



# Fellows Program

For Administrative, Finance, Nurse, & Physician Executives

Supported by an educational grant from



GE HealthCare

2025



**Become positioned for executive advancement and transformation, driving meaningful impact within your organization and the broader healthcare landscape**

# About the Program

The Health Management Academy Fellows Program supported by an educational grant from GE HealthCare is a two-year program that serves as a catalyst for senior Administrative, Finance, Nurse, and Physician leaders positioned one-to-three steps away from the Leading Health System C-suite, enabling them to cultivate essential leadership skills, business acumen, and healthcare knowledge crucial for steering their organizations into the future.

Anchored in a curriculum meticulously crafted around Leading Health System C-Suite strategies and priorities, participants benefit from instruction delivered by recently retired C-Suite executives and seasoned industry executives, offering unparalleled insights and real-world perspectives.

The THMA Fellows Program facilitates the formation of a dynamic network comprised of C-Suite leaders from top-tier healthcare systems nationwide, fostering collaboration, knowledge exchange, and collective innovation. Through this immersive experience, Fellows gain actionable solutions to address critical challenges including workforce sustainability, revenue/cost management, career advancement, and organizational value enhancement.

65+

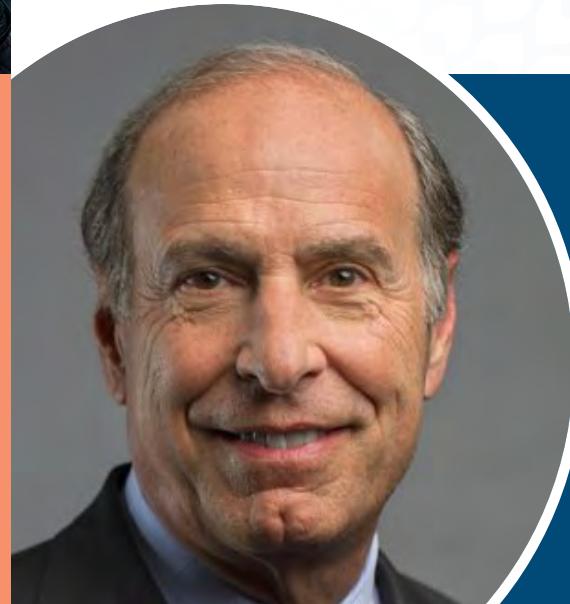
Health systems  
have nominated  
a Fellow

400+

Member  
Alumni  
Network

85%

of graduates  
have been  
promoted



*"When speaking to our future leaders, I tell them THMA 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 THMA Fellows Program, all the pieces are in one neat package."*

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



# Application Timeline



## 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
- CEO letter of recommendation
- Resume, and if applicable, CV

*Selection by Advisory Committees. Committee members can be found on pages [20-24](#).*

## 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 Winter 2024.
- There is a program cost of \$20,000 for each of the two years.

**To receive application instructions, please email [LDPrograms@hmacademy.com](mailto:LDPrograms@hmacademy.com).**

## 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



*"When I started in my new role, I was concerned about quickly building a new professional network. THMA 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, SVP & CNO,  
Yale New Haven Hospital  
Nurse Fellow '15**



**Fellows participate in exclusive opportunities with nationally-recognized current and former health system executives, receiving one-on-one mentorship and real-world learning opportunities, including:**

## Strategic Change Management 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 action project for their health system. Projects will contribute to the health system's strategic aims and often serve as pilot programs before system-wide expansion.

## Annual Summit

Each year, Fellows will attend an Annual Summit co-hosted by THMA and GE HealthCare dedicated to advancing their knowledge and skills through structured educational sessions, expert-led workshops, and further instruction on core competencies. This event aims to foster a professional learning environment, promote the exchange of medical knowledge, and support the continuous professional development of Fellows.

