

Utilizing Educational Relationships to Address Workforce Challenges

Craig Nesta, JD, MBA, MS, FHFMA
Vice President, Emerson Health
Chief Operating Officer, Physician
Practice Enterprise
Fellowship Director, Student Programs

Emerson Health, Concord, MA

Session Overview

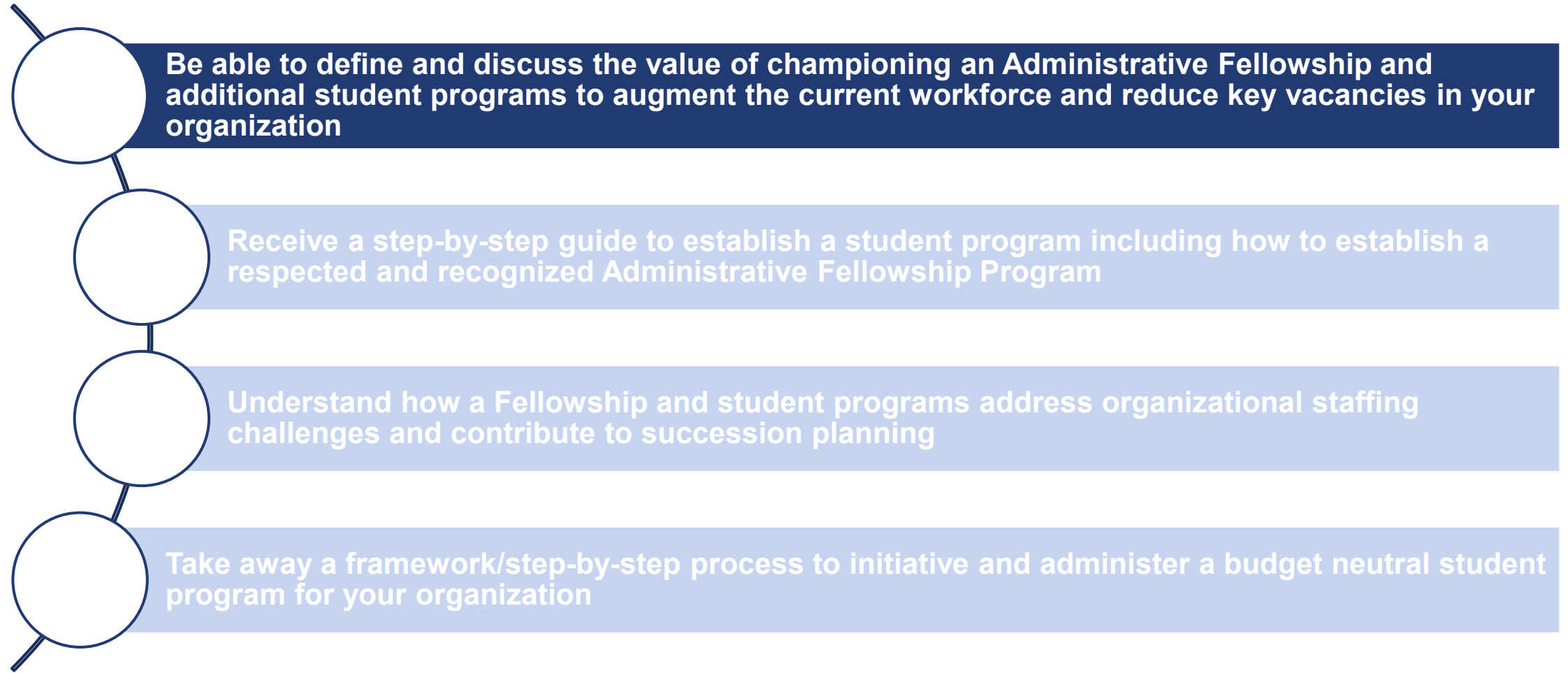
- Learning Objectives
- Workforce Issues
- Case Study
- “Building the Blueprint”
- Fellow Growth and Development
- Sustaining Student Programs
- Closing Reflections
- Q & A

Follow Our Fellowship Program on LinkedIn!

