California State University, Long Beach
College of Health and Human Services—School of Nursing

Master of Science—Nursing and Health Systems Executive Management

Program Overview
The Master of Science in Nursing and Health Systems Executive Management (NHSEM) prepares nurses at the graduate level for leading and managing the delivery of nursing and healthcare services in complex settings and healthcare organizations. The program recognizes the fact that nurses traditionally serve on the front-line of patient care. As such, they have a unique perspective and patient-centeredness which ideally positions them for assuming executive and managerial roles to lead ever-evolving healthcare delivery systems. Graduates of the program will obtain the breadth of knowledge and practical experience that will enable them to assume such roles across the spectrum of healthcare settings. They will obtain a theory-based, real-world perspective in organizational governance as well as in the management of relationships and professional practice, information systems, fiscal and human resources, continuous improvement of quality in care delivery and population-based care management. Students completing the course of study will be the transformational thinkers of the future, capable of developing and implementing innovative, evidence-based practice models and creating true patient-centered environments for optimal healing.

Unique Hybrid Study Academic Format
Courses are provided through a unique “hybrid” blend of on-line, web-based and on-campus formats specifically geared to offer flexibility for working nurses, nurses wishing to rapidly obtain their degree and/or those with demanding schedules. Approximately two-thirds (2/3) of the overall program and each individual course will be offered utilizing “academic technology” to structure remote activities, thus freeing students from on-campus, face-to-face classes. Courses are structured to accommodate self-paced learners through options for full or part-time study. The curriculum is designed for optimal sequencing of courses to meet student needs and class scheduling realities. Every effort will be made to accommodate the individualized needs of each student through learner-centered “Individualized Plans of Study” (IPoS), developed at the beginning of the program in collaboration with the student’s personal Academic Coach. Throughout the program, the Coach will provide academic counseling and be readily available to the student to address any specific learning needs and/or desired modifications to the IPoS.

Fast Paced, Full-Time Learning
Due to the program’s unique format, it is possible for nurses to continue to work full-time and simultaneously undertake the program on a full-time basis. In doing so, it is possible for students to complete all requirements and receive their Master’s degree in just over one year. Courses will be provided year-round over the University’s Fall, Spring and Summer semesters. The basic program of study will consist of a minimum of eleven courses, cumulatively representing thirty-three (33) credit hours. However, electives may also be incorporated into the student’s IPoS to support specific learning needs and/or student preferences. In order to assure optimal flexibility for working nurses, students may enter the program at the beginning of any semester.
Expert Real-World Faculty
All faculty providing instruction in the Nursing and Health Systems Executive Management program have been specifically selected to bring an expert blend of real-world and academic expertise to enable optimal learning. Every member of the faculty has recently held or currently holds a senior executive leadership position in highly complex (and some of the nation’s most prestigious) healthcare organizations. Their many years of “hands-on” experience enable learning opportunities that are reality-based while academically grounded in theory and evidence-based practice. Since they themselves understand and have been intimately engaged in contemporary management of health systems, they are well able to address the reality-based issues being faced by students and are able to offer practical solutions, consultation and sound managerial advice in tandem with theory and course content.

Sample Plans of Study
In order to provide an understanding of the overall flow of the program, a sample program of study for full and part-time students has been constructed. This is provided solely for illustrative purposes since each student’s actual IPOS will be tailored to the needs and desires of the student in collaboration with their Academic Coach. Figure 1 graphically depicts the curriculum. The Core Courses (Blue) are taken as indicated and the Non-Core Courses (Green) may be taken in any sequence as offered. Since students may enter the program at the beginning of any semester, semesters are simply referred to as Semesters 1, 2, 3, etc.

FIGURE 1
Curriculum Model
Sample Full-Time Plan of Study (Total of 33 credit hours)

**Semester One: (12 Credit Hours)**
- NRSG 559 – Foundations for Nursing and Health Systems Executive Management (3)
- NRSG 596 – Research for Advanced Nursing Practice (3)
- NRSG 676 – Organizing and Structuring Optimal Healing Environments (3)
- NRSG 676L – Practicum in Organizing and Structuring Optimal Healing Environments (3)

**Semester Two: (12 Credit Hours)**
- NRSG 677 – Management of Human Resources and Professional Relationships in Nursing and Health Systems (3)
- NRSG 677L – Practicum in Human Resources and Professional Relationships in Nursing and Health Systems (3)
- HCA 515 – Advanced Financial Management in Healthcare (3)
- NRSG 679 – Nursing and Health Systems Governance and Population-Based Care Delivery (3)

