The only constant in health care is change. This challenge requires essential hospital leaders to think strategically, foresee change, and adapt. In addition, hospitals today must provide patients equitable care while improving the health of overall communities. Essential hospital leaders must make a commitment to understand the big picture, challenge the status quo, be sensitive to the populations they serve, and apply sound decision-making to provide high-quality care for all.

For more than 30 years, the Fellows Program has brought essential hospital leaders together to unflinchingly look at the enormous challenges they face and provide the tools necessary to meet those challenges. The program includes a network of more than 650 alumni, some of whom have become CEOs of essential hospitals, C-suite leaders, and national health care thought leaders.

This 12-month leadership development program is designed for rising senior leaders in significant clinical or administrative roles at member hospitals. The purpose of the Fellows Program is to educate participants on issues that impact essential hospitals and provide the necessary skills to lead strategically and advocate for policies and resources that promote the health of marginalized patients.

**PROGRAM COMPONENTS**

<table>
<thead>
<tr>
<th>Leadership development training</th>
<th>• The program comprises three highly interactive in-person classroom sessions (each 2-2.5 days) that include case studies, group work, and presentations from essential hospital leaders and subject experts.</th>
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<tbody>
<tr>
<td>Self-assessment</td>
<td>• Each participant will have the opportunity to assess their leadership strengths and weaknesses.</td>
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<tr>
<td>Project</td>
<td>• Each participant will work on a project of importance to their organization and showcase their project at the annual conference.</td>
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<tr>
<td>Site visit</td>
<td>• Participants will visit another member hospital and focus on a real-world case study of program topics.</td>
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<tr>
<td>Distance learning</td>
<td>• Peer group coaching and supplemental activities will be held between in-person sessions. Participants will tap into their peers' knowledge and discuss application of topics at their organization.</td>
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<tr>
<td>Networking</td>
<td>• The program includes extensive networking opportunities with colleagues who share a similar mission, including peer-learning activities with other fellows on projects and leadership issues.</td>
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<tr>
<td>America’s Essential Hospitals conferences and events</td>
<td>• Participants will attend VITAL, America’s Essential Hospitals’ annual conference, and the association’s spring Policy Assembly, including visits to congressional delegations on Capitol Hill.</td>
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PROGRAM GOALS

- Strengthen the skills needed to strategically lead essential hospitals.
- Broaden participants’ knowledge and outlook on issues facing essential hospitals.
- Inspire participants to become champions and advocate for excellence in health care for all.
- Build and sustain a network of health care leaders at America’s Essential Hospitals.

WHO SHOULD PARTICIPATE?
The Fellows Program is open to all members. It is specifically designed for rising senior leaders in significant clinical or administrative roles at member hospitals.

Teams of at least two candidates from each organization are encouraged to apply to create a 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 fellow’s sponsor will agree to form a partnership to optimize the benefit of the program for the participant and their sponsoring organization. The sponsor can be the organization’s CEO or another senior leader. Each sponsor will sign a letter of commitment to:

- support each fellow’s participation in program activities;
- meet with the 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 throughout the program.

PROGRAM COST
Tuition is $14,500—this includes three in-person sessions, access to leading health care experts and member CEOs, curriculum materials, some meals, site visits, VITAL conference registration, and distance learning activities between sessions. Each participant’s sponsoring organization is responsible for travel and lodging expenses.

Refund policy: Participants will be accepted to the class and invoiced in mid-April. Tuition fees are nonrefundable within 30 days before session I. Refunds will be given for unplanned events and will be determined on a case-by-case basis.

HOW TO APPLY
We will accept applications for the 2023–2024 class January 23 through March 17, 2023. Visit https://essentialhospitals.org/fellows-program to apply.

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. Approximately 13 credit hours will be awarded for each session.

QUESTIONS
Please contact Manager of Education Vashon Coehins at vcoehins@essentialhospitals.org or 202-585-0555.

“It was great to have investment from my organization. My experience as a fellow was transformative.”
—Fellows Program alumni

“We provide the Bachelor of Science here: the Fellows Program provides the Bachelor of Arts.”
—Member hospital CEO

“The Fellows Program is one of the most beneficial programs I have been involved with. I still review my binder.”
—Fellows Program alumni
The Fellows Program includes three in-person sessions (each 2-2.5 days) located in different geographical locations. Each session will focus on different levels of leadership. Session I will focus on self; session II will focus on essential hospitals and their communities, including health equity; and session III will focus on policy and advocacy. The in-person sessions will be led by subject matter experts, essential hospital leaders, and America’s Essential Hospitals staff.

SESSION I
Leading Strategically by Understanding Yourself and Engaging Others
June 12-14, 2023, in Chicago (held in conjunction with the VITAL2023 annual conference). During session I, participants will have the opportunity to reflect on their professional experience and better understand themselves as individuals and leaders. Participants also will:
• assess their leadership strengths and weaknesses;
• explore techniques for effectively knowing and managing themselves, as a foundation for knowing and managing others; and
• attend VITAL2023 to network and learn from other leaders at essential hospitals.

SESSION II
Leading to Advance Health Equity
October or November 2023 (dates TBD), Dallas. In session II, participants will learn strategies to advance health equity and reduce health disparities in their organization and community. Participants also will:
• explore strategies for developing a more inclusive and culturally competent organization;
• learn about the upstream factors that impact essential hospitals, as well as strategies to improve population health; and
• travel to and attend an in-person site visit at Parkland Health and Hospital System.

SESSION III
Navigating Washington and Advocating for Change
February or March 2024 (dates TBD), in Washington, D.C. (held in conjunction with the association’s spring Policy Assembly). During session III, participants will learn about policy issues that impact essential hospitals and advocate for essential hospitals and patients on Capitol Hill. Participants also will:
• learn effective communication and lobbying techniques;
• attend spring Policy Assembly to network and learn from government affairs professionals and other essential hospital leaders;
• meet with members of Congress and advocate for policies and resources to promote health for marginalized populations; and present their final project and share leadership challenges and successes experienced throughout the program.

BETWEEN SESSIONS
Peer group coaching and supplemental curriculum activities will be held via webinar between sessions.