



2012–13

# PROGRAM GUIDE AND APPLICATION

for the International Administrative Fellowship for Clinical Support Services

*In partnership with the Institute for Diversity in Health Management*

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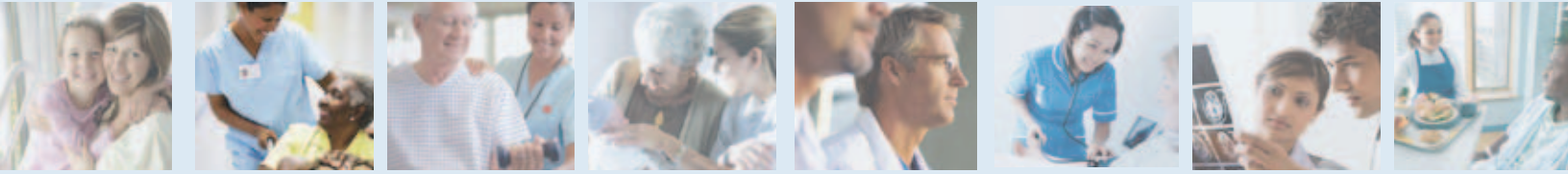


Pictured on front cover are fellows from the 2010-2011 and 2011-2012 fellowship classes. From left to right: Christina Holch, MHA 2011, Texas A&M; Deb Daniel, MHA 2011, University of Toronto; Chenita Lawrence, MHA 2010, University of South Carolina; Kimberly Nielson, MHSA 2010, University of Michigan; Raheela Khan, MHA 2009, Texas Woman's University; Derrick Yang, MHSA 2010, University of Michigan; Laura Leahy, MHA 2010, The Pennsylvania State University; Edna Villarreal, MHA 2010, Texas A&M; Teenice Nebblets, MHA 2010, The Pennsylvania State University

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# Fellowship Overview



Traditionally, healthcare was defined exclusively as a clinical outcome, and a healthcare environment was seen as little more than a facility's physical space. Today, healthcare is recognized as an all-encompassing experience that takes place within a healing, comforting atmosphere and is supported by a diverse network of people who influence everything from patient care to employee satisfaction.

Clinical support services such as food, facility, and clinical technology services, once thought to be secondary to the overall delivery of care, have proven to be absolutely essential to the successful patient care experience.

ARAMARK Healthcare is proud to offer the *International Fellowship for Clinical Support Services*. In partnership with the Institute for Diversity in Health Management and ARAMARK Healthcare client hospitals, this innovative fellowship seeks to contribute to the development of emerging healthcare leaders. It combines three key components: real-world experience guided by knowledgeable mentors, an in-depth exposure to ARAMARK Healthcare's international perspective on healthcare clinical support services, and access to educational programs in diversity.

For the 2012–13 academic year, ARAMARK Healthcare will offer year-long fellowship positions at five United States-based healthcare facilities.

Fellows will be selected based on academic excellence, leadership qualities, commitment to community service and diversity, and dedication to a career in healthcare administration.

## Statement of Purpose

The supervised learning experience is a valuable contribution to an early careerist's professional growth. ARAMARK Healthcare is confident that these young leaders will make significant contributions as they advance in their careers. For ARAMARK Healthcare and our partner hospitals, the Fellowship Program promotes cultural competency in healthcare management, develops highly qualified and diverse leaders in healthcare, and enhances the quality and continuity of ARAMARK Healthcare services.



The ARAMARK Healthcare International Administrative Fellowship for Clinical Support Services is grounded in the belief that experience in the field, mentoring by experienced leaders, and an understanding of the importance of diversity issues provide a unique benefit to a post-graduate student planning a career in healthcare administration. We are confident that these same emerging leaders will go on to make significant contributions as they advance in their careers.”

—John Babiarz, President and COO of ARAMARK Healthcare

## Learning Goals

The ARAMARK Healthcare International Administrative Fellowship for Clinical Support Services is designed to support emerging healthcare leaders by enabling fellows to:

- Augment classroom learning with hands-on experience and additional education.
- Test the validity of classroom studies through application and development of a professional point of view.
- Develop operational skills and gain professional experience by carrying out concrete responsibilities in the host organization.
- Clarify career goals and identify specific skills and knowledge that will help them to reach their goals.
- Gain an understanding of issues and stakeholders in the healthcare industry.
- Develop marketable skills and experiences that are recognized, valued, and respected by potential employers.
- Make a significant service contribution to the host hospital.
- Identify differences in the delivery of healthcare services, and foster best of breed sharing of concepts.
- Promote diversity and cultural competency as they advance in their careers.



*ARAMARK Healthcare fellows work with key hospital projects. 2011–2012 fellow Christina Holch worked on the opening of the new Capital Health Hospital in Hopewell, NJ.*

## Fellowship Components

### Individual Fellowship Plan

The fellow, in consultation with the host hospital preceptor and ARAMARK Healthcare representatives, will create an Individual Fellowship Plan to include specific organizational tasks and projects, readings, and other relevant assignments to support the fellow's professional development. This plan is designed to provide sufficient structure, content, and methods of learning linked to the targeted knowledge and skills.

### Departmental Rotations

Fellows are expected to rotate through various departments, including clinical, financial, operational, and quality improvement to acclimate to the hospital or health system. Rotations also may occur within ARAMARK Healthcare departments, including food service, environmental services, transportation, clinical technology services, and biomedical engineering.

### Governance and Policy Formulations

The fellowship will include exposure to the organization's governance, to provide an understanding and resource allocation, operating dynamics, and policy making.



*A fellowship with ARAMARK Healthcare provides targeted opportunities to learn from additional ARAMARK business units. Here, the 2010–11 fellowship class toured Philadelphia's Citizens Bank Park for another perspective of what makes an exceptional customer experience.*

## Corporate Management

Fellows will participate in quarterly meetings with ARAMARK Healthcare executives. These meetings will review the fellowship experience and provide exposure to corporate management.

## Diversity Training

Fellows will be exposed to diversity training through a variety of activities, including book discussions, attending diversity conferences, and formal training.

## Capstone Project

A major research project will focus on ARAMARK Healthcare services. This project is expected to measure, ensure, or enhance the quality of ARAMARK Healthcare services and the overall quality of patient care in the host facility. Fellows will participate in authoring an article or a presentation based on the research project.

Fellows will perform the project at their respective host sites and coordinate activities with their peer groups. Regular meetings will occur virtually to plan, share progress, and report results.

Past projects included:

- **Asymmetric Paternalism**—This project explored the role of behavioral economics in affecting the food choices of customers throughout hospital facilities. The fellows worked with researchers from the Wharton School, the School of Medicine of the University of Pennsylvania, and Carnegie Mellon University.
- **Patient Safety**—The patient safety project sought to evaluate the efficacy of employee safety programs and the impact they have on employee satisfaction, patient satisfaction, clinical outcomes, and financial performance. Fellows worked with research staff from Pennsylvania State University.



*ARAMARK Healthcare Vice President of Operations Jeff Gibson (left), and The Pennsylvania State University Assistant Professor of Health Policy and Administration Deirdre McCaughey, Ph.D., consult with ARAMARK Healthcare fellow Raheela Khan to discuss the research project on employee safety conducted at Baylor Hospital - Garland (TX).*



## Candidate Qualities and Eligibility Requirements

Candidates must meet the following minimum requirements:

- A recent graduate or in final year of academic coursework at a Commission on Accreditation Healthcare Management Education (CAHME) accredited graduate program for U.S. applicants with a B average (3.0 or higher on a 4-point scale or equivalent) in one of the following disciplines:
  - MBA with a concentration in healthcare administration
  - Master’s degree in healthcare administration
  - Master’s degree in health services administration
  - Master’s degree in public health
- Selected fellows need to possess a valid passport.

Fellowship candidates will be evaluated against the following criteria:

- Ability to contribute to the activities of ARAMARK Healthcare and the field of health services administration
- Proven academic excellence
- Demonstrated written and oral communication skills
- Organizational ability
- Commitment to community services and diversity

Candidates should possess the following key characteristics: humble confidence, strategic agility, disciplined execution, and service to others.



