



PROGRAM IN PUBLIC HEALTH

Master of Health Administration

HPA 580: Integrative Experience Manual

ACADEMIC YEAR 2023



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Introduction

This document is intended to help guide Master of Health Administration (MHA) degree candidates in selecting and completing the Integrative Experience (referred to as IE) required by the Master of Health Administration curriculum. In addition, it provides clear and concise information to guide the student, their IE Preceptor, and the HPA 580 Course Professor.

The IE is an essential part of the Master of Health Administration curriculum and is intended to provide hands-on experience in the field of healthcare administration. The IE aims to provide you with opportunities to apply and test newly learned concepts and theories in practical settings and improve your knowledge related to the MHA Competency Model Framework. The IE, Course HPA 580, accounts for three academic credits.

The IE must be conducted in partnership with an agency or organization (hereafter 'the IE Organization') that is providing a health service, ideally in the broad sense of health services delivery. The IE process is overseen by the Professor of HPA 580. They, along with your IE preceptor, will ensure that all requirements of the IE are met.

Ethical and professional conduct is essential. As an individual training to be a health professional, you are expected to conduct yourself ethically and professionally according to the standards of the *Program in Public Health*, Stony Brook University, and the Integrative Experience Organization.

Integrative Experience Overview

The PPH MHA Program Integrative Experience is comprised of a semester-long, 100-hour field placement that provides students with opportunities to gain practical experience in the health care services field, completed in tandem with approximately 35 hours of guided online learning. Field placements strive to integrate real-world experience in administration and management by enhancing health administrative skills under the direction and supervision of a knowledgeable preceptor in an environment that promotes learning. Aspects of the health management fieldwork will be completed onsite, remotely, or a combination of both in the individual integrative experience placement setting.

Integrative Experience Goals

Students will develop an understanding of their specific areas of professional interest by exposure to various aspects of health management practice. They will demonstrate an understanding of the application of their theoretical and conceptual knowledge to realistic and unique management challenges. Students will recognize that communication and teamwork in health care organizations can affect patient care and outcomes. Students will analyze how organizational culture and structure can be redesigned to accommodate diverse populations respectfully. Students will develop or further enhance their professional identity and challenge themselves to evaluate areas of health care delivery and management they may be interested in pursuing professionally.

Integrative Experience Learning Objectives

The goal of this course is to provide students with practical, real-world management and administrative experience that will complement the program's coursework. Students currently employed in the health care industry will be able to enhance the skills and abilities necessary to succeed and advance in their careers. For those students who are not currently in the health care industry, the integrative experience will provide the opportunity to gain essential experience and will assist in building networking relationships for future career growth and development.

Students will expand their competencies in specific areas of professional interest by exposure to various aspects of health management practice. They will demonstrate an understanding of the application of their theoretical and conceptual knowledge to realistic and unique management challenges. Students will analyze how organizational culture and structure can be redesigned to respectfully accommodate diverse populations. Students will develop or further enhance a professional identity and challenge themselves to evaluate the manner in which health management will become a rewarding and personally satisfying profession.

Upon completion of this course, students will be able to:

1. Develop and enhance skills in communication through observation and exposure to leadership in action in the field.
2. Connect specific learning experiences to career goals.
3. Assimilate new information and develop an enhanced understanding of analytics and project management while undertaking new projects and activities.
4. Create productive professional relationships via networking and exposure during field work.
5. Distinguish the differences between leadership and management, and the role of Emotional Intelligence required for each.
6. Cultivate skills that support an effective approach to teamwork, shared goals, and obtaining desired outcomes.
7. Development of a professional brand and leadership style. Articulate an enhanced professional identity, including opportunities and strategies for improvement.
8. Appraise the complex context of health management challenges. Demonstrate an understanding of approaches to overcoming obstacles, managing expectations and influencing outcomes.
9. Consider various points of view and develop strategies for effective dialogue. Demonstrate the ability to participate in meaningful discussion.
10. Assess the importance of effective communication. Demonstrate growth in public speaking skills through course participation and presentations.

Competencies & the Integrative Experience

The curriculum for the MHA degree is competency-based to comply with current efforts to improve the quality and accountability of graduate healthcare administration education and training.

The MHA Program is regionally accredited by the Middle States Commission on Higher Education (CHE MSA) and nationally accredited by the Commission on Accreditation of Healthcare Management Education (CAHME).

