

IOWA STATE UNIVERSITY

Ivy College of Business

Experiential Learning Guide

for Undergraduate Healthcare Management Students





ON THE COVER

Chloe Jaeger (spring 2023), the first healthcare management student to intern at Mary Greeley Medical Center

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Section I. Healthcare Management Experiential Learning Requirement

The Healthcare Management (HCM) degree includes an Experiential Learning requirement.

The purpose of the experiential learning is to help bridge the gap between classroom theory and healthcare management activities and to provide students with practical experience in a healthcare organization. Students can fulfill the experiential requirement in one of the following ways:

- a) Internship (HCM 391), 3 credits
- b) Cooperative Education (HCM 398), “R” credit,
- c) Alternate Applied Learning Experience (3 credits)

Catalog description of each is included below:

Internship in Healthcare Management (HCM 391): The internship is an integrative experience in a healthcare setting that allows students to apply the skills and knowledge obtained through their academic preparation in healthcare management. The internship consists of a minimum of 120 contact hours. Students are required to submit written and/or oral reports to the instructor of record on the internship experience as it relates to the healthcare management curriculum. Students may be responsible for facility-specific fees associated with completion of organizational requirements, such as training and immunization. **Credits: 3**

Cooperative Education (HCM 398): Students who wish to remain enrolled in Iowa State and work full time in a healthcare management position can complete the Cooperative Education course. The cooperative education experience in a healthcare setting allows students to apply the skills and knowledge obtained through their academic preparation in healthcare management. Students are required to submit written and/or oral reports to the instructor of record on the internship experience as it relates to the healthcare management curriculum. Students may be responsible for facility-specific fees associated with the completion of organizational requirements, such as training and immunization. **Credits: R**

A healthcare management internship (HCM 391) or cooperative educational experience (“co-op” going forward) (HCM 398) is strongly encouraged for all healthcare management majors. Co-ops and internships are important because they offer great learning and professional development opportunities, and they lead to increased employment opportunities upon graduation. Employers want to see experiential work experience on resumes (for some it is a requirement) and companies regularly use their internship programs as pipelines for hiring full-time employees.

Alternate Applied Learning Experience. Students who need to be enrolled in alternate applied learning experience, can enroll in HCM 490.

Please note that HCM 490 is reserved for rare cases in which a student has a compelling case for not completing the internship (e.g., extenuating circumstances, significant prior professional

experience in the field of health administration, inability to convert interviews to internship offers, etc.). In such cases, HCM 490 allows for alternate applied learning experience that is equivalent in length to the program's internship requirement. The alternate applied learning experience is faculty-supervised and can take place in any field across health and social services. HCM 490 is not offered on a regular basis but may be arranged if students have a compelling case for not completing the internship, on a one-to-one basis.

Independent Study in Healthcare Management (HCM 490): Repeatable. Prerequisites: At least 12 hours of HCM coursework with a cumulative HCM-specific GPA of 2.0 or better. Instructor permission. Department permission is required. **Credits: 3**

Internships vs Co-ops

HCM 398 Cooperative Education (R credit)

HCM 391 Internship (3)

- | | |
|--|--|
| <ul style="list-style-type: none">• Part-time or full-time• Minimum of 8 weeks in length• Minimum 120 contact hours• Paid or non-paid | <ul style="list-style-type: none">• Always full-time• Minimum 8 weeks in length• Always a paid experience• Can be taken for up to 1 semester and 1 summer consecutively |
| <ul style="list-style-type: none">• Part-time in Fall or Spring/Full-time or part-time in Summer• Taken for 3 academic credits• Requires tuition and fee | <ul style="list-style-type: none">• Taken for "R" credit• Does not require tuition and fees• Can be taken with up to 3 credit hours of additional coursework |

If working a **part-time** internship, your only credit option is HCM 391, not HCM 398.

"R" credit: as is standard practice in the college, students enrolled in the co-op will receive "R" credit which is a transcript notation. The "R" credit keeps one's status as a full-time student so that student loans do not come due and health insurance status is maintained. "R" credit requires no tuition or fees.

