*Please note this is a sample course outline, you will be provided with a confirmed course outline with scheduling details on your first day of class.

**Lead Instructor:** Dr. Kileen Tucker Scott  
**Lead Instructor Phone:** 416-979-5000 x 6317  
**Lead Instructor e-mail:** ktscott@gwemail.ryerson.ca  
**Office and Hours:** TBA

Every effort will be made to manage the course as stated. However, adjustments may be necessary at the discretion of the instructor. If so, students will be advised and alterations discussed in the class prior to implementation.

It is the responsibility of students to ensure that they understand the University's policies and procedures, in particular those relating to course management and academic integrity. A list of relevant policies is included at the end of this outline.

**Course hours (hybrid sections):** Class discussion - 2 hours/week, Blackboard component – 1 hour/week (excluding prep and assignment time)  
**Course hours (fully on-line):** 3 hours/week (excluding prep and assignment time)  
**Pre-requisites:** CNUR831

**COURSE DESCRIPTION:**

This course expands students' knowledge of the macro, meso and micro-level factors in the health care system impacting service delivery and professional practice. Students critically analyze various forces in the internal and external operating environment influencing strategic management decisions and organizational behaviors. This analysis fosters an enhanced understanding of the broad contextual factors shaping nursing roles and influencing how nurses enact their roles in different health service organizations and settings.
**METHOD OF INSTRUCTION:**

Case study scenarios are used as a stimulus to engage students in provocative dialogue about key issues pertaining to the practice of nursing. Using instructor facilitated discussion, blackboard case study analysis and other methodologies, participants will gain an increased understanding of the distinctive role nurses play in shaping organizational behaviours and policy decisions.

Part of or the entire course may be delivered online.

**Blackboard component of course:**

Students are responsible for all material covered in class discussion; in the required readings; in the Blackboard modules' introductions, reading notes, and discussion questions.

The course modules posted on Blackboard may contain questions relevant to each week's content. There are no marks allotted in the course for engaging in the on-line discussion of these questions. However, the intent of these questions is to help focus students' readings and learning.

**COURSE OBJECTIVES:**

1. Define and explain the rationale for strategic management and planning of health service organizations.
2. Understand the history of management within the context of Canadian health service organizations.
3. Identify strategic management issues unique to health service organizations.
4. Identify factors in the internal and external environments that influence the strategic planning decisions of health service organizations.
5. Describe the role of social responsibility, governance and ethics in Canadian health service organizations.
6. Describe the central tenets of organizational theory and critique its relevance / utility in the current environment of health care reform.
7. Define and discuss the concepts of organizational structure, organizational culture and organizational design.
8. Discuss quality improvement and accountability strategies used by health service organizations.
9. Demonstrate an understanding of business control concepts.
10. Relate how e-health strategies are used to inform strategic decision-making by organizations, policy-makers, funding bodies and consumers.
TEXTBOOK & READING LISTS:


E-reserve journal articles

Ryerson School of Nursing Handbook: www.ryerson.ca/nursing

Academic Integrity and Plagiarism: Policies related to academic integrity and plagiarism will be enforced. Students must refer to information on this policy in the School of Nursing Student Handbook and Ryerson University Calendar

METHOD AND SCHEDULE OF STUDENT EVALUATION:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Value</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mid Term Test</td>
<td>15%</td>
<td>Week 6 (on-line)</td>
</tr>
<tr>
<td>Case Analysis Assignment</td>
<td>30%</td>
<td>Week 8</td>
</tr>
<tr>
<td>Individual Analysis Assignment</td>
<td>40%</td>
<td>Week 11</td>
</tr>
<tr>
<td>Final Test</td>
<td>15%</td>
<td>TBA – end of term (on-line)</td>
</tr>
</tbody>
</table>

Assignments not submitted to Turnitin by midnight the day before the assignment due date are considered as late assignments and are governed by the Academic Policies for late submission outlined in the School of Nursing Handbook.

MISSED TERM WORK OR EXAMINATIONS:
Students are expected to complete all assignments, tests, and exams within the identified time frames and by the dates indicated in this outline and these dates/ times and the course syllabus that will be provided day 1 of class. Consideration for a deferral of an assignment, term test, or final examination is only permitted for a medical or personal emergency or due to religious observance (request must be received within the first two weeks of the course). The instructor must be notified by e-mail prior to the due date or test/exam date, and the appropriate documentation must be submitted. For absence on medical or religious observance grounds, official forms may be downloaded from the Ryerson website at www.ryerson.ca/undergraduate/currentstudents/forms
Course Policies:

1. Students must be familiar with and abide by all University and School of Nursing policies including but not limited to the “Student Code of Academic Conduct”, the “Student Code of Non-Academic Conduct”, “Examination Policy”, “Guide to Civility”, and “Professional Conduct”. A student may be REQUIRED TO WITHDRAW from the nursing program for reasons of unprofessional behaviour or professional misconduct (refer to the Collaborative Nursing Degree Program Student Handbook).

