MultiCare Health System

Administrative Fellowship Program
Overview

- MultiCare Health System
- Mission, Vision, and Values
- System Goals and Initiatives
- Fellowship and Internship Program Structure
- Application Process
- Living in Tacoma & Spokane
- Questions and Contact
2019-2020 Fellows

Katie Judson
MPH
University of California, Berkeley

Joe Miller
MBA
Rice University

Amy Winsor
MAcc
Washington State University
Current Fellow

Katie Judson

Background

- **Hometown:** San Antonio, TX
- **Undergrad:** Reed College, BA in Linguistics
- **Professional:** global health, Medicaid policy, safety net hospitals
- **Fun Fact:** I once won second place in a Star Trek costume contest

Projects

- **Preceptor:** Lynn Siedenstrang, Vice President, Care Continuum
- Develop business case for confidential service line to improve access to care in Puget Sound Region
- Create comprehensive end of life care strategic plan for Puget Sound Region
- Develop and manage partnership with GenCare to provide services to their assisted living community in Tacoma
- Develop Health Equity Toolkit for MultiCare leadership
- Implement trauma-informed care education strategy for providers working with substance use disorder population
Current Fellow

Joe Miller

Background

- **Hometown:** Chattanooga, Tennessee
- **Undergrad:** The Citadel, The Military College of South Carolina
  BA Political Science
- **Professional:** US Army Green Beret, Planning Manager at Zachry Group (industrial construction)
- **Fun Fact:** I got married in an eye doctor’s office

Projects

- **Preceptor:** Alex Jackson, Chief Operating Officer, Rockwood Clinic
- Primary Care multi-year strategy
- Private practice acquisition analysis
- Community Health Needs Assessment
- Revenue Cycle Process Improvement
Current Fellow

Amy Winsor

Background

- **Hometown:** Port Angeles, WA
- **Undergrad:** Washington State University, BA in Business Administration
- **Professional:** External Audit at Ernst & Young, LLP, Financial Analysis at MultiCare Health System
- **Fun Fact:** I have two dogs – Gus is a corgi and Maverick is a goldendoodle

Projects

- **Preceptor:** Jeff Poltawsky – President & Market Leader, Mary Bridge Children's Hospital & Pediatric Network
- **Project Kids Play** – Mary Bridge
- **Project Oz** – Mary Bridge
- **Project Elevate Kids** – Mary Bridge
- Support Mary Bridge Strategic Growth initiatives in targeted markets of Thurston County, Kitsap County, and Inland Northwest
- **Mary Bridge 2019/2020 Marketing Campaign**
MultiCare

ImmediateClinic

navos

MultiCare

BetterConnected

225 EMPLOYEES
14 CLINICS

2 HOSPITALS
86 CLINICS

650 EMPLOYEES

3 CAMPUSES

ROCKWOOD

308 EMPLOYED PHYSICIANS/PROVIDERS
511 LICENSED BEDS

5 HOSPITALS

750 EMPLOYED PHYSICIANS/PROVIDERS

11,600 EMPLOYEES

1,397* LICENSED BEDS
150+ CLINICS

3,600 EMPLOYEES

*Licensed beds include CON approved beds which may be under construction. Includes 120 beds approved as part of the Behavioral Health joint venture with CHI Franciscan Health anticipated to be operational December 2018.
Awards and Recognitions

MultiCare Tacoma General Hospital ranked No. 1 as the region’s preferred choice for health care for the 18th time.

For 13th Year, MultiCare one of Top 100 Integrated Health Systems.
Mission

Partnering for healing and a healthy future.

