



Transformational Leadership (TL) Track
Course Descriptions

NURS 7301

3 Credits

Creating Healing Environments
Foundations of Nursing Art and Science

This course provides the student with an introduction and orientation to the distinctive characteristics of the UST DNP program shaped by the Catholic intellectual tradition. Students explore the conceptual threads of the program of study and link these to the theoretical and scientific grounding of practice leadership in professional nursing. Conceptual threads include the UST Nursing philosophy, pillars and framework; the IOM Future of Nursing report and its emphasis on transformational leadership; the conceptual model of complex adaptive systems including diversity as its source of creativity and as an innovative patient care context; interprofessional and clinical partnerships; and nurses' engagement in health care environments to create the conditions, relationships, partnerships and practices necessary for healing outcomes for a specified population's health.

NURS 7202

2 Credits

Diversity, Equity, Inclusion and Social Justice
Dimensions of Transformational Healing Relationships

This interdisciplinary course provides the student with an in depth exploration of the centrality of the human person as nursing's moral and ethical foundation, informed by the Catholic intellectual tradition. Students explore the distinctive themes of the UST DNP program within a working framework of ethical principles and practices that enable the creation of transformational healing relationships among diverse persons involved in a given setting, situation or culture. Using the professional nursing Code of Ethics and the four pillars of the DNP program's conceptual framework, students will explore the ethical dimensions of an holistic healing ministry for nurses in the diverse and complex 21st century healthcare environment, where the nurse serves as an instrument of healing, committed to social justice and healthcare equities pursued through transformational healing relationships. Expansion of consciousness and self-awareness as essential components of ethical healing relationships will be emphasized, giving students an opportunity to craft a personal narrative about these expanding capacities as a dimension of transformational nursing leadership that pursues social justice for patient populations. Students will have an opportunity to identify and explore the potential ethical challenges implicit in the planning and implementation of their DNP Projects and design potential responses to these challenges.

NURS 7303

3 Credits

Translating Research into Practice:
Transformational Leadership in Enhancing Healing Environments

This course provides the student with a systematic exploration of the nature of research, both in nursing and related disciplines, and its role in creating healing environments in complex adaptive systems through transformational leadership. Grounded in an analysis of the formal processes of inquiry, students will explore clinical research, evaluation research, evidence based practice processes, and quality improvement protocols. Differentiation of these knowledge resources will be analyzed as essential to transformational leadership initiatives, shaped by the creative use of health care information systems and technologies available in healthcare environments. Students will explore potential inquiry-guided leadership initiatives that create change toward best practices and the crafting of transformational policies responsive to patients' and their unique

needs. Dissemination of outcomes will be discussed as a final expression of inquiry processes, linking them to transformational leadership research and the potential for expanding the spread of healing environments and the healing ministry of nurses.

NURS 7304

3 Credits

Relational Dimensions of Healing:
Communication and Conflict Engagement

This course provides the student with a systematic exploration of the role of right relationship in the creation of healing environments for specific populations. Grounded in an evidence-based analysis of current disruptions in health care environments and their impact, students will explore the ethical, fiscal, quality control, safety and personal cost of such disruptions, and examine and practice specific competencies essential to addressing these disruptions and engaging effectively with relevant participants. Models of collaboration and teamwork as alternatives to or enhancements of current practices will be explored, linking them to the unique value focus of the UST program of study. Unique traits of complex adaptive systems will be linked to communication patterns, diversity as opportunity, and conflict engagement processes. Through the lens of the Catholic intellectual tradition, the role of the transformational nurse leader in pursuing social justice; enhancing quality, cost effectiveness, and patient safety through competent right relationship; creating collaborative partnerships and engaging others in skillful advocacy for patients will be emphasized through group and individual course experiences.

NURS 7405

4 Credits

Epidemiology: Optimizing Population Health

This course provides the student with a review of the basic concepts, principles and methods of epidemiology applied to population focused health care and nursing practice for evaluation and implementation of evidence based decision-making in health care to investigate inequities, enhance quality, control cost, and predict and analyze outcomes. Emphasis is placed on the use of epidemiologic reasoning in deriving inferences about the multi-factorial etiology of health phenomena from population data and in guiding the design of responsive health service programs. Attention to demographic, cultural and social dimensions of health problems and programs will focus on the ethical use of epidemiological reasoning. Through this course the student will be able to critically read and evaluate epidemiological data, extract implications of these data, and apply their knowledge to decision-making using epidemiological principles.

NURS 7306

3 Credits

Healing Environments in Complex Adaptive Systems

This course provides students with a systematic analysis of existing conceptual maps descriptive of health care organizations and systems, identifying their characteristics and outcomes as these relate to nursing as a healing ministry. With this backdrop, an in depth exploration of the specific conceptual map of complex adaptive systems (CAS) shapes the course as students investigate the creative and humanizing impact of this mental map. Students explore implications of the map for managing diversity, ensuring interprofessional collaboration, reframing policy and practices, initiating transformational changes, and ensuring desired outcomes. The role of healthcare informatics, social media and rapidly changing technologies will be examined within a CAS framework of meaning, both as challenges and opportunities. This examination, informed by the Catholic intellectual tradition, will focus particularly on challenges and opportunities as they relate to issues of social justice in health care. CAS will be discussed as a mental map to relate to and understand communities, environmental and occupational health, cultural variances and the unique needs of the students' self-selected populations of interest.

