This course supports the assessment for Leadership Learning Experience. The course covers 9 competencies and represents 1 competency unit.

Introduction

Overview
This course bridges the undergraduate nurse to higher level knowledge and accountability by examining roles of advanced professional practice. Current issues, professional and personal values, and ethical issues are examined along with scholarship and advanced practice roles.

Competencies
This course provides guidance to help you demonstrate the following 9 competencies:

- **Competency 740.2.1: The Nursing Profession**
  The graduate evaluates professional roles for advanced nursing practice.

- **Competency 740.2.2: Theories and Models**
  The graduate evaluates leading theories and models as they apply to contemporary nursing practice.

- **Competency 740.2.3: Ethical Practice**
  The graduate integrates advanced professional standards of practice and codes of ethics to concepts of situational ethics.

- **Competency 740.2.4: Advanced Professional Accountability**
  The graduate analyzes the advanced responsibilities and accountability of nurses from professional and regulatory perspectives.

- **Competency 740.2.5: Self Advocacy of the Nurse**
  The graduate integrates strategies of self-awareness and self-care into professional practice to ensure personal health and well-being.

- **Competency 740.2.6: The Professional Nurse**
  The graduate integrates knowledge, skills, and attitudes of the nursing profession into personal and professional interactions and decision making.

- **Competency 740.2.7: Roles of the Nurse**
  The graduate analyzes the roles of the nurse as a scientist, a detective, and a manager of the healing environment.

- **Competency 740.2.8: Interprofessional Practice**
  The graduate analyzes the impact of new and diverse advanced nursing and care provider roles on interprofessional practice.

- **Competency 740.2.9: Healthcare Work Environment**
  The graduate evaluates how the vision, values, mission, and philosophy of an organization align with an individual's professional values and beliefs.

Course Instructor Assistance
As you prepare to successfully demonstrate competency in this subject, remember that course instructors stand ready to help you reach your educational goals. As subject matter experts, mentors 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, so you are welcome 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.


*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.*

**Leadership Experience Calendar**

Please consult the Leadership Experience Calendar when planning your work.

- **Live Events Calendar**

**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. Follow the pacing guide carefully to complete the course in the suggested timeframe.

- **Pacing Guide: Leadership Learning Experience**
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.

Leadership Learning Experience

This Leadership Learning Experience (LLE) is designed to help you apply your competencies in a real world situation. You will choose a clinical focus (e.g., practice, policy, education, population) within which to apply your leadership problem-solving skills, investigate an issue, formulate and carry out a solution or intervention. The experience requires engagement with other people within the setting to complete the LLE.

You will focus on a real-life solution for a problem that you recognize. You should choose a topic that is timely, manageable, and realistic to the current healthcare environment. An external resource person (manager, clinical leader, clinical educator, policy expert, or population expert) must confirm the relevance of the selected project and your engagement in the setting as part of project completion. As with all projects, you should think how you, as a nurse, function in the roles as detective, scientist, and manager of the healing environment.

Elements of the Project

The documentation of your LLE is a project that will be included in your professional portfolio. This project should show you at your best and demonstrate your leadership competence. The project will include the following steps:

- Identify the problem or issue that you want to address.
- Discuss how you investigated the problem or issue.
- Analyze areas that might be contributing to the problem or issue.
- Propose a realistic and measurable solution for the problem or issue.
- Justify your proposed solution based on the results of your investigation and analysis, including how the solution may differ from your original proposal.
- Recommend implementation resources for your proposed solution.
- Include a timeline for implementation based on your proposal.
- Discuss why key stakeholders and/or appropriate partners are important for the implementation of the solution.
- Summarize your engagement with the key stakeholders and/or appropriate partners, including input and feedback you received.
- Discuss how you intend to work with key stakeholders and/or appropriate partners in order to achieve success.
- Discuss how you implemented your proposed solution.

The following activities in this topic will help guide you to accomplish each of these steps. Your submission may be in any format you choose (e.g., report, multimedia presentation).

Important note: In keeping with HIPAA regulations and privacy requirements at your practice
location, any information that would be considered confidential, proprietary, or personal in nature should not be included in your project. Do not include the actual names of people, stakeholders, or other personally identifiable information, including professional functions or positions. Fictional names should be used. Also, agency-specific data, including financial information, should not be included but should be addressed in a general fashion as appropriate.

