

Utilizing Educational Relationships to Address Workforce Challenges

Craig Nesta, JD, MBA, MS, FHFMA
Vice President, Emerson Health,
COO, Emerson Practice Associates
Administrative Fellowship Director
Emerson Health, Concord, MA

New Jersey & Metro Philadelphia HFMA

Engagement is Encouraged Throughout the Presentation



Session Overview



Session Overview

- About Emerson Health
- Workforce Challenges
- Succession Planning/Student Programs
- Key Implementation Steps/Guide
- Success Stories and Testimonials
- Concluding Thoughts
- Q&A



Learning Objectives

- Be able to define and discuss the value of championing a student program to augment the current workforce and reduce key vacancies
- Receive a step-by-step guide to establish a student program including how to establish a respected and recognized administrative fellowship Program

Learning Objectives

- Be able to define and discuss the value of championing a student program to augment the current workforce and reduce key vacancies
- Receive a step-by-step guide to establish a student program including how to establish a respected and recognized administrative fellowship Program

Session Engagement

- How many organizations are facing workforce challenges, in addition to “bench strength” issues affecting recruitment of future team members and leaders?
- How many organizations offer Internships and Administrative Fellowships and other student programs to address workforce challenges and succession planning?
- How could Internships and Administrative Fellowship or related student program support your organizational workforce challenges?

Session Engagement

- How many organizations are facing workforce challenges, in addition to “bench strength” issues affecting recruitment of future team members and leaders?
- How many organizations offer Internships and Administrative Fellowships and other student programs to address workforce challenges and succession planning?
- How could Internships and Administrative Fellowship or related student program support your organizational workforce challenges?

Session Engagement

- How many organizations are facing workforce challenges, in addition to “bench strength” issues affecting recruitment of future team members and leaders?
- How many organizations offer Internships and Administrative Fellowships and other student programs to address workforce challenges and succession planning?
- How could Internships and Administrative Fellowship or related student program support your organizational workforce challenges?



Background: Who is Emerson Health?

Emerson Health



~200 Bed Flagship Hospital



\$350 Million Net Patient Revenue

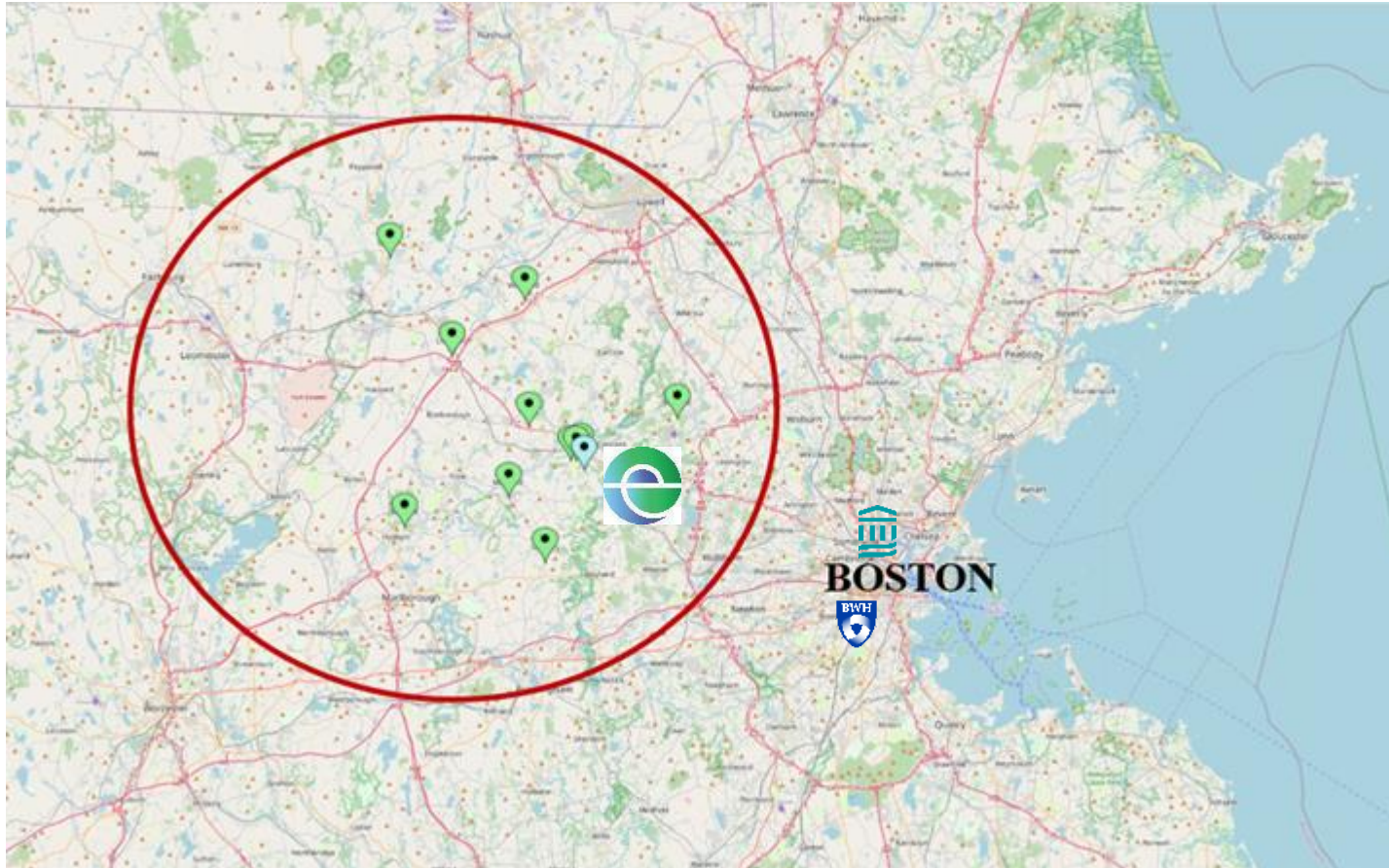


300 Primary and Specialty Providers



Growth Oriented Employed Physician Practice

Emerson Health Footprint



- Emerson Health's flagship hospital located in Concord, MA (25 miles NW of Boston)
- Catchment area comprises 25 towns and 300,000 lives
- Physician practices and satellites permeate the surrounding communities
- Clinical affiliates of the Mass General Brigham

Clinical Affiliations – Mass General Brigham (MGB)



- Patient care delivered through clinical collaborations with Boston's academic medical centers
- Integrated Electronic Medical Record (EPIC) for the Physician Practice
- Utilize MGB Revenue Cycle Resources
- Multiple clinical programs rotate to provide specialty and sub-specialty in Emerson service area

Environment of Emphasis: Excellence/Quality

Blue
Distinction®
Center+



NAPBC®
NATIONAL ACCREDITATION PROGRAM
FOR BREAST CENTERS
ACCREDITED BREAST CENTER

A QUALITY PROGRAM
of the AMERICAN COLLEGE
OF SURGEONS



The Joint
Commission



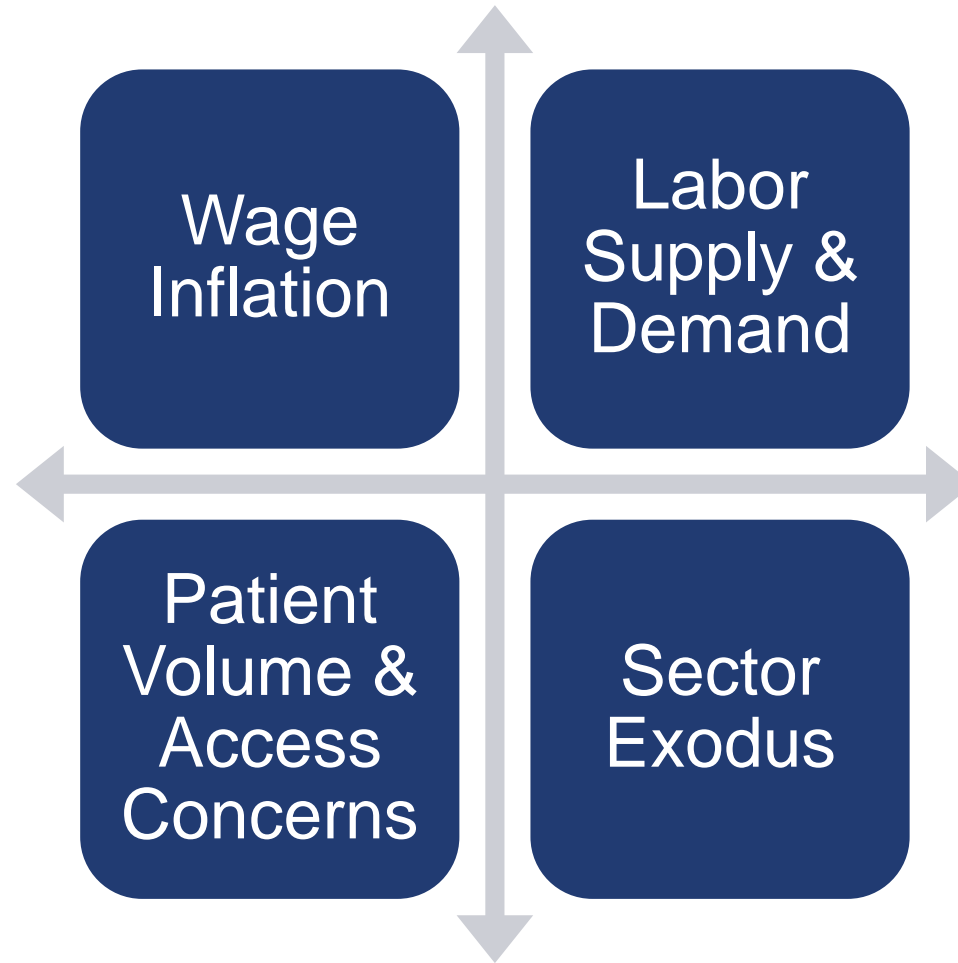
American Heart
Association
American Stroke
Association

CERTIFICATION
Meets standards for
Primary Stroke Center



Workforce Issues & Transformation: Keeping Leadership Up at Night

A Healthcare Sector in Flux



An Industry in Transition: The Great Resignation Era

The Great Resignation Hits Healthcare: Actions To Take **Newsweek**

The pandemic has caused millions of U.S. healthcare workers to reevaluate their careers.

