



College of Continuing  
& Professional Studies  
UNIVERSITY OF MINNESOTA

# Health Services Management Program 2023-24

Internship Handbook

A photograph of a red banner hanging from a black lamppost. The banner has gold text that reads 'UNIVERSITY OF MINNESOTA Driven to Discover'. The background shows trees with yellow and green leaves, suggesting an autumn setting. The banner is slightly tilted to the right.

UNIVERSITY  
OF MINNESOTA  
Driven to  
Discover

<b>U of M Health Services Management Program Overview</b>	<b>2</b>
HSM Program Mission Statement	2
HSM Program Vision Statement	2
HSM Program Values	2
Competencies & Program Outcomes	3
HSM Student Overview	3
<b>Health Services Management Program Internship Information</b>	<b>4</b>
Definition of Internship	4
Internship Objectives	5
Student Preparation	5
Internship Timing	6
Financial Arrangements	6
Experience Agreement Form	6
Internship Activities	7
Virtual/Remote Arrangements	7
<b>Internship Roles</b>	<b>8</b>
Mentor Role	8
Student Role	8
Health Services Management Staff Roles	9
Internship Coordinator	9
Course Instructor	9
HSM Faculty Director	9
<b>Important Policies</b>	<b>10</b>
Background Checks	10
Contracts/Affiliation Agreements	10
HIPAA	10
Insurance Requirements	10
Misconduct, Harassment, and Discrimination	11
Termination	11
<b>Contact Information</b>	<b>11</b>
<b>Appendix A: Internship Site Expectations</b>	<b>12</b>
<b>Appendix B: Sample Mentor Job Description</b>	<b>13</b>
<b>Appendix C: Frequently Asked Questions for Internship Sites</b>	<b>14</b>

# U of M Health Services Management Program Overview

The Bachelor of Applied Science (BASc.) undergraduate degree in Health Services Management (HSM) is housed within the College of Continuing and Professional (CCAPS) at the University of Minnesota Twin Cities (U of M) and develops successful students and future health care business leaders.

Some HSM Program highlights include:

- Strong faculty: Health care industry experts paired with curriculum experts, enhancing real world understanding of health care issues and needs
- Excellent applied healthcare industry support through its active and representative HSM Advisory Board
- Focus on diversity, equity, and inclusivity in all health services management courses
- Hands-on HSM internship program with 200 hours of applied experience including a final presentation
- Our program meets the rigorous certification standards of the Association of University Programs In Health Administration ([AUPHA](#)) - one of only two certified programs in the State of Minnesota

## HSM Program Mission Statement

Through excellence in education and applied community engagement, the University of Minnesota Health Services Management program advances health by developing leaders focused on transforming health care delivery and services in the United States and globally.

## HSM Program Vision Statement

Developing knowledgeable leaders who advance the health and well-being of people, organizations, and communities by transforming health services through applied innovation and collaboration.

## HSM Program Values

**Excellence:** We consistently exceed expectations in our work. We seek out opportunities and continue to evolve the HSM program into a recognized national model of excellence.

**Diversity, Equity, and Inclusion:** We champion diversity in faculty, students, and community; ensure equity throughout the HSM community; and foster inclusion of diverse thought, experiences, and backgrounds in our work.

**Integrity:** We approach our work with genuineness, trust, and respect. We use science and ethical decision-making skills when approaching problems.

**Innovation:** We approach our work with curiosity and proactively seek out and integrate cutting-edge and promising technologies, knowledge, and practices in curriculum.

**Service & Community:** We develop strong, long-term relationships with our communities through professional connections and service.

## Competencies & Program Outcomes

**Evidence-Based Leadership:** Practice evidence-based servant leadership to ensure excellent health services outcomes.

**Management:** Leverage sound business principles and technology to guide day-to-day operational, strategic, and clinical decisions that ensure delivery of value-based health care.

**Communication and Collaboration:** Communicate and collaborate within and among disciplines, health services, and communities to transform patient care, improve health, and add value.

**Strategic and Business Planning:** Formulate business plans aligned with health policy, population health, governance, and regulatory/legal entities.

