

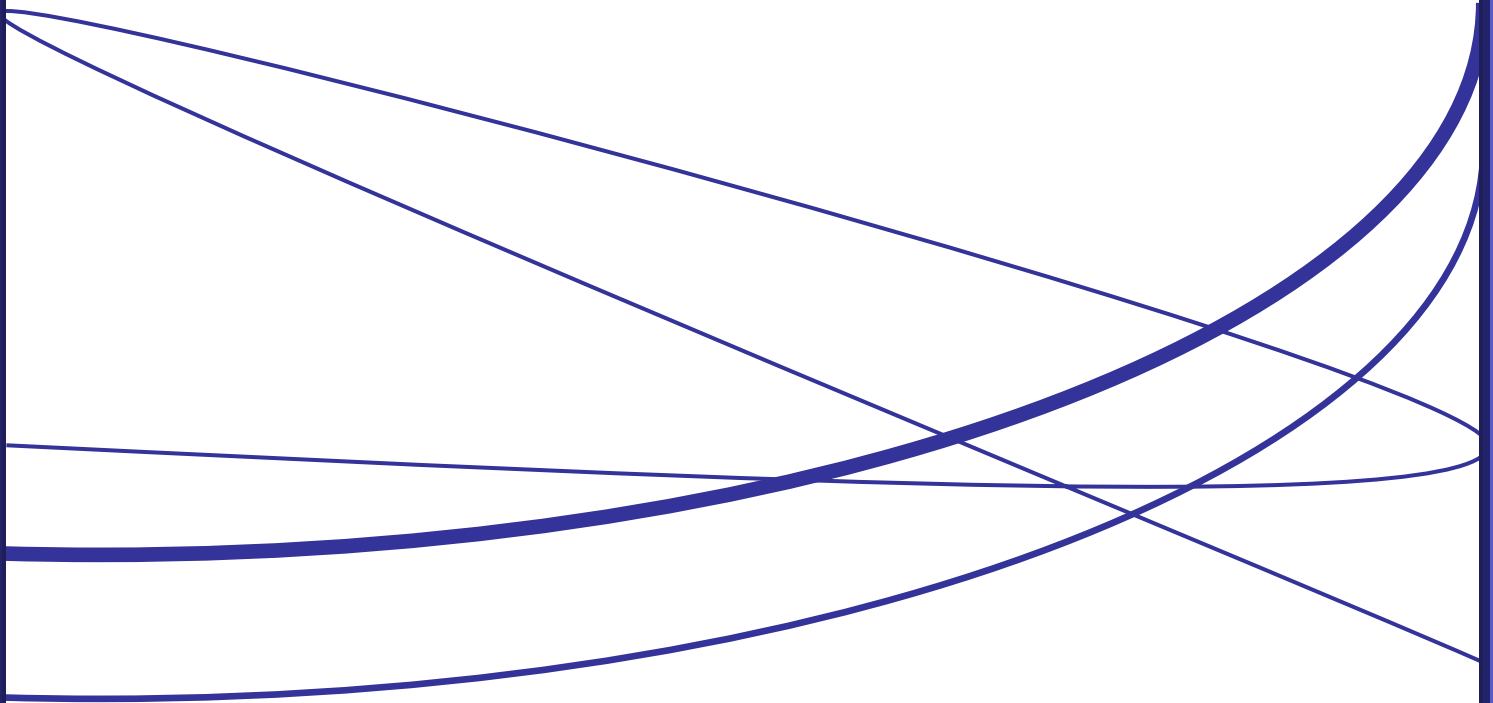
PALOMAR POMERADO HEALTH

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ADMINISTRATIVE  
FELLOWSHIP  
PROGRAM • OVERVIEW

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## Fellowship Program Overview

The Palomar Pomerado Health (PPH) Postgraduate Administrative Fellowship program in health services management provides an opportunity for a recent master's prepared graduate from an *accredited* program in health administration (MHA), public health (MPH), business administration (MBA) or a degree equivalent to the aforementioned studies to develop their leadership potential, project management skills and build valuable professional experiences & relationships within the PPH organization and the larger community as a whole. The one-year (12 month) program is coordinated under the direction of Chief Executive Officer Michael H. Covert, FACHE and includes a high degree of preceptor involvement by all members of the PPH Executive Management Team.

