

**The Michigan State University College of Human Medicine**  
**Shared Discovery Curriculum**  
**Student Manual for Assessment and Promotion (MAP)**  
**For Matriculating Class of 2017**

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## **Context of the College of Human Medicine Educational Program**

### **1. Roles of the institution**

The Michigan State University College of Human Medicine embraces multiple roles to fulfill its mission and demonstrate commitment to its core values. To serve its students, the College develops and delivers high quality curricular experiences that enable learners to achieve competence in order to succeed in graduate medical training. To serve the public, the College strives to produce graduates who perform in a manner consistent with the standards of scholarship and professional behavior accepted and expected by society and the medical profession.

### **2. Medical education through Shared Discovery**

The College of Human Medicine strives to continually improve the medical school experience in response to ongoing changes in the landscape of health care, advances in medical knowledge and new understandings about lifelong learning and competency-based assessment. Shared Discovery specifically connotes the college's desire to foster collaborative learning for students, faculty, and staff while accomplishing its mission to train, nurture and graduate students who will become excellent resident physicians.

The Shared Discovery Curriculum is based on guiding principles endorsed by the College faculty. These include early clinical experiences, integration of basic and clinical sciences, competency-based student advancement, opportunity for student demonstrations of competence and excellence, and alignment of evaluations with curricular content and real-world performance.

At the same time, the Shared Discovery Curriculum maintains our founding values -- a commitment to diversity, a goal to serve our patients in the communities in which they live, and embodiment of the biopsychosocial model of care.

### **3. Curricular governance**

The College of Human Medicine Curriculum Committee sets and periodically reviews the standards for student performance within the College's curriculum, including those for promotion and retention. The Student Competence Committee applies the standards to individual students to determine grades and promotion.

## **Technical Standards**

**The Technical Standards are used in the selection of students for admittance to the College of Human Medicine, and document the technical abilities required of students throughout their medical school education. They are replicated here for transparency and to inform the ongoing assessment of students in the Shared Discovery Curriculum. Students must meet the technical standards each semester and upon return from leaves of absence before re-entering the curriculum.**

Technical standards presented in this document are required for admission, progression, and graduation from the Michigan State University College of Human Medicine. Conferral of a medical degree certifies that the recipient has demonstrated all the requisite abilities and skills to enter an accredited graduate medical education program. This demonstration encompasses a variety of attributes critical to the provision of quality medical care, including the physical, cognitive and emotional strengths necessary to complete the rigorous requirements of the medical school curriculum, and the social and behavioral skills expected of a competent physician.

All applicants and matriculants are held to the same academic and technical standards, with reasonable accommodations as needed for students with disabilities to enable them to meet the standard. Applicants and matriculants must have a diagnosed and documented disabling condition in order to request reasonable accommodations. Accommodations are requested through the Michigan State University Resource Center for Persons with Disabilities (RCPD) ([www.rcpd.msu.edu](http://www.rcpd.msu.edu)).

### **I. Observation Skills**

A medical student must possess the observation skills necessary to:

- Acquire a defined level of required information as presented through demonstrations and experiences in the necessary sciences, including, but not limited to, information conveyed through physiologic and pharmacological demonstrations, microbiological cultures, and microscopic images of microorganisms and tissues in normal and pathologic states.
- Observe and interpret the physical and emotional status of a patient, both at a distance and close at hand.
- Acquire information from written and electronic sources.
- Visualize information as presented in images from paper, films, slides, or video.
- Interpret x-ray and other graphic images as well as digital or analog representations of physiologic phenomenon (such as electrocardiograms).

Such observation and information acquisition requires the functional use of visual, auditory and somatic senses, enhanced by the functional use of other sensory modalities. When a medical student's ability to observe or acquire information through these sensory modalities is compromised, the student must demonstrate alternative means and/or abilities to acquire the essential information conveyed in this fashion. If the alternatives are acceptable, it is expected that obtaining and using such alternate means and/or abilities will be the responsibility of the student. The use of a trained intermediary to perform the necessary skills on behalf of the candidate is not permitted.

### **II. Communication Skills**

A medical student must possess the communication skills necessary to:

- Skillfully communicate in English verbally, in writing, and electronically.
- Speak, hear, and observe patients by sight to elicit information; describe changes in mood, activity, and posture; and perceive nonverbal communications.
- Communicate effectively and sensitively with patients; communication includes speech and writing.

- Communicate effectively and efficiently in a timely manner, in oral and written form, with all members of the academic and health care team.
- Conscientiously respond to email, telephone, and pager communication.

Such communication requires the functional use of visual, auditory, and somatic senses enhanced by the functional use of other sensory modalities. When a medical student's ability to communicate through these sensory modalities is compromised the student must demonstrate alternative means and/or abilities to meet communication standards. If the alternatives are acceptable, it is expected that obtaining and using such alternate means and/or abilities will be the responsibility of the student. The use of a trained intermediary to perform the necessary skills on behalf of the candidate is not permitted.

### **III. Motor Skills**

A medical student must possess the motor skills necessary to:

- Directly perform palpation, percussion, auscultation, and other diagnostic maneuvers.
- Perform basic laboratory tests and diagnostic procedures.
- Execute motor movements reasonably required to provide general and emergency medical care, such as airway management, placement of intravenous catheters, cardiopulmonary resuscitation, application of pressure to control bleeding, suturing of wounds, and the performance of simple obstetrical maneuvers.

Such actions require coordination of both gross and fine muscular movements, equilibrium, and functional use of the senses of touch and vision. The use of a trained intermediary to perform the necessary skills on behalf of the candidate is not permitted.

### **IV. Social and Behavioral Abilities**

A medical student must possess the emotional health required for full utilization of his or her intellectual abilities. In addition, a medical student must possess the social and behavioral skills necessary to:

- Exercise good judgment (i.e. recognizing and communicating limitations, discerning when to ask for help, prioritizing responsibilities, truthfulness in self-report, maintaining professional boundaries with patients).
- Attend all required experiences.
- Conscientiously complete all assignments and responsibilities attendant to the diagnosis and care of patients.
- Develop effective relationships with patients, based on trust, respect, and dignity.
- Function effectively under stress.
- Tolerate physically, emotionally, and mentally demanding workloads.
- Adapt to changing environments, display flexibility, and learn to function in the face of uncertainties inherent in the clinical problems of patients.
- Communicate with and care for, in a nonjudgmental way, all persons including those whose culture, spiritual beliefs, race, ethnicity, socioeconomic status, gender, gender identity, sexual orientation, and/or age are different from his/her own.
- Examine the entire patient, regardless of gender, and regardless of the social, cultural, or religious beliefs of the patient or of the medical student.

The use of a trained intermediary to perform the necessary skills on behalf of the candidate is not permitted.

## **V. Intellectual-Conceptual, Integrative, and Quantitative Abilities**

A medical student must have sufficient intellectual cognitive capacity to assimilate a large volume of technically detailed and complex information presented in a variety of teaching formats. Integration and application of the learned principles to solve problems is a critical skill required of every physician. Medical students must be able to:

- Measure, calculate, reason, analyze, integrate, and synthesize.
- Comprehend three-dimensional relationships and understand the spatial relationships of structures.
- Perform these problem-solving skills in a timely fashion.
- Remain awake and alert, even in the face of long hours and stressful environments.

The use of a trained intermediary to perform the necessary skills on behalf of the candidate is not permitted.

## **VI. Responsibilities**

Michigan State University is committed to providing equal opportunity for participation in all programs, services and activities. While the university provides reasonable accommodations, it does not change essential academic requirements, technical standards, or job functions. Accommodation determinations are based on documentation and individualized needs assessment. Requests for accommodations by persons with disabilities may be made by contacting the Resource Center for Persons with Disabilities (RCPD) at 517-884-RCPD or on the web at [rcpd.msu.edu](http://rcpd.msu.edu). Once eligibility for an accommodation has been determined, a verified individual services accommodation (“VISA”) form will be issued. This form must be presented to Instructor of Record(s) at the start of the term and/or two weeks prior to the accommodation date (test, project, etc.). Requests received after this date will be honored whenever possible. The VISA includes information about the role of the student, faculty member, and RCPD staff members; a sample is available on the RCPD website.

Students must continue to meet the Technical Standards throughout their enrollment in the Michigan State University College of Human Medicine. The Student Competence Committee determines compliance as part of each student’s end of semester review to determine progression in the curriculum. If a student does not demonstrate compliance with the Technical Standards, s/he may be referred to RCPD for additional assessment for potential accommodation(s). Subsequent to that assessment, the Student Competence Committee will determine the student's ability to continue in the medical school after consultation with the RCPD. If no reasonable accommodations can be made that allow the student to meet the Technical Standards, the student will be placed on suspension pending dismissal. The student is able to appeal and grieve suspension pending dismissal as described in the Student Manual for Assessment and Promotion. In addition, the RCPD has internal

mechanisms to request reconsideration and dispute disability determinations or appropriateness of accommodations (<https://www.rcpd.msu.edu/awareness/dispute>).

## **Rights and Responsibilities**

Students and faculty members are bound by the University's policies, regulations, and ordinances regarding academic honesty and integrity (<https://www.msu.edu/unit/ombud/academic-integrity/>.)

