Dear Preceptor;

This guide is designed to help you simplify the formal and informal steps involved in successfully supervising a Penn State Health Policy and Administration intern. In this manual you will find a description of your role; the necessary documents needed to formalize, monitor, and complete the internship process; and some pearls of wisdom from other preceptors.

Our internship program is recognized by our students and alumni as one of the most valuable experiences of their academic careers. It provides a unique opportunity to apply classroom learning in a practical setting. Professionals like you have mentored our students for more than 30 years. Hospitals, long term-care facilities, group practices, clinics, and non-provider organizations such as insurers, trade organizations, business coalitions, and government agencies have been involved in this exchange.

Serving as a preceptor for an intern not only permits you to participate in student growth but also in the potential development of your organization’s future workforce. Interns bring new skills and knowledge that contribute to the organization. They can add a fresh dimension to the environment and contribute real effort to the work at hand.

We hope you will commit to share your important knowledge and experience in health care with an HPA student. We also hope that the experience will be productive and rewarding for you and your organization.

If you have any questions or have a particular need for an intern, please feel free to call me at (814) 863-2670.

Sincerely,

Richard N Shurgalla

Richard N Shurgalla, M.S., FACHE

rev: 10/3/10
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BACKGROUND AND PURPOSE

The Department of Health Policy and Administration operates within The College of Health and Human Development. The mission of the HPA department is to provide professional education, service, and research that will help improve access to quality health care at reasonable cost. The mission is achieved through the training and development of competent professionals in preparation for entry into a wide range of health service organizations, such as health maintenance organizations, health insurance companies, hospitals, long-term care facilities, home health agencies, and health care financing and regulatory agencies in government.

The department offers programs leading to BS, MHA, MS, and PhD degrees. The full-time faculty in the department has expertise in a broad range of health-related disciplines, including those listed above. Undergraduate students have the opportunity to actively participate in a variety of student professional organizations, including American College of Healthcare Executives (ACHE), the Medical Group Management Association (MGMA), and the National Association of Health Service Executives (NAHSE).

THE BACCALAUREATE PROGRAM

The BS program is a 120-credit, four-year program. Students in the HPA program complete a series of general education classes completed by all Penn State students in writing and speaking skills, quantitative skills, science, humanities, and social science. Required courses in the department include Introduction to Health Services Organizations, Health Services Policy Issues, Health Care and Medical Needs, and Health Systems Management. Additional courses include Long Term Care Management, Health Care Financing, Epidemiology, Managed Care, Human Resources, Politics and Policy and many courses offered by a variety of other departments. The internship is a required course for all students and is an integral part of the Professional Development Series. Except for rare circumstances in which prior approval is required, students must complete their internships during the summer semester.

One of the unique strengths of our program is its emphasis on professional development. This work is centered around two courses:

1. **Professional Development in Health Policy and Administration (HPA 390): 3 credits**

   Students are required to take this course at least one semester prior to the internship. During this course, students will be required to:
   - Prepare a cover letter and resume for use in future internship and job search activities
   - Effectively use computers and software designed to enhance writing abilities and minimize errors
   - Learn and practice interviewing skills
   - Apply self-knowledge in planning for future coursework to support the HPA major
   - Identify resources within the University, which will support internship seeking and future job search needs
   - Manage time effectively to meet a variety of deadlines
   - Participate in discussions regarding patient privacy and HIPAA laws
2. **Field Experience in Health Policy and Administration (HPA 395): 3 credits**

During this course, students gain administrative training and experience for a minimum of 10 weeks full-time (400 hours) with a health services organization. In addition, students are required to complete a weekly log of activities and experiences, participate in an online class, and write an internship paper.

**THE INTERNSHIP EXPERIENCE**

The administrative internship is a 10-to 12-week, full-time work experience. It provides students with an opportunity to apply their developing knowledge and skills in health services administration/management, research, or policy. The internship experience uniquely prepares students by exposing them to other professionals in the field and to the work environment in a way that cannot be duplicated in the classroom. Students gain a better appreciation for the pressures that affect decision-making in today’s healthcare environment and are able to identify additional skills they will need to better prepare them for a rewarding career in health care administration.

Whether the student serves in a paid position or as a volunteer, the internship is unique in that its primary purpose is educational. Many student interns are capable of providing valuable service to the organization in which they train, and many organizations are able to have important projects completed by the student interns. Given that the primary goals are educational, the organizations and the preceptors must value the opportunity to contribute to the training and development of an emerging professional.

Students are required to participate in an administrative internship experience in a health services organization where professionals act as preceptors (mentors) who can:

1. Help the emerging health care professional gain practical experience in administration/management, research, or policy.

2. Offer the student the opportunity to interact with other health professionals and provide guidance in the establishment of the intern’s professional identity.

3. Offer the student opportunities to apply the knowledge and skills learned in a classroom setting.

4. Provide situations in which the student can experience the issues and problems that confront the organization.

5. Provide opportunities for the student to develop awareness of special career interests, abilities, and shortcomings in order to select appropriate relevant coursework and training during the final year of academic study.

