

**UNIVERSITY OF FLORIDA**  
**College of Public Health and Health Professions**  
**HSC 4184**

**Leadership – Skills and Styles**  
**Fall Semester, 2015**

**INSTRUCTOR:**

Jon Mills, MBA  
HPNP Building  
Office: TBD  
Office Hours: Thursdays 1pm,-2pm or by appointment  
Email: joncmills@ufl.edu

**TEACHING ASSISTANTS:**

Cristina Popescu ([cristina.popescu@ufl.edu](mailto:cristina.popescu@ufl.edu))  
Office: TBD  
Office Hours: Monday, 7<sup>th</sup> Period (1:55pm – 2:45pm) and by appointment  
Kaitlyn Jacobs ([kjacobs42@ufl.edu](mailto:kjacobs42@ufl.edu))  
Office: TBD  
Office Hours: Wednesday, 5<sup>th</sup> Period (11:45am – 12:35pm) and by appointment  
Chelsea Lutz ([chelsealutz@ufl.edu](mailto:chelsealutz@ufl.edu))  
Office: TBD  
Office Hours: Monday, 4<sup>th</sup> Period (10:40am – 11:30am) and by appointment  
Adrian Chambers ([adrianmchambers@phhp.ufl.edu](mailto:adrianmchambers@phhp.ufl.edu))  
Office: TBD  
Office Hours: Friday, 6<sup>th</sup> Period (12:50pm – 1:40pm) and by appointment

**MEETINGS:**

Friday, 7<sup>th</sup> and 8<sup>th</sup> periods (1:55 pm to 3:50 pm) – HPNP Room 1404 (Auditorium)  
Lab/Discussion Session by signup (1 hour)

**COURSE DESCRIPTION**

This course is designed to provide students with knowledge and an understanding of the importance of leadership in the healthcare industry. Lectures, guest speakers, small group discussions and in-class activities will be used to accomplish the course's objectives.

**COURSE OVERARCHING GOAL**

Upon successful completion of this course, students will be able to outline the importance of leadership skills in health professions, assess the relevance of leadership skills to their future professional role in the healthcare industry, and successfully utilize leadership skills in varied scenarios related to healthcare environments.

## COURSE OBJECTIVES

After successfully completing HSC 4184, students will be able to:

1. Outline the importance of leadership skills in health professions so that the advantages of quality leadership are associated with desired health outcomes and healthcare performance.
  - 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.
2. Assess the relevance of leadership skills to future professional roles in the healthcare industry so that future job performance is correlated to the quality of leadership displayed.
  - 2.1. Relate various professional roles in the healthcare industry with core leadership skills so that the functions of the role align with leadership skill priority.
  - 2.2. Describe various professional roles in the healthcare industry so that their primary functions are addressed.
  - 2.3. Associate successful leadership with factors that contribute to successful job performance.
3. Utilize leadership skills in varied scenarios related to healthcare environments so that desired outcomes are realized.
  - 3.1. Differentiate between the major leadership styles so that their characteristics can be aligned with varied scenarios.
  - 3.2. Describe the major leadership styles so that their key characteristics are addressed.
  - 3.3. Describe 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.
  - 3.4. Associate leadership needs with unique scenarios related to healthcare environments.

## COURSE MATERIALS:

There is no required textbook for this course. However, reading materials will be assigned and made available on Canvas.

## COURSE POLICIES

**Make-Up Work:** Students are allowed to make up work ONLY as the result of illness or other unanticipated circumstances warranting a medical excuse and resulting in the student missing a project deadline, consistent with College policy. Late assignments not resulting from one of these circumstances and not pre-arranged and approved by the student's TA or Course Instructor will not be accepted and will not receive credit for the assignment.

**Attendance:** Students are expected to attend all Lectures and assigned Lab/Discussion sessions. UF Attendance Policy will be in effect for excused absences. For information regarding the UF Attendance Policy see the Registrar website for additional details: [http://www.registrar.ufl.edu/catalogarchive/01-02-catalog/academic\\_regulations/academic\\_regulations\\_013 .htm](http://www.registrar.ufl.edu/catalogarchive/01-02-catalog/academic_regulations/academic_regulations_013.htm).

