have read, apply what you now know about strategic planning tools by performing a detailed SWOT analysis of your healthcare organization or department setting in your notebook:

- Identify a preliminary focus for a strategic vision that could be implemented within your organization or on your unit.
- Describe the vision and how it relates to the mission of the organization.
- Then, identify the strength of the organization and explain how these strengths can be beneficial to the vision.
- Now identify the weakness of the organization.
- Explain how the identified weakness might be fortified to promote success of the vision.
- Define the external opportunities within your local community and explain how they might influence the strategic vision.
- Finally, identify and explain the external threats that have the potential to derail the vision.

### **Analyze: Documents Guiding a Strategic Plan**

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

- importance of philosophies and values
- purpose of organizational goals and objectives
- purpose of policies, procedures, and rules
- barriers to planning
- integrating leadership and management in planning

Read the following section in *Leadership Roles and Management Functions in Nursing: Theory and Application*:

- pages 150-158 in [chapter 7 Strategic and Operational Planning](#)

After completing the reading, write your own philosophy in your notebook.

- Compare your philosophy with the philosophy of your organization or a local health care organization

Explain where they align and where there is a discrepancy. Now, create a matrix in your notebook:

- Determine the relationship between each step of the strategic plan and the organizational goals, objectives, policies, procedures and rules.
- Identify areas of disconnect and explain how these could be a barrier to planning for a nurse leader.
- Explain which part of the strategic plan would require management skills, leadership



skills or both sets of skills.

### **Connect: Quality of Care and Organizational Change**

As you read, take notes on the key points in your notebook, reflect on the reading and explain:

- relationship between change theory and the need to make strategic choices
- responsibilities of leaders and managers in the change process
- the need for change in the healthcare organization

Read the following section in *Leadership Roles and Management Functions in Nursing: Theory and Application*:

- pages 162-179 [chapter 8 Planned Change](#)

Read the following:

- [Quality of Care: A Process for Making Strategic Choices in Health Systems](#)

### **Integrate: Leadership Theory and Change Theory**

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

- differences between managers and leaders
- roles of managers and leaders in decision making
- management theories
- leadership theories

Read the following section in *Leadership Roles and Management Functions in Nursing: Theory and Application*:

- pages 32-48 in [chapter 2 Classical Views of Leadership and Management](#)

Based upon your readings, explain the alignment between change theories and leadership theories in your notebook. Based upon the alignment, explain where management fits into the change process.

### **Apply: WHO Article**

Review the article from the World Health Organization (WHO). As you read consider the following key points:

- What are the steps in the process recommended by the World Health Organization?
- What choices will a nurse leader need to consider in the strategic planning process?

In your notebook explain what this process may look like within your organization and identify who are the key stakeholders in the process.

Review the following:



- [Quality of Care: A Process for Making Strategic Choices in Health Systems](#)

### **Analyze: Strategic Plans of Various Healthcare Settings**

Based upon your prior readings, use the internet (cite your sources for future reference) and identify two healthcare organizations that operate in different settings. Then, in your notebook, compare/contrast each organization's strategic plan in reference to the following:

- Does the strategic plan address current healthcare trends and population needs?
- Does each plan take into consideration the unique needs of each setting in providing quality patient outcomes?
- What is the involvement of nursing leadership in the strategic plan?
- Does the strategic plan reference decision making, use of data, data analysis, benchmarking? Is the information complete or are there gaps?
- If gaps are noted, how would you make recommendations as a nurse leader within this organization?
- What are the specific strategic planning tools/processes identified and noted within the plan? Are there other tools/processes you would incorporate?
- What is the method of communication/consensus building?
- What might be some of the barriers encountered in the implementation of this plan and how would you as a nurse leader effectively overcome them?
- Based upon your analysis, do you believe the strategic plans are able to be effectively implemented within each organization and achieve the outcomes identified? Explain.

### **Apply: Strategic Plan Development**

Based upon your prior reading and activity, use your SWOT analysis/strategic vision outlined in the previous activity and respond in your notebook:

- Expand the analysis of your healthcare organization or department setting to include specific strategic plan objectives and measurable outcomes.
- Provide a detailed implementation plan on how you, as a nurse leader, would integrate this process.

### **Evaluating Implementation of Strategic Plans**

Strategic plans are not static, they are fluid, and require periods of planned evaluation to assess the progress toward the goals, objectives, and outcomes outlined. This is especially important given the rapidly changing healthcare environment. Continuous change requires nurse leaders to remain constant change agents providing a continuous evaluation of the internal factors of organizational culture, mission, and philosophy in response to the strategic plan. Nurse leaders must also stay abreast of the external factors of competition, reimbursement, and population needs. They are also required to have an effective understanding of communication skills to be able to navigate the communication process across all departments within an organization.

This topic addresses the following competency:

- **Competency 7016.1.1: Strategic Planning Process**





The graduate evaluates the components of strategic planning and integrates strategic planning within varied healthcare settings.

This topic highlights the following objectives:

- Identify the factors that affect successful implementation of strategic plans.
- Explain how to successfully communicate a strategic plan within the culture of a healthcare organization.
- Evaluate the effectiveness of a strategic plan on meeting organizational goals.

### **Apply: Implementing the Plan**

As you read, consider the process of strategic choices in health systems. Take notes on the following key points:

- forecasting in strategic planning processes
- barriers and ways to overcome them
- organizational mission and philosophy
- personal and organizational values

Review the following section in *Leadership Roles and Management Functions in Nursing: Theory and Application*:

- pages 138-160 in [chapter 7 Strategic and Operational Planning](#)

After reading the text, identify the following principles for your organization and record them in your notebook, if you are not employed, create the following for a fictitious organization:

- mission statement
- philosophy
- goals and objectives

Explain how the first three items listed relate to the policies, procedures and rules of your organization.