In addition, the organizations that train interns have the opportunity to observe and evaluate potential recruits, expand their particular programs and services, provide better or additional services to their clientele, or complete special projects or educational programs. They also provide input to the Department of Health Policy and Administration on issues from curriculum relevancy to professional needs and concern.
Three participants are central to the internship experience: the student intern, the preceptor, and the director of professional development. The roles and responsibilities of each are described in the following section.

1. **Student Intern** - a student or recent graduate undergoing supervised practical training. For the internship to be successful, each student must be an active participant in the process. During the preparation for the internship and throughout the experience itself, students become involved in a self-assessment process in which they define and redefine goals and objectives, make informed choices, and evaluate their own personal and professional growth and development.

The internship is intended to provide the student with an opportunity to develop his/her own professional role through observation of others and by experiencing role-related tasks. Theories, concepts, and skills learned in the classroom are applied in appropriate settings under the guidance of an experienced preceptor.

Students receive assistance from the department in identifying potential internship sites, but ultimately the responsibility for securing the internship falls on the student. This involves career preparation activities such as submitting applications, refining resumes, interviewing, etc. Further assistance is provided to students and is usually tailored to their career focus area.

During the internship, the student is expected to meet all the requirements and responsibilities established by the preceptor and to work to the best of his/her abilities. Interns are expected to be timely, dress appropriately, and act professionally and dependably. In addition, interns are required to:

- Ensure the Internship Work Plan (described below) is fully completed and submitted to the director of professional development. Unless the student receives prior approval, internships will not be approved if the work plan is not submitted two weeks prior to the start date.
- Complete a log of the internship experience.
- Write a brief project description/internship paper.
- Participate in an online class throughout the summer. As a result of the discussion topics, students will have to research various aspects of the organization and interview key individuals.
- Make sure their preceptor is aware of the evaluation form that must be completed and make an appointment to review the evaluation prior to the last day of their internship.

**Internship Activities**
Internships are individually tailored by students and their preceptors in consultation with the director of professional development. Preceptors are required to submit the Preceptor Qualifications Form (Appendix B) or a copy of their current resume. In order to match the interests of the student and the needs of the field organizations, careful planning and communication are essential on the part of all involved, but especially on the part of the student intern. A typical internship includes both observational and participatory activities. The following are examples of activities and projects in which Penn State students have participated in recent years.
Observational Activities
- Attend board meetings
- Attend department meetings
- Rotate through admin. and clinical departments
- Attend management seminars
- Shadow a physician or resident
- Observe a surgical procedure
- Ride on a medic unit for a day
- Sit in on employment interviews
- Participate in community activities
- Interact with suppliers, regulators, etc.
- Observe Joint Commission debrief

Participatory Activities
- Help prepare departments for Joint Commission and/or DOH visits
- Revise a policy manual and generate reports
- Design a hospital brochure
- Write a press release and set up photos
- Assist with budgeting and allocating expenses
- Update insurance provider manuals
- Design and conduct patient satisfaction surveys
- Assist claims adjusters
- Collect information for a benchmarking project
- Create a database from organizational records

2. Preceptor - An expert or a specialist, such as a physician, administrator, or manager who gives practical experience and training to a student.

Preceptor Roles:

Preceptors (or mentors) are health service professionals who have an interest in sharing their administrative knowledge. They make an important commitment to the development of emerging professionals in their fields. They provide guidance and coordinate the interns’ experiences in a supportive and professionally stimulating environment. The role of the preceptor is similar to that of a supervisor overseeing the work of an entry-level employee, with a particular focus on educational and personal development. Throughout the internship, the preceptor assumes a key role in the student’s development. Through regularly scheduled meetings, the preceptor interacts with the student and reviews progress, answers questions, helps resolve problems, and reviews performance in the context of the intern’s own goals and objectives.

The preceptor’s role extends beyond the time frame of the internship itself. The following suggested guidelines represent activities normally performed by preceptors before, during, and after the internship experience.

Before the internship experience
- Meet with the prospective intern and jointly complete the internship work plan (Appendix A). Students will be given a specific deadline for submission of the work plan during the spring semester.
- Complete the Preceptor Qualifications Form (Appendix B) and submit with the work plan.
- Discuss the arrival of the student and the student’s role during the internship with appropriate personnel.
- Ensure that adequate space and support services are available to the student upon arrival.
- Ensure all pre-arrival arrangements have been made with other offices and that those arrangements have been communicated to the student, Human Resources, etc.
Ongoing Internship Activities

• Make sure the student is provided with an orientation to the organization. This usually includes a tour of the facility and information about the organization’s mission, history, policies, and organizational structure.
• Finalize an internship schedule with the student.
• Arrange regular meeting times to discuss progress, problems, questions, and provide performance feedback to the student on an ongoing basis.
• Introduce the student intern to other key personnel.
• Arrange for the student intern to attend staff and management-level meetings.
• Provide opportunities for the intern to observe the relationship between the organization and other local, regional, and national health organizations, as well as its relation to the community.
• Immediately contact the director of professional development with problems or concerns regarding the student intern.

