



Department of Health Administration and Policy

College of Public Health

Spring 2026

Syllabus	
Course Information	<p style="text-align: center;">Pre-Internship Seminar- 81786 HAP 489-003</p> <p>Credits: 3 Dates: Wednesdays 10:30AM to 1:10PM Aquia Bldg Room 219 SEE DATES IN COURSE CALENDAR FOR SPECIFIC DATES. <i>Class will not meet every week.</i></p>
Course placement	<p><input checked="" type="checkbox"/> Core <input type="checkbox"/> Concentration <input type="checkbox"/> Elective <input type="checkbox"/> Pre-requisite(s) ()</p> <p><i>Course(s) recommended before taking this course:</i> This course is a prerequisite for the internship course (HAP 498,) and <u>must be taken only during the semester immediately prior to enrollment in the internship. Students will be dis-enrolled if they are not prepared to take the Internship in the following semester.</u></p>
Instructor	<p>Professor James Oakes</p> <p>Appointments available; please schedule via GMU e mail E-mail : joakes2@gmu.edu</p> <p>I will normally reply to emails within 48 hours;</p>
Course description	<p>Provides students with guidance and preparation for engaging in the internship. Students taking this course are expected to obtain an internship placement in the semester immediately following prior to the end of the course. This includes completing all requirements of the organization in order to receive a passing grade.</p>

Course objectives	<p>At the completion of the course, the student will be able to:</p> <ol style="list-style-type: none"> 1. Describe how the internship will contribute to the student's professional development. 2. Develop internship objectives that reflect meaningful achievement during the field placement. 3. Work with instructor to identify healthcare organizations or agencies that could be potential internship host sites.
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	<ol style="list-style-type: none"> 4. Propose internship projects and informatic skill sets to potential preceptors. 5. Create a feasible work schedule that meets the contact hour requirements of the placement. 6. Satisfy all the necessary requirements for serving at an internship location. 7. Learn techniques for successfully interviewing for an internship opportunity. 8. Describe the purpose of HIPAA and understand its implications for the student during the internship. 9. Understand and initiate a background check IAW the sponsoring organization, if required. 10. Learn networking, writing skills, and job search techniques to begin career development.
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<p>Required textbook(s) and/or materials</p>	<p>REQUIRED ON_LINE TEXT and Study Activities Rubin Emerge is a comprehensive program that teaches in-demand skills like email etiquette, networking, LinkedIn profiles and more.</p> <p>How to log into the Rubin Emerge website</p> <ul style="list-style-type: none"> • Visit learning.rubineducation.com and create a new account or log in with a Google or Microsoft account. On the new account form, enter group code Oakes2026@ • After creating your account, you will go to a page that confirms your enrollment. • Click on "Click here to view the course." • On the Emerge home page, click on "Go here to purchase access to the program." Complete the form fields and select your desired length of time. Upon purchase, you will receive a unique access code. • Return to Emerge, click "go here to enter your access code" and paste in your access code. You will then see all Emerge material available. Questions? Email Support@RubinEducation.com <p><u>Monitoring e-News on Health Information and IT</u> – Students are encouraged to subscribe to eHealth Newsletters. It will add some health policy and health IT topics news to your career and professional development. Subscribe and begin to read each week. In HAP 498 — each student will give an oral summary of one of the stories of interest. Try all during the pre-internship and throughout the internship. HIMSS membership gives you access to some. A sample of e-newsletters is below:</p> <p>https://www.politico.com/newsletters/future-pulse https://www.healthdatamanagement.com https://www.healthcareitnews.com https://www.himss.org/newsletters https://www.healthaffairs.org/newsletters</p> <p>Refer to <i>HIMSS Early Careerist page</i> and webinars. Review content and select one webinar to listen to and summarize.</p>
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	<p>Recommended: Meacham, Michael R. (2015). <i>From Backpack to Briefcase: Professional Development in Health Care Administration</i>. Boston, MA: Cengage Learning. ISBN: 978-1-285-08485-5.</p>
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<p>Course requirements</p>	<ol style="list-style-type: none"> 1. Approved internship 2. Negotiated the placement and project opportunity 3. Periodic progress reports 4. Completed internship approval forms 5. Satisfy all requirements necessary for serving at the internship location including any criminal background check. The background check (including cost) may be the responsibility of the student and must be completed to the satisfaction of the interning organization. Inquire of the organization what costs are involved. 6. Completion of Rubin EMERGE Curriculum Assignments – Self-Paced Learning 7. Submission of summaries of TED Talk, e-news stories, HIMSS Early Careerist webinars, Job Postings and/or documentation of participation in HIMSS NCA professional networking/webinars. <p><u>Approved Internship Objectives</u></p> <p>Students will work with the course instructor to clarify and understand the objectives of the internship, and to develop individualized goals, through the completion of the Internship Application and Career Statement (Attachment A).</p> <p><u>Negotiate the Internship Opportunity</u></p> <p>Students will give serious consideration to their career goals and what organization(s) would be most helpful in pursuit of those goals. Students will be assisted by instructor in obtaining an internship through a list of approved agencies and preceptors. Students will meet with instructor to identify their internship opportunity and will go through all required procedures to successfully negotiate the internship placement. Students who are successful in this challenge are able to demonstrate skill in articulating career and professional goals, networking with peers and professional contacts, and negotiating a placement and project opportunity with a preceptor. Students may select from a wide array of organizations and agencies in which to conduct their Internship. Site must have a supervising Informatics/QI Preceptor on staff to work with the student. Sites may include but not limited to: federal, state or local government agencies, trade/professional/volunteer organizations, management consulting firms, non-profit and for profit health care companies; community health centers and organizations, hospitals, senior care facilities, and others.</p> <p><u>All sponsoring organizations and preceptors must be approved by the Department prior to taking an intern. It is the responsibility of the student to obtain this approval through the instructor. Some placement sites already have approved contracts with CHHS. Students are not allowed to complete the internship under a preceptor who is</u></p>
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currently their supervisor. Overseas internship are not permitted.

