Conducting an Effective Mini-Internship Program

Table of Contents

Section **Page**

Introduction ……. 1

About the Mini-Internship Program …… 2

Participants …….. 3

Budgeting …… 4

Planning the Mini-Internship Program ……... 5

Creating a Time Line …….. 5

Instituting the Program ……..... 7

Scheduling Meeting Space …….. 7

Choosing an Area Leader ……. 8

Promoting Your Program ……. 8

Receiving Responses ……... 14

Matching Interns with Physicians ……... 21

Making Certificates and Evaluations …….. 23

Confirming Details ……. 26

Conducting the Orientation ……. 27

Coming Prepared …….. 27

Purpose ……. 28

Beginning the Meeting ……. 28

Conducting the Program ……. 29

Conducting the Debriefing …….. 30

Purpose ……. 30

Distributing Evaluations and Certificates …… 30

After the Program ……... 31

Recording Evaluations ……. 31

Thank You Letters ……... 31

Writing a Report …….. 34

Including Program in Newsletter …… 34

Conclusion ……. 35

List of Figures

Title **Page**

Time Line …… 6

Intern Invitation Letter ……... 9

Response Card …….. 10

Physician Invitation Letter ……... 11

Program Objective Sheet ……. 12

Rationale and Rules ……. 13

Intern Confirmation Letter ……... 15

Confidentiality Agreement ……... 16

Menu Option Sheet …….. 17

Physician Confirmation Letter …… 18

Medical Facility Agreement Form …….. 19

Patient Consent Form …….. 20

Physician Schedule Sheet …….……... 22

Intern Evaluation Form ……... 24

Physician Evaluation Form ……. 25

Intern Thank You Letter ……. 32

Physician Thank You Letter ……... 33

Introduction

Conducting an Effective Mini-Internship Program is a tool that can be used while implementing the Mini-Internship Program. The staffs of state and local societies will use this manual to organize programs and to inform interested physicians and interns about the rules and objectives of Mini-Internship Programs. This manual can be used as a guide in implementing any Mini-Internship Program for any specialty.

The first part of this manual includes a description of the Mini-Internship Program, including information about the participants. Next, the manual covers what steps are involved in planning a Mini-Internship Program. This manual also includes information about what activities are to occur during the orientation dinner, the actual program, and the debriefing dinner. Lastly, the manual will describe what actions staff members should take after the program has been completed.

Through use of this manual, you will become better organized when conducting Mini-Internship Programs. This manual will offer a step-by-step approach to organizing your program and making your Mini-Internship Program effective.

About the Mini-Internship Program

In today's health care environment of spiraling costs, confusion, and criticism, physicians must find ways to allay patients' concerns. The Mini-Internship Program is an effort to establish ongoing and open communication between the community and medical professionals. In implementing this program, several community leaders and physicians are asked to participate. During the program, community leaders and doctors are grouped together for approximately two half-days. The community leaders serve as interns and the doctors show these interns a "behind-the scenes" look at health care. Physicians take their interns on a journey that includes patients' rooms, surgery rooms, and sometimes emergency rooms.

The primary objective of this program is to encourage community leaders to become more involved in the health care system. Through firsthand exposure, interns are able to see what a doctor's day is like. Another objective of the Mini-Internship Program is to promote better understanding between doctors and the community. Other results of the program include tangible benefits for state and local societies. Because of the Mini-Internship Program, doctors are likely to become more involved with the activities of their professional organization. Once doctors have been included in the Mini-Internship Program, they may be more willing to participate in other activities, such as serving on a committee.

Participants

Participants in the Mini-Internship Program include community leaders and physicians. For each program, there will usually be between ten and fifteen participating physicians. Try to match each of the participating physicians with at least two interns. You may consider conducting programs in larger cities of your state so that you will have more possible participants. All physician members of your organization who practice in these cities can be invited to participate. You may also decide to form a committee to screen physicians who respond to your invitation. Therefore, a group could decide who will participate.

