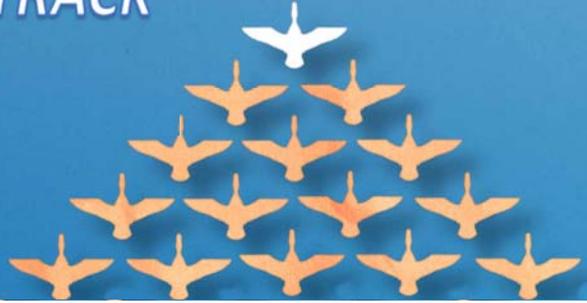


FOCUSED ADVANCED SPECIALTY TRACK LEADERSHIP & ADMINISTRATION

Director: Gai Cole, DrPH, MBA, MHA
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Number of residents you can accommodate: 1-4

Faculty mentors:

Jim Scheulen, PA MBA, Gabor Kelen, MD, Mustapha Saheed, MD, Susan Peterson, MD, Peter Hill, MD

Are you willing to have your track combined with another one? Yes (for discussion)

What institutions participate in the program?

- Johns Hopkins Hospital
- Johns Hopkins Bayview Medical Center
- Howard County General Hospital
- Suburban Hospital
- Sibley Memorial Hospital

PROGRAM CURRICULUM

I. Introduction:

The Department of Emergency Medicine is committed to teaching and mentoring residents as they develop into healthcare leaders. The Leadership & Administration Track is a formal 1-year program that offers structured exposure to healthcare leadership, administration, and management. Programmatic leadership and assigned mentors guide residents through this track in a customized approach that incorporates your own goals and development priorities.

II. Goals

The goal of the Focused Advanced Specialty Track (FAST) in Leadership and Administration is to develop the resident for a future role as a healthcare executive by providing an experiential foundation in the administrative, business and operational aspects of emergency medicine.

III. Objectives:

The goals of the Leadership & Administration Track are to enable residents to:

1. Understand leadership perspectives and insights of healthcare executives
2. Understand methods of business assessment and process improvement
3. Understand the science of throughput at the department and hospital levels
4. Understand the financial and operational models of both academic and community based emergency medicine programs
5. Experience operations and administratively-based research relating to ED and hospital throughput
6. Understand key performance indicators
7. Understand and practice principles of project management and data analysis
8. Improve budgetary and financial knowledge

Structure:

The Leadership & Administration Track is divided into three functional activities. These are:

1. An operations research project
2. Training, didactics and seminars
3. Organizational and executive meetings

Operations Research Project

Residents conduct a year-long administratively-based research project mentored by a faculty member and leader. Examples are:

- Examine the linkages between clinical operations and achieving quality outcomes.
- Explore the interdependencies between clinical operations and billing practices and outcomes.
- Evaluate workflows, improve processes, and enhance efficiencies in the clinical environment.
- Conduct research based on programmatic financial quantification of programs, design and evaluation, cost-benefit, and cost-effectiveness.

Training, Didactics and Seminars

Residents attend didactic sessions presented by organizational leaders and designed to develop their professional and functional competencies (listed below). Additionally, residents participate in one national conference and multiple training seminars and webinars. Residents attend a 4-day Lean Six Sigma course associated with their project and may pursue their Six Sigma Green Belts.

Didactic sessions include:

- Physician Leadership
- Physician Practice Management
- Strategic Planning & Market Analysis
- Budget Development
- Financial Monitoring & Control
- Systems Engineering in Health Care

**Organizational and Executive Meetings**

Participation in leadership and administration meetings exposes the residents to multidisciplinary planning and collaborative efforts throughout the organization. We coordinate executive leadership luncheons exclusively for our Leadership FAST residents with leaders from across Johns Hopkins. These include the president of the hospital, chief medical officer of the health system, chief operating officer of the academic division and the president of the community hospital at Howard County.