Syllabus

Course Overview

This course is designed to guide you through research, discussions, application, and evaluation of the most important concepts in health care organization management and leadership today. You will have the opportunity to apply new knowledge about professionalism, ethics, and talent management.

You will also investigate issues surrounding organizational governance, cost-effective decision making, and managing and leading teams through dynamic multimedia encounters with Riverbend City missions. In these missions, you will be guided through a case study. You will be asked to consider different perspectives and make decisions; you will share your thoughts in discussions with your peers. This real-life simulation is intended to help you prepare for practical situations in your field.

Finally, after analyzing and discussing new concepts, you will be asked to recommend ways to create employee-centered organizations that foster professional and organizational accountability. Doing so will raise your awareness of change leadership skills, managing people, and aligning your health care values with the organization you work for or will work for in the future. Welcome to the course!

Course Competencies   **(Read Only)**

To successfully complete this course, you will be expected to:

1. Analyze organizational vision, mission, culture, and strategy relative to the external environment. (L7.2, L9.3, L16.4)

2. Assess personal leadership competencies relative to the organizational need. (L2.4, L14.4, L22.4, L19.2, L7.2, L10.5)

3. Analyze characteristics of effective team leadership. (L5.4, L26.5, L1.4)

4. Examine how financial forecasts guide organizational leadership. (L8.4)

(5) Communicate in a manner that is scholarly, professional, and consistent with expectations for professionals in health care administration. (L6.1, L6.2, L6.3, L6.4)

Course Prerequisites

Prerequisite(s): Completion of or concurrent registration in MHA5010.

Required

The materials listed below are required to complete the learning activities in this course.

Integrated Materials

Many of your required books are available via the VitalSource Bookshelf link in the courseroom, located in your Course Tools. Registered learners in a Resource Kit program can access these materials using the courseroom link on the Friday before the course start date. Some materials are available only in hard-copy format or by using an access code. For these materials, you will receive an email with further instructions for access. Visit the Course Materials page on Campus for more information.

Book

Ledlow, G. R., & Stephens, J. H. (2018). *Leadership for health professionals: Theories, skills, and applications* (3rd ed.). Burlington, MA: Jones and Bartlett. ISBN: 9781284109412.

eBook

Rubino, L. G., Esparza, S. J., & Reid Chassiakos, Y. S. (2020). *New leadership for today's health care professionals: Concepts and cases* (2nd ed.). Burlington, MA: Jones & Bartlett Learning. ISBN: 9781284148640.

Library

The following required readings are provided in the Capella University Library or linked directly in this course. To find specific readings by journal or book title, use Journal and Book Locator. Refer to the Journal and Book Locator library guide to learn how to use this tool.

- Brewton, C., Eppling, J., & Hobley, M. (2012). Our VOICE: An interdisciplinary approach to shared governance. *Hospital Topics, 90*(2), 39–46. doi:10.1080/00185868.2012.679910
- Cadmus, E., Helms, P., Christopher, M, & Hawkey, R. (2015). Interprofessional shared governance: The VNSNY experience. *Nursing Management, 46*(9), 34–41. doi:10.1097/01.NUMA.0000470773.94859.2d
- Davis, D. C., Davis, S. W., & Schmelzle, G. (2013). The impact of various accounting approaches on U.S. healthcare reimbursement systems: Ethical and managerial implications. *Journal of Management Policy & Practice, 14*(4), 123–136.
- De Vries, R. E., Bakker-Pieper, A., & Oostenveld, W. (2010). Leadership = communication? The relations of leaders' communication styles with leadership styles, knowledge sharing and leadership outcomes. *Journal of Business & Psychology, 25*(3), 367–380.
- Delmatoff, J., & Lazarus, I. R. (2014). The most effective leadership style for the new landscape of healthcare. *Journal of Healthcare Management, 59*(4), 245–249.
- Fibuch, E. (2011). Failure of senior leadership– Is this a problem in your hospital? *Physician Executive, 37*(2), 46–48, 50.
- Leadership development: Building the workforce of the future. (2015). *Hospitals & Health Networks, 89*(2), 40-49.
- Mayfield, J., Mayfield, M., & Sharbrough, W. C. (2015). Strategic vision and values in top leaders' communications: Motivating language at a higher level. *Journal of Business Communication, 52*(1), 97–121.
- Misfeldt, R., Linder, J., Lait, J., Hepp, S., Armitage, G., Jackson, K., & Suter, E. (2014). Incentives for improving human resource outcomes in health care: Overview of reviews. *Journal of Health Services Research & Policy, 19*(1), 52–61.
- Nica, E. (2013). The importance of human resources management to the health care system. *Economics, Management, and Financial Markets, 8*(4), 166–171.
- Rheingans, J. I. (2012). The alchemy of shared governance: Turning steel (and sweat) into gold. *Nurse Leader, 10*(1), 40–42.
- Taplin, S. H., Foster, M. K., & Shortell, S. M. (2013). Organizational leadership for building effective health care teams. *Annals of Family Medicine, 11*(3), 279–281.

External Resource

Please note that URLs change frequently. While the URLs were current when this course was designed, some may no longer be valid. If you cannot access a specific link, contact your instructor for an alternative URL. Permissions for the following links have been either granted or deemed appropriate for educational use at the time of course publication.

- Feinberg, D. (n.d.). *One patient at a time* [Video]. Retrieved from https://www.youtube.com/watch?v=cZ5u7p-ZNuE
- Khalil Al-Haddad, M. (2003). Leadership in healthcare management. *Bahrain Medical Bulletin, 25*(1), 1–3. Retrieved from http://www.bahrainmedicalbulletin.com/march_2003/Leadership.pdf

- Society for Human Resource Management. (2015). [Legal issues.](#) Retrieved from http://www.shrm.org/LEGALISSUES/Pages/default.aspx
- Society for Human Resource Management. (2015). [Organizational & employee development.](#) Retrieved from http://www.shrm.org/hrdisciplines/orgempdev/Pages/default.aspx

Suggested

The following materials are recommended to provide you with a better understanding of the topics in this course. These materials are not required to complete the course, but they are aligned to course activities and assessments and are highly recommended for your use.

Optional

The following optional materials are offered to provide you with a better understanding of the topics in this course. These materials are not required to complete the course.

Library

The following optional readings may be available in the Capella University Library. To find specific readings by journal or book title, use [Journal and Book Locator](#). Refer to the [Journal and Book Locator library guide](#) to learn how to use this tool. If the full text is not available, you may be able to request a copy through the [Interlibrary Loan](#) service.

- Boehnke, K., & DiStefano, A. C. (1997). Leadership for extraordinary performance. *Business Quarterly, 61*(4), 56–63.
- Caldwell, C., & Hansen, M. H. (2010). Trustworthiness, governance, and wealth creation. *Journal of Business Ethics, 97*(2), 173–188.
- Calhoun, J. G., Dollett, L., Sinioris, M. E., Wainio, J. A., Butler, P. W., Griffith, J. R., & Warden, G. L. (2008). Development of an interprofessional competency model for healthcare leadership. *Journal of Healthcare Management, 53*(6), 375–389.
- Gerstner, C. R., & Day, D. V. (1997). Meta-analytic review of leader-member exchange theory: Correlates and constructs issues. *Journal of Applied Psychology, 82*(6), 827–844.