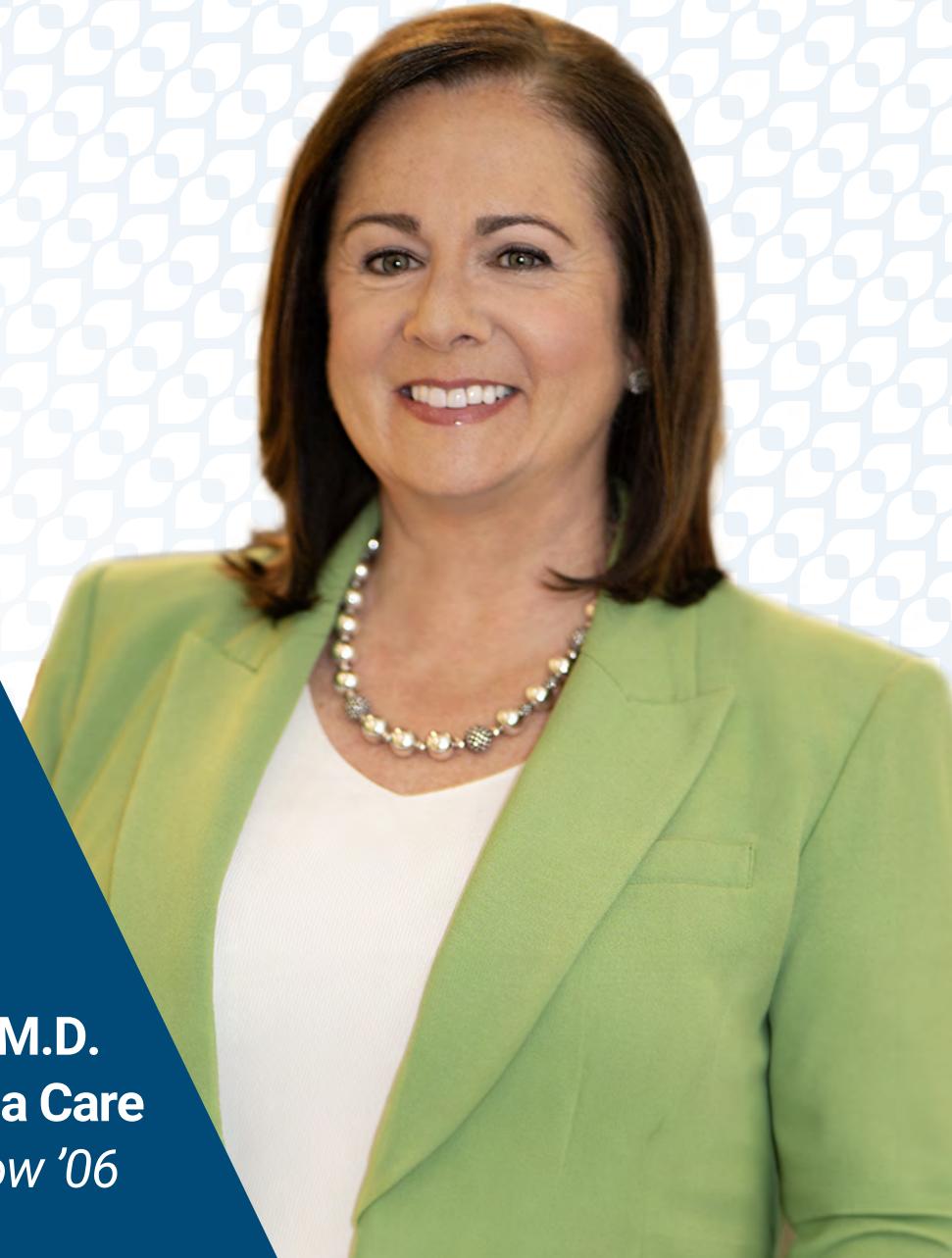
## Academy Spring Meetings and Rotations

Fellows will attend 3 fellowship meetings – one each Spring. They will also have the opportunity to participate in up to two rotations. A rotation is a THMA C-suite Forum or Collaborative outside of the Fellow's executive track. The goal of a rotation is to further expand Fellows' knowledge of Enterprise C-suite priorities.

# Sample Action Projects

*“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.”*

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





**Scott O'Brien**  
*Chief Acute Operations and Programs,  
Central Region*  
Providence

“Scott has served our organization with the utmost of mission focus and the very best of servant leadership. He is deeply appreciated by his colleagues and Providence executives. We have confidence that Scott will continue to lead with fantastic outcomes that improve care for our communities and experience for our caregivers and physicians.”

– Erik Wexler



**Erik Wexler**  
President & COO  
Providence



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

## Workforce Development Planning

### Opportunity

Providence in Eastern Washington and Montana was facing challenges recruiting and retaining sufficient staff to meet the needs of its growing communities similar to others across the country. A great deal of work was underway at the local, division, and system level to address this in the short and long term. In this project Scott sought to align the focus of front-line core leaders on a daily basis to address short term concerns while also better coordinating disparate efforts throughout the organization in order to meet the needs of the communities being served by Providence.