This topic addresses the following competencies:

- **Competency 740.2.1: The Nursing Profession**
  The graduate evaluates professional roles for advanced nursing practice.

- **Competency 740.2.2: Theories and Models**
  The graduate evaluates leading theories and models as they apply to contemporary nursing practice.

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- **Competency 740.2.9: Healthcare Work Environment**
  The graduate evaluates how the vision, values, mission, and philosophy of an organization align with an individual's professional values and beliefs.

**Choose Your Subject**

You will develop a project within a practice setting that allows you to develop leadership skills. Identify a problem area in a practice setting that aligns with organizational priorities that you specifically want to address. Your project will fall into one of these broad areas:

**Policy**
Developing, explaining, or acting on policies that emanate from legislative, regulatory, and professional practice.

For example:
• rule development,
• high-level professional nursing organizations,
• legislation or testimony related to a nursing practice,
• regulations from state boards, or
• the process of policy development.

This sphere has high visibility and high impact across a wide area.

**Practice**
Participating in or implementing actions within your practice environment. These have a specific, patient-centered care focus, i.e., changing practice, challenging status quo, process of policy development.

For example:

• hospital organizational procedures,
• evidence based practices (EBP),
• quality indicators (QI),
• Joint Commission standards,
• evaluating outcomes,
• ethics,
• root cause analyses,
• Six Sigma teams.

**Population**
Recognizing effects and recommending processes that affect a specific population.

For example, process or policy development to address:

• a disaster response plan,
• epidemic (e.g., pertussis, West Nile), or
• a particular patient demographic (e.g., infant PKU screening, children with diabetes, teen pregnancy, elderly nutrition gaps).

**Education**
To create educational outreach or products.

For example:

• poster presentation,
• grand rounds,
• process or policy development,
• patient education,
• peer education,
• continuing education development,
• Benner’s recommendations regarding nursing education.
Since you can’t solve all of the world’s problems at once, you’ll need to decide on the limits of your project.

Work through the following case study focused in the policy area to see how the process might work.

- **Policy Case Study Example**

This example shows how to think through the whole process, although for now, you will only need to identify your problem situation.

**Background Research**

Do some serious research about the problem you’ve selected. Find and document evidence about:

- Why this issue is important, timely, and relevant to your current situation.
- Are there articles in professional journals about this topic?
- Are there recommendations from professional organizations about this topic?

Write up your background research as a part of your project submission.

- Discuss your investigation of the problem or issue. Include evidence to substantiate the problem or issue (e.g. organizational assessment, national source documents, evidence from a stakeholder).
- Analyze the state of the situation using current data.
- Analyze areas that might be contributing to the problem or issue.
- If you use sources, include all in-text citations and references in APA format.
- When using sources to support ideas and elements in a paper or project, the submission MUST include APA formatted in-text citations with a corresponding reference list for any direct quotes or paraphrasing. It is not necessary to list sources that were consulted if they have not been quoted or paraphrased in the text of the paper or project.
- No more than a combined total of 30% of a submission can be directly quoted or closely paraphrased from outside sources, even if cited correctly. For tips on using APA style, please refer to the APA Handout web link included in the APA Guidelines section.

**Propose a Solution**

Now you will propose a realistic and measurable solution or innovation for the problem or issue. You will need to:

- Justify your proposed solution or innovation based on the results of your research investigation and analysis.
- Include a basic plan of how to implement your solution in your environment.
- Consider the proposed solution from the viewpoint of your manager or supervisor in your practice setting.
- What are expected impacts of your proposed solution and unanticipated consequences?

Work through the following case study in the practice area to see what questions can be asked to help formulate a solution:

- [Practice Case Study Example](#)

**Details of Your Solution**

Any implementation of a project will require resources.

Think broadly about resources in all of the following areas.

**Time**

- to develop the project.
- to instruct others in the changes to their workflow.
- to get staff up to speed using the new function.

**Materials**

- for the project itself.
- to communicate the changes to others.
- that may be unused or wasted from current practices.

**Personnel:**

- How might they respond to changes in their work environment?
- Are there some who may actively oppose your implementation?
- Does your proposal require more staff?
- Does your proposal reduce need for staff?
- What will happen to those no longer needed?