External Resource

Please note that URLs change frequently. While the URLs were current when this course was designed, some may no longer be valid. If you cannot access a specific link, contact your instructor for an

alternative URL. Permissions for the following links have been either granted or deemed appropriate for educational use at the time of course publication.

- Society for Human Resource Management. (2015). Effective practices. Retrieved from http://www.shrm.org/about/foundation/products/pages/shrmfoundationpgs.aspx
- U.S. Department of Education. (n.d.). Family Educational Rights and Privacy Act (FERPA) https://www.ed.gov/policy/gen/guid/fpco/ferpa/index.html
- U.S. Department of Health & Human Services. (n.d.). Summary of the HIPAA privacy rule https://www.hhs.gov/hipaa/for-professionals/privacy/laws-regulations/index.html

Unit 1 ≫ Introduction to Health Care Leadership and Ethics

Introduction

In this unit, you examine why it is important to study leadership and the various facets therein, including:

- Leadership integrity.
- Leadership locus of control.
- Social competence.
- Boundaryless leadership.
- Leadership in academics and in practice.
- Leadership transparency.
- Leadership responsibilities.
- Leadership bankruptcy.

Why is studying leadership important? Perhaps Ledlow and Stephens (2018) state it best in this excerpt from Chapter 1:

> Leadership has been important to human endeavor for thousands of years. Health professionals should consider the discipline of leadership as one of the more important aspects of personal and professional education. Leadership in the health industry is required to navigate and fully solve problems of cost, quality, and access to care across the continuum of care in our society. (p. 3–4)

Your examination of leadership includes critiquing leadership theory and leadership personality assessments and the ways they relate to your current professional career. We will have rich discussions on concepts of leadership theory. By the end of this unit, you will be able to recognize what administrative and leadership concepts and behaviors could be implemented in your organization, and you will explore your own leadership style.

Reference

Ledlow, G. R., & Stephens, J. H. (2018). *Leadership for health professionals*: *Theories, skills, and applications* (3rd ed.). Burlington, MA: Jones & Bartlett.

Readings

Use the *Leadership for Health Professionals: Theory, Skills, and Applications* text to complete the following:

- Read Chapter 1, "Leadership Thought," pages 2–21. Pay special attention to Table 1-1 and Table 1-2 on page 10 and to Table 1-3 on page 15.
- Read Chapter 2, "Determining Your Own Leadership Style," pages 22–37.
- Read Chapter 3, "Today's Health Leadership Challenges," pages 38–57.
- Read Chapter 4, "Chronology of Leadership Study and Practice," pages 60–92.

Use the *New Leadership for Today's Health Care Professionals: Concept and Cases* text to complete the following:

- Read Chapter 1, "A Call for new Leadership in Health Care," pages 1–18.
- Read Chapter 2, "Developing Health Care Leaders," pages 21–40.

Multimedia

At several points in this course, you will be asked to visit this simulation. This multimedia piece gives you an introduction to the simulation, both in terms of the narrative and the navigation.

- Click **Riverbend City: Getting Started Mission** to complete the multimedia presentation.

Optional Readings

You may wish to explore the following optional resources from the Capella Library to get a deeper understanding of the topics in this unit.

- Boehnke, K., & DiStefano, A. C. (1997). Leadership for extraordinary performance. *Business Quarterly, 61*(4), 56–63.
- Calhoun, J. G., Dollett, L., Sinioris, M. E., Wainio, J. A., Butler, P. W., Griffith, J. R., & Warden, G. L. (2008). Development of an interprofessional competency model for healthcare leadership. *Journal of Healthcare Management, 53*(6), 375–389.

- Gerstner, C. R., & Day, D. V. (1997). Meta-analytic review of leader-member exchange theory: Correlates and constructs issues. *Journal of Applied Psychology, 82*(6), 827–844.

Course Resources
Riverbend City: Getting Started

u01s2 - Your Online ePortfolio

Online ePortfolios serve two key purposes: 1) to support learning and reflection, and 2) to be used as a showcase tool. Your learning journey can be documented, and ePortfolios contribute to lifelong learning and growth through reflection and sharing. Online ePortfolios can also be shared with employers and peers to present artifacts that demonstrate your accomplishments at Capella.

Using ePortfolio to Prepare for Your Capstone

Your program may culminate in a capstone course. At that time you may be required to show evidence of your learning throughout the program by referring to multiple assessments that you have created. You will be telling a story about your learning throughout the program using artifacts you have collected during many of these courses.

Using ePortfolio to Build Your Career

As you are preparing to tell your story in the professional world, leverage your ePortfolio artifacts to demonstrate the knowledge and competencies you have gained through your program in professional conversations, performance reviews, and interviews.

To do that, reflect on the knowledge and skills you have gained from your courses and the elements you have put in your portfolio, along with how you have already applied these things to your professional life or how you might apply them in the future.

Next, create your story or talking points to tell your professional story.

Saving Your Documents to ePortfolio

You will need a place to store your documents in an organized fashion so that you can access them at a later date. Do not rely on the courseroom for storage, as you will lose access to the courseroom after

you have completed the course. Capella uses a cloud-based portfolio platform to facilitate your organization of the artifacts you create throughout your program.

To make an online portfolio useful, it is essential that it is organized clearly and that important files of any format are accessible. Read the [Online ePortfolio Guidelines [PDF]](#) to ensure you set up your online portfolio correctly. For more information on ePortfolio visit the Campus [ePortfolio](#) page.

Privacy Statement

Capella complies with privacy laws designed to protect the privacy of personal information. While you may voluntarily share your own information publicly, you are obligated to protect the personal information of others that may be associated with your academic or professional development. Before sharing information and material in any ePortfolio that is set up to be shared externally to your program at Capella, please consider privacy obligations in relation to protected populations who may be included or referenced in your academic or clinical work. Refer to the [Family Educational Rights and Privacy Act (FERPA)](#) and/or the [Health Insurance Portability and Accountability Act (HIPAA)](#) if you have specific questions or concerns about your choices.

u01d1 - Critiquing Leadership

For your initial post to this discussion, address the following:

- Explain why it is important to study leadership theory.
- Describe how some leadership theories have changed over the years.
- Explain why it is important to understand your own tendencies and competency levels in relationship to leadership.

Support your post with at least one peer-reviewed source, using course readings or other scholarly literature. Include APA-formatted in-text citations and accompanying, congruent APA-formatted references.

Response Guidelines

Respond to the posts of your peers according to the Faculty Expectations Response Guidelines. When responding, ask for clarification, share your personal experiences, or provide feedback.

Course Resources
Graduate Discussion Participation Scoring Guide
[APA Style and Format](#)
[Capella University Library](#)
[How Do I Find Peer-Reviewed Articles?](#)

u01d2 - Leadership and Management

For your initial post to this discussion, explain the key differences between leadership and management. Do health care organizations need both leaders and managers? Why or why not?

Support your post with at least one peer-reviewed source, using course readings or other scholarly literature. Include APA-formatted in-text citations and accompanying, congruent APA-formatted references.

Response Guidelines

Respond to the posts of other learners according to the Faculty Expectations Response Guidelines. When responding, provide additional insight, ask for clarification, offer another point of view, or give feedback.

Course Resources
Graduate Discussion Participation Scoring Guide
[APA Style and Format](#)

Unit 2 ➤➤ Team Process

Introduction

In this unit, you examine models related to group processes, research best practices in group interactions, and identify leadership concepts and behaviors that support effective team interaction. You will revisit Tuckman's Model and examine group dynamics in more depth.