*ARAMARK Healthcare fellows are representatives of ARAMARK, both on site at their hospital, as well as at trade shows and industry functions. Here, the 2009–2010 ARAMARK Healthcare fellows are shown at the Institute for Diversity Conference in 2010.*



**ARAMARK is to be commended on their commitment to mentor and foster the growth of the healthcare leaders of tomorrow.”**

~Cathy Newhouse, Vice President of Bon Secours

## Partner Hospitals

Key to the fellowship is the strong partnership of ARAMARK Healthcare, with host hospitals that contribute their time and resources to make the program a success. Partner hospitals include:

### 2009–10

HOSPITAL	CITY	STATE
Children’s Hospital of Philadelphia	Philadelphia	Pennsylvania
Henry Ford Health System	Detroit	Michigan
The Methodist Hospital	Houston	Texas
North Shore University Health System	Evanston	Illinois

### 2010–11

HOSPITAL	CITY	STATE
Advocate Healthcare System	Park Ridge	Illinois
Baylor Healthcare System	Dallas	Texas
Bon Secours Health System	Baltimore	Maryland
Main Line Health System	Bryn Mawr	Pennsylvania

### 2011–12

HOSPITAL	CITY	STATE
Capital Health System	Trenton	New Jersey
Susquehanna Health System	Susquehanna	Pennsylvania
Vancouver Coastal Health	Vancouver, BC, Canada	

### 2012–13

HOSPITAL	CITY	STATE
Children’s Hospital of Philadelphia	Philadelphia	Pennsylvania
CHRISTUS Santa Rosa Children’s Hospital	San Antonio	Texas
Ohio Health	Columbus	Ohio
St. Luke’s Episcopal Health System	Houston	Texas
Virtua Health	Marlton	New Jersey

## Institute for Diversity in Health Management

The Institute for Diversity in Health Management was established in 1994 through a partnership between the American Hospital Association, the American College of Healthcare Executives, and the National Association of Health Services Executives. As a 501(c)(3) nonprofit organization, the Institute works with health services organizations and educators to expand leadership opportunities for ethnically, racially, and culturally diverse individuals in health services management. The Institute's goal is to promote organizational leadership that better reflects the diverse communities served. A variety of initiatives, such as educational programs, summer internships, and leadership conferences are offered by the Institute to support its mission.



*"Our underlying goal in supporting this Fellowship is to promote diversity at the executive level in health care leadership. This program is a testament to ARAMARK Healthcare's values as they pertain to education, equal opportunity and leadership development."*

~Fred Hobby, President and CEO of the AHA Institute for Diversity  
(pictured center) with the 2009-2010 Fellow Class.

# Application Process



## Application Components

To be considered, applicants must submit the following materials:

- Official graduate school transcript
- Current résumé
- Two letters of recommendation
  - One letter from a recent graduate program professor
  - One letter from a recent professional contact
- Submit a typed response to both essay questions:
  - **Essay 1:** Statement of goals and objectives:  
*Address the following points (250 words, maximum):*
    - Why did you choose healthcare management as your career?
    - What makes ARAMARK Healthcare the ideal place for you?
    - What makes you an ideal candidate for the ARAMARK Healthcare International Administrative Fellowship for Clinical Support Services?
  - **Essay 2:** Description of how you would foster diversity in the workforce (250 words, maximum)
- Applicants may designate the fellowship locations that are of interest. Applicants do not need to apply multiple times to the program for different locations.



The ARAMARK Fellowship taught me the importance of being able to see and understand issues and problems from various perspectives. Not only has the fellowship allowed me to see things from an administrative and clinical standpoint, but it has also allowed me to understand the perspectives of other service organizations within the healthcare industry.”

~Teenice Nebblets, MHA, The Pennsylvania State University, 2010  
[2011 Fellow at Main Line Health]

## Important Dates

Application period opens:	August 15, 2011
Application deadline:	September 30, 2011
Interviews:	October 21 to November 11, 2011
Selections announced no later than:	November 18, 2011
Fellowship start date:	July 2, 2012 <i>(except for CHOP location, which starts January 2, 2012)</i>
Fellowship concludes:	June 28, 2013 <i>(except for CHOP location, which concludes on December 28, 2012)</i>

ARAMARK Healthcare will present a recommended candidate to the host site. Upon client approval, the candidate will be awarded the fellowship. **If the host site rejects the candidate, ARAMARK Healthcare does not guarantee a position to the rejected candidate.**



*ARAMARK Chairman and CEO Joseph Neubauer addresses the fellows and invited guests at the July 2011 graduation celebration.*

## Submission Instructions

Applicants are required to submit both an online application form from the ARAMARK Healthcare website ([www.aramarkhealthcare.com](http://www.aramarkhealthcare.com)) and a hard copy of the application form and all supporting materials.

Supporting documents should be submitted to:

ARAMARK Healthcare  
ATTN: Administrative Fellowship Application  
Human Resources  
1101 Market Street, 19th Floor  
Philadelphia, Pennsylvania 19107

Incomplete applications or those postmarked after the September 30, 2011 deadline will not be considered.



*The ARAMARK Healthcare Administrative Fellowship Program includes a special focus on diversity, with training provided by the Institute for Diversity in Health Management. Shown: The 2010 Administrative Fellowship class, with Anthony Armada, FACHE (center), president and CEO of Advocate Lutheran General Hospital and Chairman of the Board of Directors for the Institute (center) at the Institute's 2010 Asian Health Care Leaders Conference in Chicago, IL.*

# Fellow Responsibilities and Expectations



ARAMARK Healthcare, the Institute, and the host hospital work as a team with the fellow to ensure success. Fellows are expected to, and will be held accountable for, contributing to their experience through specific assignments and responsibilities. While the preceptor serves as a mentor and guide, the fellow is responsible for defining personal interests and exploring opportunities available at the client site and at ARAMARK Healthcare. Listed below are some expectations of the fellow:

- Work with their hospital preceptor and the ARAMARK Healthcare executive preceptor to develop an Individual Fellowship Plan (reference Appendix 1 for a sample).
- Assess personal strengths and opportunities for improvement.
- Meet with the host preceptor to determine progress and discuss interests and challenges.
- Attend executive and board meetings.
- Rotate through different departments within the client site, including patient care areas.
- Engage in a diverse array of projects to develop a holistic perspective on hospital operations and make a meaningful contribution to the client site.
- Participate in the local community through activities such as town hall meetings and volunteer opportunities to better understand the community served by the client site.
- Behave ethically and professionally at all times, understanding that the role of a fellow in the organization is to both learn and contribute.
- Remain open to criticism and evaluation from the preceptor and project managers with whom the fellow is engaged.
- Express comments and concerns with the fellowship experience to the preceptor and ARAMARK Healthcare representative.

## Structure

The fellowship is for one year, beginning in June 2012 and ending in June 2013. Each fellow will be paired with a preceptor at their respective site and will be engaged with an on-site ARAMARK Healthcare representative.

Early in the fellowship experience, the fellow will work with the client site and ARAMARK Healthcare to develop an Individual Fellowship Plan. This plan will serve as an outline for the year-long experience. Components of the plan include (but are not limited to):

- Departmental rotation: Fellows are expected to rotate through various departments, including clinical, financial, operational, and quality improvement to acclimate to the hospital. Rotation also may occur in ARAMARK Healthcare departments, including food service, environmental services, transportation, clinical technology services, and biomedical engineering.
- Governance and policy formulation: The fellowship should include substantial exposure to organizational governance. Resource allocation, operating dynamics, and policy making should be extensively explored.
- Host hospital meetings: The fellow should be exposed to a variety of committee meetings at the facility, including board meetings, executive committee meetings, medical staff meetings (such as credentialing committee), and departmental meetings.
- There should be regular meetings with the on-site hospital preceptor to review progress.
- Quarterly meetings with the fellow cohort and ARAMARK Healthcare executives will be held at multiple locations. These meetings will review the fellowship experience and provide exposure to corporate management.
- Diversity training and experiences will be provided during the fellowship.



*2010–11 Fellow Teenice Nebblets in the board room of Main Line Health's Bryn Mawr Hospital, in Pennsylvania*



## Orientation

The fellow will participate in the “On Your Mark” orientation sessions for new employees of ARAMARK Healthcare. Incoming fellows will attend the graduation ceremony for the outgoing fellowship class, network with key leaders in ARAMARK Healthcare, and otherwise strive to become immersed in ARAMARK Healthcare’s culture.

Upon arrival at the client site, each fellow will be oriented to the organization’s history, policies, procedures, and personnel.

## Training and Conferences

During the fellowship, opportunities will be available for the fellow to participate in educational training programs offered through ARAMARK Healthcare and the Institute for Diversity in Health Management.

## Salary and Benefits

ARAMARK Healthcare will pay a stipend of \$50,000 with no incentive compensation. Medical, dental, and vision benefits will be provided through the standard ARAMARK Healthcare benefit package. In addition, two weeks paid vacation, holidays, and two personal days per year are provided. The salary is non-negotiable. No relocation benefits are provided.

ARAMARK Healthcare will provide reimbursement for the following business-related trips:

1. Quarterly meetings with other ARAMARK Healthcare fellows
2. Other meetings that may be required for ARAMARK Healthcare

For travel required by the host hospital, the fellow needs to follow the regulations of the host hospital.



*2010–11 fellows on tour at Paoli Hospital in Pennsylvania*

# Partner Hospital Preceptor Responsibilities and Expectations



## Preceptor Overview

The following team supports the fellow during the development, implementation, and evaluation of the fellowship:

- **Senior Partner Hospital Preceptor**—A senior member of the hospital executive team provides the primary support and serves as a guide for orientation, observation, and evaluation of the fellow.
- **ARAMARK Healthcare Leadership**—An ARAMARK Healthcare vice president of operations at the partner hospital will provide guidance during the fellowship and ensure that value is provided to the client and fellow.

