

# The University of Texas at Arlington College of Nursing and Health Innovation

**MSN N5342**

**Management of Nursing Operations**

**Instructor(s):** Candida Constantine-Castillo MSN, MBA, FACHE, CEN, CPHQ, CPHRM, CENP, NEA-BC, CSHA

**Office Number:** Online

**Email Address:** Candida@uta.edu

**Faculty Profile:** Candida Constantine

**Office Hours:** By appointment –please email to schedule.

**Section Information:** NURS 5342

**Time and Place of Class Meetings:** Online

**Description of Course Content:** Strategic Planning for health care systems.

[**http://catalog.uta.edu/nursing/**](http://catalog.uta.edu/nursing/)

**Student Learning Outcomes:**

1. Analyze economic trends and long-term organizational strategies in rural/urban health care organizations.
2. Implement the strategic planning process in health care organizations.
3. Apply marketing strategies in health care organizations.
4. Conduct cost-benefit analyses in health care organizations.

**Required Textbooks and Other Course Materials:**

Leger, J. & Dunham-Taylor, J. *Financial management for nurse managers: Merging the heart with the dollar. 4th ed.* Burlington, MA: Jones & Bartlett. ISBN: 978-1-284-12725-6

## *APA 6th Edition*

Students are expected to use APA style to document resources. Numerous resources can be found through the UTA Library at the following links:

* + APA tutorial link: <http://www.apastyle.org/learn/tutorials/basics-tutorial.aspx>
	+ UTA CONHI Cover page link: <http://www.uta.edu/nursing/msn/apaformat>
	+ <http://library.uta.edu/sites/default/files/apa2014.pdf>
	+ <http://libguides.uta.edu/apa>
	+ <http://library.uta.edu/how-to/paper-formatting-apa-st>

**Descriptions of major assignments and examinations with due dates:**

| **Required Components for Course Credit** | **Percentage Value****Within the Course** |
| --- | --- |
| Strategic Plan - Paper  | 20% |
| Marketing Plan – Paper  | 20% |
| Comprehensive Strategic and Marketing Plan Project - Paper | 20% |
| Strategic and Marketing Plan Presentation – Application Assignment | 20% |
| Discussion Boards  | 20% |

**Attendance Policy:** At The University of Texas at Arlington, taking attendance is not required but attendance is a critical indicator in student success. Each faculty member is free to develop his or her own methods of evaluating students’ academic performance, which includes establishing course-specific policies on attendance. As the instructor of this section, my expectation is that you routinely log into the course and stay current with discussions and due dates outlined in the course calendar and module instructions. It is expected that MAVS email will be checked at least every 24 hours for communication from your faculty and coaching team. Announcements are posted throughout the course and should be reviewed routinely. However, while UT Arlington does not require instructors to take attendance in their courses, the U.S. Department of Education requires that the University have a mechanism in place to mark when Federal Student Aid recipients “begin attendance in a course.” UT Arlington instructors will report when students begin attendance in a course as part of the final grading process. Specifically, when assigning a grade of F, faculty report the last date a student attended their class based on evidence such as a test, participation in a class project or presentation, or an engagement online via Blackboard. This date is reported to the Department of Education for federal financial aid recipients.

**Other Requirements:**

None

**Clinical Hours:**

No Clinical Hours for this course

**Grading Policy:** Students are expected to keep track of their performance throughout the semester and seek guidance from available sources (including the instructor) if their performance drops below satisfactory levels.

Course Grading Scale

A = 90 to 100

B = 80-89

C = 70-79

D = 60 to 69 – cannot progress

F = below 59 – cannot progress

**Grade Grievances**:

Any appeal of a grade in this course must follow the procedures and deadlines for grade-related grievances as published in the current University Catalog.

For graduate courses, see <http://catalog.uta.edu/academicregulations/grades/#graduatetext>.

For student complaints, see <http://www.uta.edu/deanofstudents/student-complaints/index.php>.