**Innovation:** Combine system and design thinking to deliver innovative and integrative health services.

**Ethics and Social Responsibility:** Promote ethics and social responsibility at all levels of health services and management.

## HSM Student Overview

In the 2023-24 academic year, there are currently 155 students pursuing the Health Services Management major. Of those students, 77% are female and 23% male, and 61% are students from diverse backgrounds. These students have broad interests in hospitals and health systems, long-term care facilities, managed-care and health insurance companies, physician groups, home health, government and public health agencies, and more!

See articles on [Soliana Ghidewon](#), HSM [program alumni](#), as well as stories of [former interns](#) for a closer look at these diverse perspectives and experiences.

# Health Services Management Program Internship Information

One of the objectives of the HSM Program is to prepare undergraduates capable of becoming accomplished health care/services business leaders in all types of health care/services organizations through course preparation and an on-site experiential internship. The HSM internship is not a patient care activity. Students can not be involved in direct patient care delivery.

## Definition of Internship

The National Association of Colleges and Employers (NACE) defines an internship as “a form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and skills development in a professional setting. Internships give students the opportunity to gain valuable applied experience and make connections in professional fields they are considering for career paths, and give employers the opportunity to guide and evaluate talent.”

To ensure that an experience—whether it is a traditional internship or one conducted remotely or virtually—is educational, and thus eligible to be considered a legitimate internship by the NACE definition, all the following criteria must be met. An internship must provide:

1. a learning experience with a real-world opportunity to apply the knowledge gained in the classroom. It must not be simply to advance the operations of the employer or replace the work that a regular employee would routinely perform.
2. learned skills and knowledge that are transferable to other employment settings.
3. a defined beginning and end that is mutually agreed upon and consistent with institutional sponsor guidelines and schedules.
4. a position description with clear responsibilities and required/desired qualifications.
5. clearly defined learning objectives/goals supportive of the student’s academic program goals and institutional requirements.
6. direct supervision by a professional(s) with relevant expertise and educational and/or professional experience who provides productive feedback, guidance, and the resources and equipment necessary to successfully complete the assignment.

National Association of Colleges and Employers. “What Is an Internship?” Accessed September 3, 2023. <https://www.nacweb.org/internships/>

## Internship Objectives

1. Demonstrate real-time problem-solving and business skills in a health care-related work environment.
2. Interpret and observe the role, function, and style of middle and senior management individuals in order to learn from them.
3. Apply and evaluate coursework skills, theories, and concepts learned from the health services management classes within a controlled internship environment.
4. Generate an improved resume with industry-specific experience, and make potential future employment/networking contacts.
5. Completion of a presentation at the end of the internship. The presentation should reflect applied skills and expertise learned in the health services management program and their impact/effect in the internship role and organization.
6. Demonstrate effective communication and interpersonal skills both at the work site and in a presentation environment.
7. Evaluate the student needs for professional and potential career development in Health Services Management.
8. Apply mentor evaluation of the student to improve their competencies and skills for professional and potential career development in Health Services Management.

## Student Preparation

HSM students must have completed all HSM foundation courses (accounting, economics, etc.) and the majority of the core HSM courses prior to enrolling in their HSM 4596 Internship course, including the following prerequisites:

- Career and Internship Skills in Health Services Management (HSM 3051)
- Health Care Delivery Systems (HSM 3521)
- Health Care Administration and Management (HSM 4561W)
- Human Resources in Health Care Settings (HSM 4531)
- Health Care Finance (HSM 4541)
- Health Care Law and Ethics (HSM 4591)
- Recommended: Health Care Quality and Patient Safety Management (HSM 4301)
- Recommended: Project and Program Management in Health Services Management (HSM 4043)

In these courses, students have been required to analyze data, write numerous reports, work in group projects and make oral case and organizational presentations that have been reviewed and graded by the faculty. The combination of management projects and applied health services management courses provides a solid foundation for the internship.

