MASTER OF SCIENCE IN NURSING (M.S.N.) MAJOR IN LEADERSHIP AND ADMINISTRATION IN NURSING

Major Program
The 36-hour Master of Science in Nursing major in Leadership and Administration in Nursing (MSN-LAN) hybrid post-professional master’s degree program will prepare post-baccalaureate nurses and post-master’s nurses to practice in leadership and administrative roles in a variety of health care institutions. Participants seeking career advancement opportunities through graduate education for top nurse executive positions, care/service line nurse executive roles, and primary care/population-based manager positions will be prepared to effectively translate innovative practice models and expertly direct the delivery of health care across organizational models. The graduate of the MSN-LAN will skillfully translate research and become an expert in using evidenced-based practice knowledge to direct individual and population health care. The acquisition of advanced knowledge and clinical judgment will afford society a fully educated nurse leader who champions accountable care for improvement in health outcomes. Overall, the MSN-LAN program will position the post-professional Registered Nurse (RN) graduate to exhibit transformational leadership to effect and generate health policy development, organizational and systems development, evidence-based care, and evaluation of health care delivery in collaboration with interdisciplinary teams and partners.

The 16-month, 4-semester curriculum includes courses emphasizing the core management and executive competencies established by the American Organization of Nurse Executives (AONE) and the Essentials of Master’s Education in Nursing as established by the American Association of Colleges of Nursing (AACN). The curriculum of the MSN-LAN program will prepare experienced RNs and RN managers to lead interdisciplinary teams with advanced competencies in communication, business skills, leadership, professionalism, and knowledge of the health care environment. Evidence-based practice, ethics, quality and performance improvement, risk management, organizational development, economics and finance, and relationship building will form the core of the curriculum. Community partner mentored practicums will provide 120 hours of experiential learning that supports ‘real-time’ solutions to current health care issues affecting Texans. Student-mentor partners will work together to address change projects, quality improvement, and patient safety issues of the mentor’s facility/agency. Texas State faculty working with the student-mentor teams will strengthen the relationships between nursing education and nursing practice. The outlined curriculum and specific courses will afford RNs advanced knowledge, skills, and competencies needed to develop and improve health care systems. The program’s hybrid format, the central Texas location, and use of video-conferencing will offer students flexibility, which aids recruitment, matriculation, and retention of practicing registered nurses.

Application Requirements
The items listed below are required for admission consideration for applicable semesters of entry during the current academic year. Submission instructions, additional details, and changes to admission requirements for semesters other than the current academic year can be found on The Graduate College’s website (http://www.gradcollege.txstate.edu). International students should review the International Admission Documents webpage (http://mycatalog.txstate.edu/graduate/admission-documents/international) for additional requirements.

- completed online application
- effective spring 2020, completed online NursingCAS application

and either

- $55 nonrefundable application fee
- $90 nonrefundable application fee for applications with international credentials

- bachelor of science in nursing (B.S.N.) degree from a regionally accredited institution and from a nursing program accredited by the National League for Nursing Accrediting Commission (NLNAC), Commission on Collegiate Nursing Education (CCNE) or other nationally-recognized nursing education accrediting body. The B.S.N. degree must be reflected on the student’s transcript at the time of application.

- official transcripts from each institution where course credit was granted
- minimum 3.0 GPA on a 4.0 scale in the last 60 hours of undergraduate course work
- minimum 3.0 GPA on a 4.0 scale in nursing course work
- grade of C or better in an upper division statistics course
- GRE not required
- current, valid unencumbered R.N. license or multi-state privilege to practice as a registered nurse in the state(s) in which the student will complete practicum courses. The license must be printed from the Texas Board of Nursing (BON) website.
- responses to specific essay questions
- three letters of recommendation from professionals competent to assess the student’s academic capability and interest in pursuing the higher levels of nursing practice

TOEFL or IELTS Scores
Non-native English speakers who do not qualify for an English proficiency waiver:

- official TOEFL iBT scores required with a 78 overall
- official IELTS (academic) scores required with a 6.5 overall and
  - minimum individual module scores of 6.0

This program does not offer admission if the scores above are not met.

