

2020 Postgraduate Fellowship Networking Resource

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- Interviews with Recent Postgraduate Fellows
- Congress 2020 Directory of Fellowship Organizations



Foundation of the
American College of
Healthcare Executives®

**Connected
Inspired
Empowered**

The *Postgraduate Fellowship Experience* was set to take place on March 24, 2020, in conjunction with ACHE's annual Congress on Healthcare Leadership. Due to COVID-19 and the cancellation of the 2020 Congress on Healthcare Leadership, this resource was put together to grant students insight into postgraduate administrative fellowship opportunities from many sites that offer these fellowships.

The *Postgraduate Fellowship Experience* developed through a collaboration of the American College of Healthcare Executives (ACHE), Association of University Programs in Health Administration (AUPHA), and the National Council on Administrative Fellowships (NCAF) is a great way for you to identify the best fit for your postgraduate fellowship. Not only will your fellowship organization help to develop you as a future healthcare leader, but you will also help to strengthen your host organization and the profession of healthcare leadership.

Postgraduate administrative fellowships can provide exceptional opportunities to advance the next generation of leaders. These hands-on experiences for early careerists provide unparalleled access to operations, governance, strategic planning and community services in various healthcare settings.

For additional information about the *Postgraduate Fellowship Experience*, please contact: (312) 424-9317 or adminfellow@ache.org.



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We are your trusted partner

We're here to help you achieve your personal best while making healthcare safer, more accessible and affordable to all. Together we are meeting today's challenges with bold, new solutions.

About ACHE

For over 85 years, the American College of Healthcare Executives (ACHE) has focused on one mission—advancing leaders and the field of healthcare management excellence. We are the professional home to more than 48,000 healthcare executives who are committed to integrity, lifelong learning, leadership and diversity and inclusion.



With today's rapidly-changing healthcare environment, ACHE remains more committed than ever to being the preeminent professional society leaders can count on to help them gain valuable knowledge to improve health for their patients and their communities. In addition, through an established network of 77 chapters members have access to networking, education and career development at the local level. Members also can earn the prestigious, gold standard FACHE® credential, signaling board certification in healthcare management.

Through The Foundation of The American College of Healthcare Executives, excellence is advanced with ongoing research and education, including the annual Congress on Healthcare Leadership. Each year over 4,000 participants gather to benefit from groundbreaking research and thought leadership, policy updates, and actionable innovations championed by their peers. The Foundation's publishing division, Health Administration Press (HAP), is one of the largest publishers of books and journals on health services management, including textbooks for college and university courses. ACHE is also known for its magazine, Healthcare Executive.

Our commitment to educate, engage and inspire our members as they lead and serve hospitals, healthcare organizations and systems will never waver.

Learn More About ACHE

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[FACHE](#)

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———— **Connect** ————

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[Chapters](#)



Association of University Programs in Health Administration

1730 M Street NW, Suite 407, Washington, DC 20036

Office Phone: (202) 763-7283

Website: www.aupha.org



About AUPHA

The Association of University Programs in Health Administration (AUPHA) is a global network of universities, faculty, individuals and organizations dedicated to the improvement of health and healthcare through excellence in healthcare management and policy education. Its mission is to foster excellence and innovation in health management and policy education, and promote the value of university-based education for leadership roles in the health sector. It is the only non-profit entity of its kind that works to the delivery of health services – and thus the health of citizens – throughout the world by educating managers. AUPHA's membership includes the premier baccalaureate, master's and doctoral degree health administration education in the United States, Canada, and around the world. Its faculty and members represent more than 400 colleges and universities.

Our Vision

To be recognized as the global leader in advancing higher education and scholarship in healthcare management and health policy.

Our Mission

AUPHA fosters excellence and innovation in health management and policy education, and scholarship.

Our Values

AUPHA achieves excellence and innovation in health management and policy education by embracing diversity and providing opportunities for learning and collaboration.

Excellence

AUPHA believes that excellence in education leads to excellence in healthcare management practice, and ultimately leads to improved quality, efficiency and accessibility in healthcare delivery.

Innovation

AUPHA promotes innovation, encourages the adoption of new strategies, and disseminates best practices in healthcare management and policy education.

Collaboration

AUPHA collaborates in the generation and translation of research and the integration of theory and practice in interprofessional work environments.

Diversity

AUPHA believes diversity --in people, in programs and in perspectives --is essential for an effective interprofessional workforce.

Learning

AUPHA pursues continual learning to advance and share knowledge, to foster the development of pedagogy, and to improve teaching and practice.

Learn More About AUPHA

Be sure to visit the [AUPHA website](http://www.aupha.org) to learn more about [Why AUPHA Matters](#)

The National Center for Healthcare Leadership (NCHL) is a not-for-profit organization that works to ensure that high-quality, relevant, and accountable leadership is available to meet the needs of 21st century healthcare. Our vision is to optimize the health of the public through leadership and organizational excellence.

NCHL advances healthcare leadership by addressing critical issues facing today's leaders. We champion three premier membership programs including the Leadership Excellence Networks (LENS), US Cooperative of International Patient Programs (USCIPP), and National Council on Administrative Fellowships (NCAF). Each of these programs supports its members through collaboration, education, and research to help them achieve their business goals as they pursue excellence and solutions.



IMPORTANT RESOURCES

Applicant Instructions

<http://bit.ly/NAFCAS2020Instructions>

NAFCAS Applicant Portal

<https://nafcas.liaisoncas.com>

Fellowship Site Directory

<http://bit.ly/NCAFAAdministrativeFellowships>

2020 FAQs

<https://bit.ly/2UCKvAz>

Application deadlines may vary for fellowship sites during NAFCAS Cycle 2. If a fellowship site has indicated a "rolling" deadline, they will accept applications on a first come, first serve basis. NCAF recommends applying sooner rather than later.



National Center for Healthcare Leadership

Leading 21st century healthcare



national council on
administrative fellowships

the centralized application service
for administrative fellowships

The National Council on Administrative Fellowships (NCAF) is a platform for recruitment of administrative fellows. In doing so, NCAF allows for a uniform and coordinated recruitment process, helps organizations access a national pipeline of the next generation of healthcare industry leaders, and brings fellowship sites and graduate health management programs together to share ideas and best practices.

NCAF offers a centralized application service, known as NAFCAS to simplify the application process for fellowship applicants and administrative fellowship sites.

The NAFCAS 2020-2021 has two application cycles.

- ❖ **NAFCAS Application Cycle 1 will run from June 10, 2020-October 1, 2020**
- ❖ **NAFCAS Application Cycle 2 will run from November 23, 2019-February 1, 2020***

View Participating NCAF & NAFCAS Members Here

Career Resource Center



American College of
Healthcare Executives
for leaders who care®

We are digitally offering some of our tools and resources designed specifically for emerging healthcare leaders. We are offering a series of hour-long webinars that will be made available for viewing on our [Career Resource Webinars for Students page](#). Webinar recordings will be available mid-May. Let ACHE's Career Resource Center help you maximize your competitive edge with our new digital offerings that will support your growth and help propel your career forward. Take a look at our other offerings on our [Career Resource Center](#) website.



Job Interviewing Skills

This hour-long recorded webinar is geared toward students and early careerists and will cover effective job interviewing techniques and strategies that will help boost your chances of landing that job.

CareerEDGE SE Plus

A demonstration of ACHE's CareerEDGE Student Edition by our Career Resource Center. We will demonstrate our unique, interactive and comprehensive tool for planning and managing your career. We will show you how to use the included assessments, a strategic career planning framework, job site links and more to help you navigate this evolving healthcare marketplace.



Give Your Resume a Competitive Edge

In today's competitive marketplace, it's not enough to have a good resume, you want it to stand out among the rest. Discover common pitfalls and best practices to help maximize your results when sharing your resume in pursuit of new opportunities.

LinkedIn Shorts

This is an hour-long tutorial on how to amplify the effectiveness of your professional LinkedIn page. Recruiters and employers both use LinkedIn to source candidates for employment. We will offer tips and tricks to help you build your online professional brand that will help you open doors to connections and opportunities you may not have had before.



Interviews with Healthcare Administration Postgraduate Fellows

Fellowship: Johns Hopkins Medicine

Year: 2017-2019



Samuel Boadu Jr.

Division Administrator,
Pulmonary Critical Care
Johns Hopkins Medicine

Samuel Boadu Jr. holds a Master of Public Health degree from Boston University School of Public Health and dual Bachelor of Science degree from Syracuse University in Biology and Public Health with a minor in Forensic Science.

His interests lie within the realms of healthcare both local and international, community development, educational opportunity, and cultural competency and sensitivity.

Sam is currently the Division Administrator for Pulmonary and Critical Care Medicine as well as Sleep Medicine at Johns Hopkins University. He also serves as the President Elect for the Baltimore Chapter of National Association of Health Services Executives (NAHSE), Board Chair for Expanding Boundaries International, and Board Member for Civic Works and Mikey's Miracle Foundation.

Fellowship: Vizient Inc.

Year: 2018-2019



Alyzeh Haider

Product Manager,
Product Strategy and
Management Vizient Inc.

Alyzeh Haider is currently a Product Manager in the Product Strategy and Management department at Vizient Inc. based out of Chicago, IL. Prior to this role, she was a fellow under the Data Analytics and Informatics Department at Vizient Inc. As a fellow, she focused on research analytic projects, performance improvement collaboratives, corporate strategy, custom analytics for member requests, and helped market and enhance Vizient's current tools. Alyzeh's time as a fellow allowed her the opportunity to learn the skills required to analyze clinical and operational data and present it to member hospitals and team members. After completing the yearlong fellowship in July 2019, Alyzeh accepted a role as a Product Manager. In this role, she is responsible for the vision and business decisions for one of Vizient's proprietary software solutions.

Alyzeh completed her Bachelors in Health Management and Policy from Saint Louis University in 2015 and earned her Master in Health Administration from the Sloan Program in Health Administration at Cornell University in 2018.

Fellowship: Barnes-Jewish Hospital

Year: 2019-2021



Andrew Schuette

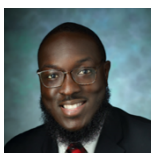
David A. Gee
Administrative Fellow
Barnes-Jewish Hospital

Andrew Schuette is a David A. Gee Administrative Fellow at Barnes-Jewish Hospital working to improve patient outcomes while learning from our country's best healthcare leaders. Originally from a small town (pop. 118) in rural Kentucky, Andrew cultivated his work ethic and compassion for others laboring in the fields. He spent a decade in practice as an audiologist at Henry Ford Health System, Massachusetts General Hospital, and Washington University School of Medicine in St. Louis, caring for thousands of patients before transitioning to administration to scale his impact on healthcare.

