

Master of Science in Nursing Leadership and Management in Health Systems

The MSN Leadership and Management in Health Systems is intended for RNs holding a bachelor's degree in nursing. This master's degree provides advanced coursework in leadership and management to improve care at multiple levels across the continuum of health care settings. The curriculum will provide students with knowledge and skills to improve outcomes in areas of quality processes, cost savings, and patient satisfaction. Core content within the curriculum includes leadership, fiscal management, evaluative methods, information systems, health care policy, communication, and organizational behavior. Didactic and practicum courses will comprise the curriculum. Practicum experiences will be arranged with health care facilities in students' geographic areas. More information, admission requirements, required application materials and applications can be found on the UW-Green Bay Graduate Studies website.

The curriculum consists of 13 graduate-level courses delivered via a part-time model. Students can complete the program in 6 terms over two years taking two courses each term. Alternatively, they can progress taking one class per term and complete the program over four years. (Alternative schedules requiring between 2-4 years are possible. Consult with a Nursing adviser.) Degree completion requirements include 34 credits of coursework including 9 credits of practicum/project (378 hours). Practicum experiences will be arranged with health care facilities close to students' homes or work sites. The final practicum includes a master's leadership project identified in collaboration with a health care facility. Master's projects will be presented in a format suitable for public dissemination (e.g., manuscript for publication). A thesis option is not planned.

The MSN Leadership and Management in Health Systems program prepares the graduates to:

1. Integrate knowledge of sciences and humanities as a basis for leadership and nursing practice.
2. Apply concepts of organizational and systems leadership in decision making in the health care environment.
3. Enact a nurse leader role in safety and quality improvement in the health care environment.
4. Apply research evidence in nursing leadership and practice to enhance care and improve outcomes of nursing.
5. Utilize informatics and health care technologies to enhance care and outcomes of nursing.
6. Intervene at the systems level through policy, fiscal management, and advocacy to influence the health care environment.
7. Communicate and collaborate as a member and leader of inter professional teams to optimize health care delivery.
8. Analyze the role of nurse leader to reduce health disparities and promote population health.
9. Evaluate personal growth as a professional nurse leader.
10. Influence health care outcomes through master's level nursing practice, cognizant of environmental sustainability.

The MSN Leadership and Management in Health Systems Program Outcomes and curriculum is aligned with the American Association of Colleges of Nursing [AACN] Essentials of Masters Education (2011) and the American Organization of Nurse Executives [AONE] Competencies (2005).

Admission Requirements

Admission requirements for the MSN Leadership and Management in Health Systems program closely follow the University-wide policy for admission to graduate programs. The requirements include:

- A baccalaureate degree in nursing from a program accredited by a professional nursing organization (e.g., National League for Nursing Accrediting Commission [NLNAC] or Commission on Collegiate Nursing Education [CCNE]).
- A 3.0 grade point average (measured on a 4.0 scale) or higher on Bachelor of Science in Nursing degree transcript.
- Evidence of receiving a grade of "C" or better in a college-level inferential statistics course within the past 5 years. An inferential statistics course is available online from UW-Green Bay for potential applicants. No entrance exams required (e.g., GRE, MAT).
- BSN degree from a program accredited by a professional nursing organization (e.g., National League for Nursing Accrediting Commission or Commission on Collegiate Nursing Education).
- 3.0 grade point average (measured on a 4.0 scale) or higher on BSN degree transcript.
- Evidence of receiving a grade of "C" or better in a college-level inferential statistics course within the past 5 years. An inferential statistics course is available online from UW-Green Bay for potential applicants.
- No entrance exams required (e.g., GRE, MAT).

Required application materials for the MSN Leadership and Management in Health Systems program. Submit the following to the UW-Green Bay Graduate Office:

- A completed application form and the application fee.

