

# MSN – Health Care Systems Leadership

## College of Nursing

### Master of Science in Nursing – Healthcare Systems Leadership

The MSN in Healthcare Systems Leadership program is a Plan B, non-thesis program, based on the MSN Essentials and builds on the student's current knowledge and expertise. Graduates that complete this program will have a fuller understanding of the discipline of nursing in order to engage in higher level practice and leadership in a variety of settings and to commit to lifelong learning. Students will take a series of courses that prepare them to function as change agents in multi-dimensional roles in the organization and community. The curriculum emphasizes leadership effectiveness in micro and meso organizational/systems/settings, evidence-based management, quality/safety, information management expertise, and strategies to make organizational effectiveness strategies. MSN courses are offered on-line. Graduates will be prepared to:

1. Lead change to improve quality outcomes,
2. Advance a culture of excellence through lifelong learning,
3. Build and lead collaborative inter-professional care teams,
4. Navigate and integrate care services across the healthcare system,
5. Design innovative nursing practices, and
6. Translate evidence into practice (AACN, 2011, The Essentials of Master's Education in Nursing)

Full and part time sample plans of study can be found at [MSN Healthcare Systems Leadership program](#).

### Admission Requirements

- Undergraduate grade point average of 3.0 on a 4.0 grading scale
- Baccalaureate degree in nursing from a CCNE or NLN accredited program
- Three references attesting to the applicant's expertise in nursing or health care. Faculty prefer professional references from a former nursing faculty member or advisor if available, one or two from a manager/director/leader from their work setting, and no more than one from a peer.
- Personal interview(s)
- Current, active, unencumbered and unrestricted RN license in each US state where practice or clinical experiences occur. The RN license cannot have any restrictions on licensure which would preclude meeting the requirements of the degree program and required clinical rotations.
- Goal statement:
  - In one to three double-spaced pages, discuss your reasons for seeking graduate study, including your short- and long-term professional goals. Discuss a system or population

you are interested in working with and identify/discuss a system or health problem in that population that you wish to study as a project.

- Scholarly written work:
  - An example of scholarly written work, completed within three years of application, related to nursing that demonstrates excellent writing skills and the ability to communicate clearly and logically. Samples of scholarly work: formal research paper written in your BSN program; published article on a nursing issue; or paper written on a nursing issue of interest to you
- Current vita/resume

Final admission recommendations are made on a competitive basis.

## Application Procedures

ALL applicants are required to complete the [Graduate School online application](#). Process details can be found at [UK College of Nursing MSN-Health Care Leadership Admissions](#).

## Application Deadline

The MSN application opens Sept. 15 and closes February 15th for Fall (August) enrollment. The MSN program does not admit a spring or summer class. All materials are submitted electronically to the UK Graduate School. Process details can be found at [UK College of Nursing MSN-Health Care Leadership Admissions](#).

## Degree Requirements

In addition to successful completion of the required 38 credit hours of course work with a GPA of 3.00 or better and no more than one C grade on transcript and one repeat option; student must successfully complete an oral comprehensive exam consisting of a summary presentation of Capstone project work.

## Curriculum

Program course requirements:

- EPE/EDP 557 - Gathering, Analyzing and Using Educational Data (3 CH)
- NUR 624 - Concepts, Theories, And Models for Advanced Practice Nursing (3 CH)
- NUR 614 - Economic and Financial Aspects of Clinical and Population-Based Health Care Delivery Systems (3 CH)
- NUR 602 - Research Methods in Advanced Practice Nursing (3 CH)
- NUR 730 - Leading Change: Seminar (3 CH)
- NUR 731 - Leading Change: Practicum (3 CH)
- NUR 610 - Nursing Leadership in Health Care (3 CH)
- NUR 619 - Quality and Safety in Nursing and Healthcare (3 CH)
- NUR 615 - Evaluating Evidence for Research and Evidence-Based Practice (3 CH)
- NUR 736 – Relationship-Based Leadership in Healthy Working Environments: Seminar (3 CH)

- NUR 737 – Relationship-Based Leadership in Healthy Working Environments: Practicum (3 CH)
- NUR 660 - MSN Capstone Practicum (3 CH)
- NUR 617 - Technology for Transforming Nursing and Healthcare (2 CH)