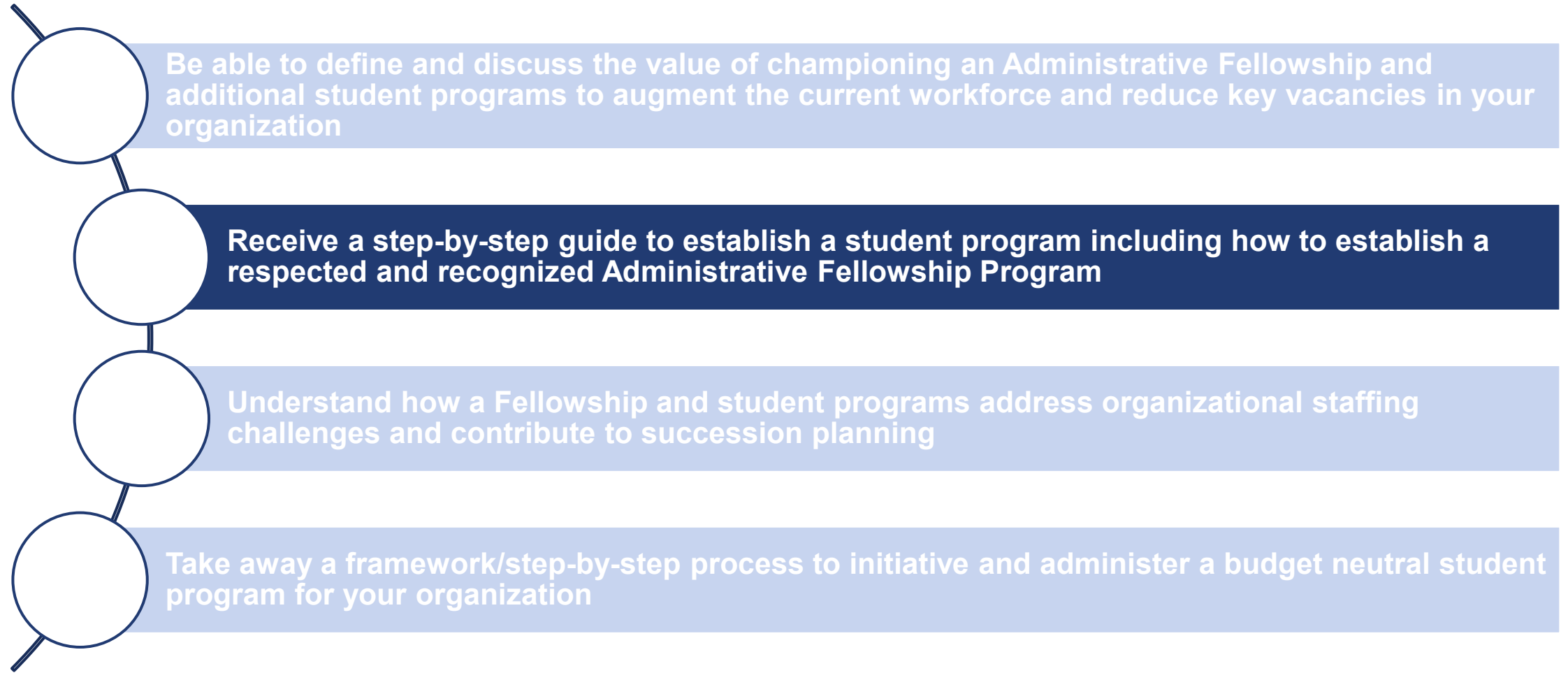


Learning Objectives

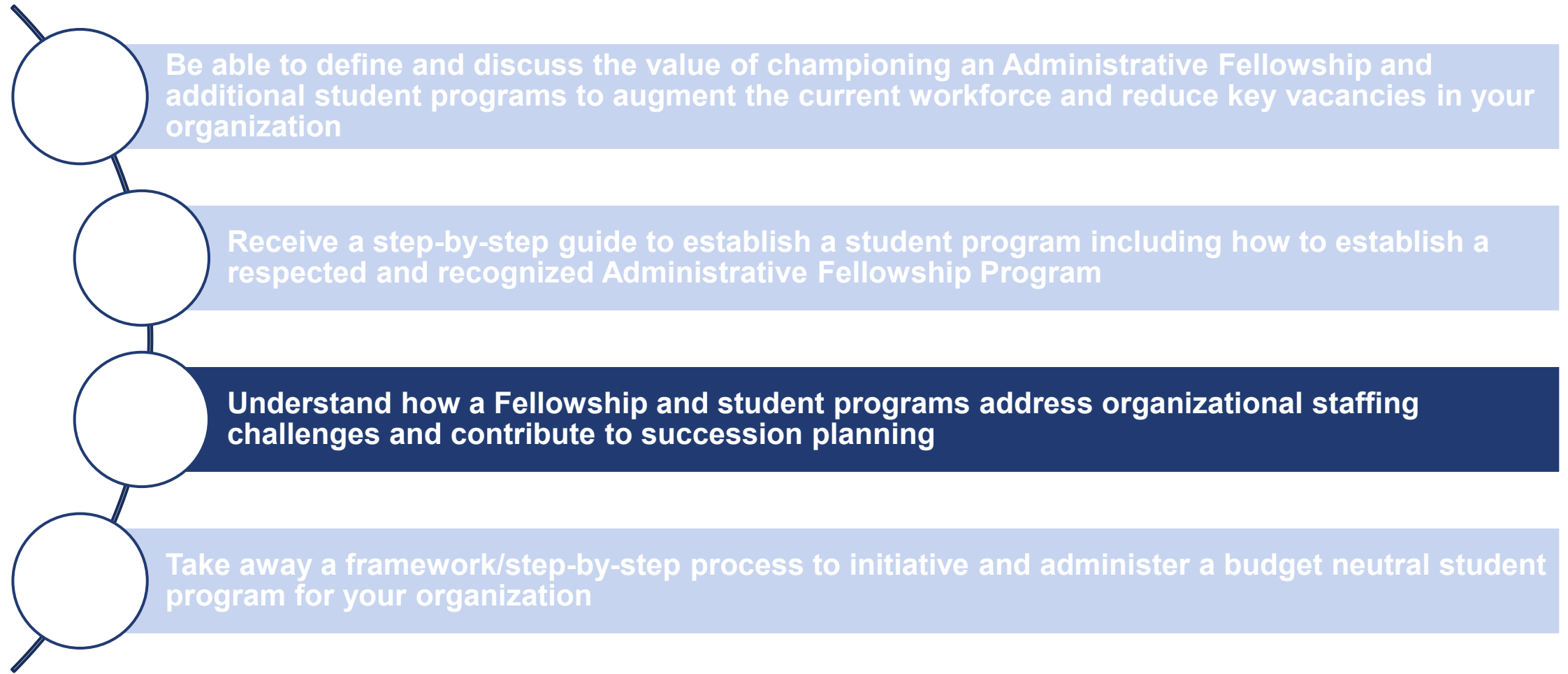
Learning Objectives



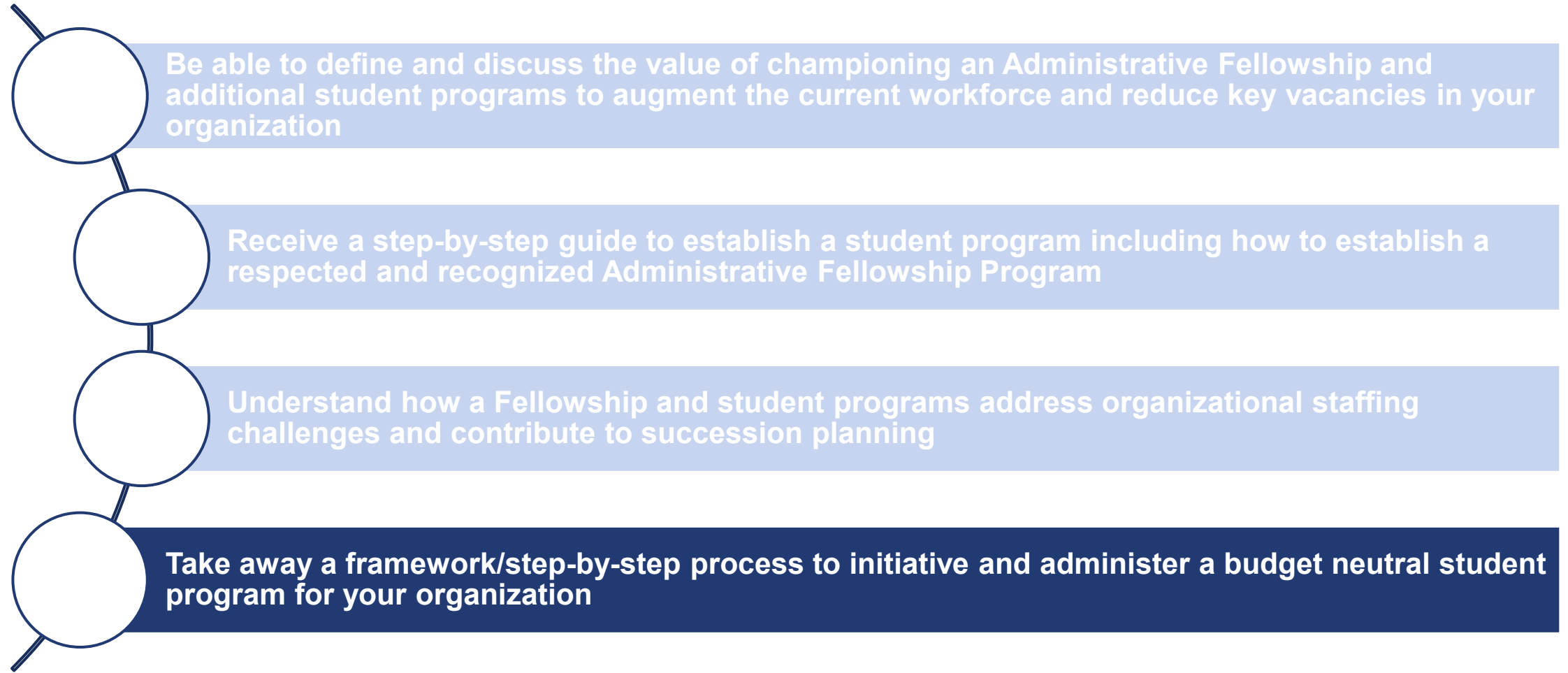
Learning Objectives



Learning Objectives



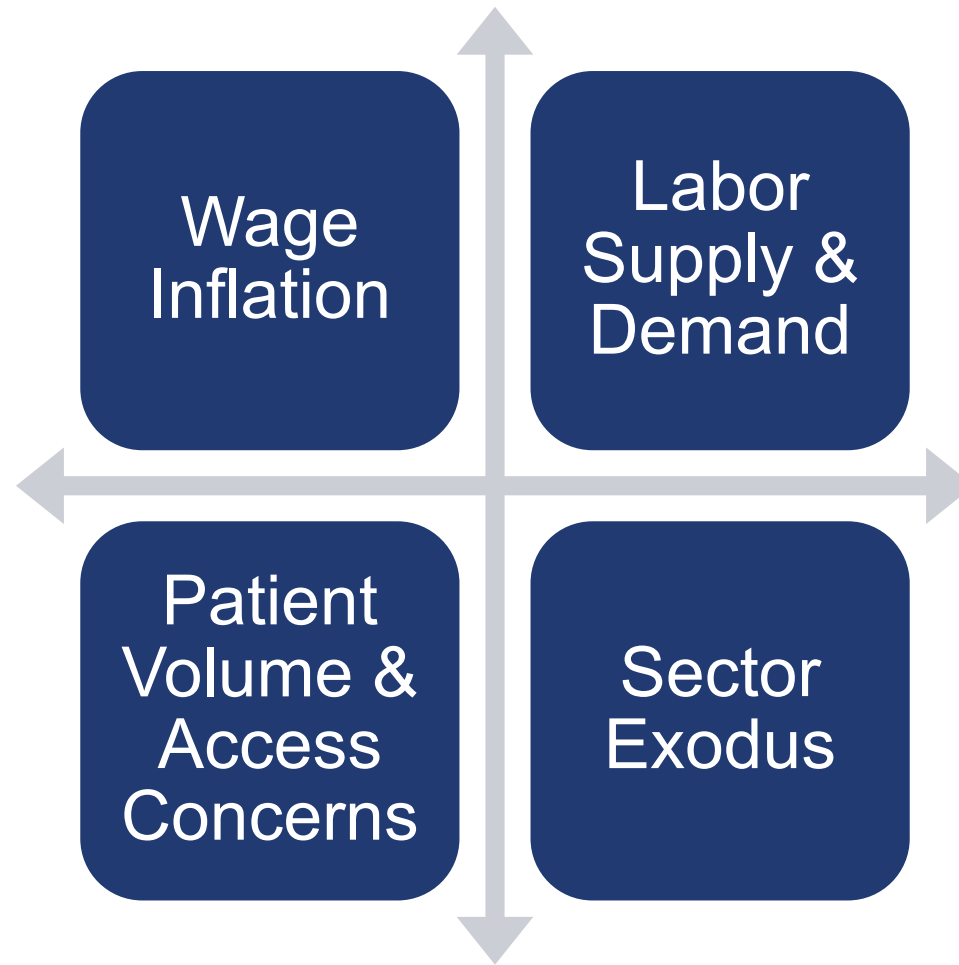
Learning Objectives





Workforce Issues & Transformation: Keeping Leadership Up at Night

A Healthcare Workforce 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.”

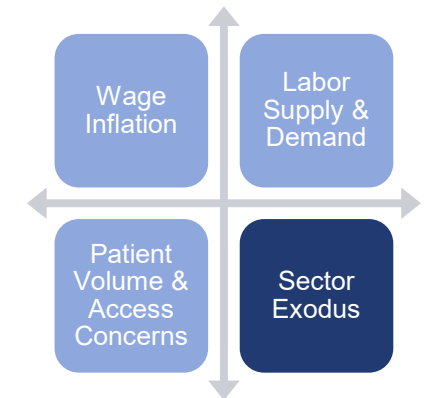
BECKER'S **HOSPITAL REVIEW**

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.



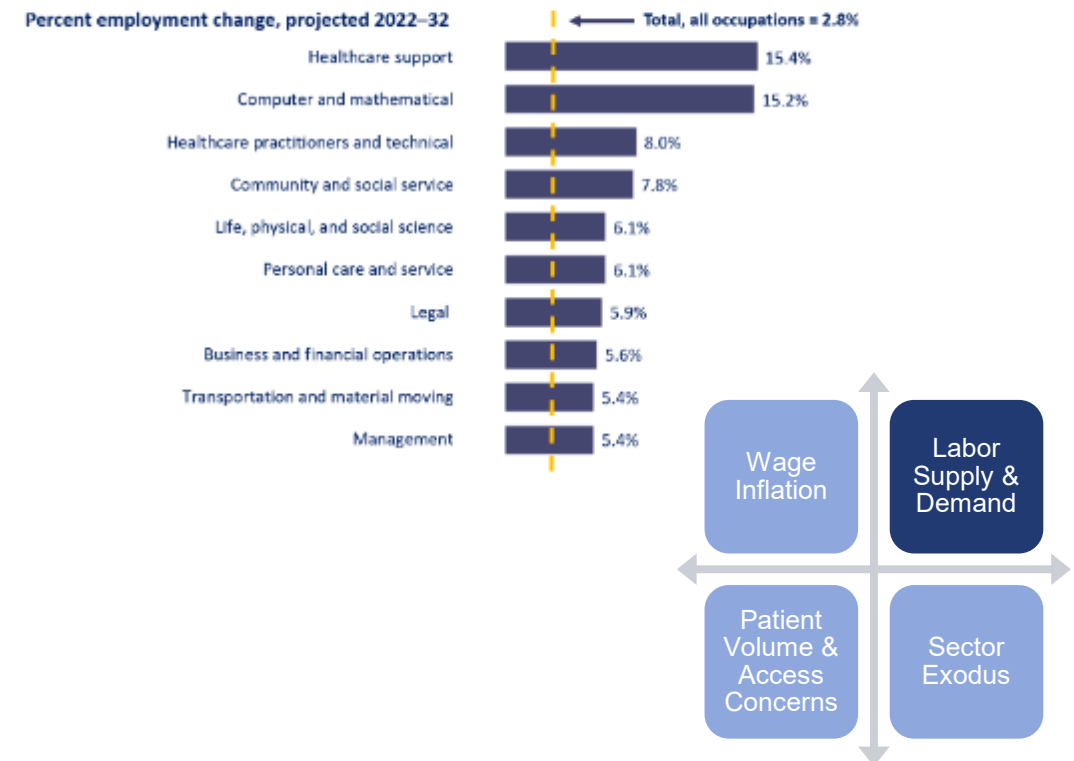
Outlook on Healthcare Employment¹

- 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



Wage Inflation¹

Economic Policy Institute
About Areas of Research Data Library Publications

Working Economics Blog

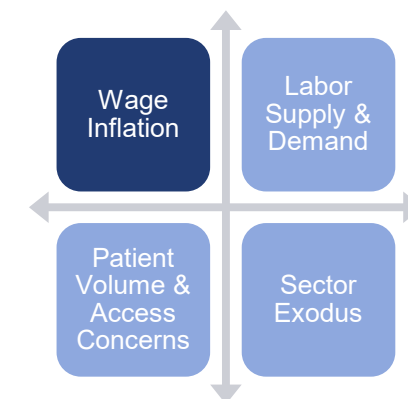
Posted May 15, 2024 at 8:55 am by **Elise Gould**