## Internship Timing

Students complete a minimum of 200 hours of internship experience (1,000 hours for those seeking LTC licensure). The internship hours can be completed in the fall (September–December), spring (January–May) or summer (May/June–August). The specific dates of the internship must line up closely with the start and end dates of the term. Students are able to register for HSM 4596 up to three times. Each separate enrollment will require students to complete a new course, as well as a different presentation, in order to receive the additional credit(s).

## Financial Arrangements

The Health Services Management program strongly encourages paid internships. Internships require more work and commitment than most volunteer positions, so compensation is a fair expectation. Paid internships also tend to draw more committed, diverse, and qualified candidates. Participating in unpaid internships can pose a significant barrier for some HSM students. The HSM Program leaves it to the discretion of the individual organization to provide a wage commensurate with the amount provided to other students working in a similar capacity. The average pay in 2022-23 was \$19.67 per hour.

The Department of Labor provides specific criteria for determining whether an employment relationship exists with interns for purposes of complying with minimum wage compensation laws. The criteria are listed in Fair Labor Standards Act Fact Sheet #71, which can be found at <https://www.dol.gov/agencies/whd/fact-sheets/71-flsa-internships>. Please review the rules provided by the Department of Labor to determine whether the internship qualifies for an exemption from minimum wage compensation.

## Experience Agreement Form

In order to register for the internship course, students must submit an experience agreement with the internship details, including company, supervisor, pay, dates, and job responsibilities. The completed form will be sent to the supervisor specified by the student. The internship supervisor/mentor should review the information provided by the student. The supervisor must also agree to the internship site expectations available in the form and in [Appendix A](#).

## Internship Activities

The internship is made up of the following components:

- **Orientation:** A comprehensive orientation to the mission, philosophy, operational framework, and external relationships of the organization is an essential starting place for the orientation of interns.
- **Responsibilities, Projects and Final Presentation:** A student should engage in detailed staff assignments designed to give practical experience at various administrative levels. To ensure that the student gains a well-rounded health services management experience, it is important that responsibilities and projects be viewed in aggregate when planning the internship. The students are required to work on a presentation as a major part of their course grade to showcase their learned skills and expertise and their application in the internship setting to an audience of students, faculty, and industry professionals.
- **Access to Meetings:** As a part of their internship, the student is encouraged to be exposed to different departments of the organization when possible and ideally to some of the organization's high-level meetings, as relevant to their role. Arrangements should be made to facilitate attendance at meetings of the management staff, medical staff, governing board, or clients when appropriate.

## Virtual/Remote Arrangements

While in-person internships are the most effective for orienting students to workplace culture, practices, and on-site professional relationships, virtual internships—completed remotely—provide different yet equally significant benefits. Remote internships give students the opportunity to flex and grow multiple skills required by the task, including digital literacy, while adding value to an organization. Benefits to the organization include:

- Broader applicant pool allowing for a greater diversity of candidates and expanded geographical access
- Competitive hiring advantage and talent pipeline
- Flexibility in length of internship and potential cost savings
- Increased capacity to advance your organization's mission and goals through creative solutions
- Tapping new ideas from Gen Z, commonly referred to as “digital natives”

For additional tips, visit the [Career & Internship Services](#) office at the University of Minnesota.



# Internship Roles

## Mentor Role

A mentor is an individual assigned by the organization to provide practical experience, training, and feedback to an intern. The relationship between the mentor and the intern is key to the internship experience. For this reason, we suggest that the student have a mentor as a point of contact in the general management of the organization to provide an environment conducive to a creative and constructive learning experience. The individual that hires the intern may be different than the on-site mentor. The mentor's responsibilities include, but are not limited to the following:

- Discuss the intern's progress and the opportunities or challenges facing the organization on a regularly planned schedule (about once each week).
- Provide the intern ample opportunities to engage in research and make recommendations for the organization.
- Assist interns by making themselves available to discuss and provide feedback as interns develop their project(s).
- Encourage members of the management staff to participate, to varying degrees, in the training of the intern. To accelerate the development of these relationships, it is recommended that the intern have an opportunity to attend as many meetings with the management staff as time permits.

Refer to [Appendix B](#) for a sample Mentor Job Description.

