Clinical Leadership & Management

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SECTION I
College of Health Sciences

WELCOME

A. CHS Mission
The mission of the University of Kentucky College of Health Sciences is to help the people of the Commonwealth of Kentucky and beyond to gain and retain the highest level of health through creative leadership and productivity in (healthcare-related) education, research, and service. As part of its Strategic Plan, the CHS addressed its mission by proposing Objectives to: 1) “increase the number of quality undergraduate students to address the critical need for health professionals” and 2) “ensure that graduates are prepared to succeed in professional and community settings.”

B. CLM Program Description
The major goal of this program is to provide a baccalaureate degree program of study in Clinical Leadership and Management that will train health care professionals to assume greater leadership and managerial responsibilities in various health care settings. It will also provide an educational bridge to graduate studies. In addition, this program will contribute to a more educated allied health care workforce in Kentucky communities (and beyond) and Kentucky patients, in turn, will be better served.
The curriculum has been designed to challenge you and prepare you for sound academic, research and applied skills to help make your future years productive and successful. The information in this handbook is intended to serve as a guide for your matriculation through our program. Students should familiarize themselves with the information provided herein.

C. Program Contact Information
Program Director
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Academic Advisor
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Staff Support Associate
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SECTION II
CLM Information and Policies

A. Program Overview

Graduates of the Clinical Leadership and Management program earn a Bachelor of Health Sciences (B.H.S.) degree. The purpose of the program is to provide health care professionals with formal academic education and skills training needed to prepare them for healthcare leadership and management roles and responsibilities. The program offers a career ladder for professional advancement in the health sciences. Program graduates will be prepared to assume greater responsibilities at their current jobs, be better qualified for job promotions, and be positioned for graduate studies. This degree completion program accommodates freshmen, associates or transfer students from many allied health disciplines including, but not limited to: radiological technology, respiratory therapy, dental hygiene, clinical laboratory technicians, long term care administration and nursing. The program also provides accessible course offerings for non-traditional students who may require part-time classes.

It is anticipated that graduates of the B.H.S. program in Clinical Leadership and Management will benefit from advanced knowledge and skills which will enhance their job/career opportunities, work environment and quality of life. Program graduates may also benefit their employers, health care facility, and patients.

Students may enter the CLM program through three tracks:
Track A is designed for health care professionals with an associate degree and work experience.
Track B is designed for freshman, entry-level students.
B. Career Opportunities

There are currently 4,130 jobs for healthcare managers in Kentucky and this is projected to grow by 20% to about 4,970 jobs in the near future. This is better than the national trend for healthcare managers, which sees this job pool growing by about 16.0% over the next eight years. In general, healthcare managers plan, direct, or coordinate medicine and health services in hospitals, clinics, managed care organizations, nursing homes, public health agencies, or similar organizations.

Students who graduate from the Clinical Leadership and Management Program are marketable in management positions of healthcare enterprises, able to assume greater responsibilities at their current jobs, more qualified for job promotions within their facility and may continue their studies at a graduate level. The CLM program provides for a more educated allied health care professional workforce for Kentucky communities (and beyond) and their patients, in turn, will be better served.

The curriculum for the Clinical leadership and Management Program has been reviewed by the Kentucky Board of Licensure for Nursing Home Administrators and designated as meeting the academic requirements needed to sit for this examination. Those students, who have had the proper experience, need not complete an Administrator in Training (AIT) experience as a requirement. For those students that need to complete an AIT, the CLM program offers a practicum course with course credit awarded. Further the program will soon seek accreditation for Health Services Executive certification.
C. Progression and Procedures

1. Admissions
   The Clinical Leadership and Management degree program uses the holistic admissions process to accept new students. The holistic review is a flexible, individualized way of assessing an applicant's capabilities by which balanced consideration is given to experiences, attributes, and academic metrics and, when considered in combination, how the individual might contribute to and successfully complete the program.

2. Student Advising
   A critical component of the CLM program is student advising, particularly during the first two years. Each student in the CLM program will meet with their Academic Advisor each semester to discuss course options and any issues relating to student success. This allows the advisor and students to stay in close communication regarding student satisfaction and academic progress.

3. Performance Criteria
   A particularly important feature of the CLM degree program is ongoing monitoring of student performance. Systematic review of each student’s progress ensures sensitivity to possible changes in career goals and interests. At the same time, it guarantees timely intervention for those students experiencing difficulty in prerequisite science courses or with grade point averages that could jeopardize admission into a professional program. Students will be counseled about academic support available to them, provided with a realistic appraisal of the likelihood for admission to their graduate or professional program of choice, and informed about a variety of alternative career paths within and outside of healthcare, including careers available. The purpose is to identify the best match between the students’ interests and skills and their chosen educational and career path.