**Late Assignments / Assignments:**

Late Assignment Protocol for MSN Nursing Administration Core Courses – Assignments are due at 11:59 pm on the date assigned. First day late – point deduction is one (1) point per minute up to ten (10) points. Assignments will be accepted as late with point deductions on Day 1. On Day 2 (greater than 24 hours late) – the assignment is not accepted and the score will be zero.

Example: Received one day late (12:00 midnight – minus one (1) point, at 12:01 am – minus two (2) points, etc…. 12:09 am – minus ten (10) points. Day 2 – at 12:00 midnight – assignment not accepted.

Late discussion board posts will receive minus 10 points for the first day and a result of zero after 24 hours beyond the due date and time (this applies to the initial post and the reply posts).

Final week deliverables will not be accepted after course close on the final Saturday of the course. There will be no exceptions without PRIOR faculty approval and a zero will be issued.

**Make-up Exams:** There are no formal exams in this course

**Test Reviews:** There are no formal exams in this course

**Expectations of Out-of-Class Study:** Beyond the time required to attend each online lecture, students enrolled in this course should expect to spend at least an additional 5-10 hours per week of their own time in course-related activities, including reading required materials, completing assignments, preparing for exams, etc.

## **Course Format and Design**

This course is presented completely online and is administered at an accelerated pace. The course builds upon your undergraduate education and will cover a significant amount of content over a short period of time. It is designed to facilitate and guide your learning. As such minimal written lecture content is provided; you will be required to read the text books and other course materials and to synthesize this information to complete all of the course assignments.

As a graduate student, the expectations of this course and curriculum are different than your undergraduate education. You are expected to synthesize the information from your readings and be able to apply it to clinical scenarios in a manner which is reflective of advanced practice nursing. As a graduate student, you are considered to be an independent learner and if needed identify additional resources to help you understand the concepts in the course.

This class utilizes multiple teaching/learning modalities in the delivery of the content. Supplemental videos and lectures have been provided over select concepts to enhance your learning. These videos and lectures are mandatory to view, and you will find them to be an integral part of learning in this particular course. You are responsible for the content in the text books, lectures, videos, supplemental readings, and any of the other multimedia teaching/learning presentations utilized in this course. In simpler terms, any and all course-related content may be covered on your assignments and exams.

## **Course Expectations**

**Students are expected to work independently on every assignment in this course unless instructed otherwise**. Collusion or consulting with other students or healthcare professionals concerning assignments is not permitted. Sharing your work or borrowing the work of others will prevent students from fully benefitting from the learning opportunities in this course. It is YOUR work that we are interested in evaluating, NOT the work of others. Collusion or consulting with others is considered a matter of academic dishonesty and will be treated as such.

The amount of time required by students to study and complete assignments in this course will vary according to students’ previous professional experiences, prior learning, and, the pace at which one works. While having completed multiple years of practice generally provides students an advantage, these same students sometimes find themselves having to “unlearn” practices that are not supported by the most recent evidence or research. Students with fewer years of nursing experience will generally find themselves working more diligently to quickly increase their overall knowledge base – knowledge that their classmates may have developed over multiple years of working in healthcare settings.

# CONHI and Program Policies

## MSN Program Expectations

**GPA of 3.0:** Students must maintain a GPA of 3.0. Please seek help immediately if you are at risk of dipping below this GPA. Ready to assist you are:

* + Your course professor
	+ UTA Student Success Coordinators
	+ Your advisor

**Drop Policy:** Graduate students who wish to change a schedule by either dropping or adding a course must first consult with their Graduate Academic Advisor @ MSNAdvising@uta.edu.