The Atlantic

WHY HEALTH-CARE WORKERS ARE QUITTING IN DROVES

About one in five health-care workers has left their job since the pandemic started. This is their story—and the story of those left behind.

AXIOS

Jun 7, 2024 - Health

The health care workforce crisis is already here

The Health-Care Staffing Crisis Is Bad and Getting Worse **Bloomberg**

The shortages throughout the system, from doctors and nurses to home health aides, are a “national emergency.”

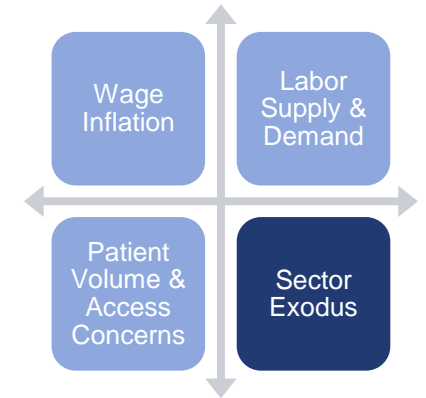
BECKER'S
HOSPITAL REVIEW

One healthcare job poised for the greatest shortage

Molly Gamble (Twitter) - Friday, September 6th, 2024

Save Post Tweet Share Listen Text Size Print Email

Nursing assistants face the greatest projected deficit over any other analyzed healthcare occupation, with a projected shortage of more than 73,000 assistants nationwide by 2028.



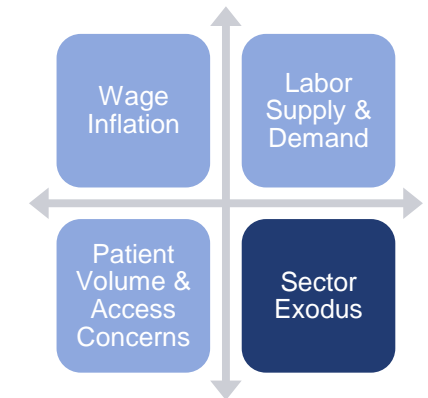
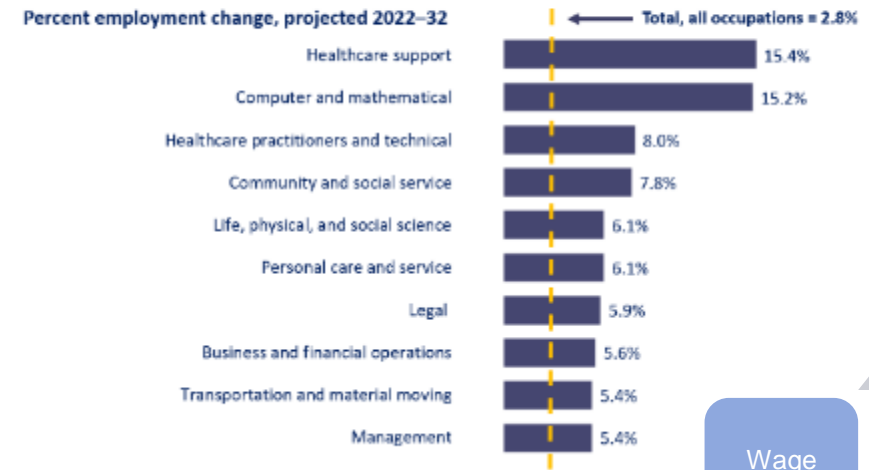
Outlook on Healthcare Employment¹

- Demand for Healthcare workers will outpace other industries significantly
- In November & December 2023, ~1 million combined quits* in healthcare
- Projected to have 1.8 million openings each year, on average
 - Employment growth
 - Need to replace workers who have left the industry permanently

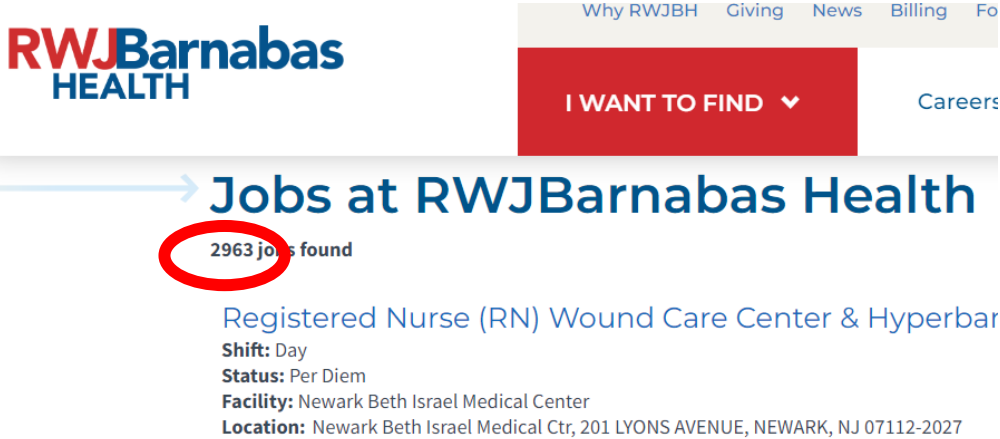
¹Data obtained from US Bureau of Labor Statistics

*Quits is defined by the Bureau of Labor Statistics as employees who have left an organization voluntarily, not laid off or fired

Top 10 Occupational Groups Projected to Grow the Fastest



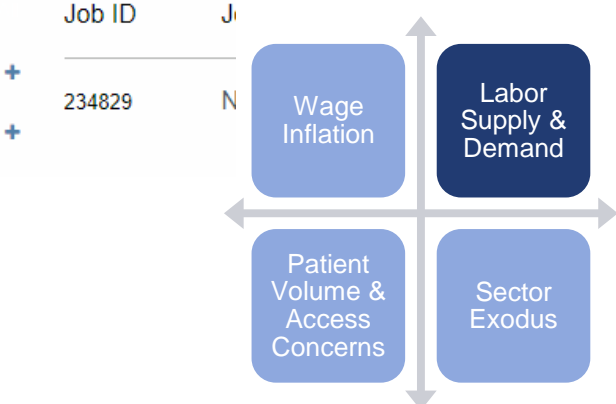
Local/Regional Workforce Demand



The screenshot shows the RWJBarnabas Health website. At the top left is the logo. A navigation bar includes links for 'Why RWJBH', 'Giving', 'News', 'Billing', and 'Fo'. A prominent red button says 'I WANT TO FIND' with a dropdown arrow. Below it, the text 'Jobs at RWJBarnabas Health' is displayed, with '2963 jobs found' circled in red. A job listing for a 'Registered Nurse (RN) Wound Care Center & Hyperbar' is shown with details: Shift: Day, Status: Per Diem, Facility: Newark Beth Israel Medical Center, and Location: Newark Beth Israel Medical Ctr, 201 LYONS AVENUE, NEWARK, NJ 07112-2027.



The screenshot shows the Penn Medicine Careers website. The header includes the Penn Medicine logo and 'Careers'. The main heading is 'Job Search Results'. Below it, it says 'Showing 1-25 of 1384 results', with '1384' circled in red. A 'Filter Your Results' section is visible with expandable categories for 'Category' and 'Entity'.



Wage Inflation¹

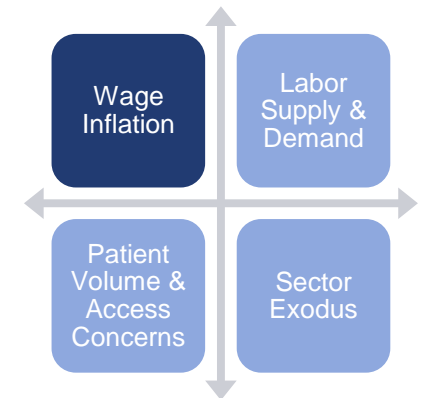
Economic Policy Institute About Areas of Research Data Library Publications

Working Economics Blog

Posted May 15, 2024 at 8:55 am by **Elise Gould**

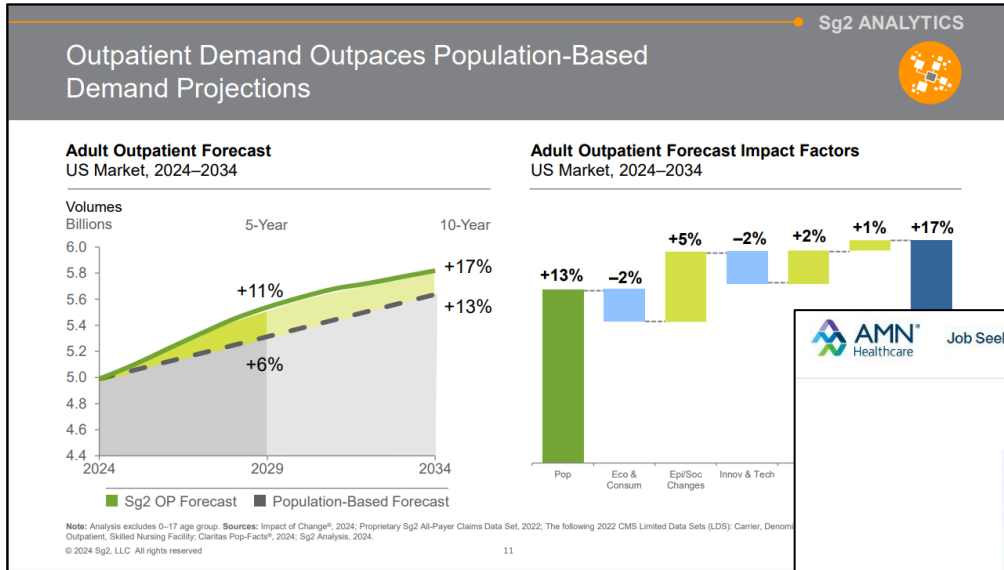
Average wages have surpassed inflation for 12 straight months