Culmination

• At the end of the internship, review the student’s weekly log and internship paper for accuracy. Sign off on the Student Internship Evaluation Form indicating that you have reviewed these documents.
• Complete the web-based Student Internship Evaluation Survey. The evaluation link will be sent to preceptors prior to the completion of each student’s internship. We ask that you carefully complete and review the evaluation with the student. This will ensure the student will receive honest objective feedback that identifies his/her individual strengths and opportunities for improvement.

After the Internship

Maintain contact with the Department of Health Policy and Administration regarding future internship placements and other opportunities of mutual interest and, if possible, attend the annual Internship Awards Ceremony held each spring at the University Park campus.

3. Director of Professional Development — A member of the teaching faculty at Penn State responsible for the coordination and management of the HPA student internship program.

Director Roles (PSU)

The director of professional development is responsible for maintaining relationships among the department, student interns, and preceptors. Specific responsibilities include:

1. Develop and maintain relationships with health service organizations and agencies in which students may secure appropriate internships.
2. Provide the students with consultation and information helpful in securing and planning internships.
3. Approve each student’s internship work plan to ensure that the internship experience is providing an acceptable balance of general administrative exposure and focused application of skills.
4. Be accessible to both students and preceptors by phone throughout the internship period.

5. Review the student internship log, monitor participation in Web-based discussions, and grade the internship portfolio.

6. On the basis of the preceptor reports, the student’s self-evaluation, and the director’s own observations, evaluate and grade each student’s performance.

7. Encourage students and preceptors to give constructive feedback regarding the academic and professional preparation provided by the Department of Health Policy and Administration (HPA).

8. Invite preceptors to Annual Awards Ceremony held in April.

FREQUENTLY ASKED QUESTIONS

1. **How long does the internship/field experience last?**
   The minimum internship length is 10 weeks of full-time work (40 hours per week) in the organization for a total of 400 hours.

2. **What should a preceptor do if there are questions about the internship or if problems arise during the internship?**
   The preceptor should contact the director of professional development (Richard Shurgalla) regarding any questions or problems at (814) 863-2900 or 863-2670. When performance problems occur during the internship, it is appropriate to meet with the student immediately to share your concerns. This can enhance clarity of expectations and help the intern focus on areas of expected improvement. It really means dealing with the intern as you would perhaps a new employee.

   In the highly unlikely event you are unable to resolve any student issues in your meeting, please contact the director of professional development immediately.

3. **What about compensation for interns?**
   Although interns are seeking training opportunities, they also provide a valuable service to the organization. They frequently are able to complete projects that would have taken the commitment of a large amount of staff time, and they bring skills and knowledge that add real value. As many as 75% of HPA students normally work while completing their degree, but the internship makes additional work prohibitive. HPA students may incur several thousand dollars in expenses during their internship. They must pay tuition, transportation, and room and board. Any compensation they can receive helps tremendously.

   All agreements about compensation are ultimately up to the preceptor, the organization, and the intern. Preceptors are encouraged to offer compensation to the students, if possible. If students cannot be salaried, compensation can be provided in a number of other creative ways. Interns can be put on wage payroll similar to other temporary employees. Stipends for travel or other expenses, meal passes, lodging, attendance at conferences, and tuition reimbursement are all valuable forms of compensation.
4. **Are students insured?**

Because students are not performing clinical duties, they generally do not need professional liability insurance. For most employers, student administrative interns can be used without affecting their insurance. *If, however, the placement requires students to obtain coverage, the student is responsible for obtaining it, and the preceptor must notify the student of that responsibility.* A number of companies carry student liability coverage.

Students will be advised that they must have their own health insurance. It is assumed that they would be treated as any other employee or volunteer with respect to Workers’ Compensation issues. Please inform the intern about the handling of work-related injuries (should any occur) during the internship.

5. **What is the difference between the undergraduate Administrative Internship and the master’s degree Summer Residency Program?**

Occasionally, students will approach an organization or a preceptor from each of these two distinct degree programs of HPA department. Both degrees have a field experience requirement, with approximately the same kinds of goals. Differences in age, maturity, preparation, and outlook mean that graduate students generally perform more sophisticated project work and function with less direct supervision during their summer residency than would be expected in undergraduate internships.

6. **Can a student take time off during his or her summer internship?**

Students may take time off during their internships under the following conditions:

1. They obtain permission from the preceptor in advance
2. They are able to complete their 400-hour obligation
3. Their time off does not impede any project or assignment timelines set by the preceptor

7. **How will I evaluate the student at the conclusion of his/her internship?**

At the conclusion of the summer internship, you will be sent an email communication with a link to the online student intern evaluation. We will provide you with easy to follow instructions on how to complete the evaluation.

