

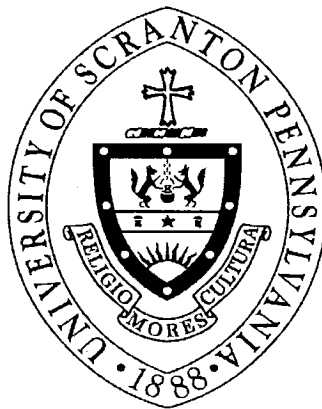
Master of Health Administration Program

FIELDWORK MANUAL

Administrative Residency (HAD 581)

Department of Health Administration & Human Resources

University of Scranton
Scranton, Pennsylvania



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SECTION I - INTRODUCTION

4 Course Description

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I. INTRODUCTION

A 1000 hour fieldwork placement over a 6-month period in a staff or administrative position. A meeting with your Fieldwork coordinator to discuss site selection and preceptor designation is required at least 8 months prior to enrollment. Prerequisite, Completion of HAD 509.

B. PROGRAM OVERVIEW

Emphasis is placed on the development of analytical, technical and human skills essential to successful practice as a health care executive. The MHA Degree is a practitioner's degree, requiring skills and exposure beyond the classroom.

Adopted MHA Program Core Competencies
For
Academic Year Beginning Fall 2018

SECTION II - FIELDWORK SITE SELECTION AND COURSE REQUIREMENTS

OVERVIEW

[REDACTED]

SECTION III – RESPONSIBLE PARTIES DUTIES AND RESPONSIBILITIES

A. STUDENT RESPONSIBILITIES

1: PRELIMINARY RESPONSIBILITIES OF THE STUDENT (PRE-FIELDWORK)

The student interested in pursuing a fieldwork experience should complete the following activities before beginning the experience.

1. Completion of 44 core credits and completion of HAD 509.
2. Review this manual.
3. Update or develop resume to review with fieldwork coordinator.

A

- Communicate frequently with fieldwork coordinator. Request fieldwork coordinator input when useful.
- Maintain regular telephone contact and email contact.

[REDACTED]

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C. PRECEPTOR RESPONSIBILITIES

1. PRECEPTOR RESPONSIBILITIES PRE-RESIDENCY

[REDACTED]

General Responsibilities of the University

- A. Students with disabilities need to be registered with the Center for Teaching and Learning Excellence (CTLE) at least one to three months prior to the academic year if they anticipate needing disability-related accommodations and/or

cannot receive. In order to register with the CTLE, the student must self-disclose the disability to the CTLE.

A student may be given an "Incomplete" by the fieldwork coordinator. "I" 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 next regular semester. Failure to complete the necessary work within the stipulated time results in automatic conversion of the "Incomplete" to a permanent grade of F.

E. **Students with Disabilities**

Request for Accommodations: Reasonable academic accommodations may be provided to students who submit appropriate and current documentation of their disability. Students are encouraged to contact the Center for Teaching and Learning Excellence (CTLE) at disabilityservices@scranton.edu or (570) 941-4038 if they have, or think they may have, a disability and wish to determine eligibility for any accommodations. For more information, please visit

APPENDIX A-1

Student Name: _____ Residency Checklist

Section I – Student

MHA Fit For The Profession Checklist (All must be completed prior to residency start date):

		Yes	No
1) Demonstrate Competency in Excel	By End of 1st Semester		
2) Attainment/Assignment of External Mentor	By End of 1 st Semester	___	___
3) Attainment of ACHE Membership	By End of 1 st Semester	___	___
4) ACHE Ethics/Integrity Pledge	By End of 1 st Semester	___	___
5) Professional Meeting Attendance (2 P...)	By End of 1st Semester		

Section III - Student

Post Residency Final Documentation Requirements (All to be completed after 1000 residency hours are completed)

Application for Degree Completed

Reflection Paper (2-3 pages)	___	___
Goals and Objectives Achievement Summary	___	___
Preceptor Evaluation Form Completed	___	___
ACHE Final Competency Testing Completed (Three)	___	___
Exit Survey Completed	___	___
HAD 581 Course Evaluation	___	___
Documentation Binder Submitted	___	___

Also to include copies of final work on all research articles

reports all minor project reports copies major report copy including all supporting documentation for each

APPENDIX A-2 (cont.)