Medical cost growth will rise to highest level in 13 years; a renewed call to action to address affordability



¹<https://www.epi.org/blog/average-wages-have-surpassed-inflation-for-12-straight-months/>

Patient Volume & Access



HEALTH CARE Published September 4, 2024 8:07am EDT

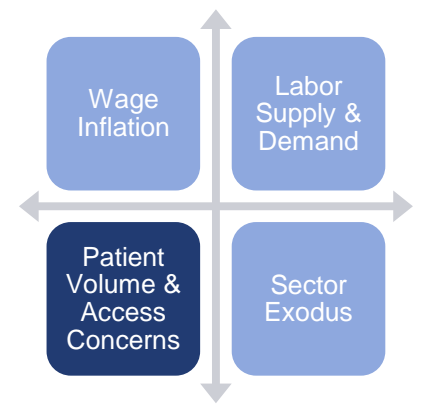
Health care 'shrinkflation' hitting Americans with higher costs, longer wait times

Axios report found nearly 1 in 5 people were waiting months for a doctor's appointment

AMN Healthcare Job Seekers Hire Talent Talent M



Physician Appointment Wait Times Getting Longer



Session Engagement- Question #1

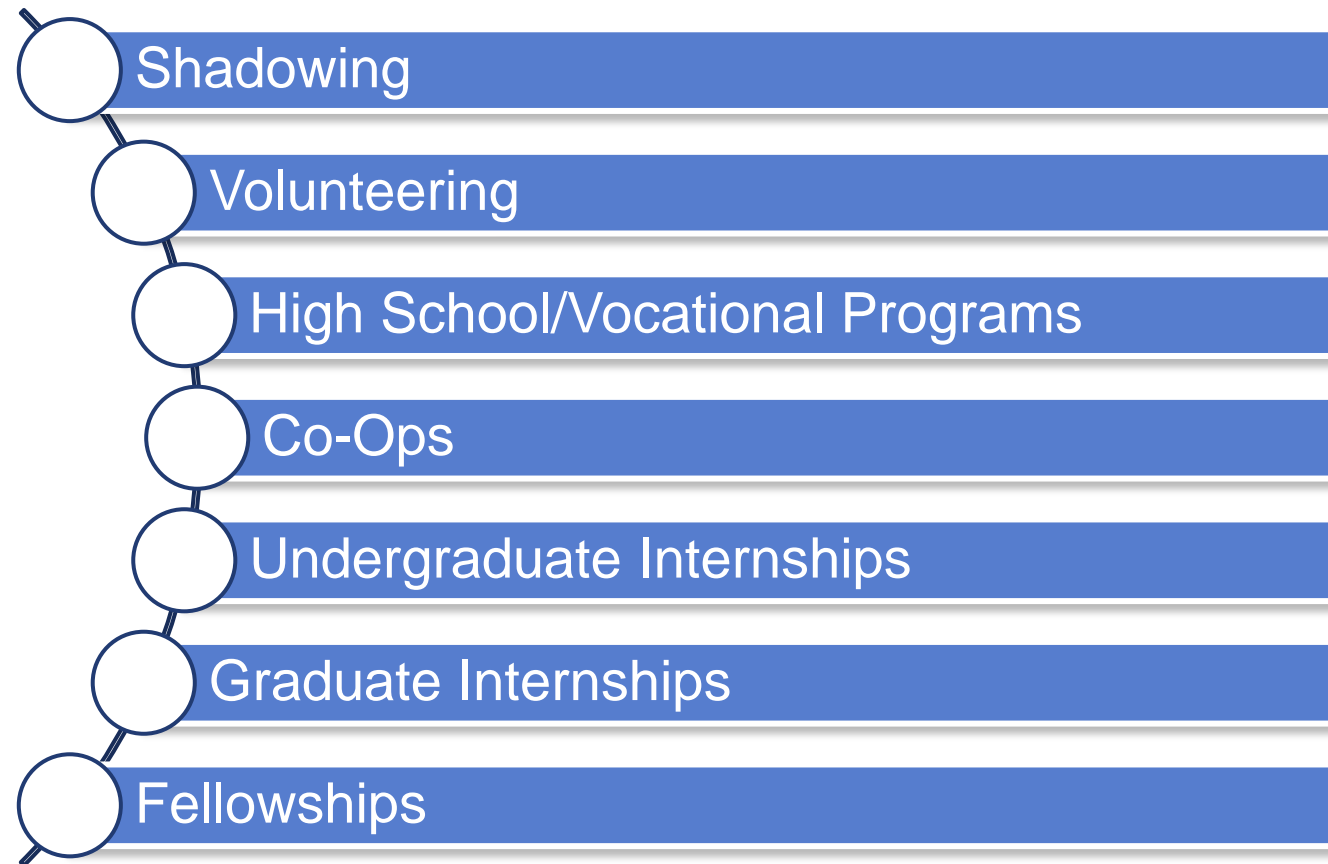
- How many organizations are facing workforce challenges, in addition to “bench strength” issues affecting recruitment of future team members and leaders?





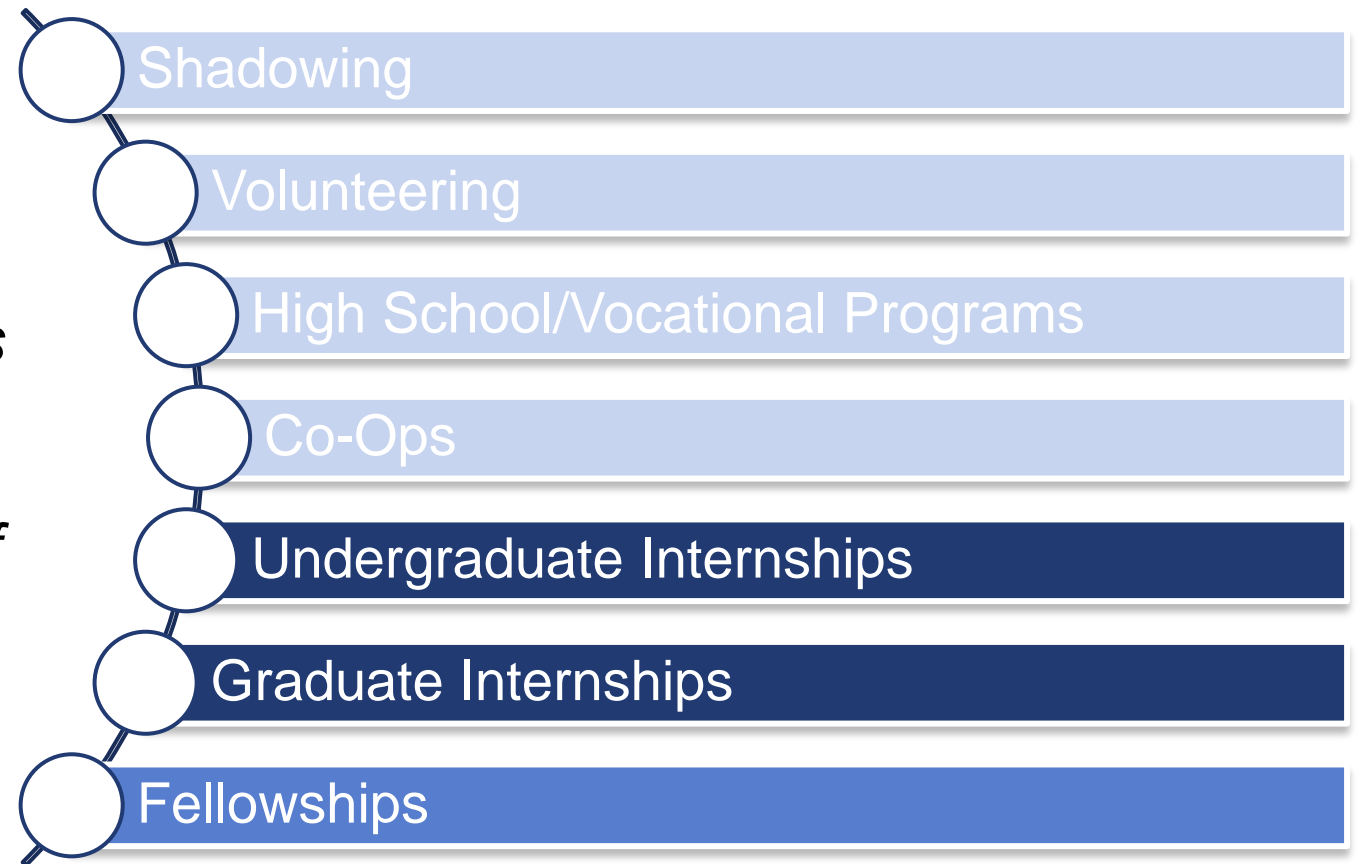
Workforce Challenges: Addressing the Issue Proactively Emphasizing Student Programs

Effective Staffing and Succession Planning Strategy: Offer Student Opportunities



Student Workforce Strategies May Include:

Emerson continues to foster relationships with local, regional and national educational institutions to provide students a hands-on experiential learning opportunity while facilitating the development of a talent pipeline that is sustaining and aids in succession planning.