## Student Role

The student intern's responsibilities include but are not limited to the following:

- Meet the requirements and responsibilities established by the mentor and organization.
- Act in a professional and ethical manner as a representative of the HSM program at the University of Minnesota.
- Maintain confidentiality of organization and work-related projects.
- Communicate absences according to organizational policy.
- Be on time and dress professionally.
- Complete course assignments as assigned.
- Submit final evaluation of internship site.

- Address concerns directly with the on-site mentor or internship coordinator and course instructor.

## Health Services Management Staff Roles

### **Internship Coordinator**

The internship coordinator's responsibilities include but are not limited to the following:

- Work with students on a regular basis before the internship by providing support, resources, orientations, and materials as needed.
- Liaise with the Career & Internship Services Office.
- Communicate regularly with students throughout the search process.
- Clarify and enforce internship requirements and paperwork.
- Review internship site evaluations with the faculty director to address areas of growth in the search process and internship sites.

### **Course Instructor**

Students are enrolled concurrently in a one-credit course while completing their internship. The instructor's responsibilities include but are not limited to the following:

- Evaluate and grade each student's performance based on course assignments, mentor evaluation, student self-evaluation, and final project/presentation.
- Provide students with information and guidance in the completion of their objectives, projects, and assignments that they have been given by their mentors.
- Act as a mentor and resource, available via email, office hours, phone, etc., during the student's internship experience to answer questions or handle any concerns the student intern or mentor may have.

### **HSM Faculty Director**

The faculty director's responsibilities include, but are not limited to the following:

- Oversee curriculum development to make sure interns are learning the most current and important health services management topics and skills.
- Develop and maintain relationships with health service organizations in which students may secure health services management related internships.

- Conduct site visits with current and potential health care organization sites to ensure facilities and mentors are providing a comprehensive learning experience for the student intern.
- Be accessible to both students and mentors throughout the internship to help address any concerns.

## Important Policies

### Background Checks

It is not the Health Services Management program policy to perform background checks on all students. The HSM program does not certify or vouch for the background of the students who participate in this internship. Accordingly, organizations must conduct their own background check or require the student to obtain a background check to determine fitness for the position.

### Contracts/Affiliation Agreements

The HSM program does not require sites to have formal affiliation agreements to host interns. An affiliation agreement can be established with a site that would like to establish a partnership and host interns regularly. A standard, nonclinical internship affiliation agreement template can be provided as a reference point.

If a site requires an affiliation agreement with the University of Minnesota, it must be initiated so there is plenty of time (several weeks or months, depending on the complexity) to complete through the Office of General Counsel.

### HIPAA

Interns are expected to know and comply with the Privacy Rule, which serves to ensure that individuals' health information is properly protected while allowing the flow of health information needed to provide and promote high-quality health care and to protect the public's health and well-being. Strict compliance with all aspects of HIPAA is required of interns. For more information: <http://www.hhs.gov/ocr/privacy/hipaa/understanding/summary/index.html>.

### Insurance Requirements

The University of Minnesota requires students to have health insurance coverage. Students without health insurance may be able to buy coverage from the Office of Student Health Benefits.

Because students are not performing clinical duties, they generally do not need professional liability insurance. For most employers, student administrative interns can be used without affecting their insurance. If the organization requires students to obtain coverage, the student is responsible for obtaining it, and the organization must notify the student of that responsibility. The University of Minnesota does not provide liability coverage for students participating in internships or extend its insurance to students.

## Misconduct, Harassment, and Discrimination

Please visit the [Equal Opportunity and Access](#) website for the full policies on discrimination, harassment, and sexual misconduct at the University of Minnesota. These policies are followed during the internship, and concerns about discrimination, harassment, and sexual misconduct need to be reported to the internship coordinator as soon as possible.

## Termination

Students are expected to conduct themselves in a professional manner and by the highest standard of ethics, as representatives of the University, the internship organization, and the HSM program. During the internship, if the intern does not fulfill their professional obligations to the organization, this will result in the termination of the internship and a failing grade. The decision for this termination will be made between the mentor, the internship coordinator, and the instructor.

