



**Department of
Population Health**

MHSA Program

Student Handbook

2019-2020 Academic Year

CONTENTS

GENERAL INFORMATION	5
MHSA PROGRAM DIRECTOR'S WELCOME _____	5
MHSA FACULTY AND STAFF _____	7
HISTORY OF MHSA PROGRAM _____	9
MHSA PROGRAM VISION, MISSION AND VALUES _____	10
CURRICULUM INFORMATION: MHSA PROGRAM	11
CURRICULUM OVERVIEW _____	11
MHSA COMPETENCIES _____	12
MHSA REQUIRED AREAS OF HEALTHCARE ADMINISTRATION KNOWLEDGE _____	14
RECOMMENDED COURSE SEQUENCE FOR FULL-TIME STUDENTS _____	15
INTERNSHIP GUIDELINES _____	16
RESEARCH PRACTICUM GUIDELINES _____	16
JOINT DEGREES/BRIDGE PROGRAM _____	16
POLICIES AND PROCEDURES - ACADEMIC	17
GRADUATE SCHOOL POLICIES _____	17
ACADEMIC ADVISING _____	17
GRADING _____	17
INCOMPLETE GRADES _____	17
ACADEMIC PROBATION _____	18
PROGRAM TIME CONSTRAINTS _____	18
DROPPING AN INDIVIDUAL COURSE, CANCELING OR WITHDRAWING FROM ALL OF YOUR CLASSES, LEAVE OF ABSENCE _____	18
WITHDRAWAL FROM THE MHSA PROGRAM _____	18
TERMINATION FROM THE MHSA PROGRAM _____	18
RESPONSIBILITY FOR ACADEMIC PERFORMANCE _____	19
STUDENT ATTENDANCE _____	19
TRANSFER OF CREDITS _____	19
WAIVER OF COURSE REQUIREMENT _____	19
ACADEMIC MISCONDUCT _____	20
STUDENT GRIEVANCES _____	20

POLICIES AND PROCEDURES – NON-ACADEMIC 20

CAMPUS POLICIES _____	20
COMMUNICATION WITH STUDENTS _____	20
COMPUTER RESOURCES _____	21
ENROLL AND PAY _____	21
NEW STUDENT ORIENTATION _____	21
PROFESSIONAL DRESS AND CONDUCT _____	21
EQUAL OPPORTUNITY/NON-DISCRIMINATION _____	21

STUDENT SERVICES 22

GRADUATION INFORMATION 23

GRADUATION REQUIREMENTS _____	23
APPLICATION FOR DEGREE _____	23
COMMENCEMENT OVERVIEW _____	23
STUDENT AWARDS _____	24
POST GRADUATE FELLOWSHIPS _____	24

ORGANIZATIONS 25

JHAWK STUDENT ORGANIZATION _____	25
GRADUATE STUDENT COUNCIL _____	25
AMERICAN COLLEGE OF HEALTHCARE EXECUTIVES (ACHE/KACHE) _____	25
HEALTHCARE INFORMATION AND MANAGEMENT SYSTEMS SOCIETY (HIMSS) _____	25
MEDICAL GROUP MANAGEMENT ASSOCIATION (MGMA) _____	25

APPENDIX 27

INTERNSHIP SYLLABUS _____	28
INTERNSHIP CONTRACT _____	32
INTERNSHIP PRECEPTOR EVALUATION _____	34
INTERNSHIP STUDENT EVALUATION _____	38



MHSA Program Director's Welcome

Dear MHSA Students,

On behalf of the faculty and staff, welcome! Whether you are just beginning your course of study in health administration or have been a part of the MHSA family for some time, we are glad you are here, and we are pleased that you have chosen to pursue a career in health administration. We pride ourselves on providing a quality, competency-based program. The education and professional development you will experience as part of the MHSA program prepares you to positively impact not only your place of employment but the whole health care system as well.

This handbook contains information about the MHSA program as well as many of the policies, procedures and resources you may need to know as you progress through the program. Our goal is for you to succeed both in the program and in your careers going forward. The faculty and staff are here to assist you. Please don't hesitate to contact any of us when you have a concern.

Again, welcome to the program!

Warm regards,

A handwritten signature in black ink that reads 'Ellen Averett'. The signature is written in a cursive, flowing style.

Ellen Averett, PHD, MHSA
Professor and MHSA Program Director
Department of Population Health

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History of Master of Health Services Administration (MHSA) Program

The Master's degree in Health Services Administration began in 1979 when the Kansas Legislature, recognizing a need for professional leadership in health services, appropriated \$200,000 for the University of Kansas to create the program. Then Vice-Chancellor Deanell Tacha asked Professor Ray Davis to be the founding chair of the Department of Health Services Administration and to undertake development of the MHSA degree program within that Department. Davis hired two established health services researchers and national experts in the academic health services administration field, Barbara McCool and Montague Brown, as consultants for conceptualizing the program and curriculum. The program officially began in 1982 with three students and three faculty members, Mary Zimmerman, Joe Harkins, and Ray Davis. However, soon after being hired, Harkins was asked to serve as the Secretary of the Kansas State Department of Health and Environment, so while he agreed to teach a course in the new program, the program essentially began with only two regular full-time faculty members as well as a number of adjunct and part-time instructors, including Harkins, McCool, Brown and Robert McLean, a health economist from the School of Business. The Department of Health Services Administration was not organizationally located in a School but, in the initial years, reported directly to Vice-Chancellor Tacha. The program's offices were in the Watkins Home building on the Lawrence campus.

At the end of the 1980s, the KU administration required that the Department find a School in which to locate. In 1990, the Department became part the School of Pharmacy and was located on the top floor of Malott Hall. From 1982 to 1999 classes were offered in Topeka, Lawrence and Overland Park, although the Department's administrative center remained in Lawrence. In 1993, KU built the Edwards Campus in Overland Park and the Department agreed to teach the majority of its classes on the Edwards Campus. The Department remained in the School of Pharmacy and kept its administrative offices in Lawrence until 1999. In 1999, the Department became part of the KU School of Medicine and moved its offices to the Medical Center campus in Kansas City, Kansas. At that time it also changed its name to the Department of Health Policy and Management. By 2000 all classes were offered on the Medical Center campus. Two additional programs were added to the Department of Health Policy & Management. In 2005, the Department began the Community Health Center Executive Fellowship (CHCEF), an online graduate program for mid and upper level managers of Federally Qualified Health Centers and Look-Alikes. In 2009, a Ph.D. in Health Services Research was added to the Department. As of July 1, 2019 the Department of Health Policy and Management and the Department of Preventive Medicine and Public Health merged to become the new Department of Population Health.