In his first few months as a fellow, he's already reduced waiting times for victims of violence, increased MyChart enrollment, and secured funding for support staffing for cancer patients. His writing has appeared in STAT News and JAMA Otolaryngology - Head / Neck Surgery. Andrew holds an Au.D. from the University of Louisville and an MBA from Washington University in St. Louis.



Q: What motivated you to apply for your administrative fellowship?



SB: Coming from a science undergraduate program and then a Public Health graduate program, I thought the Fellowship offered a great fail-safe training ground to test the waters of my education to truly identify where I found myself in the landscape of healthcare administration. My want for a really diverse experience and Hopkins leadership being okay for me to pilot rotations outside the bounds of the traditional program is really what sold the program for me. When I asked to do things that were unprecedented or I had interest in, it was always intriguing to fellowship leadership and the steering committee worked to curate the multiple experiences I desired.



AH: I was motivated to apply for a fellowship because I wanted a transitional role before I dove into a full-time position. After my masters, I felt that I needed more work-place experience and a fellowship seemed like a great opportunity to gain working experience while still continuing to have an educational aspect to my role.



AS: Though I spent nearly a decade in practice as an audiologist, I needed an experience that would prepare me for success as a healthcare leader outside my clinical discipline. As I evaluated options after my MBA, it became clear that an administrative fellowship was that experience.

I received some great advice to focus on only a few fellowships. That allowed me to step back to examine what I was looking for beyond just the fellowship. My wife and I discussed what was important to us—being close to our families, access to nature, and our careers. We decided that I would apply to sites in the Midwest, exclusively at Academic Medical Centers. This created a clear focus in the application process that allowed me to tailor each application.

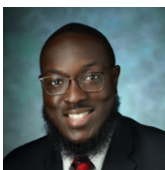
Q&A

Q: What were the best and most challenging parts of your fellowship experience?



AS: Transitioning from a clinical role to administration was challenging. Before the fellowship, my value was defined as the quality of care I provided and how many patients I saw. In the fellowship, I struggled to understand how I was contributing to the organization. After taking a step back, I realized I was building a foundation of experiences with our leaders and front-line staff that would prepare me for success. Those experiences led me to start working on a diverse set of projects within several months that allowed me to contribute well outside my previous clinical scope.

The best part of my fellowship has been the time I've spent with our support staff. Greg Patterson, BJH's Former VP of Facilities, made a practice of working alongside his frontline staff to understand their work and get to know them. He allowed us to have the same experience during our rotation with his team. My co-fellow, Winston Wright, and I delivered meals to patients, cleaned hospital beds and patient rooms, transported patients, completed work-orders, and sterilized surgical instruments. Spending time with our team members showed us that we're all clinical whether you're a nurse putting in a central line or a housekeeper cleaning the room to prevent infections. I'd encourage every fellow to seek out similar experiences to stay connected to our front-line team members.



SB: The best part of the fellowship at Hopkins is the opportunity to have a decent attempt at tangentially learning a health system in 2 years, which I don't believe is possible when serving in other

capacities. Additionally, the chance to work so closely with senior leadership at a very agile time in one's career really creates an invaluable experience. I learned and tried so many different versions of my leadership style throughout my fellowship. The most challenging part of my fellowship was actually a component that I very much desired when looking into Fellowship programs. The program at Hopkins is project rotation based, by that you have 8-10 weeks to complete projects before moving onto your next rotation. There are many times where you'll carryover projects that require more time but also the expectation is a fellow should at least make meaningful contribution to the project before rotating out of a certain area. Inevitably, that creates a sense of constantly competing against a clock. Fortunately, preceptors are very understanding and are aware of competing responsibilities but as a fellow you of course want to do a good job so you sometimes enact unnecessary anxiety.



AH: The best part of the Vizient fellowship was that this was an incredibly unique experience. Since this fellowship was focused on Healthcare Analytics, I was able to learn how to analyze and understand hospital data. This was very different than a traditional Healthcare Administration fellowship because it was mainly focused on big data as opposed to the operational and strategic functions of a facility. Another unique experience about this fellowship was that I was exposed to many hospitals and health systems that use Vizient for their data analytics. Instead of being exposed to just once facility, I was able to work with many different AMC's and community hospitals and get insight into how they operate. However, since this year-long fellowship mainly focused on analytics, there was a large learning curve. Since I had very minimal experience in analyzing hospital data, I had to do a lot of research and understanding in order to tell accurate stories with the data I was analyzing.

Q&A

Q: What do you think made your application stand out? Or any tips/tricks for a student considering to apply.



AH: I think one of the main things that made my application stand out is that I reached out to the current fellows at the time. Showing the current fellows that

I had an interest in this fellowship and Vizient allowed me to make a connection with them so when my application was submitted, they knew who I was and that I was interested.

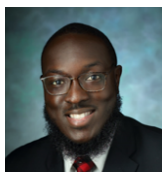
My advice for students considering applying to Vizient's fellowship, or any other fellowship, is to make a connection with the current fellows. This way, when you apply to the fellowship, the fellows already have a sense of who you are and can vouch for you as the application cycle begins.



AS: For your application, my best advice is to focus on just a few fellowships. This will allow you to speak to each one in your cover letter and personal statement, making your application stand out. Sites are looking for any reason to put your application in the "no" pile—a generic application will do that.

For your essay questions, it is easy to focus on having the "right" answer. In healthcare, things are much grayer. We are interested in understanding how you think more than any "right" answer.

When preparing, do informational interviews and get to know the fellows. Ask lots of questions about culture. The goal is to build a career within an organization, not just get a fellowship.



SB: I always advise applicants to find what is most unique about the organization they are looking into and see if there is a connection to their personal story. The best way

I believe one can stand out in an interview and application pool is by remaining authentic, in doing so it makes it pretty clear when an organization is a good fit for the applicant despite rankings. In my application, I spoke about my connection to the rationale behind the inception of the institution; to collocate a school of medicine and hospital as well as Johns Hopkins' desire to provide quality healthcare to the city of Baltimore despite sex, age or color which was very progressive for the time and is a personal passion of mine.



Q: What questions did they ask you in the finalist interview?



SB: The Johns Hopkins Medicine interviews consist of 2 rounds; an e-interview and in person onsite interview with our Fellowship Steering Committee.

It is the belief that candidates who apply to the Johns Hopkins Fellowship are competitive and capable to do well anywhere and it is really the Steering Committees job to discern between qualified candidates and candidates whom would be a good fit for the organization.



AH: Some questions that I was asked during my finalist interview were:

- How well do you work with others? (You work very closely with your co-fellow on a lot of projects)
- What is your experience in analyzing data? If you don't have much experience, are you willing to learning Tableau, SASS, Python, etc.?
- Tell us about a project you completed during grad school or in an internship where you worked with data.

The finalist interview consisted of four 30-minute interviews. One with the fellowship mentor (The SVP of Data Analytics at Vizient), one with someone from upper management that you will do at least one project with, and the last two were with the two current fellows.



AS: I was asked many standard interview questions (e.g., tell me about your weaknesses). Most interviewers asked to tell my story. Otherwise, my interviews were conversational. Once you're onsite, the team has decided you're qualified. The purpose of being there is to figure out if you want to work together. Don't forget you're interviewing them too!

Q&A

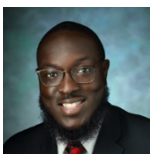
Q: What do you know now that you wish you knew when you applied?



AS: I feel fortunate and humbled to be a fellow. The only thing I'd tell myself is that we're all people and we're more than our titles.

Take time to get to know folks in the application and interview process—it's an opportunity to build lasting connections even if you don't get the fellowship.

I had a non-traditional pathway to my fellowship. No one in my MBA class was in healthcare, let alone applying to a fellowship. If I didn't get a fellowship, I would have just done something else. For those in MHA programs, there is more pressure. My suggestion would be to remind yourself that a fellowship does not pre-determine success or failure; it's simply a road that some go down while others take a different path.



SB: The individuals you interview with will become lifelong friends. Look into onsite interview dates in advance, I had to cancel some interviews because of conflicts.



AH: I think if I were to have gained more experience in analyzing data and learning more software tools during graduate school, that would have made my

application stand out more - not just for the Vizient fellowship, but for other fellowships and jobs as well. Healthcare is heavily moving towards using data analytics to make informed decisions and I think if I were to have had more experience with data, my application would have definitely stood out more.

Q&A

Q: How was/is the working dynamic with your preceptors, and host site? Did you have time outside of the fellowship for personal activities? What types of volunteering did you do?



AH: My relationship with my preceptor/mentor was very easy going. He was able to connect me to individuals that I wanted to work with and was incredibly supportive when it came time to make a decision of what I wanted to do after the fellowship.

Vizient as a company focuses a lot on a healthy work-life balance. Throughout the year, I was able to work from home once a week, and had plenty of time for personal activities after work and on the weekends.

For volunteering, Vizient as a company requires we complete at least 15 hours of volunteering a year. I participated in a few activities such as cleaning up local parks and beaches, volunteering at the food bank, and making snack bags and hygiene kits for different groups.



AS: I'm fortunate to have a great preceptor, Christi Longnecker, VP of Siteman Cancer Center. She's the first person I went to professionally when my wife and I received some difficult personal news. Because of our bond and connection, I have her support and she has my trust. I believe building a strong personal relationship with your preceptor is as important as the professional one.

As a new father, one of my concerns was work-life balance. I took this experience as an opportunity to figure out how to be the father and

husband I aspire to be while making a significant contribution to our hospital. I keep sight of what's most important by only attending one evening event during the week, working from home once a month, and having a quarterly daddy-son day with my son. It's easy to lose yourself along the way. I'm fortunate to have an amazing wife and mentors who also recognize the importance of family while promoting my professional success.



SB: Working with the preceptors I had was awesome, everyone I ever worked with availed themselves to the proximity of cellphone number exchanges and text messages that included emoji's from time to time. At Hopkins, it is our mission to remain cutting edge and a way in which to do that is by professional conferences and career development. I attended 5 conferences during my fellowship and obtained 3 certificates. I also was mentored to get involved in my community and availed the opportunity to participate in volunteer events during work hours. I became a mentor through the Thread Program, a step coach at multiple schools throughout the city and an emerging leader through the Maryland branch of United Way.

Q&A

Q: What has happened with your career since you left your fellowship? If you are still in the fellowship where would you like to end up in 5 or more years after its completion?