The PPH leadership team understands the dynamic challenges of the healthcare industry, the importance of supporting the field of healthcare management and the importance of training the next generation of healthcare leaders and therefore places great interest and dedication into developing aspiring talent.

Project-based in nature, the fellow will take part in active, hands-on, substantive projects that foster development of verbal, interpersonal, and analytical skills and the opportunity to translate academic theory into practice. There is an emphasis on active involvement and becoming an independent contributing member of the PPH leadership team. In addition, there is a high degree of exposure to management decision-making processes through interaction & observation at Leadership, Medical Staff, Board of Director Meetings, & facility rounding.

### Expectations:

- A. Papers - The fellow will be asked to write 2 papers throughout the course of the fellowship. The papers will be turned in to the CEO. The purpose is to initiate dialog, enhance the mentorship relationship & the fellow's professional growth.
  1. Professional Values (Part I) – What values are important to you?
  2. Professional Values (Part II) - Near completion of your administrative fellowship, are your values still the same or have they changed? If so, how have they changed? Site specific examples that reinforce or refute the importance of the values you have discussed in your papers
- B. Journal – The fellow is required to keep a journal. Each week they are asked to write about something they learned that can be tied back to something learned in school OR discuss a question they can challenge themselves with. Once a month they will select an entry to share with the Executive Team.
- C. Journal Club – As a recent graduate from an accredited degree program, it is expected that the fellow is current with trends & innovations in the healthcare field. Periodically the fellow will be asked to select an article or book of interest and relevance, and provide a 30-minute presentation to Administrative staff. Occasionally the fellow will assist an Executive in preparing similar presentations. Feedback will be provided on presentation skills & content.
- D. Projects – A substantial portion of the fellow's time will be spent putting educational theory into practice through work on team or independent projects of high priority to the organization. The fellow is encouraged to participate in project selection based on interests & career development goals. Exposure to projects outside of the Palomar Pomerado Health may be arranged through the CEO and various contacts in the community. However 3 main projects in the following areas at PPH are mandatory: Finance, Human Resources, & Strategic Planning.
- E. Training Opportunities – The fellow has the opportunity to select & attend two professional education/training seminar programs. (1 Regional, 1 National)

## Fellowship Application Process

### Application Requirements:

To apply for the PPH Postgraduate Fellowship Program, please submit the following:

- Resume
- Completed PPH Post Graduate Fellowship Application Form (including essay response)
- Official graduate school transcripts (from all universities attended)
- 2 letters of recommendation (1 professional, 1 academic)

*This information should be sent to:*

Palomar Pomerado Health  
Attn: Michael H. Covert, FACHE, President and CEO  
RE: Administrative Fellowship Program  
456 E. Grand Avenue  
Escondido, CA 92025

### Qualifications:

Applicants must have or will have earned by the start of the fellowship an MHA, MPH, MBA with an emphasis in healthcare management, or degree equivalent to the aforementioned studies from a CAHME, AACSB or CEPH accredited program. The required application information for the Administrative Fellowship program is to be received in one packet by the deadline, October 7, 2011

### Salary and Benefits:

PPH provides a competitive salary and full benefits including medical, dental, vision, life, and disability insurance. As stated above, reimbursements for travel expenses to regional and national health care conferences are also provided.

### Selection:

The selection process is highly competitive. After careful review of application materials, qualified applicants will be invited to San Diego for on-site interviews with various members of the executive management team. The fellowship program is one year in length. Acceptance as an Administrative Fellow does not imply future employment with PPH upon completion of the program. PPH is an equal opportunity employer. Selection among applicants will be made without regard to race, color, religion, creed, sex, national origin or handicap.

