Hartford HealthCare Ayer Neuroscience Institute
2020 – 2021 Administrative Fellowship Program
Application Information
Hartford HealthCare (HHC) is a fully integrated health system that includes a tertiary-care teaching hospital, an acute-care community teaching hospital, an acute-care hospital and trauma center, three community hospitals, the state’s most extensive behavioral health network, a large multispecialty physician group, a regional home care system, an array of senior care services, a large physical therapy and rehabilitation network and an accountable care organization. Through its Institute Model, HHC offers the highest standards of care for cancer, heart and vascular, neuroscience, orthopedics and urology services.

HHC touches almost 15,000 lives every day. In 2018, there were 388,805 emergency department visits, 88,055 transitions from inpatient care and 502,108 primary care visits. Our health system’s nearly 20,000 employees operate at 270 locations and provide healthcare services in 127 towns across Connecticut, Massachusetts and Rhode Island. HHC’s operative revenue was $3.1 billion in 2018.
Mission

To improve the health and healing of the people in the communities we serve.

Vision

Most trusted for personalized coordinated care.

Values

Caring: We do the kind thing.

Every Hartford HealthCare staff member touches the lives of the patients and families in our care. We treat those we serve and each other with kindness and compassion and strive to better understand and respond to the needs of a diverse community.

Safety: We do the safe thing.

Patients and families have placed their lives and health in our hands. At Hartford HealthCare our first priority, and the rule of medicine, is to protect them from harm. We believe that maintaining the highest safety standards is critical to delivering high-quality care and that a safe workplace protects us all.

Excellence: We do the best thing.

In Hartford HealthCare, only the best will do. We work as a team to bring experience, advanced technology and best practices to bear in providing the highest-quality care for our patients and families. We devote ourselves to continuous improvement, excellence, professionalism and innovation in our work.

Integrity: We do the right thing.

Our actions tell the world what Hartford HealthCare is and what we stand for. We act ethically and responsibly in everything we do and hold ourselves accountable for our behavior. We bring respect, openness and honesty to our encounters with patients, families and coworkers and support the well-being of the communities we serve.
About the Ayer Neuroscience Institute

Connect to more comprehensive neurological care.

More than fifty million Americans experience a brain or nervous system disorder every year. Common disorders include stroke, brain tumors, memory disorders, sleep disorders, movement disorders, chronic headaches, spinal cord injuries, severe back and neck pain, seizures, and Parkinson’s disease. The Ayer Neuroscience Institute offers a unique integration between neurology and neurosurgery, to provide patients with a comprehensive approach to treating and/or managing their symptoms to live a healthier, more balanced life.

Treating more patients than any other center in the region, our team of experts includes specialists in stroke, neuro-oncology, neuromuscular, neurosurgery, general neurology as well as a dedicated epilepsy center. Together, we remain at the forefront of neurological medicine and committed to excellence in education, treatment, research, and care of patients with neurological disorders and injuries.

We offer an integrated, interdisciplinary approach to care, coupled with state-of-the-art technology and techniques that enable us to provide every patient the best possible outcome. Our physicians practice some of the most advanced treatments available in the nation, including minimally invasive brain and spine surgery, at-home seizure monitoring and pain management.
About Hartford Hospital

Hartford Hospital (HH), a member of the HHC system, is central Connecticut’s leading tertiary medical center with a world class medical staff, supported by over 7,000 extraordinary nurses and staff members. At 867 beds, Hartford Hospital is one of the largest medical centers in the Northeast and the second largest in Connecticut. Hartford Hospital is the main teaching affiliate hospital for the University of Connecticut, with a number of residency and fellowship programs.

HH is ranked #1 in the Hartford region by US News & World Report, and recognized as high performing in nephrology, orthopedics, psychiatry and urology. The hospital is a major tertiary care facility in the state and region, operates an air ambulance service and is a Level I Trauma Center. It has over 41 operating rooms, one of the largest surgical caseloads in New England. It is also one of two organ transplant programs within Connecticut. Hartford Hospital has the largest robotic surgery program in New England and a robust research program with over $15M in externally funded research. The hospital is home to a nationally recognized Center for Education, Simulation, & Innovation (CESI), which recently received a state grant to nearly triple in size.