What we’re doing today to ensure a better, healthier tomorrow.
Vision

MultiCare will be the Pacific Northwest’s highest value system of health.
Values

Respect | Integrity | Stewardship | Excellence | Collaboration | Kindness
Our Culture

▪ Creating an environment of trust
▪ Cultivating an organizational commitment to lifelong learning and performance excellence
▪ Embracing service excellence principles
▪ Always on a Journey

Mission in Motion, Values in Action
Goals and Initiatives

▪ Top 10% for Employee Engagement
▪ Top 10% for Quality
▪ Top 10% for Service
▪ Lowest Quartile for Cost

10/10/10/25
Fellowship Structure

Florence Chang, EVP/COO

Trina Tan, Fellowship/Internship Administrator

Fellowship Preceptor

Puget Sound Fellow (External)

Puget Sound Fellow (Internal)

Inland Northwest Fellow
What Makes MultiCare’s Program Unique?

- 75% project-based, 25% shadowing
- Potential to work on system level, confidential projects
- Core competency checklist
- Spans across the continuum of care
- Emerging trends
  - Program Management
- Exploration of interests strongly supported & encouraged
- Autonomy and opportunity to personalize experience
- Personal development and mentorship
- Community outreach and involvement
Professional Development

- Networking with senior executives
- Key high-level meetings
- Leadership Development Consultants
  - Manager Essentials
  - LEAN Boot camp
  - Leadership Legacy
  - Project Management
  - Harrison Assessment
- Book club with previous fellows, interns, fellows, preceptors
Program Goals

For MultiCare

- Attract top talent to the health system to move the system forward, incorporating current academic theory techniques into the system
- Develop outstanding health system leaders who contribute to important projects throughout the organization
- Enhance and expand the culture of learning at MultiCare
- Provide mentoring opportunities for senior leaders
- Raises national recognition of MultiCare for masters-level healthcare administrators
- Increase the diversity of leadership at MultiCare

For the Fellow

- Learn about system-wide hospital and ambulatory administration through a variety of projects in operations, strategy, finance, etc.
- Understand the external factors (regulatory, economic) affecting healthcare today
- Gain marketable skills for a promising career following the internship
- Access opportunities for networking and collaborative learning
# Past and Current Fellows