FORMAT OPTION FOR MHA WORKPLAN AND HOURS ALLOCATIONS

(Please prepare goals for each of the 18 Sections noted. Sub-bullets are for reference only.)

and student does not need individual goals for each sub-bullet)

1. Orientation

Employee Mandatory Education

2. Accreditation/Licensure/Regulatory

- JCAHO
- DOH
- CMS (Core Measures)
- HEDIS/Other Insurance Related
- CLIA
- P4P
- MIPS

3. Administrative/Senior Management (Max 20 Hours)

4. Ambulatory/Outpatient

- Freestanding and On-site Clinics
- Ambulance
- Home Care
- Hospice
- Outpatient Testing/Diagnostics

5. Ancillary Services

- Housekeeping
- Dietary/Nutrition
- Patient Transport
- Pharmacy (Inpatient)
- Radiology (Inpatient)
- Laboratory (Inpatient)

8. Finance

- General Accounting (accounts payable, accounts receivable, general ledger, cost accounting/reporting)
- Treasury Management (investment management, bank and bond financing, cash management, Pension management)
- Budget (annual and project related)
- Insurance/Third Party Contracting/Reimbursement
- Revenue Cycle
- Scheduling

14. Patient Relations

- Patient Advocacy
- Financial Assistance
- Patient Satisfaction Processes
- Community Outreach
- Patient Grievance/Complaints

15. Physician Relations

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

16. Quality

- LEAN

APPENDIX A-3

ATTESTATION

(to be completed if HAD 581 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

[Redacted content]

APPENDIX A-4

WORKPLAN

FORMAT

- I. Cover Page (List Site Name, Preceptor Name, Fieldwork Coordinator Name)
- II. Contact Sheet (Names, Addresses, Phone #'s, E-mail addresses for yourself, your preceptor and your fieldwork coordinator)
- III. Table of Contents Must Include Bullet and Sections for:
 - Personal Statement of Residency Objective and Career Plan

APPENDIX B-1

Weekly Report

Daily Log and Journal: Week 5 (8/26/2019-8/30/2019)

Monday, August 26th, 2019

Time	Area	Description
8:00-9:00	Admin/Senior Management	Prepared for day by reviewing emails, notes, and schedule for the day & discussed

2:30-3:00	Management Information Systems	<ul style="list-style-type: none">• Will have to go back and do deeper analysis by DRG Checked block time utilization—some doctors are showing extremely low utilization, checked to make sure data wasn't inaccurate
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		<ul style="list-style-type: none">• Checked changes in analysis – no significant changes Had to take out holidays from “possible hours” calculation
1:00-1:30	Admin/senior management	Lunch
1:30-2:30	Ancillary services	Began next step of utilization analysis now that data is fixed
2:30-3:00	Admin/Senior management	Checked emails/got network ready for Workforce health and Safety appointment

Reflections

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APPENDIX B-2

MONTHLY REPORT FOR AUGUST

- o Major Project: Operating Room Turnover Analysis

- o Sustainability Project: Implementation of a Smoke-Free Policy

- June
 - Observed tracers being performed to determine the medical center's current state of survey readiness and to identify areas of opportunity, as the facility enters their Joint Commission survey window.
- August
 - Learned during morning report that in the month of August, four different units

to survey certain areas.

- Shadow tracers to understand what the surveyors look for and document.
 - June

Determining how the leadership team organizes, directs, controls, and coordinates medical and health services to patients.

the organization.

- July/August
 - Leadership team uses the medical center memorandum and _____ handbook as a guide to ensure that they are following the proper protocols and regulations.

- Goal: To gain a better understanding of the diagnostic and support services provided at the _____ Medical Center to help the work of physicians and nurses.

Objectives:

Understand the role of diet/nutrition and their respective processes.

- June
 - Was discussed during new employee orientation. Read, signed, and abide by the _____ Medical Center's code of ethics, bylaws, and procedures.
- Learn about corporate compliance laws and regulations.
 - June
 - Was discussed during new employee orientation. _____ has a compliance and business integrity program which is an oversight process to assist the organization in assuring that business operations meet all laws, regulations, policies, and standards.
 - Observe if the organization provides corporate compliance training for employees.
 - June
 - Provided through _____ Talent Management System (TMS). Was unable to do my training yet, since my TMS login has not worked. A ticket is put in to resolve this issue.
 - Attend a meeting related to ethics, corporate compliance, and business integrity.
 - July
 - Attended the Ethics Consultant meeting where the team discussed a real case and identified all the ethical issues within it.
 - Sat in on two national ethics call that discussed improving psychological safety in _____ and improving access and utilization of ethics consultation service.

