Administrative Fellowship Program
“Having a strong and vibrant administrative fellowship program is an integral part of the development of all management at Emory Healthcare. Individuals recently coming out of strong graduate programs serve as a catalyst for the organization in terms of asking unbiased questions, challenging past assumptions and bringing high energy levels normally associated with advocates of change.

“I personally take the Program very seriously and believe we have a moral obligation to make it a strong program for the participants. I also believe that we, as a large, complex health care system, are major beneficiaries of having these bright and talented people in our organization and working with them shoulder to shoulder to help run this business.”

Emory Healthcare Overview
Emory Healthcare (EHC) is an integrated, university-based health care system passionately committed to providing patients with the highest-quality health care available in the world today. As the clinical arm of the Robert W. Woodruff Health Sciences Center of Emory University (WHSC), EHC is dedicated to supporting WHSC’s mission “Transforming Health and Healing...Together” through the delivery of high-quality patient care founded on world-class biomedical research.

The Robert W. Woodruff Health Sciences Center

The core purpose and core values of the WHSC and its academic, research, and clinical units are:

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<thead>
<tr>
<th>Core Purpose</th>
<th>Core Values</th>
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<tr>
<td>To Serve Humanity by Improving Health</td>
<td>Excellence • Caring • Integrity</td>
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As the largest, most comprehensive health system in Georgia, EHC includes The Emory Clinic, Emory-Children’s Center, Emory Johns Creek Hospital, Emory University Hospital, Emory University Hospital Midtown, Wesley Woods Center, Emory University Orthopaedics & Spine Hospital, Emory Specialty Associates, a physician group practice organization, and the jointly owned Emory-Adventist Hospital.

In fiscal year 2010, EHC had 1,508 licensed hospital beds (counting 88 in a jointly owned facility), generated $1.8 billion in net revenue, provided $63.5 million in charity care and employed 11,682 employees.

Fellowship Overview
The EHC Administrative Fellowship is a two-year, project-based program that targets master’s candidates and recent master’s-level graduates in health care administration, business administration, public health and nursing administration. The Program provides future health care executives with opportunities to gain an in-depth understanding of corporate, hospital and clinic-based health care operations within an academic health system. Fellows gain hands-on experience by taking part in an array of projects across the health system and have opportunities to nurture their professional growth by participating in a variety of leadership activities.

There are many advantages to participating in the EHC Administrative Fellowship Program, but most importantly, the fellowship provides:

- A direct reporting relationship to a member of the senior leadership team who will work with the fellow to develop both Fellowship and career goals
- Opportunities to observe executive leadership at the highest level of the organization
- Opportunities for developing and enhancing leadership and project management skills

Fellowship Objectives
The primary objectives of the EHC Administrative Fellowship Program are to:

John Fox, President & Chief Executive Officer, Emory Healthcare

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• Develop strong leaders for EHC and the health care industry in general
• Introduce fellows to EHC’s philosophy, mission, vision and operations
• Provide opportunities for fellows to receive coaching, knowledge and mentoring from senior-level executives

Fellowship Structure

**EHC Operations and Strategy Track:** Individuals that have an interest in multiple areas within health care are encouraged to complete the Administrative Fellowship’s operations and strategy track. The operations and strategy track provides candidates with the opportunity to develop their ideal experience within operational and/or corporate areas.

During the first year of the Fellowship Program, each operations and strategy track fellow is assigned a senior-level executive who serves as his or her preceptor. This assignment is based on the fellows’ interests and the availability of the preceptors. In the second year of the Program, the operations and strategy track fellow is involved in selecting the senior-level executive who serves as his or her preceptor. This selection is based on the relationships the fellows develop during their first year, the fellows’ interests and needs, and the interest and availability of the executives.

Preceptors are chosen for the Program based on their demonstrated commitment to the Fellowship and mutual interests of the fellows and senior-level executives. The preceptor serves as the fellow’s direct supervisor and provides professional guidance, mentorship and support during the 12-month rotation.

**EHC Financial Management Track:** Individuals interested in health care finance are encouraged to complete the financial management concentration of the Administrative Fellowship. The ideal candidate for this two-year track has an undergraduate degree in business, with a concentration in finance or accounting in addition to a master’s degree in health care administration, business administration, public health or nursing administration. The Financial Management Track allows the fellow to participate in structured rotations within The Emory Clinic and Emory Hospitals.