Emerson Student Workforce Program

- Commenced in 2018- Started from “Scratch”
- Evolved Process of Recruitment
- 12 Fellows
- 75+ Interns for Fall, Spring, and Summer Semesters
 - 25+ Have Become Full/Part Time Employees
 - 20+ have gone to Nursing, PA, Medical School, MHA Program
- Funded via Vacancy Factor



Internship Opportunities

Undergraduate (Clinical and Administrative)

- Designed for students enrolled in associates and bachelors degree programs
- Provides clinical and administrative students entry level experience and skills
- Students often leverage internship hours to apply to further education

Graduate (Administrative)

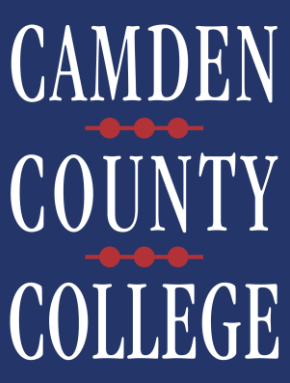
- Designed for students enrolled in MBA, MHA, or MPH programs
- Provides advanced operational experiences to students progressing in the healthcare administration field
- Builds upon foundational experience and education

Developing an Internship Strategy

- Identify Key Educational Programs
- Contact Program Leadership
- Facilitate Relationship with Faculty
- Visit Sites When Possible
- Host On-Site Visit
- Determine Communication Cadence



Local Area Institutions to Consider for Partnership



Key Intern Experiences at Emerson

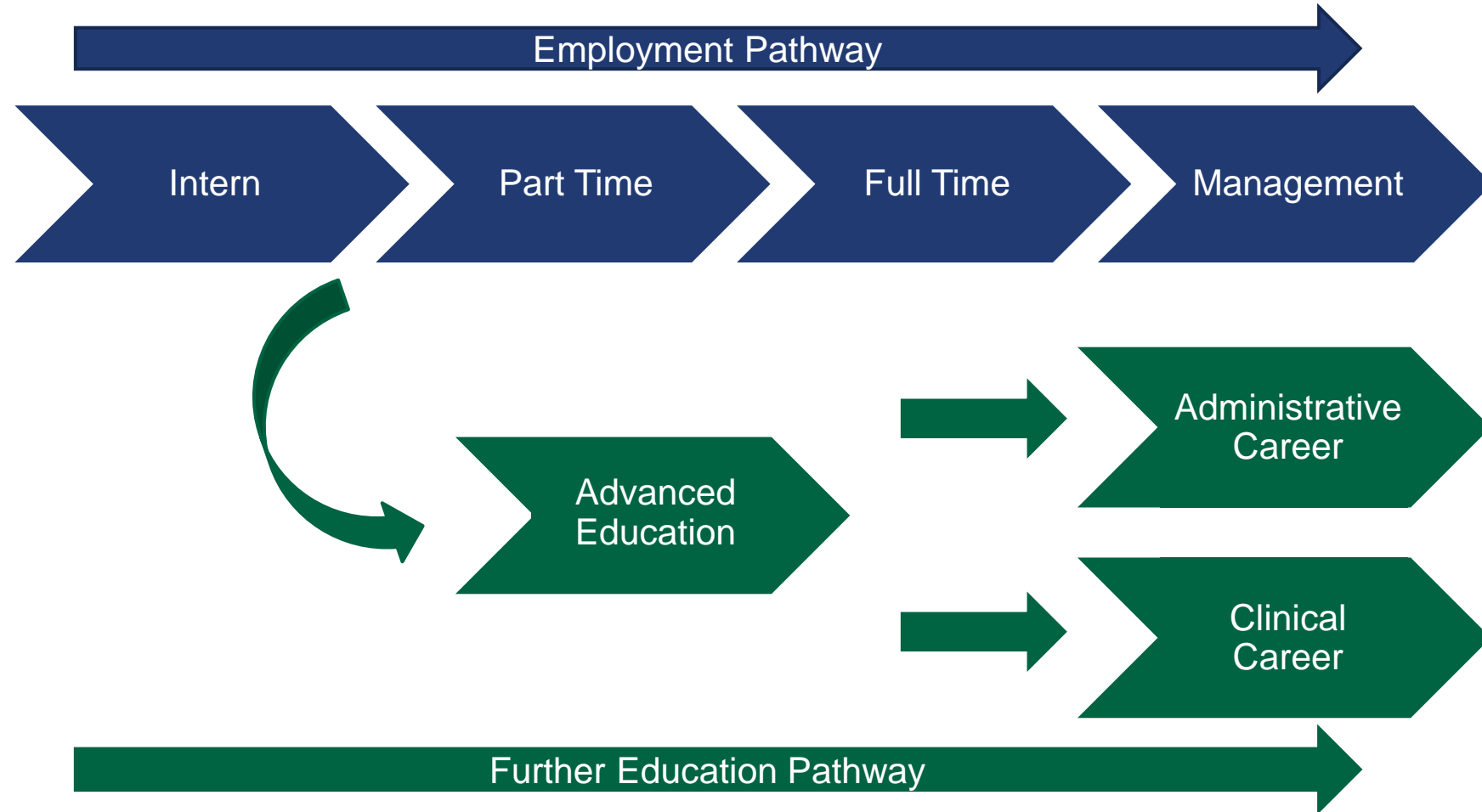
Undergraduate Interns

- Referral Management
- Prior Authorization
- Patient Access
 - Insurance Verification
 - Copay Collection
- Patient Scheduling

Graduate Interns

- Practice Operations
- Revenue Cycle
- Application of Hands-On Skills to Project Work
- Healthcare Analytics

Intern Progression to Employment or Further Education



Emerson Interns Summer 2024



Emerson Undergraduate Interns with Craig Nesta



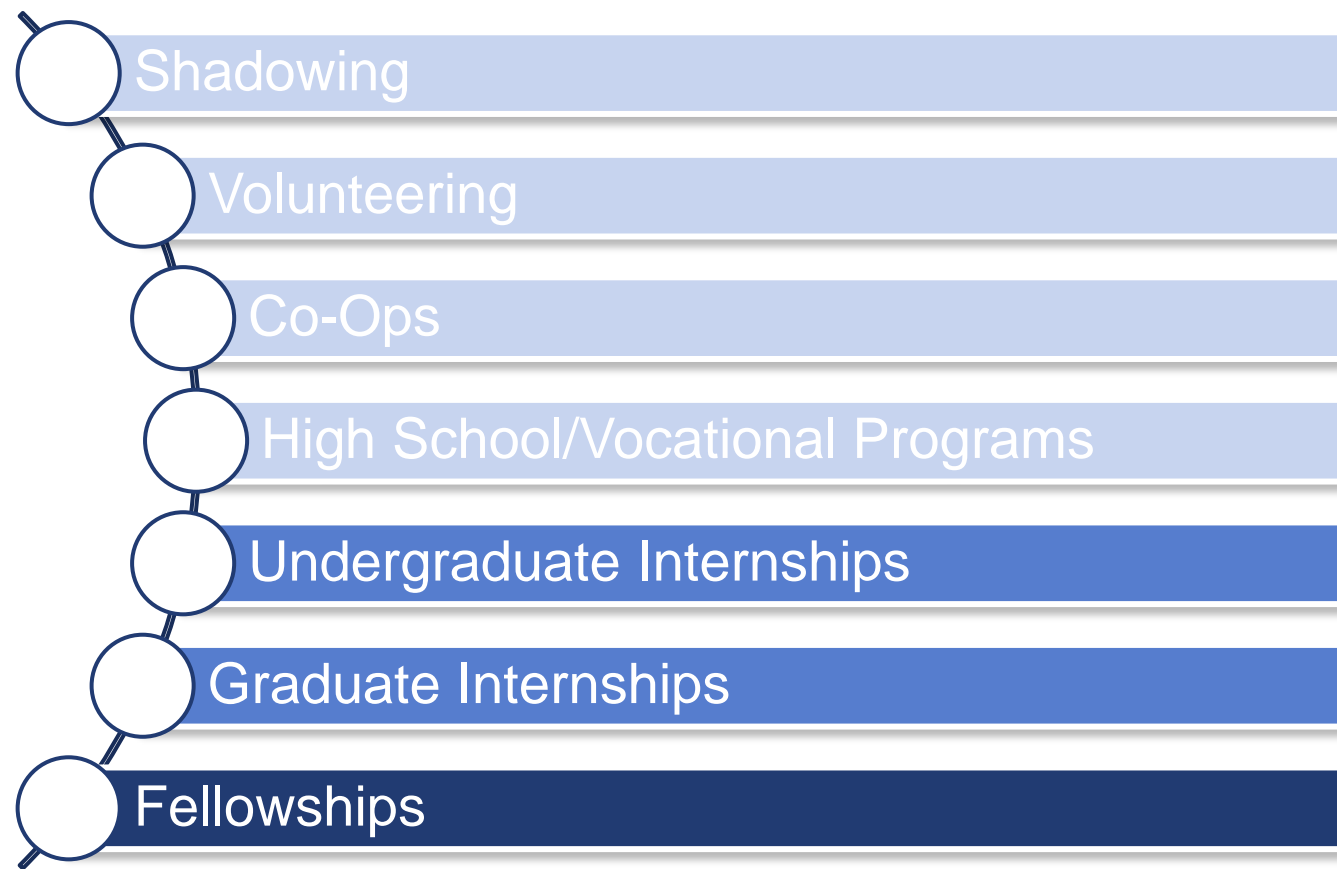
Emerson Graduate Interns with Craig Nesta

Emerson Summer Interns 2024

Name	School	Position	Placement
Alice	University of Pittsburgh	Undergraduate Intern	Endocrinology
Angelica	Emmanuel College	Undergraduate Intern	Primary Care
Ava	Penn State	Undergraduate Intern	Urology
Darsh	Framingham State	Undergraduate Intern	Neurology
Eleni	Georgetown University	Undergraduate Intern	Endocrinology
Isabella	Providence College	Undergraduate Intern	Cardiology
Kathleen	UConn	Undergraduate Intern	Primary Care
Kaylee	UMass Boston	Undergraduate Intern	Primary Care
Magdalena	UMass Amherst	Undergraduate Intern	Primary Care
Amy	Tulane Universtiy	Graduate Intern	Urology
Maeve	Boston College	Graduate Intern	Primary Care
Mia	Penn State	Graduate Intern	Cardiology

Effective Succession Planning Strategy: Offer Fellowship Opportunities

“Particularly over the last two plus years, succession planning may have struggled to garner leadership attention amidst significant challenges associated with the pandemic,” the guide notes. “But given the talent shortages, turnover and retirements, the talent landscape in health care is rapidly shifting and efforts are needed to consider and plan for the future of leadership.”¹



¹<https://www.aha.org/system/files/media/file/2022/10/alliance-succession-planning-2022.pdf>

What is an Administrative Fellowship?

