2025 – 2026 Administrative Fellowship Program

Application Information
About Hartford HealthCare
With more than 41,000 colleagues, Hartford HealthCare’s unified culture enhances access, affordability, equity and excellence. Its care-delivery system — with nearly 500 locations serving 185 towns and cities — includes two tertiary-level teaching hospitals, an acute-care community teaching hospital, an acute-care hospital and trauma center, three community hospitals, a behavioral health network, a multispecialty physician group, a clinical care organization, a regional home care system, an array of senior care services, a mobile neighborhood health program and a comprehensive physical therapy and rehabilitation network. On average, Hartford HealthCare touches more than 23,000 lives every single day. The unique, system-wide Institute Model offers a unified high standard of care in crucial specialties at hospital and ambulatory sites across Connecticut offering unparalleled expertise at the most affordable cost. The institutes include: Ayer Neuroscience, Behavioral Health, Cancer, Digestive Health, Heart and Vascular, Orthopedics and Tallwood Urology & Kidney.

Facts & Figures 2023
Numbers alone can’t express the work of our colleagues, and our impact on our communities. But data explains the breadth and depth of our commitment in service of our mission: “To improve the health and healing of all.”

- **$5.99 billion** Operating Revenue
- **40,000** Colleagues
- **6,608** Physicians on Staff
- **6,286** Nurses (all types)
- **24,872** Inpatient Surgeries
- More than **500 Locations**
- **879,889** Primary Care Visits
- **473,795** ED Visits
- **106,151** Transitions from Inpatient Care
- **99,351** Ambulatory Surgeries
  - Includes Hospital OP surgeries and ASC surgeries, excludes GI cases
- **185** Towns in Service Area
- **2,474** Licensed Beds (including bassinets)
- **9,028** Newborn Admissions
Start Here for the Future of Health

Hartford HealthCare is breaking new ground every day to care for people and care for our communities.

Accountability
We call it “Getting better at getting better.” We commit to a common culture — continuous improvement and shared ownership through our 10 Leadership Behaviors:

1. Be in the moment
2. Be authentic and humanistic
3. Volunteer discretionary effort constantly
4. Model high performance — desired behaviors that drive desired results
5. Respect and leverage separate realities
6. Be curious vs. judgmental
7. Look in the mirror first — be accountable
8. Have courageous conversations
9. Provide timely, clear and specific performance expectations and feedback
10. Teach, coach and mentor — spend at least half of your time developing others

T + P = A²E²
Transformation Performance Access Affordability Equity Excellence

Our culture & values

Caring WE DO THE KIND THING
- Human Experience
- Navigators & Information
- Well-Being

Equity WE DO THE JUST THING
- Diversity, Equity, Inclusion & Belonging Councils
- Colleague Resource Groups
- Community-Centered Health

Excellence WE DO THE BEST THING
- Academics & Research
- Access to Care & Expertise
- Continuous Improvement
- Innovation

Integrity WE DO THE RIGHT THING
- Commitment to Compliance & Code of Conduct
- Leadership Behaviors
- Transparency

Safety WE DO THE SAFE THING
- High Reliability
- One Medical Record
- Quality & Clinical Councils
About the Ayer Neuroscience Institute

Connect to more comprehensive neurological care.

More than 50 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, neurosurgery and pain, 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 headache, movement disorders, stroke, epilepsy, spine, memory care, neuro-immunology, pain management, neuromuscular, neurosurgery, neuro-ophthalmology, sleep neurology, sports neurology and neuro-oncology. 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 the Administrative Fellowship Program

Purpose: The HHC Ayer Neuroscience Institute Administrative 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 graduates from The George Washington University 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 program, created by Hartford HealthCare President and CEO Jeffrey Flaks, is coordinated under the direction of Ayer Neuroscience Institute Senior Vice President, Wendy Elberth, and Director of Specialty Programs, Maria Shimer.

During the project-based fellowship, the Fellow will lead high-profile, system-level projects within their functional area while simultaneously contributing valuable work to many organizational initiatives. These projects allow the Fellow to develop verbal, written, interpersonal and analytical skills, and provide the opportunity to integrate theory into practice. The senior preceptors and executive sponsors of this dynamic fellowship consider the specific interests and goals of the Fellow, along with the needs of the organization when selecting projects that offer a comprehensive, challenging and rewarding learning experience.

