

Fellowship in System Administration



Bridgeport
Hospital



Greenwich
Hospital



Yale-New Haven
Hospital



YALE NEW HAVEN
HEALTH

Yale New Haven Health System

Overview

The Yale New Haven Health System (YNHHS) was formed in 1995 to enhance the quality of healthcare and scope of services available to residents of Connecticut, Eastern New York, Southwestern Rhode Island, and beyond. YNHHS includes three Corporate Members: Bridgeport, Greenwich and Yale-New Haven Hospitals. It also has a contractual relationship with The Westerly Hospital in Rhode Island.

Bridgeport Hospital, founded in 1878, is a 425-bed urban teaching hospital serving nearly 20,000 inpatients and 200,000 outpatients a year. More than 500 physicians represent 70 specialties and subspecialties. Bridgeport Hospital is the site of the Andrew J. and Henrietta Panettieri Burn Center, the only dedicated burn center in Connecticut.

Greenwich Hospital, founded in 1903, is a 176-bed community teaching hospital that has evolved into a progressive medical center serving over 12,900 inpatients and 430,000 outpatients each year. The Hospital, which has consistently received the Press-Ganey Summit Award for patient service excellence, represents all medical specialties and offers a wide-range of medical, surgical, diagnostic and wellness programs.

Yale-New Haven Hospital is a 966-bed not-for-profit academic medical center that serves as the primary teaching hospital for Yale School of Medicine. Yale-New Haven is consistently ranked in the *U.S. News and World Report's* Honor Roll of Best Hospitals. It includes the Smilow Cancer Hospital, which opened in October 2009, a Children's Hospital, Psychiatric Hospital, and an Ambulatory Services division.

YNHHS is Connecticut's leading healthcare system with over 12,100 employees. YNHHS – composed of Yale-New Haven, Bridgeport, and Greenwich Hospitals and their affiliated organizations – provides comprehensive, cost effective, advanced patient care characterized by safety, quality and service. YNHHS and Yale University School of Medicine have a formal Affiliation Agreement to support patient care, medical education and clinical research.

YNHHS offers patient a full range of healthcare services, from primary care to the most complex care available anywhere in the world. Inpatient and ambulatory clinical services include: primary and preventive care, specialty, acute and sub-acute care and coordination of post-hospital care.



Organizational Structure

In FY 2009, YNHHS provided over 87,000 inpatient discharges and nearly 1,200,000 outpatient visits. YNHHS has total assets of \$2.35 billion and net revenues of \$1.8 billion.

YNHHS has a Corporate Office with an integrated management structure in that its leadership is composed of the YNHHS CEO (who is also the YNHHS CEO) and the CEOs and executive leadership of each of the hospitals. The YNHHS Corporate Office provides services to its members, including budgeting, a call center, corporate compliance, corporate finance, decision support, financial planning, government affairs, human resources, information technology, internal audit, legal services, managed care, marketing, materials management, emergency preparedness, performance management, planning and business development, reimbursement and billing systems. In addition, YNHHS has developed an Institute for Excellence which provides Systemwide training and educational programs in performance improvement, change management, leadership development, management effectiveness and leads the management succession planning process.

For more information about the Yale-New Haven Health System, please go to www.yaleneewhavenhealth.org. Additional information is provided on each of the Hospitals.

Administrative Fellowship Information and Objectives

The intent of the Administrative Fellowship is to provide a broad-based operational, strategy and project management experience. The Administrative Fellow spends equal block time at the System's Corporate Office and each of its hospitals to prepare for a leadership position in systems or hospitals. The Administrative Fellow works with the leadership team of each hospital during the year of Fellowship. The Fellow reports to the YNHHS Executive Vice President, Strategy & System Development, but works directly with the CEO and COO and senior leadership of each hospital during hospital rotations.

Project assignments are made at each hospital and based on initiatives underway during the Administrative Fellow's tenure at the System, with an attempt to meet the specific interests and needs of the Administrative Fellow. At each hospital, key areas of focus typically include:

- Performance Management/Performance Improvement
- Service Excellence
- Patient Safety and Quality
- Operational Effectiveness
- Business Plans
- Ambulatory Services
- Strategy Development
- New Business Development
- Joint Venture Analyses
- Physician Practice Management

Application Process

The twelve-month administrative fellowship begins in July 2011. To apply, the following information must be submitted before October 15, 2010:

- Current resume
- Three letters of recommendation, including one from a faculty member of your graduate program
- Official graduate transcript
- Sample of writing and analytical work (from school or prior work experience)
- Narrative statement that addresses:
 - How your interest in health care management developed
 - Your career objectives
 - Your goal in seeking an administrative fellowship

As applications are received, candidates will be contacted for brief phone interviews. Candidates selected for onsite interviews in New Haven will be reimbursed for all travel expenses. The selection process will be completed by November 30, 2010.

Please submit applications to:

Jean Ahn, System Director, Planning & Business Development
Yale New Haven Health System
Planning & Business Development Office (re: Fellowship Program)
789 Howard Avenue (c/o Howe)
New Haven, CT 06519

Required Qualifications

- Master's degree in health services administration, business administration or a closely related field.
- Relevant health care work experience preferred (e.g. between undergraduate and graduate schools).
- Essential competencies include ability to function as part of a team, as well as demonstrated excellent analytical, writing, communication and interpersonal skills.
- Driver's license and car required for travel between the System Delivery Networks.

History of Past Fellows

Although the Yale New Haven Health System fellowship program is a young program, past System fellows have moved on to key positions, including:

- Administrative Director of Emergency Department, Bridgeport Hospital
- Business Development Specialist, Bridgeport Hospital
- Manager of Geriatric Services and Business Development, Bridgeport Hospital
- Administrative Manager of Pediatric Surgery, Schneider Children's Hospital



A Look at New Haven & Connecticut

Located between Boston and New York City, New Haven offers visitors and residents highlights such as Yale University and all its accompanying resources, including the Yale University Art Gallery, Yale Center for British Art, Yale Peabody Museum of Natural History, Beinecke Rare Book & Manuscript Library and the Yale Repertory Theater to name a few. For more information on Yale University, please visit www.yale.edu.

In addition to Yale University, New Haven also offers a variety of restaurants, festivals, sporting events and other cultural activities. More information about the area can be found on the Greater New Haven Web site (www.visitnewhaven.com) and the City of New Haven Web site (www.cityofnewhaven.com).

Nearby airports include Tweed New Haven Regional, Bradley International near Hartford, JFK International and LaGuardia airports. Various sightseeing areas within an hour's drive of New Haven include Mystic Seaport, the Connecticut State Capitol and the Mark Twain House. New York City is approximately 90 minutes away and is easily accessible via Metro North or Amtrak; Boston is approximately two hours away and easily accessible via Amtrak.