4. Academic Concern
   To remain in good standing within the CLM curriculum, it is imperative that students address academic issues early to maximize opportunities for success. Certain “concern indicators” are proposed that can create developmental opportunities for students and advisors to discuss progress and develop and implement action plans.

   - Students who receive a semester grade of C or lower in any required courses will raise academic concern and will require further advising assistance. It is the student’s responsibility to seek assistance through his/her Academic Advisor.
   - A semester GPA of less than 2.8 or a course grade of D or F will result in academic probation in the program.
   - To overcome academic probation, a plan must be developed with the Academic Advisor (this may include scheduled monthly meetings, use of campus tutoring resources, regular progress meetings, etc.).
   - If a student does not follow the plan outlined by the Academic Advisor, the student may be dismissed from the program.
5. Academic Probation
Many other programs across campus require a certain level of academic rigor to maintain enrollment (e.g., College of Nursing, College of Engineering, Honors Program). In conceptualizing a probationary status for the CLM degree program, it is necessary to maintain a high standard for the students enrolled in this program. Further, students who hope to enter a professional or graduate program within the health care professions must attain a high GPA. Students may be placed on program probation a total of two times during their academic career. (See flowchart of the process below).

Students earning less than the required 2.8 GPA and students failing to return to good academic standing after one semester of probationary status can be released from the program without an option to return.

Students on program probation, working with their CLM advisor, will work out a plan which may include some or all of the following:
- Attend at least 4 hours of supervised study time per week
- Schedule a monthly advising appointment with their academic advisor
- During the add/drop window (August, January)
- 4 weeks into the semester (September, February)
- Eight weeks into the semester (October, March)
- Prior to the final drop deadline (first week of November, first week of April)
- Dead-week of each semester (December, April)

Submit academic progress reports to their academic advisor at each advising session. Additional requirements will be determined on an individual basis.

6. Academic Appeals
Students who do not meet the minimum cumulative 2.8 GPA requirements at the end of each academic semester may be released from the program with or without an option to return. Students have the right to appeal to remain in the program. The appeals committee meets twice annually. A student can file an appeal to remain in the program no more than two times. Appeals documents can be obtained from the program director. Three faculty members will serve on the hearing panel at any point in time, along with the HSER Director, CHS Assistant Dean of Student Affairs, the CLM Advisor, and two CLM students. Faculty and students are appointed each year by the Dean of the College of Health Sciences or the CLM Program Director.
CLINICAL LEADERSHIP AND MANAGEMENT PROGRAM
PROBATION AND DISMISSAL DECISION PROCESS

1. Student is placed on probation by CHS Assistant Dean.
2. CLM Advisor in the Office of Student Affairs calls a meeting of the following: CLM
   Student and appeals meeting committee.
3. At the meeting, specific remediation plan is developed; copy placed in student’s file.
4. Student progress is monitored by the student’s advisor.
5. If a course must be repeated, the academic advisor will work with the faculty
   member for the course to appraise the student’s progress.

Failure to maintain a 2.8 GPA or receiving a D or E/F in a course

Dismissal from the CLM Program

Student may exercise appeal option to Academic Appeals
Council (AAC)
• Appeal must be filed within 10 working days of the posting of a D E/F and or GPA listed below 2.8.

AAC recommends to CHS Assistant Dean whether to
reinstate or uphold dismissal

Failure to maintain a 2.8 GPA or receiving a D or E/F in a course

Automatic dismissal from the CLM Program

1. CHS Assistant Dean reinstates student (who will continue on probation) or uphold
dismissal.
2. If reinstated, another remediation plan is developed.

Students will be advised on additional options for a degree through consultation with academic advisor
D. Student Service and Expectations

1. Co-Curricular Activities: Each student in the Clinical Leadership and Management program is required to participate in service hours each semester. The following website provides you with many opportunities to engage in service activities: http://getinvolved.uky.edu/. You are encouraged to register through this website and receive updated information regarding new service activity opportunities. Also UK Healthcare offers many volunteer opportunities that are relevant to your healthcare interests and in helping people and communities. You can sign up to volunteer at the following site http://ukhealthcare.uky.edu/volunteer/. Further the CLM program administration develops service learning opportunities per semester that you are strongly encouraged to attend.

2. Professionalism - Classroom Behavior, Decorum and Civility: Professional behavior is expected throughout your academic experiences and if professional behavior is not practiced the faculty member or preceptor, after notifying the student may dismiss the student from the class or a practicum site. Everyone has the right to discuss, debate, and express their opinion and the right to respectfully disagree. Students clearly have the right to take reasoned exception and to voice opinions contrary to those offered by the instructor and/or the preceptor and other students (S.R. 6.1.2) verbally. Equally, an instructor and preceptor have the right and the responsibility to ensure that all academic/clinical/worksite discourse occurs in a context characterized by respect and civility. Obviously, the accepted level of civility would not include attacks of a personal nature or statements denigrating another on the basis of race, sex, religion, sexual orientation, age, national/regional origin or other such irrelevant factors.