The Fellow’s office will be located at Hartford HealthCare’s flagship facility, Hartford Hospital. Here they will have opportunities to gain operational experience in an academic teaching hospital. The Fellow will have consistent access to senior leaders not only at Hartford Hospital, but throughout the health system, so they can witness the development of a health system coming together to coordinate care as a leader in the market. Over the course the program, the Fellow will have opportunities to participate in executive leadership meetings, strategic planning, budget preparation, operations, philanthropy, community engagement, and highly visible initiatives.
**Structure:** The HHC Ayer Neuroscience Institute Administrative Fellowship Program is a structured, 12-month program. At the start of the program, the Fellow begins weekly one-on-one coaching/mentoring sessions with their Senior Executive Preceptor. Concurrently, the Fellow begins weekly one-on-one meetings with their executive sponsors who will delegate to them his/her 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. The Fellow will focus on networking, building/managing relationships, and understanding politics and dynamics.

As the program progresses the Fellow will understand the organizational culture, system strategy, standard work, and cascading communication. 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:** 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
Administrative Fellowship Program
Preceptors

Wendy Elberth, MBA, OTRL
Senior Vice President, Ayer Neuroscience Institute,
Hartford HealthCare

Wendy Elberth earned 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 professional mentor for 13 administrative fellows for over 10 years. Wendy brings a tremendous amount of institutional knowledge to the Fellowship Program, having served more than 30 years at Hartford HealthCare. She has a natural ability for recognizing each fellow’s unique leadership potential, coaching for results, and positioning the fellow for success.

Maria Shimer, MHA
Director of Specialty Programs, Ayer Neuroscience Institute,
Hartford HealthCare

Maria Shimer obtained her bachelor’s degree in Business and Psychology at the University of Pittsburgh and went on to complete her Masters of Health Administration at the George Washington University. In 2013, she started her career at Hartford Hospital as the Administrative Fellow. Maria is committed to helping the Institute’s clinical leaders achieve their visions for excellence, remaining a fierce advocate for the services and programs that benefit the community. She is also dedicated to developing the next generation of healthcare leaders and serves as a mentor and preceptor to many newcomers in the field.
## GW MHSA/MHA Program Alumni at Hartford HealthCare

<table>
<thead>
<tr>
<th>Name</th>
<th>Class of</th>
<th>Current Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jeffrey Flaks</td>
<td>1996</td>
<td>President &amp; Chief Executive Officer, HHC</td>
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<tr>
<td>Amy Levine</td>
<td>2006</td>
<td>Director, Revenue Cycle, Customer Service and Self-Pay, HHC</td>
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<tr>
<td>James Shimer</td>
<td>2014</td>
<td>Vice President, Partnership Integration, HHC</td>
</tr>
<tr>
<td>Maria Shimer</td>
<td>2014</td>
<td>Director, Ayer Neuroscience Institute Specialty Programs, HHC</td>
</tr>
<tr>
<td>Dustin Bump</td>
<td>2015</td>
<td>Director, Ayer Neuroscience Institute, Hartford Region, HHC</td>
</tr>
<tr>
<td>Colin McMillan</td>
<td>2019</td>
<td>Director, Ayer Neuroscience Institute, East Region, HHC</td>
</tr>
<tr>
<td>Kelsey Porter</td>
<td>2020</td>
<td>Director, System Operations, HHC</td>
</tr>
<tr>
<td>Sana Merchant</td>
<td>2021</td>
<td>System Integration Manager, Ayer Neuroscience Institute, HHC</td>
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<tr>
<td>Sumeet Kotwal</td>
<td>2021</td>
<td>Operations Program Manager, Tallwood Urology &amp; Kidney Institute, HHC</td>
</tr>
<tr>
<td>Kesha Shah</td>
<td>2021</td>
<td>Transplant Business Manager, HHC</td>
</tr>
<tr>
<td>Ben Armstrong</td>
<td>2024</td>
<td>Operations Program Manager, Ayer Neuroscience Institute, HHC</td>
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<tr>
<td>David Guilloty</td>
<td>2025</td>
<td>Administrative Fellow, Fairfield Region, HHC</td>
</tr>
<tr>
<td>Jillian Noack</td>
<td>2025</td>
<td>Administrative Fellow, Ayer Neuroscience Institute, HHC</td>
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## Hartford Healthcare Ayer NSI Admin Fellowship Alumni