The Chair of the Corporate Steering Committee meets quarterly with the fellows, and periodically with the partner hospital preceptor and ARAMARK Healthcare Leadership to ensure a successful fellowship experience.

- **Institute for Diversity in Health Management**—Fellows will access senior leaders from the Institute.
- **Faculty Advisor**—If the fellow is presently enrolled in a graduate program and seeking academic credit for the fellowship, the fellow's faculty advisor is welcomed as an advisor to the fellowship.

The preceptor will act as the on-site manager of the fellow. Preceptors will have initial conversations with the Chair of the Steering Committee to plan and coordinate the fellowship. Conversations will continue through the fellowship to monitor the fellow's progress and development.



The fellowship demonstrated ARAMARK's diversity of expertise, other than the traditional EVS/food and nutrition services."

~ Tom Trenary, President of Baylor Medical Center at Garland

Preceptors should be experienced in the field of healthcare management and in a senior management position, preferably CEO, COO, CDO, CFO, or VP. Preceptors also must have an in-depth knowledge of the host organization, and be willing to guide the fellow through the fellowship experience. The preceptor will work directly with the fellow and have periodic conversations with an ARAMARK Healthcare representative. These conversations will ensure a seamless and well-coordinated fellowship experience. The preceptor must be willing to guide, advise, and counsel the fellow in a complex and challenging environment. Preceptors must embrace a dedication to diversity. Finally, preceptors are encouraged to share their professional experiences with fellows to stimulate growth and development.

Each fellow will develop an Individual Fellowship Plan in coordination with the hospital preceptor. The on-site Chair of the Corporate Steering Committee and the ARAMARK Healthcare corporate executive should review the plan and provide input where appropriate. It is expected that the preceptor will provide the fellow with challenging and engaging project work, as well as informative observational experiences. Projects can be independent or a team effort, but should require application of the theoretical knowledge attained in graduate school. With approval from the preceptor, fellows also may proactively seek out projects in areas of their particular interest.

The preceptor is expected to be on site where the fellow is located, available to meet periodically with the fellow to track progress, and provide evaluation and advice. Preceptors should reflect on their lifelong lessons and consider ways to pass those lessons on to fellows.

## **Initial Engagement**

The preceptor should engage the fellow in a manner that is considerate of the limited healthcare experience possessed by the fellow. Initially and throughout the fellowship, the preceptor should invest time developing an understanding of the fellow's background, strengths, weaknesses, and impetus for pursuing a career in healthcare administration.

## **Orientation**

The preceptor should ensure the fellow be properly oriented to the host facility. This may include: general hospital orientation, rounding through departments, departmental meetings, and executive council meetings. Orientation should occur at the beginning of the fellowship to ensure the fellow is familiar with the host organization. By the end of the orientation period, the fellow should feel comfortable with the history, policies, procedures, culture, initiatives, and personnel in the healthcare facility. The preceptor also should consider employee health requirements, parking, and any other human resources functions that should be completed prior to the fellow entering the facility.

The host facility may use its discretion of how the fellow will be oriented. ARAMARK Healthcare fellows are counseled that information learned about the host site is confidential to the host site.

## Host Site

The host site is selected at the discretion of ARAMARK Healthcare and is required to be a client. The site was selected based on its ability to provide a valuable fellowship experience, meeting the goals and objectives of the fellowship.

The host site will provide a stimulating, challenging, and motivating atmosphere for the fellow. Host sites should assign a diverse array of meaningful projects. While the fellow is technically an ARAMARK Healthcare employee, he or she should be treated as the host site's fellow. The fellow will adhere to the host organization's policies and procedures; therefore, the site is encouraged to share high-level documents such as financial reports, strategic plans, and master plans. Through exposure to this information, the fellow is expected to make significant contributions to the organization over the course of the fellowship. The fellow shall not share with ARAMARK Healthcare confidential information learned at the host site.

Host sites must have a dedicated preceptor for the fellow on site, as well as appropriate logistical and administrative support. For example, the host site must have an area for the fellows to work and equipment to support their position. ARAMARK Healthcare will provide a computer to the fellow; the host site is responsible for ensuring that the fellow can connect to the hospital network as appropriate. The fellow should coordinate the trips with the host sites.

If feasible, the fellow should be provided opportunities to learn and develop in the host site. This may include certain conferences and classes, both internally and externally.



The ARAMARK Healthcare fellowship program is guided by Senior Executives of ARAMARK. Here, President of Clinical Technology Services, Dr. Brian Poplin, addresses the fellows at their graduation celebration.

## Training and Development

As appropriate, the preceptor should provide training and development opportunities to the fellow. This can include formal continuing education programs, internal education programs, community programs, or informal education. For example, the preceptor may assist the fellow in staying abreast of developments in healthcare by assigning and regularly discussing current industry literature. Through training and development opportunities, the fellow should experience an intellectually stimulating environment where he or she is constantly challenged.

The fellow also will experience significant development opportunities through the observation of key leaders in the organization. The preceptor should make efforts to connect the fellow with these leaders, so he or she may learn from various management styles, analytical techniques, and leadership tools.

## Project Work

The preceptor should assign the fellow project work and be aware of other projects the fellow may receive. The fellow should be provided with new challenges to ensure maximum benefit to both the host organization and the fellow. Project work can be assigned based on the organization's immediate needs or the fellow's interest. There should be communication between the fellow and preceptor regarding workload to ensure that the fellow has meaningful projects that can be completed in a timely manner. The projects should be carefully tracked and reported on using the fellow project plan (reference Appendix 1).



**The ARAMARK Administrative Fellowship provides a fantastic opportunity for entry careerists to begin their healthcare careers with a high-level understanding of complex organizational relationships, a high level of rigor in project work undertaken, and a commitment to learning and developing in the healthcare field.”**

~ Kimberly Nielson, MHSA, University of Michigan, 2010  
[2011 Fellow at Bon Secours Baltimore Health System]

## Management Opportunities

If management opportunities arise, the preceptor and the ARAMARK Healthcare executive may determine that the fellow may serve as an interim manager role in recognition that such an opportunity may provide the fellow with invaluable experience. The preceptor and the host organization must determine if the fellow has the training and confidence to perform the job duties. There is no requirement that the fellow be provided any direct management opportunities.

## Post-Fellowship Employment

Employment with client organizations or ARAMARK Healthcare is not guaranteed at the conclusion of the Fellowship Program; however, participants are welcome to explore post-fellowship opportunities with ARAMARK Healthcare or their client organizations.

The fellow is encouraged to pursue employment opportunities during their fellowship. Fellows should recognize the once-in-a-lifetime opportunity that a fellowship offers, and, if an employment opportunity does arise during the fellowship, the fellow is expected to fulfill his or her commitment to the ARAMARK Healthcare fellowship. Employment should follow the successful completion of the fellowship.

During the course of the fellowship, the preceptor, or other executives may develop an interest in retaining the fellow within the host organization. The fellow is expected to reinforce that the fellowship is a one-year program, and the fellow needs to fulfill their commitment.



*ARAMARK Healthcare fellows have the opportunity to tour a variety of facilities where ARAMARK Healthcare is a partner. Pictured are the 2010–2011 ARAMARK Healthcare fellows learning about facility monitoring on a tour at St. Jude Children's Hospital in Memphis, Tennessee.*

# On-Site ARAMARK Healthcare Responsibilities and Expectations



The on-site ARAMARK Healthcare representative typically will be a vice president of operations (VPO) or a regional vice president (RVP). This person will act as a liaison between ARAMARK Healthcare and the host organization.

The on-site ARAMARK Healthcare representative serves as a contact person and mentor guiding the fellow on ARAMARK Healthcare operations within the host facility. The ARAMARK Healthcare representative ensures the fellow fulfills the goals of the fellowship.



*2010–2011 Fellows Laura Leahy and Derrick Yang with ARAMARK Healthcare Vice President of Operations Anthony Caronchi in front of Advocate General Hospital's awards*

The ARAMARK Healthcare representative ensures that the hospital facility and fellow are satisfied with their experience, and that the fellowship is adding value to the host organization.

The on-site ARAMARK Healthcare representative should be in contact with the ARAMARK Healthcare Steering Committee on a periodic basis.

The fellow is responsible for scheduling periodic meetings with the ARAMARK Healthcare on-site representative.

## Capstone Project

The ARAMARK Healthcare representative assists the fellow in their execution of the capstone project. The ARAMARK Healthcare representative connects the fellow with key people to complete the project while providing organizational support to the fellow. If there is a problem conducting the capstone project in the host facility, the ARAMARK Healthcare representative must convey this information to the fellow so alternate accommodations may be made.