SB: I am coming up on my 1-year mark since graduating from the fellowship and my post fellowship job placed me exactly where I wanted to be; administration within the Department of Medicine working on critical care patients and those battling chronic diseases as opposed to episodic care. I landed my dream job as Division Administrator for Pulmonary & Critical Care Medicine and Sleep Medicine. That was only after applying and interviewing both internally and externally and having a Program Director that unbiasedly wanted me to find the best role for me whether that was to be at Hopkins or elsewhere. I currently have a phenomenal boss and clinical leader, which further heightens my job satisfaction – it's hard to think of working for anyone else as of right now. I love that it remains important to my superiors that I continue my community engagement. I now sit on four nonprofit boards! I am of course open to career advances but am not sure what will be next professionally. Academically, it is my intent to apply and gain admission into a PhD program in the near future.



AH: After the fellowship, I accepted a fulltime position as a Product Manager at Vizient in the Product Strategy and Management department. I hope to continue to grow at Vizient in the next 5 years.



AS: Five years ago, I was a single audiologist. Today, I'm a husband and father completing my administrative fellowship at Barnes-Jewish Hospital. I didn't plan all of this five years ago; instead, I had a clear sense of my values, desired contribution, and got lucky in many ways.

I don't have a desired position five years from now; much of that is beyond my control. Instead, I want to continually increase my contribution by building better and more humane systems to empower team members. Some key areas I plan to focus on are supporting our cancer patients, increasing adoption of innovative technology, and building new patient care programs.

American College of Healthcare Executives

300 S. Riverside Plaza. Suite 1900. Chicago, IL 60606



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Stuart A. Wesbury, Jr. Postgraduate Fellowship URL:

<https://www.ache.org/career-resource-center/special-groups/resources-for-students-and-early-careerists/wesbury-postgraduate-fellowship>

Stuart A. Wesbury, Jr. Postgraduate Fellowship Description:

Since its founding in 1933, the American College of Healthcare Executives has worked toward its goal of improving society's health status by advancing healthcare leadership and management excellence. Today, ACHE is the premier professional society for healthcare executives, with a continually growing membership base now numbering more than 40,000 individuals. ACHE is dedicated to helping healthcare executives realize their career potential through professional development programs and services; a prestigious credentialing program; unparalleled educational offerings; award-winning books and journals on healthcare management; groundbreaking research; and public policy initiatives.

The Stuart A. Wesbury Jr. Postgraduate Fellowship was established in 1991 to further postgraduate education in healthcare and professional society management. The fellowship was named in honor of Stuart A. Wesbury Jr., PhD, LFACHE, ACHE president from 1979 to 1991.

Fellowship Purpose

ACHE's fellowship program has four primary purposes:

- To provide in-depth exposure to a broad range of association management issues and one-on-one interaction with senior-level executives.
- To allow the fellow to assume responsibility for selected administrative tasks.
- To develop the fellow's decision-making and problem-solving skills as they relate to complex organizational activities.
- To provide the fellow with an opportunity to explore particular issues of importance to ACHE and its members.

Fellowship Program

The one-year fellowship program will provide an opportunity for the fellow to work in all major ACHE divisions, including Communications and Marketing, Executive Office, Finance & Administration, Health Administration Press, Management Information Systems, Member Services, Professional Development and Regional Services. The fellowship program's content will be developed around organizational needs and the fellow's special interests. Attendance at ACHE seminars and conferences and key association meetings is part of the fellowship. ACHE President and Chief Executive Officer Deborah J. Bowen, FACHE, CAE will serve as preceptor for the fellowship program.

Ann & Robert H. Lurie Children's Hospital of Chicago

225 E Chicago Ave, Chicago, IL 60611



Lurie Children's Administrative Fellowship URL:

<https://www.luriechildrens.org/en/for-healthcare-professionals/education/fellowships-training-programs/administrative-fellowship/>

Lurie Children's Administrative Fellowship Description:

Ann & Robert H. Lurie Children's Hospital of Chicago provides superior pediatric care in a setting that offers the latest benefits and innovations in medical technology, research and family-friendly design. As the largest freestanding pediatric provider in the region with a 135-year legacy of excellence, Lurie Children's is an academic pediatric healthcare leader committed to providing unsurpassed healthcare for children and educating future healthcare leaders. Our Administrative Fellowship Program fulfills that commitment by providing analytical, financial and leadership experiences to diverse, emerging healthcare leaders in a dynamic environment to achieve a healthier future for every child.

The one-year administrative fellowship is a project-based program which allows fellows the opportunity to gain exposure to all facets of the organization. Administrative fellows work closely with the senior leadership teams on projects that address operational and strategic initiatives. The project-based structure allows fellows to tailor the experience to their interests, while supporting the mission of Lurie Children's.

Along with project work, fellows attend leadership and board meetings and are encouraged to supplement their experience with additional meetings, shadowing and partaking in other activities across the hospital.

Ann & Robert H. Lurie Children's Hospital of Chicago is a top-tier academic pediatric healthcare institution. As such, the Fellowship program allows for future healthcare leaders to develop their skillset in this unique and enriching environment, while highlighting the individual's skillset and allowing unique opportunities for continued growth. The goal of the program is to prepare the Fellow for immediate success in their next role, and eventual success in healthcare leadership, while promoting a culture that embraces the Power of All values.

Objectives

The objectives of the fellowship include:

- Postgraduate experiential learning and professional growth through projects, shadowing/observations, leadership meetings, and conferences
- Contribution to the organization through projects based on personal interest and organizational goals
- Fostering mentor/mentee relationships with the senior executive team

Brigham and Women's Hospital

15 Francis Street AB116, Boston MA 02115

BRIGHAM HEALTH



**BRIGHAM AND
WOMEN'S HOSPITAL**

Deland Fellowship in Health Care and Society Fellowship URL:

<https://www.brighamandwomens.org/about-bwh/deland-fellowship/description>

Deland Fellowship in Health Care and Society Fellowship Description:

The Deland Fellowship is a one-year administrative experience which prepares professionals to be leaders of health care institutions. All throughout the year, Fellows are exposed to the operations of an academic and community-based medical center. They develop the skills which are fundamental to their professional development as healthcare professionals.

The Fellowship is based at the Brigham and Women's Hospital and at the Brigham and Women's Faulkner Hospital, world leaders in patient care, medical education and research, community engagement and major teaching hospitals of Harvard Medical School. The fellowship experience is further enhanced by the hospitals' membership in the Partners HealthCare System, which was founded with Massachusetts General Hospital. This integrated system, one of the largest in Massachusetts, is advancing the field of health care through innovative and collaborative clinical programs, teaching and research initiatives.

Through project-based learning guided by senior leaders, Deland Fellows focus on effective ways to bridge the worlds of science and medicine and administration. Fellows pursuing administrative roles gain an in-depth understanding of the clinical aspects of healthcare; and those who have a clinical background explore the principles of management, operations and finance. Due to its flexible curriculum, the Fellows have the choice of working on a variety of projects to further define their areas of interest.

Deland Fellows work with administrators, faculty and staff at the Brigham and Women's Hospital, the Brigham and Women's Faulkner Hospital and their affiliates on projects which are compatible with and tailored to their background and interests. Opportunities for study include:

- Hands-on exposure to clinical work, including physician and nursing rounds, observing clinical procedures and quality rounds
- Experience in management, finance, operations, marketing and community relations
- Experience working within an integrated health care system of academic and community-based hospitals
- Participation in high-level meetings and assignments to special projects
- The Deland Fellowship is a distinctive and unique learning opportunity which is well suited to mid-career applicants who may have had previous experiences in related fields.

Children's Hospital Los Angeles

4650 W Sunset Blvd, Los Angeles, CA 90027

Children's Hospital Los Angeles Administrative Fellowship URL:

<https://www.chla.org/administrative-fellowship>



Children's Hospital Los Angeles:

Founded in 1901, Children's Hospital Los Angeles (CHLA) is one of the nation's leading children's hospitals and is acknowledged worldwide for its leadership in pediatric and adolescent health. CHLA is one of only 10 children's hospitals in the nation—and the only children's hospital on the West Coast—ranked in all 10 pediatric specialties by U.S. News & World Report. CHLA is ranked #6 nationally and #1 in California on the magazine's 2018-2019 Honor Roll of children's hospitals.

As an academic medical center, CHLA is a premier teaching hospital and has been affiliated with the Keck School of Medicine of the University of Southern California since 1932. It is also home to The Saban Research Institute where principal investigators and researchers conduct basic, clinical and translational studies; TSRI is among the top 10 recipients of NIH research funding among freestanding children's hospitals. In addition to many recognitions for clinical care, CHLA is designated as a Magnet hospital by the American Nurses Credentialing Center (ANCC) for its quality patient care and nursing excellence.

Fellowship Description:

The Administrative Fellowship at CHLA provides a broad range of health care administration experiences over the course of the 12-month program. The Fellowship offers a rotation-based experience with projects geared towards the Fellow's areas of interest and needs of the enterprise.

The Fellow participates in and leads prioritized and challenging enterprise initiatives, an approach intended to help the Fellow develop marketable project management, analytical, leadership and interpersonal skills. Understanding the importance of professional mentorship, the Fellow meets regularly with executive and enterprise-wide leadership. Ultimately, through visible, tangible project work and network development, the Fellowship aims to identify promising candidates for future leadership positions within CHLA.

The Fellow reports directly to the President and Chief Executive Officer of CHLA and is supported by the Fellowship Program Director. Each rotation has an executive sponsor who will help define projects, create goals, and obtain results over a two-to-three-month period. This structure aims to provide a well-rounded understanding of organizational settings distinct in their challenges and function within CHLA.

Throughout the Fellowship, the Fellow has the opportunity to shadow key leaders of the organization and attend high level executive leadership meetings. The Fellow experiences different managerial and leadership styles to develop an understanding of his or her own personal style.

Potential department rotations may include:

- Accounting
- Ambulatory Operations
- Clinical Operations
- Clinical Service Lines
- Community Affairs
- Compliance
- Decision Support Services
- Education Administration
- Facilities Management
- Finance
- Foundation & Philanthropy
- Government Affairs
- Health System Development
- Human Resources
- Information Systems
- Marketing & Communications
- Quality & Safety
- Research Administration
- Revenue Cycle Management
- Strategic Services
- Supply Chain Management



Dana-Farber Cancer Institute

450 Brookline Avenue, Boston, MA 02215



Dana-Farber
Cancer Institute

1. **Administrative Fellowship**
2. **Cell Therapies Management Fellow**

Fellowship URL:

<https://www.dana-farber.org/for-physicians/education-and-training/fellowships-and-training-programs/administrative-fellowship-program/>

Fellowship Description:

The Administrative Fellowship is a one-year program designed to provide high potential individuals with the opportunity to further develop their leadership style and analytical skills while gaining expertise in areas across the Institute. The Fellowship Program is grounded in ambulatory care training and administration.

