Internship Guidelines and Policies

Administrative Internship I (HLMN 402)
Administrative Internship II (HLMN 420)
ABOUT THIS MANUAL

This manual is a compilation of policies, procedures, and requirements of the Health Management Administrative Internship experience. This manual provides Health Sciences and Management (HLMN) students, faculty, supervisors as well as other interested persons with an overview of the process and content of the internship experience. The primary mission of the HLMN undergraduate program is to facilitate and enable pursuits of the highest levels of scholarship and leadership in the field of health management sciences. Interns will learn about and participate in a variety of opportunities to increase their competencies in providing effective and efficient services in diverse health care settings.

Although this manual contains pertinent information students that will need, students should also be familiar with the HLMN course requirements and pre-requisites. Faculty and staff of the program are readily available to students for guidance and are prepared to assist them in monitoring their progress toward achieving internship requirements. The Health Sciences and Management Program reserves the right to add, delete, or modify all and any provisions in this manual.
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Course Description

Administrative Internship is an integral and vital part of the Health Management curriculum which provides students the opportunity to employ concept, tools, and techniques acquired from the theoretical phase of the Health Science and Management Program to real world scenarios in a practice (Internship) setting, under the direct supervision of experienced preceptor(s) The course syllabus, guidelines, and policies are based on a belief that there must be an initiative serving in an effective and efficient manner as a transitional pathway between classroom learning, advanced graduate studies and/or employment after graduation. Moreover, the integrative competencies will evolve from intellectual and practical engagement with mutually beneficial, entry level managerial experience in health services agencies and organizations.

Learning Objectives

The internship in a health care setting covers multiple educational goals and objectives that allow the intern to work in appropriate health care and managerial areas. During the internship experience, the intern will be able to perform the following:

1. Demonstrate skills in writing resumes, statements on personal career goals and objectives, and prepare for graduate admissions tests and application to graduate studies and continuing education;
2. Acquire hands-on experience in managing human resources, financial and clinical administration of private and public health care delivery services;
3. Describe organizational structures and functions of assigned practice settings under proper supervision and guidance of preceptors and the Internship Coordinator;
4. Assist in planning, organizing, directing, budgeting and controlling assigned roles in health care settings;
5. Apply operational procedures and health laws, regulations, patient privacy acts, electronic and traditional record management and informatics;
6. Perform diverse administrative responsibilities and business relationships with his work peers, faculty and students in academic and practice settings;
7. Interact, socialize and communicate with patients, peers, supervisors and subordinates in real world situations;
8. Develop professional leadership qualities and experiences using integrative skills and theory of management of best practice private, public and faith-based health care organizations;
9. Acquire entry level managerial skills and theories applicable to diverse public or private health services delivery systems.
Core Competencies

Students should be able to demonstrate the following competencies at the end of the internship:

1. Display effective oral and written communication skills.
2. Discuss the ethical and legal issues related to health systems and management.
3. Evaluate information from reports or assessments.
4. Demonstrate awareness of how interpersonal and intrapersonal values and beliefs affect professional relationships.
5. Function professionally in health systems interdisciplinary and inter-professional teams.
6. Successfully complete an interview.
7. Utilize and demonstrate efficient use of health systems technology.

Program Scope

1. Health Programs & Development
2. Human Resources Management
3. Healthcare Financing
4. Health Informatics/Coding and Billing
5. Hospital Admission Management
6. Health Project Management
7. Health Education
8. Health Promotion
9. Patient Services Administration
10. Nursing Administration
11. Health Information Service Management
12. Healthcare Research and Grants Management
13. Healthcare Marketing and Public Relations
14. Health Facility Management
15. Government Relations

Internship Sites

Orientation

The internship site is responsible for orientating the student to the agency/facility. The orientation to the agency/facility will include an introduction to the staff and tour of the physical site as well as an overview of policies and procedures including hours of attendance, use of technology (i.e., phones, computers, etc.), chain of command, confidentiality, and crisis procedures. Orientation will also incorporate information regarding the history of the agency/faculty, the population’s serves, and case management procedures. Orientation can last from a few days to few weeks.
To ensure a quality internship experience, the internship will take place in a health care agency/facility that matches the students’ area of interest and future career goals. Students and internship staff will review the following criteria to ensure the Internship Coordinator will approve the internship site:

1. A contract between the University and internship sites will be reviewed by the Office of General Counsel and signed by the appropriate persons.
2. The agency/facility will be well established and recognized as providing health care to diverse populations. This may be measured by reputation in the community, accreditations, state licenses, and/or certifications. Selection of the site is primarily c
3. The agency/facility should have a variety of tasks that offer the intern a well-rounded managerial experience.
4. The agency/facility will have designated staff willing to supervise the student and work with the Internship Coordinator to design internship experiences that benefit the agency/facility aims and the internship goals.