## Engagement

The ARAMARK Healthcare representative should engage the fellow in a manner that is considerate of the limited healthcare experience possessed by the fellow. Initially and throughout the fellowship, the representative should introduce the fellow to ARAMARK Healthcare employees, and discuss their role at the facility. A rotation through departments served by ARAMARK Healthcare should be included as part of the fellowship rotation.



Anthony Stanowski, VP of Industry Relations, congratulates Laura Leahy (fellow, class of 2011) on the completion of her fellowship.



# Corporate ARAMARK Healthcare Responsibilities and Expectations



The Steering Committee is responsible for developing the guiding principles for the fellowship program, ensuring the program is meeting its chartered objectives, and to review and revise the objectives at the conclusion of each fellowship year. The Steering Committee reviews candidates' resumes and recommends the final candidate to the host hospital preceptor. This committee also is responsible for securing necessary funding for the program, demonstrating the program's success and value, and providing general oversight.

The Steering Committee will coordinate visits to the partner hospital in conjunction with the on-site ARAMARK Healthcare preceptor, conduct periodic calls with the fellows, and participate in the research project. The Chair will report on progress of the Fellowship to the Steering Committee.

The Corporate Steering Committee consists of the following members:

- Vice President, Industry Relations: Anthony Stanowski (Chair)
- Vice President of New Market Development, CTS: Dave Beaulieu
- Vice President Marketing: Cheryl Camuso
- President, Hospitality: David Carpenter
- Vice President, Client Development, CTS: Jim Cheek
- Executive Vice President Sales and Marketing, Hospitality: JJ Cutler
- Vice President, Human Resources: Laura Dabkowski
- Vice President, Business Development, Hospitality: Karen Gavin Avis
- Corporate Vice President, Diversity: Hattie Hill
- President, AHA Institute for Diversity: Fred Hobby
- Talent Acquisition Manager: Kathleen Mercaldo
- Vice President Operations: Sebastian Mitchell
- Vice President, Business Development, Hospitality: David Ochs
- Talent Acquisition Senior Director: Karen Piraino
- President, Clinical Technology Services: Brian Poplin, DHA
- Business Development Director: Celesia Valentine, Ph.D.
- Vice President: Mary Ann Wyman

# Evaluation Process



To ensure a meaningful experience, fellows will be periodically evaluated by their preceptors as well as a representative from ARAMARK Healthcare. During evaluations, fellows will have the opportunity to share their progress on projects, personal and professional development, as well as insights into opportunities for improvement. At the completion of the fellowship year, each fellow will receive a final evaluation by their preceptor.

To maintain the ARAMARK Healthcare Fellowship as a competitive and fulfilling post-graduate opportunity, the program will be evaluated at the conclusion of the fellowship year. The following are required to complete an evaluation form (reference Appendix 2):

1. Fellows
2. Host hospital preceptors
3. ARAMARK Healthcare on-site preceptors

## FOR QUESTIONS, CONTACT:

Anthony Stanowski, FACHE  
Vice President, Industry Relations  
ARAMARK Healthcare  
1101 Market Street  
Philadelphia, Pennsylvania 19107  
stanowski-anthony@aramark.com  
Phone: 215-238-3550

## Important Notice

Items in this document are accurate as of the date of printing, but may change due to business and environmental circumstances.

It is recommended that applicants consult [www.aramarkhealthcare.com](http://www.aramarkhealthcare.com) for updates.

ARAMARK Healthcare, at its sole discretion and without notice, reserves the ability to change or alter the terms, requirements, and expectations of the fellowship.

# Appendix 1: Sample Fellow Project Plan

1. Project Plan
2. Fellowship Goals
3. Key Observations List

# Sample Project Plan

Project	Dept.	Project Contact	Fellow's Role	Goal/Expected Outcome	Tasks	Personal Outcome	Timeline	Percent Complet
FY11 Strategic Planning Goals	Administration	COO	Formulate strategic planning goals and priorities for FY11	FY11 strategic planning goals and priorities.	<ol style="list-style-type: none"> <li>1. Attend the FY11 hospital board and physician leadership council strategic planning retreat</li> <li>2. Listen attentively and take notes during the roundtable discussion of thoughts</li> <li>3. Formulate the many thoughts into FY11 goals and priorities</li> <li>4. Present the goals and priorities to senior leadership</li> </ol>	Learn the essential goals and priorities required for a successful hospital	22-Jul-10	90%
Nursing Joint Commission Tracer / Walk-around Guidelines	Nursing Administration	CNO	Create the guidelines and requirements for nursing leaders participating in Joint Commission tracer rounds.	A document outlining the guidelines and requirements of nursing leaders to help prepare for a successful Joint Commission visit	<ol style="list-style-type: none"> <li>1. Attend the bi-weekly Joint Commission meeting and take notes deficiencies</li> <li>2. Meet with the senior leadership team and ask for additional input</li> <li>3. Create the document</li> </ol>	Enhance written communication skills and implement continuity among nursing leaders	22-Aug-10	50%
Cancer Resource Center Development	Administration	President	Create the design details and timeline for the future Cancer Resource Center	A completed design and building timeline for the free-standing Cancer Resource Center	<ol style="list-style-type: none"> <li>1. Visit, observe and take notes on existing oncology facilities</li> <li>2. Meet with the Director of Oncology to help create the facility's new design</li> <li>3. Meet with the COO, HFO, and Director of Marketing to help create the design and timeline</li> <li>4. Learn the views of the community, physicians, and board pertaining to building</li> </ol>	Gain an understanding of the processes essential to successfully submitting design details and a building timeline for the future Cancer Resource Center	Initial meeting with COO, HFO and Director of Marketing - September 3, 2010	5%
ARAMARK Employee Safety Study	Penn State	Assistant Professor in Healthcare Management	<ol style="list-style-type: none"> <li>1. Be a direct contact for recruiting employees to complete the surveys</li> <li>2. Collect and organize the data on quality measures in the hospital</li> </ol>	Examine the effects of workplace injury on ARAMARK employees and safety training programs on reducing incidents of workplace injuries among ARAMARK and/or ARAMARK supervised employees.	<ol style="list-style-type: none"> <li>1. Meet with the IRB director and learn if IRB approval is necessary, and if so, learn what's to be submitted</li> <li>2. Meet with the EVS and Nutritional Services Directors to introduce the project and gain approval</li> <li>3. Learn if the hospital will plan on running any employee surveys within the next 6 - 8 months.</li> <li>4. Discover if the hospital participates in the AHRQ designed "Hospital Survey on Patient Safety Culture"</li> </ol>	Obtain a better understanding of the effects of ARAMARK safety training programs on reducing incidents of workplace injuries among ARAMARK and/or ARAMARK supervised employees	<p>Meet with EVS Director 8/3/10</p> <p>Meet with Nutritional Services Director 8/10/10</p> <p>Meet with IRB Director 8/17/10</p>	10%
Facility Rounding Log	Administration, EVS, and Engineering	Administrative Fellow	Develop a facility rounding log that will record facility deficiencies and its progress of completion from week to week Develop a feedback card to learn the thoughts of the new hires and analyze the qualitative data	A working record of facility deficiencies to be used as a reference tool to ultimately improve the facility's appearance and operations	Participate on facility roundings with the COO, EVS and engineering	Enhanced communication skills and management skills as the EVS Directors and Engineering Directors utilize me as the sole point of contact.	Ongoing	95%
90 Day New Hire Breakfast with the President	Service Excellence and Administration	Service Excellence Director	Increase Service Excellence initiatives and the overall on-boarding process	Increase Service Excellence initiatives and the overall on-boarding process	Attend the new hire breakfasts, listen attentively while taking notes and analyze the data	Enhanced communication skills	Ongoing	

## Sample Fellowship Goals

Topic	Description	Outcome
Management experience	Lead projects and teams and achieve successful outcomes	Perfected and polished management skills
Shadow senior leadership	Work directly with the president, COO, CNO, Hospital Financial Officer and VP of Medical Affairs to grasp a better understanding of hospital management and operations	Better understanding of hospital operations and strategic management
Knowledge enrichment	Read the following books given to me by the hospital's president: Journey to Excellence, Lead Like Jesus, and From Good to Great.	Enhance knowledge on how to become a great leader and how to lead a service excellent facility.
Professional development	Graduate in December 2010 from the ABC (Accelerating Best Care) training program.	Professional development and increase knowledge on rapid cycle improvement
ACHE annual meeting	Attend the annual ACHE congress in Chicago, IL	Knowledge enrichment, networking and learning opportunity
NAHSE annual meeting	Attend the annual NAHSE conference in Memphis, TN	Knowledge enrichment, networking and learning opportunity

