



Preceptor Handbook



**INSTITUTE FOR DIVERSITY
in Health Management**

An affiliate of the American Hospital Association



**American College of
Healthcare Executives**
for leaders who care®

Summer Enrichment Program

Advance the Next Generation of Health Care Leaders

Diversity | Inclusion | Equity

The Institute for Diversity in Health Management an affiliate of the American Hospital Association owns and operates the Summer Enrichment Program. The Institute for Diversity in Health Management and the American College of Healthcare Executives are in agreement to co-promote the Summer Enrichment Program.



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NEWS RELEASE

AHA's Institute for Diversity in Health Management, ACHE Announce Strategic Alliance to Expand Health Care Internships for Diverse Individuals

Chicago – Oct. 24, 2016 – The American Hospital Association's Institute for Diversity in Health Management (Institute) and the American College of Healthcare Executives (ACHE) have entered into a strategic alliance to co-promote the Summer Enrichment Program (SEP) to grow and strengthen the pipeline of diverse health care leaders.

As the United States becomes more diverse and the challenges in health care become more complex, the Institute and ACHE are working together to develop and implement strategies designed to increase the number of SEP internships available at hospitals, health systems and other health care organizations. Research has shown that diverse groups and inclusive work environments lead to better patient care, help solve tough problems, innovate new strategies and improve employee engagement.

The SEP places diverse, graduate students pursuing advanced degrees in health care administration or a related field in 10-week, paid internships at health care organizations. Experienced executives mentor the students during the internship and expose them to many facets of health care administration.

“Advancing diversity in workforce, leadership and governance is a critical component of our efforts to provide better, safer care for every individual in every community we serve,” said Tomás León, president and CEO of the Institute. “Through this alliance with ACHE—one of the Institute's founding members—we believe we can expand opportunities for minorities interested in careers in health care and develop the next generation of health care leaders.”

Since 1994, the Institute has placed more than 1,200 individuals in SEP internships at hospitals, health systems and other health care organizations. Many former SEP participants now hold senior management and board positions at organizations across the country.

“A diverse health care workforce will be best equipped to recognize and address existing gaps in care, effectively improving health for all,” said Deborah J. Bowen, FACHE, CAE, president and CEO of ACHE. “ACHE is proud to partner with the Institute in this strategic alliance to diversify health care’s leadership ranks through co-promotion of the Summer Enrichment Program.”

Hospitals, health systems and other health care organizations that are interested in hosting an SEP intern in 2017 can register beginning Oct. 31. Institute staff will work with organizations to match SEP students with host sites beginning in February. Internships generally will take place from June through August.

For more information about the SEP, visit www.diversityconnection.org/SEP or contact Jasmin Clark, Institute membership and educational specialist, at jclark@aha.org or 312-422-2658.

About the Institute

The National Association of Health Services Executives, ACHE and AHA united to create the Institute for Diversity in Health Management in 1994. The Institute is a 501(c)(3) nonprofit organization that works closely with health services organizations and educators to expand leadership opportunities for diverse individuals in health services management. The Institute’s mission is to increase the number of minorities in health services administration to better reflect the increasingly diverse communities they serve, and to improve opportunities for professionals already in the health care field. To accomplish this, the Institute has designed several initiatives to generate significant long-term results through educational programs, summer internships, professional development and leadership conferences. For more information, visit www.diversityconnection.org.

About ACHE

The American College of Healthcare Executives is an international professional society of 40,000 healthcare executives who lead hospitals, healthcare systems and other healthcare organizations. ACHE's mission is to advance its members and healthcare management excellence. ACHE offers its prestigious FACHE® credential, signifying board certification in healthcare management. ACHE's established network of 79 chapters provides access to networking, education and career development at the local level. In addition, ACHE is known for its magazine, *Healthcare Executive*, and its career development and public policy programs. Through such efforts, ACHE works toward its vision of being the preeminent professional society for healthcare executives dedicated to improving health. The Foundation of the American College of Healthcare Executives was established to further advance healthcare management excellence through education and research. The Foundation of ACHE is known for its educational programs—including the annual Congress on Healthcare Leadership, which draws more than 4,000 participants—and groundbreaking research. Its publishing division, Health Administration Press, is one of the largest publishers of books and journals on health services management, including textbooks for college and university courses. For more information, visit www.ache.org.

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Welcome to the Summer Enrichment Program

Dear Host Site Executives and Preceptors,

On behalf of the Institute for Diversity in Health Management staff, I welcome you as a national partner and host site for the Summer Enrichment Program (SEP). We thank you for your commitment to building a more diverse and inclusive workforce in health care.

The SEP was founded in 1994 and has placed over 1,200 diverse interns in hospitals around the country. The participants of the program, during the first years, are now emerging as hospital presidents and CEOs and even serving on the Board of Directors for the institute. It is exciting to see early SEP participants return as health care leaders to host the next generation of SEP interns.



The SEP provides a valuable work experience for diverse MHA, MPH, and MBA graduate students, during the 10-week internship. Interns also receive mentoring and are able to participate in the Institute's educational programs, career-related services, and networking opportunities. Our goal is to help them develop the leadership skills that they need to succeed in their health care careers.

