



THE OHIO STATE UNIVERSITY

COLLEGE OF PUBLIC HEALTH

MASTER OF HEALTH ADMINISTRATION

SUMMER ADMINISTRATIVE RESIDENCY PROGRAM GUIDELINES

**Division of Health Services Management and Policy
College Of Public Health
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The Ohio State University
College of Public Health- Division of Health Services Management and Policy
Master in Health Administration (MHA)
Summer Administrative Residency Guidelines

The Ohio State University Master in Health Administration (MHA) is accredited by the Council on Accreditation for Health Management Education and is currently in the top 10 nationally among graduate programs in healthcare management as ranked by *U.S News and World Reports*.

The Ohio State University MHA program prepares students for management and/or policy positions in health services and related careers. The program consists of two years of full-time academic coursework with a practice-based administrative residency between the first and second year. The MHA curriculum is designed to develop student competencies in five major areas, including: management functions, health systems and policy, leadership and professionalism, and business and analytic skills.

STUDENT PREPARATION FOR THE RESIDENCY

The first year of the program is designed to provide students with foundational knowledge in the following areas:

- Health Services Organization and Financing
- Organization and Management of Health Services Organizations
- Financial Management of Health Services Organization
- Economic Analysis of Health Services Organization
- Operations Management in Health Services Organizations
- Health Services Strategy and Marketing
- Health Care Organization Data and Applications
- Epidemiological Data and Applications

First-year MHA courses provide students with foundational knowledge and are designed to develop their critical thinking, analytic, and communication skills. The first year also includes a focus on student professional development, including: career planning, development, resume writing, interviewing skills, and networking basics. Please see ***Appendix A*** for more detail on our two-year curriculum.

SUMMER RESIDENCY OBJECTIVES

The administrative residency is a vital part of the total educational experience for our MHA students and is critical to their development as healthcare leaders. The residency is completed during the summer between the first and second years of the program and gives students the opportunity to apply their academic knowledge to “real life” health care settings. The overarching objectives of the residency are to enable students to:

1. Obtain practical knowledge about health services management and policy; and
2. Develop leadership, management, and/or policy analysis skills through direct participation in management activities and projects.

The summer residency also provides an excellent opportunity for students to continue their professional development.

RESIDENCY STRUCTURE AND CONTENT

Although the specific structure and content of each administrative residency will vary based on the student's background and goals as well as the host organization's focus and priorities, each should include assignment of a residency preceptor, exposure to key leadership issues, and completion of well-planned projects as described below.

Residency Preceptor

Central to a successful residency is the assignment of a leadership preceptor. The preceptor is the student's main point of contact within the organization and oversees the residency to ensure a positive learning experience. Typically preceptors coordinate the following:

- **Onboarding**— Resident onboarding should be designed to help the resident quickly understand the culture, structure, and key functions of the organization. Sample onboarding activities include: introductory meetings with key leaders, clinical rotations, and attendance at key meetings. For complex organizations, a 1-2 week orientation is typical.
- **Goal Setting**— The preceptor and resident should meet at the outset of the residency to set goals for the summer. These goals should be based on a combination of the organization's needs, the student's interests, and his/her development priorities. To support this process, we have included a goal-setting tool as **Appendix B. Students should review this form with their preceptors and submit to Lisa Mayhugh (mayhugh.16@osu.edu) by May 23, 2016.**
- **Education and mentoring**—The preceptor's most important role is to facilitate student learning and development. Typically, preceptors will meet with residents on a weekly basis to discuss key organizational issues, answer questions, review progress, and provide mentoring and feedback. Suggested content for the residency experience is included as **Appendix C.**
- **Performance evaluation.** Preceptors are asked to complete a written evaluation of the resident's experience and performance using the tool included as **Appendix D. The performance evaluation should be discussed with the resident prior to the end of the residency.**

Prior to the summer, the program will coach students on the role of the preceptor, the importance of being open both to opportunity and constructive feedback, and their responsibility for participating in a constructive preceptor/ resident relationship.

Exposure to Key Leadership Issues

A goal of the residency is to exposure students to a wide range of "real life" issues and challenges in healthcare organizations. Residents should be encouraged to develop relationships with a variety of organizational leaders and be included in as many key leadership meetings as time permits.

Projects

As residents, our students lead and contribute to important projects for their host organization. Preceptors should assign students a variety of projects that enable the student to contribute to organizational priorities and develop his/ her skills. Projects typically vary in scope and duration, although it is important that at least some can be completed during the summer. Projects should be designed so that students:

- Understand specific organizational or health system issues
- Participate in research, data collection and analysis
- Formulate a plan for action
- Present findings and recommendations to the project sponsor, members of the project team, and/or decision-makers.