The Dana-Farber Administrative Fellowship provides:

- Knowledge of organizational dynamics gained from working with senior leadership throughout the Institute
- An opportunity for inexperienced managers to obtain an applied foundation in financial management, ambulatory care management, research administration, human resources administration, facility, and strategic planning
- An understanding of the common values shared by all health care professionals at Dana-Farber
- Advanced experience directed towards preparing fellows for administrative leadership positions in research/academic medical institutes

Denver Health

777 Bannock St, Denver, CO 80204



DENVER HEALTH™
— est. 1860 —
FOR LIFE'S JOURNEY

Denver Health Administrative Fellowship Program Fellowship URL:

<https://www.denverhealth.org/for-professionals/office-of-education/graduate-programs/administrative-fellowship>

Denver Health Administrative Fellowship Program Fellowship Description:

The Denver Health Hospital Authority (DHHA) Administrative Fellowship Program is a year-long, project – and rotation based fellowship that allows the Fellow to work on a wide variety of projects throughout the enterprise. The Fellow will serve as project manager or provide project support on multiple projects throughout the year, while rotating through different clinical and administrative services. The full-time paid position provides future healthcare executives with opportunities to gain an in-depth understanding of hospital and clinic based healthcare operations in an academic medical center environment. Fellows who successfully complete the program will be eligible for a non-competitive appointment at Denver Health.

As an administrative fellow, you will be exposed to all operations at Denver Health. Leadership will be available to help guide the experience with emphasis on the fellow's interests and professional development. The approach is meant to prepare the fellow for a successful career in healthcare administration.

Functional Rotations

- Ambulatory Care
- Orthopedics
- Surgery
- Emergency Department
- Pulmonary Services
- Perioperative Services
- Department of Medicine
- Pharmacy
- Lab
- Radiology
- Paramedics
- Women and Children
- Outpatient Behavioral Health
- Behavioral Health/Correctional Care
- Care Management
- Public Health
- Finance
- Revenue Cycle
- Public Health
- Patient Access
- Support Services
- Human Resources
- Denver Health Medical Plan
- Innovation and Analytics
- Engineering
- Rocky Mountain Poison & Drug Control
- LGBT Center of Excellence
- Information Technology
- Language/Interpreter Services
- Technology
- Access/Patient Contact Center
- Security
- Lean

Assignments

Project work may be proposed by senior leaders, the fellow, or service line directors. Managers may also submit projects taking place within their department. These submissions are reviewed jointly by the Associate COO and the fellow to determine involvement and scope of the project.



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Professional Development

The Denver Health Administrative Fellowship carries the mission of preparing the fellow to excel in their career. Senior leadership will guide the fellow's experience to further develop competencies in health care administration. Professional competencies will be advanced through the following functions:

- **Planning and Organizing:** Project management, organizational and prioritization of assignments from the preceptor
- **Analysis and Decision Support:** Provide data analysis and interpretation related to projects or initiatives
- **Reporting/Data Management:** Preparation and distribution of reports with financial and non-financial impact to projects or business operations
- **Relationship Management:** Building and maintaining positive working relationships throughout the organization that enable efficient leadership through projects involving change management or complex cross-departmental collaboration

Froedtert & Medical College of Wisconsin Administrative Fellowship URL:

<https://www.froedtert.com/administrative-fellowship>

Froedtert & Medical College of Wisconsin Administrative Fellowship Description:

The Froedtert & Medical College of Wisconsin Administrative Fellowship Program is a two-year, project based program that provides comprehensive training and development for individuals seeking a leadership career in health system administration.

Fellows are provided with an in-depth understanding of academic medical center operations through exposure to various clinical and administrative areas. In addition to gaining robust contextual and functional knowledge, fellows take part in multiple hands-on learning experiences through immersions in various clinical and core service departments to gain competency in the skill-sets, processes, and tools required of medical practice management.

Under the direction of the fellowship mentors, the fellow will support key initiatives and projects in each area. The fellow will also participate in senior leadership meetings as appropriate and work as part of multi-disciplinary teams and independently to advance Froedtert & MCW health network's key strategic goals.

The primary goal of the program is to develop participants, through measurable demonstration of healthcare operations knowledge and skill-set competency, to successfully assume leadership roles in health system administration. Fellows will complete projects designed to strengthen administrative and leadership skills. The Froedtert & MCW Administrative Fellow will:

- Lead projects that develop analytical, leadership, finance, and health care operations skills.
- Demonstrate attention to detail, consistency, and meets multiple deadlines in a timely manner.
- Exhibit an understanding of health care administration, medical practice management, and an understanding of the Froedtert & MCW organizational structure and mission.
- Work effectively both independently and as part of a multi-disciplinary team.
- Act as a self-starter and demonstrate a willingness to take on new and challenging leadership roles, as well as non-leadership projects and deliverables.
- Build effective health care management skills and the ability to work with administrative leaders, as well as physician and clinical leaders.

Hartford HealthCare Administrative Fellowship URL:

hhchealth.org/adminfellowship

Hartford HealthCare Administrative Fellowship

Description:

At Hartford HealthCare we are dedicated to providing patients with an exceptional, coordinated care experience and a single, high standard of service. Our partners include a tertiary-care teaching hospital, an acute-care community teaching hospital, an acute care hospital & trauma center, two community hospitals, the state's most extensive behavioral health network, a large primary care physician practice group, a regional home care system and a physical therapy and rehabilitation network. Our Institutes include Bone & Joint, Neurosciences, Heart & Vascular and the Hartford HealthCare Cancer Institute which provides coordinated care across five cancer centers and is the charter member of the Memorial Sloan Kettering Cancer Alliance.

The project-based fellowship provides the opportunity to work with Senior Executive Leadership on assignments based on organizational need and the individual's personal interests. The Fellow will gain system level exposure to human resources, quality, operations, performance excellence, planning and business development, marketing and finance.

Henry Ford Health System Administrative Fellowship URL:
<https://www.henryford.com/hcp/med-ed/allied/admin-fellowship>

Henry Ford Health System Administrative Fellowship Description:

The Administrative Fellowship at Henry Ford Health System (HFHS), in southeast Michigan, provides an unmatched opportunity to develop leadership and management skills within the complexities of a highly-integrated health system, create and implement solutions to pressing operational, strategic, and community-based challenges, and build a powerful professional network with HFHS's nationally and internationally respected physician and administrative leaders.

With more than twenty-five years of Administrative Fellowship program support, HFHS Senior Leaders are truly dedicated to the involvement and development of the Administrative Fellows. Fellows are considered a valued and respected part of the Senior Leadership team and are expected to act and operate at that level by taking on a broad spectrum of responsibilities and leading high-priority initiatives.

Many aspects of Henry Ford Health System make it an ideal organization for an Administrative Fellowship Program, some of which include a/an:

- Effective team of recognized leaders who collectively, as an organization, operate nearly every type of health care delivery service in the United States health care delivery system
- Strong culture of education, innovation, and advancement
- Relentless effort towards continuously improving patient care, including clinical quality, safety, and the patient and family experience
- Genuine and constant commitment to the diverse communities we serve by striving to provide equitable health care services within our facilities as well as community-based health improvement initiatives within our neighborhoods
- Collaborative, team-oriented atmosphere
- Dedication to enhancing, embracing, and appreciating diversity in the workplace
- Outstanding leadership team committed to the growth and development of the Administrative Fellows
- Well-established fellowship tradition resulting in a close-knit, collegial HFHS Administrative Fellowship Alumni base at Henry Ford Health System and across the nation

Houston Methodist

6565 Fannin St. Houston, TX 77030



Houston Methodist Administrative Fellowship Program Fellowship URL:

<https://www.houstonmethodistcareers.org/sg-admin-fellowship.html>

Houston Methodist Administrative Fellowship Program Fellowship Description:

Houston Methodist Administrative Fellowship Program lasts a total of 18 months. The first month is spent meeting with senior leadership throughout the organization and learning about key initiatives. Following the orientation period, individuals enter into a rotation-based curriculum with some customization available to optimize his/her experience.

Preceptor and Senior Advisors

Debra F. Sukin, MHA, PhD, FACHE, Regional Senior Vice President, Houston Methodist and Chief Executive Officer, Houston Methodist The Woodlands Hospital, serves as the program preceptor and works with the fellows to guide their experiences.

Each Administrative Fellow will have a preceptor during each rotation as well as a mentor throughout the fellowship. These individuals will meet with the fellow throughout his/her fellowship to:

- Discuss rotation experiences
- Provide insight on Houston Methodist initiatives
- Guide personal/professional development
- Promote intellectually challenging discussions

Rotations:

- **President and CEO of Houston Methodist**

Senior Advisor: President and CEO of Houston Methodist

- **Executive Vice President of Houston Methodist Hospital**

Senior Advisor: Executive Vice President of Houston Methodist Hospital

- **Corporate Finance**

Senior Advisor: Senior Vice President of Corporate Financial Services, Revenue Cycle and Managed Care

- **Operations**

Senior Advisor: Vice President of Operations

- **Community Hospital**

Senior Advisor: CEO of a Houston Methodist Community Hospital

- **Corporate (System)**

Senior Advisor: Senior Vice President or Vice President

- **Houston Methodist Physician Organization**

Senior Advisor: Houston Methodist Physician Organization Executive Team

- **Houston Methodist Global Health Care Services**

Senior Advisor: Senior Vice President of Houston Methodist Global

- **Electives (Foundation, System Quality, Corporate Finance, Marketing, etc.)**

Indiana University Health

340 W 10th St. Indianapolis, IN 46204



Indiana University Health

Indiana University Health Fellowship URL:

<https://iuhealth.org/professional-education/fellowships-programs/administrative-fellowship>

Indiana University Health Fellowship Description:

The IU Health Administrative Fellowship is an integrated program that offers learning experiences in various areas of our healthcare enterprise over a 24-month span. Fellows engage in stimulating projects throughout their first year across the system and different business areas.

During their second year, fellows rotate with the leadership team in a specific business area of interest. This blended program structure enables growth and development in a variety of skills as well as specific areas of interest for each individual fellow.

