The School of Health Services Management (SHSM) Practicum Information for Potential Placement Sites

Thank you for your interest in acting as a Practicum site for one of our Health Services Management (HSM) or Health Information Management (HIM) program students! Please use this document and the related attachments to familiarize yourself with the Practicum process.

What is Practicum?

The SHSM Practicum is the culmination of the coursework in the HSM and HIM programs, and provides the opportunity for students to apply management theory and concepts in a working environment. Essentially, it is the basis for the student's final research project.

During Practicum, students spend one half day per week or one full day every other week at a healthcare site where they gain on-the-job experience. For their final research project, students design, evaluate and analyze on-site management issues within the context of their understanding of organizational systems leading to the production of one of the following: a) a research report (including evaluations), or b) a new product and process report. Students receive support and on-site supervision from their Preceptor, who is an experienced professional working at the site. The student's Faculty Advisor and Practicum Course Director also provide feedback and support regarding the planning and execution of the student's project. Practicum placement, when students are actually on site working on their project, occurs during the school's fall (September – December) or winter (January – April) terms. However, preparation for Practicum (e.g., project and site determination, completion of project rationale and contract, etc.) takes place before the student is on site.

For Practicum, students are enrolled and graded in two complementary courses. These are further explained below.

1. **<u>Practicum Seminar (HSM 418 or HIM 406):</u>** is a letter graded course, and includes the following deliverables: the rationale for the Practicum, the Practicum contract and timeline, the Practicum proposal, and the final report.

The marking breakdown is as follows:

- Rationale (10%)
- Contract (15%)
- Proposal (15%)
- Final Report (60%)

The Practicum Seminar is also comprised of three weekends (or seminars) in the fall or winter terms, where students present their projects to their instructors and fellow classmates. Students deliver presentations at the seminars reflecting each stage of project completion.

Seminar #1: Students provide a comprehensive introduction to their project and their plan for completion including the proposed research methodology. This seminar is open to students and instructors only.

Seminar #2: Students present a project update to their classmates, including any challenges or changes that they may have experienced since first presenting. These presentations are highly useful in clarifying the scope of the project and ensuring that each student stays on track. At this point, students are usually collecting and analyzing data, and starting to organize the final report. This seminar is open to students and instructors only.

Seminar #3: The final weekend consists of formal presentations by each student. They present their findings and the recommendations based upon their research. These presentations are open to the public and fellow students. Many students also invite their on-site supervisors and others from their Practicum site, as well as colleagues and family.

A general timeline of the Practicum including the deliverables and seminars is provided below.

*Dates are subject to change each semester and for reference only

Basic Timeline	**For Fall Practicums (September-December)**	**For Winter Practicums (January-April)**
1. Rationale Due	May 29	September 25
2. Contract Due	September 4	December 18
Seminar #1 Weekend **Introduction**	September 10-12	January 14-16
3. Proposal Due	September 16	January 20
Submit Journal (before Seminar #2)	October 22	February 25
Seminar #2 Weekend **Update**	October 22-24	February 25-27
Course Director Conducts Site Visit		
Submit Journal (before Seminar #3)	December 3	April 7
Seminar #3 Weekend **Final Results**	December 3-5	April 7-9
4. Final Report Due	December 11	April 15

2. **Practicum (HSM 419 or HIM 407):** is a pass/fail course. The grade is determined by the Course Director, based upon consultation with the Faculty Advisor and the student's Preceptor. The pass/fail grade is also determined by the student's participation on site (using the student's journal as a source of assessment) and in the Practicum Seminar.

Practicum Deliverables:

Students are responsible for a number of deliverables during their Practicum to help them organize and plan their final project. These deliverables contribute to their grade for the Practicum Seminar course. Preceptors are expected to provide support and give feedback on a number of these deliverables.

1. **Rationale:** The purpose of the Rationale is to provide the Course Director with an idea of the Practicum project that is contemplated by the student. It details the following information: proposed topic, proposed healthcare site, name of Preceptor and job role, type of project (research, including evaluations, or new process/product development), objectives of project, reason for choice of topic, and the relationship with Preceptor and organization.

2. **Practicum Contract and Timeline:**
   Contract: This is a formal document and must be written as such. Preparation of the learning contract is the responsibility of the student with input from the Faculty Advisor and Preceptor.
   Timeline: Students map an accurate timeline, or critical path, towards completion of the Practicum. This includes a list of the activities and events associated with the plan and are placed in sequence.

3. **Proposal:** At the beginning of the semester, all students must draft a project proposal and receive ethics approval from the Faculty Advisor before data collection begins. The project proposal format can be used as the basis of a process or research report. The proposal includes a title and cover page, introduction, project goals and objectives, methods, summary, references, and appendices.

4. **Final Report (Product or Research Report):** The final report is the student's capstone achievement in the program. Both types of reports are to be based on the principles of evidence-based management.

5. **Journal:** All students are required to keep a journal and submit it to the Course Director at the second practicum seminar and again at the third practicum seminar. This journal will be assessed as part of the pass/fail grade for the course, Practicum. The purposes of the journal are to: record events (e.g. meetings, interviews and presentations), keep track of material for preparing the final report, be a record of ongoing analysis of activities, guide future steps.

Being a Practicum Site and Preceptor:

Students are encouraged to find their own Practicum site and Preceptors based on their work connections and areas of interest. The Preceptor must be willing to be a mentor and to be able to facilitate the project on site. The Preceptor must have the academic preparation to facilitate the execution of the project and must NOT be a Ryerson student, regardless of the job role. However, the Preceptor MAY be a graduate of the Ryerson program. The site must be willing to work in partnership with Ryerson University as a whole, and the School of Health Services Management specifically. It is usually best for the student to work on a project that the Preceptor and their organization has in mind.

Responsibilities of the Preceptor:

Following the initial contact, the responsibilities of the Preceptor will include:

- Entering into a negotiation process with the student, indicating acceptance of the student into the workplace setting.
- Assist the student in selecting an appropriate project as well as material for the practicum deliverables.
- Signing off on the student’s practicum learning contract.
- Establishing with the student, an environment which will meet the general Practicum objectives as well as specific learning objectives.
- To provide ongoing monitoring of the student’s activities.
- Meet with the student on a regular basis to assess progress and subsequent activities as per the contract.
- Facilitating the student’s participation in the central activities of the organization, especially those at the management level, but not ignoring operational activities.
- Provide opportunities for the student to meet and discuss appropriate issues with key personnel.
- Notify the school via the student or direct any special requirements such as letters to administration.
- Review the completed deliverable and forwarding comments to the Course Director via the evaluation form or other forms of documentation.
- Prepare an evaluation of the student’s experiences at the placement setting and communicate to the Course Director whether the student has met the placement criteria to receive credit for the Practicum (while understanding that the Course Director retains final decision over whether the student has met the academic criteria for a Practicum credit). See included Preceptor’s evaluation of the learner’s experience.

Preceptor's Evaluation of the Learner's Experience

The Preceptor will be sent a survey with the following questions, and is given an opportunity to provide any additional feedback at the completion of the student's on-site placement.

Question 1
To what extent were your expectations around practicum work undertaken by the student met?

1	2	3	4	5
Did not meet Expectations		Satisfactory		Exceeded Expectations

Question 2
To what extent did the student's deliverable meet your expectations?

1	2	3	4	5
Did not meet Expectations		Satisfactory		Exceeded Expectations

Question 3
In your opinion, to what extent did the student undergo a progressive/positive learning development with respect to the practicum experience?

1	2	3	4	5
To a Marginal Degree				To a Maximal Degree

Question 4
What are the areas of the student's practicum experience that could be targeted for improvement by the student? (Please suggest one or two)

Question 5
What are the areas of the practicum that could be targeted for improvement by the School of Health Services Management?

Question 6
With respect to the student's total practicum experience, please indicate your recommendation of either a "Pass" or "Fail". If you indicate a "Fail" please note reasons and rationale.

The Course Director's Site Visit:

During the Practicum term, the Practicum Course Director will visit each site and Preceptor individually. The purpose of the site visit is for the Course Director to formally meet the Preceptor and receive feedback on the student's progress to date. The site visit will take place in the month following seminar #2. In the event that there is a distance issue, the site visit will be replaced by a teleconference meeting between the course Director and the Preceptor.

Other Considerations:

The Affiliation Agreement

In order to facilitate students at their Practicum site, Ryerson and the Practicum site must have a legal affiliation agreement in place. Attached is a copy of our Ryerson template for your review. It is imperative that this agreement be in place before the student begins working on site. Proposed changes to the template should be made using Track Changes via the Word document and forwarded to SHSM so that they may be reviewed by legal.

Also attached is a copy of Ryerson's WSIB form for placements. This form essentially informs sites of the recent changes to the WSIB process for students placed according to the Ministry of Training, Colleges and Universities. This form only needs to be signed once, and can be returned to the SHSM via scan/email.

Attachments:

1. Preceptor Handbook
2. Practicum Guide (for students)
3. Affiliation Agreement Template
4. WSIB form for Practicum sites

RYERSON UNIVERSITY

Health Services Management
&
Health Information Management

PRECEPTOR HANDBOOK

Created by:
The Faculty and Staff of the School of Health Services Management

September 2010
Updated May 2014

Contents

INTRODUCTION TO THE PROGRAMS

Health Services Management

A key goal of the program is to develop the management and leadership capabilities of health practitioners who currently hold or in the future may hold entry level, or middle management responsibilities in health facilities or in the community. Management skills and knowledge are developed within the context of a broad understanding of the needs and rights of clients and their communities, and the social, economic, political, and ethical factors influencing rapid change in the health system.

Students accepted into the Health Services Management program must have a three-year diploma in applied health science (e.g. nursing, medical laboratory technology, chiropody, radiology) from an Ontario College of Applied Arts and Technology (CAAT), or the equivalent, plus at least two years of healthcare related work experience Alternately, students may also apply with a bachelor's degree or higher in a field related to health sciences, and at least two years of professional experience in the health services field.

The curriculum design incorporates four goals:

- educating health practitioners to assume entry-level or middle management responsibilities
- contributing to the evolution of a multidisciplinary, holistic health community
- building a broader understanding of the diverse non-medical factors which shape the health system
- providing a basis for advanced studies

The final piece of the program is a **Practicum**, which is considered the 'capstone' of the program. It is designed to facilitate the integration of management theory and practice in a work setting.

Health Information Management

The Health Information Management program is concerned with health-related information and the management of systems to collect, store, process, retrieve, analyze, disseminate, and communicate information related to the planning, provision, research and evaluation of health care services. The health information management professional plays a vital role in the management of information resources and/or technologies that support clinical, administrative and financial information systems in health care.

Students accepted into the Health Information Management program must be graduates of health record/health information accredited or recognized programs, having at least two years related experience in the field of health information. Documentation of professional registration/certification with the Canadian Health Information Management Association (CHIMA) is also required. Alternately, students with other post-secondary academic backgrounds and extensive work experience in the field are considered on an individual basis.

The curriculum design incorporates the following goals:

- responding to societal needs and emerging trends in health information management
- developing individuals with the balance of knowledge and practical skills required to effectively manage in the environment of health information management
- providing individuals with a clear understanding of the role of health information in health and related environments

- preparing individuals to apply data analysis techniques to assess clinical outcomes and assure the cost effectiveness of the health care services
- preparing individuals to apply organizational management techniques to improve the efficiency of departmental functions and services
- preparing individuals to address emerging legislative, regulatory or other external party actions that could potentially impact the collection and use of health data
- assisting individuals in developing ethical and professional ideals which foster success, self-respect and harmonious interpersonal relationships
- preparing individuals in meeting the educational requirements of the governing body for health information management professionals

The final piece of the program is a **Practicum**, which is considered the 'capstone' of the program. It is designed to facilitate the integration of management theory and practice in a work setting.