Average wages have surpassed inflation for 12 straight months



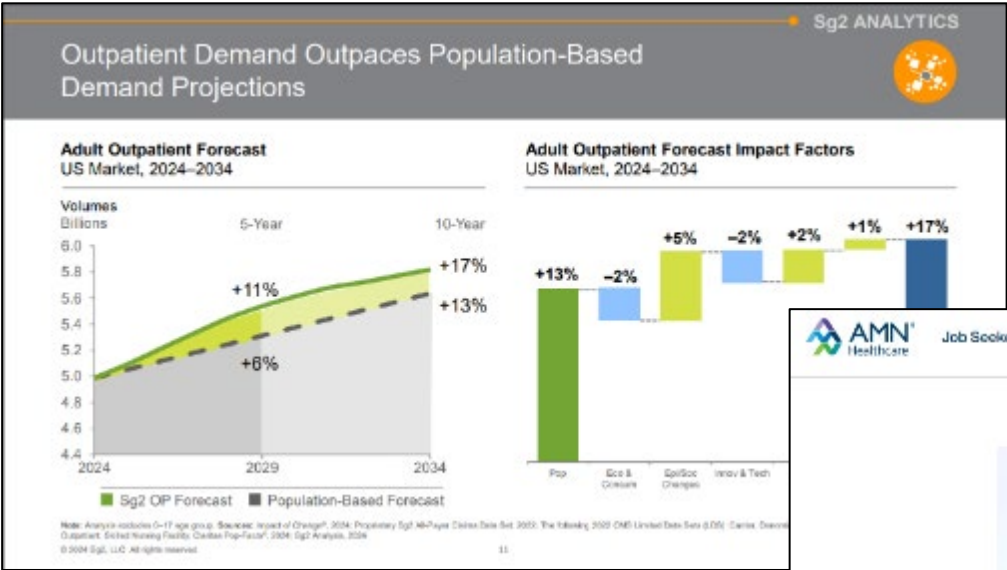
**pwc**

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



FOX BUSINESS

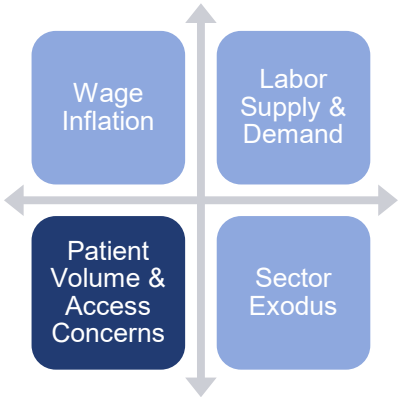
HEALTH CARE Published September 4, 2024 8:07am EDT

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



Physician Appointment Wait Times Getting Longer



Interactive Group Participation

Workforce Issues

- Sharing workforce challenges/shortages
- What healthcare sector job sub-category(s) are the most challenging and encountering the greatest concern
- Student programs (or otherwise); exploring solutions to address workforce concerns

Case Study: Who is Emerson Health?



Emerson Health



~200 Bed Flagship Hospital



\$375 Million Net Patient Revenue

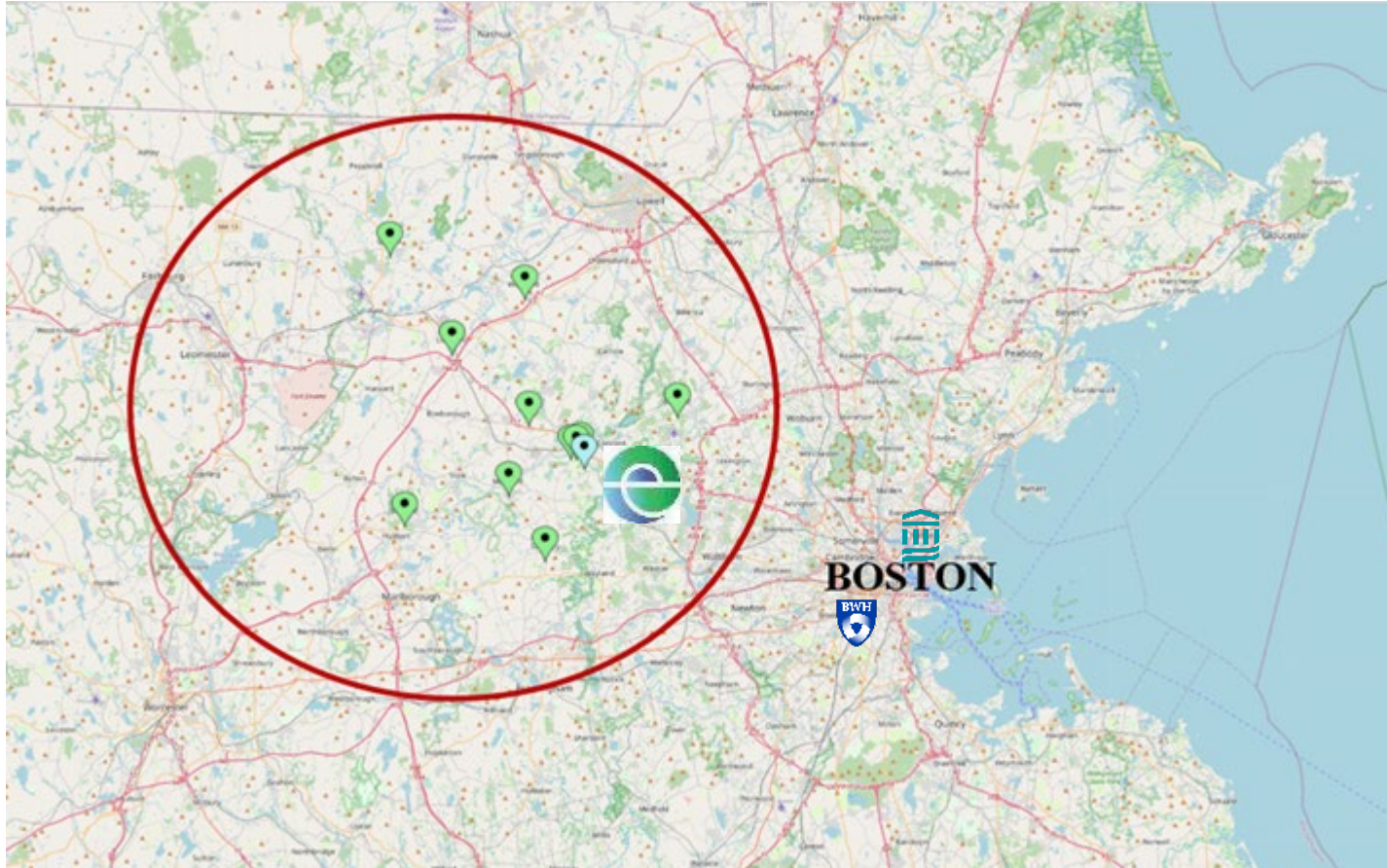


Over 300 Primary and Specialty Providers



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)



MASSACHUSETTS
GENERAL HOSPITAL



MassGeneral Hospital
for Children



BRIGHAM AND
WOMEN'S HOSPITAL

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

EPA Prior vs. Current State Key Statistics

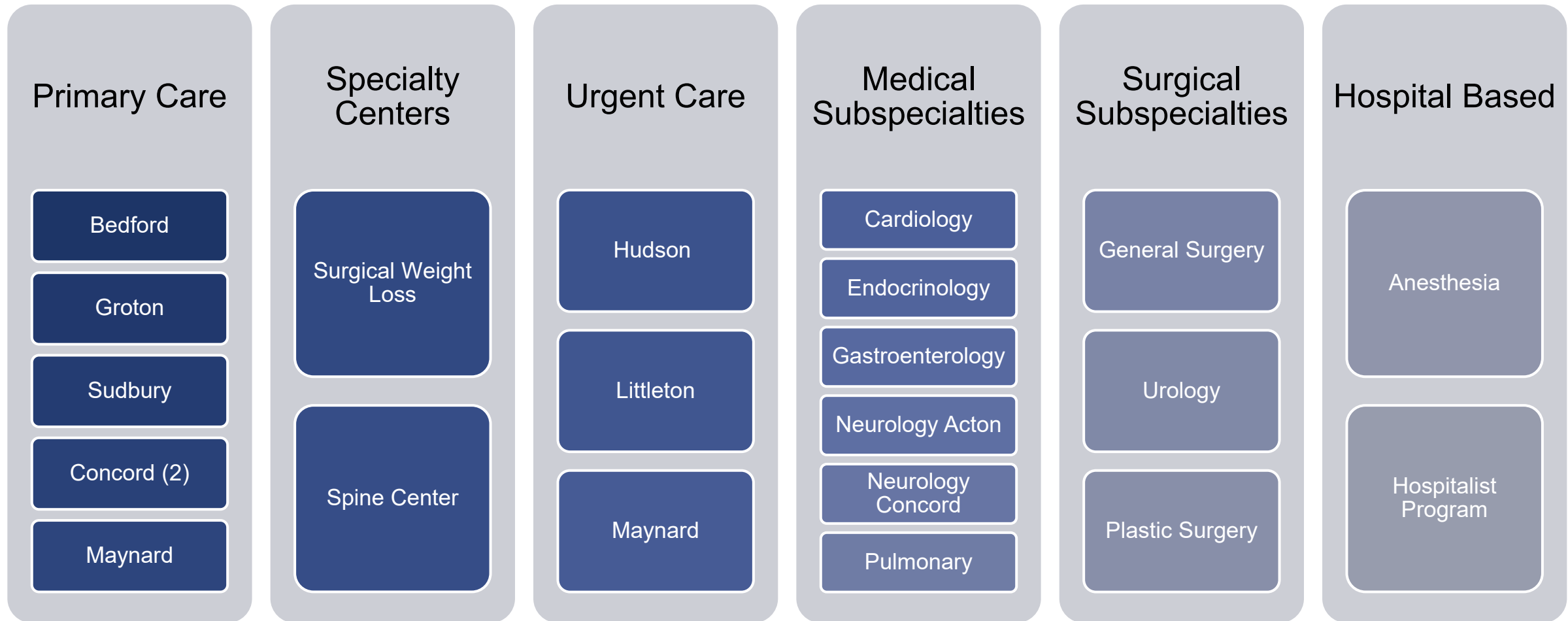
FY 2017



FY 2024



EPA Service Lines



“Building the Blueprint” for Student Programs

Define Program Goals

- Aligning Staffing with Business Objectives, i.e. Growth
- Attracting Top Talent
- Promoting Diversity and Inclusion
- Fostering Leadership Development
- Addressing Skill Gaps
- Supporting Organizational Culture
- Succession Planning and Building “Bench Strength”

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 (Interns and Fellows)

- Commenced in 2018- Started from “Scratch”
- Evolved Process of Recruitment
- 15 Fellows (3 current and 12 past)
- 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