Ideally, students will be assigned at least one comprehensive project that allows the full evaluation and resolution of a specific management issue. Preceptors and other stakeholders should give students on-going guidance and constructive feedback on the quality of their project work and future development needs. See ***Appendix E*** for a list of sample projects.

STUDENT WORK EXPECTATIONS

The summer residency is a full-time, paid experience that typically starts in the middle of May and continues through August (12-14 weeks) with start and end-dates determined through mutual agreement. The resident should be expected to work during the same hours as the management team. Students have been instructed that the appropriate number of work hours is the number that it takes to get the job done. In addition, they have been instructed to be available for extra hours to circulate/ rotate on different schedules and shifts where appropriate to fulfill the educational and organizational mission.

COMMUNICATION WITH THE MHA PROGRAM

Over the course of the summer, the MHA Program Director and/or Career Services Coordinator will check-in with both preceptors and residents to see how the residency is going. In addition, preceptors are encouraged to communicate with the program if they have any questions or concerns.

Julie Robbins, MHA, PhD

MHA Program Director
Email: robbins.11@osu.edu
Phone: 614.292.1428

Lisa Mayhugh, MA

Career Services and Recruitment Coordinator
Email: mayhugh.16@osu.edu
Phone: 614.292.0969

MHA Competencies

The Ohio State University MHA Program curriculum is designed to support students in attaining the competencies listed below. The summer administrative residency should be designed to complement students' coursework relative to competency development.

Group	Competencies
Management Functions	<ol style="list-style-type: none"> 1. Organizational Management 2. Organizational Structure and Governance 3. Workforce and Organizational Development 4. Clinical Quality Assessment and Improvement 5. Operations Assessment and Improvement 6. Information Technology Management and Assessment 7. Strategic and Business Planning 8. Financial Management 9. Economic Analysis
Health Systems and Policy	<ol style="list-style-type: none"> 10. Healthcare Issues and Trends 11. Health Policy 12. Healthcare Legal Principles 13. Population Health
Leadership and Professionalism	<ol style="list-style-type: none"> 14. Leadership and Change Management 15. Impact and Influence 16. Professional Development 17. Collaboration and Working in Teams 18. Personal and Professional Ethics 19. Critical Thinking
Business and Analytic Skills	<ol style="list-style-type: none"> 20. Written and Verbal Communication skills 21. Quantitative skills 22. Project Management 23. Performance Measurement 24. Problem-solving and Decision-making 25. Systems Thinking

MHA Curriculum (Class of 2017)

Year 1 Autumn Semester	
Course Number/Name	Credit Hours
PUBHHMP 6611 Health Care Organization	3
PUBHEPI 6410 Principles of Epidemiology	3
PUBHHMP 7615 Health Services Organizational Management	3
PUBHHMP 7620 Health Services Finance I	3
PUBHHMP 7602 Economic Analysis of Health Services	3
Professional Development Series	
Year 1 Spring Semester	
PUBHHMP 7601 Financing for Health Care	3
PUBHHMP 7621 Health Services Finance II	3
PUBHHMP 7672 Clinical Rotations	1.5
PUBHHMP 7673 Understanding Health Care Organization Data	1.5
PUBHHMP 7680 Ops Mgmt for Health Service Orgs	3
PUBHHMP 7684 Health Services Strategy & Marketing	3
Summer Term	
Administrative Residency	

Year 2 Autumn Semester	
Course Number/Name	Credit Hours
PUBHHMP 7605 Introduction to Health Policy	3
PUBHHMP 7622 Health Services Financial Decision-Making	3
PUBHBIO 6210 Design & Analysis of Studies in the Health Sciences	3
PUBHHMP 7682 Info Sys for Health Srvcs Orgs	1.5
PUBHEHS 63XX Course in Development	1.5
ELECTIVES	3
Year 2 Spring Semester	
PUBHHMP 7611 Health Law for Administrators	3
PUBHHMP 7617 Health Services Leadership and Organizational Change	3
PUBHHMP 7631 Strategic Management & Program Development	3
PUBHHBP 65XX Course in Development	1.5
ELECTIVES	4.5



2016 SUMMER ADMINISTRATIVE RESIDENCY AGREEMENT/GOALS

*The preceptor and student should complete this document together. A copy of this agreement should be retained for future reference and monitored by all parties. Student should submit the original form to Lisa Mayhugh **by May 23, 2016.***

RESIDENCY/INTERNSHIP DETAILS

Student's Name: _____

Organization Name: _____

Organization Address: _____

City: _____ **State:** _____ **Zip:** _____

Preceptor Name: _____ **Title:** _____

Preceptor Phone #: () _____ **Email:** _____

Start Date: _____ **End Date:** _____ **Wage/Salary/Stipend:** _____

Expected # of hours per week: _____ **Benefits (parking, vacation, etc):** _____

GOALS & COMPENTENCIES

Please use the attached tool to develop goals.