The MHA Program uses an adapted version of the National Center for Healthcare Leadership (NCHL) Healthcare Leadership Competency Model. The primary domains of the MHA Competency Model include assessment of student competency attainment at a beginner, intermediate, or advanced level in four key areas at multiple points throughout the curriculum. These key domains include competency assessment in:

- Management Functions
- Health Systems and Policies
- Leadership and Professionalism
- Business and Analytic Skills

To review the MHA Program Competency Model, please visit our website (<https://publichealth.stonybrookmedicine.edu/MHA/accreditation>)

Students are expected to reach a minimum achievement level of intermediate or better in all domains and competencies upon completion of the MHA Program. Throughout the program, students are exposed to a variety of teaching, learning and assessment methods, including but not limited to: lectures, discussions, tests or quizzes, research papers, presentations, simulation exercises, case study analyses, and other objective means which are guided by standard rubrics and PPH grading policies.

MHA Program students develop a Professional Development Portfolio (PDP), linked to the competency model, with an aim toward encouraging continuous self-improvement and life-long learning. The results of the PDP are packaged into an ePortfolio using Digitization, which is accessible by students even after graduation as a resource for their continuing personal and professional development.

In addition, the MHA Program students have the benefit of engaging in inter-professional learning opportunities as they study collaboratively with Master of Public Health (MPH) students with a concentration in Health Policy and Management. Consistent with national trends, the inter-professional nature of these courses facilitates development of health management professionals' ability to serve as meaningful members and leaders of diverse teams.

Integrative Experience Placement

Students should attend an HPA 580 informational session and send their most current resume to the Practicum Placement Coordinator and course professor. Prior to registration and placement, you should email the course professor to discuss your placement. IE placements that match students' areas of interest with specific preceptor and project opportunities will be considered. Field work may be in-person or hybrid. Arrangements for a remote placement must be discussed with the course professor.

Students are also encouraged to find their own placements, if possible, and submit information and a project summary to the Practicum Placement Coordinator.

Integrative Experience Goals and Projects

Upon identification or assignment of a preceptor, students will initiate a discussion regarding their IE goals and project. Students will submit a detailed, two-page summary that includes the potential IE goals and project to the Course Professor.

Competencies Addressed

The competency focus for HPA 580 is Domain 3: Leadership and Professionalism. It is expected through field work, reading and classwork you will advance your development in the six areas as identified by the MHA Program Competency Model. These competencies will be evaluated by your Course Professor.

In addition, you and your preceptor will identify two additional competencies outside of domain 3 to be evaluated during your field work (linked above in section titled “**Competencies & the Integrative Experience**”).

Time Commitment

HPA 580 is comprised of 135 hours. Field work is a minimum of 100 hours focused on the IE project and work with your preceptor. This work should be performed during the course semester. An additional 35 hours will be spent on other coursework, weekly written reflections and virtual class sessions — both synchronous and asynchronous.

Conducting your IE at your regular place of employment

You may conduct your project in your regular place of employment upon approval of course professor. This project must be outside your job description.

Your IE hours may not include your regularly worked hours or your normal job duties. You may not receive any compensation for IE hours.

Also, your supervisor or manager may not serve as your IE preceptor.

Required Forms

- Preceptor Commitment Form (must be signed by your preceptor and submitted to Practicum Placement Coordinator)
- Integrative Experience Objectives
- Weekly Log (tracked weekly, submitted at the end of the semester)
- Performance Evaluation (should be completed during a meeting between student and preceptor and returned to Course Professor on blackboard at the end of the semester)
- Student Evaluation of IE

Please follow **Appendix A: Checklist** to stay on top of required forms and IE activities requirements.

Project Summary

Students will submit a detailed, two-page summary outlining their project and integrative experience goals after discussing both with their preceptor. Any concerns or questions should be directed to the Course Professor.

The Project Summary should include:

- Description the services that your IE Organization provides
- Clear explanation of the IE project/experiential learning you will be focusing on and how the work will enhance competencies, including the two chosen in consultation with your preceptor (described above in section titled “**Competencies Addressed**”).
- Identify the goals of your project, the skills and competencies you hope to attain through this experience and the two competency areas of focus you have identified with your preceptor.

Seminal Assignment

The final reflective paper should focus on the cumulative competency development experienced in HPA 580: The Integrative Experience. Included in the assignment will be the student’s assessment of the competency level attained focusing on the domain of leadership and professionalism, as well as other areas of development based on individual experience. This is the assignment that you will be required to upload to your Digication ePortfolio at the end of the semester.