HCM major requires completion of 24 credit hours. Students who choose to complete the experiential learning requirement through Internship (HCM 391) or Independent Study (HCM 490) will need to complete 1 HCM elective; students completing Cooperative Education (HCM 398) will need to complete 2 HCM electives to fulfil the 24-credit hour major graduation requirement.

For more information on the difference between internship and co-ops, please visit Ivy Career Services <https://www.ivybusiness.iastate.edu/student-services/>.

For more information on Healthcare Management Independent Study (MGMT 490), please contact Dr. Natallia Gray (nagray@iastate.edu), Healthcare Management Program Director.

Section II. Healthcare Management Internship (HCM 391/398)

The focus of what follows is on Internship (HCM 391), however the bulk of the information (including pre-requisites, learning objectives, the structure, processes, and responsibilities) presented below is also applicable for the cooperative education (HCM 398).

Prerequisites

Prior to enrollment in HCM 391 (or HCM 398), students must complete at least 12 credit hours within the major (i.e., 4 courses with “HCM” prefix) with HCM-specific GPA of 2.0 or better.

Ivy College of Business enforces all the pre-requisites.

In rare circumstances where students have already secured an internship, but do not meet the 12 credit hours pre-requisite, a student can petition for the prerequisite to be waived.

Petition process to reduce the 12-credit hour HCM prerequisite:

- The student obtains the petition form through the career coordinator. Please note that this form is not available through the advising office. Once the student fills out the form, the form is electronically routed to the healthcare management program director for consideration.
- A copy of the petition form is provided in the appendix.

Learning Objectives

Upon completion of the internship/co-op, the student will be able to:

1. Explain the organizational structure of the health facility or agency.
2. Explain the roles of the health organization’s chief stakeholders, including the board, administration, key staff, patients/subscribers/clients, vendors, and competitors.
3. Analyze the functions and strategic roles of major departments/divisions in the health organization.
4. Assess the role of the organization in the community.
5. Evaluate the relationships between the organization and its chief payors (Medicare, commercial carriers, grants, federal/state funding, etc.)
6. Develop and complete a meaningful healthcare management project(s) at the internship site under the guidance of the Site Preceptor.
7. Synthesize what has been learned from assisting the Site Preceptor in the handling of minor administrative duties.
8. Analyze what has been observed from attending various administrative, board, quality, or other management meetings, in conjunction with the Site Preceptor.
9. Describe the professional networking opportunities explored by the intern during the internship experience.
10. Relate how the internship experience is expected to help in the intern’s procurement of a full-time, regular position in the future (resume value, experience, etc.)
11. Create a portfolio and design a presentation to share the lessons learned from the internship experience with HCM students and faculty.

Duration and Timing of an Internship/Co-op

A healthcare management internship, HCM 391, consists of a minimum of 120-hours work experience. Specific dates are arranged between the preceptor and intern. Students can complete internships during summer, fall, or spring semesters. There is flexibility in the full-time/part-time arrangements but there is no flexibility in the minimum of 120-hours requirement.

A healthcare management co-op, HCM 391, is always a full-time experience for a minimum of 8 weeks.

Contact Hours vs Credit Hours

HCM 391: Upon completion of a healthcare management internship, students are awarded 3 credit hours. The credit hours are awarded based on the federal regulations using 40 contact hours to 1 credit hour conversion ratio. Students are required to complete a minimum of 120 contact hours for which academic credit is given.

While students may wish to complete more than 120 hours of internship experience, no additional credit hours can be awarded for contact hours in excess of 120. Since the internship is a 3-credit course, students are required to pay tuition for the semester in which they are enrolled.

HCM 398: Students enrolled in the co-op will receive “R” credit which is a transcript notation. The “R” credit keeps one’s status as a full-time student so that student loans do not come due and health insurance status is maintained. “R” credit requires no tuition or fees.