### **Apply: Philosophy in Strategic Planning and Management Decisions**

The activity below is based upon/modified from activity 7.6 in the text.

Susan is the supervisor of the 22-bed oncology unit at Memorial Hospital, a 150 bed hospital. Unit morale and job satisfaction are high, despite a unit occupancy rate of less than 50% in the last 6 months. Patient satisfaction on this unit is as high as or higher than that of any other unit in the hospital. Susan's personal philosophy is that oncology patients have physical, social, and spiritual needs that are different from other patients; both the unit and nursing service philosophy reflect this belief. Therefore, nurses working in the oncology unit receive additional education, orientation, and socialization regarding their unique roles and responsibilities in working with oncology patients.



At this morning's regularly scheduled department head meeting, the chief executive nursing officer suggests that because of extreme budget shortfalls and continuing low census, the oncology unit should be closed and its patients merged with the general medical-surgical patient population. The oncology nursing staff would be reassigned to the medical-surgical unit, with Susan as the unit's co-supervisor.

The idea receives immediate support from the medical-surgical supervisor because of the current staffing shortage on her unit. Susan, startled by the proposal, immediately voices her disapproval and asks for 2 weeks to prepare her argument. Her request is granted.

In your notebook explain what values or beliefs are guiding Susan, the chief executive nursing officer, and are guiding the medical-surgical unit supervisor. Determine and specifically outline an appropriate plan of action for Susan. What impact does a unit or nursing service philosophy have on the actions of management and employees?

Now, complete Learning Activity 7.6 in *Leadership Roles and Management Function in Nursing: Theory and Application*:

- page 152 in [chapter 7 Strategic and Operational Planning](#)

**Reflect: Individual and Organizational Values**

Complete the following in *Leadership Roles and Management Function in Nursing: Theory and Application*:

- Learning Exercise 7.6 page 152 in [chapter 7 Strategic and Operational Planning](#)

Refer to your work in the prior activity. Using what you have learned about values, value indicators, and value clarifications, answer the following questions in your notebook. Take the time to reflect on your values before answering.

- List three or four of your basic beliefs about nursing.
- Ask yourself, do you value nursing? Was it freely chosen from among alternatives after appropriate reflection? Given your experiences, would you still choose nursing as a career?
- Are your personal and professional values congruent? Are there any values espoused by the nursing profession that are inconsistent with your personal values? How will you resolve resultant conflicts?

Next, in your notebook compare your personal and professional values from the above questions with your organization's or department's values, mission and philosophy statements.

- Are they consistent or are there areas of conflict?
- Describe how you would manage conflicting areas
- As a nurse leader what methods would you use to counsel staff in similar reflections relative to managing their personal, professional and organizational values?
- What is the impact on organizational or departmental outcomes when staff values are in



conflict with the strategic vision?

### **Evaluate: Strategic Plan and Achieving Goals and Objectives**

Based upon your prior reading, identify a recent strategic initiative within your organization or department.

In your notebook, evaluate the effectiveness of the goals/objectives outlined in the plan. Were they clear, measurable, relevant, and realistic? Was the initiative successful? If yes, explain why.

If not, how might you rewrite the goals and objectives to achieve a better outcome that is more relevant to the current healthcare environment?

- How would you focus on communicating this new strategic initiative?
- What specific communication strategies and leadership skills would you integrate?
- How would you overcome potential barriers that may have prevented success of the original plan?

## **Strategic Leadership Methods and Concepts**

The graduate evaluates the use of systems theory, organizational development theory, change management, and leadership concepts in the strategic planning process within evolving healthcare settings.

### **Systems Theory and Organizational Development Theory**

The process of change within healthcare is unique because the environment changes dramatically. In the healthcare environment, change is often rapid and can be unpredictable. This process can be managed more effectively when systems theory approaches that recognize the impact and influence of each change agent involved are included. Change is most successful when it is effectively aligned with the current organizational environment and is flexible enough to allow for adaptations to the plan as new goals, objectives, and structures develop during the process. Nurse leaders must incorporate systems theory and organizational development into their strategic planning processes in order to achieve the desired outcomes.

This topic addresses the following competency:

- **Competency 7016.1.2: Strategic Leadership Methods and Concepts**  
The graduate evaluates the use of systems theory, organizational development theory, change management, and leadership concepts in the strategic planning process within evolving healthcare settings.

This topic addresses the following objectives:

- Apply concepts of systems theory to the strategic planning process.
- Apply concepts of organizational development theory to the strategic planning process.
- Identify a specific systems theory used in a given healthcare setting.
- Match concepts of organizational development theory to relevant healthcare



organization problems.

### **Apply: Planned Change**

As you complete the listed material below, take notes on the following key points:

- planned change and change by drift
- strategies to manage resistance to change
- impact of chaos and the butterfly effect on both short-and long-term planning
- critical features of complex adaptive systems

Read the following section in *Leadership Roles and Management Functions in Nursing: Theory and Application*:

- pages 163-175 in [chapter 8 Planned Change](#)

Respond in your notebook:

Assume that morale and productivity are low on the unit where you are a new manager. In an effort to identify the root of the problem, you have been meeting informally with staff to discuss their perceptions of unit functioning, and to identify sources of unrest on the unit. Based on these meetings, you believe that one of the greatest factors leading to unrest is a long-standing issue with the limited advancement opportunity for your staff. You would like to rotate the change nurse position but are unsure of your staff's feelings about the change.

Identify the action you could take in unfreezing, movement and refreezing using the phases of change identified by Lewin.