With an eye to the future, HHC has begun transforming healthcare delivery. As HHC matures as a system, so does its focus on differentiating itself in terms of quality, service, standards of care, reduced variation and growth.
About the Administrative Fellowship Program

Purpose:

The HHC Ayer Neuroscience Institute Fellowship Program is designed to provide an exceptional foundation for a career in healthcare management by offering a challenging and fulfilling experience in a fully integrated health system dedicated to excellence and innovation. The fellowship program provides an opportunity for recent master’s prepared graduates from The George Washington University’s Master of Health Administration (MHA) Program to develop their leadership potential through project management, shadowing, leadership rounding, structured learning, mentorship, and key relationships with senior executive leaders. The 12-month fellowship program was created by HHC’s President and Chief Operating Officer, Jeffrey A. Flaks, and is coordinated under the exceptional direction of the Senior Vice President of Hartford HealthCare, Ayer Neuroscience Institute.

During their tenure of this project-based fellowship, the Fellow is expected to lead high profile, system-level projects within their functional area while simultaneously contributing value-adding work to a host of other initiatives. These projects will allow the fellow to develop their verbal, written, and interpersonal skills, analytic ability, and will provide the opportunity to implement theory into practice. The preceptor will do their best to select projects that meet the needs and interests of the fellow and ultimately, the needs of the organization.

The Fellow’s office will be located at Hartford HealthCare’s flagship facility, Hartford Hospital. Here they will have the opportunity to gain operational experience in an academic teaching hospital. The Fellow will have access to senior leaders not only at Hartford Hospital, but throughout the system and witness the development of a system coming together to coordinate care as a leader in the market. The Fellow is given the opportunity to participate in executive leadership meetings, strategic planning, budget preparation, board meetings, fundraisers, and highly visible initiatives.
Structure:

The HHC Ayer Neuroscience Institute Administrative Fellowship Program is a structured, 12-month program. At the start of their fellowship program, the Fellow immediately begins weekly one-on-one coaching/mentoring meetings with their senior executive preceptor. Simultaneously, the fellow begins weekly one-on-one meetings with their executive sponsors who will delegate to the Fellow their short-term and long-term projects. The Fellow will develop critical skills while gaining an understanding of the health system, institute model, and hospital relationships. They will develop professionalism and H3W leadership behaviors by attending orientation, events, executive meetings, and participating in leadership development courses. To start, the Fellow will focus on networking, building/managing relationships, and understanding politics and dynamics.

As the fellowship progresses, the Fellow will understand the organizational culture, system strategy, standard work, and cascading communication. They will be heavily involved in hospital operations, executive leadership rounding, and process improvement. In addition to developing agility, resourcefulness, and pace through their system-wide project work, the Fellow will start contributing and facilitating meetings. Importantly, the Fellow will begin identifying and exploring areas of interest.

By the end of their fellowship program, the Fellow will be creating value and leading meetings and system-wide initiatives. They should understand their strengths and weaknesses and have developed personal management and leadership philosophies. The Fellow should be able to synthesize their experiences and coherently express their career interests.

Professional Development:

HHC is committed to the personal and professional development of all its employees. The Administrative Fellow is granted access to both internal and external professional development opportunities, including:

- Weekly one-on-one coaching/mentoring with senior executive preceptor
- Weekly one-on-one meetings with executive sponsors
- Numerous Leadership Organizational Development Courses (online & in-person)
- Ability to attend Congress for the American College of Healthcare Executives
- Ability to attend The George Washington University’s annual event, The Gibbs Oration, Coile Lectureship, and Young Professional Speaker
Salary/Benefits

Hartford HealthCare provides a comprehensive and competitive salary and benefits package for the fellow and relocation stipend.

Benefits:

The Administrative Fellow is a benefit eligible position, including:

- Health
- Dental
- Vision
- 401K and employer match contribution
Wendy Elberth was the recipient of the 2013 Preceptor of the Year Award for Health Services Management and Leadership from The George Washington University. She has served as the preceptor and primary professional mentor for nine classes of administrative fellows. Wendy has a tremendous reserve of institutional knowledge. She has been with Hartford HealthCare for over 30 years and has experienced the organizational shift from a holding company to a fully integrated health system.

“I have had a wonderful relationship with Wendy that has spanned the course of 6 years. Wendy is an incredibly devoted and thoughtful leader. During my fellowship, Wendy made herself available for weekly one-on-one sessions where she spent a great deal of time coaching and guiding me, asking strategic questions to challenge me in my own decision-making. When I worked in another department for 5 years post-fellowship, I sought out Wendy often for career advice which she readily offered. I am thrilled to say I have come full circle and now work with her again as a Director. I owe a lot of my career growth to Wendy and I am beyond grateful.”

