University of Florida
College of Public Health & Health Professions Syllabus
Healthcare Leadership: Skills and Styles (HSC 4184)
Fall 2023
Delivery Format: In-Person (Lecture and Lab)

Instructor Name: F. Lee Revere, Ph.D. MS, FACHE; frevere@phhp.ufl.edu

Keith Benson, Ph.D., MHA, MBA; keithbenson@phhp.ufl.edu

Room Number: Dr. Revere, (HPNP 3107); Dr. Benson, (HPNP 3106).

Office Hours: Dr. Revere: Tuesday 2:00-3:00 pm or by appointment
                 Dr. Benson: Tuesday 2:00-3:00 pm or by appointment

Class Times:
Lecture: Dr. Revere: Tuesday 10:40 - 11:55 am
                 Dr. Revere: Tuesday 12:25 - 1:40 pm
                 Dr. Benson: Tuesday 10:40 - 11:55 am
                 Dr. Benson: Tuesday 12:25 - 1:40 pm

Labs: Class Number 14531 (HPNP G109) - Shelton
                 Class Number 18345 (HPNP G110) – Andritsch
                 Class Number 18262 (HPNP G108) – Shelton
                 Class Number 14118 (HPNP G110) – Andritsch
                 Class Number 14120 (HPNP G111) – Shelton
                 Class Number 14119 (HPNP G110) – Andritsch
                 Class Number 14117 (HPNP G110) – Galler
                 Class Number 14533 (HPNP G111) – Valdes
                 Class Number 14116 (HPNP G110) – Galler
                 Class Number 18346 (HPNP G108) – Valdes
                 Class Number 14532 (HPNP G110) – Galler
                 Class Number 18347 (HPNP G109) - Valdes

Check UF schedule of courses for lab room assignment

Teaching Assistants: Samantha Andritsch sandritsch@ufl.edu; Olivia Galler oliviagaller@ufl.edu;
Josie Shelton josieshelton@ufl.edu; Devin Valdes devinvaldes@ufl.edu

Preferred Course Communications: email or Canvas

PURPOSE AND OUTCOME

Course Overview

This course is designed to provide students with knowledge and an understanding of the importance of leadership in the healthcare industry. We will work together to foster an overall sense of belonging, encourage diversity of views and perspectives, and leverage the uniqueness each person brings to the class. Together we will create an inclusive climate that allows all of us to do our best work in a safe environment.

Course Objectives and/or Goals

*1.	Appraise the importance of leadership skills desired in the health professions by correlating the effect of those leadership practices to their impact on desired health outcomes and healthcare performance for patients, communities, and healthcare organizations when given case studies*
1.1.	Predict how successful leadership will positively affect health outcomes and healthcare performance in various scenarios.
1.2.	Illustrate the impact that quality leadership has upon health outcomes and healthcare performance.
1.3.	Describe the attributes of successful healthcare performance.
1.4.	Discuss how positive health outcomes are determined.
1.5.	Recognize quality leadership skills
1.6.	Delineate desired health outcomes
1.7.	List components of desired healthcare performance

*2.	Assess the relevance of leadership skills desired in the health professions by correlating the quality of leadership displayed to the potential for successful job performance and career growth across professional roles in the healthcare industry given realistic scenarios of practice*
2.1.	Predict how relative strength (or weakness) in a core leadership skill might impact the ability to successfully carry out a core function of a given professional role in the healthcare industry in various scenarios
2.2.	Align core leadership skill characteristics and priorities to core functions of various professional roles in the healthcare industry
2.3.	Explain how specific leadership skills and characteristics align to core leadership priorities for various professional roles in the healthcare industry
2.4.	Diagram the relationships among professional roles in the healthcare industry by classifying the core functions of various professional roles
2.5.	List leadership skills required for successful job performance in various roles in the healthcare industry
2.6.	Define various professional roles in the healthcare industry so that their primary functions are addressed.