Previous Fellow Projects

- Strategic development and implementation of a new care model for high-risk populations
- Improving the patient experience at IU Health Bloomington Regional Academic Health Campus
- Growth and development of virtual care capabilities across IU Health
- Leadership and facilitation of system-wide organizational culture work
- Operational improvements for Ball Memorial Hospital Cancer Center
- Creation of new physician compliant operations for the Enterprise
- Expansion of hospitalist services in critical access hospitals
- Transition and roll-out of new educational resource system for nurses
- Capital funding proposal for radiation machine
- Graduate Medical Education Residency Program strategic plan
- Financial long range planning
- Analysis and recommendations for self-prescribing behaviors and policies
- IU Health Pathology Lab Client Services billing processes
- Strategic Service Line facility planning
- Expansion of emergency department for Behavioral Health capabilities
- Population health and value based care strategy

Customizable Rotations

- Corporate System Operations
- Hospital Operations (Local or Regional)
- Business Development & Strategy (Local, Regional, or System)
- Physician Group & IU School of Medicine
- Supply Chain & Finance
- IU Health Plans
- System Clinical Services: Life Line, Home Health and Laboratory Services
- Governmental Affairs
- Population Health & Community Health
- Philanthropy & IU Health Foundation

Leadership & Mentoring



Indiana University Health

The IU Health Administrative Fellowship Program is led by a diverse Steering Committee that is responsible for oversight of the Fellowship program, selecting new Fellows, aligning projects and rotations with system strategies, and providing leadership development opportunities.

All members of the Fellowship Steering Committee are accessible to the Fellows throughout their Fellowship. Andrea Kessler, MBA, Vice President of Clinical Strategy and Integration, serves as director for the program. Michelle Janney, PhD, RN, Executive Vice President and Chief Operating Officer, serves as the executive sponsor for the program. In addition, each Fellow is assigned a mentor from the executive leadership team. These relationships provide extensive development opportunities and mentoring to each of the fellows.

Kaiser Permanente

2241 Geary Blvd. San Francisco, CA 94115



The Kaiser Permanente Administrative Fellowship URL:

<https://adminfellowship.kp.org/>

The Kaiser Permanente Administrative Fellowship Description:

The Kaiser Permanente Administrative Fellowship program seeks talented masters-trained individuals who are passionate about health care operations and who want to develop their management skills and leadership potential in a dynamic and unique environment. The Administrative Fellowship program allows for learning opportunities through its rotation structure at both the professional and personal level. Most fellows will experience a balance of project and operational work, with an emphasis on health care operations.

The Administrative Fellowship program is designed to:

- Identify and foster promising candidates for management and future leadership positions within Kaiser Permanente.
- Provide Administrative Fellows with an educational, interactive, and enriching experience that will contribute to their professional development, as well as to their understanding of Kaiser Permanente.
- Create opportunities for Administrative Fellows to enhance skills in project development, strategic implementation, and operations management.

The Administrative Fellowship program allows for learning opportunities through its rotation structure at both the professional and personal level

Most fellows will experience a balance of project and operational work, with an emphasis on health care operations. Learning opportunities include:

- Hospital and Outpatient Operations
- Strategic and Market Planning
- Facility Planning
- Financial and Analytical Performance
- Project Management

Main Line Health

130 S. Bryn Mawr Avenue, Bryn Mawr, PA 19010



Main Line Health Administrative Fellowship URL:

<https://www.mainlinehealth.org/fellowship-programs/administrative-fellowship>

Main Line Health Administrative Fellowship Description:

Main Line Health's Administrative Fellowship provides recent graduates the opportunity to join Main Line Health's administrative team and gain practical, hands on experience in a suburban, community-based health system.

Over a 12-month period, the fellow will have exposure to a wide range of projects and opportunities in which they will gain exposure to areas such as corporate structure, quality, performance improvement, marketing, finance, front line operations, and high-level strategic planning. The fellow will explore various project opportunities with senior executives and leaders across the system, working with his/her preceptors in the selection of project work to align with the fellow's goals and the organization's needs. These projects fine tune and develop the fellow's leadership skills, interpersonal communication and decision-making skills.

In addition to project work, the fellow will attend senior management and board meetings, which will aid in the understanding of a complex health care system. Preceptors include the chief executive officer (CEO) of Main Line Health and the president of Lankenau Medical Center.

Massachusetts General Hospital

55 Fruit Street Boston, MA 02114



MASSACHUSETTS
GENERAL HOSPITAL

Massachusetts General Hospital Administrative Fellowship URL:

<https://www.massgeneral.org/education/administrative-fellowship>

Massachusetts General Hospital Administrative Fellowship Description:

Mass General's Administrative Fellowship is a structured two-year program comprised of seven core rotations ranging in length from one to six months. Typically, the program starts in July each year. During the two years, the fellow becomes exposed to various aspects of hospital administration. Core rotations include:

- Patient Care Services (6 months)
- Finance (6 months)
- Hospital and Ambulatory Care Operations (3 months)
- Human Resources (3 months)
- Patient Advocacy (1 month)
- Public Affairs/President (2 months)
- Network Development and Practice Management, MGPO (3 months)

Each rotation is collaboratively developed by senior vice presidents, executive preceptors and the administrative fellow. During each rotation, the fellow participates in fundamental projects that support ongoing department initiatives and aid the fellow in developing core competencies. The fellow is also exposed to senior-level decision-making processes and participates in team decision making to learn about the interdependent nature of hospital departments.

A broad network of individuals provide continuous support to the fellow. During each rotation, he or she is assigned a senior level preceptor who provides feedback and direction for working projects. In addition, the fellowship directors are readily available to assist in the fellow's professional development at any time during the program.

Mercyhealth

3401 N Perryville Rd, Rockford, IL 61114



Mercyhealth Administrative Fellowship Program Fellowship URL:

<http://mercyhealthadministrativefellowship.org/>

Mercyhealth Administrative Fellowship Program Fellowship Description:

The Mercyhealth Administrative Fellowship Program offers a unique one-year experience in managing a fast-paced, regional, vertically integrated health care delivery system. As a result of Mercyhealth's 28 years of experience employing administrative fellows, fellows will become immediately involved in the workings of a growing organization. Some of these opportunities include:

- Participating in high-level discussions regarding strategic and operational issues affecting the system
- Interacting extensively, receive mentoring from and develop relationships with the Mercyhealth executive leadership team
- Providing support to hospital and clinic operations
- Gaining exposure to health insurance, community outreach initiatives, and accountable care operations

Administrative fellows have the opportunity to participate in high-level discussions regarding strategic and operational issues affecting the system. Administrative fellows are based at Mercyhealth Hospital and Trauma Center in Janesville, WI, and Javon Bea Hospital–Rockton in Rockford, IL. Administrative fellows at both locations are extensively involved across the Mercyhealth organization. This fellowship is a project-based experience. Fellows are encouraged to be self-directed in pursuing their areas of interest with the support of system leaders. Historically, Mercyhealth has offered employment to 100% of administrative fellows upon completion of their fellowship. In fact, former fellows now occupy leadership positions throughout the organization.

About Mercyhealth

Mercyhealth is a multi-regional, vertically integrated health system comprising seven hospitals, more than 8,000 employee/partners and 800 employed physicians, over 85 outpatient clinics and other service sites, home health and hospice, retail services and wholly owned insurance company, that provide care to residents in more than 60 communities throughout northern Illinois and southern Wisconsin. Mercyhealth provides over 100 specialty and subspecialty services, including neurosurgery, heart and vascular care, cancer care, plastic and reconstructive surgery, heart and vascular care, neonatal and pediatric intensive care, da Vinci robotic-assisted surgery and much more. To speak with a current or former administrative fellow, email adminfellowship@mhemail.org.

Michigan Medicine

1301 Catherine Street, Medical Science Bldg 1, Ann Arbor, MI 48109

Michigan Medicine Administrative Fellowship URL:

<http://www.med.umich.edu/adminfellow/index.html>



Michigan Medicine Administrative Fellowship Description:

The Michigan Medicine Administrative Fellowship is a two-year program designed to provide an exceptional foundation for those seeking a career in academic health center administration. The fellowship offers the unique experience to work closely with and learn from administrative and clinical leaders in a health system which includes both a top ranked medical school and hospital and health centers.

The Michigan Medicine Administrative Fellowship Senior Leadership Team is comprised of: Dr. David Spahlinger - Executive Vice Dean for Clinical Affairs, President of the Clinical Enterprise, and Clinical Professor of Internal Medicine; Tony Denton (former administrative fellow) - Senior Vice President and Chief Operating Officer, Clinical Enterprise; Matthew Comstock - Executive Director for Administration, Chief Operating Officer University of Michigan Medical School; and Daryl McDaniel - Chief of Staff for Clinical Affairs. Fellows regularly meet with members of the Senior Leadership Team forming mentor-relationships. Early meetings focus on building institutional knowledge of the health system, discussion of goals and interests and potential project and rotation opportunities. Altogether, with additional health system leadership, Fellows are provided professional guidance and personalized developmental support throughout their fellowship experiences.

Year one of the fellowship emphasizes high-impact project work aimed at advancing institutional priorities while cultivating core health care leadership competencies. Fellows also support executive-level meetings to observe first hand enterprise management and decision making.

Year two of the fellowship is structured as a customizable immersion that thoughtfully allows for continued growth and contribution to the health system. During the immersion, the fellow serves as an embedded resource under the direction and mentorship of preceptors and supervision of selected area leads. Through progressively more rigorous responsibilities, the fellow will work on initiatives that further align and integrate the clinical, research, and educational missions of the academic medical center.

The cornerstone of the fellowship at Michigan Medicine is the opportunity to immediately participate and directly add value to institutional priorities working alongside health system leadership. The fellowship at Michigan Medicine is focused on continuous learning and is committed to developing the best and brightest talent to lead health care and academic medicine.

Northwestern Medicine

251 E Huron Street, Chicago IL 60611



Northwestern Medicine Administrative Fellowship URL:

<https://www.nm.org/for-medical-professionals/administrative-fellowship-program>

Northwestern Medicine Administrative Fellowship Description:

The NM Administrative Fellowship program is a critical component of our strategic plan goal to “attract and retain top talent in a culture that values innovation, excellence and the highest level of scholarship.”

The fellowship is a two-year experience that provides select aspiring healthcare leaders with an unparalleled experience based in either an academic medical center, Northwestern Memorial Hospital, or a community hospital. Graduates of the Administrative Fellowship program will have developed the skills and attributes necessary to excel as leaders in the healthcare field.

Administrative Fellows interact with the management team, medical leadership, and campus partners and are exposed to all aspects of healthcare operations. At the end of the program fellows should have gained an understanding of clinical operations, support services operations, business development, physician relations, hospital finance, community relations, and government relations.

The two-year Administrative Fellowship program is comprised of a combination of project work, fellow-directed activities, and management experience.

The fellow will be matched with a VP Mentor who is assigned based on the career goals and interest of the fellow. The fellow and VP Mentor typically meet every other week. In addition, the fellow will have monthly meetings with the Executive Sponsor(s). Executive Sponsor(s) help the fellow vet projects and develop professional goals. Meetings are also scheduled with system President and CEO, Dean Harrison, along with other system leaders.