Before inviting interns, you should consider that on many occasions interns would cancel their participation in this program. Therefore, always send out twice as many invitations as are necessary. Interns who are asked to participate should come from a variety of backgrounds. Program planners should target specific leaders to participate in the Mini-Internship Program. Examples of community leaders who are invited to participate include those involved in the following arenas:

- Business
- Politics and legislation
- Media
- Clergy
- Education
- Health care coalitions
- Patient or senior advocates (e.g. AARP staff)

Physicians are asked to supply the names of community leaders who would be interested in serving as interns in the letter of invitation (see page 9 & page 11). Along with the invitation, a response card is sent to physicians requesting information on possible interns. However, many times the responsibility of finding interns falls on the staff.

There are several resources when searching for interns in a particular city. For example, telephone directories serve as a great reference when searching for interns in city or government offices. Also, the State Government Directory is one of the best sources to have when looking for legislators, commissioners, judges, or congressmen. You may have direct access to many of the interns, but remember that sometimes a bit of research might be required when looking for community leaders who would like to participate.

Remember to send out twice as many invitations as are necessary.

Budgeting

Each program is estimated to cost between $1,000 and $2,000. The estimated cost includes meals and mailing for an internship of 10-15 physicians and 12-20 interns.

Planning the Mini-Internship Program

Creating a Time Line

Much of your program's success will depend on careful planning. Because there is a great deal involved in organizing this program, you should allow yourself at least two months to plan. In the following sections, you will find suggestions on how much time to allow for certain tasks. You will also find a time line on page 6 that will serve as a useful reference.

In addition to creating a time line, we highly recommend that you take time before your first program to personally experience the internship. Take a day to accompany one of your physician members during surgery or clinic visits. From your experience, you will be better suited to talk to interns about the Mini-Internship Program.

Figure A – Time Line

Time Line

8 Weeks Before Program	♦ Decide on Program Days, Times, and Places ♦ Secure Arrangements for Orientation & Debriefing ♦ Promote Program ♦ Choose Area Leader ♦ Mail Invitations
6 Weeks Before Program	♦ Receive Responses ♦ Send Confirmation Letters and Agreement Forms
3 Weeks Before Program	♦ Mail Schedule Sheets and Confirm Schedule ♦ Match Interns with Physicians ♦ Contact Interns Regarding Schedule Arrangements ♦ Make Necessary Adjustments
2 Days Before Program	♦ Print Certificates and Evaluations
Day of Orientation	♦ Arrive at Meeting Place Early ♦ Distribute Badges ♦ Supply Directions to Facilities
Day of Debriefing	♦ Attend Follow-up Discussion ♦ Distribute Certificates and Evaluations ♦ Take Photos

Instituting the Program

The first steps of implementing a Mini-Internship Program are the most important. You should choose specific times and dates eight weeks before your program. The program should generally occur over a four-day period. This includes two hours on one evening specifically for orientation, two days of interning, and two hours of another evening for the debriefing. For the orientation, physicians and meeting planners may want to meet a half-hour before the interns arrive in order to confirm any rules or new information.

Scheduling Meeting Space

After choosing times and dates, the next step is making meeting arrangements for the orientation and debriefing. For example, during a Mini-Internship Program in San Antonio, the Texas Orthopaedic Association (TOA) set up the debriefing in conjunction with the local society's meeting. Therefore, even doctors who did not participate in the program were able to hear the responses of the interns and witness the success of the program. Other times, TOA has scheduled private spaces for orientations and debriefings at restaurants. Societies or associations which are conducting the program are responsible for providing any meals or drinks during the orientation and debriefing. You can choose to have an hors d'oeuvres buffet or a special dinner depending on your budget.

Choosing an Area Leader

For each program, a physician will be needed to serve as the Area Leader. At this point, you should ask a doctor in the program area who is an active member of your organization to fill the position of Area Leader. Despite the title, being Area Leader is not a demanding task. The main responsibility of the Area Leader is to facilitate the orientation and debriefing dinners. The Area Leader can also participate by supplying names of possible interns and encouraging those in the area to become involved in the program.