Additional university policies and procedures pertaining to faculty, staff, and students in the College include:

- Medical Student Rights and Responsibilities (MSRR) (<http://splife.studentlife.msu.edu/medical-student-rights-and-responsibilites-mssr>).
- Faculty Rights and Responsibilities as detailed in the Faculty Handbook (<https://www.hr.msu.edu/documents/facacadhandbooks/facultyhandbook/facultyrights.htm>)
- Code of Teaching Responsibility (<https://reg.msu.edu/AcademicPrograms/Print.asp?Section=514>)
- Student Mistreatment Policy ([http://humanmedicine.msu.edu/Medical\\_Education/Assets/Student-Mistreatment-Policy-June-2014.pdf](http://humanmedicine.msu.edu/Medical_Education/Assets/Student-Mistreatment-Policy-June-2014.pdf)).
- Student Rights & Responsibilities and the General Student Regulations (<http://studentlife.msu.edu/>).

The policies and procedures contained within this handbook build upon the foundations of these documents.

The Student Handbook for the Shared Discovery Curriculum contains additional policies and procedures pertaining to student activities that do not necessarily affect assessment or promotion directly. Students may access this handbook on line.

## **SCRIPT competency framework**

Medical education at Michigan State University College of Human Medicine is based on a competency framework that defines the outcomes of our training, provides the foundation for our curriculum, and defines our graduation requirements. These are Service, Care of patients, Rationality, Integration, Professionalism and Transformation -- known to our students, faculty and staff as SCRIPT. **Table 1** provides an overview of the SCRIPT competency goals; detailed, developmental expectations are available in **Appendix 1**.

**Table 1: SCRIPT Competency Goals**

<b>SERVICE</b>
Participates in the provision of beneficial services within the community
Demonstrates preparation and planning to provide services which respond to community need
Demonstrates reflection on their participation in service activities
<b>CARE OF PATIENTS</b>
Demonstrates kindness and compassion to patients and their families
Collects complete and accurate patient data
Synthesizes patient and laboratory data to formulate reasonable assessments and plans
Demonstrates the incorporation of patient values into illness assessment and care plans
Communicates effectively in writing and orally
Effectively counsels and educates patients and their families
<b>RATIONALITY</b>
Identifies personal strengths and weaknesses and develops ongoing individual learning plans
Demonstrates use of faculty and peer/colleague feedback as a means of facilitating personal and professional improvement
Locates, appraises and assimilates evidence from scientific studies related to their patients' health problems
<b>INTEGRATION</b>
Demonstrates awareness of cost and access issues in the formulation of patient care plans
Demonstrates respect for all members of the health care team
Demonstrates understanding of and contributes to a culture of safety
Demonstrates knowledge of differing types of medical practice and delivery systems and their implications for controlling health care allocation and cost
Demonstrates knowledge of how social and economic systems in which people live impact health, delivery of health care and wellbeing.
<b>PROFESSIONALISM</b>
Demonstrates receptiveness to feedback from faculty/peers/colleagues/team members
Contributes actively to group/team process
Demonstrates respect to patients, colleagues and team members
Fulfills responsibilities in courses and on clinical rotations
Takes responsibility for patient outcomes and is accountable to the team, the system of delivery, the patient, and the greater public.
<b>TRANSFORMATION</b>
Applies essential basic, social, clinical science and systems knowledge in the care of patients
Creates new knowledge through research
Participates in lifelong teaching and learning with peers, trainees, and patients

## Learning Society organization

The faculty members engaged in the four Learning Societies together form the Academy, and the learning society faculty members are Fellows of the Academy. The Academy provides an administrative and pedagogical infrastructure for formal and informal medical student education. Students are assigned to Fellows within their Learning Societies for integration and continuity of learning, advising, and coaching. Students engage in post-clinic debriefing, small group instruction, portfolio development, individual learning plan review and implementation, professional socialization, and career development with guidance from Fellows and other faculty members.

## Curricular Segments and Courses

The Shared Discovery Curriculum is organized in a series of curricular segments with distinct content and clinical experiences under the aegis of the Assistant Dean for Clinical Experiences. These segments are the Early Clinical Experience (ECE), Inter-Sessions (IS), the Middle Clinical Experience (MCE), and the Late Clinical Experience (LCE) (see **Table 2**). Each segment has its own leadership, overseeing the implementation of curricular content and experiences and reporting to the Assistant Dean for Clinical Experiences.

**Table 2: Segments of the Shared Discovery Curriculum**

<b>Segment</b>	<b>Purpose</b>
<b>Early Clinical Experience</b> (Courses: HM 552 Medical School I and HM 553 Medical School II)	Orient and demonstrate core clinical skills.  Demonstrate core clinical skills.  Link necessary science knowledge to clinical presentations.  Introduce consideration of social context of clinical decisions.
<b>Intersessions</b> (Courses: HM 553 Medical School II, HM 554 Medical School III)	Focus on areas required by the curriculum, as well as of particular interest or academic need.
<b>Middle Clinical Experience</b> (Courses: HM 554 Medical School III, HM 555 Medical School IV, HM 556 Medical School V)	Assume active roles in patient care.  Demonstrate growing knowledge and skills in clinical skills, necessary science, and the social context of clinical care
<b>Intersessions</b> (Course: HM 556 Medical School V)	Focus on areas required by the curriculum, as well as of particular interest or academic need
<b>Late Clinical Experience</b> (Courses: HM 651 Advanced Skills and Knowledge in Medical School I, HM 652 Advanced Skills and Knowledge in Medical School II, HM 653 Advanced Skills and Knowledge in Medical School III , HM 654 Advanced Skills and Knowledge in Medical School IV , HM 655 Advanced Skills and Knowledge in Medical School V, and Departmental courses)	Immersion in discipline-based clerkships, acting internships, elective experiences, and Advanced Skills and Knowledge experiences

The ECE, MCE and Intersession segments occur within College courses (e.g. HM552 Medical School I) that are one semester in length and 12 credits each (see **Figure 1**). In the LCE, students are enrolled in a College course each semester (e.g. HM 651 Advanced Skills and Knowledge in Medical School I) and in parallel Departmental courses such as surgery, pediatrics, etc.

**Figure 1: Academic Calendar**

Year 1		Year 2		Year 3		Year 4	
HM 552 Medical School I	Early Clinical Experience	HM 555 Medical School IV	MCE vacation	department course	HM 651 Advanced Skills and Knowledge I	Late Clinical Experience	department course
	vacation		Middle Clinical Experience	department course		department course	
	Early Clinical Experience		vacation	department course		department course	
	winter break		Middle Clinical Experience	department course		department course	
	Early Clinical Experience		winter break	department course		department course	
HM 553 Medical School II	Early Clinical Experience	HM 556 Medical School V	Middle Clinical Experience	department course	HM 652 Advanced Skills and Knowledge II	Late Clinical Experience	department course
	spring break		spring break	department course		department course	
	Interession x 2		Interession x 2	department course		department course	
	Interession x 2		Interessionx 2	department course		department course	
	Interession x 2		intensive study period	department course		department course	
HM 554 Medical School III	vacation	HM 554 Medical School III	vacation	department course	HM 653 Advanced Skills and Knowledge III	Late Clinical Experience	
	orientation		vacation	department course			
	MCE			department course			
				department course			

## **Curricular Objectives**

In keeping with its emphasis on early and ongoing clinical experiences, the Shared Discovery Curriculum is organized to reflect the reasons people seek health care (i.e. chief complaints and concerns) rather than by organ systems or disciplines in the clinical and necessary sciences. The Chief Complaints and Concerns documents (C3s) encompass all learning objectives for clinical skills, necessary sciences, and the humanities, and the social context of clinical decisions.

In addition, the C3s provide a patient centered framework to interrelate SCRIPT competency goals, curricular content, and progress assessments. The documents are organized by the following curricular objectives: Rationale, Capstone Assessments, Gathers Relevant Data, Problem List/Differential Diagnosis, Management Plan, Necessary Science, and Controversies/Complexities. The content in any given C3 document is distributed throughout curricular segments. For example, Dyspnea content is found in the Early, Middle, and Late Clinical Experiences.

The C3s are publicly available in Just in Time Medicine ([justintimemedicine.com](http://justintimemedicine.com)), a cloud-based, hyperlinked curriculum content delivery and assessment platform. It is fully searchable using key words and tags. The tags identify the disciplines linked to the content (e.g. medical and molecular genetics, histology and cell biology), and identifies when content will be routinely encountered by learners (e.g. ECE, MCE).

## **Academic Counseling and Advising**

The College of Human Medicine offers academic counseling and support above and beyond interactions with the Fellows. These include:

The **Academic Achievement Office** offers a variety of learning activities and academic counseling services to ensure that all students reach their full learning potential. These programs are offered to all students. Students who are on Academic Review are required to participate in Academic Achievement activities.

The **Office of Assessment** provides performance reports for the Progress Suite of Assessments at mid and end of semester. It also offers individual advising specifically related to the Progress Suite of Assessments, portfolio, and ESSA.

Students may access either office directly or upon referral by a Fellow.

## Progress Assessment

Students' promotion within the Shared Discovery Curriculum is based upon attainment of the knowledge, skills, and behaviors described by the SCRIPT framework and C3 documents. A behaviorally-anchored description of the expected developmental progression for the SCRIPT competency goals is included in **Appendix 1**.

The Progress Suite of Assessments is summative and comprised of five core components: Progress Clinical Skills Examination (PCSE), the Comprehensive Necessary Science Examination (CNSE) Multisource Feedback, the Portfolio, and the End of Semester Self Assessment (ESSA).