- Explain the greatest barriers to this change.
- Explain the strongest driving forces.

### **Analyze: Organizational Structure**

As you read take notes on the following key points:

- staff relationships, span of control, unity of command, and scalar chains on the organizational chart
- shared governance and differences from participatory decision making
- impact of group think on organizational decision making
- characteristics of magnet designated healthcare organization that exemplify the 14 forces of magnetism

Read the following section in *Leadership Roles and Management Functions in Nursing: Theory and Application*:

- pages 260–284 in [chapter 12 Organizational Structure](#)

Respond to the following in your notebook:



In your organization, consider the committee work that you have been involved in and explain what has contributed to the productivity of the committees on which you have served.

- Have you ever served on a committee that made recommendations on which higher authority never acted?
- What was the effect on the committee members?

**Create: Communication**

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

- the relationship between sender, message, and receiver in communications
- strategies for managers to increase clear and complete organizational communication
- SBAR (Situation, Background, Assessment, Recommendation) in patient situations as well as routine hand-offs
- culture and gender variables impacting communication
- challenges created by technology for communication in contemporary organizations
- assessing stages of group formation

Read the following section in *Leadership Roles and Management Functions in Nursing: Theory and Application*:

- pages 437-464 in [chapter 19 Organizational, Interpersonal and Group Communication](#)

Respond to the following in your notebook:

You are a nurse leader for a large children's hospital. In the last two weeks, eleven cases of head lice have been reported among staff and patients. The potential for spread is high and staff and families are growing anxious.

Compose a memo for distribution to the staff and another to be distributed to patients' families, with the goals of informing, reassuring, and responding to direct inquiries.

**Reflect: Organizational Development Theory**

Keep the prior readings in mind as you complete Learning Exercise 8.5 Young or Old Organization?

Complete the following in *Leadership Roles and Management Functions in Nursing: Theory and Application*:

- Learning Exercise 8.5 page 175 in [chapter 8 Planned Change](#)

Reflect on the organization in which you work, or the nursing school you attend. Do you believe that this organization has more characteristics of a young or aged organization?

In your notebook:



- Diagram on a continuum from birth to death, where you feel that this organization would fall.
- What effort has the organization taken to be dynamic and innovative?
- What further efforts could be made?
- Do you agree or disagree that most organizations change unpredictably?
- Can you support your conclusions with examples?

Taking this exercise one step further, identify a current strategic initiative within your organization or department and review/reflect on how this initiative will influence the organizational development concepts reviewed.

### **Analyze: Culture and Development Theory**

Based upon your prior readings, use Display 12.4 Assessing the Organizational Culture to analyze your organizational culture and identify what areas should be focus topics for improvement and explain how this would impact the overall organizational development and outcomes of the organization. Develop a preliminary draft of a strategic plan that would address these topics.

Review the following in *Leadership Roles and Management Functions in Nursing: Theory and Application*:

- Display 12.4 page 276 in [chapter 12 Organizational Structure](#)

### **Apply: Systems Theory**

Based upon prior readings, review the Display 8.4 Features of Olson and Eoyang's (2001) Complex Adaptive System approach to Change. Respond to the following in your notebook.

- Apply these key concepts to an initiative within your organization or department. Does the initiative take these concepts into consideration?
- Does the plan/initiative allow for the flexibility and uncertainty anticipated using the systems theory approach?
- Compare/contrast the complex Adaptive Systems Approach to Change with the concept of shared governance within healthcare settings.

Review the following in *Leadership Roles and Management Functions in Nursing: Theory and Application*:

- Display 8.4 page 173 in [chapter 8 Planned Change](#)

### **Change Management and Leadership Concepts**

Effective, transformational leadership within healthcare requires not only strong management skills in order to accomplish the necessary tasks of the organization, but also the leadership skills to understand the environment, outline the course of action, influence, guide, direct and achieve the objectives set forth. Such a role involves emotional intelligence and other key leadership traits such as integrity, accountability and ethics. Nurse leaders must recognize their unique role in moving organizations forward to achieve true, significant and impactful change



within healthcare.

This topic addresses the following competency:

- **Competency 7016.1.2: Strategic Leadership Methods and Concepts**

The graduate evaluates the use of systems theory, organizational development theory, change management, and leadership concepts in the strategic planning process within evolving healthcare settings.

This topic addresses the following objectives:

- Describe nursing leadership best practices in change management within healthcare settings.
- Discuss the relationship between change theory concepts and the strategic planning process.
- Analyze the effect of leadership in rapidly evolving healthcare settings.
- Explain the importance of individual values, accountability and ethics in effective leadership.
- Explain how to effectively integrate concepts of emotional intelligence (EI) into daily interactions as part of leadership and change management roles.

**Read: Leadership/Management**

As you read take notes on the following key points:

- types of leadership you feel are most effective in your organization
- significance of professional and institutional licenses
- impact of civil law on nursing practices
- differences between legal and ethical accountability

Read the following section in *Leadership Roles and Management Functions in Nursing: Theory and Application*:

- pages 53-68 in [chapter 3 Twenty First Century Thinking About Leadership and Management](#)

**Read: Staffing Needs and Scheduling Policies**

As you read, takes note on the following key points:

- impact of both human and social capital within healthcare environments
- impact that staffing has on creating organizational change
- use of the evidence based approach in determining staffing needs
- standard patient classification formulas to determine staffing needs based on patient acuity
- relationship between flex time and self-scheduling to increase job satisfaction
- staffing policies in a given situation
- agency minimum policy needs for staffing and scheduling



Read the following section in *Leadership Roles and Management Functions in Nursing: Theory and Application*:

- pages 388-412 in [chapter 17 Staffing Needs and Scheduling Policies](#)

**Read: Organizational Structure**

As you read take notes on the following key point:

- effective healthcare organizational structures

Read the following section in *Leadership Roles and Management Functions in Nursing: Theory and Application*:

- pages 260-286 in [chapter 12 Organizational Structure](#)

**Read/Relate: Requisites for Success**

Read the following section in *Leadership Roles and Management Functions in Nursing: Theory and Application*:

- pages 2-31 in [chapter 1 Decision Making, Problem Solving and Critical Thinking](#)

After reading, complete the following in your notebook:

- Examine the process that you used in your decision to become a nurse.
- Relate the process to the economic man and the administrative man.
- Which of these two profiles relates to the process you used to make your career decision?

