

***FIELDWORK MANUAL***

**Administrative Internship  
(HAD 580)**

**Department of Health Administration & Human Resources**

**University of Scranton  
Scranton, Pennsylvania**



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I. INTRODUCTION

A. *COURSE DESCRIPTION – INTERNSHIP IN HEALTH ADMINISTRATION (Requires Instructor Approval)*

A 150 hour fieldwork placement over an 8-week period (unless otherwise extended) in a staff or administrative position. A

Students will be required to complete the ACHE Healthcare Executive Competencies Assessment Tool two times throughout the Program, in HAD 519 in the beginning of the first year and HAD 508 at the mid-point of the program. The student will also be required to address the twenty-seven (27) MHA Competencies (found in Appendix C-3) at the end of HAD 580 .

F. ADOPTED MHA CORE COMPETENCIES

1. COMMUNICATION AND RELATIONSHIP MANAGEMENT

- A. Demonstrate effective interpersonal relations.
- B. Identify Stakeholder needs/expectations.
- C. Sensitivity to what is correct behavior when communicating with diverse cultures, internal and external.
- D. Present results of data analysis to decision makers

- F. Use factual data to produce and deliver credible and understandable reports.

## SECTION II - FIELDWORK SITE SELECTION AND COURSE REQUIREMENTS

### A. OVERVIEW

The administrative internship in the MHA Program allows the student the opportunity to apply theories and skills learned

internship is to provide practical training experience to augment the classroom didactic. The experience is designed to help the student acquire proficiency and gain competence by integrating applied skills while under the supervision and guidance of an experienced and qualified health care professional. Additionally, the internship offers an opportunity to experience the realities of health care management, becoming acquainted with organizational structure, protocol, professional relationships, working conditions, and to stimulate the formation of and identification with a professional role.

The intern will complete one hundred fifty (150) hours at the host institution, and will earn three (3) credits. The distribution of hours will be developed between the student, preceptor and the fieldwork coordinator. The intern will work cooperatively with the preceptor and other members of the organizational staff toward the completion of goals and objectives set forth in the Internship Work Plan. This work plan is a written outline of the expectations of the student, preceptor and fieldwork coordinator. Prerequisite: Completion of HAD 509 or simultaneous enrolled in HAD 509.

### B. CONSIDERATIONS IN SELECTING AN INTERNSHIP SITE

The following guidelines will help in assessing various internship sites, and will help the student make a prudent decision resulting in a rewarding and fulfilling fieldwork experience:

- An executed Affiliation Agreement is required to be in place at least four (4) weeks prior to registration.
- Approved Work Plan two (2) weeks prior to start of Internship (Reference Appendix A-2 and Sample Work Plan as provided by Fieldwork Coordinator) to include at a minimum:
  - Part I Contact Information
  - Part II Executive Summary
  - Part III Strategic Action Plan to include: Mission and Vision, Goals for the Next 12 months, and Goals for the next 3-5 years.
  - Part IV Self-Assessment and, Strengths and Weaknesses
  - Part V Work Plan Hours Allocation, Goals and Objectives, Expected Outcomes
  - Part VI Copy of ACHE Competency Assessment either from HAD 508 or HAD 519 and Current Resume.
- 5. Student should complete Appendix A-1.
- 6. Student to Register for HAD 580 after approval from Fieldwork Coordinator.

2: **STUDENT FIELDWORK RESPONSIBILITIES (On-Site) DURING THE INTERNSHIP**  
Each intern must fulfill the following responsibilities to earn credit for the internship:

Complete one hundred fifty (150) hours of work as an intern





The preceptor's role in preparing students for their careers is essential. As educators, they transmit ideas, stimulate thinking, guide the fieldwork, and help with any financial

SECTION IV - OTHER/GENERAL INFORMATION

General Responsibilities of the University

Students with disabilities need to register with the Center for Teaching and Learning Excellence (CTLE) at least

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

C+	Passing Grade	2.33
C	Minimal Passing Grade	2.00
F	Failure	0.00

The fieldwork coordinator will monitor the student's progress during the internship experience through site visit, telephone contacts, email, fieldwork experience reports, and preceptor's evaluation. The faculty coordinator in consultation with the preceptor assigns the final grade.

