OST 621
Leadership in Healthcare
CLERKSHIP ELECTIVE ROTATION SYLLABUS
(Nonclinical Rotation)

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At MSUCOM, we are constantly working to improve our curriculum and to meet new AOA accreditation guidelines. We need to meet the challenges of modern medicine that force us to innovate. While changes will generally be instituted at the beginning of the school year, changes may also be implemented semester to semester.

Please be mindful of the need to read your syllabi before beginning your rotations.
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INTRODUCTION AND OVERVIEW

Greetings and Welcome to “Healthcare in Leadership”

Leadership is a core competency for an effective physician, yet leadership skills are rarely taught and reinforced across the continuum of medical training. In medicine, physicians become leaders early in their careers, as residents, and as they advance in the ranks. Transformational leaders, or leaders who develop people and organizations to become more effective problem solvers and innovators, have replaced an outdated leadership model that sought to control people and systems. Transformational leaders have the capacity to inspire, generate motivation, leverage strengths, and develop high performance within their teams.

Leadership in Healthcare is a three-credit hour, two-week elective course that provides students with an opportunity to engage in a curriculum that enables a growth mindset for aspiring leaders. Through a comprehensive curriculum, focused on building personal leadership tools, students will be exposed to various leadership theorists, professionally relevant media and publications, expert panelists, and group discussions, that seek to enhance one’s leadership acumen.

ELECTIVE COURSE SCHEDULING

Required Prerequisites
- There are no prerequisites required in order to enroll in this course.
  - An application is required for every selective/elective rotation.
  - 30-day advance application approval required (applies to a rotation add, change or cancellation)

Course Confirmation and Enrollment
- The student must be an active student at Michigan State University College of Osteopathic Medicine (MSUCOM).
- Student must complete five core rotations prior to any elective rotation.
- The student must receive MSUCOM confirmation and enrollment prior to beginning any elective rotation.
  - Once the student receives rotation acceptance from the host site, students must provide the elective application and host site approval to COM.Clerkship@msu.edu for MSUCOM confirmation and scheduling.
  - MSUCOM confirmation and enrollment is complete when the rotation is visible on the student’s schedule.
  - MSUCOM confirmation must occur at least 30 days in advance of the rotation.

ROTATION FORMAT

This rotation has been designed to cover primary topics in healthcare leadership. This is a virtual rotation 2-week elective for 3 credits. All coursework will be completed on D2L. This course may be taken for a maximum of 2 weeks.

This course will fulfill elective requirements but does not count towards either medicine or surgery requirements.
GOALS AND OBJECTIVES

GOALS
The goals for this rotation including the development of professional acumen in the field of leadership and transformational change. The course will equip aspiring healthcare leaders to understand one’s own leadership style through a comprehensive analysis of one’s interpersonal literacy and a broad overview of their systems literacy.

OBJECTIVES
1. Develop a greater sense of self-awareness in aspiring healthcare leaders.
2. Maximize leaders potential to create high performing healthcare teams.
3. Equip aspiring leaders to lead with agility during turbulent times.
4. Develop change management strategies.
5. Provide skills necessary to becoming a highly valued team members in the healthcare setting.

COLLEGE PROGRAM OBJECTIVES
In addition to the above course-specific goals and learning objectives, this clerkship rotation also facilitates student progress in attaining the College Program Objectives. Please refer to the complete list provided on the MSUCOM website (https://com.msu.edu/) and in the Student Handbook.

REFERENCES

SUGGESTED STUDY RESOURCES

Recommended Texts

Optional Texts

**ROTATION REQUIREMENTS**

<table>
<thead>
<tr>
<th>REQUIREMENT</th>
<th>SUBMISSION METHOD</th>
<th>DUE DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Evaluation of Clerkship Rotation</td>
<td>Can be accessed and submitted via the “Student Evaluation” link in Kobiljak online schedule.</td>
<td>Last Day of Rotation</td>
</tr>
<tr>
<td>Live Discussions</td>
<td>D2L</td>
<td>Daily</td>
</tr>
<tr>
<td>Video Summary</td>
<td>D2L</td>
<td>End of week one</td>
</tr>
<tr>
<td>360 Review</td>
<td>D2L</td>
<td>Middle of week two</td>
</tr>
<tr>
<td>Leadership Interview</td>
<td>D2L</td>
<td>End of week two</td>
</tr>
<tr>
<td>Leadership Development Plan</td>
<td>D2L</td>
<td>End of course</td>
</tr>
</tbody>
</table>

