

University of Kentucky
College of Health Sciences
Program in Clinical Leadership and Management
Student Handbook

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Section I – College of Health Sciences & Program Welcome

A. CHS Mission

The mission of the University of Kentucky College of Health Sciences (CHS) is to help the people of the Commonwealth of Kentucky and beyond attain the highest level of health possible. We fulfill our mission through creative leadership and productivity in education, research, and service. CHS has a distinguished history of preparing students for successful careers in the health sciences. Our college was among the first of 13 charter schools for allied health in the country. CHS was founded in 1966, with certificate, associate, and bachelor's degrees. We now offer undergraduate and graduate degrees, as well as minor and certificate options, across nine health sciences disciplines. At the College of Health Sciences, we are dedicated to educating frontline entry-level practitioners for the allied health disciplines in our college, as well as educating the clinical, educational and research leaders of tomorrow.

B. CLM Program Mission, Vision, and Values Statement

CLM Program Mission:

Our mission is to provide graduates with the expertise to meet the health needs of Kentucky and beyond as future healthcare administrators.

We strive to develop:

- Healthcare administrators prepared to lead as communicators, thinkers & problem solvers, inquirers, and collaborators.
- Professionals who are adaptable, principled, and ethical, responsible and professional, and culturally responsive.
- Leadership readiness necessary for a health care management professional.

CLM Program Vision:

To be the premier undergraduate program for healthcare management and leadership to build a healthier Kentucky and beyond.

CLM Program Values Statement:

The University of Kentucky Clinical Leadership and Management Program values:

Academic Excellence: We value high quality teaching with rigor, supported by evidence, industry practices, and applied, relevant learning experiences.

Scholarship: We value scholarship from our faculty that provides an outlet to share best practices and community-engaged research, and support our students with evidence-based teaching.

Diversity and Inclusion: We value diversity and inclusion in our student body and our faculty, as well as in the voices we include in our pedagogy.

Professionalism: We value professional and engaged students and we provide intentional

learning opportunities in this area throughout the curriculum.

Experiential Learning: We value experiential learning and students are able to put theory into practice through their practicum experiences.

Collaboration: We value collaboration between our students, faculty, alumni, community members, preceptors, and advisory board members and seek to connect individuals across the health care sectors in Kentucky with our students.

Career Readiness: We value career readiness and embed competencies into the program that assure that our students are the desired candidates when seeking post-graduation employment.

Life-long Learning: We value life-long learning and strive to prepare students for learning experiences beyond graduation, including professional and advanced studies.

C. Program Contact Information

Program Director & Director of Undergraduate Studies in CLM

Karen Clancy, Ph.D., MBA, BHS

Phone: (859) 323-3566

E-mail: kclancy@uky.edu

Academic Advising

Email and Drop in Hours can be located here: <https://www.uky.edu/chs/current-students/academic-advising>

D. CLM Pathways

The Clinical Leadership and Management major prepares students for a variety of career paths in healthcare leadership. The Bachelor of Health Sciences degree gives you a foundation in healthcare delivery, ethics, quality, policy and law, social determinants, and healthcare finance. Some examples of careers students pursue include hospital managers and administrators, clinic administrators, corporate healthcare leaders, nursing home administrators, leaders of not-for-profits, healthcare marketing and sales, healthcare policy influencers, healthcare law, and public health leaders. More information about careers may be found in the Bureau of Labor Statistics, Occupational Outlook Handbook. <https://www.bls.gov/ooh/management/medical-and-health-services-managers.htm>

Section II – CLM Information & Policies

A. Curriculum: Traditional Full Time 4-year path

Year 1 – Fall

Composition & Communication I (3 hours)
UK Core Citizenship (3 hours)
UK Core Math (3 hours)
UK Core Arts & Creativity (3 hours)
CHS 150 Introduction to Interprofessional
Healthcare Seminar (3 hours)

Total hours: 15

Year 2 – Fall

UK Core Natural Science (3 hours)
UK Core Humanities (3 hours)
Elective (3 hours)
Elective (3 hours)
CLM 300 Healthcare Managers: Write,
Speak, Create (3 hours)

Total hours: 15

Year 3 – Fall

Elective (300+ level) (3 hours)
Elective (300+ level) (3 hours)
CLM 345 Quality & Productivity
Improvement & Evaluation (3 hours)
CLM 350 Health Policy, Politics, & Law (3
hours)
CLM353 Ethics in Health Services
Management (3 hours)