## Sample Key Observations List

Key Observational Experiences & Initial Introductory Meetings	Dates Attended
1 Direct report meeting of the President and COO	6/28, 7/5, 7/12, 7/19, 7/26,
2 Senior Leadership Team Meeting	6/29, 7/6, 7/13, 7/20, 7/27, 8/3, 8/10, 8/17, 8/24
3 Facility Rounding with COO, EVS and Engineering	6/30, 7/7, 7/14, 7/21, 7/28, 8/4, 8/11, 8/18, 8/25
4 Meet and Greet the Director of ED and Med Surg	6/30/2010
5 Studer Group Meeting on Facility Excellence	7/1/2010
6 OR / Sterile Processing Construction Progress Meetings	7/1, 7/8, 7/15, 7/22, 7/29, 8/5, 8/12, 8/19, 8/26
7 5th Floor Oncology Project Construction Update Meeting	7/1, 7/8, 7/15, 7/22, 7/29, 8/5, 8/12, 8/19, 8/26
8 Stroke Multidisciplinary Committee	7/1/2010
9 Meet and Greet the Director of Marketing	7/1/2010
10 One-on-one meeting with the President	7/2, 7/16, 7/30, 8/13
11 One-on-one meeting with the COO	7/2, 7/9, 7/16, 7/23, 7/30, 8/6, 8/13, 8/20
12 Meet and Greet the Director of HR	7/2/2010
13 Spine Center Interior Design Initial Concept Review Meeting	7/2/2010
14 Meet and Greet the Director of Radiology, Cardiopulmonary and Sleep Lab	7/2/2010
15 Meet and Greet the Director of Business Development and Service Excellence	7/6/2010
16 Meet and Greet the VP of Medical Affairs	7/6/2010
17 Strategize Oncology Development for BRMCG	7/7/2010
18 Executive Summary Revisions Meeting	7/7/2010
19 Rewards and Recognition Team Meeting	7/8/2010
20 President's Meeting - FY11 Goals Discussion	7/8/2010
21 FIT Meeting - Electronic Health Records	7/9, 7/19, 8/6
22 Meet and Greet the OR Director	7/9/2010
23 Medical Executive Committee	7/9/2010
24 Joint Commission Readiness Meeting	7/13, 7/27, 8/10, 8/24
25 Adverse Events / Patient Safety Meeting	7/13/2010
26 Physician Meeting	7/13/2010
27 Special CEO Session: Toward Accountable Care	7/15/2010
28 Luncheon to discuss the CV Director position	7/19/2010
29 Physician Recruitment Meeting	7/19/2010
30 Addressing Spiritual Needs Action Plans	7/19/2010
31 Respiratory Employee Satisfaction Focus Group Meeting	7/19, 7/26
32 Employee Calibration Session with Director of HR	7/20/2010
33 Meet and Greet the Director of Healthcare Improvement	7/20/2010
34 Mortality Committee Meeting	7/21/2010
35 Board Retreat	7/22/2010
36 Direct Report meeting of the COO and Sgt of Police	7/23/2010
37 Department of OB	7/23/2010
38 Hospital Quality Committee Review with Director of Quality, CNO, President and VP of Medical Affairs	7/26, 8/3
39 Meeting of the President and a Board Member	7/26/2010
40 Radiology Employee Satisfaction Focus Group Meeting	7/28/2010
41 Grapevine Information Management Council Meeting	7/28/2010
42 Meeting with a bariatric doctor seeking to expand services	7/28/2010
43 Full Day of OR surgery observations	7/30/2010
44 Meet and Greet with Director of ICU and Acute Care Services	8/2/2010
45 Service Excellence Team Meeting	8/2/2010
46 Meet and Greet with the Director of Health Information Management	8/2/2010
47 Meeting with representatives regarding Care Transitions	8/3/2010
48 Credentials Committee Meeting with the President	8/3/2010
49 Meet and Greet with the Director of Environmental Services	8/3/2010
50 Full day of Radiology observations	8/3/2010
51 People and Service Committee	8/4/2010
52 Philanthropy and Advocacy Committee Meeting	8/4/2010
53 Meet and Greet with the Sgt of Police	8/4/2010
54 Full Day of observations with the Chief Nursing Officer	8/5/2010
55 Hospital Quality Committee	8/5/2010
56 Finance and Growth Committee Meeting	8/5/2010
57 Day of observations in the lab	8/6/2010
58 Day of observations in the pharmacy	8/9/2010
59 Day of observation in nutritional services	8/10/2010
60 Meet and Greet with the Manger of Patient Safety and Grievance	8/11/2010
61 Meet and Greet with the Director of IT	8/11/2010
62 Meet and Greet with the Director of Women and Children's Services	8/10/2010
63 Baldrige Breakfast	8/11/2010
64 Day of observation in Occupational Therapy	8/11/2010
65 Day of observation in Cardiovascular Services / Cath Lab	8/13/2010
66 Day of observation in Material Management	8/16/2010
67 Direct report meeting of the President, COO, and Construction Project Manager	8/16/2010
68 Discuss the IRB process with the Director of IRB	8/17/2010
69 Monthly GI Lab Update	8/16/2010
70 Marketing Meeting with the President	8/17/2010
71 Physician Leadership Council	8/17/2010
72 Senior Leadership Council	8/18/2010
73 Direct report meeting of the COO and Directors of EVS and engineering	8/19/2010
74 Consultant meeting with the president	8/20/2010
75 Discuss FY11 Capital Budget	8/20/2010
76 One-on-one meeting with VP System	8/23/2010
77 Tumor Board	8/25/2010
78 Interview of candidate for Oncology Nurse Manager	8/25/2010
79 Executive Capital Committee	8/25/2010
80 Healthcare Quality Week Planning Committee	8/26/2010

## Appendix 2: Evaluation Forms

1. Fellow Evaluation
2. Host-Site Preceptor Evaluation
3. ARAMARK Preceptor Evaluation



**Clinical Support Services Administrative Fellowship Performance Evaluation**

<b>Fellow Name</b>					
<b>Fellow Host Site</b>					
<b>Host Site Preceptor</b>					
<b>On-site ARAMARK Contact</b>					
<b>Post-Fellowship Position (Facility and Title)</b>					
<b>Evaluation of Program Structure</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
The recruitment process was easy to navigate and professional					
The information requested on the application was appropriate for the position					
During the week of orientation and throughout the fellowship, I was immersed in ARAMARK culture					
There was value in:					
1. The initial meeting in Philadelphia, including tours of Citizen's Bank Park and CHOP					
2. The second group meeting at AHCLA, including the tour of Cook County Jail					
3. The third group meeting at the Institute for Diversity					
4. The fourth group meeting at the ACHE Annual Congress					
5. The fifth group meeting, including the Graduation Celebration with executive representation					
The fellowship allowed me to define and achieve my personal and professional goals					
The Capstone Project allowed me to develop my research skills, improve ARAMARK Healthcare services, and create a comprehensive deliverable for the healthcare community					
Relationships with my cohort facilitated the development of my ability to effectively network					
Anthony Stanowski served as a valuable corporate resource					
By the conclusion of the fellowship, I had gained a better understanding of ARAMARK Healthcare operations in different organizations					
Throughout the fellowship, I developed a greater appreciation for diversity and cultural competency issues in healthcare					
I was well oriented to the host organization's culture, leaders, operations, and strategy					
At the conclusion of the fellowship, I was in a strong position to be employed					



Administrative Fellow Evaluation Form

<b>Evaluation of Hospital Preceptor</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
I was invited to a variety of high-level meetings that piqued my interest					
I was allowed to participate in organizational and system-wide strategy sessions					
My preceptor created an environment where I was constantly challenged, engaged, and excited					
I was provided with opportunities to develop my professional maturity, self-confidence, and interpersonal skills					
Throughout the fellowship, my preceptor challenged me to take initiative in projects I found interesting					
I was put in contact with a broad variety of professionals in different areas both internal and external to the organization					
My preceptor acted as a professional mentor throughout the fellowship					
I was encouraged to stay abreast of the changing healthcare environment					
My preceptor stimulated my ability to communicate effectively through meetings, presentations, and informal conversations					
I was placed in situations where I had to navigate complex organizational dynamics					
My preceptor helped me refine my career objectives and transition from academia to the workplace					
<b>Overall Evaluation</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
The host organization valued the ARAMARK Healthcare fellowship program					
The fellowship has served as an effective means to strengthen the relationship between ARAMARK Healthcare and the client site					
I would recommend the ARAMARK Healthcare fellowship to a graduate student looking to do their fellowship					
<b>Final Evaluation</b>	<b>In the Top 10</b>	<b>Better than Most</b>	<b>Average</b>	<b>Worse than Most</b>	<b>Among the Worst</b>
Given your overall fellowship experience and the fellowship experiences of your peers in other organizations, how would you rate the ARAMARK Healthcare Fellowship Program in Clinical Support Services?					
<b>What did you like best about the fellowship program? In what areas can the fellowship program improve?</b>					