While attendance will not be taken in Lecture, **your performance in Lab/Discussions will be highly dependent on your presence in Lectures. Attendance at lab/discussions will be assessed through the student's participation grade.** Students will be allowed 1 (one) unexcused absence from lab/discussion without affecting their participation grade. See COURSE ASSIGNMENTS AND GRADING below for a

description of how participation will be assessed. Students who do not attend lab/discussion sections without an approved excused absence will not receive any credit for that day. Two late arrivals to lab will be considered the equivalent of one lab absence.

Excused absences from labs/discussions will include illness, family medical illness or emergency, academic or professional opportunities assessed on a per case basis (e.g. conferences) as well as reasons given by UF Attendance Policy. Other reasons may be approved at the discretion of the TA and/or Course Instructor. For an absence to be considered excused based on the reasons criteria described above, the TA or Course Instructor must be given notification prior to the start time of class via email. The time stamp of the email will be used to determine if notification was prior to the start of the student's assigned lab.

**Laptops:** Laptops may be used in class only for taking notes, viewing slides, or accessing websites that are associated with ongoing class activities. Students are not allowed to use laptops in class for any other reason. Students violating this policy will receive one warning; a second offense will result in a 5% deduction at the end of the semester from the total points earned by the student for the course grade.

**Cell phones:** Cell phones are not allowed to be out during class time unless requested by the instructor. Students violating this policy will receive one warning; a second offense will result in a 5% deduction at the end of the semester from the total points earned by the student for the course grade.

**Communication Guidelines:** The preferred method of contact is through email. Please contact your TA first. If further assistance is needed, contact the Course Instructor.

**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. 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 that cheating, lying, misrepresentation, or plagiarism in any form is unacceptable and inexcusable behavior.

**Accommodations for Students with Disabilities:** If you require classroom accommodation because of a disability, you must register with the Dean of Students Office <http://www.dso.ufl.edu> within the first week of class. The Dean of Students Office will provide documentation to you, which you then give to the instructor

when requesting accommodation. The College is committed to providing reasonable accommodations to assist students in their coursework.

**COURSE ASSIGNMENTS AND GRADING:**

**Lab/Discussion Participation - 10 points for each lab (Total 130 points for 13 labs over semester)**

Each week, students will receive a lab/discussion participation grade. To receive full credit for this participation component, students will be expected to come to lab prepared, and to complete any laboratory assignments. Students will also be expected to actively and respectfully participate in lab activities/discussions.

**Individual Professional Leadership Vision Statement – 5 points each (Total 10 points)**

Students will create a personal leadership vision statement over the course of the semester. The essential components will be presented in lecture on August 28<sup>th</sup>. Examples of quality vision statements will be provided at that time as well. Students are required to submit two drafts of the vision statement. The first draft will be **due on Thursday Sept 3<sup>rd</sup> by 11:59pm** and submitted through Canvas. Students will then revise their vision statement over the course of the semester. The second draft will be **due on Sunday November 29<sup>th</sup> by 11:59pm** and submitted through Canvas.

**Guest Speaker Leadership Reports – 10 points each (Total 40 points)**

For Module 2, Friday Lectures will include a guest lecturer series. There will be 4 guest lecturers who are professionals from the healthcare industry who have or are currently serving in leadership roles that are covered in Module 2 (e.g. clinician leaders). Students will complete a brief 2-page double-spaced report that answers questions (provided by the course Instructor or TAs) pertaining to the speaker’s presentation. Questions will assess the student’s ability to analyze the speaker’s leadership qualities by applying the topics covered in Module 1. **Reports will be due (submitted via Canvas) by 11:59pm on the Thursday following Friday Lecture** in which the guest speaker made their presentation.

**Healthcare Leadership Interview Paper - 120 points**

Each student will be expected to identify someone who is in a healthcare leadership position, gain an appointment with that person, interview the individual, and submit a written report. Students are required to submit the name, professional position, justification for your chosen interviewee and proof of contact to your TA via Canvas for approval by **September 11<sup>th</sup> at 11:59pm (20 points)**. Further detailed guidelines regarding preparation and the process of conducting the interview will be provided to students at a later date. Further details regarding the structure, format and required content of the report will be provided to students at a later date. The final paper must be submitted via Canvas by **Monday December 7<sup>th</sup> by 11:59pm (100 points)**. Late papers will not be accepted for any reason.

