SAN JOSE′ STATE UNIVERSITY
School of Nursing
NURSING ADMINISTRATION PRACTICUM
NURS 236B – 4 Units
Class Calendar January 22, 2009 – May 21, 2009

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Office Hours: Mon. 4:00- 5:00PM; Wed. 9:30 am – noon; online and By appointment

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NOTE: Log Form and Activities Documentation Record need to be turned in weekly

via Blackboard e-mail.

Discussion Board posting are all due by midnight on the date of the calendar in which the assignment appears. Students must respond to at least one of their peers' postings.

DATE	TOPIC	Preparation
January 22 5:00 – 7:50 PM On campus IRC 308	Course Overview Books Syllabus Assignments - Validation of malpractice and health insurance - CPR - Immunizations What are your outcomes? What theory/theories/conceptual frameworks do you plan to use? Discuss meeting times Discuss placements	Orientation to WebCT Review course syllabus Write Goals for Clinical Placements Bring Preceptor Information Sheets Updated Documentation **Review Power Point** CA BRN Nurse Practice Act http://www.rn.ca.gov/pdfs/regulations/npr-b-03.pdf

DATE	TOPIC	Preparation
	Appropriate Projects 108 hrs [96, (12 hrs)] clinical seminars] Clinical objectives based on course objectives and American Nurses Association (2004). Scope and standards for nurse administrators. Washington, DC: ANA Nurse Practice Act Weekly Log Form Activities Time Documentation record, turn in weekly Elluminate Meeting Room for Clinical Supervision Letters of Agreement Preceptors	
January 29		Meet with preceptors Negotiate hours Complete Practicum Module
February 5	Context for Professional Nursing Practice: Role Administrator/manager Emotional Intelligence Planned change: Projects Designing measurable project objectives and outcomes	**Clincal Objectives Due to Assignment Area** Read the Hallmarks of the Professional Nursing Practice Environment (2002) http://www.aacn.nche.edu/Publications/positions/hallmarks.htm **Arrange TC appointments with preceptors and faculty**

DATE	TOPIC	Preparation
	Clinical Supervision: Elluminate Room	**Review Pw PT Online** Roussel (2006) Ch. 2 & Ch. 4 Nyberg (1998) Ch. 11 & 12 O'Rourke (2006) Review Module Change from Nurs 236A
February 12	**Clinical supervision: Elluminate**	**Submit Project overview and objectives to Blackboard email to designated faculty member.** **Identify change theory/strategy you will use for your project. And, describe how the project relates to the Hallmarks of the Professional Nursing Practice Environment (AACN, 2002).**
2/19	Quality Management, Outcomes and Patient Satisfaction	**Negotiate Project Needs** **Complete Outcome Module** **Online Post on Discussion Board (Graded 5 Points)** Review the report " Prevention of Medication Errors:" 1. What action should nurse managers take based on the recommendations in the report to prevent medication errors?

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		2. Describe how you as a nurse manager would integrate evidence-based practice on a nursing unit. **Review Pw Pt** Roussel (2006) Ch. 17 Han, Connolly, & Canham (2003) Barrera et al. (2003) Aiken et al. (2003) Aydin et al. (2004) Currie et al. (2005) Tourangeau (2005) Lanksbear, Sheldon, & Maynard (2005
2/26	Diversity in the Work Force Team Building Committees, groups, & teams **Clinical Supervision: Elluminate** During Elluminate Session: Describe what you have observed in your clinical that reflects the organization's value of diversity as described in the information found in the URL	Rousell, (2006) Ch. 8 Sherman (2006) Kulwicki (2006) Salimbene (1999) Review Pw Pt. Rousell (2006, pp. 120 – 130) Go to the following 2 websites and read the information. http://www.nwlink.com/~donclark/leader/leadtem.html (People Who Work for You)