*Incomplete applications will NOT be considered and PPH reserves the right to modify the below referenced selection dates as time and conditions permit:*

### Application Timeline

- **Application Receipt Deadline: October 7, 2011**
- Review of Applications: By October 14, 2011
- Phone interviews: October 17-28, 2011
- On-site interviews: October 31-November 18, 2011
- Selection announcement: Early December 2011
- Start Date (negotiable): July 2012

## Administrative Fellowship Application

**Name:** \_\_\_\_\_ **Phone #:** \_\_\_\_\_

**Address:** \_\_\_\_\_  
\_\_\_\_\_

**Email Address** \_\_\_\_\_

**University** \_\_\_\_\_

**Degree Program (i.e. MHA, MPA, MPH):** \_\_\_\_\_

**Expected Graduation Date:** \_\_\_\_\_

**Best times to contact you (PST):** \_\_\_\_\_

**Please check three (3) areas of healthcare leadership you are most interested in:**

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> Ambulatory Care      | <input type="checkbox"/> Compliance         | <input type="checkbox"/> Facilities Planning |
| <input type="checkbox"/> Finance              | <input type="checkbox"/> Foundation         | <input type="checkbox"/> Human Resources     |
| <input type="checkbox"/> Information Services | <input type="checkbox"/> Marketing          | <input type="checkbox"/> Operations          |
| <input type="checkbox"/> Physician Relations  | <input type="checkbox"/> Strategic Planning | <input type="checkbox"/> Quality             |
| <input type="checkbox"/> Other _____          |   |  |

### **Statement of Intent**

The statement of intent is required of all Fellowship applicants and it is a very important part of the application process. Applicants should be as specific as possible about their interests and how the Administrative Fellowship Program can help to develop those interests. Your essay should be no more than one page in length, single space, and 11 font.

The statement should include the following: Why you are interested in pursuing an administrative fellowship as opposed to other post-graduate options, a description of your future career objectives within healthcare, and how can this fellowship help you to obtain your goals.

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## About the Preceptor

### **Michael H. Covert, FACHE** **President and Chief Executive Officer** **Palomar Pomerado Health**



**Michael H. Covert, F.A.C.H.E.**, came to Palomar Pomerado Health as President and Chief Executive Officer in January 2003, bringing more than 36 years experience in healthcare administration, including serving the last 25 years in the capacity of CEO. Ever since receiving his initial training in the field as an Administrative Resident with Hillcrest Medical Center (OK) following the completion of his graduate studies in Health Administration, Mr. Covert has assumed a personal responsibility of training the next generation of healthcare professionals by offering Administrative Fellowships. Mr. Covert takes great pride in mentoring and to his testament he has trained over 30 Fellows over the last three decades, many who have gone on to assume various leadership roles in the healthcare industry.

His previous positions include President and CEO of Sarasota Memorial Health Care System from 1992 to 2000; acting Director of the Public Health Department, Wichita, Kansas; Executive Director of The Ohio State University of Hospitals, Columbus, Ohio; Chief Operating Officer at St. Francis Regional Medical Center, Wichita, Kansas; and Senior Vice President of Physicians Corporation of America, Wichita, Kansas. Most recently, Covert served as President and Chief Executive Officer of the Washington Hospital Center in Washington, D.C., one of the 10 busiest hospitals in the United States and the largest in the DC/Maryland area.

Covert has also remained active in healthcare outside of his regular roles. Covert has served as Chair of the Hospital Association of San Diego and Imperial Counties, a member of the Board and Executive Committees of the California Hospital Association and VHA Western Region, and a member of the American Hospital Association Health Systems Council Board.

Covert previously served as Treasurer of the D.C. Hospital Association, Regent for both San Diego/Imperial Counties and the Western Florida region of the American College of Health Care Executives; 1999 Chair of the Board of the Association of Community Hospitals and Health Systems of Florida; and Chair of the Academic Advisory Council for the University of South Florida, Sarasota Campus. He also held faculty appointments at Washington University and The Ohio State University Schools of Medicine.

Covert was also a member of the American Hospital Association Regional Policy Board; past Chair of the Washington University School of Medicine Health Administration Program Alumni Board; and 1995-1996 Chair of the Greater Sarasota Chamber of Commerce.

Additionally, he is the past Chair of the Accreditation Commission on Education for Health Services Administration, which is responsible for accrediting all graduate programs in health administration in the United States and Canada. Covert was also a member of the VHA-Florida Board of Directors and Executive Committee and was the 1998-1999 Chair of the board for the United Way of Sarasota County.