-Maria Shimer, Specialty Program Director, Ayer Neuroscience Institute-

“Wendy is a Senior Vice President at Hartford HealthCare, and yet she consistently finds time to meet with me for at least an hour on a weekly basis. I am lucky to have such a wonderful preceptor. The best way to describe Wendy is as a coach. She always has my best interests at heart and strategically and consistently creates exceptional learning opportunities. She creates a safe learning environment and is committed to helping me grow as both a person and a professional. Typically, when I leave my one-on-one meetings with Wendy, no matter how well I think I am doing, I leave with a burning desire to elevate my performance”.

-Colin McMillan, System Integration Manager, Ayer Neuroscience Institute-
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<thead>
<tr>
<th>Name</th>
<th>Class of</th>
<th>Current Position</th>
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<tbody>
<tr>
<td>Jeffrey Flaks</td>
<td>1996</td>
<td>President &amp; Chief Executive Officer</td>
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<td></td>
<td></td>
<td>Hartford HealthCare</td>
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<tr>
<td>Michael Daglio</td>
<td>2000</td>
<td>Executive Vice President &amp; Chief Operating Officer</td>
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<td>Hartford HealthCare</td>
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<tr>
<td>Amy Levine</td>
<td>2006</td>
<td>Manager, Customer Service and Self Pay, Revenue Cycle</td>
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<td>Hartford HealthCare</td>
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<tr>
<td>Maria Shimer</td>
<td>2012</td>
<td>Director, Ayer Neuroscience Institute Specialty Programs</td>
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<td>Hartford HealthCare</td>
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<tr>
<td>James Shimer</td>
<td>2013</td>
<td>Director, Planning &amp; Business Development, Central Region</td>
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<td>Dustin Bump</td>
<td>2014</td>
<td>Director, Ayer Neuroscience Institute, Hartford Region</td>
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<tr>
<td>Maley Hunt</td>
<td>2015</td>
<td>Director, Cedar Mountain Commons</td>
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<td>Heather Muirhead</td>
<td>2016</td>
<td>Business Operations Manager, Center for Education, Simulation, and Innovation</td>
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<td>Hartford Hospital</td>
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<tr>
<td>Colin McMillan</td>
<td>2019</td>
<td>System Integration Manager, Ayer Neuroscience Institute</td>
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<tr>
<td>Kelsey Porter</td>
<td>2020</td>
<td>Administrative Fellow, Hartford HealthCare</td>
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Hartford Hospital is located in the heart of some of New England’s most stunning communities, offering you:

- The choice of living in the countryside, on the shore, in vibrant urban areas or in beautiful, leafy suburbs.

- Convenient commutes from many desirable towns, including West Hartford, “America’s Coolest Suburb” according to Travel & Leisure.

- Only 2 hours to New York City, Boston and Providence, and just a bit further to Burlington, VT or Portland, ME.

- 3 hours to some of the best mountains and skiing in Vermont like Killington, Stratton, and Okemo.

- 45 minutes from the Long Island Sound and one hour to the Atlantic Ocean.
Hartford, the capital of Connecticut, has been considered “New England’s Rising Star”, as it continues to boast beautiful landscapes, an exciting culture and arts scene, and a growing sports and music following. A new resident of Hartford may find themselves engrossed in any of the following activities as they discover all that the area has to offer:

- Take a scenic hike up Bear Mountain or a peaceful kayak trip down the Farmington River.
- Cheer on the Hartford Yard Goats at the brand-new Dunkin’ Donuts Park, named “Ball Park of the Year” in 2017.
- Tour the Mark Twain House or view brilliant art exhibits at the Wadsworth Atheneum.
- Catch a concert or hit the slot machines at exciting Mohegan Sun or Foxwoods Casinos.
- Relish Hartford’s dining landscape by grabbing a bite at one of many delicious eateries or
Application Process

Candidates should send a completed application packet, including:

- Resume
- Two (2) letters of recommendation (one graduate faculty and one professional)
- Official graduate school transcript
- A one-page narrative/personal statement, discussing:
  - Applicant’s interest in hospital administration
  - Career objectives
  - Reason for seeking an administrative fellowship
  - Explanation of desire to work at Hartford HealthCare

Email completed information no later than September 18, 2020 to:
AyerAdministrativeFellowship@hhchealth.org

-OR-

Mail completed information no later than September 18, 2020 to:
Hartford Hospital
Administrative Fellowship Program Director
Attn: Wendy Elberth, Vice President, Hartford HealthCare Neuroscience Institute
Hartford Hospital
80 Seymour Street
Hartford, CT 06102