Ledlow and Stephens (2018) discuss how, at the walk stage, individuals learn more difficult and more complex information about leadership. One example could be how to lead successful and effective meetings. This skill not only requires excellent communication skills but also skills with facilitating meetings. At the walk stage, leaders begin to understand the complexities and challenges of managing teams. A team is defined as an interdisciplinary group of individuals who are brought together to accomplish specific missions.

Smith (2005) further elaborates by noting that groups of individuals do not become a cohesive, productive group without training or without time. This is why, in 1965, Bruce Tuckman described a process of team development that is necessary for developing leaders who are at the walk stage. According to Tuckman, any time you work in a group, you may go through each of the following stages:

- Informing.
- Forming.
- Storming.
- Norming.
- Performing.
- Adjourning.

By the end of this unit, you should have a better grasp of how to make your group perform better by using the concepts discussed by Ledlow and Stephens.

The key for successful health care leaders is to gather, unite, and make a group of people, who are great individually, into an effective, synergistic team capable of superior problem-solving, persistent energy, and tremendous innovative capacity. All great groups have strong and visionary leaders who have a talent for selecting or hiring people better than themselves. Successful health care leaders look

for people of excellence and those who have the ability to work with others. With consideration for goal-setting theory, health care leaders set challenging goals with the group or team. Successful health care leaders have a vision and a plan to realize it, and are expert motivators.

Help your group or team know and feel why their work is important. Doing so will improve problem-solving skills and increase the pace of work.

References

Ledlow, G. R., & Stephens, J. H. (2018). *Leadership for health professionals*: *Theories, skills, and applications* (3rd ed.). Burlington, MA: Jones & Bartlett.

Smith, M. K. (2005). Bruce W. Tuckman - Forming, storming, norming, and performing in groups. Retrieved from http://www.infed.org/thinkers/tuckman.htm

Learning Activities

u02s1 - Studies

Readings

Use the *Leadership for Health Professionals: Theory, Skills, and Applications* text to complete the following:

- Read Chapter 7, "Leadership Assessment and Research: Individual, Team, and Organization," pages 158–177. Pay special attention to Tuckman's Model of the Group Dynamic on page 167.

Use the *New Leadership for Today's Health Care Professionals: Concepts and Cases* text to complete the following:

- Read Chapter 7, "Building a Successful Leadership Team," pages 127–142.

Multimedia

- Complete the Groups versus Teams media piece. This activity allows you to assess your understanding of the difference between groups and teams.
- Complete the Collaboration Framework media piece about various approaches to collaboration.
- Click **Team Dynamics** to view the multimedia piece and learn more about how the interaction of team members affects the productivity of the team.

Course Resources

Team Dynamics

u02a1 - Best Practices in Team Interactions

For this assignment, research best practices in team interactions. Your research should reflect mostly professionally peer-reviewed journal articles. However, if you gather some of the information from an organization's Web site, that can be appropriate as well.

Conduct research to complete the following. In a Word document, address the following:

- Analyze characteristics of effective team leadership.
- Examine models of effective team leadership.
- Propose interventions to promote collaboration and goal attainment.
- Recommend a game plan for conflict resolution within a team.

Submission Requirements

- **Written communication:** Writing should be free from errors that detract from the overall message.
- **APA formatting:** Format resources and citations according to the current APA style and formatting manual.
- **Number of resources:** Minimum of 3–5 resources.
- **Length of paper:** 3–5 typed double-spaced pages.
- **Font and font size:** Times New Roman, 12 point.

Submit your assignment in the assignment area.

Course Resources

[APA Style and Format](#)

[Capella University Library](#)

u02d1 - Health Care Leader's Checklist

Based on this unit's readings and experiences, what qualities do excellent leaders in health care possess? For this post, create a list with your ideas about the qualities needed to be an excellent health care leader. Explain your view and support your post with at least one peer-reviewed source, using course readings and other scholarly literature, if needed. Include APA-formatted in-text citations and accompanying, congruent APA-formatted references.

Response Guideline

Respond to the posts of your peers according to the Faculty Expectations Response Guidelines. Choose two items from your peers' list that represent what you consider to be best practices, and cite your reasons. Support your reasons with references to what you have read or descriptions of your own experiences. Then suggest ways these team leadership best practices could be implemented in an organization of your choice. Be specific.

Course Resources
Graduate Discussion Participation Scoring Guide
[APA Style and Format](#)

Unit 3 ›› Change Leadership

Introduction

In this unit, you examine knowledge management and best practices for organizational learning within health organizations. The best way to learn about these concepts is to identify best practices in transformational leadership and the primary embedding mechanisms and dynamic culture leadership processes common in health organizations.

Any time there is a change in an organization, there will be conflict; this makes transformational leadership difficult. As illuminated by Ledlow and Stephens (2018), "at the macro level of analysis, transformational leadership involves shaping, expressing, and mediating conflict among groups of people in addition to motivating individuals" (p. 339).

Once a transformational leadership plan is in place, maintenance of the culture needs to be constant and knowledge management can be harnessed to foster change as well. The key aspects of knowledge management, according to Johnson, Ledlow, and Kerr (2005), are summarized by the following:

- Knowledge management in and of itself is an innovative strategy of change, adaptation, and evolution.
- Knowledge management is the process of accumulating and creating knowledge and facilitating the sharing of knowledge throughout the organization. The ability for a health care organization to develop systems to manage knowledge directly affects the level of institutional knowledge and organizational learning.
- Knowledge management empowers the organization to fulfill its mission and vision. The ability to reach the vision of the organization in turn provides a greater ability to compete in a dynamic environment.
- If knowledge is created, captured, and managed appropriately in a consistent manner over time, a culture of learning is created.

In short, you will learn that knowledge management and organizational learning are key aspects in keeping health organizations abreast of recent developments and capable of adapting in today's ever-changing environment.

References

Johnson, J., Ledlow, G., & Kerr, B. (2005). Organizational development, training and knowledge management. In B. Fried, J. Johnson, & M. Fottler (Eds.), *Managing human resources in healthcare organizations* (2nd ed.). Chicago, IL: Health Administration Press.

Ledlow, G. R., & Stephens, J. H. (2018). *Leadership for health professionals*: *Theories, skills, and applications* (3rd ed.). Burlington, MA: Jones & Bartlett.

Learning Activities

u03s1 - Studies

Readings

Use the *Leadership for Health Professionals: Theory, Skills, and Applications* text to complete the following:

- Read Chapter 13, "Complexity, Speed, and Change: Leadership Challenges for the Next Decade," pages 326–353.

Use the *New Leadership for Today's Health Care Professionals: Concepts and Cases* text to complete the following:

- Read Chapter 10, "Transformational Leadership," pages 191–203.

Multimedia

- Click **Leadership Theories** to view the multimedia piece. This piece provides a comparison of several leadership theories as well as a self-assessment of your own leadership characteristics. Be sure to complete the self-assessment.
- Click **Planning Change** to view the multimedia piece. Here you learn about the stages in a planned change process.

Course Resources
Leadership Theories
Planning Change

u03s2 - Assignment Preparation

In the next unit, you must submit an assignment in which you analyze evidence-based human resources practices. If you have not already started work on the assignment, begin now by researching the relevant topics. Review the assignment description and the related scoring guide to learn more about the assignment expectations. You will want to research human resource management, talent development, and employee performance and retention in an employee-centered organization.