Total hours: 15

Year 1 - Spring

Composition & Communication II (3 hours)
UK Core Statistics (STA 210/296) (3 hours)
UK Core Social Science (PSY 100) (3 hours)
CLM 104 Mindfulness Practices & Stress
Reduction (1 hour)
CLM 120 Introduction to Careers in Clinical
Leadership & Management (2 hours)
CLM 241 Health & Medical Care Delivery
Systems (3 hours)

Total hours: 15

Year 2 - Spring

UK Core Global Dynamics (3 hours)
Elective (3 hours)
CLM 325 Introduction to Healthcare
Management (3 hours)
CLM 335 Health Information Management (3
hours)
CHS 354 Interprofessional Evidence-based
Decision Making (3 hours)

Total hours: 15

Year 3 - Spring

Elective (300+ level) (3 hours)
CLA 131 Medical Terminology (3 hours)
CLM 323 Social Determinants in Health (3
hours)
CLM 342 Leadership: Management
Competencies Essential to Lead in Healthcare
(3 hours)
Elective (300+ level) (3 hours)

Total hours: 15

Full Time 4-year path Curriculum continued

Year 4 – Fall

Elective (300+ level) (3 hours)
CLM 401 Practicum I: Foundations (3 hours)
CLM 453 Cultural Competencies in
Healthcare (3 hours)
CLM 455 Financial Management of
Healthcare Organizations (4 hours)
CLM 480 Special Topics (3 hours)
Total hours: 16

Year 4 - Spring

CLM 443 Leadership: Strategic Vision,
Mission, & Planning in Healthcare (3 hours)
CLM 444 Leadership: HR Management in
Healthcare (3 hours)
CLM 402 Practicum II: Intermediate (3
hours)
CLM 403 Practicum III: Advanced (3 hours)
CLM 495 Capstone (3 hours)
Total hours: 15

Part-Time/Online Path

For students interested in more information on the curriculum or information on a part-time model, please contact Dr. Karen Clancy, Program Director & Director of Undergraduate Studies for Clinical Leadership & Management, at kclancy@uky.edu We offer two courses per semester online, rotating over a 3-year cycle.

The Clinical Healthcare Management Undergraduate Certificate

The Clinical Healthcare Management Undergraduate Certificate is designed for students with an interest in working in healthcare who would like to develop an understanding of healthcare management settings and leadership skills and competencies related to healthcare management. The certificate is open to degree seeking students, as well as non-degree seeking students. An undergraduate degree is NOT required for admission to the certificate. This certificate may be completed in-person OR totally online! While each certificate course may not be available each semester, they are all available during the course of a normal academic year (summer, fall, winter, and spring). Clinical Leadership & Management majors are not eligible for the certificate due to duplication with your major courses. Required certificate courses may be found here: <https://www.uky.edu/chs/clinical-leadership-and-management/clinical-healthcare-management-certificate/curriculum>

EEQ Certification



Essential Employability Qualities Certification (EEQ CERT) is granted to the **Clinical Leadership & Management program** by The Quality Assurance Commons for Postsecondary Education after a rigorous process of external and independent review. EEQ Certified programs foster a distinctive set of attributes in their graduates. These qualities are intended to prepare graduates to make important contributions in their workplaces. **In this course, we will be assessing the Communicator EEQ.**

The eight Essential Employability Qualities are communication, thinking and problem solving, inquiry, collaboration, adaptability, principles and ethics, responsibility and professionalism, and learning. For more information on the EEQs, click here: <https://theqacommons.org/wp-content/uploads/2019/08/EEQ-Grad-Profile.8.1.18.pdf>

Practicum Note:

For full-time students, Practicums II and III will be taken in the final semester as an immersive experience in the field. The other classes that semester will include 2 part of term courses before the placement begins (CLM 443 and 444), along with Capstone (CLM 495). If you work full-time in health care, it may be possible for you to complete the practicum at your place of employment with permission from the Practicum Coordinator and the Program Director/Director of Undergraduate Studies in Clinical Leadership & Management. Students requesting this option need to submit a request through the electronic pre-approval form that describes activities that are not current job duties and meet practicum requirements to be completed under the direction of someone other than their current supervisors. For more information on the practicum, please contact Dr. Karen Clancy, Faculty Practicum Coordinator, at kclancy@uky.edu.

