



Fellows Program

For Administrative, Finance, Nurse, & Physician Executives

Supported by an educational grant from



GE HealthCare

2024

Developing Next Generation Health System Executives

THMA Fellows Program supported by an educational grant from GE HealthCare 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.

GE HealthCare understands that investing in the development of future healthcare leaders is crucial for driving innovation and shaping the future of healthcare. Through an educational grant, GE HealthCare is honored to support THMA Fellows Program, a long-standing prestigious initiative designed to cultivate exceptional leaders in the healthcare industry.

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**

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. 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

Curriculum & Faculty

Curriculum Topics



Executives-in-Residence & Consulting Faculty

THMA'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

A comprehensive list of all executive-in-residence can be found on pages [12 & 13](#).

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

Sample action projects, can be found on pages [8 & 9](#).



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. Committee members can be found on page [14 & 15](#).

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 November 30, 2023.
- To receive application instructions, please email LDPrograms@hmacademy.com.
- There is a program cost of \$15,000 for each of the two years.

Application Timeline

	2023				2024				
	Aug	Sep	Oct	Nov	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



Our THMA team is happy to answer any questions about the application process.
Feel free to send us an email at LDPrograms@hmacademy.com with your questions.
We're also happy to schedule a call with you.

The Health Management Academy community is made up of the most influential change makers in healthcare who understand the power of partnership to drive progress. Each member organization is aligned and working towards a common goal – to improve health.

WE POWER OUR
COMMUNITY TO
DRIVE HEALTH
FORWARD



Who We Power

Leading Health Systems

The approximately 150 innovative integrated delivery systems with over \$2B in total operating revenue

Industry Partners

Industry innovators, from early stage to Fortune 50 organizations, that are working alongside health systems to drive health forward

2,000+

LHS Executive Relationships

600+

LHS C-Suite Members

150+

Innovative Industry Members



Convene exceptional peer groups that facilitate meaningful relationships and knowledge exchange



Create world-class leadership development programs designed to prepare next generation healthcare leaders



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



Deliver innovation surveillance and strategic roadmaps to help health systems navigate strategic transformation



Facilitate novel partnerships to address critical industry issues that demand collective action

Sample Action Project



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 the 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 Educational 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 percentage 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 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.

Sample Action Project



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 matrixed 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.

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.,
Former EVP and Chief Medical Executive
IU Health

Executives-in-Residence



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



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



Jonathan Gottlieb, M.D.
Former CMO
IU Health



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



Lynne Eickholt
Former CSO
Partners HealthCare



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



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



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



Mark Koch
Former CAO
Mayo Clinic



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



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



Alka Kohli, M.D.
Former CMO
Virtua Health



Michael L. Butler
Former President,
Operations & Services
Providence



Jim Fox
Former SVP & CFO
Fairview Health Services



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



Naomi Cramer
Former CHRO
Banner Health



Mary Ann Fuchs, D.N.P., R.N.
Former VP of Patient Care & System CNE
Duke University Health System



Becky Kuhn
Former COO
Banner Health



Mark Dixon
Former Regional President
Fairview Health Services



Greg Gombar
Former EVP & CFO
Carolinas Healthcare System



Phyllis Lantos
Former CFO
NewYork-Presbyterian

Executives-in-Residence (Cont.)



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



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



Rishi Sikka, M.D.
Former President, System
Enterprises
Sutter Health



Patrick McCabe
Former SVP Finance
Yale New Haven Health



Marlon Priest, M.D.
CCO
Cone Health



Jim Staten
Former CFO
University of Southern
California



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



Ann Pumpian
Former SVP & CFO
Sharp HealthCare



Seth Wolk, M.D.
Former CMO
Spectrum Health



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



James Roskelly
Former EVP, Strategic
Development
Cone Health



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



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



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



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



Michael Shabot
Former CCO
Memorial Hermann Health
System

Administrative Fellows Advisory Committee



Russell F. Cox
President & CEO
Norton Healthcare
Committee Chair



Julie Creamer
President
Baylor, Scott & White



Jeff Smith, M.D.
Executive VP, Hospital
Operations & COO
Cedars-Sinai



Rob Allen
SVP & COO
Intermountain Healthcare



Clay Holderman
President & CEO
UnityPoint Health



John Matsinger, Jr.
EVP & COO
Virtua Health



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

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Carilion Clinic
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Linda Hoff
CFO
Stanford Health



Anna Loomis
CFO
Legacy Health



Dennis E. Dahlen
CFO
Mayo Clinic



Greg Hoffman
CFO
Providence



John Orsini
SVP & CFO
Northwestern Memorial
HealthCare



Clay Ashdown
VP, Financial Strategy, Growth,
& Development
Intermountain Healthcare



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

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AVP & CNE
University of Rochester
Medical Center
Committee Chair



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



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



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



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



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



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

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



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



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



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CCO
Banner Health



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SVP & CMO
Norton Healthcare



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



Mary Jo Cagle, M.D.
CEO
Cone Health



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



1100 Wilson Blvd., Suite 1200
Arlington, VA 22209
(703) 548-1022
hmacademy.com

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