An Invitation to Prospective Administrative Fellows

Cleveland Clinic has a long-standing commitment to furthering the professional education of those entering the field of healthcare administration. This brochure describes that commitment, explains the Clinic’s mission and guiding principles, and offers a synopsis of the Administrative Fellowship Program. The information is designed to provide an informative overview of the organization and the Fellowship to help potential applicants determine if Cleveland Clinic’s Administrative Fellowship is an ideal next-step in their professional development.

Sincerely,

William M. Peacock  
Program Director, Administrative Fellowship  
Chief of Operations

Gina M. Cronin  
Program Director, Administrative Fellowship  
Administrator, Heart and Vascular Institute
The Sydell and Arnold Miller Family Pavilion
The Pavilion touts over one million square feet of clinical office and diagnostic space and is the new home of Cleveland Clinic's #1 ranked Heart and Vascular Institute.

Glickman Tower
At 12 stories, Glickman Tower is the tallest building on the Cleveland Clinic main campus and home to the Glickman Urological and Kidney Institute. Both Glickman Tower and the Miller Family Pavilion opened in late 2008.

Crile Building
The Crile Building—named for one of the four founding physicians—houses several different outpatient clinics and their associated administrative offices, a pharmacy and a café.

Lerner Research Institute
In addition to patient care, Cleveland Clinic has a commitment to research and education. The LRI houses classrooms, a library and laboratories used to investigate the underlying causes of human disease and develop new treatments and cures.

Taussig Cancer Center
The Taussig Cancer Center—home to two hundred fifty physicians in a variety of specialties—is one of the most advanced centers for cancer treatment, research, and education in the world.
TABLE OF CONTENTS

Cleveland Clinic Health System & Main Campus  4
Commitment to Education: *The Fellowship*  7
Administrative Fellowship Overview  8
Orientation  9
Project Work  9
Committee Experience  10
Evaluation Process and Competency Model  10
Administrative Details  10
Application Process  11
Cleveland, Ohio  12
CLEVELAND CLINIC HEALTH SYSTEM

The Cleveland Clinic Health System is composed of Cleveland Clinic main campus; 9 regional hospitals and 18 family health centers in the Cleveland metropolitan area; a clinic and hospital in Weston, Florida; an executive health program in Toronto, Canada, and management of Sheikh Khalifa Medical City in Abu Dhabi, United Arab Emirates. Cleveland Clinic Abu Dhabi, a new, multi-specialty hospital managed and operated by Cleveland Clinic, will open in 2012.

Cleveland Clinic Mission:

To provide better care of the sick, investigation into their problems, and further education of those who serve.

Cleveland Clinic Vision:

To provide Best in Class patient experiences, superior clinical outcomes and excellence in research and education.

Four Cornerstones:

Creating a culture of World Class Service: The words “Patients First” embody our values. Our patients are our reason for being and the focus of all of our activities. We exist to provide the best possible care and outcomes for every patient who comes to us. Our dedication to patients is supported by our four cornerstone values.

Quality
Innovation
Teamwork
Service
CLEVELAND CLINIC MAIN CAMPUS

Cleveland Clinic, established in 1921, is a non-profit, physician-led, multi-specialty academic medical center that strives to provide compassionate health care of the highest quality in a setting of education and research. There are more than 18,000 employees working in Main Campus’ 50 buildings situated on 165 acres.

Beginning in 2008, Cleveland Clinic reorganized into clinical Institutes centered around organ systems. These Institutes foster an environment that: improves patient access to multiple disciplines, allows experts to act as a team, and results in optimal treatment plans for patients.

Key Institutes within the organization are: Heart and Vascular, Glickman Urological and Kidney, Neurologic, Anesthesiology, Medicine, Cole Eye, Pathology & Laboratory Medicine, Pediatrics, Taussig Cancer, Education, and Lerner Research Institute. Most Institutes are comprised of smaller Departments and Centers. In all, there are more than 1,800 employed physicians on main campus. An Administrator and Physician Chairman work in collaboration to lead the strategic initiatives and day-to-day operations of each Institute and Department.
PATIENT CARE, RESEARCH & EDUCATION

Education Institute

Cleveland Clinic conducts a wide range of educational programs. The Graduate Medical Education program is one of the largest in the US with a total of over 950 residents and fellows. There are currently over 500 medical students completing rotations at Cleveland Clinic, and the College of Medicine is one of two tracts within the Case Western Reserve School of Medicine. There are 160 medical students enrolled in the 5 year program with the goal of becoming physician investigators. The Clinic also has 6 schools of allied health and offers over 25 affiliate participants. The Institute provides leadership and management courses for employees with a Master’s degree and above through the Cleveland Clinic Academy. Academy courses are transferable to Case Western Reserve University and Baldwin-Wallace College toward an MBA degree.