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	below. http://www.nwlink.com/~donclark/leader/diverse.html (Diversity, Teams & Training)	http://www.nwlink.com/~donclark/leader/leadtem2.html (Special Project Teams). **Discussion Board** **Post (Graded 5 Points)** 1. Next, from one of your recent experiences either from your clinical or your job give examples of groups which are performing as teams or "just groups" of people. Describe what keeps them operating as a team or what is keeping them "just a group of people." Use the Teamwork Questionnaire to help you determine how the team is functioning (see URL below). Complete the Teamwork Questionnaire found at http://www.nwlink.com/~donclark/leader/teamsuv.html This will help you assess the stage of the group/team/committee that you are either a member of or leading. This will help you answer the questions for the Discussion Board. 2. Utilizing the results reported by Kovner et al. (2006) what evidence do you find about the importance of supervisor support and work-group cohesion? ONE Newsletter Nov. 2006, read article Improving Morale through Cultural Competence (2006) http://www.aone.org/aone/pdf/November%202006%20Voice.pdf

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March 5	**Clinical Supervision: Elluminate** **Research and Nursing Administration**	Read: Nyberg (1998) Ch. 9 **Post on the Discussion Board (Graded 5 Points)** 1. Jones & Mark (2005) After reading this article describe the research which is in progress at your clinical site and work site. And, decide if it meets the "Agenda" recommended by Jones and Mark. Read the Position Paper by AACN on Research at http://www.aacn.nche.edu/Publications/positions/NsgRes.htm 2. After reading the AACN Position Statement on Nursing Research describe what research activities you observed either in your clinical or at your work site and do you find that Nursing Administration supports nursing research and does it follow the AACN position? 3. How can the nurse manager facilitate the culture and workforce for nursing research (see AACN site listed above)? **Post your responses on the Discussion Board**

DATE	TOPIC	Preparation
March 12	Planning Budgeting Staffing & Scheduling **Clinical supervision: Elluminate**	Roussel (2006) Ch. 9; Ch. 10 & Ch. 11 **Power Pt.** ANA Staffing Principles http://www.safestaffingsaveslives.org//WhatisSafeStaffing/OneMinuteEssays/OneMinuteEssay1.aspx Mark (2002); Dziuba-Ellis (2006); Gran-Moravec & Hughes, (2005); Ghosh &Cruz (2005); Wagner, Budreau & Everett (2005; & Swan & Griffin (2005) **DEBATE ASSIGNMENT Discussion Board Posted (Graded 5 points)** If your last name begins with an A through N, respond to the following 2 statements and Post on the Discussion Board. **If your last name begins with an "Ad" summarize the responses from the students with last names from A to N, be sure to include (N =) for the actually number of responses that you have summarized. You are looking for common themes and critical comments. Post on the Discussion**

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		Board by 3/19. 1. "Using an accurate patient classification system allows nurse administrators to staff patient care units without over staffing or compromising patient care" (Gran-Moravec & Hughes, 2005, p. 126). 2. "Float pools" and "resource teams are an effective strategy to providing appropriate staffing (Dziuba-Ellis, 2006). **If your name begins with a P through Z you should disagree with the two statements. You need to use the articles provided for this assignment as well as the chapters in Roussell. You should also address the relationship between appropriate staffing and budget concerns.** Reference your comments using appropriate APA format. You do not need to retype the actual articles to be used just the authors, date and page # if you have quoted something. You should also include a reference to the ANA Staffing Principles describing how those staffing principles are being followed by the approach you are either supporting or not supporting. **If your last name begins with "T" you should summarize all the responses from P to Z . You are looking for common themes,**

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		include N = (# of students who responded). Post the summary on the Discussion Board by 3/19 5:00PM. Be prepared to respond to the following questions for the Chat Room this week. 1.Briefly describe the approach to staffing in your clinical site. Does the organization follow the ANA Staffing Principles? 2. What have you learned about the relationship between staffing and budgeting? 3. Based on your conversations with your preceptor what are the most difficult issues around budgeting?
March 19 **5:00-750PM on campus IRC 308**	Individual Midterm evaluations Individual appointments **NO Elluminate Session**	Prepare Portfolio with typed self-evaluation based on developed clinical objectives; ANA (2004) Standards; & Nurse Practice Act. Include Weekly Logs & Activity Record; relevant supporting evidence of meeting objectives. Include progress report on the status of your project.
March 23– 27	**SPRING BREAK** **NO Elluminate Session**	
April 2	Recruitment & Retention Nursing Shortage	Mulcahy & Betts, (2005) Sabol & Wittmann-Price (2005)