Covert received a bachelor's degree in business administration and a master's degree in health administration from Washington University School of Medicine in St. Louis, Missouri and is a Fellow in the American College of Health Care Executives.

## Past Graduate Fellows

David O'Neal	University of Chicago	1985-1986
James Resendez	Trinity University	1991-1992
William M. Cherry	Washington University	1993-1994
Scott A. Streibich	University of Florida	1993-1994
Claudia Davis	University of Michigan	1994-1995
Julie Collins	Washington University	1994-1995
Karen Dunbar	University of Florida	1994-1995
Katrina L. Smith	Ohio State University	1995
Allison Bergstrom	University of Florida	1995-1996
Vera V. McGrady	Ohio State University	1996
Ali R. Birjandi	University of Florida	1996-1997
Cindy Gonzalez	Ohio State University	1997
Albert Oriol	University of Florida	1997-1998
Nilda Carrasquillo	University of Puerto Rico	1998-1999
Melinda Brown	Ohio State University	1998
Liza Avinami	Ohio State University	1999
Keiko Kono	Washington University	1999-2000
Aniosca Cortinez	University of Florida	2001-2002
Stonish Pierce	University of Southern California	2005-2006
Kwaja Floyd	University of Kansas	2006-2007
Natalie E. Bennett	Ohio State University	2007-2008
Joanna Sainmervil	University of Florida	2008-2009
Anna Ha	University of Missouri	2009-2010
Pernell Jones	University of Southern California	2010-2011
Victoria Shumulinsky	Ohio State University	Current Fellow

## About Palomar Pomerado Health

Located in Northern San Diego County, the Palomar Pomerado Health district covers an 800-square mile area serving a primary service area population of 494,215 and is the largest hospital district in California and the largest employer in North San Diego County. Palomar Pomerado Health employs over 3,200 individuals, is supported by over 500 community volunteers, and has over 600 physicians on the Medical Staff.

PPH includes Palomar Medical Center (PMC) in Escondido and Pomerado Hospital (PH) in Poway. The trauma center at PMC serves a 1,440-square mile region that spans from Riverside in the north to Mira Mesa in the south and Anza Borrego on the east to Oceanside in the west. In addition to its two hospitals, PPH operates two skilled nursing facilities – Palomar Continuing Care Center and Villa Pomerado, the Escondido Surgery Center, Arch Health Partners Medical Group, the PPH *expresscare* health centers and sponsors the San Marcos Ambulatory Care Center, Palomar Pomerado Home Care (PPHC), Diabetes Health, Pomerado Wound Care Clinic, Behavioral Health Services and a Sleep Lab at PMC.

### Our Mission

To heal, comfort and promote health in the communities we serve.

### Our Vision

Palomar Pomerado Health will be the health system of choice for patients, physicians and employees, recognized nationally for the highest quality of clinical care and access to comprehensive health services.

### Core Values

- **Integrity:** Be honest and ethical in all we do regardless of consequences.
- **Innovation and Creativity:** Courageously seek and accept new challenges; take risks. Envision new and endless possibilities.
- **Teamwork:** Working together towards a common goal while valuing our differences.
- **Excellence:** Continuously striving to meet the highest standards, to surpass all customer expectations.
- **Compassion:** Treat our patients and their families with dignity, respect, and empathy at all time. Be considerate and respectful to colleagues.
- **Stewardship:** To inspire commitment, accountability, and a sense of common ownership by all individuals.

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## About Palomar Pomerado Health

### Facilities & Services

#### Palomar Medical Center

Located in Escondido, the 319-bed acute care hospital boasts North County's only trauma center, a 24-hour Emergency Department, and the area's finest state-of-the-art cardiac, oncology and general medical/surgical services. Palomar Medical Center has a family-friendly Birth Center that provides mothers with labor, delivery, and recovery care in homelike comfort. PMC also has a Level II Neonatal Intensive Care Unit (NICU) and a Pediatric Unit, which through a partnership with Children's Hospital & Health Center offers expanded access to pediatric services for the children and families of North San Diego County. Unique programs include an inpatient Mental Health Unit, a Stroke Unit, and an in-hospital Sleep Lab, which diagnoses and treats patients with breathing-related sleep disorders.