Promoting Your Program

Once you have set up meeting dates, times and places, you can begin promoting the program in newsletters and at key local society meetings. About the same time that you begin promoting your program, you can also begin mailing out invitations. In the invitation letter physician responsibilities are listed. These responsibilities are: 1) make necessary arrangements with the hospital department head or medical director at facilities that will be used during the internship; 2) provide interns with lab coats in offices and hospitals, and 3) make necessary arrangements with patients.

The intern invitation letter is enclosed with a response card. The physician invitation letter is included in this manual with a response card, a list of program rules, and an objective sheet.

Figure B - Intern Invitation Letter

December, 2000

Name of Intern
(Address)

Dear (Intern):

The (Name of State Orthopaedic Society) physicians would like to invite you to participate in our Mini-Internship Program which will take place on (Dates).

This program will allow you or a member of your staff to spend two days with an assigned physician. Through shared experiences, this project is designed to open lines of communication and expand perspectives on important health care issues for participating physicians and community representatives alike.

Our Mini-Internship Program offers a firsthand opportunity for people who affect, carry out or report on health care policy to experience the practice of medicine. It also gives physicians input from other community sectors concerned with health care.

Each intern will be assigned to a physician. As an intern, you will spend two half- days with your assigned physician, accompanying him or her during office rounds and surgery. During the Mini-Internship Program, there will be ample opportunity for questions and discussion.

Our Mini-Internship Program is a two-way communication project designed as an information exchange to broaden the perspectives of all participants including our member physicians. Please join us for this unique program in (Month). It will open with an orientation dinner scheduled for (Time), (Date) at the (Place). The orientation dinner will give doctors and interns a chance to get acquainted and exchange views.

Please return the enclosed response card to the (Name of State Orthopaedic Society). You may call (Name of State Orthopaedic Society Executive Director & Telephone Number) if you have any questions about the program. He/She will be happy to discuss program details with you. Thank you for your consideration.

Sincerely,

(Name of Mini-Internship Program Area Leader)

Enclosed: Response Card

Figure C – Response Card

Dear Dr. (Name of Mini Internship Program Area Leader):

_____ Yes, I will be able to participate in the Mini-Internship Program on (Month and Date). Please send more information.

_____ Sorry, I am unable to participate.

Comments:

_____

_____

_____

Please Print Name _____

Figure D – Physician Invitation Letter

December, 2000

Name of Physician
(Address)

Dear Dr. (Name of Physician):

The (Name of State Orthopaedic Society) would like to ask you to consider serving as a physician "faculty member" for our Mini-Internship Program to be held on (Dates). This Mini-Internship Program will stress the human concerns of medicine through firsthand exposure for those who affect, influence, report on, or carry out health care policy.

During the internship, you will have morning and/or afternoon assignments in half day, one on one visits. Participating doctors will be asked to: (1) make necessary arrangements with hospitals or facilities which will be used during the internship, (2) provide interns with lab coats, and (3) make necessary arrangements with patients.

We know this invitation requires a considerable commitment of your time and expertise, but medical societies across the country have found the program worthwhile and the response from participants to be overwhelmingly positive.

People who will be contacted to serve as interns include state and local officials, representatives from health care coalitions, the media, clergy, and education officials. Interns will spend two half days with their assigned physicians and will be encouraged to ask questions or discuss their concerns openly. Interns will accompany doctors on daily rounds and office visits, attend surgery and observe emergency care.

Physicians and interns will attend an hors d'oeuvres buffet on (Date) to allow doctors and interns an opportunity to get acquainted and exchange ideas. Upon completion of the program, interns and doctors will share their experience during a debriefing.

Our primary goals are to spotlight the physician/patient relationship and to open lines of communication between the medical community and the community-at-large.

Please return the enclosed response card if you are interested in this program. Also, if you know of anyone who would be interested in serving as an intern, please comment in the space provided on the card. If you have any questions, please contact the (Name of State Orthopaedic Society) Administrative Office at (Phone Number).