Course Resources
[APA Style and Format](#)
[Capella University Library](#)
[Capella Writing Center](#)
[How Do I Find Peer-Reviewed Articles?](#)
[Reading and Mining the Elements of a Research Paper](#)

u03d1 - Leadership Tools and Processes

Choose one of the following topics and research it:

- Best approaches to knowledge management within health organizations.
- Best practices in organizational learning within health organizations.
- Best practices in transformational leadership within health organizations.

In your initial post to this discussion, summarize the topic you researched. Discuss how this topic applies specifically to your current or previous workplace or an organization of your choice. Discuss how the topic can be used to achieve organizational goals and challenge the status quo.

Support your post with at least one peer-reviewed source, using course readings or other scholarly literature. Include APA-formatted in-text citations and accompanying, congruent APA-formatted references.

Response Guidelines

Respond to the posts of your peers according to the Faculty Expectations Response Guidelines. In your response:

- Suggest a strategy for influencing multiple levels of the organization to incorporate the best practices your peers mentioned.
- Be specific by suggesting ways to tailor the message to address the impact of action or words on others and enlisting endorsements of others.
- Feel free to consult the Leadership-Facilitated Organizational Change: Application of Theories and Models table from this unit's assigned reading in your *Leadership for Health Professionals: Theory, Skills, and Applications* text.

Course Resources
Graduate Discussion Participation Scoring Guide
APA Style and Format
Capella University Library
How Do I Find Peer-Reviewed Articles?

u03d2 - Transformational Versus Transactional Leadership

In your initial post to this discussion, compare and contrast transformational leadership and transactional leadership. With which leadership style do you most identify? Why? How does your leadership style compare with the organizational culture at your organization? Discuss any misalignment and corrective strategies you can employ. Use this unit's readings, the multimedia linked in the Resources, or other scholarly literature to inform your discussion. Include APA-formatted in-text citations and accompanying, congruent APA-formatted references.

Response Guidelines

Respond to the posts of other learners according to the Faculty Expectations Response Guidelines. Ask a question or note how your position on this issue differs from that of the other learner.

Course Resources
Graduate Discussion Participation Scoring Guide
APA Style and Format
Capella University Library
How Do I Find Peer-Reviewed Articles?
Leadership Theories	Transcript

Unit 4 ≫ Human Resource Management and Talent Development

Introduction

In this unit, you examine human resource management as well as some leadership strategies to address performance issues and enhance talent development. As you know or will discover, human resource management can be a cumbersome task at times. New employees can be hired because they interviewed well and have a great resume; but over time, or perhaps even shortly after hire, you realize they need significant direction to be able to meet the job requirements. These kinds of issues can be even more challenging with employees who have several years of service in the organization. This unit covers the importance of dealing with non-performing employees in the workplace. It also examines different types of non-performing employees. By enhancing our understanding of these issues, we will be able to incorporate progressive strategies for moving non-performing employees toward a more productive posture within the organization and we will be able to predict the outcomes of each strategy.

This unit also touches on mentorship and succession planning for the long-term success of a health organization. If you do not have the right person to mentor a particular employee, you may not get the desired results. We discover some of the barriers to establishing a successful mentoring program in health organizations. Such barriers can be related to gender, ethnicity, age, and race. We will also

examine methods and strategies to reduce the barriers. Those methods include examining the proper theories and models in a combination that complements the mentoring objectives (Ledlow & Stephens, 2018).

Reference

Ledlow, G. R., & Stephens, J. H. (2018). *Leadership for health professionals*: *Theories, skills, and applications* (3rd ed.). Burlington, MA: Jones & Bartlett.

Learning Activities

u04s1 - Studies

Readings

Use the *Leadership for Health Professionals: Theory, Skills, and Applications* text to complete the following:

- Read Chapter 15, "Leading Nonperforming Employees: Leadership Responsibility," pages 374–393.
- Read Chapter 17, "Responsibilities of Mentorship and Succession Planning," pages 418–436.

Use the *New Leadership for Today's Health Care Professionals: Concepts and Cases* text to complete the following:

- Read Chapter 4, "Creating a Culture of Professionalism," pages 69–83.
- Read Chapter 5, "Human Resource Considerations at the Top," pages 88–100.

Use the Capella Library to complete the following:

- Read Delmatoff and Lazarus's 2014 article, "The Most Effective Leadership Style for the New Landscape of Healthcare," from *Journal of Healthcare Management*, volume 59, issue 4, pages 245–249.
- Read Misfeldt, Linder, Lait, Hepp, Armitage, Jackson, and Suter's 2014 article, "Incentives for Improving Human Resource Outcomes in Health Care: Overview of Reviews," from *Journal of Health Services Research & Policy*, volume 19, issue 1, pages 52–61.
- Read Nica's 2013 article, "The Importance of Human Resources Management to the Health Care System," from *Economic, Management, and Financial Market*, volume 8, issue 4, pages 166–171.
- Read the 2015 article, "Leadership Development: Building the Workforce of the Future," from *Hospitals & Health Networks*, volume 89, issue 2, pages 40–49.

Use links provided to review these Web pages from the Society for Human Resource Management:

- [Legal Issues](#).
- [Organizational & Employee Development](#).

Multimedia

- Click **Talent Flow** to view the multimedia piece. Here you examine the flow of employees through an organization in today's fluid environments.
- Click **Employee Development Conversation** to launch a video for one take on this important type of employee interaction.
- Click **Principles of Adult Mentoring Inventory** to view the multimedia piece. This self-assessment allows you to examine your own views about mentoring.

Optional Readings

If you choose, you may use the Capella Library to read:

- Caldwell, C., & Hansen, M. H. (2010). Trustworthiness, governance, and wealth creation. *Journal of Business Ethics, 97*(2), 173–188.

If you choose, you may also review this Internet resource:

- Society for Human Resource Management. (2011). [Effective practices](#). Retrieved from http://www.shrm.org/about/foundation/products/pages/shrmfoundationepgs.aspx

Course Resources
Talent Flow
Employee Development Conversation
Principles of Adult Mentoring Inventory

u04a1 - Human Resource Management and Talent Development

Using the Capella Library, course readings, and the Internet, research human resource management, talent development, employee performance and retention in an employee-centered organization. Then, analyze strategies and techniques for human resource management, talent development, and staff recruitment and retention. Based on your research, write a paper in which you:

- Analyze evidence-based best practices for human resource management used in creating an employee-centered organization as those best practices relate to the organization's vision, mission, culture, and strategy.
- Analyze best practices and expectations for accountability in human resource management and talent development in health care organizations.
- Explain how enforcing accountability can help an organization achieve established goals and challenge the status quo.
- Propose leadership strategies to achieve organizational human resources goals and challenge the status quo.
- Propose interventions to promote collaboration and goal attainment.
- Describe how the use of professionalism in one's skills and abilities as a leader impact effective talent development and employee retention.
- Explain how professionalism helps an organization achieve established goals and challenge the status quo.

Submission Requirements

- **Written communication:** Writing is free from errors that detract from the overall message.
- **APA formatting:** Assignment should use APA style and formatting, including a cover page, page numbers, and in-text citations for all references.
- **Number of resources:** Minimum of seven resources, four of which must come from peer-reviewed sources.
- **Length of paper:** 4–10 typed double-spaced pages. This does not include the cover page and references pages.
- **Font and font size:** Times New Roman, 12 point font.