#### Pomerado Hospital

Pomerado Hospital is a 107-bed acute care hospital located in Poway. In addition to a round-the-clock Emergency Department, Pomerado offers the area's finest outpatient surgery center and general medical/surgical services. Pomerado Hospital also is home to a "family-friendly" Birth Center and a Level II NICU. Pomerado is well-known for offering only private rooms, each with a scenic view of the North County country-side, which enhances the healing atmosphere. Unique programs at Pomerado Hospital include the Wound Care Center, a Behavior Medicine Center, and the Sexual Assault Response Team (SART)

#### Arch Health Partners

Rated as a top performing medical group by the Integrated Healthcare Association (IHA), Arch Health Partners provides services in both primary care (Family Practice, Internal Medicine, Pediatrics and Urgent Care) and specialty care (Audiology, Cardiology, Dermatology, ENT, Gastroenterology, Neurology, Nutrition, Ophthalmology, Orthopedics and a Care Management Team).

#### Palomar Continuing Care Center

Affiliated with Palomar Medical Center; Palomar Continuing Care Center in Escondido is a 96-bed skilled nursing facility providing inpatient rehabilitation, long-term care, and hospice services.

#### PPH *expresscare*

Located within select Albertsons/Sav-on Pharmacy stores, PPH *expresscare* are walk-in health centers staffed by certified Family Nurse Practitioners who work in collaboration with affiliated board-certified physicians. PPH *expresscare* provides care to patients two years of age and older for a variety of common medical conditions.

#### Villa Pomerado

Convalescent care is offered in a home-like atmosphere adjacent to Pomerado Hospital. This 129-bed skilled nursing facility provides long-term, rehabilitation, respite and hospice care.

#### Escondido Surgery Center

This outpatient surgery center specializes in making the patient's preparation, operation and recovery as personalized as possible. Procedures offered include ophthalmology, ear/nose/throat, orthopedics, general surgery, plastic surgery, and podiatry.



## About San Diego, California

Regarded as "America's Finest City," San Diego is ideal for anyone who loves getting out and taking it all in. Play along the 60 miles of sandy beaches. Go surfing or sea kayaking. Roller blade along the many boardwalks. Take to the links at one of the area's more than 90 amateur and professional golf courses. Catch an exciting professional baseball, football or hockey game. Go nose-to-nose with exotic creatures at our world-famous Sea World and San Diego Zoo.

Our inland North County San Diego location is home to close-knit communities who enjoy quality schools in the renowned Poway Unified School District, numerous housing opportunities, clean air and pristine lakes. We are also just short trips away from popular destinations such as Disneyland and Palm Springs, as well as mountains, national forests and the spectacular Baja Peninsula. In fact, San Diego has so many venues for culture, education, entertainment and recreation that we can hardly do it justice here. For more info about San Diego please visit <http://www.sandiego.org>

### Culture

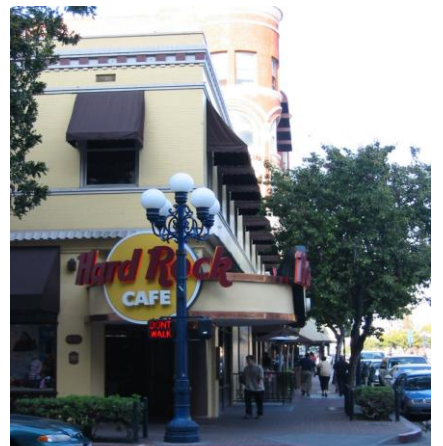
California Ballet  
California Center for the Arts  
City Ballet  
East County Performing Arts Center (Escondido)  
Malashock Dance Company

