



AMERICA'S
ESSENTIAL
HOSPITALS

Siegel Fellows Leadership Program

Lead Strategically. Advance Health Outcomes for All. Advocate Change.

The only constant in health care is change. This challenge requires essential hospital leaders to think strategically, foresee change, and adapt. Hospitals today also must provide patients with adequate care while improving the overall health of communities. Essential hospital leaders must commitment to understanding 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 Siegel Fellows Leadership Program has convened essential hospital leaders to confront their enormous challenges and provide the tools necessary to meet those challenges. The program includes a network of more than 750 alumni, some of whom have become CEOs of essential hospitals, other 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 affect essential hospitals. The program also provides the necessary skills to lead strategically and advocate for policies and resources that promote the health of their patients and communities.

Program Goals

- Strengthen the skills needed to strategically lead essential hospitals
- Broaden participants' knowledge and outlook on issues facing essential hospitals
- Inspire participants to champion 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 Siegel Fellows Leadership Program is open to all members. It is 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.

Program Components

LEADERSHIP DEVELOPMENT TRAINING	The program comprises three highly interactive, in-person classroom sessions (each 2.5-3 days) that include case studies, group work, and presentations from essential hospital leaders and subject experts.
SELF-ASSESSMENT	Each participant will have the opportunity to assess their leadership strengths and weaknesses.
PROJECT	Each participant will work on a project important to their organization and showcase their project at the association's annual conference.
SITE VISIT	Participants will visit a member hospital and focus on a real-world case study of program topics.
DISTANCE LEARNING	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 organizations.
NETWORKING	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.
CONFERENCES AND EVENTS	Participants will attend VITAL, America's Essential Hospitals' annual conference, and the association's spring Federal Advocacy Assembly, including visits to congressional offices on Capitol Hill.

Nomination Process

Each applicant must be nominated by the organization's CEO. If the applicant is accepted, America's Essential Hospitals, the fellow's sponsor, and their direct supervisor will agree to partner to optimize the benefit of the program to the participant and his or her sponsoring organization. The sponsor can be the organization's CEO, another senior leader, or direct supervisor. Each sponsor/direct supervisor 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.
- Help fellow(s) develop a project and provide guidance throughout the program.

Program Cost

Tuition is \$18,500. This includes three in-person sessions; access to leading health care experts and member CEOs; curriculum materials; some meals; a site visit; VITAL conference registration; attendance at the Federal Advocacy Assembly, in Washington, D.C.; 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 in March and invoiced in April. Tuition fees are nonrefundable within 30 days before session 1.

How to Apply

We will accept applications for the 2026–2027 class from Dec. 15, 2025, through March 1, 2026. Visit <https://essentialhospitals.org/fellows-program> to apply.

Continuing Education Units

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?

Contact Senior 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 alumnus

"We provide the bachelor of science here; the Fellows Program provides the bachelor of arts."

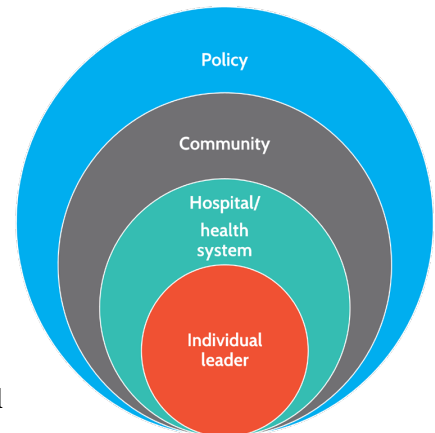
—Member hospital CEO

"The Fellows Program is one of the most beneficial programs I have been involved with. I still review my binder."

—Fellows Program alumnus

Program Overview

The Fellows Program includes three in-person sessions (each 2.5–3 days) in different geographic locations. Each session will focus on different levels of leadership. Session 1 will focus on self; session 2 will focus on essential hospitals and their communities; and session 3 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.



BETWEEN SESSIONS

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

SESSION 1: LEADING STRATEGICALLY BY UNDERSTANDING YOURSELF AND ENGAGING OTHERS

June 8–10, 2026, in Minneapolis (held with the VITAL2026 annual conference, June 10–12)

Participants will 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
- Attend VITAL2026 to network and learn from other leaders at essential hospitals

SESSION 2: LEADING TO ADVANCE HEALTH OUTCOMES FOR ALL

October 2026 (dates and location TBD)

Participants will learn strategies to advance health outcomes 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 affect essential hospitals, as well as strategies to improve population health
- Travel to and attend an in-person site visit at an essential hospital system

SESSION 3: NAVIGATING WASHINGTON AND ADVOCATING FOR CHANGE

February 2027 (dates TBD), in Washington, D.C. (held in conjunction with the association's Federal Advocacy Assembly)

Participants will learn about **policy issues** that affect essential hospitals and visit Capitol Hill to advocate for essential hospitals and patients. Participants also will:

- Learn effective communication and lobbying techniques
- Attend Federal Advocacy Assembly to network and learn from government affairs professionals and other essential hospital leaders
- Meet with members of Congress and their staff and advocate for policies and resources to promote health for their community
- Present their final project and share the leadership challenges and successes they experienced