



DEGREE PRE-REQUISITES		Credit Hours
MA 131	STATISTICS	3
NU 325	HEALTH ASSESSMENT	3

DEGREE REQUIREMENTS / CURRICULUM		Credit Hours
NU501	HEALTH CARE POLICY AND ETHICS FOR CONTEMPORARY NURSING PRACTICE	3
NU530	THEORY AND PROFESSIONAL ROLES FOR CONTEMPORARY NURSING PRACTICE	3
NU601	PRINCIPLES OF HEALTH CARE RESEARCH FOR CONTEMPORARY NURSING PRACTICE	3
NU602	EVIDENCE-BASED PRACTICE FOR QUALITY CARE	3

PATIENT CARE SERVICES ADMINISTRATION SPECIALIZATION COURSES		Credit Hours
NU510	STRATEGIC LEADERSHIP FOR PATIENT CARE SERVICES	3
NU520	MANAGEMENT OF HUMAN RESOURCES EMPHASIS	3
NU575	HEALTH CARE INFORMATION SYSTEMS	3
NU576	MANAGEMENT OF FINANCIAL RESOURCES	3
NU616	LEADING AND INFLUENCE WITH INTEGRITY	3
NU618	SOCIAL AND LEGAL RESPONSIBILITIES IN BUSINESS	3
NU670	PATIENT CARE SERVICES ADMINISTRATION PRACTICUM	3
NU671	PATIENT CARE SERVICES ADMINISTRATION CAPSTONE	3

Patient Care Services Administration Specialization Course Descriptions

NU 510 Strategic Leadership for Patient Care Services Course content covers five role competencies for the patient care services administrator including: strategic planning and visioning, meeting customer needs and expectations, marketing services, care delivery systems and managing quality. Students assess and design care delivery services across the health care continuum that meet or exceed patient expectations. The role visioning and strategic planning play in achieving quality organizational and patient outcomes is explored.

Course Objectives: Upon completion of this course, the student will:

1. Reflect on one's leadership skills based on transformational leadership theory.
2. Apply evidence of effective leadership to one's practice.
3. Analyze change process in one's practice based on a change model.
4. Apply principles of complexity science to one's microsystem.
5. Appraise, integrate and apply current evidence on patient safety. (Describe and apply the principles, tools, and techniques for continuous quality improvement related to patient safety.)
6. Evaluate the mission, strategic plan, and vision of the practice setting.
7. Consider innovative delivery systems applied to one's setting.

NU 520 Management of Human Resources Emphasis Emphasis is on the role competency of management of human resources. Content focuses on administration of patient care services in a variety of settings and in collaboration with the multidisciplinary team. A model for human resource management provides the framework for the following content: work analysis, staffing, recruitment and selection, staff development, retention rewards, and disciplinary action. Select strategies for working



with others includes: conflict management, teams, communication, and managing a diverse workforce. Legal and regulatory requirements are included.

Course objectives: Upon completion of this course, the student will:

1. Discuss strategies and issues in leading a multidisciplinary team.
2. Apply leadership strategies for managing a culturally diverse workforce and workplace conflict.
3. Discuss the legal and regulatory requirements for managing human resources.
4. Conduct a work analysis and analyze staffing in one's work setting.
5. Analyze the effectiveness of various recruitment and selection strategies.
6. Discuss strategies for staff development including orientation, assessment of competencies and needs, design and evaluation of programs, and coaching, precepting and mentoring.
7. Analyze strategies which structure a professionally challenging work environment that retain staff.
8. Discuss organizational performance evaluation, reward and discipline systems and processes.

NU 575 Health Care Information Systems An introduction to health information systems as tools for decision making and communication in health care. This course builds on prior knowledge of systems theory and utilizes change theory and information processing theory to analyze, manage and evaluate health care information. Emphasis is also on the ability to utilize information systems in the delivery of patient care and the exploration of the variety of tools available to assist in the analysis of quality care.

Course objectives: Upon completion of this course, the student will:

1. Explore theoretical foundations for the processing of information and change within nursing and the health care system.
2. Explore the process of implementing technology and its impact on health care delivery.
3. Integrate relevant knowledge from nursing and organizational theory to the management of information to guide managerial decision making.
4. Propose a healthcare informatics project based on nursing process, change theory, and administrative strategies for assessing, planning, implementing and evaluating informatics in a healthcare organization.
5. Examine social, ethical and legal issues involved in computerized procedures related to health care delivery.
6. Evaluate data management and computer applications used in clinical practice, nursing and healthcare administration.

NU 576 Management of Financial Resources An overview of the budgeting process in the health care setting. This course explores the building blocks that are utilized to develop sound financial projections. The course also reviews and explores the health care system and the multiple payers and their impact on the financial picture of health care organizations. Emphasis is on the ability to utilize information systems in the development and ongoing analysis of financial data.