### Museums & Galleries

Children's Museum/Museo de los Ninos  
Confederate Air Force/San Diego Wing Air Group One  
Marine Corps Recruit Depot Command Museum  
Mingei International Museum  
Museum of Contemporary Art  
Museum of Photographic Arts  
Reuben H. Fleet Science Center  
San Diego Maritime Museum and Star of India  
San Diego Aerospace Museum  
San Diego Automotive Museum  
San Diego Historical Society  
San Diego Model Railroad Museum  
San Diego Museum of Art  
San Diego Museum of Man  
San Diego Natural History Museum  
Timken Museum of Art

### Recreation/Sports

Cabrillo National Monument  
Legoland  
Los Penasquitos Canyon Preserve  
Marian Bear Memorial Park  
Mission Trails Regional Park  
Rose Canyon Open Space Park  
San Diego Chargers  
San Diego Padres  
San Diego Sports Arena  
San Diego Zoo  
San Diego Wild Animal Park  
Sea World  
Tecolote Canyon Natural Park



## **Fellowship Contact Information/Experience**

For more information about the fellowship application, process or experience, please contact the current Fellow:

**Ms. Victoria Shumulinsky, MHA**

Administrative Fellow  
Palomar Pomerado Health  
456 E. Grand Avenue

[victoria.shumulinsky@pph.org](mailto:victoria.shumulinsky@pph.org)

760.740.6361

## Frequently Asked Questions

*Although PPH would love the opportunity to speak with each individual Fellowship applicant, please read this page for answers to some of the most frequently asked questions pertaining to the fellowship, application and process.*

### **Who is the official preceptor?**

Michael H. Covert, FACHE

### **When are the application and accompanying materials due? And should the applications be received or only postmarked by this time?**

October 7, 2011. Yes, please note that October 7<sup>th</sup> is the final date for *receipt* of applications and NOT the postmark date.

### **What documents should I submit in order to be considered for the 2011-2012 Fellowship program?**

Current resume, official graduate school transcripts, completed PPH Fellowship Application (including 3 references) and 2 letters of recommendation (1 professional and 1 academic). It is assumed that the persons writing the letters of recommendation on your behalf will also serve as 2 of the 3 references.

### **When will the 2011-12 Fellowship recipient be selected?**

Early-December 2011

### **How long is the Administrative Fellowship?**

One year (12 months)

### **How many fellows are selected for the program each year?**

One

### **How many fellows has the preceptor received in his career?**

Over 30

### **Who is the current fellow? Can I contact the current Fellow with further questions about the application or fellowship experience to date?**

Ms. Victoria Shumulinsky. Definitely, comments and inquiries are welcomed.

### **Is there a website?**

Yes. Please visit [www.pph.org/fellowship](http://www.pph.org/fellowship) for additional information.

### **How long has the PPH Administrative Fellowship Program existed?**

Seven years

### **Can the Administrative Fellowship substitute as the Administrative Residency requirement for my university's degree program?**

No, it is expected that each Fellowship applicant will have earned an MHA, MPH, and MBA with an emphasis in healthcare management, or degree equivalent to the aforementioned studies prior to beginning the fellowship.

### **How does the preceptor track and assess the progress of the Fellow?**

The preceptor typically meets with the Fellow on a bi-weekly basis (or as much as his schedule permits) and as stated earlier a Weekly Fellow journal is also a required portion of the program, which allows the preceptor to reflect on the learning, progress and/or challenges of the Fellow.

**Will Fellowship applicants be notified in writing regarding their final application status?**

Yes, all applicants who are no longer being considered for the fellowship program will be notified in writing.

**Will the Fellow have the opportunity to attend executive level meetings?**

Yes, as the Fellow you will have the opportunity to attend a wide range of meetings, including but not limited to Executive Management Team, Board of Directors, Human Resources, Finance, Medical Executive Committee, Physician Capital Advisory Committee, Expansion Steering Committee and even City Council meetings.

**Are project rotations preselected or based upon the needs of the individual Fellow?**

The mandatory rotation areas are finance, strategic planning and human resources, however the preceptor works closely with the Fellow to develop projects based upon the Fellow's needs and career interests.