### Methods

For 2022 the leadership team across Eastern Washington and Montana focused on improving turnover as its short-term priority. All members of the Leadership Annual Incentive Plan shared a goal around improving upon this metric and monthly performance was monitored and discussed.

For longer term planning around workforce development, the following stakeholders were engaged to understand opportunities to improve the healthcare workforce pipeline and barriers to pursuing these opportunities:

Human resources partners, Diversity, Equity, and Inclusion leadership division, nursing leadership, education partners at all levels, Leaders of other programs from across Providence Regional, and community board members.

### Results & Conclusions

The focus on turnover resulted in a 5 percent point improvement in the metric year over year with even greater gains among nursing roles.

A variety of opportunities for expanding training opportunities for both current Providence caregivers and students in the community were identified and funded. This included:

- Expanding lab technician training program across all three service areas
- Funding experienced Providence nurses to serve as part-time nursing faculty
- This also helped retain many burned out nurses; expanding internal surgical tech training program to all three service areas
- Formalizing partnership with local university around health sciences programs including both expanding capacity and redesigning educational experience in nursing, pharmacy, and medicine

Finally, in partnership with the Chief of Diversity, Equity, and Inclusion, Scott was able to gather information around the percent of underrepresented groups in front line caregiver and leadership roles. A 2023 goal includes translating that into action to ensure workforce and leadership better represent the community.



**Anne M. Pearson, M.D.**  
*SVP, CEO Physicians of Memorial  
Hermann*

Memorial Hermann Health System

“*Dr. Pearson is an accomplished physician executive. She brings a caring and collaborative approach to the work place which makes her an outstanding partner in a complex and matrixes organization. She is exceptionally gifted at helping her people to excel without micromanaging or doing their work for them. I look forward to many years of partnership as we advance the physician org within the Memorial Hermann Health System.*”

– James McCarthy, M.D.



**James McCarthy, M.D.**  
EVP, Physician Executive  
Memorial Hermann Health System



**David Callender, M.D.**  
President & CEO  
Memorial Hermann Health System

## Physician Performance Reviews

### Opportunity

Physician engagement and performance is a key driver of any system's overall performance. In our organization, physicians and many physician leaders do not participate in annual performance reviews which all other leaders and employees take part in. As a result, physicians miss out on valuable evaluation, goal setting, and development discussions with their leaders. In addition, system talent development discussions do not include conversations about high potential physicians interested in leadership within the organization.

Physician alignment/engagement is a core part of our system strategy and includes development of a “culture of feedback and accountability with strong leadership development”. Creation of a standard physician performance review is one component of this part of the strategy.

### Methods

Physician VP, CMO leaders from our clinically integrated network, medical group, hospitalist and ED came together to develop components of standard physician performance review. The developed format complimented the system standard, including both review of performance and alignment with system strategic goals, mission, vision and service standards.

The physician CMO team partnered with Human Resources Business partners to develop components for physicians focusing on objective performance metrics (productivity, consumer experience, quality, citizenship) that align with physician incentives and the development of SMART goals.

Educational sessions were held for physician leaders on performance reviews and goal-setting.

The physician review was built in to system HR platform, Workday, the end of calendar 2021 and performance reviews of physician leaders took place Summer 2022. Front-line physicians will complete their first self-evaluation and performance reviews Summer 2023.

### Results & Conclusions

20 physician leaders have now participated in their first performance review. Feedback from their own experience in the process was collected and utilized to update/simplify the form.

During Summer/Fall of 2023, 630 front line physicians in our hospitalist, primary care and specialty areas will do their first performance review.

High potential physicians with interest in leadership roles within the organization are now included in the system talent development discussions and are offered opportunities for developing leadership skills including the ability to participate in a cohort of our new internal physician leadership development program (developed alongside this project).

Metrics driving the overall physician alignment and engagement plan include: burnout, engagement, and turnover. From onset of the project in 2020 to most recent data in 2022, we have seen improvements in both our physician alignment and engagement scores with Press Ganey as well as a decrease in physician turnover.

We have changed our burnout survey from the mini Z to well-being index and are awaiting new results.

# Frequently Asked Questions



## Who should attend this program?

Senior Administrative, Finance, Nurse, and Physician leaders positioned one-to-three steps away from the Leading Health System C-suite and identified by their succession plan for one or more corporate executive positions.

