

Administrative Fellowship Program



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I. Columbia University College of Physicians & Surgeons and NCAF

Columbia University is a member of the National Council on Administrative Fellowships (NCAF), a collaboration of leading administrative fellowship sites and graduate health management programs, to improve the application process and fellowship experience. Columbia University is a leader in moving the healthcare field forward. That is why we have decided to participate in the National Administration Fellowship Centralized Application Service (NAFCAS). NAFCAS is the inaugural centralized application services for administrative fellowships.

In order to create a more fair and equitable application experience, we have agreed to comply with the Code of Good Practice application dates set by the National Council on Administrative Fellowships (NCAF). The earliest application deadline and initial offer dates for 2017 are October 2nd and November 13th, respectively.

The College of Physicians & Surgeons is invested in creating successful leadership pipelines for graduate students interested in the healthcare field. Ensuring highly qualified students continue to apply to administrative fellowships is a shared responsibility, and that is why we are a member of the National Council on Administrative Fellowships (NCAF).

II. Objectives of the Administrative Fellowship Program

The Administrative Fellowship Program is a 12-month program designed for individuals seeking to prepare for a career in healthcare management and to assume leadership positions in the healthcare delivery system. The program is open to students who have successfully completed an accredited Master's Program in Health Administration, Business Administration or Public Health within 12 months prior to the program's start date.

The purpose of the fellowship is to provide an introduction to the daily activities of the College of Physicians & Surgeons from the perspective of top management.

Whenever possible, the fellowship is tailored to the interests and professional needs of the student, taking into account previous experience and areas of interest. It is structured to provide experiential learning in an academic medical center environment within a Clinical, Basic Science Department or Institute/Center for a period of 12 months.

The objectives of the administrative fellowship include the following:

1. To observe and study the role, function and style of top management individuals;
2. To understand the goals and planning process of the organization and how they are determined, and to understand the priorities of the organization and how and why they were selected;
3. To analyze the decision-making process at different levels of the organization;
4. To understand the dynamics of relationships between various stakeholders;
5. To obtain an understanding of the operational effectiveness of the organization;
6. To enhance the student's understanding of the health care industry, the organization's strategy and distinctive competencies;
7. To provide an environment to enhance their understanding of, and the controlled application and testing of, skills, theories and concepts presented during the academic year;
8. To strengthen the student's judgment, decisiveness and related administrative skills in a healthcare environment;
9. To provide a basis for developing a code of ethics, philosophy, and a dedication to high ideals and standards of healthcare management; and
10. To provide an opportunity to evaluate the student in relation to his/her needs for professional development and potential for a career in healthcare management.

III. Structure of the Fellowship

1. Orientation:

The Administrative Fellow will begin with a comprehensive orientation to the organization focusing on the mission, vision and strategic goals for the school.

2. Projects:

A major component of the fellowship will be assigned projects. The student will be given detailed assignments designed to give practical experience at various administrative levels. These activities may include assisting in the preparation of the annual budget, the collection of data to analyze problems of high organizational priority or participation in strategic planning efforts.

3. Rotations:

The Administrative Fellow will have the opportunity to work with a number of divisions within a Department or varying Departments during the program period. Below is a sample:

<u>Month</u>	<u>Projects and Learning</u>	(subject to change)
July	<i>Introduction to CUMC & Department of _____, training on appropriate systems (Finance, HR, etc.).</i>	
Aug.-Sept.	<i>Practice Operations: Operations day-to-day, Physician Interaction, Reception, Clinical Responsibilities, Patient Flow, Filling in for Staff, Process Redesign. Customer Service, Patient and Staff Satisfaction.</i>	
Oct.-Nov.	<i>Revenue Cycle: Billing, Systems, EMR, Process from the call to charge capture to transmission of payment to appeal, fee schedules, office vs facility billing and attendant complications.</i>	
Dec.	<i>Finance: 2nd quarter close.</i>	
Jan.	<i>Compliance: documentation, MD and staff education. IT projects: population health and patient generated data.</i>	
Feb.-Mar.	<i>Finance: Upcoming year budget, reporting, accounting, projects.</i>	
Apr.-May	<i>Human Resources: Position requests, Onboarding activities, Hiring Process, Employee Relations, Corrective Action, Labor Law.</i>	
June	<i>Strategic and Business Planning. Senior Leadership: Introduction, Potential Projects in Service Lines NYP.</i>	

Weekly meetings will be scheduled with the Department Administrator. Independent projects will all be concurrent with above activities.

IV. Financial Arrangements for the Administrative Fellow

The Administrative Fellow will be paid at the minimum rate of the Administrative Officer grade 103 twice monthly, once on the 15th of each month and again on the last day of the month for the duration of the program.

The fellowship is expected to run for 12 months from Thursday, July 5, 2018 through Friday, June 28, 2019. Arrangements for the yearlong schedule will be developed between the Dean's Office within the College of Physicians & Surgeons and the participating Departments.

Examples of Departments that have participated in the past include the Vice Dean of Administration, Medicine, Neurology, Orthopedics, Urology, and the College of Physicians & Surgeons Human Resources.

V. How to Apply for the Administrative Fellowship

Individuals who have successfully completed an accredited Master's program in Health Administration, Business Administration or Public Health within 12 months prior to the program's start date are eligible to apply. Candidates should be motivated self-starters and must also possess strong analytic, organization and communication skills.

