



IFDHE
**AHA Institute for Diversity
and Health Equity**



American College of
Healthcare Executives
for leaders who care®

Host Site Handbook

Summer Enrichment Program

Advance the Next Generation of Health Care Leaders

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

This Handbook seeks to provide you with information about the SEP from the host site perspective. On the following pages, the Institute outlines our role in the SEP process, the key phases of the SEP and guidelines for structuring the on-site experience for maximum outcome.

This Handbook contains information on:

- Creating a Pipeline Diverse Graduate Students to Excel in Health Care
- Advancing The Performance of Tomorrow's Leaders
- [Selecting your SEP Intern](#)
- Helping Interns 'LEAP' to the Next Level of Performance.
- SEP Weekly Planner & Additional Materials

Once you have read through this manual, you should have a good understanding of how you can partner with the Institute to create a winning SEP internship at your organization.

ABOUT THE PROGRAM

The Summer Enrichment Program (SEP) is a 10-week, paid internship oriented toward academically strong, energetic, and innovative health care leaders of tomorrow. The SEP, designed to grow and strengthen the pipeline of health care leaders from underrepresented groups, places diverse graduate students pursuing advanced degrees in health care or a related field in a 10-week, paid internship at health care organizations across the country. Research has shown that diverse groups and inclusive environments improve patient care, bring forth new and innovative strategies, and improve employee engagement and retention. While students benefit from experiential learning, host sites gain the experience of mentoring, educating, and collaborating with new and upcoming leaders. Each year, more than 30 host sites commit to making a difference in the lives of graduate students from across the country. In building relationships between student and mentor, and seizing new opportunities for growth, SEP is a rewarding experience for all.

Since its inception in 1994, more than 1,500 interns have successfully completed the SEP. Former interns are the current CEOs and administrators of hospitals and health care organizations across the U.S

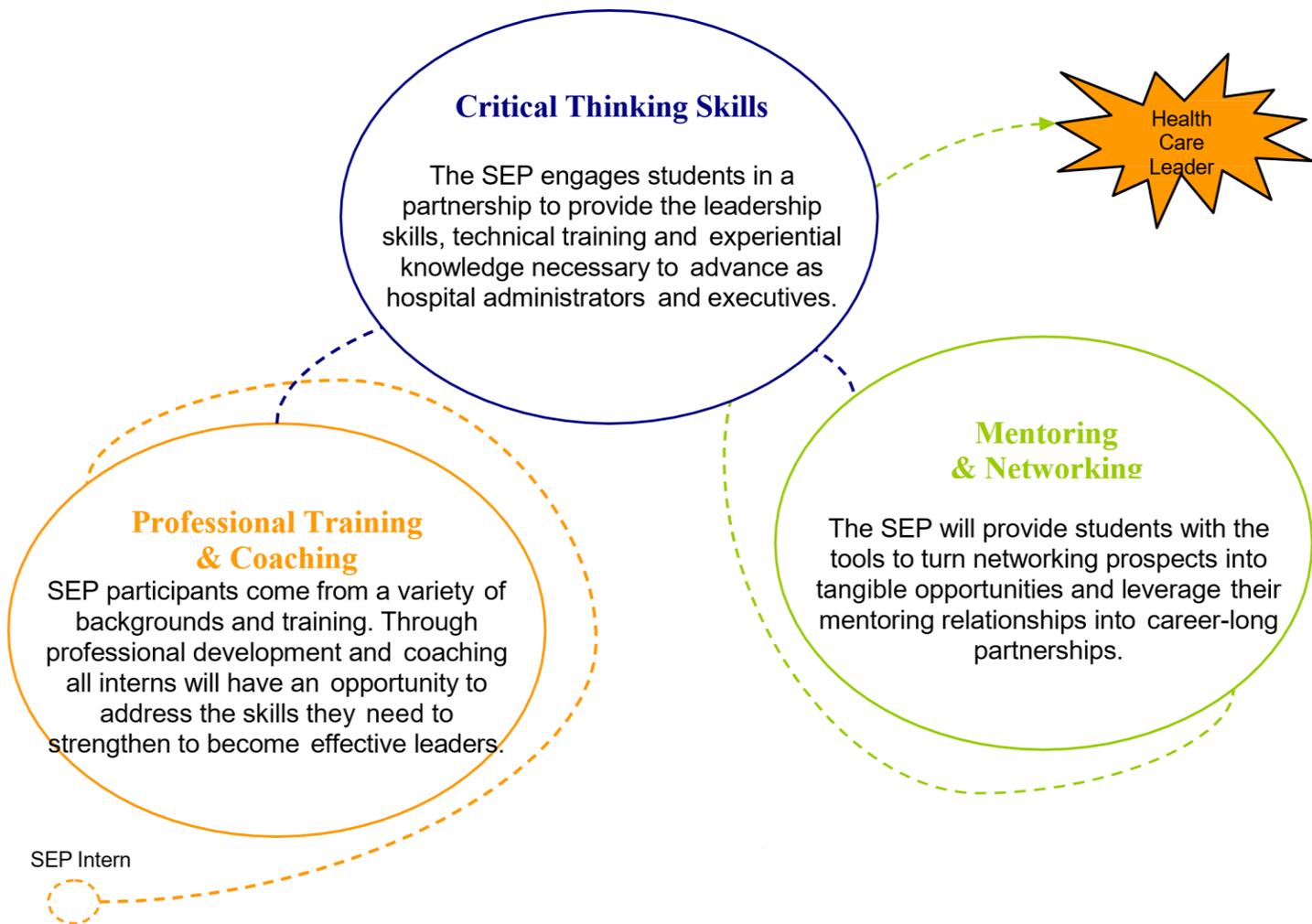
THE INTERNS: SEP interns are first and second year students currently enrolled in a health care oriented graduate program. This year, our students average a 3.5 – 4.0 GPA, boast broad research experience, and hold leadership positions within local and national organizations.