**Final Course Grade** will be based on a total of 300 points according to the percentage scale below.

<b>Percentage earned out of 300 points</b>	93%-100%	90%-92%	87%-89%	83%-86%	80%-82%	77%-79%	73%-76%	70%-72%	67%-69%	63%-66%	60%-62%	Below 60%
<b>Letter Grade equivalent</b>	A	A-	B+	B	B-	C+	C	C-	D+	D	D-	F

<b>Letter Grade</b>	A	A-	B+	B	B-	C+	C	D+	D	D-	E
<b>Grade Points</b>	4.0	3.67	3.33	3.0	2.67	2.33	2.0	1.33	1.0	0.67	0.0

COURSE OUTLINE			
Date	Topic	Notes	Due Dates
Week of 8/24	Course Overview and Class Admin/House Cleaning	No labs	
Week of 8/31	Introduction to Leadership		Submit draft vision statement via Canvas by Thursday 9/3 @ 11:59pm
Week of 9/7	Leadership Styles, Theories and Models	No lab on 9/7 (Labor Day).  <b>You must attend another lab taught by your TA this week.</b>	Submit interviewee information for approval via Canvas by Friday 9/11 @ 11:59pm
Week of 9/14	Effective Leadership		
Week of 9/21	Situational Leadership		
Week of 9/27	Overcoming Challenges in Leadership		
Week of 10/5	Leadership in Healthcare		
Week of 10/12	Clinician Leaders	Guest Speaker	
Week of 10/19	Health Administration Leaders	Guest Speaker	Submit clinician leader guest speaker report via Canvas by Thursday 10/22 @ 11:59pm
Week of 10/26	Public Health/Health Policy Leaders	Guest Speaker	Submit health administrator leader guest speaker report via Canvas by Thursday 10/29 @ 11:59pm
Week of 11/2	No Lecture (Homecoming)	No lab on 11/6 (Homecoming).  <b>You must attend another lab taught by your TA this week.</b>	Submit public health/health policy leader guest speaker report via Canvas by Thursday 11/5 @ 11:59pm
Week of 11/9	Healthcare Research/Academic Leaders	Guest Speaker  No lab on 11/11 (Veterans' Day).  <b>You must attend another lab taught by your TA this week.</b>	
Week of 11/16	Collaboration and Cooperation of Leaders across Healthcare Disciplines		Submit public health research/academic leader guest speaker report via Canvas by Thursday 11/20 @ 11:59pm
Week of 11/23	No Lecture (Thanksgiving)	No labs (Thanksgiving)	Submit revised (final) vision statement via Canvas by Sunday 11/29 @ 11:59pm
Week of 11/30	Additional Topics (Time Permitting)/Course Review		
Week of 12/7	No Lecture	No labs	Submit interviewee report via Canvas by Monday 12/7 @ 11:59pm

## LAB/DISCUSSION SESSIONS

Session 1 – Mondays @ 11:45  
Section 1245  
TA: Chelsea Lutz  
Room: G105

Session 2 – Mondays @ 3:00  
Section 1246  
TA: Cristina Popescu  
Room: G105

Session 3 – Wednesday @ 10:40  
Section 0120  
TA: Kaitlyn Jacobs  
Room: G105

Session 4 – Wednesday @ 3:00  
Section 4792  
TA: Cristina Popescu  
Room: G307

Session 5 – Thursday @ 9:35  
Section 4794  
TA: Adrian Chambers  
Room: G316

Session 6 – Thursday @ 10:40  
Section 4795  
TA: Kaitlyn Jacobs  
Room G105

Session 7 – Thursday @ 12:50pm  
Section 4801  
TA: Adrian Chambers  
Room G105

Session 8 –Thursday @ 1:35pm  
Section 4804  
TA: Adrian Chambers  
Room G105

Session 9 – Friday @ 11:45am  
Section 4808  
TA: Chelsea Lutz  
Room G105