Internship Application:

The student will have successfully completed the Internship Application as demonstrated by receiving a placement (Attachment A).

Experiential Learning Agreement:

The student will have successfully executed an Affiliation Agreement by the end of the semester (Attachment B) unless an active CHHS Contract is already in place.

Progress Reports:

Students will complete and submit progress reports as designated by faculty (Attachment C) to keep instructor informed of progress to confirm internship.

Satisfy all requirements necessary for serving at the Internship location:

Students may need to complete the following requirements prior to starting the internship, if required by the sponsoring organization. **Students are responsible for completing the requirements at their own expense unless the organization agrees to pay.**

- Criminal background check verified by sponsoring organization
- Drug testing
- Evidence of receiving certain vaccinations or documentation of titer or disease history
- Documentation of negative tuberculosis (TB) skin test within past 12 months
- HIPAA confidentiality acknowledgement

In addition, some locations may require that students complete a safety training course and take a competency examination.

All documentation needs to be completed and submitted to the instructor two weeks before the end of the course.

Completion of Professional Development and Networking Activities

- Package of Career Goal Statement, Resume, & Business Card
- Documentation of Membership in HIMSS via GMU Academic Affiliation
- Submission of Summary of Participation & Learning at NCA HIMSS Fall event
- Submission of Summary and Presentation on TED Talk
- Completion of analysis of 3 Job Postings & HIMSS Early Careerist Webinar
- Completion summary of Self-paced review of Rubin E-Book #1& EMERGE Activities

Teaching methods	<input type="checkbox"/> Case Studies <input type="checkbox"/> Independent Research <input type="checkbox"/> Student as Instructor <input checked="" type="checkbox"/> Class Discussion <input type="checkbox"/> Lab <input checked="" type="checkbox"/> Student Presentations <input type="checkbox"/> Field Visits <input checked="" type="checkbox"/> Lecture <input checked="" type="checkbox"/> Visiting Lecturers <input checked="" type="checkbox"/> Group Projects/Exercises <input type="checkbox"/> Papers <input type="checkbox"/> Other:	
Evaluation Method	Evaluation Method	Grading Points
	Resume, Cover Letter, Business Card	15
	Internship Application & Career Statement	10
	Presentations (2)	15
	Completed Ted Talk, Rubin Assignments, HIMSS webinar and Job Search	10
	Secured Internship	30
	Networking Event (HIMSS- NCA or equivalent))	10
	Professionalism	5
	Class Participation	5
	Total Points	100
Late Assignments	Assignments are normally due on Sunday night at 11:59pm. Late assignments will be penalized 20%. Assignments more than one week late will not be accepted.	

