



The Academy
**FELLOWS
PROGRAM**

2022

For Administrative, Finance, Nurse, & Physician Executives

The Academy

Developing Next Generation Health System Executives

The Academy GE Fellows Program develops essential healthcare knowledge, leadership skills, and business acumen in high-potential executives of the United States' largest health systems.

The program, focused on senior leaders one-to-three positions away from the C-suite, prepares graduates to lead through collaboration, drive innovation, and practice adaptive and predictive thinking.

With nationally-recognized current and retired health system executives serving as instructors, participants receive one-on-one mentorship and real-world learning opportunities.

Upon graduation, Fellows are equipped with the context and perspective necessary to lead nationally-competitive health systems.

65+

Health systems have nominated a Fellow

200+

Member Alumni Network

85%

of graduates have been promoted



"When speaking to our future leaders, I tell them The Academy GE Fellows Program is a 'one-stop-shop.' Normally, for career advancement, mentorship, content, networking, experience, and exposure to new ways of thinking are required. Ordinarily, one would have to accomplish this through several different programs and cobble them together. With The Academy GE Fellows Program, all the pieces are in one neat package."

**Rod Hochman, M.D., President & CEO
Providence**

Participant Benefits

- Build a nationwide network of peers
- Collaborate on strategic challenges and opportunities
- Enhance healthcare, leadership, and business competencies
- Engage with a national group of current and retired C-suite executives
- Receive meaningful professional development and mentoring

Organizational Benefits

- Tangible commitment to high-potential leaders for retention strategy and succession planning
- Develop mentors and build leadership depth within the organization
- Equip future executives with the national perspective and knowledge to lead next-generation health systems

Maximizing your Leadership Capacity



"When I started in my new role, I was concerned about quickly building a new professional network. The Academy Fellows Program gave me an instant network of colleagues and to this day, we are still the best of friends. From that perspective alone, you cannot underestimate the value of the program."

Ena Williams, Yale New Haven Hospital

Curriculum & Faculty

Curriculum Topics



To view the complete curriculum, click [here](#).

Action Projects

During the two-year program, each Fellow works with their health system mentor and CEO to identify and lead a system-level change management project.

Fast Facts

- Contribute to the health system's corporate strategic aims
- Frequently improve system-level financial, operational, and strategic outcomes
- Commonly serve as pilot programs before system-wide expansion
- Stretch Fellows to design, implement, and evaluate an initiative outside of their primary responsibilities

To view sample action projects, click [here](#).

Executives-in-Residence & Consulting Faculty

The Academy's Executives-in-Residence are recently retired health system executives with extensive industry knowledge and expertise.

Executives-in-Residence:

- Refine and co-develop curriculum
- Provide one-on-one executive coaching and mentorship
- Facilitate in-person sessions and discussions
- Advise Fellows through Action Project execution

To view a comprehensive list of all executives-in-residence and consulting faculty, click [here](#).



**Janice Nevin, M.D., CEO,
Christiana Care**
Physician Fellow '06

"The opportunity to develop a project that paralleled my work responsibilities was critical. The Action Project provides Fellows with hands-on experience that directly applies our program learnings. As Fellows identify and implement their projects, resources from The Academy expand the learning potential enormously."

Admission & Application

Candidate Profile

- A current leader with system-level responsibilities
- One-to-three steps away from corporate level c-suite and identified by the succession plan for one or more corporate executive positions
- Committed to leadership development with a successful executive track record
- Motivated for continued education and growth

Since the corporate pathway can vary among health systems, the above criteria should be considered guidelines.

Admission Requirements

- Nomination by health system CXO with sponsored support by health system CEO
- Application completed by applicant and nominating executive
- Selection by [Advisory Committees](#).

Tuition & Application

- The nomination process is guided by the candidate's Mentor, the System CXO. The Mentor organizes the application process, including the recommendation by the CEO.
- All applications are due December 1, 2021.
- To receive application instructions, please email leadershipdevelopment@hmacademy.com.
- There is a program cost of \$13,500 for each of the two years.

Application Timeline

	2021					2022				
	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
The Academy Official Call for Nominations	█									
Complete application components & submit materials		█								
Application deadline					█					
Selection Committees name participants						█				
Program start & orientation								█		
In-person meetings start									█	

Application Checklist

Completed Applications Include

- ✓ Online application form

- ✓ Statement of nomination from sponsoring health system executive

- ✓ CEO letter of recommendation

- ✓ Resume and, if applicable, CV

Questions?

Contact

LDprograms@hmacademy.com



"When finances are tight, a program like The Academy GE Fellows program could be viewed as a luxury; but for the long-term success of your system, you need to continue to invest in the development of your people. From what I have experienced, The Fellows Program provides a great return on that investment."

**Mike Lappin, Chief Administrative Officer
Advocate Aurora Health
Administrative Fellow '12**

TheAcademy

The Academy brings together Leading Health System and industry executives to collectively address healthcare's biggest challenges and opportunities.