If you have additional questions and would like to learn more about the Fellowship, please contact one of the following:

Colin McMillan, at Colin.McMillan@hhchealth.org, System Integration Manager

Wendy Elberth, at Wendy.Elberth@hhchealth.org, Program Director
Frequently Asked Questions

a. How big is Hartford HealthCare?
   i. Hartford HealthCare (HHC) is a fully integrated system of care comprised of seven hospitals, 11 surgical/Diagnostic Centers, 39 Family Health Centers, 20 Urgent Care Centers, 33 Imaging Locations, and 128 Ambulatory Care Sites. There are a total of 217 Hartford HealthCare locations across the state of Connecticut and parts of Rhode Island. Additionally, HHC operates Connecticut’s largest behavioral health network.
   ii. Nearly 20,000 employees work for HHC serving 126 towns and cities. They touch nearly 15,000 lives on a daily basis.

b. What is the Ayer Neuroscience Institute?
   i. HHC established the Ayer Neuroscience Institute in 2016 to standardize neurology and neurosurgical patient care across the system by bringing together specialists and increasing collaboration and care coordination. The Ayer Neuroscience Institute is comprised of 115+ providers, 30+ subspecialties, 20 ambulatory care sites and 8 acute care sites. In 2018, the Ayer Neuroscience Institute providers performed a combined 2,230 inpatient and outpatient surgeries. Additionally, there were 36,539 ambulatory care visits and 10,808 diagnostic tests performed. In total, in 2018 the Ayer Neuroscience Institute touched more than 250,000 lives.

c. Is the Ayer Neuroscience Institute Fellowship Program a hospital-specific fellowship or a system-level fellowship program?
   i. The Ayer Neuroscience Institute Administrative Fellowship Program is a system-level fellowship.

d. How long is the Fellowship Program?
   i. The Ayer Neuroscience Institute Administrative Fellowship Program is a 12-month, structured experience.

e. Where is the Fellow’s physical office location?
   i. The Fellow’s office will be located at Hartford HealthCare’s flagship facility, Hartford Hospital. Here they will have the opportunity to gain operational experience in an academic teaching hospital.
   ii. Hartford Hospital, a member of the Hartford HealthCare system, is central Connecticut’s leading tertiary medical center with a world class medical staff, supported by over 7,000 extraordinary nurses and staff members. At 867 beds, Hartford Hospital is one of the largest medical centers in the Northeast and the second largest in Connecticut.

f. Is Hartford Hospital an academic medical center?
i. Yes, Hartford Hospital is the main teaching affiliate hospital for the University of Connecticut, with a number of residency and fellowship programs.

g. Will there be exposure to executive leaders?
   i. The Fellow has access to senior leaders not only at Hartford Hospital, but throughout the Hartford HealthCare system. The Fellow is given the opportunity to participate in executive leadership meetings, strategic planning, budget preparation, board meetings, fundraisers, and highly visible initiatives.

h. Will there be opportunities for professional development?
   i. Hartford HealthCare is committed to the personal and professional development of all its employees. The Fellow is granted access to both internal and external professional development opportunities, including:
      1. Weekly one-on-one coaching/mentoring with senior executive preceptor
      2. Weekly one-on-one meetings with executive sponsors
      3. 3-day Lean training course
      4. Numerous Leadership Organizational Development Courses (online & in-person)
      5. Ability to attend Congress for the American College of Healthcare Executives
      6. Ability to attend The George Washington University’s annual event, The Gibbs Oration and Coile Lectureship

i. What sort of projects have previous Fellows worked on?
   i. See testimonials.

j. How many prospective Fellows are accepted each year?
   i. The Ayer Neuroscience Institute Administrative Fellowship Program accepts one-two fellows per year.

k. How many past Fellows were offered employment at Hartford HealthCare after completing the Fellowship Program?
   i. Many past Fellows successfully parlayed their fellowship into future leadership positions at Hartford HealthCare.

l. Is there a website with additional information about the Fellowship Program?
   i. https://hartfordhealthcare.org/services/neurosciences/fellowship-program

m. What is the application and interview process like?
   i. Prospective applicants are welcome to schedule telephone conversations with the current Fellow to learn more about the program.
   iii. Phone interviews will occur during the months of September and October.
   iv. Onsite interviews will occur during the month of October.
   v. The Administrative Fellow will be selected and notified by October 31, 2020.