*3.	Analyze general and specific leadership theories and models by comparing and contrasting their relative applicability and efficacy in varied healthcare environments given healthcare industry leadership situations*
3.1.	Predict how the various aspects of a given leadership style might impact the ability to successfully obtain desired outcomes in varied healthcare environments given various scenarios
3.2	Apply leadership theory and models to various scenarios by generalizing how major leadership styles and core leadership skills impact the realization of desired outcomes
3.3.	Discuss the development of leadership theories and models in relation to core leadership skills and major leadership styles
3.4.	Describe the relationship between core leadership skills and major leadership styles
3.5.	State the major leadership styles so that their key characteristics are addressed.
3.6.	Define the core leadership skills such as effective communication, team management, problem solving, decision making, time management, project management, vision casting, motivating others, integrity, developing others, etc.

Instructional Methods

HSC 4184 is a blended learning class combing in-person lecture and lab components.

Lectures and labs will be held in person.

What is expected of you?

You are expected to engage in the course throughout the semester actively. You must come to class prepared by completing all out-of-class assignments. This preparation gives you the

knowledge or practice needed to engage in higher levels of learning during the live class sessions. If you are not prepared for the face-to-face sessions, you may struggle to keep pace with the activities occurring in the live sessions, and it is unlikely that you will reach the higher learning goals of the course. Similarly, you are expected to participate in the live class actively. Your participation fosters a rich course experience for you and your peers that facilitates overall mastery of the course objectives.

Student Privacy

There are federal laws protecting your privacy with regards to grades earned in courses and on individual assignments. For more information, please see the Notification to Students of FERPA Rights.

DESCRIPTION OF COURSE CONTENT

Course Schedule HSC 4184*

Week/Date	Topics	Chapter Text/ Course Objectives
Module 1		
W1 8/29	Lecture Course Introduction • **No labs on 8/23 or 24**	Course Objectives – 1, 1.1, 2.3
W2 – 9/5	A Call for New Leadership in Health Care & Developing Healthcare Leaders	Chapters 1 & 2 Course Objectives – 1.5, 2.1, 2.3
W3 – 9/12	Building a Successful Leadership Team Guest Speaker – Matthew Medley, MHA	Chapter 7 Course Objectives – 2.3, 3.1, 3.6
W4 – 9/19	Creating a Culture of Professionalism	Chapter 4 Course Objectives – 1.4, 1,6, 1.7
W5 – 9/26	Human Resource Considerations at the Top	Chapter 5 Course Objectives – 1.3, 1.5 2, 2.1, 2.6, 3.2, 3.6
Module 2		
W6 – 10/3	Strategic Thinking Leaders **Guest Speaker – Dr. Tim Garson, MD, MPH** Module 1 Exam	Chapter 6 Course Objectives – 1.2, 1.6, 3.1, 3.2
W7 – 10/10	Collaborative Leadership & Transformational Leadership	Chapters 9 & 10 Course Objectives – 1.2, 2.4
W8 – 10/17	Person- and Family-Centered Leadership Guest Speaker – Dr. Michele Lossius, MD, FAAP	Chapter 11 Course Objectives – 3.3, 3.4
W9 – 10/24	The Culturally Competent and Inclusive Leader	Chapter 3 Course Objectives – 1.5, 3.5
W10 – 10/31	Leading Quality Initiatives	Chapter 8 Course Objectives – 3, 3.1
Module 3		
W11 – 11/7	The Physician Leader Module 2 Exam	Chapter 13 Course Objectives – 2.3, 3.6
W12 – 11/14	Leadership and Community Outreach	Chapter 15 Course Objectives – 1.6,

		1.7, 3.1
W13 – 11/21	Financial Considerations for Healthcare Leaders • **No labs on 11/22 or 23**	Chapter 12 Course Objectives – 2.4, 3.1
W14 – 11/28	Future Trends: Implications for Leadership	Chapter 17 Course Objectives – 3.5, 1.5
W15 – 12/5	Module 3 Exam • **No labs on 12/6 or 7**	

* Schedule is subject to change. Students will be notified via email and/or Canvas Announcement of any changes to the syllabus schedule. For example, other assignments and homework may be modified as needed.