“A postgraduate administrative fellowship is a preceptor-directed program designed to nurture independence and experiential learning by an individual who has recently obtained a master’s degree. As such, it represents a way to assist new entrants to the profession in their transition from academically acquired knowledge to the actual management of healthcare organizations.”¹

¹ <https://www.ache.org/career-resource-center/seek-new-opportunities/postgraduate-fellowships/fellowship-resources/the-basics-q-and-a#1>

How Prevalent are Administrative Fellowships?

ACHE.org



[Join ACHE](#)

[Contact Us](#)

[Member Directory](#)

[Healthcare Executive](#)

[Blog](#)

[Donate](#)



[LOGIN](#)

[ABOUT ACHE](#)

[FACHE](#)

[LEARNING CENTER](#) ▾

[CAREER RESOURCE CENTER](#)

[CHAPTERS](#)

[MEMBERSHIP](#)

View Current Directory of Postgraduate Administrative Fellowships Listings

In addition to the listings in the Directory, ACHE offers the Stuart A. Wesbury, Jr. Postgraduate Fellowship. This fellowship was established in 1991 to further postgraduate education in healthcare and professional society management.

Search for fellowship listings using the ▾ Filter tool at the top of each column. To view all the fellowship listings available, clear all selected filters ▾.

Select Year: ▾

Total Listing: 122

Common Aspects of an Administrative Fellowship?

- Often a requirement for students of masters' level health administration programs, but not always mandatory (program specific)
- Generally designed as a one to two-year training program
- Structured with a mission or a “brand” guiding students of anticipated outcomes
- May be formatted as rotational, project-based or individually designed to meet organizational and student needs
- Organizational “Champion(s)"/Fellowship Director drive the program goals and objectives
- Preceptor(s) who “buy-in” are identified serve as mentors to students
- Encourage/require student participation in professional engagement opportunities such as HFMA
 - HFMA meeting attendance and/or certifications



Session Engagement- Question #2

- How many organizations are facing workforce challenges, in addition to “bench strength” issues affecting recruitment of future team members and leaders?
- How many organizations offer Internships and Administrative Fellowships and other student programs to address workforce challenges and succession planning?

Fellowship Key Implementation Steps/Guide

A decorative graphic on the right side of the slide consists of several overlapping semi-circles. The colors include various shades of green, blue, and purple, creating a layered, abstract design.

Key Steps for Developing a Fellowship Program

Drivers of Success

- Identify fellowship champion/executive sponsor
- Share vision with organization to gain a broad coalition of support for student placement
- Formulate a pool of enthusiastic preceptors
- Create program goals and identify and nurture stakeholders (departments, potential preceptors, key supporters, etc.)
- Determine your fellowship “brand/mission” with ideally a niche
- Structure program to optimize organizational and fellow outcome(s)

Fellowship Mission Statement Example

*The Emerson Health Administrative Fellowship Program affords **early careerists** a **“hands-on”** comprehensive experience in healthcare/practice management.*

*While being mentored by senior leaders, **fellows work alongside physicians** and clinical professionals as well as administrative and clinical support staff to garner a “first-hand” experience of the healthcare system.*

*The Fellow will utilize these experiences, while further enhancing their leadership and subject matter competencies necessary to **transition into management positions**, within a structured and supportive environment.*

*The Fellowship experience will provide future leaders with a foundation of operational excellence necessary for high level strategic decision-making as **fellows progress into positions of increased scope and responsibility.***

Fellowship “Niche”

Niche Focus Points

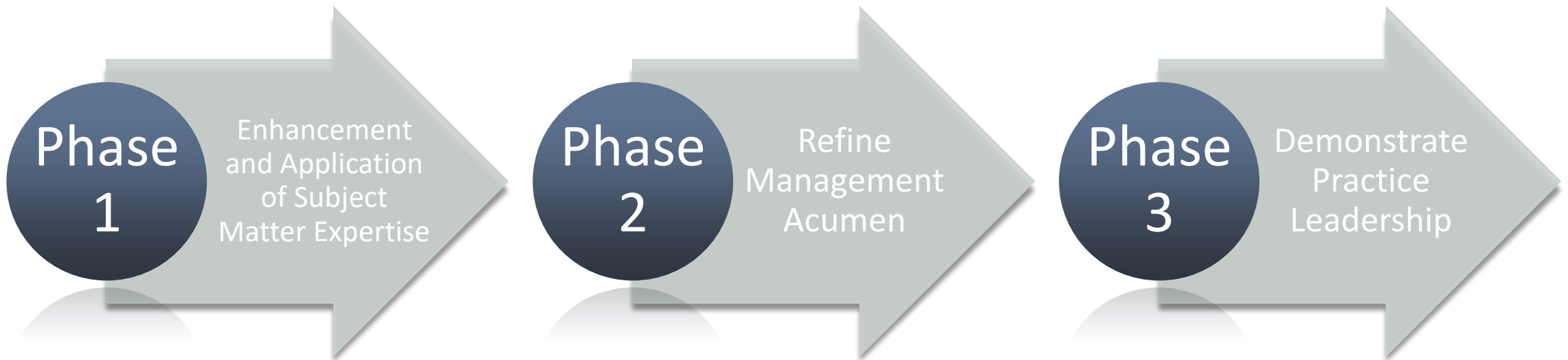
- Early careerist
- “Hands-on” learning
- Substantial patient exposure
- Physician, nursing and clinician interaction
- Heavy physician practice/ambulatory operations emphasis
- Management position outcome