Hours of Internship

Internship I (402-01) and Internship II (420-02) will be required to register and complete six [6] credit hours including and not limited to a required minimum 120-240 clock hours, orientation, course work, projects, meetings, workshop and mid-term and final exams and seminars during Fall and Spring semesters. Placement of an intern, as well as timing and dates of service are determined by the availability of a position that does not conflict with health management major and prerequisite classes and other academic obligations. Special considerations may include scheduled holidays, semester breaks, and examinations.

Waivers and Substitutions:

Howard Health Management as a full-certified members of AUPHA will only recognize its supervised internship activities in approved, affiliated best practice sites. Prospective seniors hired in full-time or concurrent part-time paid positions or transferring from other universities will not be granted exceptional advance credits, waiver or substitution in lieu of Howard requirements including and not limited to 6 credit hours and concurrent 120-240 clock hours of supervised integrative academic and work experience offered in approved affiliate sites available during the last 30 credit hours of course work taken at Howard University.

Absenteeism:

Prompt daily attendance in the scheduled internship is mandatory. Repeated absences and tardiness will necessary action by the Internship Coordinator. If a student is unable to attend, or in the event of anticipated delay, the student must:
  a. Inform the site supervisor.
  b. Inform the Internship Coordinator at 202-806-5776, or the main Department office at 202-806-7757.
Scheduled University Holidays
Internships are not scheduled when the University is closed for holidays. However, students who have incomplete internship hours may use those days to complete the prescribed competencies at the internship site with prior approval from the Internship Coordinator and the site supervisor.

Inclement Weather
To ensure their safety, students are not expected to attend internship when there is an unscheduled University closing due to bad weather or other unforeseen event. However, all missed internship hours must be made up during scheduled make-up periods.

The preceptor or manager of the facility and the Internship Coordinator will be responsible for facilitating monitoring, supervision, and evaluation of the intern, as well as complete attendance and performance assessments and reports as specified in the Internship guidelines.

Internship Content and Structure

Pre-Screening Requirements
The intern must:

- Prepare a brief biographical sketch highlighting relevant educational and personal growth experiences for forwarding to a potential internship site with role models and experienced preceptors as supervisors.
- Submit current resume
- Submit a statement indicating his/her career goals;
- Sign an agreement which includes preliminary understanding of requirements, regulations and expectations covered in this manual;
- Conform to a dress code required for the internship;
- Read the course syllabi for the courses Administrative Internship (HLMN 402, Fall; and HLMN 420, Spring)
- Complete the interview process with the Site Supervisor

Please note students who are planning to be placed in an internship that requires a contract **will not** be able to begin their internship until the contract agreement is reviewed and approved by the legal representatives from Howard University and the Internship Site.

Roles and Responsibilities

*The Student*

The purpose of the internship is to prepare the intern for broad responsibilities, experiences, and opportunities in managing health care delivery services, as well as enrich the intern’s management skills and knowledge in both the private and public setting. Students must:
1. Develop a schedule with the site supervisor to meet the required number of hours for internship. For Fall and Spring semester, the minimum number of hours is 240. If the students must miss days at their internship site because of the weather or sick days they should consult the site supervisor to make up the missed hours. Students who miss three or more days during the internship should notify the internship coordinator in the event there is a need to make up missed hours.

2. Treat internship as a professional commitment. Although still a student, the site supervisors and other staff will perceive the student’s role as similar to that of an employee. As such, demonstrating good work habits, being receptive to supervision, and following through on assigned work are key elements of this internship.

3. Observe and follow agency/facility procedures, policies, and regulations including dress codes.

4. Attend conferences, staff meetings, counseling sessions, and other learning experiences assigned by the site supervisor.

5. Inform the site supervisor of work-related difficulties and challenges.

6. Keep detailed records including:
   a. Total number of hours spent at internship site
   b. Supervisor meeting (individual or group, if relevant)
   c. Attendance at agency/facility conferences and in-service training programs
   d. Copies of all forms

7. Maintain responsibility for transportation to and from the site.

8. Adhere to appropriate dress codes;

9. Successfully complete all evaluations including and not limited to using interactive media and written narrative statements based on the guidelines for writing the learning journal;

10. Complete periodic outcome assessment sessions designed to monitor and assess progress towards achieving personal and program goals, objectives of the internship requirements described in the course syllabi;

**Dress Code**
The interns are required to maintain proper demeanor and dress during the internship experience. Some organizations require standard business attire while on the job. These dress codes must be observed as needed during the internship and should focus on sending the right message and image to the prospective mentors, preceptor/supervisor, and all other employees.