**ROTATION EVALUATIONS**

Student Evaluation of Clerkship Rotation

Students will submit their rotation evaluations electronically at the conclusion of every rotation by accessing their online evaluation system at:

http://hit-filemakerwb.hc.msu.edu/Clerkship/login_student.html
Unsatisfactory Clinical Performance
The Instructor of Record and/or the Assistant Dean for Clerkship Education will review/investigate a student's performance on a rotation when a concern is raised by the supervisor(s).

Professionalism concerns, as well as accolades, will also be referred to the MSUCOM Spartan Committee Clearinghouse for resolution, per MSUCOM’s Common Ground Framework for Professional Conduct.

CORRECTIVE ACTION PROCESS
If a student does not successfully complete the rotation requirements of the course, the student will receive an ET grade and be permitted to go through a ‘Corrective Action’ process.

The student is responsible for contacting the Course Assistant (on the first page of this syllabus) if they believe missing assignments were reported in error or are unclear about the Corrective Action process.

The steps of the “Corrective Action” process for Leadership in Healthcare are as follows:
1) The student will be required to contact the Course Director
2) Pending evaluation of deficiency, the student may still be offered the opportunity to submit all course requirements due, along with an additional requirement
3) If deficiency is deemed egregious, the student will not pass the rotation

If a student completes the corrective action successfully, as determined by the Instructor of Record, the student will receive credit for the deficient academic grading requirement(s).

If a student does not complete the corrective action successfully, as determined by the Instructor of Record, the student will receive an "N" grade for the course.

As determined by the Instructor of Record, the student will receive an N grade for the course if all assignments and the Corrective Action process are not completed successfully within 14 days after the last day of rotation at 11:59pm. Additionally, a letter of unprofessional behavior for late submission of assignments will be sent to the MSUCOM Spartan Community Clearinghouse.

If a student successfully completes the Corrective Action process, as determined by the Instructor of Record, the student will receive credit for the deficient academic grading requirement(s) and be eligible for a rotation grade change from ET to Pass.

STUDENT RESPONSIBILITIES AND EXPECTATIONS
During the two weeks of the rotation, the student is required to meet clinical and academic responsibilities:

Review reading material and video vignettes, participate in live sessions and discussion boards, attend panel discussions, submit assignments online, including a course reflection paper.

This course must be taken within a two-week sequence, per the interactive nature of its delivery. As such, this rotation is not offered as a full semester course (001) which is one half day for 16 weeks.
CLINICAL RESPONSIBILITIES

The student will meet the following clinical responsibilities during this rotation:

Be present for every live session. Practice active engagement, including turning on one’s Zoom camera. Treat instructors, guests, and classmates with respect. Listen attentively. Submit assignments on time, after proofreading content. Be ready to give and receive feedback and engage in self- and group-reflection.

o Students are responsible for completing any and all additional requirements set by the hospital/clinical site in which the student is completing the rotation. However, students are not responsible for reporting results of requirements outside the ones listed above to the college.

MSU COLLEGE OF OSTEOPATHIC MEDICINE STANDARD POLICIES

The following are standard MSUCOM policies across all Clerkship rotations.

ATTENDANCE POLICY

OVERVIEW

Michigan State University College of Osteopathic Medicine (MSUCOM) requires student participation in clerkship rotations and clinical activities with consistent attendance to acquire the skills and knowledge that are necessary for successful program completion. Students are expected to take minimal time off outside of vacations already appearing in schedules and should only request time off in the rare events and circumstances outlined below.

Specific courses may have additional absence requirements from this general clerkship policy, and it is the student’s responsibility to adhere to these requirements according to the respective course syllabus.

