

OST 621
**Leadership in Healthcare
(Virtual Course)**

CLERKSHIP ELECTIVE ROTATION SYLLABUS

Katherine Ruger, EDD
INSTRUCTOR OF RECORD
Ruger@msu.edu

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For questions about content or administrative aspects of this course, please contact:

Eric Dunckel
COURSE ASSISTANT (CA)
dunckele@msu.edu

At Michigan State University College of Osteopathic Medicine (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leaders who develop people and organizations to become more effective problem solvers and innovators, have replaced an outdated leadership model that sought to control people and systems.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.

ELECTIVE COURSE SCHEDULING

Preapproval

- This course requires preapproval from the IOR. The student or students CRS must contact the IOR via email with the following details of the rotation/rotation site when seeking preapproval:
 - Proposed dates of the rotation
 - Confirmation of approval from the IOR is to be sent to COM.Clerkship@msu.edu for final clerkship approval and scheduling.

Required Prerequisites

- This course does not require any prerequisite courses.

Course Confirmation and Enrollment

- The student must be an active student at MSUCOM.
- Student must complete five core rotations prior to enrolling in an 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.
 - Once confirmed, the rotation may only be cancelled 30 days or more in advance of the start date.

ROTATION FORMAT

Leadership in Healthcare is a virtual 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 online discussions, that seek to enhance one's leadership acumen.

This course may be taken once. This course will not be considered either a medicine or surgical elective, nor an elective completed within the MSUCOM base hospital/SCS system.

GOALS AND OBJECTIVES

GOALS

1. 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 leadership impact.

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

REQUIRED STUDY RESOURCES

Desire 2 Learn (D2L): Please find online content for this course in D2L (<https://d2l.msu.edu/>). Once logged in with your MSU Net ID, your course will appear on the D2L landing page. If you do not see your course on the landing page, search for the course with the following criteria, and pin it to your homepage: **OST 621: Leadership in Healthcare**

If you encounter any issues accessing this D2L course, please email the CA (on the title page of this syllabus).

SUGGESTED STUDY RESOURCES

Recommended Texts

1. Brook, R. (2010). Medical Leadership in an Increasingly Complex World. *JAMA*. 304(4): 465-466.
Clawson, J. (2001). *A Leader's Guide to Why People Behave the Way They Do*. Darden School of Business.
2. Hays, R. (2008). Leadership, medical education and the quality of care. *Quality in Primary Care*; 16: 139-40.
3. Reitz, M. & Ruger, K. (2018). The Role of Trust in a High Performance Culture. Retrieved from <https://www.atlasnetwork.org/news/article/the-role-of-trust-in-a-high-performance-culture>
4. Rotenstein, L., Sadun, R., & Jena, A. (2019) Why Doctors Need Leadership Training. *Harvard Business Review*.

Optional Texts

1. AAMC. (2011). Lonely at the Top: Academic Medicine's Women Leaders. Retrieved from <http://www.aamc.org/newsroom/reporter/may11/188562/lonely.html>
- Clawson, J. (2008). *Leadership and Intelligence*. Darden Publishing.
2. Eagly, A. Johannesen-Schmidt, M., and van Engen, M. (2003). Transformational, transactional, and laissez-faire leadership styles: A meta-analysis comparing women and men. *Psychol Bull*; 129: 569-691.
3. Goleman, D. (2004). What makes a leader? *Harvard Business Review*. January: 82-90.
4. *Harvard Business Review on Leading Through Change*. (2006). Harvard Business School Press.
5. *Harvard Implicit Bias* (2011). Project Implicit Social Attitudes. Retrieved from <https://implicit.harvard.edu/implicit/>
6. Ludmerer, K. (1996) *Learning to Heal: The Development of American Medical Education*. Johns Hopkins University Press. Baltimore, MD.
7. Lutz, S. (1995). The vanishing art of mentoring. *Modern Healthcare*; 25(37):44.
8. Northouse, P. (2013). *Leadership Theory & Practice*. Sage Publications. Thousand Oaks, CA.
9. Patterson, Kerry. (Eds.) (2012) *Crucial conversations: tools for talking when stakes are high*. New York: McGraw-Hill.
10. Price, A., & Howard, D. (2012). Connect for success: Social leadership, mentorship, and the female healthcare executive. *Frontiers of Health Services Management*, 28(4), 33-38.
11. Robbins & Judge. (2013). *Organizational Behavior*. Pearson Prentice Hall. Upper Saddle River, NJ.
12. Ruiz, D. (2003). *The Four Agreements*. Peter Pauper Press Inc. White Plains, NY.