The General Structure of the Internship/Co-op

The Intern should, at a minimum, have an opportunity to:

- Be exposed to the operation of the whole institution/organization, in order to get a grasp of the complexity and interdependence of the various parts. A brief rotation between departments or functional areas is often useful. The goal is to develop the ability to apply management theory gained in the classroom to active organizations, e.g., personnel practices, organizational design and effective supervisory practices, healthcare finance, human resources, regulatory compliance, quality management.
- Be assigned specific, regular managerial tasks/responsibilities under the guidance of the preceptor, in order to “learn by doing.” This should include one or more problem solving projects, with may include collection of data to analyze and a written report(s), which focuses on current situations in the organization requiring investigation, recommendation and managerial/administrative action. Preceptors are encouraged to consult with the faculty supervising the internship about potential projects. Written reports should meet acceptable standards for effective professional communication.
- Be permitted to observe and, when feasible, participate in as many meetings as possible (e.g., administrative staff, board, medical staff, community), to learn how the administrator relates to various stakeholders and how decision are made. This should be especially helpful in developing active, non-defensive listening skills. (Many preceptors find that asking the student to keep the minutes of various meetings serves to sharpen both listening and writing skills). Interns should also develop the ability to make

articulate, persuasive oral presentations. Requiring periodic reports from them in staff meetings is also desirable.

- Present the findings and conclusions derived from the project(s) and the internship experience to a select group of individuals in the organization (administrative team, department managers, Board of Directors, etc.), as appropriate.
- Meet individually with the preceptor to discuss projects, explore the rationale for specific decisions, and generally receive feedback throughout the experience. Where the assigned preceptor is someone other than the CEO, a special effort should be made to provide some contact with the CEO and other senior management staff (for example: shadowing the CEO, attending senior management meetings).

When non-traditional internships are involved, a similar structure should be set. For example, if the internship is with a consulting firm, the student should be exposed to all levels of organizational operations; from consultant, to manager, to partner, and to all phases of a project(s), from initial proposal to presentation or recommendations. This should involve some interaction with the client, too. Obviously, this will not be possible in every case, because of the timing of the internship and the duration of some projects. Similar adjustments should be made to “fit” the internship experience to other settings, such as HMOs, health departments, group practices, visiting nurse or home health agencies and corporate headquarters of health systems, electronic health records and other healthcare software companies.

Roles Defined

- ✓ **Student Intern**
A student who works, sometimes without pay, at a trade or occupation in order to gain work experience.
- ✓ **Internship Supervisor** (also known as “Preceptor”)
An experienced healthcare manager/administrator who provides onsite supervision during the internship.
- ✓ **Internship Coordinator**
Ivy Career Services staff member who connects students with employers. This position is currently held by **Kathy Wieland**, Director of Ivy Business Career Services.
- ✓ **Faculty Supervisor** (also known as “instructor of record”)
A Healthcare Management faculty who oversees and evaluates the academic component of the internship experience. This position is currently held by **Dr. Natallia Gray**, Healthcare Management Program Director.

Internship/Co-op Preparation and Planning Phase

It is the responsibility of students in the healthcare management program to be aware of the requirements and timeline for application for the internship/co-op. Planning for the internship/co-op should begin **at least one (1) year prior** to the internship.

The following points are useful for students when they are planning for the internship/co-op:

- From day 1 of becoming Ivy College of Business student, utilize career preparation opportunities at Ivy Career Services <https://www.ivybusiness.iastate.edu/student-services/careers/>. It is never too early to start planning for the internship/co-op.
- Job shadow as frequently as possible in your sophomore and junior year. Look for opportunities to job shadow with local health organization – they are typically listed on the organizations’ websites. Build your understanding of current careers, opportunities, network and explore internship/co-op opportunities. A list of healthcare organizations that offer shadowing opportunities in the area is also included in the appendix.
- During the sophomore/junior year, schedule an appointment with the internship coordinator (visit cyhire.iastate.edu) and healthcare management faculty to discuss your options for an internship/co-op experience including interest, site specific location, and resources.
- Participate in the Career Night/Career Fair organized by Ivy Career Services in your Junior year.