CURRICULUM

Health Services Management

The HSM program is a degree completion program, meaning that students are required to complete the equivalent of years 3 and 4 of a four-year bachelor's degree. Students are required to complete 22 one-semester courses.

The courses are broken down into 4 categories

- Professionally Required courses (13 courses)
- Professionally Related Electives (4 courses)
- Upper Level Liberal Studies Electives (3 courses)
- Practicum and Practicum Seminar (2 courses)

Health Information Management

The HIM program is a degree completion program, meaning that students are required to complete the equivalent of years 3 and 4 of a four-year bachelor's degree. Students are required to complete 24 one-semester courses.

The courses are broken down into 4 categories:

- Professionally Required courses (14 courses)
- Professionally Related Electives (4 courses)
- Upper Level Liberal Studies Electives (4 courses)
- Practicum and Practicum Seminar(2 courses)

PRACTICUM

Role of the Preceptor

The role of the agency preceptor is essential as part of an individualized teaching-learning method. This relationship is an important aspect of the student's learning experience, and the preceptor essentially acts as a guide and resource to the student. Students are responsible for initiating contact with the Preceptor.

Students are expected to spend one half day per week at their site location, for the duration of the one- semester practicum. Before beginning their placement, students must submit a Contract for approval which outlines their project, and their proposed project hours on –site. Preceptors must document planned supervisory activities that are listed in the Practicum Contract. It is expected that Preceptors will provide a minimum of 13 hours of supervision during the Practicum.

The Preceptor is expected to:

1. Make a substantial contribution to the conception and design of the practicum project, or acquisition of data, or analysis and interpretation of data
2. Participate in reviewing the practicum report for important intellectual content
3. Ensure that the practicum report complies with confidentiality and proprietary information agreements
4. Approve the finalized practicum report to be put into the public domain
5. Have the appropriate seniority on behalf of the agency/organization to authorize the scope of the project
6. Complete the "Practicum Preceptor's Evaluation & Recommendation" form at the end of the semester.

In addition to the Practicum placement, students must participate in three Seminars throughout the semester. Preceptors are invited to the final Seminar (presented in early December or early April), at which time the student will be presenting their completed Practicum Project. Presentation schedules are prepared based on the availability of the site Preceptors.

Guidelines for Preceptors

- Students usually initiate contact with Preceptors when determining a project
- Alternately, Preceptors may contact the School with a project of their own, and the School will assign a suitable student
- Preceptors may suggest a project to the student that they feel would be beneficial to both the student and the organization. Alternately, students may present a project proposal at the time of initial contact
- Preceptors are encouraged to interview the students to determine that skill sets are compatible with the organization
- The Preceptor and the student should share their respective goals, expectations and interests, to ensure that the Practicum Project will be beneficial to both parties
- Preceptors and students should agree on a timeline which will support the project, and ensure that the deliverable can be completed in the amount of time allotted

Role of the Faculty Advisor

The Faculty Advisor is assigned from the teaching staff of the Health Services Management and Health Information Management programs. It is the responsibility of the Director to select an advisor for the student. The Faculty Advisor will provide guidance and advice of an academic nature.

The Faculty Advisor is expected to:

1. Make a substantial contribution to the conception and design of the practicum project, or acquisition of data, or analysis and interpretation of data
2. Participate in reviewing the practicum report for important intellectual content
3. Ensure that the practicum report complies with confidentiality and proprietary information agreements
4. Approve the finalized practicum report to be put into the public domain

Role of the Director

- The Director of the School of Health Services and/or Health Information Management makes the final decision regarding the project and site selection, approval of the Preceptor, assignment of a Faculty Advisor, the Practicum Contract and Deliverables.
- The Director is the Instructor of Record for course titled Practicum and Practicum Seminar, and has final decision on the outcome of the course in terms of pass/fail.
- The Director reviews the student's Practicum Journal.
- The Director conducts pre and per practicum site visits or may assign an alternate. Site visits will be arranged by the Program Assistant at a time that is suitable to both the Director and the Preceptor.

Role of the Student

Students are expected to:

1. Complete all other courses in the program prior to enrollment into the Practicum courses
2. Obtain a "Clear" Academic Standing status prior to enrollment into Practicum courses
3. Attend a minimum of one complete Practicum Workshop before embarking on the project. These workshops are held in April and August
4. Initiate the Practicum process in finding a practicum placement, and contacting the Preceptor, then seeking approval from the Director with regards to the site and Preceptor.
5. Draft a Practicum Contract in consultation with the Faculty Advisor and the Preceptor, which is to be submitted to the Director at the start of the Practicum, according to the dates laid out during the Practicum Workshop.
6. Familiarize themselves with the policy and procedure of their site placement, with the help of their Preceptor
7. Prepare personal learning goals and plans related to program outcomes, in consultation with the Preceptor and Faculty Advisor
8. Dress in a professional manner that complies with the workplace "Professional Appearance and Dress Code" of the Practicum site

When to call the Faculty Advisor/Director

The Preceptor should feel comfortable to contact the Faculty Advisor or Director in case of problems, such as:

- the behavior of the student places the clients or organization/agency at risk
- the student is not completing tasks according to the allotted timeline
- the student is not willing to comply with agency policy and procedure, despite discussions bringing the situation to their attention
- the student exhibits persistent lack of follow through on suggestions
- there is a limited knowledge integration on the part of the student
- the student exhibits persistent unprofessional behaviour
- the Preceptor requires feedback on certain issues

QUESTIONS

Frequently Asked Questions

Q. How much one-on-one contact is required during the period of the Practicum?

A. Students are required to spend one-half day a week, or one full day every two weeks, on site. It is expected that preceptor will be available to the student during this time.

Q. How is the project topic determined?

A. The topic is determined by the student, the Faculty Advisor and the Preceptor, and approved by the Director. The student may initially approach the Preceptor with a project in mind, or the Preceptor may present the student with a project that the organization/agency wants to proceed with.

Q. Will there be any site visits by the School?

A. The Director will make one 30-minute site visit, at a scheduled time that is agreed upon by all parties.

Q. How long is the Practicum?

A. The Practicum is one semester long, either in Fall (September to December) or Winter (January to April).

Q. Who determines the final outcome of the practicum?

A. The Director, with input from Preceptor and Faculty Advisor

Q. What happens in the event that the Preceptor leaves the job position and can no longer fulfill the obligations?

A. The Preceptor should find a suitable replacement and notify the School.

Q. Can there be more than one Preceptor?

A. There can only be one 'official' preceptor but additional assistance can be provided by others.

RYERSON UNIVERSITY

School of Health Services Management

A GUIDE TO THE PRACTICUM EXPERIENCE

Prepared by the Faculty and Staff of
The School of Health Services Management

350 Victoria Street, Toronto, Ontario, Canada M5B 2K3
www.ryerson.ca/hsm

Revised: April 2015

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BACKGROUND INFORMATION

Course Descriptions

Course descriptions are available in handout format, as per the Course Outlines provided in the seminar. Additionally, course descriptions are available via the Undergraduate Calendar, http://www.ryerson.ca/currentstudents/calendars/index.html

For the Health Services Management program, CHSM 418 (Practicum Seminar) and CHSM 419 (Practicum) are co-requisite courses and must be taken simultaneously in your Practicum Semester.

For the Health Information Management program, CHIM 406 (Practicum Seminar) and CHIM 407 (Practicum) are co-requisite courses and must be taken simultaneously in your Practicum Semester.

Registration into Practicum courses requires Department Consent.

Practicum and Practicum Seminar are the final courses in your HSM or HIM program. You must have completed all other courses before entering into your Practicum.

The School of Health Services Management

Mission

To be the leading and preferred national provider of innovative, part-time undergraduate education in Health Information Management and AUPHA certified degree-completion education in Health Services Management for working professional students.

Vision

To be the national leader in flexible and innovating management education and applied research for career health professionals.

Program Goals

1. To educate a health practitioner to assume entry or middle-level management responsibilities in the provision of appropriate, cost effective client-centred health services in institutional and community settings.

2. To facilitate the personal and professional development of a manager who will contribute to the evolution of multi-disciplinary, holistic health communities.

3. To build a broad understanding of political, social, economic, ethical, cultural and technological factors which shape health and the health system.

4. To provide a basis for entry into advanced or graduate studies.

PRACTICUM

What is Practicum?

The Practicum is the "capstone" course of the Health Services Management (HSM) and the Health Information Management (HIM) program, providing the opportunity to apply management theory and concepts in a working environment. Students design, evaluate and analyze onsite management issues within the context of their understanding of organizational systems leading to the production of one of the following:

a) research report (including evaluations), or
b) new product and process report

A pre-arranged number of hours per week are spent over the semester in a setting other than their own work setting. Supervision is provided by an onsite preceptor. A faculty advisor will be assigned to each student to support their research.

Due to WSIB requirements, students may not complete their Practicum at their own work site. However, students may complete their Practicum at a different work site within their employment organization, provided that the student signs a waiver form for the University. (ie: if you work for UHN in Toronto, you may complete your Practicum at a site location other than your home employment location)

Eligibility Criteria

In the semester preceding your practicum, students must:

- Complete all program credits, 20 for HSM and 22 for HIM, including all electives and liberal studies.
- Have a "clear" academic standing status.
- Attend the appropriate Practicum Workshop (see explanation on page 1 "Who Should Attend") for the full duration as scheduled.

Entry Requirements

BEFORE the START of the Practicum placement the eligible students will:

1. Choose a practicum project within a healthcare organization. This will involve contacting various healthcare organizations or individuals, to find a suitable site, Preceptor and potential topic. IF YOU DO NOT HAVE A PLACEMENT IN MIND, CONTACT THE HSM OFFICE FOR ASSISTANCE.
2. Prepare a one-page Rationale of proposed project and submit to the Course Leader for approval after you have attended the practicum workshop.
3. Following the acceptance of your Rationale, any change in the project requires that a new Rationale be submitted for approval by the Course Leader.
4. NOTIFY THE HSM OFFICE OF SITE PRECEPTOR CONTACT INFORMATION via the Practicum Information Sheet. (available via the HSM website)
5. Once the Rationale is approved, students will be assigned a Faculty Advisor.
6. Draft the Practicum Contract with the Faculty Advisor and Preceptor.
7. Draft the Timeline/critical path (MUST be submitted with the Contract).
8. Submit the Practicum Contract and Timeline to the Course Leader for approval. Obtain feedback and make corrections as indicated by the Course Leader.
9. Once final contract approval is given by the Course Leader, arrange for signatures. You can hand in your final signed Contract at the first seminar weekend and your Faculty advisor and the Course Leader will add their signatures.
10. Once you have an approved Contract, you will be registered into the Practicum courses on RAMSS by the Department Administrator.

NOTE: Students who do not submit a completed Practicum Contract by the due date will be required to start the process over for the next practicum opportunity.

Content and Performance Requirements

Content

The practicum experience must conform to the following:

- The subject matter must permit the experience of a new learning environment and perspective.
- The subject matter must be found in a healthcare setting other than the normal work setting.
- The subject matter must be outside the normal scope of practice (i.e. it cannot be something that is done within normal employment duties, whether assigned or volunteered, whether regular or occasional, and/or whether the employer allocates time for it).

- The content should provide a bridge towards a future career path in management.
- The content should lend itself to the development of either a) a Research Report, or b) a Process Report and Product.

Performance

Upon successful completion of the Practicum, learners will be able to:

- Evaluate their professional strengths and developmental needs for successful career progression using a process of self-reflection.
- Analyze a managerial issue in a health services organization and design a course of investigation that will lead to a results-oriented outcome.
- Compile and evaluate a range of data and other inputs into a results-oriented management report related to relevant health services issues, such as cost, access, quality or outcomes.
- Differentiate between opinion and reasoned argument in addressing the dimensions of an issue.
- Organize and express their own thoughts pertaining to issues clearly and coherently, both orally (presentation) and in writing in the form of a Research Report, or a Process Report, and the Product of the process. Examples of Products include educational/information booklet (Smoking Cessation Teaching poster or Living in Long-Term Care: A Guide), an evaluation tool and an e-Learning module.