In rare situations, students may not feel they are a fit for the role or the organization. The student may request to end the internship with the organization after meeting with the HSM internship coordinator. In this case, the HSM internship coordinator and/or faculty director will engage with the site mentor/supervisor to assess the situation, receive and provide constructive feedback, and establish a corrective or exit plan.

## Contact Information

For additional information or questions about the information contained in this document, contact the HSM internship coordinator, Alissa Bigelow, at [hsminternships@umn.edu](mailto:hsminternships@umn.edu) or 612-625-5276.

# Appendix A: Internship Site Expectations

## College of Continuing and Professional Studies: Academic Internships

On behalf of the College of Continuing and Professional Studies (CCAPS) at the University of Minnesota, thank you for your interest in hosting one of our students as an intern at your organization.

In order for the student to complete an internship for academic credit in CCAPS, we need approval from an appointed individual at your organization who is willing to supervise the student intern in their work and learning on site, approve a learning agreement, and complete a final evaluation.

We also encourage internship sites to adhere to the following best practices in hosting an intern at your company or organization.

### Best Practice Guidelines for the Hosting Internship Site:

1. Encourage and support the learning aspect of the student's internship, including approval of learning objectives and facilitation of project and presentation.
2. Designate a professional staff person or employee to serve as an advisor or supervisor with responsibilities to orient the student to the organization and its culture, to assist in the development of learning objectives, and to confer regularly with the student to monitor progress.
3. Provide adequate supervision (recommended one meeting per week or every other week) for the student, and assign duties that are progressive, challenging, and related to the student's area of interest.
4. Make equipment, supplies, and necessary space available for the student to perform their duties.
5. Provide a safe working environment and space for the intern to complete necessary work functions.
6. Provide an evaluation of the student's performance at the end of the student's internship.
7. Agree to adhere to the Department of Labor guidelines for Internship Programs under the Fair Labor Standards Act: <https://www.dol.gov/agencies/whd/fact-sheets/71-flsa-internships>.
8. Provide the opportunity to complete a minimum of 200 internship hours at the organization.

We look forward to partnering with your organization to provide a valuable learning opportunity for our students. If you have any questions, please email the internship coordinator, Alissa Bigelow, at [hsminternships@umn.edu](mailto:hsminternships@umn.edu).

## Appendix B: Sample Mentor Job Description

The mentor is generally a health services manager, director, or administrator (with three or more years of experience) who is working at the sponsoring internship site. Responsibilities of the mentor include the following:

- Serve as a role model, coach, and mentor to the student intern.
- Assist the student in getting the proper hiring process and paperwork completed.
- Make equipment, supplies, and necessary space available for the student to perform their duties.
- Provide orientation to the student concerning organizational policies, rules, and regulations.
- Assist the student in identifying learning outcomes and activities to achieve them.
- Assign the student specific and significant duties, responsibilities and projects, to further the student's understanding of the roles and responsibilities of a health services administrator while contributing meaningfully to the operations of the organization, without replacing other staff.
- Introduce the student to key personnel, and arrange for the student to attend staff and management-level meetings, as appropriate to their role, during the allotted time.
- Observe the student's interactions and work within the organization, and provide regular feedback concerning positive notes and needed improvement regarding behaviors and outcomes in all aspects of the organization's operations, as well as in general managerial activities and skills.
- Share information and thought processes with the student to provide as much insight as possible into successful approaches to management problem solving and administrative roles, including culture, diversity and equity building, and leadership roles.
- Provide a concluding evaluation of the student's performance during the internship upon completion in a manner which will encourage the student to grow in their administrative skills and competencies.
- In the rare instance of misconduct, please contact the internship coordinator immediately (Alissa Bigelow at [hsminternships@umn.edu](mailto:hsminternships@umn.edu) or 612-625-5276) to determine appropriate action to rectify problems or conclude the internship experience at the organization.

## Appendix C: Frequently Asked Questions for Internship Sites

### **What is the purpose of the Health Services Management (HSM) internship?**

The internship is a required component of the health services management academic program that provides students with a consolidated period of time to relate and apply what they have learned in the classroom to a health care organization. The purpose of the internship is to provide an introduction to the daily activities of a health care organization from the perspective of business management. Whenever possible, the internship is tailored to the interests and professional needs of the student.