- Other

- August

Developed an understanding on how radiology services and finances are handled with respect to C

on Minor Project #1 – Radiology Expenditure Project.

Human Resources

recruitment, payroll, training, benefits, hiring, firing, and policy formulation.

- Objectives:
 - Observe how interviews are conducted.

Medical/Clinical Operations

1. Chief: To provide the medical direction of the medical operations of the fire department.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- Observe how equipment is properly maintained and stored.
 - July
 - When going on the Environment of Care Rounds, we often check the supply closet to see when was the last time Logistic checked the expiration date of the supplies.
- Determine when and how equipment are purchased.
 - July
 - For an equipment to be purchased, a Hi Cost/Hi Tech Equipment application must be completed and submitted for approval.
- Attend the equipment committee meeting.
 - June
 - Sat in the meeting where the team reviewed requests the have received for equipment. Was able to observe how the team approves or denies a request. Done by votes.

Orientation

- Goal: To gain a better understanding on how the _____ Medical Center provides employee training and information

- Objectives:

- Determine if the onboarding process is effective.
 - July
 - Learned from the CLC Organizational Effectiveness meeting that onboarding takes a significant amount of time

- Understand how the medical center educates and trains new employees on the policies, rules, etc.
 - May/June
 - _____ which can hinder providing patient care in a timely manner.

concerns, questions, and special needs that the patient has.

- Learn how the organization provides financial assistance to patients.
 - July

- Minor Project #3 – Leadership Dashboard focuses on redesigning our daily morning reports to be more effective and efficient with our time.
- Develop a better understanding of the continuous quality improvement process.
 - July

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

- Observe how effective and useful clinical benchmarking can help improve quality.
 - August

- Learned that a business plan is created that identifies upcoming projects from now to 2023.
- Learned from my Sustainability Project – Implementation of the Smoke-Free Policy that facility management

- before developing them.
- Understand how the parking garage is maintained.
 - July

• Environmental Management Seminar class and name was for the entire semester. The seminar was held in the