Choosing a Practicum Project

1. Select a topic area that has an educational and developmental component.

2. Select a project that meets the FINER criteria:
   - **F**easibility of study. It can be answered within 13 weeks
   - **I**nteresting. You are enthusiastic about the topic.
   - **N**ovel. The project breaks new ground.
   - **E**thical. You have approval from the host institution to conduct the study, and have reviewed Ryerson's Undergraduate Students as Researchers; Student Bill of Research Rights and Responsibilities: Responsibilities of Undergraduate Students as Researchers for Class Assignments that include Data Collection involving Human Subjects.
     http://www.ryerson.ca/research/
     or

http://www.ryerson.ca/research/services/ethics/

- **R**elevant to Healthcare Service Management and to the Host Organization, and be of interest to the host organization.

In the event that Ethics review is not required by the organization, students must include an explanation as to why, in the Practicum Contract.

Selecting a Practicum Site and Preceptor

- Students generally find a Preceptor and a Site simultaneously.
- Most students find their own site, as a result of their own work connections and areas of interest. This is typically the best approach.
- The Preceptor must be willing to be a mentor and to be able to facilitate the project on site.
- The Preceptor must have the academic preparation to facilitate the execution of the project.
- The Preceptor must NOT be a Ryerson student, regardless of the job role.
- The Preceptor may be a graduate of the Ryerson program.
- For assistance in finding a Preceptor, contact the Department Administrator or a faculty member.
- The site must be willing to work in partnership with Ryerson University as a whole, and the School of Health Services Management specifically. It is usually best to work on a project that the Preceptor and their organization has in mind. This will help ensure they are fully engaged in making the project work well.
- A list of past and present healthcare sites for the department is available on the Practicum website.

Practicum Site Requirements

Before you begin your on-site placement, you may be required to provide the following documents directly to the Practicum Site:

- Personal immunization record, including TB testing, signed by a physician
- Criminal Reference Check for Vulnerable Persons Sector, from the region in which you reside
- Respirator or Mask Fit Testing (the hospital will usually provide this service at a cost to the student)
- Basic Cardiac Life Support Certification (this is generally not required for students involved in research who have no patient care duties)

For more information required by the Site, please see the Site Checklist on the HSM website.

Please also note that certain hospital agreements require the School of Health Services Management to ensure that these steps have been taken. While the School does not keep any personal medical or reference checks on file, a record of dates of application must be kept in certain instances.

Roles of participants

Preceptor

Students will identify potential preceptors, health services executives, and determine their willingness to participate as Practicum Preceptors. The Director or Course Leader reserves the right to approve the Preceptors.

Choosing the right supervisor (preceptor) is perhaps, according to Baird[1], the most important factor to consider. In choosing a preceptor, students need to ask this basic question about a supervisor, "**Is this someone I think I can work with and who would be interested in helping me learn?**" In answering this question, consider the supervisor's personality, qualifications, and areas of interest, as well as the likelihood that this person will give you sufficient supervision time and instruction over the course of your practicum placement.

We expect that the preceptor will:

1. Make a substantial contribution to the conception and design of your practicum project, facilitate acquisition of data, assist with analysis and/or interpretation of data.
2. Participate in reviewing your practicum report for important intellectual content.
3. Ensure that you have not included any confidential or proprietary information.
4. Approve the version to be put into the public domain.

For additional information on the Role of the Preceptor, please see Appendix A or consult the Preceptor Handbook, available on the HSM website.

Faculty Advisor

A Faculty Advisor will be assigned from the teaching staff of the School of Health Services Management. It is the responsibility of the Director, or Course Leader, to select an advisor for the student. In the broad sense, the Faculty Advisor will provide guidance and advice of an academic nature.

We expect that the Faculty Advisor will:

[1] Baird, B. N. (2008). Placement Handbook.

1. Make a substantial contribution to the conception and design of your practicum project, acquisition of data, analysis and/or interpretation of data.
2. Participate in reviewing your seminar presentations and practicum report for important intellectual content.
3. Ensure that you have not included any confidential or proprietary information in the practicum report.
4. Approve the version of the report to be put into the public domain.

For a list of Faculty Advisor Responsibilities please see Appendix D.

Director or Course Leader

The Director or designated Course Leader for Practicum makes the final decision regarding the project and site selection, approval of Preceptor, assignment of Faculty Advisor, the Practicum Contract and the Deliverables.

The Course Leader grades the various pieces of the Practicum, including the Rationale, Contract, Proposal and Final Report.

For a list of Director or Course Leader Responsibilities please see Appendix E.

Exchanging information for review and grading

Practicum students are assigned Ryerson Blackboard (and successor) group accounts also accessible by the Advisor, Director/Course Leader and the Department Administrator. Students post Practicum deliverables (rationale, contracts, time lines, report, presentations etc.) drafts and final submissions on this portal. When students post they should inform, appropriately, the advisor and/or Course Leader, via email.

<u>OVERVIEW OF ESSENTIAL ELEMENTS OF PRACTICUM</u>

Practicum Workshop

The Practicum Workshop is held twice in the academic year: once in April and once in August. The purpose of the workshop is to prepare students in the School of Health Services Management for the successful completion of the Practicum experience in HSM or HIM.

<u>Who Should Attend?</u>

The material in this workshop is ideally suited for students who are close to meeting the eligibility requirements for the Practicum and are contemplating completing the program within the coming semester or the next available opportunity.

Practicum workshops are held at the end of April and end of August.
Students who plan to pursue the Practicum in the Fall semester <u>must</u> attend the April workshop.
Students who plan to pursue the Practicum in the Winter semester <u>must</u> attend the August workshop.

<u>Preparation</u>

The preparation for the Practicum takes at least one semester. The Workshop is a pre-requisite for the Practicum, hence attendance is mandatory.

<u>Objectives</u>

The objective of the Workshop is to review the goals and objectives of the School of Health Services Management - both HSM and HIM options.

- To review the Practicum Guidelines and Course descriptions
- To provide assistance in seeking out a suitable Practicum site and in selecting site preceptors.
- To provide assistance in preparing for the initial contact with proposed practicum sites.
- To provide suggestions for working with the Faculty Advisor.
- To discuss the technical requirements of the Practicum
- To provide an explanation of the Director's or Course Leader's site visit.
- To provide help and practical tips for pursuing the Practicum requirements.
- To review the format and requirements of the Journal.
- To provide responses to concerns and questions regarding the Practicum

Rationale

The purpose of the Rationale is to provide the Course Leader with an idea of the Practicum project that is contemplated by the Student.

Students will provide a one-page (single spaced) or 2-page (double spaced) document with the following elements as subheadings in the document;

- Proposed topic
- Proposed healthcare site
- Name of Preceptor and job role
- Type of project (research, including evaluations, or new process/product development)
- Objectives of project
- Reason for choice of topic
- Relationship with Preceptor and Organization

Do not include the following in your Rationale:

- Literature review summaries
- Pure needs assessments
- Working as a Research Assistant on someone else's project
- A sub-project which is part of a larger project that is funded (hence you cannot claim ownership for your work)
- A project that is so secretive that the Course Leader is not aware of the details
- A project with a prescribed template
- A project that demands work beyond the end of the semester

<u>Notes on approval and grading</u>

- The Course Leader is responsible for approving the Rationale (Project idea, project site and preceptor) and may reject the Rationale outright or ask for revision and re-submission.
- **Approval of a Rationale is good only for that topic, site and preceptor. Any changes to topic, site or preceptor demands a new Rationale and approval from the Course Leader.**
- Late submission will not be accepted.
- Grading: The Rationale will be graded by the Course Leader and is worth 10% of the final grade

Practicum Contract and Timeline

Contract

- This is a formal document and must be written as such.
- **Use the template with the Ryerson and HSM logos as provided on the HSM website within the practicum link.**
- Preparation of the Contract is the responsibility of the student with input from the Faculty Advisor and Site Preceptor.
- All drafts, including the first draft, must be at an acceptable academic standard.
- All drafts must be complete in structure, i.e. have all the elements as provided in the template given. An incomplete draft will NOT be reviewed.
- Participants' names with academic credentials must be part of the Contract – as per template.
- Signatures need only be added once the Contract has been approved by the Course Leader.

Timeline

It is important for students to map an accurate timeline, or critical path, towards completion of the Practicum.

When constructing your timeline, list ALL of the activities and events associated with the plan and place them in sequence. Fit the activities within the available time frame to construct a critical path/time line.

A Timeline **template** is available on the HSM website. The template has many activities listed, but you should tailor it to your own project.

Journal

All students are required to keep a Journal and submit it to the Course Leader at the second practicum seminar and again at the third practicum seminar. **This Journal will be assessed as part of the Pass/Fail grade for the course, Practicum** (CHSM 419 or CHIM 407).

The purposes of the journal are to:

- Record events, e.g. meetings, interviews and presentations
- Perhaps be useful for dispute resolution
- Keep track of material for preparing Deliverable report
- Be a Record of ongoing analysis of activities
- Be a reflection from the events to guide future steps

Format

- Word processed
- Sequential and formal
- Journal style is up to the student, however, the Journal must be in e-copy format.

Entries

- Minimum - done on a weekly basis
- Include Activities: Who, what, when, where and why
- Include Outcomes of Activities - Planned and Actual
- Record of meeting details
- Record of site visit and activities, and to record ongoing literature review activities
- Resolutions/actions resulting from specific events
- Reflections/critical review of events to guide next steps (significant entry)

Bibliographic Record

- Record all articles and sources in full
- Full citation - author, title, publication, date, pages (APA)

Journal Evaluation

Journal Evaluation is completed by the Course Leader twice during the semester. This evaluation occurs at the mid-point of the practicum experience, first at the Practicum Seminar 2 and again at the end of Practicum Seminar 3. The full Journal must be submitted at the end of Seminar 3. **Electronic submission is preferable.**

NOTE: The Journal is normally read only by the Course Leader. In the event of a dispute or academic appeal, the Journal may become part of the evidence submitted to the Appeals Committee.

Proposal

At the beginning of the practicum semester all students must draft a project Proposal and receive ethics approval from the Faculty Advisor before data collection begins. The project proposal format can be used for a Process Report or for a Research Report.

Format

- Title and cover page
- Introduction
- Project goals and objectives
- Methods
- Summary
- References
- Appendices
    - data collection tools (if developed)

Cover Page

The cover page should contain the title, your name, the practicum institution and the year of the practicum.

Introduction

The introduction should contain the project context, including a summary description of the site. Further there should be some relevant health service data related to the problem you are studying and a (brief) critical summary of previous studies relevant to your chosen topic. You will supplement this section in your final report with additional literature. This should include a carefully shaped research question that frames your project. Often there will be an overarching question, and two or three more specific questions that help answer the main one.

Project goals and objectives

The objectives form the “heart” of your study. They determine the methodology you choose for developing your product and will determine how you structure your final report.
Note: Objectives may be listed in point form.

Methods

Note that this may vary depending on whether you are doing a research project or a new process/product development project. For all projects you must indicate whether the project may require research ethics approval.

i. Research project

- Research Design (e.g. survey, focus groups, web content analysis, document review etc.)
- Subjects (estimated sample size)
- Instrument/tool (e.g. survey, questions for interviews)
- Procedure s (e.g. sampling technique, distribution, location/timing of interviews)
- Analyses (quantitative or qualitative, specific)

ii. New process/product development project

- Planning action (Information/data from site, including initial interviews)
- Development of process/product(How this will be done)
- Acting - Implementation procedure
- Evaluation of Product (Research design, subjects, tool, etc.)