The fellow’s first year at The Emory Clinic is comprised of six months with the Director of Revenue Management in Patient Financial Services and six months in the office of the Chief Financial Officer. The second year is spent with the Chief Financial Officer of Emory Hospitals.

Training and projects completed during the two years contribute to a strong understanding of registration, scheduling, billing, accounts receivable management, revenue cycle operations, budgeting and financial analysis in physician practice and hospital settings. Upon completion of the Program, the fellow will have the knowledge and experience necessary to perform at a high level in a key financial role within EHC.

Program Components

**Orientation:** During the first month of the Program, fellows participate in informational interviews with members of EHC’s senior leadership team.

**Committee Meeting Rotations:** Fellows rotate among key committees to gain a broad background and understanding of EHC and WHSC. By observing leaders, fellows gain an awareness of various decision-making processes and challenges facing today’s executives.

**Administrator On-Call:** Fellows are added to the Administrator On-Call schedule where they are paired with an EHC Administrator who provides guidance while the fellow serves as the primary, 24-hour administrative contact for Emory Hospitals during their scheduled rotation.

**Clinical Rotations:** Fellows have the opportunity to rotate through various clinical departments within the hospitals and clinics at EHC. The clinical rotations are intended to give fellows exposure to working with physicians, nurses and other clinical staff, as well as an opportunity to observe front-line procedures and patient care.

**Senior Leadership Meetings:** Fellows meet quarterly, both one-on-one and as a group, with EHC’s President & Chief Executive Officer to discuss fellowship progress, professional development opportunities, and current health care issues. In addition, fellows meet quarterly as a group with EHC’s Chief Human Resources Officer to discuss program design and post-fellowship opportunities.

**Lunch ‘n’ Learns:** Fellows organize and facilitate monthly informational sessions with various members of WHSC and EHC leadership to discuss topics that affect the health care industry.
Project-Based Work
Project-based work comprises a major portion of the EHC Administrative Fellowship Program. Potential project focuses may include: (1) operations improvement, (2) project management, (3) interim management opportunities, (4) system-wide strategic initiatives and (5) leadership development.

The fellow and his or her preceptor select assignments that are mutually beneficial to the fellow, the specific health care unit and the health system.

Application and Supporting Documentation
To be considered for the EHC Operations and Strategy Track and/or the EHC Financial Management Track, applicants must submit the following materials (see www.emoryhealthcare.org/admin-fellowship for details):

- Application
- Current resume
- Required essays
- Three signed letters of recommendation
- Official graduate school transcripts

Important Dates
- Application acceptance period: Aug. 1 – Sept. 30
- Interview process: Oct. – Nov.
- Final selection: Early Nov.
- Fellowship start date: Late June

Applications and all supporting documentation must be submitted in one envelope and received between August 1 and the close of business September 30. Incomplete applications and those received after the close of business September 30 will not be accepted (please confirm receipt of materials).

Please send all application materials to:
Sheryl M. Bluestein
EHC Administrative Fellowship Program Manager
Emory University Hospital Midtown Administration
Suite 1202B
550 Peachtree Street, NE
Atlanta, GA 30308

After review of all submitted materials, a select number of applicants will be contacted for telephone interviews. Upon completion of telephone interviews, top applicants will be invited on-site for second interviews.

There are up to three EHC Administrative Fellowship Program positions available each year.

Testimonials

2004-2006
Kelli Gress, Manager of Clinical Operations, Radiation Oncology, Winship Cancer Institute of Emory University

“EMORY HEALTHCARE has exceptional leaders who have created opportunities for me to observe and execute projects to advance my leadership, strategic thinking and interpersonal skills. Unquestionably, this is an experience of a lifetime!”

Sonal Owings, Integration Strategies Administrator, EMORY HEALTHCARE

“My fellowship experience provided me with a unique perspective of the complexity of a health care system that only few have the opportunity to obtain early in their careers. Highlights of the EMORY HEALTHCARE Administrative Fellowship Program included access to learning opportunities with executive leadership, system-wide project experience and career guidance from preceptors. All of these experiences provided me with a solid foundation for my career.”