Professional Characteristics to Develop and Practice
- Take an active role in learning and knowledge acquisition.
- Develop the ability to balance work life issues by prioritizing, adapting to diverse environments, and requesting feedback and assistance from professors or other students as needed.
- Communicating with others in a health care setting in a mature, respectful, and professional manner.
- Developing skills to work effectively in a diverse healthcare environment.
- Staying motivated, conscientious and exhibiting respectful leadership
- Displaying honesty, integrity, and personal responsibility; adhering to formal and informal healthcare ethical codes and norms; responding appropriately to the unethical behavior of others. Willing to do the right thing.

Professional Preparation:
At all times, the instructor and preceptors will model what constitutes professionalism, ethical and professional behavior, and set an example for how students will conduct themselves in a professional matter. When in doubt seek clarification.

3. Communication - E-mail: Throughout your matriculation in the HHS program, you will receive e-mails from faculty and staff with updates and reminders. You are expected to regularly check your official UKY e-mail address – if information is sent to you via email
and you do not read it in time to adjust accordingly, this is not the fault of your instructor. Additionally, emails should be used as an opportunity to practice good professional communication. All emails must include an appropriate greeting (e.g., “Hello, Dr. Smith,” “Hi, Dr. Smith, etc.), a message including full sentences, professional language, correct spelling, grammar, and capitalization, and an appropriate closing. If your email does not include these components, you may not get a response from our faculty or staff. Writing emails or texting to your friends/family can be informal, but when you start writing emails to your instructors, professors and potential employers, they should be well written with as few mistakes as possible.

CELL PHONES/LAPTOPS/TABLETS - Learning requires focus. Thus, unless using your personal devices for a class-related activity, they should be put away. Turn cell phones on silent for the duration of class. Not on vibrate, but silent. This includes all devices that make noise (texts, calendar alerts, music, etc.). At no time should you be using earphones during class time. These must be put away at all times. When in class pay attention, listen, participate and learn.

4. **Academic Integrity, Cheating, and Plagiarism:** Students in HHS Program are expected to adhere to the highest standards of academic honesty. Cheating, plagiarism, and destruction of course materials violate the rules of the University.

For more information on the University’s policy on Students Rights and Responsibilities see the following website: [http://www.uky.edu/StudentAffairs/Code/index.html](http://www.uky.edu/StudentAffairs/Code/index.html).

Violations of the university’s rules regarding academic honesty can lead to a failing grade in the course and suspension, dismissal or expulsion from the University. Instances of academic dishonesty will be reported to appropriate University officials as required by University rules and procedures.

5. **Clinical Requirements:** Increasing numbers of our affiliates are requesting criminal background checks and drug screenings for employees and students who are present in their facilities. Thus, the University of Kentucky and the College of Health Sciences believes it is important to screen students prior to entry into any of our professional health care programs. The UK University Health Service also mandates certain immunization requirements. This is necessary due to the close proximity and opportunities that students in our programs have within numerous health care facilities. CHS has partnered with Certified Background to provide background checks, drug screening and medical document management for our students. The three component Certified Profile package costs $95 and is good for the life of your program.


**Please note:** This process will require an additional cost. The background check and drug screening must be completed prior to the beginning of classes.
University of Kentucky Immunization Requirements

For Students with Clinical Responsibilities

University Health Service (UHS) welcomes University of Kentucky Health Science College students to our clinic. These compliance requirements have been established to protect health care providers, as well as their patients during clinical encounters. These requirements reflect CDC guidelines and UK HealthCare policies. If you have a medical contraindication to one or more of the vaccine requirements, please provide UHS with documentation from your primary care provider. Deadlines for completion of compliance are set by the individual colleges. The following immunizations are required for all students involved in clinical activities:

<table>
<thead>
<tr>
<th>Tuberculosis Screening</th>
<th>Hepatitis B</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>New</strong> Health Science College students are required to complete a 2-step TB Skin Test* or 2-step equivalent (IGRA).** If you have had a TB test within the last year, please submit/bring a copy with you to your appointment.</td>
<td>A series of three injections at recommended intervals or documentation of a protective Hepatitis B surface antibody titer (≥ 10 mIU/mL)</td>
</tr>
<tr>
<td><strong>Upper classmen</strong> must complete a TB skin test or IGRA test on an annual basis. Documentation of a negative Mantoux TB skin test is accepted from other institutions and must include (1) date given, (2) date read, (3) reading in millimeters, (4) name of facility and credentials of person administering and reading test.</td>
<td>MMR Proof of immunity to rubella, rubeola, and mumps if born in 1957 or after. One of the following may be used as documentation:</td>
</tr>
<tr>
<td>If known history of positive TB test or IGRA test, documentation must include date of reading in millimeters and chest x-ray. If these records are unavailable, UHS requires a 2-step TB skin test or equivalent IGRA. Students with a positive PPD will participate in annual TB screening by answering a TB symptom questionnaire.</td>
<td>• Documentation of two MMR vaccines with the first dose at 12 months of age or older;</td>
</tr>
<tr>
<td>2-step TB Skin Test: two (2) TB skin tests within one year **IGRA: Blood test for TB</td>
<td>• Documentation by a physician of having had rubeola, rubella, and mumps disease;</td>
</tr>
<tr>
<td>2-step TB Skin Test: two (2) TB skin tests within one year **IGRA: Blood test for TB</td>
<td>• Documentation of protective rubeola, rubella, and mumps titer</td>
</tr>
</tbody>
</table>

Varicella

Proof of immunity to varicella by one of the following:

- Diagnosis of chicken pox disease or shingles disease documented by healthcare provider;
- Positive antibody titer;
- Documentation of two varicella vaccines with the first dose at 12 months of age or older

Tdap (Tetanus, Diphtheria, Acellular Pertussis)

Documentation of one dose of Tdap vaccine as an adult

NOTE: Td (tetanus/diphtheria) vaccine is NOT the same as Tdap. Tdap was licensed 11/2005.

Seasonal Influenza

One dose of the seasonal influenza vaccine is required if a student is present in a UK HealthCare facility at least one day during designated influenza season (October 1 – March 31)

- Students may email immunization and TB screening document (PDF please) to: UHSnurse@uky.edu
- Once all requirements are fulfilled, the compliance form will be sent via secure message in the online student health patient portal. Access by signing in to Link Blue, My UK, My Info, Student health and then click “messages”. The message can be printed or saved as a PDF (print to adobe PDF). Compliance Forms should be submitted to your college Office of Student Affairs.

UHS is located in the University Health Service building at 830 South Limestone Street, Lexington, KY 40536.

Handouts UK immunization requirements 10-28-14; revised JPrutt 5/13/2015 rev. 10-1-15jp
### E. Curriculum Overview

<table>
<thead>
<tr>
<th>Course (TRACK A)</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIS 300- Strategic Business and Professional Communications</td>
<td>3</td>
</tr>
<tr>
<td>CLM 241- Health and Medical Care Delivery Systems</td>
<td>3</td>
</tr>
<tr>
<td>CLM 350- Health Policy and Politics</td>
<td>3</td>
</tr>
<tr>
<td>CLM 351- Health Services Administration</td>
<td>3</td>
</tr>
<tr>
<td>CLM 353- Ethics in Healthcare</td>
<td>3</td>
</tr>
<tr>
<td>CLM 354- Health Law</td>
<td>3</td>
</tr>
<tr>
<td>CLM 355- Financial Management of Healthcare Institutions</td>
<td>3</td>
</tr>
<tr>
<td>CLM 370- Electronic Health Records</td>
<td>3</td>
</tr>
<tr>
<td>CLM 405- Epidemiology and Biostatistics</td>
<td>3</td>
</tr>
<tr>
<td>CLM 444- Leadership and Human Resource Management</td>
<td>3</td>
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<tr>
<td>CLM 445- Quality and Productivity Improvement and Evaluation</td>
<td>3</td>
</tr>
<tr>
<td>HHS 454- Research in Human Health Services</td>
<td>3</td>
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<tr>
<td>CLM 452- Community and Institutional Planning</td>
<td>3</td>
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<tr>
<td>CLM 495- Introduction to the Capstone</td>
<td>1</td>
</tr>
<tr>
<td>CLM 595- Capstone</td>
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<tr>
<td>CLM 501- Practicum</td>
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<tr>
<td>Free Elective Credits¹</td>
<td>13</td>
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<tr>
<td>TOTALS</td>
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</table>