THE COST: The administrative fee for the SEP is \$2,000 member/\$2,500 non-member per intern, which the host site is responsible for paying. Interns are paid a weekly stipend by their host sites to assist them in covering their internship (approximately \$15.00 per hour).

THE REWARD: Participation in the SEP sends a powerful message that your organization is committed to inclusion, equity and developing diverse talent.

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The Goal



Committing to the Program

Register in the SEP database:

Registration for the program is a very simple process. It should take about 10 minutes, total. Follow these instructions to create your online profile and begin browsing for students, today.

Visit: <http://www.mentorscout.com/login.cfm>

(Note: You will want to bookmark that website for easy reference, later.)

- "Enter your Organization" enter **IFDSEP**.
- Enter your information. (Note: Be sure to fill out the grey "Host Site Section". Skip the blue "Student Section".)
- Once you have completed the registration, you will receive an email with your Profile Id. You'll need that to login, update your profile and view intern profiles.
- Download and review the SEP Preceptor Handbook from our website. It includes enhanced instructions for your onsite preceptor.
- Email the Institute at ifd-sep@aha.org to connect with any further instructions or questions for participation in the Summer Enrichment Program.
- Complete the SEP Host Site Commitment Form and upload it to your profile.
 - The Commitment Form conveniently lists all of the required activity for host sites.

Selecting your SEP Intern:

This is the process for selecting your SEP intern.

- **Selection of Intern:**

The Institute will take the criteria that you've developed for your internship and match you up with the 1 - 3 best matches for your internship. These students will either be in your geographic region or have the ability to move to your area for the summer. They will also research your hospital and have expressed interest in your internship.

Each student has also been vetted for professionalism, academic strength and will have a thorough understanding of the program. If they're being recommended to you, they are the strongest available candidate.

Research your candidates in the Database:

- Login to your profile, using the ID that you were emailed, when you created your profile.
- Click on the far right “START” button. That takes you to the Main Menu for your profile.
- Click on the “LookUp Users” button.
- Enter the first and/or last name of one of your candidates. When you hit “Look Up” it should offer you a link to the student profile.
- In addition to the information offered on the main profile page, you will also find several additional documents in the student’s “DOCUMENTS” page. Included, you will find:
 - a. A Letter of Introduction
 - b. Current Academic Resume
 - c. Current Transcripts
 - d. 2 Letters of Recommendation from current professors
 - e. Proof of US Citizenship

Interviewing and Offering the Internship:

Once you research your candidate, you need to contact them to set up the phone interview. The phone interviews are intended to approximate an actual job interview. You may want your HR director or Director of Diversity and preceptor to sit in on those interviews.

After you complete all of the phone interviews, contact your preferred candidate and offer them the internship. An Internship Offer Letter Template is available.

(Note: Students may take up to 24 hours to accept or decline an offered internship.)

