



# Human Resources Policies and Procedures

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<b>SYSTEM: HSHS</b>	<b>MANUAL(S): HSHS Human Resources Policies</b>
<b>TITLE: Internships, Externships and Job Shadows</b>	<b>ORIGINATING DEPARTMENT: Human Resources</b>
<b>EFFECTIVE DATE: 11/14/14</b>	<b>REVISION DATE(S): 5/12/17, 12/11/17, 5/11/18, 5/14/18, 6/23/21, 7/1/21, 8/13/21, 1/16/23, 1/1/24</b>
<b>SUPERCEDES: #RC-42</b>	
<p><b>This policy is applicable to all HSHS affiliates.</b> * As required by CMS Regulation §482.12 A-0043 Conditions of Participation: Governing Body, the following hospitals and entities are included as HSHS entities: <b>ILLINOIS:</b> (1) HSHS St. John’s Hospital – Springfield (2) HSHS St. Mary’s Hospital – Decatur, (3) HSHS St. Francis Hospital – Litchfield, (4) HSHS Good Shepherd Hospital – Shelbyville, (5) HSHS St. Anthony’s Memorial Hospital – Effingham, (6) HSHS St. Joseph’s Hospital – Highland, (7) HSHS St. Joseph’s Hospital – Breese, (8) HSHS St. Elizabeth’s Hospital – O’Fallon, (9) HSHS Holy Family Hospital – Greenville, (10) HSHS Medical Group, Prairie Cardiovascular Consultants <b>WISCONSIN:</b> (1) HSHS St. Vincent Hospital – Green Bay, (2) HSHS St. Mary’s Hospital Medical Center – Green Bay, (3) HSHS St. Clare Memorial Hospital – Oconto Falls, (4) HSHS St. Nicholas Hospital - Sheboygan, (5) HSHS Sacred Heart Hospital – Eau Claire, (6) HSHS St. Joseph’s Hospital – Chippewa Falls, (7) HME Home Medical, (8) Libertas Treatment Center – Green Bay and Marinette.</p>	

**Purpose:**

A wide variety of career pathways exist in healthcare. Experiential learning opportunities are mutually beneficial to Hospital Sisters Health System (HSHS) and the community. Participants explore career opportunities, observe best practices, and develop an industry understanding. The intern, extern and job shadow experiences exist to provide students, physicians, potential colleagues, and other professionals the opportunity to observe the care and services provided at HSHS.

**Policy:**

**Definitions**

**Affiliation Agreement** – A contract between HSHS and an educational institution outlining the terms and conditions under which learners enrolled in the educational institution engage with HSHS for clinical rotations and unpaid internships.

**Clinical Rotations** – Students pursuing licensure through a college or university healthcare program and who are required to put their knowledge and skills learned in the classroom to work in the healthcare setting participate in formal supervised clinical rotations. Students are generally rotated through a variety of departments, as deemed necessary by their program. They are typically supervised by an instructor from the school.

**HSHS Colleague** – An employee of Hospital Sisters Health System or an affiliate of HSHS.

**Job Shadow, Boot Camp and Other Ad Hoc School Events** – An observation (hands-off) experience. Typically, observers are students over the age of 13, physicians or nurses of other healthcare organizations not employed by or contracted with HSHS and/or external applicants for employment. Some departments or areas of the organization may not allow job shadows or may require individuals to be 18 years of age for participation, primarily in highly acute clinical environments. HSHS sometimes hosts specific events to expose students to health care careers which follow the criteria of the job shadow.

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**Paid Externship** – A formal clinical program which provides practical experience for learners pursuing a license, registration, or certification. This learning is hands-on and is intended to produce meaningful work for the organization while the learner typically receives coaching from an HSHS colleague licensed/registered/certified in the profession. Externships are intended for learners to acclimate with both the profession as well as the organization and are strategically designed as a pipeline to potentially fill licensed positions when the learner completes the education and licensure/registration/certification requirements of the profession. Learners should be enrolled in an academic program or have completed education requirements within the previous year.

**Paid Internship** – A formal program which provides practical experience for learners of an occupation or a profession. This learning is hands-on and is intended to produce meaningful work for the organization while the learner receives coaching from an HSHS colleague. Learners should be enrolled in an academic program or have completed education requirements within the previous year. Paid interns in nursing must be actively enrolled in an academic program with an established grade point average (GPA). These are temporary, short-term experiential learning opportunities typically lasting for one semester, but which should not be shorter than a few weeks or longer than one year.

