



American College of
Healthcare Executives
for leaders who care[®]



**Institute for Diversity
and Health Equity**

An affiliate of the American Hospital Association

Preceptor Handbook

Summer Enrichment Program

Advance the Next Generation of Health Care Leaders

The Summer Enrichment Program utilizes preceptors in order to help interns successfully bridge the gap from the classroom to the workplace. To do so, interns must understand what it means to be an effective leader. We encourage preceptors to teach interns how to navigate organizational culture and other challenges that healthcare leaders must hurdle. These skills can be difficult to develop, but your expertise and guidance will assist students in this endeavor. Becoming a preceptor involves direct conversation and instruction. Please see below for recommended discussion points throughout the summer.

Highlight the unique aspects of your organization's culture.

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

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

Openly discuss the challenges facing your organization.

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

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

Share the lessons you have learned from your work.

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

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

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

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