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	Clinical supervision: Elluminate	Wilson (2006) Buerhaus et al. (2006) Andrews & Dziegielewski (2005) **Review Pw Pt.** Go to the AACN site listed below and discover what nurse administrators could do in the area of the "work environment" to reverse the nursing shortage. **http://www.aacn.nche.edu/Publications/positions/tricshortage.htm** **Discussion Board Posting (Graded 5 Points)** 1. **Is the nursing shortage less severe, more severe or about the same as it was in 2001? Support your answer with the articles listed for this topic.** 2. **Describe what nurse administrators could do in the area of the "work environment" to reverse the nursing shortage based on the references cited for this topic.**
April 9	Motivation or Incentive? **Student Presentations Begin** **Elluminate Session**	Read the material found Online at the two sites listed below: http://www.nwlink.com/~donclark/leader/leadhb.html#herzberg (Human Behavior) http://www.nwlink.com/~donclark/leader/leadob.html Organizational

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		Behavior **Post on the Discussion Board (Graded 5 Points)** 1. Discuss the issue of motivation and incentives with your preceptor then describe what you observe that she/he does to provide incentives for staff nurse performance improvement. 3. What role does compensation (money) serve as an incentive for nurses? Use the findings in the article cited below to support your answer or other literature. Reineck & Furino (2005) **Review Pw Pt**
April 16	Substance Abuse: CA Diversion Program, Dr. MaryJo Gorney-Moreno, AVP Technology, SJSU, Past President of CA Board of Registered Nursing Conflict management **Elluminate Meeting Room will be used for Guest Speaker**	Roussel (2006) pp. 199- 209. **Review Pw Pt** Briles (2003) Ch. 9 **Post on the Discussion Board (Graded 5 Points).** 1. Complete the Conflict Managing Styles Questionnaire and determine your most often used style. Reflect on a recent conflict which you have had either in

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		your clinical or work site and describe the style you used and whether it worked or not. 2. Knowing what you know now from Briles work what could you have done differently? 3. What is the key skill required in conflict management? 4. How much stress from unresolved conflicts to you think you have in your work environment? **Briefly describe the answers to the questions posed and post on Discussion Board.**
April 23	Performance Management Performance Evaluations Dealing with difficult employees Staff Development **Elluminate Session**	Roussel (2006) Ch. 15; Ch. 18; & Ch. 19 Farrell, George, Brukwitzki, & Burke (2002) **Review Pw Pt.** Review Module Professional Competency: Coaching & Mentoring from NURS 236A Go to the link below and read the content http://www.nwlink.com/~donclark/leadership/pm.html 1. Describe a recent observation or experience you have had in your

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		clinical which reflects key concepts in performance management: learning, reframing, and flow. And, how would you describe the velocity and viscosity within the organization. **Post on the Discussion Board (Graded 5 Points).**
April 30	**Stress and burnout** **Collective Bargaining**	Roussell Ch. 15 Aiken et al. (2002) Clegg, A. (2001). Manion (2003) Laschinger, H., Finegan, J., & Shamian, J. (2001) Kovner, Brewer,Wu, Cheng & Suzuki (2006) Tounsel & Reising (2005) Wilson (2006) **Review Power Point**
May 7	**Last Class** **Project Papers due** Final evaluations; evaluations with preceptors	Load Project Papers to Assignment area in Blackboard Prepare Portfolio with typed self-evaluation based on developed objectives; ANA (2004) Standards; & Nurse Practice Act Include Weekly Logs & Activity Record; relevant supporting evidence of meeting objectives.