**Table 3: Assessments by SCRIPT competency goal**

SERVICE	CARE OF PATIENTS	RATIONALITY	INTEGRATION	PROFESSIONALISM	TRANSFORMATION
<ul style="list-style-type: none"> <li>Portfolio</li> <li>Multisource feedback</li> <li>ESSA</li> </ul>	<ul style="list-style-type: none"> <li>ECE Safety Check</li> <li>PCSE</li> <li>Multisource feedback</li> <li>Portfolio</li> <li>ESSA</li> </ul>	<ul style="list-style-type: none"> <li>PCSE</li> <li>CNSE</li> <li>Multisource feedback</li> <li>Portfolio</li> <li>ESSA</li> </ul>	<ul style="list-style-type: none"> <li>PCSE</li> <li>Multisource feedback</li> <li>Portfolio</li> <li>ESSA</li> </ul>	<ul style="list-style-type: none"> <li>ECE Safety Check</li> <li>PCSE</li> <li>Multisource feedback</li> <li>Portfolio</li> <li>ESSA</li> </ul>	<ul style="list-style-type: none"> <li>ECE Safety check</li> <li>PCSE</li> <li>CNSE</li> <li>Multisource feedback</li> <li>Portfolio</li> <li>ESSA</li> </ul>

The **Progress Clinical Skills Examination** (PCSE) combines interactions with standardized patients and/or health professionals, use of manikins, clinical reasoning exercises, necessary science application, and clinical documentation in a simulation center within eight stations. Each station includes assessments of the knowledge, skills, or attitudes pertinent to learners across the spectrum of the curriculum including interactional skills, hypothesis-driven history gathering, hypothesis-driven physical examination, counseling skills, safety behaviors, clinical reasoning, and application of necessary science.

The **Comprehensive Necessary Science Examination** (CNSE) utilizes multiple choice questions similar to Step 1 and Step 2 Clinical Knowledge United States Medical Licensing Examinations and is comprised of course-specific components as detailed in course syllabi

For both the PCSE and CNSE, exams of comparable content and complexity are administered twice each semester. Students are expected to demonstrate incremental improvements and attain minimum levels of performance by the end of each semester for promotion to higher-level courses. Students receive reports of their performance on these exams at mid-semester and end of semester from the Office of Assessment. The Student Competence Committee considers the semester's best performance for each component at its meetings. (For example, if the student performs at a higher level for mid-semester PCSE than the end of semester PCSE, the Student Competence Committee uses the mid-semester score.) For the LCE only, students meeting expectations on the first iteration of the PCSE each semester are excused from the second iteration.

**Multisource feedback** encompasses assessments from preceptors (clinical and non-clinical settings), peers (clinical and non-clinical settings), nurses, other health care team members, and patients.

The **Portfolio** is an aggregation of materials/artifacts in Just in Time that demonstrate the ongoing participation and development of the student. The SCRIPT expectations addressed by the portfolio vary by course. Some of the materials/artifacts are generated by participation in activities or completion of assignments based on the

curricular component and topic. Course specific direction is provided in course materials. Examples of materials provided by students might include:

*Direct Observation:* Preceptors will observe students performing a variety of clinical skills, including but not limited to eliciting a history, performing a physical examination, counseling a patient, and giving an oral case presentation. The preceptor will assess student performance using pre-established assessment tools in Just In Time Medicine.

*Clinical Documentation:* Students will complete clinical documentation, such as History and Physical Exam documents, progress notes, discharge summaries, prescriptions, and post-encounter summaries, in real and simulated clinical settings. Each document will be assessed using a pre-established rubric available within Just In Time Medicine.

*Logbooks:* Students will maintain procedure logbooks in Just In Time Medicine. Supervising personnel complete check off lists and global assessments of competence. The number and types of procedures and demonstrations of skill required are described in curricular materials.

*Skill Certification:* Opportunities to obtain specialized knowledge and skills pertinent to medical training exist outside of the College. Two are required.

- Current Basic Life Support (BLS) certification by the American Heart Association is required at the time of matriculation and must be maintained throughout enrollment.
- Michigan State University Institutional Review Board certification for researchers is required prior to graduation, and prior to participation in any human subjects research. Training is available at [www.hrpp.msu.edu](http://www.hrpp.msu.edu).

*External Examinations:* Students must pass USMLE Step 1 to enter the LCE, and pass Step 2 Clinical Knowledge (CK) and Step 2 Clinical Skills (CS) to graduate. Additional information regarding these examinations is available at [usmle.org](http://usmle.org).

*Formative Assessments:* As students participate in learning activities, a variety of formative assessments will be generated. Students may choose to include some or all of these in their portfolios for review by the Student Competence Committee.

*Activities supporting Academic Certificate achievement:* Students accepted to special programs within the medical school may earn academic Certificates (e.g. Rural Health Certificate) through completion of coursework or activities as specified in separate curricular documents. These activities and/or academic products may also be used as evidence of achievement of the SCRIPT competency goals.

*Additional artifacts:* Others materials require student selection, completion, and upload into Just In Time Medicine or other course management programs. Examples of this include reflective journals as part of the service project, quality improvement project reports, and other artifacts chosen by the student to demonstrate competence.

In the **End of Semester Self Assessments (ESSA)**, students designate their self-assessed attainment of the SCRIPT competencies for that course. The ESSA is part of the academic record and as such is reviewed by the Student Competence Committee.

### ***Individual Learning Plans***

Students reflect upon formative and summative assessments on an on-going basis to create and maintain Individual Learning Plans (ILP) that address areas of strength, areas for improvement, goals, and resources to help attain the goals. These are real-time, formative documents. Students review their ILPs with their assigned Fellows on a regular basis. (MD-PhD students may use the Individual Development Plan in place of the standard ILP.) This includes mid-course feedback for students.

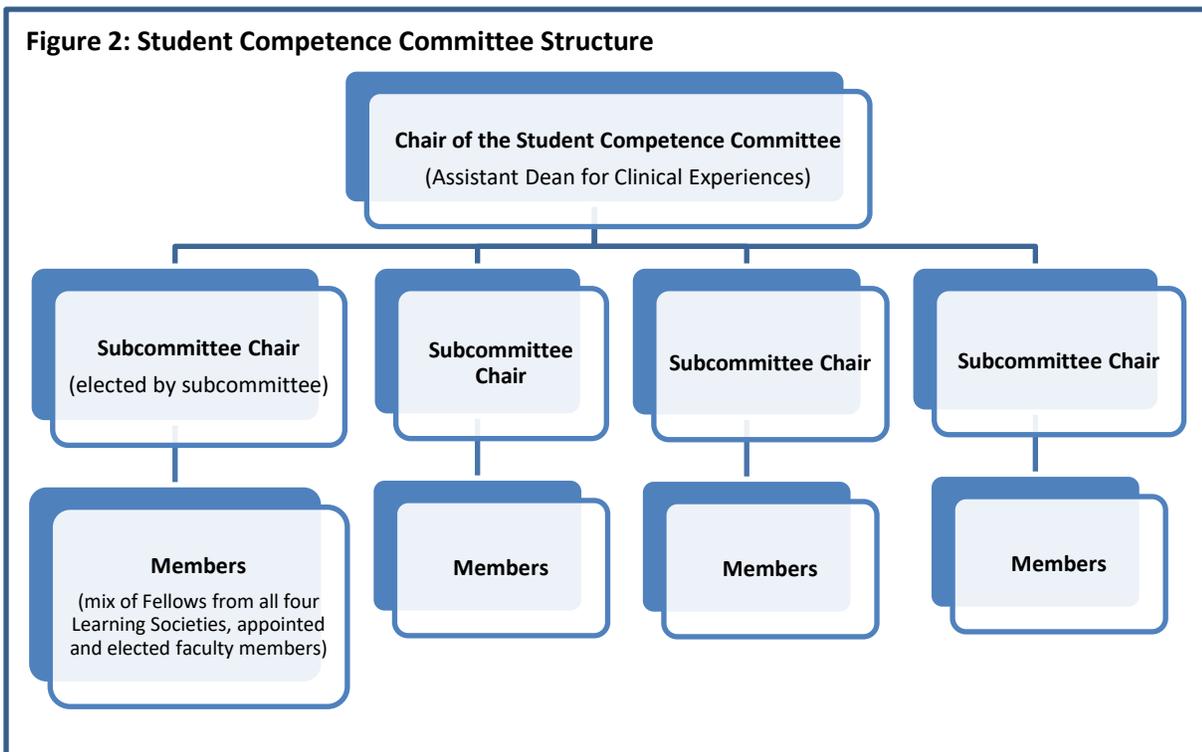
The Fellows provide formative feedback to the student and an assessment of students' engagement in the ILP process with the Student Competence Committee. The full ILP is not part of the academic record and is not reviewed by the Student Competence Committee. However, students submit portions of their ILPs to demonstrate their ability to self reflect, respond to feedback, and develop learning goals, as pertinent to Professionalism and Rationality subcompetencies.

## Student Competence Committee Structure and Function

The Student Competence Committee reviews student performance data, portfolios, and ESSAs in the context of the academic standards established by the Curriculum Committee to determine College course grades and promotion within the Shared Discovery Curriculum at the end of each semester. Meeting the Technical Standards is an expectation for progression in the curriculum.

