



# AMERICA'S ESSENTIAL HOSPITALS

## Fellows Program

*Innovative and Adaptive Leadership: Essential in Times of Change*

Leadership is the difference between an organization mired in mediocrity and one energized by transformation. For more than 25 years, the America's Essential Hospitals Fellows Program has cultivated visionary leaders by giving rising hospital executives the tools they need to tackle health care's greatest challenges on behalf of those in need.

Part of the battle lies in culture change. Transforming a hospital's culture into one focused on providing patient-centered, high-quality, safe care requires skills, strategy, data, sponsorship, passion, and courage. Achieving these goals requires a worthwhile investment of significant leadership commitment. Through a dedicated and adaptive culture, hospitals can provide patients with the best possible care while also improving the health of communities overall.

The Fellows Program is designed to help leaders transform themselves, marshal the energy of others to drive improvement, and create a culture that embraces change.

### PROGRAM GOALS

Fellows will strengthen the leadership skills needed to mobilize organizations to tackle tough challenges, accomplish change, and adapt to complex and competitive environments.

Participants will learn strategies for self-knowledge and self-management to build a foundation for knowing and managing others.

### PROGRAM FEATURES

Participants will learn from:

- three highly interactive, in-person classroom sessions, in Washington, D.C., and San Francisco, featuring two and one-half days of presentations by experts, case studies, and group work;
- project coaching and mentoring with a program consultant between sessions;
- extensive networking opportunities with colleagues who share a similar mission;
- participation in America's Essential Hospitals conferences, including the organization's annual meeting, VITAL2018, and Spring Policy Assembly, which includes visits to lawmaker's offices on Capitol Hill;
- peer consulting with other fellows on projects and leadership issues;
- program support from the highest level of each participant's organization;
- an opportunity to showcase original projects on the association website and at the annual meeting;
- an opportunity to earn continuing education credits; and

- access to a network of more than 650 Fellows Program alumni, many of whom have become C-suite leaders and CEOs of essential hospitals.

#### WHO SHOULD PARTICIPATE?

Clinical or administrative leaders with significant organizational roles, such as chief operating officers, chief financial officers, medical directors, vice presidents, directors, chief quality staff, and rising senior leaders. Teams of at least two candidates from each organization are encouraged to apply to create an important core group for future initiatives.

#### NOMINATION PROCESS

Each applicant must be nominated by the organization's CEO. If the applicant is accepted, America's Essential Hospitals and the CEO sponsor will partner to maximize the program's benefit to the participant and sponsoring organization. The CEO/sponsor will sign a letter of commitment to:

- support each fellow's participation in program activities;
- meet with fellow(s) before the first session and after each session to discuss program progress and projects; and
- help fellow(s) develop a project and provide guidance for it throughout the program.

## Session Information

#### SESSION I

**Adaptive Leadership: Mobilizing for Change**

June 18–22, 2018

San Francisco

Held with VITAL2018, America's Essential Hospitals annual conference, June 20–22

After an introduction to the principles of adaptive leadership, participants will learn the strategies and tools needed to mobilize their organizations to adapt and thrive in challenging environments. Participants will have the opportunity to attend VITAL2018, where they can network and learn from other essential hospitals.

#### SESSION II

**Assessing Culture and Using the Big Levers to Move It**

Oct. 17–19, 2018

Washington, D.C.

Participants will focus on the large building blocks of cultural change: communication, coaching, and management. Participants also will explore techniques for effectively knowing and managing themselves, as a foundation for knowing and managing others.

#### SESSION III

**Creating a Leadership Legacy and Project Review**

Feb. 26–28, 2019

Washington, D.C.

Held with America's Essential Hospitals' Spring Policy Assembly, Feb. 26–27, 2019

Participants will share leadership challenges and successes experienced through their project. To prepare for meeting with their members of Congress, participants will learn about the current legislative state of affairs and attend a tutorial on effective communication and lobbying techniques.

#### **BETWEEN SESSIONS**

Peer group coaching and supplemental curriculum activities will be held between sessions via webinars and discussion forums.

### **Additional Information**

#### **PROGRAM COST**

Each participant's sponsoring organization is responsible for travel and lodging expenses. Tuition is \$12,500, which includes three in-person learning sessions, access to leading health care experts and member executive leaders, coaching, curriculum materials, some meals, America's Essential Hospitals VITAL2018 annual meeting registration, and distance learning activities between sessions.

#### **REFUND POLICY**

Participants will be accepted to the class and invoiced in March. Tuition fees may not be refunded after May 18, 2018. Refunds will be given for unexpected scheduling conflicts only and will be determined on a case-by-case basis.

#### **CONTINUING EDUCATION UNIT CREDITS**

America's Essential Hospitals is authorized to award preapproved Category II (non-ACHE) continuing education credit toward advancement or recertification in the American College of Healthcare Executives. Credit hours are determined according to the program and content for each conference.

#### **HOW TO APPLY**

Complete the [2018 Fellows Program application](#) by Jan. 31, 2018. Applicants accepted into the program will be notified by March 1, 2018.

### **Questions?**

Contact Nneka St. Gerard at [nstgerard@essentialhospitals.org](mailto:nstgerard@essentialhospitals.org) or 202.585.0131.