Additional Requirements

Organization may place additional requirements on Interns. For example, Interns may be required to participate in an official staff or volunteer orientation session prior to beginning the internship experience. The organization may also require the student to supply documentation, including, but not limited to:

- Proof of health insurance coverage
- Current TB skin test or chest x-ray if necessary
- Immunization Record
- Flu Shot (can be obtained through ISU)
- Proof of COVID-19 vaccination
- Hepatitis B vaccination
- Drug testing
- Pre-internship physical examination
- Criminal background check
- HIPAA Training
- Blood Borne Pathogens Training
- Liability Insurance

Depending on the site, students may be responsible for the cost associated with the above additional requirements.

Internship/Co-op Site Selection Process

A process for connecting students with potential employers is established through the Ivy Career Services. The process emphasizes the need for student to secure an internship in the same manner one would obtain professional employment. Ivy Career Services staff is here to help students with their resume, internship, interviews, and employment. For more information on the connecting with potential employers, please contact the Internship Coordinator.

The students are also welcome to scan opportunities that best fit their current ability to relocate, travel and secure a location.

Appropriate Healthcare Management Internship/Co-op Sites

Prospective health organizations considered appropriate for the healthcare management internship include, but are not limited to:

- ✓ Direct service organization:
Examples: hospital, skilled nursing facility, home health agency, ambulatory care center, hospice, and others
- ✓ Health agency/department (public/governmental):
Examples: Department of Public Health, Veterans' Administration, community mental health, healthcare societies and associations (i.e., American Heart Association), and others
- ✓ Other Healthcare Organizations:
Examples: electronic medical records software companies (such as EPIC), health insurance company (such as Blue Cross Blue Shield), health consulting group, community health agency, claims administration, and others

If uncertain about healthcare internship site, please contact the Faculty Supervisor.

Domestic Students Doing an International Internship/Co-op

While the primary goal of the internship experience is to gain experience and understanding of the health care delivery in the United States, any healthcare management student interested in completing an internship experience outside of the U.S. should discuss this well in advance with the Internship Coordinator.

Note: Enroll in HCM 391A/HCM 398A for domestic internship/co-op, and HCM 391B/HCM 398B for international internship/co-op.

International Students

The primary goal of the internship/co-op experience is to gain experience and understanding of health care delivery in the United States.

HCM 398 taken for "R" credit:

- Allows international students to be granted Curricular Practical Training for off-campus work in the United States.
- International students will be required to pay their health insurance premium for the semester.

HCM 391 taken for 3 credits:

- Allows international students to be granted Curricular Practical Training if in a part-time internship in the United States.

Note: International Students enroll in HCM 391A / HCM 398A if completing internship/co-op in their home country. International Students enroll in HCM 391B/HCM 398B if completing internship/co-op outside of their home country (including the US).

Learning Contract

Learning Contract between the internship/co-op site and Ivy Career Services must be signed by the health organization's representative and returned to the Internship Coordinator before the student can begin their internship/co-op. Internships cannot be completed at sites without a pre-existing learning contract.

After receiving an offer of internship, student obtains **electronic** Learning Contract from HCM Career Coordinator in Business Career Services. Please note that the Learning Contract will be routed electronically for signatures. The entire process is paperless.

Registration Process

Students registering for HCM internship credit start in Business Career Services, 1320 Gerdin. To be eligible for HCM 391 or HCM 398, students must have completed one semester in the Ivy College of Business, and:

- completed at least 12 credit hours of HCM coursework.
- have a cumulative HCM-specific GPA of 2.0 or better.

Please keep in mind that students must sign up for credit in advance of the term. If internships are gained mid-term, eight weeks must be remaining in the term and internship in order to gain credit.

HCM 391 Enrollees:

- 1) Student discusses intended experience and obtains electronic Learning Contract from HCM Career Coordinator in Business Career Services, 1320 Gerdin Business Building, bcs@iastate.edu. The coordinator will confirm student meets the prerequisites.
- 2) Student submits the electronic Learning Contract with next routing to the internship employer to get a commitment and signature from the employer.
- 3) Form then routes to the HCM Program Director to ensure alignment of the proposed student experience with HCM curriculum and program goals.
- 4) Final routing is to the HCM Career Coordinator who will give signature and process course enrollment.