Degree Requirements
The Master of Science in Nursing major in Leadership and Administration in Nursing requires 36 semester credit hours.
### Course Requirements

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<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
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<tbody>
<tr>
<td>HA 5355</td>
<td>Human Resource Management in Healthcare Facilities</td>
<td>3</td>
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<tr>
<td>HIM 5342</td>
<td>Information Systems and Technology</td>
<td>3</td>
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<tr>
<td>HS 5315</td>
<td>Principles of Healthcare Finance for Clinical Leaders</td>
<td>3</td>
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<tr>
<td>NURS 5360</td>
<td>Leadership Science: Foundational Thinking Skills, Governance, &amp; Community &amp; Provider Relationships</td>
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<tr>
<td>NURS 5361</td>
<td>Leadership Science: Performance and Quality Improvement</td>
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<td>NURS 5362</td>
<td>Leadership Science: Patient Safety, Risk Management, Legal and Regulatory Requirements</td>
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<td>NURS 5363</td>
<td>Leadership Science: Evidence-Based Practice for Nurse Leaders</td>
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<tr>
<td>NURS 5364</td>
<td>Leadership Science: Health Care Finance and Workforce Planning</td>
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<tr>
<td>NURS 5365</td>
<td>Leadership Art: Ethics, Diversity, and Relationship Building</td>
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<td>NURS 5366</td>
<td>Leadership Art: Health Policy and Advocacy</td>
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<td>NURS 5367</td>
<td>Leader Within: Professional Accountability, Succession Planning and Reflective Practice I</td>
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</tr>
<tr>
<td>NURS 5368</td>
<td>Leader Within: Professional Accountability, Succession Planning and Reflective Practice II</td>
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**Total Hours: 36**

### Comprehensive Examination Requirements

All candidates for graduate degrees must pass one or more comprehensive examinations.

Master’s level courses in Nursing: NURS

### Courses Offered

**NURS 5102. Advanced Health Assessment Practicum.**

This course emphasizes advanced health assessment techniques and skills common to patient evaluation and development of differential diagnoses. Advanced physical assessment skills and identifying common signs and symptoms related to physical examination will be developed. Restricted to MSN degree students only.

1 Credit Hour. 0 Lecture Contact Hours. 4 Lab Contact Hours.
Grade Mode: Credit/No Credit

**NURS 5106. Fundamentals of Appraisal and Translational Research II.**

This course builds upon work begun in the first research course. Emphasis will be placed on writing an evidence-based scholarly paper or project in collaboration with a faculty member. Presentation of the findings and submission of a paper for publication will be required in the final semester. Restricted to MSN degree students only.

1 Credit Hour. 1 Lecture Contact Hour. 0 Lab Contact Hours.
Grade Mode: Standard Letter

**NURS 5107. Fundamentals of Appraisal and Translational Research III.**

This course is a continuation of work begun in previous courses and will result in an evidence-based scholarly paper or project. Presentation of the findings and submission of a paper for publication will be required. This is a culminating project for the entire course of study. Restricted to MSN degree students only.

1 Credit Hour. 1 Lecture Contact Hour. 0 Lab Contact Hours.
Grade Mode: Standard Letter

**NURS 5141. Reproductive, Sexual and Obstetrical Health Practicum.**

Students will integrate research evidence into practice with adolescent and adult patients while working in clinical settings in collaboration with other health care professionals. Students will utilize a systematic approach of assessment to develop advanced practice treatment plans for patients seeking care related to reproduction, sexual and obstetrical health. Restricted to MSN degree students only.

1 Credit Hour. 0 Lecture Contact Hours. 4 Lab Contact Hours.
Grade Mode: Standard Letter

**NURS 5170. Advanced Health Assessment Mental Health Focused Practicum.**

This course emphasizes advanced mental health assessment techniques and skills common to patient evaluation and the development of differential diagnoses. Advanced physical and mental health assessment skills and the ability to identify common signs and symptoms related to physical and mental health disease processes will be developed.

1 Credit Hour. 0 Lecture Contact Hours. 4 Lab Contact Hours.
Grade Mode: Standard Letter

**NURS 5176. Models of Psychotherapy.**

The course will examine the variety of therapeutic modalities available for the treatment of mental health disorders across the lifespan. Attention will be given to the nurse as psychotherapist and the development of a framework for practice. Integrating psychopharmacology with psychotherapy, and therapy with special populations will be presented.

1 Credit Hour. 1 Lecture Contact Hour. 0 Lab Contact Hours.
Grade Mode: Standard Letter

**NURS 5177. Models of Psychotherapy Practicum.**

This course emphasizes advanced health assessment techniques and skills common to patient evaluation and the development of differential diagnoses. Advanced physical and mental health assessment skills and the ability to identify common signs and symptoms of disease will be developed.

1 Credit Hour. 0 Lecture Contact Hours. 4 Lab Contact Hours.
Grade Mode: Standard Letter

**NURS 5180. Advanced Health Assessment Applications for PMHNP.**

This course emphasizes advanced mental health assessment techniques and skills unique to patient mental health evaluation and the development of differential diagnoses. Advanced physical and mental health assessment skills using standardized instruments and DSM5 guidelines will be developed.