Grading	<p>When student has completed all assignments above and has confirmed an internship with acceptable organization, student will be awarded a Grade and 3 credits. Late submission of assignments will result in loss of full points unless student has asked and been given approval for a late submission.</p> <p>Grading Scale:</p> <p>94-100% = A 90-93% = A- 87-89% = B+ 84-86% = B 80-83% = B- 77-79% = C+ 74-76% = C 70-73% = C- 65-67 % = D+ 60- 64% = D- 59% and below = F</p> <p>Criteria for all assignments include:</p> <p>A: Excellent performance; sharp insight; articulate; superior writing ability; able to relate material to previous experience and learning; an example for others to follow.</p> <p>B: Good performance; active listener and participant; articulates thoughts clearly; accomplishes more than minimum requirements; solid performance.</p> <p>C: Satisfactory performance; accomplishes minimum requirements; communicates at generally acceptable level; satisfactory understanding of concepts at basic level.</p> <p>D: Quality and quantity of work and participation is below average and unacceptable.</p> <p>PowerPoint and written assignments will be graded using the following criteria:</p> <p>70% CONTENT. Content will be judged by relevance, level of detail, analysis (as applicable), factual information and accuracy.</p> <p>30% MECHANICS. Mechanics will be judged according to grammar and style; organization and flow; presentation (important for construction of papers and bibliographic documentation). American Psychological Association (APA) style for bibliographic references, style, etc. should be followed. The APA writing guidelines may be found at www.apa.org</p>
E-mail Policy	<p>Web: masonlive.gmu.edu</p> <p>E-mail will be a primary way we will communicate outside of class. Mason uses electronic mail to provide official information to students. Examples include notices from the library, notices about academic standing, financial aid information, class materials, assignments, questions, and instructor feedback. Students are responsible for the content of university communication sent to their Mason e-mail account and are required to activate that account and check it regularly. Students are also expected</p>

	to maintain an active and accurate mailing address in order to receive communications sent through the United States Postal Service
Use of Electronic Devices	<p>Cell phones, pagers, and other communicative devices are allowed in this class for the purpose of participating in the class.. Laptops or tablets (e.g., iPads) are permitted for the purpose of using ZOOM and taking notes only. Engaging in activities not related to the course (e.g., gaming, email, chat, etc.) will result in a deduction in your grade.</p> <p>To gain more comfort with on-line presentations, students are requested to use open cameras as much as possible when on ZOOM and specifically when presenting to the class on ZOOM.</p> <p>Regarding electronic devices (such as laptops, cell phones, etc.), please be respectful of your peers and your instructor and do not engage in activities that are unrelated to class. Such disruptions show a lack of professionalism and may affect your grade.</p>

1. Approved internship
2. Negotiated the placement and project opportunity
3. Periodic progress reports
4. Completed internship approval forms
5. Satisfy all requirements necessary for serving at the internship location including any criminal background check. The background check (including cost) may be the responsibility of the student and must be completed to the satisfaction of the interning organization. Inquire of the organization what costs are involved.
6. Completion of Rubin EMERGE Curriculum **Assignments – Self-Paced Learning**
7. Submission of summaries of TED Talk, e-news stories, HIMSS Early Careerist webinars, and Job Postings and/or documentation of participation in HIMSS NCA professional networking/webinars.

Approved Internship Objectives

Students will work with the course instructor to clarify and understand the objectives of the internship, and to develop individualized goals, **through the completion of the Internship Application and Career Statement (Attachment A).**

Negotiate the Internship Opportunity

Students will give serious consideration to their career goals and what organization(s) would be most helpful in pursuit of those goals. **Students will be assisted by instructor in obtaining an internship through a list of approved agencies and preceptors.**

Students will meet with instructor to identify their internship opportunity and will go through all required procedures to successfully negotiate the internship placement. Students who are successful in this challenge are able to demonstrate skill in articulating career and professional goals, networking with peers and professional contacts, and negotiating a placement and project opportunity with a preceptor.

Students may select from a wide array of organizations and agencies in which to conduct their Internship. **Site must have a supervising Informatics/QI Preceptor on staff to work with the student.** Sites may include but not limited to: federal, state or local government agencies, trade/professional/volunteer organizations, management consulting firms, non-profit and for profit health care companies; community health centers and organizations, hospitals, senior care facilities, and others.

All sponsoring organizations and preceptors must be approved by the Department prior to taking an intern. It is the responsibility of the student to obtain this approval through the instructor. Some placement sites already have approved contracts with CHHS. Students are not allowed to complete the internship under a preceptor who is currently their supervisor. HAP Informatic students CANNOT at this time fulfill the internship experience outside of the Washington Metropolitan Area. Overseas internship are not permitted.

Internship Application:

The student will have successfully completed the Internship Application as demonstrated by receiving a placement (Attachment A).

