

FLORIDA ATLANTIC UNIVERSITY™

Graduate Programs—COURSE CHANGE REQUEST¹

UGPC APPROVAL _____
 UFS APPROVAL _____
 SCNS SUBMITTAL _____
 CONFIRMED _____
 BANNER POSTED _____
 CATALOG _____

DEPARTMENT: NURSING	COLLEGE: NURSING
COURSE PREFIX AND NUMBER: NGR 6722	CURRENT COURSE TITLE: FINANCIAL ADMINISTRATION OF NURSING SYSTEMS
CHANGE(S) ARE TO BE EFFECTIVE (LIST TERM): SPRING 2014	TERMINATE COURSE (LIST FINAL ACTIVE TERM):
<p>CHANGE TITLE TO:</p> <p>CHANGE PREFIX FROM: TO:</p> <p>CHANGE COURSE NO. FROM: TO:</p> <p>CHANGE CREDITS² FROM: TO:</p> <p>CHANGE GRADING FROM: TO:</p> <p>CHANGE DESCRIPTION TO: THIS COURSE INTRODUCES HEALTHCARE FINANCIAL MANAGEMENT, PROVIDING A FOUNDATION FOR APPLICATION IN A CARING-BASED NURSING LEADERSHIP PRACTICE. FINANCIAL MANAGEMENT PRINCIPLES ARE PRESENTED INCLUDING: FINANCIAL MANAGEMENT FRAMEWORK, FINANCIAL ACCOUNTING, COST ANALYSIS, PLANNING AND CONTROL, FINANCIAL RESOURCE DECISION-MAKING, MANAGING FINANCIAL RESOURCES AND FUTURE DIRECTIONS OF NURSING AND FINANCIAL MANAGEMENT.</p>	<p>CHANGE PREREQUISITES/MINIMUM GRADES TO*:</p> <p>CHANGE COREQUISITES TO*:</p> <p>CHANGE REGISTRATION CONTROLS TO:</p> <p>*Please list both existing and new pre/corequisites, specify AND or OR, and include minimum passing grade.</p>
Attach syllabus for ANY changes to current course information	
Should the requested change(s) cause this course to overlap any other FAU courses, please list them here. N/A	Please consult and list departments that might be affected by the change(s) and attach comments. ³

Faculty contact, email and complete phone number:
 Marguerite J. Purnell, mpurnell@fau.edu, 7-3262

Approved by: Department Chair: <u>Shay Bras</u> College Curriculum Chair: <u>Purnell</u> College Dean: <u>Kareck Edwards</u> UGPC Chair: <u>[Signature]</u> Graduate College Dean: <u>[Signature]</u> UFS President: _____ Provost: _____	Date: <u>9/24/13</u> <u>9/24/2013</u> <u>9/24/2013</u> <u>10/16/13</u> _____ _____	<ol style="list-style-type: none"> 1. Syllabus must be attached; see guidelines for requirements: www.fau.edu/provost/files/course_syllabus.2011.pdf 2. Review Provost Memorandum: Definition of a Credit Hour www.fau.edu/provost/files/Definition_Credit_Hour_Memo_2012.pdf 3. Consent from affected departments (attach if necessary)
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**Florida Atlantic University
Christine E. Lynn College of Nursing
NGR 6722**

Course Number: NGR 6722

Course title: Financial Administration of Nursing Systems

Course format: Fully online class

Credit Hours: 3 Credit Hours

Faculty: Mary Bishop DNP RN NEA BC FACHE
Adjunct Professor
Email: mbishop@fau.edu
Phone number 561.324.9500

Office Hours: Telephone or Skype Appointments available by request

Course schedule: This course introduces Healthcare Financial Management, providing a foundation for application in a caring-based nursing leadership practice. Financial management principles are presented including: Financial Management Framework, Financial Accounting, Cost Analysis, Planning and Control, Financial Resource Decision-Making, Managing Financial Resources and future directions of nursing and financial management.

Placement in Curriculum: Concentration Course in Nursing Administration and Financial Leadership Master's Program

Prerequisites: None

Co-requisites: None

Course Description: This course introduces Healthcare Financial Management, providing a foundation for application in a caring-based nursing leadership practice. Financial management principles are presented including: Financial Management Framework, Financial Accounting, Cost Analysis, Planning and Control, Financial Resource Decision-Making, Managing Financial Resources and future directions of nursing and financial management.