- 5) Following course enrollment, HCM Career Coordinator will ensure student and documentation are submitted to Canvas.
- 6) Student completes at least 120 hours of internship.
- 7) Student submits a portfolio of their tasks, experiences and sample projects into the Canvas course shell by the Monday of Finals Week at 5:00 pm. Assignment details can be found in the Canvas course shell.
- 8) Student delivers a 15-minute presentation sharing their internship/co-op experience with other HCM students and faculty. Details can be found in the Canvas course shell. The presentation should be arranged with the HCM Director in advance of the Monday of Finals Week, (S/F Only)
- 9) HCM Program Director grades student portfolio and presentation (S/F only) and reports the grade to the registrar at the end of the term.

HCM 398 Enrollees:

- 1) Student discusses intended experience and obtains electronic Learning Contract from HCM Career Coordinator in Business Career Services, 1320 Gerdin Business Building, bcs@iastate.edu. Coordinator will confirm student meets prerequisites.
- 2) Student submits the electronic Learning Contract with next routing to the internship employer to get a commitment and signature from the employer.
- 3) Form then routes to the HCM Program Director to ensure alignment of the proposed student experience with HCM curriculum and program goals. In
- 4) Final routing is to the HCM Career Coordinator who will give signature and process course enrollment.
- 5) Following course enrollment, HCM Career Coordinator will ensure student and documentation are submitted to Canvas.
- 6) Student completes at least 120 hours of internship.
- 7) Student submits a portfolio of their tasks, experiences and sample projects into the Canvas course shell by the Monday of Finals Week at 5:00 pm. Assignment details can be found in the Canvas course shell.
- 8) Student delivers a 15-minute presentation sharing their internship/co-op experience with other HCM students and faculty. Details can be found in the Canvas course shell. The presentation should be arranged with the HCM Director in advance of the Monday of Finals Week, (S/F Only).
- 9) HCM Program Director grades student portfolio and presentation (S/F only) and reports the grade to the registrar at the end of the term.

If you need assistance with registration for HCM 391 or HCM 398 or have questions, please contact the Internship Coordinator in 1320 Gerdin Business Building.

Compensation

There is no assumption on the part of the healthcare management faculty that student interns will be compensated for their internship (HCM 391) The primary purpose of the internship is to give a student relevant experience in the healthcare management field. However, Student Intern may be offered a compensation at the discretion of the organization. If the organization deems

compensation appropriate, the agreement shall be part of the internship contract. Recall, that HCM 398, a co-op, is always a paid experience.

According to the Ivy Career Services Annual Report, 100% of Ivy students are able to secure paid internships. For example, in 2021-2022, Ivy students held 1,454 total internship and co-ops with an average hourly pay of \$17.94. About 52% of internships were in Iowa vs 48% outside of Iowa. For more details on past internship/co-op employers as well as internship salary summary, please see the most recent Business Career Services Annual Reports:

<https://iastate.app.box.com/s/nso13xnhjs5o3r8l20wmygxmzk46s5ry>

Responsibilities

Students have responsibilities to the host organization as well as to faculty supervising the internship.

a) Responsibilities of an Intern to the Healthcare Organization:

It is expected that the Student Intern behave as an integral member of the host organization for the duration of the internship. With that said, the Student Intern shall:

- Consider him/herself subject to all rules and regulations that govern employees, interns, volunteers and others associated with the organization.
- Follow the structured learning plan and complete the project(s) for the organization as agreed upon by the Student and Site Preceptor.
- Plan to have reliable transportation during the internship experience. Failure to do so limits the quality of the internship experience and may place unnecessary burden on the organization's staff.
- Be professional in all behavior, including written and verbal communication.
- Be aware that Student Interns are generally accepted as a member of the "team." Information heard at meetings should be kept strictly confidential. The Student Intern shall remember to respect the privacy and rights of the individuals the organization serves. Financial information, client records, patient treatment information, personnel information are just a few of the areas in which confidentiality is required (HIPAA).
- Develop positive interpersonal relationships with preceptor, other staff and interns.
- Be an active listener and willing to accept constructive criticism.
- Be aware of office politics and activities, office gossip, and remain in an uninvolved and unbiased position at all times.