The MHSA program is strong. It has been continuously and fully accredited since 1989, at first by the Accrediting Commission on Education for Health Services Administration (ACEHSA) and then by ACEHSA's successor, the Commission on Accreditation of Healthcare Management Education (CAHME). We are currently the only accredited MHSA program in Kansas and in the Kansas City Region. The faculty are a talented and diverse group featuring both practical experience and scholarly excellence. We are proud of our ability to provide students with real world experience and experiential learning. Like our faculty, our student body is diverse in both world view and experience. We have a strong cadre of alumni, including scores of hospital CEO's and vice-presidents.

MHSA Program Vision, Mission and Values

Mission

The University of Kansas Master of Health Services Administration Program improves lives and communities in Kansas and beyond by preparing students to be outstanding health administration professionals and future leaders in the health care sector. To accomplish this mission, the program:

- Recruits students with diverse backgrounds and perspectives, along with the ability to succeed
- Hires, values and respects faculty with varied backgrounds, who are committed to excellence in teaching, scholarship and service
- Designs and develops a competency-based curriculum that stresses lifelong learning
- Emphasizes interprofessional education through collaboration with learners and practitioners from multiple disciplines
- Stresses the practical application of knowledge
- Enables graduates to be competitive in the marketplace

Vision

The University of Kansas Master of Health Services Administration Program aspires to lead the nation as the pre-eminent program for preparing health administration professionals who will improve health and health services.

Values

To further the mission of our department and to advance our commitment to life-long learning, both within and outside the classroom, we espouse the following core values.

Respect: We welcome and embrace the diverse cultures, experiences, expertise and points of view that enrich the KUMC community and the MHSA program

Integrity: We act in an ethical, honest, trustworthy and accountable manner.

Professionalism: We maintain high standards for our community, vocational, and educational organizations, serving as faithful ambassadors for each.

Excellence: We advance the quality of health care and education; we work collaboratively to achieve our individual and collective potential; we respect the educational process, the free exchange of ideas, and confidential information.

Service: We recognize that we are a part of a health-focused profession; we respond with compassion to the needs of individuals and communities.

Vision: We anticipate and meet constantly changing needs, guiding the transformation of health care.

CURRICULUM INFORMATION: MHPA Program

Curriculum Overview

The MHPA curriculum design is based upon a defined set of competencies and areas of knowledge. It consists of 56 credit hours. This course of study is typically completed in two years by those students pursuing the degree on a full-time basis. Students have a total of seven years to complete the program.

The MHPA degree is generalist by nature, with substantial management and business concentrations designed to prepare graduates for a variety of health care management positions. The degree provides the student with a systematic, comprehensive understanding of health administration and health policy issues, a mastery of the methodologies critical to health services administrators, and a preparation in management sciences.

The curriculum includes course work in health systems, finance, operations, policy, information systems, epidemiology, outcomes management, reimbursement and other areas related to the delivery, financing and organization of health care and related services. To strengthen students' understanding of practice, most courses combine theory and experiential learning, with projects in health care organizations being common.

An internship is required of all students, unless they receive approval to take a research practicum instead. To complete the internship, students must work in conjunction with a mentor in a health care setting for a minimum of 120 contact hours. Most students complete the internship between their first and second years of study.

MHSA Program Competencies and Definitions

July 2019

A. Communication and Interpersonal Effectiveness Domain

1. Interpersonal Communication:

The exchange of information, feelings and meanings through verbal and nonverbal means; includes listening well and having an awareness of how one's messages are being received

2. Organizational Communication:

Ability to effectively communicate internally and outside one's organization; includes communications face-to-face, by phone, email or web; includes to superiors, subordinates, peers, customers/clients, instructors, guest speakers etc.

3. Presentation Skills:

Ability to confidently deliver an organized and engaging message that informs, persuades and or motivates the audience; includes content appropriate for the intended audience, good voice projection, appearance, body language, gestures, eye contact; effective visual aids

4. Writing Skills:

Ability to write clearly and concisely; to write from the reader's perspective; to use appropriate grammar, punctuation and word choice; puts main points upfront; stresses facts over opinion; format and content appropriate to the document type (e.g., email, memo, white paper etc.)

B. Critical Thinking, Analysis, and Problem-Solving Domain

5. Qualitative Analysis:

Understanding the appropriate use of qualitative methods including types of data collection (e.g., focus groups, interviews, observations) and approaches to analyses to investigate health care administration issues

6. Quantitative Analysis:

Understanding the appropriate use of quantitative methods and ability to analyze, critique, and or conduct quantitative calculations such as cost analyses, supply and demand analyses, epidemiological measures

7. Critical Thinking:

Ability to gather relevant information and to conceptualize, analyze, synthesize and or evaluate the information in order to take well-reasoned actions, make decisions, reach valid conclusion/solutions and or generate additional relevant questions

8. Strategic Analysis:

Ability to develop an effective business strategy typically using the organization's self-assessment and environmental scan for SWOT or SOAR

9. Marketing Analysis:

Ability to develop an in-depth analysis of a market's conditions and characteristics; understands and can use focus groups, surveys, interviews and e-marketing techniques

10. Financial Analysis:

Ability to apply, interpret and explain financial and accounting information; demonstrate goal setting and development of organizational performance measures through financial analyses

C. Management and Leadership Domain

11. Teamwork:

“Ability to work with others toward a shared goal, participating actively, sharing responsibility and rewards, and contributing to the capability of the team...(can) empathize and create an atmosphere of respect, helpfulness, and cooperation” (Daniel Goleman, Key Step Media); provides constructive feedback, puts aside interpersonal conflicts, appropriately subordinates individual aims to those of the team

12. Leading and Managing Others:

The ability to lead and work effectively with individuals and teams to accomplish planned goals on time and within budget; can prioritize goals and objectives that align with the shared mission, vision and values of the organization; demonstrates management and leadership knowledge and behaviors including empathy, persuasion, goal-oriented teambuilding, influence, and appropriate use of delegated authority and organizational power

13. Planning and Implementing Improvement:

Selecting the appropriate planning and improvement tools for the performance challenge and using a structured approach to implementing and maintaining a change including performance improvement techniques, action plans and appropriate use of discipline

D. Professionalism and Ethics Domain

14. Personal and Professional Ethics:

Demonstrates ethical behavior in words and action including reliability, honesty and accountability; can identify ethical issues and articulate multiple relevant perspectives; can identify and articulate personal values and biases

MHSA Areas of Healthcare Administration Knowledge (2019)

MHSA Program Areas of Healthcare Administration Knowledge

July 2019

The following are content areas of health care knowledge that we expect MHSA students to know upon graduation from the program.

Systems Thinking

Professional and Community Service

Policy and Law

Health Care Occupations and Professions

Organizational Structure

Organizational Culture

Standards and Regulations

Population Health

Risk Management

Financial Management

Reimbursement Management

Technology Management

Human Resource Management

Performance Management

Project Management

Recommended Course Sequence for Full-Time Students admitted in Fall 2019

Full-time students begin the MHSA program in fall semester and will follow the course sequence listed below. Exceptions to this sequence are rare and should be discussed with the MHSA Student Services Manager.