APPENDIX B-3
PROJECT OVERVIEW

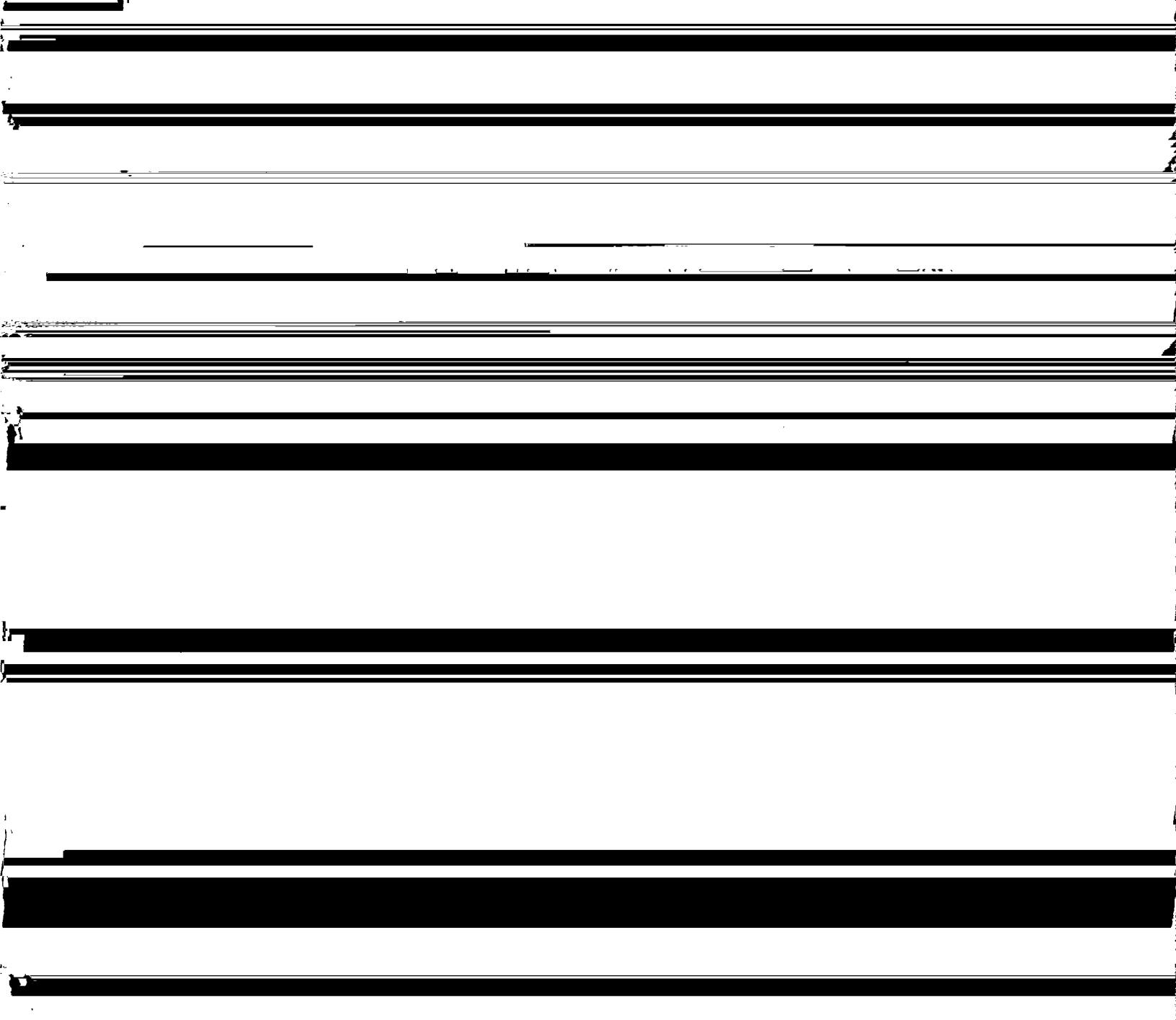
Project Overview (Initial)

Project Title: Cardiac Cath Lab (Minor Project)

Start Date: _____, 2019

End Date: _____ Weeks/Months

Project Description: This project will look at two issues within the cardiac cath lab. Currently



PROJECT OVERVIEW (FINAL VERSION)

Minor Project

Start Date: _____

End Date: TBD: December

Description:

Currently there has been dissatisfaction among the outpatient population regarding the double registration process with the lab, which has been documented in the patient satisfaction surveys. While I was doing leadership rounds in the outpatient lab area, I was able to ask a few patients in the waiting room about their experience and what we can do better. They unanimously agreed that the double registration is confusing and causes a longer wait time. A Lean Process Improvement project was started on 7/17/2019 in response to this double registration process with the goal of improving

The current process for lab registration is twofold: First, the patient must come into the west main entrance of the hospital and register at the main outpatient registration, then take a seat and wait to be called to register. Secondly, they must go up one floor to the outpatient Lab area register again at a Kiosk station then take a seat once again and wait for a

- Strategize on how we can improve the registration process and implement to improve patient

experience.

- Finally, after implementation of the new process, we will give it a week and then audit the new process to see if there's a significant improvement in three ways:
 - Monitoring and observing the patient flow process again.
 - Getting feedback from patients.
 - Getting feedback from lab employees.

Tasks/Activities:

- Initial meeting with the Lean Project Manager to discuss my role in the first phase of the project- 7/30/19 (see notes).
- Meeting with the Lean change manager to discuss the first steps and define the team members who

Worked with Lean Change Manager on developing a plan for the first phase of the project.