Integrative Experience Grading

Upon successful completion of the 100-hour IE project and HPA 580, you will receive academic credit that will apply toward fulfilling the MHA degree requirements. The project and reflections from your IE and HPA 580 coursework will be graded. The IE grade is determined by the HPA 580 Course Professor and reflects your performance throughout IE activities. This includes meeting stated hours, objectives, and attainment of your stated competencies, as well as participation during synchronous sessions. Also considered will be feedback from your preceptor at the time of your final course evaluation.

Please note that you are expected to complete 100-hour IE project by the end of the semester you are enrolled in HPA 580.

Relationship of HPA 580: Integrative Experience to HPA 542: Capstone

Students who identify the opportunity to develop a research project and hypothesis related to their IE project and work, should discuss this with their Professor for HPA 542: Capstone. If the student has a topic or focus of research independent of their IE, then they should focus their efforts in that direction.

Integrative Experience Waivers

The IE is a CAMHE requirement for graduation from our accredited program. No waivers of the IE requirement will be considered.

Responsibilities of the Student, Course Professor, Practicum Placement and Community Engagement Coordinator, Assistant Director for Student Affairs, and IE Preceptor

Student

You are responsible for the following paperwork and activities:

1. Attending an HPA 580 information session. Requesting a call with the course professor to discuss placement.
2. Coordinating IE organization placement, preceptor, and project with course professor and Practicum Placement Coordinator.
3. Coordinating a meeting with your preceptor to develop a project and IE summary which will be submitted to the Course Professor.
4. Ensuring the completion and delivery to Practicum Placement Coordinator of all forms required for the Integrative Experience (please see list above in section titled "Required Forms").
5. Participating in a mid-semester phone call with Course Professor and IE Preceptor (will be set up by Practicum Placement Coordinator).
6. Setting up a meeting with IE Preceptor to complete the Performance Evaluation form and submitting on BlackBoard

Upon approaching a potential IE Organization and Preceptor, you must provide that person with *Commitment Form*, which is to be signed and returned to the Practicum Placement Coordinator.

Practicum Placement Coordinator and Assistant Director for Student Affairs

Practicum Placement Coordinator and Assistant Director for Student Affairs have the following responsibilities:

- Provide you with a copy of the Integrative Experience Manual and all required IE Forms.
- Review and submit HR paperwork, as required.
- Communicate with your Preceptor to establish an agreement with the IE Organization that will allow you to complete the IE at that site, in the form of a memorandum of understanding (MOU) or detailed letter that will serve as such, if necessary.
- Intercede on your behalf where necessary to clarify your and your Preceptor's roles and facilitate understanding and agreement as to goals, conduct, commitment, and deliverables.
- Ensure that all requirements of the IE are met.

Preceptor

The Preceptor should be a skilled practitioner willing to serve as the student's mentor and guide, providing practical experience and supervision for the IE project. The Preceptor has the following responsibilities:

- Be engaged in work that will help you fulfill the requirements of the IE and MHA competencies.
- Provide an overview of the IE Organization, including its organizational composition and mode(s) of operation, mission, goals, and activities, and target population(s).
- Orient you to IE Organization policies and procedures relevant to your work with the organization
- Provide necessary organizational resources for the project, including any pertinent reports, EMR and/or IT access, physical access (e.g., parking, ID and/or security clearance, and office space during field work, if necessary), etc.
- Allot adequate time to spend with you and provide periodic and timely feedback and guidance to you through regularly scheduled meetings, formal evaluation, and/or other means.
- Attend a 30-minute call with student and Course Professor.
- Review and comment on student's work or deliverables through completion of a Performance Evaluation (done with the student).
 - Email this completed evaluation to Course Professor

HPA 580 Course Professor

The Course Professor will be responsible for the following:

- Speak with you before HPA 580 to discuss possible IE opportunities and help you to choose a project that will be most suitable for your educational and career goals.
- Providing practical and academic guidance.
- Help you set attainable goals and objectives for the IE.
- Review your project summary.
- Meet with you to discuss progress and help resolve any problems as you conduct the work of your IE, and advise you on adjusting your goals, objectives if necessary.
- Review your all submitted paperwork (Preceptor Commitment Form, Integrative Experience Objectives, Weekly Log, Performance Evaluation, Student Evaluation of IE).

HPA 580 and Master of Public Health, Health Policy and Management Concentration Students

To enhance the real-world applicability provided by Stony Brook's Program in Public Health, the MHA students have the benefit of engaging in inter-professional learning opportunities as they study collaboratively with Master of Public Health students with a concentration in Health Policy and Management (MPH HPM). Consistent with national trends, the inter-professional nature of these courses facilitates development of health management professionals' ability to serve as meaningful members and leaders of diverse teams. The overlapping of specific courses is dually mapped to the MPH competency model and MHA competency model.

MPH Health Policy and Management students will be required to attend 35 hours of HPA 580: Integrative Experience. These hours will be counted toward their 135-hour Practicum Project.

Practicum requirements for HPA 580 should be reviewed in the Practicum Manual (<https://publichealth.stonybrookmedicine.edu/academics/practicum>), as the deliverables are specific to the MPH program.

HPM students will complete 35-hours of didactic learning via HPA 580's Blackboard. This includes the following activities:

- Weekly readings (15 hours)
- Weekly written reflections/discussion boards (15 hours)
- 3 required Zoom sessions (3 hours)
- Additional optional Zoom sessions, if desired (~2 hours)
- Final Reflection Paper is NOT required by HPM Concentration students.

Competencies

Five competencies must be addressed during the Practicum experience - three Foundational Competencies and two Concentration Competencies in consultation with the Practicum Coordinator. Please refer to the PPH website for a listing of the MPH competencies (<https://publichealth.stonybrookmedicine.edu/academics/competencies>).

During the 35-hours of didactic learning within HPA 580, the following competencies will be assessed by your HPA 580 course Professor:

- MHA 11: Leadership and Change Management
- MHA 12: Impact and Influence
- MHA 13: Professional Development
- MHA 14: Collaboration and Working in Teams
- MHA 15: Personal and Professional Ethics
- MHA 16: Critical Thinking

For information on the difference in forms and activity requirements for MHA Integrative Experience and MPH HPM Practicum, please view table below. Table of overlapping courses is also included below.

MHA IE and MPH HPM Practicum Forms and Course Activities

| MHA IE Forms & Course Activities | MPH HPM Practicum Forms & Course Activities |
|-------------------------------------|--|
| IE Manual | Practicum Manual |
| IE Objectives | |
| | A: Memo to the Preceptor |
| Preceptor Commitment Form | B: Team Information |
| Project Summary | C: Proposal |
| IE Weekly Log | D: Logbook |
| | E: Interim Report (if applicable) |
| IE Preceptor Performance Evaluation | F-1: Preceptor Evaluation F-2: Preceptor Evaluation for HPM students only |
| Preceptor Phone Call | G: Faculty Evaluation Optional: Preceptor Phone Call (HPA 580) |
| Student Evaluation of IE | H: Student Evaluation |

| | |
|---------------------------------|---------------------------------|
| 100 hours experiential learning | 100 hours experiential learning |
| 35 hours online coursework | 35 hours online coursework |

MHA and MPH HPM Curricula

| Course Code | Course Title | MHA Program Courses | MPH HPM Courses |
|-------------|---|---------------------|-----------------|
| HPA 507 | Health Systems Performance | X | |
| HPH 529 | Fundamentals of Health Management | X | X |
| HPA 520 | Health Governance and Organizational Analysis | X | |
| HPA 510 | Health Finance and Accounting | X | X |
| HPH 585 | Introduction to Biostatistics and Epidemiology | X | |
| HPA 599 | Physician Practice Management | X | |
| HPA 508 | Human Resources Management in the Health Sector | X | |
| HPA 564 | Health Quality and Information Systems Management | X | |
| HPA 586 | Health Management Professionalism and Ethics | X | |
| HPA 523 | Social and Behavioral Determinants of Health | X | |
| HPA 536 | Health Law and Compliance | X | X |
| HPA 575 | Long-Term Care in the Health Sector | X | |
| HPA 530 | Health Operations Management | X | |
| HPA 541 | Health Strategic Planning and Management | X | |
| HPH 527 | Health Economics and Policy | X | X |
| HPA 580 | Integrative Experience | X | 35 Hours Only |
| HPA 542 | Capstone | X | |

Appendix A: Suggested Sequence and Checklist

8-10 Weeks Prior to Integrative Experience

- Attend an IE Informational Session with HPA 580 Course Professor prior to registration
- Submit resume to HPA 580 Course Professor and Practicum Placement Coordinator.
- Schedule call with course professor to discuss IE placement and preceptor
- Register for course
- Set up phone call with IE Preceptor to discuss project and complete Preceptor Commitment Form.
- Submit Preceptor Commitment Form
- Submit two-page project summary to HPA 580 Course Professor.

During HPA 580 Course

- Document weekly hours of fieldwork, including details and submit Weekly Log.
- Complete phone call with HPA 580 Course Professor and IE Preceptor.

When IE is finishing

- Student to set up meeting with IE preceptor to complete Performance Evaluation together.
- Post hours logged on Brightspace.
- Student complete and submit Student Evaluation on Brightspace.