## What does the application process entail?

The application is a three-step process. Part 1 is completed by the Fellow Nominee and requires the applicant's information, statement of professional objectives, and attachments (resume, CV, and/or licenses). Part 2 is completed by the Nominating Executive and includes a statement of nomination. Part 3 is completed by the Health System CEO with a signed statement of support.

Applications are reviewed by THMA Fellows Advisory Committees, and all candidates will be notified by February 2025 via email of the committee's decision.

## What is the program's time commitment?

The two-year fellowship consists of the Annual Fellows Event in conjunction with the Fellow's respective Forum (COO, CFO, CNE, and CPE), system-level change management strategic action project, Annual GE Summit, and up to two Academy CXO Forum rotations. The action project serves as the major deliverable for the fellowship and contributes to the health system's strategic aims.

## What are the costs associated with the program?

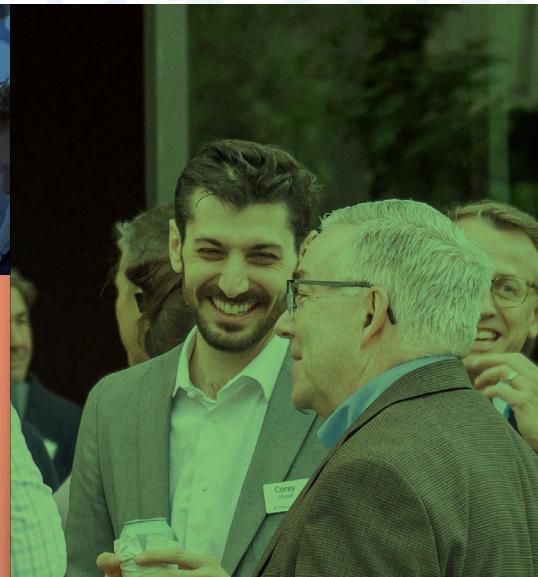
The THMA Fellows Program has a cost of \$20,000 for each of the two years.

Participants are financially responsible for any travel arrangements. For the duration of the event, food will be provided.

Please note that Physician and Nurse participants are able to receive CME/CNE credits for program participation.

## Are there other similar THMA programs I should be considering for the individual I am looking to nominate?

THMA offers Physician Leadership Programs for high-potential physician leaders and Nursing Manager Labs for high-potential frontline nurse managers who are not yet one-to-three steps away from the Leading Health System C-suite. Please note that in the future, these leaders may be nominated as Fellows. Email [LDPPrograms@hmacademy.com](mailto:LDPPrograms@hmacademy.com) to receive information regarding THMA's Physician Leadership Programs and [NursingCatalyst@hmacademy.com](mailto:NursingCatalyst@hmacademy.com) to receive information regarding THMA's nurse manager labs.



# Executives-in-Residence



**Rick Afable, M.D.**  
Former CEO  
St. Joseph Hoag Health



**Michael L. Butler**  
Former President,  
Operations & Services  
Providence



**Greg Gombar**  
Former EVP & CFO  
Carolinas Healthcare System



**Becky Kuhn**  
Former COO  
Banner Health



**Beth Beckman, D.N.S.**  
Former VP & CNO  
Baylor University Medical  
Center



**Mark Dixon**  
Former Regional President  
Fairview Health Services



**Jonathan Gottlieb, M.D.**  
Former CMO  
IU Health



**Phyllis Lantos**  
Former CFO  
NewYork-Presbyterian



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



**Marilyn Dubree, R.N.**  
Former CNO  
Vanderbilt University  
Medical Center



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



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



**Deb Burton, R.N., Ph.D.**  
Former SVP, CNO  
Providence Health



**Carladenise Edwards, Ph.D.**  
Former EVP & CSO  
Henry Ford Health System



**Alka Kohli, M.D.**  
Former CMO  
Virtua Health



**Patrick McCabe**  
Former SVP Finance  
Yale New Haven Health

## Executives-in-Residence (Cont.)



**Tracey Moffatt, B.S.N., M.H.A., R.N.**  
Former CNO & VP of Quality  
Ochsner Health



**Anne Pendo, M.D.**  
Senior Medical Director,  
Provider Experience &  
Wellbeing  
Intermountain Healthcare



**James Roskelly**  
Former EVP, Strategic  
Development  
Cone Health



**Lou Shapiro, M.P.H.**  
Former President and CEO,  
Hospital for Special Surgery



**Denise Murphy, B.S.N., M.S.N., R.N.**  
Vice President, Patient Care  
Systems and Chief Nurse  
Executive  
BJC HealthCare