<table>
<thead>
<tr>
<th>Course (TRACK B)</th>
<th>Credits</th>
</tr>
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<tbody>
<tr>
<td>Arts and Creativity (any)</td>
<td>3</td>
</tr>
<tr>
<td>Humanities (any)</td>
<td>3</td>
</tr>
<tr>
<td>Social Sciences- PSY 100*</td>
<td>4</td>
</tr>
<tr>
<td>ANT 230- Natural/Physical/Mathematical-</td>
<td>3</td>
</tr>
<tr>
<td>CIS/WRD 110- Composition and Communication*</td>
<td>3</td>
</tr>
<tr>
<td>CIS/WRD 111- Composition and Communication*</td>
<td>3</td>
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<tr>
<td>Quantitative Foundations- MA 123</td>
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<td>Statistical Inferential Reasoning (any)</td>
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<td>Community, Culture, and Citizenship in the USA-SOC 235</td>
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<tr>
<td>Global Dynamics- ANT 160 or GEO 161</td>
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<tr>
<td>TOTAL UK CORE</td>
<td>32</td>
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<tr>
<td>Additional Prerequisite Courses Required for CLM Track B</td>
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<tr>
<td>CLA 131 Medical Terminology</td>
<td>3</td>
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<tr>
<td>CIS 300- Strategic Business and Professional Communications</td>
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<td>HHS 101- Survey of Health Professionals</td>
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<td>HHS 102- Shadowing Experience</td>
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<tr>
<td>CLM 241- Health and Medical Care Delivery Systems</td>
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<td>CLM 350- Health Policy and Politics</td>
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<td>CLM 351- Health Services Administration</td>
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<td>CLM 444- Leadership and Human Resource Management</td>
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<td>CLM 445- Quality and Productivity Improvement and Evaluation</td>
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<tr>
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</tr>
<tr>
<td>CLM 595- Capstone</td>
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<tr>
<td>CLM 501- Practicum</td>
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<tr>
<td>Free Elective Credits²</td>
<td>31</td>
</tr>
<tr>
<td>TOTALS</td>
<td>57</td>
</tr>
</tbody>
</table>

| Total Major Required Courses (Does not include 64.0 from Assoc. degree or Free electives 13.0) | 43 |
| Total Major Required Courses (Does not include Free electives 31.0 and core 32.0) | 57 |
| Total Credits (Already have ~64.0) | 120 |
| Total Credits | 120 |
CLM Track Layouts:  
(Individual layouts may vary based on course completion)

CLM Track A - Students will enter the program with a minimum of two years’ experience in a healthcare related field. Students may also have an Associate’s degree and/or 64.0 cumulative college credit hours. Many Track A students complete their courses on a part-time basis.

<table>
<thead>
<tr>
<th></th>
<th>1st Year</th>
<th>2nd Year</th>
<th>3rd Year</th>
<th>4th Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Fall</td>
<td>Spring</td>
<td>Fall</td>
<td>Spring</td>
</tr>
<tr>
<td>Block to</td>
<td>CIS 300</td>
<td>3.0</td>
<td>CLM 241</td>
<td>3.0</td>
</tr>
<tr>
<td>complete</td>
<td>CLM 370</td>
<td>2.0</td>
<td>CLM 350</td>
<td>3.0</td>
</tr>
<tr>
<td>missing UK</td>
<td>free/optional</td>
<td>CLM 355</td>
<td>3.0</td>
<td>CLM 445</td>
</tr>
<tr>
<td>requirements</td>
<td>free/optional</td>
<td>CLM 351</td>
<td>3.0</td>
<td>CLM 455</td>
</tr>
</tbody>
</table>

(Associates Degree 64.0) + (42.0 Major Required Courses) + (14.0 Free Electives) = 120.0

CLM Track B - Freshman entry, traditional student, four year degree.

<table>
<thead>
<tr>
<th></th>
<th>1st Year</th>
<th>2nd Year</th>
<th>3rd Year</th>
<th>4th Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Fall</td>
<td>Spring</td>
<td>Fall</td>
<td>Spring</td>
</tr>
<tr>
<td>HHS 101</td>
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<td>HHS 102</td>
<td>1.0</td>
<td>HHS 241</td>
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<tr>
<td>A/G UK core</td>
<td>CLA 131</td>
<td>HHS 350</td>
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<td>CLM 354</td>
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<td>CIS/WRT 110</td>
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<td>HHS 355</td>
<td>3.0</td>
<td>CLM 444</td>
</tr>
<tr>
<td>MA 129</td>
<td>CIS 300</td>
<td>ANT 230 (UK)</td>
<td>CLM 370</td>
<td>3.0</td>
</tr>
<tr>
<td>PSY 100</td>
<td>Hum UK core</td>
<td>STF UK core</td>
<td>free/optional</td>
<td>free/optional</td>
</tr>
</tbody>
</table>

(56.0 Major Required Courses) + (32.0 Free Electives) + (UK Core 32.0) = 120.0
SECTION III
Appendices

A. General Contact Information
B. University Resources and Services
C. Research Opportunities and Resources
D. Scholarships and Loans
E. Course Descriptions
F. Program Faculty and Staff
A. General Contact Information