b) Responsibilities of an Intern to the Healthcare Faculty:

Students enrolled in HCM 391 are expected to:

- Review the HCM 391 course on Canvas at least weekly during the internship experience. Complete all required assignments using Canvas.
- Maintain communication with Faculty Supervisor and ask for guidance on the projects assigned by the organization, as needed.
- Make a Final Presentation to healthcare management students and faculty upon the internship completion. The presentation should incorporate knowledge and experience

gained in the healthcare management major coursework, any previously written reports during the internship, and work experience received during the internship. The presentation should encompass the analysis and synthesis of classroom theory and the practical healthcare management internship experience.

- Complete a portfolio consisting of any handouts, documents, writing assignments, projects and materials you have created to showcase the experience gained throughout the internship.
- Complete the “Intern’s Evaluation of the Internship Experience” survey as part of the HCM 391 course requirements.

Responsibilities of a Faculty Supervisor

- Supervise the academic component of the internship, including internship selection and learning agreement, student participation and assignments, and integration with the academic curriculum.
- Assist and provide guidance to students in completion of projects assigned by the organization.
- Make site visits at least once per internship (if feasible - in person, virtual otherwise) for the purposes of evaluation of student learning and progress on the internship objectives
- Evaluate student’s work for academic credit (which may include oral presentations, portfolios of work, and/or reflective papers, etc.) and assign the final course grade.
- Conduct an evaluation of the internship experience to assess the program’s strengths and weaknesses.

Responsibilities of an Internship Coordinator

- Assist the students in determining options for an internship experience including interest, site specific location, and resources.
- Assist the employers interested in participating in the internship program in connecting with internship candidates.
- Facilitate the process leading to completion of learning contract by all parties involved.
- Enroll student into HCM 391 or HCM 398.

Responsibilities of Healthcare Organizations

- Designate an individual to serve as the Student Intern’s “Site Preceptor.” This individual must have a healthcare management/administration/education-related degree or extensive experience in healthcare management to serve as the preceptor.
- Describe tasks, specific project(s) intern will be working on, and learning outcomes for the internship as part of the learning contract.
- Follow the Fair Labor Standards Act for internships (www.dol.gov/whd/regs/compliance/whdfs71.htm)
- Explain workplace expectations to the intern
- Contact the Internship Coordinator, Kathy Weiland, should any issues related to intern’s performance arise.

- Provide the student/intern and the faculty supervisor with any applicable policies or procedures the student/intern is expected to follow.
- Assign appropriate work project(s) that complement the learning objectives. The project(s) should be appropriate for baccalaureate-level students.
- Complete the online mid-point and final evaluation.

Section III. Alternate Applied Learning Experience

HCM 490 is an Alternate Applied Learning Experience and is reserved for rare cases in which a student has a compelling case for not completing the internship (e.g., extenuating circumstances, significant prior professional experience in the field of health administration, inability to convert interviews to internship offers, etc.).

HCM 490 allows for alternate applied learning experience that is equivalent in length to the program's internship requirement (a minimum of 120 hours). The alternate applied learning experience is faculty-supervised and can take place in any field across health and social services.

Enrollment process in HCM 490 differs from enrollment in HCM 391/398.

HCM 490 Enrollment Process

HCM 490 is not offered on a regular basis but may be arranged with the healthcare management program director on a one-to-one basis.

To be considered for HCM 490, the student must demonstrate one of the following:

- 1) Evidence of extenuating circumstance
- 2) Evidence of significant prior professional experience (5+ years) in the field of healthcare management administration combined with a nontraditional student status.
- 3) Evidence of good faith effort to secure an internship.

Evidence of good faith includes the record of at least 4 interviews with healthcare organizations.

Sample record of interviews to intern at a healthcare organization:

Healthcare Organization Name	Name of the Interviewer	Internship Name/Description	Interview Date
1			
2			
3.			
4			

In addition to program director permission, the student must obtain an agreement of a healthcare management faculty to supervise HCM 490 experience.

