NEW YORK UNIVERSITY
ROBERT F. WAGNER GRADUATE SCHOOL OF PUBLIC SERVICE

CAP-GP 3890/1(001): CAPSTONE FOR NURSE LEADERS I & II
SYLLABUS
FALL 2013 - SPRING 2014

Faculty: John Donnellan; Rosemary Sullivan

Office: The Puck Building, Rm 3021 (Donnellan)
295 Lafayette Street, New York, NY 10012

Contact Info: Donnellan - (212) 998-7447; john.donnellan@nyu.edu
Sullivan - (212) 746-5663; ros9022@nyp.org

Hours: By appointment; students are encouraged to call or e-mail at any time.

Class Meeting Time: Tuesdays, 4:30 – 6:10 PM
Location: NYP/Weill Cornell Campus
Payson House - 435 East 70th, NYC, Sub-Basement

COURSE SUMMARY

Capstone is a two-term course in which students work in teams to perform a specific management project in a healthcare organization. The course will guide students in defining a complex problem and developing solutions for the client in real time.

In architecture, the capstone is the crowning piece of an arch, the center stone that holds the arch together, giving shape and strength. Wagner’s capstone program plays a similar role. Capstone draws from all previous policy, management, and statistics courses at Wagner, and guides students in a year long effort that integrates and applies lessons from these courses. Learning will also come from shared experiences in class as the course progresses. Although each student will be part of a team, the class will also operate as a single team dedicated to the success of all the projects.

REQUIRED TEXTBOOKS

- Kovner AR, Fine DJ, D’Aquila R. Evidence-Based Management in Healthcare. Chicago, IL: Health Administration Press; 2009. (KFD)

OPTIONAL TEXTBOOK

CLASS SCHEDULE

The list of sessions, topics and dates that follows is preliminary and subject to change. Note that it is front-loaded with information and skill building sessions in the first term, and project tracking in the second. The intent is to use class time in a way that enables teams to produce the highest quality projects on a timely basis. **We will not meet as a full class each week but student teams should plan to meet as a team at least once weekly.** Some weeks will be used for faculty-team consultation.

**FALL TERM:**

**Fall 2013 class meeting dates and topics:**
- September 3, 2013 – Overview, project presentations, project selection process
- September 10, 2013 – Team assignments; team charters; the Capstone “experience”
- September 17, 2013 – The initial client meeting; applying evidence-based management
- October 1, 2013 – Organizing & negotiating the contract
- October 15, 2013 – Managing expectations
- October 29, 2013 – Team training
- November 5, 2013 – Politics and culture
- November 19, 2013 – Gathering qualitative data
- December 3, 2013 – Limitations and trade-offs

**Session 1 (September 3): Overview of the Course and Project Presentations**
- Introductions
- Overview
- Expectations
- Project Presentations
- Project selection & assignment process

**Readings:**
- Review Capstone proposals posted on NYU Classes

**Assignment: Complete & submit project preference worksheet by September 8**

**Session 2 (September 10): Teams and Team Charters, Discussion of Capstones by former EMPA Nurse Leaders**
- Project and team assignments
- Team charters
- Discussion of Capstone by former student(s)
- Sample capstone final reports
Readings:
- Sample team charters
- Sample capstone final reports
- Chapters 4 & 5, pp 39-76 (Wheelan)

*Assignment: Team Charter due September 13*

**Session 3 (September 17): The initial client meeting; EBM; the “answerable” question(s)**
- Preparation for initial client meeting
  - What problem does the client want solved?
  - What are the client’s expectations?
  - What should you learn from the initial client meeting?
  - How can you help your client give you that information?
- Steps of Evidence-Based Practice (EBM)
- The answerable research question(s)
- Obtaining better evidence

Readings:
- Hsu et al, pp 83-96 (KFD)
- Rundall & Kovner, pp 53-82 (KFD)
- Mody, pp 97-108 (KDF)

*Assignment: Schedule and conduct initial client meeting by September 30 - Professor must be present for this meeting*

**Session 4 (October 1): Organizing and Negotiating the Project; Components of a Work Plan**
- Elements of a successful work plan
- Ethics related issues:
  - Is Institutional Review Board (IRB) approval necessary?
- Review of previous capstone work plans
- Team meetings:
  - Analysis of the initial client meeting
    - What more do you need from and need to know about the client?
  - Client issues
  - Work Plan Issues
  - Teamwork issues