Lerner Research Institute

The Research Institute consists of more than 240 Principal Investigators, 250 Post-Doctoral Fellows and 400 technical personnel organized into departments for research in eight disease-oriented programs: Cardiovascular, Infectious Disease, Cancer, Musculoskeletal, Neurological, Allergic and Immunologic, Metabolic Disease, and Disease of the Eye.

The Lerner Research Institute ranks among the top 10 research institutes in NIH funding nationwide. Investigators work in basic, translational and clinical research to develop new cures and treatments for use at the patient bedside.
COMMITMENT TO EDUCATION

The Administrative Fellowship

When the Cleveland Clinic welcomed its first patients on February 28, 1921, its sense of mission was clearly in place: “Better care of the sick, investigation of their problems, and further education of those who serve.” The Clinic’s continued dedication to education is evident through our leaders’ commitment to the Administrative Fellows. Since the Administrative Fellowship began in 1977, Cleveland Clinic has selected Fellows from over 30 graduate programs, building an alumni base of over 70 professionals.

Clinic administrators, executives and clinical leaders believe the Fellowship is a valuable experience in the development of a young healthcare administration professional. Fellows refine their knowledge of traditional management tools and develop interpersonal skills with the guidance of a competency model—one of the many aspects that sets the Cleveland Clinic Administrative Fellowship apart. While working on projects Fellows develop the ability to manage both teams and ambiguity.

Throughout the Fellowship, the Fellows participate in high-level sessions and committees that address a myriad of strategic and operational issues affecting the system. Cleveland Clinic administrators are committed to the growth and development of healthcare’s future leaders and are consistently willing to engage Administrative Fellows in high-level meetings for decision making, problem solving and strategic development for the health system.
FELLOWSHIP OVERVIEW

The Administrative Fellowship Program is coordinated within the Department of Operational Support Services and recognized Clinic-wide, giving Fellows numerous opportunities to participate in diverse projects throughout the organization.

2009-2010 Administrative Fellows (L-R): Scott Mortensen, Michael Westphal, Dominique LaRochelle

The project-based Fellowship is geared toward highly motivated individuals with practical experience in the healthcare environment. Qualified applicants will have a Master of Health Administration degree or equivalent coursework completed from a program accredited by the Commission on Accreditation Healthcare Management Education (CAHME). Cleveland Clinic will select three Administrative Fellows each year. Domestic and International applicants are encouraged to apply.
Orientation

During the first month, Administrative Fellows meet 70-100 key administrators and leaders throughout the organization. These meetings provide a system-wide perspective to help understand the Clinic's operations, structure and strategic direction. During this time Fellows identify areas of interest, mentors and potential projects.

Project Work

Project work comprises the majority of the Fellowship. Following the orientation period, the Fellows and Preceptors work together to review project proposals and identify those beneficial to the Fellows’ development. Projects range in depth and breadth, and have meaningful impact to the organization. They are geared to the self-starter and, once identified, the Fellows’ responsibility to follow-up and complete. In most cases, projects can be identified to satisfy specific interests.

Examples of current or recent Fellowship project work include:

- Cleveland Clinic Abu Dhabi Operations Analysis
- Miller Pavilion Activation
- Global Patient Services Pricing / Contract Analysis
- Diabetes Center Business Plan
- Creation of Staffing Agency to Support Cleveland Clinic Health System, Florida and Las Vegas
- Cleveland Clinic Florida Expansion Plan
- Campus Expansion/Backfill and Coordination of Moving Inpatient Units
- Integrated Scorecard Development
- Supply Chain Process Improvement
- Cleveland Clinic Abu Dhabi Work Flows
- Projects Generated from the Addition of Medina Hospital to Cleveland Clinic Health System
Committee Experience

In addition to project experience, Fellows participate in executive-level committees throughout the Fellowship. These opportunities allow Fellows to gain exposure to the policy development and decision-making processes in place at Cleveland Clinic.