**Apply: Decision Making**

Read the following section in *Leadership Roles and Management Functions in Nursing: Theory and Application*:

- pages 16-25 in [chapter 1 Decision Making, Problem Solving and Critical Thinking](#)

Read the identified pages from your textbook and then in your notebook:

- Explain a problem that you solved or a decision that you made in your daily work.
- Describe what theoretical model you used to assist you in the process.
- Determine if you consciously used a model or if it was purely by accident.
- Did you seek the assistance of other leaders from the organization? Did their assistance provide guidance?
- Did the outcome create a solution?
- Would a different model or process discussed in the text have created a similar or easier to reach outcome?

**Differentiate: Leadership and Management**





Based upon your prior readings, complete the following in your notebook:

- Create a Venn diagram that compares and contrasts management and leadership.
- Identify the nine factors of full range leadership theory
- Identify whether those factors are transformational, transactional or Laissez Faire.
- Explain the difference between a leader and a manager.
- Identify individuals within your organization that fall into each category.

In your notebook, define the following:

- scientific management
- bureaucratic organizations
- management functions
- activities of management
- Hawthorne effect
- Theory X and Theory Y
- employee participation
- Great Man theory
- trait theory
- behavioral theory
- situational leadership theory
- contingency leadership theory
- leadership effectiveness theory
- interactional leadership theory
- Theory Z
- interactive leadership theory
- collaborative practice matrix
- transformational leadership
- transactional leader
- transformational leader
- full range leadership theory
- integrating leadership
- management

Read the following section in *Leadership Roles and Management Functions in Nursing: Theory and Application*:

- pages 32-48 in [chapter 2 Classical Views of Leadership and Management](#)

**Read: Managing Conflict**

As you read, reflect and take notes on the following key points:

- What are the methods for managing conflict?
- Gauge your own emotional intelligence in response to specific circumstances within your organization.



Read the following section in *Leadership Roles and Management Functions in Nursing: Theory and Application*:

- pages 487-513 in [chapter 21 Effective Conflict Resolution and Negotiation](#)

**Write: Leadership and Conflict Resolution**

Based upon your reading of chapter 21, review Display 21.1 on page 489 and respond to the questions in Learning Activity 21.1 on page 490 of the text in your notebook.

In addition, include a written response to:

- How do you feel your personal views about conflict impact your role as a nurse leader?
- Identify one of the leadership roles and one of the management functions listed in Display 21.1 that you consider important in nurse leadership, and describe it in detail.
- Identify one of the leadership roles and one of the management functions in which you consider yourself deficient. Describe why as well as how you plan to improve.

Review the following in *Leadership Roles and Management Functions in Nursing: Theory and Application*:

- Display 21.1 on page 489 in [chapter 21 Effective Conflict Resolution and Negotiation](#)

**Identify: Conflict Resolution**

Based upon your reading, respond in your notebook to the questions about how conflict resolution within your organization occurs.

- Describe an incident that you have experienced or witnessed where compromise occurred.
- Explain a time when you witnessed or used the competing approach. Describe the situation and the outcome.
- Explain a time that you used cooperating or accommodating to solve a problem.
- Identify and explain a situation wherein you could use smoothing to manage a conflict.
- Explain when the avoidance approach would be the best response to a conflict.
- Describe a conflict in which you witnessed or participated in collaboration as a means of conflict resolution.

Review in the following section in *Leadership Roles and Management Functions in Nursing: Theory and Application*:

- pages 487-497 in [chapter 21 Effective Conflict Resolution and Negotiation](#)

**Analyze: Conflict Management**

Review Learning Exercise 21.8 on page 511, and based upon your reading, respond in your notebook:

- Identify the conflicts in this scenario.



- Identify the individuals involved in the conflict.
- Rank in order of importance the requests in the scenario.
- Identify what is and is not negotiable in the scenario.
- Explain the rationale for each of the ranked requests, including the outcome, explaining if each request is or is not met.

Complete the following in *Leadership Roles and Management Functions in Nursing: Theory and Application*:

- Learning Exercise 21.8 page 511 in [chapter 21 Effective Conflict Resolution and Negotiation](#)

### **Analyze: Forces Affecting Healthcare**

Review the following section in *Leadership Roles and Management Functions in Nursing: Theory and Application*:

- pages 138-160 in [chapter 7 Strategic and Operational Planning](#)

Review the bulleted list on page 140 in chapter 7. Then, in your notebook, based upon in the information, respond to the following:

- Identify six additional forces, beyond those identified in this chapter, affecting today's healthcare system. You may include legal, political, economic, social, or ethical forces.
- Prioritize these forces in terms of how they will affect you as a manager or RN within your organization.
- For at least one of the six forces identified, brainstorm how that force would affect your strategic planning as a unit manager or director of a healthcare agency.
- Identify which of the leadership roles and management functions listed in Display 7.1 would be most crucial to your success in the implementation of this strategic initiative.
- Identify which concepts of change theory will be most important to utilize during the implementation to ensure true change.