<table>
<thead>
<tr>
<th>Name</th>
<th>Year</th>
<th>Current Role</th>
<th>City, State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Erika Schouten</td>
<td>2011-2012</td>
<td>Senior Director, Neurosciences Service Line Oregon Health and Science University</td>
<td>Portland, Oregon</td>
</tr>
<tr>
<td>Andrew Pete</td>
<td>2011-2012</td>
<td>Chief Operating Officer UCI Health Fountain Valley</td>
<td>Fountain Valley, California</td>
</tr>
<tr>
<td>Luanne Black</td>
<td>2012-2013</td>
<td>Strategic Pricing Analyst Fred Hutch Cancer Center</td>
<td>Seattle, Washington</td>
</tr>
<tr>
<td>Gerardo Ramos</td>
<td>2012-2013</td>
<td>Principal and Founder ADIRA Health</td>
<td>McAllen, Texas</td>
</tr>
<tr>
<td>Maria Shimer</td>
<td>2013-2014</td>
<td>Director, Neuroscience Specialty Programs Hartford HealthCare</td>
<td>Hartford, Connecticut</td>
</tr>
<tr>
<td>Dustin Bump</td>
<td>2014-2015</td>
<td>Director, Ayer NSI, Hartford Region Hartford HealthCare</td>
<td>Hartford, Connecticut</td>
</tr>
<tr>
<td>Rose Frank</td>
<td>2015-2016</td>
<td>Strategic Marketing Manager UofL Health</td>
<td>Louisville, Kentucky</td>
</tr>
<tr>
<td>Heather Muirhead</td>
<td>2016-2017</td>
<td>Divisional Institute Manager for Education &amp; Research Cleveland Clinic London</td>
<td>London, United Kingdom</td>
</tr>
<tr>
<td>Colin McMillan</td>
<td>2018-2019</td>
<td>Director, Ayer NSI, East Region Hartford HealthCare</td>
<td>Norwich, Connecticut</td>
</tr>
<tr>
<td>Sana Merchant</td>
<td>2020-2021</td>
<td>Ayer NSI System Integration Manager Hartford HealthCare</td>
<td>Hartford, Connecticut</td>
</tr>
<tr>
<td>Chandni Patel</td>
<td>2021-2022</td>
<td>Operations Consultant Privia Health</td>
<td>Arlington, Virginia</td>
</tr>
<tr>
<td>Sara Abbassi</td>
<td>2022-2023</td>
<td>Program Coordinator, Executive Health MedStar Health</td>
<td>Washington, DC</td>
</tr>
<tr>
<td>Ben Armstrong</td>
<td>2023-2024</td>
<td>Operations Program Manager, Ayer NSI Hartford HealthCare</td>
<td>Hartford, CT</td>
</tr>
<tr>
<td>Jillian Noack</td>
<td>2024-2025</td>
<td>Current Administrative Fellow, Ayer NSI Hartford HealthCare</td>
<td>Hartford, CT</td>
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</table>
Application Process

Candidates must send a completed application packet, including documents in the following order:

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

Email completed information no later than Friday, September 27, 2024 to AyerAdministrativeFellowship@hhchealth.org

Subject Line: Full Name – Ayer NSI Administrative Fellowship Application

Directions: Scan all documents in the order listed above into one file and attach to email

If you have additional questions and would like to learn more about the Fellowship, please email AyerAdministrativeFellowship@hhchealth.org to schedule an informational phone call
Frequently Asked Questions

a. **Is the Ayer Neuroscience Institute Fellowship Program a hospital-specific fellowship or a system-level fellowship program?**
   i. 12 month system-level fellowship

b. **Is the Ayer Neuroscience Institute Fellowship Program a project based or rotation based fellowship?**
   i. Project based fellowship

c. **How many prospective Fellows are accepted each year?**
   i. The Ayer Neuroscience Institute Administrative Fellowship Program accepts one fellow per year.

d. **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.

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

f. **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, operations, philanthropy, community engagement, and highly visible initiatives.

g. **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.

h. **What is the application and interview process like?**
   i. Prospective applicants are welcome to schedule informational phone calls with the current Fellow to learn more about the program. Email AyerAdministrativeFellowship@hhchealth.org to schedule a phone call.
   ii. Application materials must be submitted by Friday, September 27, 2024.
   iii. Zoom interviews will occur during the month of September.
   iv. Onsite interviews will occur during the month of October.
   v. Please email us at AyerAdministrativeFellowship@hhchealth.org if you have any questions about the application and interview process.