Course Objectives: Upon completion of this course (NGR 6722) the student will demonstrate evidence of:

Being competent:

1. Discuss basic principles of healthcare finance. (Essential II)
2. Describe current structure of American healthcare financial system. (Essentials I, II, VI)

Becoming compassionate:

1. Explore the concepts of bureaucratic caring. (Essential I, II, IX)
2. Develop an understanding of self as caring nursing leader in developing and managing financial systems. (Essentials II, VIII, IX)

Demonstrating comportment:

1. Discuss the role of nursing leaders in developing and managing both operating and capital budgets. (Essentials II, IV, V, VI, IX)
2. Explore the current issues and directions of nursing and financial management and consider your professional and personal involvement. (Essentials I, II, VI, VII)

Becoming confident:

1. Demonstrate the ability to interpret and analyze financial statements. (Essentials II, IX)
2. Demonstrate the ability to critically analyze financial data and situations and develop a project supporting a financial decision. (Essentials II, V, VII, IX)
3. Describe approaches to assessing the cost of nursing care. (Essentials I, II, III, IV, V)

Attending to conscience:

1. Describe the principles of Total Quality Management (TQM) and the role of the nurse leader in promoting safety and quality. (Essentials II, III, VI, VII)
2. Demonstrate an understanding regarding the ethical and financial impact of recruitment and retention of human resources in the context of healthcare delivery (Essentials II, III, IV, VI, VIII, IX)

Affirming commitment:

1. Demonstrate knowledge related to financial analysis for management/leadership decision making using principles such as financial ratios, time value of money, and break-even analysis (I, II, V, V, VI)
2. Discuss the impact of financial decisions on nursing staff and the implications for patient care. (II, IV, VI, VII)

Teaching learning Strategies: The teaching learning strategies for this course include threaded discussions on relevant topics, critical analysis of scholarly articles through a financial lens and strategic planning project using financial decision-making strategy.

Grading and Evaluation methods

Assignment Due Dates:

Threaded Discussion: Students must post their initial response to the 1st discussion question by Day 3 (the due date will be posted at the start of each module). Initial responses to the discussion questions are required in order to earn full participation points for the week. Please respond to two other student posts each week. These must be substantive posts.

Critical Analysis Paper:

- Paper 1 - *Due date* - **January 22** - Topic: Healthcare Reimbursement (example: strategies utilized by healthcare organizations to maximize reimbursement) Paper #1
- Paper 2 - *Due date* - **February 12** - Topic: Pay for Performance Initiative (example: approaches to improve core measure performance/compliance, value-based purchasing) Paper #2
- Paper 3 - *Due date* - **March 18** - Topic: Patient Satisfaction (example: identify best practices to improve HCAHPS/patient satisfaction scores) Paper #3

Health Care Cost and Quality paper in a paper of 500-1,000 words, describe the relationship between health care cost and quality. Please review additional information posted in doc sharing.

- *Due date* - **February 28**

Strategic Planning/Financial Resource Decision Making Presentation:

- *Due Date:* Regardless of your presentation date, ALL Financial Planning Projects must be submitted by **April 1 at 9:00 PM ET.**
- Presentation dates: April 2, April 9 and April 16

15 points	Critical Analysis Paper (5 points per paper)
5 points	Posting of relevant Webliography - with content synopsis
10 points	Health Care Cost and quality paper
25 points	Strategic Planning/Financial Resource Decision Making Project
45 points	Threaded Discussion

Grading scale

Grade below C is not passing in the Graduate Program.

93 -100	A
90 -92	A-

87-89	B+
83-86	B
80-82	B
77-79	C+
73-76	C
70-72	C-
67-69	D+
63-66	D
60-62	D-
0-59	F

Required textbook:

Finkler, S., Kovner, C., Jones, C. 2012. *Financial Management for Nurse Managers and Executives, 4th Edition*. Elsevier Health Sciences ISBN-13: 9781455700882
ISBN: 1455700886

Recommended textbook

Publication Manual of the American Psychological Association
American Psychological Association, 6th Edition (2009) ISBN: 9781433805622

Topical Outline

Unit	Topics
Unit 1	Introduction and Overview to Financial Management
Unit 2	The Health Care Environment & The Role of Financial Management
Unit 3	Applied Economics and Quality, Costs and Financing
Unit 4	Accounting Principles & Analysis of Financial Statements
Unit 5	Cost Management and Health Care Costs and Prices
Unit 6	Costs and Other Issues Related to Recruitment and Retention
Unit 7	Strategic Management and Budgeting Concepts
Unit 8	Operating Budgets and Revenue Budgeting
Unit 9	Spring Break
Unit 10	Performance Budgeting and Controlling Operating Costs
Unit 11	Variance Analysis and Benchmarking/Productivity and Cost Benefit Analysis
Unit 12	Managing Financial Resources
Unit 13	Strategic Planning Presentation 1
Unit 14	Strategic Planning Presentation 2
Unit 15	Strategic Planning Presentation 3
Unit 16	Looking to the Future

Course assignments

Graded assignments are intended to provide students with opportunities to demonstrate their knowledge and skills in a variety of ways. The following general criteria will be used in grading your assignments.