### **Reflect: Personal Leadership Style**

Review the following section in *Leadership Roles and Management Functions in Nursing: Theory and Application*:

- pages 138-160 in [chapter 7 Strategic and Operational Planning](#)

In your notebook, record your reflections on the following questions:

- Define your predominant leadership style.
- Confirm your response by seeking input from individuals who work with you. Do they agree that this is your predominant leadership style?
- What style of leadership do you work best under?
- What leadership style best describes your present or former managers?
- Does your leadership style incorporate the leadership roles and management functions



noted in Display 7.1 on page 140?

- Describe how your leadership style aligns with the functions listed in Display 7.1.

### **Analyze: Changing Roles of Nurses**

As you read, analyze the article in regards to the points below. Summarize your thoughts in your notebook:

- What do you see as the greatest impact nurses and nurse leaders can have within the healthcare field?
- What do you believe is the top priority nurses and nurse leaders should consider for patients?
- Compare and contrast the goals of what has been the “traditional” healthcare environment with the new “accountable care organization” environment? What do you see as the greatest benefits and challenges?
- What is the nurse leader’s role within the ACO environment?

Read the following article:

- [The Changing Role of Nurses](#)

### **Write: Ethics**

Read the following section in *Leadership Roles and Management Functions in Nursing: Theory and Application*:

- pages 70-93 in [chapter 4 Ethical Issues](#)

As you read, take notes on the following key points, based on the information gleaned from Display 4.3 on page 79:

- Consider the impact of ethics on nurse leadership.
- Do you actively incorporate ethics in your current nursing practice? If so, how and in what situations? If not, why and how do you plan to incorporate as a nurse leader?
- Identify and explain the key ethical principles that you feel are essential to nursing leadership, and why.
- What are the most important ethical principles that should be applied within the rapidly changing healthcare environment?

### **Examine: Power and Political Savvy**

As you read, consider and take notes on the following key point:

- Identify how a nurse leader’s power and authority can aid in empowering staff.

Read the following section in *Leadership Roles and Management Functions in Nursing: Theory and Application*:

- pages 287-310 in [chapter 13 Organizational, Political and Personal Power](#)



Review Display 13.4 Leadership Strategies: Developing Power and Political Savvy. Then, in your notebook, complete the learning activity 13.8 Friendship and Truth on page 307:

- How should you proceed?
- How should you use your power and authority when dealing with the problem?

### **Relate: Decision Making**

Relate Display 13.4 to Learning Exercise 13.6 Empowering Your Staff. In your notebook, devise a political strategy for successfully empowering the staff that report directly to you.

- Consider the three elements necessary in the empowerment process: professional traits of the staff, supportive environment, and effective leadership.
- Of these things, what is in your sphere of control?
- Where is there danger of your plan being sabotaged?
- What change tactics can you use to increase the likelihood of success?

## **Evolving Trends in Healthcare and Nursing**

The graduate evaluates healthcare trends and adapts strategic planning process to meet the changing healthcare environment.

### **Healthcare Trends and Evolution of Healthcare Systems**

The healthcare environment is in a state of nearly constant and dramatic change. These evolving trends represent multiple efforts to improve patient and organizational outcomes, decrease costs, increase healthcare resources, and access for patients/consumers. As a result, nurse leaders must be acutely aware of and involved with the introduction of new technological advances, understanding of new care settings, evidence-based practice and outcome measurement, quality improvement, risk management, and the potential ethical, legal and social issues related to these trends.

This topic addresses the following competency:

- **Competency 7016.1.3: Evolving Trends in Healthcare and Nursing**  
The graduate evaluates healthcare trends and adapts strategic planning process to meet the changing healthcare environment.

This topic addresses the following objectives:

- Analyze the effect of current healthcare trends on emerging population needs and organizational sustainability.
- Describe evolving healthcare settings.
- Select an appropriate care delivery strategy to meet the evolving demands on a healthcare organization.
- Discuss how to incorporate evidence-based practice and quality improvement into a healthcare organization's strategic plan.
- Analyze the effect of rapidly advancing technologies on ethical, legal, and social issues in healthcare delivery.



## **Identify: Legal Issues in Healthcare**

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

- professional codes of ethics as guides
- the ethical component of decision making liability

Read the following section in *Leadership Roles and Management Functions in Nursing: Theory and Application*:

- pages 94-116 in [chapter 5 Legal and Legislative Issues](#)

Review Table 5.2 on page 96. Then complete Learning Exercise 5.1 on page 97 of the text in your notebook.

Based upon the exercise select one specific case and identify areas where risk management, evidence-based practice and quality improvement methods may have prevented the situation from occurring.

## **Write: Quality Control and Outcomes Measurement**

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

- elements of evidence-based nursing practice
- external forces on quality control
- quality assurance models
- quality improvement models

Read the following section in *Leadership Roles and Management Functions in Nursing: Theory and Application*:

- pages 542-572 in [chapter 23 Quality Control](#)

Complete Exercise 23.2 on page 561 in your notebook.

## **Compare: Aging in America**

Review the Socioecological Model on page 55, and the Health Impact Pyramid on page 57 of the Sustainability Planning Guide linked below. Also note the mental health programs included in Brief #2 of the State of Mental Health and Aging series.