Fall One

HP&M 810 The Health Care System	3
HP&M 822 Health Care Economics	3
HP&M 825 Financial Concepts in Health Care Management	3
HP&M 858 Health and Social Behavior	3
HP&M 859 Professional Development	2
	14

Spring One

HP&M 827 Financial Applications in Health Care Management	3
HP&M 832 Governance and Health Law	2
BIOS 704 Principles of Statistics in Public Health	3
HP&M 850 Introduction to Operations	3
HP&M 852 Strategic Management	2
	13

Summer

HP&M 860 Graduate Internship in Health Services Administration	1
HP&M 853 Strategic Marketing	2
	3

Fall Two

HP&M 819 Research for Health Care Leaders	3
Elective	3
HP&M 837 Health Policy	3
HP&M 848 Designing Health Care Organizations	2
HP&M 854 Human Resources and Workforce Development	3
	14

Spring Two

HP&M 833 Ethics	2
HP&M 830 Health Care Management	3
HP&M 846 Health Information Technology Management	3
HP&M 847 Business Intelligence in Healthcare	2
HP&M 861 Capstone Seminar	2
	12

TOTAL HOURS	56
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Internship Guidelines

All current Internship forms and guidelines are available to MHSA students on the MHSA SharePoint site, accessed via “myKUMC” on the KUMC website. Students are granted access to the site by the Director of Operations supporting the MHSA program, Janet Unrein (junrein@kumc.edu).

For specific questions, consult the Student Support Manager, Deb Lewis (dlewis4@kumc.edu), or the Executive-in-Residence, Gene Meyer (emeyer5@kumc.edu). Please see the Appendix for examples of the Internship syllabus, contract and evaluation forms. Print the most current forms from the SharePoint site.

Research Practicum Guidelines

For specific guidelines and requirements for the fulfillment of HP&M 862: Research Practicum, consult Dr. Ellen Averett, MHSA Program Director.

Joint Degrees/Bridge Program (see [http://www.kumc.edu/school-of-medicine/population-health/education/master-of-health-services-administration-\(mhsa\)/joint-degree-programs.html](http://www.kumc.edu/school-of-medicine/population-health/education/master-of-health-services-administration-(mhsa)/joint-degree-programs.html) for complete program descriptions)

In addition to the full 56 credit hour MHSA Program, the Department offers several joint degree programs in conjunction with the School of Nursing, the School of Health Professions, the School of Law and the School of Medicine’s Medical Education Program.

JD/ Master of Health Services Administration Joint Degree Program

The JD/MHSA joint degree program combines into four years of full-time study the Juris Doctor (JD) Program offered by the School of Law and the Master of Health Services Administration (MHSA) Program offered by the Department of Population Health in the School of Medicine. The JD/MHSA joint degree program is designed to offer students who plan to practice health law or health services management a thorough academic grounding in both disciplines.

Master of Science (Nursing-Organizational Leadership)/ Master of Health Service Administration MS/MHSA

The objective of this program is to combine the MHSA degree offered by the Department of Population Health and the Master of Science degree offered by the School of Nursing. This joint program is intended to provide the student who plans to engage in the Organizational Leadership track within the School of Nursing with the opportunity to acquire training in the convergent fields of nursing and health services administration.

Joint Doctor of Medicine/ Master of Health Services Administration Program

The joint Doctor in Medicine (MD) and Master of Health Services Administration (MHSA) degree program is offered through the Department of Population Health and School of Medicine at the University of Kansas. The joint program allows students to achieve both degrees in five years. The MSHA portion of the curriculum combines social science and business content in the context of health care and prepares students for management and executive positions in health care organizations.

Health Information Management/ Master of Health Services Administration Bridge Program

The joint Bachelor of Science in Health Information Management/Master of Health Services Administration Program (BSHIM/MHSA) is offered through the Department of Population Health and the Department of Health Information Management at the University of Kansas. The joint program allows students to achieve both degrees in five years (on a full-time basis). Students pursuing the BSHIM/MHSA option will be prepared to assume management and executive positions in health-related organizations (e.g., hospitals, managed care organization, health information system developers and vendors, and pharmaceutical companies) and to bring their expertise in health information management to these positions.

POLICIES AND PROCEDURES - ACADEMIC

Graduate School Policies

The official statement of policies regarding Graduate School programs, faculty, and students is in the Graduate School Catalog. Each student is responsible for being acquainted with this information. Current copies may be accessed on-line at <http://www.catalogs.ku.edu/graduate>.

Academic Advising

Academic advising is provided by the Student Support Manager. Students are required to discuss their intended plan of study prior to enrolling for each semester. Some issues to discuss during advising include:

- Sequence of core courses
- MHSA program requirements
- Elective options
- Graduation requirements
- Alumni connections
- Fellowships

Grading (Source: KU Graduate Catalog)

The basic system is an A, B, C, D, F system, where A designates above-average graduate work; B, average graduate work; C, passing but not average graduate work (C– is not considered a passing grade); D and F, failing graduate work. C–, D, and F work does not count toward fulfilling degree requirements.

The letter P is used only to indicate participation in thesis, dissertation, and research enrollments (related to thesis or dissertation), and in the first semester enrollment of a two-semester sequence course. In any semester, an instructor may, at his or her option, assign a letter grade of A, B, C, D, or F when evidence about performance is available. Upon completion of thesis/dissertation or research hours leading to a master's or doctoral degree, the P remains on the final transcript except for the last semester of enrollment. A letter grade (A, B, C, D, or F) is assigned in the last semester of enrollment to characterize the quality of the final product.

The individual schools have the option of using or not using +/-, according to the policy adopted by the particular school. B– does not represent satisfactory work in graduate studies. **(NOTE: KUMC does not use +/- grading.)**

In the grading system defined above, at least a B average is required on course work counted toward any of the master's degrees or the Specialist in Education degree at KU, and only courses graded A, B, or C (excluding C–) may be so counted.

Incomplete Grades

For enrollments other than thesis, dissertation, or research, the letter I is used to indicate coursework that has been of passing quality, some part of which is, for good reason, unfinished. The grade of I for graduate courses shall lapse to an "F" if the grade is not changed by the faculty member within a year. Students should contact their instructor before the end of the semester to request an Incomplete. The decision to allow an Incomplete rests with the faculty member.

In addition, the Master of Health Services Administration program has established a policy that a student has a maximum of one year from the time (s)he receives an I in a MHSA course to complete the requirements for the course and receive a grade for the course. The instructor has the prerogative to require a shorter time for completion of the requirements. If the student wishes to receive credit for a course left incomplete for longer than one year, the student then must enroll and repeat the coursework. Any exception to this rule would be

determined by petition to the MHSA Program Director. The student should inquire with departments outside the department regarding their policies for incomplete coursework, as the policy may differ among academic departments.