GENERAL POLICY

• All absences from rotations must be excused absences obtained by completing the Clerkship Program Excused Absence Request Form.
  o Appropriate signatures must be obtained from both the attending physician and the student coordinator at the rotation site.
  o MSUCOM Assistant Dean for Clerkship Education must approve absences for prolonged illnesses, bereavement, research presentations/conferences, or absences exceeding the maximum time off any one rotation.
  o Once appropriate approval signatures are obtained, forms should be maintained for your records in the event they are requested or required at a later date.

• Unexcused absences are absences taken without the proper completion of the Clerkship Program Excused Absence Request Form, or absences outside of those listed in the Clerkship Attendance Policy. Unexcused absences are considered unprofessional and will result in a report to the Spartan Community Clearing House and/or the MSUCOM Committee on Student Evaluation (COSE).
<table>
<thead>
<tr>
<th>Length of rotation</th>
<th>Maximum number of days off</th>
<th>Exception for residency interviews from October to January in Year 4 only</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 weeks</td>
<td>2 days</td>
<td>Should an absence exceed these limits, the student is responsible for requesting additional days from the Assistant Dean for Clerkship Education via email (<a href="mailto:com.clerkship@msu.edu">com.clerkship@msu.edu</a>) prior to the absence.</td>
</tr>
<tr>
<td>2 weeks</td>
<td>0 days</td>
<td>A fourth-year student may be absent a total of 4 days on any 4-week rotation, or 2 days on any 2-week rotation during the months of October-January during Year 4 for interview purposes only. If interview absences exceed these totals, the student must request additional days off from the MSUCOM Instructor of Record (IOR) for the course/rotation by submitting a Clerkship Program Excused Absence Request Form to the Course Assistant (CA). Contact information for the IOR and CA are found on the first page of the respective MSUCOM course syllabus.</td>
</tr>
<tr>
<td>Absence Type</td>
<td>Qualifications</td>
<td>Maximum number of days off</td>
</tr>
<tr>
<td>---------------------------</td>
<td>-------------------------------------------------------------------------------</td>
<td>----------------------------</td>
</tr>
<tr>
<td>Personal Day</td>
<td>Illness&lt;br&gt;Medical/Dental appointments&lt;br&gt;Wedding, family graduations (additional reasons must be discussed with the Asst Dean for Clerkship Education prior to request)</td>
<td>5 total days per year (individual events must comply with the max of 2 days off any 4-week rotation)</td>
</tr>
<tr>
<td>Jury Duty</td>
<td>Court documentation must accompany the Clerkship Program Absence Request Form.</td>
<td>N/A</td>
</tr>
<tr>
<td>Hospital-organized community events</td>
<td>Example: Special Olympic Physicals</td>
<td>N/A</td>
</tr>
<tr>
<td>Examination</td>
<td>COMLEX USA Level 2&lt;br&gt;CE/USMLE Step 2&lt;br&gt;CK/Canadian MCCEE</td>
<td>1 day</td>
</tr>
<tr>
<td></td>
<td>COMAT/NBME shelf examinations</td>
<td>Time required to complete exam</td>
</tr>
<tr>
<td>Conference/Research Presentation</td>
<td>Research presentation on core rotation</td>
<td>Travel and presentation time only</td>
</tr>
<tr>
<td></td>
<td>Conference or research presentation while on an elective rotation</td>
<td>3 days on a 4-week elective rotation</td>
</tr>
<tr>
<td>Prolonged Illness, Bereavement, Maternity Leave</td>
<td>Medical related absence or bereavement</td>
<td>TBD</td>
</tr>
</tbody>
</table>

**Clerkship Program Excused Absence Request Forms**- Once appropriate approval signatures are obtained; forms should be maintained for your records in the event they are requested or required at a later date.
Supervisors of the Medical Students in the Clinical Setting
The MSUCOM curriculum includes required clinical experiences in a variety of clinical learning environments. The role of the student is to participate in patient care in ways that are appropriate for the student’s level of training and experience and to the clinical situation. The student’s clinical activities will be under the supervision of licensed physicians. This supervising physician may delegate the supervision of the medical student to a resident, fellow, or other qualified healthcare provider, however, the supervising physician retains full responsibility for the supervision of the medical students assigned to the clinical rotation and must ensure his/her designee(s) are prepared for their roles for supervision of medical students.