APPENDIX C-1A

University of Scranton

Master of Health Administration Program

Evaluation Report by Preceptor on Intern

Name of Preceptor

Name of Intern

Organization

Date

Please evaluate the resident's knowledge, skills, abilities, and quality of performance

Outstanding | High | Average | Weak | Poor | Did not

1. General overall estimate (discussing strengths and weaknesses, level of achievement, willingness to devote time and energy, sense of purpose and commitment, emotional stability, etc.):

2. Specific problems and recommendations

3. Suggestions for post-graduate fellowship or program:

4. Recommended Course Grade (Circle)

A A- B+ B- B C F

Student Signature _____

Date _____

Preceptor Signature _____

Date _____

Fieldwork Coordinator Signature _____

Date _____

**APPENDIX C-1B
PRECEPTOR FIT-FOR-THE-PROFESSION SURVEY**

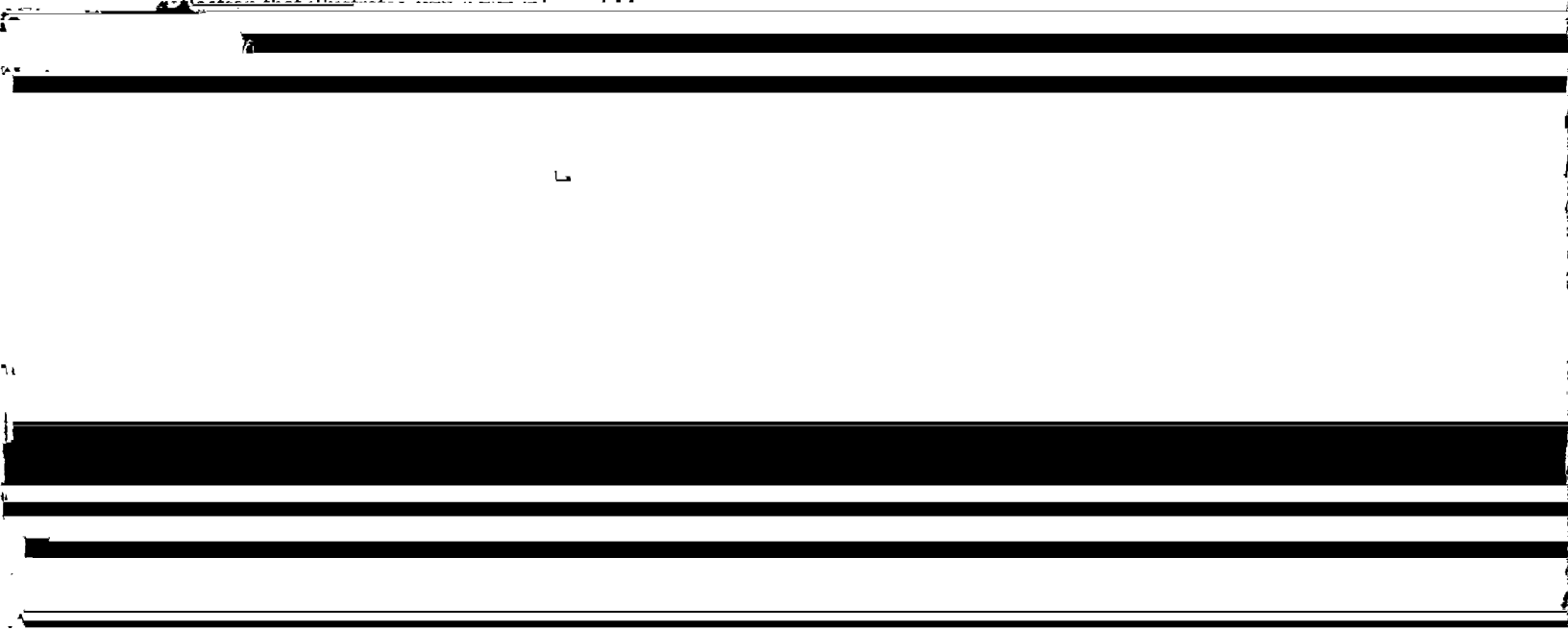
	Well Developed	Acceptably Developed	Somewhat Developed	Underdeveloped	Did not Observe
I. Communication Skills	4	3	2	1	
<i>A. General Speaking Skills</i>					
Articulate					
To-the-Point/Focused/Concise					
Audience Adaptable					
<i>B. General Writing Skills</i>					
Clear/Concise/Focused					

	Well Developed	Acceptably Developed	Somewhat Developed	Underdeveloped	Did not Observe

APPENDIX C-2

REFLECTION PAPER

Prepare an Internship Summary Paper which summarizes the resident's analysis of his/her internship experience and discusses the significance of specific activities contained in the Internship Log. This summary paper must include a



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

Instructor: _____

Term: _____

Circle the number which indicates your opinion.