2005-2007
Joseph John, Administrator, Clinic Operations, The Emory Clinic

“The Administrative Fellowship Program at EMORY HEALTHCARE was an overall exceptional experience that exposed me to all the complexities of a comprehensive health care system. My involvement in numerous, high-impact, organization-wide projects challenged me to think strategically while managing processes and people on an operational level. My interaction with and exposure to the unique leadership and mentorship styles of each senior executive allowed me to grow both personally and professionally. Ultimately, this experience provided me with an opportunity to help fast-track my career.”

Louis Simmons, Senior Clinical Business Manager & Lead Administrator, Grady Operations, Department of Gynecology & Obstetrics, Emory University School of Medicine

“The EMORY HEALTHCARE Administrative Fellowship Program provided the foundation I needed to strengthen my leadership and operational skills. With this foundation and the mentorship that I received from various leaders and managers across the health care system, I have been instilled with the belief that I can and will become a successful health care leader.”
2006-2008

Nicholl Lewis, Senior Business Manager, Emory Healthcare Nursing

“The Emory Healthcare Administrative Fellowship Program has given me access to all the resources necessary to be an effective health care leader. The size of the organization, along with the array of services covering the continuum of care, offers a robust learning environment. This coupled with the mentorship of strong leaders has challenged me and given me confidence in my future success.”

2008-2010

Lauren Brummett, Planning & Operations Coordinator, The Emory Clinic

“The Emory Healthcare Administrative Fellowship Program provided me with a strong foundation for my current role in The Emory Clinic’s Department of Anesthesiology. My past experiences as a fellow allow me to approach current problems and identify solutions from a system-wide perspective, as opposed to a departmental view. The Fellowship program also helped me to understand how decisions are made at the executive level, which applies to how I prioritize initiatives today. Finally, the exceptional leaders I worked with throughout the Program shaped my leadership style within my current position.”

Shannon Kowall, Business Analyst, Emory Healthcare Office of Quality

“Emory Healthcare’s Administrative Fellowship Program delivers on its promise of developing future leaders. Each fellow is aligned with an executive mentor and has the opportunity to learn from and work with other EHC leaders on projects and initiatives that have a direct impact on the operation. I feel very fortunate to be part of an organization that is truly patient-centered and focused on improving the quality of patient care and the patient experience.”

2009-2011

Cortie Thompson, Senior Manager, Emory Healthcare Administration

“Each fellow’s experience is customized to their interests, strengths and even weaknesses. The opportunity to work directly with senior leaders gives each fellow the opportunity to experience diverse leadership styles, manage complex projects and directly contribute to high-quality patient care throughout Emory Healthcare.”

2010-2012

Rebecca Migliaccio, Manager, Business Operations, Hospital Medicine, Emory Healthcare

“The Administrative Fellowship at Emory increased my understanding of the operations of a large, complex health care system. The Fellowship is extremely valuable to young professionals, as it exposes them to a variety of projects and allows them to learn from and collaborate with executive health care leaders. The Fellowship was an amazing learning opportunity that allowed me to develop many skills that I will need throughout the rest of my health care career.”

Adam Tribbett, First-Year Administrative Fellow

“The Emory Healthcare Administrative Fellowship Program provides opportunities to work on projects that span the health system, affords unparalleled access to senior leaders, facilitates the development of leadership skills and encourages fellows to customize their experience based on their interests. I am confident that the relationships I develop and the knowledge and skill set I acquire over the course of the two years will position me to succeed in a complex and ever-changing health care environment.”

Caroline Streadman, First-Year Administrative Fellow

“The Administrative Fellowship Program is a wonderful opportunity to establish long-lasting relationships while working on influential projects across a large academic health care system. The Program provides an appropriate balance of education and practical experience, preparing fellows for the continuation of a successful career in health care.”

Lauren Ford, First-Year Administrative Fellow

“The Administrative Fellowship Program provides a unique opportunity to work directly with senior leaders, experiencing the complex operations of a top-tier academic medical center. While each fellow’s experience is tailored to their interests and availability of various opportunities, they also gain broad exposure to all areas of the health care delivery system. Throughout the Program, fellows are provided with all of the resources and foundation necessary to become strong and successful health care leaders.”

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If you have any questions regarding the Emory Healthcare Administrative Fellowship Program, please visit our Web site at www.emoryhealthcare.org/admin-fellowship.