Experiential Learning Agreement:

The student will have successfully executed an Affiliation Agreement by the end of the semester (Attachment B) unless an active CHHS Contract is already in place.

Progress Reports:

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Satisfy all requirements necessary for serving at the Internship location:

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- Completion summary of Self-paced review of Rubin E-Book #1 & EMERGE Activities

Course Policy regarding AI use (Chat GPT, Gemini, Perplexity, etc.):

Students may use ChatGPT or similar Artificial Intelligence tools in support of their work in this course. However, you must be aware of the following points:

1. You are responsible for the completeness, accuracy, and relevance of your work. Although these tools can help with grammar, spelling, and organization, they cannot "personalize" your work, nor can they necessarily communicate your personality. They should be used with great care.
2. ChatGPT (in particular) is prone to making mistakes, some of them rather egregious. For example, if it cannot find a reference for a statement, it may make one up (or "hallucinate"). Therefore, it becomes even more important to carefully proofread your material to make sure it says what you intend to say.
3. If you use an AI tool to help you in assignment, you must disclose that fact.
4. Finally, remember that these tools aren't going to get you your job - you are! Be sure to use this technology sparingly, wisely, and with an understanding that it is your servant, not a substitute for you.

Additional Resources:

Academic Standards

Academic Standards exist to promote authentic scholarship, support the institution's goal of maintaining high standards of academic excellence, and encourage continued ethical behavior of faculty and students to cultivate an educational community which values integrity and produces graduates who carry this commitment forward into professional practice.

As members of the George Mason University community, we are committed to fostering an environment of trust, respect, and scholarly excellence. Our academic standards are the foundation of this commitment, guiding our behavior and interactions within this academic community. The practices for implementing these standards adapt to modern practices, disciplinary contexts, and technological advancements. Our standards are embodied in our courses, policies, and scholarship, and are upheld in the following principles:

- **Honesty:** Providing accurate information in all academic endeavors, including communications, assignments, and examinations.
- **Acknowledgement:** Giving proper credit for all contributions to one's work. This involves the use of accurate citations and references for any ideas, words, or materials created by others in the style appropriate to the discipline. It also includes acknowledging shared authorship in group projects, co-authored pieces, and project reports.

- **Uniqueness of Work:** Ensuring that all submitted work is the result of one's own effort and is original, including free from self-plagiarism. This principle extends to written assignments, code, presentations, exams, and all other forms of academic work.

Violations of these standards—including but not limited to plagiarism, fabrication, and cheating—are taken seriously and will be addressed in accordance with university policies. The process for reporting, investigating, and adjudicating violations is [outlined in the university's procedures](#). Consequences of violations may include academic sanctions, disciplinary actions, and other measures necessary to uphold the integrity of our academic community.

The principles outlined in these academic standards reflect our collective commitment to upholding the highest standards of honesty, acknowledgement, and uniqueness of work. By adhering to these principles, we ensure the continued excellence and integrity of George Mason University's academic community.

Student responsibility: Students are responsible for understanding how these general expectations regarding academic standards apply to each course, assignment, or exam they participate in; students should ask their instructor for clarification on any aspect that is not clear to them.

Accommodation for Students with Disabilities

Disability Services at George Mason University is committed to upholding the letter and spirit of the laws that ensure equal treatment of people with disabilities. Under the administration of University Life, Disability Services implements and coordinates reasonable accommodations and disability-related services that afford equal access to university programs and activities. Students can begin the registration process with Disability Services at any time during their enrollment at George Mason University. If you are seeking accommodations, please visit <https://ds.gmu.edu/> for detailed information about the Disability Services registration process.

Disability Services is located in Student Union Building I (SUB I), Suite 2500. Email: ods@gmu.edu. Phone: (703) 993-2474.

Student responsibility: Students are responsible for registering with Disability Services and communicating about their approved accommodations with their instructor *in advance* of any relevant class meeting, assignment, or exam.

FERPA and Use of GMU Email Addresses for Course Communication

The [Family Educational Rights and Privacy Act \(FERPA\)](#) governs the disclosure of [education records for eligible students](#) and is an essential aspect of any course. **Students must use their GMU email account** to receive important University information, including communications related to this class. Instructors will not respond to messages sent from or send messages regarding course content to a non-GMU email address.

Student responsibility: Students are responsible for checking their GMU email regularly for course-related information, and/or ensuring that GMU email messages are forwarded to an account they do check.