A student may be given an "Incomplete Grade" by the fieldwork coordinator. "ID" indicates postponement of

the completion of a course. It is given at the discretion of the instructor to a student who is doing satisfactory work but who has not completed all of the course requirements at the end of a given semester. Given such an extension, the student must complete all the required work, unless otherwise agreed, before the midpoint of the



APPENDIX A-2

SUGGESTED FIELDWORK ACTIVITIES (For Consideration in Developing Work plan)

Rotation through multiple departments is highly recommended as part of any internship experience. The length of time spent in each area will depend on the student's prior experience, fieldwork goals, work assignments, and

in addition to rotation through the organization, the following activities just some

examples of suggested exposures during the fieldwork experience.



- 
- 
- 
- 
- 
- Mode/Media
  - Fundraising/Foundation
  - Community Events/Support

**13. Medical/Clinical Operations**

- Hospitalist Services
- Nursing Services
- Operating Room/Anesthesia
- Special Units (Catheterization Lab, Endoscopy, Intensive Care, Cardiac Intensive Care, Stepdown, Telemetry)
- Physical Therapy/Rehabilitation (including distinct part units)
- Admitting and Medical Records
- Disease and Case Management
- Discharge/Continuum of Care Planning

**14. Patient Relations**

- Patient Advocacy
- Financial Assistance
- Patient Satisfaction Processes
- Community Outreach

**15. Physician Relations**

- 
- Credentialing
  - Physician Integration (joint ventures, employment, contracting)
  - Physician Satisfaction
  - Physician Liaison

**16. Quality**

- LEAN
- Continuous Quality Improvement
- Clinical Benchmarking
- Financial Benchmarking

**17. Strategic Planning**

- Community Needs Assessment
- Project Planning/Capital Planning

**18. Support Services**

- Plant and Facilities/Engineering
- Security
- Parking

**Administrative Rounds**

**Continuous (Do Not Assign Hours)**

APPENDIX A-3

**ATTESTATION**

(To be completed if HAD 580 is to be completed at regular place of employment or duty station)

I will be serving as the fieldwork preceptor for \_\_\_\_\_ a student in the online MHA Degree Program at the University of Scranton who is registering for HAD 580 – Administrative Internship.

I understand that the required 150 hours of fieldwork taken in HAD 580 cannot be compensated by duties that are part of

his/her compensated employment. As such, I agree that he/she will be performing his/her responsibilities as delineated in the Fieldwork Plan outside the scope of those regularly compensated work hours.



