



MedStar Health



# Administrative Fellowship Programs

Investing in healthcare's next generation of transformational leadership

# BE A PART OF SOMETHING EXTRAORDINARY

**MedStar Health is a not-for-profit integrated health system committed to becoming the trusted leader in caring for people and advancing health.**

Recognized regionally and nationally for excellence in medical care, MedStar Health strives to provide the highest quality care for people in Maryland, Washington, D.C., and Virginia, with compassion and respect. We know that our ability to treat others well begins with how we treat each other. Every member of the MedStar Health team is committed to living our core SPIRIT Values—Service, Patient First, Integrity, Respect, Innovation, and Teamwork—no matter where they work across our diverse health system. Our Distributed Care Delivery Network allows us to make health care available to our patients where they live, work, and play.

MedStar Health provides Administrative Fellows with a broad, unparalleled experience in a healthcare delivery system. With our hospitals, ambulatory care sites, a medical education partnership with Georgetown University, MedStar Health Research Institute, MedStar Institute for Innovation, MedStar Medical Group, medical partnerships with local professional sports teams, and more, MedStar offers fellows a unique opportunity to work and learn in a sophisticated healthcare delivery system. We offer three unique programs, each accepting one fellow on an annual basis:

- **MedStar Health System**
- **MedStar Ambulatory Services**
- **MedStar Washington Hospital Center**

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The MedStar Health System Administrative Fellowship allows fellows to contribute to connecting the components of an integrated delivery system that serves communities in one of the most important, influential regions in the world. It **offers a front row seat at the bedside and the board room**, and there is no better place to spend a year learning about the health industry.

Ryan Moran  
Director of Community Health, Baltimore City  
2014 Fellow

We have **10 HOSPITALS** and **280 CARE SITES** supported by more than **30,000 ASSOCIATES**, **8,400 PROFESSIONAL NURSES**, **4,700 AFFILIATED PHYSICIANS** and **1,150 RESIDENTS** and **FELLOWS**, who oversee more than **133,500 INPATIENT ADMISSIONS** and **4.9 MILLION OUTPATIENT VISITS** each year.

# PROPEL YOUR CAREER FORWARD



## MedStar Health System Fellowship

MedStar's system fellowship exposes fellows to the management of a regional, not-for-profit healthcare delivery system. The fellow reports directly to the President and Chief Executive Officer of MedStar Health, the Executive Vice President and COO, and the Senior Vice President, Performance Transformation. The fellow will have the opportunity to gain an understanding of how hospital operations integrate across the healthcare system by leading and participating in meaningful projects. The fellow also participates in high level discussions regarding the strategic and operational issues affecting the system, interacts extensively, and develops working relationships with system leadership, provides support to operational services projects at the system level and at various hospital and ambulatory sites, and receives mentoring from seasoned healthcare executives. The fellow may explore an array of operational services: patient safety, clinical outcomes, information technology, supply chain management, technology assessment, risk reduction, and quality care initiatives. Opportunities exist for additional experiences at care sites to observe the patient experience.

## MedStar Ambulatory Services Fellowship

The MedStar Ambulatory Services fellow will gain experience across its many business entities, including: MedStar Multispecialty Ambulatory Care Centers, MedStar PromptCare, MedStar eVisit, MedStar Pharmacy, MedStar Radiology Network and MedStar Surgery Center Network. The fellowship provides mentorship and support from an executive leadership team, including MedStar Ambulatory Services'

President, COO, and Assistance Vice President, Patient Experience. Project opportunities are based throughout the Baltimore and Washington, D.C., metropolitan areas and may include work in strategic planning, business development, facility development, operations, telehealth, quality and safety, patient experience, and project management. Fellows have the opportunity to participate in executive operations, gain hands-on experience within the ambulatory environment, work in a growth area within MedStar, participate in or lead several different projects, and define their own experience by working with a mentorship team to choose projects.

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The value of the MedStar Health System Administrative Fellowship in my career and personal development cannot be overstated. I was able to actively participate in conversations at the highest levels of leadership and benefit from the guidance of lifelong mentors. **I left the program confident and prepared to take on my next role**, with the relationships needed to enable my continued success.