Readings:
- Chapters 4–7, pp 51-120 (Block)
- Sample capstone contracts/work plans
Session 5 (October 15): Managing Expectations

- Client expectations
  - Modifying expectations
  - Adapting to change
  - Managing resistance
- Team Meetings

Readings:
- Chapters 8–10, pp 129-174 (Block)

Assignment: Submit draft of work plan to Professor by October 30

Session 6 (October 29): Team training

- Guest Speaker/Team Facilitator:
  Beth Fletcher Walden
  Senior Fellow
  NYU/Wagner Research Center for Leadership in Action (RCLA)

Session 7 (November 5): Politics and Culture

- Culture
- Politics
- Decision-making
- Guest Speaker:
  Wilhelmina Manzano, MA, RN, NEA-BC
  Senior Vice President
  Chief Nursing Officer
  New York-Presbyterian Hospital

Readings:

Assignment: Schedule meeting with client to discuss and finalize work plan by November 20 - Professor must be present.
Session 8 (November 19): Gathering Qualitative Data

• Guest Speaker
  Anita Kaplan
  Vice President
  Moskowitz Jacobs, Inc

Assignment: Submit signed contract by December 3

Session 9 (December 3): Limitations and Trade-offs

• Literature review
• Best practice
• Management research

Readings:
• The teen pregnancy program at Jacobi Medical Center, Capstone Project 2011-2012, Christy, Hashmi, Hinds, Rivera, Taskindoust.

Teams may wish to schedule a meeting with professor during winter break to review/discuss group and individual progress during the first semester and goals for the second semester.
SPRING TERM:

The second term is structured to allow for regularly scheduled check-ins and consultation among teams and between teams and faculty on progress in meeting project objectives and milestones defined by the work plans and assignments in this syllabus, particularly final products. Professor is available by appointment to meet with teams throughout the term as well as during scheduled class time. Instructional presentations in class will be modified as necessary, based on common problems and skill-building activities suggested by the teams’ experiences. The two major products of the second term are the project Presentation and the project Report.

- The Presentation is the event at which the team presents the client with a summary of findings and recommendations and an overview of the methodology used. It may be an interactive session at which the team could be asked to explain or discuss findings, recommendations or methodology and to include/exclude, emphasize or de-emphasize parts of the presentation in the final report.
- The Report is the final document that states the problem, describes in more detail the methodology used to address the problem, proposes and explains the conclusions and may include the source material used to support the report. It may contain other relevant information such as the result of a literature search on the topic or whatever else the consulting team thinks will be useful to the client.
- Both the presentation and the report are expected to be professional products, reflecting graduate level work and of immediate use to the client.

Spring 2014 class meeting dates and topics:
- January 28, 2014 – Project reports; the final report and presentation
- February 11, 2014 – Milestones
- February 24, 2014 (Monday) – Communication and presentation
- March 11, 2014 – Team updates
- April 1, 2014 – Team presentation rehearsals
- April 15, 2014 – Follow-up to Client Presentations
- April 29, 2014 – Final report due
- May 6, 2014 – Course recap
- TBA – Capstone Expo(s)

Session 10 (January 28): Project Reports; the final presentation & report
- Syllabus for spring semester
- Preparing the final report & the final presentation
- Progress Reports

Assignment: Submit milestones progress report by February 7
Session 11 (February 11): Milestones
• Review of progress on Milestones

Assignment: Submit preliminary outline of final report by February 21

Session 12 (Monday - February 24): Communication and presentation
• Telling a compelling story
• Guest Speaker:
  Will Carlin, Co-Managing Partner
  V-Shift

Session 13 (Mar 11): Team Updates (Mar 11)
• Progress report and feedback

Assignments:
Submit first version of slides for final presentation by March 28
Schedule Final Client Presentation: April 3 - April 14 - Professor must be present

Session 14 (April 1): Rehearsals
• Rehearsal of client presentation by each team

Assignment: Present findings and recommendations to the client by April 14

Session 15 (April 15): Team Meetings
• Follow-up to Client Presentation

Assignments:
Submit draft of final report to professor by April 18
Submit final report to professor by April 25; to client by May 2