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Academic Advisor
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Staff Support Associate
Tabatha Christianson
Phone: (859)218-0495 [e-mail: tabatha.christianson@uky.edu]
B. University Resources and Services

- Academic success including
  - Academic support
  - Academic advising
    - [http://www.uky.edu/AcademicSuccess/](http://www.uky.edu/AcademicSuccess/)

- Division of Student Affairs including
  - Counseling center (consultation and psychological services)
  - Testing center
  - Disability resource center
  - Student center
    - [http://www.uky.edu/StudentAffairs/index.php](http://www.uky.edu/StudentAffairs/index.php)
  - Career center
    - [http://www.uky.edu/careercenter/](http://www.uky.edu/careercenter/)

- Financial aid
  - [http://www.uky.edu/FinancialAid/](http://www.uky.edu/FinancialAid/)

- University Health Services
  - [http://ukhealthcare.uky.edu/uhs/](http://ukhealthcare.uky.edu/uhs/)

- Libraries
  - [http://www.uky.edu/Libraries/](http://www.uky.edu/Libraries/)
C. Research Opportunities and Resources

The Office of Undergraduate Research in the College of Health Sciences is committed to fostering the curiosity of undergraduate students, by offering multiple opportunities, across a variety of topics, for mentored, self-directed work. Participating in an undergraduate research experience can take many forms, ranging from collecting performance data with human subjects to staining tissue cultures, depending on the student’s area of interest.

Engaging in research will help you learn to apply what you know to questions that interest you, use that experience to select a future career, and take pride in seeing your ideas come to life. The goals of the College of Health Sciences undergraduate research initiative are to (1) Foster independent thinking and creativity, (2) Offer guidance and mentorship to students interested in research, (3) Provide a forum for students to present the results of their research, and (4) Encourage students to consider careers in the health sciences.

Eight research laboratories, located on the 4th floor of the Wethington building, encompass approximately 7000 square feet. Labs include all the state-of-the-art equipment required for biochemical, molecular and cellular analyses, including water purification systems, real time PCR and tissue culture equipment. Labs are supported by common use facilities including equipment rooms, sterilization and dishwashing facilities, liquid nitrogen storage and imaging facilities.

Some current projects include:

- Understanding the aging voice and language processing
- Overcoming feeding and swallowing disorders
- Preventing muscle wasting during disuse and aging
- Understanding muscle stem cell function with obesity, following exercise, and during aging
- Rehabilitation strategies to prevent long term muscle and joint dysfunction
- Infrastructure establishment for rehabilitative research in rural Kentucky
- Understanding voice maturation and development of voice disorders in children
- Preparing clinical health care providers for rural employment
- Relationship of student outcomes to school-based physical therapy services
- Nutrition and cardiovascular disease

You can find more information at: [http://www.uky.edu/chs/academic-programs/certificate-research-and-human-health-sciences](http://www.uky.edu/chs/academic-programs/certificate-research-and-human-health-sciences)
D. Scholarships and Loans

The College of Health Sciences has scholarships available only to students who have been admitted to one of the CHS programs. Once admitted to a CHS program, students will be notified of all scholarships available to them during your program. Notification will be through email, student mailboxes, or posted on the Student Lounge Bulletin Board.

**Academic Excellence Scholarship:**
These are awarded to students who have completed a minimum of 12 credit hours in our college. Announcements will be made in the Spring and awarded for the following academic year.

**Diversity Enhancement Scholarship:**
Available to any full-time student who represents diversity of thought, culture, gender, race, ethnicity or are underrepresented in the health professions. Announcements will be made in the Spring and awarded for the following academic year.

For more information on CHS scholarships: [http://www.uky.edu/chs/prospective-students/scholarship-opportunities](http://www.uky.edu/chs/prospective-students/scholarship-opportunities)
E. Course Descriptions

CLM Required (Please refer to track selection for all requirements)

HHS/HSE 101 SURVEY OF HEALTH PROFESSIONS (1)
An introduction to the health sciences professions including an exploration of health sciences careers.

HHS 102 SURVEY OF HEALTH PROFESSIONS II: SHADOWING EXPERIENCE (1)
This course provides students with opportunities to explore the health sciences professions. It assists students in developing beginning observation, recording, and reporting skills appropriate to the professions selected for their on-the-job shadowing experiences.

HHS/CLM/HSM 241 HEALTH AND MEDICAL CARE DELIVERY SYSTEMS (3)
Review of the wellness-illness spectrum and the societal response in terms of health services. Topics to be covered include the nature and functions of health services agencies and professionals, and the impact of social, political, economic, regulatory, and technological forces. Also includes a discussion of major health problems and related healthcare programs.

