ADMINISTRATION, OPERATIONS, & QUALITY FELLOWSHIP
Administration, Operations, and Quality Fellowship  
Department of Emergency Medicine  
University of Colorado School of Medicine

Background
As healthcare has evolved over the last decade, so too have the required skills a physician must possess in order to successfully lead in this unique and complex environment. Traditional postgraduate training is insufficient to prepare emerging leaders who must grapple with population health, navigate a dynamic regulatory environment, reduce costs, and contend with a time where technology and clinical advances simultaneously create new opportunities to save lives and ease suffering. True healthcare leadership will require integration of best clinical practices with proven business methods, insightful management, and rapid integration of information technology as we transition from a system which is based on quantity and volume to one that demands quality and value.

Objectives
The University of Colorado School of Medicine’s Department of Emergency Medicine, in partnership with the Business School at the University of Colorado Denver, has developed a fellowship in administration, operations and quality specifically designed to train healthcare leaders by developing expertise in clinical operation, quality management, process improvement, human resource management, information technology, financial management, program development, observation medicine, and effective leadership.

Goals
As members of the departmental leadership team, fellows will develop skills by participating and leading specific projects and initiatives with increasing levels of complexity and autonomy while completing an Executive Master of Business Administration (MBA) in Healthcare at the University of Colorado Denver Business School. Fellows will work clinically as academic emergency medicine faculty at the University of Colorado Hospital and will be mentored by fellowship core faculty as well as affiliated faculty from the Business School, School of Medicine, and University of Colorado Health.

Fellowship Requirements
The fellowship requires a two-year commitment to complete both the Executive MBA and clinical requirements. Eligible candidates for the fellowship program must have completed an ACGME accredited residency program in emergency medicine. Fellows are expected to seek board-certification and plan for successful completion during the fellowship (if not already done).
Fellowship Expectations

1. **MBA:** 15 hours per week [48 semester hours]
   - Perform all required course work to successfully achieve a University of Colorado Denver’s Executive MBA in Healthcare Administration. Successful degree completion is expected at the conclusion of the second year of the fellowship.
   - Attend all in-class sessions in Denver (approximately 7 days per semester). The remainder of course work is completed online.
   - Curriculum includes: Management Accounting in Healthcare Organizations; Microeconomics; Statistics & Epidemiology; Managing Healthcare Outcomes; Healthcare Economics; Healthcare Management Information Systems; Healthcare Leadership; Healthcare Corporate Finance; Strategic Human Resources Management; The Healthcare System; Quantitative Methods; Healthcare Marketing; Health Policy; Ethics & Health Law; Healthcare Strategic Management; Management of Healthcare Organizations; & Electives.

2. **Clinical:** 18 hours per week [approximately 8 shifts per month; 1,697 clinical hours over the two-year fellowship] working in the Emergency Department at University of Colorado Hospital in Aurora, Colorado. Opportunities are also available to work in affiliated UCHealth freestanding EDs. Because the fellowship expectations are rigorous, including successful achievement of board certification, successful achievement of an eMBA in Healthcare Administration and robust engagement in operational programs, external moonlighting will not be allowed unless approved by the DEM Chair and Fellowship Director.

   - Refine clinical skills within the robust academic clinical emergency medicine setting.
   - Obtain board certification in Emergency Medicine, if not already attained.
   - Develop clinical skills necessary to achieve outstanding performance on individual and departmental metrics related to patient experience, quality of care, and clinical operations.
   - Development expertise in the clinical and operational aspects of observation medicine.
   - Participate in clinical teaching of medical students, advanced practitioners, and residents from the affiliated Denver Health Residency in Emergency Medicine.
3. **Administrative:** 20 hours per week.

- Mandatory conference attendance includes:
  - Weekly Emergency Medicine M&M conference (75% attendance) when not scheduled to work clinically, post-overnight shift or on vacation.
  - Participation in DEM faculty meetings (>50% attendance)
- Participation in department, school and/or hospital committees as assigned (Table 1 & 2):
  - Develop skills to participate in and facilitate departmental and interdepartmental meetings.
  - Presentations as requested by your mentor(s) to school, hospital and university leaders.
  - Submit quarterly reflections and lessons learned as requested by Fellowship Director.
- Consistently meet with mentors and review reflections as assigned/requested.

4. **Project & Research Goals**

- Participate in and complete at least two quality, safety, process improvement, or operations projects under the mentorship of Fellowship Director.
- Participate in and complete one finance project.
- Participate in and complete one information technology project.
- Develop at least two research projects.
- Participate in Department of Emergency Medicine research meetings as assigned.
- Submit at least one scholarly product for publication per year as approved by your Fellowship Director.
- Submit at least one abstract for publication or presentation per year.
Outcomes

Fellow will be prepared to become a leader in healthcare administration and will have earned a tuition-free Executive MBA degree in Health Administration from the University of Colorado Denver School of Business. Fellow will have published or presented at least two clinical research projects, as well as participated and developed five Emergency Medicine projects, alongside the mentorship of University of Colorado’s Department of Emergency Medicine’s nationally-recognized faculty. Fellow will have developed exceptional clinical skills in the University of Colorado Hospital Emergency Department.

Faculty

- Jennifer Wiler, MD, MBA - Fellowship Director, DEM Executive Vice Chair
- Benjamin Easter, MD, MBA – Assistant Fellowship Director, Assistant Medical Director
- Core Faculty
  - Richard Zane, MD – DEM Chair and Executive Director of UHealth Emergency Medicine Service Line
  - Chris McStay, MD - Chief of Clinical Operations, UCH DEM
  - Kelly Bookman, MD - Medical Director, UCH DEM
  - Other faculty mentors will be identified during the fellowship according to fellows’ interests

Administrative Fellowship will include:

- First year fellowship salary based on PGY pay scale for University of Colorado. Second year fellowship salary of $90,000.
- Executive MBA in Health Administration from the University of Colorado Denver School of Business.
  - All tuition & fees are covered by the program.
- $1,500 per annum with a maximum of $3,000 reimbursement over course of appointment for scientific or educational presentations.

How to Apply

Interested candidates should submit all inquiries and a current CV, a letter of interest or personal statement, and at least two letters of reference attesting to clinical and academic capabilities to the University of Colorado School of Medicine at emed.recruitment@ucdenver.edu

Deadline for applications is September 26.