*Committee Composition:* The Instructor of Record for all College courses is the Chair of the Student Competence Committee. The Committee members include Fellows of the Academy, members elected by the faculty at large, and additional faculty members appointed by the dean. Committee members are assigned to subcommittees to determine grades at the end of semester and as needed during the semester for students with ETs and CPs. **(Figure 2)**. The Grade Appeals subcommittee (described under “Grade Appeals”) is also composed of members of this body. Full details of committee and subcommittee structure are specified in the College by-laws.

*Student review for grade assignment and promotion decisions:* Students are assigned to subcommittees for review in ways that allow for reviewer continuity, a mix of Learning Society representation among students and faculty members, and timely grade decisions.



*Resolving conflicts of interest:* Fellows do not participate in discussions about or vote on students with whom they have academic advising or coaching relationships. They are recused when those students are reviewed during subcommittee meetings. Committee members with other conflicts of interest coordinate with the subcommittee chairs to recuse themselves from discussion and voting as well. In extraordinary circumstances, a student may request in writing to the Chair of the Student Competence Committee that their subcommittee assignment be changed to mitigate conflicts of interest.

## Course Grade Determinations

Course grades in HM 552, 553, 554, 555, 556, 651, 652, 653, 654, and 655 are determined by comparing student performance on the Progress Suite of Assessments to a pre-established set of expectations, as described in SCRIPT (**Appendix 1**), rather than to other students. This document describes the process used by the Student Competence Committee for assigning grades for these courses. Departmental courses and other HM courses also compare student performance to a pre-established set of expectations, as specified in their syllabi and handbooks, with grades determined by the course directors.

College courses are graded No Grade/Conditional Pass/Pass.

Prior to Student Competence Committee subcommittee meetings, each student has two subcommittee faculty members assigned to review his/her academic record in detail. The faculty members review the results of each component of the Progress Suite, assessing evidence of performance against a course-specific rubric. Consistent with best evidence on the use of progress examinations, student grades are based on two iterations of the Progress Clinical Skills Examination and Comprehensive Necessary Science Examination, with only two exceptions. In HM 651-655, students meeting expectations on the first PCSE are excused from taking the second iteration for that semester. In HM 556, students who have not yet reached pass criteria for the Comprehensive Necessary Science Exam will be allowed to sit for one additional testing date at the conclusion of HM 556..

The grade recommendation is based on the summation of the components of the Progress Suite of Assessments, such that:

- **Pass (P):** The student has met or exceeded all performance expectations for the course.
- **Conditional Pass (CP):** The student has met most but not all performance expectations for the course; any critical deficiencies identified have evidence for remediation within the course. (Note: Learning Society Fellows have the opportunity to rapidly identify and address critical deficiencies with students prior to the end of semester.)
- **No Grade (N):** The student has had one or more critical deficiencies identified, without evidence of remediation by the end of the semester, or demonstrates egregious behaviors, or has failed to successfully remediate a Conditional Pass grade from a prior semester.

At the meeting, the assigned faculty reviewers present their findings and recommendations to the subcommittee at large, on a student-by-student basis. After discussion, the subcommittee votes on the grade decision. The Instructor of Record (who is also chair of the Student Competence Committee) reviews the subcommittee reports and recommendations. The Instructor of Record ensures comparability of grading and renders final grades.

## **Remediation of Conditional Pass Grades for College Courses**

Students must successfully remediate all courses with non-passing grades for progression within the curriculum. The processes for remediating Departmental courses are detailed in their respective handbooks.

If the student has received a CP grade in HM 552, HM 553, HM 554 or HM 555, the student may enroll in the next College course in the sequence.

If the student has received a CP for HM 556 (with the next College course being HM 651, the Late Clinical Experience, then the student enrolls in HM 591 Special Problems in Human Medicine for the following semester. If the student has met the course's performance expectations by the end of the next semester of enrollment, based on review of the Progress Suite of Assessments, the course is remediated (CP/P). If not, the student receives a CP/N and is suspended pending dismissal from the college.

If after remediating HM 556 the student requires additional semesters to complete the USMLE Step 1 requirement, s/he may enroll in HM 591 OR take a leave until USMLE Step 1 exam passed. All time limitations continue to apply during this period.

## **Repeating Courses for which No Grade (N) Was Assigned**

Students must pass all curricular requirements to graduate from the medical school with the MD degree. Students receiving 12 or more credits of No Grade (N) OR receiving a grade of No Grade (N) more than once for the same course are dismissed from the college (see section below). HM 552-556 are each worth 16 credits, therefore a No Grade (N) grade for one of these courses would automatically result in dismissal. Courses in the Late Clinical Experience segment of the curriculum are worth fewer than 12 credits each (e.g. HM 651-655 2 credits each, and departmental courses 6 credits per 4-week assignment).

A student receiving an N in any of the HM 651-655 courses who has not accumulated 12 credits of N remains enrolled in the medical school but has to meet the competency requirements of the failed course by the end of the subsequent course. In this case, s/he may enroll concurrently in the course being repeated and the next course in the series. Results from the Progress Suite of Assessment would be interpreted for both courses as described for remediation of a CP grade. That is, the Progress Suite of Assessments would be compared to the expectations for the course being repeated first, then for the subsequent course.

## **Interruptions of and Non-linear Progression in the Curriculum**

From time to time, students may experience interruptions of their curriculum due to personal circumstances (e.g. personal illness or life events), the requirements of dual degree programs (e.g. MD- PhD; MD-MBA; MD-MPH), or failure to meet criteria for promotion or graduation. The options for handling these interruptions depend on several factors, including the semester(s) involved and the total duration of the absence whether continuous or intermittent. The overarching goal is for students to continue to progress through the curriculum whenever feasible, using intersessions, vacations, or other opportunities to make up missed experiences. Grade decisions should be based on the standard course criteria. The following paragraphs outline general approaches.

Shorter interruptions (<2 weeks): The student will work with their Fellow and course faculty to determine how best to access the experiences and resources necessary to achieve the educational goals of the course time that has been missed. For students in the curricular segments of ECE, MCE, or the intersessions, this may include using a future intersession block. For Advanced Skills and Knowledge courses in the LCE, students may access online resources or utilize elective time. Departmental course make-up activities are specified in their course manuals.

Intermediate interruptions (2-6 weeks): Make up activities will be individualized and may occur at the time of the next Intersession, elective (for LCE students), or vacation block.

Prolonged interruptions (>6 weeks): Any student enrolled in HM 552 or HM 553 (the first two semesters, comprising ECE curricular segments) and requiring a prolonged absence will be placed on Leave of Absence and given the option of restarting the curriculum the following academic year in the semester affected by the absence/interruption. The pathways to return to the curriculum for students in other portions of the curriculum vary widely, and are described in **Table 4** below. Leave of absence is always an option as well.

**Table 4: Pathways for Return After Leave of Absence**

<b>Absence involving:</b>	<b>If no additional semester affected:</b>	<b>If additional consecutive semesters involved:</b>
HM 554 (Intersessions and MCE)	Return next semester for HM 555 (MCE); enroll in independent study course in summer after HM 556 as needed to make up missed intersessions material and prepare for USMLE Step 1. The USMLE Step 1 exam and entry into LCE departmental courses are delayed. HM 651 may be remediated off cycle.	Return to curriculum based on individual counseling with Fellow and Instructor of Record.
HM 555 (MCE)	Return for HM 556 (MCE and Intersessions), then enroll in HM 591 for the summer semester to complete MCE-related coursework and prepare for the USMLE Step 1. The USMLE Step 1 exam and entry into LCE departmental courses are delayed. HM 651 may be remediated off cycle.	Return to curriculum based on individual counseling with Fellow and Instructor of Record.
HM 556 (MCE and Intersessions)	Return for summer semester to participate in Intersessions and continue MCE coursework. Fall semester next academic year used for USMLE Step 1 preparation. The USMLE Step 1 exam and entry into LCE departmental courses are delayed. HM 651 may be remediated off cycle.	Return to curriculum based on individual counseling with Fellow and Instructor of Record.
HM 651 through 655 (ASK courses)	These courses may be remediated without delay in graduation; specific plans are determined on a case by case basis.	Return to curriculum based on individual counseling with Fellow and Instructor of Record.

Interruptions due to dual degree program enrollment:

Students enrolled in dual degree programs (e.g. MD-PhD; MD-MBA; MD-MPH) experience interruptions in their MD curriculum to focus on the requirements of their second degree program. The interruption may or may not entail a formal leave of absence, and typically occurs after completion of the USMLE Step 1 examination. Periods during which students are primarily performing coursework for their second degree programs does not count toward the time limit for completing MD curricular requirements. (For MD-PhD students, refer to the MD/PhD Guidelines.)

## **Promotion to LCE and Graduation Requirements**

To enter the LCE, students must demonstrate successful completion of all ECE, MCE and Intersession coursework and pass the USMLE Step 1 examination, all within three years of matriculation. Students must pass the Step 1 exam within three attempts, taken over a maximum of 12 consecutive months. This may require enrollment in an independent study course or leave of absence before re-entering the standard curriculum. If at any time it is determined to be impossible for a student to complete the ECE, MCE, Intersessions and USMLE Step 1 requirements within three years, s/he will be suspended pending dismissal.

Similarly, students have three years to complete all LCE coursework and pass the USMLE Step 2 Clinical Skills and Clinical Knowledge examinations. Students must pass the USMLE Step 2 Clinical Knowledge and USMLE Step 2 Clinical Skills examinations within three attempts each over a maximum of 12 consecutive months. Students must pass both examinations and be on trajectory to meet all other graduation requirements prior to the National Residency Match Program deadline to be certified for Match participation.