Submit your paper as a Word attachment in the assignment area.

Course Resources

[APA Style and Format](#)

[Capella University Library](#)

[Capella Writing Center](#)

u04d1 - Human Resource Management

Human resources are an integral part of every organization, particularly in health care. Acquiring the skills and knowledge to successfully manage human resources is integral to leadership and organizational success.

Select one of the following human resource management areas:

- Legal and regulatory requirements, such as ADA, EEOC, and so on.
- Organizational and employee development.
- Employee performance and non-performance.
- Coaching and mentoring.

In your initial post to this discussion:

- Indicate the human resource management area you selected.
- Provide a brief overview of this area and its impact on health care organizations.
- Identify at least two factors, such as environmental, socioeconomic, industry, trends, or others, that impact this area and define strategies for dealing with this impact.
- Describe the aspect of this area you feel is most difficult for health care organizations to manage and explain why.

Support your post with at least one peer-reviewed source, using course readings or other scholarly literature. Utilize the links provided in the Resources. Include APA-formatted in-text citations and accompanying, congruent APA-formatted references.

Response Guidelines

Respond to the posts of other learners according to the Faculty Expectations Response Guidelines. Consider their posts from the perspective of a human resource director for a large health care organization. Provide a critique of the views they expressed. Use correct APA format, including in-text citations and associated references to support your statements.

Course Resources
Graduate Discussion Participation Scoring Guide
APA Style and Format
Capella University Library
How Do I Find Peer-Reviewed Articles?
Incentives for Improving Human Resource Outcomes in Health Care: Overview of Reviews
Leadership Development: Building the Workforce of the Future
Legal Issues
Organizational & Employee Development
The Importance of Human Resources Management to the Health Care System
The Most Effective Leadership Style for the New Landscape of Healthcare

Unit 5 ≫ Leading Quality Initiatives to Improve Patient Care

Introduction

In this unit, you analyze the attributes of a successful health care leader in the industry today. We study theories of leadership and models that describe the attributes, behaviors, and actions of successful health care leaders. Moreover, you identify and assess the key principles of inner leadership, leading people, managing resources, leader credibility, relevance, and community outreach for a health care leader (Ledlow & Stephens, 2018).

In Ledlow and Stephens's (2018) foreword to the third edition of *Leadership for Health Professionals: Theory, Skills, and Applications*, they have included methods for examining the many systems in place in most health organizations, including integrated delivery and financial systems that are wedded to ancillary areas of information systems, supply chains, operations management responsibilities, and materials and logistics management. In this unit, you explore strategies for creating a quality-driven organization that focuses on patient and family-centered care. You review leadership models that contribute to proper alignment of organizational culture with the external environment and examine how health care leaders can partner with patients, families, and clinicians to create a collaborative environment.

Reference

Ledlow, G. R., & Stephens, J. H. (2018). *Leadership for health professionals*: *Theories, skills, and applications* (3rd ed.). Burlington, MA: Jones & Bartlett.

Learning Activities

u05s1 - Studies

Readings

Use the *New Leadership for Today's Health Care Professionals: Concepts and Cases* text to complete the following:

- Read Chapter 8, "Leading Quality Initiatives," pages 145–170.
- Read Chapter 11, "Patient and Family-Centered Leadership," pages 210–226.

Multimedia

- Click **CMS Quality Timeline** to view the multimedia and learn about the continuous evolution of CMS quality initiatives.
- Click **Patient-Centered Rules to Improve Quality of Care** to complete the matching exercise that assesses your knowledge of these rules.

u05s2 - Assignment Preparation

In the next unit, you must submit a paper in which you:

- Aanalyze the importance of strategic leadership.
- Describe effective communication strategies for communicating the vision of an organization.
- Explain the importance of aligning the organizational culture with internal and external environments.

If you have not already started on this assignment, begin now by researching the relevant topics. Use the links provided in the Resources to guide your research and writing. Review the assignment instructions and scoring guide now to learn more about the assignment expectations.

Course Resources
APA Style and Format
Capella University Library
Capella Writing Center
How Do I Find Peer-Reviewed Articles?
Reading and Mining the Elements of a Research Paper

u05d1 - Leadership Styles to Promote Health Care Quality

For your initial post to this discussion, describe at least one leadership style that can be used by health care leaders to improve the quality of patient care and support the organization's mission, vision, and strategy. Which models of team leadership can be used to further the organization's quality agenda?

Support your post with at least one peer-reviewed source, using course readings or other scholarly literature. You may also choose to incorporate information gained from this unit's multimedia presentations. Include APA-formatted in-text citations and accompanying, congruent APA-formatted references.

Response Guidelines

Respond to the posts of other learners according to the Faculty Expectations Response Guidelines. From the perspective of an employee at a health care facility, evaluate your peers' suggestions about leadership style. Are your peers' suggestions practical, helpful, and employee-centered?

Course Resources
Graduate Discussion Participation Scoring Guide
APA Style and Format
Capella University Library
CMS Quality Timeline	Transcript
How Do I Find Peer-Reviewed Articles?
Patient-Centered Rules to Improve Quality of Care	Transcript

u05d2 - Patient Collaboration

In your initial post to this discussion, describe how health care leaders, providers, and patients can collaborate to improve patient outcomes. Discuss interventions that can be used to promote collaboration and goal attainment.

Support your post with at least one peer-reviewed source, using course readings or other scholarly literature. You may also choose to incorporate information gained from this unit's multimedia presentations. Include APA-formatted in-text citations and accompanying, congruent APA-formatted references.

Response Guidelines

Respond to other learners according to the Faculty Expectations Response Guidelines. Ask a question about the learners' approach or provide feedback based on your own experience or research.

Course Resources
Graduate Discussion Participation Scoring Guide
APA Style and Format
Capella University Library
How Do I Find Peer-Reviewed Articles?
CMS Quality Timeline	Transcript
Patient-Centered Rules to Improve Quality of Care	Transcript

Unit 6 ≫ Strategy and Collaboration

Introduction

In this unit, you examine some of the difficulties with leadership and communication specific to the health industry. Topics include:

- Personal responsibilities in the health professions.
- Tools for maintaining personal competence.
- The CAAVE (Competitive, Avoiding, Adaptive, Vested, Empathetic) model for exploring leadership systems.
- Transactional leadership.

- Application of strategic positioning.

You examine how the complexity of the health organization and its workforce may at times lead to communication failure. When communication fails, conflict will transpire, whether it is with personnel or stakeholders. The techniques from this unit will help you enhance the quality of your communication and conflict management skills to effectively motivate people. With these enhanced skills, people will participate in leading your organization based on commitment, rather than compliance or resistance (Ledlow & Stephens, 2018).

Reference

Ledlow, G. R., & Stephens, J. H. (2018). *Leadership for health professionals*: *Theories, skills, and applications* (3rd ed.). Burlington, MA: Jones & Bartlett.

Learning Activities

u06s1 - Studies

Readings

Use the *Leadership for Health Professionals: Theory, Skills, and Applications* text to complete the following:

- Read Chapter 9, "Leadership and the Complex Health Organization: Strategically Managing the Organizational Environment Before It Manages You," pages 210–245.

