BACKGROUND AND GENERAL OBJECTIVES

The Administrative Fellowship at The Massachusetts General Hospital was established in 1973 to provide a training program, which would contribute to the growth and development of leaders in health, and medical care organizations. The Fellowship Program is a two-year management experience with the opportunity to apply specific graduate study principles in the practical work setting at an academic medical center, which is a major participant in a growing provider network. The Fellow is exposed to a wide variety of current, challenging administrative issues and is able to test both interests and skills in a variety of disciplines before making a career choice. The program content has been formulated to provide:

- A knowledge of organizational dynamics, gained from working with managers at various levels of the health care organization
- An opportunity for the inexperienced manager to obtain an applied foundation in financial management, practice management, process engineering, human resources administration, and facility and strategic planning
- An appreciation for the common values shared by all health care professionals at Mass General and Partners HealthCare
- A progressive experience directed towards preparing fellows for administrative leadership positions in academic medical centers.

This two-year fellowship carries no commitment of employment at MGH upon completion, although several fellows have continued their careers at the hospital. The knowledge and skills developed during the program are broadly applicable to any health care organization.

DESCRIPTION OF THE FELLOWSHIP ACTIVITIES

The program is a moderately structured learning experience, focused around varied management experiences in a medical care organization. Fellows work in selected key departments and divisions of the hospital and ambulatory programs with the objective of obtaining an applied understanding of their respective skills and of the dynamics in and between these areas. Through this progressive experience, which is supplemented with selected exposure at the executive management level, the Fellow should emerge with a firm foundation in relevant business acumen and organizational dynamics. This foundation should include understanding and appreciation of the varied non-technical, technical and professional capabilities that must integrate successfully to provide medical care in an organizational setting.

Although this training is intended primarily to provide a foundation for future management opportunities in an organizational setting, it may well serve as a generic base for consulting and public agency opportunities.

The areas of concentration are: Patient Care Services; Finance; Patient Advocacy; Network and Practice Management; Human Resources Administration; Hospital Operations; and Corporate Organization. During the assignments, the Fellow may work either on specific projects or in an
established job position. In some instances, a purposeful combination of these two roles may occur.

For example, while in direct patient care services, the individual will have an opportunity to apply and test functional line and staff management skills. In the supporting service departments, the Fellow will work on at least one project, which crosses departmental lines and involves analysis and implementation of change. The emphasis is on integrating the Fellow into the department or division to foster identity with the performance of departmental tasks and the respective understandings of what is required to accomplish these tasks.

The selection of areas for rotation within the hospital reflects our effort to achieve a balance of experiences oriented toward patient care and nonpatient care experiences. Both ambulatory and inpatient care delivery issues may be addressed through the roles and rotations. Hence, at the completion of the program, the Fellow should have formulated a comprehensive assessment of the make up of a complex medical care organization and its key components.

**FELLOWSHIP ROTATIONS**

**Clinical Rotations: Patient Care Services (PCS)**

This six-month experience provides a forum in which the Administrative Fellow will learn management of patient care unit operations and the environment in which clinical care is delivered. The administrative elements of planning, organizing and delegating, time management and prioritization, and concepts of authority and responsibility will be developed through actual work opportunities on the patient care units and discussion groups with members of the clinical leadership team. Fellows will also gain exposure to the importance of information systems, both clinical and administrative. These databases are used increasingly for budgeting purposes, acuity and workload measures, and quality assurance.

Upon completion of an orientation program, the Fellow is precepted by a nurse director. The objectives of this assignment are to provide the Fellow with the opportunity to: 1) identify the services of unit based operations personnel in managing and coordinating the patients’ environment; 2) describe the interrelationships and different perspectives involved in the matrix nature of clinical practice; 3) describe the systems and providers impacting the patient and the care environment; and 4) develop an appreciation for the training, education and goals of the people who make up the care team.

In addition, there are opportunities to attend and participate in nursing leadership meetings in order to identify and understand nursing management issues. Meeting examples include: weekly PCS Ops, weekly Nursing Director and combined leadership; and bi-weekly PCS Executive. The Fellow will also be able to learn of the variety of the healthcare team and the various roles that support care.