To apply, please complete the following steps:

1. Complete Columbia University College of Physicians & Surgeons Administrative Fellowship application. This is to be completed online at <https://jobs.columbia.edu/applicants/Central?quickFind=164736>, or search by the requisition number 089642;
2. Upload in the Documents section a Cover Letter describing interest in the fellowship;
3. Upload in the Documents section your Current Resume;
4. Upload in the Documents section a Writing Sample, of your choice as long as it is a minimum of 4 pages;
5. Upload your Undergraduate Transcripts in the Documents section;
6. Have your Official Graduate School Transcripts mailed to NAFCAS;
7. Request and complete three (3) signed Letters of Recommendation through the NAFCAS portal. One to two letters should be from graduate school professors and at least one from an employer, if possible.

To be considered, all applicants must apply through **both** sites.

All requirements must be completed/received by Monday, October 2, 2017.

One Applicant will be selected by each participating Department. Decisions will be communicated on Monday, November 13, 2017, abiding by NCAF. A window of 24 hours will be allotted for offer acceptance.

For questions regarding application requirements, please refer to our Q&A of frequently asked questions. You may also contact Danielle Robbins by email at dr2602@columbia.edu.

VI. Questions & Answers

Q: I am not able to provide one letter of recommendation from an employer, what can I do?

A: If you are not able to provide one letter of recommendation from an employer, please submit another letter of recommendation from a graduate school professor.

Q: Can I submit a copy of my transcript or print a copy of my unofficial transcript?

A: You may upload a copy of your Undergraduate transcripts through NAFCAS. Your official Graduate School Transcripts must be requested through your school's Registrar Office and mailed to NAFCAS.

Q: What are the Writing Sample requirements? Should it be on any specific topics?

A: The Writing Sample is required to be a minimum of four pages. The topic or subject of your Writing Sample is of your choice.

Q: How can I confirm the delivery of my documents?

A: The NAFCAS site will notify you when your application has been submitted.

Q: How much will I get paid as the Administrative Fellow?

A: The Administrative Fellow will be paid at the minimum rate of the Administrative Officer grade 103. He/she will be paid \$2,166.66 twice monthly for the duration of the program.

Q: What if I obtain my Master's Degree in Health Administration, Business Administration or Public Health more than 12 months prior to the program's start date?

A: Only applicants who have successfully completed their Master's Degree in Health Administration, Business Administration or Public Health less than 12 months prior to the program's start date (July 5th, 2018) are eligible to apply.

Q: I expect to obtain my Master's Degree after the program start date... Can I still apply?

A: Candidates should have completed their Master's Degree before the programs start date (July 5th, 2018). Individuals who will obtain their degree after the programs start date should apply for the next year's Administrative Fellowship.

Q: Where will the fellowship take place? Where is the College of Physicians & Surgeons?

A: The Administrative Fellowship Program is part of the College of Physicians & Surgeons at Columbia University Medical Center. Although Columbia University and New York Presbyterian Hospital are affiliated, they are two separate organizations. The Administrative Fellow rotations will take place within the Clinical Outpatient Departments / Group Practices or Basic Science Departments and Institutes within the College of Physicians & Surgeons.

The College of Physicians & Surgeons is located at the Columbia University Medical Center Campus, at 630 West 168th Street New York, NY 10032.

Q: Can I pick the Department I would like for the fellowship? Which Departments will participate in the fellowship program?

A: The Department Administrator determines their finalist and the candidate then identifies if there is a mutual interest. There must be matching interest on both sides, for the Department and the fellowship candidate. Department participation varies from year-to-year and is done on a volunteer basis. Ex: Our first year we had 2 Fellows, in the second year we have 5 Fellows. We will always accept one Fellow, but there may be an opportunity for more than one depending on the Departments participating.

Q: How does the Administrative Fellowship offered by the College of Physicians & Surgeons differ from the Administrative Fellowship offered by the Department of Medicine?

A: The College of Physicians & Surgeons became members of NCAF in fall 2017, therefore utilizing NAFCAS for its application process. The Administrative Fellowship offered by the College of Physicians & Surgeons abides by the standardized application process as set by NCAF, with applications closing on October 2nd and acceptance offers extended on November 13th, respectively. The Department of Medicine elected not to follow NCAF's timeline or application system and therefore will have a later deadline (January 2, 2018) and application process (via mail). Applicants may apply to both fellowship programs.

Q: What is the work day/week schedule like for the fellowship?

A: The standard schedule for the Administrative Fellow is 35 hours a week, Monday- Friday, 9:00am-5:00pm.

Q: Where can I find the application and upload supporting documentation?

A: Applicants must complete the Columbia University College of Physicians & Surgeons Administrative Fellowship application online, as well as on the NAFCAS portal. On our internal online application, please upload your Resume and Cover Letter. The link to the online application is <https://jobs.columbia.edu/applicants/Central?quickFind=164736>, or search by the requisition number 089642.

Q: Who can I contact if I have any further questions about the Administrative Fellowship?

A: If you have any further questions about the Administrative Fellowship Program, you may contact Danielle Robbins by email at dr2602@columbia.edu.

We thank you for your interest in the 2018-2019 Columbia University College of Physicians & Surgeons Administrative Fellowship.