GEORGE MASON UNIVERSITY
Graduate Council NEW Certificate, Concentration, Track or Degree Program Coordination/Approval Form
(Please complete this form and attach any related materials. Forward it as an email attachment to the Secretary of the Graduate Council. A printed copy of the form with signatures should be brought to the Graduate Council Meeting. If no coordination with other units is requires, simply indicate “None” on the form.

Title of Program/Certificate, etc: Clinical Nurse Leader Track in the Master of Science in Nursing Program

Level (Masters/Ph.D.): Masters

Please Indicate: _____ Program _____ Certificate ____ Concentration  __X_ Track

Description of certificate, concentration or degree program:
Please attach a description of the new certificate or concentration. Attach Course Inventory Forms for each new or modified course included in the program. For new degree programs, please attach the SCHEV Program Proposal submission.

Please list the contact person for this new certificate, concentration, track or program for incoming students:
Dr. Teresa Panniers

Approval from other units:
Please list those units outside of your own who may be affected by this new program. Each of these units must approve this change prior to its being submitted to the Graduate Council for approval.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Head of Unit’s Signature</th>
<th>Date</th>
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Submitted by: ____________________________________________ Email: jsorrell@gmu.edu
Graduate Council approval: ___________________ Date: _____________
Graduate Council representative: _______________ Date: _____________
Master of Science in Nursing (MSN)

Proposed Track:
Clinical Nurse Leader

College of Nursing & Health Science
# Summary of Proposed Program

**College of Nursing and Health Science**  
**Program of Study**  
**Master of Science in Nursing**  
**Clinical Nurse Leader Track**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td><strong>MSN Core (13 credits)</strong></td>
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<tr>
<td>NURS 660</td>
<td>Seminar in the Ethics of Health Care</td>
<td>3</td>
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<tr>
<td>NURS 680</td>
<td>Theoretical Foundations Related to Nursing</td>
<td>2</td>
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<tr>
<td>NURS 685</td>
<td>Advanced Nursing Research Methods Healthcare Research I</td>
<td>3</td>
</tr>
<tr>
<td>NURS 686</td>
<td>Projects in Nursing Research</td>
<td>2</td>
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<tr>
<td>NURS 688</td>
<td>Organization of Nursing and Health Care Delivery Systems</td>
<td>3</td>
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<tr>
<td><strong>Clinical Nurse Leader Core (17 Credits)</strong></td>
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<tr>
<td>HSCI 586/NURS 588</td>
<td>Process Improvement for Health Services</td>
<td>3</td>
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<tr>
<td>HSCI 730</td>
<td>Health Care Decision Analysis</td>
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<tr>
<td>NURS 7XX</td>
<td>Leadership Strategies for the Clinical Nurse Leader</td>
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<td>NURS 7XX</td>
<td>Clinical Nurse Leader Role Integration</td>
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<tr>
<td>NURS 7XX</td>
<td>Practicum - Clinical Nurse Leader</td>
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</table>
Support Course (7 Credits)

NURS 513  Advanced Pharmacology in Nursing  3

NURS 550  Pathophysiologic Bases for Major Health Deviations of Individuals  3

NURS 514  Advanced Health Assessment  1

Total credits 37

GEORGE MASON UNIVERSITY
Graduate Council Certificate or New Degree Program Coordination and Approval Form

Description of certificate or degree program:
Describe the new certificate and/or new degree program. Attach course descriptions including departmental code or prefix, number, title of course and credit hours; prerequisites; and description of course as it will appear in the catalog. Note that course descriptions are limited to approximately 35 words in the Graduate Catalog.

The Clinical Nurse Leader (CNL) is prepared as a generalist who provides competent care and clinical leadership within a health care microsystem. Graduates possess a solid foundation in health policy applications and finance at the microsystem level. In addition graduates demonstrate expertise in evidence-based practice, outcomes management, nursing leadership, and cost-effective care management as well as an understanding of the impact of global health issues on the microsystem in a health care organization (AACN, 2004).

Approval from other units:
Please list those units outside of your own who may be affected by these changes in the course. Each of these units must approve this change prior to its being submitted to the Graduate council for approval.