8. **Does Penn State require any affiliation agreement?**

Although several internship organizations do, Penn State does not require a formal affiliation agreement. For those internship sites that do require a formal internship agreement, Penn State has created a standard affiliation agreement. (Attachment C)

If the standard affiliation agreement is acceptable to your organization, you can simply complete and sign the document. If you should need to make any amendments to the agreement, please forward them to the director of professional development for further legal review and approval.
APPENDIX A

THE PENNSYLVANIA STATE UNIVERSITY
DEPARTMENT OF HEALTH POLICY AND ADMINISTRATION
INTERNSHIP WORK PLAN

GENERAL INFORMATION:

Student Intern’s Name: _____________________________________________________________

Summer Telephone Number: _______________________________________________________

Organization: _________________________________________________________________

Preceptor’s Name: ______________________________________________________________

Title: __________________________________ Telephone: _____________________________

Department/Division: __________________________________________________________

Address: _________________________________________________________________

E-mail address: ______________________________________________________________

Organizations website address (URL): _____________________________________________

Internship Start Date: ____________________ Internship Completion Date: ______________

Student’s Internship Key Projects:

1. _______________________________________________________________________

2. _______________________________________________________________________

3. _______________________________________________________________________

4. _______________________________________________________________________

5. _______________________________________________________________________

Although there is space for up to five key projects, your internship may only include one or two larger projects that the student will complete throughout the 10 weeks.
**STATED OBJECTIVES:**

Although it is understood that an internship may evolve over time as the preceptor and intern get to know one another and the intern’s skills are assessed, there should be some agreement about the type of administrative experiences the student will have.

Please list observational opportunities (committees, board meetings, clinics) and participatory activities (committees, surveys, projects, assessment and planning activities) below. They should be developed, to the extent possible, with the department’s objectives.

**Objective 1: To gain practical experience in health services administration or planning.**

Possible focus areas and job tasks:

**Objective 2: To develop a professional identity, including communication and time management skills.**

Possible focus areas and job tasks:

**Objective 3: To apply knowledge learned in the classroom and to analyze organizational activities.**

Possible focus areas and job tasks:

**Objective 4: To learn the key aspects of a health services delivery system, including allocation of resources.**

Possible focus areas and job tasks:
Additional Duties/Limitations:

- The student will work an average of 40 hours per week, generally maintaining the same work schedule as the preceptor. Hours may vary. Occasionally evening and weekend hours may be required.

- As deemed capable, the students may assume additional responsibilities. They will not, however, perform clerical duties, except those related to the completion of their internship responsibilities.

- It is understood that the student will be expected to complete a log of activities, participate in online discussions, and write an internship paper. For confidentiality, no patient or employee names will be used in the reports, unless the student has been given written permission to do so. It is also understood that the student will not copy or use any confidential business information. The student agrees to the preceptor’s right to request and retain copies of any academic work completed during the internship.

- If unusual circumstances or emergencies prevent the completion of any of the commitments stated above, the appropriate parties signing this document must be consulted and give approval prior to any other action.

- If the student defaults on the internship agreement, all credits may be forfeited and the student may receive an unsatisfactory grade thereby requiring him/her to repeat the internship experience.

Student Signature: __________________________________ Date: ________________

Preceptor Signature: __________________________________ Date: ________________

Authorized Approval: __________________________________ Date: ________________

Mail completed form to:

Director of Professional Development
Department of Health Policy and Administration 604 Ford Building
University Park, PA 16802
APPENDIX B

THE PENNSYLVANIA STATE UNIVERSITY
DEPARTMENT OF HEALTH POLICY AND ADMINISTRATION
PRECEPTOR QUALIFICATIONS FORM

The Preceptor Qualifications Form should be submitted with the student’s Work plan
(see address on previous page).
A new form should be completed every two years.
A current resume may be submitted in lieu of the form.

Name/Title: ____________________________________________________________

Organization: ____________________________________________________________

Telephone: __________________________ Email: ____________________________

_____ Form completed last year.

EDUCATION

List degree(s) obtained and the conferring institution(s).

EMPLOYMENT HISTORY

Briefly outline your professional employment history.

PROFESSIONAL ACTIVITIES

List professional organizations to which you belong and your involvement in them.

You may attach a copy of your current resume in lieu of completing this form.
Appendix C

Field Experience in Health Policy and Administration
HPA 395

Department of Health Policy and Administration
College of Health and Human Development
The Pennsylvania State University
Summer 2011
Three (3) Credit Hours

“Don’t ask yourself what the world needs. Ask yourself what makes you come alive, and then go do that. Because what the world needs are people who have come alive.”

- Harold Thurman Whitman

<table>
<thead>
<tr>
<th>Professor:</th>
<th>Mr. Richard Shurgalla</th>
<th>Professor:</th>
<th>Office Address:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Address:</td>
<td>604 Ford Building</td>
<td>Office Address:</td>
<td></td>
</tr>
<tr>
<td>Phone:</td>
<td>(814) 863-2670</td>
<td>Phone:</td>
<td></td>
</tr>
<tr>
<td>E-mail:</td>
<td><a href="mailto:rns12@psu.edu">rns12@psu.edu</a></td>
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</table>

If you have questions regarding your internship or about ANGEL assignments please contact us via phone and/or email as soon as the concern arises.

Course Description
HPA 395 is intended to expose students to real work experience in the field of health administration, policy and/or research. The 10-week internship is designed to mirror a full-time job. Through the internship, students will develop important professional skills that will help them launch a career in the healthcare industry.