Regulations pertaining to adding or dropping courses are described below. Adds and drops may be made through late registration either on the Web at MyMav or in person through the student’s academic department. Drops can continue through a point two-thirds of the way through the term or session. It is the student's responsibility to officially withdraw if they do not plan to attend after registering. **Students will not be automatically dropped for non-attendance**. Repayment of certain types of financial aid administered through the University may be required as the result of dropping classes or withdrawing. Contact the Office of Financial Aid and Scholarships at <http://www.uta.edu/fao/>  .  The last day to drop a course is listed in the Academic Calendar available at <http://www.uta.edu/uta/acadcal.php?session=20176>

1.      A student may not add a course after the end of late registration.

2.      A student dropping a graduate course after the Census Date but on or before the last day to drop may, receive a grade of W. Students dropping a course must:

(1)  Contact your graduate advisor to obtain the drop form and further instructions before the last day to drop.

**Last day to drop or withdraw in this course:**

**Found at the following:**

<http://www.uta.edu/records/services/academic-partnershipprograms.php>

**Disability Accommodations:** UTArlington is on record as being committed to both the spirit and letter of all federal equal opportunity legislation, including *The Americans with Disabilities Act (ADA), The Americans with Disabilities Amendments Act (ADAAA),* and *Section 504 of the Rehabilitation Act.* All instructors at UT Arlington are required by law to provide “reasonable accommodations” to students with disabilities, so as not to discriminate on the basis of disability.

Students are responsible for providing the instructor with official notification in the form of **a letter certified** by the Office for Students with Disabilities (OSD).Only those students who have officially documented a need for an accommodation will have their request honored. Students experiencing a range of conditions (Physical, Learning, Chronic Health, Mental Health, and Sensory) that may cause diminished academic performance or other barriers to learning may seek services and/or accommodations by contacting:

**The Office for Students with Disabilities, (OSD)** [www.uta.edu/disability](http://www.uta.edu/disability) or calling 817-272-3364. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at [www.uta.edu/disability](http://www.uta.edu/disability).

**Counseling and Psychological Services, (CAPS)** [www.uta.edu/caps/](http://www.uta.edu/caps/) or calling 817-272-3671 is also available to all students to help increase their understanding of personal issues, address mental and behavioral health problems and make positive changes in their lives.

**Non-Discrimination Policy:** *The University of Texas at Arlington does not discriminate on the basis of race, color, national origin, religion, age, gender, sexual orientation, disabilities, genetic information, and/or veteran status in its educational programs or activities it operates. For more information, visit*[*uta.edu/eos*](http://www.uta.edu/hr/eos/index.php)*.*

**Title IX Policy:** The University of Texas at Arlington (“University”) is committed to maintaining a learning and working environment that is free from discrimination based on sex in accordance with Title IX of the Higher Education Amendments of 1972 (Title IX), which prohibits discrimination on the basis of sex in educational programs or activities; Title VII of the Civil Rights Act of 1964 (Title VII), which prohibits sex discrimination in employment; and the Campus Sexual Violence Elimination Act (SaVE Act). Sexual misconduct is a form of sex discrimination and will not be tolerated.*For information regarding Title IX, visit* [www.uta.edu/titleIX](http://www.uta.edu/titleIX) or contact Ms. Jean Hood, Vice President and Title IX Coordinator at (817) 272-7091 or [jmhood@uta.edu](file:///C%3A%5CUsers%5Colivier%5CAppData%5CLocal%5CTemp%5Cjmhood%40uta.edu).

**Academic Integrity:** All students enrolled in this course are expected to adhere to the UT Arlington Honor Code:

*I pledge, on my honor, to uphold UT Arlington’s tradition of academic integrity, a tradition that values hard work and honest effort in the pursuit of academic excellence.*

*I promise that I will submit only work that I personally create or contribute to group collaborations, and I will appropriately reference any work from other sources. I will follow the highest standards of integrity and uphold the spirit of the Honor Code.*

UT Arlington faculty members may employ the Honor Code as they see fit in their courses, including (but not limited to) having students acknowledge the honor code as part of an examination or requiring students to incorporate the honor code into any work submitted.