## Course Descriptions

**EDP 557 GATHERING, ANALYZING, AND USING EDUCATIONAL DATA. (3)** This course is rooted in the conceptual understanding of statistics and covers applications of statistical and graphical methods for educational and evaluation data. Basic descriptive statistics, correlation, normal distributions and hypothesis testing will be covered. An emphasis is placed on exploratory data analysis and interpretation of results within the broad contexts of education and evaluation. Statistical literacy exercises will be used for comprehension and application of materials. In addition, applications of statistical software will be demonstrated. Prereq: MA 109 or equivalent; undergraduate (with permission) or graduate status in the College of Education; or consent of the instructor. (Same as EPE 557.)

**NUR 602 RESEARCH METHODS IN ADVANCED PRACTICE NURSING. (3)** This course provides the knowledge and skills essential for using research to support clinical and organizational decision-making. The strengths and limitations of various research designs and methods are reviewed for their utility in answering clinical questions, evaluating care delivery and patient outcomes, and making clinical decisions. Prereq: Graduate statistics course and NUR 924, admission to DNP program, graduate programs in nursing, or consent of instructor. (Same as NUR 925.)

**NUR 610 NURSING LEADERSHIP IN HEALTH CARE. (3)** Students use theories of leadership, motivation, power, influence, and relationships to evaluate current practices and initiate future practices within health care, educational, and research organizations. Shared visions, advocacy, relationships and change management are addressed. Students study the change process in health related organizations by critically analyzing demographics, cultural influences, and current trends that affect practice, education, and research. Prereq: Enrollment in graduate nursing program.

**NUR 614 ECONOMIC AND FINANCIAL ASPECTS OF CLINICAL AND POPULATION-BASED HEALTH CARE DELIVERY SYSTEMS. (3)** This course focuses on the application of economic and financial principles and practices to health care. Within this framework, content related to finance and economics, health care reimbursement models, incentive structures, market dynamics, economic evaluations, and quantification of outcomes are examined. The emphasis will be on critically analyzing the actual and potential impact of these dynamics on the structure and functioning of the health care system. Prereq: Admission to the MSN or DNP program

**NUR 615 EVALUATING EVIDENCE FOR RESEARCH AND EVIDENCE-BASED PRACTICE. (3)** This course focuses on critical evaluation and synthesis of the comprehensive evidence base including interventional and noninterventional research and non-research sources of evidence to elucidate the best available evidence and state of the science in a particular focused area to provide a foundation for

the development of practice change based on best evidence, and to illuminate significant gaps in current knowledge to support the development of research studies. This course is designed to provide the tools to evaluate, translate and integrate evidence for scholarly inquiry and/or practice improvement. Prereq: EPE 557 or STA 570 or the equivalents or consent of instructor. In addition, for MSN or Post BSN DNP students, NUR 602/925 is a prerequisite course.

**NUR 617 TECHNOLOGY FOR TRANSFORMING NURSING AND HEALTH CARE. (2)** This course focuses on information systems and technology as applied to nursing and health care. Knowledge and skills necessary for utilizing information systems and technology for the advancement of practice and health services research are emphasized. The use of computer systems and technology will be explored. Prereq: Admission to MSN or DNP program or consent of instructor. (Same as NUR 917.)

**NUR 619 QUALITY AND SAFETY IN NURSING AND HEALTHCARE. (3)** This course provides the foundation to improve health outcomes for patient populations. National strategies, theories and methods to improve health outcomes will be explored. Emphasis will be placed on the systematic analysis of systems of care to promote safe, timely, effective, efficient, equitable, patient-centered care. Students will learn how to optimize the translation of evidence into clinical practice to enhance quality and safety. Students will gain knowledge to lead quality improvement and patient safety initiatives in health care systems. Prereq: NUR 615/NUR 915.

**NUR 624 CONCEPTS, THEORIES, AND MODELS FOR ADVANCED PRACTICE NURSING. (3)** Students will examine the processes underlying the development of models, theories and conceptual framework. Selected models, theories, and conceptual frameworks from nursing and other disciplines will be evaluated for their utility in advanced nursing practice. All are discussed within the context of the nature of nursing knowledge and the expanding scientific basis for advanced practice nursing. This course serves as a foundation for clinical courses in which models, theories, and conceptual frameworks are used to develop and evaluate new approaches to the clinical practice of advanced nursing practice. Prereq: Admission to graduate program in nursing.