Course Objectives
The primary goal is to prepare students for post-graduation success in an entry-level position in the healthcare industry. Students will:

- Improve self-awareness
- Enhance speaking and presentation skills
- Enhance professional appearance
- Develop useful healthcare knowledge
- Increase organizational awareness
- Improve listening skills
- Enhance networking skills
- Develop teamwork skills
- Improve assertive communication
- Improve resume skills

Course Communication and Assignments
It is important that every student become familiar with ANGEL – Penn State’s Course Management System. All course requirements and important updates will be conducted via ANGEL.
Course Requirements and Grading

The following table describes the main documents and papers you must submit to your HPA 395 Instructor in order to receive credit for your internship. For a more complete description of these documents, please refer to your Internship Manual.

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Due Date</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Signed and Completed Internship Work Plan</td>
<td>2 Weeks prior to starting date</td>
<td>25 points</td>
</tr>
<tr>
<td>Weekly Postings (weekly question) on ANGEL</td>
<td>Due each week</td>
<td>20 points</td>
</tr>
<tr>
<td>Weekly Log</td>
<td>*Due week 10</td>
<td>10 points</td>
</tr>
<tr>
<td>Thank you Letter (draft of 3-paragraph letter must be approved by instructor and sent to preceptor by week 9)</td>
<td>Due week 10</td>
<td>5 points</td>
</tr>
<tr>
<td>Completion of Internship Database</td>
<td>Due week 10</td>
<td>15 points</td>
</tr>
<tr>
<td>Preceptor’s Evaluation</td>
<td>Due week 10</td>
<td>25 points</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100 points</strong></td>
<td></td>
</tr>
</tbody>
</table>

* Your section professor may require your logs to be completed on a weekly basis

INSTRUCTIONS FOR INTERNSHIP Work Plan

It is imperative that you meet with your preceptor prior to starting your internship in order to develop your Work Plan. The internship is a “work-like” experience, not exactly equivalent to “real” work. However, you are expected to rotate through different departments or divisions in your organization in order to gain the broadest possible experience. There are instructions in the Guides to HPA 395 regarding the nature of the ideal internship and Work Plan. You and your preceptor must meet to take the time to discuss and develop the activities that you will be engaged in prior to the initiation of your internship. It is up to you to make sure that your preceptor understands your HPA requirements. This is often a delicate balance. While we fully expect and desire that you become an asset to your organization, we also expect that you are assertive in getting the most out of the experience in terms of learning skills that will assist you in the future.

INSTRUCTIONS FOR INTERNSHIP PROJECT REPORT

The Project Report should include a sample of your final work that illustrates your performance throughout the summer and highlights what contributions you personally made to the organization. When describing your main project please include a description of your customer or end-user. Reports should be double-spaced with 12-point font. Length must be at least three
INSTRUCTIONS FOR INTERNSHIP LOG
As stated in the student Internship Manual, you must keep a weekly log of your experience. Your log should include a brief summary of each day’s activities typed in a bullet format, please see the example below. Each week should also have a key learning experience that illustrates new information you have learned from that week. Your preceptor should initial each page of your log.

Sample Entry in Weekly Log:

Monday, June 10th

8:00 -12:00 pm: Met with preceptor to discuss plans and review project progression. Worked on patient satisfaction surveys and utilized Excel to create graphs. Attended a meeting with senior-level management to discuss strategic planning measures to be enacted within the next month.

1:00 - 5:00 pm: Helped co-worker organize and plan a professional development seminar. Researched HIPAA regulations to update brochure.

Tuesday, June 11th … Etc.

Key Learning Experience (Sample)
“This week I really learned a lot about strategic planning and an administrator’s role in the process. I also benefited from using various functions on Excel and feel more comfortable using the program. I now have a better understanding of what it takes to effectively plan a successful seminar.”

Note: Each week's log should be no longer than one page in length.

INSTRUCTIONS FOR INTERNSHIP WEEKLY POSTINGS
Participate in the ANGEL message board and meet deadlines. Research the discussion topics and meet with the individuals needed to complete the assignments.

ATTENDENCE AND TARDINESS:
Like any professional work environment, it is your responsibility to attend your internship on a daily basis and be on time. Your preceptor will provide your professor with an attendance summary and attest to the completion of your 400-hour requirement.

If your preceptor notifies your professor of any unexcused absences, your grade will be reduced by 5% for each occurrence. In addition, if you arrive late two (2) or more times without notifying your preceptor, your final grade will be reduced by 5%.
If you are ill, have a family/personal emergency, or cannot show up to work for any other reason, it is **your responsibility** to notify your preceptor immediately. In addition, if you are absent for more than three (3) days, you must notify your professor immediately.