Per UT System Regents’ Rule 50101, §2.2, suspected violations of university’s standards for academic integrity (including the Honor Code) will be referred to the Office of Student Conduct. Violators will be disciplined in accordance with the University policy, which may result in the student’s suspension or expulsion from the University. Additional information is available at <https://www.uta.edu/conduct/>.

"Scholastic dishonesty includes but is not limited to cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts."

As a licensed registered nurse, graduate students are expected to demonstrate professional conduct as set forth in the Texas Board of Nursing rule **§215.8. in the event that a graduate student holding an RN license is found to have engaged in academic dishonesty, the college may report the nurse to the Texas BON using rule §215.8 as a guide.**

**Plagiarism:** Copying another student’s paper or any portion of it is plagiarism. Copying a portion of published material (e.g., books or journals) without adequately documenting the source is plagiarism. Consistent with APA format, if five or more words in sequence are taken from a source, those words must be placed in quotes and the source referenced with author’s name, date of publication, and page number of publication. If the author’s ideas are rephrased, by transposing words or expressing the same idea using different words, the idea must be attributed to the author by proper referencing giving the author’s name and date of publication. If a single author’s ideas are discussed in more than one paragraph, the author must be referenced, according to APA format. Authors whose words or ideas have been used in the preparation of a paper must be listed in the references cited at the end of the paper. Students are expected to review the plagiarism module from the UT Arlington Central Library via <http://library.uta.edu/plagiarism/index.html>

**Student Support Services**:UT Arlington provides a variety of resources and programs designed to help students develop academic skills, deal with personal situations, and better understand concepts and information related to their courses. Resources include [tutoring](http://www.uta.edu/universitycollege/current/academic-support/learning-center/tutoring/index.php), [major-based learning centers](http://www.uta.edu/universitycollege/resources/college-based-clinics-labs.php), developmental education, [advising and mentoring](http://www.uta.edu/universitycollege/resources/advising.php), personal counseling, and [federally funded programs](http://www.uta.edu/universitycollege/current/academic-support/mcnair/index.php). For individualized referrals, students may visit the reception desk at University College (Ransom Hall), call the Maverick Resource Hotline at 817-272-6107, send a message to resources@uta.edu, or view the information at <http://www.uta.edu/universitycollege/resources/index.php>.

**The IDEAS Center (**2nd Floor of Central Library) offers **FREE** tutoring to all students with a focus on transfer students, sophomores, veterans and others undergoing a transition to UT Arlington. Students can drop in, or check the schedule of available peer tutors at [www.uta.edu/IDEAS](http://www.uta.edu/IDEAS) , or call (817) 272-6593.

**The English Writing Center (411LIBR)**:[Optional.] The Writing Center offers **FREE** tutoring in 15-, 30-, 45-, and 60-minute face-to-face and online sessions to all UTA students on any phase of their UTA coursework. Register and make appointments online at <https://uta.mywconline.com>. Classroom visits, workshops, and specialized services for graduate students and faculty are also available. Please see [www.uta.edu/owl](http://www.uta.edu/owl) for detailed information on all our programs and services.

The Library’s 2nd floor Academic Plaza offers students a central hub of support services, including IDEAS Center, University Advising Services, Transfer UTA and various college/school advising hours. Services are available during the library’s hours of operation. <http://library.uta.edu/academic-plaza>

**Campus Carry:** Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes as prohibited. Under the new law, openly carrying handguns is not allowed on college campuses. For more information, visit <http://www.uta.edu/news/info/campus-carry/>

**Student Success Faculty:** In order to assist masters nursing students who are at academic risk or who need academic support, there are graduate faculty members available to you. The goal of the success faculty members is to support student achievement in masters-level coursework so students can reach their educational goals. Students may contact a success faculty member directly, or a course instructor may encourage you to contact a success faculty member.