HCM 490 enrollment form is provided in the appendix.

Contact Information

This document is reviewed at least every 12 months by the healthcare management faculty. If you have any questions or comments please contact Dr. Natallia Gray at 515.294.2799 or via email at nagray@iastate.edu

APPENDICES

Preceptor's Evaluation of Intern's Preparation and Performance

This form will be filled out by the internship supervisor through [Qualtrics Survey](#).

The purpose of the form is to assess the level of student's preparation for the internship, evaluate student skills and competencies as specified by the HCM program, and to identify areas of HCM programmatic improvement. This rubric is not used for internship grade assignments.

Please complete this Intern Evaluation Form by circling the appropriate number on the scale for each evaluation criterion. Comments are encouraged.

Knowledge of Healthcare Environment						
AT THE START OF THE INTERNSHIP, HOW WOULD YOU RATE THE INTERN'S PREPARATION IN EACH OF THE FOLLOWING AREAS:						
<i>1=Poor, 3= Average, 5= Excellent</i>						
Knowledge of health system structure, funding mechanisms, and how health care services are organized	1	2	3	4	5	N/A
Understanding of issues affecting the health workforce, including shortages, recruitment challenges, licensing requirements, credentialing, etc.	1	2	3	4	5	N/A
Understanding of roles of clinical and non-clinical healthcare professionals	1	2	3	4	5	N/A
The patient's perspective (e.g. cultural differences, expectations, the socioeconomic environment in which the organization functions)	1	2	3	4	5	N/A
Social determinants of health and their impact on health outcomes	1	2	3	4	5	N/A
Business Skills and Knowledge						
General Management	1	2	3	4	5	N/A
Laws and Regulations	1	2	3	4	5	N/A
Financial Management	1	2	3	4	5	N/A
Human Resource Management	1	2	3	4	5	N/A
Organizational Dynamics and Governance	1	2	3	4	5	N/A
Strategic Planning and Marketing	1	2	3	4	5	N/A

Information Management	1	2	3	4	5	N/A
Quality Improvement	1	2	3	4	5	N/A
Systems Thinking	1	2	3	4	5	N/A
Supply Chain Management	1	2	3	4	5	N/A
Initiative and Responsibility						
To what extent does the intern show initiative?	1	2	3	4	5	N/A
To what extent does the intern exhibit punctuality and tact?	1	2	3	4	5	N/A
To what extent does the intern accept responsibility and to meet expectations?	1	2	3	4	5	N/A
To what extent does the intern complete responsibilities according to the agreed upon timeframes?	1	2	3	4	5	N/A
Assessment and Problem-Solving Skills						
To what extent does the intern adequately and appropriately assess problems or situations?	1	2	3	4	5	N/A
To what extent does the intern have adequate qualitative or quantitative skills for management, planning or evaluation?	1	2	3	4	5	N/A
To what extent does the intern display appropriate problem-solving skills?	1	2	3	4	5	N/A
Communication Skills						
How well does the intern interact with managers, physicians or other professionals?	1	2	3	4	5	N/A
How well does the intern interact with support and clerical staff?	1	2	3	4	5	N/A
To what extent does the intern display appropriate oral communications skills?	1	2	3	4	5	N/A
To what extent does the intern display appropriate written communications skills?	1	2	3	4	5	N/A
To what extent does the intern display appropriate listening skills?						N/A
Interpersonal Skills and Relationship Management						
How well did the intern "fit" into your organization?	1	2	3	4	5	N/A

To what extent does the intern work well with others?	1	2	3	4	5	N/A
To what extent is the intern a proactive participant in activities?	1	2	3	4	5	N/A
To what extent does the intern display appropriate teamwork skills?	1	2	3	4	5	N/A
To what extent does the intern display appropriate leadership skills?	1	2	3	4	5	
To what extent does the intern display appropriate awareness of the diverse nature of the work environment?	1	2	3	4	5	N/A
Attitude and Professionalism						
To what extent does the intern exhibit a positive attitude toward work, project(s), time commitments and others?	1	2	3	4	5	N/A
To what extent does the intern make a good appearance and present himself/herself professionally?	1	2	3	4	5	N/A
To what extent does the intern meet organizational expectations and norms?	1	2	3	4	5	N/A
Career Potential						
How would you assess the intern's ability to work in an entry-level position?	1	2	3	4	5	N/A
If you had an appropriate position available would you consider hiring the intern?	Yes			No		N/A
Why or Why Not?						