<table>
<thead>
<tr>
<th>Name</th>
<th>Preceptor</th>
<th>Year</th>
<th>Alma Mater</th>
<th>Current Location</th>
<th>Position After Fellowship</th>
<th>Current Position</th>
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<tbody>
<tr>
<td>Katie Judson</td>
<td>EVP</td>
<td>2019-2020</td>
<td>University of California, Berkeley</td>
<td>MultiCare Health System Puget Sound</td>
<td>Preceptor</td>
<td>MultiCare Health System INW</td>
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<tr>
<td>Joe Miller</td>
<td>EVP</td>
<td>2019-2020</td>
<td>Rice University</td>
<td>MultiCare Health System INW</td>
<td>Preceptor</td>
<td>MultiCare Health System INW</td>
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<tr>
<td>Amy Winsor</td>
<td>EVP</td>
<td>2019-2020</td>
<td>Washington State University</td>
<td>MultiCare Health System Puget Sound</td>
<td>Preceptor</td>
<td>MultiCare Health System INW</td>
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<tr>
<td>Sanjit Kaur</td>
<td>EVP</td>
<td>2018-2019</td>
<td>University of Washington</td>
<td>MultiCare Health System Puget Sound</td>
<td>Preceptor</td>
<td>Project Manager- ePMO</td>
</tr>
<tr>
<td>Kate Quigley</td>
<td>EVP</td>
<td>2018-2019</td>
<td>University of Iowa</td>
<td>MultiCare Health System INW</td>
<td>Preceptor</td>
<td>Program Manager- MultiCare Neuroscience Institute</td>
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<tr>
<td>Robert White</td>
<td>EVP</td>
<td>2018-2019</td>
<td>University of North Carolina</td>
<td>MultiCare Health System Puget Sound</td>
<td>Preceptor</td>
<td>Business Consultant- MMA</td>
</tr>
<tr>
<td>Taylor Rose</td>
<td>EVP</td>
<td>2017-2018</td>
<td>University of Utah</td>
<td>MultiCare Health System Puget Sound</td>
<td>Preceptor</td>
<td>Assistant Administrator- Covington Hospital</td>
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<tr>
<td>Ben Chao</td>
<td>EVP</td>
<td>2017-2018</td>
<td>University of Washington</td>
<td>MultiCare Health System Puget Sound</td>
<td>Preceptor</td>
<td>Program Manager- Retail Health &amp; Strategic Partnerships</td>
</tr>
<tr>
<td>Connor Ledbetter</td>
<td>EVP</td>
<td>2017-2018</td>
<td>University of Washington</td>
<td>Sound Physicians</td>
<td>Preceptor</td>
<td>Program Manager- Hospitalists</td>
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<tr>
<td>Michelle Le</td>
<td>EVP</td>
<td>2016-2017</td>
<td>Washington State University</td>
<td>Collabera</td>
<td>Preceptor</td>
<td>Technical Recruiter</td>
</tr>
<tr>
<td>Albert Froling</td>
<td>EVP</td>
<td>2016-2017</td>
<td>University of Washington</td>
<td>Washington State Hospital Association</td>
<td>Application Analyst- Supply Chain</td>
<td>Senior Data Recruiter</td>
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<tr>
<td>Alex Miller</td>
<td>EVP</td>
<td>2015-2016</td>
<td>University of Iowa</td>
<td>Bright Horizons Family Solutions</td>
<td>Preceptor</td>
<td>Program Manager- Post Acute Care Network Solutions</td>
</tr>
<tr>
<td>Trina Tan</td>
<td>EVP</td>
<td>2015-2016</td>
<td>Yale School of Public Health</td>
<td>MultiCare Health System Puget Sound</td>
<td>Preceptor</td>
<td>Program Manager- Off Campus ED</td>
</tr>
<tr>
<td>Emily Yu</td>
<td>EVP</td>
<td>2014-2015</td>
<td>University of Washington</td>
<td>Providence Health &amp; Services</td>
<td>Preceptor</td>
<td>Director of Operations- Express Care</td>
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<tr>
<td>Nick Lenard</td>
<td>CNE</td>
<td>2014-2015</td>
<td>University of Iowa</td>
<td>Vancouver Clinic</td>
<td>Preceptor</td>
<td>Assistant Director- Personal Health Partners</td>
</tr>
<tr>
<td>David Nielsen</td>
<td>Strategy Director</td>
<td>2014-2015</td>
<td>Washington State University</td>
<td>Intermountain Health</td>
<td>Preceptor</td>
<td>Project Consultant</td>
</tr>
<tr>
<td>Shea Cheney</td>
<td>CNE</td>
<td>2013-2014</td>
<td>St. Louis University</td>
<td>St. Joseph Health</td>
<td>Preceptor</td>
<td>Regional Operations Manager</td>
</tr>
<tr>
<td>Jennifer Thomas</td>
<td>Strategy Director</td>
<td>2013-2014</td>
<td>University of Washington</td>
<td>MultiCare Health System Puget Sound</td>
<td>Preceptor</td>
<td>Supervisor- Tacoma Family Medicine Clinic Operations</td>
</tr>
<tr>
<td>Holly Burke</td>
<td>Strategy Director</td>
<td>2012-2014</td>
<td>Washington State University</td>
<td>MultiCare Health System Puget Sound</td>
<td>Preceptor</td>
<td>Project Manager</td>
</tr>
<tr>
<td>Shannon Gilbert</td>
<td>Strategy Director</td>
<td>2010-2011</td>
<td>University of Washington</td>
<td>MultiCare Health System Puget Sound</td>
<td>Preceptor</td>
<td>Practice Leader- Chronic</td>
</tr>
<tr>
<td>Laura Bauer</td>
<td>Strategy Director</td>
<td>2009-2010</td>
<td>University of Washington</td>
<td>John Muir Health</td>
<td>Preceptor</td>
<td>Director, System Strategy &amp; Business Development</td>
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Previous Fellowship Projects