References (for all projects)
Use APA style.
A minimum of 12 scholarly references.

Annexes or Appendices
The annexes should contain any additional information needed to enable professionals to follow your research procedures and data analysis. Information that would be useful to special categories of readers, but not of interest to the average reader can be included in annexes as well.

Examples of information that can be presented in Appendices are:
- questionnaires used for data collection
- letter of introduction
- cover letters

THE FINAL REPORT

The final report is your capstone achievement in the Program. Both types of reports have similar parameters and should be written up in broadly similar ways. However, due to the difference in objectives the final format is somewhat different. It must be stressed that both types of reports are to be based on the principles of evidence-based management.

Parameters (for all project types)

- Approximately 30 pages of text (excluding Appendices), numbering (Arabic) of pages beginning with the first page of text material, i.e. Introduction.
- Numbering of pages. All pages preceding the Introduction (except for the cover page which is never numbered) are to be numbered with roman numerals. Other pages are to be numbers with Arabic numerals.
- Double or 1.5 spacing
- Reference/bibliography page(s) should be done with single spacing.
- Use of regular fonts (e.g. Times New Roman - 12 point).

Note on Publishable Outcomes

In the event that the outcome of the Practicum project outcome is deemed to be publishable, there is a protocol for authorship and it is as follows:

The lead author will be the person who prepares the article (not the practicum project report). Co-authors will be individuals who play a significant role in the development of the article. Other contributors including the Practicum site may be given credit in the acknowledgements.

1. The Final Process or Product Report

Main Components of a Product Report

- Title and cover page
    - o A cover page with the name of the University, name of the program, name of the project, name of student, program director, date of submission. An example of a cover page is provided on the HSM website
- Executive Summary
- Acknowledgements
- Table of Contents
- List of Tables
- List of Figures

- List of abbreviations
- Introduction (statement of the problem in its local context, including relevant literature)
- Project Goals and Objectives
- Process for developing product
    - Planning phase
    - Development phase
    - Acting - Implementation phase
    - Evaluation phase
        - Methodology
            - Research Design
            - Subjects
            - Instrument/Tool
            - Procedure
            - Statistical Analysis
        - Evaluation Results
- Discussion
- Conclusions and recommendations
- References (single spacing)
- Appendices
    - Data collection tools
    - Tables
    - Figures
    - The "Product"

The "Product" of the Process Report

- The Product copy must be the same as the one delivered to the practicum site.
- Examples may be an education or information booklet. e.g., A Guide to Long-Term Care Living: A Smoking Cessation Teaching Poster. etc.
- On those products, recognition must be given to the University and may be stated as follows:

  "This............was completed in partial fulfilment of the requirements for the degree of Bachelor of Health Administration, School of Health Services Management, Ryerson University, Toronto, Ontario, Canada."   <date>

Description of Process Report and Product Sections

Cover Page

- See example of cover page provided within the manual

Executive Summary

The Executive Summary is the last thing that you will write. It is summary of the key aspects of the study. As such, the Executive Summary should draw material from all sections of the report, including the introduction, the objectives, the methodology, the results, the discussions and the recommendations. Since, the goal is to summarize the key aspects of the study, it should be a much shorter length then each of these individual sections within the report. It is a study overview so make sure that you include the most key and relevant aspects of the report as often this is a section of the report that can be disseminated widely within an organization when the final report is submitted to the Preceptor.

Acknowledgements

This is an opportunity to say thank-you to all of the people that helped you throughout your practicum experience. This can include people such as your employer, the preceptor, the organization at which you had your practicum, other individuals at the organization/institution, the Director of the School, the Course Leader, the Faculty Advisor, other Faculty, the Departmental Supports, Family, and Friends. This section appears after the Executive Summary.

Table of Contents

A table of contents is required and will contain all of the key headings described in the overview of the main components listed above.

List of Tables and List of Figures

Any Tables or Figures used within the report must be listed within the List of Tables and List of Figures. The actual Figures and Tables however, will appear at the end of the report.

List of Abbreviations

Any abbreviations or acronyms used in the report must be identified and listed within this section of the report. This will allow for readers to quickly reference one section when they see an abbreviation listed within the report.

Introduction

The introduction section of the report is a very lengthy description of the study problem. It will include an exhaustive review of the literature within the field where the problem is identified, the key research approaches are identified and relevant study findings and their associated implications are discussed, to build a case for why the current investigation is being completed. This section of the report will develop over the semester from the initial proposal as the body of knowledge associated with the field is expected to grow over the practicum semester.

This section should include background on the site, offering local data (qualitative and quantitative if available) describing the specific context in which the Product/Process or evaluation will be introduced and the former evaluated

Goals and Objectives

The objective should be articulated following the introduction. This section of the report describes what will be done in the study and how it will be carried out. The objective evolves out of the study aims and goals and will align with the existing literature within the field.

Process for Developing the Product

The section on Process of developing a Product should carefully describe all aspects associated with the planning, development, acting/implementation and the final evaluation of the product (described next). The goal is to ensure that the steps surrounding this process are well documented to enable other investigators to replicate the process to develop a product that will support their own organization. The measurement tools used to engage stakeholders during all stages of the Process of Product development should be described and included as Appendices at the end of the report. The Evaluation portion of the process description should have a clear methodology.

Planning

The Planning phase clearly describes the stages of planning for the development of the product. This may include a series of smaller needs assessments to clearly determine what the needs are within the institution to inform the development of an appropriate product. If a clear method is utilized during the planning phase the appropriate sub-headings associated with the method used should be outlined and discussed (method sections: design, subjects, measurement tools, procedure, and statistical analysis).

Development

The Development phase describes how the product is developed. This section may describe the key stakeholders that were involved in the development and the stages of the development as well as the factors associated with implementation roll out.

Implementation (Acting)

The Implementation phased describes the procedure adopted to implement the product. This section will describe the time of the implementation, rationale for this implementation, the key stakeholders involved in the implementation process, the users groups, the expected period of the implementation roll out prior to the evaluation phase, the medium used to roll out the implementation (if applicable), the key factors considered in preparation for the implementation.

Product Evaluation Phase

Use the following structure to assemble your method section of your paper.

a. Site: Describe the site at which your practicum is being completed. (This may also be done in the Introduction. Try not to repeat)
b. Study Design: you can describe the type of study that will be performed and why this study design was selected. How does this specific approach help to evaluate the Product/Process/Program.
c. Participants/Subjects: here you identify the subjects that will be participating in the Evaluation. Describe any relevant demographic information. This can be obtained from the survey findings, but should be described here in detail.
d. Measurement Tool/ Indicators: Here you identify what it is that you used to measure your objective(s). If you have several objectives then you need to separately identify each of the tools used to answer or address each of them
e. Procedure: This is where you describe how you administered your measurement tools
f. Statistical Analysis: Describe the analysis used within the study based on the data that is being captured.

Results

Make sure that you use APA formatting to report your results.

a. You will be reporting the results, linked to the Product/Process or Program as they appear in your Objectives section of your report. Thus, you will start with describing what you found for your first objective.
b. If you only have one objective and you used a survey, then you will begin by reporting the findings of the survey as they relate to answering that objective.
c. There should be some identifiable structure to the results as this will provide the framework for how your Discussion is assembled. Qualitative data should also be structured – be sure to use quotations as data supporting your findings.
d. As stated in APA formatting manual, if you report Means, Standard Deviations or percentages you need to do so in the required way set out by the manual.
e. All graphs, Figures, and Tables belong at the end of the report, thus you need to explain them in the results section and then refer to the Figure as it appears at the end of the report. The APA formatting manual has a prescribed way of referring to graphs, Figures and Tables.

Discussion

Your discussion should begin with a general paragraph that describes the outcomes of the main objectives of the study. You will summarize the major outcomes and the presentation order, for the entire discussion, in this paragraph. This will provide the framework for the rest of the discussion.

a. The first objective/finding (this will depend on the larger structure of the paper) will be described in much greater depth within this paragraph. You are going to discuss the findings associated with the Product/Process or Program within the context of the larger research area. You can discuss the significance of the findings and how and why it may have been different or the same as other studies as well you can discuss the implication s of the findings. This is an area of the paper where you should be utilizing many of the references that you have gathered from your ON-GOING literature search.
b. If you do not have any references for a particular finding then you need to think about the finding in a more general or global way so that you can pair it with similar research studies that you have retrieved. The point is to discuss your findings in relation to others. This may be the platform for discussing your Limitations as they may be possible reasons why you did not find the same things. As well, they may be the reasons why your study findings were similar. You should also highlight the strengths in your research design that could have produced opposing or similar findings to other studies. If you are unable to do this then you need to go back and search for further articles that support your findings or refute them and explain how and why this is. You will likely be able to do a much more refined search at this stage, thus finding articles should be easier.
c. You may have a finding that you cannot discuss. If this is the case then you need to discuss the implications of this. You will highlight how this new finding is useful and what it means. In either case, you will have something to say about all of your findings.
d. You will repeat this for each of your findings/objectives until you are finished discussing all of them.

Conclusions and Recommendations

This is where you bring all of your Findings together and speak about what the total study findings indicate. This is where you address the global research question and its impact in relation to your specific findings.

a. Discuss some of the implications and uses/applications for the study (product/process) in a global way. You can highlight any outstanding limitations or strengths that were not raised in the discussion as well.
b. You may want to mention how and what can be done next, what future studies or improvements to processes/products can come out of your findings. Remember that you are thinking in a broad sense here as you are going to tailor

these thoughts to the practicum site within the Recommendations section of the report.

Recommendations differ from Conclusions in that they are far more focused around the practicum site's needs.

a. You can discuss similar points to what appear in the Conclusion, however it should be clear to the reader that you tailored their application to the practicum site in some way (i.e. this may be something as simple as outlining the day of the week something is administered and why in relation to the practicum site schedule of operations, it may be a description of how the information is translated to staff given the organizational structure of the site, which differs from the general conclusion where you indicate that the findings need to be made available to staff members as well as senior management).
b. The goal is to tailor your recommendations so that the practicum site will see value in the findings and apply them.

References

- Use APA style. Include all in-text references here in the Reference section of the report. This includes referencing of all Tables, Figures, graphs or schematic diagrams that you may have taken from another original source.
- Double check that all of your references that appear in this section are in your paper and that all of your references in the paper are in your Reference section.
- Use the standards set out by the APA manual to reference your sources.

Tables and Figures

Tables and Figures should appear at the end of the report and need to be numbered and have clear titles and referenced in the List of Figures and List of Tables. It is advisable to first use the number section of which the Table belongs. In the last draft you may decide to number Tables and Figures in sequence. Include only those Tables and Figures that present main findings and need more elaborate discussion in the text; if they do not reveal interesting points, omit them.

Annexes or Appendices

The Annexes should contain any additional information needed to enable professionals to follow your research procedures and data analysis. Information that would be useful to special categories of readers but is not of interest to the average reader can be included in Annexes as well.

Examples of information that can be presented in Annexes are:

- Tables referred to in the text but not included in order to keep the report short.
- Questionnaires or check lists used for data collection.
- Figures referenced in the text

2. Research Report

Main Components of a Research Report

The Research Report should contain the following information.

1. Title and cover page
    a. A cover page with the name of the University, name of the program, name of the project, name of student, program director, date of submission. An example of a cover page is provided on the HSM website
2. Executive Summary
3. Acknowledgements
4. Table of Contents
5. List of Tables
6. List of Figures
7. List of abbreviations
8. Introduction (statement of the problem in its local context, including relevant literature)
9. Project Goals and Objectives
10. Methodology
    - Research Design
    - Subjects
    - Instrument/Tool
    - Procedure
    - Statistical Analysis
11. Research findings
12. Discussion
13. Conclusions
14. Recommendations
15. References
16. Annexes (data collection tools and tables and figures)

We will briefly elaborate on each component in the sequences in which it will finally appear in your report.