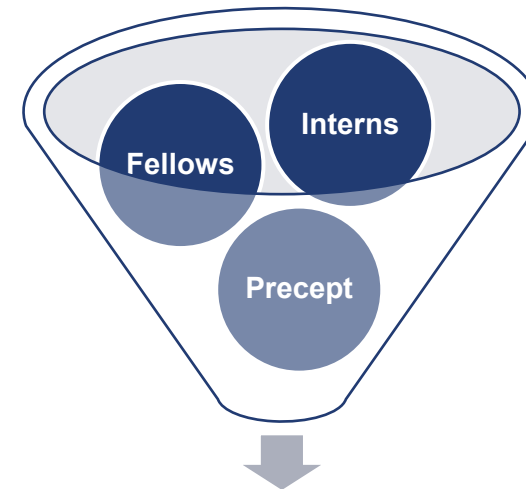


Recruitment Pipelines

Traditional “HR” Pipeline



Academic Pipeline



Robust & Diverse Recruitment Pool

Key Areas for Student Support

Allied Health

Administrative

Nursing

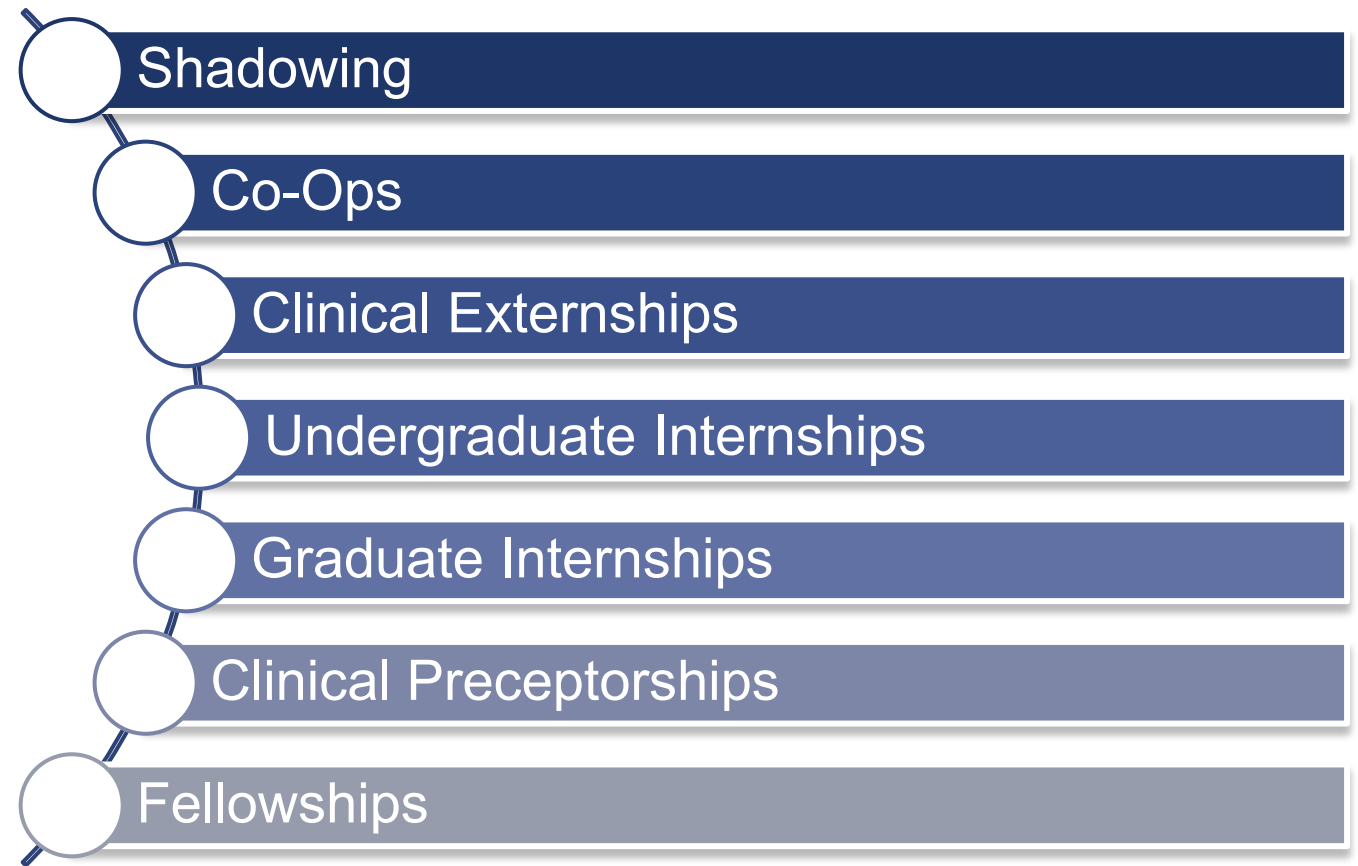
Management,
Finance
& Analytics

Fellowship Focus



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>

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)

How Prevalent are Administrative Fellowships?

ACHE.org



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[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: 2026

Total Listing: 79

Organization	State	Title	Application Deadline	Start Date	Action
University of North Carolina Hospitals - Chapel Hill	NC	UNC Hospitals Administrative Fellow	09/02/2025	06/22/2026	DETAIL APPLY
Barnes-Jewish Hospital	MO	David A. Gee Administrative Fellowship at Barnes-Jewish Hospital	09/03/2025	07/01/2026	DETAIL APPLY
Children's Mercy Kansas City	MO	Children's Mercy Administrative Fellowship	09/04/2025	07/06/2026	DETAIL APPLY
Missouri University Health Care	MO	Healthcare Administrative Fellow	09/26/2025	06/01/2026	DETAIL APPLY

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



Implementation



“Empowering Tomorrow’s Healthcare Leaders: Transforming Passion into Purpose”

The Emerson Health Practice Management and Ambulatory Operations Fellowship Program is a “hands-on” dynamic program for aspiring healthcare early careerists to develop the skills, insights, and leadership qualities needed to drive operational excellence and advance into positions of increased responsibility.

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. Through this frontline experience, mentorship, and tailored professional development, Fellows are equipped to navigate the complexities of modern healthcare, improve physician practice and outpatient operations, and lead with integrity and impact.

The expectation is the Fellow will utilize these experiences to further enhance their leadership and subject matter competencies necessary to transition into management positions upon Fellowship completion within a structured and supportive environment.

Program Structure

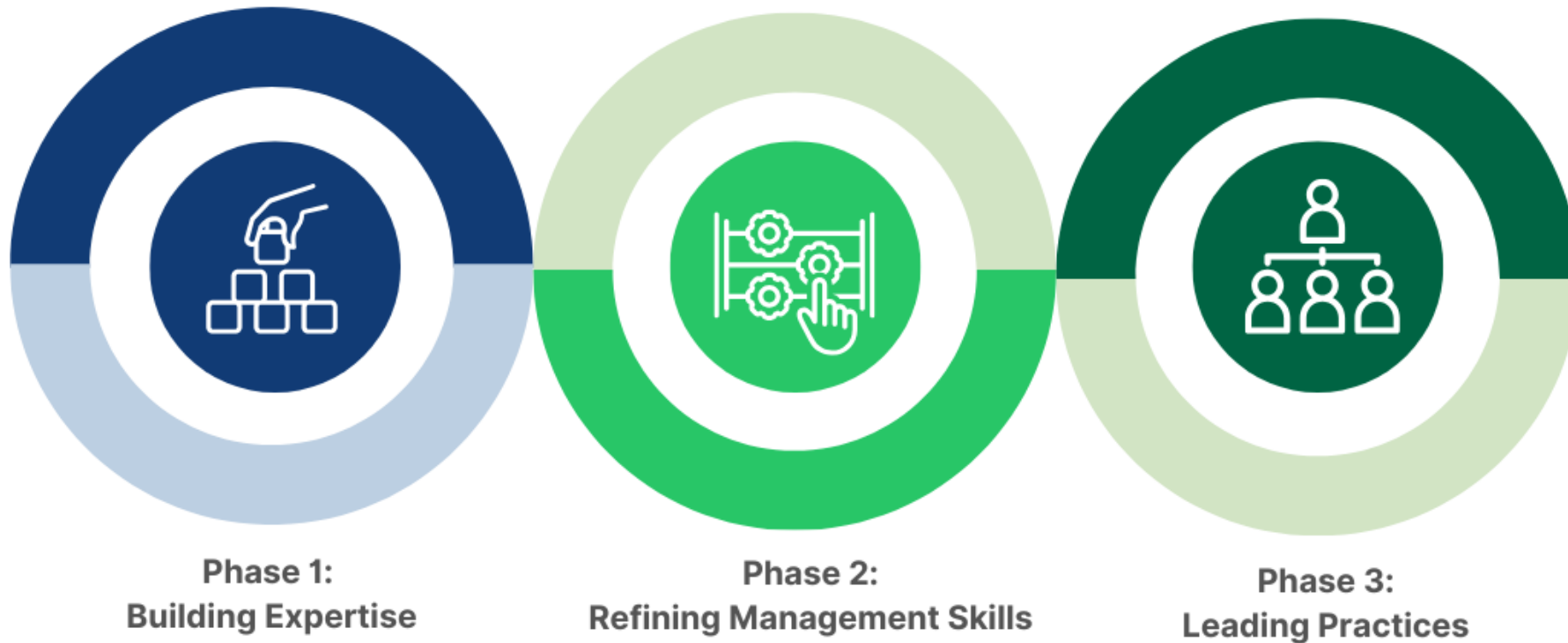
Niche Focus Points

- 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



Phase 1

Hands-On Operational Experience

- Leadership Meeting Attendance
- Participation in Physician Meetings
- Evaluation of Patient flow and Access through EPA Practices
- Provide Support to the Revenue Cycle
- Patient Communication and Advocacy

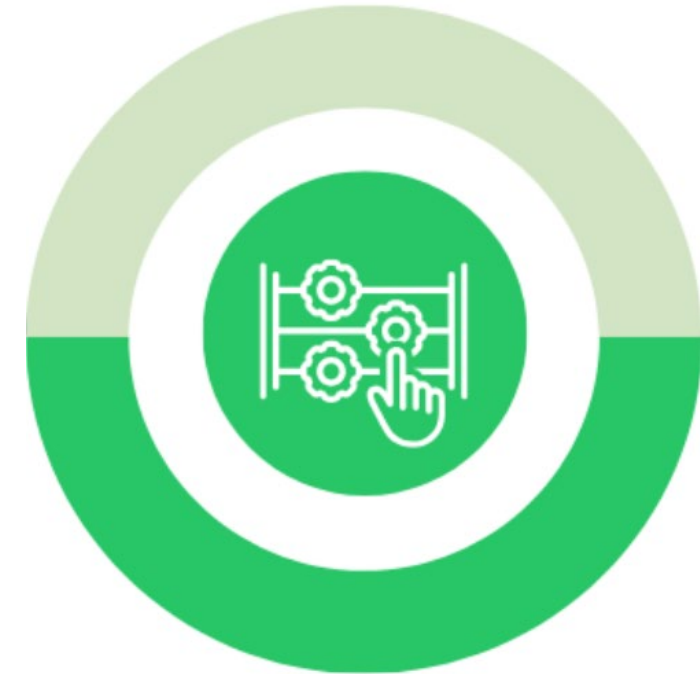


**Phase 1:
Building Expertise**

Phase 2

Management/Experiential Learning

- Provider Productivity Analysis
- Staff Recruitment & Interviewing
- Vendor Interaction
- Project Management
- Exposure and Practice with Crucial Conversations