Read the following documents:

- [A Sustainability Planning Guide for Healthy Communities](#)
- [The State of Mental Health and Aging in America](#)

In your notebook, compare and contrast these program developments to the process of strategic planning and respond to the prompts:



- Evaluate the definition of sustainability included on page 8: “A community’s ongoing capacity and resolve to work together to establish, advance, and maintain effective strategies that continuously improve health and quality of life for all”.
- Identify specific methods in which nurse leaders can impact change at the community level in your community.
- What are some of the most prevalent needs?
- Outline and describe the particular population/culture/socioeconomic dynamic of your community.
- Do you have a large number of elderly?
- Are there programs available to provide mental health support to the elderly in your community?
- Where do you see the greatest potential for sustainable change?
- How are programs such as these successful in moving from the individual level to the public policy level?
- What is your organization doing to meet the needs of the community? Is the care delivery approach being utilized successful?
- What may be another option for a care delivery system that may more effectively address the needs of the community you live in?
- What technology could assist in meeting the healthcare needs?
- How where do socioeconomic factors fit into the pyramid, and how do they affect movement up the pyramid?
- Compare this pyramid model to the healthcare delivery model in most communities of the United States.

Does the current model meet these foundational needs? Identify the social, ethical and legal ramifications of the current healthcare delivery model.

**Explain: Telemedicine Technology**

As you read the article, respond to each of the questions or statements in your notebook.

- What are the most notable benefits of telemedicine technology?
- What are the potential problems?
- What type of population could benefit the most, but might have the most difficulty adjusting to this type of technology? How could the implementation plan accommodate for this challenge?
- Do you feel such a technology could improve the system of healthcare delivery within the U.S? If so, how? If not, why?
- Review the ethical and legal issues involved in the use of telemedicine.
- Develop a brief power point presentation to propose the implementation of a telemedicine technology initiative within your organization or department.

Read the following article:

- [Telemedicine in Healthcare 2: The Legal and Ethical Aspects of Using New Technology](#)

**Synthesize: Ethical Implications of Healthcare Technology**



Based upon prior reading and activities, perform an internet search to identify an advanced technology within healthcare that has significant ethical and potentially legal implications for either patients or providers and include your findings in your notebook.

- Investigate and evaluate the implications and the potential risks, benefits, outcomes, and further advances for treatment or care of patients.
- Identify the potential short and long-term impact on population and insurance benefits.
- Write a position statement based upon your findings and opinion on the topic.

## Evolution of the Nursing Care Environment

In the current era of consumer-driven healthcare, the need for organizations to be transparent and report outcomes, quality scores, and customer satisfaction reports to the public has affected the nursing care environment. Nurses now have greater opportunities to impact change within a variety of healthcare settings and across the healthcare continuum to ensure improved outcomes for populations of patients. Nurse leaders must be competent in the understanding and navigation of this changing environment of care and enable/empower staff to advocate for change, quality of care in all settings.

This topic addresses the following competency:

- **Competency 7016.1.3: Evolving Trends in Healthcare and Nursing**  
The graduate evaluates healthcare trends and adapts strategic planning process to meet the changing healthcare environment.

This topic addresses the following objectives:

- Analyze the effect of shared decision-making within healthcare settings.
- Recommend ways to incorporate principles of cultural competence, diversity, and community involvement into the delivery of patient care.
- Evaluate shared accountability between providers and patients in the delivery of care.
- Analyze how Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) scores reflect the implementation of shared accountability between patients and providers in a healthcare setting.
- Describe the role of the nurse leader as a health-policy change agent.

### Apply: Diversity and Culture

Based upon your reading, and the guiding principles of the AONE (American Organization of Nurse Executives), compose a draft outlining a potential diversity/cultural competency initiative within your organization or department in your notebook. Be sure to include action items that will address each of the guiding principles. Be sure to include who the key stakeholders would be and how you would incorporate them into the process.

- Include your timeline for completion,
- Explain how you would measure your success.
- Identify how you will maintain a “culturally attentive” environment within your organization/department once this initiative is complete.





Review the AONE information:

- [AONE Guiding Principles for Diversity in Healthcare Organizations](#)

**Evaluate: Consumer Assessment of Healthcare Providers and Systems**

For this activity, you will utilize the resources below:

- [Health Care Leader Action Guide to Effectively Using HCAHPS](#)
- [HCAHPS](#)
- [Summary of HCAHPS Survey Results \(State Directory\)](#)
- [Hospital Compare](#)

Based upon your reading, evaluate your organization's ability to achieve top performance given the recommendations of providing patient-centered care through creating a firm foundation of strong leadership, effective partnerships with patients and families, an engaged workforce, and a focus on performance improvement. In your notebook explain your answers:

- Outline what your focus areas would be based upon your internal knowledge of your organization.
- How would you as a nurse leader approach this change initially within your organization?
- How would you benchmark?
- Why is it important for organizations to pursue multiple priorities for improvement from a financial perspective?
- In addition, review the HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) score online or through your state and make note of the top survey results.
- Does anything in this report surprise you? If so, what?
- In what areas did your state have the highest and lowest performing scores? How do your results compare to states in your region?

Now, taking it one step further and compare hospitals within your area by accessing the patient survey results at the hospital compare site.

- Is your organization included in this list? If so, how does your organization compare to others that you selected? If not, was there anything that you found particularly interesting or surprising within the hospital specific results for your community?
- What impact has viewing these results had on your medical decision-making?
- Will you make any changes regarding provider choice?
- Will you encourage friends, family members, patients to view this site?

**Write: Advocacy in Nursing and Healthcare**

As you read, consider the following key points:

- Advocacy is helping others to grow and self-actualize and is a fundamental component of the leadership role.



- If nursing is to advance as a profession, nurses and nurse leaders must expand their sociopolitical knowledge base to better understand the needs of the unique and diverse populations within the communities in which they live and serve.
- In order to influence decision-making on a political or legislative level, nurses need to be willing to harness their collective influence and make their concerns known to policy makers.
- Nurse leaders should serve as role models for other nurses by joining and actively supporting professional organizations that thereby allow nurses to have a greater voice in healthcare and professional issues.