**Unpaid Internship/Externship** – An affiliation agreement is required. A formal program to provide practical experience for learners of an occupation or profession, where compensation is not issued. This learning experience is intended for the benefit of the learner where the organization receives no immediate benefit. This experience may involve hands-on work. The intern/extern should not displace the work of a regular HSHS colleague or be used in any way to supplement labor. Learners should be in an academic program and will typically be earning class credits for the experience. The unpaid internship/externship typically lasts from six weeks to one semester.

### **Clinical Rotations**

Students pursuing clinical rotations at HSHS must participate in a formal rotation through their college or university (educational institution) healthcare program.

1. An Affiliation Agreement between HSHS and an educational institution outlining the terms and conditions under which learners enrolled in the educational institution engage with HSHS for clinical rotations must be active.
  - a. Hospital-based physician and credentialed allied health provider agreements are arranged through the appropriate Medical Staff Office (MSO) or Credentialing Verification Office (CVO). Ambulatory and clinic-based rotations are arranged through the Physician Enterprise HR team.
  - b. Nursing agreements are coordinated and managed through the Clinical Education Department with Chief Nursing Officer (CNO) and legal approval.
  - c. Non-nursing/non-provider agreements are coordinated through the department leadership with Chief Executive Officer (CEO) and legal approval.
2. Learners are typically supervised onsite by an instructor from the school.
3. Learners are not entered into the human resource information system (HRIS) and typically use their

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student identification while onsite.

4. The operational leader coordinating the Affiliation Agreement is responsible for ensuring the learner meets compliance requirements as outlined in the Affiliation Agreement and providing proof to surveyor or other audits as needed.

### **Job Shadow**

Current HSHS colleagues interested in participating in job shadow experiences to learn more about potential new career opportunities can reach out to the appropriate department leader(s) directly to explore and schedule if the leader determines it is appropriate. All others will follow the below process.

To participate in a job shadow experience, the observer must have a sponsor. A sponsor is a HSHS leader who is approving the job shadow and is not necessarily the individual the observer will shadow. The observer must be accompanied by the sponsor or the sponsor's designee (i.e., the colleague the observer will shadow) at all times. Observers must have a pre-identified (by an HSHS leader) sponsor in order to complete a job shadow experience.

Job shadowing experiences typically occur Monday through Friday and are equal to or less than one workday in length. Requested days/times of the job shadow will be taken into consideration by the sponsor but are not guaranteed. The sponsor has the authority to approve the extension of a job shadow experience, if appropriate. During the course of the job shadow experience, the observer is not to perform any kind of compensable task on behalf of HSHS. This includes performing any work that a colleague of HSHS would normally do. The observer is also prohibited from actively participating in any portion of the patient care process including, but not limited to, conducting a physical exam/touching a patient in any manner, handling patient equipment, and making recommendations or consulting about patient care.

The observer must complete the job shadow application ([www.hshs.org/jobshadow](http://www.hshs.org/jobshadow)) prior to starting the job shadow experience. All required information/documentation should be submitted a minimum of three (3) days prior to the job shadow experience start date or as soon as possible.

Once all required information is processed, a representative from HSHS will contact the observer to confirm if any additional documentation is required, and someone from the requested department will be in contact with the observer to schedule the job shadow. The sponsor or the sponsor's designee will provide any required orientation or department-specific information necessary at the start of the job shadow experience. This includes the completion of the orientation checklist found at the end of this policy. The sponsor or the sponsor's designee will also ensure the observer has an identification badge which is to be worn by the observer at all times during the job shadow experience.

Attire for a job shadow experience is business casual or scrubs, depending on the area the job shadow will be observing.

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Job shadows of a physician or allied health professional will follow the “Job Shadow Policy for Observing a Physician or Allied Health Professional”.

### **Job Shadow – Boot Camp and Other Ad Hoc School Events**

Specific job shadow programs sponsored by HSHS for high school students to provide exposure to various health care careers typically lasting one day. Participants have an opportunity to learn from and interact with HSHS health care professionals. Participants follow the Job Shadow requirements. When bootcamp is accepting applications, learners complete their application by accessing the careers page on [www.hshs.org](http://www.hshs.org) and searching for “High School Boot Camp” or by using the QR code on marketing flyers.

### **Paid Externships**

Learners should be enrolled in an academic program or have completed education requirements within the previous year and be pursuing a clinical license, registration or certification.

1. An Affiliation Agreement is not required as the learner is an employed colleague of HSHS.
2. A specific job description for the externship of the licensure/registration/certification being pursued is required.
3. The standard requisition, position review and colleague hiring process is used.
4. These are paid experiential learning opportunities often intended for the duration of the learner’s clinical education through their licensure/registration/certification.
5. Benefit-eligibility is based upon full-time equivalent (FTE) status and follows the same terms and conditions as are applicable to all HSHS colleagues generally.