Session 16 (April 29): Final Report Due

Session 15 (May 6): Course recap; takeaways; celebration

CAPSTONE EXPOS
• Times & Locations TBA
COURSE MILESTONES

Various activities and products at specific milestones are required to be completed by teams. These milestones are integral to successful project management and while there may be some variations depending on team and client circumstances, course instruction is geared to sequential and successful accomplishment of the milestones. Milestones include:

Sept 10  Selection of Teams
Sept 17  Team Charter Finalized
Sept 30  Initial Client Meeting - not later than Sept 30 - Professor must attend
Oct 30  Draft Work Plan to Professor
Nov 20  Work Plan Presentation to Client - not later than Nov 20 - Professor must attend
Dec 3   Signed Work Plan/Contract Executed with Client
Feb 21  Preliminary Outline of Final Report Due
Mar 11  First Draft of Presentation Slides Due to Professor
Apr 1   In Class presentation rehearsals
Apr 14  Presentation to the Client – not later than April 14 - Professor must attend
Apr 25  Final Report Due to Professor
May 2   Final Report Due to Client

TEAM BUDGETS

Each team has a $500 annual operating budget for their project expenses. In addition, NYU/Wagner offers supplemental travel funding for airfare/train travel for students who must travel outside of NYC for project research. While generous, the supplemental travel funding rarely covers all student expenses.
EVALUATION CRITERIA & GRADING

Final grades are assigned at the end of the second semester. Learners are graded as a team, as adjusted for individual performance. Learners are graded on:

- Work products/submitted assignments. Product and project management include deliverables—team charter, kick-off agenda, work plan, client contract, search strategy, research design, progress reports, interim client presentation, final work plan, literature and data collection, analysis and recommendations and timeliness.
- Client satisfaction, as determined by final written evaluation done by the client.
- The team grade will be adjusted by individual performance that will include: participation in class and in team activities, peer evaluations and self reflection memo.

The final work product is expected to be a professional, graduate level document clearly delineating the problem faced by the organization, the steps taken by the team to address the problem, and recommendations. Findings/recommendations should be comprehensively stated, specifically citing both relevant research and rationale, as well as indicating the sequence of steps suggested.

Final grades are assigned at the end of the second semester. Students will be given two credits for the fall semester and two credits for the spring semester of capstone. It is the custom in capstone to report end of first semester grades as IP (Incomplete/Passing) to reflect the “work in progress” nature of the year long project.

ACADEMIC INTEGRITY

The Mission of NYU Wagner is:

... to be a path-breaking leadership school of public service, with a faculty of thought leaders who re-frame the way people understand and act on issues of public importance, and graduates who are bold, well-prepared change makers who expertly navigate real-world complexity and produce results that matter.

Academic Integrity is vital to this mission, to education at NYU Wagner and membership in the Wagner community.

It is a core value. It forms the foundation of trust among students, and between students and teachers. Cheating has no place in our community. Academic dishonesty or other offenses against the community are not individual acts affecting only the individuals involved. Cheating violates our communal trust in each other; it is an offense against our community of scholarship. If tolerated, it undermines all we stand for. Honesty matters at Wagner, just as it does in the broader world of public service.

It is a shared value. Administration, faculty and students each play a vital part in promoting, securing and nurturing it. I invite you to visit the NYU Wagner website and review our

Academic Code and Academic Oath (www.wagner.nyu.edu/current/policies), as well as the Wagner Student Association’s Code of Professional Responsibility. If at any time you have a question about Academic Integrity or suspect a violation of our code, seek guidance from any member of the faculty or administration.

It is a promoted value. It is incumbent on all members of the community to promote it, through scholarship, responsible participation in School events, assistance to other community members who are struggling with it, and by upholding the codes of the school and the Wagner Student Association.

Included below is a list of resources for understanding and avoiding plagiarism:
- "Plagiarism: What is It and How to Recognize and Avoid It," The Writing Center at Indiana University, www.indiana.edu/~wts/wts/plagiarism.html
- “Principles Regarding Academic Integrity,” Northwestern University, www.northwestern.edu/uacc/plagiar.html

Reference Citation:
- For research resources regarding appropriate citation of the many different sources you will use in your work, see Writing on the NYU/Wagner webpage, under "Current Students/Academic Services."
- All references must be appropriately cited.