Student's Signature: _____ **Date:** _____

Preceptor's Signature: _____ **Date:** _____

PLEASE RETURN TO:

Lisa Mayhugh, MA
Career Services and Recruitment Coordinator
Email: mayhugh.16@osu.edu
Phone: 614.292.096

The Ohio State University
College of Public Health- Division of Health Services Management and Policy
Master in Health Administration (MHA)
Summer Administrative Residency Guidelines

Student Instructions for
Setting Summer Administrative Residency Goals

The Ohio State University MHA Program curriculum is designed to support students in attaining competencies in four areas: management functions, health systems and policy, leadership and professionalism, business and analytic skills. (attached). The summer administrative residency provides students an opportunity to continue to develop and enhance these competencies.

Prior to starting the residency, each student should review these competencies and consider:

- ***What do I want to learn about the healthcare system and organizations?*** Residency goals should be set to build on or explore topics from the first year of the program, fill in knowledge gaps, and expose students to new ideas.
- ***What skills do I want to develop?*** Students should set goals that will enable them to refine and/or develop critical skills, e.g. analytic, financial, presentation, writing, research etc. Students are encouraged not only to set goals that will enable them to build on their natural strengths, but also to stretch and expand capabilities in areas where they may not be as comfortable.
- ***What do I want to learn about myself as a healthcare professional?*** During the residency, students should seek opportunities to learn about the wide range of jobs and career paths in healthcare management. Project and learning goals should be designed so that students have the opportunity to learn not only about different organizational functions, types of jobs, and the skills needed to get there, but also encouraged to reflect on where their own skills and interests might lie.

Upon starting the residency, preceptor and students should work together to set goals for the summer using the attached form. These goals should reflect a combination of the organization's priorities, the student's interests, and his/ her development opportunities. These goals should also be designed to support students' attainment of the MHA Competencies.

*Completed forms should be sent to Lisa Mayhugh via email (mayhugh.16@osu.edu) by **May 23, 2016**.*

The Ohio State University
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Master in Health Administration (MHA)
Summer Administrative Residency Goals Tool

The Ohio State University MHA Program curriculum is designed to support students in attaining competencies in four areas: management functions, health systems and policy, leadership and professionalism, business and analytic skills (attached). For the residency, students should have at least one goal in each of the four competency areas, which includes:

- **Goal Statement**— Brief statement of the student’s goal
- **Link to MHA Competencies**— Indication of how goal links to any specific MHA competency(ies) listed in the attached.
- **Key Activities**—Overview of activities the resident will undertake to achieve goal, e.g. observation, project etc.
- **Measure** - Indicator for goal attainment

Goal Statement	Link to MHA Competency(ies)	Key Activities	Measure
1.			
2.			
3.			
4.			
5.			
6.			
7			
8. <i>(add as many as necessary)</i>			

The following suggestions for content of the residency are offered as a framework for fulfilling the objectives and can be modified, *depending on the type of organization and operational circumstances.*

A. Organizational mission and goals

1. Organizational vision, mission and values
2. Key strategies and priorities for patient care, education, research, community services, etc
3. Performance monitoring and reporting processes
4. Strategic challenges and opportunities

B. Executive Organization and Functions

1. Executive staff organization and roles
2. Decision making processes and reporting mechanisms
3. Relationships among board, management, medical staff, if in a healthcare organization.
4. Relationship between administration and clinical staff in healthcare organizations.
5. Ethical considerations, codes, and documentation.
6. Leadership decision-making processes

C. Services

1. Identification and observation of healthcare or other services provided to the community.
2. Process and approach for addressing community needs
3. Process for measuring and improving operational efficiency and effectiveness

D. Professional Relationships

1. Roles and relationships among the professional / clinical departments.
2. Relationships among professional and service departments.
3. Specific challenges related to managing professionals and clinical services
4. Medical staff organization and relationships.

E. Financial Management

1. Payment mechanisms – managed care, risk arrangements, incentive contracting
2. Information systems and processing
3. Organizational considerations related to new payment mechanisms

F. Selected Other Management Functions

1. Strategic planning, business development, marketing and communication
2. Operations management techniques and monitoring systems to improve productivity and service systems.
3. Measurement and systems for quality and patient safety improvement

G. External Factors

1. Accreditation, licensing, and other certifying agencies.
2. Impact of public policy and political processes on the organization.



Residency Performance Evaluation

Instructions for Preceptors: At the end of the summer, please complete and review this performance evaluation with your resident(s) and send it to Lisa Mayhugh (mayhugh.16@osu.edu) by **September 6, 2016**.