Academic Probation

Upon falling below a cumulative graduate grade-point average of B, computed including grades earned at KU for all courses acceptable for graduate credit, the student is placed on probation by the Graduate Division of the school or college. The grades of P, S, U, and I, for which no numerical equivalents are defined, are excluded from the computation. If the student's overall graduate average has been raised to B by the end of the next semester of enrollment after being placed on probation, the student may be returned to regular status. If not, the student is not permitted to re-enroll unless the Graduate Division acts favorably on a departmental recommendation for the student to continue study.

If admitted provisionally due to deficiencies in grade point average, a student must earn an overall graduate average of at least B during the first semester of enrollment (in which case the student is considered to have achieved regular status) to be permitted to re-enroll. A student admitted provisionally who fails to earn a B average in the first semester may be dismissed immediately. If provisional continuation is recommended by the department or program and approved by the graduate division, the student may remain on provisional status for one additional semester. Students who have been dismissed from a graduate program may be readmitted for further graduate study at KU only by petition of the graduate division that will accept the student. The petition must be approved by the dean of graduate studies.

Program Time Constraints

Normal expectations are that most master's degrees (excluding some professional terminal degrees) should be completed in two years of full-time study. Master's degree students are allowed seven years for completion of all degree requirements. In cases in which compelling reasons or circumstances recommend a one-year extension, the Graduate Division, on recommendation of the department/committee, has authority to grant the extension. In cases where more than eight years are requested, the appropriate appeals body of the school considers petitions for further extensions and, where evidence of continuous progress, currency of knowledge, and other reasons are compelling, may grant them.

Dropping an Individual Course, Canceling or Withdrawing From All of Your Classes, Leave of Absence

For full information regarding Withdrawal, Cancellation and Leaves of Absence, go to the Office of the Registrar site at: <http://www.kumc.edu/student-services/office-of-the-registrar/current-students/dropping-and-withdrawing-from-classes.html>

Withdrawal from the MHSA Program

A student wishing to withdraw from the MHSA program must make arrangements prior to the cessation of attendance at class. A student wishing to return after withdrawing may petition for readmission. This petition will be reviewed by the MHSA Admissions Committee. The petitioner is responsible for supplying all data requested by the Admissions Committee, as well as any other information which may be helpful to the petition. See link above regarding procedure for withdrawing from all of your classes.

Termination from the MHSA Program

Termination from the MHSA program may be initiated by the program under certain circumstances. The program may initiate a student's termination from the program on the following grounds:

- **Failure to maintain a satisfactory grade level.** Students are required to maintain a cumulative grade point average of at least a 3.0 on a 4.0 scale. However, with the approval of the Program Director, students with a cumulative grade point average of less than 3.0 may be permitted to continue for **one semester or nine hours of course work**. These students shall be placed on academic probation for that semester. At the completion of the probationary semester, students must have a cumulative grade point average of 3.0 on a 4.0 scale, or the student may be terminated from the program. This is consistent with the Office of Graduate Studies regulations.
- **Academic misconduct** shall constitute grounds for termination from the MHSA program.

Responsibility for Academic Performance

Students are responsible for keeping track of their grades each semester and for recognizing when their anticipated course grade is below course and departmental standards or places them in academic jeopardy in any way. Students are expected to seek assistance from the course instructor at such times, or sooner if they feel they need support from faculty to be successful. Course instructors provide students with information about performance standards in the course syllabus; they are not expected to provide additional warnings concerning a particular student's prospects for an unacceptable course grade.

Student Attendance

The University of Kansas has no policy on class attendance. However, students are responsible for material presented in class and for any announcements made in class or via email regarding changes in schedule, class content, location or similar information. Information about attendance for specific courses is in each individual course syllabus.

Transfer of Credits

Credit for up to six semester hours of graduate work earned at another college or university may be accepted for credit toward the MHSA degree. To be eligible to receive transfer credit, a student must have earned a B or better for the course credits under consideration. The transfer course work must have been completed within five years previous to the request, must not have already counted toward another degree, and must have been completed in an academic program accredited by the Commission on Accreditation for Health of Healthcare Management Education, the American Assembly of Collegiate Schools of Business, the Council on Education for Public Health, or other appropriate accrediting body.

To initiate a transfer, a student must submit a request to the Program Director. This request must be accompanied by a syllabus for each course for which transfer credit is sought. Official transcripts for all previous undergraduate and graduate work should have been submitted at the time of application. If the transfer is sought for course work completed after this time, an official transcript showing completion of the course work should accompany the request memo.

Waiver of Course Requirement

Specific course requirements in the MHSA degree may be waived based on completion of comparable content in prior studies or experience. The student must replace a waived course with one of comparable credit hours to earn sufficient credit hours to be eligible for graduation.

Eligibility for waivers is outlined above (see Transfer Credit), except for course work previously used as the basis for a waiver granted toward coursework for a prior degree. The process for initiating and reviewing a course waiver request is also the same as that for transfer of credit.

Academic Misconduct

Complete information regarding KUMC's policies and procedures for investigating academic misconduct can be found in the KUMC Academic Catalog, Graduate Studies, Regulations: <https://catalog.ku.edu/graduate-studies/kumc/> and click on "Regulations".

Student Grievances

The Department of Population Health actively seeks to foster a collegial and cooperative atmosphere among students and faculty. All members of the Department are expected to act in a supportive and understanding manner. In this spirit, the Department expects that open communication between students and faculty will be the norm, and that this will help to avert misunderstandings.

However, there may be occasions when issues of contention about an academic matter arise between students and faculty members. In the event of a conflict about an academic issue that cannot be readily resolved between the student and the faculty member, the next step would be for the student to contact the Program Director for help in resolving the matter.

In the event that the matter remains unresolved, the student can then initiate a more formal grievance. This would involve contacting the Department's Vice Chair for Education. The Vice Chair, along with another faculty member, will talk with the parties involved and attempt to arrive at a satisfactory resolution. The Vice Chair will then render an opinion on the matter and is the final Departmental authority with regard to such grievances.

If still not satisfied, the student may appeal to higher university authorities. Complete information regarding student grievances can be found in the KUMC Academic Catalog, Graduate Studies, Regulations at: Regulations: <https://catalog.ku.edu/graduate-studies/kumc/> and click on "Regulations".

This policy is for academic matters only. Concerns or grievances about any other types of issue must be dealt with through the appropriate University authority.

POLICIES AND PROCEDURES – Non-Academic

Campus Policies

The official statement of non-academic policies for the KUMC campus is in the KUMC Student Handbook. Each student is responsible for being acquainted with this information. You can access the Handbook at <http://www.kumc.edu/studenthandbook/>.

Communication with Students

E-mail is the official means of communication from the University to the student. Each student is assigned a KUMC e-mail address upon admission to the MHSA program. This e-mail address is the one through which you will receive all electronic communications from KUMC personnel. It is expected that students adhere to KUMC policies related to proper usage. This e-mail policy can be reviewed at <http://policy.ku.edu/KUMC/information-resources/email>.

