N552: Administration and Organization of Health Care Systems
Semester offered: Fall
Credits: 2 lecture

Course Description: This course focuses on nursing leadership in community-focused health care systems. Emphasis is on organizational structure, culture, change and behavior. Traditional elements of leadership are blended with emerging nursing theory to strategically energize current and developing health care systems.

Course Objectives:

1. Analyze nursing leadership in the administration of health care systems.
2. Evaluate various types of organizational structures and behavior in the delivery of health care.
3. Examine organizational and systems theories for their application to health care.
4. Analyze selected change theories for use in initiating and managing change.
6. Apply the strategic planning process to the development of health care systems.
7. Examine strategies to effectively manage the quality and outcomes of health care.

Recommended Course Content:

I. Leadership
   A. Theories
   B. Roles
   C. Styles
   D. Management considerations for leaders
   E. Vision and creativity

II. Organizational Structure and Analysis
   A. Organizational theory
   B. Components
   C. Types
   D. New configurations in rural health care
      1. Limited access hospitals (MAFs and RPCHs)
      2. Rural health networks
      3. Community based care

III. Organizational Behavior
   A. Autonomy and accountability
   B. Culture and climate
C. Motivation

IV. Power
A. Basic concepts
B. Power in health care systems
C. Strategies for acquiring power
D. Ethical use of power

V. Evolution of Systems
A. Interdisciplinary examination of change theories
B. Dynamics of system changes
C. Strategies

VI. Strategic Planning
A. Long range goal-setting
B. Strategies
C. Evaluation of climate
D. Measuring resources
E. Assigning responsibilities
F. Determining time frames

VII. Quality Management
A. Components
B. Tools
C. Risk management
D. Evaluation

VIII. Issues and Trends
A. Ethical
B. Legal
C. Organizational
D. Professional
E. Legislative and public policy

Recommended learning activities:

These suggestions refer primarily to the Administrative Option. Appropriate choice to match the two credits will be made for the FNP Option by the lead faculty.

1. Write a paper evaluating an existing health care agency using criteria derived from organizational and systems theories.

2. Develop a paper assessing your leadership style in the advanced practice role and based on theoretical principles of sound leadership.

3. Develop an appropriate health care delivery model for a Montana community for an oral presentation to an agency, organization or group. Choose to change or implement a total organization, department, or community. Utilize the literature on change and leadership to complete this project.

4. Develop a strategic plan for a current or intended work setting.

5. Focused and individualized observation and analysis in a health care agency with an administrator/leader.
6. Compare and contrast organizational structure/behavior: between two agencies; between ideal and actual; or within one organization between departments. This project is based on actual affiliation.

7. Organizational quality management project with the clinical assignment.

Modified by GAAC 4/96; 9/99; 2/07
Approved by GAAC 4/14/95; 4/96; 9/99; 2/07
Approved by Faculty: 5/11/95; 12/13/99; 4/07
Reviewed by GAAC: 10/22/01; 2/07