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		Arrange TC with preceptors
Week of May 18	**Finals**	

REQUIRED TEXTS

American Nurses Association (2004*). Scope and standards for nurse administrators (2nd)*

   ed).. Washington, DC: ANA.

American Psychological Association. (2001). *Publication manual* (5th ed.). Washington,

   DC: American Psychological Association*.*

Business and Professions Code of California, Nursing Practice Act (2001).

   http://www.rn.ca.gov/pdfs/regulations/npr-b-03.pdf

Nyberg, J. (1998). *A caring approach in nursing administration*. eBook ISBN

   0585042446, Niwot, CO: University Press of Colorado.

Nyberg, J. (1998). *A caring approach in nursing administration.* Niwot, CO: University

   Press of Colorado.

Roussel, L. (2006). Management and leadership for nurse administrators *(*4rd. ed.).

   Boston: Jones & Bartlett.

RECOMMENDED TEXTBOOKS:

Briles, J. (2003). *Zapping conflict in the health care workplace*. Auora, CO: Mile High

   Press.

Pugh Blankenship, J. & Smith-Woodward, M. (1989). *Nurse manager: A practical guide*

   to better employee relations. Philadelphia: W. B. Saunders.

Wilson Krueger, C., & Porter-O'Grady, T. (1999). *Leading the revolution in health care: Advancing systems, igniting performance (* 2nd ed.). Gaithersburg, MD: Aspen.

Kritek, P.B. (1994*). Negotiating at an uneven table*. San Francisco: Jossey-Bass.

Required Readings

American Nurses Association (2001). *Code of ethics for nurses with interpretive statements*. Silver Spring, MD: ANA.

Ament, L. (2006). Wellness in the workplace: Improving morale through cultural competency. Voice of Nursing Leadership, 4 (6) AONE (November 2006, pp. 4-5).

Aiken, L. H., Clarke, S. P., Cheung, R. B., Sloane, D., Silber, J. H. (2003). Educational levels of hospital nurses and surgical patient mortality. *Journal of the American Medical Association, 290*(12), 1617 – 1623.

Aiken, L., Clarke, S., Sloane, D., Sochalski, J., & Silber, J. (2002). Hospital nurse staffing and patient mortality, nurse burnout, and job dissatisfaction. *JAMA, 288*(16), 1987 – 1993.

Andrews Randall, D. & Dziegielewski, S. F. (2005). The nurse manager: Job satisfaction, the nursing shortage and retention. *Journal of Nursing Management, 13,* 286-295.

Aydin, C. E., Bolton, L., Donaldson, N., Brown, D., Buffum, M., Elashoff, J., & Sandhu, M. (2004). Creating and analyzing a statewide nursing quality measurement database. *Journal of Nursing Scholarship, 36*(4), 371-378.

Barrera, C., Machanga, M., Connolly, P. M., & Yoder, M. (2003). Nursing care makes a difference: Application of the Omaha System, *Outcomes Management, 7*(4), 181–185.

Briles, J. (2003). The art of carefronting. In Judith Briles

Zapping conflict in the health care workplace (pp. 215 -250). Aurora, CO: Mile

High Press.

Buerhaus, P. I., Donelan, K., Ulrich, B. T., Norman, L., & Dittus, R. (2005). Is the

shortage of hospital registered nurses getting better or worse? Findings from two

recent national surveys of RNs. *Nursing Economic$, 23*(2), 61-71, 96.

Buerhaus, P. I., Donelan, K., Ulrich, B. T., Norman, L., & Dittus, R. (2006). State of the

registered nurse workforce in the United States. *Nursing Economic$ 24*(1), 6-12.

Clegg, A. (2001). Occupational stress in nursing: A review of the literature. *Journal of*

Nursing Management, 9, 101- 106.

Currie, V., Harvey, G., West, E., McKenna, H., & Keeney, S. (2005). Relationship

between quality of care, staffing levels, skill mix and nurse autonomy: Literature

review. *Journal of Advanced Nursing, 51*(1), 73-82.