Leading Health Systems by the Numbers



80%
of Inpatient Admissions

77%
of Outpatient Visits

75%
of Affiliated Physicians

77%
of Total Operating Revenue

Source: Academy research and analysis

How We Serve Our Members



Convene industry and Leading Health System executives to cultivate meaningful relationships and facilitate unparalleled knowledge exchange



Deliver world-class leadership development designed to prepare the next generation healthcare industry executives



Produce original research on healthcare's greatest challenges and opportunities by leveraging member insights



Advise on commercial success through timely and actionable intel and custom insights to support new partnership growth with Leading Health Systems

Sample Action Project



Lamont Yoder
CEO, Banner Gateway Medical Center
Banner Health



Lamont Yoder is a seasoned executive who has potential for significant advancement and contribution.

Since his recruitment into Banner Health, he has held positions of progressive responsibility and now serves as CEO for two major campuses, including three hospitals, one of which is a specialty heart hospital, and a major cancer center affiliated with the University of Texas MD Anderson Cancer Center. Lamont is recognized for his strategic thinking, collaboration skills, interpersonal warmth, and thoughtful and reasoned approaches to difficult situations. He is a role model for Banner values, such as focus on the customer and earning trust. Lamont is consistently called upon to lead or serve on Banner system initiatives and projects. He is equally sought after to serve on boards of professional and community organizations. Others frequently wonder how he accomplishes all of this, and with an active, growing family and many personal interests. We are blessed to have Lamont in a key leadership position and look forward to supporting his continued growth and capabilities as he expands his footprint on, influence in, and valued contributions to the Banner Health enterprise. ”

– Becky Kuhn

Winning the Consumer

Opportunity

In response to the imperative for healthcare transformation focused on value and sustainability, Banner Health launched a transformational journey with a new mission, values and purpose followed by five specific incubators of innovation. One of the five incubators, this project of the Winning the Consumer Imaginarium created a design laboratory where innovations produce healthcare solutions to solve consumer demands of ease-of-use, a superior experience, digital solutions, accessibility, warmth and affordability.

Methods

The specific design process used began with understanding the root cause of consumers' pain points and moved through ideation, prototyping and build followed by testing and implementing change. The rapid design process helps to understand consumer needs, has a strong bias to action, is delivered by interdisciplinary teams, uses data and metrics to drive continuous improvement, is customer and experience centric and rapidly builds, tests and iterates.

Results

During the implementation testing of the project's output using a chat bot to transform the ED wait time experience, the Emergency Department's Net Promoter Score realized a 41% increase. The project's impact on culture and customer obsession to win consumers also contributed to the hospital's 10.8% growth in contribution margin year over year from 2017 to 2018. A measurement for impact on culture, the hospital's employee percent of active engagement scores increased year over year by six percent from the baseline of 52% to the 2018 survey of 55%, which is top quartile performance benchmarking nationally.

Six hallmarks were used to define industry leaders in consumer experiences, showing structure and progress in each hallmark as a result of Banner Health's Imagine Journey. Banner has clearly defined the desire to have its sense of destiny and purpose focus on the core value of being customer obsessed and delivering on the aspirational purpose of taking healthcare from complex to easy, from costly to affordable and from unpredictable to reliable. Banner Health has moved from imagining this aspirational future to designing rapidly and implementing the new consumer driven model of health care.



Becky Kuhn
COO
Banner Health



Peter S. Fine
President & CEO
Banner Health

Action Project Outcomes

Action Projects: Yale New Haven Health

Topics

Yale New Haven Health Fellows have focused on strategic initiatives that impacted:

Patient Experience

- Creation of a Patient and Family advisory council; Formation of a Strategic Pricing Committee

Mergers & Acquisitions

- Integration of Hospital of Saint Raphael (HSR) into YNHH
- Optimization of nurse float pool in response to HSR merger

Workforce Strategies

- Creation of a new baccalaureate nursing program with the University of Bridgeport

Care Redesign

- Creation of system-wide infrastructure for initiating value-added clinical changes

Outcomes

Financial Savings

- 2013 Savings: \$1.9 mil
2014 Savings: \$23.8 mil
2015 Savings: \$33.4 mil (First Quarter)
- Combined decrease of 4.9% in cost per case
- Cost savings exceeded targets by \$11.8 million in 2013/2014

Strategic Transformation

- Improved billing practices & transparency
- Over 74 clinical redesign initiatives across the system
- Steady stream of BSN nurses to meet 80% BSN requirement by 2020

Operational Efficiencies

- New patient bill design & price estimation tools
- Reduction of pool vacancies from 40% to 12%; Higher retention rates for graduate nurse cohorts
- Two new inpatient units opened at HSR; consolidation of 4 clinical services

Fellows

Admin Fellow '15



Thomas Balcezak, M.D.
SVP & CMO

Nurse Fellow '16



MaryEllen Kosturko, R.N.
SVP, Patient Care Operations
Bridgeport CNO

Finance Fellow '16



Patrick McCabe
SVP, Finance

Finance Fellow '14



Vincent Tammaro
EVP & CFO

Nurse Fellow '15



Ena Williams, R.N.
SVP & CNO

Core Curriculum Topics

Executive Leadership Strategies

- Styles & Strengths
- Theories & Applications
- Vision & Execution
- Power & Influence
- Future Leadership