**Phase 2:
Refining Management Skills**

Phase 3

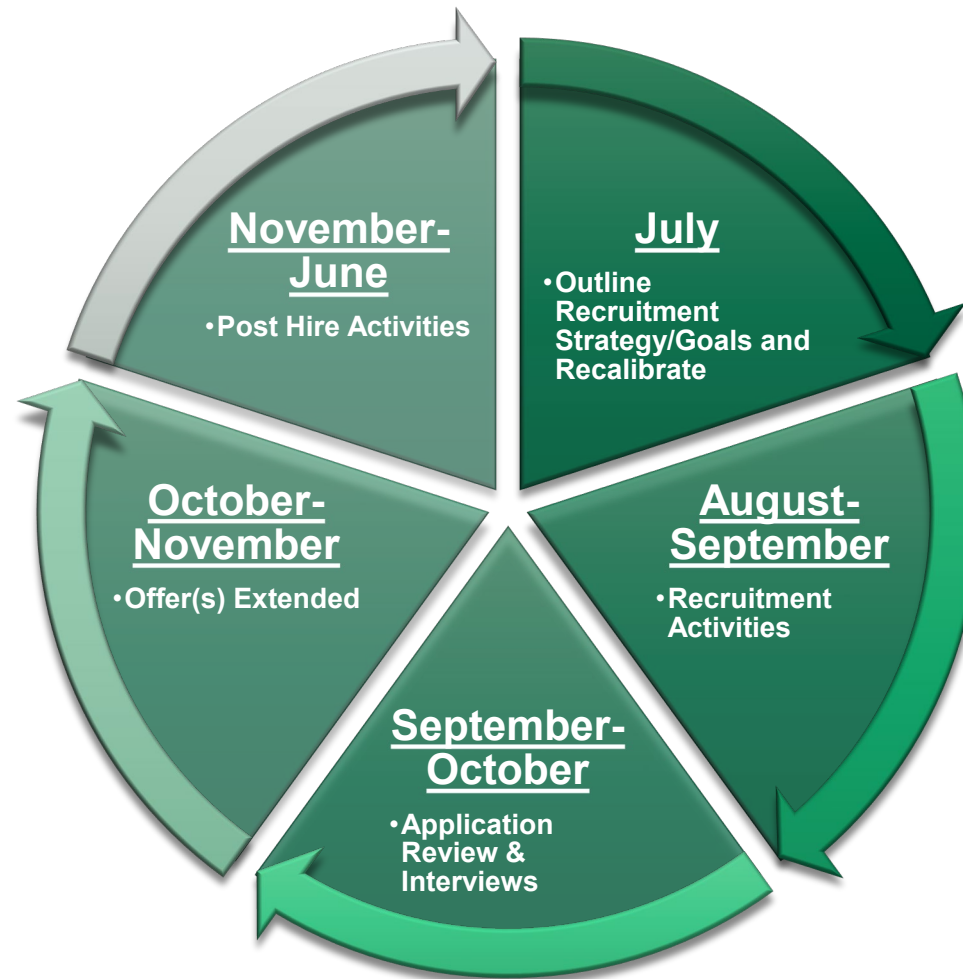
Demonstrating Practice Leadership

- Budget Accountability
- Contribute to Employee Performance Reviews
- Provider Onboarding
- Business Planning
- Providing Interim Leadership



**Phase 3:
Leading Practices**

Step by Step Fellowship Recruitment Guide

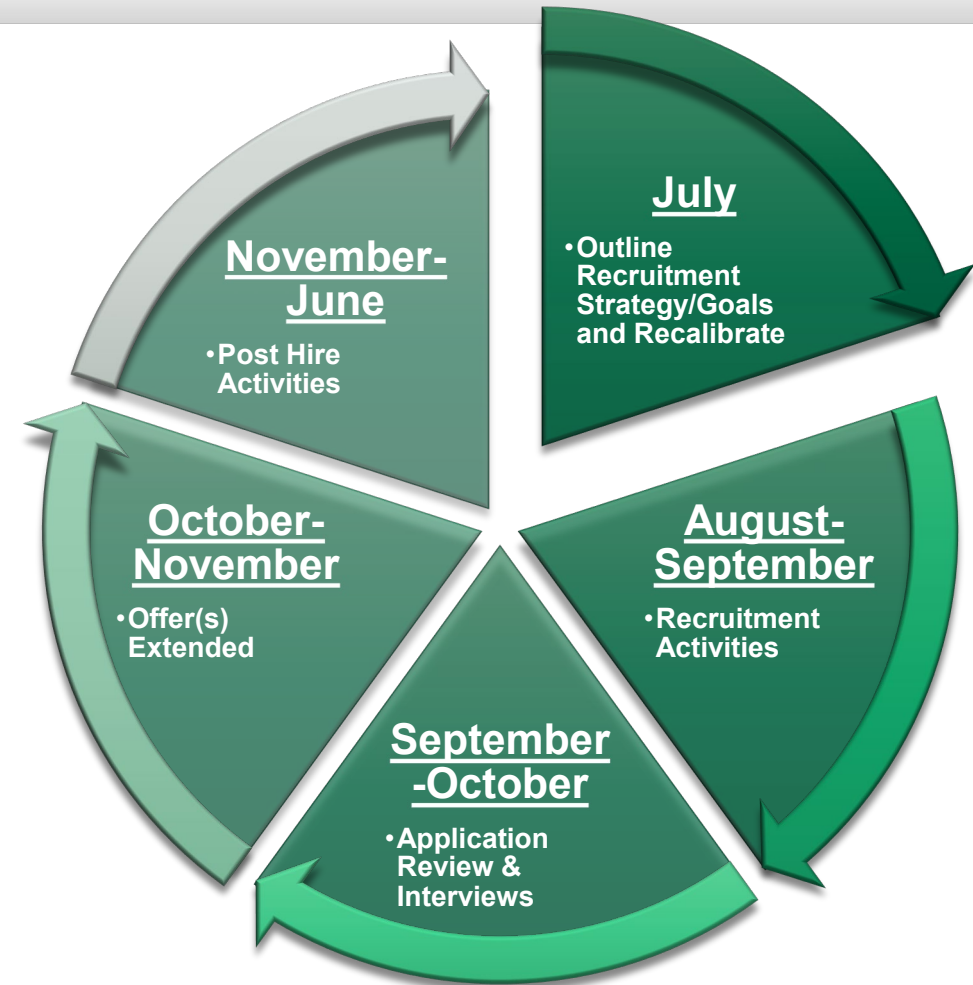


Fellowship Recruitment Guide

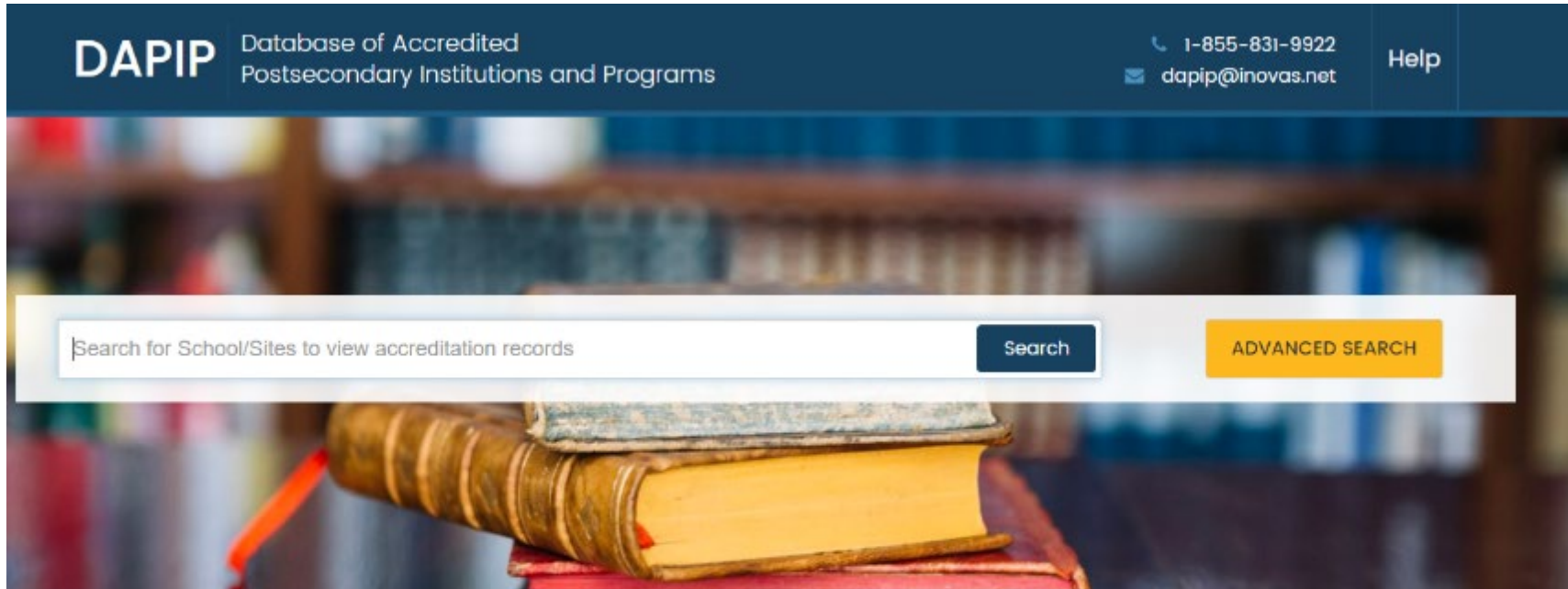
Organizational Assessment and Recruitment Strategy

- 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



Database of Accredited Postsecondary Institutions and Programs

A screenshot of the DAPIP (Database of Accredited Postsecondary Institutions and Programs) homepage. The header is dark blue with the DAPIP logo and name on the left, and contact information (phone number 1-855-831-9922 and email dapip@inovas.net) and a 'Help' link on the right. Below the header is a large image of a library with bookshelves. Overlaid on this image is a white search bar with the placeholder text 'Search for School/Sites to view accreditation records'. To the right of the search bar is a dark blue 'Search' button and a yellow 'ADVANCED SEARCH' button. Below the search bar is a close-up image of a stack of old, leather-bound books.

DAPIP Database of Accredited Postsecondary Institutions and Programs

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dapip@inovas.net

Help

Search for School/Sites to view accreditation records

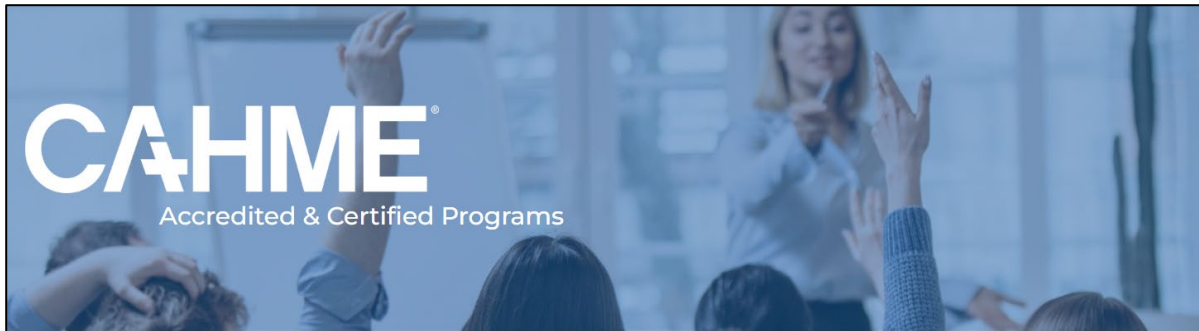
Search

ADVANCED SEARCH

[DAPIP | Homepage](#)

The accreditation database is brought to you by the U.S. Department of Education's Office of Postsecondary Education (OPE). The database is provided as a public service without warranty of any kind. The database does not constitute an endorsement by the U.S. Department of Education of any of the educational institutions or programs.