Every year, we receive more qualified applicants than we have the opportunity to host them. By hosting an SEP student, you will have opened a door for another deserving, young person to participate in this life-changing experience. The SEP is also an excellent tool for identifying promising candidates that could fill open positions within your organization.

We hope you will find it a rewarding experience to be part of the Summer Enrichment Program. You are investing in the next generation of health care executive leaders. For that, we are grateful.

Sincerely,

A handwritten signature in black ink that reads "Tomás".

Tomás León, MBA
President & CEO
Institute for Diversity in Health Management
An affiliate of the American Hospital Association



Summer Enrichment Program Preceptor Handbook

The Institute's Summer Enrichment Program (SEP) provides graduate students with an opportunity to gain first-hand experience in healthcare administration, in addition to advancing their leadership skills by working alongside top healthcare administrators.

The Institute partners with host sites and preceptors to provide interns with the support necessary to leverage the SEP experience into a career-launching opportunity. The Institute relies on the preceptors at each host site to provide interns with the additional guidance and support needed to excel as a leader in today's health care climate.

SEP interns are graduate students in the process of obtaining the academic background necessary to understand the business of health care. However, for many of them the on-site internship will be one of their first opportunities to work as part of the administrative team in a hospital, health care facility or health care system. As a preceptor, you can help these future health care executives make a successful transition from student to professional.

The SEP Preceptor Helps Develop and Support the Next Generation Of Health Care Executives

The Institute defines SEP preceptors as more than supervisors; they are mentors, coaches, advisors and role models for our interns. There are the five main objectives for SEP Preceptors:

- To be a positive role model for your SEP intern.
- To help your SEP intern grasp the "big picture" in health care.
- To share your story of becoming a health care executive.
- To introduce your SEP intern to other health care executives.
- To develop a lasting mentoring relationship with your SEP intern.

Helping Interns to Think Like Leaders

The goal of preceptors in the SEP program is to help interns successfully bridge the gap from the classroom to the working environment. To do so, it is vital that interns understand what it really means to be an organizational leader. Interns must learn to navigate through an organization's culture and develop strategies to respond to market forces and changes, manage people and craft a strategic plan for a department or division. The skills and knowledge they will need to be successful are many and varied. With your help, SEP interns will begin to acquire them.

□ **Highlight the unique aspects of your organization's culture.**

Entering a new organization can be exciting yet it can be challenging to navigate without someone to guide you through the process. Provide interns with the necessary history and background information about your organization to enable them to operate effectively.

- How are decisions made at your organization?
- Who are the formal and informal leaders?

□ **Openly discuss the challenges facing your organization.**

In addition to completing projects it is critical for each intern to begin to understand how to identify and address complex issues in healthcare. Set aside time during your meetings to discuss some of the field's major topics and key issues facing your organization.

- What is the problem or issue? How does it present a challenge to your organization?
- What is the opportunity if the problem is resolved (e.g., revenue, cost savings)?
- What are the critical steps that need to be taken for sustainable change?
- Who are the key stakeholders that need to be involved in the decision-making process?
- What are the barriers to change?

□ **Share the lessons you have learned from your work.**

There are always aspects to a job that are not outlined in any book or manual. You have had to think through several of these in order to perform your job successfully. Share some of your successes and failures with your intern.

- Translating organizational goals into tangible outcomes that improve patient care.
- Balancing technology enhancements with reimbursement structures.
- Making the shift from the inpatient to the outpatient market.
- Maintaining relationships with physicians, nurses and other clinical staff.
- Developing a new service.
- Planning for disease management strategies.

Do you want to connect with *your* intern?

Invite your intern to a professional meeting or share insights during your next coffee break.

Preceptor Guidelines

As a preceptor, you will be providing overall coordination as well as guidance and support to your intern(s) during the on-site stay. The Institute also recommends that you also;

1. Develop an orientation event to introduce your interns to your organizational cultural and management team.
2. Introduce the interns to all members of the leadership team, including fellows, managers, directors and the senior management team either at a management meeting or via e-mail.
3. Monitor the progress of your intern throughout the summer by meeting regularly. We recommend meetings bi-weekly. Request regular reports on project status. If possible, arrange one or more meetings for your interns with your CEO.
4. Schedule related activities (e.g., EMS rides, meetings with public health department or local community agencies, health care conferences, etc.) at you organization and facilitate site visits to other health care organizations the area to provide your interns with additional experiences.
5. Work collaboratively with the American Hospital Association, allied hospital associations and other health care organizations, where applicable, to schedule interns' participation in conferences, civic meetings and social functions in your city/region.
6. Consider asking a colleague to carry out certain responsibilities in your absence.
7. Implement a closing event to recognize your interns' accomplishments at your facility and to give them a chance to say farewell to other staff members.
8. Make plans for interns to give a final presentation about their Special Summer Project(s) for your organization.
9. Complete the online evaluation survey at the end of the internship, to evaluate your intern's performance and provide the Institute with feedback about the Summer Enrichment Program.