

Administrative Fellowship Program

Thomas Jefferson University Hospitals
111 South 11th Street
Philadelphia, PA 19107-5098
www.jeffersonhospital.org

Thomas Jefferson University Hospitals' Mission, Vision and Values

As an academic medical center within a regional healthcare system, Thomas Jefferson University Hospitals (Center City, Jefferson Hospital for Neuroscience and Methodist Hospital) are dedicated to excellence in patient care, providing quality clinical settings and positive role models to health professional students, and developing improved methods of healthcare and healthcare delivery in a cost effective manner. Members of the staff also serve as positive role models and teachers for health professionals and students. This mission is achieved through our shared values:

- Excellence and Innovation
- Integrity and Respect
- Teamwork and Communication

The vision of Thomas Jefferson University Hospitals is to be a hospital leader and a member of the healthcare system of choice in the Greater Philadelphia region, with outstanding professional staff, talented employees and dedicated trustees and volunteers.

About Thomas Jefferson University Hospitals

Begun in 1825, the Thomas Jefferson University Hospitals now have 957 licensed acute care beds, with major programs in a wide range of clinical specialties. Services are delivered among four locations including - Center City, Jefferson Hospital for Neuroscience, Methodist Hospital, which is located in South Philadelphia, and Jefferson HealthCARE – Voorhees, in New Jersey and at various radiation therapy satellites throughout the region.

Formerly a division of Thomas Jefferson University, the hospital was separated from the University to become a founding member of the Jefferson Health System in 1995. The hospital expanded its services to the community with the merger of Methodist Hospital as a Division of Thomas Jefferson University Hospitals in 1996.

As an academic medical center, Thomas Jefferson University Hospitals believe in the importance of an excellent clinical setting for our patients and as a foundation for the learning experience of Jefferson students and residents. It is within our various clinical settings that scientists, residents and attending physicians, medical students, nursing and allied health students, and technologists learn their profession and learn to work together as a team to define the future of clinical care.

Jefferson University Hospital continues to take pride in the quality and variety of healthcare services provided to citizens of Philadelphia and the Delaware Valley. The

hospital is 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 houses one of the nation's busiest neurosurgery programs. This preeminent neurosurgery 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 such areas as epilepsy, headache and stroke are also housed at this location. The Jefferson Stroke Center is accredited by the Joint Commission and is staffed by three board-certified vascular neurologists. At this location, the Jefferson Geriatric Psychiatry Program also addresses the care needs of seniors experiencing dementia and other problems affecting memory. Jefferson Hospital for Neuroscience also houses the Farber Institute for Neurosciences of Thomas Jefferson University. The Institute is dedicated to translating advances in basic research into clinical solutions for the millions of people suffering from disorders of the nervous system.

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 quality clinical settings and positive role models for health professional students. Methodist Hospital, with a historical relationship to the Methodist Church, is committed to serving the residents of South Philadelphia and surrounding communities.

Jefferson HealthCARE – Voorhees

Jefferson HealthCARE in Voorhees, New Jersey, 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 diagnostics such as x-ray, mammography screening and dexta scan.

General Information (as of June 2007)

Beds: 957 (licensed acute care)

Admissions: 45,050

Outpatient visits 481,659

ER Visits: 106,188

Employees: 6030 (full-time)

Housestaff: 780

Medical Staff: 798 active

RNs: 1524

About Jefferson Health System

In 1995, Thomas Jefferson University and the Main Line Health System formed the Jefferson Health System (JHS). Since then, other established networks have joined JHS.

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 a total of 3,692 local licensed beds and operating revenues of nearly \$3 billion. The system hospitals employ nearly 27,000 individuals. It is designed to meet the full range of healthcare needs of individuals throughout the Delaware Valley by bringing together strong community healthcare institutions and providers in a collaborative model.

The members of the Jefferson Health System now include Albert Einstein Healthcare Network, Frankford Health Care System, Magee Rehabilitation, Main Line Health System and Thomas Jefferson University Hospitals. The Jefferson Health System 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 also affiliated 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 graduates with master's degrees in healthcare and/or business administration practical experience in the operations of a large, urban-based academic medical center. One fellow is selected each year to participate in this 12-month program. While the fellowship program is based at Thomas Jefferson University Hospital, the fellows will also have the opportunity to work on projects that affect the entire Jefferson Health System

As a vital part of Jefferson's administrative team, the fellow works side by side with respected Jefferson executives and directors to develop management and leadership skills. In return, Jefferson draws on the unique talents and creative ideas of the fellow to help develop innovative approaches for delivering clinical care and services to patients.

Healthcare is facing changes and challenges. The growth of managed care, as well as constraints imposed by federal and state legislation, call for hospitals and other providers to rethink the way care is delivered. The survival and success of academic health centers will demand exceptional leadership and management skills from their administrative teams. Through the Administrative Fellowship Program, Jefferson is preparing confident, flexible, dynamic leaders and critical thinkers who are not afraid to take chances. The goal is to develop leaders who can work collaboratively to solve problems during this complex time.

Goals and Objectives of the Administrative Fellowship Program

The Administrative Fellowship Program is designed to provide a broad educational experience in health services management consistent with Thomas Jefferson University Hospital's mission. The 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 as an aid in making career choices.

Fellowship Program Content

Arriving on campus, the administrative fellow will take part 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 key department heads throughout the organization. The fellow will also meet with key health industry leaders outside of Thomas Jefferson University Hospitals to gain broader insight into Philadelphia's healthcare environment.

Throughout the fellowship, the individual will work on several projects that hold personal interest and are valuable and beneficial to the hospital. The fellow 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 or her. Over the 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.

The Administrative Fellows Responsibilities

Administrative fellows are responsible for:

- Formulating specific objects for each project to meet desired goals that have been mutually agreed upon with the project coordinator
- Conducting business in a professional manner, including respecting the confidentiality of information gathered.

The Project Coordinator's Responsibilities

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

- Help formulate appropriate goals and objectives for the project and help develop a timetable for completing the project.
- Provide guidance and access to the resources necessary to successfully complete the project.
- Assist in developing the fellow's managerial skill as they relate to the project and provide feedback on the quality of these skills.

The Preceptor's Responsibilities

After the initial orientation period, the fellow will select a preceptor, usually one of the vice or senior vice presidents to serve as a mentor during the course of the fellowship.

The Preceptor will:

- Assist in developing the fellow's managerial skills and provide feedback on the quality of these skills.
- Help formulate appropriate goals and objectives for the fellowship and help develop a timetable for completing all projects.

Past Administrative Fellows

The following is a list of past administrative fellows:

(*Currently employed by Jefferson)

Name/Graduate of:	Year
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 George Washington University	1998-1999
Era Goel 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

The Application Process

If you are interested in this exciting and challenging opportunity to become part of Jefferson's Administrative Fellowship Program, please send a current resume, official graduate transcript, three letters of recommendation and a statement describing your expectations of the program and what you can contribute to the Jefferson community.

All applications must be received by November 1. Finalists are invited to Philadelphia for a formal interview. The selected fellow will be announced by early January and will be expected to arrive on campus in June.

Please submit application materials to:

Rebecca O'Shea, Vice President of Clinical Services
Thomas Jefferson University Hospital
111 S. 11th Street, Suite 2210
Philadelphia, PA 19107
(215) 955-7514

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 at all levels of the institution 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

George Washington University