**Internship Coordinator**

1. Review and approve the internship pre-screening materials and arrange interviews with site preceptors.

2. Initiate the contract and approval process.

3. Prepare students for the internship experience with in-class lectures or activities.

4. Assist students in effectively communicating and responding to supervisors.

5. Assist students in refining tentative goals and objectives.

6. Address problems or concerns that may develop between student and site supervisors.

7. Assess student progress and professional behavior, and provide feedback to students at mid-term and final evaluations.
8. Monitor student progress by phone conversations, evaluation reports, and when necessary, site visits.
9. Be available for consultations should questions/problems rise.

Site Supervisors/Preceptors

The intern will undergo a pre-service and/or in-service orientation on site to familiarize himself or herself with the organizations’ culture, rules and regulations.

The intern and the internship site will ensure that the role of the intern is to learn on the job and not to replace permanent staff in order to avoid conflict of interest. In so doing, the preceptor/supervisor will be aware of the needs and limits of the assigned areas of internship. Any subsequent changes in the terms and conditions of service or schedule of practice must be communicated to the Internship Coordinator and the intern in writing and the change must be recorded in the students’ academic file in the Department of Health Sciences and Management office.

Additional roles and responsibilities include:

1. Provide an opportunity for internship experience in a professional setting
2. Provide orientation to the student, explaining agency/facility mission and goals, service, and policies and procedures.
3. Provide student with opportunities to observe relevant aspects of agency/facility services.
4. Provide opportunities to integrate knowledge and practice new skills,
5. Facilitate interactions with staff, administrators, clients/patients, and the general public.
6. Model professional and ethical competences and conduct
7. Monitor the number of internship hours the student has completed.
8. Inform the student of strengths and weaknesses, as well as areas needing improvement during mid-term and final evaluations.
9. Complete evaluations with the student in a timely manner.
10. Communicate concerns about the student’s internship experience to the Internship Coordinator.

The preceptor should be able to assist the intern incorporating written plans that identify measurable progress in assigned activities and other required classroom and pre-orientation and exit interviews. These should include related duties and responsibilities during the internship placement.

Project Reports and Paper

In addition to the evaluations by the preceptors/supervisors and the Internship Coordinator, students are required to give feedback of their experiences in written reports and class presentations in the presence of the preceptors/supervisors, the Internship Coordinator, practitioners, other interns, the faculty advisor, and other invited guests.
The intern is required to submit preceptor/supervisor’s evaluation report for grading during the scheduled periods at mid-term and the final end of internship session.

The preceptor/supervisor’s performance evaluation form (Appendix B) should be returned to the department in an official agency envelope with signature on the seal.

Performance Criteria and Grading Systems of Internship:

**HLMN 402 01 and HLMN 420 01**

1. Eligible interns must register for Administrative Internship (HLMN 402, Fall; and 420, Spring) for a total of 6 credit hours in an academic year.

2. Internship placements must be located in appropriate health care organizations and only in those health care organizations approved by the Program Chair and/or Internship Coordinator. Approval and registration must be secured according to University policies on course registration of courses during each semester in which the intern will participate in the internship.

3. The intern must be evaluated at mid-term and the end of the semester. The mid-term evaluation will occur after six weeks of placement and the final evaluation at the end of the semester in the fall and spring of the academic year.

4. The intern must produce and present their evaluation during the review sessions and presentation of scheduled deliverables of assignments. The evaluation of the experience will include the ability of the intern to conduct presentations in an effective manner, and respond appropriately to questions.

**Grading System**

The internship coordinator is responsible for assigning the final grade. The information provided in the mid-term and final intern evaluation by the preceptors is critical and constitutes the most influence on the grade, but other factors are also evaluated (self-performance evaluations, submitting paperwork on time, professionalism) In terms of the mid-term and final evaluations, the general expectation is that the intern has shown improvement and there are no major deficiencies noted on the intern evaluation report. The contributions of the various components of the internship to the final grade are shown below:

<table>
<thead>
<tr>
<th>Criterion for Course and Internship Performance Outcomes</th>
<th>Grading Rubric [%]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop and submit Biographical Sketch and Statement of Goals and Objectives</td>
<td>10</td>
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<tr>
<td>Complete agency search, interviews, Placement Agreement, Terms and Conditions of Service</td>
<td>10</td>
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<tr>
<td>Achievement of Internship Goals and Objectives</td>
<td>10</td>
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<tr>
<td>Successful Performance Outcome Measures</td>
<td>10</td>
</tr>
<tr>
<td>Narrative Performance Assessment Matrix and Expectations</td>
<td>10</td>
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</tbody>
</table>
All Health Management students must earn a grade of “C” or higher for both Internship I and Internship II. If the student does not meet this requirement, they will be required to repeat the internship course. In this case, a review of actions with the student, the student’s advisor, and the internship coordinator will be required prior to beginning the internship. In the event the student performance indicates a breach in professional behavior, ethical practices, and/or general rules of acceptable student conduct, during the course of the internship, it may be necessary to terminate the internship. In these cases, a review by the internship coordinator, academic adviser, and student will follow to determine an appropriate course of action. Grades earned by interns will be awarded according to Howard University regulations.

### Grading Scale

<table>
<thead>
<tr>
<th>Grade</th>
<th>Range</th>
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<tbody>
<tr>
<td>A</td>
<td>90-100</td>
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<tr>
<td>B</td>
<td>80-89</td>
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<tr>
<td>C</td>
<td>70-79</td>
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<tr>
<td>D</td>
<td>60-69</td>
</tr>
<tr>
<td>F</td>
<td>Below 60</td>
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</table>

### Ownership of Property

The intern expressly agrees and understands that all intellectual property, including copyright, in all works of authorship created during the internship or on equipment and property of the agency, is owned by the agency. All data collected by the intern and all documents, notes, programs, databases (and all applications thereof), files, reports, studies and/or other material collected and prepared by the intern shall be the property of the agency.

### Confidentiality

The Intern recognizes that during this internship, sensitive and/or confidential information may be communicated to the Intern. He or she agrees to maintain strict confidentiality of any such information received in the course of this Internship. He or she agrees not to release any such information to any person or entity at any time without prior written approval by the Agency Executive Director or his or her duly appointed representative.
Appendix A: Intern Performance Evaluation
(To be completed by the agency preceptors/supervisors)

Term of Internship: ___ Sum ___ Fall ___ Spring   Date of Evaluation: _______________________

Student Name: _______________________________________________________________________

Organization Name: ___________________________________________________________________

Supervisor: __________________________________________________________________________

Supervisor email/phone: ____________________________________ / _______________________

Please attach:  • Internship Job Description  
                • Supervisor Comments (i.e. strengths, areas for improvement, etc.)

Please rate the intern’s performance in the following areas:
Rating Scale:  1 = Excellent - far exceeded expectations  
               2 = Good - met and exceeded expectations  
               3 = Satisfactory - met expectations  
               4 = Fair - somewhat met expectations, but needs improvement  
               5 = Unsatisfactory - did not meet expectations

  1) Oral communication  5 4 3 2 1
  2) Written communication  5 4 3 2 1
  3) Initiative  5 4 3 2 1
  4) Interaction with staff  5 4 3 2 1
  5) Attitude  5 4 3 2 1
  6) Dependability  5 4 3 2 1
  7) Ability to learn  5 4 3 2 1
  8) Planning and organization  5 4 3 2 1
  9) Professionalism  5 4 3 2 1
 10) Creativity  5 4 3 2 1
 11) Quality of work  5 4 3 2 1
 12) Productivity  5 4 3 2 1
 13) Appearance  5 4 3 2 1
 14) Adaptability to organization’s culture/policies  5 4 3 2 1

15) OVERALL PERFORMANCE  5 4 3 2 1

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Internship guidelines and policies
Appendix A: Intern Performance Evaluation  
(To be completed by the agency preceptors/supervisors)

The original of this evaluation will be placed in the intern’s file with the Division of Allied Health Sciences, Health Sciences Management of Howard University. A copy of the evaluation will be sent to the intern. The Preceptor/Agency is encouraged to attach a letter of reference concerning the intern’s performance to provide additional information.

Name of the Intern: _____________________________________________________________________

Name of the Preceptor: _________________________________________________________________

This internship started on (date) _________________ and was completed on (date) _______________

at (location) __________________________________________________________________________

Please give a brief summary of the internship:

Evaluation of personal qualities of the intern observed during the internship. Select one evaluation level for each area by marking an “X” under that level that represents the intern’s performance.