The success faculty in the MSN Program:

Dr. Donelle Barnes is available as a writing coach to assist students in the MSN Core courses; theory, research, and evidence based practice. Since these courses are writing intensive, Dr. Barnes can help students improve the clarity and organization of their written papers. She can be reached via email: donelle@uta.edu.

Dr. Mary Schira is available as a success faculty to assist with diverse resources that may include study skills, testing challenges/approaches, managing multiple responsibilities, and addressing personal issues impacting academic performance.   Course content challenges may also be addressed, with referral to additional resources as indicated.  Dr. Schira can be reached via email:  schira@uta.edu.

**Electronic Communication:** UT Arlington has adopted MavMail as its official means to communicate with students about important deadlines and events, as well as to transact university-related business regarding financial aid, tuition, grades, graduation, etc. **All students are assigned a MavMail account and are responsible for checking the inbox regularly.** There is no additional charge to students for using this account, which remains active even after graduation. Information about activating and using MavMail is available at <http://www.uta.edu/oit/cs/email/mavmail.php>.

If you are unable to resolve your issue contact the Helpdesk at helpdesk@uta.edu.

**Student Feedback Survey:** At the end of each term, students enrolled in face-to-face and online classes categorized as “lecture,” “seminar,” or “laboratory” are directed to complete an online Student Feedback Survey (SFS). Instructions on how to access the SFS for this course will be sent directly to each student through MavMail approximately 10 days before the end of the term. Each student’s feedback via the SFS database is aggregated with that of other students enrolled in the course. Students’ anonymity will be protected to the extent that the law allows. UT Arlington’s effort to solicit, gather, tabulate, and publish student feedback is required by state law and aggregate results are posted online. Data from SFS is also used for faculty and program evaluations. For more information, visit <http://www.uta.edu/sfs>.

**Final Review Week:** **Not applicable to this course.** For semester-long courses**,** a period of five class days prior to the first day of final examinations in the long sessions shall be designated as Final Review Week. The purpose of this week is to allow students sufficient time to prepare for final examinations. During this week, there shall be no scheduled activities such as required field trips or performances; and no instructor shall assign any themes, research problems or exercises of similar scope that have a completion date during or following this week *unless specified in the class syllabus*. During Final Review Week, an instructor shall not give any examinations constituting 10% or more of the final grade, except makeup tests and laboratory examinations. In addition, no instructor shall give any portion of the final examination during Final Review Week. During this week, classes are held as scheduled. In addition, instructors are not required to limit content to topics that have been previously covered; they may introduce new concepts as appropriate.

**Emergency Procedures:**

Students are encouraged to subscribe to the MavAlert system that will send information in case of an emergency to their cell phones or email accounts. Anyone can subscribe at <https://mavalert.uta.edu/> or <https://mavalert.uta.edu/register.php>

**Librarian to Contact:**

|  |  |  |
| --- | --- | --- |
| Peace Williamson 817-272-6208peace@uta.edu | Lydia Pyburn 817-272-7593llpyburn@uta.edu | Heather Scalf817-272-7436scalf@uta.edu |

Contact all nursing librarians:

library-nursing@listserv.uta.edu

**Helpful Direct Links to the UTA Libraries’ Resources**

|  |  |
| --- | --- |
| **Research Information on Nursing**  | [**http://libguides.uta.edu/nursing**](http://libguides.uta.edu/nursing) |
| **Library Home Page**  | <http://library.uta.edu/> |
| **Subject Guides**  | <http://libguides.uta.edu> |
| **Ask us** | <http://ask.uta.edu> |
| **Database List**  | <http://libguides.uta.edu/az.php>  |
| **Course Reserves**  | <http://pulse.uta.edu/vwebv/enterCourseReserve.do> |
| **Library Catalog**  | <http://uta.summon.serialssolutions.com/#!/> |
| **E-Journals**  | <http://pulse.uta.edu/vwebv/searchSubject> |
| **Library Tutorials**  | [library.uta.edu/how-to](http://library.uta.edu/how-to) |
| **Connecting from Off- Campus**  | <http://libguides.uta.edu/offcampus> |
| **Academic Plaza Consultation Services** | [library.uta.edu/academic-plaza](http://library.uta.edu/academic-plaza) |
| **Study Room Reservations** | [openroom.uta.edu/](http://openroom.uta.edu/) |