**Grading Scale**

<table>
<thead>
<tr>
<th>Score Range</th>
<th>Grade</th>
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<tbody>
<tr>
<td>93 - 100</td>
<td>A</td>
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<tr>
<td>90 - 92</td>
<td>A-</td>
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<td>B-</td>
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<td>70 - 73</td>
<td>C-</td>
</tr>
<tr>
<td>65 - 69</td>
<td>D</td>
</tr>
<tr>
<td>&lt;65</td>
<td>F</td>
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</table>

**Academic Integrity**

*Departmental Statement on Academic Integrity:* Health care is a field that will challenge an individual’s personal and professional ethics and morals on a daily basis. From patient confidentiality to the balance between cost control and quality care, health professionals, health policymakers, and health administrators face ethical dilemmas that must be handled in a responsible manner. This is an industry in which ethical compromises and shortcuts can simply have the worst consequences imaginable.

We think that student ethical behavior in class and at the University reflect the way they will behave when confronted with ethical dilemmas in the workplace. As a consequence, we feel there is no room in this field for students who believe that it is acceptable to plagiarize, cheat, or otherwise violate standards of academic integrity at Penn State.

Penn State policy on Academic Integrity is clear. Academic dishonesty includes, but is not limited to, cheating, plagiarizing, fabricating of information or citations, facilitating acts of academic dishonesty by others, having unauthorized possession of examinations, submitting work of another person or work previously used without informing the instructor, or tampering with the academic work of other students. The HPA faculty expects students to comply with the spirit as well as the letter of all university, college and department ethical standards. Accordingly, it is the responsibility of each student to understand all ethical standards that apply to their work. **Lack of knowledge of ethical standards will not excuse an ethical violation.** We expect students to understand and respect these standards. Each faculty member can be asked to clarify how these standards apply to assignments in their classes.

Penalties for violations of academic freedom are left to the individual faculty member's discretion. All academic integrity violations are reported to the College’s Academic Integrity Committee. For serious offenses, Department policy recommends penalizing violations of academic integrity by assigning an "F" for the course.
Disability
The Pennsylvania State University encourages qualified persons with disabilities to participate in its programs and activities. If you need accommodation or have questions about physical access, please see me as soon as possible.
APPENDIX D

AFFILIATION AGREEMENT

This Agreement is by and between THE PENNSYLVANIA STATE UNIVERSITY, (“PSU”), having its principal place of business at University Park, Pennsylvania, 16802;

AND

___________________, and/or its subsidiaries and/or affiliates (collectively “Site”) having its principal place of business at _________________________.

BACKGROUND

WHEREAS, PSU is accredited by the Middle States Association of Schools and Colleges; and

WHEREAS, PSU desires to provide Students enrolled in its Health Policy and Administration programs with administrative education, including but not limited to activities relating to health policy and administration; and

WHEREAS, Site is an accredited facility and is equipped with the facilities and professional staff necessary to provide an internship experience to Students; and

WHEREAS, PSU and Site are desirous of establishing a relationship whereby Students may receive, subject to the provisions of this Agreement, an educational experience at the Site in keeping with the mission of the Site to enrich the region with experienced professionals.

NOW, THEREFORE, for and in consideration of the mutual covenants contained herein, the parties agree as follows:

SECTION 1. DEFINITIONS

1.1 Agreement. shall mean this Affiliation Agreement and any amendment(s) hereto.

1.2 Program. shall mean that program of study requested by PSU and conducted on the premises of Site whereby students receive an educational experience.

1.3 PSU Academic Coordinator. shall mean that person employed or retained by PSU responsible for the development and administration of affiliation agreements and serving as a resource for students involved in Program(s) and serving as liaison with Site.

1.4 Site Coordinator. shall mean that person employed or retained by Site responsible for the development and administration of education programs, supervising PSU students, and serving as liaison with PSU.

1.5 Faculty. shall mean the person(s) employed or retained by PSU and serving as advisor for Students hereunder.

1.6 Student. shall mean an individual selected by PSU who is enrolled in its academic program and has met the prerequisite academic standards for an educational experience.
1.7 **Client.** shall mean the recipient of health care-related services provided by Site.

1.8 **Education.** shall mean that program of study requested by PSU and conducted on the premises of the Site whereby students receive an educational experience.

1.9 **Term.** shall mean the contract period provided for under this Agreement.

**SECTION 2. DUTIES AND RESPONSIBILITIES OF SITE**

2.1 Site shall have sole authority and control over all aspects of the Site client care or services.

2.2 Site shall be responsible for the supervision of all Students while involved in the educational experience at the Site and shall designate those clients to whom Students may be exposed for their Education. Education, provided under the supervision of qualified personnel, shall meet the standards of recognized professional accrediting agencies or state agencies and the stated objectives of the Education.

2.3 Site agrees to accept a mutually agreed upon number of Students per semester for participation in each training period hereunder.

2.4 Site shall designate specific Site facilities which may be used by Students including client care areas, classrooms, conference rooms, storage area, and parking facilities.

2.5 Site agrees to orient Faculty to Site premises and related unit(s) prior to Students’ Education, including Site policies and procedures applicable to Student conduct while on Site premises. Site agrees to inform PSU if it has any specific requirements and all applicable documentation regarding client rights and responsibilities, including confidentiality of records.