Use the *New Leadership for Today's Health Care Professionals: Concepts and Cases* text to complete the following:

- Read Chapter 6, "Strategic Thinking Leaders," pages 107–123.
- Read Chapter 9, "Collaborative Leadership," pages 175–185.

Use the Capella Library to complete the following:

- Read De Vries, Bakker-Pieper, and Oostenveld's 2010 article, "[Leadership = Communication? The Relations of Leaders' Communication Styles with Leadership Styles, Knowledge Sharing and Leadership Outcomes](#)," from *Journal of Business & Psychology*, volume 25, issue 3, pages 367–380.
- Read J. Mayfield, M. Mayfield, and Sharbrough's 2015 article, "[Strategic Visioin and Values in Top Leaders' Communications: Motivating Language at a Higher Level](#)," from *Journal of Business Communication*, volume 52, issue 1, pages 97–121.

Multimedia

- Click **Visionary Leadership** to launch the audio recording. This piece presents views of visionary leadership from two leaders.
- Click **Riverbend City: Shelter Health Care Leadership** to complete the multimedia presentation. You will use this presentation to complete a discussion in this unit.

Course Resources
Riverbend City: Shelter Health Care Leadership Mission
Visionary Leadership

u06a1 - Strategic Leadership

Using resources from the Capella Library, course readings, and the Internet, address the following:

- Explain the importance of strategic leadership and methods to a health care organization.
- Describe methods a leader may use to align the mission, vision, and goals of individual stakeholders to the mission, vision, goals, and objectives of the organization.
- Describe effective communication strategies a leader may choose to employ when communicating the strategic vision of the organization to key stakeholders.
- Explain why leaders must align the organizational culture with the internal and external environments. How can leaders accomplish that?
- Describe ways an organization can use financial forecasts to guide organizational leadership.

Submission Requirements

- **Written communication:** Writing is free from errors that detract from the overall message.
- **APA formatting:** Assignment should use APA style and formatting, including references and associated in-text citations.
- **Number of resources:** Minimum of 3–5 resources.
- **Length:** 5–6 double-spaced pages, not including the title and references pages.
- **Font and font size:** Times New Roman, 12 point.

Course Resources

u06d1 - Riverbend City: Shelter Health Care Leadership Mission

After you have viewed the Riverbend City: Shelter Health Care Leadership Mission, create an initial post to this discussion that addresses the following:

- Identify the organization ultimately responsible for the system changes that need to occur so that the situations do not happen again.
- Describe what part of an organization's vision or mission might apply or relate to this change.
- Discuss how these changes might trickle down to managers and other lay leaders and workers.
- Identify the role of one or two stakeholders in making the changes.
- Discuss how stakeholders' involvement in the changes or change process benefits them.
- Discuss what community-based strategies and planning were used to communicate mutual expectations.

Support your post with at least one peer-reviewed source, using course readings or other scholarly literature. Include APA-formatted in-text citations and accompanying, congruent APA-formatted references.

Response Guidelines

Respond to the posts of your peers according to the Faculty Expectations Response Guidelines. Suggest ways to go about the system changes in the organization your peers mentioned. Think about how the organization is governed. Recommend communication strategies at every level for the recommended changes your peers suggested. These strategies should align with how the organization is governed. In other words, how would you sell the changes that need to happen?

Course Resources
Graduate Discussion Participation Scoring Guide
APA Style and Format
Capella University Library
How Do I Find Peer-Reviewed Articles?
Riverbend City: Shelter Health Care Leadership Mission	Transcript

Unit 7 ❯❯ Organizational Governance

Introduction

In this unit, you examine organizational governance and the reasons efficient governance is vital to the success of a health organization. You analyze leadership methods for incorporating policies and long-term strategies to implement effective governance. Perhaps Pinto (2006) sums this up best by stating:

> In attempting to clearly understand the relationship between effective project governance and successful implementation, it is important to contrast accepted practices with an organizational culture that accepts the 'normalization of deviance.' When the unexpected becomes the tacitly accepted norm for project performance, it complicates and even negates an organization's ability to apply meaningful governance to its projects.

Reference

Pinto, J. (2006). Organizational governance and project success: Lessons from Boston's big dig. Retrieved from http://www.prestasjonsledelse.net/concept06/p_pinto.htm

Readings

Use the *Leadership for Health Professionals: Theory, Skills, and Applications* text to complete the following:

- Read Chapter 12, "Understanding the Executive Roles of Health Leadership," pages 306–322.

Use the *New Leadership for Today's Health Care Professionals: Concepts and Cases* text to complete the following:

- Read Chapter 14, "Governance in a New Era," pages 281–297.

Use the Capella Library to complete the following:

- Read Brewton, Eppling, and Hobley's 2012 article, "[Our VOICE: An Interdisciplinary Approach to Shared Governance](#)," from *Hospital Topics*, volume 90, issue 2, pages 39–46.
- Read Cadmus, Helms, Christopher, and Hawkey's 2015 article, "[Interprofessional Shared Governance: The VNSNY Experience](#)," from *Nursing Management*, volume 46, issue 9, pages 34–41.
- Read Rheingans's 2012 article, "[The Alchemy of Shared Governance: Turing Steel (and Sweat) into Gold](#)," from *Nurse Leader*, volume 10, issue 1, pages 40–42.

Multimedia

- Click **Riverbend City: Nursing Home Health Care Leadership Mission** to complete the multimedia presentation. You will use this presentation to complete a discussion in this unit.

Course Resources

Riverbend City: Nursing Home Health Care Leadership Mission

u07s2 - Assignment Preparation

In the next unit, you must submit an assignment in which you develop your own personal mission, vision, and values statements and examine your own leadership qualities as they pertain to health care. You will then research the mission, vision, and values of a specific health care organization and see how well your personal statements line up with this organization. If you have not already started work on this assignment, begin now by researching the relevant topics. Review the assignment instructions and scoring guide to gain an understanding of the assignment expectations.

Course Resources
[APA Style and Format](#)
[Capella University Library](#)
[Capella Writing Center](#)
[How Do I Find Peer-Reviewed Articles?](#)
NCHL Competencies for Healthcare Leaders

u07d1 - Riverbend City: Nursing Home Health Care Leadership

After reviewing the Riverbend City: Nursing Home Health Care Leadership Mission multimedia presentation, create an initial post for this discussion that answers the following questions:

- Which organization is responsible for addressing the issues presented?
- Who is ultimately responsible for rectifying not only the situation that occurred, but the system in which it occurred?
- How is that organization governed?
- How do the governance structure or model and leadership actions affect this situation from a community-based perspective?

Support your post with at least one peer-reviewed source, using course readings or other scholarly literature. Include APA-formatted in-text citations and accompanying, congruent APA-formatted

references.

Response Guidelines

Respond to the posts of your peers according to the Faculty Expectations Response Guidelines. Name the governance model of the organization your peers referred to. From the perspective of a change leader, what would you do to make changes that would affect more positive outcomes for service in health care? How would you energize others on the leadership team to approach these changes?

Course Resources
Graduate Discussion Participation Scoring Guide
[APA Style and Format](#)
[Capella University Library](#)
[How Do I Find Peer-Reviewed Articles?](#)
[Interprofessional Shared Governance: The VNSNYExperience](#)
[Our VOICE: An Interdisciplinary Approach to Shared Governance](#)
[The Alchemy of Shared Governance: Turning Steel (and Sweat) Into Gold](#)
[Riverbend City: Nursing Home Health Care Leadership Mission](#)	[Transcript](#)

u07d2 - Traditional and New Governance Structures

In your initial post to this discussion, describe traditional governance structures and compare those structures to new governance structures emerging today. Why are these new structures emerging? Evaluate the impact of the new structures on quality and regulatory requirements.