### Clinical Support Services Administrative Fellowship Performance Evaluation

<b>Fellow Name</b>					
<b>Fellow Host Site</b>					
<b>Your Name</b>					
<b>Your Title</b>					
<b>Evaluation of the Fellow</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<i>The fellow has strong:</i>					
1. Oral communication skills					
2. Written communication skills					
3. Presentation skills					
4. Knowledge of the healthcare environment					
5. Relationships with the ARAMARK team					
6. Relationships with your hospital team					
7. Analytical skills					
8. Self-confidence					
9. Leadership skills					
10. Ability to work independently to produce results					
11. Ability to work in complex environments					
The fellow embodied ARAMARK's commitment to excellence					
The fellow took advantage of leadership and development learning opportunities through your hospital					
The fellow displayed interest in learning about ARAMARK Healthcare's role in your hospital					
The fellow's project work enhanced the quality of your hospital					
The fellow has a professional approach to healthcare					
The fellow was interested in refining career objectives and transitioning away from an academic environment					
The fellow supported cultural competency and diversity.					
The fellow grew from constructive criticism					
The fellow was integrated as a member of your hospital's team.					
Considering all the fellows that have been part of your program, would you consider this candidate to be:	Top 10%	Above Average	Average	Below Average	Bottom 10%

Preceptor Evaluation Form

Overall Evaluation	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The group project that the fellow worked on with the other fellows of ARAMARK Healthcare was worthwhile					
The support from the ARAMARK Healthcare <u>corporate</u> office was appropriate.					
The support from the ARAMARK Healthcare <u>on site</u> was appropriate.					
The partnership with ARAMARK Healthcare improved the value of the fellowship experience.					
The fellowship helped strengthen the relationship between ARAMARK Healthcare and your hospital.					
The ARAMARK Healthcare Fellowship experience was valuable for my organization					
If you had the opportunity again for an ARAMARK fellow to be at your hospital, would you want a fellow?					
<p><b>What did you like best about the fellowship program? In what areas can the fellowship program improve?</b></p>					



**Clinical Support Services Administrative Fellowship Performance Evaluation**

<b>Fellow Name</b>					
<b>Fellow Host Site</b>					
<b>Your Name</b>					
<b>Your Title</b>					
<b>Fellow Evaluation</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<i>The fellow has strong:</i>					
1. Oral communication skills					
2. Written communication skills					
3. Presentation skills					
4. Knowledge of the healthcare environment					
5. Relationships with the ARAMARK team					
6. Relationships with the hospital team					
7. Analytical skills					
8. Self-confidence					
9. Leadership skills					
10. Ability to work independently to produce results					
11. Ability to work in complex environments					
The fellow embodied ARAMARK's commitment to excellence					
The fellow took advantage of leadership and development learning opportunities through ARAMARK Healthcare					
The fellow displayed interest in learning about ARAMARK Healthcare's role in the host organization					
The fellow's project work enhanced the quality and continuity of ARAMARK Healthcare services					
The fellow has a professional approach to healthcare					
The fellow was interested in refining career objectives and transitioning away from an academic environment					
The fellow supported cultural competency and diversity.					
The fellow grew from constructive criticism					
The fellow was integrated as a member of the hospital's team.					
Considering all the fellows that have been part of this hospital's program, would you consider this candidate to be:	Top 10%	Above Average	Average	Below Average	Bottom 10%

ARAMARK VPO Evaluation Form

Overall Evaluation	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The group project that the fellow worked on with the other fellows of ARAMARK Healthcare was worthwhile					
The support from the ARAMARK Healthcare corporate office was appropriate.					
The support from the hospital for the fellow was appropriate.					
The partnership with the hospital improved the value of the fellowship experience.					
The fellowship helped strengthen the relationship between ARAMARK Healthcare and the hospital.					
The ARAMARK Healthcare Fellowship experience was valuable for the hospital.					
If you had the opportunity again for a fellow to be at your hospital, would you want a fellow?					
<p><b>What did you like best about the fellowship program? In what areas can the fellowship program improve?</b></p>					

## Appendix 3: Application Forms

1. Job Application
2. Recommendation Form



## APPLICATION FOR EMPLOYMENT

As an EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER, ARAMARK does not discriminate against applicants or employees because of their age, race, color, sexual orientation, religion, national origin, gender (except where gender is a bonafide occupational qualification) or on any other basis prohibited by law. Furthermore, ARAMARK will not discriminate against any applicant or employee because he or she is mentally or physically disabled, a disabled veteran, or a veteran of the Vietnam era, provided he or she is qualified and meets the requirements established by ARAMARK for the job.

PLEASE TYPE OR PRINT CLEARLY				DATE
NAME (Last)	(First)	(Middle)	SOCIAL SECURITY NUMBER	
CURRENT ADDRESS (Street)	(City)	(State)	(Zip Code)	PHONE NUMBER Area Code ( )
RESIDENT ADDRESS (Street) (If different from above)	(City)	(State)	(Zip Code)	PHONE NUMBER Area Code ( )
ARE YOU 18 YEARS OR OLDER? <input type="checkbox"/> YES <input type="checkbox"/> NO IF NOT, STATE YOUR DATE OF BIRTH _____				

TYPE OF POSITION DESIRED			
POSITION APPLIED FOR:			
<input type="checkbox"/> FULL TIME <input type="checkbox"/> PART TIME <input type="checkbox"/> SUMMER <input type="checkbox"/> TEMPORARY <input type="checkbox"/> OTHER			SALARY EXPECTED
WILL YOU RELOCATE? TO WHAT AREA?		WILL YOU TRAVEL?	DATE AVAILABLE TO WORK WITH ARAMARK
<input type="checkbox"/> YES <input type="checkbox"/> NO		<input type="checkbox"/> YES <input type="checkbox"/> NO	
HAVE YOU EVER WORKED FOR ARAMARK?	IF YES, WHEN AND WHERE?		
<input type="checkbox"/> YES <input type="checkbox"/> NO			
HAVE YOU EVER APPLIED TO ARAMARK?	IF YES, WHEN AND WHERE?		
<input type="checkbox"/> YES <input type="checkbox"/> NO			
To comply with the Immigration Reform and Control Act of 1986, if you are hired you will be required to provide <b>documents to establish your</b> identity and your authorization to be employed in the United States. Such documents will be required within the first three (3) business days following your hire, or upon your first work day if your employment period will be less than (3) days.			
HOW WERE YOU REFERRED TO ARAMARK?			
IF OFFERED EMPLOYMENT, ARE YOU WILLING TO TAKE A PHYSICAL EXAM AT OUR EXPENSE IF THE NATURE OF THE JOB REQUIRES ONE? <input type="checkbox"/> YES <input type="checkbox"/> NO			

GENERAL BACKGROUND INFORMATION			
CRIMINAL HISTORY			
<b>SECTION I</b> (California Applicants go directly to Section II)			
Have you ever been convicted, pled guilty, "no contest", or admitted guilt (including participation in a first time offender program) to any misdemeanor or felony crime? <input type="checkbox"/> YES <input type="checkbox"/> NO			
If yes, EXPLAIN:	(WHERE)	(WHEN)	(CHARGED) (SENTENCE)
If yes, are you currently on parole or probation? <input type="checkbox"/> YES <input type="checkbox"/> NO			
<b>SECTION II</b> (For California Applicants Only)			
Have you ever been convicted of any felony or misdemeanor crime OTHER THAN (1) a marijuana related conviction that occurred more than two years ago; or (2) an offense for which you were referred to and participated in, a pretrial or posttrial diversion program? <input type="checkbox"/> YES <input type="checkbox"/> NO			
If yes: Please state the date of conviction, the county and state, and the nature of the offense:			
(Disclosure of a criminal record will not necessarily disqualify you for employment. Each conviction will be evaluated on its own merits with respect to time, circumstances, and seriousness, in relation to the job for which you are applying.)			

**GENERAL BACKGROUND INFORMATION (Continued)**

**MILITARY SERVICE RECORD**

HAVE YOU EVER BEEN A MEMBER OF THE ARMED FORCES OF THE UNITED STATES?  YES  NO  
 IF YES, LIST ANY SPECIAL SKILLS OR ABILITIES YOU DEVELOPED WHILE IN MILITARY SERVICE WHICH DIRECTLY RELATE TO THE JOB FOR WHICH YOU ARE APPLYING.

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**RECORD OF EDUCATION**

Name and Address of School	Dates Attended		Graduated		Type of degree / diploma received or expected	Major / Minor Fields of Study
	From	To	YES	NO		
	Mo./Yr.	Mo./Yr.				
High School (Last Attended)						
Colleges / Universities						
Graduate School						
Other (Business, Technical, Secretarial, Etc.)						

LIST ANY CLUBS, ORGANIZATIONS, SOCIETIES, OR PROFESSIONAL GROUPS TO WHICH YOU BELONG WHICH HAVE A DIRECT BEARING UPON YOUR QUALIFICATIONS FOR THE JOB WHICH YOU ARE SEEKING (INDICATE AMERICAN DIETETIC ASSOCIATION REGISTRATION NUMBER IF APPLICABLE TO THE POSITION FOR WHICH YOU ARE APPLYING.)