- Develop business case for an Adult Day Center in South King County for Post-Acute Care
- Create project charter, staffing model, & operations plan for outpatient home therapy program
- Project manager for the establishment of a Transition of Care Clinic
  - Collaborate with MultiCare Medical Associates leadership and cross departmental leadership to implement primary care strategic plan
  - Optimize workflow design to be replicated across clinic locations with a focus on provider and staff engagement, patient volumes, and patient satisfaction
  - Establish policies, procedures, and structures for the enterprise wide Value Analysis Program
  - Partner with Tacoma General CMO to analyze data around care variation opportunities in the business unit
  - Develop, create, and execute a quarterly unit based skill lab and semiannual hospital skills based fairs
  - Streamline urgent care investments into a standard model that maximizes customer & team engagement and sustainability
  - Plan and operationalize a telehealth program to facilitate specialty consultations to rural partners
  - Create a direct-to-business strategy leveraging MultiCare’s retail health services
  - Support MultiCare Connected Care as it pursues participation in the Medicare Shared Savings Program
Fellowship Application Process

Go onto our careers page and in the Search by Job ID field, use the job code: 71017.

Fill out the questions and make sure to also include PDF versions of your:

- Cover Letter
- Current Resume
- Personal Statement
  - Reasons for pursuing a fellowship, how a fellowship at MultiCare will help you attain your career objectives, and expectations for the fellowship experience at MultiCare
- 3 Letters of Recommendation
  - At least one academic and one professional
- Current Graduate Transcripts (unofficial accepted)

Incomplete applications will NOT be considered
# Fellowship Application for External Candidates

## Timeline

<table>
<thead>
<tr>
<th>Date</th>
<th>Events</th>
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| **August 2019** | ▪ Application opens  
                 ▪ Informational Webinar August 13th, 2019 @ 12:00pm PST  |
| **September 2019** | ▪ Application Due Date: September 15th, 2019 @ 11:59pm PST               |
| **October 2019** | ▪ Schedule and conduct phone interviews Beginning-Mid October        
                 ▪ Conduct on-site interviews October 23rd, 2019               
                 ▪ Extend contingent offer for top 2 candidates                  |
| **June/July 2020** | ▪ Fellowship start date                                               |
City of Tacoma

- Population: 205,000
- 25 minutes to SEATAC
- 40 minutes to Seattle
- Named one of the top 25 most livable cities
City of Tacoma
Activities- Outdoors

- Point Defiance Park
  - 2nd largest city park in U.S.
- Mt. Rainier National Park
  - 1.5 hours away
- Olympic National Park
  - 1.5 hours away
- Skiing at Crystal
  - 1.5 hours away
- Rails to Trails Hike/Bike Paths
  - Cushman Trail
  - Chehalis Western Trail
  - Yelm Tenino Trail
Entertainment

- Cultural
  - Museum of Glass
  - Tacoma Art Museum
  - America’s Car Museum
  - Rialto & Pantages Theaters
  - Wineries & Breweries

- Sports
  - Tacoma Rainiers
  - Reign FC (Megan Rapinoe's team!)
  - Tacoma Defiance
  - Seattle Seahawks
City of Spokane

SPOKANE
City of Spokane

- Population: 217,000
- The Lilac City
- 4 hours to Tacoma
Activities- Outdoors

- Manito Park
- Riverside Park
- Centennial Trail
- Lake Coeur d'Alene, ID
  - 30 minutes away
- Mt. Spokane
  - 1 hour away
- Priest Lake, ID
  - 2 hours away
Entertainment

▪ Cultural
  ▪ Northwest Museum of Arts and Culture
  ▪ INB Performing Arts
  ▪ Jundt Art Museum
  ▪ Wineries & Breweries

▪ Sports
  ▪ Spokane Indians
  ▪ Spokane Chiefs
  ▪ Hoopfest
  ▪ Gonzaga Basketball
Questions?

Katie Judson, Administrative Fellow
kmjudson@multicare.org

Joe Miller, Administrative Fellow
millerjc@multicare.org

Amy Winsor, Administrative Fellow
awinsor@multicare.org