1 Credit Hour. 1 Lecture Contact Hour. 0 Lab Contact Hours.
Grade Mode: Standard Letter
NURS 5182. Psychoeducation Theory.
The course will explore approaches to patient education including legal and ethical issues specific to mental health. Educational activities, including teaching, counseling, and behavior modification will be discussed. Examination of techniques specific to mental and behavioral health and the use and impact of technology will be included.
1 Credit Hour. 1 Lecture Contact Hour. 0 Lab Contact Hours.
Grade Mode: Standard Letter

NURS 5183. Psychoeducation Practicum.
The course will apply approaches to patient education including legal and ethical issues specific to mental health. Educational activities, including teaching, counseling, and behavior modification, will be implemented. Examination of techniques specific to mental and behavioral health and the use and impact of technology will be included.
1 Credit Hour. 0 Lecture Contact Hours. 4 Lab Contact Hours.
Grade Mode: Standard Letter

NURS 5202. Advanced Health Assessment.
This course emphasizes advanced health assessment techniques and skills common to family practice. Advanced skills in laboratory evaluation, taking and assessing patient history, and diagnostic capabilities, which are sensitive to cultural and developmental needs of a variety of patients in diverse settings, will be developed. Restricted to MSN degree students only.
2 Credit Hours. 2 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

NURS 5204. Fundamentals of Appraisal and Translational Research I.
This course focuses on a variety of interest areas, related research and the evaluation of current research trends. There will be critique of research methodologies and outcomes into application within the clinical setting, as well as exploration of technological applications and student data compilations. Restricted to MSN degree students only.
2 Credit Hours. 2 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

This course explores leadership concepts and complexity of changing healthcare systems for the advanced nursing role. Healthcare economics, innovation, and resource stewardship are examined. Change management and leadership theories guide students to create a leadership philosophy. Rich leadership perspectives and diversity from various professional fields are examined through reflective practice.
2 Credit Hours. 2 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

NURS 5208. Current Issues in Advanced Practice Nursing.
The current professional and legal issues that influence advanced practice nursing, nursing education and the health care delivery system are discussed. Health care policy; changes in the economics of health care, and their impact on nursing are considered. Restricted to MSN degree students only.
2 Credit Hours. 2 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

NURS 5218. Psychoeducation Theory.
The course will explore approaches to patient education including legal and ethical issues specific to mental health. Educational activities, including teaching, counseling, and behavior modification will be discussed. Examination of techniques specific to mental and behavioral health and the use and impact of technology will be included.
1 Credit Hour. 1 Lecture Contact Hour. 0 Lab Contact Hours.
Grade Mode: Standard Letter

NURS 5273. Neuroscience for Mental Health Practitioners.
This course explores the connection of mind and body and the current neuroscience that supports the linkage between them. The physiology of the brain and nervous system, genetics and epigenetics, and the immune system will be examined. Diagnostic tools and evidence-based treatment modalities will be explored.
2 Credit Hours. 2 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

NURS 5274. Developmental Models of Care Across the Lifespan.
The course will explore the contribution of growth and development on mental illness. Specific attention will be paid to disorders of childhood, adolescence, and aging. Developmental factors associated with mental illness will be examined. Specific attention will be given to anxiety, autism spectrum, bipolar, depression, dementia, and impulse control disorders.
2 Credit Hours. 2 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

NURS 5275. Developmental Models of Care Across the Lifespan Practicum.
The course will explore therapeutic mental illness interventions that occur during lifespan growth and development. Specific attention will be given to anxiety, autism spectrum, bipolar, depression, dementia, and impulse control disorders of patients across the lifespan.
2 Credit Hours. 0 Lecture Contact Hours. 8 Lab Contact Hours.
Grade Mode: Standard Letter

NURS 5278. Acute and Crisis Models of Care Across the Lifespan.
The course will explore acute and crisis conditions needing immediate intervention and care. The examination of substance abuse, violence, trauma, suicide, and forensics will be undertaken. Special emphasis will be placed on suicide prevention, substance abuse intervention, and domestic violence. Disorders leading to forensic intervention will be discussed.
2 Credit Hours. 2 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

NURS 5279. Acute and Crisis Models of Care Across the Lifespan Practicum.
This course emphasizes mental health assessment techniques and skills for patients experiencing a variety of acute or crisis health issues and the development of differential diagnoses. Advanced physical and mental health assessment skills, identifying symptomology and treatment strategies for suicide prevention, substance abuse, and domestic violence, will be developed.
2 Credit Hours. 0 Lecture Contact Hours. 8 Lab Contact Hours.
Grade Mode: Standard Letter

