HL 300: Foundations of Healthcare Leadership

School of Business and Management

5 Credits
Effective Date Fall 2022
Grading Type: Decimal

Access to the Internet is required.
All written assignments must be in Microsoft-Word-compatible formats.
See the library's APA Style Guide tutorial for a list of resources that can help you use APA style.

Faculty Information

Professional experience information for instructors is found under *Syllabus, Schedule, and Course Team* in the online course menu.

Contact Information

Contact information for instructors is found under *Syllabus, Schedule, and Course Team* in the online course menu.

Course Description

This course introduces the healthcare management profession and examines relevant theories, principles and styles of leadership and administration. Emphasis is placed on management and leadership theories as they relate to healthcare organizations. Students will become familiar with the process of leading, motivating, evaluating performance, and directing healthcare professionals.

Course Resources

Required and recommended resources to complete coursework and assignments are found on the course [Reading List](#). Access is provided through the *Reading List* link in your online course as well as from the library homepage ("Find Your Reading List" button).

Note: Required resources that must be purchased by the student are tagged "Purchase from a vendor of your choosing." Required resources with a direct link, "Available through CityU Library", are available electronically at no cost to students.

Students in Canada may purchase course resources from the [Canada Bookstore](#), and students outside the U.S. and Canada should contact their advisor or textbook coordinator for additional information.

Course Outcomes

This course will prepare students to:

- Describe leadership opportunities and challenges, both current and those anticipated in the future, that are likely to impact healthcare organizations.
- Describe and analyze the impacts of cultural, racial, social, religious and ethnic diversity on the leadership of healthcare organizations.
- Describe leadership roles and styles that apply to varied healthcare settings.
- Examine theoretical and applied practices of leadership in healthcare organizations.

Grading Scale

The grades earned for the course will be calculated using City University of Seattle's decimal grading system, found in the current [University Catalog](#).

Grading rubrics with details on how each assignment will be graded are located under *Assignments* and/or in *My Grades* in the online course menu. Students should review the rubric for each assignment prior to completing their work in order to understand how it will be assessed.

Course Assignments and Grading

Assignments

Leadership Roles and Styles Paper (25% of Final grade)

Within healthcare organizations, leaders need to focus on the diversity within the organization and design management processes that work best to bring employees toward the organization's goals. A number of leadership approaches may be adapted to the healthcare setting to optimize management in this highly complex environment. In this 5-7 page paper, students will examine leadership styles and theories and describe how those practices of leadership apply to various healthcare settings. The leadership theories should include, but not be limited to: transformational; collaborative; conflict management; shared leadership; and results-oriented leadership. APA formatting and a minimum of five professional references required. References should be less than five years old in order to reflect current information.

Components	% of Grade
Style and Mechanics	10%
Description of Leadership Theories Style	40%
Application to Healthcare Settings	40%
APA Style (citations, references, and formatting)	10%
TOTAL	100%

Motivating Employees Paper (25% of Final grade)

The healthcare field is one with constant change and challenges. Increasing demand for healthcare professionals creates an environment where employers must strategize to use their employees in the most efficient way possible while providing safe care to the patients they serve. When employees feel overworked, are called upon to work extra shifts, or take on a higher patient load, morale may fall in the workplace. In this 5-7 page paper, students will evaluate various techniques that leaders use to motivate and inspire their employees to perform to the best of their abilities, while maintaining a positive attitude, and providing outstanding care to the patients they serve. Students should evaluate a minimum of two motivation techniques. Student should explain how employers sustain the benefits of the motivation techniques in the long-term. APA formatting and a minimum of five professional references must be included. References should be less than five years old in order to reflect current information.

Components	% of Grade
Evaluation of Motivation Techniques	50%
Maintain High Performance	15%
Maintain Positive Attitude	15%
Style and Mechanics	10%
APA Style (citations, references, and formatting)	10%
TOTAL	100%

Mentoring and Succession Planning Paper (25% of Final grade)

Organizations that focus on succession planning are able to prepare future leaders within the organization over time. Identifying those employees who have the potential and desire to move into leadership positions offers the opportunity for leaders to mentor, mold, and train those future leaders. In this 5-7 page paper students will describe the importance of mentoring and succession planning in a healthcare organization. In this discussion, students will outline how promoting from within benefits the organization. A discussion of the barriers in establishing a mentoring program in healthcare organizations must be included. In the discussion of barriers, students should include issues regarding gender, ethnicity, age, and race, and discuss methods for reducing those barriers. Proper APA format including a minimum of five professional references are required. References should be less than five years old in order to reflect current

information.

Components	% of Grade
Mentoring and Succession Planning	40%
Barriers to Mentoring and Succession Planning	40%
Style and Mechanics	10%
APA Style (citations, references, and formatting)	10%
TOTAL	100%

Essays and Quizzes (25% of Final Grade)

Each week students will write a short (3-5 paragraph) essay on the topic provided in the classroom. Students will have a one-question quiz each week. The quiz is not timed and students may use their text or other materials to research the answer.