The physician supervisor and his/her designee(s) must be members in good standing in their facilities and must have a license appropriate to his/her specialty of practice and be supervising the medical student within that scope of practice as delineated by the credentialing body of the facility.

Level of Supervision/Responsibilities
Clinical supervision is designed to foster progressive responsibility as a student progresses through the curriculum, with the supervising physicians providing the medical student the opportunity to demonstrate progressive involvement in patient care. MSUCOM students will be expected to follow clinical policies of the facility regarding medical records and clinical care. Medical student participation in patient history/physical exam, critical data analysis, management, and procedures will include factors, but not limited to:

- The student’s demonstrated ability
- The student’s level of education and experience
- The learning objectives of the clinical experience

First and second year medical students will be directly supervised at all times (supervising physician or designee present or immediately available.)

Third- and fourth-year medical students will be supervised at a level appropriate to the clinical situation and student’s level of experience. For some tasks, indirect supervision may be appropriate for some students. Direct supervision would be appropriate for advanced procedures.

Supervising physicians will provide medical students with timely and specific feedback on performance. The supervising physician will complete a mid-rotation evaluative discussion with the medical student. Supervising physicians will complete a summative evaluation and are encouraged to contact the course/clerkship director with any gaps in student performance.

Medical students with any concern regarding clinical, administrative, and educational or safety issues during his/her rotation will be encouraged to contact the supervising physician or clerkship/course director.
STATEMENT OF PROFESSIONALISM
Principles of professionalism are not rules that specify behaviors but guidelines that provide direction in identifying appropriate conduct. These principles include the safety and welfare of patients, competence in knowledge and skills, responsibility for consequences of actions, professional communication, confidentiality, and lifelong learning for maintenance of professional skills and judgments. Professionalism and professional ethics are terms that signify certain scholastic, interpersonal and behavioral expectations. Among the characteristics included in this context is the knowledge, competence, demeanor, attitude, appearance, mannerisms, integrity, and morals displayed by the student to faculty, peers, patients, and colleagues in other health care professions.

Students are expected to conduct themselves at all times in a professional manner and to exhibit characteristics of a professional student.

STUDENT RIGHTS AND RESPONSIBILITIES
Each individual student is responsible for their behavior and is expected to maintain standards of academic honesty. Students share the responsibility with faculty for creating an environment that supports academic honesty and principles of professionalism. Proper relationship between faculty and student are fundamental to the college’s function and this should be built on mutual respect and understanding together with shared dedication to the education process. It is a fundamental belief that each student is worthy of trust and that each student has the right to live in an academic environment that is free of injustice caused by dishonesty. While students have an obligation to assist their fellow students in meeting the common goals of their education, students have an equal obligation to maintain the highest standards of personal integrity.

MSU Email
To facilitate communication from faculty and staff to students, students are required to have a functioning MSU email address. Students are responsible for checking their MSU email accounts daily and maintaining their MSU mailboxes so that messages can be received.

Forwarding MSU email to another email account or failure to check email are not valid excuses for missing a deadline or other requirements of the clinical education program.

Further, students must use secure email when working in a hospital, clinic, or other health care setting if discussion of patient information is involved. MSUNet (msu.edu) email is secure; many web-based email systems including Hotmail, Gmail and Yahoo are not.
FACULTY RESPONSIBILITIES
It is the responsibility of the college faculty to specify the limits of authorized aid (including but not limited to exams, study aids, internet resources and materials from senior students) in their syllabi, and it is the responsibility of students to honor and adhere to those limits. Course instructors shall inform students at the beginning of the semester of any special criteria of academic honesty pertinent to the class or course.