Read the following section in *Leadership Roles and Management Functions in Nursing: Theory and Application*:

- pages 117-136 in [chapter 6 Patient, Subordinate and Professional Advocacy](#)

Complete exercise 6.4 on page 125 and exercise 6.5 on page 127 of the text in your notebook.

### **Evaluate: Healthcare Delivery Models**

Respond to the prompts below in your notebook:

- Research any accountable care organizations within your community/region.
- Have they been successful in achieving outcomes?
- What type of service model do they utilize?
- What is their primary patient population?
- What are your thoughts on the overall ACO model of care?
- As a nurse leader, would you be in support of an ACO affiliation within your organization? If so, explain your reasoning. If not, explain your decision.

Complete the following online course from CE Direct:

- [Accountable Care Organizations: A New Approach to Care Delivery](#)

## **Effect of Technology on Healthcare**

The graduate evaluates the use of technology within the healthcare setting as it relates to the organization's strategic plan.

### **Current Technology in Healthcare**

The rapidly changing technology available within the healthcare system poses provides benefits and challenges to organizations. Nurse leaders must be acutely aware of the latest technology trends and have the ability to integrate them into the existing delivery system to improve patient outcomes and staff satisfaction. Integration of technology by the nurse leader needs allow for organizational transparency and efficiency in addition to protecting patient confidentiality. This requires ongoing training, evaluation, effective communication combined with strategic planning and budget planning to achieve success.

This topic addressed the following competency:



- **Competency 7016.1.4: Effect of Technology on Healthcare**

The graduate evaluates the use of technology within the healthcare setting as it relates to the organization's strategic plan.

This topic addresses the following objectives:

- Explain how compliance affects staff access to technological systems of an organization.
- Discuss the effect of new and evolving technologies on training needs within a healthcare organization.
- Discuss the nurse leader's role in addressing technology gaps.

**Assess: Staff and Technology**

As you read, consider and take notes in your notebook on the following key points:

- challenges and benefits of new technologies
- changes in communication resulting from technology
- additional responsibilities associated with integrating technology
- identification of technology access levels for staff

Read the following section in *Leadership Roles and Management Functions in Nursing: Theory and Application*:

- pages 452-461 in [chapter 19 Organizational, Interpersonal, and Group Communication](#)

Based upon your reading, evaluate your organization's methods of maintaining patient confidentiality given advancing technology within healthcare in your notebook:

- Who determines technology access levels for staff in differentiated roles?
- What criteria are used to determine access levels?
- What safeguards or monitoring methods are in place to ensure patient confidentiality? Who is in charge of these safeguards and methods?
- What role and responsibility do nurse leaders have within your organization to ensure patient confidentiality is maintained?
- What has been the impact of increased technology within your organization? Identify specific benefits. Identify specific challenges.
- As a nurse leader, what changes might you recommend to promote continued technology implementation? What gaps do you identify in either clinical outcomes or organizational implementation?

**Evaluate: Informatics and Healthcare Technology**

As you read, take notes on the following key point in your notebook:

- The expectations by patients and consumers for sophisticated and mobile technology in healthcare
- The use of user friendly technology in healthcare to report needed outcomes to ensure



transparency within the organization

- The need for continuous training with technology
- Budgeting for resource implementation, maintenance and optimal technology use

Based upon the information from the presentation, evaluate your organization's current use of nursing informatics in your notebook:

- Is there an EHR (electronic health record) within your organization?
- Does your organization have a nursing informatics department?
  - What is the structure of the EHR in regards to gathering nursing data?
  - What is the structure of the nursing informatics department within the organization?
  - Who does the staff report to?
  - How is the nursing informatics data analyzed?
- Does the EHR allow for guiding nursing practice/decision making? Or is it simply an assessment/data collection tool?
  - On what information did you base your answer?
- What do you feel is missing from your organization's current use of nursing informatics technology?
- What changes would you recommend as the nurse leader? How would you implement those changes?
- What type of budget, training, and timeline would be necessary to implement changes?

**Reflect: Impact of Current and Future Technology on Healthcare Outcomes**

Read the following article:

- [The 'Tipping Point' and Health Care Innovations: Advancing the Adoption of Beneficial Technologies](#)

Review the reading and then in your notebook reflect upon and evaluate the following statement:

“Technological innovation is a major source of continuous improvement in the productivity and value of American healthcare, even though we are still markedly inefficient in extracting that value” (page 13).

- Explain how healthcare organizations can improve their ability to extract value.
- How does your organization extract and demonstrate value of technological innovation and continuous improvement?
- What do the authors believe are the 'drivers of progress' in the American healthcare system? Why do you think this is? Do you agree?
- What reason is given for the continued inefficiencies of the current healthcare system? What role do nurse leaders play?
- The authors note that the focus for change must be on the role of the organization in adopting new technologies and the need for risk taking in order to achieve true benefit. Reflect on your organization's ability to maintain a systems focus in regards to the



implementation of new technology.

- Reflect on the authors description of “disruptive versus established” technology. What is your impression of disruptive technologies within healthcare?
  - Are they better designed to achieve outcomes within healthcare?
  - What is the danger of relying solely on established technologies?
- As a nurse leader, identify and explain what disruptive technology would be most helpful in improving quality outcomes for patients.