Course Descriptions may be found in myUK and the current Bulletin
<http://www.uky.edu/registrar/bulletin-course-catalog>

B. Progression & Procedures

1. Admissions

Admission to CLM is a selective process. All candidates receive a holistic review. 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. A minimum GPA of 2.8 and ACT score of 19 is required.

Please note that meeting the minimum requirements does not guarantee admission to the program; motivation for the field, leadership, service, research, extracurricular activities, and test scores are evaluated as part of the holistic admissions process

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 College of Health Sciences Professional Academic Advisor each semester to discuss course options, co-curricular opportunities, and support and resources related to student success. This allows the advisor and students to stay in close communication regarding student satisfaction and academic progress. Students must make an appointment and meet with their assigned professional academic advisor prior to having any registration holds lifted. Advisor holds are not lifted during walk-in hours.

3. Academic Probation

Students may be placed on CLM probation due to the following circumstances:

- Cumulative GPA drops below 2.8
- Major GPA drops below 3.0

Students earning less than the required 2.8 cumulative GPA, and students failing to return to good academic standing after one semester of probationary status, may be released from the program.

Students on program probation work with their CLM academic advisor to develop a plan, which may include some or all of the following:

- Completing two Integrated Success Coaching appointments
- Scheduling a monthly advising appointment with assigned academic advisor
 - During the add/drop window (August, January)
 - 4 weeks into the semester (September, February)
 - Midterm ahead of fall/spring break (October, March)
 - Prior to the semester course withdrawal deadline (first week of November, first week of April)

- Prep Days of each semester (December, April)
- Other probation contract requirements may be implemented to ensure student success

4. Academic Appeals

Students who do not meet the minimum cumulative GPA (2.8) or major GPA (3.0) 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. Negotiating a CLM suspension appeal requires submission of an appeal statement to and meeting with the Associate Dean of Academic Affairs and CLM Program Director/Director of Undergraduate Studies. Please contact the CLM PD/DUS directly with questions regarding the appeal process.

C. Student Expectations

1. Professionalism, Classroom Behavior, Decorum, & Civility

Professional behavior is expected throughout your academic experiences. If professional behavior is not practiced, the student will be notified and the behavior addressed by the faculty and/or preceptor. Students should be aware that unprofessional behavior may result in their dismissal from the class or a practicum site. Students are assessed on professionalism specifically in each of their practicum rotations and prior to graduation. Students who do not meet professional standards, may not graduate. In addition, sanctions (e.g. probation or dismissal) from the program, Dean of Students, and/or the Dean under the Healthcare Colleges Code of Student Professional Conduct may be applied depending on the severity of the behavior.

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. We do not accept 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.

2. Professional Conduct on Practicum Sites

Students are required to abide by practicum site policies, procedures, and guidelines. This includes but is not limited to codes of conduct, attendance, dress code, behavioral standards, privacy policies, and compliance requirements. Failure to adhere to practicum sites policies or requirements may at minimum result in dismissal from the practicum. Healthcare services are highly regulated and failure to adhere to practicum site policies, procedures, and guidelines may also result in legal penalties.

3. Compliance

All students in the College of Health Sciences are required to have full background checks and ten-panel drug screenings before beginning a CHS program. They are also required to have immunization documents, proof of health insurance, and a signed commitment to behavioral standards in patient care on file with the tracking system within first semester (DEADLINES VARY BETWEEN PROGRAMS - please refer to information provided to you by the Compliance Coordinator). All students must utilize the Castle Branch system to track their documents. College of Health Sciences students are held to a high standard of professional behavior and conduct. As health care professionals in training, we expect students to be familiar with and adhere to the policies listed below. Policies listed are not only University specific, but pertain to professional practice.

All CHS Students are required to have the following: <https://www.uky.edu/chs/current-students/compliance-background-checks-and-drug-screens>

Here is the link to set up your Castle Branch account:

https://www.uky.edu/chs/sites/chs.uky.edu/files/fall_2019_clm_compliance_presentation.pdf

Immunizations

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. The following immunizations are required for all students involved in clinical activities:

Covid-19 Vaccine Protocol

Information about University policy regarding COVID-19 can be found here:

<https://coronavirus.uky.edu/>

Records

Immunization records must be verified by University Health Services (UHS) and then submitted into CastleBranch document manager. UHS is located on the second floor of the University Health Service building at 830 S. Limestone Street, Lexington, KY 40536.

Medical Contraindications

If you have a medical contraindication to one or more of the vaccine requirements, please provide UHS with documentation from your primary care provider. If you do not meet the immunization requirements you will be required to remove yourself from all CLM courses.