Support your post with at least one peer-reviewed source, using course readings or other scholarly literature. Include APA-formatted in-text citations and accompanying, congruent APA-formatted references.

Response Guidelines

Respond to the posts of your peers according to the Faculty Expectations Response Guidelines. Ask clarifying questions or provide a different perspective.

Course Resources
Graduate Discussion Participation Scoring Guide
[APA Style and Format](#)
[Capella University Library](#)
[How Do I Find Peer-Reviewed Articles?](#)
[Interprofessional Shared Governance: The VNSNYExperience](#)
[Our VOICE: An Interdisciplinary Approach to Shared Governance](#)
[The Alchemy of Shared Governance: Turning Steel (and Sweat) Into Gold](#)

Unit 8 ›› Health Care Leader Competencies

Introduction

In this unit, we will examine the qualities of an effective leader in health care. This will be a fun but challenging unit. We will learn there is a growing trend to incorporate new and evidence-based organizational culture in leadership theories and models. Leaders build culture in everything they do—role modeling, assigning responsibilities, and communicating—even in what they do not do or do not say. Moreover, using models within a specific organizational culture requires leaders to first understand the culture. Then leaders can shape, develop, and maintain an organizational culture that can best meet the expectations, if not thrive, in the external environment (Ledlow & Stephens, 2018).

As stated by Ledlow and Stephens (2018):

Leadership is the dynamic and active creation and maintenance of an organizational culture and strategic systems that focus the collective energy of both leading people and managing resources toward meeting the needs of the external environment utilizing the most efficient, effective, and efficacious methods possible by moral means. (p. 14)

Reference

Ledlow, G. R., & Stephens, J. H. (2018). *Leadership for health professionals*: *Theories, skills, and applications* (3rd ed.). Burlington, MA: Jones & Bartlett.
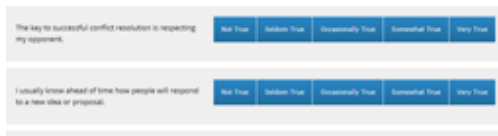
Learning Activities

u08s1 - Studies

Readings

Use the *Leadership for Health Professionals*: *Theory, Skills, and Applications* text to complete the following:

- Read Chapter 5, "Leadership Competence I: Professional Competencies, and Personal Skills and Responsibilities," pages 96–135.
- Read Chapter 6, "Leadership Competence II: Application of Skills, Tools, and Abilities," pages 136–157.
- Read Chapter 11, "Measuring the Outcomes of Leadership Initiatives," pages 280–305.

[Leadership Skills Questionnaire](#)

[Transcript](#)

Use the Capella Library to complete the following:

- Read Fibuch's 2011 article, "[Failure of Senior Leadership- Is This a Problem in Your Hospital?](#)" from *Physician Executive*, volume 37, issue 2, pages 46–48, 50.
- Read Taplin, Foster, and Shortell's 2013 article, "[Organizational Leadership for Building Effective Health Care Teams](#)," from *Annals of Family Medicine*, volume 11, issue 3, pages 279–281.
- Review Delmatoff and Lazarus's 2014 article, "[The Most Effective Leadership Style for the New Landscape of Healthcare](#)," from *Journal of Healthcare Management*, volume 59, issue 4, pages 245–249.

Use the Internet to complete the following:

- Read Khalil Al-Haddad's 2003 article, "Leadership in Healthcare Management," from *Bahrain Medical Bulletin*, volume 25, issue1, pages 1–3.

Multimedia

- Click **Leadership Skills Questionnaire** to launch the multimedia piece. Complete the questionnaire to help identify your leadership skills and strengths as well as opportunities for improvement.

Course Resources
Leadership Skills Questionnaire

u08d1 - Professional Health Care Mission and Vision

In your initial post to this discussion, complete the following:

1. Provide a short description of your personal vision, mission, values and ethics, social accountability, and stewardship values related to the health care field you are in or will be entering.
2. Review the NCHL Health Leadership Competency Model on page 32 of your *New Leadership for Today's Health Care Professionals: Concepts and Cases* text. On the basis of this model, list five specific competencies that highlight your strengths. Describe how these competencies can be used to improve organizational outcomes.
3. Choose an organization to study. You may use the organization for which you work, an organization related to your field, or one you may be interested in working for in the future. Conduct research to find the organization's vision, mission, values and ethics codes, social accountability and stewardship values, and governance models used. Identify the organization and include the information you discovered in your research in your initial post as well.

Response Guidelines

Respond to the posts of other learners according to the Faculty Expectations Response Guidelines. From the perspective of a hiring team member of your fellow learners' chosen organization, how well do the learners' vision, mission, and strengths match the vision, mission, and needs of the organization?

What repercussions could occur in the case of a mismatch? What are some positive outcomes related to having the vision and mission in alignment?

u08a1 - Personal Mission, Vision, and Values Statement

In this assignment, you will develop your own personal mission, vision, and values statements and examine your own leadership qualities as they pertain to health care. Write a paper that addresses the following:

- Using the NCHL Competencies for Healthcare Leaders table, linked in the Resources, define your competency level from when you began this program and the level you feel you have attained now; complete this for each of the competencies listed. Consider what knowledge, skills, and opportunities have influenced this change in competency level; if the level has remained the same, consider what you can do to improve your skills and knowledge to attain the next level or maintain that level, if you are already at the expected Master's competency level.
- Design your personal vision, mission, and values statements, including ethics, social accountability, and financial leadership, related to the health care field you are in or will be entering. Use the statements you developed for this unit's Professional Health Care Mission and Vision discussion, and revise according to the feedback you received.
- Choose a health care organization to study. You may use the organization for which you work, choose an organization related to your field, or one you may be interested in working for in the future. You may use the same organization you selected for this unit's Professional Health Care Mission and Vision discussion, but you are not required to do so.
- Conduct research to find the organization's vision, mission, values, ethics codes, social accountability, use of financial data to guide organizational leadership, and governance models used.
- Compare and evaluate how your leadership skills and personal statements will fit within this organization.
  - Identify critical success leadership stretch competencies you will need to achieve organizational outcomes.

- Compare how your personal financial leadership skills match up with the organization's use of financial data to guide organization leadership.
- At the end of your assignment, include a section in which you summarize the key points. Include at least two recommendations for your personal and professional improvement plan (Life Long Learning Inventory) that you have developed based on this examination and comparison of your personal statements, leadership qualities, and your chosen organization.

Submission Requirements

- **Written communication:** Written communication is free from errors that detract from the overall message.
- **APA formatting:** Assignment should use the current edition of the APA manual for style and formatting, including references and associated in-text citations.
- **Number of resources:** Minimum of four resources, the majority of which should be peer-reviewed.
- **Length of paper:** 3–7 typed double-spaced pages, not counting the cover page and reference section.
- **Font and font size:** Times New Roman, 12-point font.
- **Finished assignment:** Consolidate your finished assignment into a single document.

Portfolio Prompt: You are required to save this learning activity to your ePortfolio.