For help with APA formatting, you can go to:

1. <http://libguides.uta.edu>
2. Scroll down and click on “Nursing”
3. Click on “APA Guide” for advice on various aspects of paper writing.  This is a short-cut for the APA Manual.  When in doubt, refer to the Manual.

In addition to providing the general library guide for nursing (<http://libguides.uta.edu/nursing>), we can put together course specific guides for your students.  The subject librarian for your area can work with you to build a customized course page to support your class if you wish. For examples, visit <http://libguides.uta.edu/os> and <http://libguides.uta.edu/pols2311fm> .

**Course Schedule**

*As the instructor for this course, I reserve the right to adjust this schedule in any way that serves the educational needs of the students enrolled in this course. If any changes are made, they will be added to the Announcement Board– Candida Constantine-Castillo*

| **Course or Module Activity** | **Due Date** |
| --- | --- |
| **Module One**  |  |
| Student Contact Information | Saturday 23:59 (CST) |
| Discussion Boards 1.1-1.4 | Wednesday 23:59 (CST): post initial discussion threadSaturday 23:59 (CST): post replies to colleagues |
| **Module Two** |  |
| Discussion 2.1 | Wednesday 23:59 (CST): post initial discussion threadSaturday 23:59 (CST): post replies to colleagues |
| Assignment: Strategic Plan | Saturday 23:59 (CST) |
| **Module Three** |  |
| Discussions 3.1-3.3 | Wednesday 23:59 (CST): post initial discussion threadSaturday 23:59 (CST): post replies to colleagues |
| Assignment: Marketing Plan | Saturday 23:59 (CST) |
| **Module Four** |  |
| Discussions 4.1-4.3 | Wednesday 23:59 (CST): post initial discussion threadSaturday 23:59 (CST): post replies to colleagues |
| Assignment: Comprehensive Strategic and Marketing Plan Final Paper Project  | Saturday 23:59 (CST) |
| **Module Five** |  |
| Discussions 5.1-5.2 | Wednesday 23:59 (CST): post initial discussion threadSaturday 23:59 (CST): post replies to colleagues |
| Assignment: Comprehensive Strategic and Marketing Plan PowerPoint Presentation | Saturday 23:59 (CST) |

### **Description of Major Assignments/Assessments**

For all courseassignments/ assessments, please refer to the course calendar in this syllabus for specific due dates and times. Please refer to Blackboard for more details concerning these assignments and for grading rubrics.

### **Blackboard Required**

Only assignments submitted through Blackboard will be reviewed and accepted for a grade, regardless of the reason. Assignments that are submitted through email will not be reviewed for feedback or graded; they will be assigned a grade of zero. **No exceptions will be made.**

### **Technical Problems**

Because technology is vulnerable to experiencing difficulties you should not wait until the last minute to submit an assignment, complete a quiz, or test. If you experience technical difficulties contact Blackboard Support to help resolve the issue. They are open 24 hours a day.

### **Discussion Boards**

Discussion participation is crucial to your learning and success in the course.