Computer Resources

All MHSA students have access to and may utilize computers in locations across campus (<http://library.kumc.edu/services/computers.xml>). A variety of software programs are installed on all student computer workstations.

Enroll and Pay

The university's online student information system is called Enroll and Pay, used for the following functions:

- Admissions
- Enrollment
- Bills and Payments
- Financial Aid
- Curriculum Management
- Class Rosters
- Grading
- Academic Records
- Emergency Contacts

Students may log on to Enroll and Pay at: <https://sa.ku.edu> using their KUMC Network username and password. If you have any questions about how to enroll, the help section within Enroll and Pay at <http://sis.ku.edu/enrollpay-student> can provide you with assistance, or you can contact the Office of the Registrar via phone at (913) 588-7055 or via e-mail at kumcregistrar@kumc.edu.

New Student Orientation

KUMC has a mandatory, on-line campus new student orientation. A mandatory MHSA new student orientation is conducted each August. Students will receive an email regarding orientation activities during the summer prior to commencing study in the program.

Topics discussed at orientation include, but are not limited to, structure and design of the MHSA curriculum; ethical/professional/behavioral standards/departmental expectations of students; opportunities for involvement in student governance and activities. New students also will have a chance to meet current students, faculty and staff.

Professional Dress and Conduct

All programs in the Department of Population Health are considered to be professional preparation programs of graduate education. Accordingly, professional (business) dress and conduct is expected as the norm. We encourage students to dress and conduct themselves in a professional manner throughout their educational experience. For activities in which you and your colleagues are interacting with representatives from the health care system or other constituency organizations, you should wear business dress unless advised otherwise. This is especially important for activities in which you are a guest, visitor, or applicant for an internship, fellowship, or employment. While serving in your Capstone or Administrative Internship placement you should observe the policies and practices of your sponsoring organization relevant to your conduct and dress.

This policy is designed to provide a reasonable standard of dress and appearance for Population Health students. Should a faculty member have concerns regarding a student's adherence to these guidelines, she/he may address them with the student privately.

Equal Opportunity/Non-Discrimination

The Department of Population Health and the University of Kansas Medical Center are committed to ensuring equal opportunity. Detailed information about equal opportunity and non-discrimination policies and services can be accessed at <http://www.kumc.edu/compliance-services/office-of-compliance/equal-opportunity-office.html>. To contact the Equal Opportunity Office, call 913-588-8011.

Students are asked to complete a Technical Standards form at the beginning of their academic program. Students who believe they may need accommodations in a class are asked to contact the Academic Accommodations Services Office at 913-945.7035, as soon as possible to better ensure that such accommodations can be implemented in a timely fashion. For online information about academic accommodations, please go to www.kumc.edu/student-services/academic-accommodation-services.html.

STUDENT SERVICES

The Division of Student Services has many things to offer which can enhance your life while at KUMC. The division is located on the ground and first floor of the Student Center, ground and first floor of Dykes Library, first floor of Orr-Major, and in the Kirmayer Fitness Center. The primary goal of the division is to provide essential support services that assist students as they pursue their academic goals, and coordinate student services so as to ensure that they are efficient, accessible and "user-friendly." Student Service Departments include:

Enrollment Services

Enrollment Services is located on the ground floor of Dykes Library, Room G035. Questions can be answered by calling (913) 588-7055 or by stopping by the office.

Office of Student Admissions

The Office of Admissions is located on the ground floor of the Dykes Library, room G035. Admissions can be reached at kumcadmissions@kumc.edu or at (913) 588-6211.

Office of the Student Ombudsman

The Student Ombudsman office is located on the 1st floor of Dykes Library, in room 1005. To make an appointment contact 913-588-4698 or <http://www.kumc.edu/student-services/office-of-the-student-ombudsman.html>

Student Health Services

Student Health Services is located on the 1st floor of the Student Center and can be reached at <http://www.kumc.edu/student-services/student-health-services.html>

Counseling & Educational Support Services

Counseling & Educational Support Services is located in Room G116 in the Student Center. Although "G" signifies the "Ground Floor," they are actually located on the "L" level (between the ground and 1st floor). They can be contacted at Phone: (913) 588-6580 or <http://www.kumc.edu/student-services/counseling-and-educational-support-services.html>

Student Financial Aid

The Department of Student Financial Aid is located in Dykes Library, Room G035. You may contact them at Phone: (913) 588-5170 or <http://www.kumc.edu/student-services/student-financial-aid.html>.

Office of Student Life

Student Life is located in 1006 Orr Major and can be reached by calling 913-588-6681 or <http://www.kumc.edu/student-services/office-of-student-life.html>

Academic Accommodation Services

Disability Services is located in 1007 Dykes Library, 913.945.7035 or at <http://www.kumc.edu/student-services/academic-accommodation-services.html>

Kirmayer Recreation Center

The Kirmayer Fitness Center is a two-story, 50,000 square foot facility located at the southeast corner of Rainbow and Olathe Boulevards. Contact them at (913) 588-1532 or <http://www.kumc.edu/student-services/kirmayer-fitness-center.html>.

Student Health Insurance

Student Health Insurance is located in the Office of Admissions on the ground floor of Dykes, Room G036. Questions can be answered by calling (913) 588-6211 or by emailing studenthealthinsurance@kumc.edu.

International Programs

International Programs is located in 5007 & 5010 Wescoe within the Academic Affairs office suite. You can contact them at (913) 588-1480 or <http://www.kumc.edu/international-programs.html>

GRADUATION INFORMATION

Graduation Requirements

All MHSA degree requirements can be found in the University of Kansas Academic Catalog. Students should refer to the Catalog of their year of entry to the Program.

Degrees are granted in May, August, and December, although there is only one formal graduation ceremony (in May).

Application for Degree

Each student must complete the online “application for degree” form (AFD) in the beginning of the semester in which (s)he expects to complete all degree requirements. **NOTE:** Completion of the form is only the beginning step in the process of granting the MHSA. Both the MHSA Student Services Manager and the Office of Graduate Studies audit the records of each student who completes the AFD form to confirm that all degree requirements have been met.

To access the AFD, log on to “Enroll and Pay,” and click on the drop-down box under the “Academics” section. From there, you can complete the online AFD form.

Commencement Overview

Reception

This reception is hosted by the Department of Population Health the week of graduation annually to celebrate the accomplishments of our students.

School of Medicine Hooding Ceremony

All KU School of Medicine students, which includes the MHSA graduates, participate in the School of Medicine's Hooding Ceremony held on the Saturday of graduation weekend. This academic ceremony commemorates the end of each student's effort to earn their degree and honors each graduate individually. Friends and family members are invited to attend.