2.6 Site shall provide Faculty with information particular to Students’ participation in this Education including Site policies, rules, and regulations which may include, but not be limited to, Infectious Disease Prevention Program, Students in Affiliated Hospital Programs, Guidelines for Exposure to and/or Contracting Communicable Diseases and Follow-Up of Non-Medical Center Health Care Providers Exposed to Transmittable Diseases.

2.7 Site may, at any time, exclude from participation any Student:

   (A) whose performance, as determined by the Site, is inconsistent with the care of the Site policies and procedures; or

   (B) who fails to comply with proper channels of communication at the Site or with the Site policies and procedures; or

   (C) whose performance is otherwise determined to be unsatisfactory by the Site; or

   (D) whose health status may prevent Student’s attendance and successful completion of the Education assignment.
Site agrees to notify PSU immediately if a Student is excluded from participation and cooperate with PSU to plan a method of continuation for the Student to complete the Education. Site may recommend removal of a Student.

2.8 Site shall determine the Student/Site Coordinator ratio. In the event that the Site determines that such ratio may have an adverse impact on the Site clients, the Site may refuse PSU participation until such time as a ratio acceptable to the Site is determined.

2.9 Site shall provide access to emergency first aide care to Students as necessary during the hours of any Educational assignments. Students are responsible for any and all expenses and costs incurred for such medical treatment and for voluntary or necessary follow-up care related to emergency treatment.

SECTION 3. DUTIES AND RESPONSIBILITIES OF PSU

3.1 PSU agrees to consult with the Site Coordinator to determine the dates of Student assignments to specific areas and/or clients prior to the Student’s arrival at the Site.

3.2 PSU agrees to advise Students that Students will bear the cost of transportation, parking, meals, lodging, and miscellaneous expenses related to the Education.

3.3 PSU agrees to advise Students that they shall abide by any applicable dress code and shall wear, at all times, an identification badge bearing the Student’s name, as applicable, and school. Such identification badge shall be clearly visible to the Site staff, employees, clients, and visitors.

3.4 PSU agrees to advise Faculty that Faculty shall be oriented to the Site premises and the appropriate unit prior to Student’s Education.

3.5 PSU agrees to cooperate with Site in the event a Student is excluded from participation in the Education and to evaluate the Student’s status and plan a method of continuation for the Student to complete the Education. PSU retains the right to remove a Student if recommended by the Site.

3.6 PSU agrees to advise Students that evidence of having received relevant immunizations and testing must be provided to Site upon request in accordance with the requirements of the Site, including: proof of Student’s annual physical examination with immunization record [annual TB Screening/PPD Skin Test (Mantoux), Tetanus, Measles vaccine for those born after December 31, 1956, and proof of immunity to measles or be vaccinated, rubella, varicella, Hepatitis B series immunizations or signed a waiver of refusal thereto, and any other immunization or vaccination deemed necessary to work directly with clients].

SECTION 4. TERM AND TERMINATION

4.1 This Agreement shall be effective for a term of one (1) year as of the last date of signature and supercedes any and all prior agreements between the parties related to educational affiliation. Thereafter, this Agreement shall automatically renew for additional one (1) year terms.

4.2 This Agreement may be terminated upon sixty (60) days written notice by either party.
4.3 In the event that PSU or Site exercises their option to terminate this Agreement, the parties hereby agree that no Student participating in Education shall be denied the opportunity to complete such Education, even when the effective date of the termination of this Agreement occurs prior to the completion date of this Education. In such event, all applicable provisions of this Agreement, including the right to terminate any Student pursuant to the effective date of termination, will continue until the end of the academic term in which the Student is enrolled.

SECTION 5. GENERAL PROVISIONS

5.1 Release of Information. Each party hereto agrees that all provisions of this Agreement are considered proprietary information between the parties and shall be deemed confidential and protected from disclosure to anyone who is not a party to this Agreement, except as follows:

(A) As may be otherwise provided for herein, or

(B) Upon receipt of discovery by any of the parties hereto, of any complaint, claim (either asserted or potential), notice of lawsuit or lawsuit involving any aspect of service under this Agreement, the party in receipt of such notice agrees to immediately notify the other parties and all parties agree to provide complete access as may be provided under the law, to such records and other relevant information, including the right to make copies thereof, at their own expense, as may be necessary or desirable to resolve such matters. This Section shall survive the termination of this Agreement; or

(C) As may be required by law; or

(D) For review by other parties not a party to this Agreement engaged by any of the parties of this Agreement for purposes such as quality assurance or auditing. The parties agree that anyone not a party to this Agreement who meets these criteria will be exposed to the information contained herein only on a “need to know” basis.

5.2 Use of Name. Each party agrees not to use the name of the other or any other affiliate in any promotional or advertising material, unless prior approval of the intended use is obtained by that party. Where necessary to meet accreditation requirements, the nature of this Agreement can be shared.

5.3 Governing Law. This Agreement has been executed and delivered in and shall be interpreted, construed, and enforced pursuant to and in accordance with the laws of the Commonwealth of Pennsylvania.

5.4 Notification of Incidents. Each party hereto agrees to notify each other within twenty-four (24) hours after the discovery of any and all, as applicable, incidents, occurrences, asserted or unasserted claims, or client-related causes of action involving the individual services provided under this Agreement.

