



## **ADMINISTRATIVE FELLOWSHIP PROGRAM**

Thomas Jefferson University Hospitals  
111 South 11<sup>th</sup> Street  
Philadelphia, PA 19107-5098  
[www.jeffersonhospital.org](http://www.jeffersonhospital.org)

### **Thomas Jefferson University Hospitals' Mission, Vision and Values**

#### **Mission**

Thomas Jefferson University Hospitals are dedicated to improving the health of the communities we serve. We are committed to:

- Setting the standard for excellence in the delivery of patient care, patient safety and the quality of the healthcare experience
- Providing exemplary clinical settings for educating the healthcare delivery professionals who will form the collaborative healthcare delivery team of tomorrow
- Leading in the introduction of innovative methodologies for healthcare delivery and quality improvement

#### **Vision**

Through exceptional customer service, quality, compassion, excellence, safety and efficiency, we strive to differentiate ourselves among our competitors as the most patient friendly and easiest healthcare institution to navigate.

#### **Values**

- Quality and Safety
- Service
- People
- Finance and Operations
- Growth

#### **About Thomas Jefferson University Hospitals**

Thomas Jefferson University Hospitals have 957 licensed acute care beds with major programs in a range of clinical specialties. Services are delivered in four facilities, including Thomas Jefferson University Hospital and Jefferson Hospital for Neuroscience in Center City, Methodist Hospital in South Philadelphia and Jefferson HealthCARE in Voorhees, New Jersey.

In 1995, the hospital separated from Thomas Jefferson University and became a founding member of the Jefferson Health System. In an effort to expand Jefferson's services to the community, Methodist Hospital became a Division of Thomas Jefferson University Hospital in 1996.

As an academic medical center, Thomas Jefferson University Hospitals strive to provide advanced clinical environments for patients and stimulating experiences for Jefferson students and residents. It is within our various settings that scientists, residents, attending physicians, medical students, nursing students, allied health students and technologists are trained in their professions and learn essential teamwork skills to ultimately define the future of clinical care.

Thomas Jefferson University Hospitals continue to take pride in the quality and variety of healthcare services they provide to Philadelphia and Delaware Valley residents. The hospitals are fully accredited by the Joint Commission and licensed by the Department of Health of the Commonwealth of Pennsylvania.

### **Jefferson Hospital for Neuroscience**

Jefferson Hospital for Neuroscience (JHN) houses one of the nation's premier neurosurgery programs. This program's neurosurgeons are world-renowned for the treatment of vascular brain disease, brain tumors, epilepsy, spinal cord injuries, spinal disease and pain. Jefferson's outstanding neurology programs in epilepsy, headache and stroke are also housed at this location. The Joint Commission accredits the Jefferson Stroke Center, which is staffed by three board-certified vascular neurologists.

At JHN, the Jefferson Geriatric Psychiatry Program also addresses the care needs of seniors with dementia and memory problems. The Farber Institute for Neurosciences of Thomas Jefferson University, also located within JHN, is dedicated to translating advances in basic research into clinical solutions for millions of people who suffer from nervous system disorders.

### **Methodist Hospital Division of Thomas Jefferson University Hospital**

As a community hospital within an academic medical center, Methodist Hospital is dedicated to excellence in patient care as well as providing health professionals and students with high-quality clinical settings and positive role models. Methodist Hospital is committed to serving the residents of South Philadelphia and surrounding communities.

### **Jefferson HealthCARE – Voorhees**

Jefferson HealthCARE in Voorhees is a state-of-the-art medical facility that provides advanced medicine and superior care in a convenient South Jersey location. A full range of primary care and specialty health services are available, including x-ray, mammography screening and dexta scan.

### **TJUH System: General Information (as of FY07)**

Beds:	957 (licensed acute care)
Admissions:	45,050
Outpatient visits:	481,659
ER Visits:	106,691
Total FTEs:	6,387
House Staff:	781
Medical Staff:	909 active
RNs:	1,927

## **About Jefferson Health System**

In 1995, Thomas Jefferson University Hospital and Main Line Health System formed the Jefferson Health System. Jefferson Health System (JHS) is a market leader in acute care, behavioral health, rehabilitation, home health and senior services, making it the largest health system in the Delaware Valley with more than 2,500 licensed beds and operating revenues of nearly \$3 billion. The system hospitals employ almost 27,000 individuals. In an effort to meet the full range of Delaware Valley residents' healthcare needs, JHS unites strong community healthcare institutions and providers in a collaborative model.