Description of Report Sections

Cover Page

- See example of cover page

Executive Summary

The Executive Summary is the last thing that you will write. It is summary of the key aspects of the study. As such, the Executive Summary should draw material from all sections of the report, including the introduction, the objectives, the methodology, the results, the discussions and the recommendations. Since, the goal is to summarize the key aspects of the study, it should be a much shorter length then each of these individual sections within the report. It is a study overview so make sure that you include the most key and relevant aspects of the report as often this is a section of the report that can be disseminated widely within an organization when the final report is submitted to the Preceptor.

Acknowledgements

This is an opportunity to say thank-you to all of the people that helped you throughout your practicum experience. This can include people such as your employer, the preceptor, the organization at which you had your practicum, other individuals at the organization/institution, the Director of the School, the Course Leader, the Faculty Advisor, other Faculty, the Departmental Supports, Family, and Friends. This section appears after the Executive Summary.

Table of Contents

A table of contents is required and will contain all of the key headings described in the overview of the main components listed above.

Lists of Tables and List of Figures

Any Tables or Figures used within the report must be listed within the list of List of Tables and List of Figures. The actual Figures and Tables however, will appear at the end of the report.

List of Abbreviations

Any abbreviations or acronyms used in the report must be identified and listed within this section of the report. This will allow for readers to quickly reference one section when they see an abbreviation listed within the report.

Introduction

The Introduction section of the report is a description of the study problem. It will include an exhaustive review of the literature within the field where the problem is identified, the key research approaches are identified and relevant study findings and their associated implications are discussed, to build a case for why the current investigation is being completed. This section of the report will develop over the semester from the initial proposal as the body of knowledge associated with the field is expected to grow over the practicum semester.

Objectives

The Objective should be articulated following the Introduction. This section of the report describes what will be done in the study and how it will be carried out. The Objective evolves from the study aims and goals and will align with the existing literature within the field.

Methodology

Use the following structure to assemble your method section of your paper.

a. Site: Describe the site that your practicum is being completed at. (This may be done in the introduction more generally. The specific circumstances of the methods can be described here)
b. Study Design: you can describe the type of study that will be performed and why this study design was selected. How does this specific approach help to answer the research question?
c. Participants/Subjects: here you identify the subjects that will be participating in the study. Describe any relevant demographic information. This can be obtained from the survey findings, but should be described here in detail.
d. Measurement Tool/ Indicators: Here you identify what it is that you used to measure your objective(s). If you have several objectives then you need to separately identify each of the tools used to answer or address each of them
e. Procedure: This is where you describe how it is you administered your measurement tools
f. Statistical Analysis: Describe the analysis used within the study based on the data that is being captured.

Results

Make sure that you use APA formatting to report your results.

a. You will be reporting the results as they appear in your Objectives section of your report. Thus, you will start with describing what you found for your first objective.
b. If you only have one objective and you used a survey, then you will begin by reporting the findings of the survey as they relate to answering that objective.
c. There should be some identifiable structure to the results as this will provide the framework for how your Discussion is assembled.
d. As stated in APA formatting manual, if you report Means, Standard Deviations or percentages you need to do so in the required way set out by the manual.

e. All graphs, Figures, and Tables belong at the end of the report, thus you need to explain them in the Results section and then refer to the Figure as it appears at the end of the report. The APA formatting manual has a prescribed way of referring to graphs, Figures and Tables.
f. Numerical findings should be presented in properly formatted Tables. Qualitative results also may be presented in Tables. For the latter, the use of quotes is often appropriate.

Discussion

Your Discussion should begin with a general paragraph that describes the outcomes of the main objectives of the study. You will summarize the major outcomes and the presentation order, for the entire discussion, in this paragraph. This will provide the framework for the rest of the discussion.

a. You should discuss the Findings and Implications within the context of the larger research area. You can discuss the significance of the Findings and how and why they differ or not from other studies. (Refer to studies in your literature review or new studies linked to unexpected findings)
b. You must discuss your study Limitations. (eg. Response rate, shortage of information, timelines, etc.) It is advisable to indicate the degree to which the Limitations affect the Findings.

Conclusions and Recommendations

This is where you bring all of your Findings together and speak about what the total study findings indicate. This is where you address the global research question and its impact in relation to your specific findings.

c. Discuss some of the implications and uses/applications for the study in a global way. You can highlight any outstanding limitations or strengths that were not raised in the discussion as well.
d. You may want to mention how and what can be done next, what future studies or applications can come out of your findings. Remember that you are thinking in a broad sense here as you are going to tailor these thoughts to the practicum site within the Recommendations section of the report.

Recommendations differ from Conclusions in that they are far more focused around the practicum site's needs.

c. You can discuss similar points to what appear in the Conclusion, however it should be clear to the reader that you tailored their application to the practicum site in some way (i.e. this may be something as simple as outlining the day of the week something is administered and why in relation to the practicum site schedule of operations, it may be a description of how the information is translated to staff given the organizational structure of the site, which differs from the general conclusion where you indicate that the findings need to be made available to staff members as well as senior management).

d. The goal is to tailor your Recommendations so that the practicum site will see value in the findings and apply them.

References

- Use APA style. Include all in-text references here in the Reference section of the report. This includes referencing of all tables, Figures, Graphs or schematic diagrams that you may have taken from another original source.
- Double check that all of your references that appear in this section are in your paper and that all of your references in the paper are in your Reference section.
- Use the standards set out by the APA manual to reference your sources.

Tables and Figures

Tables and Figures should appear at the end of the report and need to be numbered and have clear titles and referenced in the List of Figures and List of Tables. It is advisable to first use the number section of which the Table belongs. In the last draft you may decide to number Tables and Figures in sequence. Include only those Tables and Figures that present main findings and need more elaborate discussion in the text; if they do not reveal interesting points, omit them.

Annexes or Appendices

The Annexes should contain any additional information needed to enable professionals to follow your research procedures and data analysis. Information that would be useful to special categories of readers but is not of interest to the average reader can be included in Annexes as well.

Examples of information that can be presented in Annexes are:

- Tables referred to in the text but not included in order to keep the report short.
- Questionnaires or check lists used for data collection.
- Figures referenced in the text

THE SEMINARS

There are three seminars during the Practicum and each one has a different focus.
Seminar 1 - Introductory
Seminar 2 - Update (status reporting)
Seminar 3 - Final (report and product presentation)

Duration
The seminars are scheduled from 0830 to 1700 hours. Full attendance is required over at least 2 days of each seminar to meet attendance requirements.

Schedule
The Agenda for seminars is processed alphabetically by presenter last name for Seminar 1, and the reverse order for Seminar 2. Student presentations may last up to an hour. The scheduling of Seminar 3 takes into consideration the availability of the site Preceptors.

Attendance
Full attendance is a requirement for successful completion of the Practicum. It is recognized that personal emergencies may take place, but the Course Leader reserves the right to determine whether an individual will continue with the cohort or be deferred to another practicum opportunity. The decision will be made depending on time missed (whether site time or seminar time), nature of the missed time, the learning foregone and the stage at which the emergency occurred.

In emergency situations, students will be asked to provide documentation supporting the need to be absent from the practicum site, and also a work plan detailing how the missed time will be made up. Missed time from the Practicum Seminar may need to be made up in the following semester if the practicum is offered. Note that the Practicum is NOT offered in the Summer. The final outcome rests with the Director or Course Leader.

NB. Attendance at all seminars is mandatory for all HIM/HSM students regardless of home location. **Exceptions may be made for out-of-province HIM students on a situational basis**.

PRACTICUM SEMINAR 1 - Project Introduction

Purpose
Introduction of Practicum Project (based on Practicum Contract and the Project Proposal)

Student Presentation
- Introduction
  - Personal Introduction (3-5 minutes)
- Presenting Contract Information
  - Project Name, Site, Preceptor, and Faculty advisor
  - Background Information (regarding Site and Topic).
    - **F**easibility of study.
    - **I**nteresting.
    - **N**ovel.
    - **E**thical.
    - **R**elevant to Healthcare Service Management and to the Host Organization
- Presenting Proposal (Proposed Study)
  - Introduction
  - Objectives
  - Methodology including instruments
  - Plan for dissemination and utilization of results
  - Timeline
  - Resources

How will you be evaluated?
- Students will be evaluated at Seminar 1 based on the depth and breadth of knowledge pertaining to their contract and proposal.
- Additionally, each attendee (students and faculty) will complete the evaluation instrument provided. The information for each student will be shared with the specific student. Please see Appendix C for Presentation Evaluation Form.

NB. Seminar 1 is restricted to practicum participants and faculty of the School of Health Services Management.

Note: Student presentation should be 15-20 minutes in length, excluding the personal introduction; the remaining time (20 – 35 minutes) will be used for discussion, teaching and further learning.

What needs to be submitted?
- PowerPoint presentation

PRACTICUM SEMINAR 2 - Project Update

Purpose
To provide an opportunity for students to give a project status report. It also provides an opportunity for assessment of learning, of progress and for giving an indication of plans for completion.

Student Presentation
- Brief review of the project
- Presenting updates on the project
  - Any changes to the Contract and Proposal information presented in Seminar 1
- Presentation of preliminary data
  - Raw form data
  - Use of graphics, if available
- Review of Timeline, and any proposed changes to the Timeline
- Problems and challenges you have experienced, and adjustment of expectations
- Plans for completion – areas of emphasis
- Outline of the deliverable report

How will you be evaluated
- Students will be evaluated at Seminar 1 based on the depth and breadth of knowledge pertaining to their contract and proposal.
- Additionally, each attendee (students and faculty) will complete the evaluation instrument provided. The information for each student will be shared with the specific student. Please see Appendix D for Presentation Evaluation Form.

NB. Seminar 2 is restricted to practicum participants and faculty of the School of Health Services Management.

Note: Student presentation should be a minimum of 20 minutes in length; the remaining time (20 – 35 minutes) will be used for discussion, teaching and further learning.

What needs to be submitted?
- PowerPoint presentation
- Journal: Students are required to submit their Journal to the Course Leader at Seminar 2. Electronic submission is preferred.

PRACTICUM SEMINAR 3 - Final Presentation

Purpose
The students will present the final Report/Product to the class. This is a formal presentation which will include fellow classmates, Preceptors and other interested parties.

Student Presentation
Students will present their entire project. The presentation will include the following

- Introductions
  - of self
  - preceptor and guests
  - project
- Presentation of Deliverable Report/Product (formal presentation of Practicum Deliverable Report/Product)
  - Follow the subheadings of your report as a presentation order
- Acknowledgements
- Audience input (questions/comments)

How will you be evaluated?
Students will be evaluated by the Course Leader for course grade purposes only. There will be no student evaluations at Seminar 3.

Notes

- Student presentation should be a minimum of 20 minutes in length; the remaining time (20 – 35 minutes) will be used for discussion and preceptor input.
- Students are expected to dress in a professional manner for the full duration of the final practicum seminar (i.e. business attire) – not only on your day of presentation.
- Students can invite guests.
- The seminar is open to the public.
- Preceptors are invited to attend and so are current students, alumni and others.
- Adherence to the schedule will be strictly held, to accommodate Preceptors.

What needs to be submitted?

- PowerPoint Presentation
- Journal: Students are required to submit their Journal to the Course Leader at Seminar 3. Electronic submission is preferred.
- Final Product (Research Report OR Process Report with Product). **This is to be presented AFTER the final presentation.**

EVALUATION

Practicum Seminar (Final Reports all types)

Process for evaluation

1. Reviewed by Faculty Advisor.
2. Reviewed by Site Preceptor.
3. Final grading by the Course Leader. The paper is worth 60 marks of the course grade. Students must achieve an overall mark of 60% to pass the course. A failure of the report is a failure of the practicum (both parts) and would need to repeat the full practicum experience.
4. Student meets with Course Leader at his or her call.