The first 30 to 60 days of the first year are spent gaining an understanding of the broad spectrum of hospital and system departments through shadowing and informational interviews. The fellow will then proceed to get involved in projects embedded in various departments throughout the system, as determined by both personal interests as well as institutional need. Projects are often selected from current organizational priorities, such as business development, strategic planning, hospital operations, and community service. In addition to the project involvement during the first year, the fellow engages in a long-term process improvement training class and leads a process improvement project that may or may not be in an area of previous work.

The second year is spent serving as an interim manager of a department that is selected based on institutional need and the fellow's goals and skills. During this time the fellow continues to be closely mentored by members from the executive leadership team. This mentorship provides a mutually rewarding and satisfying experience for administrative fellows and members of Northwestern Memorial leadership by fostering a relationship between experienced leaders and those aspiring to leadership roles.

OhioHealth

7500 Hospital Drive. Dublin, OH 43016



OhioHealth Administrative Fellowship URL:

<https://www.ohiohealth.com/careers/who-we-hire/students/administrative-fellowship>

OhioHealth Administrative Fellowship Description:

OhioHealth's Administrative Fellowship is a 2-year program designed as a pipeline for recent graduates to develop into outstanding, visionary healthcare leaders and innovators within the OhioHealth system. We carefully pair you with a top-notch preceptor who will progress you through key areas, such as relationship management, teambuilding, decision making, strategic planning, management and many more – all the while engaging with senior-level executives.

First Year

WE Begin with Care

The OhioHealth Administrative Fellowship program starts off in Year One with Project and Experiential Focus. In this phase, we provide you with a firm foundation for your future life as an administrative leader. At an OhioHealth care site, you will experience the actual environment of inpatient operations, ambulatory care, inpatient support and corporate support services. By spending significant time in each, you will be fully prepared to enter your second year of study.

Second Year

WE Move on to Management

Year Two has a decidedly management focus: The core study will be in management competency development, aimed at taking on such responsibilities as interim departmental or group management. In this capacity, you will work closely with an experienced director and receive oversight from your executive preceptor. At the conclusion, you will have gained significant competencies in managing direct reports, overseeing budgets, implementing strategic initiatives and much more.

Leadership & Professional Development

WE Bring You Into the Discussion

Our fellows become ready to engage as a leader and colleague. You will interact with senior-level executives, actively participating in sessions related to the future of the healthcare industry, as well as your own professional development.

We provide you with the opportunity to observe and participate in clinical and business units throughout OhioHealth. This means your work will give you exposure to working with physicians, nurses and the other OhioHealth associates that comprise our outstanding and dedicated teams.

Project Work & Curriculum

WE Get Down to Business

Together, with your preceptor, you select an assignment that will align with both your goals and those of the unit and OhioHealth.

Rochester Regional Health Administrative Fellowship URL:

<https://www.rochesterregional.org/medical-education/fellowships/administrative-fellowship>

Rochester Regional Health Administrative Fellowship Description:

The Rochester Regional Health Administrative Fellowship Program is a 12 to 24 month, post-graduate program designed to grow and develop the next generation of healthcare leaders. Fellows will have the opportunity to complete meaningful system-wide projects and are able to gain new skills and exposure in areas of interest. Examples of past completed fellow projects include:

- Data analysis of system-wide perioperative services
- Interim position as Patient Experience Director
- Project support for building the Sands Constellation Center for Critical Care
- Design of Cancer Survivorship Clinic Business Case for the Lipson Cancer Institute
- Selection and implementation of SafeConnect Event Reporting Software
- Project management for developing a Geriatric Surgery Center of Excellence

In addition, all fellows will work under the guidance of a preceptor and program executive sponsor in order to set goals, receive constructive feedback, and manage their project portfolios. At Rochester Regional Health, we pride ourselves in selecting the highest qualified leaders to aid in the development and growth of fellows and the fellowship program.

Rush University Medical Center

1725 W Harrison St. Chicago, IL 60612



Rush University Medical Center Fellowship URL:

<https://www.rush.edu/health-care-professionals/career-opportunities/administrative-fellowship-program>

Rush University Medical Center Fellowship Description:

Rush's Administrative Fellowship program is a 12-month post-graduate training program. While there are no prescribed rotations during the 12-month fellowship, fellows gain vast exposure to Rush through project-based work that is tailored to the goals of the fellow and the organization's strategic direction. Fellows will work on projects involving many different departments, functions and divisions. Each project will have a sponsor who will work with the fellow to achieve project understanding, completion and evaluation.

Fellows will meet regularly with the program's executive sponsors, Richa Gupta and Cynthia Barginere, to help them discover and discuss their areas of interest in the health care environment. The fellowship program is overseen by a program coordinator and several mentors who work closely with the fellows on a regular basis.

A key attribute of this fellowship is that it exposes fellows to governance and decision-making at the most senior level. Particular attention is given to senior management forums, including selected Board of Trustees committee meetings. Access to senior level management is available throughout the fellowship, including regular mentoring meetings with senior leadership and project sponsors. Additional informal and formal interactions with employees across the entire Medical Center occurs through various meetings and project work.

Rush fellows also have opportunities to benefit from the academic community at Rush. Opportunities may include "current topics" seminars and educational and networking events provided through Rush University's various colleges and departments. Fellows will be exposed to the importance of the teacher-practitioner model followed at Rush University. This model exposes students and fellows to the research and current projects of faculty members who practice in the Medical Center, creating a rich learning environment for students and practitioners.

Fellows receive constant informal feedback on their performance from their mentors and from project sponsors. In addition to this informal feedback, each fellow receives a formal midpoint and final evaluation using the Rush leadership competency model from all project sponsors. The utilization of this model further aligns our fellows with our leadership team and prepares them for leadership roles within the organization after the fellowship. For more information on our fellowship, please view our recruitment video <https://youtu.be/uh2eKXPZB7E>

Sanford Health

1305 W 18th St Sioux Falls, SD 57117



Sanford Health Administrative Fellowship Program Fellowship URL:

<https://www.sanfordhealth.org/residency-programs/administrative-fellowship-program>

Sanford Health Administrative Fellowship Program Fellowship Description:

As a rapidly growing health care organization, Sanford Health is invested in the growth and development of our future leaders. Our leadership believes a high-quality fellowship can help transition young professionals from the world of academic learning to the realities of leading in a modern health care system.

The Sanford Health Administrative Fellowship Program is a 12-month rotation and project-based program. It combines structured rotations with the opportunity for fellows to play an active role in designing their fellowship experience. Rotations allow fellows to develop a well-rounded understanding of the inner workings of each department while networking with leaders across the organization. Fellows build on this foundation throughout the remainder of the program as they work with their executive mentor to identify project opportunities that benefit their professional development and have a meaningful impact on the organization.

In addition to project work, fellows will have the opportunity to rotate in elective areas of interest, including those unique to Sanford Health like Sanford Imagenetics, Sanford Profile and Sanford World Clinic. This structure allows fellows to explore a wide range of administrative areas while experiencing the mission-driven culture of Sanford Health's leadership.

Spectrum Health System

100 Michigan St NE, Grand Rapids, MI 49503



Spectrum Health System Postgraduate Administrative Fellowship URL:

<https://www.spectrumhealth.org/for-health-professionals/internship-residency-and-fellowship-opportunities/postgraduate-administrative-fellowship>

Spectrum Health System Postgraduate Administrative Fellowship Description:

Spectrum Health System's one-year administrative fellowship gives postgraduate students a rich, professional learning and working experience in health care operations and administration. Spectrum Health is a leading integrated health system and West Michigan's largest employer.

The goals of the program include opportunities that will allow fellows to:

- Develop the problem-solving and decision-making skill sets used in complex health care organizations.
- Lead or be involved in projects covering a wide range of administrative areas, including finance, human resources, hospital operations, health plan operations, medical group operations, strategic planning, insurance, marketing, information technology, facilities, quality and medical affairs.
- Enhance leadership and critical-thinking skills by working one-on-one with senior executives.
- Participate in valuable networking experiences that promote future career opportunities.

The structure of the Spectrum Health fellowship allows individuals to study and work in every area of the health system while also participating in projects suited to their specific interests and career goals. At any one time, a fellow could be involved in projects in finance, information technology and strategic planning—all varying in size and scope.

Fellows report directly to Tina Freese Decker, President & CEO of Spectrum Health System. Under her supervision, fellows work with and participate as members of the senior leadership team, enabling them to gain experience through interaction with executive leadership. This is accomplished by attending board meetings, attending executive and medical staff meetings, and participating in strategic planning.

**Stanford Children's Health - Lucille
Packard Children's Hospital Stanford**

725 Welch Rd Palo Alto, CA 94304



Lucile Packard
Children's Hospital
Stanford

Stanford Children's Health Administrative Fellowship URL:

<https://www.stanfordchildrens.org/en/for-health-professionals/administrative-fellowship?>

Stanford Children's Health Administrative Fellowship Description:

The Stanford Children's Health Administrative Fellowship is a healthcare management development program that offers recent MHA, MPH, or MBA graduates learning opportunities in a pediatric academic medical center environment.

Over the course of the 24-month program, the Administrative Fellow will rotate through the hospital, ambulatory clinics, and finance and business development arena, allowing the fellow to build a portfolio of both operational and strategy-based work as well as enhance his or her leadership skills and thinking along the way. Some of the learning opportunities available to the fellow include:

- Hospital & Outpatient Clinic Operations
- Hospital Expansion & Activation Planning
- Financial & Analytical Performance Analysis
- Business Development & Planning
- Strategic Planning & Marketing

Texas Children's Hospital

6651 Main Street Houston, TX 77030



Texas Children's Hospital Administrative Fellowship URL:

<https://www.texaschildrens.org/health-professionals/fellowships-and-residencies/administrative-fellowship>

Texas Children's Hospital Administrative Fellowship Description:

The 12-month Texas Children's Hospital Administrative Fellowship is designed to develop future healthcare leaders. This comprehensive program provides early careerists with exposure to executive leadership in the nation's largest children's hospital.

During the fellowship, individuals will learn about the range of services and programs offered at Texas Children's. Individuals will cultivate leadership skills by pursuing areas of interest based on personal and professional goals, as well as contribute to organizational priorities. The Texas Children's Administrative Fellowship Program offers an unparalleled opportunity to learn and grow as health care professionals.

Program Details

The Administrative Fellowship program offers a unique opportunity to learn about the values, mission, and structure of Texas Children's Hospital. Fellows will spend the first two weeks in an immersive and hands-on orientation. This provides fellows with an opportunity to become familiar with the institution, meet key leaders, and identify areas of interest for further project work or rotations.

Fellows will then spend time shadowing and working with key leaders to gain perspective on day-to-day operations and decisions faced by executive leadership. Fellows will also work closely with the executive leadership team on strategic projects that further the organization's mission and needs.