This course will focus on the exploration of models for providing preventive, primary health care, acute care, and chronic health care services in rural areas, including nursing care delivery models. Model standards for implementing the national health objectives in rural communities will be the primary focus. Demographic characteristics and organization of the community will be considered in assessing appropriateness and effectiveness of models for improving access to service and reducing disparity among subpopulations. Prereq: Enrollment in graduate program in nursing or consent of instructor.

**NUR 660 MSN CAPSTONE PRACTICUM. (3)** This course provides the opportunity for the student to apply theories, principles, and processes learned during the Master's program of study and to reflect on the competencies acquired during this educational experience. Under the guidance of the student's faculty advisor and practicum preceptor, the student will develop a proposal for a Capstone paper, which includes an outline of the key components of the projected work. The Capstone paper should be focused on a practice problem, evidence-based innovation, or practice program, with the outcome being a paper that describes the work. At the end of this course, students will be required to

successfully complete an oral examination focused on the Capstone work and the MSN essentials. Prereq: MSN Leadership Specialty courses (NUR 730, NUR 731, NUR 736, & NUR 737).

**NUR 730 LEADING CHANGE: SEMINAR. (3)** The course is designed to increase the student's understanding of organizational change theory and leadership strategies and techniques needed to initiate, implement, evaluate, and sustain changes. Leaders in contemporary and complex adaptive health care organizations and systems are constantly faced with the challenges of uncertainty and of change at micro, meso, and macrosystem levels. The management of change is a dynamic process and must be consistent with the mission, vision, values, goals, structure, processes, technology, people, and culture of the organization. This course is taught from the perspective that the student will lead change at all levels of the organization at some time in their professional career and will need to understand change theory, communication, influence, power, and politics. Prereq: Admission to MSN program. Coreq: NUR 731.

**NUR 731 LEADING CHANGE: PRACTICUM. (3)** This practicum course is designed to increase the student's understanding about how organizational change theory and leadership strategies/techniques are applied in the practice environment to guide the initiation, implementation, evaluation, and sustainment of changes. Students will understand why change initiatives should be consistent with the mission, vision, values, goals, structure, processes, technology, people, and culture of the organization and why change is a dynamic process. In this course the student will work with organizational leaders to implement a change initiative and will focus on understanding the importance of change theory, communication, influence, power, and politics. Prereq: Enrollment in the College of Nursing and in NUR 730 is required for enrollment in this course, except with permission of the instructor.

**NUR 736 RELATIONSHIP-BASED LEADERSHIP IN HEALTHY WORKING ENVIRONMENTS: SEMINAR. (3)** This systems level course provides opportunities for leadership development for nurses in varied leadership roles. The course focuses on theories of systems, leadership, motivation, politics, power, influence, justice, ethics, and organizational behavior to lead individuals and groups providing healthcare in organizations and in the community. The course will also focus on organizational, legal, economic, and technical issues concerned with acquiring, motivating, and retaining employees, with emphasis directed to the development, implementation, and assessment of policies and practices consistent with legal, social, human, and environmental dynamics. Emphasis will be placed on analyzing the practice environment using research findings, literature and aggregate data. Students will learn how to integrate evidence-based decision making competencies to maximize attention to diverse challenges in the work environment. Prereq: Enrollment in graduate nursing program.

**NUR 737 RELATIONSHIP-BASED LEADERSHIP IN HEALTHY WORKING ENVIRONMENTS: PRACTICUM. (3)** This systems level course provides students the opportunity to work with a leadership preceptor to obtain experience in a position different than one they have experienced as an employee. During this practicum experience, students will learn about department and organizational requirements for a healthy work environment; they also will focus on the importance of positive professional relationships for success in varied leadership roles. Emphasis will be placed on the application of evidence-based leadership principles to promote a healthy practice environment and to address diverse challenges in

the work environment. This course is to be taken at the same time the student is taking Nursing 972 Seminar. Prereq: Admission to MSN or DNP program. Coreq: NUR 736/972. (Same as NUR 973.)