Course Resources
[APA Style and Format](#)
[Capella University Library](#)
[Capella Writing Center](#)
[How Do I Find Peer-Reviewed Articles?](#)
[ePortfolio](#)
NCHL Competencies for Healthcare Leaders
[APA Style Paper Template [DOCX]](#)
[APA Style Paper Tutorial [DOCX]](#)

Introduction

In this unit, you analyze cost-effective decision making. The leader who can manage resources is better able to lead the people of a health organization. You also explore intangible resources, such as dollars in a budget, and why leaders should keep track of committed and obligated funds. It is suggested that young leaders meet with the financial officer once a month for the first six months of employment, and then quarterly, at a minimum, afterward to ensure fiscal responsibilities are being met and managed.

You also discuss why lists are important when managing budgets, and why tangible resources should be on a maintenance schedule and checked according to standards of practice for that resource. This is especially true for resources that are used on, near, in, or with patients, providers, and staff.

You examine the importance of finance, as well as legal and regulatory requirements. Recognizing fundamental legal and regulatory requirements for organizations, particularly health care organizations, is key for successful managers and leaders.

Probably the biggest lesson of this unit, as Ledlow and Stephens (2018) point out, is that leaders must pay attention to detail and maintain integrity. Integrity may be defined as the consistency of actions over time, and true integrity may be demonstrated through a leader's ability to lead by example and take responsibility for actions.

Reference

Ledlow, G. R., & Stephens, J. H. (2018). *Leadership for health professionals*: *Theories, skills, and applications* (3rd ed.). Burlington, MA: Jones & Bartlett.

Learning Activities

u09s1 - Studies

Readings

Use the *Leadership for Health Professionals: Theory, Skills, and Applications* text to complete the following:

- Read Chapter 14, "Leadership: A Critical Factor for the Future Success of the Industry," pages 354–373.

Use the *New Leadership for Today's Health Care Professionals: Concepts and Cases* text to complete the following:

- Read Chapter 12, "Financial Considerations for Healthcare Leaders," pages 239–255.

Use the Capella Library to complete the following:

- Read D. C. Davis, S. W. Davis, and Schmelzle's 2013, "[The Impact of Various Accounting Approaches on U.S. Healthcare Reimbursement Systems: Ethical and Managerial Implications](#)," from *Journal of Management Policy & Practice*, volume 14, issue 4, pages 123–136.

Multimedia

- Click **Riverbend City: Shelter and Nursing Home Debriefing Mission** to complete the multimedia presentation. You will use this presentation to complete the discussions for this unit.

Course Resources

Riverbend City: Shelter and Nursing Home Debriefing Mission

---

u09d1 - Riverbend City: Debriefing and Cost Effectiveness

After you have viewed the Riverbend City: Shelter and Nursing Home Debriefing Mission multimedia presentation, address the following in your initial discussion post:

- Identify additional concerns related to cost in the mission presentation. Think about how the leaders can better manage resources next time. What impact does good financial management have on an organization and all its stakeholders?
- Suggest solutions to the cost concerns. Discuss how to sell stakeholders on your solutions. Justify these with what you learned from course readings and your own experience.
- Summarize how to align individual and organizational priorities with the needs and values of the community relative to cost-effective actions and behaviors.
- Recognize and discuss financial factors and cost-effective needs in the community-based scenario.

Support your post with at least one peer-reviewed source, using course readings or other scholarly literature. Include APA-formatted in-text citations and accompanying, congruent APA-formatted references.

Response Guidelines

Respond to the posts of your peers according to the Faculty Expectations Response Guidelines. From the perspective of a wealthy stakeholder who donates to the health care organization each year, assess the suggestions of your peers. In your response, describe:

- How you prefer the health care organization go about being financially responsible.
- What you would suggest in addition to your peers' solutions so the organization can become more cost-effective.
- From a stakeholder's point of view, how you would hold the organization accountable for the financials it projects.

Course Resources
Graduate Discussion Participation Scoring Guide
APA Style and Format
Capella University Library
How Do I Find Peer-Reviewed Articles?
Riverbend City: Shelter and Nursing Home Debriefing Mission	Transcript
The Impact of Various Accounting Approaches on U.S. Healthcare Reimbursement Systems: Ethical and Managerial Implications

u09d2 - Riverbend City: Debriefing and Accountability

In your initial post, evaluate the debriefing session you witnessed in the Riverbend City: Shelter and Nursing Home Debriefing Mission multimedia presentation by addressing the following:

- From the perspective of a health care worker, what expectations might you have for the professionals involved in the debriefing session?
- Identify what stuck out to you the most, particularly related to accountability, standards of performance, and ethics.
- In your opinion, were the original requirements and expectations for these situations well-communicated and evaluated?
- What concerns you most about the debriefing session?
- What did you think went well with the debriefing session?
- How might all of this affect the organizations involved?

Response Guidelines

Respond to the posts of your peers according to the Faculty Expectations Response Guidelines. Address your peers' concerns about the debriefing session with specific evidence-based processes used to hold people accountable to standards of performance and ethics in health care. Suggest high but achievable performance and quality changes for similar situations in the future. Lastly, suggest ways resource utilization standards might need to change.

Course Resources
Graduate Discussion Participation Scoring Guide
APA Style and Format
Capella University Library
How Do I Find Peer-Reviewed Articles?
Riverbend City: Shelter and Nursing Home Debriefing Mission	Transcript
The Impact of Various Accounting Approaches on U.S. Healthcare Reimbursement Systems: Ethical and Managerial Implications

Unit 10 ≫ The Future of Organizational Leadership and Governance

Introduction

In this final unit, you look at the future of organizational leadership and governance. You examine ways new models of leadership may help correct earlier problems in leadership. Over time, new theories suggest new ways of thinking that will affect the future of organizational leadership. Consider what it might be like if we still practiced management theories and concepts from 100 years ago. Do you think we would have progressed to the ever-evolving modern society into which we have developed?

Readings

Use the *Leadership for Health Professionals: Theory, Skills, and Applications* text to complete the following:

- Read Chapter 8, "Leadership Models in Practice," pages 178–207.

Use the *New Leadership for Today's Health Care Professionals: Concepts and Cases* text to complete the following:

- Read Chapter 16, "Emerging Trends in Health Care: Implications for Leadership," pages 322–332.

Audiovisual Media

View the following video for one hospital CEO's vision for healing humankind.

- [One Patient at a Time](#) | [Transcript](#).

Review the changes that have taken place over the past few years due to the Affordable Care Act. What additional changes are required? How can health care leaders use strategic planning and financial forecasts to navigate current and future change? Use this unit's readings to inform your discussion.

Additionally, you may want to consult the Capella Library or Internet resources to supplement your knowledge and enhance your discussion.

Response Guidelines

Respond to the posts of other learners according to the Faculty Expectations Response Guidelines. Discuss components of leadership models that inform the issues the other learners posted about. From the perspective of a health care leader, respond to the key issues posted by your peers for the future of leadership and governance in health care.

Course Resources
Graduate Discussion Participation Scoring Guide
APA Style and Format
Capella University Library
How Do I Find Peer-Reviewed Articles?

u10d2 - Leadership and Health Care Trends

For your initial post to this discussion, review the six fundamental trends in health care as discussed on pages 337–338 of your *New Leadership for Today's Health Care Professionals* text. Select one of the six emerging trends and explain how health care leadership can be used to address the needs of that trend. Identify at least two NCHL competencies that are most relevant to address the trend.