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LIST ANY HOBBIES OR INTERESTS WHICH HAVE A DIRECT BEARING ON THE JOB FOR WHICH YOU ARE APPLYING.

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LIST ANY SPECIAL SKILLS OR ABILITIES WHICH DIRECTLY RELATE TO THE JOB FOR WHICH YOU ARE APPLYING.

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DO YOU POSSESS A VALID CURRENT DRIVER'S LICENSE (ONLY FOR JOBS REQUIRING DRIVING A VEHICLE)?  YES  NO

DRIVER'S LICENSE NUMBER AND STATE \_\_\_\_\_



**EXPERIENCE**  
**(Most Recent Experience First)**

<b>1. NAME AND ADDRESS OF EMPLOYER</b>	<b>STARTING POSITION</b>	<b>ENDING POSITION</b>
_____		
_____	<b>SALARY</b>	
	Starting	Ending
	\$	\$
FROM MO. ____ YR. ____ TO MO. ____ YR. ____	<b>REASON FOR LEAVING</b>	
PHONE NUMBER Area Code (    )		
		<b>NAME AND TITLE OF SUPERVISOR</b>
<b>2. NAME AND ADDRESS OF EMPLOYER</b>	<b>STARTING POSITION</b>	<b>ENDING POSITION</b>
_____		
_____	<b>SALARY</b>	
	Starting	Ending
	\$	\$
FROM MO. ____ YR. ____ TO MO. ____ YR. ____	<b>REASON FOR LEAVING</b>	
PHONE NUMBER Area Code (    )		
		<b>NAME AND TITLE OF SUPERVISOR</b>
<b>3. NAME AND ADDRESS OF EMPLOYER</b>	<b>STARTING POSITION</b>	<b>ENDING POSITION</b>
_____		
_____	<b>SALARY</b>	
	Starting	Ending
	\$	\$
FROM MO. ____ YR. ____ TO MO. ____ YR. ____	<b>REASON FOR LEAVING</b>	
PHONE NUMBER Area Code (    )		
		<b>NAME AND TITLE OF SUPERVISOR</b>
<b>4. NAME AND ADDRESS OF EMPLOYER</b>	<b>STARTING POSITION</b>	<b>ENDING POSITION</b>
_____		
_____	<b>SALARY</b>	
	Starting	Ending
	\$	\$
FROM MO. ____ YR. ____ TO MO. ____ YR. ____	<b>REASON FOR LEAVING</b>	
PHONE NUMBER Area Code (    )		
		<b>NAME AND TITLE OF SUPERVISOR</b>

MAY WE CONTACT YOUR EMPLOYERS LISTED ABOVE?  YES  NO  
 IF NO, INDICATE BY NUMBER WHICH ONE(S) YOU DO NOT WISH US TO CONTACT \_\_\_\_\_

USE THIS SPACE TO DESCRIBE ANY PREVIOUS WORK HISTORY AND/OR TO DETAIL PARTICULAR JOB RESPONSIBILITIES LISTED ABOVE. INCLUDE ANY ADDITIONAL INFORMATION WHICH YOU FEEL MAY BE RELEVANT TO THE JOB FOR WHICH YOU ARE APPLYING.

**BUSINESS CONDUCT POLICY (THIS POLICY APPLIES WORLDWIDE)**

**SUMMARY**

Set forth below is a summary of the provisions of ARAMARK Corporation's Business Conduct Policy. This summary is included as a helpful outline and is not intended to serve as a substitute for the Business Conduct Policy. Employees are expected to read the entire Business Conduct Policy.

**COMPLIANCE AND DISCLOSURE**

The Company takes the Business Conduct Policy very seriously. Compliance with ARAMARK's Business Conduct Policy is required of all employees. In addition, all employees must disclose known or suspected violations of the Business Conduct Policy or of any law or governmental rule or regulation as provided herein.

**CONFLICTS OF INTEREST AND RELATED PARTY TRANSACTIONS**

It is ARAMARK policy to prohibit actual, apparent or potential conflicts of interest unless such conflicts are specifically disclosed and approved as provided herein. It is essential that all ARAMARK employees avoid any situation or interest that might interfere with their judgment concerning their responsibilities to ARAMARK.

**PUBLIC DISCLOSURE**

As a public company, ARAMARK must ensure that its filings and submissions with the Securities and Exchange Commission and other public communications provide full, fair, timely, accurate and understandable disclosure.

**COMPLIANCE WITH LAWS**

It is ARAMARK policy to comply with the laws in each country in which ARAMARK conducts business, including, but not limited to, employment, labor and the workplace, environmental, antitrust and securities laws and the United States Foreign Corrupt Practices Act. It is the responsibility of each ARAMARK employee to adhere to the restrictions and standards imposed by those laws and regulations.

**• Employment/Equal Opportunity**

ARAMARK is committed to a policy of equal treatment for all employees and prospective employees.

**• Sexual and Other Workplace Harassment**

Sexual and other workplace harassment in any form will not be tolerated. Any employee who feels that he or she has been subjected to sexual or other workplace harassment is required to report the incident immediately.

**• Workplace Violence**

It is ARAMARK policy to promote a safe environment for its employees.

**• Environmental, Health and Safety**

It is ARAMARK policy to comply with applicable environmental, health and safety laws in all countries in which ARAMARK conducts business.

**• Antitrust**

It is ARAMARK policy to comply with all applicable trade and antitrust laws. ARAMARK employees must avoid any action that would be a violation of trade and antitrust laws.

**• Fair Dealing**

It is ARAMARK policy to compete fairly and honestly. No employee should engage in manipulation, concealment, abuse of privileged information, misrepresentation of material facts or any other intentional unfair-dealing practice.

**• Collusion**

It is ARAMARK policy to determine independently the pricing, commissions and other contractual terms offered to clients or prospective clients.

**• Commercial Bribery and the United States Foreign Corrupt Practices Act (FCPA)**

It is ARAMARK policy to comply with anti-bribery laws and the FCPA in the U.S. and in every jurisdiction in which ARAMARK operates.

**• Copyright Infringement and Software Piracy**

It is ARAMARK policy to respect copyrights owned by others and to use copyrighted materials only as allowed by law or agreement.

**• Insider Trading and Securities Transactions**

It is ARAMARK policy to comply with all applicable securities laws.

**ACCURATE BOOKS AND REPORTING**

It is ARAMARK policy to comply with all applicable laws that require its books and records to reflect accurately the true nature of the transactions represented. No false, artificial or misleading entries shall be made in ARAMARK's books or records by anyone or at anyone's direction for any reason. No unrecorded fund or asset or other improper accounts in ARAMARK's name shall be established or maintained for any reason. There shall be no intentional omission of liabilities from ARAMARK's books and records for any reason.

**PROTECTION AND USE OF COMPANY ASSETS**

Employees must respect ARAMARK property. Use of ARAMARK assets, including computers and related information technology assets, must comply with established ARAMARK policies. Inappropriate or unauthorized use of any ARAMARK asset is a violation of the Business Conduct Policy.

**GIFTS AND ENTERTAINMENT**

ARAMARK employees must adhere to high ethical standards in dealing with clients, prospects and suppliers. To ensure compliance with laws and to avoid even the appearance of impropriety, ARAMARK has established restrictions on gift and entertainment activity. The cost and nature of gifts and entertainment should be planned and carried out in a way that appropriately and reasonably furthers the conduct of ARAMARK's business.

**POLITICAL CONTRIBUTIONS**

Any political contribution or expenditure by or on behalf of ARAMARK must comply with the guidelines in the Business Conduct Policy. It is generally against ARAMARK policy for ARAMARK business units to make, or to reimburse an employee for, any political contribution or expenditure.

**FINDER'S FEES AND REFERRAL FEES**

Payment of finder's fees or referral fees — in cash or in kind — is prohibited without the written approval of the ARAMARK attorney responsible for the business unit.

**PRIVACY**

It is ARAMARK policy to protect individual consumer, medical, financial and other sensitive personal information that ARAMARK collects from or maintains concerning its employees or customers to the extent required by applicable privacy and data protection laws, regulations and treaties.

**CONFIDENTIALITY**

Employees must maintain the confidentiality of confidential information entrusted to them by ARAMARK or its suppliers, clients and customers, except when disclosure is authorized by the ARAMARK General Counsel's office or is required by law or regulation.

**CORPORATE OPPORTUNITIES**

Directors and executive officers are prohibited from taking for themselves personally opportunities that are discovered through the use of corporate property, information or position without the consent of the Audit and Corporate Practices Committee of the ARAMARK Board of Directors. Other employees are prohibited from taking for themselves personally opportunities that are discovered through the use of corporate property, information or position without the consent of the General Counsel's office.

**PERSONAL RELATIONSHIPS BETWEEN MANAGERS AND SUBORDINATES**

It is in the best interest of ARAMARK and its employees that all individuals employed in a managerial capacity adhere to the highest professional standards, which include maintaining appropriate personal relationships with subordinates.

