

YORK UNIVERSITY SCHOOL OF NURSING

GS/ NURS 5180 3.0 Leadership for Quality and Safety in Health Services Organizations

Summer 2019 COURSE OUTLINE

Course Professor: Lillie Lum, RN., PhD, Professor, School of Nursing and School of Health Policy and Management

Contact Information

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Office Hours: to be scheduled either in person or by telephone or skype. Please do not hesitate to contact me if you have questions. I will respond within 48 hours, Monday to Friday.

Course Format

This course is offered as an online course using Moodle via course website:

www.moodle.yorku.ca. If you need technical assistance, contact ithelp@yorku.ca or use Chat feature on the Moodle course site.

Additional classroom or electronic access sessions to be scheduled for student presentations. Dates to be announced.

Calendar Course Description

Analyzes leadership for quality improvement in health care organizations. Develops knowledge and skills necessary to strategically improve quality and patient safety. Makes connections between individual behaviour and quality improvement initiatives in organizations.

Prerequisites: Nursing 5100 6.0 Theoretical & Philosophical Foundations of Nursing Science; Nursing 5300 Quantitative Research.

Expanded Course Description

Over the past decade, quality improvement concepts and skills have been introduced in healthcare organizations as a means to achieve better outcomes for patients while maintaining or reducing costs by reducing rework and waste. These skills and knowledge require the use of structured process to analyze and improve work processes, to understand and respond to the needs of patients and other customers, and to continually identify and improve all aspects of care and service.

Using a framework of adaptive leadership (i.e. leadership to mobilize adaptive work to meet new challenges), this course focuses on the knowledge and skills necessary to lead improvement in quality and patient safety in health services organizations. The work in this course will center on understanding the nature of improvement and safety concepts, developing knowledge about their application in health care organizations, and providing students with an orientation to, and experience with improvement concepts and principal methods. The successful move to new

management models such as continual improvement requires an understanding of the interface between individual staff behaviour and the requirements of the organization. Attention therefore is also given to theories of individual and group behaviour in organizations, including what motivates individuals and teams to behave in certain ways, how people respond to different leadership styles and influence strategies in their work environment.

Learning Outcomes

Upon completion of this course, students will be able to:

- Analyze individual leadership skills through self-assessment and self-knowledge
- Apply principles of leadership to evaluate and improve nursing practice
- Explain the underlying theoretical framework for continual improvement of health care based on industrial quality management.
- Explain the underlying theoretical framework for patient safety in health care based on high performance organizations
- Describe and give examples of nursing leadership roles and responsibilities for continual improvement
- Analyze strategies for motivating organizational members in the successful implementation of organizational initiatives related to improving quality and safety outcomes
- Apply basic continual improvement methods and tools for analyzing work processes (including developing customer knowledge and using that knowledge for the design or redesign of healthcare) and for assisting groups in developing remedies for improving these processes.

Learning Activities

Exploring the knowledge and skills necessary to lead improvement in quality and patient safety in health services organizations will be the focus over the semester. Learning will follow a trajectory including, but not limited to, 1) development of evidence-based knowledge of current patient safety issues in the Canadian healthcare system; 2) identification, and critical appraisal of nursing educational and practice imperatives to address the issues, and 3) application of appropriate current leadership principles within a specific healthcare context in order to continuously improve safety and quality outcomes.

Students are expected to engage in critical analyses of course readings and to actively engage in self-directed learning through participation in the discussion forums on a weekly basis. In order to do so, students are expected to complete the class preparation prior to participating in the week/module's learning activities and discussion.

Course Resources (Textbooks)

Required Text

Barling, J. (2014). *The Science of Leadership: Lessons from research for organizational leaders*. Oxford University Press, U.S.A.

Recommended Text

Crowell, D.M. (2016). *Complexity Leadership: The nurse's role in health care delivery*. Philadelphia, P.A., F.A.Davis.

Additional Course Readings

Required and recommended weekly readings will be posted on Moodle. Required readings that are not in your required text will be available electronically through the York University Library.