Please make any additional comments that you feel would help in the evaluation of the intern.

THANK YOU!

Faculty Internship Site Visit Form

INTERN: _____

COURSE: _____

SEMESTER: _____

INSTRUCTOR: _____

Employer: _____

Supervisor: _____

Date of Visit/Call/Skype: _____

NOTES:

Intern's Evaluation of Internship Experience

This form will be filled out by the Intern through Qualtrics.

https://iastate.qualtrics.com/jfe/form/SV_6tWhJYNrcpkrSmO

An essential part of a successful internship program is providing students with high quality internship experiences. In order to maintain this quality, it is imperative that we receive feedback from our student interns.

Intern _____ Date _____

Employer _____ Supervisor _____

1. Please rate the internship experience on the following characteristics by checking the box which most represents your evaluation.

	<i>1=Poor, 3= Average, 5= Excellent</i>					
Experience with your immediate supervisor/ "preceptor"	1	2	3	4	5	N/A
Experience with your co-workers	1	2	3	4	5	N/A
Your opportunity to learn new skills	1	2	3	4	5	N/A
Your opportunity to learn about the organization's overall operations	1	2	3	4	5	N/A
How well the internship experience made use of what you have learned in your business courses	1	2	3	4	5	N/A
Overall Internship Experience	1	2	3	4	5	N/A

2. What were the greatest benefits you received from this internship?

3. What were the biggest problems you encountered in this internship?

4. Did this internship meet your expectations? Explain.

5. What suggestions do you have for improving healthcare management internship experience?

HCM 490: Independent Study in Healthcare Management

Policy and Procedure:

The pedagogical intent of the HCM 490: Independent Study is to provide an applied learning experience for students in rare cases in which a student has a compelling case for not completing the internship.

1. HCM 490 allows for alternate applied learning experience that is equivalent in length to the program's internship requirement (a minimum of 120 hours).
2. HCM 490 is reserved for rare cases in which a student has a compelling case for not completing the internship (e.g., extenuating circumstances, significant prior professional experience in the field of health administration, inability to convert interviews to internship offers, etc.).
3. The alternate applied learning experience is faculty-supervised and can take place in any field across health and social services.
4. HCM 490 is not offered on a regular basis but may be arranged if students have a compelling case for not completing the internship, on a one-to-one basis.
5. In addition to program director permission, the student must obtain an agreement of a healthcare management faculty to supervise HCM 490 experience.
6. To be considered for HCM 490, the student must demonstrate one of the following:
 - 1) Evidence of extenuating circumstance
 - 2) Evidence of significant prior professional experience (5+ years) in the field of healthcare management administration combined with a nontraditional student status.
 - 3) Evidence of good faith effort to secure an internship. Evidence of good faith effort includes the record of at least 4 interviews with healthcare organizations.

Directions:

1. Obtain permission of the healthcare management program director to be enrolled in HCM 490
2. Obtain a verbal agreement from the healthcare management faculty to supervise your project
3. Complete the HCM 490: Independent Study Agreement Form (Page 2 of this document)
4. Obtain all required signatures
5. Return the form to the healthcare management program director.
6. Keep a copy of the agreement for yourself.
7. The HCM program director will work with the classification officer to register you for the course.

HCM 490: Independent Study Agreement Form

Name _____ University ID _____ Net ID _____

Address _____ Phone Number _____

Project Faculty Advisor _____ Project Title _____

Course Number _____ Number of Credits _____ Date of Completion _____

Please prepare a short statement of two to three paragraphs stating the nature of this project and how you intend to complete the work.

Student Signature _____

Date _____

Project Faculty Advisor Signature _____

Date _____

Program Director Signature _____

Date _____