Grading requirements

- Meeting all deadlines as specified
- Document(s) must meet academic standards – grammar, spelling and structure.
- Final Report must meet the requirements of a formal report

What Constitutes a FAIL for Practicum Seminar?

1. Incomplete practicum process, e.g. non-attendance at practicum site and/or at practicum seminars.
2. Unacceptable performance at the practicum site.
3. Non-submission of a report without prior written approval of the Course Leader.
4. Late submission of the report without pre-authorized written permission from the Course Leader.
5. A final report that receives a grade of less than 60%.
6. A Deliverable needing corrective action that would not be possible before the grades submission deadline (as set by Ryerson University).
7. Late or non-submission of Journal.
8. A Journal which does not follow the guidelines set out in this Manual.

The Course Leader may require students to re-submit (ie: Second Submission) with corrections.

After the second submission, the Course Leader will submit the grade to Records and Registration.

Final reports/products may be shared with the practicum site once the Course Leader gives the directive.

Grading Options

Grades for Practicum and Practicum Seminar will be administered as per Ryerson Senate Policy #46: POLICY ON UNDERGRADUATE GRADING, PROMOTION, AND ACADEMIC STANDING (THE "GPA POLICY")
http://www.ryerson.ca/content/dam/senate/policies/pol46.pdf

Letter Grade
See grade performance designations in Senate Policy 46.

Incomplete Status
An incomplete grade has a very specific meaning and students should make themselves familiar with it as stated in the Ryerson University Policy of Senate, POLICY ON UNDERGRADUATE GRADING, PROMOTION, AND ACADEMIC STANDING (THE "GPA POLICY"), Policy # 46 .

Deferred Status
An interim grade assigned during the investigation of academic misconduct (as described in the Student Code of Academic Conduct). The DEF grade will be replaced by an official course grade upon resolution of the matter.

Failure
A failure would require the student to repeat the two sections of the Practicum. Re-admission is NOT automatic and students are advised to investigate what is required to secure re-admission.

Evaluation of the Practicum is multi-faceted – Project Rationale, Project Proposal, Project Report, Product, Journal, Seminar presentations and, Site performance

Practicum

This is a Pass/Fail course, and is based upon attendance at the site, Journal submissions and Preceptor feedback.

As in any course, students may appeal the outcome of the grading but can only do so after receiving ***official notification of the grade from the University****. The University's policy is that the Instructor of Record not notify students of final grades.*

OTHER ISSUES

Code of Conduct during Seminar Days

- The first and second seminars are intended for Practicum students and faculty only. Please do NOT invite anyone.
- Attendance at all seminars is mandatory for all HIM/HSM practicum students.
- Participants will arrive on time for the duration of the seminars.
- Full and undivided attention will be required.
- Matters discussed in the seminars will remain confidential. There are severe penalties for breaking this policy.
- Students will adhere to the schedule of presentations provided by the school.
- Students will prepare sufficient material to meet the time frame requirements.
- Presentation will be done in a professional manner (AV required, using PowerPoint format provided).
- For Seminar # 3, students will dress in a professional manner (business attire) for the full duration, not only for the day of their own presentation.
- Students may invite ‘guests’ to Seminar #3

Practicum Expenses

Students are responsible for all expenses related to the Practicum experience. Expenses may include but not limited to:

- Transportation
- Proof of vaccinations required by site placement
- Obtaining a Police Check for work with Vulnerable Persons
- printing / photocopying
- transcription services
- course enrolment x 2
- use of statistician

Utilizing Your Preceptors/Advisors

Be Prepared for Meetings

- Prepare an Agenda
- Prepare notes and questions
- Know why you are there
- Make sure that concerns are addressed and questions answered
- Be clear about directions received and future plans for your project
- Obtain date and time of next meeting

Communication

Communication is a core competency for managers who must make their message understood and receive/understand the intent of messages given/sent to them.

- Methods of Communication
    - face to face meetings
    - telephone
    - email (often not specific enough)
    - memo
- Principles of Communication
    - decide in advance on the purpose of your communication
    - maintain contact
    - be precise and concise
    - state your point of view clearly
    - listen as well as speak
    - ask for confirmation of message (re-frame/re-phrase)
- Questions
    - open
    - closed
    - a mixture of both

Actions

- Be proactive
- Be self-directed
- Follow through with suggestions
    - agree - action?
    - disagree - action?

Record of Meetings

- Issues
- Actions required
- Task completion date

- Items discussed (on and off your Agenda)
- Suggestions/directives
- Complete entries in a timely manner

Notes

- Be analytical
- Seek clarity as needed
- Watch out for ego - your own and others

Reminders

- Role of Preceptor (advises on practical elements of practicum)
- Role of Faculty Advisor (advises on academic elements of practicum)
- Role of Director or Course Leader (decides on final approval, or otherwise, of practicum deliverable)

APPENDICES

APPENDIX A

Responsibilities of the Preceptor

Following the initial contact, the responsibilities of the Preceptor will include:

- Entering into a negotiation process with a learner, indicating acceptance of learner into the workplace setting.
- Assist the learner in selecting an appropriate project as well as material for the practicum deliverable.
- Signing off on the student's practicum Learning Contract.
- Establishing with the learner, an environment which will meet the general Practicum Objectives as well as the specific learning objectives of the learner.
- To provide ongoing monitoring of the learner's activities.
- Meet with the learner on a regular basis to assess progress and subsequent activities as per the contract.
- Facilitating the learner's participation in the central activities of the organization, especially those at the management level, but not ignoring operational activities.
- Provide opportunities for the learner to meet and discuss appropriate issues with key personnel.
- Notify the School via the student or direct any special requirements such as letters to administration.
- Prepare an evaluation of the learner's experiences at the placement setting and communicating to the Course Leader whether the learner has met the placement criteria to receive credit for the Practicum (while understanding that the Course Leader retains final decision over whether the student has met the academic criteria for a Practicum credit). See Appendix E - Preceptor's evaluation of the learner's experiences.

APPENDIX B

Preceptor's Evaluation of the Learner's Experience

The Preceptor will be sent a survey with the following questions, and is given an opportunity to provide any additional feedback

Question 1
To what extent were your expectations around practicum work undertaken by the student met?

1	2	3	4	5
Did not meet Expectations		Satisfactory		Exceeded Expectations

Question 2
To what extent did the student's deliverable meet your expectations?

1	2	3	4	5
Did not meet Expectations		Satisfactory		Exceeded Expectations

Question 3
In your opinion, to what extent did the student undergo a progressive/positive learning development with respect to the practicum experience?

1	2	3	4	5
To a Marginal Degree				To a Maximal Degree

Question 4
What are the areas of the student's practicum experience that could be targeted for improvement by the student? (Please suggest one or two)

Question 5
What are the areas of the practicum that could be targeted for improvement by the School of Health Services Management?

Question 6
With respect to the student's total practicum experience, please indicate your recommendation of either a "Pass" or "Fail". If you indicate a "Fail" please note reasons and rationale.

APPENDIX C

Presentation Evaluation Form

Presenter Name_______________________________ Date of Presentation _________________

PROCESS (please check one)			
Encourages interaction / discussion	High	Med	Low
Outlines main points to be covered	Yes	No	
Logical Sequence	Yes	No	
Uses questions to engage classmates	Yes	No	
Use of AV aids to enhance presentations	Yes	No	
Ability to deal with questions	High	Med	Low
Use of handouts – legible & appropriate	High	Med	Low
Appropriate use of allocated time	High	Med	Low

STYLE ISSUES (please check one)			
Appropriate pace	Too fast	Just right	Too slow
Easily heard	Yes	No	
Rapport with group	Yes	No	
Mannerisms/gestures	High	Med	Los
Comments:			
Eye Contact	High	Med	Low
Enthusiasm	High	Med	Low

CONTENT (please check one)				
Background/Introduction	Excellent	Good	Fair	Poor
Research Objectives	Excellent	Good	Fair	Poor
Description of Methodology	Excellent	Good	Fair	Poor
Dissemination Strategy	Excellent	Good	Fair	Poor
Timeline	Excellent	Good	Fair	Poor

Additional Comments

APPENDIX D

Responsibilities of the Faculty Advisor

We expect all Faculty Advisors to:

- To provide assistance in planning the scope of the practicum.
- To provide assistance with the preparation of, and feedback, to the Practicum Contract and work plan, and Project Proposal.
- To provide feedback for the Proposal.
- To review the students presentation material and provide feedback.
- To attend Practicum Seminars.
- To provide feedback on the presentations of all students.
- To provide input into the development of the draft Practicum Report and/or Product.
- To review the draft practicum report and make recommendations for submission to the Course Leader.

APPENDIX E

Responsibilities of the Director or Course Leader

The Course Leader will:

- Make a substantial contribution to the conception and design of your practicum project or acquisition of data, or analysis and interpretation of data.
- Participate in reviewing the practicum report for important intellectual content.
- Ensure that there is no inclusion of confidential or proprietary information in the practicum report.
- Approve the version of the report to be put into the public domain.

<u>Review of the Journal</u>
The Course Leader evaluates the Journal at mid-point (Practicum Seminar # 2) and on final submission (Practicum Seminar # 3). It forms part of the overall evaluation of the Practicum experience.

Note: Normally the Journal is read only by the Course Leader, but may need to be submitted to an Appeals Panel if the outcome of the Practicum Evaluation is disputed by the student.

<u>Course Leader's Site Visit</u>

The purpose of the Site Visit is for the Course Leader to formally meet the Preceptor and receive feedback on the student's progress to date. The Site Visit will take place in the 2-week period following Seminar 2. In the event that there is a distance issue, the Site Visit will be replaced by a teleconference meeting between the Course Leader and the Preceptor

<u>On Day of Visit</u>

Students are expected to be present at the Site Visit, to make initial introductions, and to meet with the Course Leader individually immediately following the meeting with the Preceptor.

APPENDIX F

The International Development Research Centre (IDRC) published a useful guide on designing and conducting health systems research projects.

Markevisser, Corlien M., Pathmanathan, Indra, Brownlee, Ann. Module 32, Writing a Research Report. In *Designing and Conducting Health Systems Research Projects, Volume II: Data analysis and report writing*. KIT Publishers, Amsterdam, 2003. Pages 167-182.
Available http://archives.who.int/prduc2004/Resource_Mats/Designing_2.pdf

Tips for Writing Your Final Research Report

- Your Introduction from your Proposal may need to be changed when you start to write up the final report. Make sure that you reread your Introduction several times before you add it to your Final Research Report.
- Be sure to change aspects that are no longer relevant (if you have become more focused in your study) or more importantly make sure you add any outstanding things that you were asked to include when your practicum advisor reviewed your Proposal.
- After your Final Report is written you will need to reread the entire report with the Introduction again to ensure that it flows as one continuous submission (Note: they were not actually created at the same time, but it must appear as though it is one complete report).
- Change your Method section to past tense for the Final Report.
- All Graphs, Tables and Figures, must appear at the end of your report, after your Reference section
- Evaluate whether you think your report is good enough to submit BEFORE you submit it to your Faculty Advisor. If it is not then keep plugging away at it.
- Make sure that your format is consistent with the practicum manual and the format set out by the American Psychological Association.
- You must submit your Final Research Report in a completed state to receive feedback from your Faculty Advisor.
- Please provide your Faculty Advisor with 5-7 days to review your final report and provide detailed feedback (Note: this will all happen before you submit to the Course Leader).
- Try to visit the writing centre if you are struggling with writing up the Final Report. Make sure that you book an appointment with a scientific writing expert ahead of time as you will only get a general writing aid if you do not.