<table>
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<tr>
<th>Unit:</th>
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</table>
1. Catalog Description

The Clinical Nurse Leader (CNL) track in the M.S.N. program prepares nurses as generalists who provide competent care and clinical leadership within a health care microsystem. Graduates are prepared as leaders who possess a solid foundation in health policy applications and finance at the microsystem level in a health care organization. In addition, graduates demonstrate expertise in evidence-based practice, outcomes management, nursing leadership, and cost-effective care management as well as an understanding of the impact of global health issues on the microsystem in a health care organization. To actualize the CNL role, students are individually assigned to preceptors employed in clinical practice-partner organizations for role integration and clinical immersion practica.

2. Justification

*Background*

Significant changes are taking place in the nursing profession and health care system driven by shifts in changing economic, scientific/technological and workforce shortage conditions. These changes are coupled with major shifts in US population demographics, changes in the epidemiology of diseases, increasing economic disparities affecting health service access and utilization; and the effects of consumerism in healthcare. Because of evolving changes in the locus of care and patient acuity, the clinical, administrative, and cultural competency of RNs is increasingly important, requiring advanced skills for service delivery and care coordination/management. A new generalist professional nurse must be able to organize, supervise, and provide technically sophisticated and culturally sensitive care in a variety of settings with a myriad of diverse service delivery personnel (professional and nonprofessional). Against this backdrop the American Association of Colleges of Nursing (2003) has proposed a new role: the Clinical Nurse Leader (CNL).
The College of Nursing and Health Science (CNHS) at George Mason University and Inova Health System as practice partners propose the initial implementation of the Clinical Nurse Leader (CNL) role and curriculum. The CNHS intends to expand the program to other clinical practice partners and eligible nurses. (Excerpted from Maddox, et. al., 2004).

**Needs Assessment - Inova Health System**

A needs assessment survey was conducted in November 2004 (Maddox, et al.) and demonstrated interest among nurses in the team coordinator role, considered a role similar to the proposed CNL. The team coordinator role previously had been evaluated for its similarity with the proposed CNL role and some gaps were identified, for example, the need for attainment of global health knowledge and an in-depth understanding of health care systems and policy expertise was recognized (Drenkard, 2004). The results of the survey (N=26) show that 21 respondents are interested, 2 respondents are not interested, and 3 might be interested in pursuing the degree. Fourteen of the respondents hold a Bachelor of Science in Nursing; one respondent holds a Master of Public Health (MPH); two respondents hold associate degrees; and two respondents are diploma prepared in nursing. Among those RNs with BSN/higher AND who were interested in pursuing grad study, (N=21), 2 respondents had between 6 and 10 years of nursing experience; 3 respondents had between 11 and 15 years of nursing experience; and 5 respondents had 16 or more years of nursing experience. Twenty-five respondents prefer part-time study with 10 respondents preferring classes being offered at Inova Health System and 14 prefer classes being offered on sited at George Mason. The majority of respondents reported being interested in the CNL role competencies.

3. Relationship to Current Programs

The proposed Nurse Clinical Leader (CNL) track differs from the existing Master of Science in Nursing tracks, Advanced Clinical Nursing, Nurse Practitioner, and Nursing Administration, in that it prepares nurses at the Master’s level as generalists. Using the same MSN core as the presently existing graduate nursing tracks, as well as a course in advanced health assessment, the (CNL) track then diverges and incorporates courses in operations/quality management of health services, process improvement for health services, health care decision analysis, and epidemiology and health services research. In addition, students experience a newly developed course that tailors educational objectives from the fields of pharmacology and pathophysiology to the needs of CNLs. The CNL curriculum culminates in a course designed to provide role integration skills and a course that provides an immersion experience as a CNL within the clinical setting. The Table below shows the relationship of the proposed courses to other tracks in the Master of Science in Nursing program:
Courses in the Clinical Nurse Leader Track

<table>
<thead>
<tr>
<th>Courses in the Clinical Nurse Leader Track</th>
<th>MSN Advanced Clinical Nursing</th>
<th>MSN Nurse Practitioner</th>
<th>MSN Nursing Administration</th>
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<tbody>
<tr>
<td>NURS 660</td>
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<td>NURS 680</td>
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<td>NURS 513</td>
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<td>NURS 514</td>
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<td>NURS 550</td>
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4. Resource Requirements
No additional resource requirements are anticipated in the first 2 years, as existing courses will be used initially for this track. In year 3, it is anticipated that 1 FTE will be required for the coordination of the track and for teaching the newly developed courses.

5. Admission Requirements

A graduate level applied statistics course is a pre-requisite to admission to the graduate program. Knowledge of Excel software is recommended for the CNL Track. In addition to fulfilling admission requirements for degree status in the University and the admission requirements of the M.S.N. program, applicants to this track must successfully complete a health assessment course within 18 months prior to the advanced health assessment course.