Title IX Resources and Required Reporting

As a part of George Mason University's commitment to providing a safe and non-discriminatory learning, living, and working environment for all members of the University community, the University does not discriminate on the basis of sex or gender in any of its education or employment programs and activities. Accordingly, **all non-confidential employees, including your faculty member, have a legal requirement to report to the Title IX Coordinator, all relevant details obtained directly or indirectly about any incident of Prohibited Conduct** (such as sexual harassment, sexual assault, gender-based stalking, dating/domestic violence). Upon notifying the Title IX Coordinator of possible Prohibited Conduct, the Title IX Coordinator will assess the report and determine if outreach is required. If outreach is required, the individual the report is about (the "Complainant") will receive a communication, likely in the form of an email, offering that person the option to meet with a representative of the Title IX office.

For more information about non-confidential employees, resources, and Prohibited Conduct, please see [University Policy 1202: Sexual and Gender-Based Misconduct and Other Forms of Interpersonal Violence](#). Questions regarding Title IX can be directed to the Title IX Coordinator via email to TitleIX@gmu.edu, by phone at 703-993-8730, or in person on the Fairfax campus in Aquia 373.

Student opportunity: If you prefer to speak to someone *confidentially*, please contact one of Mason's confidential employees in Student Support and Advocacy ([SSAC](#)), Counseling and Psychological Services ([CAPS](#)), Student Health Services ([SHS](#)), and/or the [Office of the University Ombudsperson](#).

Course Expectations and Requirements

1. Attendance and Participation:

Class participation is an essential part of this course. If you will not be present at class on-line or in person, it is your responsibility to notify the instructor before the start of class. Attendance will be taken at each class, a significant absence from class may result in not passing the class. **To receive credit for your work, you MUST include in the posting nomenclature, last name, first initial and subject. All assignments and progress reports will be submitted via Canvas.**

2. Professionalism:

There are 5 points listed for professionalism. For this class professionalism is defined as being on time for class, presentation loaded, appropriate dress, no cell phones

visible during class and showing respect for students who are presenting or asking questions. In the event that you disregard these expectations, you will receive points off of the professionalism score. Additional deductions may occur if needed.

3. Assignments: SEE COURSE CALENDAR & WEEKLY LESSONS FOR DUE DATES The student will present orally or via power point presentation throughout the semester on the following topics as outlined in the syllabus:

4. A. Internship Application, Career Statement, Resume, Business Card
- B. Rubin Curriculum Activities and review
- C. TED TALK Summary and Oral Summary
- D. Summary of HIMSS Early Careerist Webinar
- E. Organizational Overview & Project Ideas for Internship
- F. Progress Reports (2) (Addendum C) to document progress
- G. Job Postings and Analysis (Via Discussion Board)
- H. HIMSS NCA Webinar or NCA In Person Tysons Networking Summary

5. Student Responsibilities:

1. The student is responsible for the learning activities outlined in the syllabus.
2. The student is responsible for notifying the instructor in the event that there is an emergency and they will not be present in class. Documentation of your absence may be required.
3. The student is responsible for monitoring their progress throughout the course.
4. The student is responsible for seeking additional resources from those listed below if needed.
5. The student is responsible for communicating their needs to the instructor and seeking additional advice as needed. The instructor is accessible through email joakes2@gmu.edu or by appointment as needed.

GMU Academic Support Services

Learning services:

Provides study skills workshops, academic skills program, and academic counseling.

Student Union Building 1, Room 3219 <http://caps.gmu.edu/learningservices/>

703-993-2999

Office of Disability Services (ODS):

Assists students with disabilities to obtain reasonable accommodations, auxiliary aids, and support services. Student Union 1, Room 4205 <http://ods.gmu.edu>
703-993-2474 or 703-993-3601 (V/TEXT)

The Writing Center:

Free writing support and writing workshops. Various locations (see website)
<http://writingcenter.gmu.edu/wcenter@gmu.edu>

Tutor Referral:

Recruits and maintains a tutor referral program. Tutors are available for most subjects offered at GMU. <http://caps.gmu.edu/learningservices/tutorreferral.php>
703-993-2999

Counseling and Psychological Services (CAPS):

Provides individual and group counseling, workshops and outreach programs.
Student Union 1, Room 3129 <http://caps.gmu.edu>
703-993-2380

Assistive Technology Initiative (ATI):

Provides Assistive Technology assessments, support and training. Also provision of accessible text. The referral process is initiated through the Office of Disability Services.
Aquia Building, Room 238
703- 993-4329
<http://ati.gmu.edu>