- A 200-300 written statement describing academic interest in leadership and management, nursing strengths and capabilities, knowledge of online technology (computer use, online coursework, etc.), reasons for pursuing a MSN degree, and description of where you see yourself in 5 years.
- Official undergraduate and graduate transcripts from each previous college or university attended, sent directly to UW-Green Bay from these institutions.
- Three letters of recommendation from persons who can assess your academic potential.
- Curriculum vitae or resume.
- Copy of current, unencumbered U.S. RN license.

Upon admission to the program, you will need to provide the following to the coordinator of the MSN Leadership and Management in Health Systems:

- Professional photo of yourself or one of you at your job (headshot) will be required upon admission to the MSN program. UWGB will use the photo for education and marketing purposes.
- Background check by UWGB vendor.
- Basic Healthcare Provider CPR certification.

International Students

International students should visit, <http://www.uwgb.edu/graduate/international/>, for additional information on the following requirements.

- Evidence of English Proficiency (such as a TOEFL score).
- Evaluation of Foreign Educational Credentials from Educational Credential Evaluators (ECE) or a similar evaluation service.
- Evidence of financial resources.
- Financial Support Statement.

Special Students

Persons holding a bachelor's or higher-level degree who wish to enroll in courses but do not want to pursue a MSN in Leadership and Management in Health Systems degree may enroll as special students. Graduate credit will be awarded provided that the student registers in graduate-level courses as a graduate special student and pays appropriate fees.

Degree Requirements

The 34-credit curriculum consists of 13 graduate courses. Students in the program are required to earn a grade of "B" or better in all required courses. The program is delivered via a part-time model. Students can complete the program in 6 semesters (fall I, spring I, summer I, fall II, spring II, summer II) with two courses offered each semester. A master's professional project is the capstone of the program's academic experience. The master's leadership project is in lieu of a thesis.

Three practicum/project courses (9 credits) are required and in total amount to 378 practicum hours.

Code	Title	Credits
NURSING 734	Evaluation and Evidence-Based Practice in Health Systems	
NURSING 737	Leadership in Health Systems	
NURSING 741	Theories of Organizational Behavior and Leadership in Health Systems	
NURSING 745	Economics and Policy in Health Systems	
NURSING 750	Human Resource Management in Health Systems	
NURSING 755	Program Planning for Population Health	
NURSING 760	Informatics in Health Systems	
NURSING 770	Practicum I: Leadership Practices - Quality and Safety in Health Systems	
NURSING 772	Practicum II: Leadership Practices - Change, Culture and Communication in Health Systems	
NURSING 774	Practicum III: Transition to Leadership Role in Health Systems	
NURSING 780	Financial Management in Health Systems	
NURSING 785	Environmental Sustainability in Health Systems	
NURSING 790	MSN Leadership Project (3 credits required)	

Steps Toward the Degree

1. Applicant is admitted to a graduate program.
2. Students in the MSN Leadership and Management in Health Systems program DO NOT NEED TO submit an *Official Declaration of Master's Degree* (Form GR-1) to the Office of Graduate Studies.

3. Students in the MSN Leadership and Management in Health Systems develop a project proposal. MSN students develop and complete a master's professional project identified in collaboration with a health care facility and mentor and their project Committee and Committee Chair (an MSN faculty member). The proposal is reviewed and approved by the thesis/project committee. Once approved, a **Thesis/Project Proposal Form GR-2** is submitted to the Graduate Studies office.
4. Students in the MSN Leadership and Management in Health Systems schedule a professional project presentation via submission of the **Request for Thesis Defense/Project Presentation Form GR-3** to the Graduate Studies office. MSN students' project presentation will disseminate information from the master's professional project in a suitable format (e.g., manuscript for publication, presentation).
5. The scheduled thesis defense meeting or professional project presentation takes place. Formal approval of the defense is documented on the **Approval of Thesis Defense or Project Presentation Form GR-4** and is kept with the academic record.
6. If the thesis or professional project is successfully completed and approved, the student applies for conferral of the degree to the Registrar's Office through the Student Information System (SIS).
7. Degree is awarded and graduate receives diploma. Graduating MSN students are encouraged to participate in the May graduation ceremonies, completing the final practicum and courses in the following summer semester, with actual diplomas received upon completion of these courses in August.

