

# THE TRIFECTA: THE INTEGRATION OF POLICY, FINANCIAL, AND LEGAL LITERACY TO PREPARE NURSE EXECUTIVES

Kimberly A. Cleveland JD, MSN, RN, C-MBC

Yvonne M. Smith PhD, APRN-CNS

Kent State University



# AUTHOR CONFLICTS/DISCLOSURES

The authors have no conflicts of interest.

Materials presented today are intended for educational purposes only.



# LEARNER OBJECTIVES

- ▶ Identify two graduate student benefits of a Health Management Curriculum that integrates Policy, Financial, and Legal Literacy
- ▶ Identify two educational strategies that promote integration of Policy, Financial, and Legal theory
- ▶ Identify two student communication centered learning tools that assist graduate nursing students in linking theory and practice



“FIGHT FOR THE THINGS YOU CARE ABOUT, BUT DO IT  
IN A WAY THAT WILL LEAD OTHERS TO JOIN YOU.”

Ruth Bader Ginsburg



Influencing Behaviors



# THE CURRICULAR GAP AY 2015-2016

Too Finance Specific



Too Staffing Focused

No Previous Excel

Narrative

No Policy Base

Loose Integration ACA

Advanced Revenue Cycle



No Revenue Cycle



# THE CURRICULAR GAP AY 2016-2017

Policy Positions Changing



Legal Imperatives Buried

New Policy Positions

Regulatory Expansion

Policy Base Shifting

ACA Challenged

AR Cycle Shifts



Insurance Law Impacts

Sensitive Communication

Bright Line Rules



# COMPETENCY FOUNDATION

- ▶ American Organization of Nurse Executives Competencies for Nurse Leaders
- ▶ American Association of Colleges Essentials of Master's Education in Nursing



# CURRICULAR REVISION

- ▶ Maintained Budget & Fiscal Management Course
- ▶ Revised Health Policy Course with Integrated Financial Module
- ▶ Added Health Law Course
- ▶ All three course were required to be taken prior to or contemporaneously with practicum course.





# KEY ASSIGNMENTS TO BUILD FINANCIAL LITERACY

- ▶ Business Case Study
- ▶ Spreadsheet Preparation and Presentation
- ▶ Student Created Key Term Lexicon with Examples

## Educational Tools for Assignments

- ▶ Lynda
- ▶ BlackBoard Learn
- ▶ Open Access Text Links
- ▶ Sample Real Time Business Plans



# KEY ASSIGNMENTS TO BUILD LEGAL LITERACY

- ▶ Case Studies Based On Changing Regulatory Landscape
- ▶ Narrative Essay Quizzes That Integrate Regulatory, Ethical and Policy Queries in Health Administration Now
- ▶ Organizational Policy Draft

## Educational Tools For Assignments

- ▶ Lexis Academic
- ▶ USCA & CFR Links
- ▶ Lynda Selections Regarding Business Communication Tools
- ▶ Cynefin Problem Solving Framework



# KEY ASSIGNMENTS TO BUILD POLICY LITERACY

- ▶ Comprehensive Policy Change Paper
- ▶ Small Group Peer Review of Policy Change Papers
- ▶ Financial Spreadsheet Integration

## Educational Tools For Assignments

- ▶ Nursing Faculty Created Library Guide To Policy Research
- ▶ Health Care Lexicon Integrated Into Online Modules



# PREFERRED FACULTY EXPERIENCE

- ▶ Profit & Non-Profit
  - ▶ Assure application in all environments
  - ▶ Advance policy underpinning for under-represented populations & mainstream healthcare
  - ▶ Discuss legal and tax implications given changing policy and legal environment
  
- ▶ Nursing, Professional Organization & Healthcare CEO Experience
  - ▶ Engage discussion of nursing's unique contribution to the finance of healthcare
  - ▶ Integrate finance & policy at organizational, state and national level
  
- ▶ MSN & Juris Doctorate/Practicing Health Law Attorney
  - ▶ Advance understanding of legal foundation for policy development, reimbursement, ethical distribution, program development & patient satisfaction



# CLOSING THE GAP

- ▶ Integration of Legal, Financial and Policy Theory
- ▶ Health Care Accounting/Budgeting Principles Integrated with Regulatory and Legal Imperatives
- ▶ Financial Planning, Inclusive Communication Strategies, Regulatory Responsiveness



# PRACTICAL APPLICATION

1. Practicum Journal
2. Practicum Course
3. Executive Level Critical Thinking




# STUDENT OUTCOMES

- ▶ 100% Integrated Concepts of Legal Course & Budget in Practicum Journal
- ▶ 100% Learned Valuable Information For Practice
- ▶ 100% Received A- or Higher Grade In Legal Course

“Having these three classes taught me to think differently, respond differently and communicate differently. I now know in my new executive role why there are no easy answers. I also know how to engage the teams to prepare the right answers! Regulations don't scare me anymore.”





"Live As If You Will Die Tomorrow.  
Learn As If You Will Live Forever."  
Mahatma Gandhi



# REFERENCES

- American Association of Colleges of Nursing (2011) Essentials of master's education in nursing. Retrieved from <http://www.aacn.nche.edu/education-resources/MastersEssentials11.pdf>
- American Association of College of Nursing (2016). Government affairs: Federal policy agenda. Retrieved from <http://www.aacn.nche.edu/government-affairs/legislative-goal>
- American Organization of Nurse Executives (n.d.) Nurse leader competencies. Retrieved from <http://www.aone.org/resources/nurse-leader-competencies.shtml>
- Burke, S. A. (2016). Influence through policy: Nurses have a unique role. *Reflections On Nursing Leadership*, 42(2), 1-3.
- Cleveland, K.A. & Smith, Y.M. (September, 2016). *Teaching financial literacy: Preparing future nurse executives*. Sigma Theta Tau International Leadership Connection, Indianapolis, Indiana. [International] Peer Reviewed.
- Dunham-Taylor, J., & Pinczuk, J.Z. (2015). *Financial management for nurse managers: Merging the heart with the dollar* (3rd ed.). Boston, MA: Jones and Bartlett Publishers.
- Institute of Medicine (2010). The future of nursing: Leading change, advancing health. Retrieved from <http://www.nationalacademics.org/hmd/Reports/2010/The-Future-of-Nursing-Leading-Change-Advancing-Health.aspx>
- McGuire, M., Goldstein, C., Claywell, L. & Patton, R. (2017). Analysis of student reflections of experiential learning in nursing health policy courses. *Nurse Educator*. 42(2):95-99. doi: 10.1097/NNE.0000000000000321
- Smith, Y.M. & Caplin, M. (2012). Teaching the literacy of professionalism: When clinical skills are not enough. *Nurse Educator*, 37(3), 121-125.
- Staebler, S., Campbell, J., Cornelius, P., Fallin-Bennet, A., Fry-Bowers, E., Kung, Y.M., LeFevers, D., & Miller, J. (2017). Policy and political advocacy: Comparison study of nursing faculty to determine current practices, perceptions, and barriers to teaching. *Journal of Professional Nursing* (33). pp. 350-355. doi:doi.org/10.1016/j.profnurs.2017.04.001
- Taylor, M.R.S. (2016). Impact of advocacy initiatives on nurses' motivation to sustain momentum in public policy advocacy. *Journal of Professional Nursing* (33)3. pp. 235-245. doi: doi.org/10/1016/j/profnurs.2015.10.010