

**Note:**

**Course content may be changed, term to term, without notice. The information below is provided as a guide for course selection and is not binding in any form, and should not be used to purchase course materials.**

## ***COURSE SYLLABUS***

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### **NURS 834**

#### **HEALTH CARE OPERATIONS AND FINANCIAL MANAGEMENT**

#### **COURSE DESCRIPTION**

This course will examine the constructs of health care operations and students will apply these for the purposes of strengthening the advance practice nurses' effectiveness in organizational collaboration and leadership. Students will demonstrate conceptual ability and skills to evaluate and monitor outcomes through data extrapolation. Students will examine the principles of public and private financing as they apply. Problem-based activities will assist the student in developing a working knowledge of subsidization, vulnerable populations, and the impact of global health system shocks.

#### **RATIONALE**

This course provides knowledge and skills to address health care finance and business principles for DNP and APRN's in order to meet the financial and business challenges of nursing practice and general health care today. This course will cover the complexity of reimbursement and insurance coverage as it relates to finance, health care economics, and strategic planning. Additionally, the student will obtain budget skills to meet executive level finance at the micro and macro levels. Sound fiscal and ethical responsibilities will be taught within the context of quality, legal, and ethical considerations. These facets are synthesized by energizing the student to use the learned skills applied to business management through exercises such as project management, grant writing, and application to issues behind global health care financing.

#### **I. PREREQUISITE**

For information regarding prerequisites for this course, please refer to the [Academic Course Catalog](#).

#### **II. REQUIRED RESOURCE PURCHASE**

Click on the following link to view the required resource(s) for the term in which you are registered: <http://bookstore.mbsdirect.net/liberty.htm>

#### **III. ADDITIONAL MATERIALS FOR LEARNING**

- A. Computer with basic audio/video output equipment
- B. Internet access (broadband recommended)
- C. Blackboard [recommended browsers](#)
- D. Microsoft Office
- E. Electronic education resources and cases from the Institute for Healthcare Improvement [www.ihl.org](http://www.ihl.org)

- F. Technology Requirements
- Microsoft Windows 1998 or later, or Macintosh
  - Internet Explorer 6.0+, Mozilla Firefox 2.0+, Opera 9.0+, Safari 3+. JavaScript and cookies must be enabled.
  - Microsoft Office 2000 or later (Word, Excel, and PowerPoint will be used)
  - Adobe Acrobat Reader
  - Minimum connection speed of 64 kilobits per second (without watching presentations).
  - To watch presentations, a connection speed of 256–512 kilobits per second is needed. Browsers that do not support HTML5 video and audio will require the Microsoft Silverlight player plug-in.

#### IV. MEASURABLE LEARNING OUTCOMES

Upon successful completion of this course, the student will be able to:

- A. Analyze key operational challenges associated with affecting change in an organization (DNP *Essentials* II and IV; NONPF 2014 Scientific Foundation 1 and 3, Leadership 5 and 6, Quality 1, Technology 1. Policy 3. Health Delivery System 6, Ethics 1; PLO 1, 3, and 4).
- B. Utilize the knowledge of the relationship between business strategy and operations to effectively plan for practice (DNP *Essentials* II and IV; NONPF 2014 Scientific Foundation 1 and 3, Leadership 5 and 6, Quality 1, Technology 1, Policy 3, Health Delivery System 6, Ethics 1; PLO 1, 3, 4).
- C. Analyze techniques for improving efficiency across a variety of health care settings (e.g., inpatient, outpatient, etc.) (DNP *Essentials* II and IV; NONPF 2014 Scientific Foundation 1 and 3, Leadership 5 and 6, Quality 1, Technology 1, Policy 3, Health Delivery System 6, Ethics 1; PLO 1, 3, and 4).
- D. Employ principles of business, finance, economics, and health policy to develop and implement effective plans for practice-level initiatives that will improve quality of care (DNP *Essentials* II, IV, V, and VI; NONPF 2014 Essential Scientific Foundation 1 and 3, Leadership 5 and 6; Quality 1 and 5; Technology 1, Policy 3; Health Delivery System 6; Ethics 1; PLO 1, 2, 3, and 4).
- E. Develop budgets for practice initiatives (DNP *Essentials* II; NONPF 2014 Scientific Foundation 1 and 3, Leadership 5 and 6, Quality 1 and 5, Technology 1, Policy 3, Health Delivery System 6, Ethics 1; PLO 1, 2, 3, and 4).
- F. Analyze the cost effectiveness of practice initiatives, allowing for risk and improvement of health care outcomes. (DNP *Essentials* II, IV, V, and VII; NONPF 2014 Scientific Foundation 2 and 3, Leadership 4, Quality 2 and 3, Health Delivery 6; PLO 1 and 2).
- G. Integrate the Christian worldview into financial decisions (DNP *Essentials* I and VI; NONPF 2014, Ethics 3; PLO 7).

**V. COURSE REQUIREMENTS AND ASSIGNMENTS**

A. Textbook readings and lecture presentations

B. Course Requirements Checklist

After reading the Course Syllabus and [Student Expectations](#), the student will complete the related checklist found in Module/Week 1.