- Remember that Ryerson University offers workshops to show you how to analyze your data, use them! If you need a reference for statistical analysis feel free to use the following sites;

Helpful Hints

IT TAKES LONGER THAN YOU THINK!

Manage your time. Adhere to time lines/critical schedules.

Revisions - OK, but try to limit them (make each submission excellent!!)

Document processing time. Be realistic. It takes longer than you think!!

Proof-read for correct citation, grammar and spelling. Utilize a reader.

Get your documents to destinations with adequate lead time.

Anticipate - Negotiate - Listen

Control your procrastination tendencies. It takes longer than you think!!

Construct a weekly schedule.

Develop a positive mental outlook/attitude.

Do not leave anything for the last minute. It takes longer than you think!!

Presentation style - practice, practice, practice.

Bells and whistles - do you really need them? – avoid them!!

Be analytical/critically review

APPENDIX G

Internet Resources

Quantitative and Qualitative Data Analysis Tips

http://www.trentrdsu.org.uk/resources_resource_qualitative.html
http://brent.tvu.ac.uk/dissguide/hm1u4/hm1u4text3.htm
http://www.gao.gov/special.pubs/pe10111.pdf
http://hsc.uwe.ac.uk/dataanalysis/index.asp
http://e-articles.info/e/a/title/QUANTITATIVE-DATA-ANALYSIS/

Data Analysis with Excel

http://people.umass.edu/evagold/excel.html
http://www.wikihow.com/Create-Pivot-Tables-in-Excel (Pivot tables)

Data Analysis Book for SPSS

http://books.google.com/books?id=pb-r8hpF05AC&dq=quantitative+data+analysis&printsec=frontcover&source=in&hl=en&ei=quuqSdvtBZOsMqLT0JcD&sa=X&oi=book_result&resnum=11&ct=result#PRA1-PA270,M1

R statistics package

http://www.r-project.org/
http://socserv.mcmaster.ca/jfox/Misc/Rcmdr/ (R Commander interface)
http://www.rstudio.com/ (R studio interface)

Data Analysis Book for Minitab

http://books.google.com/books?id=kmzODg-IHsIC&dq=quantitative+data+analysis&printsec=frontcover&source=in&hl=en&ei=quuqSdvtBZOsMqLT0JcD&sa=X&oi=book_result&resnum=12&ct=result

Quantitative and Qualitative Data Analysis Tips

http://www.trentrdsu.org.uk/resources_resource_qualitative.html
http://brent.tvu.ac.uk/dissguide/hm1u4/hm1u4text3.htm
http://www.gao.gov/special.pubs/pe10111.pdf
http://hsc.uwe.ac.uk/dataanalysis/index.asp

http://e-articles.info/e/a/title/QUANTITATIVE-DATA-ANALYSIS/

Data Analysis Book for SPSS

http://books.google.ca/books?id=pb-r8hpF05AC&dq=quantitative+data+analysis&printsec=frontcover&source=in&hl=en&ei=quuqSdvtBZOsMqLT0JcD&sa=X&oi=book_result&ct=result&redir_esc=y#PRA1-PA270,M1

Data Analysis Book for Minitab

http://books.google.ca/books?id=kmzODg-IHsIC&dq=quantitative+data+analysis&printsec=frontcover&source=in&hl=en&ei=quuqSdvtBZOsMqLT0JcD&sa=X&oi=book_result&ct=result&redir_esc=y

Making tables

https://www.youtube.com/watch?v=0KVBaM4N3zw

APA Formatting

https://www.youtube.com/watch?v=dGUfeM91mW8

Frequently Asked Questions & Responses

1) **How many times per year do you run the Practicum?**
A: The Practicum is offered in the Fall and Winter semesters only
(There is no Practicum opportunity in the Summer)

2) **I'm attending the workshop today (August) but not planning on starting my Practicum until the next Fall. Do I also need to attend the April Workshop of next year?**
A: Yes. Students must attend the Workshop that is designated for the Semester in which they intend to do the Practicum (April attendance for Fall Practicum; August attendance for Winter Practicum

3) **How soon should we begin preparing for the Practicum?**
A: Right after this Workshop.(In truth and in fact, you would have started with the Research Methodology and Program Planning & Evaluation courses – at least thinking about your plan)

4) **Can we look at previous Practicum Projects?**
A: Yes. The School maintains a record of all previous Practicum Projects. You can view the Reports on site only. Please note that the standards continue to evolve hence you would be better served by looking at later reports.

5) **If you have started the Practicum process and find out later when the marks come in that you did not pass your course - can you continue in the Practicum?**
A: No. Anyone who is registered in the Practicum must have completed all other courses.

6) **Am I locked into completing my Practicum project on what I did in my Program Planning and Evaluation course?**
A: No. The Practicum project is your choice and the one approved by the Director or Course Leader.

7) **Can I do my Practicum at my workplace?**
A: No. Due to conflicts of interests concerns and other potential problems, students are not permitted to do their Practicum in their own workplace. Students have reported gaining a rich experience at sites other than their own workplace.

8) **Are there any specific requirements for choosing my Preceptor?**
A: You need to select someone with whom you can work in a collaborative relationship and someone who would be willing to provide the assistance and guidance needed. Your Preceptor should be someone with the appropriate academic preparation who will be able to assist you with the project and in a senior enough position to get you into the organization. The Preceptor cannot be a Ryerson student but could be an Alumnus.

9) **Can we do our Practicum in a non-health care environment?**

A: It depends on your definition of 'non-health care'. You need to check first with the Director or Course Leader. Non-hospital yes, but they must be other types of healthcare institutions.

10) **Does the Practicum site need to be in Ontario?**
A: Yes, if you are an Ontario resident.

11) **Does the Preceptor have to be on site when we are there?**
A: That would be preferred. If the Preceptor has to be away then there should be an alternate appointed.

12) **If we decide we want to publish our final paper, are there any confidentiality issues we need to be aware of? Can the Site stop us from publishing? Who has the right to the intellectual property?**
A: There are confidentially issues with publishing results from a Practicum. The site has to agree to the publication.

13) **Ethics approval – Do I need to get this at the site as well as through the University?**
A: Ethics approval will depend on the nature of the methodology of the project. There has to be clear approval from the practicum site before the Faculty Advisor will give approval. When in doubt, check with your Faculty Advisor or the Director (Course Leader).

14) **What happens if our Preceptor leaves the work site during our Project?**
A: The site is responsible for providing a replacement.

15) **If we submit a Rationale, are we stuck with this if we decide later we wish to do something else?**
A: Students are allowed to switch projects before the start of the semester as long as the established timeline is maintained for submitting the Contract and meeting other requirement, e.g. Proposal completion. Each project requires its own Rationale and approval from the Director or Course Leader. **If you change your topic, you must submit a new Rationale for approval.**

16) **When can I register for the 2 practicum 'courses'?**
A: Registration into the Practicum courses is done by the School, upon approval of your Contract. Students are then responsible for paying the fees.

PLACEMENT AGREEMENT

This Agreement is effective as of _________________, 20____,

BETWEEN:

XXYYZZ (the "**Practicum Centre**")

- and -

RYERSON UNIVERSITY (the "**University**").

WHEREAS:

A. the University wishes to arrange practicum experience placements for Students in its Program(s) and has asked the Practicum Centre to provide such opportunities;

B the Practicum Centre offers to provide such experience by way of practicum experience placements for Students enrolled at the University; and

C. the parties wish to define the objectives of the practicum experience placements and responsibilities of the participating parties and persons;

NOW THEREFORE, in consideration of the premises and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties agree as follows:

1. **DEFINITIONS AND SCHEDULES**

(1) Definitions. In this Agreement, the following definitions will apply:

(a) "**Advisor**" means a Faculty member or other person who possesses the qualifications prescribed by the University;

(b) "**Confidential Information**" has the meaning set forth in subsection 8(1);

(c) "**Faculty**" means a person who is appointed to an academic position by the University;

(d) "**Material**" has the meaning set forth in subsection 8(5);

(e) "**Placement**" means a practicum, clinical, clinical education, clinical placement, field education, internship or placement experience for Students at the Practicum Centre;

(f) "**Placement Supervisor**" means a preceptor, placement supervisor, placement advisor, site supervisor, practicum supervisor, field instructor or educational coordinator, as the case may be;

(g) "**Practicum Centre**" means the practicum centre named above;

(h) "**Program(s)**" means the academic program(s) at the University indicated in Schedule A: Programs and Contact Information;

(i) "**Student**" means a Student enrolled in the University's Program(s) listed in Schedule A and assigned to a Placement at the Practicum Centre;

(j) "**Term**" has the meaning set out in subsection 2(1); and

(k) "**University**" means Ryerson University, a post-secondary educational institution established pursuant to the *Ryerson University Act, 1977* (Ont), its agents, servants, employees, Board of Governors and faculty.

(2) Schedules. The following schedules:
Schedule A: Programs and Contact Information
Schedule B: ____________________
attached hereto are hereby incorporated into and form part of this Agreement.
In the event of any conflict or inconsistency between this Agreement and any Schedules, the provisions of this Agreement are paramount.

2. TERM

(1) Term. The Term of this Agreement is for ______ ( ) years, commencing as of the date first written above and expiring on ______________________.

(2) Review and Renewal. The parties shall review the terms and conditions of this Agreement on or before the expiry of the Term and, by written notice to the persons identified in section 10 below and signed by both parties, may renew this Agreement for one (1) or more additional periods of one (1) year if the Term and additional renewal period(s) together do not exceed five (5) years in length.

3. RESPONSIBILITIES OF THE PRACTICUM CENTRE

The Practicum Centre shall:

(1) provide the University with certain Placements for Students from time to time, as set out in the schedules hereto, but is not obligated to offer Placement opportunities in each academic term;

(2) designate staff to coordinate and supervise the Students during the Placement as the Practicum Centre acknowledges that the Students may be inexperienced, may have limited practice skills, may not be expert in any area and may require supervision;

(3) retain overall responsibility for service delivery and safety of all clients or patients at the Practicum Centre;

(4) in consultation with the University and the Students, determine the times of attendance, the nature and objectives of the Placement, and the physical and human resources to be provided at the Practicum Centre for the Placement;

(5) provide Placement Supervisors who have qualifications considered to be sufficient and appropriate by the University;

(6) provide to the Students, before the commencement of and during the Placement:

   (a) orientation to the physical facilities;

   (b) training relating to the confidentiality policies and administrative, technical and physical safeguards and practices implemented by the Practicum Centre;

   (c) any relevant reports, policies and procedures and any other materials relevant to the Placement and will make available, at reasonable times, staff members for the purpose of any necessary consultation;

   (d) unobstructed and safe access to such of its facilities and supervision as are required for the Students' use during their Placement; and

   (e) safety equipment and protective clothing, for use during the Placement, in areas where such equipment or clothing may be required by the Practicum Centre;

(7) require Students assigned to the Placement meet pre-Placement requirements established by the Practicum Centre prior to the Placement; and

(8) assess each Student as often as the parties require for the Placement and at a minimum at the completion of the Placement, based upon the Program's learning objectives and requirements as directed by the University. The Practicum Centre shall provide a copy of the assessment to each of the Students and the University.