CAHME Accredited Programs

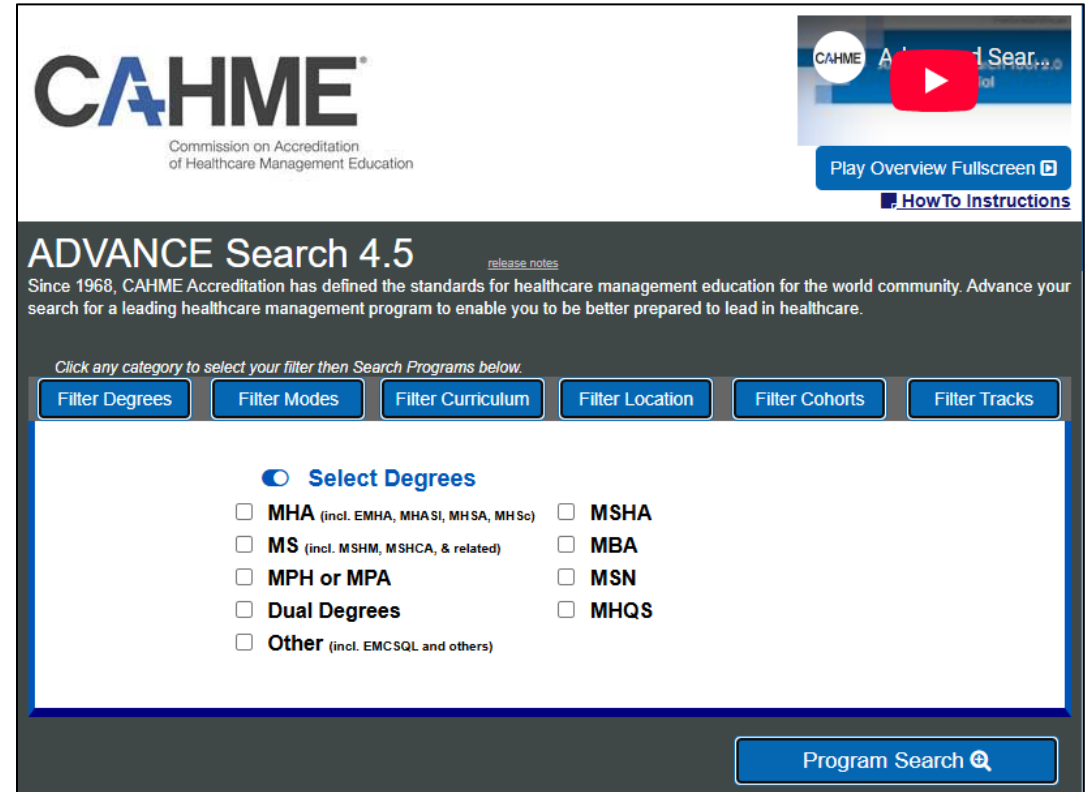


CAHME
Accredited & Certified Programs

Universities Offering CAHME Accredited Programs in Healthcare Management

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

AdventHealth University*	Texas A&M University*
American Public University	Texas State University
Appalachian State University	Texas Woman's University*
Army-Baylor University	The Ohio State University



CAHME
Commission on Accreditation
of Healthcare Management Education

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 Location](#) [Filter Cohorts](#) [Filter Tracks](#)

☒ **Select Degrees**

☐ MHA (incl. EMHA, MHASi, MHSA, MHSc)	☐ MSHA
☐ MS (incl. MSHM, MSHCA, & related)	☐ MBA
☐ MPH or MPA	☐ MSN
☐ Dual Degrees	☐ MHQS
☐ Other (incl. EMCSQL and others)	

[Program Search](#)

<https://advance.cahme.org/>

AUPHA Credited Programs



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Find a Health Administration Program

To narrow results, search by one or all of the following:

- Search by Organization Name - type in the name of the University (Organization). You can use just a part of the name. For instance, typing in Central will give all the organizations with Central in the name.
- Search by Location
- Search by Member Type
 - Full Graduate members have specialty accreditation
 - Full Certified Undergraduate members are AUPHA certified
 - Associate members may not have specialty accreditation or are not AUPHA certified
 - Affiliate members offer either associate degrees, certificates, non-health administration degrees, or are non-academic entities.
- Search by Region

To view results, hit enter or the "Find Programs" button at the bottom of the page.

Search by Organization Name or Location

Organization Name

<https://www.aupha.org/resourcecenter/auphaprogramdirectory>

Diverse Pool of Fellowship Applicants



VCU

Yale



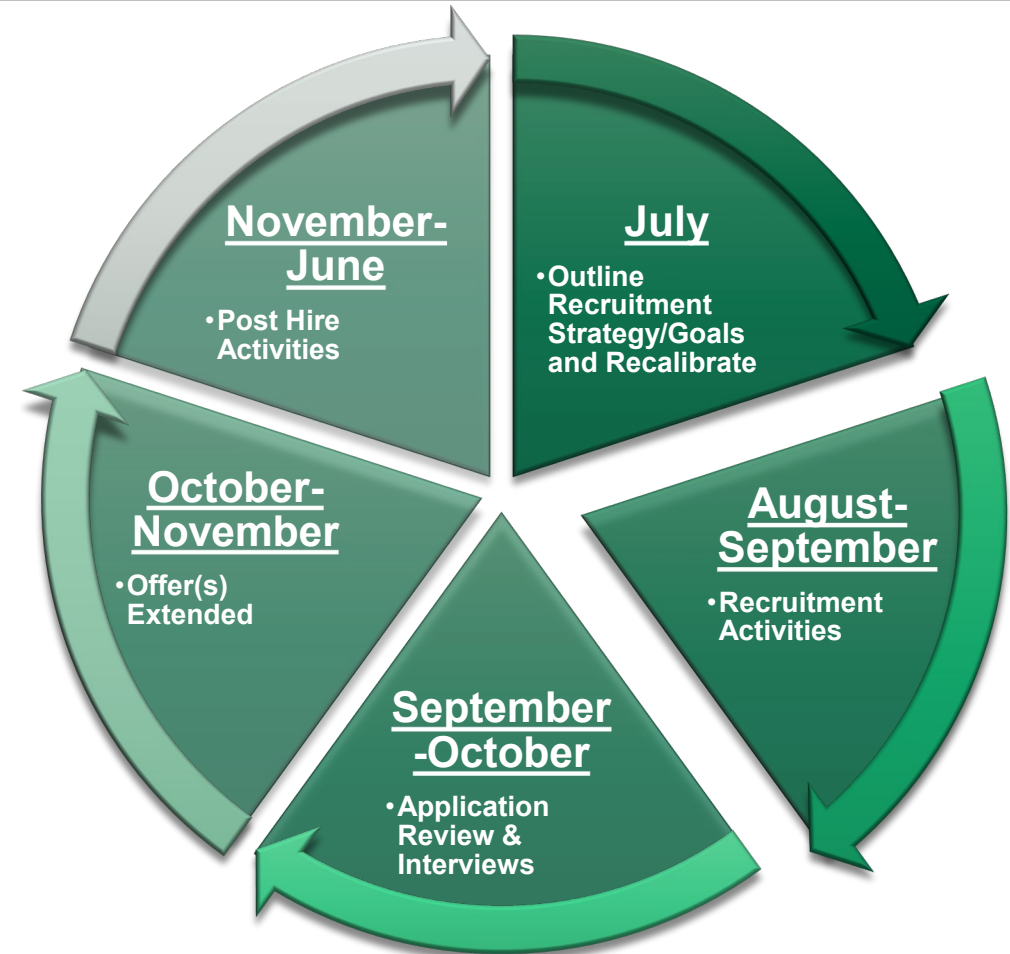
THE UNIVERSITY OF
SCRANTON
A JESUIT UNIVERSITY®



