



2012 ADMINISTRATIVE FELLOWSHIP PROGRAM DESCRIPTION

I. INTRODUCTION

The Administrative Fellowship at Froedtert Health is an excellent opportunity for an energetic graduate student in the field of healthcare administration to develop and enhance their executive leadership skills. Based in Milwaukee, Wisconsin, Froedtert Health allows the Fellow to gain exposure to a diverse patient population within an academic medical center and community hospital settings. The Fellow is exposed to a wide variety of issues and is able to get involved in projects that are both interesting and relevant to the current healthcare environment.

Froedtert Health is a regional hospital system made up of Froedtert Hospital, Milwaukee; Community Memorial Hospital, Menomonee Falls; St. Joseph's Hospital, West Bend; and the Froedtert Health Medical Group. Joining the capabilities of an academic medical center affiliated with the Medical College of Wisconsin, two community hospitals, and a free-standing primary and specialty care clinic, Froedtert Health delivers highly coordinated, cost-effective health care to residents of Southeastern Wisconsin and beyond. In Fiscal Year 2010, combined adult patient admissions for the three hospitals exceeded 44,000. For more information, visit www.froedterthealth.org.

The fellowship starts in July 2012, is one year in duration, and is flexible to meet the interests of the Fellow.

II. DESCRIPTION OF FELLOWSHIP ACTIVITIES

The Fellowship Program offers exposure to all levels of management, allowing Fellows to gain an applied understanding of their skills, and of the operations of a hospital system, academic medical center and community-based hospital. Fellows are expected to attend various executive level meetings and are encouraged to participate in committees and other team projects.

This training is intended to provide opportunities that fulfill organizational needs while also satisfying the interests and goals of the Fellow.

III. CORE COMPETENCIES

Depending on organizational needs and the interests and goals of the Fellow, core competencies can be developed in a broad spectrum of interest areas. Following are some examples.

Academic Medical Center & Community Hospital Operations

Projects in this area will allow the Fellow to gain experience and exposure to key components of the hospital as an operating entity. Project scope would include planning, analysis, and implementation for initiatives such as:

- Process Improvement Activities
- Space/Facilities Management
- Physician Relations
- Staffing/Scheduling
- Business Plan Development
- Project Management (Planning, Financial Feasibility, etc.)
- Quality Management/Quality Improvement
- Risk Management
- Clinical Program Development
- Service Excellence

Ambulatory Care

Ambulatory care provides the Fellow with an understanding of the delivery of care in an outpatient setting and an opportunity to learn about the many support and ancillary services that are integral to the delivery of ambulatory care. Activities could encompass:

- Patient Flow
- Operational Reports
- Budget Issues
- Staff Scheduling
- Training Issues
- Wayfinding

Financial Management

Financial activities will be included in many projects. In particular, projects are likely to include exposure to the following:

- Patient Accounting/Billing/Collections
- Reimbursement and Third Party Payer Mix Issues
- Budget Development
- Financial Modeling
- Volume Forecasting
- Financial Strategic Planning
- NPV Analysis

Quality

Project work in this area supports high quality, cost-effective care and continuous quality improvement. Potential project work may encompass:

- Patient safety
- CQI methodology
- Six Sigma/Lean
- Benchmarking
- External reporting/database management

Managed Care

This competency offers the Fellow an opportunity to gain experience in dealing with managed care organizations and insights into the dynamics of contract negotiations. Many aspects of the program will be covered, such as:

- Rate setting for defined populations
- Negotiation skills
- Provider network development
- Reimbursement, charges and cost issues

Strategic Planning and Business Development

Strategic planning and business development are integral cornerstones of a dynamic, growing organization like Froedtert Health. The Fellow's work includes opportunities to access or participate in the following:

- Strategic planning
- Situational analysis/business plan development
- Competitor analysis
- Environmental assessment
- Regional business development

Nursing/Clinical Care

Projects in this area would provide the opportunity to understand the complexity of managing a clinical service. Nurse staffing, nursing standards, physician credentialing, quality monitoring, and resource management are all part of the many complex aspects of successful nursing/clinical management that would become part of the Fellow's experience.

Additional nursing related topics that might be covered include:

- Scheduling and staffing in an environment of flexible demand
- Managing a flexible volume budget
- Clinical pathways/case management
- Care delivery models
- Rounds with interns and residents

Information Systems

From developing and implementing an information system master plan that is compatible with the systems at Froedtert, Community Memorial, St. Joseph's, the Froedtert Health Medical Group, and the Medical College of Wisconsin to designing and implementing new programs and application system-wide, the Froedtert Health Information Technology world of information systems offers challenging opportunities for a Fellow. Project scope would include exposure to operational and clinical challenges associated with implementing a legal electronic medical record across multiple settings, including both inpatient and outpatient.

Human Resources and Organizational Development

Exposure in this area provides a system level and hospital specific view of the functions of recruitment, salary and benefit administration, training and development, and legal issues.

Others

Projects and observation of other key functions within a clinical enterprise are also possible. A Fellow could select from such areas as: Patient Relations, Customer Service, Volunteers, Government and Community Relations, Ancillary Services, Public Relations, Marketing, Social Services, and Compliance & Regulatory Issues.

Outside Activities

The Fellow is provided with an opportunity to attend meaningful national and regional meetings, such as Wisconsin Hospital Association meetings where political and legal issues impacting healthcare are presented and discussed.

IV. SELECTION PROCESS

The Froedtert Health Fellowship Program provides an applied post-graduate setting for individuals who exhibit an interest in gaining experience in healthcare management at a hospital system, an academic medical center, and a community hospital.

Initial candidate interviews will be conducted by phone. Finalists will be invited to Froedtert Health for on-site interviews with members of the Senior Management team.

Application requirements for the Fellowship position include the following:

1. Masters Degree in Healthcare Administration, Business or health-related field
2. Cover letter
3. Current resume
4. Official graduate transcripts
5. Written statement outlining career objectives and the reasons for interest in the Fellowship
6. Three Letters of recommendation (including one from Program Director and one professional)

Application must be received by October 7, 2011. All application materials should be addressed to:

Mr. Luke Harris
Administrative Fellow
Froedtert Health
c/o Froedtert Hospital
9200 West Wisconsin Avenue
Milwaukee, Wisconsin 53226

For more information about Froedtert Health, please visit our web-site at www.froedterthealth.org