**Semester Three: (9 Credit Hours)**
- NRSG 678 – Continuous Quality Improvement in Nursing and Health Systems (3)
- NRSG 678L – Practicum in Continuous Quality Improvement in Nursing and Health Systems (3)
- NRSG 693 – Executive Management Project (3)

Sample Plan of Study—Part-Time (Total of 33 Credit Hours)

**Semester One: (3 Credit Hours)**
- NRSG 559 – Foundations for Nursing and Health Systems Executive Management (3)

**Semester Two: (6 Credit Hours)**
- HCA 515 – Advanced Financial Management in Healthcare (3)
- NRSG 596 – Research for Advanced Nursing Practice (3)

**Semester Three: (6 Credit Hours)**
- NRSG 676 – Organizing and Structuring Optimal Healing Environments (3)
- NRSG 676L – Practicum in Organizing and Structuring Optimal Healing Environments (3)

**Semester Four: (6 Credit Hours)**
- NRSG 677 – Management of Human Resources and Professional Relationships in Nursing and Health Systems (3)
- NRSG 677L – Practicum in Human Resources and Professional Relationships in Nursing and Health Systems (3)

**Semester Five: (6 Credit Hours)**
- NRSG 678 – Continuous Quality Improvement in Nursing and Health Systems (3)
- NRSG 678L – Practicum in Continuous Quality Improvement in Nursing and Health Systems (3)

**Semester Six: (6 Credit Hours)**
- NRSG 679 – Nursing and Health Systems Governance and Population-Based Care Delivery (3)
- NRSG 693 – Executive Management Project (3)
Courses and Course Descriptions

NRSG 559. Foundations for Nursing and Health Systems Executive Management (3)
Overview of contemporary theories and issues in nursing and health systems economics and management including implementation of health policy at facility, community, state and national levels. Key administrative functions of the nurse as health systems manager are also addressed.

NRSG 596. Research for Advanced Nursing Practice (3)
Application of the research process to advanced nursing practice including problem identification, literature review, ethical issues, design, data collection and analysis, interpretation and dissemination of findings emphasizing the translation of evidence into clinical practice.

NRSG 676. Organizing and Structuring Optimal Healing Environments (3)
Administering nursing and healthcare systems and delivering patient-centered care in a changing environment, incorporating new technology and evidence-based practice. The application of management, organization, and leadership theory within the context of structuring healthcare delivery systems for optimal healing and patient-centeredness.

NRSG 676L. Practicum in Organizing and Structuring Optimal Healing Environments (3)
Practicum and on-site laboratory opportunity to apply principles and theories for organizing and structuring optimal healing environments in complex nursing and/or healthcare settings. An experienced, practicing nurse executive will provide mentorship during the practicum.

NRSG 677. Human Resources and Professional Relationships in Nursing and Health Systems (3)
In-depth study of the theories, functions and components of human resources management within nursing and healthcare systems. Emphasis on establishing competitive work environments with high levels of staff satisfaction. Intra and interdisciplinary and departmental communication and relationships are also addressed.

NRSG 677L. Practicum in Human Resources and Professional Relationships in Nursing and Health Systems (3)
Practicum and on-site laboratory opportunity to apply principles and theories of human resources and professional relationship management in complex nursing and/or healthcare settings. An experienced, practicing nurse and/or human resources executive will provide mentorship during the practicum.

NRSG 678. Continuous Quality Improvement in Nursing and Health Systems (3)
In-depth study of continuous quality improvement, examining theories and principles of program and service evaluation and the organizational, clinical and administrative systems needed in complex healthcare systems. Methodologies for data collection, analysis and benchmarking with national quality and safety standards.

NRSG 678L. Practicum in Continuous Quality Improvement in Nursing and Health Systems (3)
Practicum and on-site laboratory opportunity to apply principles and theories of continuous quality improvement and informatics in complex nursing and/or healthcare
settings. An experienced, practicing nurse executive and/or informaticist will provide mentorship during the practicum.

NRSG 679. Nursing and Health Systems Governance and Population-Based Care Delivery (3)
The political realities associated with healthcare delivery are presented with strategies for changing health policy and legislation. Methodologies are explored for assessing the demographics, needs and health status of the community served and providing services in a “population-based” manner.

NRSG 693. Executive Management Project (3)
Development of a comprehensive business plan for a new nursing and/or health systems program or service or major revision of an existing program/service including vision, mission, goals, evaluative criteria, market analysis, pro-forma budget, options for financing, marketing and advertising.

HCA 515. Advanced Financial Management in Healthcare (3)