The members of JHS include Frankford Health Care System, Magee Rehabilitation, Main Line Health System and Thomas Jefferson University Hospitals. The health system also has strategic alliances and relationships with Christiana Care Health System in Wilmington, DE, Pottstown Memorial Medical Center, Underwood Memorial Hospital in Woodbury, NJ and Atlanticare in Atlantic City, NJ. Some JHS members have an affiliation with DuPont Hospital for Children in Wilmington, DE for pediatric services.

## **About the Administrative Fellowship Program**

Thomas Jefferson University Hospital's Administrative Fellowship Program offers individuals with graduate degrees in healthcare and/or business administration practical experience in an urban academic medical center. At least one Fellow is selected each year to participate in the 12-month program. While the program is based at Thomas Jefferson University Hospital, Fellows often have the opportunity to work on projects that affect the entire Jefferson Health System.

As a vital part of Jefferson's administrative team, each Fellow works side by side with Jefferson Executives and Directors to develop essential management and leadership skills. In return, Jefferson draws on each Fellow's unique talents and creative ideas to help implement innovative approaches for delivering high-quality clinical care and services to patients. Through the Administrative Fellowship Program, Thomas Jefferson University Hospital prepares confident, analytical and dynamic leaders who are equipped to meet the challenges of the ever-changing healthcare industry.

## **Goals and Objectives of the Administrative Fellowship Program**

The Administrative Fellowship Program is designed to provide a broad educational experience in health services management that is consistent with Thomas Jefferson University Hospital's mission. Specific program objectives include:

- Providing a comprehensive view of healthcare administration and familiarizing participants with the internal and external factors that affect an administrator's ability to successfully manage
- Developing and utilizing leadership and management skills
- Offering hands-on experience in hospital administration through active involvement in program development and day-to-day operating activities
- Enabling participants to explore various professional and management opportunities within the healthcare industry

## **Fellowship Program Content**

Soon after each Administrative Fellow arrives on campus, he/she will participate in a month-long orientation program to become acquainted with Thomas Jefferson University Hospitals. Among other activities, the orientation consists of meetings with executive officers, senior management and department heads throughout the organization.

The Chief Operating Officer serves as a mentor for the Fellow(s). The Chief Operating Officer will:

- Assist the Fellow(s) in developing managerial skills and provide feedback to the Fellow(s) about these skills
- Help formulate appropriate Fellowship goals and objectives and develop a timetable for completing all projects

During the program, Fellows work on projects that are related to their personal interests and aligned with hospital initiatives. The Fellow(s) may select projects from those submitted to the preceptor by hospital personnel or solicit projects directly from management in areas of particular interest to him/her. In past years, Fellows have coordinated projects relating to all aspects of hospital and practice management, including budgeting, strategic planning, new healthcare ventures, patient-flow studies and efficiency analyses. Each Fellow also has the great opportunity to be exposed to healthcare governance by attending Board of Trustee and Board sub-committee meetings.

## **The Project Coordinator's Responsibilities**

A designated coordinator will oversee each project assignment. In most cases, the coordinator will be a department head or senior administrator. The coordinator will meet regularly with the Fellow(s) to:

- Help formulate appropriate project goals and objectives and develop a timetable for project completion
- Provide guidance and access to the resources necessary to successfully complete the project
- Assist the Fellow(s) in developing managerial skills relevant to the project and provide feedback to the Fellow(s) about these skills

## **The Administrative Fellow's Responsibilities**

Administrative Fellows are responsible for:

- Identifying potential projects that are aligned with personal interests and career goals
- Creating specific deliverables for each project to meet goals that have been mutually agreed upon with the coordinator
- Exploring external conferences and networking opportunities to learn more about the healthcare industry

## **The Thomas Jefferson University Hospitals Administrative Fellowship Application Process**

All Administrative Fellowship applications must be received by **October 14, 2009**. Finalists will be invited to Philadelphia for an on-site interview with the selection committee and a tour of the campus. The individual selected will be announced by early December and will be expected to arrive on campus July 1, 2010.