ROTATION REQUIREMENTS

REQUIREMENT	SUBMISSION METHOD	DUE DATE Please refer to D2L for actual (month/day) due dates
Live Discussions	D2L	Daily
Values Exercise	D2L	End of week one of your rotation
360 Review	D2L	Middle of week two
Leadership Interview	D2L	End of week two
Leadership Development Plan	D2L	Last Day of Rotation
Student Evaluation of Clerkship Rotation	Students will submit their rotation evaluations electronically at the conclusion of every rotation by accessing the Medtrics system: https://msucom.medtricslab.com/users/login/ . By the last week of each rotation, students will receive an automated email link connecting them to their assigned evaluation. Students can also access pending evaluations on the 'Home' or 'Evaluations' tabs within their Medtrics accounts.	Last Day of Rotation

WEEKLY READINGS/OBJECTIVES/ASSIGNMENTS

HEALTHCARE LEADERSHIP EXAM INFORMATION

There are no examinations of the course, only a capstone leadership development plan to be submitted on the final day of the course.

ROTATION EVALUATIONS

Student Evaluation of Clerkship Rotation

Students will submit their rotation evaluations electronically at the conclusion of every rotation by accessing the Medtrics system: <https://msucom.medtricslab.com/users/login/>. By the last week of each rotation, students will receive an automated email link connecting them to their

assigned evaluation for the respective rotation. Students can also access their pending evaluations on the 'Home' or 'Evaluations' tabs within their Medtrics accounts.

Unsatisfactory Clinical Performance

The Instructor of Record will review/investigate a student's performance on a rotation when a concern is raised by the supervisor(s), and/or when the Attending Evaluation of Clerkship Student contains any below expectation marks within the professionalism area, any unsatisfactory written comments, or a total of two or more below average marks on the evaluation. After investigations, the Instructor of Record will determine a final grade for the student.

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

If a student does not successfully complete the rotation requirements of the course, the student will receive an NGR grade and be permitted to go through a 'corrective action' process.

The following assignments are eligible for corrective action and will be due no later than 14 days after the last day of the rotation at 11:59pm:

- The student will be required to contact the Instructor of Record
- Pending evaluation of deficiency, the student may still be offered the opportunity to submit all course requirements due, along with an additional requirement
- If deficiency is deemed egregious, the student will not pass the rotation, and receive an N grade.

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

If a student **successfully completes** the corrective action process, as determined by the IOR, the student will receive credit for the deficient academic grading requirement(s) and be eligible for a change in rotation grade (from NGR to Pass)

As determined by the IOR, the student will receive an N grade for the course if all assignments and the corrective action process are **not completed** successfully within 7 days after the last day of rotation at 11:59pm (with the exception of the Attending Evaluation). Additionally, a letter of unprofessional behavior for late submission of assignments will be sent to the MSUCOM Spartan Community Clearinghouse.

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, submit assignments on-time, including a leadership development plan.

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.

MSU COLLEGE OF OSTEOPATHIC MEDICINE STANDARD POLICIES

The following are standard MSUCOM policies across all Clerkship rotations.

POLICY FOR MEDICAL STUDENT SUPERVISION

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. They 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 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, but are not limited to, factors such as:

- 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 that 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.

MSUCOM STUDENT HANDBOOK

The Student Handbook is published electronically by MSUCOM for students in the Doctor of Osteopathic Medicine program. This handbook does not supersede other Michigan State University or College of Osteopathic Medicine policies, regulations, agreements, or guidelines. The Handbook is updated annually during the summer semester, with changes effective when posted. Any subsequent changes are effective as of the date of issuance.

Students shall adhere to Michigan State University and College of Osteopathic Medicine policies, procedures, agreements, and guidelines. Violations of any regulation are subject to disciplinary action, up to and including program dismissal.

COMMON GROUND FRAMEWORK FOR PROFESSIONAL CONDUCT

The Common Ground Framework provides the MSUCOM community with a reminder of the unity of mind, body, and spirit that underlines the field of osteopathic medicine. The framework is a set of guiding, foundational principles that underpin professional conduct and integrity and applies to all professionals at work within the shared college community, independent of their specific roles or responsibilities.

This framework is built around the acronym CORE, representing Collaboration, Opportunity, Responsibility, and Expertise. Each domain encompasses values and examples of how they are demonstrated.