Course Materials and Technology

Required Text Book (ebook acceptable)
New Leadership for Today's Health Care Professionals, 2nd Edition. Jones & Bartlett Learning. By Rubino, L. G., Esparza, S. J., & Chassiakos, Y. (2018). ISBN: 1284148645

Canvas via UF e-learning
For technical support for this class, please contact the UF Help Desk at:
- Learning-support@ufl.edu
- (352) 392-HELP - select option 2
- https://lss.at.ufl.edu/help.shtml

ACADEMIC REQUIREMENTS AND GRADING

Assignments
Discussion question posts are due by 11:59 a.m. on Sundays preceding the class meeting time. Unless otherwise noted, written assignments are due by 11:59 a.m. on Sundays.

Exams. Three exams will be administered for this course. Exam content will be derived from lectures, videos, and readings. Further guidelines about the exams will be provided at a later date.

Team Case Report. Teams of 3-4 students will be randomly created (within each lab) at the end of the first week (after add/drop) to work on a team case. The topic of the case will be introduced and discussed during Week 11, and students will have four weeks to develop questions and propose solutions relevant to the case. The team's task is to make a 10-minute presentation of the case questions and solutions accompanied by a PowerPoint presentation and a 1,000-word report. More information about the required content and grading criteria will be provided at a later time.

Lab Exercises and Participation. There will be multiple grading events in the lab. Information about each grading event will be forthcoming.

In-Class Quizzes. There will be twelve in-class quizzes given throughout the semester. The highest ten quiz grades will count toward the final grade.

Leadership Interview Guide and Report. Each student will be expected to identify someone who is in a health or healthcare leadership position, gain an appointment with that person, interview the individual, and submit a written report. Examples of acceptable interviewees include: a professor, program director, dean, manager, administrator, clinician in a supervisory role, etc. Students are required to submit the name, professional position and workplace, and justification for your chosen interviewee to your TA for approval by 11:59 a.m. on Sunday, 9/10. Within one week of TA approval, students are required to contact the interviewee in writing, secure his/her/they interview consent.

Students will also develop an interview guide and submit it together with the interview consent via Canvas by 11:59 a.m. (noon) on Sunday 10/1. Further detailed guidelines regarding preparation, the process of conducting the interview, as well as the structure, format and required content of the report will be provided at a later date.

Grading

Requirement	Percent of final grade
Exam 1	15%
Exam 2	15%
Exam 3	15%
Team Case Report	10%
Lab Exercises and Participation	30%
In-Class Quizzes	10%
Leadership Interview and Report	5%

Point system used (i.e., how do course points translate into letter grades).

Example:

Per cent earned	93-100	90-92.99	87-89.99	83-86.99	80-82.99	77-79.99	73-76.99	70-72.99	67-69.99	63-66.99	60-62.99	Below 60
Letter Grade	A	A-	B+	B	B-	C+	C	C-	D+	D	D-	E

Please be aware that a C- is not an acceptable grade for graduate students. . In addition, the Bachelor of Health Science and Bachelor of Public Health Programs do not use C- grades.

Letter Grade	A	A-	B+	B	B-	C+	C	C-	D+	D	D-	E	WF	I	NG	S-U
Grade Points	4.0	3.67	3.33	3.0	2.67	2.33	2.0	1.67	1.33	1.0	0.67	0.0	0.0	0.0	0.0	0.0

More information on UF grading policy may be found at:
https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx

Laptops/Tablets/Cell phones: Students may be asked to bring a laptop, tablet or cell phone capable of accessing Canvas to lab. Students are expected to conduct themselves maturely and professionally and NOT use their devices for reasons unrelated to the course. Students violating this policy may be asked to leave the lecture/lab and will not receive credit for the day. Cell phones MUST be silenced during lectures and labs.

Policy Related to Make up Quiz/Exams or Other Work

All make-up exams due to extenuating circumstances, such as illness, are at the discretion of the professor, and documentation may be required.

Team Presentations
You will be randomly assigned to groups of four students. As a group, you will determine your presentation topic and assign duties to each team member. It is a good idea to document the responsibilities given to each team member. You will be asked to grade how well team members performed their duties. While the professors and TAs will determine the grade received for the team

presentation, the grades you provide will be taken into consideration when determining the overall grade.

Policy Related to Late Assignments and Work

Unless there is prior written approval by the professor, any late assignments will be reduced by 10 percentage points per day to be assessed after the assignment has been graded.