HHS/CLM 350 HEALTH POLICY AND POLITICS (3)
This course will address the development of past and current U.S. health policies within the context of historical, economic, cultural, and political environments. The political process and the roles and responsibilities of the executive, legislative, and judicial branches of government will be examined. The power and influence that politics, money, the media, and special interest groups have had, and continue to have, upon the development of national and state health policies will be discussed and analyzed. Prereq: Student in CLM or HHS program or permission of instructor.

HHS 351 HEALTH SERVICES ADMINISTRATION (3)
Theories and practices of administration in healthcare institutions with special emphasis on organizational behavior and analyses of various administrative processes and techniques. Prereq: Professional program status (which includes an earned Associate Degree in a healthcare discipline and one year of post-degree work in a healthcare setting) or consent of instructor. (Same as CLM 351.)

HHS/CLM 353 ETHICS IN HEALTHCARE (3)
The course will include a study of moral reasoning and ethical theories in medical ethics. Ethical issues arising in the practice of healthcare delivery will be examined. Codes of ethics and the health professional's obligations to patients, colleagues, employing institutions and the community will be considered, and relevant case studies will be analyzed.

HHS/CLM 370 ELECTRONIC HEALTH RECORDS (2)
The Electronic Health Records course is an undergraduate level introduction to the concepts and trends in health care electronic health records in today’s technology driven health care field. Several areas will be introduced that will provide baseline knowledge for EHRs.
HHS/CLM 405 EPIDEMIOLOGY AND BIOSTATISTICS (3)
This course will provide a foundation in the principles and methods of the epidemiological investigation of disease with special emphasis on the distribution and dynamic behavior of disease in a population. Etiologic factors, modes of transmission and pathogenesis will be examined. Topics to be covered include epidemics and the spread of infectious disease, epidemiological aspects of non-infectious disease; rates of morbidity and mortality, sensitivity, specificity, and predictive values' strategies used in epidemiological studies to include measures of disease effect, validity, reliability; sampling methods and computer-based bio statistical analysis that emphasize the generalized linear mode and forms of SEM as appropriate for an upper division undergraduate course. Prereq: Admission to CLM of HHS program or consent of instructor.

HHS 443 HEALTH INFORMATION MANAGEMENT (2)
(pending approval for change to 2 credits)
This course provides students with an opportunity to understand and address the challenges associated with healthcare change and improvement intended by the Recovery Act of 2009. Students will focus on clinician and clinical leader roles in the implementation of an Electronic Medical Record. The course includes material relating to Personal Health Record (PHR) models, architectures, market forces, and law. Students will understand the advantages for using the electronic medical record and mechanisms for planning successful implementation. Prereq: Admission to HHS Program or consent of instructor.

HHS 454 RESEARCH IN HUMAN HEALTH SCIENCES (3)
An introduction to basic methods for undertaking research on issues related to health, healthcare, and within health services organizations and systems. Students will become critical consumers of research by learning how to evaluate and apply the results of health research conducted by others. The course will also assist those who will be carrying out clinical research or program evaluation within health delivery systems. Prereq: Admission to HHS Program or consent of instructor.

CLM/HHS 354 HEALTH LAW (3)
Introduction to concepts of administrative and tort law applicable to healthcare settings. Topics to be considered include governance, patient rights, informed consent, medical/moral problems, malpractice, tax laws, contracts, labor law, regulation and institutional liability. Prereq: Admission to CLM or HHS program or permission of instructor.

CLM 355 FINANCIAL MANAGEMENT OF HEALTHCARE INSTITUTIONS (3)
A review of financial management practices in healthcare institutions. Course will analyze regulatory and third party reimbursement for financial management, financial management practices, impact of financing mechanisms and practices on health services decision making. Prereq: Professional program status (which includes an earned Associate Degree in a healthcare discipline and one year of post degree work in a healthcare setting) or consent of instructor. (Same as HSM 355.)
CLM 444 LEADERSHIP AND HUMAN RESOURCE MANAGEMENT (3)
This course focuses on clinical leadership and managerial roles and responsibilities, with particular emphasis on organizational design, theory, and behavior. Human resource management, team leadership, and strategies for promoting employee motivation, loyalty, and productivity will be discussed. Other topics to be discussed include writing a business plan, financial and budgetary considerations, public relations, and quality and productivity. Laboratory compliance, government regulations, and accreditation will also be covered. Prereq: Admission to the CLM Program or consent of instructor.

CLM 445 QUALITY AND PRODUCTIVITY IMPROVEMENT AND EVALUATION (3)
A core program course that focuses on leadership and management knowledge, skills, and practices that promote clinical quality, efficiency, and productivity. Methods to measure, monitor, and evaluate quality and productivity will be discussed. Prereq: Admission to the CLM Program or consent of instructor.