NURS 5281. Psychopharmacology.
This course focuses on the principles of clinical psychopharmacology for diverse populations across the lifespan. Knowledge of pharmacologic categories, indications and contraindications, dosing with special needs groups, adverse effects, and collaborative monitoring of pharmacotherapy and alternative therapies will be developed.
2 Credit Hours. 2 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter
NURS 5287. Chronic Mental Health Self-Management Across the Lifespan Practicum.
The course will apply self-management strategies for psychiatric disorders that manifest throughout the lifespan. Chronic disease self-management principles will be applied to a variety of long-term mental illnesses in a clinical setting. A self-management intervention will be developed, implemented and evaluated.
2 Credit Hours. 0 Lecture Contact Hours. 8 Lab Contact Hours.
Grade Mode: Standard Letter

NURS 5301. Advanced Pathophysiology.
In preparation for advanced practice, this course will expand understanding of the pathophysiology underlying dysfunctions and interrelatedness of the processes of normal physiology and pathophysiology across the continuum of disease and return to wellness. Applications will be made utilizing lifespan perspectives of the process.
Restricted to MSN degree students only.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

NURS 5303. Advanced Pharmacotherapeutics.
This course provides advanced knowledge in selecting pharmacologic agents and specific drugs, based on acute and chronic health problems in diverse populations. Knowledge of pharmacologic groups, indications and contraindications, dosing with special needs groups, adverse effects, and collaborative monitoring of pharmacotherapy and alternative therapies will be developed.
Restricted to MSN degree students only.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

NURS 5311. Behavioral Health Primary Care.
This course includes family system theories and their application to families. Common behavioral health diagnoses, such as anxiety, depression, and co-existing mental and physical illness, are investigated in relation to the human lifespan. The prevalence and incidence of behavioral health issues are considered in terms of diagnosis and theory.
Restrict to MSN degree students only.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

NURS 5330. Pediatric & Adolescent Primary Care Practicum.
Students will integrate translational research evidence into practice with adolescent and pediatric patients while working in clinical settings in collaboration with other health care professionals. Students will utilize a developmental approach of assessing the pediatric and adolescent patient to create advanced practice treatment plans.
Restricted to MSN degree students only.
3 Credit Hours. 0 Lecture Contact Hours. 12 Lab Contact Hours.
Grade Mode: Credit/No Credit

NURS 5341. Reproductive, Sexual and Obstetrical Health.
This course examines issues of fertility and infertility in males and females as well as the diseases related to sexual health. Selected topics in obstetrics, genetics, adolescent sexuality, family planning, cancers, HIV/AIDS, and STI’s will be explored.
Restricted to MSN degree students only.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

NURS 5350. Integrative Family Primary Care Practicum.
This course develops skills in utilization of holistic assessment, as well as application of the principles for developing a differential diagnosis, clinical decision making, and designing interventions and treatment in a variety of clinical settings. Evaluation of traditional and complementary/alternative methods for supporting health promotion will also be explored.
Restricted to MSN degree students only.
3 Credit Hours. 0 Lecture Contact Hours. 12 Lab Contact Hours.
Grade Mode: Credit/No Credit

NURS 5351. Theoretical Foundations of Advanced Integrative Nursing.
This course includes nursing theories and the interrelatedness to the advanced practice role. Mind and body interconnectedness, allopathic and alternative care models are discussed. The developmental processes between wellness and illness are considered.
Restricted to MSN degree students only.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

NURS 5360. Leadership Science: Foundational Thinking Skills, Governance, & Community & Provider Relationships.
This course will emphasize leadership skills in communication, leadership styles and organizational theory. Communication will focus on conflict resolution, presentation skills, and relationship building. Delivery systems, leadership styles, and demand for nursing will be examined. Complexity science, systems theory, and diversity required for organizing health care will be explored.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

NURS 5361. Leadership Science: Performance and Quality Improvement.
This course will articulate performance improvement activities using evidence-based metrics to align patient outcomes with organizational goals. Methods for using quality metrics and action plans will be emphasized.
3 Credit Hours. 3 Lecture Contact Hours. 1 Lab Contact Hour.
Grade Mode: Standard Letter

This course will examine areas of risk and liability. Students will develop systems that identify early warning indicators of problems and will explore “just in time” reporting. The concept of sentinel events and root cause analysis will be explored. Accreditation standards, legal regulations, and compliance requirements will be integrated.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter
NURS 5363. Leadership Science: Evidence-Based Practice for Nurse Leaders.
The students will explore evidence-based practice (EBP) for nurse leaders. This EBP course will equip nurses with the skills needed to effectively engage in EBP to serve as EBP champions and mentors, and to lead projects within healthcare facilities.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