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

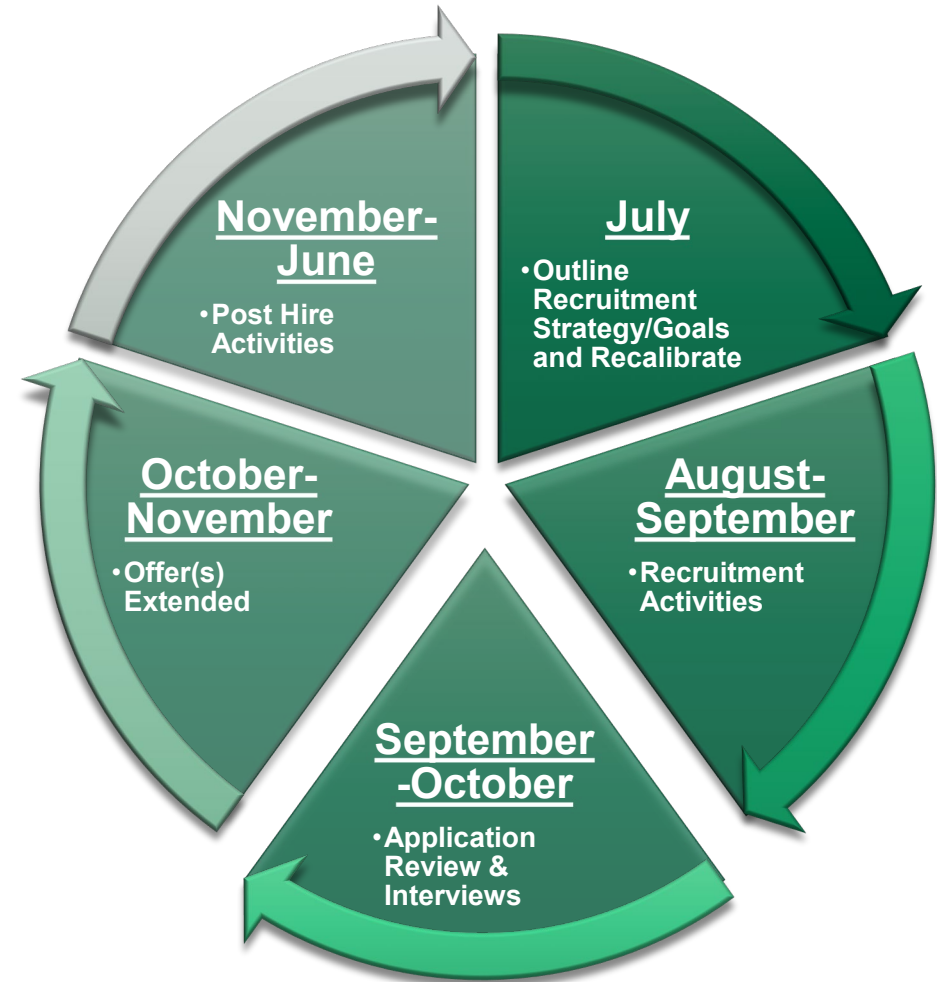
Fellowship Recruitment Guide

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

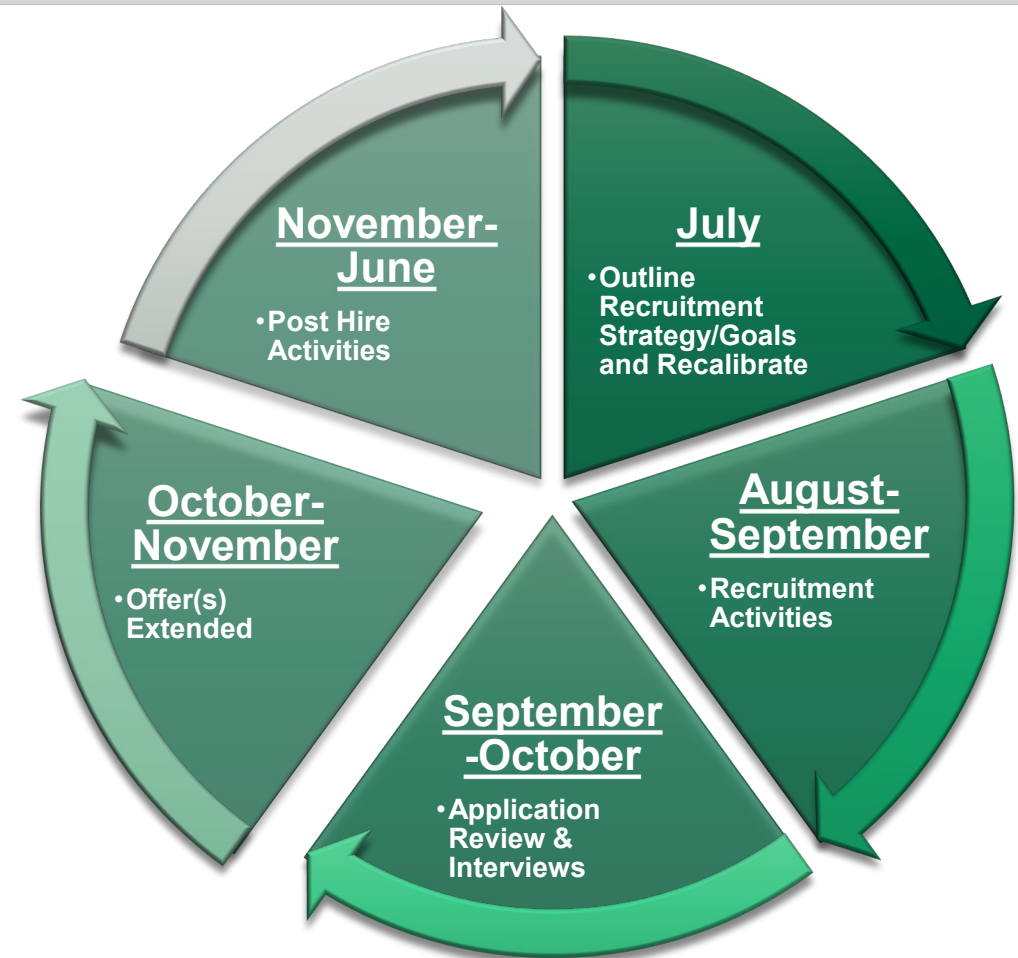
- First Round Interviews
 - Preceptor and current fellows
- Second Round Interviews
 - Senior team participation
- Prospective fellow on-site organization interview (helpful, but not necessary as they can be costly)
- Program Director/Faculty discussion



Fellowship Recruitment Guide

Offer Period

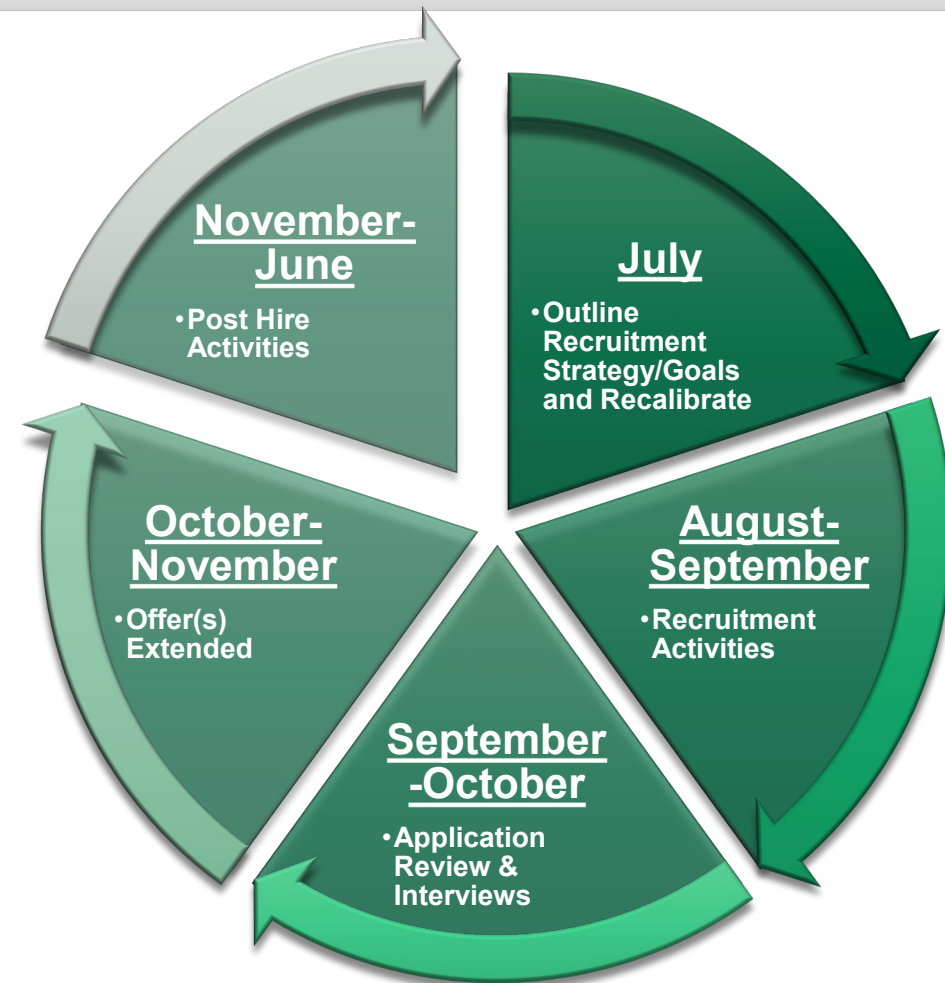
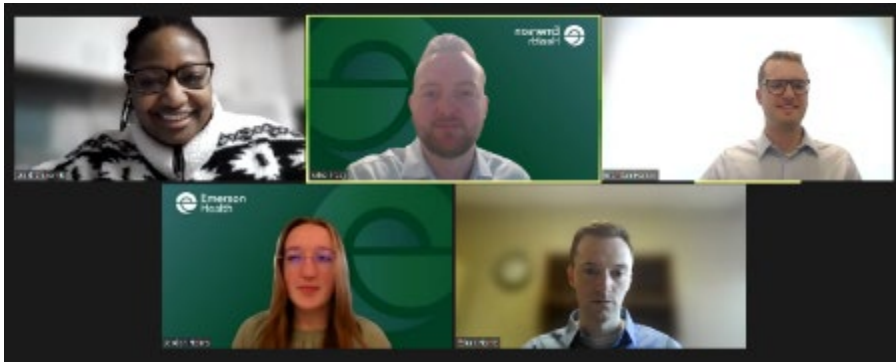
- Several months before start date
- Understand the fellowship marketplace (compensation)
- Conduct robust candidate due diligence
- Contact program director and faculty for candidate discussions
- Reiterate your fellowship model and expectations with final candidates emphasizing the importance of alignment



Fellowship Recruitment Guide

Post Hire Activities

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





Fellow Growth and Development

Current and Past Student: Case Studies



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, FACMPE (Fellowship Director), Daniel Gendimenico, MHA (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)

Fellowship Succession Planning

Name	Class	Current Position
Erika Lizotte	2026	Administrative Fellow
Mia Reine	2026	Administrative Fellow
Maeve Sullivan	2025	Administrative Fellow
Daniel Gendimenico	2025	Relocating to Pennsylvania
Elizabeth Pitchford	2025	Practice Administrator (Tufts Dental)
Deidre Skeritt	2024	Office Manager
Brendan Hames	2023	Practice Manager
Jordan Helms	2023	Practice Manager
Ed Kim	2021	Director of Revenue Cycle
Mike Tracy	2020	Administrative Director

Sustaining and Growing the Program

Fellowship Program Funding & Support

- Competitive fellowship salary and benefits adjusted for market and geography
 - Primarily funded from the reassignment of two FTE's (interns "float financed")
 - 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



Culture of Mentorship

- Executive Mentor
 - Accessibility prioritized
 - Weekly Meetings
 - Open Door
- Management Mentor
 - Daily interaction
 - Training, both “technical” and interpersonal
 - Primary delivery of feedback
- Past Fellow
 - “Buddy” system
 - Provides trusted support and guidance from past fellowship experience



Networking Opportunities



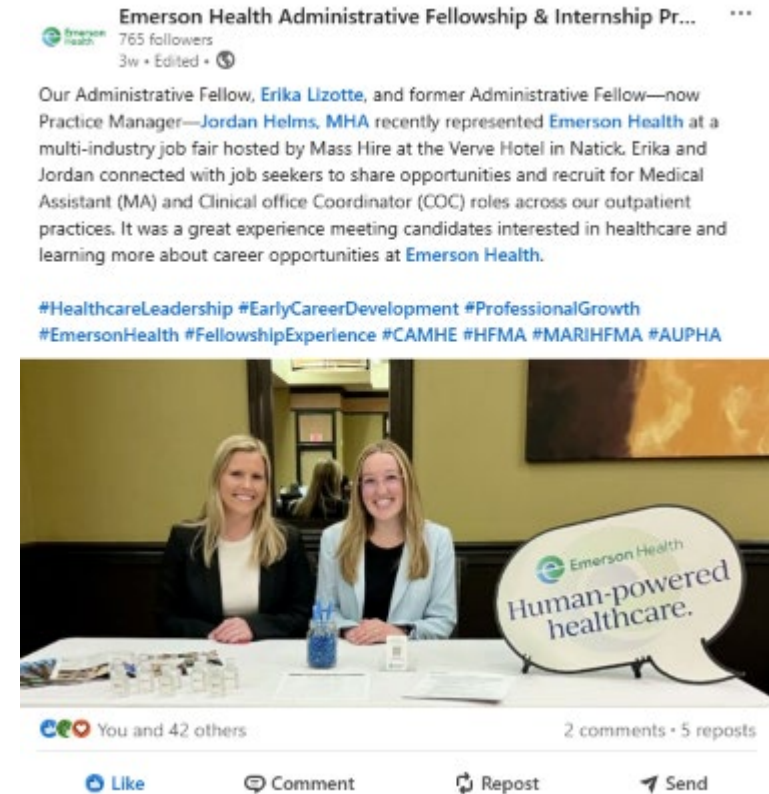
**NAHSE Healthcare Leadership Dinner
October 2024**



