

# Administrative Fellowship Program



**John T. Fox, President & Chief Executive Officer, EMORY HEALTHCARE**

“Having a strong and vibrant administrative fellowship program is an integral part of the development of all

management functions at EMORY HEALTHCARE. Individuals recently completing strong graduate programs serve as catalysts for the organization in terms of asking unbiased questions, challenging past assumptions and exhibiting high energy levels often associated with advocates of change.

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

Furthermore, fellows are exposed to high-level strategic planning and other health system functions such as marketing, human resources and information technology.

The advantages of participating in the Administrative Fellowship Program are many, but most importantly the fellowship provides:

- A direct reporting relationship to the chief executive officer, one of the chief operating officers or a member of the senior leadership team who will work with the fellow to develop career and fellowship goals.
- Opportunities to observe executive leadership at the highest level of the organization throughout the fellowship.
- Opportunities for developing and enhancing leadership skills in personnel and project management.

## Fellowship Objectives

The primary objectives of the Administrative Fellowship Program are to:

- Develop strong leaders for EHC and the health care industry in general.
- Expose individuals to EHC’s philosophy, mission, vision and operation.
- Provide an opportunity for fellows to receive coaching, knowledge and mentoring from senior-level executives.
- Provide an opportunity for fellows to initiate and shape fellowship goals.

## Fellowship Structure

The EHC Administrative Fellowship is a two-year, project-based program that targets masters candidates and recent masters-level graduates in health care administration, business administration, public health and nursing administration.

**EHC General Track:** Individuals that have an interest in multiple areas within health care can complete the general track of the Administrative Fellowship. The general track allows a candidate to develop their ideal experience within any operational and/or corporate areas. During the first year of the fellowship program, each fellow is assigned

## EMORY HEALTHCARE Overview

EMORY HEALTHCARE (EHC) is an integrated academic health care system committed to providing the highest quality of care for our patients and their families, educating health care professionals for the future, pursuing discovery, research and clinical innovation and serving our community. As the largest, most comprehensive health care system in Georgia, EHC includes The Emory Clinic, Emory-Children’s Center, Emory University Hospital, Emory University Hospital Midtown, Emory University Orthopaedics & Spine Hospital and Wesley Woods Center. EHC has over 10,000 employees, \$1.6 billion in net patient service revenue, and 1,304 licensed patient beds.

## Fellowship Introduction

The EHC Administrative Fellowship Program is a two-year program that provides future health care executives with opportunities to gain an in-depth understanding of hospital- and clinic-based health care operations in an academic medical center environment. Fellows are given the opportunity to take part in hands-on, operationally focused projects and participate in various leadership activities that nurture professional growth.



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to a senior-level executive who serves as his or her preceptor. In the second year of the program, the fellow is more involved in selecting the senior-level executive who serves as his or her preceptor. This selection is based on fellows' needs and the interest and the availability of the executives. The preceptor serves as the fellow's direct supervisor and provides professional guidance, mentorship and support during the 12-month rotation period.

**EHC Finance Track:** Individuals interested in health care finance are encouraged to consider completing the finance track of the Administrative Fellowship. The ideal candidate for the finance track has an undergraduate degree in business, with a focus on finance or accounting. This track exposes the fellow to both the physician-practice (first year) and hospital (second year) environments. The preceptor for the first year is the chief financial officer of The Emory Clinic, and the preceptor for the second year is the chief financial officer of Emory Hospitals. The fellow will train extensively in patient financial services (including registration, scheduling, billing, accounts receivable management and the entire revenue cycle), accounting and finance, and materials management. By the completion of the fellowship, the fellow will have gained the training and experience necessary to be a candidate for finance-related positions within EHC.

## Program Components

- **Orientation:** During the first month of the Administrative Fellowship Program, fellows will have one-on-one informational interviews with members of EHC's senior leadership team.
- **Committee Meeting Rotations:** Fellows rotate among key committees to gain a broad background and understanding of EHC and Woodruff Health Sciences Center. By observing leaders, fellows gain an awareness of various decision-making processes and challenges facing today's executives.
- **Administrator On-Call:** Following the first six months of the program, first-year administrative fellows will be included in the Administrator On-Call schedule and paired with the regularly scheduled Emory Hospital Associate Administrator who acts as a shadow administrator.
- **Clinical Rotations:** Fellows have the opportunity to rotate through various clinical departments within the hospitals and clinics at EHC. The Clinical Rotations are intended to give fellows exposure to working with physicians, nurses and other clinical staff, as well as an opportunity to observe procedures and patient care at the front line.
- **Lunch n' Learns:** Fellows organize and facilitate monthly informational sessions with various members of WHSC and EHC leadership to discuss topics that affect the health care industry.

## Application Process

To be considered for the EHC Administrative Fellowship Program, applicants must be masters-level graduates in health care administration, business administration, public health or nursing administration.

Applicants must submit the following materials (see Web site for details):

- Cover letter – applicants interested in the finance track should indicate this in their cover letter
- Current resume
- Required essays
- Three letters of recommendation
- Official graduate school transcript

Please send all application materials to:

Christi Carmichael, FACHE  
EHC Administrative Fellowship Program Manager  
WHSC Strategic Planning Office  
1440 Clifton Road, NE, Room 140A  
Atlanta, GA 30322

## Important Dates

- Application acceptance period: August 1 – October 1
- Interview process: October – November
- Final selection: Mid-November
- Fellowship start date: Late June

Applications and all supporting documentation must be submitted in one envelope and received between August 1 and October 1. Incomplete applications and/or those received after the October 1 deadline will not be accepted (please confirm receipt of materials).

After review of all submitted materials, a select number of applicants will be contacted for telephone interviews. Upon completion of telephone interviews, eight individuals will be invited onsite for second interviews and case study completion. There are up to three available EHC Administrative Fellowship Program positions each year.

If you have any questions regarding the program, please visit our Web site at [www.emoryhealthcare.org/employment/career-programs](http://www.emoryhealthcare.org/employment/career-programs).