These policies can be found at:
http://www.ryerson.ca/content/dam/senate/policies/pol60.pdf
http://www.ryerson.ca/content/dam/senate/policies/pol61.pdf
http://www.ryerson.ca/content/dam/senate/policies/pol135.pdf
http://www.ryerson.ca/content/dam/hr/worklife/Guide-to-Civility.pdf
All university policies can be found at www.ryerson.ca/senate policies.

2. All students are required to activate and maintain a Ryerson Matrix email account and access Ryerson mail on a regular basis.

3. Students need to inform faculty of any situation that arises during the semester which may have an adverse effect upon their academic performance and that they must request any necessary considerations (e.g. medical or compassionate), or accommodations [e.g. religious observance, disability (should be registered with the Access Centre), etc.] according to policies and well in advance. Failure to do so will jeopardize any academic appeals.

4. Turnitin, an electronic plagiarism detection service, will be used for the submission of papers. Details of how to submit your paper will be provided in week 1. Students who do not want their work submitted to this plagiarism detection service must, by the end of the second week of class, consult with the instructor to make alternate arrangements. When an instructor has reason to suspect that an individual piece of work has been plagiarized, the instructor shall be permitted to submit that work to any plagiarism detection service.

5. Students with disabilities that required academic adaptations or services must provide their with the current Request for Accommodation Form authorized by the Access Centre For Students With Disabilities, Student Services at the beginning of the semester. The Access Centre is located at 350 Victoria St. Room POD 61B, 416-979-5290 www.ryerson.ca/studentservices/accesscentre/.

6. Students with spiritual or religious accommodation requirements should refer to: www.ryerson.ca/senate/policies/pol150.pdf.

7. Students who require academic support are encouraged to visit the Learning Success
Centre website: [http://www.ryerson.ca/studentservices/learningsuccess/](http://www.ryerson.ca/studentservices/learningsuccess/).

8. Students are expected to be available to submit assignments/write exams in accordance with the date for submission/writing the exam as outlined in the syllabus. Alternative dates for submission/writing will not be entertained unless the rationale for accommodations complies with the policies/procedures of the University.

9. Students must not post, publish, sell, or otherwise distribute course materials. Such materials include but are not limited to the following: lecture notes, lecture slides, class/lab activities, prepared video, or audio recordings, evaluation materials, case studies, et cetera. Students who violate this policy will be subject to academic penalty as outlined in the Academic Misconduct policy of the University.

10. Students are expected to uphold the privacy of colleagues and clients in accordance with
   i. the policies related to the Government of Ontario Personal Health Information Protection Act, 2004 (PHIPA) found at [http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_04p03_e.htm](http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_04p03_e.htm)

   Students who fail to adhere to the standards of professional practice in regards to FIPPA and PHIPA legislation will be charged with academic or non-academic misconduct (depending on the nature of the infraction) and will be at risk of failing the course.

11. Students are expected to utilize social media sites in a responsible and professional manner at all times, and in accordance with
   i. the policies for professional behaviour outlined in the Post Diploma NursingDegree Program Student Handbook;

   Students who fail to adhere to the standards of professional practice in their use of social media will be charged with academic or non-academic misconduct (depending on the nature of the infraction) and will be at risk of failing the course.

12. Students are expected to be familiar with and adhere to the policies/procedures of the Daphne School of Nursing and the program-specific
policies/procedures (found in the Collaborative Program Student Handbook via [http://www.ryerson.ca/nursing/](http://www.ryerson.ca/nursing/)).

8. **Note: Academic Standing**

Students must achieve a grade of 'C' or above in all nursing theory and practice courses (all NCL, NUC, NUR courses) in order to be eligible to enroll in nursing courses in subsequent semesters.

Students who earn a grade of 'C-' or below in any nursing theory or practice course will be given a PROBATIONARY Standing regardless of their overall GPA.

Students will remain on PROBATION until they receive a grade of 'C' or above in all nursing courses.

Students on PROBATION who earn a grade of 'C-' or below in a nursing theory course other than the nursing theory course(s) in which they previously obtained a grade of 'C-' or below, OR who receive a first time 'C-' or below in a nursing practice course, will be given a REQUIRED TO WITHDRAW status.

Students who receive a second grade of 'C-' or below in the same nursing theory course (either a repeated or subsequent practice course) will result in a PERMANENT PROGRAM WITHDRAWAL Standing. This variation will be enacted even when the student has taken less than three courses and has not acquired a cumulative grade point average.

At any point during the academic year, the School of Nursing reserves the right to terminate a student's experience in a nursing practice setting when patterns of behaviour place self, clients or others at risk. This will result in the student receiving an 'F' grade for the course. In this circumstance, students shall have established rights of appeal; however, they cannot remain in the course while the appeal is underway. The appeal will be conducted promptly in order to protect students' rights.

The student may be assigned PERMANENT PROGRAM WITHDRAWAL from the Nursing program for reasons of unprofessional behaviour or professional misconduct.

9. **All nursing theory courses must be completed within five years of the prerequisite professional course. (For example, no more than five years can elapse between completion of Year 1 professional courses and enrollment in Year 2 professional courses.)**