4. RESPONSIBILITIES OF THE UNIVERSITY

The University shall:

(1) outline the course of study for the Students, with a view to developing in each Student the skills and knowledge as outlined by the University's curriculum;

(2) require Students assigned to the Placement meet academic pre-Placement requirements established by the University prior to the Placement;

(3) appoint an Advisor whose responsibilities are:

   (a) to evaluate the Students' performance in accordance with the academic objectives/learning outcomes established by the University and in consultation with the staff of the Practicum Centre; and

   (b) in cooperation and with the assistance of the Practicum Centre, to inform students that they must be oriented to and be familiar with the Practicum Centre's mission, rules, regulations, and policies of the Practicum Centre;

provided that in the exercise of these responsibilities the Advisor is subject to the operational requirements of the Practicum Centre;

(4) inform Students they must comply with and abide by the Practicum Centre's policies and procedures, and the instructions of the supervisor and her/his designate as supervisor of the Students, during the term of the Placement, and inform the Students that during the term of their Placement and thereafter they are required to abide by the Practicum Centre's Conflict of Interest policy and confidentiality requirements, and are subject to the provisions of legislation governing the Practicum Centre; and

(5) assign the overall grade for each Student's Placement and assume overall responsibility for the Students' academic program.

5. EXPENSES

Each party is responsible for its own expenses relating to the performance of its obligations under this Agreement.

6. INDEMNITY

(1) Each party shall, from time to time and at all times hereafter, save, defend, keep harmless and fully indemnify the other party, its successors and assigns, from and against all actions, claims and demands whatsoever that may be brought against or made upon the other party, and against all loss, liability, judgments, claims, costs, demands or expenses that the other party may sustain, suffer or be put to, resulting from or arising out of the first party's negligence or failure to exercise reasonable care, skill or diligence in the performance, non-performance or rendering of any work or service required to be performed or rendered by it, its agents, officials, employees or contract agencies or any of them in accordance with the provisions of this Agreement.

(2) For the purposes of this section, "costs" mean costs awarded in accordance with the order of a court of competent jurisdiction, the order of a board, arbitrator or costs negotiated in the settlement of a claim or action.

7. INSURANCE

(1) Insurance. Each party shall, at its own expense during the currency of this Agreement, cause to be maintained:

(a) Comprehensive General Liability and policies of insurance in all respects, and with deductible levels or self retention amounts supported by financial guarantees and each containing at least a $5,000,000.00 each occurrence limit of coverage. In respect of the Comprehensive General Liability coverage, such coverage shall include (i) the other party as an additional insured, and (ii) a cross liability/severability of interest clause; and

(b) Professional Liability insurance containing at least $5,000,000.00 limit of coverage for all persons and services connected with this Agreement.

(2) Evidence of Insurance. Each party shall provide evidence of insurance coverage upon request of the other party.

(3) Workers' Compensation. The University acknowledges that Students are not covered by the Practicum Centre's workers' compensation package. Students, while fulfilling the unpaid Placement, have Workplace Safety and Insurance Board or private insurance coverage in the event of an incident or injury. The cost of the coverage is funded by the Ministry of Training, Colleges and Universities (Ontario). Claims adjudication is done by the Workplace Safety and Insurance Board (Ontario). The University shall manage claims that may arise.

8. CONFIDENTIALITY

(1) "**Confidential Information**" as used herein is deemed to be any information including but not limited to client identities, materials, records, memoranda, data and results received by the University as a result of any Placement but does not include any information, methodologies or data:

(a) which are now, or subsequently, in the public domain;
(b) which are already in the lawful possession of a party prior to its receipt from the other party;
(c) which are independently developed by a party;
(d) which are lawfully obtained by a party from a third party;
(e) which are disclosed by a party with the written permission of the other party; or
(f) which are disclosed pursuant to a court order, legal compulsion or in accordance with legislation.

(2) Strict Confidence. The University shall maintain in strict confidence during the term of this Agreement, any extension of this Agreement and after the expiry or earlier termination of this Agreement, all Confidential Information of the Practicum Centre acquired by the University in the course of or incidental to the performance of this Agreement and not to disclose, make use of or otherwise deal with Confidential Information of the Practicum Centre without the express written permission of the Practicum Centre, except in the ordinary and proper performance of the University's obligations pursuant to this Agreement.

(3) Future Use. Except for personal information, nothing in this section prevents either party from making any future use of Confidential Information which is public or which becomes public, in a manner not in breach of this Agreement.

(4) Privacy Protection. Notwithstanding any other term of this Agreement, each party recognizes and agrees that the other party may have independent obligations under freedom of information and privacy protection legislation and that nothing in this Agreement prohibits either party from complying with such obligations.

(5) Intellectual Property. All information, computer software, data, material, sketches, plans, designs, notes, documents, memoranda, specifications or other paper writing gathered, assembled, received or prepared by a Student during a Placement (the "**Material**") is the sole property of the Practicum Centre, including any copyright and other intellectual property rights with respect to such Material.

9. TERMINATION

(1) Termination. Either party may terminate this Agreement:

(a) if the other party is in breach of a material term or condition and such breach is not cured within thirty (30) days of receipt of written notice of such breach; or

(b) at any time upon giving the other party ninety (90) days' notice in writing.

(2) Continue Performance. Notwithstanding the expiry or earlier termination of this Agreement, except due to a breach of a material term or condition by the University as set out in subsection 9(1)(a) above, the Practicum Centre shall continue to perform its obligations under this Agreement to the extent necessary so that the Students may complete any current Placement.

(3) Additional Termination Rights. The Practicum Centre shall, in addition to any other rights it may have and after consulting with the University, have the right to terminate this Agreement and/or the Placement of any Student:

(a) if, in the sole discretion of the supervisor or his/her designate, a Student's Placement performance is unacceptable, with the result that community service and/or client care is compromised; or

(b) in the event of circumstances beyond the control of the Practicum Centre, such as a community disaster, labour disruption, fire or other situation where such circumstances would interfere with the Practicum Centre's obligations under this Agreement. Once such circumstances have ended, the Practicum Centre shall permit the Student affected by the interruption to return as soon as possible to complete the Placement.

10. NOTICE

The parties shall deliver any notice herein required or permitted under this Agreement personally, by registered mail or by fax to the parties at the addresses listed in this section. Any notice sent by registered mail is deemed given on the fifth (5th) day after the day of mailing. Any notice sent by fax is deemed given on the day it is sent, provided that the receiving party receives the notice before 4:00 p.m. on a business day, failing which receipt is deemed on the next business day. If the party giving any notice, demand or other communication knows or ought reasonably to know of any difficulties with the postal system which might affect the delivery of mail, any such communication is not to be mailed but given by personal delivery or by facsimile.

In the case of the Practicum Centre to:

[NAME
ADDRESS]

Attention: [title]
Facsimile:

In the case of the University to:

Ryerson University
350 Victoria Street
Toronto, ON M5B 2K3

Attention: General Counsel
Facsimile: 416-598-5951

11. MISCELLANEOUS

(1) Entire Agreement. This Agreement (including the schedules and exhibits referred to herein, which are hereby incorporated by reference) constitutes the entire agreement between the parties with respect to the subject matter hereof and supersedes all prior agreements, understandings and negotiations, both written and oral, between the parties with respect to the subject matter of this Agreement. Neither this Agreement nor any provision hereof is intended to confer upon any person other than the parties hereto any rights or remedies hereunder.

(2) Relationship Between the Parties. Neither party is considered in any way an employee, representative or agent of the other and each party acts as an independent contractor. Neither party creates or may create any obligation, either

express or implied, on behalf of the other, except as expressly authorized by this Agreement.

(3) Performance Standards. Each party shall perform its respective obligations under this Agreement:

(a) in an appropriate and competent manner in accordance with the provisions of this Agreement; and

(b) in accordance with all applicable statutes, by-laws, regulations, orders, standards and guidelines of all municipal, provincial and federal authorities having jurisdiction.

(4) Interpretation. Words importing the masculine gender include the feminine and neuter, and words importing the feminine gender include the masculine and neuter, and the singular number includes the plural and the plural number includes the singular, where the context so requires.

(5) Invalidity. If one or more of the phrases, sentences clauses, paragraphs, sections or subsections contained in this Agreement is declared invalid by the final and unappealable order, decree or judgment of any court of competent jurisdiction, the parties will construe this Agreement as if such phrase(s), sentence(s), clause(s), section(s), or subsection(s) had not been inserted.

(6) Amendments. This Agreement may be changed only by a written amendment signed by authorized representatives of both parties, or by a court order pursuant to subsection 11(5) above.

(7) Survival. At the expiry or earlier termination of this Agreement, all the rights and obligations of the parties under this Agreement terminate, save and except for sections 6 and 8 and subsections 9(2) and 9(3)(b) or provisions which, by their nature, remain in effect beyond expiry or termination.

(8) Further Assurances. Each party shall from time to time execute and deliver all such further documents and do all acts and things as the other party may reasonably require to carry out effectively or better evidence or perfect the full intent and meaning of this Agreement.

(9) No Assignment. Neither party shall assign this Agreement or any interest herein without the prior written consent of the other party.

(10) Governing Law. This Agreement is governed by and construed in accordance with the laws of the Province of Ontario and the parties irrevocably attorn to the exclusive jurisdiction of courts of that province and all courts competent to hear appeals therefrom.

(11) Enurement. This Agreement enures to the benefit of and is binding upon each party, its successors and permitted assigns.

IN WITNESS WHEREOF the parties hereto have executed this Agreement.

[NAME OF PRACTICUM CENTRE]

____

Name:
Title:

____

Name:
Title:

We have authority to bind the Practicum Centre

RYERSON UNIVERSITY

____

Name: Dr. Christopher H. Evans
Title: Interim Provost and Vice President Academic

____

Name: Julia Shin Doi
Title: General Counsel and Secretary of the Board of Governors

We have authority to bind the University

SCHEDULE A
PROGRAMS AND CONTACT INFORMATION

UNIVERSITY	PRACTICUM CENTRE
Program: Faculty/School: Name/Title: Telephone/e-mail:	Location/Division: Address: Name/Title: Telephone/e-mail:
Program: Faculty/School: Name/Title: Telephone/e-mail:	Location/Division: Address: Name/Title: Telephone/e-mail:
Program: Faculty/School: Name/Title: Telephone/e-mail:	Location/Division: Address: Name/Title: Telephone/e-mail:

RYERSON UNIVERSITY

Letter to Placement Employers

Process for Workplace Safety and Insurance Board coverage:

The Ministry of Training, Colleges and Universities (MTCU) has implemented a new streamlined process for students enrolled in an approved Ontario university program that requires them to complete placements in the workplaces as part of their program of study.

The Workplace Educational Placement Agreement (WEPA) Form has been replaced by the Postsecondary Student Unpaid Work Placement Workplace Insurance Claim Form. Placement Employers and Training Agencies (universities) are not required to complete and sign the online *Postsecondary Student Unpaid Work Placement Workplace Insurance Claim Form* for each placement that is part of the student's program of study in order to be eligible for WSIB coverage. Instead, this form only needs to be completed when submitting a claim resulting from an on-the-job injury/disease. Please note that universities will be required to enter their MTCU- issued Firm Number in order to complete the online claim form.

The new form has been posted on the Ministry's public website at:

http://www.forms.ssb.gov.on.ca/mbs/ssb/forms/ssbforms.nsf/FormDetail?OpenForm&ACT=RDR&TAB=PROFILE&SRCH=&ENV=WWE&TIT=1352&NO=022-13-1352E (English) or

http://www.forms.ssb.gov.on.ca/mbs/ssb/forms/ssbforms.nsf/FormDetail?OpenForm&ACT=RDR&TAB=PROFILE&SRCH=&ENV=WWF&TIT=1352F&NO=022-13-1352F (French)

Please note that all WSIB procedures must be followed in the event of an injury/disease. Universities will keep the signed original of the placement letter on file and ensure that Placement Employers have a copy.

Declaration

By signature of an authorized representative here under we confirm our commitment to immediately report any workplace injuries or disease to the student's university.

Signature: ______________________________ Title: __________________________

Organization: ____________________________ Date: __________________________

Distribution

A copy with the original signature is to be returned to Ryerson University and a copy is to be kept by the placement employer.