- **Collaboration:** Working together with others
 - Interactive: Interact effectively and respectfully with people you encounter; demonstrate honesty, genuineness, humility, and compassion
 - Dynamics and Communication: Demonstrate respect, civility, and courtesy in communication; communicate effectively with diverse individuals and groups for a variety of purposes using available technologies; employ active listening

- Use of Feedback: Identify sources of feedback; deliver and receive effective feedback for initiatives, evaluations and assessments, quality improvements, conflict resolution, and peer review
- **Opportunity:** Encouraging an environment of mutual support
 - Shared Leadership: Exhibit advocacy for self and others; accept situational leadership as needed; establish mutual support and respect; participate as a support for others regardless of title or position
 - Problem-solving: Recognize and define problems; analyze data; implement solutions; evaluate outcomes; include the perspectives of others
 - Decision-making: Fulfill commitments; be accountable for actions and outcomes; discuss and contribute your perspective in group settings; listen to multiple viewpoints prior to making a decision
- **Responsibility:** Supporting a shared culture of accountability
 - Effective Use of Time and Resources: Invest time, energy, and material resources efficiently in order to provide effective services; demonstrate integrity and stewardship of resources
 - Critical Thinking Skills: Recognize and differentiate facts, illusions, and assumptions; question logically; identify gaps in information and knowledge
 - Mindfulness and Self-Care: Actively engage in surrounding circumstances and activities; self-assess, self-correct, and self-direct; identify sources of stress and develop effective coping behaviors
- **Expertise:** Having relevant skills or knowledge
 - Core of Knowledge: Develop core professional knowledge; apply the knowledge in clinical, academic, and administrative settings
 - Technical Skills: Show competency and proficiency in performing tasks that are integral to the scope and practice of your profession; identify needs and resources for learning; continually see new knowledge and understanding in your profession

MEDICAL STUDENT RIGHTS AND RESPONSIBILITIES

The rights and responsibilities of students enrolled in MSUCOM are defined by the medical colleges of Michigan State University, including the College of Osteopathic Medicine, the College of Human Medicine, and the College of Veterinary Medicine. Students enrolled in the professional curricula of these colleges are identified as “medical students”. These colleges collectively define “Medical Student Rights and Responsibilities” (MSRR). This document addresses academic rights and responsibilities, governance, procedures for complaints, due process, and other topics. The current version is available on the MSU Spartan Life website at the address below: <http://splife.studentlife.msu.edu/medical-student-rights-and-responsibilities-mssr>

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.

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.

NGR/No Grade Reported – means that a final grade ('Pass' or 'No Grade') cannot be determined due to one or more missing course requirements. The NGR 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 'NGR' 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 it may be found on the Clerkship Medical Education page of the MSUCOM website [here](https://com.msu.edu/current-students/clerkship-medical-education) (<https://com.msu.edu/current-students/clerkship-medical-education>).

Contact Associate Dean for Clerkship Education, Dr. Susan Enright (enright4@msu.edu), if exposure incident occurs.

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(s) are determined, the student may be issued a **Verified Individualized Services and Accommodations** (VISA) form. Students must present their VISA forms to the Clerkship Team (COM.Clerkship@msu.edu) at the start of the semester in

which they intend to use their accommodations (for tests, projects, labs, etc.). Accommodation requests received after the semester onset will be honored whenever possible.

If modifications, updates, or extensions to an existing VISA form are made after the semester begins, it is the responsibility of the student to submit the newest version to the Clerkship Team if he/she intends to utilize the accommodation going forward.

SUMMARY OF GRADING REQUIREMENTS

Requirement	Submission Method	Pass	No Grade Reported	No Pass
Live Discussions	D2L	Student participates daily in Live Discussions	NGR will not be granted solely for lack of participation in course requirements.	Student does not participate in daily Live discussions.
Values Exercise	D2L	Student submits by 11:59 pm on Wednesday, of the second week in OST 621.	NGR will not be granted solely for lack of participation in course requirements.	Student does not turn in Panel Summary by Sunday at the end of the first week of OST 621.
360 Review	D2L	Student submits by 11:59 pm on Wednesday of the second week of OST 621	NGR will not be granted solely for lack of participation in course requirements.	Student does not submit 360 Review by 11:59 pm on Wednesday of the second week of OST 621
Leadership Interview	D2L	Student submits by 11:59 pm on Sunday at the end of the second week of OST 621.	NGR will not be granted solely for lack of participation in course requirements.	Student does not submit Leadership Review by 11:59 pm on Sunday of the second week of OST 621
Leadership Development Plan	D2L	Student submits by 11:59 pm on Sunday at the end of the second week of OST 621.	NGR will not be granted solely for lack of participation in course requirements.	Student does not submit Leadership Development Plan by 11:59 pm on Sunday of the second week of OST 621
Student Evaluation of Clerkship Rotation	Can be accessed and submitted electronically by students within the dashboard of their Medtrics profiles	Student submits evaluation of the rotation by 11:59 pm on the last day of the rotation.	Student grade will remain an NGR until the student evaluation of the rotation is completed.	Student can not receive an N grade for not completing the student evaluation of the rotation; however, the student's grade will remain an NGR until the student evaluation has been completed.