**Table 5: Timeline for Promotion and Graduation**

<b><u>Requirement</u></b>	<b><u>Timeline</u></b>
<u>Complete ECE, MCE, Intersession work</u>	<u>Within 3 years of matriculation</u>
<u>Pass USMLE Step 1</u>	<u>Within 3 attempts taken over 12 consecutive months; must pass within 3 years of matriculation</u>
<u>Complete LCE</u>	<u>Within 3 years of entering LCE</u>
<u>Pass USMLE Step 2 CK</u>	<u>Within 3 attempts taken over 12 consecutive months; required for completion of LCE</u>
<u>Pass USMLE Step 2 CS</u>	<u>Within 3 attempts taken over 12 consecutive months; required for completion of LCE</u>

## **Suspension Pending Dismissal**

A student receiving a total of 12 cumulative credits of N or CP/N is suspended pending dismissal from the medical school. (For reference, HM 552-556 are worth 16 credits each, HM 651-655 2 credits each, and departmental courses 6 credits per 4-week assignment.) The student will be notified in writing of this status by the Senior Associate Dean for Academic Affairs. The student may appeal or grieve the grade or dismissal decision within ten class days, following the processes described below. If the student does not appeal or grieve the grade or dismissal decision within ten class days, s/he is dismissed from the College.

## **Grade Appeals for College Courses**

A student may appeal a grade to the Instructor of Record within ten class days of grade notification. The Instructor of Record will review the academic record for that semester in conjunction with the Grade Appeals Subcommittee, a special standing subcommittee of the Student Competence Committee composed of eight members (one from each of the four Learning Societies and four from the elected members of the committee). The Instructor of Record and the Grade Appeals Subcommittee have 25 class days to render a decision, and may uphold the initial grade or change it. During the grade appeal for a N grade, the student may not participate in any clinical activities.

**\*\*Note:** If for any reason the Instructor of Record is not able to participate in the grade appeals process (i.e. on personal leave), then the Grade Appeals Subcommittee will be convened by the Associate Dean for Undergraduate Medical Education. The members of the Subcommittee will elect a chair who will serve in this role only in during the absence of the Instructor of Record.

## **Grievance and Complaint Procedures**

The Grievance and Complaints policy has been established under the Medical Students Rights and Responsibilities document. The College's procedures are available at [http://humanmedicine.msu.edu/STUDENTS/Student%20Affairs/Student\\_Grievance/CHM-Grievance-Complaint-Procedures\\_11-12.pdf](http://humanmedicine.msu.edu/STUDENTS/Student%20Affairs/Student_Grievance/CHM-Grievance-Complaint-Procedures_11-12.pdf).



## Appendix 1: SCRIPT developmental goals

Each of the following tables describes a single SCRIPT subcompetency (designated in the top line of the table) and:

- the criteria used to describe the knowledge, skills and attitudes of learners at different developmental stages;
- the point in the curriculum by which these criteria should be met (specified as the end of a particular course); and
- the types of supporting evidence students may provide to the Student Competence Committee.

This framework is used by students, Fellows, faculty members, and the Student Competence Committee to design curricular experiences, establish student assessments, and guide the work of the Student Competence Committee in assigning grades and determining promotion.

<b>(S1) SERVICE: Participates in the provision of beneficial services within the community</b>			
<b>Critical Deficiencies</b>	<b>Novice</b>	<b>Developing</b>	<b>Competent</b>
<ul style="list-style-type: none"> <li>• Shows no interest in beginning service project</li> <li>• Ends service project before completion because of personal performance issues</li> </ul>	<ul style="list-style-type: none"> <li>• Freely accepts a commitment to service</li> <li>• Has not identified service project yet</li> </ul>	<ul style="list-style-type: none"> <li>• Has begun service project</li> </ul>	<ul style="list-style-type: none"> <li>• Completes 40 hours of participation in an approved service project</li> </ul>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anticipated Progression:	HM 552	HM 556	5 <sup>th</sup> semester of LCE

<b>(S2) SERVICE: Demonstrates preparation and planning to provide services which respond to community need</b>			
<b>Critical Deficiencies</b>	<b>Novice</b>	<b>Developing</b>	<b>Competent</b>
<ul style="list-style-type: none"> <li>• Appears unprepared, disorganized, unable to link project (when identified) to community need</li> </ul>	<ul style="list-style-type: none"> <li>• Does not articulate what community need will be addressed as part of project</li> <li>• Has not yet developed goals or outlined plan for project</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies social factors that threaten the health of individuals and communities</li> <li>• Discusses how project responds to community need while utilizing personal skills and expertise</li> <li>• Describes goals of project and can outline a reasonable plan for community engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Proactively addresses social factors that adversely affect the health of individuals and communities</li> <li>• Describes implementation of service project and its effect on the targeted community</li> </ul>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anticipated Progression:	HM 552	HM 556	5 <sup>th</sup> semester of LCE

<b>(S3) SERVICE: Demonstrates reflection on their participation in service activities</b>			
<b>Critical Deficiencies</b>	<b>Novice</b>	<b>Developing</b>	<b>Competent</b>
<ul style="list-style-type: none"> <li>• Demonstrates unwillingness to consider personal assumptions, biases, values, or perspectives</li> <li>• Denies any personal responsibility to respond to community, national, or global needs and issues</li> </ul>	<ul style="list-style-type: none"> <li>• Describes actions, without reflection, as part of reflective service log</li> <li>• Struggles to articulate personal assumptions, biases, values, or perspectives</li> <li>• Demonstrates basic understanding of relationship between social issues and medicine/health</li> </ul>	<ul style="list-style-type: none"> <li>• Describes actions and includes a developing understanding of the population served in reflective service log</li> <li>• Shows understanding of personal assumptions, biases, values, perspectives (world view)</li> <li>• Articulates relationship between social issues and medicine/health</li> <li>• Experiments with approaches to reflective practice</li> <li>• Communicates consciousness of personal responsibility to respond to community, national, and global needs and issues</li> </ul>	<ul style="list-style-type: none"> <li>• Describes action, reflects on needs and unique characteristics of the population served, and incorporates reflection on personal growth and understanding of needs of the community</li> <li>• Discusses how world view may have changed as result of service participation</li> <li>• Communicates approach to reflective practice</li> </ul>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anticipated Progression:	HM 553	HM 556	5 <sup>th</sup> semester of LCE
•			

<b>(C1) CARE OF PATIENTS: Demonstrates kindness and compassion to patients and their families</b>			
<b>Critical Deficiencies</b>	<b>Novice</b>	<b>Developing</b>	<b>Competent</b>
<ul style="list-style-type: none"> <li>• Displays bias based on gender, race, or sexual orientation during interactions</li> <li>• Fails to respond to patient/family fear and suffering, or responds in ways that could be construed as uncaring or intolerant</li> </ul>	<ul style="list-style-type: none"> <li>• Acknowledges the vulnerability of patients and their families</li> <li>• Avoids bias regarding any protected characteristic (e.g. sex, gender, race or sexual orientation) in interactions</li> <li>• Identifies personal assumptions about others</li> <li>• Demonstrates kindness and compassion in uncomplicated situations and/or with people from similar backgrounds routinely</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies, articulates, and responds to the fear, suffering, and hopes of others</li> <li>• Continuously questions personal assumptions about others</li> <li>• Strives to embrace cultural and lifestyle differences among people</li> <li>• Demonstrates kindness and compassion in complicated situations and with people from diverse backgrounds</li> </ul>	<ul style="list-style-type: none"> <li>• Articulates and embraces differences among people</li> <li>• Demonstrates awareness of how interpersonal differences affect interactions</li> <li>• Demonstrates kindness and compassion even in challenging circumstances (e.g. in situations which evoke high levels of emotion)</li> </ul>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anticipated Progression:	HM 552	4 <sup>th</sup> semester of LCE	5 <sup>th</sup> semester of LCE

<b>(C2) CARE OF PATIENTS: Collects complete and accurate patient data</b>			
<b>Critical Deficiencies</b>	<b>Novice</b>	<b>Developing</b>	<b>Competent</b>
Unable to obtain history using a rubric or open ended questions <ul style="list-style-type: none"> <li>• Struggles in performing basic physical exam techniques</li> </ul>	<ul style="list-style-type: none"> <li>• Obtains history using a rubric, without tailoring approach to the situation</li> <li>• Able to perform basic components of physical exam with good technique (e.g. vital signs)</li> <li>• Correlates surface anatomy with basic portions of physical exam</li> </ul>	<ul style="list-style-type: none"> <li>• Performs a patient-centered interview<sup>1</sup></li> <li>• Begins to use hypothesis-driven<sup>2</sup>, doctor-centered<sup>3</sup> questioning</li> <li>• Correctly interprets physical exam findings</li> <li>• Performs a complete physical exam using a standardized approach, without attempt to tailor to patient circumstances</li> <li>• Able to enter and retrieve data using paper and electronic medical records routinely</li> <li>• Verifies information obtained from secondary sources</li> </ul>	<ul style="list-style-type: none"> <li>• Performs a hypothesis-driven interview that integrates patient- and doctor-centered questioning</li> <li>• Assesses impact of disease on patient/family and of patient/family on disease</li> <li>• Performs a hypothesis-driven physical exam with appropriate emphasis on systems related to the patient's chief complaint(s)</li> </ul>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anticipated Progression:	HM 553	4 <sup>th</sup> semester of LCE	5 <sup>th</sup> semester of LCE

<sup>1</sup>The patient-centered interview includes specific steps, including but not limited to using open ended questions and eliciting/acknowledging patient emotions. (Examples: Tell me more about your concern. How did that make you feel?)