APPENDIX B-1

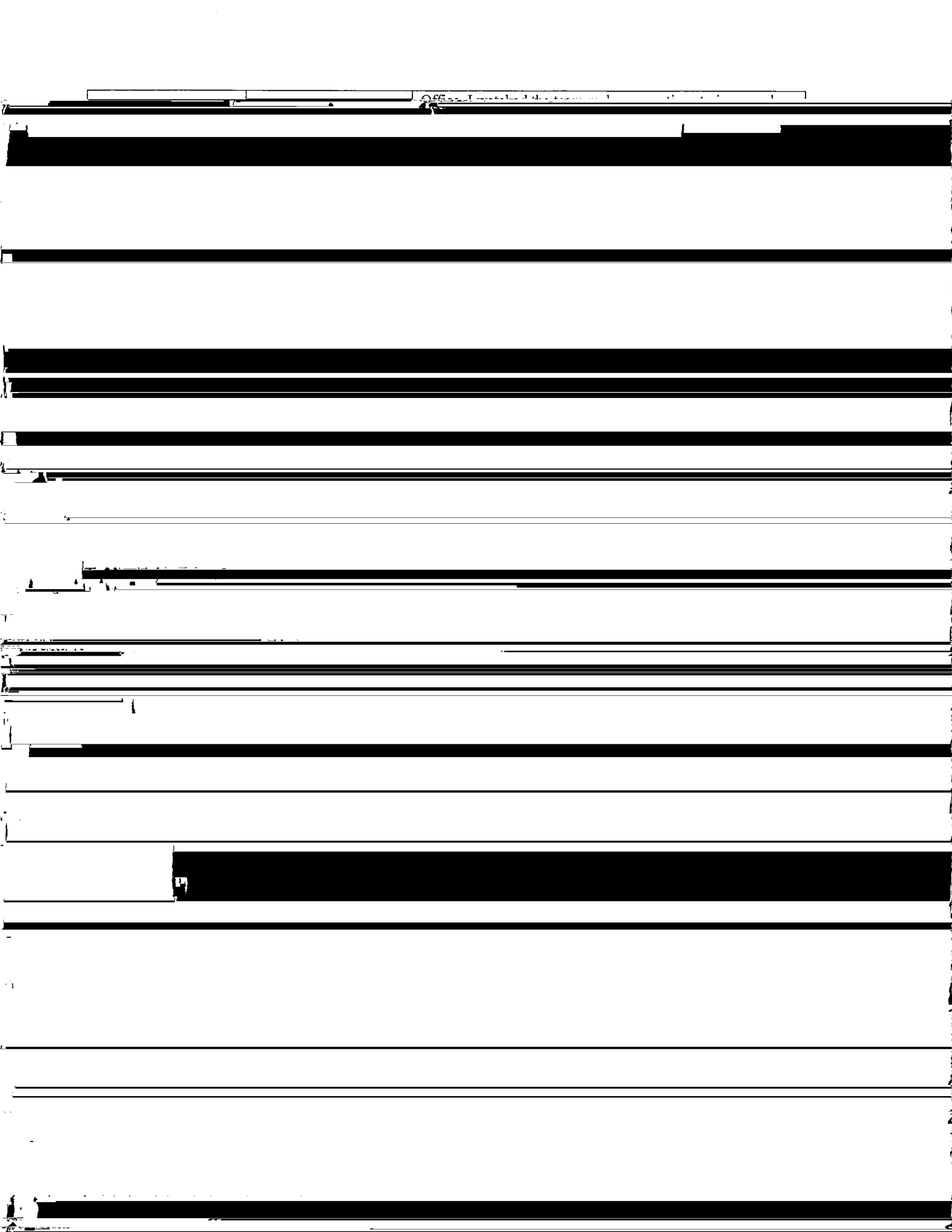
WEEKLY REPORT SAMPLE

\_\_\_\_\_ Hospital  
\_\_\_\_\_ – Administrative Internship  
Daily Log and Journal: Week 11 (9/12/16 – 9/16/16)

Time	Area	Description
8:00 – 8:30 AM		Morning prep time to work on weekly report, confirm meetings for the day, look at residency requirements and book assignment questions

Tuesday, September 13<sup>th</sup>, 2016

Time	Area	Description
8:00 – 8:30 AM	Quality	Attended a Root-Cause- Analysis with _____ (quality/ patient services), the CMO, the OR scheduler, and members of the ophthalmology team to discuss action plans.
		Attended the morning nursing lean management and bed



[Redacted]

[Redacted]

Attended the Nursing Directors Operations Meeting with the senior nursing staff all the directors' staff clinical managers

[Redacted]

*WEEK 11: JOURNAL REFLECTION*

- During Week 11 of the fieldwork experience, I can say that this may have been my favorite week yet. I worked with \_\_\_\_\_, the Director of Quality and Patient Safety, along with some of the members of her department. I was able to attend some Root-Cause-Analysis meetings, performance improvement committee meetings, transplant program coordination meetings and learned about how the hospital preps for potential visits

from the Joint Commission and other accrediting bodies. The team is the \_\_\_\_\_

**APPENDIX B-2  
PROJECT OVERVIEW**

Major Project (EXAMPLE)

Project Title: Implementation of a Pilot Discharge Lounge

**Title:** Implementation of a Pilot Discharge Lounge

**Start Date:** \_\_\_\_\_

**End Date:** \_\_\_\_\_

**Description of Project:** The management team at \_\_\_\_\_ Hospital is interested in implementing a new patient discharge lounge on the first floor of the hospital. This initiative consists of a number of smaller projects. In the effort to improve patient throughput and discharge times, the team wants to use available space in the hospital, and allocate resources to supporting a discharge lounge for patients. The lounge is a tool to get patients who are ready for discharge out of floor beds and into a comfortable space where individuals can sit, use the restroom, and snack while waiting for transportation from the hospital. I have been asked to work alongside the team to organize the pilot for the

Minor Project (EXAMPLE)  
Project Title: Lab Test

Centralization Start Date: \_\_\_\_\_

End Date: TBD

**Description:** There are seven hospitals in \_\_\_\_\_ with a lab at each hospital. Initially, all hospitals had a fully  
\_\_\_\_\_ the "On-Call" Currently, all costs associated to \_\_\_\_\_