**Money**

- for materials as noted above.
- for additional staff training, and lost time for them at work.
- to pay more/less highly educated staff.
  - Include a cost benefit analysis of your proposed solution or innovation. For more information on money in nursing, search the e-text for this course, [Advanced](#).
Practice Nursing: Evolving Roles for the Transformation of the Profession. See especially pages 399-407.
- Search other texts or resources if you need more reminders or assistance with a cost-benefit analysis.

Include a specific section or table in your project to discuss the resources needed for your project.

Key Stakeholders

Identify key stakeholders and/or appropriate partners that are important for the implementation of your solution or innovation.

- Discuss why each key stakeholder and/or appropriate partner is important for the implementation of the solution or innovation.
- Summarize your engagement with the key stakeholders and/or appropriate partners, including the input and feedback you received.
- Discuss how you intend to work with those key stakeholders and/or appropriate partners in order to achieve success.
- Prepare to present your proposal to these stakeholders if their approval will be required before you implement your project.

Implementation Plan

Write a clear plan of how your proposed solution or innovation would be implemented. Include:

- Who will need to give authorization to implement the proposal?
- Who will be needed to train others or actually do the implementation?
- Who will need to be trained in the new practices?
- How will you communicate with all these people?
- How will you communicate with those who will be impacted even if they don’t participate (e.g., patients)?
- What is the timeline for implementation based on your proposal?
- What are the criteria to judge success of the proposal?

Evaluation Plan
Evaluation of a project must be included in the original plan. Evaluation includes both how you will gather data about the impact and outcomes of the project, and the criteria for success. Work through the following case study in the education area.

- **Education Case Study Example**

Now, put this information together with the project you have chosen and begin to lay out the process to plan your solution and implementation of the solution. Be sure that your written plan is clear and covers the project in detail.

**Approval to implement your project**

You will need approval from your manager or supervisor in your practice setting before implementing your project. You might not give them your complete plan to review, but rather give an executive summary presentation to them. Prepare and practice your proposal and have your completed plan accessible to review details for any questions that arise.

Your final project will need to include a written verification of this approval. You may want to prepare a form that the approver can quickly fill out, although the final version should be completed on company letterhead. Include at least these items for the approval:

- Project title
- Project time frame
- Relevancy
- Pre-approval date
- Pre-approval to conduct the project
- Manager/supervisor contact information with title and/or credentials.

After receiving approval, now it’s time to implement your plan. Good luck!

**Documentation and Reflection**

Before you assemble all the documents into the finished form, take some time to reflect on your experience.

About the project:

- What (what was the problem)
- How (How did you investigate the problem)
• When (How long did you investigate the problem)
• Why (Why was the problem of interest to you, your facility, or healthcare community)
• Who (who were your team members and why)

About your experience:

• How do you feel about the experience?
• What responses did you get from others related to your project?
• Who did you seek feedback from? (Name, title, role)
• Why did you seek feedback from this person?
• Did any of the feedback you received surprise you? Why?

Explain how you fulfilled the following roles during your process of investigation and proposal development:

• scientist
• detective
• manager of the healing environment

Work through the following case study of a student’s reflection on a project in the population area:

• Student’s Reflection Case Study Example

Professional Verification

Ask the organizational leader who advised you for your leadership experience to give a brief evaluation of your project and involvement. Submit the completed attached “Professional Verification Form” as part of your Taskstream student project.

• LLE Professional Verification Form

Polishing the Finished Project

Now put together all of the documents or artifacts that you created in the previous activities. You likely will need to do some editing to make each of these components feel like they belong together in one project. Evaluate the whole collection using these guiding questions:

• Do all components read well as a collection?
• Do the ideas flow from one to the other?
• Does the collection communicate a cohesive idea?
• Do the components fully document your leadership learning experience?
If you have used in-text citations or references, are they written in APA format?

- When using sources to support ideas and elements in a paper or project, the submission MUST include APA formatted in-text citations with a corresponding reference list for any direct quotes or paraphrasing. It is not necessary to list sources that were consulted if they have not been quoted or paraphrased in the text of the paper or project.
- No more than a combined total of 30% of a submission can be directly quoted or closely paraphrased from outside sources, even if cited correctly. For tips on using APA style, please refer to the APA Handout web link included in the APA Guidelines section.

- Are you satisfied that this project is ready to be evaluated? Will you be proud to include it as a part of your professional portfolio?

**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 the assessment, schedule and complete your assessment now.