University of Kansas Commencement

The official KU commencement ceremonies are held on the Lawrence campus on the Sunday of graduation weekend, and involve graduates from all academic units in the University. All candidates for all degrees in May, August or December are eligible to participate. One of the distinctive elements of commencement at the University of Kansas is the procession which forms near Strong Hall on Jayhawk Boulevard; continues down Mount Oread and into Memorial Stadium. Faculty members and graduates wear academic regalia, which contributes to the pageantry of the event, and bears significance determined by the graduate's field and level of academic achievement. Master of Health Services Administration graduates are encouraged to attend both the joint hooding ceremony and the University Commencement.

STUDENT AWARDS

Various awards are presented to graduating students and faculty at the annual MHSA and PhD Graduation Reception. Awards include:

- **Health Care Executive of the Future Award** – Given to a graduating student who demonstrates the potential to be an exceptional health services manager.
- **Professional Development Award** - Given to a graduating student who has demonstrated growth and maturation during the program, and who shows promise as a health services manager.

The JHAWK student organization also confers: a **Faculty Appreciation Award**, given to a faculty member for their outstanding efforts and contributions to the personal and professional development of the student body, as well as the program itself; and a **Student Appreciation Award**, given to a current MHSA student in recognition of their contribution to the program.

POST GRADUATE FELLOWSHIPS

Administrative fellowships are 1-2 year post-graduate opportunities taken by recent graduates from master's level health administration/management, health policy, healthcare MBA, and equivalent degree programs, to prepare them for leadership-track careers in the health care management sector. Fellowships are widely viewed as highly valuable opportunities for early careerists. (Adapted from the [National Center for Healthcare Leadership](#))

All MHSA students are encouraged to investigate administrative fellowship opportunities. The MHSA Program offers administrative fellowship information sessions, application and interviewing prep sessions, and alumni mentoring to interested students. To learn more about these opportunities, contact the Student Support Manager.

For additional information on fellowships, visit <https://www.ache.org/postgrad/>.

ORGANIZATIONS

JHAWK Student Organization

A departmental student organization, Jayhawk Healthcare Administrators Working for Kansas (JHAWK), is open to all MHSA and Population Health students. JHAWK promotes leadership, marketability, relationships, and knowledge for students pursuing a career in health services administration through personal and professional development activities. The JHAWK website (<http://www.jayhawkhealth.com>) contains additional information about the organization, its mission, organization and activities.

Graduate Student Council

The Graduate Student Council on the KUMC campus represents all graduate students.

The purpose of the Graduate Student Council is:

- To promote the welfare of KUMC Graduate Students through participation in University governance activities; representation of all graduate students at KUMC in campus-wide affairs that directly and primarily affect the Graduate Students; and representation of their interests and concerns to the faculty and University administration
- To allocate University funds derived from Student Activity Fees.
- To enhance the cultural, social and professional growth of KUMC Graduate Students.
- To ensure that the opportunities at the Medical Center are open to all Graduate Students regardless of race, religion, color, sex, disability, national origin, age, ancestry, marital status, parental status, sexual orientation or veteran status, as set forth in the University's Equal Opportunity and Nondiscrimination Policies.
- To protect and enhance student's rights.

The Council meets monthly; all meetings are open to graduate students.

American College of Healthcare Executives (ACHE, KAHCE)

The American College of Healthcare Executives is an international professional organization society of more than 30,000 healthcare executives who lead hospitals, health care systems and other health care organizations. ACHE is known for its prestigious credentialing and educational programs and its annual Congress on Healthcare Leadership. All HPM students are encouraged to join ACHE as a Student Associate when they enter the MHSA Program. JHAWK coordinates student attendance at the annual Congress. Learn more at www.ache.org. KAHCE is the local Kansas chapter of ACHE.

Healthcare Information and Management Systems Society (HIMSS)

HIMSS is a global advisor and thought leader supporting the transformation of health through the application of information and technology. As a mission driven non-profit, HIMSS provides thought leadership, community building, public policy, professional/workforce development and engaging events to bring forward the voice of its members. HIMSS encompasses more than 70,000 global individual members, 630 corporate members, and over 450 non-profit organizations. Thousands of volunteers work through HIMSS to leverage the innovation of digital health to improve both the health of individuals and populations, as well as the quality, cost-effectiveness and access of healthcare. **Learn more at** www.himss.org/about-himss.

Medical Group Management Association (MGMA)

The Medical Group Management Association (MGMA) helps create successful medical practices that deliver the highest-quality patient care. As the leading association for medical practice administrators and executives since 1926, MGMA helps improve members' practices through exclusive member benefits, education,

resources, news, information, advocacy, and networking opportunities, and produces some of the most credible and robust medical practice economic data and data solutions in the industry. Through its industry-leading ACMPE board certification and Fellowship programs, MGMA advances the profession of medical practice management. Learn more at <https://www.mgma.com/>

See the MHSA website for an additional listing of relevant health services administration professional organizations: [http://www.kumc.edu/school-of-medicine/population-health/education/master-of-health-services-administration-\(mhsa\)/student-resources.html](http://www.kumc.edu/school-of-medicine/population-health/education/master-of-health-services-administration-(mhsa)/student-resources.html).

APPENDIX

[Internship Syllabus](#)

[Internship Contract](#)

[Internship Preceptor Evaluation](#)

[Internship Student Evaluation](#)

HP&M 860: Graduate Internship in Health Services Administration
Summer 2019

Gene Meyer

E-mail: emeyer5@kumc.edu

Cell: [\(785\) 691-7547](tel:(785)691-7547)

Credit Hours:	1-3
Meeting Time and Place:	By appointment
Office Hours:	By appointment
Prerequisites:	Consent of the instructor

Course Description:

Novice and experienced health services administrators function in applied settings. The internship is designed to meet the needs of individual students to advance their career functioning and set in motion a professional development plan. The inexperienced administrator will use the internship as a mid-curriculum opportunity to apply and synthesize in the practice setting knowledge, skills, and abilities. Students who come to the program with mid-level to advanced experience use the practicum to advance their career through exposure to additional experiences that extends their knowledge, skills, and abilities and demonstrates synthesis of program competencies.

Program Competencies Addressed:

- 1 Interpersonal Communication Competency (Domain A)
- 2 Organizational Communication (Domain A)
- 3 Presentation Skills (Domain A)
- 4 Writing Skills (Domain A)
- 11 Teamwork (Domain C)
- 12 Leading and Managing Others (Domain C)
- 13 Personal and Professional Ethics (Domain D)

Program Competencies Potentially Addressed (depending on the specific nature of the internship):

- 5 Qualitative Analysis (Domain B)
- 6 Quantitative Analysis (Domain B)
- 7 Critical Thinking (Domain B)
- 8 Strategic Analysis (Domain B)
- 9 Marketing Analysis (Domain B)
- 10 Financial Analysis (Domain B)

Program Areas of Knowledge Addressed:

Health Care Occupations and Professions
Organizational Structure
Organizational Culture
Project Management

Instructional Methods: Conferences, project participation and management, team participation, presentations, observation, and professional networking

Accommodations. The University of Kansas Medical Center is committed to helping all admitted students reach their academic goals. Any student who, because of a disability, needs an accommodation to complete the course requirements should contact Cynthia Ukoko, Academic Accommodation Services, as soon as possible to discuss accommodations. She can be reached at cukoko@kumc.edu, or 913-945-7035. To schedule an appointment online, go to <https://medconsult.kumc.edu/>. For more information about Academic Accommodation Services, visit <http://www.kumc.edu/student-services/academic-accommodation-services.html>.