**Finance**

The patient care experience is followed by a six month rotation in Finance. During this rotation, the Fellow will function as an analyst providing staff support to projects in general ledger and payroll accounting, budgeting and financial analysis, reimbursement, patient billing, and/or managed care and research finance. The primary objectives of this rotation are to: 1) develop an understanding of how financial information is collected, analyzed and reported while gaining an
appreciation for the department’s role in both planning and control; 2) participate in the development of an operating budget or an analysis comparing actual to expected performance; and 3) develop an understanding of the hospital reimbursement process through exposure to third party billing and reimbursement policy and procedures.

In addition, the Fellow may serve as the finance representative on hospital-based committees which may involve the preparation of business plans, detailed analysis of financial statements and other financial performance indicators, and sensitivity/variance analyses as well as other forms of financial modeling. Similar to other rotations, the Fellow also has the opportunity to pursue individual areas of interest related to finance.

**Office of Patient Advocacy**

The Office of Patient Advocacy rotation is designed to provide exposure to the function of a patient ombudsman and allow the Fellow to further hone communication and problem solving skills. It is structured after the Clinical and Finance experience so that the Fellow has gained enough of a competence and understanding of the institution to be effective in dealing with issues. The MGH Office of Patient Advocacy often serves as a liaison between the patient and the hospital, filling in gaps, which may exist in mutual understanding of the delivery of patient care and the interpretation of policies governing the many facets of that process. During the six week assignment, the Fellow will share in listening to patient requests and problems, investigating selected matters and determining the most equitable resolution. In addition, a special project may be assigned to meet an identified need within the Department or its scope of interest.

**Human Resources Administration**

This rotation of three months involves an in-depth orientation to the functions of recruitment, employment, staff records, salary and wage administration, employee relations, training and development, and benefits administration. The issues selected will be determined by the Fellow’s own interest as well as the needs of the areas. This rotation is designed to provide an in-depth exposure to the kinds of activities performed in Human Resources Administration while at the same time enabling the Fellow to contribute through problem solving in contemporary issues. The Fellow will be included in departmental staff meetings and other activities as a further means of providing an exposure to the function.

**Hospital Operations**

During this three-month rotation, the Fellow selects projects with various Senior Administrators responsible for programmatic development of clinical product lines and operational departments. The number and scope of projects is variable depending upon the needs and interests of the Fellow and administrative preceptors, however the expectation is that Fellows will participate in planning, analysis and implementation phases of a new initiative or significant organizational change. The Fellow should gain exposure to and take a role in influencing the decision making process. Common projects include developing a business plan, working on process improvement initiatives or instituting new policies and procedures.

**Network and Practice Management**

The Fellow will spend about three months at the Massachusetts General Physician Organization. The experience will range from the daily challenges of successful practice management in busy
provider practices in urban and suburban settings to the negotiation and development of new provider relationships and settings. The Fellow will gain particular exposure to information systems and the vital link such information management plays in the effective provider network.

It is expected that this intensive experience will be hands on at the practice level and project oriented at the corporate level. The Fellow will have an opportunity for project work in such areas as managed care contracting, marketing or system wide human resource management. Upon return to the hospital setting, the Fellow will have a broad perspective on the challenges facing a large medical staff organization.

Public Affairs/President

During this final rotation the Administrative Fellow gains exposure to MGH’s corporate structure. The Fellow observes Board of Trustee general and subcommittee meetings to learn about the types of decisions that are dealt with at the Trustee level, the decision-making process, the means by which decisions are communicated throughout the institution and CEO-Board of Trustees interactions. The Fellow will also be invited to a General Executive Committee meeting, the governing body of the hospital. Here the Fellow observes program articulation, consensus building and decision-making by professional and administrative staff. In addition, the Fellow is encouraged to get involved in a project that is timely to the organization as it responds to outside issues or develops communication strategies about topics critical to the organization. Home base during this rotation is with the chief public affairs officer with frequent opportunities to observe and participate in discussions around key and pressing topics for senior management. This is also the time to step back and look at the institution at arms-length, and tie together what has been learned in the previous rotations.

Journal Club

Throughout the two years the Fellow will participate in a forum consisting of current and past Boston-area Fellows discussing topics of current interest in the field. Guest speakers are frequently asked to participate and/or present. Examples of recent topics includes: the impact of healthcare reform; the future of the Partner’s healthcare system; and technology and the cost of healthcare today.