Student Support and Advocacy Center

SSAC believes that students are most successful when they are healthy and happy and the Center strives to help students find that balance for themselves.
Student Union Building I, Room 3200
703-993-3686; <http://ssac.gmu.edu>

Library Resources- College of Health and Human Services

Kathy Butler, MLS
Science & Psychology Librarian
703-993-3341
Kbutle18@gmu.edu
Web: library.gmu.edu

University Career Services

Sub 1 –Room 3400
703-993-3693

Caroline Ramirez-Gaston

Manager, Industry Advising and Employer Development

Industries: Science, Health, Research, Pharmaceuticals/Biotechnology, Agriculture and Forestry, Energy and Petroleum

Lynda @Mason

Free unlimited on line training at Mason. Access the lynda.com library 24/7 using your Mason Net ID and Patriot Password.

lynda.gmu.edu

George Mason University Toastmasters

Meet for an hour each week to learn and practice communication and leadership skills.

The HUB VIP Room 2 (locations may vary so check the website) Every week on

Wednesday from 12- 1:00 pm. You may bring a lunch.

Supplemental Information

Campus Closure

- *If the campus closes or class is canceled due to weather or other concern, students should check E-mail [or other instruction as appropriate] for updates on how to continue learning and information about any changes to events or assignments.*

Basic Course Technology Requirements (Two options)

Activities and assignments in this course will regularly use the learning system and ZOOM platform, available at <https://mymason.gmu.edu>. Students are required to have regular, reliable access to a computer with an updated operating system (recommended: Windows 11 or Mac OSX 10.13 or higher) and a stable broadband Internet connection (cable modem, DSL, satellite broadband, etc., with a consistent 1.5 Mbps [megabits per second] download speed or higher. You can check your speed settings using the speed test on this website.)

Course Recordings

Some of our synchronous meetings in this class will be recorded to provide necessary information for students in this class. Recordings will be stored on Canvas[or other secure site] and will only be accessible to students taking this course during this semester.

Course Materials and Student Privacy

Video recordings of class meetings that are shared only with the instructors and students officially enrolled in a class do not violate FERPA or any other privacy expectation.

All course materials posted to Canvas or other course site are private; by federal law, any materials that identify specific students (via their name, voice, or image) must not be shared with anyone not enrolled in this class.

- Video recordings of class meetings that include audio or visual information from other students are private and must not be shared*
- Live Video Conference Meetings (e.g. Collaborate or Zoom) that include audio or visual information from other students must be viewed privately and not shared with others in your household*



Competencies in Health Administration/Clinical Informatics

George Mason University's undergraduate program in health administration has established a set of competencies as the basis of its curriculum. Students in the Clinical Informatics concentration are expected to have attained proficiency in many of these competencies but focus will be on skill building in data analytics, process improvement and workflow redesign by completion of the program.

Informatics students will be provided a skills list to review with Preceptor and to set learning objectives for the internship. Students will be asked to list skills they want to practice and master over the semester.

General Competencies Applicable to all students in Health Administration & Informatics:

Communication:

Utilize verbal, written and presentation skills to communicate with diverse audiences in order to achieve understanding and trust.

Interpersonal Effectiveness and Collaborative Relationships:

Develop and maintain effective working relationships with others, and facilitate constructive interactions with individuals and groups.

Leadership and Management:

Inspire individual and organizational excellence, create and attain a shared vision, while successfully managing change in order to achieve the organization's strategic ends and successful performance.

Professionalism:

Align personal and organizational conduct with ethical and professional standards that include a responsibility to the patient and the community; a service orientation; and a commitment to lifelong learning and improvement.

Critical thinking, analysis, and problem solving:

Use appropriate information, data, and judgment to inform sound management decisions.

Quantitative Reasoning:

Make sense of information displayed in a number of formats (graphs, tables, diagrams, equations) and convert information from one format to another; demonstrate proficiency in mathematical calculation; use evidence in drawing conclusions about numerical data and exhibit the ability to assess the limitations of the evidence; describe and evaluate assumptions for estimation, data analysis, and modeling; effectively communicate information using quantitative formats.

Organizational dynamics and governance:

Understand governance structures and foster trust and effectively support governance systems and achieve organizational goals.

Information Management:

Understand how technology can be used to promote managerial and clinical efficiency and improve health care enterprises. The ability to effectively manage information resources and plan for future needs.

Quality Management:

Apply quantitative methods and metrics in order to continually improve the quality of care provided, patient safety, organizational performance, and financial health of an organization.

Healthcare Delivery System:

Understanding of the health care system and the environment in which health care managers and providers function.