CLM 452 COMMUNITY AND INSTITUTIONAL PLANNING FOR HEALTH SERVICES DELIVERY (3)
Theoretical foundations for health planning. History of health planning and regulation. Specific attention will be given to integration of institutional planning with community health planning. Prereq: Professional program status (which includes an earned Associate Degree in a healthcare discipline and one year of post-degree work in a healthcare setting) or consent of instructor. (Same as HSM 452.)

CLM 501 PRACTICUM IN CLINICAL LEADERSHIP AND MANAGEMENT (1-3)
Students will gain practical general training and experiences in the healthcare workplace with a focus on exposure/experience in clinical leadership and management. The CLM faculty in coordination with the practicum coordinator will arrange these experiences with the site employer/personnel and develop an individualized plan for the student at each site. The plan relates the workplace training and experiences to the student’s general and technical course of study. Prereq: Consent of instructor. (Same as HHS 501.)

CLM 495 INTRO TO THE CAPSTONE (1)
prerequisite for the capstone project (CLM 595 - 3 credit). It is designed to prepare each CLM student to: 1) Define a capstone project focused on project management or quality improvement, 2) Gather relevant literature or information that will inform the project, 3) Construct a detailed written proposal (including a timeline) of your proposed project, 3) Understand the procedures needed to conduct your project., and 4) Present your capstone proposal to an audience of peers and/or faculty. The three credit course will follow the next semester and the student will complete the capstone.

CLM 595 CAPSTONE PROJECT (3)
Independent work devoted to research on specific problems, to challenge the student to synthesize concepts from his total program and relate them to his allied health specialty. Conference, one to three hours per week. May be repeated to a maximum of six credits. Prereq: Consent of instructor. (Same as HSE 595.)
HSER Selectives/Electives

HHS 356/HHS 357 SEMINAR IN INTERPROFESSIONAL HEALTHCARE (1-2)
A study of selected topics in health and wellness with a focus on the way individuals experience health and utilize resources within their individual nesting environments of health and social communities. Topics will include an exploration of individual perceptions and experiences of health, wellness, and quality of life throughout the lifespan and resources available to achieve health. A minimum of 2 hours of seminar is required, and at least 1 seminar must be taken in the final year of the program. Prereq: Admission to the HHS Program or consent of instructor.

HHS 362 INTERDISCIPLINARY HEALTH ADVOCACY (1-2)
The course will provide experiences as a health navigator for students in the health sciences. Students will work with patients who are seeking advice about the availability of health resources, health services, and health information. Students will be trained in skills needed to become effective health navigators. A minimum of 2 credits is required, and at least 1 credit must be taken in the final year of the program. Prereq: Admission to HHS Program or consent of instructor.

HHS 453 CULTURAL COMPETENCE IN HEALTHCARE (3)
This course is designed to introduce the student to concepts of culture, race, ethnicity, and competence. Emphasis will be placed on identifying individual characteristics and their influence on bias. Factors related to culturally and linguistically appropriate healthcare will be reviewed. Prereq: Admission to HHS Program or consent of instructor. Meets university writing requirement (pending approval).

HHS 395 INDEPENDENT STUDY (1-3)
Independent study for undergraduate students with an interest in a specific problem, topic, or issue in human health sciences. Prereq: Admission to HHS Program or consent of instructor.

HHS 400 NUTRITION FOR PHYSICAL ACTIVITY, INJURY PREVENTION AND REHABILITATION (2) (pending approval)
This course will acquaint students with general concepts in nutrition that relate to physical activity, injury prevention and rehabilitation. The content of the course is organized in such a way that students can progress logically from knowledge of basic human nutrition processes to the specific nutrition related issues commonly observed in physically active individuals and nutritional needs to prevent injury and aid healing following injury.

HHS 470 INTERNATIONAL EXPERIENCE IN HUMAN HEALTH SCIENCES (1-6)
This course provides students with opportunities to explore international issues in healthcare through study and international travel. Course content and organization will depend on the topic to be studied and credit hours. Prereq: Admission to the HHS Program or consent of instructor.

HHS/CLM 480 SEMINAR IN HUMAN HEALTH SCIENCES (1-3)
Study and analysis of current and topical problems and issues regarding the roles, trends and research for healthcare professionals. May be repeated to a maximum of 6 credits. Prereq: Admission to CLM or HHS Program or consent of instructor.
SPA 151 SPANISH FOR HEALTH PROFESSIONALS  (3)
The course will teach Spanish terminology and basic grammar related to medical patients, including vocabulary for diagnosis and treatment. Prereq: Prior college or high school Spanish or other experience with the Spanish language roughly equivalent to one semester of college study.
F. Program Faculty and Staff