Krista L. Wall, MHA  
Director, Service Line Operations & System Integration  
2017 Fellow

## MedStar Washington Hospital Center Fellowship

MedStar Washington Hospital Center is a 926-bed, private, not-for-profit academic medical center located on a 47-acre medical campus in the heart of Washington, D.C. The fellowship offers experience in the management of a large, tertiary teaching hospital, with the fellow reporting directly to the Senior Vice President and Chief Administrative Officer of MedStar Heart & Vascular Institute, and the Vice President, Professional Services. The fellow will have the opportunity to gain experience in a variety of clinical and operational departments—operations, medical affairs, nursing, managed care, public affairs, finance, ambulatory and primary care services, and information systems. Additionally, the fellow may gain system-level exposure through projects related to system integration, strategic planning, and governance.

# MAKE A DIFFERENCE IN THE COMMUNITY



## The Fellowship Program

The 12-month Administrative Fellowship offers fellows opportunities to lead and engage in substantive and impactful projects in different areas of health care, with fellows reporting directly to executive and clinical leaders across the system. Fellowships are largely self-guided; you will help determine your own experience. Preceptors and mentors will provide guidance and support for how to maximize your experience, with projects being heavily driven by your own interests.

## Eligibility

Candidates who receive their MHA, MBA, or MPH in healthcare administration/management within 12 months prior to the start of the fellowship, or who will receive their degree upon the completion of a fellowship, are eligible to apply for an administrative fellowship at MedStar. Eligible applicants are graduates of an accredited domestic MHA, MBA, or MPH program. We do not sponsor visas for this program.



The MedStar Health System Administrative Fellowship provides a truly unique opportunity for up-and-coming health care executives. Having the ability to not just observe, but become **actively engaged in projects and initiatives at both the corporate and operational executive leadership levels** for an entire year creates a solid career foundation for new executives.

Thomas H. Breakey, FACHE  
VP of Operations, MMG Anesthesiology  
2008 Fellow



## Compensation

Fellows receive an extremely competitive salary and the same benefit package as all salaried employees. This includes, but is not limited to, health insurance, paid time off, and a 403(b) retirement plan.

## Previous Fellow Projects

- Developed a plan to improve ambulatory surgery patient satisfaction by gaining patient and clinician perspectives across the entire continuum of care
- Created the business plan for the new Transitions Clinic for the MedStar Heart & Vascular Institute
- Developed enterprise risk management assessments in the Supply Chain Department and MedStar Health Research Institute
- Designed a system-level strategy for recruiting/retaining physicians and residents following a market analysis and review of best practices
- Managed the design and development of a facility readiness process and activation project plan for new multispecialty ambulatory care centers
- Developed a performance improvement analysis for potential cost savings of \$12.9M within dietary, environmental services, and plant operations
- Managed the implementation of online check-in for all MedStar PromptCare locations
- Created a dashboard for the MedStar Heart & Vascular Institute to track physician productivity and monitor their success at reaching RVU goals
- Conducted internal analysis of community outreach planning program and generated a proposal for optimizing the impact of investment in community-building and academic partnership activities

# DIVE IN TO THE FIELD OF HEALTHCARE

## MedStar Health Hospitals

- MedStar Franklin Square Medical Center
- MedStar Georgetown University Hospital
- MedStar Good Samaritan Hospital
- MedStar Harbor Hospital
- MedStar Montgomery Medical Center
- MedStar National Rehabilitation Hospital
- MedStar Southern Maryland Hospital Center
- MedStar St. Mary's Hospital
- MedStar Union Memorial Hospital
- MedStar Washington Hospital Center

## MedStar Ambulatory Services

MedStar Ambulatory Services is our outpatient services division, focused on making quality health care available and convenient throughout the region. MedStar Ambulatory Services brings primary care, expert specialists, and urgent care to communities, as well as non-traditional medical settings.

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Medstar Washington Hospital Center takes care of the uninsured local residents of D.C. while performing some of the most technologically advanced procedures in the nation. As the fellow, you get to **experience how leaders find balance between these two worlds with uncompromising focus on quality and safety, market leadership, and financial stability.** It is a challenging year, but the experience gained is invaluable.