Sincerely,

(Name of Mini-Internship Program Area Leader)

Enclosures: Program Objectives and Rules
Response Card

Figure E - Objectives

Mini-Internship Program Objectives

In today's health care environment of spiraling costs, confusion, and criticism, the (Name of State Orthopaedic Society) feels health care professionals must respond to the concerns of patients by establishing a method of open communication. Communication must flow two ways if we are to resolve conflicts and devise constructive methods of containing costs without sacrificing patient care.

The Mini-Internship Program can achieve these ends by exposing the human concerns of doctors through sharing firsthand experiences with interns. The program also gives physicians input from a broad spectrum of the community.

Mini-Internship Program Objectives

A. To stress the human concerns of medicine through firsthand exposure for people who affect, influence, report on, or carry out health care policy. The internship experience will demonstrate the priority status of the patient/physician relationship.

B. To demonstrate physician concern for containing health care costs and commitment to upholding quality patient care. Once again, this is an opportunity to present the physician as the patient's advocate.

C. Input from "outsiders" will promote healthy self-examination among professionals working to resolve the problems of today's medicine.

Figure F – Rules and Rationale Sheet

RATIONALE AND RULES

RATIONALE

In today's health care environment of spiraling costs, confusion, criticism, litigation and misunderstanding, health professionals must respond to medical consumers' concerns by establishing ongoing and open communications. These communications must flow in two ways if we are to resolve conflicts and devise constructive methods of containing costs without sacrificing patient care.

Our Mini-Internship Program is an effort to achieve these ends by exposing the human concerns of physicians through the firsthand experience of interns. It also gives physicians input from a broad spectrum of community representatives.

Interns have been invited from business; politics; legislative, judicial and regulatory organizations; media; labor; clergy; education; law; the insurance industry; and patient advocacy and social services agencies. We repeat the program several times a year to include as many people as possible in these small group experiences.

Participating physicians represent the gamut of orthopaedic surgery from pediatric orthopaedics to sports medicine and trauma care.

RULES

1. Maintain respect for patient confidentiality. Interns agree not to discuss any patient by name and to limit discussion of cases to the internship forums. Any other reflection on their experience should ensure patient confidentiality. Interns also agree to respect any patient's right to refuse their presence during office visits, consultations or treatments.

2. Adhere to the arranged schedule. Failure to do so can cause delays in surgeries and other procedures, as well as in patient office visits.

3. Ask whatever questions arise and comment freely while accompanying physicians through their routine. Some questions should be reserved for private visits; interns are expected to exercise mature judgement in these matters.

4. Withhold discussion of the internship with other interns until all are present at the debriefing dinner.

5. Provide input and help evaluate the program during and after the debriefing.

6. No person, physician and lay intern, may use his or her participation in the program for self-promotion (to advocate on behalf of oneself or to boost one's business). Individuals are prohibited from printing or making any statements which can be constructed as promoting themselves or their businesses.

Media representatives may cover the program but must arrange to get photographs or video shootings as well as private or lengthy interviews after the program has concluded. They must also secure permission to quote or mention any patient and must fully explain the context of such mention. Furthermore, it is inappropriate for any individual to send a press release or contact media regarding his or her participation in the program.

Receiving Responses

Six weeks before the program you should be receiving responses from the physicians and interns. Once you have collected several responses, you should then send out letters confirming that respondents will participate. For the interns, this mailing will include: a letter of confirmation, confidentiality agreement, and a menu option form (if necessary for orientation or debriefing). For confirming physician responses, the mailing will include: a letter of confirmation, four patient agreement forms, two hospital facility forms, and a menu option form.

Figure G – Intern Confirmation Letter

January, 2001

Name of Intern

(Address)

Dear Mr. or Mrs. (Name):

Thank you for agreeing to participate in the (Name of State Orthopaedic Society) Mini-Internship Program. We are delighted to have you as an intern.

You have generously agreed to commit your time to a worthwhile project. We look forward to seeing you on (Date & Time) for the Mini-Internship Program Orientation at the (Location & Address). The Orientation will fully prepare you for your internship. To simplify arrangements as much as possible, we have only four ground rules.