Course objectives: Upon completion of this course, the student will:

1. Develop understanding of the various components within hospital finances.
2. Identify the available revenue base of a population in a given market sector.
3. Explore the elements required in the development of staffing requirements.
4. Develop an understanding of the specific elements necessary to complete a Salary/FTE Budget.
5. Develop an understanding of the specific elements necessary to complete a Non-Salary Budget.



6. Develop an understanding of the specific elements necessary to complete a Capital or Project specific budget.
7. Demonstrate knowledge and skill in data analysis of financial statements.

NU 616 Leading and Influence with Integrity Leaders and managers at all levels in organizations must influence others to enable achievement of the organization's objectives. Leading and influencing with integrity requires understanding of one's self, other people, the situational and cultural context, as well as both current and future impacts of actions taken. Through course learning experiences students develop individual and organizational strategies to influence others, shape culture, manage change, negotiate, and facilitate employee engagement and performance so organizations can contribute to society in ways that are effective, responsible and sustainable.

Course objectives: Upon completion of this course, the student will:

1. Explore why people act as they do in organizations.
2. Gain insight regarding your own behavior and that of others who are different than you are.
3. Discuss insight from historical and current conceptualizations of leadership.
4. Analyze the nature of influence and how it is used, both ethically and unethically.
5. Explain how interaction and management practices may vary in different cultures and how leadership and influence strategies may need adaptation in different cultural contexts.
6. Recommend appropriate value-based strategies to influence others in various organizational roles and situations, including leading change, facilitating employee engagement and performance, managing conflict, and negotiation.
7. Explore ways to help people in organizations interact more effectively to achieve organizational goals.
8. Work to achieve goals in a virtual team environment.

NU 618 Social and Legal Responsibilities in Business Sustainable organizational practices require managers to pay attention to the environmental and social impact of organizational strategies and actions. This course focuses on ethical and legal issues for organizations and individual manager's face in achieving triple bottom line sustainability. Ethical decision making frameworks provide principles for dealing with challenges posed by technology, globalization, and societal changes and for fulfilling personal as well as corporate social responsibility. Legal topics include a survey of human resource law and the implications for practicing managers.

Course objectives: Upon completion of this course, the student will:

1. Examine and evaluate various ethical and legal viewpoints used to make business decisions.
2. Gain insight into the challenges of ethical and legal decision making in today's global business environment.
3. Apply and use established ethical frameworks and relevant laws as justification for opinions in specific business situations and in case analysis.
4. Practice voicing values in critical decision situations.
5. Improve communication and interpersonal skills through class discussion.

NU 670 Patient Care Services Administration Practicum and NU 671 Patient Care Services

Administration Capstone NU 670 and NU 671 are the last two courses in the nursing sequence for patient care services administration. Building on topics covered in Nursing 510 that were focused on the organization's microsystem (unit/department or service line), Nursing 670 and NU 671 will focus at the



larger organization's macrosystem level. Students will apply and analyze the theories, competencies and concepts of previous courses in a designated role practicum experience using a preceptor. Further, students will examine the application of theories/evidence from scholarly readings and their application to practice through a (private) weekly journal entry with the professor that will be appropriately referenced. They will also sharing their reflections with other course participants through a weekly (public to the class only) seminar blog using appreciative inquiry to describe a significant learning on the strengths of their clinical site focused on the course objectives. The core role competencies for the patient care service administrator frame the course activities including managing client needs and expectations and marketing, managing human resources, managing financial resources, assessing quality and managing information, visioning and strategic planning, and designing care management systems. Leadership strategies for accomplishing this work are explored. Current issues and trends in health care and patient care services should be covered in course readings and integrated into (the) course assessments/project. In this course, students will design and implement a capstone project that is a culminating experience beyond the required course work. It represents the student's ability to formulate a project and implement it from start to finish using a combination of conceptual, technical and applied knowledge. The student will also perform an organizational assessment (macrosystem level) in two parts.

Course objectives: Upon completion of this course, the student will:

1. Learn and evaluate the organization's macrosystem level management of human resources and identify opportunities for performance improvement.
2. Learn and evaluate the organization's safety/quality/performance improvement culture and macrosystem level plan for this paying specific attention to current, trend and benchmark statistics as described on their dashboards, as well as publically reported dashboards (Hospital Compare, Joint Commission).
3. Analyze the organization's macrosystem level current and future plans for the application and integration of automated information systems to support its strategic and operational macrosystem plans (support care delivery system; enable performance improvement and transparency with public reporting; meet meaningful use reform goals etc.).
4. Propose recommendations (the capstone) to the organization based on assessment and analysis of the organizational assessment.
5. Demonstrate competence in the scholarship of the selected track, the ability to work independently, and the ability to present the results of their investigation effectively.
6. Students will be expected to meet the course objectives listed above. Additionally they will prepare specific objectives for their learning experience, which are complementary of the course objectives and assist the student in meeting the objectives of the course. These objectives will be formulated at the initial meeting of the student and preceptor and will be finalized during the first week of the course.