Text: There is no required text. Students will draw on materials from Level I and Level II courses.

Grading: Pass/Fail

Requirements:

Students must spend at least 120 hours at their internship site to receive course credit. Longer internships are common, as they better meet the needs of students and the host organization. Many students extend their internships into the fall semester so that they can complete projects and gain additional experience.

Before the internship starts, the preceptor and student should agree on the following:

1. Remuneration
2. Weekly hours
3. Main project
4. Observation opportunities
5. Preceptor meeting schedule
6. Starting date
7. Ending date

The preceptor and intern should develop a plan that outlines the internship's projects and learning objectives. Timeframes should be set, to the extent possible, recognizing that modifications may need to be made over the course of the summer. Students may need to be available for evening or week-end work to fulfill terms of the internship agreement. A copy of the preceptor's current resume should also be sent to the faculty advisor and Nichole Evans (nevans2@kumc.edu) in the HPM office, before the student begins the internship.

Content:

MHSA students have completed internships in a wide variety of health care organizations. The specific nature of the internship should reflect the needs of the sponsoring organization and the learning objectives of the student, as well as his or her previous experience. In general, the student should receive a thorough orientation to the organization, including its history, mission, and structure.

The orientation should also include a rotation through the various departments of the organization. The depth of this departmental rotation will depend on the student's previous experience, learning objectives, and time constraints. The student should also become acquainted with the organization's external environment. This may suggest visits to other agencies or organizations to insure an appreciation of the forces that impact the sponsoring organization.

The student should have direct interaction with key staff members, including the chief executive officer and other senior executives, and should attend various management meetings. If possible, the student should also have the opportunity to observe the organization's governing body at work. If the organization delivers patient care, students should spend time with physicians, nurses, and other clinical professionals in a patient care setting.

Projects:

Interns should also have direct participation in one or more projects. Specific assignments for the student should be selected for their educational value and for their potential contribution to the organization. Students with substantial health care work experience will be able to handle project work early in the internship, while students with limited experience may need more time to become acquainted with the organization before being given a project.

Projects should be identified as early as possible in the internship, so they can be completed and evaluated prior to the intern's departure from the internship. There is no set number of projects that a student is expected to complete.

Expectations for Students and Preceptors:

1. **Contract and Plan:** Prior to the internship, the preceptor and student should reach agreement on remuneration and beginning and end dates for the internship. At the beginning of the internship (or prior to the start date, if possible), the preceptor and intern should outline a plan for the internship that specifies the anticipated work schedule and expected projects. Learning objectives for the internship should be established. Timeframes should be

set, to the extent possible, recognizing that modifications may need to be made over the course of the summer.

2. **Facilities at Preceptor location:** The preceptor should be sure that the intern has adequate workspace, equipment, and support needed to complete his or her assigned work.
3. **Preceptor Role:** The preceptor is the student's primary mentor during the internship and assumes responsibility for providing the defined educational experience. This may require some delegation to other managers and executives in the organization. The preceptor and intern should maintain regular contact (at least weekly) to insure personal support, professional development, project direction, and performance feedback. There should also be adequate time for teaching, and answering any questions the intern may have. The preceptor should contact the faculty adviser about any questions or concerns about the internship. If a student is not performing at the desired level, the preceptor is requested to contact the faculty adviser immediately.
4. **Mid-Summer Class Meeting:** During the middle of the internship, time may be scheduled to bring everyone together to discuss their experiences to date. The meeting will provide a forum for everyone to learn about each other's internship, and also help identify strategies to make the most out of the remaining internship experience.
5. **Exit Interview with Preceptor:** All preceptors are encouraged to conduct an exit interview with their interns. This interview should occur prior to the end of the internship and should be viewed as an opportunity for a mutual exchange of views about the internship, in light of the plan and objectives that were established at the initiation of the internship.
6. **Preceptor Evaluation:** At the end of the internship, the preceptor must complete an evaluation of the intern's performance and submit this to the faculty adviser. A copy of the form for this evaluation is attached. As a part of the evaluation, the preceptor will make a recommendation regarding whether the student has passed or failed the internship.
7. **Final Internship Requirements:** By August 31, 2019 students should complete a PowerPoint presentation about their internship experiences and submit it to the course instructor Gene Meyer. These presentations should cover several key points about the internship including the organization, your role, projects completed, other duties and opportunities, lessons learned, and tips for future interns. Volunteers will be solicited to present on their internships to the incoming 1st Year students in HPM 859. The date for these presentations will be announced late in the summer. You should complete and submit this PowerPoint even if your internship is being extended into the fall semester.

Course Instructor's Role:

The course instructor supervises and supports the student's internship experience. This has several components.

1. **Internship Search:** The instructor helps students identify suitable internship sites and helps students in their search. This includes publicizing known opportunities, contacting potential mentors, and advising students. The faculty member will also help identify students' professional development needs. *It is vital that the student have the internship approved by the instructor before beginning the internship.*
2. **Ongoing Advisement:** The instructor will be available to the preceptor and the student. Midway through the internship and at its conclusion the faculty member will consult with the preceptor to assess the student's progress.
3. **Instructor Site Visit (optional):** The course instructor may meet with the intern and preceptor during the internship. The intern will be responsible for scheduling this meeting. Following the visit, the instructor will prepare a written report of the site visit for the student's file if necessary.
4. **Grading:** The faculty member will assign the course grade, drawing on the feedback from the preceptor, the student's final presentation and observation of the student's professionalism over the course of the internship.

**HPM 860 – Graduate Internship in Health Services Administration
Internship Contract**

The purpose of this contract is to identify key parameters of your internship experience. It is not intended to be a binding contract between you and your preceptor or your sponsoring institution. However, failure to be clear about these key facts can compromise your learning experience.

(Please type)

1. Student Name _____
2. Preceptor
 - a. Name _____
 - b. Title _____
 - c. Contact Information (please include address, phone, email)

 - d. Experience and education overview (or copy of resume)

3. Organization Name _____
4. Timing
 - a. Dates _____
 - b. Hours (If other than normal business hours) _____
5. Compensation (if paid) _____
6. Projects
 - a. What you will do _____
 - b. When they are due _____
7. Opportunities to meet with preceptor _____
8. Opportunities to observe
 - a. Operations _____
 - b. Executives _____

9. Other special factors

Student Signature: _____ Date: _____

Preceptor Signature: _____ Date: _____

Preceptor Resume attached? Yes No

Please email completed contract to Gene Meyer, emeyer5@kumc.edu and Nichole Evans, nevans2@kumc.edu

**MASTER OF HEALTH SERVICES ADMINISTRATION
DEPARTMENT OF POPULATION HEALTH
UNIVERSITY OF KANSAS SCHOOL OF MEDICINE**

2019 Intern Evaluation Form

Intern's Name: [Click or tap here to enter text.](#)

Listed below are 14 competency areas that are emphasized in the MHSA program. Please evaluate the intern's performance in each area using the rating scale below.