1. APA 6th Ed format
2. Quality of professional work (research, analysis and creativity)
3. Professional writing style (grammar, sentence structure and spelling)
4. Quality of resource materials (internet sources may be cited but should not be used exclusively)

Assignments

1. **Discussions.** The weekly discussions are an important part of the course and your learning. Each week's threaded discussion is worth 3 points for a total of 45 points. Threaded Discussion: Students must post their initial response to the 1st discussion question by Day 3 (the due date will be posted at the start of each module). Initial responses to the discussion questions are required in order to earn full participation points for the week. Please respond to two other student posts each week. These must be substantive posts.
2. **Guidelines for Critical Analysis Paper:**

Purpose: The purpose of this assignment is to facilitate an exploration of literature regarding the impact of nursing on institutional finance and to promote the necessary skill of critically analyzing important literature relevant to nursing finance for today's nursing leaders.

Expectations:

- Select a research or journal article related to the topic given.
- Read and study the article carefully
- Create a title page and name your paper with the given topic (APA Format).
- The paper should be written as follows:
 - Brief introductory paragraph.
 - One paragraph summary of the article, describing the topic in terms of the author's purpose and conclusions.
 - Brief critical analysis. Critically analyze the content of the article relative to your role as a nursing leader and its implication to today's nursing practice.
 - Note: Use APA format - paper should NOT exceed 600 words in length.
 - Rubric: Please review rubric which is posted in Doc Sharing

Grading rubric

- Correct APA format (1 point)
- Concise synopsis of article (2 points)
- Analysis of article relative to your nursing practice. Critical thinking and implications are evident in analysis (2 points)
- Critical Analysis (3): 15 points total - 5 points per paper

Due date - January 22 - Topic: Healthcare Reimbursement (example: strategies utilized by healthcare organizations to maximize reimbursement) Paper #1

Due date - February 12 - Topic: Pay for Performance Initiative (example: approaches to improve core measure performance/compliance) Paper #2

Due date - March 19 - Topic: Patient Satisfaction (example: identify best practices to improve HCAHPS/patient satisfaction scores) Paper #3

3. Webliography Assignment : 5 points total

Contribute a website relevant to healthcare quality and give a brief synopsis of the content in the Webliography section.

Due Date -January 26, 2013

4. Health Care Cost and Quality paper (10 points)

In a paper of 500-1,000 words, describe the relationship between health care cost and quality. Please review additional information and rubric posted in doc sharing.

Due date - February 28

5. Strategic Planning/Financial Resource Decision Making Presentation: 25 points

This project will be completed in partnership with other students (Groups will be assigned by January 15, 2013) Please be aware that the grade earned will be applied to both partners. The intent of this project is to integrate principles learned this semester and apply them to a reality based proposal for decision-making: for example: addition of a new unit, business/product line or program, services, building expansion, equipment. This assignment

is a power point presentation only (You are not required to write a paper regarding your proposal). Power point presentation must NOT exceed 35 slides.

The presentation should include the following elements:

- Strategic business plan (include corporate culture, goals and objectives, SWOT analysis)
- Data collection, quantitative analysis methods (such as NPV, payback period analysis, IRR, profitability index or break even) and qualitative analysis
- Timeline for project implementation using GANTT chart, critical path or PERT chart

Specific Criteria for outcome evaluation

The power point presentation should develop the strategy from inception and provide persuasive argument regarding the value of the project. Sample Topics: Development of new service/program such as Wound Care Center, Lymphedema Program; addition of nursing unit to hospital; proposal to outsource an entire segment of the workforce such as nutritional services, pharmacy, etc.; proposal to modify/change staffing or care delivery model; proposal to obtain Magnet designation, etc.