First and foremost is your agreement to have absolute respect for the patients' right of confidentiality. As an intern, you must divulge no information about individual patients who also have the option of refusing your presence at any office visit or other procedure. This option is seldom exercised in a Mini-Internship Program. On these few occasions, the interns have admitted they would have felt uncomfortable observing those patients. Enclosed is a brief confidentiality agreement. Please read it over, then sign and return it in the enclosed reply envelope or bring the form to the orientation.

Second, we must ask you to adhere to your prearranged internship schedule- for obvious reasons.

Third, we seek your active participation throughout the internship. We hope you will express your views about health care freely at both dinners, and come prepared to ask questions during your visits with your doctor.

Finally, we ask you to withhold discussion of the internship with other interns until all interns are present at the debriefing dinner. At that time, we urge you to engage in a vigorous, incisive exchange of ideas. We also want you to complete a brief written evaluation of the program. With participating physicians joining you, you will have an opportunity for completely uninhibited discussion.

Enclosed is a confirmation sheet listing your menu choice for the debriefing dinner.

We appreciate your cooperation and look forward to working with you. We hope you will be followed by many other community representatives who will share the experience in future programs. We will contact you soon about your schedule and physician match. During the Orientation, you will have an opportunity to ask questions about times and locations of your internship.

Sincerely,

(Name of Area Leader of Mini-Internship Program)

Enclosures: *Confirmation sheet for menu*
Confidentiality agreement
Reply envelope

Figure H – Confidentiality Agreement

(Name of State Orthopaedic Society)

Mini-Internship Program

Confidentiality Agreement

I,_____, will be participating in the (Name of State Orthopaedic Society) Mini-Internship Program. Recognizing the importance of preserving the integrity of the physician/patient relationship, I promise to honor the confidentiality of each patient whose care and treatment I am allowed to observe with the doctor as part of my participation in the program.

I agree that I will not reveal to anyone the names of the individual patients whose care and treatment I observe as a result of my participating in the program, nor will I discuss with anyone any details of the Mini-Internship Program experience that might cause any patient's identity to be revealed.

Date:_____

Signature of Intern:_____

Name of Intern (please print):_____

Please return your completed agreement to (Name of State Orthopaedic Society) in the reply envelope provided or bring it with you on (Date), the night of the orientation. Thank you.

Figure I – Menu Option Sheet

Mini-Internship Menu Option Sheet

and

Reservation for (Date)

Dinner Reservations

(Date) Hors d'oeuvres Buffet…… 6:00 p.m.

(Date) Open Discussion Dinner…… 6:00 p.m.

Menu Choice:

____ Beef

____ Fish

____ Chicken

____ Vegetable Plate

Please print your name:_____

If you have a fax machine, please list your number: ( )_____

Figure J – Physician Confirmation Letter

March, 2000

Name of Physician

(Address)

Dear Dr. (Name of Physician):

Thank you for agreeing to participate in our Mini-Internship Program. We are so pleased to have you as a faculty member for our association's program, and we want to assure you that you need not radically alter your normal routine to perform this task.

We look forward to seeing you on (Date & Time). You should arrive at (Location & Address) for the physician orientation, as that business must be completed before the interns arrive at (Time) for the orientation buffet. We have enclosed forms that will need your attention.

One of the most vital aspects of the entire program is the (Day) evening debriefing dinner. Please be at the (Location & Time) to allow adequate time for a productive discussion of mutual health care concerns.

You'll recall that we have asked you to make necessary arrangements to permit intern visits at your hospital(s), if appropriate, and to provide interns with lab coats or scrub suits. We also encourage you to schedule lunch with your interns if possible, to provide an opportunity for private, informal discussion.

Thank you so much for your willingness to contribute to this valuable project. We hope you'll enjoy it.