Fellows will attend executive-level and Board of Trustees meetings throughout the program to gain valuable insight into the organization's direction and top challenges facing healthcare and leadership. We believe that development occurs through a variety of experiences including working closely with senior leaders, involvement in projects, attending leadership meetings, as well as participating in world-class development opportunities.

The Guthrie Clinic

One Guthrie Square, Sayre, PA 18840



The Guthrie Clinic Fellowship URL:

<https://www.guthrie.org/administrative-fellowship-program>

The Guthrie Clinic Fellowship Description:

Guthrie's Administrative Fellowship Program is a two-year post graduate program provided to a recent graduate of an accredited MHA, MBA, or MSN program. The program is designed to provide fellows hands-on experience in healthcare management. This two-year program allows for career development and mentorship by a member of senior leadership.

Year 1:

- Fellows complete Foundational Core Rotation through designated functions that last 3-4 months.
- Each rotation involves the completion of a project that is strategic and has high organizational impact.
- Fellows are encouraged to join committees to gain knowledge on operations and strategic planning.

Year 2:

- During the second year, fellows experience a targeted track that addresses areas that have been identified through year one evaluations and feedback that need focus.
- Projects ranging from program reviews, cost benefit analyses, program planning and policy development and implementation will be assigned.
- Fellows are encouraged to participate in leadership activities and special events to help build their network and understanding of healthcare management issues.

The University of Texas Medical Branch

301 University Blvd, Galveston, TX 77555

UTMB Health Administrative Fellowship URL:

<https://www.utmb.edu/administrativefellowship>



Working together to work wonders.™

UTMB Health Administrative Fellowship Description:

At the University of Texas Medical Branch Health System (UTMB Health), we are committed to ensuring the Administrative Fellow gains exposure to the operations of a multifaceted health system and develops familiarity with the unique challenges and opportunities facing academic medical centers.

Since 1991, the UTMB Health Administrative Fellowship Program has provided recent graduates from an accredited MHA program or similar degree plan the opportunity to begin a successful career in healthcare administration. The fellow will utilize the knowledge gained in the classroom to real-world situations and explore hospital operations through the completion of a wide range of projects. The fellow also receives mentorship from the Vice President of Health System Operations & Regional Hospitals.

Thomas Jefferson University Hospitals

111 S. 11th St, Philadelphia, PA 19107

Thomas Jefferson University Hospitals

Administrative Fellowship URL:

<https://www.jefferson.edu/physicians/residency-and-fellowship-programs/admin-fellowship.html>



Thomas Jefferson University Hospitals Administrative Fellowship Description:

In the past 40 years, the TJUH Administrative Fellowship Program has provided recent graduates with the opportunity to gain practical experience within an urban, academic medical center. Our 12-month program focuses on project-based work in a variety of functions within finance, clinical operations, strategy & growth, innovation and service excellence. Each fellow has the ability to contribute to Jefferson's operational and strategic priorities on a hospital and enterprise level.

TJUH has successfully trained and developed dynamic leaders who are equipped to meet the challenges of an ever-changing healthcare industry. As a vital member of TJUH, the fellow works alongside senior leaders to build a portfolio of both operational and project-based work, while sharpening their strategic and critical thinking skills.

In return, TJUH draws from each fellow's unique talents and creative ideas to help implement new approaches for the delivery of high-quality clinical care and service to the patient. During their one-year tenure, fellows are able to make significant contributions to the institution.

Trinity Health

20555 Victor Parkway, Livonia, MI 48152



Trinity Health Fellowship URL:

<http://www.trinity-health.org/fellowship>

Trinity Health Fellowship Description:

With a focus on "learning by doing," the Trinity Health Fellowship Program prepares you to succeed at any level in any health care organization. Fellows are able to leverage the organization's size to their advantage and access a variety of market, service line, and corporate environment learning. Interaction with senior executives exposes fellows to the critical-thinking skills and strategic reference points that frame decision making for one of the nation's largest health systems.

The Trinity Health Fellowship Program offers:

- Senior executive preceptors who are leaders in their fields
- System and local opportunities available in various parts of the country
- Acute, ambulatory, long-term, and managed care settings
- Programs tailored to the fellow's interests
- Potential post-fellowship opportunities for long-term employment.

Because our program has been uniquely structured to offer both corporate and facility-specific learning, fellows at Trinity Health are paired with not one, but two preceptors. These senior executives help fellows customize a program of learning based upon the fellow's interests, background, and career goals.

Trinity Health will offer 20 Fellowships in multiple locations.

UNC Health Care

101 Manning Drive. Chapel Hill, NC 27514



UNC Health Care Fellowship URL:

<https://www.uncmedicalcenter.org/uncmc/careers/search-jobs/post-graduate-administrative-fellowship/>

UNC Health Care Fellowship Description:

UNC Health Care provides two fellowship opportunities: UNC Hospitals (Chapel Hill, NC), and Caldwell UNC Health Care (Lenoir, NC). Historically, one or more Fellows are selected each year at UNC Hospitals and one Fellow is selected at Caldwell UNC Health Care. Each fellowship consists of a one-year appointment working with the hospital's Executive staff. For students interested in the Caldwell UNC Health Care Fellowship, see Caldwell UNC Health Care Fellowship.

The intention of these Administrative Fellowships is to provide meaningful project-based experience to graduates of master's degree programs in healthcare management and/or clearly related disciplines. Fellows will have exposure to factors affecting the operation of a nationally competitive healthcare system. These project-oriented programs are extremely flexible, allowing the Fellow to work in many areas on projects which match the interests of the individual and organizational needs. Though these programs are not "rotational" in nature, selection of projects will expose the Fellow to as many departments and in as much depth as the Fellow aspires. Sample projects may include chairing teams and/or participating in:

- Preparation of Strategic Plans
- Quality and Process Improvement Initiatives
- Budget Preparation and Financial Management
- Certificate of Need Application and Site Planning
- Cost Benefit Analysis
- Revenue Cycle Improvements
- Productivity Management and Utilization Studies
- Business and Program Development

Through staff assignments, committee work, and participation in the hospital management team, Fellows will be exposed to policy formulation, resource allocation decisions, corporate planning and problem solving. During the year, Administrative Fellows will gain familiarity with the operations of a major governmental healthcare system, its Board, and also have the opportunities to understand and interact with the operations of affiliate hospitals and their respective Fellows. Fellows will become knowledgeable of the major internal and external forces that are shaping the future of UNC Health Care, the School of Medicine and medical staff organization. This position will offer a unique and challenging experience to individuals interested in pursuing an administrative career within a major healthcare system.

The Administrative Fellowship program was created at UNC Hospitals in 1982. Because of this history, the purpose of the Fellowship program is broadly understood within the hospital and by Executive leadership at UNC Health Care. Projects that Fellows participate in will be both meaningful to the system and of significant depth so as to provide a rich education.



Fellows have the flexibility to pursue and develop his or her own interests. To facilitate this meaningful experience, Fellows at UNC Hospitals will work with:

Chris Ellington, President, UNC Health Care - Network Hospitals and Executive Vice President and CFO, UNC Hospitals, as the Preceptor. The Preceptor relationship exposes Fellows to Executive level strategic priorities and initiatives at the system level.

Fellows will concurrently report to an assigned Senior Vice President Mentor who will serve as a primary point of contact to express project interest and assignment, provide professional development guidance, and a mentorship relationship. The mentor relationship exposes Fellows to a broad array of operational projects based in numerous clinical service lines, diagnostic and therapeutic departments, and support services functions as well as enhanced exposure to medical staff.

Additionally, Dan Lehman, Associate Vice President of Operations, is the Fellowship Coordinator. He serves as a primary point of contact providing day-to-day oversight of the Fellowship experience, including filtering and assigning project work based on Fellow interest, workload, educational opportunity, and organizational need. Dan is also a resource in providing meaningful shadowing opportunities throughout the year.

University Hospitals

11100 Euclid Ave, Cleveland, OH 44106



University Hospitals

The Science of Health. The Art of Compassion.

University Hospitals Fellowship URL:

<https://www.uhhospitals.org/medical-education/administrative-fellowship>

University Hospitals Fellowship Description:

The University Hospitals Cleveland Medical Center/UH Rainbow Babies & Children's Hospital/UH MacDonald Women's Hospital Administrative Fellowship is a one-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 clinical-based health care operations within a complex 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 Administrative Fellowship program, but most importantly, the fellowship provides:

- A direct reporting relationship to members of the senior leadership team who will work with the fellows 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

The Administrative Fellowship at UH Cleveland Medical Center comprises the following:

Orientation: During the first month of the program, the fellows participate in informational interviews with members of the senior leadership teams at UH Cleveland Medical Center, UH Rainbow Babies & Children's Hospital and UH MacDonald Women's Hospital.

Committee Meeting Rotations: The fellows rotate among key committees to gain a broad background and understanding of University Hospitals. By observing leaders, the fellows gain an awareness of various decision-making processes and challenges facing today's executives.

Clinical Rotations: The fellows have the opportunity to rotate through various clinical departments within UH Cleveland Medical Center, UH Rainbow Babies & Children's Hospital and UH MacDonald Women's Hospital. 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: The fellows meet routinely with the Chief Operating Officer and Chief Medical Officer of UH Cleveland Medical Center and Vice President of Operations for Women's and Children's Services to discuss fellowship progress, professional development opportunities and current health care issues. The fellows also attend quarterly and regular system leadership meetings.

Lunch and Learns: The fellows meet with a wide variety of executive leaders across the system, routinely over lunch. This gives the fellows the opportunity to learn from the leaders' experience as well as broaden their exposure to different areas of the UH system.



University of Chicago Medicine Fellowship URL:

<https://www.uchicagomedicine.org/about-us/careers/administrative-fellowship>

University of Chicago Medicine Fellowship Description:

The University of Chicago Medicine (UCM), with a history dating to 1927, is a not-for-profit academic medical health system based on the campus of the University of Chicago in Hyde Park. The UCM system has grown to include the Medical Center with 811 licensed beds and Ingalls Memorial Hospital with 478 licensed beds, as well as outpatient clinics and physician practices throughout Chicago and its suburbs. UChicago Medicine unites five organizations to fulfill its tripartite mission of medical education, research and patient care: Pritzker School of Medicine, Biological Sciences Division, Medical Center, Community Health and Hospital Division, and UChicago Medicine Physicians. Since its inception, UCM has built a reputation for groundbreaking research and medical advancements. UCM continues to grow, with notable examples including the opening of UCM's Level I adult trauma center, a new and expanded emergency department, and the 2020 opening of ambulatory sites in River East and Homewood.