Grading Rubric:

Please review rubric which is posted in Doc Sharing

Strategic Business Plan - inclusive of corporate culture, goals, objectives, SWOT analysis and alternatives to project (7 points)

Data Collection & Analysis Methods - such as NPV, payback period, IRR, profitability index or break even AND qualitative analysis (7 points)

Time line for Project - use critical path, Gantt chart or Pert chart (5 points)

Criteria for Outcome Evaluation - quantitative or qualitative (5 points)

PowerPoint Presentation (4 points)

APA references - grammar, spelling (2 points)

Strategic Planning/Financial Resource Decision Making Presentation:

Due Date: Regardless of your presentation date, ALL Financial Planning Projects must be submitted by March 29, 2013 at 9:00 PM ET.

Presentation dates: Group One, March 31 -April 8, Group Two, April 9- April 18 and Group Three April 19 - April 27.

Course Bibliography:

Brennan,T., Hinson ,N., Taylor,M.(2008) Nursing and finance : making the connection . *HealthCare Financial Management*. 90-97. (see Document Sharing)

Pappas, S. (2007). Describing Costs Related to Nursing. *Journal of Nursing Administration*. 37(1), 32-40.

Wagner, C., Budreau, G., Everett, L. (2005). Analyzing Fluctuating Unit Census for Timely Staffing Intervention. *Nursing Economics*. 23(2).

Welton, J., Harris, K. (2007). Hospital Billing and Reimbursement: Charging for Inpatient Nursing Care. *Journal of Nursing Administration*. 37(4), 164-166.

Rimar, J., Diers, D. (2006). Inpatient Nursing Unit Volume, Length of Stay, Cost and Mortality. *Nursing Economics*. 24(6).

Lunney, M. (2006). Helping Nurses Use NANDA, NOC, and NIC. *Journal of Nursing Administration*. 36(3), 118-125.

Studer, Q. (2010) Do your nurses speak finance? *HealthCare Financial Management* 80-89(In doc sharing).

Recommended Caring Nursing Literature:

Boykin, A., Schoenhofer, S. O., Bulfin, S., Baldwin, J., & McCarthy, D. (2005). Living caring in practice: The transformative power of the theory of nursing as caring. *International Journal for Human Caring*, 9(3), 15-19.

Boykin, A., Schoenhofer, S. O., Smith, N., St. Jean, J., & Aleman, D. (2003). Transforming practice using a caring-based nursing model. *Nursing Administration Quarterly*, 27(3), 223-230.

Pross, E., Hilton, N., Boykin, A., & Thomas, C. (2011). The "Dance of Caring Persons": Transform your organization through caring values. *Nursing Management*, 25-30. doi: 10.1097/01.NUMA/0000405223.39798.31

Ray, M. A. (2001). Marilyn Anne Ray – The theory of bureaucratic caring. In M.E. Parker (Ed.), *Nursing theories and nursing practice* (pp. 421-432). Philadelphia: F.A. Davis.

Ray, M.A. (2006). Marilyn Anne Ray's theory of bureaucratic caring. In M.E. Parker (Ed.), *Nursing theories and nursing practice* (2d ed., pp. 360-368). Philadelphia: F.A. Davis.

Course Polices and Guidelines

1. Modules will remain open for your use 2 weeks after the day of initial posting.
2. Assignments are to be turned in by 9:00 PM ET on the due date or grades will be reduced by half a point.
3. Participation in the threaded discussion and contributions to the webliography are part of your grade.
4. Quality of student's threaded discussion participation is graded, NOT quantity.
5. There are no requirements regarding hours logged in the course, however, the instructor has the ability to monitor user activity in each module and in document downloading.

All course requirements and objectives must be met in order to earn a passing grade

COLLEGE OF NURSING AND UNIVERSITY POLICIES:

Policies below may be found in:

a). The faculty reserves the right to make changes in course content and requirements.

b). The Christine E. Lynn College of Nursing Graduate Handbook located at:
<http://nursing.fau.edu/GraduateHandbook>

c). Florida Atlantic University's Academic Policies and Regulations
<http://www.fau.edu/academic/registrar/catalogRevs/academics.php>
and
<http://www.fau.edu/regulations>

CODE OF ACADEMIC INTEGRITY:

The University policy regarding academic integrity is enforced in this course. Students at Florida Atlantic University are expected to maintain the highest ethical standards. Dishonesty is considered a serious breach of these ethical standards, because it interferes with the University mission to provide a high quality education in which no student enjoys an unfair advantage over

any other. Dishonesty is also destructive of the University community, which is grounded in a system of mutual trust and places high value on personal integrity and individual responsibility. Harsh penalties are associated with academic dishonesty. For more information, see: http://www.fau.edu/regulations/chapter4/4.001_Code_of_Academic_Integrity.pdf

The College of Nursing regards adherence to the Code of Academic Integrity as a professional competency and an expectation of all students. ANY act of dishonesty that violates the code of academic integrity and misrepresents your efforts or ability is grounds for immediate failure of the course.