APPENDIX C-1

University of Scranton

Master of Health Administration Program

Evaluation Report for Dissertation Project

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



	Outstanding	High Average	Average	Weak	Poor	Did not Observe
<b>DOMAIN #4: Knowledge of the Healthcare Environment</b>	5	4	3	2	1	
A. Assess the interrelationships among access, quality, cost, resource allocation, accountability, and community						
B. Prepare projects that are credible to governmental, regulatory, professional, and accreditation agencies						
C. Use marketing and needs assessment techniques in support of healthcare program development and implementation						
D. Apply principles and methods of health policy analysis						
E. Analyze and apply funding and payment mechanisms of the healthcare system						
	Outstanding	High Average	Average	Weak	Poor	Did not Observe
<b>DOMAIN #5: Business Skills and Knowledge</b>	5	4	3	2	1	

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]



APPENDIX C-3

MHA COMPETENCY ASSESSMENT FORM

Student Name \_\_\_\_\_

Date \_\_\_\_\_

Admitted MHA Program Case Construction

BY: [Redacted]

APPENDIX C-4

COURSE SURVEY

University of Scranton  
HAD 581 – Administrative Internship  
Course Evaluation Survey Form

Instructor: \_\_\_\_\_

Term: \_\_\_\_\_

Question: Was timely in responding to emails or other communication means and messages (namely, the instructor set expectations of response time and complied with those predefined parameters of instructor response time)

1 2 3 4 5 NR

*Efficient feedback on Weekly and Monthly Reports*

1 2 3 4 5 NR

Question: Gave sufficient support and feedback at the mid-point visit regarding the students projects and overall student progress (for

1 2 3 4 5 NR

EXIT SURVEY

UNIVERSITY OF SCRANTON

MAJORS IN HEALTH ADMINISTRATION PROGRAM

MHA Degree

EXIT SURVEY

[Administered to graduating students upon exit from the MHA program.]





3. Was the MHA faculty available to discuss your career progress?

Yes No (please explain)

4. Do you have any suggestions to improve academic advising or career advising?

5. Did you use:

	Yes	No	Reason (Why or Why Not?)
The Office of Career Services	_____	_____	_____
Counseling Center	_____	_____	_____
Other University Services (Specify)	_____	_____	_____

6. Please evaluate the following MHA Program requirements in terms of their usefulness:

	<u>Useful</u>	<u>Somewhat Useful</u>	<u>Not Useful</u>
External Mentorship	_____	_____	_____
ACHE or other Membership	_____	_____	_____
ACHE Student Chapter	_____	_____	_____
Computer Skills	_____	_____	_____
Community Service	_____	_____	_____

III. OVERALL EVALUATION/FUTURE PROJECTIONS

1. Did the courses offered in the program adequately prepare you for your desired career?

Yes No (please explain)

2. Do you feel the M.H.A. degree was a worthwhile investment of time and money?

Yes No (please explain)

3. Would you recommend this program to other professional people/colleagues?

Yes No (please explain)

4. Will you continue your membership with ACHE after graduation?

Yes No (please explain)

5. Will you become involved with the MHA Alumni Association?

Yes No (please explain)

2. Type of organization where you work: (Please check only one.)

Hospital                       Multi-System Hospital                       Insurance Carrier

Group Practice                       Clinical                       Ambulatory Care  
 Accounting Firm                       Consulting Firm                       Government  
 Association                       Planning Agency                       Other (Specify) \_\_\_\_\_  
 College/University                       Hospice  
 HMO/PPO                       Rehabilitation

3. Has the MHA Program helped you obtain a higher-level position or promotion?

Yes                       No

If yes, has this increased your income?                       Yes                       No  
If no, do you feel more proficient at your current job?                       Yes                       No

4. Do you feel capable of holding a higher-level position than your current one?

Yes                       No

5. Do you feel prepared to pursue a health care administration career?

Yes                       No (if not, please explain)

6. Did you change employers after entering the MHA Program?

Yes                       No

APPENDIX D

HAD 580 Rubric

Date: \_\_\_\_\_

Rater: \_\_\_\_\_ Course: \_\_\_\_\_ Student: \_\_\_\_\_

Category	Description	Points Available	Goal	Score
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