NURS 7307

3 Credits

Transformational Leadership in Healing Environments

This course is designed to prepare students to deal with the intellectual and practical responsibilities and accountabilities of transformational leadership in healing environments, informed by the Catholic intellectual tradition. Students will learn how to use evidence-based practices to apply nursing's hierarchy of knowledge to real world patient problems, focusing on health care delivery phenomena. These explorations will include the fiscal, risk management, quality control, outcome and safety dimensions of care systems in diverse organizations. The practical processes of development, implementation, refinement and evaluation of practice models and guidelines, standards of care and peer review procedures will be explored through simulations and case studies, providing students with experiences focused on culture sensitive problem solving and the real world challenges of ensuring that nurses can embrace their unique ministry. Students will have the opportunity to apply these experiences to their self-selected population, focusing on health promotion, disease prevention, access to care and gaps in current services. Innovative strategic decision-making will be tested through this process of application.

NURS 7308

3 Credits

Financial Management in Health Care
(Collaborative with UST Cameron School of Business)

This course provides the student with a comprehensive review of financial concepts and principles applied to the financial decisions of health care agencies including capital budgeting, capital structure, and budgeting for personnel. Concepts informing financial management in health care include financial performance evaluation, asset valuation, capital budgeting, and both short-term and long-term financial planning, budgeting and forecasting. Students will study the development and interpretation of accounting information as a managerial tool for decision-making. Students will have the opportunity to apply their learning to financial management issues confronting those who lead care programs for their self-selected populations. In addition, the course emphasizes the importance of ethical responsibility in the conduct of business financial operations in health care.

NURS 7310

3 Credits

Transforming Ethics, Law, and Policy Toward Healing Environments

This course is grounded in and shaped by the relationship between the IOM Future of Nursing report of 2010, the distinctive mission and vision of the School of Nursing and the unique characteristics of the UST DNP program. An evidence-based analysis of extant policy patterns, both nationally and locally, will serve as a backdrop to the students' exploration of policies shaped by the goal of creating healing environments. Grounded in the Catholic intellectual tradition and Catholic social teaching, students will have the opportunity to investigate a policy issue specific to their self-selected populations and field test a policy role they can assume to address this issue, including germane financing, regulatory, ethical and delivery issues. Students will take the initiative with diverse stakeholders to advocate for the policy and nursing's role in reframing extant health policies. These diverse policy activities will be linked to the students' role as a transformational nurse leader.

NURS 7211

2 Credits

Interprofessional Collaboration as
Transformational Nursing Leadership

This course provides the student with a structured process for establishing informed relationships with diverse members of interprofessional health care teams and through the lens of the Catholic intellectual tradition, developing collaborative approaches to transforming health care practices in complex practice, political and organizational settings. A variety of health care professionals will serve as guest faculty to provide students with an expanded understanding of potential collaborations on all aspects of population focused health care programs. Students will experiment with leadership initiatives grounded in an analysis of complex population

health care challenges and the design of interprofessional responses to these challenges. The synergistic impact of interprofessional teams on the outcomes of population health initiatives will be documented through student learning experiences.

NURS 7312

3 Credits

Informatics and Technologies in Health Care
(Collaborative with UST Cameron School of Business)

This course provides the student with a comprehensive understanding of the essential role of informatics and health care technologies in the transformation of population focused health care services. Students will develop skill in analyzing and communicating to interprofessional teams, patients, and families information necessary to optimize the use of available technologies and information extracted from health care databases and information systems that may benefit a patient population. Guided by the Catholic intellectual tradition, the emergent ethical dilemmas shaped by the rapid development of complex technologies, digital data sources and social media will be explored, and students will identify and demonstrate transformational leadership competencies essential to grappling with these issues guided by the ANA Professional Code of Ethics. Criteria for the evaluation of available information systems and patient care technologies will be explored by students who will craft professional measures to guide future leadership decision-making.

NURS 7113

1 Credit

Transformational Nursing Leadership:
Clinical Applications Seminar

This course provides DNP students with a structured platform for exploration and integration of their experiences in their DNP courses, their applications in clinical practice and their individual population health specialization initiatives. Through group discussion, guided by faculty coaching, students will revisit the core conceptual threads of the DNP program and refine their integration of the threads into their clinical experiences and program specialization activities. The seminar is required when students are enrolled in the clinical practicum course (7X14), and provides a mechanism for managing progression through DNP clinical practice experiences and a focused process facilitating students in identifying and analyzing the challenges associated with transformational nursing leadership.

NURS 7014V

Maximum 6 Credits

Transformational Nursing Leadership:
Clinical Applications Practicum

This course provides students with planned clinical practicum experiences designed to demonstrate skills and knowledge learned in the classroom through self-designed clinical experiences in collaboration with selected clinical partners and their clinical practice coaches. Students will focus their clinical experiences on the roles and competencies of transformational nurse leaders creating healing environments for a self-selected patient population. The clinical practicum provides students with an opportunity to integrate the diverse dimensions of their DNP learning experiences in a "real world" situation and capture for themselves the meaning of these experiences through self-reflective journaling and maintenance of a clinical log. Students will work collaboratively with their clinical partners to ensure all practicum experiences concurrently benefit the student and the clinical partner through the creation of healing environments.

NURS 7015V

Maximum 6 Credits

DNP Project in Transformational Nursing Leadership:
Creating a Healing Environment

This course provides students with supervised development, completion and dissemination of the DNP Project required for completion of the program of study. The students' learning experiences documented in their on-line portfolios, journals, and clinical log are designed to create a detailed record of their systematic progression toward the design and implementation of their DNP Projects. Students are required to complete a project that integrates all prior learning experiences and demonstrates application of this learning to a population of their choice, evidenced through documented DNP Project outcomes.

NURS 7016V

Maximum 6 Credits

Independent Study: DNP

This course provides students with an opportunity to create and implement specific program congruent learning experiences that augment required courses and increase the students' expertise in relationship to their population focus and the healing environments appropriate to this population. Students are required to develop a course goal statement, learning objectives and measures for achievement of desired outcomes and the approval of the faculty member supervising the Independent Study before enrolling in the course.