Rating Scale: This scale is meant as a *life-long* rating scale. Students tend to be "Competent" in most areas upon graduation. Seasoned professionals are typically "Proficient" in most areas and occasionally "Expert."

Novice: fundamental awareness – development of a common knowledge or an understanding of basic techniques and concepts; has read about it

Advanced beginner: the level of experience gained in a classroom and/or in role plays but often needs help or support to do well

Competent: can independently complete a task related to a specific competency with occasional help from more skilled experts or individuals

Proficient: able to perform tasks related to a specific competency very well and without assistance, recognized locally as a person to ask when related questions arise

Expert: recognized beyond locally as an expert who can provide guidance, answer questions, formulate strategy or stimulate innovation in the related tasks

N/A: Have had no opportunity to use or see, not applicable

1. Interpersonal Communication	Novice	Advanced Beginner	Competent	Proficient	Expert	N/A
The exchange of information, feelings and meanings through verbal and nonverbal means; includes listening well and having an awareness of how one's messages are being received	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Organizational Communication	Novice	Advanced Beginner	Competent	Proficient	Expert	N/A
Ability to effectively communicate internally and outside one's organization; includes communications face-to-face, by phone, email or web; includes to superiors, subordinates, peers, customers/clients, instructors, guest speakers etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Presentation Skills	Novice	Advanced Beginner	Competent	Proficient	Expert	N/A
Ability to confidently deliver an organized and engaging message that informs, persuades and or motivates the audience; includes content appropriate for the intended audience, good voice projection, appearance, body language, gestures, eye contact; effective visual aids	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Writing Skills	Novice	Advanced Beginner	Competent	Proficient	Expert	N/A
Ability to write clearly and concisely; to write from the reader’s perspective; to use appropriate grammar, punctuation and word choice; puts main points upfront; stresses facts over opinion; format and content appropriate to the document type (e.g., email, memo, white paper etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Qualitative Analysis	Novice	Advanced Beginner	Competent	Proficient	Expert	N/A
Understanding the appropriate use of qualitative methods including types of data collection (e.g., focus groups, interviews, observations) and approaches to analyses to investigate health care administration issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Quantitative Analysis	Novice	Advanced Beginner	Competent	Proficient	Expert	N/A
Understanding the appropriate use of quantitative methods and ability to analyze, critique, and or conduct quantitative calculations such as cost analyses, supply and demand analyses, epidemiological measures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Critical Thinking	Novice	Advanced Beginner	Competent	Proficient	Expert	N/A
Ability to gather relevant information and to conceptualize, analyze, synthesize and or evaluate the information in order to take well-reasoned actions, make decisions, reach valid conclusion/solutions and or generate additional relevant questions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Strategic Analysis	Novice	Advanced Beginner	Competent	Proficient	Expert	N/A
Ability to develop an effective business strategy typically using the organization’s self-assessment and environmental scan for SWOT or SOAR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Marketing Analysis	Novice	Advanced Beginner	Competent	Proficient	Expert	N/A
Ability to develop an in-depth analysis of a market’s conditions and characteristics; understands and can use focus groups, surveys, interviews and e-marketing techniques	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Financial Analysis	Novice	Advanced Beginner	Competent	Proficient	Expert	N/A
Ability to apply, interpret and explain financial and accounting information; demonstrate goal setting and development of organizational performance measures through financial analyses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Teamwork	Novice	Advanced Beginner	Competent	Proficient	Expert	N/A
“Ability to work with others toward a shared goal, participating actively, sharing responsibility and rewards, and contributing to the capability of the team...(can) empathize and create an atmosphere of respect, helpfulness, and cooperation” (Daniel Goleman, Key Step Media); provides constructive feedback, puts aside interpersonal conflicts, appropriately subordinates individual aims to those of the team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

12. Leading and Managing Others	Novice	Advanced Beginner	Competent	Proficient	Expert	N/A
The ability to lead and work effectively with individuals and teams to accomplish planned goals on time and within budget; can prioritize goals and objectives that align with the shared mission, vision and values of the organization; demonstrates management and leadership knowledge and behaviors including empathy, persuasion, goal-oriented teambuilding, influence, and appropriate use of delegated authority and organizational power	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Planning and Implementing Improvement	Novice	Advanced Beginner	Competent	Proficient	Expert	N/A
Selecting the appropriate planning and improvement tools for the performance challenge and using a structured approach to implementing and maintaining a change including performance improvement techniques, action plans and appropriate use of discipline	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Personal and Professional Ethics	Novice	Advanced Beginner	Competent	Proficient	Expert	N/A
Demonstrates ethical behavior in words and action including reliability, honesty and accountability; can identify ethical issues and articulate multiple relevant perspectives; can identify and articulate personal values and biases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What responsibilities was this intern capable of completing exceptionally well? Which skills were very strong?

Click or tap here to enter text.

Are there areas in which improvement is needed? Which skills need improvement?

Click or tap here to enter text.

Other comments?

Click or tap here to enter text.

What grade would you recommend for the internship?

Pass

Fail

Click or tap here to enter text.

Preceptor's Signature

Date

Click or tap here to enter text.

Name of Organization

Click or tap here to enter text.

Address of Organization

After completing the evaluation, please return it to:

Gene Meyer, emeyer5@kumc.edu and
Nichole Evans, nevans2@kumc.edu

**MASTER OF HEALTH SERVICES ADMINISTRATION PROGRAM
DEPARTMENT OF POPULATION HEALTH
UNIVERSITY OF KANSAS MEDICAL CENTER SCHOOL OF MEDICINE**

Student Evaluation of the Internship

1. Name: _____

2. Organization where you completed your internship:

3. Name(s) and title(s) of your preceptor(s):

4. Did the amount of direction you were given, by your preceptor, pertinent to your responsibilities as an intern fit (1) your needs and (2) your expectations? Please explain your answers.

5. What were your objectives for the internship?

6. Were your internship schedule and activities effective in meeting your objectives?
Please explain.

7. Was there good rapport between you and your preceptor? Please explain.

8. Were the assignments and projects you were given useful? Please explain.

9. What do you think were the best aspects of your internship?

10. In what way(s) could your internship have been improved?

11. Would you recommend this placement to a future MHSa student? With what cautionary words?

12. Are there other comments about your internship you would like to make?

Please return this completed form to:

Gene Meyer, emeyer5@kumc.edu and Nichole Evans, nevans2@kumc.edu