5.5 Independent Entity. PSU and Site shall be considered “independent entities” with respect to each other. None of the provisions of this Agreement are intended to create nor shall be deemed or construed to create any relationship between PSU and Site, other than that of independent entities contracting with each other solely for the purpose of effecting the provisions of this Agreement. PSU and Site and any of their respective agents or employees shall not be construed to be the agent, employee, joint employer, or representative of the other. Neither PSU nor Site shall have any express or implied rights or authority to assume or create any obligation or responsibility on behalf of or in the name of the other, except as may otherwise be set forth in this Agreement. It is agreed by the parties that Students are not agents of PSU.
5.6 **Indemnification.** In consideration of the implementation of this Agreement, PSU and Site hereby agree to indemnify the other, its subsidiaries, affiliates, agents, officers, directors and employees and to save them harmless at all time from and against any and all general liability losses, damages, judgments, costs, charges, counsel fees, payments, expenses or other liabilities which may be sustained or incurred at any time(s) by reason or in consequence of any claim(s) including, but not limited to, any claims for personal injury, bodily injury, wrongful death or property damage, by whomsoever such claims may be asserted, arising out of or in consequence of the indemnifying party’s own acts or omissions, related to the Education.

5.7 **Waiver.** Failure of the parties hereto to complain of any general liability act or omission on the part of the other party(ies) no matter how long the same may continue, shall not be deemed to be a waiver by said party(ies) of any of its rights hereunder. No waiver by any of the parties hereto at any time, expressed or implied, of any breach of any provision of this Agreement shall be deemed a waiver or breach of any provision of this Agreement or a consent to any subsequent breach of the same of any other provision.

5.8 **Notices.** All notices and communications hereunder shall be in writing and deemed given when personally delivered to or upon receipt when deposited with the United States Postal Service, certified or registered mail, return receipt requested, postage prepaid, addressed as follows or to such other person and/or address as the party to receive may designate by notice to the other.

**IF TO PSU:**

Richard Shurgalla, M.S., FACHE  
Director of Professional Development  
Health Policy and Administration  
The Pennsylvania State University  
604 Ford Building  
University Park, PA 16802-6500

With a copy to:

Assistant Treasurer  
408 Old Main  
University Park, PA 16802.

5.9 **Partial Invalidity/Interpretation.** The section headings used herein are for reference and convenience only, and shall not enter into the interpretation hereof. If any term, covenant, or provision of this Agreement or the application thereof to any person or circumstances shall, at any time or to any extent be determined to be invalid or unenforceable, the remainder of this Agreement, or the application of such term or provision to persons of circumstances other than those as to which it is held invalid or unenforceable, shall not be affected thereby, and each term, covenant, condition, and provision of this Agreement shall be valid and be enforced to the fullest extent permitted by law.

5.10 **Non-Exclusivity.** Each party hereto shall be free to enter into other agreements, such as this Agreement, with other parties, as each deems appropriate for its respective manner of business.

5.11 **Assignment.** This Agreement or any part, articles, or sections thereof, may not be assigned during the term of the Agreement by any of the parties hereto without the prior written consent of the other parties, except (i) as may otherwise be provided for herein and (ii) each party may at any time assign its rights and obligations.
hereunder to a corporation controlled by, in control of, or under common control of the assigning party provided; however, it provides the non-assigning party with thirty (30) days’ prior written notice of said assignment.

5.12 **Entire Agreement/Amendment/Multiple Originals.** This Agreement, together with any attachments or exhibits, sets forth the entire Agreement among the parties with respect to the subject matter hereof. Any prior purchase orders, agreements, promises, negotiations, or representations, whether oral or written, not expressly set forth in this Agreement are of no force or effect. This Agreement shall be executed in multiple originals, one for each of the parties hereto. This Agreement may not be amended except by a writing signed by all parties.

5.13 **Other Parties.** This Agreement is solely between the parties hereto and is not intended to be enforceable by any parties not a party to this Agreement or to create any express or implied rights hereunder of any nature whatsoever in any other parties.

5.14 **Nondiscrimination.** Without being deemed an admission of their status as government contractors or as non-government contractors, the parties agree: (i) not to discriminate against any of their employees or applicants for employment because of race, color, religion, sex, or national origin, and further that they will take affirmative action to ensure that applicants are employed and that employees are treated during their employment without regard to their race, color, religion, sex, or national origin and (ii) to comply with all provisions of Executive Order 11246 of September 24, 1965, the rules, regulations, and relevant orders of the Secretary of Labor, and any other applicable laws.

**IN WITNESS WHEREOF,** the parties hereto set their hands:

THE PENNSYLVANIA STATE UNIVERSITY:  

By: ____________________________  
   
Title: ____________________________  
   
Date: ____________________________  

SITE:  

By: ____________________________  
   
Title: ____________________________  
   
Date: ____________________________
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Direct all inquiries regarding the non-discrimination policy to the Affirmative Action Director
The Pennsylvania State University
201 Willard Building
University Park, PA 16802-2801
(814) 865-4700/V, (814) 863-1150/TTY.
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