<sup>2</sup>Hypothesis-driven: Systematically gathering additional information to support or refute possible explanations for symptoms/findings.

<sup>3</sup>The doctor-centered interview includes close-ended questions and requests for specific information that are not introduced by the patient. (Example: Have you had a fever? Have you been hospitalized in the past?)

<b>(C3) CARE OF PATIENTS: Synthesizes patient and laboratory data to formulate reasonable assessments and plans</b>			
<b>Critical Deficiencies</b>	<b>Novice</b>	<b>Developing</b>	<b>Competent</b>
<ul style="list-style-type: none"> <li>• Fails to identify patients experiencing medical emergencies (e.g. anaphylaxis), or does not seek help for them</li> <li>• Ignores available patient level and laboratory data when asked to formulate problem list and differential diagnoses</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies patients with obvious medical emergencies (e.g. anaphylaxis) and activates emergency response system (DISCERNMENT)</li> <li>• Does not make meaningful connections among data</li> <li>• Constructs a problem list but may be basic and/or un-prioritized</li> <li>• Proposes minimal differential diagnoses</li> <li>• Implements a strategy for identifying potential diagnostic and screening tests, with variable success</li> <li>• Unable to identify when common procedures are indicated</li> </ul>	<ul style="list-style-type: none"> <li>• Recognizes a patient requiring urgent care (e.g. symptomatic hypotension, second stage of labor) and seeks help immediately (DISCERNMENT)</li> <li>• Compares, contrasts, and recommends common diagnostic and screening tests</li> <li>• Constructs relevant problem lists with reasonable differential diagnoses for uncomplicated scenarios</li> <li>• Suggests reasonable management plans for common or uncomplicated problems, including use of common procedures</li> <li>• Performs common procedures (see separate list) with varying levels of supervision</li> </ul>	<ul style="list-style-type: none"> <li>• Initiates assessment and management for patients in urgent and emergent situations</li> <li>• Interprets common diagnostic and screening tests</li> <li>• Constructs relevant, prioritized problem lists</li> <li>• Constructs complete differential diagnoses informed by available data</li> <li>• Determines appropriate management plan, applying concepts of evidence based medicine and cost effective care for common problems</li> <li>• Performs common procedures with skill commensurate with indirect supervision</li> <li>• Discusses controversies, concerns, and complexities of patient presentation</li> </ul>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anticipated Progression:	HM 554	1st semester of LCE	5 <sup>th</sup> semester of LCE

<b>(C4) CARE OF PATIENTS: Demonstrates the incorporation of patient values into illness assessment and care plans</b>			
<b>Critical Deficiencies</b>	<b>Novice</b>	<b>Developing</b>	<b>Competent</b>
<ul style="list-style-type: none"> <li>• Ignores patient values when offered</li> <li>• Imposes personal value set on others</li> </ul>	<ul style="list-style-type: none"> <li>• Recognizes patient values when they are offered spontaneously</li> <li>• Inconsistently makes connections between values and health seeking behavior</li> <li>• Respects patients' rights to control access to personal information about their lives and health by disclosing information only to those who are directly involved in the care of the patient</li> </ul>	<ul style="list-style-type: none"> <li>• Elicits patients' emotions and values using patient-centered interviewing techniques</li> <li>• Forms hypotheses about how emotions and values influence health seeking behaviors, without reflecting these in assessments or plans</li> <li>• Seeks to engage patients in shared decision making</li> </ul>	<ul style="list-style-type: none"> <li>• Frames the context of illness within a biopsychosocial model</li> <li>• Verifies how patients' values influence health seeking behaviors</li> <li>• Incorporates shared decision making into assessments and plans</li> <li>• Respects patients' autonomy and privacy</li> <li>• Involves family members, spiritual advisors, or professionals from other fields based on patient wishes</li> </ul>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anticipated Progression:	HM 553	1st semester of LCE	5 <sup>th</sup> semester of LCE

<b>(C5) CARE OF PATIENTS: Communicates effectively in writing and orally</b>			
<b>Critical Deficiencies</b>	<b>Novice</b>	<b>Developing</b>	<b>Competent</b>
<ul style="list-style-type: none"> <li>Does not utilize generally accepted formats for written notes or oral presentations</li> <li>Provides inaccurate information without self-correction</li> <li>Communicates with team members, patients, or families in ways that are counterproductive to patient care</li> </ul>	<ul style="list-style-type: none"> <li>Able to enter basic data (e.g. chief complaint and vital signs) into medical record</li> <li>Only records data that have been personally elicited or observed, unless functioning formally as a scribe (HONESTY)</li> <li>Uses generally accepted formats for patient-related written and oral communication but without sophistication (e.g. disorganized, important information omitted, unimportant or misleading information included, read presentation directly from written notes)</li> <li>Doesn't articulate clinical reasoning</li> <li>Performs handovers<sup>4</sup> for patients for medical assistant-level data (e.g. chief complaint, vital signs, medication reconciliation)</li> </ul>	<ul style="list-style-type: none"> <li>Communicates information in a hypothesis-driven fashion, with occasional flaws or lack of fluidity</li> <li>Answers questions openly and accurately; acknowledges when uncertainty exists</li> <li>Creates prescriptions or orders with only minor deviations from accepted formats</li> <li>Performs handovers for patients with straightforward problems or limited data</li> </ul>	<ul style="list-style-type: none"> <li>Provides written notes and oral presentations that are clear, concise, hypothesis driven and complete</li> <li>Uses written and oral communication to effectively partner with other health care professionals</li> <li>Enters and discusses orders and prescriptions using accepted formats</li> <li>Gives and receives patient handovers to transition care responsibly</li> </ul>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anticipated Progression:	HM 554	4 <sup>th</sup> semester of LCE	5 <sup>th</sup> semester of LCE

<sup>4</sup>Handovers are performed when responsibility of care is transferred from one provider to another, as from the daytime physician to the nighttime physician.

<b>(C6) CARE OF PATIENTS: Effectively counsels and educates patients and their families</b>			
<b>Critical Deficiencies</b>	<b>Novice</b>	<b>Developing</b>	<b>Competent</b>
<ul style="list-style-type: none"> <li>• Uses language which is inaccessible to patient or families</li> <li>• Provides misinformation without self-correction.</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies strategies to counsel and educate patients and their families</li> <li>• Attempts to counsel or educate patients and their families, but without tailoring messages to the contexts</li> </ul>	<ul style="list-style-type: none"> <li>• Uses accepted strategies to counsel and educate patients and their families in uncomplicated situations</li> <li>• Assesses suitability of patient education materials (e.g. language proficiency, health literacy)</li> <li>• Articulates possible concerns of patients and responds to them with empathy</li> <li>• Obtains informed consent for tests and/or procedures with minimal risk (e.g. routine blood draw)</li> </ul>	<ul style="list-style-type: none"> <li>• Gives “bad news” in an honest, understanding, and empathic manner</li> <li>• Uses accepted strategies to counsel and educate patients and their families in complicated situations</li> <li>• Obtains informed consent for tests and/or procedures of low risk (e.g. stress test, nasogastric tube)</li> </ul>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anticipated Progression:	HM 554	1st semester of LCE	5 <sup>th</sup> semester of LCE
<b>Suggested sources of supporting evidence:</b> <ul style="list-style-type: none"> <li>• Direct observation</li> <li>• Patient satisfaction</li> <li>• Progress Clinical Skills Exam</li> <li>• Formative Simulation</li> </ul>			

<b>(R1) RATIONALITY: Identifies personal strengths and weaknesses and develops ongoing individual learning plans</b>			
<b>Critical Deficiencies</b>	<b>Novice</b>	<b>Developing</b>	<b>Competent</b>
<ul style="list-style-type: none"> <li>• Lies when s/he doesn't know the answer to a question rather than acknowledging limitation</li> <li>• Does not reflect on formative data</li> <li>• Fails to develop or act upon individual learning plan</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies areas for personal growth based on feedback and self-reflection, but does not develop an individual learning plan independently.</li> <li>• Admits when s/he does not know the answer to a question</li> <li>• Self corrects if provides misinformation in academic work</li> </ul>	<ul style="list-style-type: none"> <li>• Reflects accurately on the adequacy of personal knowledge and skill development</li> <li>• Identifies and begins to address personal limitations and barriers to learning and growth</li> <li>• Develops an individual learning plans with support and guidance</li> <li>• Takes responsibility for learning in group settings</li> </ul>	<ul style="list-style-type: none"> <li>• Develops ongoing individual learning plans with minimal support or guidance, and acts accordingly</li> <li>• Sets aside time and energy for personal wellness, relationships with friends and family</li> <li>• Strives consistently for mastery</li> </ul>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anticipated Progression:	HM 552	HM 553	HM 554