The two-year Administrative Fellowship at UCM serves to cultivate a new generation of healthcare leaders through opportunities to strengthen their understanding of hospital operations in an academic medical center. Fellows are mentored by and report to UCM's Chief Operating Officer, Jason Keeler. Fellows work closely with senior executive leadership and the hospital operations team on a daily basis. During the course of the fellowship, individuals will develop their leadership, analytical, and communication skills.

In the first year, fellows are each paired with members of the senior leadership team for approximately two to four weeks at a time to receive mentoring and guidance within their respective departments. In these rotations, fellows are also partnered with directors who will meet with them on a one-on-one basis to review project work, communicate feedback on their experience and help navigate within the organization. In addition to the rotations, the fellows have flex weeks built into their schedule to get extra experience in the rotations that interest them most.

During the second year, fellows will develop a detailed understanding of area-specific operations and become active members of a local management team. As a result, fellows will gain direct exposure to employee relations issues and have substantial opportunity for project specific work that ties to strategic goals within the selected department.

Fellows will become fully embedded within the University of Chicago Medicine. In addition to project work, fellows participate in standing leadership and organizational meetings that offer strategic insight into UCM initiatives. Fellows are also paired with past fellows for mentorship and guidance throughout the process.

UPMC

200 Lothrop Street, Pittsburgh, PA 15213



UPMC Administrative Fellowship Program Fellowship URL:

<https://www.upmc.com/careers/admin-fellowship>

UPMC Administrative Fellowship Program Fellowship Description:

A \$21 billion health care provider and insurer, Pittsburgh-based UPMC is inventing new models of patient-centered, cost-effective, accountable care. The largest nongovernmental employer in Pennsylvania, UPMC integrates 89,000 employees, 40 hospitals, 700 doctors' offices and outpatient sites, and a more than 3.7 million-member Insurance Services Division, the largest medical insurer in western Pennsylvania. In the most recent fiscal year, UPMC contributed \$1.2 billion in benefits to its communities, including more care to the region's most vulnerable citizens than any other health care institution, and paid \$587 million in federal, state and local taxes. Working in close collaboration with the University of Pittsburgh Schools of the Health Sciences, UPMC shares its clinical, managerial and technological skills worldwide through its innovation and commercialization arm, UPMC Enterprises, and through UPMC International. U.S. News & World Report consistently ranks UPMC Presbyterian Shadyside on its annual Honor Roll of America's Best Hospitals and ranks UPMC Children's Hospital of Pittsburgh on its Honor Roll of America's Best Children's Hospitals. For more information, go to UPMC.com.

The UPMC Administrative Fellowships are two-year programs for graduate level students with a passion for health care management. UPMC, a world-renowned health care provider and insurer, is inventing new models of accountable, cost-effective, patient-centered care. UPMC offers Fellowship experience in a number of different areas with potential placements at Academic Medical Centers, Community Hospitals, the Health Plan, Enterprises, and International.

Fellows will spend their first year rotating with executive level leadership, participating in various projects, meetings, and initiatives through a variety of core functional rotations. The second year is flexible and allows the Fellow to spend time working in an area of interest and/or organizational need while gaining valuable leadership experience.

UW Health

600 Highland Ave., Madison, WI, 53792



UW Health Fellowship URL:

<https://www.uwhealth.org/health-professionals/internships/administrative-fellowship/main/31845>

UW Health Fellowship Description:

UW Health offers a two-year Administrative Fellowship. This program is designed to cultivate leaders in the field of academic health care by fostering close working relationships with senior leadership while exposing the Fellow to a diverse array of system-level operational activities.

The Fellow will spend two years working with senior leadership teams of the health systems' enterprise. The two-year program is designed to provide the Fellow with system-level learning through projects focused on the highest strategic initiatives of UW Health, as well as provide experience in day-to-day operations of an academic medical center through rotations and immersion experiences.

Executive Sponsor: Serves as the program's champion for the Administrative Fellows. Ensures the Administrative Fellows' participation in senior-level meetings and exposure to system-level operations.

Preceptors: Meet with the Fellows on a regular basis and provide feedback and guidance. The preceptor may assign project work to Fellows and provide them access to senior-level meetings.

Program Directors: Create and maintain the Administrative Fellowship structure and serve as the liaison between Senior Leadership and Administrative Fellows. Responsibilities include managing the program's components, rotations, and requirements.

Steering Committee: Comprised of leadership across the enterprise, including former UW Health Administrative Fellows. The committee provides guidance to the program and selects final candidates.

Outside of the program structure, Administrative Fellows are encouraged to develop mentor relationships with leadership across the enterprise.

Fellows will contribute to systems-level project work that is aligned with UW Health's current Strategic Plan and the interests of the Fellow. Areas of opportunity for project work include, but are not limited to:

- Clinical Operations
- New Business Development
- Organizational Development
- Patient Experience
- Population Health

In addition, the Fellow will complete rotations to ensure readiness for leadership within an academic medical center upon completion of the Fellowship.



Rotation areas may include:

- Ambulatory Operations
- Ancillary and Support Services
- Finance
- Hospital Operations
- Human Resources
- Inpatient Operations
- Nurse Management
- Physician Recruitment
- Quality and Performance Improvement

Vanderbilt University Medical Center Hospital & Clinics Administrative Fellowship Program URL:

<https://www.vumc.org/afp/>

Vanderbilt University Medical Center Hospital & Clinics Administrative Fellowship Program Description:

The VUMC Hospital & Clinics Administrative Fellowship Program is a two-year, rotation and core-competency based program that provides comprehensive training and development for individuals seeking a leadership career in health system administration. Fellows are provided with an in-depth understanding of Academic Medical Center operations through exposure to various clinical and administrative areas. In addition to gaining robust contextual and functional knowledge, fellows take part in multiple hands-on learning experiences through immersions in various Patient Care Centers or Core Service Departments to gain competency in the skill-sets, processes, and tools required of modern health system administration. In the last months of the program, fellows are able to demonstrate their training and development through placement on the administrative team of a Patient Care Center or Core Service Department. Within this team, fellows work with increasing autonomy and responsibility to produce various deliverables, or lead various teams, before completing the program. The primary goal of the program is to develop participants through measurable demonstration of healthcare operations, knowledge, and skill-set competency, in order to successfully assume leadership roles in health system administration.

Structure

Borrowing from medical residency training and management development programs, the Administrative Fellowship Program relies on a cumulative learning experience to fortify the transition from graduate studies to independent practice in health system administration. The program is arranged in three phases: See One, Do One, and Lead One.

Months 1-6	Months 7-12	Months 13-24
Phase 1: See One	Phase 2: Do One	Phase 3: Lead One
Contextual and Functional Knowledge of Operating Units	Competency in Critical Skill-Sets, Processes, and Tools of Health System Administration	Autonomy and Responsibility on Administrative Team
25 Rotations	Up to 16 Core Competencies	Independent Practice within Specific Area

Fellows are able to adapt their experience to meet their unique interests and career aspirations by completing the core competencies in the area(s) of their choosing. Time is also reserved for fellows to participate in various strategic projects, professional development opportunities, formal trainings, and senior leadership meetings throughout the program.

Leadership

The Administrative Fellowship Program is overseen by the Hospital and Clinics Executive Leadership Team. An Administrative Fellowship Board, comprised of various institutional leaders and program alumni, acts as an advisory group to the Executive Leadership Team. The Training and Organizational Development Office manages the daily operations of the program and ensures that all fellows receive the proper orientation and onboarding, a structured learning plan that provides opportunities for hands-on experience, and support and guidance throughout the year.

Mentorship

In addition to the formal mentorship of the Executive Leadership Team, fellows are able to build strong relationships with other institutional leaders during their immersions in various areas. Informal mentorship opportunities are available as fellows frequently interact with program alumni and other emerging leaders at VUMC and in the larger Nashville health care community.

**US Department of Veterans Affairs,
Veterans Health Administration
(VHA)**

VA



U.S. Department of Veterans Affairs
Veterans Health Administration

VHA Graduate Healthcare Administrative Training Program (GHATP) URL:

VACareers.va.gov

VHA Graduate Healthcare Administrative Training Program (GHATP) Description:

The VHA's Graduate Healthcare Administrative Training Program (GHATP) is an intensive, 12-month, world-class training program that gives you the opportunity to learn from and interact with healthcare administrators and support professionals as a GHATP trainee. Working in state-of-the-art facilities, you'll expand the breadth and depth of your knowledge of healthcare management and put yourself on the path to career success.

GHATP Trainee Eligibility & GHATP Trainee Qualifying Degrees

Candidates must possess a degree in a major field of study in: hospital administration (MHA, MSHA) public health administration (MPH) or related fields such as business (MBA) or public administration (MPA) with course work in healthcare administration or management, from an institution recognized by the Secretary, US Department of Education.

Check here to see if your college is listed: <https://www.ed.gov>.

How to Apply to become a GHATP Trainee

Announcements are posted on <http://www.USAJobs.gov> prior to the annual hiring deadline around mid-June (program starts on the first Monday of the 13th Federal Pay Period—usually June 20th –25th). Host facility HR offices are solely responsible for recruiting, marketing, announcing, and hiring. Applicants should create an account on www.USAJobs.gov then set up ongoing “search” (keyword GHATP) and “alert” functions to keep up with posted announcements.

For more information please contact:

Chris Adams

Instructional Systems Specialist, Program Manager

VHA Healthcare Leadership Talent Institute (HLTI) 10A2E

US Department of Veterans Affairs

Seven Hills, OH (216)246-2529

Yale New Haven Health System

200 Orchard Street, 4th Floor, New Haven, CT 06510

Yale New Haven Health System, Administrative Fellowship Program Fellowship URL:

<https://www.ynhhs.org/about/administrative-fellowship.aspx>



Yale New Haven Health System, Administrative Fellowship Program Fellowship Description:

The two-year YNHHS Administrative Fellowship Program provides the fellow with a valuable, broad-based, health system experience. During the fellowship, the fellow gains exposure to Yale New Haven Hospital, Greenwich Hospital, Bridgeport Hospital, Lawrence + Memorial Hospital, Westerly Hospital and Northeast Medical Group, as well as at the overall health system's corporate services. From working with small community hospitals, a mid-sized urban hospital, one of the largest academic medical centers in the country to a geographically expansive medical foundation, the fellow is afforded a uniquely diverse experience.

The application process and interviews for the Fellowship occur in the fall each year, and fellows begin their two-year program each July. Yale New Haven Health participates in the National Council on Administrative Fellowships (NCAF) national fellowship process and follows their guidelines and schedule. Fellowship applications are accepted through the National Administrative Fellowship Centralized Application Service (NAFCAS). For additional information or questions, please contact Lyn Salsgiver, vice president, Community Health Equity, Administrative Fellowship Program Director at carolyn.salsgiver@ynhh.org or 203-384-3946



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