Niche/Outcomes Drive Structure

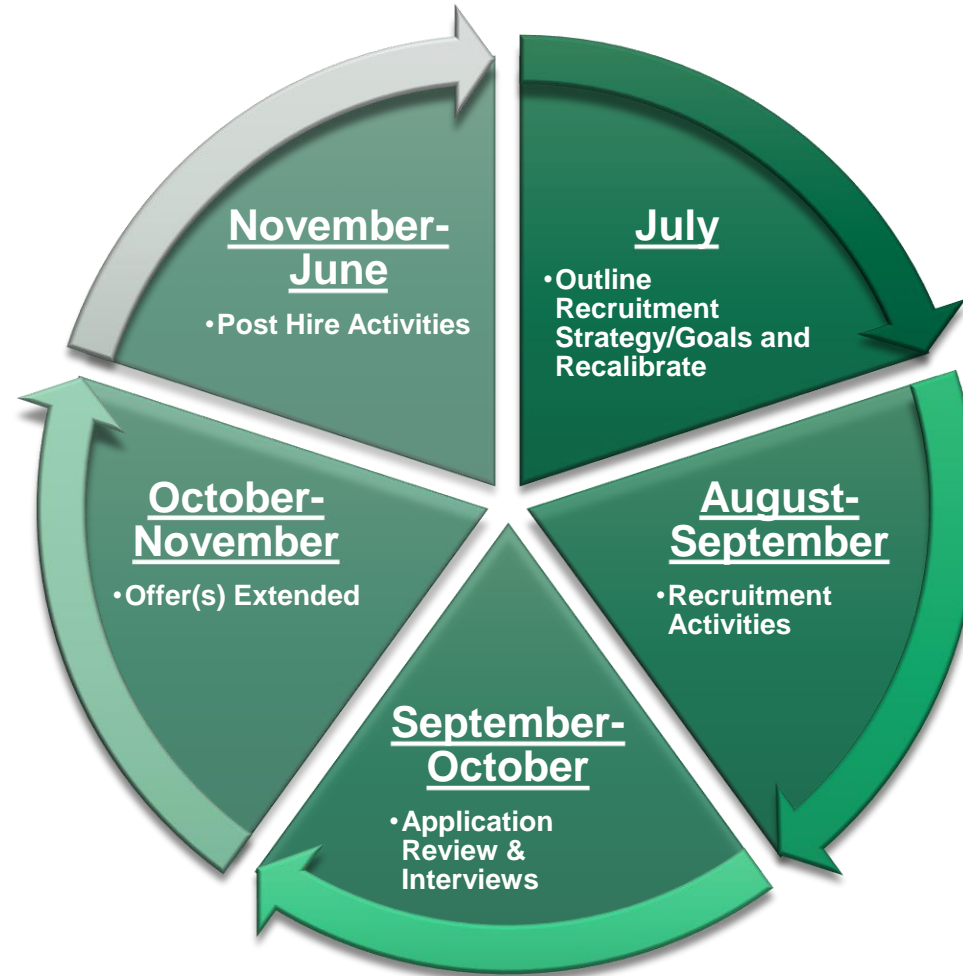


Fellowship Program Structure Definition

Mentoring and Professional Development



Step by Step Fellowship Recruitment Guide

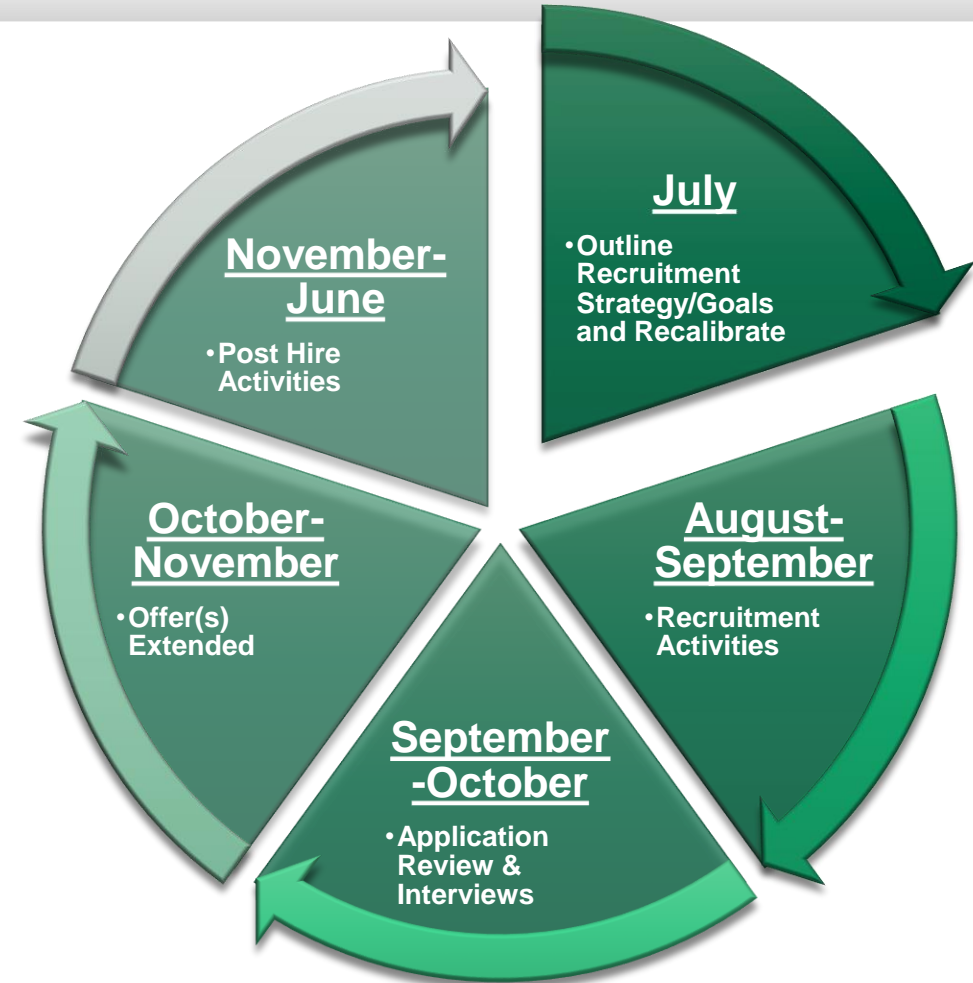


Fellowship Recruitment Guide

- **Organizational Assessment and Recruitment Strategy**

- Project organizational needs
 - Minimum 1 to 2 years out
- Anticipate workforce and skill-set gaps
- Identify schools
- Determine recruitment team
- Create & refresh Fellowship website annually
- Consider new recruitment strategies

- **Formulate Fellowship budget**



CAHME Accredited Programs

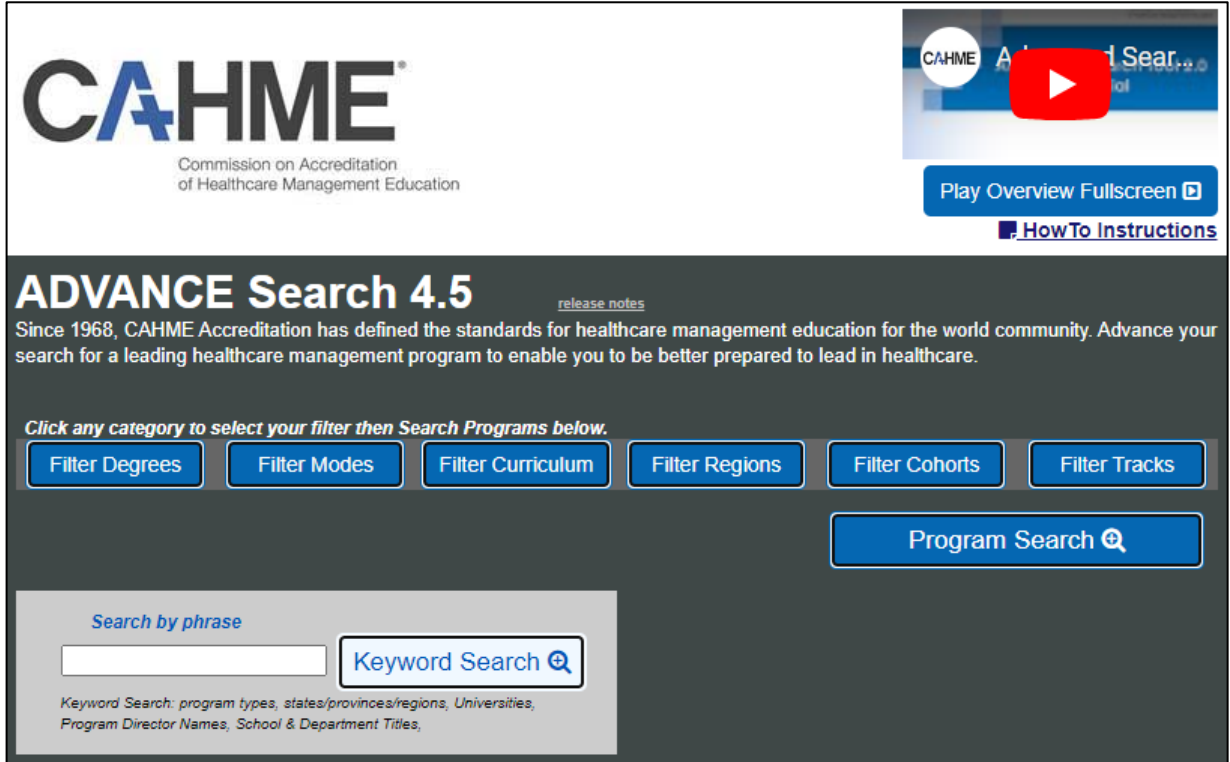


CAHME
Accredited & Certified Programs

Universities Offering CAHME Accredited Programs in Healthcare Management

TO LEARN MORE ABOUT THESE PROGRAMS, VISIT THE ADVANCE SEARCH TOOL

AdventHealth University	The Ohio State University
Appalachian State University	The University of Iowa*
Army-Baylor University	Trinity University*
Baylor University*	Tulane University
Boston University*	Uniformed Services University of Health Sciences
California State University, Long Beach*	Université de Montréal
California State University, Northridge	University of Alabama at Birmingham*
Central Michigan University	University of Arkansas for Medical Sciences
Clarkson University Capital Regional Campus*	University of Central Florida*
Columbia University*	University of Cincinnati
Concordia University	University of Colorado Denver*



CAHME
Commission on Accreditation
of Healthcare Management Education

CAHME Advance Search

Play Overview Fullscreen

[HowTo Instructions](#)

ADVANCE Search 4.5

release notes

Since 1968, CAHME Accreditation has defined the standards for healthcare management education for the world community. Advance your search for a leading healthcare management program to enable you to be better prepared to lead in healthcare.

Click any category to select your filter then Search Programs below.

Filter Degrees Filter Modes Filter Curriculum Filter Regions Filter Cohorts Filter Tracks

Program Search

Search by phrase

Keyword Search

Keyword Search: program types, states/provinces/regions, Universities, Program Director Names, School & Department Titles.

Diverse Pool of Fellowship Applicants



VCU

Yale



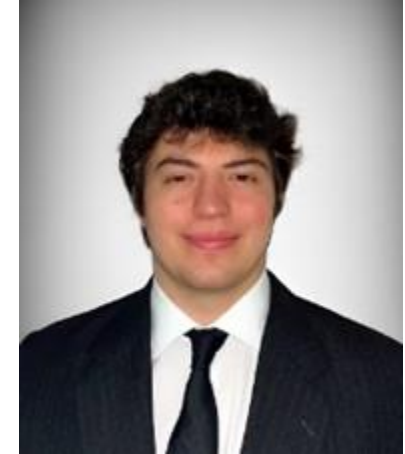
THE UNIVERSITY OF
SCRANTON
A JESUIT UNIVERSITY®



Regional Administrative Fellows



Conor Carroll, MHA
Fellowship Class
2019



Daniel Gendimenico, MHAc
Fellowship Class
2025

Fellowship Website Development

HOME / ABOUT EMERSON

ADMINISTRATIVE FELLOWSHIP

- ABOUT EMERSON
- EMERSON COMMUNITY PHYSICIAN ORGANIZATION
- FROM OUR PRESIDENT & CEO
- SENIOR LEADERSHIP
- BOARD OF DIRECTORS
- AWARDS, ACCREDITATIONS & AFFILIATIONS
- CORPORATE COMPLIANCE
- DIVERSITY, EQUITY & INCLUSION
- FOR THE MEDIA
- FOR PHYSICIANS
- PHARMACY RESIDENCY PROGRAM
 - » ADMINISTRATIVE FELLOWSHIP
 - ABOUT THE PROGRAM
 - PRECEPTOR
 - FELLOW BIOS
 - EXECUTIVE & PHYSICIAN TESTIMONIALS
 - INFO SESSIONS
 - APPLICATION PROCESS



Elizabeth Pitchford, MHA
Found her Match with...



Administrative Fellow
Practice Management



"I selected Emerson Health/Emerson Practice Associates (EPA) for their comprehensive administrative fellowship program, which offers valuable insights into outpatient practice management and ambulatory operations. This hands-on experience, guided by experienced mentors at EPA's medical group, aligns perfectly with my career aspirations. I'm looking forward to improving my leadership abilities and preparing for future management positions in the healthcare sector."