### **What differentiates HSM interns from other applicants?**

HSM students have completed a series of courses prior to the internship designed to give them an understanding of and exposure to basic business management challenges in health care organizations. Students have also been required to analyze data, write numerous reports, collaborate on group projects, and make oral case and organizational presentations that have been reviewed and graded by faculty. The combination of management projects and applied health services management courses provides a solid foundation for the internship.

### **How does a student find an internship?**

Students are responsible for finding their own positions, with the assistance of the HSM Internship coordinator and [Career & Internship Services](#). Students are encouraged to seek internships at organizations in which they have an interest. They can also view a list of open internship positions available on [Handshake](#), the University of Minnesota's professional job, internship, and volunteer opportunities database.

### **How do I post my paid/unpaid internship?**

The best way to promote your position to students is to post your opportunity via Handshake. University of Minnesota undergraduate students are trained to use it as a top resource, and recent alumni also continue to use Handshake to find opportunities. Visit this [link](#) for more information on how to set up an account and use the features in Handshake.

### **Can I view HSM student resumes?**

Students and alumni job seekers can upload their resume into Handshake for you to view, as long as you have an employer account. If you would be interested in an electronic resume book of HSM students in the future, please contact [hsminternships@umn.edu](mailto:hsminternships@umn.edu).

### **When can the internship be completed?**

The internship requirement can be completed during the fall term (September–December), spring term (January–May), or summer term (May/June–August).

### **How many hours does an intern need to work in any given semester?**

The HSM internship requires a minimum of 200 hours. While 200 hours is the minimum program benchmark, HSM students are encouraged to complete as many hours as possible at the internship site, so it is not necessary for internship site providers to decrease the number of hours required for their internships to 200, if this is not appropriate for their site. For example, if it is necessary for a student to commit to 400 hours at your site in order to achieve a fulfilling and mutually beneficial experience, then you should continue to require a 400-hour minimum. If a part-time (10, 15, or 20 hours per week) internship opportunity at your site is identified, some HSM students might consider that a more appealing option, given their goals and availability.

### **What is the typical pay range for an HSM internship?**

The average pay in 2023 was \$19.67 per hour (range of \$15.00–\$25 per hour).

### **What are the internship requirements?**

All students should have an orientation to the organization at the start of the internship and access to meetings with a variety of internal and external constituents throughout the duration of the experience. A major component of the internship is assigned responsibilities and/or projects designed to give practical experience at various administrative levels. As a requirement of the HSM internship, students must give a formal presentation of their role and learned and applied skills and their application in the internship setting to an audience of students, faculty, and professionals. The student should also have a mentor as a point of contact in the general management of the organization.

### **What are some sample projects an intern might work on?**

Students have previously worked on a variety of roles/responsibilities including: provider productivity and compensation metrics, clinical quality metrics and patient retention, patient check-in process improvement, clinical supply workflow implementation, updating databases, policies and procedures, diversity and inclusion initiatives, marketing and social media reach, and working on a clinic insurance guidebook, etc.



*The University's mission, carried out on multiple campuses and throughout the state, is threefold: research and discovery, teaching and learning, and outreach and public service.*

*The University of Minnesota shall provide equal access to and opportunity in its programs, facilities, and employment without regard to race, color, creed, religion, national origin, gender, age, marital status, disability, public assistance status, veteran status, sexual orientation, gender identity, or gender expression.*

*Inquiries regarding compliance may be directed to the Director, Office of Equal Opportunity and Affirmative Action, University of Minnesota, 274 McNamara Alumni Center, 200 Oak Street SE, Minneapolis, MN 55455, 612.624.9547, eoaa@umn.edu. Website at eoaa.umn.edu.*

*This publication/material is available in alternative formats upon request. Please contact Alissa Bigelow, College of Continuing & Professional Studies, 1994 Buford Avenue, 20 Ruttan Hall, Saint Paul, MN 55108, 612-624-4000*