Policy Related to Required Class Attendance

Please note that all faculty are bound by the UF policy for excused absences. For information regarding the UF Attendance Policy, see the Registrar's website for additional details:

https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx

Excused absences must be consistent with university policies in the Graduate Catalog (http://gradcatalog.ufl.edu/content.php?catoid=10&navoid=2020#attendance) and require appropriate documentation. Additional information can be found here: https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx

STUDENT EXPECTATIONS, ROLES, AND OPPORTUNITIES FOR INPUT

Expectations Regarding Course Behavior

It is important to attend all classes, take detailed notes, and actively participate in class and group discussions in order to succeed in the course. It is also critical for students to work together effectively in a team. The course will go over common behaviors that make individuals good team members. Finally, students are expected to be engaged and respectful of the instructor and guest speakers.

Communication Guidelines

The preferred methods of communication for the course are messages in Canvas (see Course Materials above) or e-mail.

Academic Integrity

Students are expected to act in accordance with the University of Florida policy on academic integrity. As a student at the University of Florida, you have committed yourself to uphold the Honor Code, which includes the following pledge:

"**We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity**."

You are expected to exhibit behavior consistent with this commitment to the UF academic community, and on all work submitted for credit at the University of Florida, the following pledge is either required or implied:

"On my honor, I have neither given nor received unauthorized aid in doing this assignment."

It is your individual responsibility to know and comply with all university policies and procedures regarding academic integrity and the Student Honor Code. Violations of the Honor Code at the University of Florida will not be tolerated. Violations will be reported to the Dean of Students Office

for consideration of disciplinary action. For additional information regarding Academic Integrity, please see Student Conduct and Honor Code or the Graduate Student Website for additional details:
https://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/
http://gradschool.ufl.edu/students/introduction.html

Please remember cheating, lying, misrepresentation, or plagiarism in any form is unacceptable and inexcusable behavior.

Online Faculty Course Evaluation Process

Students are expected to provide feedback on the quality of instruction in this course by completing online evaluations at https://evaluations.ufl.edu. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at
https://evaluations.ufl.edu/results/.

Policy Related to Guests Attending Class:

Only registered students are permitted to attend class. However, we recognize that students who are caretakers may face occasional unexpected challenges creating attendance barriers. Therefore, by exception, a department chair or his or her designee (e.g., instructors) may grant a student permission to bring a guest(s) for a total of two class sessions per semester. This is two sessions total across all courses. No further extensions will be granted. Please note that guests are **not** permitted to attend either cadaver or wet labs. Students are responsible for course material regardless of attendance. For additional information, please review the Classroom Guests of Students policy in its entirety. Link to full policy:
http://facstaff.phhp.ufl.edu/services/resourceguide/getstarted.htm

SUPPORT SERVICES

Accommodations for Students with Disabilities

If you require classroom accommodation because of a disability, it is strongly recommended you register with the Dean of Students Office http://www.dso.ufl.edu within the first week of class or as soon as you believe you might be eligible for accommodations. The Dean of Students Office will provide documentation of accommodations to you, which you must then give to me as the instructor of the course to receive accommodations. Please do this as soon as possible after you receive the letter. Students with disabilities should follow this procedure as early as possible in the semester. The College is committed to providing reasonable accommodations to assist students in their coursework.

Counseling and Student Health

Students sometimes experience stress from academic expectations and/or personal and interpersonal issues that may interfere with their academic performance. If you find yourself facing issues that have the potential to or are already negatively affecting your coursework, you are encouraged to talk with an instructor and/or seek help through University resources available to you.

- The Counseling and Wellness Center 352-392-1575 offers a variety of support services such as psychological assessment and intervention and assistance for math and test anxiety. Visit their web site for more information: http://www.counseling.ufl.edu. On line and in person assistance is available.
- You Matter We Care website: http://www.umatter.ufl.edu/. If you are feeling overwhelmed or

stressed, you can reach out for help through the You Matter We Care website, which is staffed by Dean of Students and Counseling Center personnel.