Yang Zhao, MHSA  
Director of Surgical Services, MHVI  
2014 Fellow

## MedStar Medical Group

The medical, surgical, and specialty providers of the MedStar Medical Group comprise one of the largest medical groups in the country, practicing patient-centered care at more than 280 locations, including hospitals, community-based healthcare centers, home care, and telehealth.



## MedStar Visiting Nurse Association

MedStar Visiting Nurse Association, the largest in-home healthcare provider in the region, provides skilled nursing, rehabilitation, care coordination, private duty personal care, and infusion therapy for homebound, disabled, and chronically ill patients to avoid emergent care or hospitalization.

## MedStar Family Choice

MedStar Family Choice is a provider-sponsored Managed Care Organization servicing the Medicaid programs in the state of Maryland. In Maryland, the HealthChoice Program and the Maryland Children's Health Program are operated by the Maryland Department of Health.

## MedStar Health Research Institute

MedStar Health Research Institute (MHRI) conducts approximately 1,000 studies annually in clinical, healthcare delivery, and outcomes research in hospital and ambulatory settings across MedStar. Its expertise includes translating research into disease prevention, diagnosis, and treatment.

## MedStar Institute for Innovation

MedStar Institute for Innovation was chartered to catalyze innovation that advances health. With its mantra of "Think Differently," MI2 recognizes that innovation starts by first thinking, seeing, and understanding the world in different ways than before. MI2 includes the National Center for Human Factors in Healthcare, the Simulation Training and Education Lab (SiTEL), and MedStar Inventor Services.

# TAKE ADVANTAGE OF EACH OPPORTUNITY



## Washington, D.C., and Baltimore Region

MedStar has locations throughout the Washington, D.C., and Baltimore metropolitan areas, giving fellows ample living options. With three accessible national airports and easy driving access to city, mountain, beach, bay, or countryside, this region is an ideal spot to live, work and play!

Washington, D.C., and Baltimore hold more than just countless landmarks and historic sites. Both maintain cultures rich in entertainment, the arts, festivals, outdoor recreation, politics, professional sporting events and great food. Our nation's capital is home to 5 million residents who embrace accessible and vibrant city life, making the Capital City an ideal location for any young professional. Baltimore, or "Charm City," offers a unique combination of historic neighborhoods, trendy nightlife and loyal residents.

## More Information

To speak directly with a current fellow, please contact:

Hilary Bragg, MedStar System Administrative Fellow  
[hilary.b.bragg@medstar.net](mailto:hilary.b.bragg@medstar.net)

Ola Akintelure, MedStar Ambulatory Services Fellow  
[olakorede.f.akintelure@medstar.net](mailto:olakorede.f.akintelure@medstar.net)

Sarah Ryan, MedStar Washington Hospital Center Fellow  
[sarah.m.ryan@medstar.net](mailto:sarah.m.ryan@medstar.net)

## Application Timeline

- Application Deadline: Oct. 2, 2019
- Phone Interviews: Early to mid-October
- On Site Interviews: Late October to early November
- Offer Acceptance Date: Nov. 13, 2019
- Start Date: June-July 2020 (negotiable)

## Application Materials

Applicants may apply to up to two fellowship programs and should rank their two choices. The following are required:

- Cover letter indicating the program(s) to which you are applying (optional if applying via NAFCAS)
- Three letters of recommendation (one employer and one academic reference are required)
- Resume
- Written statement of your career objectives and why you are applying for this fellowship
- Official graduate school transcripts

Applications may be submitted via NAFCAS or by mail:

Kenneth A. Samet, FACHE  
President and CEO  
MedStar Health  
10980 Grantchester Way  
Columbia, MD 21044

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The MedStar Health System Administrative Fellowship afforded me the opportunity to **observe and understand the continuum and cascading of decision-making and leadership** at the highest levels of our \$6B organization. I still tap into my observations from my fellowship year to guide my own leadership style. The access, mentorship, support, and exposure provided during the fellowship is an unmatched experience from which any early careerist would benefit tremendously.

Emily Briton, MHSA  
VP of Professional Services, MWHC  
2011 Fellow