- **If the student accepts the internship**, confirm the Start Date/ End Date for the internship. You may also want to begin the discussion of housing and transportation for the internship. Notify the Institute regarding your decision.
- **If the student rejects the internship**, thank them for their time and move onto the next student on your list.
- **If the alternate student accepts**, follow the instructions, above.

Students are instructed that commitment to a host site for an internship is a binding resolution. It is expected that they will follow through with the internship, once it has been accepted.

Preparing for the Internship:

There are some steps that you should take to prepare for your internship.

- Re-read the students online profile to familiarize yourself with their qualifications.
- Decide where the student will work in your facility. Close proximity to their preceptor will be helpful for when they have questions or need guidance.
- Meet with your HR Department to prepare all of the paperwork that the intern will need to fill out to get on the payroll for their short stay at your hospital. You may choose to scan copies to the student, to have them signed, scanned and sent back.
- Make your other staff members aware that a new summer temp will be onsite soon.
- Begin identifying possible Special Projects for the intern. (For more information about this, visit the “SEP Special Project” page of this manual.)

With these simple steps taken, the stage is set for you and your intern to enjoy a rich, fulfilling Summer Enrichment Program experience.

Invoicing for the SEP:

The Institute for Diversity will issue an invoice for your administrative fees, within a week of the student’s arrival. A copy of an Example Invoice follows on the very next page.

The administrative fee per intern is \$2,000 for members and \$2,500 for non-members. There is no limit on the number of interns you can accept.

Compensation for your SEP Intern:

The Institute recommends a rate of \$15.00 per hour/\$600 per week stipend. Interns are paid directly from your HR Department. It is important that your intern has all their necessary HR on-boarding material completed before the start of their internship.

Interns are expected to work a typical 40 hour work week.



**Institute for Diversity
and Health Equity**

An affiliate of the American Hospital Association

75 Remittance Drive, Suite 1072 Chicago, IL 60675-1072

Invoice 99999

Invoice Date: 11/01/2019

Customer ID 0009999999

Example: Health Care

Jane Smith
1000 East Main Street
City, State 99999

SELECT PAYMENT METHOD			
<input type="checkbox"/>	Check enclosed (made payable to IFD)		
<input type="checkbox"/>	Visa	<input type="checkbox"/>	Master Card
<input type="checkbox"/>	AMEX	Exp	Date /
Card # _____			
Name as it appears on card _____			
Cardholder's Signature _____			
Total Due	\$2,500.00	Amount Paid \$	_____

Phone Number:	(217)554-3000
Fax Number:	(217)554-4552
Email:	_____
PLEASE INDICATE ANY ADDRESS CHANGES BELOW	

DESCRIPTION	PRICE	QUANTITY	AMOUNT
SEP Program - 99999	\$2,500.00	1	\$2,500.00
SEP Administrative Fee for Name of SEP Intern			
Payment:			\$0.00

EXAMPLE INVOICE - DO NOT REMIT PAYMENT

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

TERMS: Payable (in US Funds) Upon Receipt of Invoice

Total Due	\$2,500.00
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HELPING INTERNS 'LEAP' TO THE NEXT LEVEL OF PERFORMANCE

In addition to providing a continuum of services, the SEP provides additional educational materials to complement the traditional 10 - week, on-site internship program. SEP interns also enjoy online webinars to connect with other current SEP interns. Through these programs the Institute ensures that all interns receive additional opportunities to synthesize their education with their on-site experience to achieve a higher level of performance.



Professional Development
& Training Series

Leadership Advancement
Series

Continuing Education
Series

In order to make the SEP a successful experience for interns and partners, the Institute provides the following resources and support materials during the on-site internship:

- The SEP Weekly Planner is provided for host sites and preceptors as a tool to guide participants through the on-site internship experience;
- SEP Special Project and Activities Guide; and
- SEP Host Site Checklist.

WEEKLY PLANNER

Week 1

- Finalize paperwork with your HR department and any other necessary details.
- One-on-one meeting with intern to discuss organizational priorities, initiatives and expectations for the internship.
- Host site organizational orientation.
- Intern attends general senior management and departmental meetings.
- Schedule introductory meetings with senior management team and other key staff members.
- Select a potential Special Project for your intern. (Once you get to know your intern better, you may select a different project at a later time.)