Fellowship Budget – Cost Determination

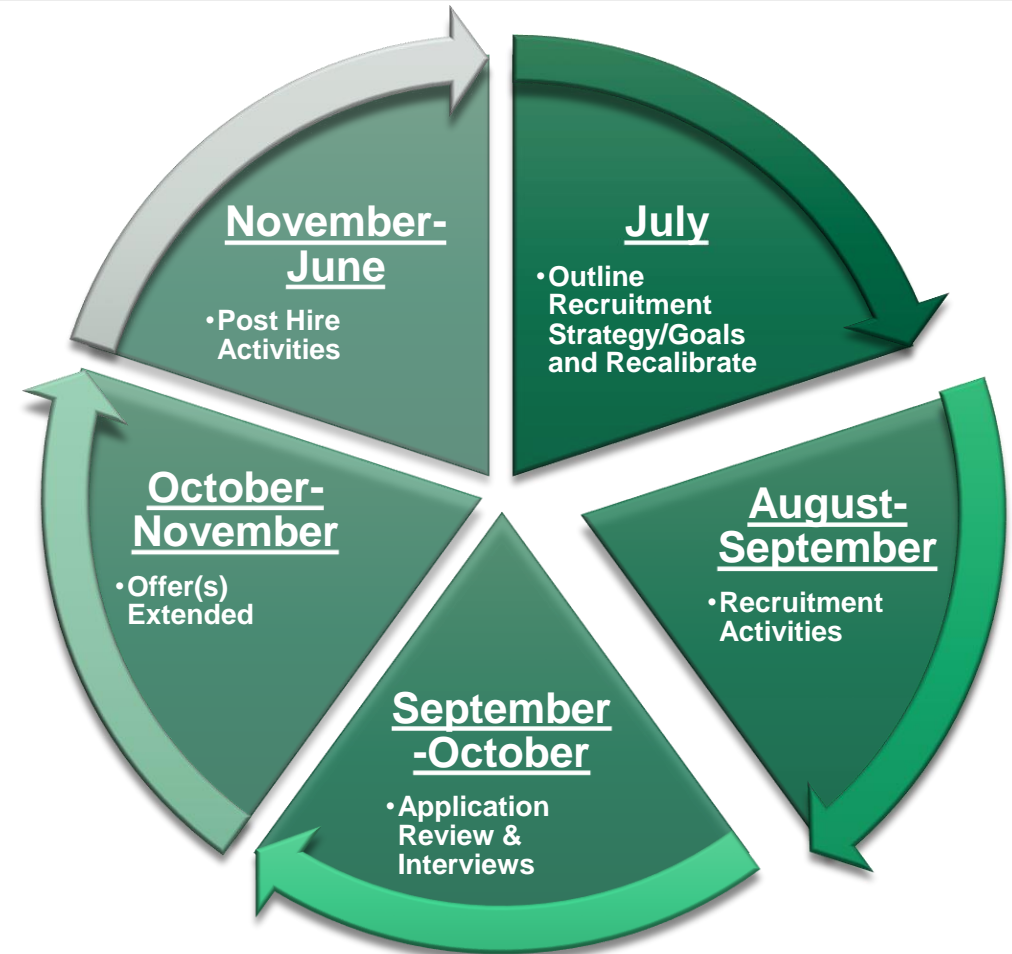
- Competitive fellowship salary and benefits adjusted for market and geography
 - Salaries generally have a wide-range from \$45K to \$75K
- Relocation stipend/sign-on bonus (if applicable)
- Tuition assistance/reimbursement (if offered by organization)
 - Schools/Programs requiring a fellowship as part of the curriculum charge tuition to the student
- Professional development opportunities
 - Attendance at local educational meetings within scope of role/rotation
 - Invitation to HFMA or other conference
 - Often student scholarships or significant discounts available to students



Fellowship Recruitment Guide

- **Commence Recruitment Activities**

- Campus visits & on-line informational sessions
- Preceptor day (held by some schools)
- Define application period
 - Generally late summer/early fall
- Post positions are selected schools as well as on relevant recruitment websites such as ACHE.org (go to site for students)



ACHE Posting Examples



Organization	State	Title	Application Deadline	Start Date	Action
Delaware Valley Accountable Care Organization	PA	Delaware Valley ACO Administrative Fellowship	09/24/2023	06/24/2024	DETAIL
Department of Veterans Affairs	MI	Health System Specialist - Graduate Healthcare Administrative Training Program (GHATP) Trainee	12/08/2023	06/10/2024	DETAIL
Duke University Health System – Duke Health Integrated Practice	NC	Administrative Fellow	09/05/2023	07/01/2024	DETAIL
Emerson Health	MA	Emerson Practice Associates Administrative Fellowship	03/31/2024	06/01/2024	DETAIL APPLY

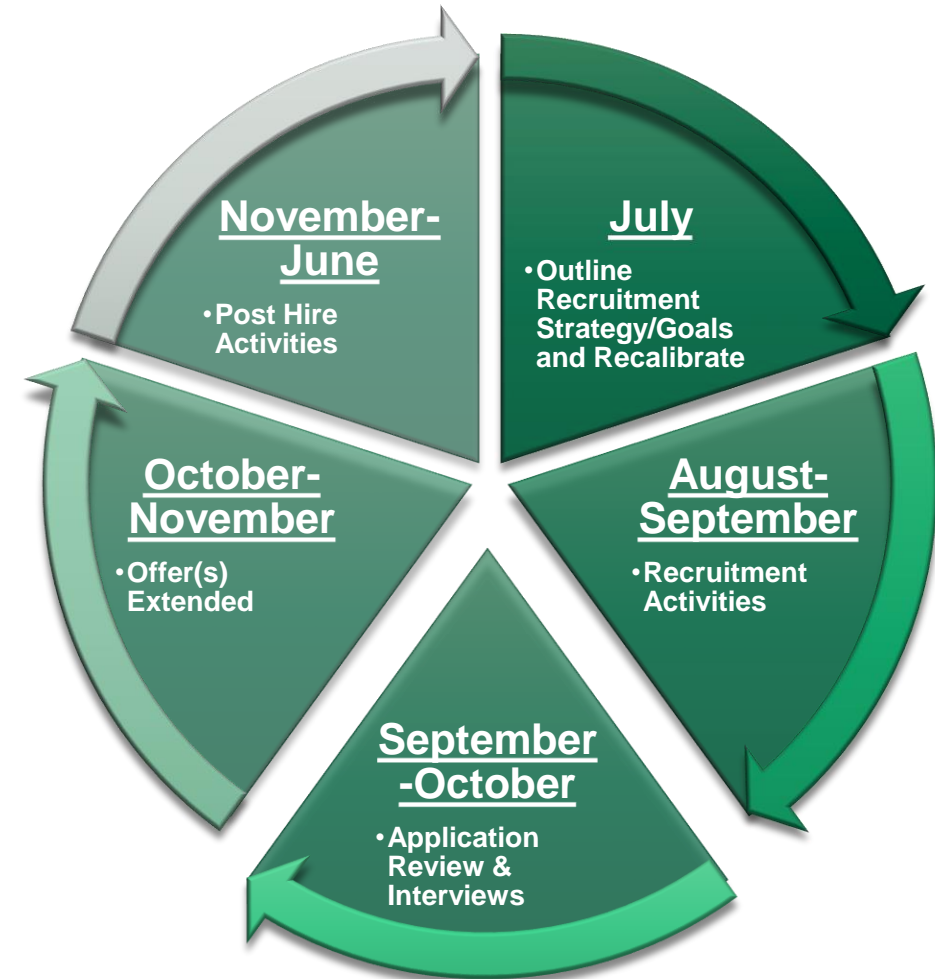
Fellowship Recruitment Guide

▪ Application Review

- Criteria for review varies based on institutional process and priorities
- Upfront required student submitted materials beyond a cover letter and CV/resume vary

▪ Interview Process

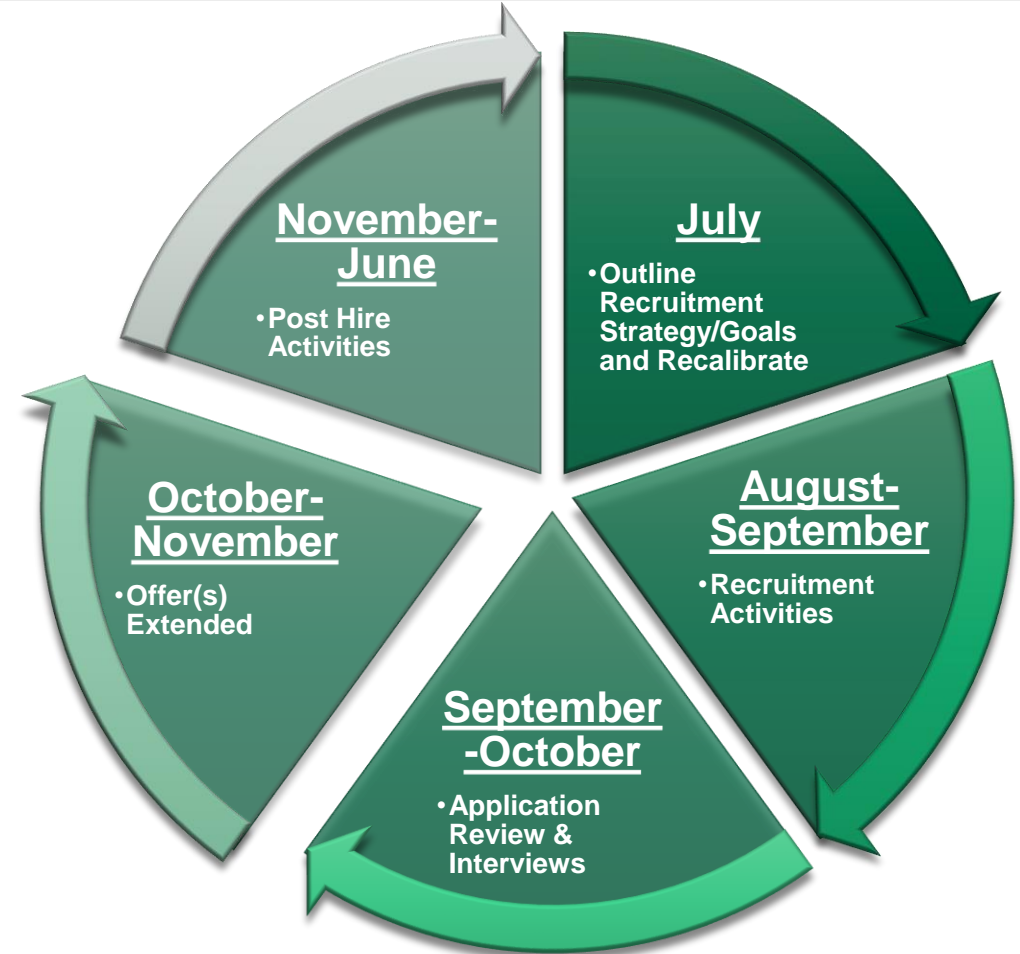
- First Round Interviews
 - Preceptor and current fellows
- Second Round Interviews
 - Senior team participation
- Prospective fellow on-site organization interview (helpful, but not necessary as they can be costly)
- Program Director/Faculty discussion