Evaluation Process

In addition to ongoing feedback from the Preceptor and Project Sponsors, several evaluations take place during the Fellowship year. At the end of six months, the Fellow will be evaluated by each Project Sponsor with whom he/she works.

New in 2009 is a competency model that identifies key characteristics for success. Throughout the year the model measures progress towards target levels to ensure professional development.

Administrative Details

The Fellowship experience lasts 12-months: July 1st through June 30th. The Fellow will receive a stipend competitive with similarly structured programs. Benefits include the following:

- 28-days of paid time off (including holidays, vacation, and sick time)
- Medical coverage through the Cleveland Clinic Employee Health Plan at the employee rate
- Payment of travel, lodging, and dining expenses to attend one healthcare-related professional meeting/seminar
- Opportunities to take educational and instructional classes offered by Cleveland Clinic and its affiliates
- Work space and adequate resources to support them during the Fellowship.
APPLICATION PROCESS

Students interested in applying for Cleveland Clinic's Administrative Fellowship should send a packet of materials including a cover letter, resume, official graduate and undergraduate transcripts. Two letters of recommendation are required *(one academic & one professional)* with an additional letter *(professional)*. In addition, please respond to the following essays:

- In a one-page personal statement, explain why you have chosen the Administrative Fellowship route and why you want to be an Administrative Fellow at Cleveland Clinic.
- On a second page: Cleveland Clinic's guiding principle is “Patients First.” Describe how patient experience is an important component of quality within a healthcare setting.

Administrative Fellowship Program
Attn: Barbara Trott, Fellowship Coordinator
Cleveland Clinic
9500 Euclid Avenue/ TT33
Cleveland, OH 44195

Candidates invited to interview on-site will participate in a day-long series of individual and panel meetings with various Cleveland Clinic administrators and executives. Candidates will arrive the day prior to interviews for a tour of campus and dinner with current and past fellows, the preceptor, and others committed to the success of the Fellowship. Overnight accommodations and reimbursement for travel expenses will be provided.

Completed applications are accepted beginning September 1st through October 9th, with on-site interviews to be held in November. The Fellowship year begins July 1st and ends June 30th of the following year.
CLEVELAND, OHIO

Cleveland, Ohio’s largest metro area, is located on the southern shore of Lake Erie. A very culturally diverse population, assorted industries, and lively neighborhoods make Cleveland a wonderful place for students, young professionals and families alike. Whether you like to spend time at a ballgame, art museum or symphony, Cleveland has much to offer.

The Cleveland Clinic is located about 3.5 miles east of Public Square, Cleveland’s City Center, and less than 1 mile west of Case Western Reserve University. Local attractions, sights and activities are accessible by Cleveland’s bus and rail system, RTA—recognized in 2007 as North America’s Best Public Transportation System.

Downtown Cleveland offers a tremendous selection of activities including: a theatre district, fine dining, shopping, and professional baseball, basketball, football and hockey teams. The Rock and Roll Hall of Fame and Great Lakes Science Center are located downtown on the shore of Lake Erie. Each downtown area, The Historic North Coast Harbor, Gateway District, Warehouse District, Theatre District and Tower City Center, offers a little something new.

Outside of downtown Cleveland, a collection of areas also offer fantastic entertainment or residential options. Cleveland Heights, Shaker Heights and University Heights to the east, and Lakewood, Ohio City and Tremont to the west are just some of the areas offering diverse neighborhoods that are speckled with small business districts offering dining, entertainment or shopping just minutes from home.
The Administrative Fellowship Program will be administered without regard to race, color, religion, sex, age, national origin or ancestry, handicap, or status as a disabled veteran. The Administrative Fellowship Program is part of Cleveland Clinic’s Affirmative Action Program.

For further assistance or additional questions, please contact Barbara Trott, Fellowship Coordinator, at 216.444.6218

Or visit:  www.clevelandclinic.org/fellows