**OUTSIDE EMPLOYMENT**

An ARAMARK employee's outside activities should not conflict with his/her ARAMARK duties.

**RESPONDING TO GOVERNMENT AND OTHER INQUIRIES**

It is ARAMARK policy to cooperate with all reasonable requests concerning ARAMARK's operations from federal, state and municipal government agencies in each country in which ARAMARK conducts business.

**MEDIA AND INVESTOR RELATIONS**

In order to ensure professional and consistent handling, employees should refer all requests from the media to the Executive Vice President, Corporate Affairs or the General Counsel's office. Any request from an industry analyst, or a market researcher or consultant should be referred to the Vice President, Investor Relations.

**ILLEGAL SUBSTANCES**

It is ARAMARK policy to maintain a workplace environment free of drug and alcohol abuse.

(MIDDLE INITIAL)

(FIRST)

APPLICANT'S NAME  
(LAST)

**STATEMENT CERTIFICATION (SIGNATURE OF APPLICANT REQUIRED)**

This application shall only remain active for 60 days. After 60 days, if you are interested in employment at ARAMARK, you must fill out a new application.

I hereby certify that all statements made in this application are true, complete and correct to the best of my knowledge and belief. I understand and agree that any misrepresentation or omission of facts in my application may be justification for refusal to hire, or termination of employment.

I understand that nothing contained in this employment application or in the granting of an interview is intended to create an employment contract between ARAMARK Corporation or any of its affiliates and me for either employment or for the providing of any benefit. If an employment relationship is established, I understand that my employment can be terminated, at any time for any reason, with or without cause, at the option of either ARAMARK or myself.

In signing this form, I certify that I understand all the questions and statements in this application.

Further, if granted a position with ARAMARK Corporation or any of its affiliates, I will comply with ARAMARK's Business Conduct Policy, a summary of which is printed above.

SIGNATURE OF APPLICANT

DATE

# Confidential Recommendation Form 1

To be completed by the fellowship candidate:

## Applicant Information:

Name: \_\_\_\_\_

Street Address: \_\_\_\_\_

City, State, Zip Code: \_\_\_\_\_

Telephone (include area code please): \_\_\_\_\_

As part of my application, I am requesting that this form be completed by: \_\_\_\_\_.

I voluntarily waive my right to access this recommendation under Public Law 93-380 so that it may be kept confidential. I know that I must meet all other criteria for admission in the manner set forth in the current catalog.

\_\_\_\_\_  
Applicant's Signature

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Date

## Recommender Information:

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Street Address: \_\_\_\_\_

City, State, Zip Code: \_\_\_\_\_

Telephone (include area code): \_\_\_\_\_

Relationship to applicant: \_\_\_\_\_

*Recommendations can be submitted on the attached form or in letter format, provided the content reflects the requested question set.*

**TO THE RECOMMENDER:**

We appreciate your evaluation of this applicant. Your recommendation can be completed on the following form, or in letter format, provided the content reflects the requested question set.

When you have completed and signed your recommendation, place it in an envelope, seal the envelope, sign your name across the sealed flap, and return the recommendation to the applicant for inclusion in the application packet. The applicant must submit one complete application packet, including all recommendations.

A. For how long and in what capacity have you known the applicant?

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B. Does the applicant have the necessary attributes in scholarship and character worthy of this fellowship program? Please explain.

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C. Do you know of any weakness which might limit the applicant's chances for success in this fellowship program? Please explain.

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D. How well does the applicant express him/herself orally and in writing?

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E. In comparison with other students whom you have had during the past five years, how does the applicant rank in scholarship?

Best in Years       Top 10%       Good       Average

F. We would greatly appreciate any additional remarks which might help the Committee make a fair and proper decision concerning this applicant. Please make note of any attributes of maturity, personality, motivation, and aptitude which will further describe the applicant. Continue on additional sheet if necessary.

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Signature \_\_\_\_\_ Date \_\_\_\_\_

## Confidential Recommendation Form 2

To be completed by the fellowship candidate:

### Applicant Information:

Name: \_\_\_\_\_

Street Address: \_\_\_\_\_

City, State, Zip Code: \_\_\_\_\_

Telephone (include area code please): \_\_\_\_\_

As part of my application, I am requesting that this form be completed by: \_\_\_\_\_.

I voluntarily waive my right to access this recommendation under Public Law 93-380 so that it may be kept confidential. I know that I must meet all other criteria for admission in the manner set forth in the current catalog.

\_\_\_\_\_  
Applicant's Signature

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Date

### Recommender Information:

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Street Address: \_\_\_\_\_

City, State, Zip Code: \_\_\_\_\_

Telephone (include area code): \_\_\_\_\_

Relationship to applicant: \_\_\_\_\_

*Recommendations can be submitted on the attached form or in letter format, provided the content reflects the requested question set.*

**TO THE RECOMMENDER:**

We appreciate your evaluation of this applicant. Your recommendation can be completed on the following form, or in letter format, provided the content reflects the requested question set.

When you have completed and signed your recommendation, place it in an envelope, seal the envelope, sign your name across the sealed flap, and return the recommendation to the applicant for inclusion in the application packet. The applicant must submit one complete application packet, including all recommendations.

A. For how long and in what capacity have you known the applicant?

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B. Does the applicant have the necessary attributes in scholarship and character worthy of this fellowship program? Please explain.

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C. Do you know of any weakness which might limit the applicant's chances for success in this fellowship program? Please explain.

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D. How well does the applicant express him/herself orally and in writing?

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E. In comparison with other students whom you have had during the past five years, how does the applicant rank in scholarship?

Best in Years       Top 10%       Good       Average

F. We would greatly appreciate any additional remarks which might help the Committee make a fair and proper decision concerning this applicant. Please make note of any attributes of maturity, personality, motivation, and aptitude which will further describe the applicant. Continue on additional sheet if necessary.

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Signature \_\_\_\_\_ Date \_\_\_\_\_

# ARAMARK Healthcare Overview



ARAMARK Healthcare understands that everything in a hospital is connected; that healthcare delivery and the environment are interdependent—one cannot be achieved without the other. The clinical support services we provide are essential to the healthcare delivery process. In fact, they impact the entire healthcare continuum, including patient, nurse, employee, physician, and visitor satisfaction; operational efficiency and patient throughput; service excellence; and financial performance.

Through our metric-based approach to accountability, ARAMARK Healthcare has proven to be a valuable organization in helping hospitals, health systems, and senior living facilities address these challenges and provide the best care by creating the best environments in which to operate.

ARAMARK Healthcare is a leader in providing best-in-class clinical support services, serving more than 1,000 hospitals and senior living facilities across North America and at hospitals around the world in countries such as Chile, Spain, the United Kingdom, Ireland, and China. The business is comprised of two groups that deliver a unique portfolio of services. Each group has its own leadership and employee skill sets, but is aligned under ARAMARK Healthcare to deliver a single source of contact and service connectivity for our clients. The business groups include:

- Hospitality Services (food and facility services)
- Clinical Technology Services

To learn more about ARAMARK Healthcare, visit [www.aramarkhealthcare.com](http://www.aramarkhealthcare.com) or call 1-800-909-7373.



**The fellowship is an excellent partnership between ARAMARK and the organization. It is an excellent program that outlines ARAMARK's commitment to leadership and the value of diversity. The group project was a balance of focus on specific initiatives and local/national data sets."**

~ Tony Armada, President and CEO of Advocate Lutheran General Hospital



This fellowship offered us a unique experience within the world of healthcare, especially with the insight it offered into the world of support services. From working with hospital vice presidents to the directors of support services, we were able to build upon our academic knowledge and jumpstart our careers.”

~Virginia Lewis, MPH, Columbia University, 2009  
[2010 Administrative Fellow]



The ARAMARK fellowship provided me with a framework upon which I can build up my leadership skills. It helped me understand the complex nature of healthcare delivery organizations in the most comprehensive manner. With the growing diversity of patient demographics, healthcare organizations must have a diverse leadership. To this end, the ARAMARK fellowship program is a pioneer by partnering with The Institute for Diversity to promote diverse talents.”

~Renuka Sundaresan, MHSA, University of Michigan, 2008  
[2010 Administrative Fellow]





The capstone project was not only intellectually stimulating and challenging, but also a phenomenal opportunity to engage in translational research. I also felt that the fellowship broadened my personal views on diversity as well as the importance of creating an environment conducive to diverse thought leadership. I feel more confident in my ability to navigate the healthcare environment and create positive organizational change. This program was truly a life-changing experience.”

~Derrick Yang, MHSA, University of Michigan, 2010  
[2011 Fellow at Advocate Lutheran General Hospital]



Let me again recognize the vision ARAMARK has in creating this program. By giving students this opportunity, you help to develop the next generation of healthcare leaders, who face a challenging set of circumstances.”

~Dennis Shea, Professor and Department Head,  
The Pennsylvania State University, College of Health and Human Development