Dziuba-Ellis, J. (2006). Float pools and resource teams: A review of the literature.

Journal of Nursing Care Quality, 21(4) 352-359.

Farrell, M., George, V., Brukwitzki, G., & Burke, L. (2002). Trust through feedback to

the chief nurse executive: Preliminary results of a pilot study to evaluate

performance competence. *Nursing Administration Quarterly, 26*(3), 26-33.

Ghosh, B. & Cruz,G. (2005). Nurse requirement planning: A computer-based model.

Journal of Nursing Management, 13, 363-371.

Gran-Moravec, M. B. & Hughes, C. M. (2005). Nursing time allocation and other

considerations for staffing. *Nursing and Health Sciences, 7,* 126-133.

Han, C., Connolly, P. M., & Canham, D. (2003). Measuring patient satisfaction as an

outcome of nursing care at a teaching hospital of Southern Taiwan. *Journal of Nursing Care Quality, 18*(2), 143-150.

Jones Bland, C. & Mark, B. (2005).The intersection of nursing and health services research: An agenda to guide future research. *Nursing Outlook, 53* (6), 324 – 332.

Kovner, C., Brewer, C., Wu, Y., Cheng, Y., & Suzuki, M. (2006). Factors associated with work satisfaction of registered nurses. *Journal of Nursing Scholarship, 38*(1), 71-79.

Kulwicki, A. (2006). Improving global health care through diversity. *Journal of Transcultural Nursing, 17*(4), 396-397.

Lanksbear, A. J., Sheldon, T. A., & Maynard, A. (2005). Nurse staffing and healthcare outcomes: A systematic review of the international research evidence. Advances in Nursing Science, 28(2), 163-174.

Laschinger, H., Finegan, J., & Shamian, J. (2001). Promoting nurses' health: Effect of empowerment on job strain and work satisfaction. *Nursing Economic$,* 19(2), 42 – 52.

Manion, J. (2003). Joy at work! *Journal of Nursing Administration, 33*(12), 652 – 659.

Mark, B. (2002). What explains nurses' perceptions of staffing adequacy? *Journal of Nursing Administration, 32*(5), 234 – 242.

Mulcahy, C., & Betts, L. (2005). Transforming culture: An exploration of unit culture and nursing retention within a neonatal unit. *Journal of Nursing Management, 13*, 519-523.

O'Rourke Williams, M. (2006). Beyond rhetoric to role accountability: A practical and professional model of practice, Nurse Leader, 28 – 44.

Reineck, C. & Furino, A. (2005). Nursing career fulfillment: Statistics and statements
from registered nurses. Nursing Economic$ 23(1), 25-30, 48.

Sabol, D. M., & Wittman-Price, R. A. (2005). *Nursing Management, 36*(8), 16, 19.

Salimbene, S. (1999). Cultural competence: A priority for performance improvement
action. *Journal of Nursing Care Quality, 13*(3), 23 – 35.

Sherman, R. O. (2006). Leading a multigenerational nursing workforce: Issues,
challenges and strategies. Online Journal of Issues in Nursing 11(2) Retrieved
December 21, 2006 from www.cinahl.com/cgi-bin/refsvc:jid=1331&accno=20092273918

Swan, B. A., & Griffin, K. F. (2005). Measuring nursing workload in ambulatory care.
Nursing Economic$, 23(5), 253-260.

Tounsel, D., & Reising, D. L. (2005). Whether legislation can be helpful in reducing
burnout among hospital nurses: A normative analysis. *Journal of Nursing Law
10*(2), 90-95.

Tourangeau, A. E. (2005). A theoretical model of the determinants of mortality.
Advances in Nursing Science, 28(1), 58-69.

Wagner, C., Budreau, G., & Everett, L. Q. (2005). Analyzing fluctuating unit census for
timely staffing intervention. *Nursing Economic$, 23*(2), 85 – 90.

Wilson, C. (2006). Why stay in nursing? *Nursing Management, 12*(9), 24-32.