## **Technologic Advances that Impact Healthcare Settings**

Technology has widespread impact on healthcare in this country. As a result of this rapidly changing technology, it is the duty of nurse leaders to ensure the effective implementation and meaningful use of available technology to achieve optimal outcomes for efficiency, access, cost, and quality for both patients and organizations. In addition, current technology can introduce evidence-based interventions and decision-making that can significantly impact patient outcomes throughout the continuum of care. At the same time, nurse leaders must dedicate their efforts to incorporate innovative technologic advances into existing strategic plans in an effort to remain competitive in the current market.

This topic addresses the following competency:

- **Competency 7016.1.4: Effect of Technology on Healthcare**  
The graduate evaluates the use of technology within the healthcare setting as it relates to the organization’s strategic plan.

This topic addresses the following objectives:

- Evaluate the effects of technology trends on the strategic planning process.
- Identify specific technology trends that can affect the quality, access and costs across healthcare settings.
- Recommend strategic planning processes to integrate technology within a healthcare setting.
- Discuss how social media can be used to promote strategic initiatives in healthcare.
- Discuss the effect of social media on daily operations.
- Discuss how the Patient Protection and Affordable Care Act (PPACA) affects technology in the delivery of patient care.
- Explain the effect of electronic health record (EHR) requirements on healthcare operations.

### **Research: Strategic Use of Technology to Impact Healthcare Fraud/Waste/Spending**

Read the following article:

- [How Ideas from Private Industry Help Combat Medicare Fraud, Waste, and Abuse](#)

Review the article and then perform a search of the available research regarding the use of technology to impact fraud/waste/spending within healthcare. Complete the following in your notebook.



- Explain what specific technology you found most intriguing and potentially beneficial.
- Describe the technology you have selected and outline a proposal to investigate the use of this technology within your organization and the potential financial impact.

**Analyze: Social Media Influence on Healthcare**

As you read, consider the following key points:

- Social networks hold considerable potential value for health care organizations because they can be used to reach stakeholders, aggregate information and leverage collaboration.
- Newer technologies such as the internet and social media websites have enabled healthcare providers to reach their patients in a virtual environment, thus revolutionizing the way patient care is being provided.

Read the following:

- [KPMG International-Issues Monitor: Increasing Importance of Social Media in Healthcare](#)
- [Social Networks in Health Care: Communication, Collaboration and Insights](#)

Based upon your reading, identify one of the social media strategic initiatives discussed in either article. In your notebook:

- Research and analyze the benefits, risks and challenges associated with its implementation.
- Does the initiative achieve the desired outcome?
- Based upon your analysis, what changes might you recommend as the nurse leader in charge of this initiative?

**Assess: Professionalism, Privacy and Social Media**

As you read, reflect on and take notes in your notebook on the following key points:

- If ineffectively managed, social media risks can harm patient privacy, lead to heavy regulatory sanctions and permanent reputational damage.
- Clearly defined policies and procedures, and a closed-loop training program minimize breaches of privacy and security regulations.

Read the following articles:

- [Clear Communication: Using Mass Communication Systems to Improve Operational Efficiencies](#)
- [Social Media and HIPPA Compliance: Balancing Benefits and Risks](#)

Complete the following online course from CE Direct:

- [Social Media: Give Your Career a Boost](#)



After completing the “Social Media: Give Your Career a Boost” course, select the "View Vignette" button and take the quiz. Then in your notebook, complete the following:

- Reflect on your personal use of social media regarding both privacy and professionalism concerns.
- Explain your organization’s policies and procedures related to the use of social media for marketing, branding and outreach as well as enforcement of patient confidentiality.
  - Are there issues or concerns that require immediate action by either you or your organization?
  - How will you address the issues or concerns?

**Research: Impact of Patient Protection and the Affordable Care Act on Healthcare Information Technology and Patient Care**

As you read, consider and take notes in your notebook about the following key points:

- purposes of the Affordable Care Act
- effects of the Affordable Care Act on Health Information Technology

Read the following articles

- [Affordable Care Act and Technology](#)
- [The Patient Protection and Affordable Care Act: Summary of Key Health Information Technology Provisions](#)

Read and review the information provided and then based upon the information in your notebook:

- Identify and research one particular area of healthcare IT impacted by this law that is of interest to you. List the sites that you find pertinent information on.
- Explain the reason for your choices.
- What impact is this technology designed to have on patient care?
- What impact will this technology have on the overall healthcare system?
- If limited progress has been made within your organization, identify possible reasons for the slow implementation.
- Explain how a nurse leader might address the progress and outline an implementation plan for further implementation progress.

**Evaluate: Organizational Preparedness for Transition to an Electronic Health Record**

As you read, consider the following key points:

- challenges and solutions for using hybrid records
- mitigation of potential risks with hybrid records
- defining the legal health record
- creation and maintenance of business records
- transitioning health care records
- EHR integration with an organization’s vision and strategic plan



Read the following article:

- [Managing the Transition from Paper to EHRs](#)

After completing the reading, evaluate your organization's preparedness or progress towards transitioning to a fully electronic health record in your notebook.

- Reference the Top 10 Tenets noted in the reading material as well as the Guidelines for Access and Disclosure, which include confidentiality, integrity and availability.
- How well does your organization measure up?
- Is the EHR transition included in the strategic vision?
- What is the involvement of nursing in the transition?
- What is the infrastructure?
- Who are the key stakeholders involved in the development, implementation and evaluation?
- Based upon your knowledge obtained through this course, do you feel your organization is on target with the mandated requirements? If not, why? If so, what progress is still needed?
- If you were the nurse leader in charge of this project, would you feel confident in presenting it to your chief nursing officer or chief executive officer? Explain.

### **Complete: Performance Task**

Complete the following task in Taskstream:

- App Str Ldrshp & Fut Del Models: 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 assessment associated with this course. If you have not already been directed to complete it, schedule and complete the assessment now.