Faculty/Advisers

Gajeski, Sharon, Senior Nursing Adviser, B.S.N., University of Wisconsin-Green Bay; M.S.N., University of Wisconsin-Oshkosh.

Gallagher-Lepak, Susan, Associate Professor, Nursing and Program Chair. B.S.N, Marquette University, Milwaukee; M.S.N., University of Wisconsin-Milwaukee; Ph.D., University of Wisconsin-Madison.

Fields of interest: quality of life issues, chronic illness, online learning.

Herdman, T. Heather, Assistant Professor, Nursing. B.S.N., University of South Carolina, Columbia; M.S.N., and Ph.D., Boston College

Fields of interest: clinical reasoning, nursing diagnosis, patient safety and outcomes, leadership, integrative health care

Hovarter, Rebecca, Lecturer (with faculty status), Nursing. B.S.N., University of Wisconsin-Green Bay; M.S.N. and DNP, University of Minnesota-Twin Cities

Fields of interest: Public health, health equity, social determinants of health

Reilly, Janet, Associate Professor, Nursing. B.S.N., Alverno College, Milwaukee; M.S.N., Concordia University, Milwaukee; D.N.P., Case Western Reserve University, Cleveland.

Fields of interest: sense of belonging/community, emotional intelligence/leadership styles, community/public health, technology, online teaching/learning.

Tyczkowski, Brenda, Assistant Professor, Nursing. B.S.N., University of Wisconsin-Green Bay; M.S.N., University of Wisconsin-Oshkosh; D.N.P., Kansas State University, Kansas City.

Fields of interest: patient advocacy, organizational change, emotional intelligence/leadership styles, quality of care issues in nursing homes.

Vandenhouten, Christine, Associate Professor, Nursing. B.S.N., Marian College, Fond du Lac; M.S.N., University of Wisconsin-Oshkosh; Ph.D., Marquette University, Milwaukee.

Fields of interest: assessment and evaluation methods, emotional intelligence/leadership styles, community/public health, global health.

Courses

NURSING 699. Travel Course. 1-6 Credits.

NURSING 734. Evaluation and Evidence-Based Practice in Health Systems. 3 Credits.

This course will focus on skills needed for nurses to evaluate outcomes in health systems. Topics include using statistics and information systems in evaluation and research, continuous quality improvement, evidence-based practice, safety and quality indicators, performance improvement methods, and team-based problem solving.

P: Must be admitted to MSN program

Fall Odd.

NURSING 737. Leadership in Health Systems. 3 Credits.

This course will focus on the development of leadership for nurses in complex organizations. Students will explore the concepts of organizational culture in micro, meso and macro systems. Topics will include transformation of complex organizations, conflict, crisis management, leading innovation, creating a culture of safety, and serving as a mentor and coach.

P: Must be admitted to MSN program

Spring Even.

NURSING 741. Theories of Organizational Behavior and Leadership in Health Systems. 3 Credits.

This course will address concepts and theories important to nursing leadership and management in health systems. Organizational behavior, leadership theories, and complexity science will be emphasized.

P: Must be admitted to MSN program

Fall Odd.

NURSING 745. Economics and Policy in Health Systems. 3 Credits.

This course will explore the health care delivery system in the United States including economic, political, financial, ethical, and social factors affecting health policy. Emphasis will be given to the financing of health care. Statistics will be used to analyze resource management and utilization. Legislative and regulatory processes affecting nursing and healthcare will be addressed.

P: Must be admitted to MSN program

Spring Even.

NURSING 750. Human Resource Management in Health Systems. 3 Credits.

This course is designed to introduce students to the field of human resource management from the perspective of a nurse manager and address effective human resource management practices and policies designed to create and maintain a healthy professional work environment. Communication strategies and technologies, and collaboration on interprofessional healthcare teams and with diverse groups will be addressed. Staffing models, hiring, retention and supervision practices, performance enhancement planning, strategic scheduling, and labor relations/law will be covered.