C. Discussion Board Forums (2)

Discussion boards are collaborative learning experiences. Therefore, the student is required to create a thread in response to the provided prompt for each forum. Each thread will be graded based on the depth and breadth of the discussion. In addition to the thread, the student is required to reply to 2 other classmates' threads. Each reply must be robust and make substantial contributions to the overall discussion. Each thread must include at least 2 peer-reviewed references in addition to the textbook; replies must include at least 2 peer-reviewed references (the textbook may be used as 1 of the references).

D. IHI Exercises (5)

The student will complete the assigned IHI Open School Education Modules and submit a certificate of completion in Blackboard.

E. Staffing and Budget Exercise

The student will write a 6–8-page paper in current APA format that focuses on improving efficiency and patient safety. This paper will be in response to 3 questions provided in the Assignment Instructions folder. The paper must include at least 4–8 references in addition to the course textbooks and the Bible.

F. Practice Initiative Project

This project will be completed in 3 parts:

**Part I**

The student will work in a group in order to create a 6–9-page work plan for the practice initiative. A covenant of expectations, a practice initiative topic, a practice initiative organization, and a project work plan template must all be completed. The work plan must include 3–5 peer-reviewed resources written within the last 5 years (not including the textbook). This assignment must be written in current APA format.

**Part II**

The student will work in a group in order to build a business case for the board of trustees or executive leadership in order to seek approval for the practice initiative and the first year's funding. This part of the project must be created in PowerPoint and converted into a PDF for SafeAssign submission. A title slide, introduction slide, body slides, conclusion slide, and reference slide must be included and written in current APA format and include 5–8 resources. The PowerPoint must have approximately 15 slides, not including the title and reference slides.

Part III

The student will continue to work in a group in order to write a 5–8-page analysis of the business case and budget reflective evaluation. This paper must be written in current APA format and must include 5–8 resources including peer-reviewed journals (written within the last 5 years), the Bible, and the textbook.

G. Position Paper

The student will select a House of Representatives or Senate bill. The student will then discuss his/her support or opposition of the bill based on policy, legal and ethical considerations, and the Christian worldview as it pertains to the role of the DNP. The student will write a 4–6-page paper in current APA format on his/her position, excluding title page and reference page, and must include at least 3 peer-reviewed references in addition to the course textbooks and the Bible.

H. Grant Proposal Exercise

The student will work in a group in order to write an 8–12-page grant proposal in current APA format that focuses on requesting funding for the practice initiative. The proposal must include at least 4 peer-reviewed references in addition to the course textbooks and the Bible.

**VI. COURSE GRADING AND POLICIES**

A. Points

Course Requirements Checklist	10
Discussion Board Forums (2 at 75 pts ea)	150
IHI Exercises (5 at 50 points each)	250
Staffing and Budget Exercise	100
Practice Initiative Project	
Part I	100
Part II	100
Part III	100
Position Paper	100
Grant Proposal Exercise	100
<b>Total</b>	<b>1010</b>

B. Scale

A = 940–1010    A- = 920–939    B+ = 900–919    B = 860–899    B- = 840–859  
 C+ = 820–839    C = 780–819    C- = 760–779    D+ = 740–759    D = 700–739  
 D- = 680–699    F = 0–679

C. Disability Assistance

Students with a documented disability may contact Liberty University Online’s Office of Disability Academic Support (ODAS) at [LUOODAS@liberty.edu](mailto:LUOODAS@liberty.edu) to make arrangements for academic accommodations. Further information can be found at [www.liberty.edu/disabilitysupport](http://www.liberty.edu/disabilitysupport).

## ***COURSE SCHEDULE***

### **NURS 834**

Textbook: Waxman, *Financial and Business Management for the Doctor of Nursing Practice* (2018).

<b>MODULE/ WEEK</b>	<b>READING &amp; STUDY</b>	<b>ASSIGNMENTS</b>	<b>POINTS</b>
<b>1</b>	Waxman: chs. 1-2 1 presentation	Course Requirements Checklist Class Introductions DB Forum 1 IHI Exercise I	10 0 75 50
<b>2</b>	Waxman: chs. 3-4 1 presentation	IHI Exercise II Staffing and Budget Exercise	50 100
<b>3</b>	Waxman: chs. 5-6 1 presentation	Practice Initiative Project – Part I	100
<b>4</b>	Waxman: chs. 8-9 1 presentation	IHI Exercise III Practice Initiative Project – Part II	50 100
<b>5</b>	Waxman: ch. 7 1 presentation	IHI Exercise IV Practice Initiative Project – Part III	50 100
<b>6</b>	Waxman: chs. 10, 14 1 presentation	Position Paper	100
<b>7</b>	Waxman: chs. 11-13 1 presentation	Grant Proposal Exercise	100
<b>8</b>	Waxman: ch. 15-16 1 presentation	DB Forum 2 IHI Exercise V	75 50
<b>TOTAL</b>			<b>1010</b>

DB = Discussion Board

**NOTE:** Each course module/week begins on Monday morning at 12:00 a.m. (ET) and ends on Sunday night at 11:59 p.m. (ET). The final module/week ends at 11:59 p.m. (ET) on **Friday**.