Sincerely,

(Name of Area Leader of Mini-Internship program)

Enclosure: Medical Facility Agreement Forms
Patient Consent Forms
Return Envelope

Figure K – Medical Facility Agreement Form

MEDICAL FACILITY AGREEMENT FORM

(Name of State Orthopaedic Society)

and

(Name of Medical Facility)

This agreement is entered on (Date) between (medical facility name), whose office is at (address, city, state, zip), and (Name of State Orthopaedic Society).

(Name of State Orthopaedic Society) is sponsoring the Mini-Internship Program in an effort to improve the quality and understanding of patient care, as well as foster good will for the physician community. (Name of State Orthopaedic Society) would like to provide an opportunity for community leaders to become better informed by spending two days with individual physicians in direct clinical situations.

Proper arrangements will be made with each medical service before any scheduling of an intern is done.

Further, (Name of State Orthopaedic Society) is aware that the patient's authorization for an observer to be present will be sought in advance whenever possible, with exclusion of emergency medicine. If the medical service has a procedure for obtaining a patient's informed consent to be observed by a mini-intern, the mini-internship physicians should be made aware of that procedure.

This agreement constitutes the entire agreement and understanding of the parties indicated above.

(Name of State Orthopaedic Society)	**(Name of Medical Facility)**
By: (Name of Area Leader of Mini-Internship)	**By: (Administrator)**
Date:	**Date: _____**

Please retain a copy for your files

Figure L - Patient Consent Form

(Name of State Orthopaedic Society)

Mini-Internship Program

Patient Consent Form

Patient Name (please print):_____

Doctor_____is participating in the (Name of State Orthopaedic Society) Mini-Internship Program in which carefully selected lay persons will be permitted to observe the medical care and treatment provided to his/her patients.

The doctor believes that participation in the program may give these lay persons a better understanding of the physician/patient relationship and of how physicians care for their patients. Therefore, the doctor asks if you would be willing to allow a lay observer to be present during the course of your visit. You may choose not to consent to the presence of an observer during your visit, and your decision will not in any way affect your care or treatment.

If you do agree to permit the presence of an observer, please read and sign the following authorization.

Authorization To Admit Observer

I authorize Dr._____and the (medical facility name if applicable) to permit the presence of a lay observer in addition to physicians and hospital personnel while I am undergoing medical examination and treatment.

Date:_____ Patient's Signature:_____

Matching Interns with Physicians

Matching the schedules of the interns and physicians is often the toughest part of implementing a Mini-Internship Program. Three weeks before the program, you can begin mailing out schedule sheets to those doctors who would like to participate. Ideally, you would like to acquire doctors' schedules much sooner, but it is not always feasible. If doctors have not responded to the schedule request by a week and a half before the program, you will need to telephone their offices and personally request their schedules and information on where the physicians will be practicing during the days of the program. After you have gathered the physicians' schedules you may match interns with the physicians.

Contacting interns about the schedule arrangements is the next step. In most cases, if interns have agreed to participate they have already made necessary arrangements to allow time for this activity. Contacting interns by telephone or fax is recommended once doctors and interns have been matched. Thus, interns know which physician they are assigned to accompany. Although there is no set number of interns per doctor, we recommend that each doctor be matched with two interns.

Figure M - Physician Schedule Sheet

Physician Schedule Sheet

Please print your name:_____
I will make arrangements (including notifying all appropriate persons at hospitals or other facilities I will be using) for interns to accompany me. I will comply with all hospital protocols and insure that staff in my office and any hospital department (or other facility) are apprised of these visits and know when to expect visitors.

Note: Please provide an explicit meeting time and place for each morning and afternoon. It is not enough to specify "Bethesda North Hospital." Please state exactly where and when you will meet, such as: Bethesda North Hospital Physicians' Lounge or Emergency Room Lobby or ICU Information Desk, etc. Be sure to state a starting time for both your morning and your afternoon interns. Keep in mind that each internship placement is one-on-one for half a day or more. You may get an afternoon placement, and we need to know an appointment time for someone to join you in the afternoon even if you never leave the operating room during that day. For instance, should your intern come in when you are scheduled to start a new surgical procedure, perhaps at 1:00 or 2:00 p.m.?