**Scott Powder**  
Former President  
Advocate Health Enterprises



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



**Jim Staten**  
Former CFO  
University of Southern  
California



**Ira S. Nash, M.D.**  
SVP, Physician Leadership  
Development, Northwell  
Health; Former SVP, Executive  
Director, Northwell Health  
Physician Partners



**Marlon Priest, M.D.**  
Former CCO  
Cone Health



**Bill Santulli**  
Former President, Midwest  
Region  
Advocate Health



**Seth Wolk, M.D.**  
Former CMO  
Spectrum Health



**Mary Ann Osborn, M.S.N., R.N.**  
Former Chief Nursing  
Executive  
UnityPoint Health



**Ann Pumpian**  
Former SVP & CFO  
Sharp HealthCare



**Michael Shabot**  
Former CCO  
Memorial Hermann Health  
System



**Craig Wright, M.D.**  
Former SVP & Physician  
Executive  
Providence Health & Services

## Administrative Fellows Advisory Committee



**Russell F. Cox**  
President & CEO  
Norton Healthcare  
*Committee Chair*



**John Matsinger, Jr.**  
EVP & COO  
Virtua Health



**Rob Allen**  
CEO  
Intermountain Healthcare



**Julie Creamer**  
President  
Baylor, Scott & White



**Mary Jo Cagle, M.D.**  
CEO  
Cone Health



**Robert K. Wolterman**  
CEO, Ochsner Medical Center  
Ochsner Health System

## Nurse Executive Fellows Advisory Committee



**Karen K. Davis, NEA-BC,  
Ph.D., R.N.**  
AVP & CNE  
University of Rochester  
Medical Center  
*Committee Chair*



**Mandy Richards, M.S.N.,  
PA-C, R.N.**  
Chief Nursing Executive  
Intermountain Health



**Deb Baker, D.N.P.**  
SVP for Nursing, Vice  
President of Nursing and  
Patient Care Services  
Johns Hopkins Health  
System



**Janice Walker, DHA,  
MBA-HCM, B.S.N, R.N.,  
NEA-BC**  
EVP, System CNE  
Baylor Scott & White Health



**Marilyn Dubree, M.S.N.,  
NE-BC, R.N.**  
Executive CNO  
Vanderbilt University Medical  
Center



**Danielle Weber, M.S.N.,  
M.S.M., RN-BC, NEA-BC**  
System Chief Nursing  
Executive  
ChristianaCare



**Mary Beth Kingston, R.N.,  
M.S.N.**  
EVP & CNO  
Aurora Health Care



**Ena Williams, Ph.D., M.S.M,  
M.B.A, B.S.N., R.N., C.E.N.P**  
SVP & CNO  
Yale New Haven Health

## Finance Fellows Advisory Committee



**Don Halliwill**  
CFO  
Carilion Clinic  
*Committee Chair*



**Greg Hoffman**  
CFO  
Providence



**Dennis E. Dahlen**  
CFO  
Mayo Clinic



**David Okabe**  
EVP, CFO & Treasurer  
Hawai'i Pacific Health



**Clay Ashdown**  
CFO  
Intermountain Healthcare



**Anna Loomis**  
CFO  
Legacy Health



**Linda Hoff**  
CFO  
Stanford Health



**John Orsini**  
SVP & CFO  
Northwestern Memorial  
HealthCare

## Physician Executive Fellows Advisory Committee



**Tom Balcezak, M.D.**  
SVP & CMO  
Yale New Haven Health  
*Committee Chair*



**Justin F. Klamerus, M.D.**  
EVP & CMO  
McLaren Health Care



**Kert Anzilotti, M.D.**  
CMO  
Christiana Care



**Jason Mitchell, M.D.**  
SVP, Chief Medical and  
Clinical Transformation  
Officer  
Presbyterian Healthcare  
Services