Week 2

- Second one-to-one meeting with intern to review personal goals and align with Special Project opportunities. Review list of additional activities at host site and review upcoming scheduled events.
- Intern resources, writes detailed potential challenges and barriers. Special Project proposal, deliverables key metrics, timeline and key
- Identify other hospitals/health systems in the area that intern may visit and reach out to contacts to schedule site visits for intern.
- Resolve invoice with Institute for Diversity administrative fees.

Week 3

- Bi-weekly meetings with intern to review projects, clarify deliverables, key metrics, timeline, key resources, potential challenges and barriers, etc.
- Schedule Special Project meetings analysis to identify key resources and begin detailed project
- Schedule visit to other hospitals/health systems in the area. Attend, if possible.
- Schedule and begin additional activities at host site.
- Intern attends general senior management and departmental meetings and individual meetings with the senior management team other key staff members.

Week 4

- Continue with Special Project meetings.
- Continue with visits and local bi-weekly meeting with intern hospitals and health systems and additional activities at host site to discuss project challenges and barriers.
- Continue general senior management and departmental meetings and individual meetings with the senior management team other key staff members.

Week 5

- Continue site visits at local hospitals and health systems and additional activities at host site.
- Continue Special Project meetings.
- Continue bi-weekly meeting between preceptor and intern.
- Continue general senior management and departmental meetings and individual meetings with the senior management team other key staff members.
- Mid-internship check-in with Education Specialist.

Week 6-9

- Mid-internship review with intern to discuss performance-to-date and identify any additional opportunities for professional development.
- Continue Special Project meetings.
- Continue site visits at local hospitals and health systems and additional activities at host sites
- Continue Special Project meetings and begin wrap-up analysis and/or recommendations.
- Schedule final meetings and/or lunches between intern and members of the Special Project team to outline conclusion of Special Project process.
- Continue site visits at local hospitals and health systems and additional activities at host site.
- Schedule an open meeting for intern to present special project to host organization staff
- Advise intern on post-internship job search by reviewing resume and identifying a goal and purpose in their career.

Week 10

- Continue with final meetings and/or lunches with members of the project team to resolve any outstanding issues.
- Fill out the "Host Site Evaluation Survey".
- Schedule final feedback meeting with project lead and your intern.
- SEP Intern presents a summary of the Special Project at an open meeting of your staff.

SUMMER ENRICHMENT PROGRAM SPECIAL PROJECT

A key element of the on-site internship is the Special Project. Interns are asked to work alongside health care leaders on a project of significance to the organization. Below is a list of previous projects that SEP interns have completed:

- Target market analysis for physician liaisons.
- Analyze the needs of the facilities management department to develop a comprehensive staffing plan.
- Draft a white paper on the impact of new technology or a service line opportunity.
- Conduct a capacity study for new digital mammography center.
- Develop and initiate best practices for the Department of Diversity and Inclusion.
- Draft a workforce allocation for dental positions for a national health care organization.
- Develop a business plan for the surgery department.
- Conduct an analysis for a medical consulting branch.
- Design a medical library for a new state hospital facility.
- Draft a strategic plan for technology adoption in surgical services.
- Lead discussions between faith-based groups in city officials to create contingency plans for emergency preparedness.
- Diagram materials management lost supply charge, analysis and improvement.
- Decrease wait times and improve throughput in the Emergency Department.
- Oversee a marketing campaign to develop new product lines and identify opportunities to improve the organizational dashboard.
- Conduct a feasibility study of OB/pediatric services at the hospital.
- Study staffing mix in emergency services cost management plan. ■
Redesign patient flow throughout medical/surgical facility.
- Improve the process of the inpatient bed flow in the Emergency Department.
- Develop a Web site and marketing strategy for a primary target audience.

SEP ACTIVITIES GUIDE

Meetings:

- Executive-level meetings
- Board meetings
- Leadership retreats
- Travel to corporate office, where applicable
- Organization-wide activities (e.g., United Way Events)
- Departmental visits (e.g., Emergency Department, Human Resources, etc.)

Clinical Activities:

- Clinical chairs committee meeting
- Medical staff office
- A day in surgery
- A day with a physician liaison
- Physician rounds
- Rounds with patient transport
- IT Implementation team for new clinical system

Other Enrichment Experiences:

- Site visits at other local hospitals and health systems
- Local health care-related conferences and meetings (e.g., AHA, ACHE, local professional groups, etc.)
- Visits to state legislature and/or city council meetings on key topics related to health care and the field.