Following is my schedule during the internship:

Date & Time – A.M.
Type of Surgery?
Meeting place, address, directions:

_____
_____
_____
_____

Date & Time – A.M.
Type of Surgery?
Meeting place, address, directions:

_____
_____
_____
_____

Date & Time – P.M.

_____
_____
_____
_____

Date & Time – P.M.

_____
_____
_____
_____

If you need to reach me at any time during the internship two day schedule, you can call my contact person (Name of Contact Person), at this phone number: (Phone Number).

Making Certificates and Evaluations

Certificates are given to the participants as a token of appreciation and the distribution of evaluations help improve future programs. Evaluations are distributed during the debriefing dinner and are later recorded. Two days before the debriefing, you can print out your evaluations and certificates. Evaluation forms for the physicians and for the interns may differ in their questions. You may want to print physician evaluations on different colored paper than the intern evaluation so that one can be easily distinguished from the other.

Figure N – Intern Evaluation

(Name of State Orthopaedic Society)

Mini-Internship Program Evaluation

(Date)

1. In your opinion, was your participation in the Mini-Internship Program "time well spent"?

_____

_____

2. What is the most important information you gained from this experience with respect to the delivery of medical care?

_____

_____

3. Please describe any negative experiences while participating in the program.

_____

_____

4. Do you have any suggestions that may improve the program for future interns?

_____

_____

Figure O – Physician Evaluation

(Name of State Orthopaedic Society)

Mini-Internship Program

Physician Evaluation

(Date)

1. In your opinion, would you consider your participation in the Mini-Internship Program "time well spent"?

_____

_____

2. Would you be willing to participate in a future program in (next year)?

_____

_____

3. How did you feel about the amount time allotted for the program? Do you feel adequate time was involved?

_____

_____

4. Do you have any suggestions that may improve the program? Include your comments on the briefing/debriefing sessions, communication, etc.

_____

_____

5. Please provide the name of anyone who might be interested in participating in a future (Name of State Orthopaedic Society) Mini-Internship.

_____

_____

Confirming Details

One week before the program, you may want to confirm details with interns and doctors by personally contacting them by phone or fax. Reminding all participants of times and places will allow the program to run much more smoothly. You may also want to confirm your meeting space at this time.

Conducting the Orientation

The orientation is the first meeting in which all participants can meet one another. The physician orientation meeting begins a half-hour before the general orientation so that questions, rules, and objectives can be addressed. Remember that it is the responsibility of the physicians to acquire patient and hospital permission and to supply interns with lab coats.

Coming Prepared

Before you arrive at the meeting place, you should have three things: (1) badges for all participants, (2) an agenda, and (3) a city map.

Badges for participants can be printed on your word processor a few days before the orientation or you may choose to have self-adhesive badges at both the orientation and the debriefing. The agenda should include a list of what points you will cover during the meeting, along with a list of participants and with whom they are matched. The first point on your agenda could be to present a brief description of the program. Then, you can ask each participant to introduce him/herself and describe any expectations of the program. It is helpful for meeting organizers to be aware of what participants would like to gain from the Mini-Internship Program experience.

Maps are very beneficial in most cities because many times interns will not be familiar with a physician's facility. By keeping a map available, you can supply directions easily.

Purpose

The orientation is set up to allow doctors and their interns to get acquainted before the actual program. The general orientation also gives participants an idea of what their experience will be like. During the general orientation, interns can ask questions or address concerns.

Beginning the Meeting

Mini-Internship Program organizers are the first to arrive at the meeting place. Organizers should be present at least a half-hour before the doctors arrive. Arriving earlier will allow you to make any adjustments in room set-up.

Remember, there is a physician orientation, that takes place a half-hour before the general orientation. The physician orientation meeting takes place without interns. At this meeting, you can go over the basic rules for participating physicians, address their concerns, and answer their questions. You may also want to ask doctors to keep their staff aware of visiting interns so that interns may be directed to the correct room.