Course Policies

Professional Writing

Assignments require error-free writing that uses standard English conventions and logical flow of organization to address topics clearly, completely, and concisely. CityU requires the use of APA style.

University Policies

Students are responsible for understanding and adhering to all of City University of Seattle's academic policies. The most current versions of these policies can be found in the University Catalog that is linked from the CityU Web site.

Antidiscrimination

City University of Seattle and its staff and faculty are committed to supporting our students. We value equity, diversity, and inclusion as a way of life as well as the educational opportunities it provides. City U will not tolerate any form of discrimination based on race, color, ethnicity, sexual orientation, gender identification, socioeconomic status, or religious values. If you have experienced any discrimination based on any of the above, we encourage you to report this to the University. Please report this to your instructor. If you do not feel safe reporting this to your instructor, please report to the Provost or to the Vice President of Student Affairs.

Non-Discrimination & Prohibition of Sexual Harassment

City University of Seattle adheres to all federal, state, and local civil rights laws prohibiting discrimination in employment and education. The University is committed to ensuring that the education environment is bounded by standards of mutual respect and safety and is free from discriminatory practices.

In the U.S., the University is required by Title IX of the Education Amendments of 1972 to ensure that all of its education programs and activities do not discriminate on the basis of sex/gender. Sex include sex, sex stereotypes, gender identity, gender expression, sexual orientation, and pregnancy or parenting status. Sexual harassment, sexual assault, dating and domestic violence, and stalking are forms of sex discrimination, which are prohibited under Title IX and by City University of Seattle policy. City University of Seattle also prohibits retaliation against any person opposing discrimination or participating in any discrimination investigation or complaint process internal or external to the institution. Questions regarding Title IX, including its application and/or concerns about noncompliance, should be directed to the Title IX Coordinator. For a complete copy of the policy or for more information, visit the Title IX portal page or contact the Title IX Coordinator.

In Canada, in compliance with the British Columbia Human Rights Code, the Alberta Human Rights Act, WorksafeBC, and the Workers' Compensation Board of Alberta, the University believes that its environment should at all times be supportive and respectful of the dignity and self-esteem of individuals. Discrimination, harassment and bullying conduct, whether through person-to-person behaviour or via electronic communications such as email or social media is not acceptable and will not be tolerated. As an educational institution, it is our responsibility to cultivate an environment of excellence, equity, mutual respect and to recognize the value and potential of every individual. The University will take all necessary steps to meet or exceed the requirements of the law to prevent discrimination, harassment and bullying. The Respectful Workplace Policy for the prevention of discrimination, harassment and bullying policy and procedure can be found at the CityU website under the Policies section or at CityU in Canada website.

Religious Accommodations

City University of Seattle has a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The University's policy, including more information about how to request an accommodation, is available in the University Catalog and on the my.cityu.edu student portal. Accommodations must be requested by the 20% mark of this course (e.g. day 14 of a ten-week course, day 7 of a 5-week course) using the Religious Accommodations Request Form found on the student dashboard in the my.cityu.edu student portal.

Academic Integrity

Academic integrity in students requires the pursuit of scholarly activity that is free from fraud, deception and unauthorized collaboration with other individuals. Students are responsible for understanding CityU's policy on academic integrity and adhering to its standards in meeting all

course requirements. A complete copy of this policy can be found in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Academic Integrity Policy.*

Attendance

Students taking courses in any format at the University are expected to be diligent in their studies and to attend class regularly.

Regular class attendance is important in achieving learning outcomes in the course and may be a valid consideration in determining the final grade. For classes where a physical presence is required, a student has attended if they are present at any time during the class session. For online classes, a student has attended if they have posted or submitted an assignment. A complete copy of this policy can be in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Attendance.*

Final Assignment Due Date

Final assignments for each class at CityU must be due on or before the final date of the course as indicated in the university's course information system. Due dates that extend beyond the final date of the course may negatively impact tuition funding for students.

Support Services

Disability Services Accommodations Statement

Students with a documented disability who wish to request academic accommodations are encouraged to contact Disability Support Services to discuss accommodation requests and eligibility requirements. Please contact Disability Support Services at *[disability@cityu.edu](#)* or 206.239.4752 or visit the [Disability Support Services](#) page in the my.cityu.edu portal. Confidentiality will be observed in all inquiries. Once approved, information about academic accommodations will be shared with course instructors.

Library Services

CityU librarians are available to help students find the resources and information they need to succeed in this course. Contact a CityU librarian through the [Ask a Librarian](#) service, or access [library resources and services online](#), 24 hours a day, seven days a week.

Smarthinking Tutoring

CityU students have access to free online tutoring offered through Smarthinking, including writing support, from certified tutors 24 hours a day, seven days a week. Contact CityU's Student Support Center at [mycityusupport@cityu.ed](#) to request a user name and password.

Course Schedule

The Course Schedule is located in the online course shell in the Syllabus, Schedule, and Course Team module.