DISABILITY STATEMENT:

In compliance with the Americans with Disabilities Act (ADA), students who require special accommodations due to a disability to properly execute coursework must register with the Office for Students with Disabilities (OSD) located in: Boca Raton – SU 133 (561-297-3880), Davie – LA-203 (954-236-1222), and Jupiter – SR 117 (561-799-8585), and follow all OSD procedures.

INCOMPLETE POLICY:

The Incomplete Grade Policy is enforced. A student who registers for a course but fails to complete the course requirements, without dropping the course, will normally receive a grade of “F” from the course instructor. A student who is passing a course but has not completed all the required work because of exceptional circumstances may, with the approval of the instructor, temporarily receive a grade of “I” (incomplete). This must be changed to a grade other than “I” within a specified time frame, not to exceed one calendar year from the end of the semester during which the course was taken.

ATTENDANCE POLICY:

Students are expected to attend all of their scheduled University classes and to satisfy all academic objectives as outlined by the instructor. The effect of absences upon grades is determined by the instructor, and the University reserves the right to deal at any time with individual cases of nonattendance. Students are responsible for arranging to make up work missed because of legitimate class absence, such as illness, family emergencies, military obligation, court-imposed legal obligations, or participation in University-approved activities.

Examples of University approved reasons for absences include participating on an athletic or scholastic team, musical and theatrical performances, and debate activities. It is the student’s responsibility to give the instructor notice prior to any anticipated absence and within a reasonable amount of time after an unanticipated absence, ordinarily by the next scheduled class meeting. Instructors must allow each student who is absent for a University-approved reason the opportunity to make up work missed without any reduction in the student’s final course grade as a direct result of such absence.

RELIGIOUS ACCOMMODATION:

In accordance with rules of the Florida Board of Education and Florida law, students have the right to reasonable accommodations from the University in order to observe religious practices and beliefs with regard to admissions, registration, class attendance, and the scheduling of examinations and work assignments. Students who wish to be excused from coursework, class activities, or examinations must notify the instructor in advance of their intention to participate in religious observation and request an excused absence. The instructor will provide a reasonable opportunity to make up such excused absences. Any student who feels aggrieved regarding religious accommodations may present a grievance to the director of Equal Opportunity Programs. Any such grievances will follow Florida Atlantic University's established grievance procedure regarding alleged discrimination.

USE OF STUDENT COURSE MATERIAL

The Christine E. Lynn College of Nursing may use students' course related materials for legitimate institutional purposes, such as accreditation, university review process, or state board of nursing review process, etc. In such cases, materials will be used within the college and university.



CHRISTINE E. LYNN COLLEGE OF NURSING

STATEMENT OF PHILOSOPHY

Nursing is a discipline of knowledge and professional practice grounded in caring. Nursing makes a unique contribution to society by nurturing the wholeness of persons and environment in caring. Caring in nursing is an intentional mutual human process in which the nurse artistically responds with authentic presence to calls from persons to enhance well-being. Nursing occurs in nursing situations: co-created lived experiences in which the caring between nurses and persons enhance well-being. Nursing is both science and art. Nursing science is the evolving body of distinctive nursing knowledge developed through systematic inquiry and research. The art of nursing is the creative use of nursing knowledge in practice. Knowledge development and practice in nursing require the complex integration of multiple patterns of knowing. Nurses collaborate and lead interprofessional research and practice to support the health and well-being of persons inextricably connected within a diverse global society.

Persons as participant in the co-created nursing situation, refers to individual, families or communities. Person is unique and irreducible, dynamically interconnected with others and the

environment in caring relationships. The nature of being human is to be caring. Humans choose values that give meaning to living and enhance well-being. Well-being is creating and living the meaning of life. Persons are nurtured in their wholeness and well-being through caring relationships.

Beliefs about learning and environments that foster learning are grounded in our view of person, the nature of nursing and nursing knowledge and the mission of the University. Learning involves the lifelong creation of understanding through the integration of knowledge within a context of value and meaning. A supportive environment for learning is a caring environment. A caring environment is one in which all aspects of the person are respected, nurtured and celebrated. The learning environment supports faculty-student relationships that honor and value the contributions of all and the shared learning and growth.

The above fundamental beliefs concerning Nursing, Person and Learning express our values and guide the actions of Faculty as they pursue the missions of teaching, research/scholarship and service shared by the Christine E. Lynn College of Nursing and Florida Atlantic University.

Revised April, 2012.