<table>
<thead>
<tr>
<th>Please rate the following:</th>
<th>Excellent (1)</th>
<th>Good (2)</th>
<th>Average (3)</th>
<th>Poor (4)</th>
<th>Does not Apply (5)</th>
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<tbody>
<tr>
<td>Ability to adapt to a variety of tasks</td>
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<td>Decision making; judgment; setting priorities</td>
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<td>Persistence to complete tasks</td>
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<td>Reliability and dependability</td>
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<td>Enthusiasm for the experience</td>
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<td>Attention to accuracy and detail</td>
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<td>Willingness to ask for and use guidance</td>
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<td>Ability to cope in stressful situations</td>
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</table>
Appendix A: Intern Performance Evaluation
(To be completed by the agency preceptors/supervisors)

<table>
<thead>
<tr>
<th>Please rate the following:</th>
<th>Excellent (1)</th>
<th>Good (2)</th>
<th>Average (3)</th>
<th>Poor (4)</th>
<th>Does not Apply (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to synthesize information and communicate it effectively</td>
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<td>Analysis skills; ability to determine information needs for self and patrons</td>
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<td>Ability to select the best potential resources to meet information needs</td>
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<tr>
<td>Ability to organize, classify, and deliver information effectively</td>
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<tr>
<td>Ability to plan with and work cooperatively with others</td>
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<td>Ability to create and communicate possible solutions to problems</td>
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<td>Professionalism; demonstrated interest in the issues, policies, and organizations related to the field</td>
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</table>

Professional abilities related to information and health services. Select one evaluation level for each. Additional comments:

Signature of Supervisor ___________________________ Date

The preceptor is encouraged to discuss this evaluation with the intern before sending the evaluation to Howard University. The intern will receive a copy of this evaluation if he or she provides a complete address below, indicating where the copy can be sent approximately six weeks following the completion of the internship:

Intern’s Name: ______________________________________
Future Address and Zip: ________________________________

Completed evaluations should be sent to:
Department of Health Sciences and Management
Division of Allied Health Sciences
College of Nursing and Allied Health Sciences
Howard University
Annex I-Room 140
516 Bryant Street, NW
Washington, DC 20059
Phone: 202-806-7757
The questions below are intended to help us determine if you gained practical experience, knowledge, and/or skills from your recent internship experience and if you would recommend this internship site to other students.

Name: __________________________________________________________________________________

Semester of Internship: □ Fall □ Spring

Site/agency where you interned: __________________________________________________________

Department: ___________________________________________________________________________

City: _______________________________ State: _________________ _____________________

Supervisor and Title: ___________________________________________________________________

What resources did you use to find your internship? (Check all that apply)

□ Internship Coordinator □ Faculty □ General Internet Sites

□ Family/Friend □ Previous Employer

□ Other: ________________________________________________________________

Please rate the following questions about your internship using the following scale by placing an “X” under the rating:

<table>
<thead>
<tr>
<th>ITEM</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
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<tbody>
<tr>
<td>1. This experience gave me a realistic preview of my field of interest</td>
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<td>2. This experience was in my Health Management area of interest</td>
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<td>3. As a result of my internship, I have a better understanding of concepts, theories, and skills in health care management.</td>
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<td>4. I was given adequate training and orientation</td>
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<td>5. My responsibilities were clearly stated</td>
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<td>6. I was provided levels of responsibility consistent with my ability and was given additional responsibility as my experience increased.</td>
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<td>7. I had regular meetings with my site supervisor and/or managerial staff to receive constructive, on-going feedback.</td>
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<td>8. My site supervisor was available and accessible when I had questions/concerns.</td>
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<td>9. The work I performed was challenging and stimulating</td>
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<td>10. I had a good working relationship with my coworkers and other agency staff.</td>
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Appendix B: Site Evaluation  
(to be completed by the intern)

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<tr>
<th>ITEM</th>
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<th>1</th>
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<td>11. There were ample opportunities for learning.</td>
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<td>12. I feel better prepared to enter the world of work after this</td>
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<td>experience.</td>
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<td>Through this internship, I had the opportunity to use and develop</td>
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<td>my:</td>
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<tr>
<td>1. Interpersonal skills</td>
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<td>2. Oral Communication skills</td>
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<td>3. Written Communication skills</td>
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<td>4. Problem Solving skills</td>
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<td>5. Critical Thinking skills</td>
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<td>6. Decision making skills</td>
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<td>7. Knowledge of Health Information Systems</td>
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<td>8. Planning and Organization skills</td>
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1. Overall, how would you rate this internship?

- [ ] Excellent learning experience
- [ ] Good learning experience
- [ ] Average learning experience
- [ ] Below average learning experience
- [ ] Poor learning experience

Additional comments:

Would you recommend this internship site to other students?

- [ ] Highly recommend
- [ ] Recommend
- [ ] Recommend with reservations
- [ ] Would not recommend

Additional comments:

What suggestions would you give to students who may intern at this organization in the future?