**Marjie Bessel, M.D.**  
CCO  
Banner Health



**JP Valin, M.D.**  
EVP & Chief Clinical Officer  
SCL Health



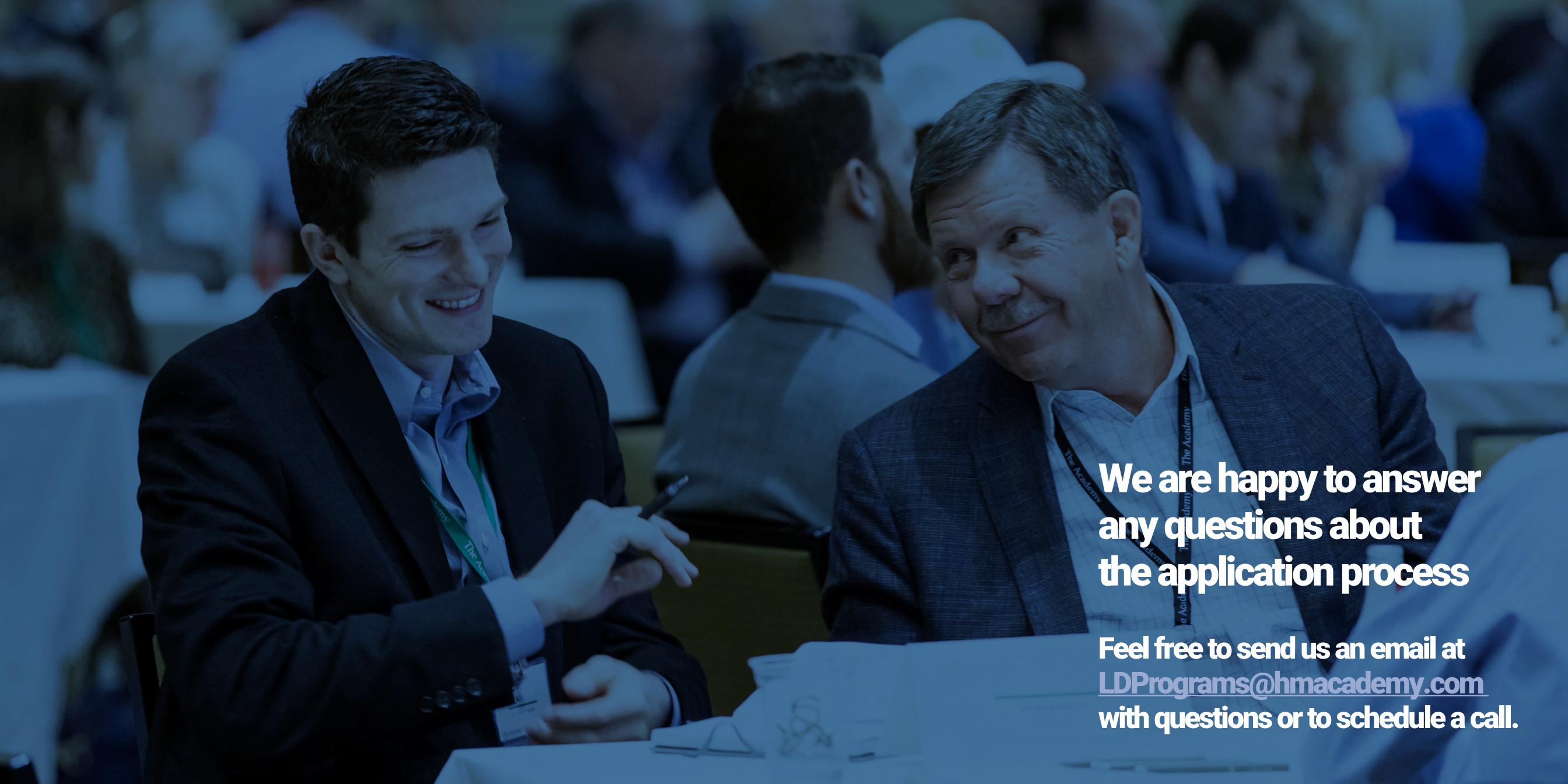
**Robert Hart, M.D.**  
EVP & CMO  
Oschner Health System



**Julie Watson**  
SVP, Chief Clinical Officer  
INTEGRIS Health



**Steve Hester, M.D.**  
SVP & CMO  
Norton Healthcare

A photograph of two men in business attire sitting at a table, engaged in conversation. The man on the left is smiling and holding a pen. The man on the right is looking towards him. They are both wearing lanyards with 'The Academy' branding. The background is a blurred crowd of people at a conference. The entire image has a blue color overlay.

**We are happy to answer  
any questions about  
the application process**

**Feel free to send us an email at  
[LDPrograms@hmacademy.com](mailto:LDPrograms@hmacademy.com)  
with questions or to schedule a call.**

*The Health Management Academy powers our community to drive health forward. We serve our members through peer learning, leadership development, alliances, and data and insights.*



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