Fellowship Recruitment Guide

▪ Offer Period

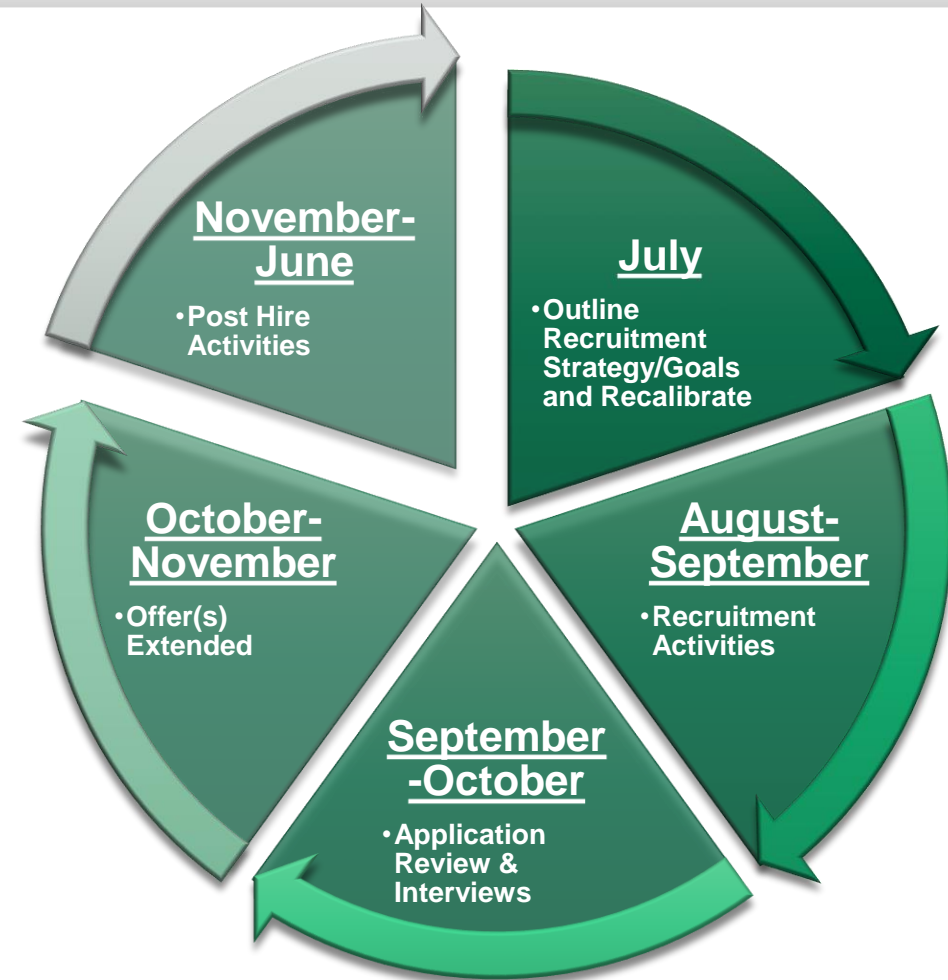
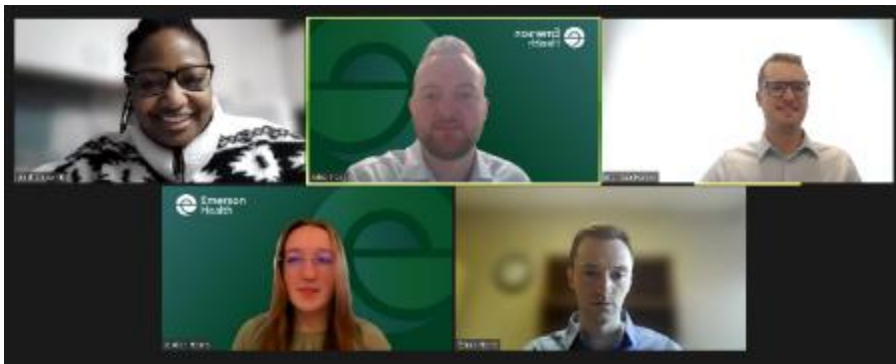
- Several months before start date
- Understand the fellowship marketplace (compensation)
- Conduct robust candidate due diligence
- Contact program director and faculty for candidate discussions
- Reiterate your fellowship model and expectations with final candidates emphasizing the importance of alignment



Fellowship Recruitment Guide

▪ Post Hire Activities

- Intermittent Zoom “touchpoints” to maintain connection
- Consistent student engagement
- June Onboarding



Emerson Health Administrative Fellows



Pictured above, left to right: Ed Kim, MHA (Fellow Class of 2021), Brendan Hames, MHA (Fellow Class of 2023), Mike Tracy, MHA (Fellow Class of 2020), Craig Nesta, JD, MBA, MS, FHFMA (Fellowship Director), Daniel Gendimenico, MHAc (Fellow Class of 2025), Elizabeth Pitchford, MHA (Fellow Class of 2025), Jordan Helms, MHA (Fellow Class of 2023), Deidre Skerritt, MHA (Fellow Class of 2024)



Student Program Success Stories and Testimonials

Fellowship Succession Planning

Name	Class	Current Position
Deidre Skerritt	2024	Office Manager
Brendan Hames	2023	Practice Manager
Jordan Helms	2023	Practice Manager
Ed Kim	2021	Director of MD Revenue Cycle
Mike Tracy	2020	Administrative Director

Emerson Health Success Story - RCM



Ed Kim (*Fellow 2020 – 2021*) holds a Master of Health Administration degree from Virginia Commonwealth University (CAHME accredited).



Key Highlights

- Led EPA EPIC Implementation for the employed physician group
 - Provider templates
 - Revenue cycle workflows
 - Epic reporting and analysis

Emerson Success Story - Physician Practice



Mike Tracy (*Fellow 2019 – 2020*) holds a Master of Health Administration degree from Virginia Commonwealth University (CAHME accredited).



Key Highlights

- Administrative Leader
 - Anesthesia (integration private to employed)
 - Gastroenterology (opened new center for digestive health)
 - Spine
 - Pulmonary Medicine

Now, Let's Meet Mike Tracy

Session Engagement- Question #3

- How many organizations are facing workforce challenges, in addition to “bench strength” issues affecting recruitment of future team members and leaders?
- How many organizations offer Internships and Administrative Fellowships and other student programs to address workforce challenges and succession planning?
- How could Internships and Administrative Fellowship or related student program support your organizational workforce challenges?

Testimonials



Christine Schuster, RN, MBA, President and Chief Executive Officer, Emerson Hospital

The Administrative Fellowship program at Emerson Hospital provides an outstanding opportunity for talented future health care executives to work closely with senior leaders on a wide range of projects throughout the organization. Under the guidance of the preceptor, fellows will be at the forefront of daily challenges, strategic initiatives, and critical decision making. They will complete meaningful project work, foster their leadership style, and receive valuable mentorship.



Eric Stastny, MHA, Senior Vice President of Operations and Chief Operating Officer

The fellowship program at Emerson Health will provide a broad overview of healthcare operations. Fellows will have the opportunity to work closely with teams in areas such as finance, operations, quality improvement, strategic planning and practice management. This exposure is critical for fellows as they begin their healthcare leadership journey and understanding how different facets of healthcare administration collaborate to deliver high quality care.



Sunita Hanjura, MD – Internal Medicine

The Administrative Fellowship Program at Emerson Hospital provides a great learning opportunity for the management and support of a multi-specialty group of employed physicians. Fellows gain experience in contracting, revenue cycle, and day-to-day medical office operations. In addition, they can assist with a variety of special projects that may come up. The fellows have recently helped our office integrate telehealth services into our practice. The program also provides broad access to senior management, which is an invaluable education. Our office has certainly enjoyed working with the fellows!



Peter M. Barkin, MD – Pulmonary Medicine and Critical Care Medicine

The fellows have assisted in easing the transition from private practice to hospital-based practice, the addition of a physician new to practice, and the use of an office and our suite by a physician from a different specialty. They have addressed all of the concerns of the office staff with these substantial changes. All of this has gone smoothly with their capable assistance.

<https://www.emersonhospital.org/about-emerson/administrative-fellowship-program/testimonials>

Student Program- Concluding Thoughts



Student Program Outcomes

- Addresses workforce shortages by providing a sustained source of talent for the organization
- Offers opportunity to fill current and anticipated skill-set gaps
- Affords human resource succession planning a key tactic in addressing the future
- Introduces the organization to a source of a new and diverse applicant pool
- Particularly helpful in growth environments where management development is critical to achieve goals and objectives
- Self-sustaining program which leverages relationships with past/current fellows for future recruitment



Questions?



Thank You!

Contact Information

- Craig Nesta, JD, MBA, MS, FHFMA
 - Email: cnesta@emersonhosp.org
 - Office Line: 978-287-3034