It is the responsibility of the clinical faculty to provide students with ongoing feedback during rotation upon request. Clinical faculty are generally recommended (though not required) to limit student assigned duty hours from 40 to 60 hours weekly (and not exceeding 60 hours). Both faculty and students are to be treated fairly and professionally to maintain a proper working relationship between trainer and trainee.

COURSE GRADES
P/Pass – means that credit is granted, and that the student achieved a level of performance judged to be satisfactory by the department according to the student's didactic and clinical performance.

ET/Extended Grade – means that a final grade ('Pass' or 'No Grade') cannot be determined due to one or more missing course requirements. The ET grade will be changed to a final grade once all the completed course requirements have been submitted to and processed by MSUCOM (either to the department or Clerkship Team). An ‘ET’ grade will NOT remain on a student’s transcript.

N/No Grade – means that no credit is granted, and that the student did not achieve a level of performance judged to be satisfactory by the department according to the student's didactic and clinical performance.

N Grade Policy
Students who fail this rotation will have to repeat the entire rotation and fulfill all (clinical and academic) requirements.

STUDENT EXPOSURE PROCEDURE
A form has been developed by the University Physician to report incidents of exposure, e.g. needle sticks, mucous membrane exposure, tuberculosis exposure, etc., and may be found on the Clerkship Medical Education page of the MSUCOM website here (https://com.msu.edu/current-students/clerkship-medical-education).

Contact Assistant Dean for Clerkship Education, Dr. Susan Enright, if exposure incident occurs: enright4@msu.edu.

STUDENT VISA
Michigan State University is committed to providing equal opportunity for participation in all programs, services, and activities. Requests for accommodations by persons with disabilities may be made by contacting the Resource Center for Persons with Disabilities (RCPD) at 517-884-RCPD, or on the web at www.rcpd.msu.edu Once a
student’s eligibility for (clinical and/or testing) accommodation has been determined, the student may be issued a Verified Individualized Services and Accommodations (VISA) form. Students must present this VISA form to the Clerkship Team (COM.Clerkship@msu.edu), A-332 East Fee Hall, at the start of the semester in which they intend to use their accommodations (for tests, projects, labs, etc.). Accommodation requests received after this date will be honored whenever possible.

If updates or modifications to an existing VISA form are made after the semester begins, it is the responsibility of the student to submit an updated version to the Clerkship Team if he or she intends to use the new accommodation going forward.
# SUMMARY OF GRADING REQUIREMENTS

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Submission Method</th>
<th>Honors Designation</th>
<th>Pass</th>
<th>Extended Grade</th>
<th>No Pass</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Evaluation of Clerkship Rotation</td>
<td>Can be accessed and submitted via the &quot;Student Evaluation&quot; link in Kobiljak online schedule.</td>
<td>N/A</td>
<td>Submitted by the last day of the rotation</td>
<td>N/A</td>
<td>Failure to submit by the last day of the rotation</td>
</tr>
<tr>
<td>Live Discussions</td>
<td>D2L</td>
<td>N/A</td>
<td>Participation daily in live discussions</td>
<td>N/A</td>
<td>Not participating in daily Live discussions.</td>
</tr>
<tr>
<td>Video Summary</td>
<td>D2L</td>
<td>N/A</td>
<td>Successfully completed by end of week 1</td>
<td>N/A</td>
<td>Not completing Video Summary by end of the week 1.</td>
</tr>
<tr>
<td>360 Review</td>
<td>D2L</td>
<td>N/A</td>
<td>Successfully completed by the middle of week 2</td>
<td>N/A</td>
<td>Not completing 360 Review by middle of week 2.</td>
</tr>
<tr>
<td>Leadership Interview</td>
<td>D2L</td>
<td>N/A</td>
<td>Successfully completed by the end of week 2</td>
<td>N/A</td>
<td>Not completing Leadership Interview by end of week 2.</td>
</tr>
<tr>
<td>Leadership Development Plan</td>
<td>D2L</td>
<td>N/A</td>
<td>Successfully completed by the end of the course</td>
<td>N/A</td>
<td>Not completing Leadership Development Plan by end of the course.</td>
</tr>
</tbody>
</table>