Background Check and Drug Screen

The College of Health Sciences requires Full Background Checks and Drug Screen Testing for all students entering our College. This is to ensure a safe environment for both students and the public. The College of Health Sciences has worked with CastleBranch to establish acceptable screening procedures. You must have completed your background check and drug screen before the first day of class of the fall semester that you begin the CLM program. Otherwise you will not be permitted to attend any CLM courses until completed.

HIPAA

The federal government has begun implementation of the Health Insurance Portability and Accountability Act. This law has many purposes and provisions. Those that affect all health care providers most directly relate to ensuring the privacy and security of protected health information. Federal law requires that all health care employees and health professions students receive training about HIPAA. Training is MANDATORY. More information regarding this training will be presented by CHS Student Affairs office and it must be completed before you begin classes in the CLM program.

4. 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.
- Communicate with others in a health care setting in a mature, respectful, and professional manner.
- Develop skills to work effectively in a diverse healthcare environment.
- Stay motivated and conscientious and exhibit respectful leadership.
- Display honesty, integrity, and personal responsibility; adhering to formal and informal healthcare ethical codes and norms; responding appropriately to the unethical behavior of others. (Note: Codes of Conduct include but are not limited to the UK Health Care Colleges Code of Student Professional Conduct, Behavioral Standards in Patient Care, College of Health Sciences Technical Standards, University of Kentucky Student Rights and Responsibilities and the American College of Healthcare Executives Code of Ethics.)
- Ensure confidentiality, privacy, protection of proprietary information, and compliance with organizational policies and procedures when engaging in practicum or other experiential education activities.
- Adhere to University of Kentucky, College of Health Sciences Technical and Behavioral Standards, and organizational policies and procedures pertaining the use of social media in healthcare environments.

5. 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.

6. Academic Integrity, Cheating, and Plagiarism:

Students in the CLM 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>.

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.

Section III – Appendices

A. General Contact Information

Dean of the College of Health Sciences

Scott Lephart, Ph.D.

Scott.lephart@uky.edu

Associate Dean of Academic Affairs and Undergraduate Education

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Chair, Department of Health and Clinical Sciences

Sarah Kercksmar, Ph.D., [MHA](#)

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Program Director & Director of Undergraduate Studies in CLM

Faculty CLM Practicum Coordinator

Karen Clancy, Ph.D., MBA, BHS

Kclancy@uky.edu

Placement Coordinator

Tracey Gdovka

Tracey.gdovka@uky.edu

B. University Resources & Services

Academic Coaching: <https://www.uky.edu/tl/academic-coaching>

Academic Tutoring: <http://www.uky.edu/studentacademicsupport/tutoring-resources>

Academic Ombud Services: <http://www.uky.edu/ombud/>

Financial Ombud Services: <http://www.uky.edu/financialaid/financial-ombud-services>

University Health Services: <https://ukhealthcare.uky.edu/university-health-service>

Counseling Center: <http://www.uky.edu/counselingcenter/>

Martin Luther King Center: <http://www.uky.edu/mlkc/>

Office of LGBTQ* Resources: <https://www.uky.edu/lgbtq/>

Violence Intervention & Prevention Center: <http://www.uky.edu/vipcenter/>

UK Community of Concern: <http://www.uky.edu/concern/>

Bias Incident Support Services: <http://www.uky.edu/biss/>

Disability Resource Center: <http://www.uky.edu/DisabilityResourceCenter/>

UK Student Employment Center: <https://ukjobs.uky.edu/>

Stuckert Career Center: <http://www.uky.edu/careercenter/>

Big Blue Pantry: <http://www.ukcco.org/programs/big-blue-food-pantry/>

TRACS (Triage, Referral, Assistance, and Crisis Support):
<https://studentsuccess.uky.edu/get-help>

C. Scholarships

The College of Health Sciences has scholarships available only to students who have been admitted to one of the CHS programs. Students in an exploratory or pre-major status are not eligible for CHS scholarships. Once admitted to a CHS program, students will be notified of all scholarships available to them during the program. Students must apply each year for CHS scholarships. Notification of the opening of the scholarship application will be through CHS student listserv e-mail, Canvas, and the CHS Financial Wellness website. Simply applying doesn't guarantee receipt of a scholarship. For more information on CHS scholarships, please visit: <https://www.uky.edu/chs/current-students/financial-wellness>