### **Paid Internships**

Learners should be enrolled in an academic program or have completed education requirements within the previous year.

1. An Affiliation Agreement is not required as the learner is an employed colleague of HSHS.
2. All paid interns will be classified in the existing, general job titles/descriptions of “Intern-Clinical” or “Intern-Non-Clinical”.
3. The standard requisition, position review and colleague hiring process is used.
4. Learning experience is typically one semester but should not be shorter than a few weeks or longer than one year.
5. Since paid internships are intended to be temporary, short-term experiences, learners are not eligible for benefits.

### **Unpaid Internships/Externships**

1. An Affiliation Agreement between the educational institution and HSHS must exist.
  - a. Hospital-based physician and credentialed allied health provider agreements are arranged through the appropriate Medical Staff Office (MSO) or Credentialing Verification Office (CVO). Ambulatory

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and clinic-based rotations are arranged through the Physician Enterprise HR team.

- b. Nursing agreements are coordinated and managed through the Clinical Education Department with CNO and legal approval.
  - c. Non-nursing/non-provider agreements are coordinated through the department leadership with CEO and legal approval.
2. The operational leader coordinating the Affiliation Agreement is responsible for ensuring the learner meets compliance requirements as outlined in the Affiliation Agreement and providing proof to surveyor or other audits as needed.



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Experience	Employed by HSHS?	Affiliation Agreement Required?	Compensated by HSHS?	Benefit Eligible?	Colleague Health Requirements	Party Responsible for Ensuring Onboarding Requirements and Regulatory Survey Proof
Boot Camp	No	No	No	No	See <a href="#">Job Shadow Application</a>	Clinical Education
Clinical Rotation	No	Yes	No	No	Per Affiliation Agreement	According to Affiliation Agreement <ul style="list-style-type: none"> <li>Hospital-based Provider-MSO/CVO</li> <li>Ambulatory/Clinic-Based-Physician Enterprise HR</li> <li>Nursing-Clinical Education</li> <li>Non-Provider/Non-Nursing-Operational Leader</li> </ul>
Job Shadow	No	No	No	No	See <a href="#">Job Shadow Application</a>	Clinical Education Ambulatory/Clinic-Based-Physician Enterprise HR
Internship-Paid	Yes	No	Yes	No	See Colleague Health Requirements policy	Hospital-based Provider-MSO/CVO Ambulatory/Clinic-Based Provider-Physician Enterprise HR Non-Provider-Requisitions, approvals, onboarding same as all colleagues
Externship-Paid	Yes	No	Yes	Follows benefit eligibility criteria for HSHS colleagues	See Colleague Health Requirements policy	Ambulatory/Clinic-Based Provider-Physician Enterprise HR Non-Provider-Requisitions, approvals, onboarding same as all colleagues
Intern/Extern-Unpaid	No	Yes	No	No	Per Affiliation Agreement	According to Affiliation Agreement <ul style="list-style-type: none"> <li>Hospital-based Provider-MSO/CVO</li> <li>Ambulatory/Clinic-Based-Physician Enterprise HR</li> <li>Nursing-Clinical Education</li> <li>Non-Provider/Non-Nursing-Operational Leader</li> </ul>

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## Job Shadow Orientation Checklist

*To be kept on file in department*

### Sponsor Leader Checklist Prior to Job Shadow

- Schedule job shadow with observer and provide contact information and directions on where they should meet the sponsor or the sponsor's designee at the appointed time.
- Provide [Internships, Externships and Job Shadows Policy](#), [Appearance Policy](#), and [Social Networking & Media Policy](#) to observer and verbally cover the policies.

**All observers must complete and sign the checklist below and return it to their sponsor or sponsor's designee prior to commencing job shadow.**

- I have read about and understand the Mission of HSHS.
- I understand the role of the student/observer, goals/objectives of the observation and any behavioral expectations.
- I have received, read, understand and will adhere to the HSHS Internships, Externships and Job Shadows; Appearance; and Social Networking & Media policies.

**The following Safety Procedures have been reviewed with me:**

- Emergency numbers
- Safety conditions
- External disaster response

**The following Infection Control information has been reviewed with me:**

- Standard precautions
- Hand hygiene

**The following Security information has been reviewed with me:**

- Parking
- ID badge (Return at the end of job shadow)

Signature indicates "Orientation Checklist" has been provided by HSHS and Observer reports his/her understanding of material.

Observer's Signature: \_\_\_\_\_ Date: \_\_/\_\_/\_\_

Sponsor's Signature: \_\_\_\_\_ Date: \_\_/\_\_/\_\_