6. Program Requirements

Students must successfully complete 37 credits of required courses as outlined in section 9.
7. Approval History

CNHS Graduate Curriculum Committee Date: 4/27/05
CNHS Faculty Organization: Date:

8. Effective Date

The program is proposed to commence in the fall semester, 2005.

9. Course descriptions

**MSN Core** (13 credits) (same as core for current 3 MSN tracks)

NURS 660 Seminar in the Ethics of Health Care 3
Examines the moral dilemmas within the health care profession, with special emphasis on patients' rights, professionals' obligations to other professionals, and issues of social justice in health care. Methods of moral deliberation based on ethical knowledge and justification are applied to ethical dilemmas in health care.

NURS 680 Theoretical Foundations Related to Nursing 2
Examination and evaluation of the assumptions, concepts, and propositions inherent in selected nursing and related discipline theories.

NURS 685 Advanced Nursing Research Methods 3
Healthcare Research I
Examines principles and methods of research in problem identification, theoretical framework, design, data collection, and analysis. Students develop a nursing research proposal.

NURS 686 Projects in Nursing Research 2
Applies the knowledge gained in NURS 685 and implement the research proposal designed in that course.

NURS 688 Organization of Nursing and Health Care Delivery Systems 3
Provides a foundational overview of U.S. nursing and health care delivery systems. Surveys the key concepts, frameworks, processes, and structures related to health care delivery organizations.
**Clinical Nurse Leader Core** (17 Credits)

- **HSCI 586/NURS 588 Process Improvement for Health Services**
  Examines how improved work processes will lead to quality improvement. Explores the contribution of operations research and quality management to improve delivery and production of health services and business processes from the perspective of health care managers.

- **HSCI 730 Health Care Decision Analysis**
  Prerequisite: HSCI 701 or college level algebra. Students analyze practice patterns and find optimal methods of improving them. Decision Analysis and failure mode analysis are used within health care settings. Students integrate scientific evidence, patient’s preferences, and expert’s opinions to identify optimal alternatives.

- **NURS 7XX Leadership Strategies for the Clinical Nurse Leader**
  Explores aspects of horizontal and vertical leadership central to the Clinical Nurse Leader (CNL) role. Quality management and improvement, communication processes, and evidenced-based practice initiatives within a microsystem are stressed. Strategies for the efficient use of resources while maintaining safe and effective patient care are emphasized.

- **NURS 7XX Clinical Nurse Leader Role Integration**
  Explores the roles and functions of the clinical nurse leader in a micro-system in the health care arena. Uses seminar and clinical approaches to develop competence in clinical decision-making, critical thinking, problem identification, and outcome measurement for a select client population at the point of care.

- **NURS 7XX Clinical Nurse Leader Immersion**
  Guided implementation of the Clinical Nurse Leader role in a selected health care micro system. Uses clinical and seminar approaches to acquire in-depth skills related to the design, implementation and evaluation of patient care. Focus is on accountability for coordination, delegation and supervision of care provided by the unit based health care team.
Support Courses (7 Credits)

NURS 513 Advanced Pharmacology in Nursing
Provides the student with knowledge of physiologic responses and pharmacokinetic principles of pharmacologic agents that will undergird the student's learning of advanced pharmacologic concepts. Topics include advanced pharmacokinetic principles, pharamcotherapeutics of single and multiple drug regimens, client education needs, special population needs, and legal requirements for prescriptive authority.

NURS 550 Pathophysiology Bases for Major Health Deviations of Individuals
Examines health deviations occurring in people in the United States that require long-term and/or terminal health care interventions. Deviations are presented within a developmental framework as they influence physiologic integrity at the cellular level. Focus is on man as a whole, open system. Complex health programs from the perspective of maintaining homeodynamics are examined.

NURS 514 Advanced Health Assessment, Adv. Clinical Track
This course expands on undergraduate skills in systematic health assessment across the life span. The student will learn application of advanced health assessment skills in specialty advanced nursing practice setting. Integration of skills and techniques in collecting health assessment data towards appropriate decision-making, clinical assessments, and therapeutic interventions in select population is emphasized in this lab and didactic course.

Total credits 37
References


Maddox, P.J. (2004). *Briefing book: Clinical Nurse Leader*. (Available from Dr. P. J. Maddox, College of Nursing and Health Science, George Mason University, 4400 University Drive, Fairfax, VA 22030).