As part of a **Green** initiative, the application process this year will be electronic. All applicants should submit the following materials in PDF format *via email* to Mr. Dennis Delisle, current Administrative Fellow at [dennis.delisle@jeffersonhospital.org](mailto:dennis.delisle@jeffersonhospital.org) :

- Current resume
- Statement describing your Fellowship expectations and what you can contribute to the Jefferson Community
- Three (3) letters of recommendation \*\* (*submitted directly from the chosen reference to [dennis.delisle@jeffersonhospital.org](mailto:dennis.delisle@jeffersonhospital.org)*)

The following should be mailed directly from the applicant's college or University:

- Official Graduate School Transcript

**For questions regarding the Fellowship Program/ or Application Process please contact:**

Dennis R. Delisle, Administrative Fellow  
Thomas Jefferson University Hospitals  
111 South 11<sup>th</sup> Street  
Suite 2210  
Philadelphia, PA 19107-5098

215.955.7165 office

[dennis.delisle@jeffersonhospital.org](mailto:dennis.delisle@jeffersonhospital.org)

**Visit our website:**

<http://www.jeffersonhospital.org/fellow/index.html>

## Past Administrative Fellows

(\*Currently employed by Jefferson)

<b>Name/Graduate of:</b>	<b>Year</b>
Thomas J. Lewis* Duke University	1976-1977
Janet Burnham* Temple University	1977-1978
Nancy Rhoades Tulane University	1980-1981
Andrew Laband Boston University	1981-1982
Monica Doyle* Boston University	1983-1984
Gary Ginsberg University of North Carolina	1985-1986
Michaela Prchlik University of Colorado	1985-1986
Jeanie Kim Cornell University	1987-1988
James Paradis University of Pennsylvania	1987-1988
Ellen Feinstein St. Joseph's University	1988-1989
Hugh Lavery* Duke University	1988-1989
Carl Adkins III Duke University	1989-1990
Debra Cifelli* University of Pennsylvania	1990-1991
Susan Solometo Temple University	1990-1991

F. Kenneth Ackerman Duke University	1991-1992
Dane Caffrey* Widener University	1991-1992
George Pereira-Ogan* Boston University	1992-1993
Beth-Ann Schauer* University of Connecticut	1993-1994
Marc Thompson University of South Florida	1994-1995
Darren Selsky Temple University	1995-1996
Edward Abramson Temple University	1997-1998
Kimberly Evans* Medical College of Virginia at Virginia Commonwealth University	1997-1998
Kevin O'Leary The George Washington University	1998-1999
Era Goel The George Washington University	1999-2000
Megha Mungekar University of Minnesota	2000-2001
Jordan Tenenbaum Washington University School of Medicine	2001-2002
Eric Williams University of Michigan	2002-2003
Sarah Palmer George Washington University	2003-2004
Kathryn Wood University of California, Los Angeles	2004-2005

Erin Conger University of North Carolina, Chapel Hill	2005-2006
April Budd* University of Michigan	2006-2007
Rebecca Richmond* The Ohio State University	2007-2008
Jennifer Bastian* University of California, Los Angeles	2008-2009
Andrew Wierzbieniec* University of Michigan	2008-2009
Dennis R. Delisle* The George Washington University	2009-2010

### **Testimonials**

*“One of the main reasons I chose to do a fellowship was to gain exposure to high level thinking and discussions early in my career. My fellowship experience at Jefferson was a great ‘bridge’ between theory and practice.”*

Jeanie Kim Carpenter  
Administrative Fellow, 1987-1988  
Cornell University

*“TJUH provides the unique opportunity to work with professionals on a multitude of projects, guided jointly by the participant’s interests and the priorities of the organization. A ‘hands on’ experience enabled me to gain insight into the operations of a premier academic medical center and, thus, has made me a more capable administrator.”*

Eric Williams  
Administrative Fellow, 2002-2003  
University of Michigan

*“The project work is challenging and varied and the resident/fellow has the ability to be exposed to any and all operational, clinical, and staff functions. Senior management not only listens to your ideas but also encourages you to offer them as solutions.”*

Sarah Palmer  
Administrative Fellow, 2003-2004  
The George Washington University