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In its commitment to prepare future healthcare leaders, Memorial Healthcare System has established a one-year postgraduate Administrative Fellowship Program to provide in-depth training to early careerists in Healthcare Services Administration.

Purpose:

The purpose of the one-year Administrative Fellowship is as follows:

- ❑ To develop and enhance a philosophy, code of ethics, and set of values that will inspire dedication to excellence in health promotion, healthcare delivery, and healthcare management
- ❑ To provide the Administrative Fellow an avenue of transitioning from the academic setting to the work environment of Healthcare Services Administration and provide an opportunity to witness executive leadership at the highest level of the organization.
- ❑ The program provides the fellow in-depth exposure to a broad range of management/administrative issues and one-on-one interaction with senior-level leadership.
- ❑ To develop the fellow's decision-making and problem-solving skills with respect to complex organizational activities.
- ❑ The program also provides the fellow with progressive responsibilities and allows exposure to major departments in the organization. The fellow is a member of the senior management team and reports to the Chief Executive Officer who offers constructive feedback and personal growth opportunities to the fellow.

Structure/Protocol

The program seeks to expose the fellow to administrative philosophies and concepts of hospital administration. The fellowship consists of departmental rotations, shadowing opportunities with the administrative team, access to board, physician, administrative team meetings, and special project assignments in both the administrative and clinical areas. The objective of the rotations is to enhance a fellow's talents to gain practical experience in a dynamic healthcare environment.

### Hospital Orientation/Introductory Meetings

- ❑ The fellow is required to complete a two-day hospital orientation session. After completing the second orientation session, the fellow reports to the preceptor for further instructions.
- ❑ The fellow is instructed to schedule introductory meetings with all members of the administrative and executive staff members for the Memorial Healthcare System and members of the administrative staff and department leaders for Memorial Healthcare System.

### Mentor Meetings

- ❑ The fellow will meet monthly with the President/CEO and weekly with the Administrative Officer.
- ❑ An agenda is required for all meetings.
- ❑ The fellow is required to submit a monthly one page executive summary.

### Rotations

- ❑ The Chief Executive Officer/preceptor will assign the fellow to an Administrative Officer. During this period, the Administrative Officer will assign the fellow to different departments and projects.
- ❑ The fellow is required to also rotate to the following Memorial Healthcare System departments
  - Accounts Receivable/Managed Care
  - Budget/Decision Support/PI
  - Business Development/Physician Relations
  - Corporate Compliance/Audit
  - Finance/Accounts Payable
  - Foundation/Fundraising
  - Human Resources
  - IT/Clinical Informatics
  - Legal/Risk Management
  - Medical Affairs
  - Memorial Manor
  - Organizational Development
  - Patient and Family Centered Care
  - Physician Practice Management
  - Planning
  - Marketing & Media Relations
  - Primary Care Centers
  - Safety/Quality
  - Urgent Care Center

### Classes/Retreats

The fellow will attend classes, seminars, workshops, in-services and presentations. Additional classes are available through the Memorial Academy.

- Leadership Assessment (Lifo, Firo-B)
- Management Essentials
- Fundamentals of Healthcare Finance
- Lunch and Learns
- Healthcare Leadership Certificate Sessions
- Hospital Days/ Legislative Lobby

### Meetings

• Executive Staff Meetings	Every Tuesday 9:00am – 12:00pm
• Administrative Staff Meetings at all hospitals	Hospital schedule
• South Broward Hospital District Board Meetings	Every 4th Wednesday, Dinner 4:45-5:30, Meeting 5:30-7pm Perry Auditorium
• Department Leaders Meetings	Hospital schedule
• Mock Joint Commission Surveys	Hospital schedule
• MOR Preparation/Review	Hospital schedule
• Patient Satisfaction Team Meetings	Hospital schedule
• PIRM	Hospital schedule
• Medical Executive Committees	Hospital schedule
• Life Safety/Environment of Care Meetings	Hospital schedule
• Board Peer Review	MHS Quarterly meetings
• MHS Safety/Quality meetings	Every 4 <sup>th</sup> Thursday 2-3:30pm
• LDI Seminars	Three times a year

### Community/Civic Activities

□ The fellow will also participate in community events and service organizations:

- The Plunge
- Memorial Classic
- Tour de Broward
- United Way Fundraising
- American Heart Walk
- American Relay for Life
- Winter Wellness Fest

- MHS Volunteer Program
- Walk for Diabetes
- Leadership Hollywood Program (G H C of C)
- Memorial Sponsored Runs and Health Fairs

### Other Responsibilities

The fellow is responsible for completing and updating the following:

- Surveys
- Award Applications
- ACHE Fellowship Program website
- MHS Hospital Services Updates
- Meeting Minutes

The fellow is responsible for coordinating the administrative fellowship interview process for the next year.

### Responsibilities to the Profession of Healthcare Management

The fellow has an obligation to act in ways that will merit the trust, confidence and respect of Administrators, staff, and the public. Memorial Healthcare System expects its Administrative Fellow to:

- Uphold the values, ethics and mission of the healthcare management profession;
- Conduct all personal and professional activities with honesty, integrity, respect, fairness and good faith in a manner that will reflect well upon the profession;
- Respect professional confidences;
- Avoid the exploitation of professional relationships for personal gain. The fellow is required to read the Standard Practice: Business Ethics and Conflicts of Interest; and
- Read and sign Memorial Healthcare System “Standards of Behavior Booklet”.