P: Must be admitted to MSN program.

NURSING 755. Program Planning for Population Health. 2 Credits.

This course will focus on the role of the nurse leader in program planning for health promotion and disease prevention for populations. Topics will include determinants of health, epidemiology, biostatistics, and advancing equity in access, services, and outcomes for vulnerable populations.

P: Must be admitted to MSN program.

NURSING 760. Informatics in Health Systems. 3 Credits.

This course will enhance students' knowledge and skills related to nursing informatics in a variety of healthcare settings. Students will learn how to use project management principles and technologies to enhance patient-care delivery, management, and clinical decision support. Research from nursing and other disciplines regarding improving patient outcomes, cost effectiveness and patient safety will be emphasized.

P: Must be admitted to MSN program

Spring Odd.

NURSING 770. Practicum I: Leadership Practices - Quality and Safety in Health Systems. 2 Credits.

In this course, students will apply best practices related to evidence-based quality and safety decisions in their practicum site. Local and national drivers of safety and quality initiatives, along with oversight of these programs, will be explored. Benchmarking and statistical process control methods will be emphasized to ensure appropriate leadership decisions. Required MSN practicum hours will be satisfactorily completed.

P: Nursing 734, Nursing 737, Nursing 741, Nursing 745, Nursing 750, Nursing 755, pre- or co-requisite Nursing 780, and co-requisite Nursing 790

Fall Even.

NURSING 772. Practicum II: Leadership Practices - Change, Culture and Communication in Health Systems. 2 Credits.

This course will provide a structured experience for exploration of nursing leadership and management roles in health care systems. Emphasis will be placed on change management, the use of information systems, financial reimbursement models, exploration of organizational culture and development of professional communication skills. Required MSN practicum hours will be satisfactorily completed.

P: Nursing 770, Nursing 780, pre- or co-requisite Nursing 760, and co-requisite Nursing 790

Spring Odd.

NURSING 774. Practicum III: Transition to Leadership Role in Health Systems. 2 Credits.

This course will explore aspects of role transition to nursing leadership and management. Discussions and debate will be used to highlight transition and survival issues. Remaining required MSN practicum hours will be satisfactorily completed.

P: Nursing 760, Nursing 770, Nursing 772, pre- or co-requisite Nursing 785, and co-requisite Nursing 790.

NURSING 780. Financial Management in Health Systems. 3 Credits.

This course will develop knowledge and skills used by nurse leaders for effective financial management in health care systems. Topics will include reimbursement systems, coding and payment mechanisms, ethics and legalities of contracting, governmental regulations, budget development, marketing and inter-professional collaboration around budget and finance.

P: Must be admitted to MSN program

Fall Even.

NURSING 785. Environmental Sustainability in Health Systems. 2 Credits.

This course will explore sustainability in health systems with emphasis on the environmental impact of health system practices. Implications of United States and global environmental health policy will be analyzed. Economic sustainability including cost-benefit analysis will be addressed. Emphasis will be placed on decisions and strategies nurse leaders make that impact sustainability of health systems and the environment.

P: Must be admitted to MSN program.

NURSING 790. MSN Leadership Project. 1 Credit.

This course will provide students the opportunity to design, implement, evaluate and professionally disseminate an evidence-based leadership project within a health care system. Projects will create quality and safety in patient care through nursing leadership, conscious of fiscal and environmental responsibility and will demonstrate synthesis and application of MSN leadership and management curricular concepts. Requisite knowledge, skills and attitudes to become successful nursing leaders or managers in health systems will be exhibited in the project process. This course must be taken three times over three semesters in the final year, in conjunction with the three MSN practicum courses. Required MSN practicum hours related to the project (90 total: 30 hours in each of 3 subsequent semesters) will be satisfactorily completed.

P: concurrent enrollment or completion of Nursing 770, Nursing 772 or Nursing 774.

NURSING 798. Independent Study. 1-2 Credits.

Allows MSN student to master content absent in graduate courses transferred from other institutions.

P: Student must be accepted to the MSN program.