NURS 5364. Leadership Science: Health Care Finance and Workforce Planning.
This course will emphasize workforce planning for nursing and the application of general principles of accounting. Twenty hours will be allocated to the development of a department operational and capital budget in collaboration with a nurse director or executive. Negotiation and monitoring of contracts and contract compliance will be explored.
3 Credit Hours. 3 Lecture Contact Hours. 1 Lab Contact Hours.
Grade Mode: Standard Letter

NURS 5365. Leadership Art: Ethics, Diversity, and Relationship Building.
This course will explore theories of culture and will include legal regulations that govern diversity. The relationship between medical ethics and corporate compliance will be explored. Methods for creating a trusting environment will be evaluated and the need for relationships with providers and academia will be illustrated.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

NURS 5366. Leadership Art: Health Policy and Advocacy.
This course will focus on the need for leaders to belong to professional organizations to affect policy and advocacy. Participation in legislative activities will be promoted at the state and national levels. The impact of nurse leaders serving on boards that govern health care activities and organizations will be emphasized.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

NURS 5367. Leader Within: Professional Accountability, Succession Planning and Reflective Practice I.
This course provides a mentored experience for the synthesis of critical thinking and reflections from didactic work with the practice of nursing leadership. Observational and independent learning activities will result in a Part I of the final capstone project reflecting culmination of program objectives.
3 Credit Hours. 3 Lecture Contact Hours. 1 Lab Contact Hour.
Grade Mode: Standard Letter

NURS 5368. Leader Within: Professional Accountability, Succession Planning and Reflective Practice II.
This course is designed to be the culminating mentored experience for the synthesis of critical thinking and reflections from didactic work with the practice of nursing leadership. Students will evaluate and present their final capstone project, reflecting summation of program objectives.
3 Credit Hours. 3 Lecture Contact Hours. 1 Lab Contact Hour.
Grade Mode: Standard Letter

NURS 5372. Psychological Theory for Mental Health Practitioners.
The course provides the foundation for assessing the most commonly used theories in psychiatric-mental health practice and integrating the nursing theories specific to psychiatric nursing. Theories used to guide practice will be stressed. Emphasis will be placed on the interrelationship between theory and research.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

NURS 5384. Role, Leadership, Policy, and Ethics Within the US Healthcare Delivery System.
The course will emphasize the role of the Psychiatric Mental Health Advanced Practice Nurse. Leadership styles, the process of policy, ethical standards, barriers, and role will be addressed. Characteristics of leaders in the nurse practitioner role, policy and policy making, and ethical dilemmas facing patients and providers will be included.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

NURS 5385. Translational Research and Capstone.
The students will explore evidence-based practice (EBP) for Psychiatric Mental Health Nurse Practitioners. This course will equip nurses with the skills needed to effectively engage in EBP to serve as EBP champions and mentors, and to lead projects that translate evidence into clinical practice within healthcare facilities.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

NURS 5386. Chronic Mental Health Self-Management Across the Lifespan.
The course will explore psychiatric disorders that manifest throughout the lifespan. Chronic disease self-management principles will be applied to a variety of long-term mental illnesses. Emphasis will be placed on the chronicity of certain illnesses and the need to manage them from onset to end-of-life.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

NURS 5410. Adult/Gerontology Primary Care.
This course focuses on the collection of data, pertinent laboratory findings, diagnostic tests, differential diagnoses and plans for therapeutic intervention. Integration of theory, health promotion, disease prevention, and clinical decision making in a variety of clinical care settings as applied to adults and older adults will be emphasized. Restricted to MSN degree students only.
4 Credit Hours. 4 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

NURS 5430. Pediatric & Adolescent Primary Care.
This course investigates the primary care management process to diagnose, treat, and follow up common illnesses of increasing complexity in pediatric and adolescents using family-centered and developmental perspectives. Perspectives of underserved populations in a variety of clinical settings will be explored. Restricted to MSN degree students only.
4 Credit Hours. 4 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter
NURS 5450. Integrative Family Primary Care.
This course emphasizes the evaluation of clinical indications and contraindications, potential risks, and methods of accessing evidence-based information about complementary and alternative care, nutrition, herbs and dietary supplements. Skills in educating patients, communicating and collaborating with other health professionals, and documenting and reporting adverse events will be mastered. Restricted to MSN degree students only.

4 Credit Hours. 4 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter