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</tbody>
</table>
Welcome

On behalf of the faculty and staff of the Department of Nursing and Allied Health, we welcome you to the Bachelor of Science Degree in Health Services Management (HSM). We also offer a Certificate Program and a Concentration in Health Services Management which are offered through the College of Science, Engineering and Technology (CSET) at Norfolk State University. Students are encouraged to embrace the core values, including accountability, compassion, excellence, teamwork, integrity, and competence, and to exemplify them on a daily basis. The faculty will be working diligently to foster critical thinking and problem solving skills so that all students will excel in the classroom and in the work setting through a HSM internship at an approved health care facility, leading to a career in health services.

Our students are very active in the HSM Student Association on campus and are members of Upsilon Phi Delta Chapter through the Association of University Programs in Health Administration (AUPHA). In addition, students are engaged in community events such as sickle cell and breast cancer walks. We offer a scholarship for academic excellence annually to the junior student with the highest grade point average (GPA).

The Nursing and General Education (NGE) Building was completed during the fall of 2014. This 140,000 square foot building is a significant addition to our campus, complementing our new Lyman Beecher Brooks Library, Student Services Building and Student Center. The NGE facility provides state-of-the art learning resources to assure that students are afforded every opportunity to succeed.
BACHELOR OF SCIENCE DEGREE IN HEALTH SERVICES MANAGEMENT

HISTORICAL OVERVIEW

The HSM program is one of the fastest growing programs in the Department of Nursing and Allied Health. The program enrollment has increased as a result of the diverse modes of course availability (i.e. fully online and blended). The HSM is designed to prepare students to enter the administrative side of the health care field as entry level managers in areas such as human resources, financing purchasing, marketing, planning, and facility administration. The HSM program is a member of the Association of University Programs in Health Administration (AUPHA).

The program faculty members are responsible for the development and assessment of student learning outcomes. This activity is completed annually based on the timelines of the Office of Institutional Research Assessment and Planning at NSU. The discussions about program goals and student learning outcomes are presented in Allied Health meetings and are documented in the minutes.

MISSION STATEMENT

The program embraces the mission of the College of Science, Engineering and Technology and Norfolk State University. The mission of the Health Services program is to prepare undergraduate students for health services management positions and to provide a foundation to enter graduate and professional schools. The program strives to foster a sense of social responsibility and personal growth in its learners. Thus, it is the philosophy of the program to provide innovative educational opportunities for all its students, regardless of socioeconomic status, ethnic background, gender, age, disability, and national origin. Current and emerging technologies in teaching and learning are utilized in the education of students so that they can be competitive in the workplace. Applicants of the degree program may choose from two curriculum delivery options: blended or fully online.

VISION STATEMENT

In accordance with the vision of the College of Science, Engineering and Technology and Norfolk State University, the vision of the Health Services Management Program is to prepare students to manage the delivery of healthcare services efficiently and effectively and be lifelong learners in their chosen fields.
CORE VALUES

The following core values reflect the values and beliefs held by the faculty, staff, and students of NSU Department of Nursing and Allied Health. Students are our top priority, and we are committed to fostering a student-centered environment. As we strive for excellence, we strive to exemplify all of the core values.

**Competence**

Exhibit knowledge of the nursing and allied health professions and demonstrate expertise in the chosen field of study. Employ critical thinking in theory, during the internship or clinical experience, and in the workplace environments. Engage in activities that promote life-long learning.

**Compassion**

Demonstrate respect for human dignity. Exemplify a positive, caring attitude when interacting with others. Exhibit patience, empathy and sensitivity in a non-discriminatory manner.

**Accountability**

Demonstrate self-direction and responsibility for own decisions, actions, and learning. Utilize resources in a responsible manner. Exhibit discipline in teaching and learning.

**Integrity**

Promote privacy, confidentiality, and trustworthiness. Maintain personal, academic, and professional honesty to uphold the standards of the profession, the Department, the College, and the University.

**Excellence**

Establish high standards of performance in teaching, scholarship, and evidenced-based practice. Strive to meet and/or exceed these established standards. Exhibit creativity, perseverance, and innovation. Serve as a positive change agent. Engage the community and our strategic partners in the education and advancement of our students, while striving to enrich the communities we serve. Recognize the accomplishments of faculty, staff, students, and alumni.

**Teamwork**

Respect the diversity, unique talents, and perspectives of each team member. Demonstrate cooperativeness, flexibility and responsiveness to the needs of others. Promote open and honest communication among faculty, staff and students. Work diligently to meet team goals. Demonstrate a commitment to the Allied Health profession, the Department, the College, and the University.
CAREER OPPORTUNITIES

Go to the following links:


PROGRAM DESCRIPTION

The Health Services Management Program is organized around a core of lower level general education courses, a core of business management courses taken in the intermediate years, and further generic orientation to the unique managerial processes in the health services industry in the form of an internship and on-the-job experiential learning in the last year.

PROGRAM GOALS

1. Program graduates will develop an understanding of the environment in which health services managers’ practice.
2. Program graduates will gain knowledge, skills, and abilities in order to apply general management concepts and processes in the delivery of health care services.
3. Program graduates will earn reasonable GPAs for entry into graduate and professional schools.

PROGRAM LEARNING OUTCOMES

After the completion of the program, graduates will be able to:

1. Apply the steps used in the managerial decision making process to solve a problem.
2. Develop competency skills in the functional areas of planning, organizing, staffing, leading and controlling.
3. Demonstrate knowledge of the internal and external environment of health care organizations.
4. Demonstrate professionalism and ethical behavior.
5. Construct and present effective oral and written communication.
6. Interpret and synthesize data in the delivery of health care services.
7. Apply technological tools in the delivery of health care services.

CURRICULUM

The B.S. in Health Services Management (HSM) curriculum is delivered in two ways:

1. Fully online
2. Blended and Online courses
# Department of Nursing and Allied Health

## B. S. in Health Services Management Curriculum

Contact Information: Mrs. Bernice Sawyer-Watson (757) 823-2367  
Email: bswatson@nsu.edu

<table>
<thead>
<tr>
<th>Course</th>
<th>Course Title</th>
<th>Hours</th>
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</thead>
<tbody>
<tr>
<td>IUL 101</td>
<td>Introduction to University Life</td>
<td>3</td>
</tr>
<tr>
<td>ACC 201</td>
<td>Principles of Financial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>ACC 202</td>
<td>Principles of Managerial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>ENG 101</td>
<td>Communication Skills I</td>
<td>3</td>
</tr>
<tr>
<td>ENG 102</td>
<td>Communication Skills II</td>
<td>3</td>
</tr>
<tr>
<td>HRP 120</td>
<td>Medical Terminology</td>
<td>3</td>
</tr>
<tr>
<td>HED 100</td>
<td>Personal and Community Health</td>
<td>2</td>
</tr>
<tr>
<td>PED 100</td>
<td>Fundamentals of Fitness for Life</td>
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<tr>
<td>CSC 150</td>
<td>Computer Concepts and Applications</td>
<td>3</td>
</tr>
<tr>
<td>MTH 151</td>
<td>College Algebra or MTH 131, MTH 132, MTH 153</td>
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<tr>
<td>XXX XXX</td>
<td>Natural Sciences: BIO 100, BIO 100L, SCI 101</td>
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**Total Hours Required**: 34

### FIRST YEAR

### SECOND YEAR

<table>
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<tr>
<th>Course</th>
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<td>ECN 211</td>
<td>Principles of Microeconomics</td>
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<tr>
<td>ECN 212</td>
<td>Principles of Macroeconomics</td>
<td>3</td>
</tr>
<tr>
<td>ENG 203</td>
<td>Advanced Communication Skills</td>
<td>3</td>
</tr>
<tr>
<td>SCM 285</td>
<td>Principles of Speech</td>
<td>3</td>
</tr>
<tr>
<td>HSM 300</td>
<td>Health Services Management</td>
<td>3</td>
</tr>
<tr>
<td>HSM 300L</td>
<td>Health Services Management Lab</td>
<td>1</td>
</tr>
<tr>
<td>HSM 310</td>
<td>Health Personnel Management</td>
<td>3</td>
</tr>
<tr>
<td>PSY 210</td>
<td>Introduction to Psychology</td>
<td>3</td>
</tr>
<tr>
<td>MTH 250</td>
<td>Elementary Statistics Concepts or PSY 270, SOC 355, POS 345, DSC 270</td>
<td>3</td>
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<tr>
<td>XXX XXX</td>
<td>Social Sciences: BUS 175, ECO 200, HIS 102, HIS 103, SOC 101</td>
<td>3</td>
</tr>
<tr>
<td>XXX XXX</td>
<td>Cultural Humanities: ENG 383, MUS 234</td>
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<tr>
<td>XXX XXX</td>
<td>Cultural Social Science: HIS 335, HIS 336, HIS 371, HRP 320</td>
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<td>ENG 299</td>
<td>Examination of Writing Competency</td>
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**Total Hours Required**: 34

### THIRD YEAR

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<td>HRP 310</td>
<td>Current Trends in Health Care Delivery</td>
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<tr>
<td>HSM 311</td>
<td>Legal Aspects and Ethics of Health Care Delivery</td>
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<tr>
<td>HSM 331</td>
<td>Health Financial Management</td>
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<tr>
<td>MGT 365</td>
<td>Organizational Behavior and Theory</td>
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</tr>
<tr>
<td>HSM 368</td>
<td>Healthcare Marketing</td>
<td>3</td>
</tr>
<tr>
<td>HSM 387</td>
<td>Population Health</td>
<td>3</td>
</tr>
<tr>
<td>HSM 397</td>
<td>Healthcare Information Systems</td>
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<td>XXX XXX</td>
<td>Humanities ENG 207, MUS 301, FIA 201</td>
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**Total Hours Required**: 25

### FOURTH YEAR

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<td>HSM 451</td>
<td>Comprehensive Health Planning</td>
<td>3</td>
</tr>
<tr>
<td>HSM 454</td>
<td>Long Term Care Administration</td>
<td>3</td>
</tr>
<tr>
<td>HSM 460</td>
<td>Public Health Administration</td>
<td>3</td>
</tr>
<tr>
<td>HSM 470</td>
<td>Managerial Epidemiology</td>
<td>3</td>
</tr>
<tr>
<td>HSM 494</td>
<td>Health Services Management Internship</td>
<td>6</td>
</tr>
<tr>
<td>HSM 497</td>
<td>Health Services Management Problems and Research</td>
<td>3</td>
</tr>
<tr>
<td>XXX XXX</td>
<td>Free Electives</td>
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**Total Hours Required**: 27

### SUBJECT AREA

<table>
<thead>
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<th>Hours</th>
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<td>General Education Core</td>
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<td>Major Requirements</td>
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<tr>
<td>Free Electives</td>
<td>6</td>
</tr>
</tbody>
</table>

**Total Degree Hours Required**: 120
COURSE DESCRIPTION

HSM 300    Three Credits
HEALTH SERVICES MANAGEMENT
Orientation to the health delivery system, and the role of the health services manager and/or supervisor which provides organization theory and practical information about health administration. Investigation of the organizational and environmental context within which a health manager works.

HSM 300L   One Credit
HEALTH SERVICES MANAGEMENT LAB
Study of various problems and work settings of a health manager. Visit to various community health facilities required.

HSM 310    Three Credits
HEALTH PERSONNEL MANAGEMENT
PREREQUISITES: HSM 300
Principles and practices in personnel recruitment, selection, management, and utilization. Emphasis on unique characteristics of professional, technical, skilled and unskilled health-care workers. In-depth study of legal responsibilities, contract administration, grievance procedures, and in-services training and education.

HSM 311    Three Credits
LEGAL ASPECTS AND ETHICS OF HEALTH-CARE DELIVERY
PREREQUISITES: HSM 300
Presentation of the historical perspectives, current status, and future projections in the field. Concepts of corporate liability, malpractice, and professional negligence. Informed consents, incident reporting, and the importance of accurate and complete records. Emphasis on the prevention of legal actions. Examination of the role of ethics and moral decision-making in the everyday life of the health-service manager with special emphasis on the various professional Codes of Ethics.

HSM 331    Four Credits
HEALTH FINANCIAL MANAGEMENT
PREREQUISITES: HSM 300
Overview of economic theory and practice in the financial interactions between consumers and providers of health-care services, including all forms of public and private prepayment mechanisms. Broad orientation to financial management problems and practices is provided.

HSM 368    Three Credits
HEALTHCARE MARKETING
PREREQUISITES: HSM 300
This course provides a broad background in marketing with an emphasis on the foundations of healthcare marketing, market management, interpersonal skills for the healthcare marketer, and strategic actions of the healthcare marketer.
HSM 387  Three Credits
POPULATION HEALTH
PREREQUISITES: HSM 300, HSM 300L, HSM 310, HSM 311
This course is an overview of the essentials of population health practices to address the prioritized healthcare needs of populations with a goal of making recommendations to improve access to care, improve quality of care and reduce cost of care. Health issues will be examined from a population health perspective.

HSM 397  Three Credits
HEALTHCARE INFORMATION SYSTEMS
PREREQUISITES: CSC 150, HSM 300
This course focuses on the impact of government policy and healthcare reform on healthcare information technology (HIT), the various elements of an information system, HIT governance and strategic planning, key operational and technical processes for maximizing HIT efficiencies and effectiveness, electronic health records and financial applications, and major techniques used to evaluate HIT investment.

HSM 451  Three Credits
COMPREHENSIVE HEALTH PLANNING
PREREQUISITES: HSM 300, HSM 300L, HSM 310, HSM 311
History of the development of health planning in the United States with the understanding of the principles, policies, and tools related to the planning process. Examination of the philosophical foundations of various methodologies of the planning process.

HSM 454  Three Credits
LONG-TERM CARE ADMINISTRATION
PREREQUISITES: HSM 300, HSM 300L, HSM 310, HSM 311
Study of the long-term care health-delivery system to gain a working knowledge of the holistic approach to the care of the elderly and long-term care individuals. An overview of the emotional and physiological needs of individuals who require long-term care. Emphasis on finances, management, standards, and compliance for quality.

HSM 470  Three Credits
MANAGERIAL EPIDEMIOLOGY
PREREQUISITES: HSM 300, HSM 300L, HSM 310, HSM 311, HSM 331
This course will illustrate how health services managers can use epidemiological concepts and tools to improve management decisions. Emphasis is placed on population health management, managerial epidemiological analyses, assessment of medical care processes/outcomes are taught in this course. Some of the topics covered will be study designs, descriptive epidemiology, quantitative measures, and related terminology.
HSM 494       Six Credits
HEALTH SERVICES MANAGEMENT INTERNSHIP
PREREQUISITES: All HSM required core courses, except HSM 470 and HSM 497. On-the-job experience in selected institutions and agencies providing first-hand knowledge of the operational world by devoting full time effort to observing and participating in management functions (minimum of 250 work hours). Routine written reports, a major management project, and periodic peer advising are required with faculty direction provided by telephone and on-site visitations.

HSM 497       Three Credits
HEALTH SERVICES MANAGEMENT PROBLEMS AND RESEARCH
PREREQUISITES: HSM 300, 300L, HSM 310, HSM 311, HSM 331. Examination of selected health services management problems such as the current and emerging challenges in financing, organizational changes, and managerial functions.

GRADING SCALE

100 – 94 A
93 – 90 A-
89 – 87 B+
86 – 83 B
82 – 80 B-
79 – 77 C+
76 – 73 C
72 – 70 C-
69 – 67 D+
66 – 63 D
62 – 60 D-
Below 60 F
HSM 494-HEALTH SERVICES MANAGEMENT INTERNSHIP

PURPOSE

The internship course was developed to provide training for Health Services Management senior students and to enrich their academic experiences. The course is a planned and supervised learning experience gained through direct observation and actual practice of administrative responsibilities and processes in a selected health care organization. Students will complete their internship with an assigned preceptor through a Memorandum of Understanding between the health care organization and the University, as well as a clear line of communication between the faculty advisor and the preceptor.

Assignments may differ depending on the students learning style and/or the health care facility. Each health care organization will offer different learning opportunities. However, the following goals should be accomplished:

1. Students will gain knowledge, skills and abilities which are not available in the classroom but helpful for training in the field of health services management.
2. Students will apply what they have learned from their undergraduate health services management program while making a contribution to the health care organization.
3. Students will develop a sense of professional responsibility while enhancing their growth and building their confidence.

Note: Students must not perform patient care.

STUDENT LEARNING OUTCOMES AND ASSESSMENT METHODS

<table>
<thead>
<tr>
<th>Learning Outcomes</th>
<th>Assessment Method</th>
<th>Person Responsible for Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students will demonstrate knowledge of the internal and external environment in which health services managers practice</td>
<td>Final Written Report</td>
<td>Faculty Advisor</td>
</tr>
<tr>
<td>Students will develop competency skills in the functional areas of planning, organizing, staffing, and leading</td>
<td>Senior Project</td>
<td>Preceptor</td>
</tr>
<tr>
<td>Students will demonstrate professional and ethical behavior in the management internship experience</td>
<td>Field Observation</td>
<td>Preceptor</td>
</tr>
<tr>
<td>Student will be able to reflect and write a weekly report on what they have observed and learned during their internship experiences</td>
<td>Weekly Reports</td>
<td>Faculty Advisor</td>
</tr>
</tbody>
</table>
FINAL WRITTEN REPORT

Students will write and submit a final report to the faculty advisor and preceptor during the last week of the internship experiences. The written report will be graded based on each item on the scoring rubric to include the following:

1. Familiarity with the agency’s management practices of planning, organizing, directing and coordinating.
2. Experiences with the different areas of administration such as personnel, fiscal services, support services, and general administration.
3. Familiarity with the administrative governance structures, funding, and enabling legislation of the assigned agency.
4. A description of the client population.
5. A summary of the agency philosophy, mission, and goals.
6. Description of the role of the preceptor within the agency.
7. Description of the type of health care organization and services provided.
8. Description of the procedures for hiring, evaluating, disciplining and terminating personnel.
10. Information organized in a clear and understandable way.

NOTE: The written report must be typewritten (double-spaced, securely fastened and neatly done) and labeled carefully.

SENIOR PROJECT

Students will develop and submit a senior project to the preceptor during the last week of the internship experience. The project will be graded based on a rubric documenting and providing artifacts on each item of the scoring rubric. The items included in the rubric are the management concepts of:

1. Planning
2. Organizing
3. Staffing
4. Leading

FIELD OBSERVATION

Through field observation, the preceptor will rate the professional and ethical behavior of students during the internship experiences. The students will be graded on a rubric with the following criteria:

1. Time Management
2. Respect
3. Preparedness
4. Quality of Work
5. Teamwork
WEEKLY REPORTS

Students will write and submit weekly reports to the faculty advisor and preceptor about the activities experienced during the internship experiences. The student should be rotated through all administrative and budgetary units. The students’ reports should contain the following:

1. Summary of work activities and participation in meetings.
2. Specific work experiences, procedures, and policies assigned.
3. Professional knowledge and skills acquired.
4. Analysis of selected management practices observed and experienced.
5. Summary of problems or issues the student encountered.

ROLES AND RESPONSIBILITIES OF STUDENTS

1. Register for the internship course, HSM 494 and collaborate with your faculty advisor for placement with a preceptor at an approved health care organization.
2. Complete background check six weeks prior to entering the internship experience.
3. Meet with the preceptor for an interview.
4. Familiarize yourself with the learning outcomes expected from the internship.
5. Collaborate with the preceptor to identify a senior project to satisfy learning outcomes.
6. Develop a commitment to the values of the profession and respect for the values of the people served.
7. Work within the practice and procedure of the Agency and be prepared to discuss aspects of policies and procedures with appropriate Agency personnel.
8. Be in regular attendance at the Agency as required, adhering to the same workday hours as the professional staff and make up time lost due to illness.
9. Contact the preceptor at least one hour prior to lateness and absences.
10. Prepare for and participate in supervisory conferences and bring to the attention of the Agency supervisor any obstacles interfering with the learning process.
11. Participate in school sponsored student seminars.
12. Must not perform patient care.

Background Check Instructions for Students

Complete background check six weeks prior to entering the internship experience. Allied Health Division has selected CastleBranch Inc. to perform the background check. Students are responsible for payment to the vendor. Students may access the vendor’s site at https://portal.castlebranch.com/NU77 to complete the background check. If you need assistance, contact the vendor’s service desk at 888-723-4263.
**Internship Sites**

The faculty advisor has an approved list of internship sites that will be distributed to eligible students. If you prefer to use another site that is not on the list, an affiliation agreement must be established prior to entering the internship experience. It is your responsibility to provide the faculty advisor with the name of the health care organization and the person responsible for signing the affiliation agreement, as well as the telephone number for the contact person. The faculty advisor will follow up on the information. **There is no guarantee that an internship will be offered to you even though the affiliation agreement is signed between Norfolk State University and the health care organization.** The following table provides information on the semester you are eligible to enter internship and the time frame you must submit the information to the faculty advisor if a new affiliation agreement is needed.

<table>
<thead>
<tr>
<th>Semester</th>
<th>Timeframe to submit information</th>
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<tbody>
<tr>
<td>Spring</td>
<td>April of previous year</td>
</tr>
<tr>
<td>Summer</td>
<td>October of previous year</td>
</tr>
<tr>
<td>Fall</td>
<td>February of the same year</td>
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</table>

**Instructions during Inclement Weather**

Students should follow the University’s instructions in the event of University closure during inclement weather and must notify their preceptors.

**ROLES AND RESPONSIBILITIES OF FACULTY ADVISOR**

1. Ensure that there is a Memorandum of Understanding between NSU and the internship site.
2. Ensure that students have completed the background check prior to entering the internship experience.
3. Provide information about NSU policy and guidelines regarding internship to the student and the preceptor.
4. Provide quality instructions to the preceptor regarding learning outcomes for a successful internship experience.
5. Maintain regular contact with students and preceptor and make at least one on-site visit.
6. Set up office hours to be available for students to receive their assignments and address questions and concerns.
7. Take the necessary steps to withdraw students from the internship when organizational rules and policies are violated.
8. Provide clear information about the dates assignments are due.
9. Grade weekly and final written report and provide feedback in a timely manner.
10. **Ensure clear communication that students must not perform patient care.**
ROLES AND RESPONSIBILITIES OF PRECEPTOR

1. Provide the internship experiences in a health care organization or related agency.
2. Offer job experiences in the professional skills methods and practices of health services management such as planning, organizing, staffing, leading, and controlling.
3. Ensure students complete a minimum of 250 work hours.
4. Provide for a rotation through all major departments of the organization.
5. Require student’s observation of and, when appropriate, participation in the policy and decision process.
6. Require student’s attendance at departmental or unit meetings.
7. Offer exposure to other health care organizations and attendance at selected conferences or professional related activities.
8. Provide opportunities for students to attend committee and supervisor meetings.
9. Review the rubrics to evaluate students’ performances on the senior project and professional and ethical behavior skill component.
10. Complete a formal conference with students at the beginning and the end of the internship experience to provide feedback about their strengths and areas for improvement.
11. Complete the timesheet on a weekly basis to calculate the number of hours the student spent on internship.
12. **Students must not perform patient care.**

GRADING COMPONENTS

Each faculty advisor in conjunction with the agency preceptor will be responsible for determining the student’s final grade according to the following relative values:

a. Weekly Reports 10%
b. Final Written Report 15%
c. Preceptor Evaluation
   - Project 50%
   - Professional Skills and Ethical Behavior 25%

The agency preceptor will submit to the faculty advisor a brief evaluation of the student and the internship experience.
SUGGESTED ACTIVITIES FOR STUDENTS

NOTE: Assignments should be of benefit to both the students and the agency. They should be actual tasks related to the work of the department or unit.

- Committee Meetings: Making arrangement for meeting
  Agenda preparation
  Taking and preparing minutes
- Prepare a written project at the end of training
- Prepare written reports of meetings or conferences attended jointly with the preceptor.
- Participate in activities with the Health Administrator and Medical Staff.
- Attend a Department Head meeting.
- Work with Emergency Room and Outpatient Departments.
- Assist with budget preparation if possible. If not, discuss this activity.
- Write or re-write job descriptions and/or procedures.
- Prepare or participate in an In-service Training Program.
- Develop proposals for new equipment and/or programs.
- Become acquainted with the patient billing procedures.
- Participate in activities with the Health Administrator and Medical Staff.
- Attend a Department Head meeting.
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- Become acquainted with the patient billing procedures.
- Participate in activities with the Health Administrator and Medical Staff.
- Attend a Department Head meeting.
- Work with Emergency Room and Outpatient Departments.
- Assist with budget preparation if possible. If not, discuss this activity.
- Write or re-write job descriptions and/or procedures.
- Prepare or participate in an In-service Training Program.
- Develop proposals for new equipment and/or programs.
- Provide information concerning the agency’s management practices of planning, organizing, staffing, leading, and controlling.

**NOTE:** All information to be turned in must be typewritten (double-spaced, securely fastened and neatly done). All work should be labeled carefully.

**CERTIFICATE PROGRAM IN HEALTH SERVICES MANAGEMENT**

**HISTORY**

The Certificate program is an outgrowth of the Norfolk State University Bachelor of Science Degree in Health Services Management. The Health Services Management Program is designed to prepare individuals to enter the administrative side of the health care field as entry-level managers.

**PURPOSE**

The certificate in health services management is designed for health care professionals who are seeking to improve their management and leadership skills.

**AUDIENCE**

- Persons already employed in the health field with an associate or bachelor degree
- Persons currently in a managing position in the health field or on a career path in the direction of health care management
- Persons interested in gaining knowledge of careers in the health care field

**NUMBER OF CREDITS**

Thirteen (13) semester credits are required to obtain the Certificate.

Students are not permitted to either transfer courses into or substitute courses in the Certificate Program. All semester credits applicable to the Certificate Program must be earned at Norfolk State University.
COURSES AND DESCRIPTIONS

**HSM 300 – HEALTH SERVICES MANAGEMENT - Three Credits**
Provides a broad orientation to the health delivery system and discusses the role of the health services manager and/or supervisor. Organizational theory and practical information about health administration are addressed. Students will investigate the organizational and environmental context within which a health services manager works.

**HSM 310 – HEALTH PERSONNEL MANAGEMENT - Three Credits**
Principles and practices in personnel recruitment, selection, management, and utilization are stressed. Emphasis is placed on unique characteristics of professional, technical, skilled, and unskilled health care workers. In depth study of legal responsibilities, contract administration, grievance procedures, and in-service training and education is covered.

**HSM 311 – LEGAL ASPECTS AND ETHICS OF HEALTH CARE DELIVERY – Three Credits**
Presentation of the historical perspectives, current status, and future projections in the health care field as it relates to the legal system. Topics such as concepts of corporate liability, malpractice, and professional negligence are covered. Informed consents, incident reporting, and the importance of accurate and complete records are stressed. Emphasis is placed on the prevention of legal actions. Examination of the role of ethics and moral decision-making in the work-a-day life of the health service manager is discussed with attention given to certain professional codes of ethics as they impact upon the health care field.

**HSM 331 - Four Credits**
**HEALTH FINANCIAL MANAGEMENT**
An overview of economic theory and practice in the financial interactions between consumers and providers of health care services are presented. An orientation to the financial management of problems, budgets, and practices is provided.

**ADMISSION REQUIREMENTS**

- Those required for the University, **with the exception of SAT/ACT scores**
- A letter of recommendation from the prospective student’s supervisor
- Current position in the health care field, or if not employed in the health care field write a detailed statement of interest in health care management
- Complete a personal data sheet and an application
PLEASE TYPE OR PRINT LEGIBLY:

Name: __________________________________________

First        Middle        Last

Permanent Mailing Address: __________________________________________________

Number and Street

__________________________________________________

City         State         Zip

Primary Contact Number: (  ) ______ Other Contact Number: (  ) ______

E-mail Address: ___________________________       Student ID #: ____________________

Gender: □ Male    □ Female

Citizenship: □ USA    □ NON-USA

Career Plans: _________________________________________________________________

___________________________________________________________________________

Do your future plans include the possibility of enrolling in the Bachelor of Science Degree in Health Services Management? Yes ___________ No _____________

Comments: _________________________________________________________________

___________________________________________________________________________

Signature of Advisor: ___________________________       Date: ____________________
NORFOLK STATE UNIVERSITY
CERTIFICATE IN HEALTH SERVICES MANAGEMENT
APPLICATION FOR ADMISSION

PLEASE TYPE OR PRINT LEGIBLY:

Full Name: ____________________________________________
First                     Middle                     Last

Student ID: ________________________________

Name as it is to appear on Certificate: ________________________________
First                     Middle                     Last

Permanent Mailing Address: __________________________________________
Number and Street
________________________________________________________
City                                      State                                      Zip

Telephone: (   ) ____________ E-mail Address: ________________________________

EDUCATIONAL BACKGROUND: Degree _______ Major __________________________
Other ________________________________________________________________

CURRENT JOB TITLE: ________________________________

NUMBER OF YEARS OF EXPERIENCE IN THE HEALTH FIELD: ____________

APPLICATION DEADLINE: First Monday in April

CLASS STARTS: spring (January) and fall (August). Courses are offered online.

ADMISSION TO NORFOLK STATE UNIVERSITY:
_____ Have been accepted to the University (Please enclose copy of acceptance letter)

ATTACHMENTS:
Please attach the following items to this application and submit together:

1. Norfolk State University acceptance letter
2. Letter of reference from supervisor or advisor
3. A typed statement of interest in the field of Health Administration
4. A completed Personal Data Sheet

All requested items are essential to the timely processing of your application.
Anticipated Date of your Completing requirements: __________________________

Date of Application: ________________________________

Signature of Applicant ________________________________

Signature of Allied Health Programs Director ________________________________

MAIL TO:

Marie St. Rose, Ph.D., RN
Department of Nursing and Allied Health
Nursing and General Education Building, Suite 311
Norfolk State University
700 Park Avenue
Norfolk, Virginia 23504

Or By E-mail Attachment:

mstrose@nsu.edu
CONCENTRATION IN HEALTH SERVICES MANAGEMENT

The concentration in Health Services Management is for students who have Interdisciplinary Studies as their major. Those students seeking a concentration in Health Services Management can take the HSM core courses as directed by the Division of Interdisciplinary Studies (Department of History and Interdisciplinary Studies).
ACADEMIC HONESTY

1. In keeping with its mission, the University seeks to prepare its students to be knowledgeable, forthright, and honest. It expects and requires academic honesty from all members of the University community. Academic honesty includes adherence to guidelines established by the University for use of its libraries, computers, or other facilities.

2. “Academic or academically related misconduct” includes, but is not limited to, unauthorized collaboration or use of external information during examinations; plagiarizing or representing another’s ideas as one’s own; furnishing false academic information to the University; falsely obtaining, distributing, using, or receiving test materials; obtaining or gaining unauthorized access to examinations or academic research materials; soliciting or offering unauthorized academic information or materials; improperly altering or inducing another to alter improperly any academic record; or engaging in any conduct which is intended or reasonably likely to confer upon one’s self or another unfair advantage or unfair benefit representing an academic matter.

UNIVERSITY ASSESSMENT STATEMENT

As part of NSU's commitment to provide the environment and resources needed for success, students may be required to participate in a number of university-wide assessment activities. The activities may include tests, surveys, focus groups and portfolio reviews. The primary purpose of the assessment activities is to determine the extent to which the university's program and services maintain a high level of quality and meet the needs of students. Students will not be identified in the analysis of results. Unless indicated otherwise by the instructor, results from University assessment activities will not be computed in student grades.

ADVISING/MENTORING

Each faculty member has posted office hours for the purpose of advising and mentoring students. Advisees are encouraged to consult with their advisor on any matter pertinent to their academic pursuits. Students will retain the same advisor/mentor throughout their entire course of study at NSU.

ATTENDANCE POLICIES

Absence from Final Examinations
If a student misses a final examination because of an emergency, he or she should notify the instructor within 48 hours after the examination was scheduled. Excuses for missing a final examination are issued by the Office of Student Services/Judicial Affairs only with the consent of the instructor. Such excuses are given only in extreme emergencies, and official, written documentation must be presented before an excuse is issued.

Failure to follow the procedure outlined for absence from final examinations will result in a grade of “F” for the examination, and a final grade will be computed and given for the course.
University Class Attendance Policy

During a given semester, a student may not miss no more than 20% of class meetings (excused and/or unexcused). At the discretion of the instructor, a student whose absences exceeds 20 percent of scheduled class meetings for the semester may receive a grade of F for the course.

It is the student’s responsibility to confer with instructors regarding all absences or intended absences. If a sudden departure from the campus (for an emergency or extraordinary reason) prevents a student from communicating with each of his or her instructors, the student is expected to notify the Dean of Students Office within 48 hours.

Students who become ill are encouraged to report to the Student Health Center, located in Spartan Station, for minor medical treatment.

GRADUATION REQUIREMENTS

The University awards the Bachelor of Science Degree in Health Services Management to those students who successfully complete the degree requirements, a graduation application, and have no University encumbrances. Candidates must complete an application for graduation through the Department Head’s Office. Graduating students are expected to check with their Advisor or Department Chair concerning completion of requirements for graduation.

The University holds two commencement ceremonies annually, May and December. Information regarding graduation, commencement, including fees, will be disseminated by the Office of the Registrar. “Walking” in the Commencement does NOT mean that a student has graduated from NSU. All requirements must be completed successfully before you can be cleared for graduation. E-mail notifications of student graduation status will be sent to the NSU e-mail address.
ACADEMIC RESOURCES

Academic Advising
Academic counseling is an essential component of students’ education. All students are assigned an advisor when they enter the degree program. Faculty advisors have eight hours per week of established office hours set aside for advising and students have the option to make an appointment as needed. The advising time is used to provide information about course registration, internship placements, graduate school, academic progress, advisory grades, and factors that may interfere with success and ways to eliminate them. It is the students’ responsibility to meet with their advisors at least two times in the semester.

Dr. Patricia Lynch Stith Student Success Center
The Center is located in the Nursing and General Education Building, First Floor, Suite 100. The telephone number is 757-823-8507 and email address ssc@nsu.edu
The goal of the Center is to improve student achievement, educational commitment, self-efficacy, and campus engagement. The Center will develop in each student the skills, attitudes, and beliefs necessary to foster an understanding of the process of learning to achieve academic, career and life goals.

Science and Technology Academicians on the Road to Success (STARS) Tutoring Center
The Center is located in the Nursing and General Education Building, Third Floor, Suite 307. The Center provides free one-on-one tutoring. The tutoring is provided by graduate and undergraduate peer tutors who have been trained in effective tutoring techniques in accordance with College Reading and Learning Association Guidelines.

Lyman Beecher Brooks Library
The new Lyman Beecher Brooks Library was built in 2012 and provides additional student-centered amenities. The new building is the geographic center of the campus and is located next to the Nursing and General Education building where the HSM program is housed. Inside the new structure is a robust technology infrastructure for 24-hour, seven-days a week access to digital collections and worldwide information. The library’s technology incorporates collaborative software for group study, group access technology and virtual conferencing; provides a wide range of local and remote online services and links the campus with cooperative information networks.

The library provides services and resources to meet the scholarly and informational needs of the Norfolk State University community. Students can access online resources, including the library catalog, electronic full-text journals, and e-books, either remotely or via any campus computer. The reference research area in the library provides research assistance, access to additional computer work stations, which students can use for research needs. The library is a member of the Virtual Library of Virginia. This cooperative effort of the libraries of colleges and universities in the state of Virginia provides cost-effective access to online resources and enhances interlibrary lending.
STUDENT SUPPORT SERVICES

Customer Care Center

The Center is located in the Student Services Building, Second Floor. The telephone number is 757-823-8673.

The Customer Care Center is available and committed to address comments, questions and concerns related to the NSU experience. Students are counseled regarding University policies and procedures. The Director serves as a student advocate to ensure that reoccurring concerns that impact image and retention are brought to management’s attention. Student voices are heard through online surveys, email, and in-office consultations.

New Student Orientation

New student orientation introduces new students to the NSU campus. Orientation is a process designed to assist new first-year and transfer students in making a successful transition to college life at NSU. The one day session affords new students the opportunity to learn about college courses at NSU, student life, available services, and unique opportunities to broaden their experience. New students also meet with an academic advisor and register for NSU courses, become familiar with campus technology, and attend information sessions. First-time freshmen take a mathematics placement test. Students also learn how to take advantage of all that NSU has to offer both inside and outside the classroom.

Office of Accessibility Services/International Student Services (OASIS)

O.A.S.I.S. Services Statement

In accordance with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990, we ask if you have a disability or think you have a disability, please contact O.A.S.I.S., the Office of Accessibility Services, upon registration at Norfolk State University to confidentially discuss any accommodation needs.

Norfolk State University ensures equal access to instruction through collaboration between students with disabilities, instructors, and O.A.S.I.S. “Reasonable” means the University permits no fundamental alterations of academic standards or retroactive modifications. For more information, please consult nsu.edu. Should you have a disability, including unseen disabilities such as learning disabilities, psychological health injuries (such as PTSD), or cognitive disabilities (such as brain injuries), that requires reasonable accommodations, please contact:

Audrey M. Wells
Coordinator, O.A.S.I.S.
Office of Accessibility Services and International Student Services
Norfolk State University
700 Park Ave. Student Services Center, Suite 110
Norfolk, VA. 23504
Phone: 757-823-8325
Fax: 757-823-2640
Email: amwells@nsu.edu
**Career Services**

Career Services is located in the Student Services Center, Suite 307. The telephone number is 757-823-8462.

This service provides a comprehensive career development and assistance program to students and alumni, enhancing their capability for successful careers as productive citizens contributing to society. Students must register with Career Services to receive all available services.

**Counseling Services**

The Counseling Center is located in the Student Services Center, Room 312. The telephone number is 757-823-8173.

The Counseling Center offers a variety of services designed to enhance the overall educational experiences of students of the University. Free counseling services are available. These services include individual and group counseling, crisis intervention, and outreach programs. The counseling services are confidential.

**APPEAL PROCESS (Grades and/or Complaints)**

The instructor has the responsibility for evaluating course work and determining grades; however, the student has the right to appeal a grade that he/she believes to be in error. The appeal process may involve the following steps (the issue may be resolved at any level):

1. Student confers with the instructor involved.
2. The student and instructor (preferably together) confer with the chairperson of the department offering the course.
3. The student and instructor (preferably together) confer with the Dean of the School in which the department is housed.

Appendix A can be used to communicate information regarding the complaint.

**DISCLAIMER**

This handbook describes departmental and University requirement policies at time of distribution. The handbook is subject to change.
Appendix A

NORFOLK STATE UNIVERSITY
DEPARTMENT OF NURSING AND ALLIED HEALTH

STUDENT CONCERN and/or COMPLAINT FORM

SECTION TO BE COMPLETED BY STUDENT

Name: ___________________________  Student ID#: ___________________________

Telephone Number (where you can be reached) Day: __________________ Evening: __________________

Major: ___________________  Department: ___________________  Advisor: ___________________

REASON FOR VISIT (please check all that apply)  DATE OF INITIAL VISIT: _______________________

( ) Evaluation Concern ________________________________________________________________

( ) Transcript/Transfer Concern ________________________________________________________

( ) Graduation Concern ______________________________________________________________

( ) Complaint (Grade/Faculty) _________________________________________________________

( ) Other __________________________________________________________________________

I HAVE SPOKEN WITH THE FOLLOWING PERSON(S) ABOUT THIS CONCERN/COMPLAINT

Advisor        Name: ___________________________________             Date ___________________

Professor     Name: ___________________________________             Date ___________________

Other            Name: ___________________________________             Date ___________________

BRIEF SUMMARY OF YOUR CONCERN/COMPLAINT (you must complete this section; you may attach a second page if necessary)

Student’s Signature: ___________________________             Date: _______________________

ACTION TAKEN (do not write below this line)

( ) Concern/Complaint Addressed and/or Problem Resolved

( ) Return to Advisor – Academic Counseling (Copy for Departmental File)

( ) Return to Professor – Action Needed ______________________________________________

( ) Refer to Associate Dean _________________________________________________________

( ) Other Referral ____________________________________________________________________

COMMENTS:

Chair/Representative Signature: ___________________________             Date: ___________________