* In order to receive full credit for each module discussion, you must contribute to discussions through your postings as required by discussion board guidelines and rubrics.
* A substantive post is thoughtful and includes reflection, elaboration, analysis, application, synthesis and/or evaluation. In your initial post you must also provide personal insights which includes:
	+ How this information impacts the role of a nurse educator and
	+ How it can be applied to nursing education
* Please refer to the Guidelines for Substantive Posts and the Discussion board grading rubric.
* Late (after 24 hours) or missing discussion board posts will result in a zero. Discussion post after due date and time but within 24 hours will receive a 10 point deduction for each late post (initial or reply)

## **Course Topics / Lesson Titles**

|  |  |  |
| --- | --- | --- |
| **Module** | **Module Topics / Titles** | **Lesson Topics / Lesson Titles** |
| 1 | Mission and Vision and Economic Trends | Evaluation of Mission/VisionResearch and economic trends relative to healthcare reimbursement |
| 2 | Finance & Business Terminology and Strategic Planning | Finance Terminology and Business PlanningContemporary Strategic Planning |
| 3 | The Marketing Plan | SWOT AnalysisExternal assessmentMarketing Plan DevelopmentBusiness Plan - Proforma |
| 4 | Financial Analysis | Break Even AnalysisVariance Analysis |
| 5 | Planning for the Future of Health Care | Planning for the future of health careDevelopment of comprehensive marketing and strategic planExecutive SummationFormal professional presentation skills and influence |

**Course Outcomes and Performance Measurement**

| Course Objective(s) | Module Number and Objective(s) | Assignment |
| --- | --- | --- |
| 1. Analyze economic trends and long-term organizational strategies in rural/urban health care organizations. | Differentiate an organization's mission, vision, and values statements. | Discussion 1-2 |
| Research economic trends relative to healthcare reimbursement. | Discussions 1-3 and 1-4 |
| 2. Develop an implementation plan addressing key components of a strategic plan in health care. | Identify and apply financial terminology. | Assignment: *Strategic Plan*Assignment: *Comprehensive Strategic and Marketing Plan Project (ongoing)* |
| Summarize the history and evolution of strategic management. | Discussion 2-1 |
| Evaluate basic strategy concepts utilized in healthcare and other industries to successfully execute the strategic management role. | Assignment: *Strategic Plan* |
| Utilize tools associated with the evaluation of strategic alternatives. | Assignment: *Strategic Plan* |
| Determine whether selected strategies are consistent, coordinated, and fit the situation. | Assignment: *Strategic Plan* |
| 3. Apply marketing strategies in health care organizations. | Identify the components of a SWOT analysis. | Assignment: *Marketing Plan* |
| Explain the importance of external analysis in a dynamic environment. | Discussion 3-1 |
| Assess the forces that are shaping the future of healthcare. | Assignment: *Marketing Plan*Discussion 3-3Discussion 5-1 |
| Analyze the concept of customer as it applies to healthcare. | Discussion 3-2 |
| Apply SWOT analysis and external assessment findings to develop a marketing plan. | Assignment: *Marketing Plan* |
| 4. Conduct cost-benefit analysis in health care organizations. | Analysis financials by performing variance analysis. | Discussions 4-2 and 4-3 |
| Evaluate the strategic financial management as a tool for senior executives in improving healthcare organization performance and physician productivity. | Discussion 4-1 |
| Conduct a variance analysis. | Discussions 4-2 and 4-3 |
| Identify how strategic financial management can be utilized as a critical tool for motivating and driving success toward strategic goals. | Discussion 4-1 |
| 5.Develop an implementation plan addressing key components of a strategic plan in health care.Apply marketing strategies in health care organizations. | Develop and present a comprehensive marketing and strategic plan. | Assignment: *Comprehensive Strategic and Marketing Plan Final Paper*Assignment: *Comprehensive Strategic and Marketing Plan PowerPoint Presentation* |
| Describe and evaluate integration strategies as they relate to healthcare organizations. | Assignment: *Comprehensive Strategic and Marketing Plan* Assignment: *Comprehensive Strategic and Marketing Plan PowerPoint Presentation*Discussion 5-1 |
| Identify the strategic alternatives available to healthcare organizations. | Assignment: *Comprehensive Strategic and Marketing Plan*Assignment: *Comprehensive Strategic and Marketing Plan PowerPoint Presentation* |
| Develop an executive summary for presentation. | Assignment*: Comprehensive Strategic and Marketing Plan*Assignment: *Comprehensive Strategic and Marketing Plan PowerPoint Presentation* |
| Conduct a formal presentation of a strategic business plan. | Assignment: *Comprehensive Strategic and Marketing Plan PowerPoint Presentation* |
| Explain the steps in setting up a good strategic monitoring and adjustment program. | Discussion 5-2 |