The **general orientation** is where all participants are given an opportunity to discuss their attitudes about health care. As everyone arrives, you can introduce doctors to their assigned interns. The general orientation and debriefing dinners will have a designated Area Leader to serve as facilitator. During the general orientation, you should announce what type of dress interns should consider. If interns are watching surgery, comfortable clothing and shoes would be most appropriate.

Conducting the Program

Interns will spend about two half days with their assigned faculty member. During this time, interns will accompany physicians during clinic visits or surgery. Meeting organizers may participate, but they are not required to be interns. You may want to visit several different facilities to get an idea of what the interns are experiencing. Visiting different internship sites also allows you to be the first to hear what type of response the participants have.

You can also use this time to take care of details, such as obtaining a camera and film for pictures of the debriefing.

Conducting the Debriefing

Again, meeting organizers are the first to arrive at the meeting place. For this meeting you will need badges, certificates, evaluations, and pens. Pens and evaluations forms should be passed out to everyone before the meeting begins. Once everyone arrives, the program's facilitator can begin thanking everyone for participating. The facilitator can also ask each participant to share his or her experience.

Purpose

The debriefing dinner allows doctors and interns to discuss health care concerns and exchange views. This meeting is essential in educating physicians on the public's views regarding health care delivery issues. The debriefing is also helpful to meeting organizers because of the participant's, responses and comments.

Distributing Evaluations and Certificates

Evaluations should be passed out to participants before the meeting begins so that participants will have time to fill out the forms. At the end of the meeting, you and members of your staff should gather the evaluations. Certificates can be passed out to participants when you think it is appropriate.

After the Program

There are several tasks that must be accomplished even after the actual program has been completed. Recording evaluations, sending out thank you letters, and writing a report about the program are important duties, which should be completed within a week or two after the program.

Recording Evaluations

For each program, evaluations should be recorded and filed. The president of your society or association may be interested in a copy of participant's responses and a short report about the program.

Thank You Letters

Thank you letters are sent to every participant.

Figure P - Intern Thank You Letter

(Date)

Name of Intern
(Address)

Dear (Name of Intern):

Thank you for sharing your time with us as a participant in the (Name of State Orthopaedic Society) Mini-Internship Program. We welcomed your input and were pleased to have your organization represented in this project.

The mini-internship's success undoubtedly stems from interns' wholehearted participation; we are grateful for your interest and insights.

Thank you for providing feedback through the debriefing discussion and written evaluations. Your comments and suggestions are very useful in helping us improve the program. We may also use your comments (without your name) to recruit physician faculty members for future programs.

Are there any persons you would like to recommend as future interns? Please call or drop us a note if you'd like us to invite someone you know.

Thank you again for participating in our Mini-Internship Program. If we can ever be of service to you, please give us a call.

Sincerely,

(Name of Area Leader/Mini-Internship Program)

Figure Q – Physician Thank You Letter

(Date)

Name of Physician
(Address)

Dear Dr. (Physician Name):

Thank you for joining in the (Name of State Orthopaedic Society) Mini-Internship Program. This project is designed to open lines of communication and expand perspectives on health care issues – for community representatives and physicians alike.

We are planning another Mini-Internship Program in (City & Date). If you know of anyone who might be interested in participating we'd appreciate your recommendation of any colleagues you think are good faculty candidates.

The Mini-Internship Program couldn't exist without the cooperation of physicians like you. Thank you again for making this program possible.

Sincerely,

(Name of Area Leader/Mini-Internship Program)

Writing a Report

A report about each Mini-Internship Program should be written no later than two weeks after completion of the program. The report should include the names of participants and a brief summary of what happened during the orientation and debriefing. Responses of participants may also be included in this report.

Including Program in Newsletter

If your organization has a newsletter, it is a great idea to include photos and a short article about your program. Promoting the Mini-Internship Program in this way will encourage your members to participate in any future programs.

Conclusion

Once the program report has been written and evaluations have been processed, then the program is finally complete. Many times, events may occur which are out of your control. There will be times when participants get lost, cancel at the last minute, or forget meeting times. Try not to feel frustrated, as this happens to everyone. Good luck.