Background

Student's Name : _____

Organization Name: _____

Organization Address: _____

City: _____ **State:** _____ **Zip:** _____

Preceptor Name: _____ **Title:** _____

Preceptor Phone #: () _____ **Email:** _____

Key Accomplishments

What were the student's top 3 accomplishments during his/ her residency?

- 1. _____
- 2. _____
- 3. _____

Overall Assessment

What were the student's major strengths in the residency?

- 4. _____
- 5. _____
- 6. _____

In what areas could the student improve in order to function more effectively?

- 1. _____
- 2. _____
- 3. _____

Competency Assessment

In the table below, please provide your assessment of this resident's level of competency *at the end of the residency*, using the scale below. *Please add comments as they will be very helpful for helping us focus and improve our program:*

- 1-little, or no, competency in this area
- 2-minor, or very limited, competency in this area
- 3-moderate, or average, competency in this area
- 4-notable, or above average, competency in this area
- 5-major, significant, and recognizable competency in this area
- NA- unable to assess at this time

Competency	1	2	3	4	5	NA	Comments
Knowledge of Healthcare Issues and Trends							
Financial Management Skills							
Strategic/ Business Planning Skills							
Critical Thinking							
Quantitative Skills							
Written Communication Skills							
Verbal Communication Skills							
Project Management Skills							
Computer Skills, e.g. excel, powerpoint							

Goal Attainment

Please review the residency goals established at the start of the summer and respond to the following statement (Please consider attaching goals sheet). The student:

_____ Accomplished all or most of his/her goals?

_____ Accomplished some of his/ her goals

_____ Did not accomplish most of his/ her goals

Comments:

Professionalism Assessment

Did the Student...	Some of the Time	Most of the Time	Always	Comments
Maintain a positive attitude?				
Maintain a professional demeanor, e.g. dress, behavior etc.				
Demonstrate a genuine interest in learning and contributing to the organization?				
Appropriately seek help or feedback on projects?				

Summary Assessment

What is your overall evaluation of the student's performance?

___ Excellent ___ Good ___ Satisfactory ___ Needs improvement ___ Unsatisfactory

MHA Program Assessment

Based on your experience this summer, would you consider taking another resident in the future? (Y/N), Explain if necessary.

How could the MHA program improve our residency placement process?

Based on your experience this summer, do you have any suggestions for how we might strengthen the first year of our program to better prepare students for the summer residency?

Additional Comments?

If you have any additional comments regarding this resident's performance over the summer, please include in the space below. If you have any feedback that you would like to share with us regarding our shared interest in helping our student's develop, please do not hesitate to reach out to either:

Julie Robbins, MHA, PhD
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Lisa Mayhugh, MA
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SAMPLE PROJECTS

The following are samples of projects from recent residencies. These are included to offer suggestions and ideas.

Typical Projects for Residents in Hospitals, Health Systems, Managed Care Organizations or Other Health Care Delivery Settings

- *Operations Management.* Implemented a productivity software package. Performed revisions and restructuring of the system. Assisted in creating comprehensive disaster recovery and business continuity plan. Performed radiology process flow analysis.
- *Materials Management.* Coordinated the evaluation of a pneumatic tube system for small material transport throughout the hospital.
- *Staff/Personnel Management.* Investigated problems in staffing for the Department of Patient Unit Management. Developed and recommended new strategies to improve staff utilization. Researched charges for therapists employed by contract therapy companies.
- *Financial Management.* Performed a revenue audit for the Medical Genetics Department. Developed pro forma for new business line.
- *Contract Negotiation.* Developed the treatment protocols, the managed care operational procedures, and the contract between an insurance plan and an outpatient head trauma rehabilitation program; coordinated the home care agency and case management agency resources necessary to support this relationship.
- *New Product Design.* Supervised the benefits design for a new, comprehensive, managed care product; coordinated the design process with claims processing, provider relations, sales, and utilization review. Assisted with the purchasing and implementation of medical device recall and tracking program.
- *Business and market planning.* Assisted in developing the market plan for a new, over age 65, product, conducted market segment analysis, enrollment projections, and analysis of competing products. Developed annual report for network of community health providers.

Typical Projects for Residents in a Hospital Association or Governmental/Public Agency

- Worked toward enactment of legislative bills dealing with health subjects.
- Analyzed clinical outcome data to determine impact of legislation on quality of care.
- Wrote public hearing testimony.
- Participated in Joint Commission Surveys in member hospitals.
- Attended Policy Development meetings.
- Wrote membership / constituent bulletins.

Typical Projects for Residents in a Long Term Care Facility

- Supervised installation of materials management software for facility.
- Developed service utilization data for city agency.
- Wrote and distributed Health Assessment questionnaire for residents.
- Participated in policy meetings.
- Revised Policy Manual.