Outside Activities

During the program, the Fellow is provided an opportunity to attend relevant national and regional meetings. Examples of this are the Healthcare Financial Management Association (HFMA) Annual Meeting and the New England Hospital Assembly, as well as others.

Typical MGH Administrative Fellowship Program Outline

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<thead>
<tr>
<th>Time</th>
<th>Area</th>
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<tbody>
<tr>
<td>Six Months</td>
<td>Clinical/Patient care Services</td>
</tr>
<tr>
<td>Six Months</td>
<td>Finance</td>
</tr>
<tr>
<td>One Month</td>
<td>Office of Patient Advocacy</td>
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<td>Three Months</td>
<td>Medical Staff Organization</td>
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<td>Three Months</td>
<td>Human Resources Administration</td>
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<tr>
<td>Three Months</td>
<td>Hospital Operations</td>
</tr>
<tr>
<td>Two Months</td>
<td>Public Affairs/President</td>
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</tbody>
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SELECTION PROCESS

The MGH Fellowship Program is oriented toward providing an applied postgraduate setting for individuals who have an interest in learning the basic disciplines and techniques of management and seeks a degree of competence in applying these techniques and principles to medical care service organizations. The MGH seeks applicants who meet these criteria and who have exhibited, by their choice of school, curriculum within the school, their practicum experience, and an articulation of their career objectives, an interest in a management career in the setting of medical or health services delivery organizations. Although this concentration is not meant to exclude applicants whose backgrounds are general or directed toward planning, policymaking, public administration or research and evaluation, it does represent a priority of interest on the part of the MGH.

The MGH will seek applicants from selected schools whose curriculum content is viewed as consonant with the goals of the MGH Administrative Fellowship Program. Applicants must provide the following: (1) an official transcript of completed graduate courses; (2) a resume; (3) a written statement outlining their career objectives and the basis of their interest in the Fellowship; and (4) three written recommendations; one from a faculty member, one from a preceptor of a field training or practicum experience, and one from the Program Director of the graduate school. The deadline to submit applications is September 20, 2013.

Finalists for the Fellowship position will be selected based upon review of the credentials requested. These final applicants will be interviewed at the MGH by a selection team of senior level managers. Travel expenses will be subsidized for applicants invited to interview. Questions concerning the Fellowship Program should be directed to Mr. Jeff Davis, Senior Vice President for Human Resources, (617/726-6953).

PAST MGH FELLOWSHIP SPECIAL PROJECTS AND CURRENT POSITIONS

Past MGH Fellowship Projects (Not inclusive):
Created Dashboards for annual review for all 18 Chiefs of service with the President of Hospital and PO
Assisted in preparing a new Ambulatory Care Center for Out Patient Care for opening day & Department of Public Health inspection
Created emergency preparedness plan to convert outpatient lobby into critical care access unit
Trained in Change Acceleration Process and led one day process improvement work out session
Wrote funding proposals for Radiation Oncology IT and space requests and presented to Senior Vice President for approval
Assisted Chief Nurse with Haiti earthquake relief efforts
Conducted process improvement study of cardiac surgery first case start times
Participated in implementation of hospital-wide employee reimbursement system
Participated in the development of the Hospital's annual quality and safety goals
Developed and piloted bed management process redesign involving the emergency department and in-patient pediatric units
Project manage bundled payment pilot program for domestic travel surgery
Wrote and managed submission of a Determination of Need to state approval agency
Standardized parking rates for offsite clinical offices
Established method for collecting employee diversity data
Developed staffing benchmark model for physician practices
Past and Present Positions Held by Previous Fellows

Chief Financial Officer, Partners HealthCare System
Chief Executive Officer, Barnes Jewish Healthcare System
Chief Financial Officer, MGH
COO, Mass General Physicians Organization
CFO, Nantucket Cottage Hospital
Executive Director, MGHfC & Partners Pediatrics
Executive Director, MGH Radiation Oncology
Senior Consultant, MGH Radiology Consulting Group
Administrative Director: Burns, Plastic Surgery, & Trauma, MGH
Administrative Director: MGH/MGPO Center for Quality and Safety
Administrative Manager: Pediatric Cardiology at Mount Sinai Medical Center
Consultant: Corporate Benefits, MGH

CURRENT SALARY LEVELS FOR MGH FELLOWS

First Year $61,959
Second Year $68,319