Describe the frequency of your instructor's teaching procedures using the following scale:

1-Hardly Ever 2-Occasionally 3-Sometimes 4-Frequently 5-Almost Always

Instructor

Overall, I rate this instructor an excellent teacher. 1 2 3 4 5 NR

Course

Overall, I rate this course an excellent course. 1 2 3 4 5 NR

Instructional Methods

Question: Was enthusiastic about overseeing your residency (for example, was dynamic and energetic in discussion about your residency site selection and as it relates to your career goals and personal/professional objectives). 1 2 3 4 5 NR

Question: Used evaluation methods which were fair and appropriate (for example reviewed the grading rubric with you and clarified course expectations and requirements prior to the start of your residency). 1 2 3 4 5 NR

Question: Provided clear and well organized fieldwork manual materials and met with you regarding the fieldwork manual. 1 2 3 4 5 NR

Question: Gave valuable comments and feedback on your fieldwork manual. 1 2 3 4 5 NR

Question: Gave sufficient support and feedback at the final site-visit _____ 1 2 3 4 5 NR

(for example, discussed the quality and sufficiency of project documentation, outcomes and deliverables)

Question: Did the work plan assist you in assessing your final competencies and assessing your attainment of your previously established goals and objectives of your overall residency experience _____ 1 2 3 4 5 NR

Workload

Average number of hours I spent completing weekly and monthly reports _____

Monthly Reports _____

Weekly Reports _____

What would you suggest to improve this course?

APPENDIX C-5

EXIT SURVEY

UNIVERSITY OF SCRANTON
GRADUATE HEALTH ADMINISTRATION PROGRAM
MHA Degree

EXIT SURVEY

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

I. EDUCATION EVALUATION

1. Year of graduation from MHA Program.
2. Year of first course in the MHA Program.
3. Which 3 courses have you found to be of most value? (Explain)
4. Which topics not currently taught in the MHA Program would be beneficial?
5. Please evaluate the usefulness of the following classroom experiences:

	<u>Useful</u>	<u>Somewhat Useful</u>	<u>Not Useful</u>
Case Studies	_____	_____	_____
Reaction Critiques	_____	_____	_____
Group Projects	_____	_____	_____
Group Discussions	_____	_____	_____
HAD 509-Comprehensive Project	_____	_____	_____
Class Debates	_____	_____	_____
Class Discussion of Cases	_____	_____	_____

How your fieldwork experience was:

____ Residency ____ Externship ____ Administrative Residency ____ Directed Study

Please comment on your fieldwork experience:

7. Do you feel prepared to function in the workplace? (If not, please explain on other side of this page)
8. Do you feel satisfied with your MHA education? (If not, please explain on other side of this page)
9. Are there any strengths or skills not emphasized in the program that should be? (If so, please explain on other side of this page)

10. Indicate the extent to which you feel the program develops the following strengths or skills:

	Very Much				Very Little
Health Status Improvement	5	4	3	2	1
Conflict Management	5	4	3	2	1
Conceptual Skills	5	4	3	2	1
Financial Analysis	5	4	3	2	1

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

Yes No (please explain)

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?

2. Type of organization where you work (DI, etc. check box)

DI
Other

[The remainder of the page is heavily obscured by horizontal black bars, likely representing redacted text or a corrupted scan.]

APPENDIX D

HAD 581 Rubric

Date: _____

Rater: _____ Course: _____ Student: _____

Category	Description	Points Available	Goal	Score
Communication Skills, Organizational Skills and Time Management <i>(Researching and identifying residency opportunities and attaining a residency site placement, development of work plan, course registration & initial paperwork graded here.)</i>	As a professional you must be proficient in finding an attaining pertinent information for decision making, competent in written and verbal communication including the marketing of oneself and ones interests and capabilities. Professionalism and time management are key.	10 points	Effectively communicates both written and verbal. Always professional and timely.	
Weekly	HAD 581 requires weekly and monthly	20 points	Submitted each week on Tuesday for the	

APPENDIX E

Fit-for-the-Profession

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THE UNIVERSITY OF
SCRANTON
A JESUIT UNIVERSITY