<b>(R2) RATIONALITY: Demonstrates receptiveness to faculty and peer/colleague feedback as a means of facilitating personal and professional improvement</b>			
<b>Critical Deficiencies</b>	<b>Novice</b>	<b>Developing</b>	<b>Competent</b>
<ul style="list-style-type: none"> <li>Routinely demonstrates defensiveness when constructive feedback is provided, or ignores it</li> </ul>	<ul style="list-style-type: none"> <li>Accepts feedback from preceptors and peers when offered</li> <li>Attempts to modify behavior based on feedback</li> </ul>	<ul style="list-style-type: none"> <li>Actively but inconsistently seeks feedback from preceptors and peers on personal knowledge, skills, attitudes, and effects of behavior on others</li> <li>Seeks support from coach/mentor and incorporates suggestions</li> <li>Reflects with colleagues on the success of group work</li> </ul>	<ul style="list-style-type: none"> <li>Actively and consistently seeks feedback from preceptors and peers on personal knowledge, skills, attitudes, and effects of behavior on others</li> <li>Incorporates feedback into every day performance</li> <li>Demonstrate a willingness and ability to identify, discuss, and/or confront both own problematic behaviors and those involving colleagues</li> </ul>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anticipated Progression:	HM 552	HM 553	1st semester of LCE

<b>(R3) RATIONALITY: Locates, appraises and assimilates evidence from scientific studies related to their patients' health problems</b>			
<b>Critical Deficiencies</b>	<b>Novice</b>	<b>Developing</b>	<b>Competent</b>
<ul style="list-style-type: none"> <li>Does not use primary or secondary information resources</li> <li>Relies upon nonprofessional sources of medical information</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates rudimentary understanding of evidence based medicine</li> <li>Retrieves information only from secondary/mediated<sup>5</sup> resources (e.g. textbooks)</li> <li>Describes the difference between expert opinion and higher levels of evidence</li> </ul>	<ul style="list-style-type: none"> <li>Uses mediated or unmediated<sup>6</sup> primary and secondary sources to access information</li> <li>Demonstrates knowledge of the appropriate application, content, and limitations of available information resources and tools</li> <li>Formulates clinical questions with assistance</li> <li>Performs medical literature searches without sophistication</li> <li>Appraises the quality of research studies broadly</li> </ul>	<ul style="list-style-type: none"> <li>Formulates clinical questions independently</li> <li>Regularly uses high quality mediated or unmediated primary and secondary resources to access information</li> <li>Performs focused and systematic literature searches using a variety of search techniques</li> <li>Appraises the validity and applicability of research studies to individual patients</li> <li>Uses evidence to support clinical decision making</li> </ul>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anticipated Progression:	HM 553	HM 555	2 <sup>nd</sup> semester of LCE

<sup>5</sup>Mediated: Location and appraisal of literature performed by author(s). Examples: DynaMed, UpToDate, BMJ Clinical Evidence, Cochrane Library, clinical guidelines, textbooks.

<sup>6</sup>Unmediated: Primary sources like journal articles, clinical trials, cohort or case studies.

<b>(I1) INTEGRATION: Demonstrates awareness of cost and access issues in the formulation of patient care plans</b>			
<b>Critical Deficiencies</b>	<b>Novice</b>	<b>Developing</b>	<b>Competent</b>
<ul style="list-style-type: none"> <li>Does not demonstrate willingness to identify or address cost and access issues experienced by patients</li> </ul>	<ul style="list-style-type: none"> <li>Describes in very general terms the costs associated with various diagnostic and/or treatment plan options</li> <li>Describes general information about access and barriers to care</li> </ul>	<ul style="list-style-type: none"> <li>Considers cost-effectiveness when determining care plans</li> <li>Assesses access and barriers to care for individual patients</li> <li>Asks questions about ethics, access, cost, benefit, and rationing</li> </ul>	<ul style="list-style-type: none"> <li>Describes health policy implications related to cost and access</li> <li>Routinely incorporates evidence on cost-effective care and access issues into plans</li> <li>Collaborates with other health professionals to address barriers to care for patients</li> <li>Describes the role of ethics in the development of patient care plans, particularly around access, cost, benefit, and rationing</li> <li>Advocates for the best possible care regardless of ability to pay</li> </ul>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anticipated Progression:	HM 554	1st semester of LCE	4 <sup>th</sup> semester of LCE

<b>(I2) INTEGRATION: Demonstrates respect for all members of the health care team</b>			
<b>Critical Deficiencies</b>	<b>Novice</b>	<b>Developing</b>	<b>Competent</b>
<ul style="list-style-type: none"> <li>Demonstrates disrespect for any member of the educational or health care team</li> <li>Engages in activities that involve sexually offensive behavior</li> </ul>	<ul style="list-style-type: none"> <li>Describes skills of other members of the health care team in general terms</li> <li>Interacts respectfully with everyone participating in educational or patient care structure</li> <li>Values the dignity of every human being</li> <li>Respects the personal and sexual boundaries of others</li> </ul>	<ul style="list-style-type: none"> <li>Identifies the skills of other team members, and applicability of those skills to current circumstances</li> <li>Demonstrates humility in interactions with others</li> <li>Values the role of every person in the health care system</li> <li>Demonstrates a commitment to resolve conflict in a collegial manner</li> </ul>	<ul style="list-style-type: none"> <li>Expresses appreciation for contributions of all team members</li> <li>Shows sensitivity to the needs, feelings, and wishes of health team members</li> </ul>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anticipated Progression:	HM 553	HM 555	1st semester of LCE

<b>(13) INTEGRATION: Demonstrates understanding of and contributes to a culture of safety</b>			
<b>Critical Deficiencies</b>	<b>Novice</b>	<b>Developing</b>	<b>Competent</b>
<ul style="list-style-type: none"> <li>Inconsistently demonstrates basic behaviors that contribute to a culture of safety (e.g. use of hand hygiene, universal precautions, surgical time outs)</li> <li>Engages in any behavior that compromises the safety or endangers the welfare of a patient</li> <li>Demonstrates defensiveness in response to constructive feedback or discussion of medical errors and near misses</li> </ul>	<ul style="list-style-type: none"> <li>Consistently demonstrates basic behaviors that contribute to a culture of safety (e.g. use of hand hygiene, universal precautions, surgical time outs)</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates use of advanced behaviors that contribute to a culture of safety (e.g. closed-loop communication, speaking up, structured handovers)</li> <li>Participates in institutional safety activities when available (e.g. safety huddles)</li> </ul>	<ul style="list-style-type: none"> <li>Identifies and reports system failures</li> <li>Contributes to a culture of safety and improvement through role modeling and mentoring</li> </ul>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anticipated Progression:	HM 552	1st semester of LCE	5 <sup>th</sup> semester of LCE

<b>(14) INTEGRATION: Demonstrates knowledge of differing types of medical practice and delivery systems and their implications for controlling health care allocation and cost</b>			
<b>Critical Deficiencies</b>	<b>Novice</b>	<b>Developing</b>	<b>Competent</b>
<ul style="list-style-type: none"> <li>Acts in contradiction to established systems of care</li> </ul>	<ul style="list-style-type: none"> <li>Seeks knowledge about different types of medical practice and delivery systems</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates knowledge of differing types of medical practice and delivery systems</li> </ul>	<ul style="list-style-type: none"> <li>Describes the implications of different types of medical practice and delivery systems for controlling health care allocation and cost</li> </ul>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anticipated Progression:	HM 555	1st semester of LCE	5 <sup>th</sup> semester of LCE

<b>(I5) INTEGRATION: Demonstrates knowledge of how social and economic systems in which people live impact health, delivery of health care and well being</b>			
<b>Critical Deficiencies</b>	<b>Novice</b>	<b>Developing</b>	<b>Competent</b>
<ul style="list-style-type: none"> <li>Considers only biomedical aspects of health and healthcare</li> </ul>	<ul style="list-style-type: none"> <li>Articulates the World Health Organization's definition of health</li> <li>Describes limited examples of social systems' impact on health and healthcare</li> <li>Identifies health insurance as the greatest predictor of access to care</li> </ul>	<ul style="list-style-type: none"> <li>Describes how social factors affect the health and well-being of individuals and communities in the abstract</li> <li>Describes social and economic influences on health seeking behavior, access to care, and outcomes of care in the abstract</li> </ul>	<ul style="list-style-type: none"> <li>Frames individuals' health within a biopsychosocial model</li> <li>Accounts for social and economic influences when discussing approaches to population health</li> </ul>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anticipated Progression:	HM 552	HM 554	5 <sup>th</sup> semester of LCE

<b>(P1) PROFESSIONALISM: Demonstrates receptiveness to feedback from faculty, peers, colleagues, and team members</b>			
<b>Critical Deficiencies</b>	<b>Novice</b>	<b>Developing</b>	<b>Competent</b>
<ul style="list-style-type: none"> <li>Routinely demonstrates defensiveness when constructive feedback is provided, or ignores it</li> </ul>	<ul style="list-style-type: none"> <li>Accepts feedback from preceptors and peers when offered</li> <li>Attempts to modify behavior based on feedback</li> </ul>	<ul style="list-style-type: none"> <li>Actively but inconsistently seeks feedback from preceptors and peers on personal knowledge, skills, attitudes, and effects of behavior on others</li> <li>Seeks support from coach/mentor and incorporates suggestions</li> <li>Reflects with colleagues on the success of group work</li> </ul>	<ul style="list-style-type: none"> <li>Actively and consistently seeks feedback from preceptors and peers on personal knowledge, skills, attitudes, and effects of behavior on others</li> <li>Incorporates feedback into every day performance</li> <li>Demonstrate a willingness and ability to identify, discuss, and/or confront both own problematic behaviors and those involving colleagues</li> </ul>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anticipated Progression:	HM 552	HM 553	HM 555