**UTA College of Nursing and Health Innovation - Additional Information:**

**Status of RN Licensure:** All graduate nursing students must have an unencumbered license as designated by the Texas Board of Nursing (BON) to participate in graduate clinical nursing courses. It is also imperative that any student whose license becomes encumbered by the BON must immediately notify the Associate Dean, Department of Graduate Nursing. The complete policy about encumbered licenses is available online at: [www.bon.state.tx.us](http://www.bon.state.tx.us)

**MSN Graduate Student Dress Code:** The College of Nursing and Health Innovation expects students to reflect professionalism and maintain high standards of appearance and grooming in the clinical setting. Students must adhere to the Dress Code Policy. www.uta.edu/nursing/file\_download/234/BSNDressCode.pdf **Clinical faculty has final judgment on the appropriateness of student attire and corrective action for dress code infractions. Students not complying with this policy will not be allowed to participate in clinical.**

**UTA Student Identification: MSN Students MUST be clearly identified as UTA Graduate Students and wear a UTA College of Nursing and Health Innovation ID in the clinical environment.**

**Blood and Body Fluids Exposure:** A Health Verification form was signed by all MSN students at start of the program documenting personal health insurance coverage. All MSN students have mandatory health insurance and will need to manage exposure to blood and fluids. Current CDC guidelines can be found at:<http://www.cdc.gov/>

**Ebola exposure**: Please inform your faculty if you have been in contact with anyone who has Ebola/have traveled to a country that has Ebola virus.

**Confidentiality Agreement:** You signed a Confidentiality Form in orientation and were provided a copy of the form. Please take your copy of this Confidentiality Form with you to your clinical sites. **Please do not sign** other agency confidentiality forms. Contact your faculty if the agency requires you to sign their confidentiality form.

**Graduate Student Handbook:** Students are responsible for knowing and complying with all policies and information contained in the Graduate Student handbook online at: <http://www.uta.edu/conhi/students/policy/index.php>

**Student Code of Ethics:** The University of Texas at Arlington College of Nursing and Health Innovation supports the Student Code of Ethics Policy. Students are responsible for knowing and complying with the Code. The Code can be found in the student handbook online: <http://www.uta.edu/conhi/students/msn-resources/index.php>

**No Gift Policy:** In accordance with Regent Rules and Regulations and the UTA Standards of Conduct, the College of Nursing and Health Innovation has a “no gift” policy. A donation to one of the UTA College of Nursing and Health Innovation Scholarship Funds, found at the following link: is <http://www.uta.edu/conhi/students/scholarships/index.php> would be an appropriate way to recognize a faculty member’s contribution to your learning.  For information regarding Scholarship Funds, please contact the Dean’s office.

**Online Conduct:** The discussion board should be viewed as a public and professional forum for course-related discussions. Students are free to discuss academic matters and consult one another regarding academic resources. The tone of postings should be professional in nature.

It is not appropriate to post statements of a personal or political nature, or statements criticizing classmates or faculty. Inappropriate statements/language will be deleted by the course faculty and may result in denied access to the Discussion boards. Refer to UTA CONHI Graduate Student Handbook for more information.

***For this course Blackboard communication tools, discussion boards, and UTA MAV email will be used exclusively and should be checked often.***

**Emergency Phone Numbers**: In case of an on-campus emergency, call the UT Arlington Police Department at 817-272-3003 (non-campus phone), 2-3003 (campus phone). You may also dial 911. For non-emergencies, call 817-272-3381.

**Graduate Nursing Support Staff**

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