- The Student Health Care Center at Shands is a satellite clinic of the main Student Health Care Center located on Fletcher Drive on campus. Student Health at Shands offers a variety of clinical services. The clinic is located on the second floor of the Dental Tower in the Health Science Center. For more information, contact the clinic at 392-0627 or check out the web site at: https://shcc.ufl.edu/
- Crisis intervention is always available
24/7 from: Alachua County Crisis
Center:
(352) 264-6789
http://www.alachuacounty.us/DEPTS/CSS/CRISISCENTER/Pages/CrisisCenter.aspx

Do not wait until you reach a crisis to come in and talk with us. We have helped many students through stressful situations impacting their academic performance. You are not alone so do not be afraid to ask for assistance.

Inclusive Learning Environment

Public health and health professions are based on the belief in human dignity and on respect for the individual. As we share our personal beliefs inside or outside of the classroom, it is always with the understanding that we value and respect diversity of background, experience, and opinion, where every individual feels valued. We believe in, and promote, openness and tolerance of differences in ethnicity and culture, and we respect differing personal, spiritual, religious, and political values. We further believe that celebrating such diversity enriches the quality of the educational experiences we provide our students and enhances our own personal and professional relationships. We embrace The University of Florida's Non- Discrimination Policy, which reads, "The University shall actively promote equal opportunity policies and practices conforming to laws against discrimination. The University is committed to non-discrimination with respect to race, creed, color, religion, age, disability, sex, sexual orientation, gender identity and expression, marital status, national origin, political opinions or affiliations, genetic information, and veteran status as protected under the Vietnam Era Veterans' Readjustment Assistance Act." If you have questions or concerns about your rights and responsibilities for an inclusive learning environment, please see your instructor or refer to the Center for Inclusion & Multicultural Engagement website: www.multicultural.ufl.edu

Kognito

Kognito is a free online training simulation course that teaches effective techniques to help and refer friends, classmates, and peers around you who might be showing signs and symptoms of emotional distress. Kognito has three unique training modules, one for friends and family of students, one for faculty members, one for helping student veterans, and one for helping LGBTQ+ students. You are only expected to complete the At-risk for Students module though we encourage you to explore the other modules as well.

As a friend, family member or UF peer, you may be the first one to notice signs of distress of someone around you. At UF, it is our shared responsibility to look out for one another and we are here to help you support distressed students. The UF Counseling and Wellness Center offers a free online resource, Kognito, to help you practice having difficult conversations and learn tools for when students show signs of stress. With Kognito, you can learn how to talk about these signs, practice sharing your concerns, and learn how to motivate the person in distress to seek help.
To take this course, follow these instructions:
- Go to kognitocampus.com or https://counseling.ufl.edu/resources/kognito/

- Click on "Create a New Account"
- *DO NOT USE THE SAME PASSWORD AS YOUR GATORLINK ACCOUNT*
- Fill out form using enrollment key: uflstudent
- Follow the on-screen instructions

Upload your certificate in the assignment folder in Canvas. If you have previously taken Kognito at UF within the past year, upload that certificate.

Recording Class Lectures
 "Students are allowed to record video or audio of class lectures. However, the purposes for which these recordings may be used are strictly controlled. The only allowable purposes are (1) for personal, educational use, (2) in connection with a complaint to the university, or (3) as evidence in, or in preparation for, a criminal or civil proceeding. All other purposes are prohibited. Specifically, students may not publish recorded lectures without the written consent of the instructor.

A "class lecture" is an educational presentation intended to inform or teach enrolled students about a particular subject, including any instructor-led discussions that form part of the presentation and delivered by any instructor hired or appointed by the University or by a guest instructor as part of a University of Florida course. A class lecture does not include lab sessions, student presentations, clinical presentations such as patient history, academic exercises involving solely student participation, assessments (quizzes, tests, exams), field trips, private conversations between students in the class or between a student and the faculty or lecturer during a class session.

Publication without permission of the instructor is prohibited. To "publish" means to share, transmit, circulate, distribute, or provide access to a recording, regardless of format or medium, to another person (or persons), including but not limited to another student within the same class section. Additionally, a recording, or transcript of a recording, is considered published if it is posted on or uploaded to, in whole or in part, any media platform, including but not limited to social media, book, magazine, newspaper, leaflet, or third-party note/tutoring services. A student who publishes a recording without written consent may be subject to a civil cause of action instituted by a person injured by the publication and/or discipline under UF Regulation 4.040 Student Honor Code and Student Conduct Code."