**What facilities are owned and/or operated by PPH?**

Palomar Medical Center (Escondido), Pomerado Hospital (Poway), Palomar Continuing Care Center (Escondido), Villa Pomerado (Poway), Pomerado Outpatient Pavilion (Poway), PPH *expresscare* (Escondido/Rancho Penasquitos), the Escondido Surgery Center Corporate Health Services (Poway/San Marcos) and Home Care. PPH was also successful in getting Proposition BB passed in November 2004, which provided \$496M for the construction of the *new* Palomar West Medical Center scheduled to open in 2012.

**Which of the PPH affiliated locations is the Fellow based at?**

The Fellow is based at the Grand office with Mr. Covert, but will have sufficient time and opportunities to assist with or work on projects at any of the PPH affiliated facilities.

**Is there any requirement for the Fellow to accept a position upon completion of the Fellowship year?**

No.

**Is there any obligation for PPH to hire the Fellow on a permanent basis following the completion of the fellowship program?**

No.

**Where is San Diego geographically located in relation to Los Angeles?**

San Diego is 120 miles south of Los Angeles (approximately a two hour drive).

**What is there to do in San Diego?**

Regarded as "America's Finest City," with activities ranging from Culture to Entertainment and Sports, there is sure to be something for everyone in San Diego. For more information about San Diego please visit <http://www.sandiego.org>

## Past Projects

Summary of past projects that fellows have worked on during their PPH fellowship:

- **Strategic Planning**
  - Managed the transitional coordination for the re-licensure of the Pediatrics/NICU beds at Palomar Medical Center to Rady Children's Hospital, creating a hospital within a hospital model
  - Developed initial template for system-wide outpatient services Strategic Plan to increase market share, revenues and expand community health awareness
  - Independently developed *Retail Clinic Operator Qualification Business Plan* which led to development of first hospital-based retail clinics in state, first Joint Commission hospital-accredited clinics in state and diverse partnership with SUPERVALU
  - Coordinated EHR implementation and conducted feasibility site assessments
  - Developed system-wide Neurosciences Strategic Plan to facilitate the development of *The Neurosciences Institute* to leverage PPH's ability to provide comprehensive care to our patients within our communities
  - Developed business plan which led to the development of a new Wound Care Center within the hospital district
  - Developed an Orthopedic Trauma Business plan to support the development of the Orthopedic business at PMC
  
- **Finance**
  - Performed financial analysis regarding potential partnership with a local Integrative and Acupuncture Center
  - Developed \$5.1M Corporate Administration department operating budget which resulted in a \$600,000 annual savings for the integration on an in-house legal department
  - Co-facilitated planning efforts for PPH's Revenue Cycle/Business Quality Initiative
  
- **Performance Excellence**
  - Led initial phase of creating an internal Project Management support office (PMO) for the organization
  - Served as one of three primary writers for *Malcolm Baldrige Award* application which resulted in *Bronze* level state award recognition. Independent areas of emphasis included Leadership and Patient Focus Categories
  - Selected and served as Malcolm Baldrige State Examiner. Facilitated organizational Category 1 work team for continued organizational excellence
  
- **Human Resources**
  - Managed district wide implementation of an emergency/disaster notification system using Everbridge software and internal Human Resources software, prepared needs assessment and created user groups to begin pilot testing
  - Devised market feasibility study and financial analysis to institute a formal HR instructor recruitment initiative and increased marketing of

PPH's education courses which resulted in expanded marketing initiatives, acceptance of a recommendation for departmental alignment and \$51,400 ROI

- Implemented an online system for ordering, credentialing and invoicing non-employee labor
- Led Outpatient Rehabilitation team to analyze customer service issues and developed strategies to increase Press Ganey scores by 8%
- Devised business plan to increase flexible staffing and productivity for Environmental Services and Food and Nutrition areas

▪ **Quality**

- Formulated data inventory assessment of organization wide data collecting tools and processes which led to the development of a single data model
- Developed a physician scorecard to track performance metrics

▪ **Information Technology**

- Conducted research of various information technologies and compared them versus the domains of PPH's Balanced Scorecard for system wide implementation
- Assisted with a contract review for a new IT solution

▪ **Marketing**

- Conducted best practices website analysis of leading healthcare organizations to provide recommendations which were eventually incorporated into the Marketing department's FY 2007 web strategy

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