Enhancing Social & Emotional Intelligence

- Understanding Self
- Social & Emotional Intelligence
- Neuroscience x Leadership

Leading Change & Negotiations

- Conditions for Change
- Leading Self
- Implementing Change
- Managing Teams

Health Policy, Advocacy & Ethics

- Priorities & Agenda-Setting
- Role of Health System Executives
- Current Policy Climate
- Advocacy Strategies

Diversity & Inclusion

- Imperative of Diversity
- Operationalizing Diversity
- Workforce Strategies
- Health Equity

Transforming the Continuum of Care

- Transformative Forces in Healthcare
- Implementing New Delivery Models
- Care Delivery Case Studies

Driving Innovation & Managing Risk

- Qualities of Innovators
- Assessing Risk
- Lessons from Other Industries
- Population Health Innovations

Health Services Finance

- Financial Management in Healthcare
- Cost Containment
- Addressing Scale
- Cost Pressures: Pharmaceuticals

Action Research Project

- Aligning Strategy
- Proposing Change
- Stakeholder Engagement
- Reporting Processes & Results

Elective Curriculum Topics

Advancing System Synergies & Alignment

- Synergistic Vision
- Organizational Alignment
- Integrating Services
- Physician Alignment Models

Developing the Future Workforce

- Investing in the Current Workforce
- Retaining an Engaged Workforce
- Attracting the Future Workforce

The Patient Experience

- Patient Engagement
- Patient Experience
- Patient Education

Marketing, Branding, & Community Relations

- Community Relations & Responsibility
- Understanding Philanthropy
- Branding & Marketing

Clinical Informatics & Decision Support

- Trends in Evidence-Based Medicine
- Big Data Revolution & Health IT
- Applications for Population Health
- Future Applications

Reinforcing Reliability & Value

- Qualities of High Reliability Organizations
- Reliability, Accountability & Value
- Patient Safety
- Crisis Management

Consumerism

- Behavioral Economics
- Patient x Consumer x Customer
- Understanding the Healthcare Consumer
- Applications of Consumerism in Healthcare

Sample Seminar

CMO Issues Forum - Controlling Costs and Creating Value

Declining margins have required health systems to prioritize significant cost restructuring, while simultaneously incorporating new sources of revenue through investment and shared services. From the perspective of a clinical executive, care standardization is an essential initiative that improves quality and reduces costs. At the Spring 2019 CMO Forum, Dr. Jonathan Gottlieb discussed IU Health's approach to cost reduction through population health management strategies and clinical effectiveness.

Jonathan Gottlieb, M.D., EVP and Chief Medical Executive, IU Health

Faculty

Executives-in-Residence



Rick Afable, M.D.
Former CEO, St. Joseph Hoag Health & EVP
Providence St. Joseph Health



Joan Evans
Former Chief Learning Officer, Vice President, Organizational Performance and Effectiveness/ Chief of Staff
Cone Health



John Koster, M.D.
Former President & CEO
Providence Health & Services



Dan Anderson
Former President & COO
Fairview Health Services



Sue Fitzsimons, Ph.D., R.N.
Former SVP, Patient Services & CNO
Yale New Haven Health System



Robert Laskowski, M.D.
Former President and CEO
Christiana Care Health System



Tammy Brailsford, R.N.
EVP & COO
MemorialCare Health System



Jim Fox
Former SVP & CFO
Fairview Health Services



Keith Marton, M.D.
Former SVP, CMO, & Chief Quality Officer,
Providence Health & Services



Deb Burton
Former SVP, Chief Nursing Officer
Providence Health



Jonathan Gottlieb, M.D.
Former CMO
IU Health



Marlon Priest, M.D.
Chief Clinical Officer
Cone Health



Michael L. Butler
President, Operations & Services
Providence



Michael Guthrie, M.D.
EIR University of Colorado – Denver
Campus School of Business, Program
in Health Administration



Ann R. Pumpian
Former SVP & CFO
Sharp HealthCare



Susan Campbell
Former CNO
Jefferson Health



Jeff Jones
Former Chief Commercial Officer
and Strategy Officer
Conifer Health Solutions



Lee Sacks, M.D.
Former EVP & CMO
Advocate Aurora Health



Mark Dixon
Former Regional President
Fairview Health Services



Mark Koch
Former CAO
Mayo Clinic



Michael Shabot
Former Chief Clinical Officer
Memorial Hermann Health System



Lynne Eickholt
Former CSO
Partners HealthCare



Cathy Koppelman, R.N.
Former CNO & System Patient
Experience Officer
University Hospitals



Seth Volk, M.D.
Former CMO
Spectrum Health

Administrative Fellows Advisory Committee



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President & CEO
Norton Healthcare
Committee Chair



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Intermountain Healthcare



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Robert K. Wolterman
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Executive CNO
Vanderbilt University Medical Center



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CNO & VP, Quality
Ochsner Health System



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EVP & System Chief Nursing Executive,
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