<b>(P2) PROFESSIONALISM: Contributes actively to group/team process</b>			
<b>Critical Deficiencies</b>	<b>Novice</b>	<b>Developing</b>	<b>Competent</b>
<ul style="list-style-type: none"> <li>• Demonstrates behaviors that are disruptive</li> <li>• Routinely arrives unprepared for team/group activities</li> <li>• Resists or avoids working with others or participating in discussions</li> </ul>	<ul style="list-style-type: none"> <li>• Comes prepared for team/group activities</li> <li>• Identifies personal knowledge, skills and attitudes pertinent to situation</li> <li>• Seeks to partner with other team members to accomplish goals</li> <li>• Treats group/team members fairly and consistently</li> <li>• Avoids assuming responsibility beyond personal level of competence</li> </ul>	<ul style="list-style-type: none"> <li>• Clarifies group/team needs and goals</li> <li>• Cooperates and collaborates with others</li> <li>• Notifies others, in advance whenever possible, when unavoidable absence or tardiness occurs</li> <li>• Takes responsibility for learning in a group setting</li> </ul>	<ul style="list-style-type: none"> <li>• Articulates possible concerns, provides feedback, and responds with empathy</li> <li>• Negotiates expectations and roles as needed</li> <li>• Transitions between team member and leader roles readily</li> </ul>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anticipated Progression:	HM 552	1st semester of LCE	5 <sup>th</sup> semester of LCE

<b>(P3) PROFESSIONALISM: Demonstrates respect to patients, colleagues and team members</b>			
<b>Critical Deficiencies</b>	<b>Novice</b>	<b>Developing</b>	<b>Competent</b>
<ul style="list-style-type: none"> <li>• Uses offensive or disrespectful language</li> <li>• Nonverbal communication is dismissive, rude, demeaning, or otherwise disrespectful</li> <li>• Makes harmful comments about sex, gender identity, race, orientation, disability, religion, or other identifying characteristics</li> <li>• Harms or threatens harm to patient, family member, student, faculty or staff member(s), including but not limited to sexual, physical, or psychological harm</li> </ul>	<ul style="list-style-type: none"> <li>• Interacts respectfully, based on generally accepted US norms, with others</li> <li>• Recognizes and responds to unexpected reactions to generally accepted behavior</li> </ul>	<ul style="list-style-type: none"> <li>• Discusses impact of cultural diversity on those behaviors which are perceived as respectful</li> <li>• Adapts interactions to show respect for people from other cultural backgrounds, with mixed success</li> </ul>	<ul style="list-style-type: none"> <li>• Uses verbal and nonverbal communication that demonstrates respect for individuals from different cultures, across settings, and in challenging circumstances</li> </ul>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anticipated Progression:	HM 552	1st semester of LCE	5 <sup>th</sup> semester of LCE

<b>(P4) PROFESSIONALISM: Fulfills responsibilities in courses and on clinical rotations</b>			
<b>Critical Deficiencies</b>	<b>Novice</b>	<b>Developing</b>	<b>Competent</b>
<ul style="list-style-type: none"> <li>• Is dishonest</li> <li>• Is frequently tardy for meetings, with or without notification</li> <li>• Repeatedly misses deadlines for completing assigned tasks</li> <li>• Engages in cheating, plagiarism, or misrepresentation of the truth</li> <li>• Avoids responsibilities in groups/teams</li> </ul>	<ul style="list-style-type: none"> <li>• Is prompt</li> <li>• Demonstrates honesty and integrity</li> <li>• Generally completes assignments and individual learning plans in a timely fashion</li> </ul>	<ul style="list-style-type: none"> <li>• Routinely completes assignments and individual learning plans in a timely fashion</li> </ul>	<ul style="list-style-type: none"> <li>• Completes all assignments and individual learning plans in a timely fashion</li> <li>• Seeks additional experiences to support development of competence and/or mastery</li> </ul>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anticipated Progression:	HM 552	HM 553	HM 554

<b>(P5) PROFESSIONALISM: Takes responsibility for patient outcomes and is accountable to the team, the system of delivery, the patient, and the greater public</b>			
<b>Critical Deficiencies</b>	<b>Novice</b>	<b>Developing</b>	<b>Competent</b>
<ul style="list-style-type: none"> <li>• Engages in activities that involve substance abuse or violate professional ethics</li> <li>• Makes excuses or avoids responsibility</li> <li>• Is repeatedly unavailable for required clinical responsibilities</li> <li>• Violates institutional protocols or policies</li> <li>• Fails to recognize personal limitations</li> <li>• Engages in activities that may reasonably be expected to result in harm to patients, colleagues, or the greater public</li> <li>• Fails to respect patient confidentiality</li> </ul>	<ul style="list-style-type: none"> <li>• Puts patient needs first</li> <li>• Demonstrates ownership for assigned tasks</li> <li>• Articulates desire to participate in systems of care for the betterment of patients and the greater public</li> </ul>	<ul style="list-style-type: none"> <li>• Is available and responsive when “on call”</li> <li>• Demonstrates sense of responsibility for care and outcomes of assigned patients</li> <li>• Identifies and contributes to systems for quality and safety</li> <li>• Seeks additional information about legal, policy and ethical expectations for physicians</li> <li>• Contributes to a positive learning and health care delivery environment</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies provider and patient needs around transitions of care</li> <li>• Participates in quality improvement activities</li> <li>• Advocates for high quality, cost effective care</li> <li>• Complies with ethical and legal standards, including public health regulations</li> <li>• Creates and maintains a positive learning and health care delivery environment</li> <li>• Copes with challenges, conflicts, and ambiguities</li> <li>• Seeks to assist colleagues in dealing with the challenges of professional work</li> <li>• Reports observed instances of dishonesty to appropriate authorities, regardless of their relationship to the subject of the report</li> </ul>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anticipated Progression:	HM 552	4 <sup>th</sup> semester of LCE	5 <sup>th</sup> semester of LCE

<b>(T1) TRANSFORMATION: Applies essential basic, social, clinical science and systems knowledge in the care of patients</b>			
<b>Critical Deficiencies</b>	<b>Novice</b>	<b>Developing</b>	<b>Competent</b>
<ul style="list-style-type: none"> <li>Does not articulate how necessary science knowledge applies to straightforward simulated and/or real patient care</li> <li>Does not demonstrate knowledge of clinical science or systems knowledge commensurate with completion of medical assistant-level responsibilities in simulated and/or real patient care settings</li> </ul>	<ul style="list-style-type: none"> <li>Articulates basic concepts of necessary science</li> <li>Applies clinical and systems knowledge commensurate with providing care for patients at the level of a medical assistant with direct supervision</li> </ul>	<ul style="list-style-type: none"> <li>Inconsistently integrates concepts of necessary science with simulated and real patient care.</li> <li>Applies clinical and systems knowledge commensurate with providing care for patients with single or common, uncomplicated conditions with direct supervision</li> </ul>	<ul style="list-style-type: none"> <li>Consistently integrates concepts of necessary science with simulated and real patient care.</li> <li>Applies clinical and systems knowledge commensurate with providing care for patients with single or common, uncomplicated conditions with indirect supervision</li> </ul>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anticipated Progression:	HM 553	HM 554	5 <sup>th</sup> semester of LCE

<b>(T2) TRANSFORMATION: Creates new knowledge through research</b>			
<b>Critical Deficiencies</b>	<b>Novice</b>	<b>Developing</b>	<b>Competent</b>
<ul style="list-style-type: none"> <li>Does not identify clinical questions with prompting</li> <li>Violates basic tenets of research ethics</li> </ul>	<ul style="list-style-type: none"> <li>Articulates appreciation for scholarly inquiry</li> <li>Demonstrates knowledge of the basic tenets of research ethics</li> <li>Takes credit in publication only for work actually performed</li> </ul>	<ul style="list-style-type: none"> <li>Identifies clinical question(s) that can be developed into research study(ies) or other scholarly projects</li> </ul>	<ul style="list-style-type: none"> <li>Participates in design and/or implementation of a research project, <u>or</u> completes another form of scholarly project</li> <li>Assures that personally collected research data are recorded fully and accurately</li> </ul>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anticipated Progression:	HM 555	2 <sup>nd</sup> semester of LCE	4 <sup>th</sup> semester of LCE

<b>(T3) TRANSFORMATION: Participates in lifelong teaching and learning with peers, trainees, and patients</b>			
<b>Critical Deficiencies</b>	<b>Novice</b>	<b>Developing</b>	<b>Competent</b>
<ul style="list-style-type: none"> <li>• Absent from, disruptive or counterproductive in small group settings</li> <li>• Does not demonstrate learning related to patients encountered</li> <li>• Avoids teaching and learning opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies opportunities to teach and learn from others outside the formal curriculum</li> <li>• Actively engages in small group educational sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Reflects on role of collaborative learning and practice within individual learning plan</li> <li>• Educates patients about their health with mixed success</li> <li>• Seeks assistance from peers and more senior colleagues to optimize individual growth</li> </ul>	<ul style="list-style-type: none"> <li>• Routinely incorporates collaborative learning and practice into individual learning plan</li> <li>• Educates patients about their health and the health care system using lay terms and generally accepted strategies</li> <li>• Mentors or assists peers and trainees with goal of optimizing individual growth and team performance</li> </ul>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anticipated Progression:	HM 552	HM 553	HM 554