**HFMA New to Healthcare Conference
October 2024**

Administrative Fellow Ambassadors

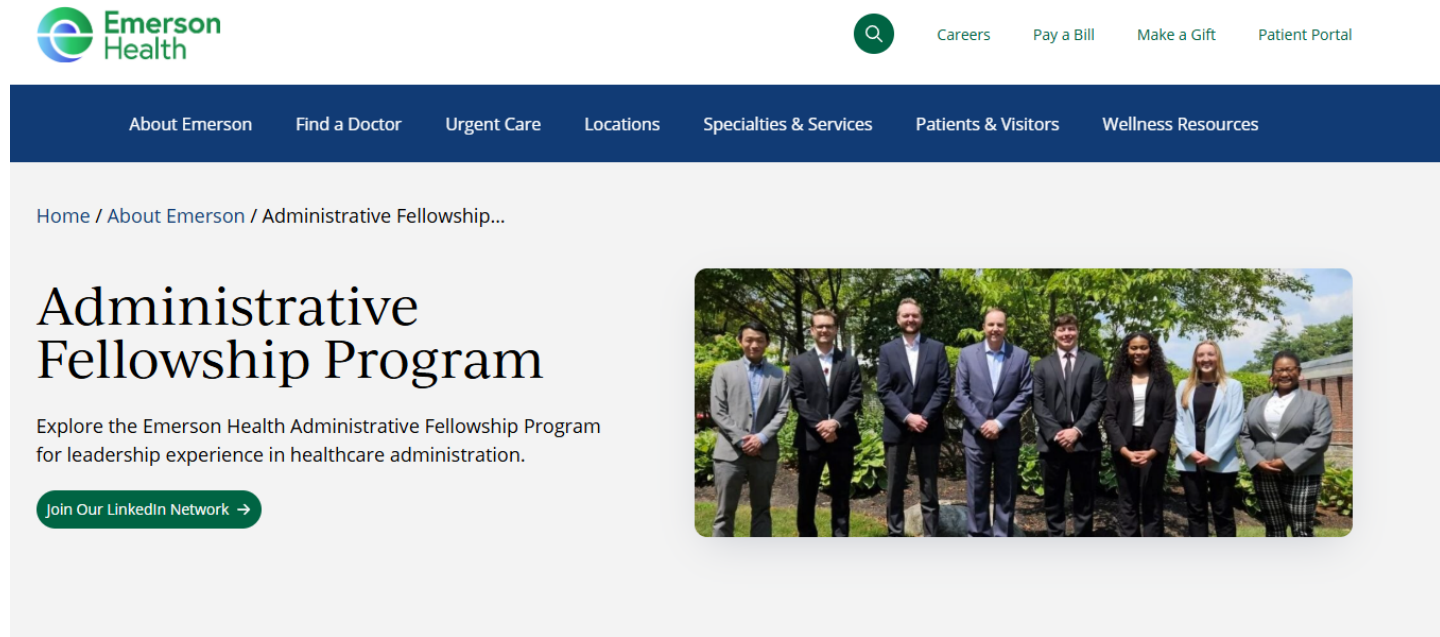
- Students and Fellows are key to continued program growth
- Participate in recruitment via:
 - Information sessions
 - Interviews
 - Tabling at career fairs (see right)
 - Program relations





Leveraging Web Presence & Social Media to Grow the Program

Fellowship Website Development

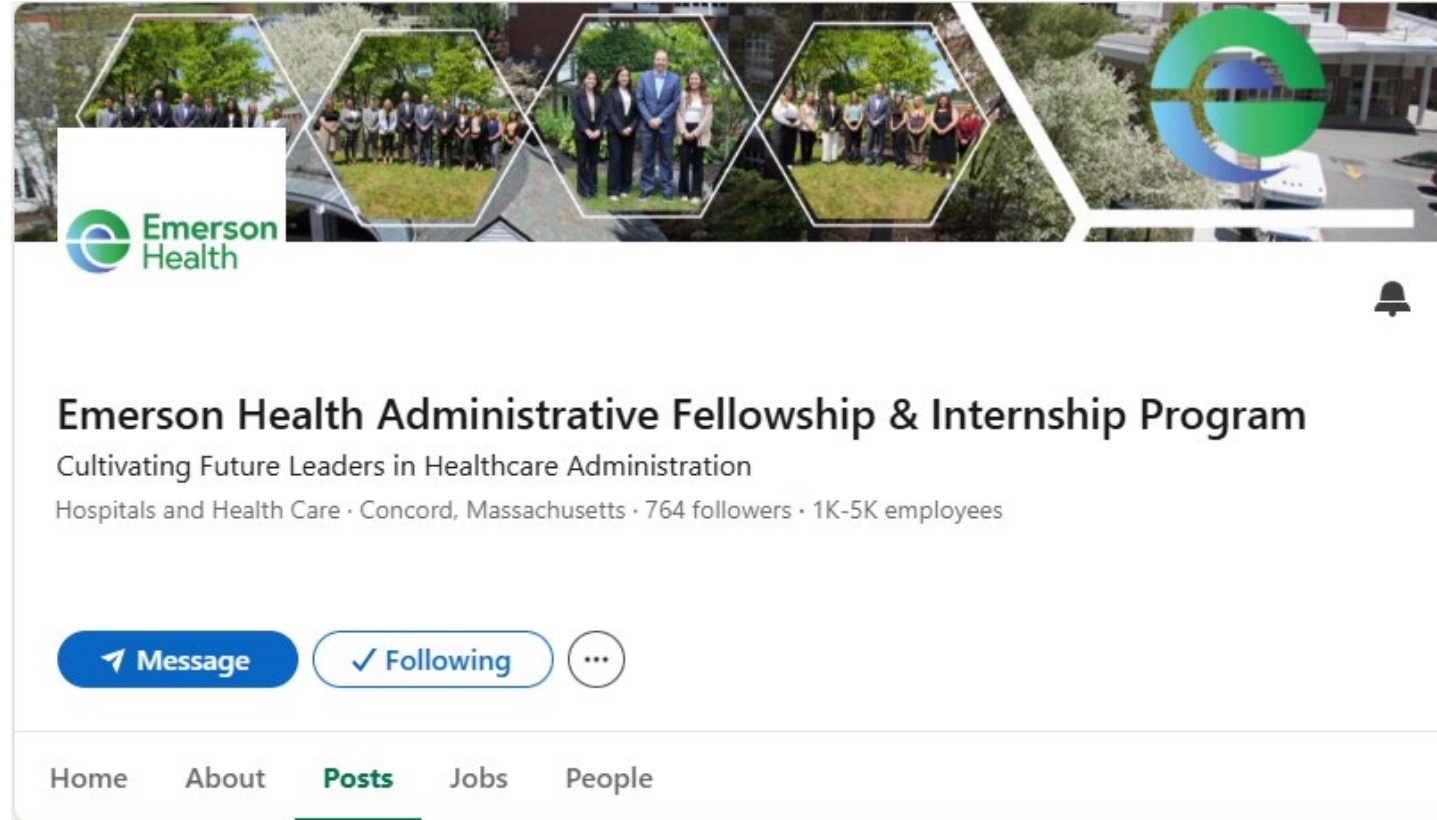


Overview

The Administrative Fellowship at Emerson Health offers a unique, one-year opportunity to jumpstart your healthcare career. As a fellow within Emerson Practice Associates (EPA), you will gain firsthand experience in managing outpatient physician practices, including primary care, medical and surgical subspecialties, and urgent care. This program provides a rare chance to work alongside senior leaders and gain comprehensive exposure to healthcare administration.

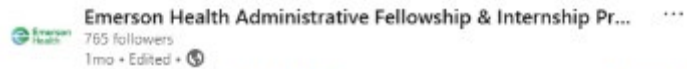
<https://emersonhealth.org/about-emerson/administrative-fellowship-program/>

Emerson Health Student Program LinkedIn



[Emerson Health Administrative Fellowship & Internship Program | LinkedIn](#)

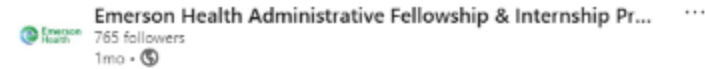
Student Fellowship Announcements



We are thrilled to welcome [Erika Lizotte](#) as our new Administrative Fellow at [Emerson Health](#)! Erika earned both her undergraduate and graduate degrees from Sacred Heart University. She holds a Bachelor's degree in Healthcare Administration with minors in Psychology and Management, and recently completed her Master's in Healthcare Administration. Prior to joining us as a fellow, Erika gained valuable experience as a Clinical Office Coordinator in both Gastroenterology and Urgent Care at Emerson Health.

[Craig Nesta, JD, MBA, MS, FHFMA, FACMPE](#), who will serve as Erika's Administrative Fellow preceptor, is eager to welcome her to the team and support her professional development during her time with us. We're excited to have Erika on board and look forward to the contributions she'll make to our administrative team!

#MHA #administrativefellow #EmersonHealth #practicemanagement #HFMA #ACHE #CAMHE



We are delighted to welcome [Mia Reine, MHA](#) Reine as an Administrative Fellow at Emerson Health!

Mia earned both her undergraduate and graduate degrees from Pennsylvania State University, a CAHME-accredited institution. She completed her Master of Health Administration (MHA) in May 2025, during which she served as Treasurer for the Master of Health Administration Association (MHAA) and was actively involved in Penn State THON, an organization dedicated to providing emotional and financial support to families impacted by pediatric cancer. Prior to joining us as a fellow, Mia previously completed her graduate administrative internship in the 2024 summer cohort at [Emerson Health](#).

[Craig Nesta, JD, MBA, MS, FHFMA, FACMPE](#), will serve as Mia's Administrative Fellow preceptor and is enthusiastic about supporting her professional growth throughout her fellowship.



Student Internship Announcements



Nicholas Doucette • 1st

Healthcare Management Major and Psychology Minor at Stonehill College

7mo • 🌐

I am excited to announce that I have accepted an offer to join Emerson Health this summer as an Undergraduate Intern.

Thank you to [Jordan Helms, MHA](#), [Craig N.](#) and the entire team for their guidance and support throughout the recruitment process. I am very grateful for this opportunity, and I am looking forward to this summer!



Emerson Health Administrative Fellowship & Internship Pr...

765 followers

22h • 🌐

Meet [Stephanie Pinkas](#), a student from [Kenyon College](#) and one of our undergraduate interns selected for the [Emerson Health Administrative Fellowship & Internship Program](#) this summer!

Working closely under the guidance of [Robert O'Kane](#), Practice Manager, and [Erika Lizotte](#), Administrative Fellow (pictured with Stephanie), she is gaining valuable hands-on experience in an outpatient physician practice setting.

From patient scheduling and provider support to learning the inner workings of outpatient care delivery, Stephanie's contributions are helping enhance the patient experience while deepening her understanding of healthcare operations at [Emerson Health](#).

Thank you, Stephanie, for your enthusiasm, dedication, and meaningful impact this summer. We're excited to see where your passion for healthcare takes you next!
[#InternSpotlight](#) [#EmersonHealth](#) [#FutureHealthcareLeader](#) [#ClinicalOperations](#) [#Gastroenterology](#) [#SummerInternship](#) [#HealthcareExcellence](#) [#KenyonCollege](#) [#ACHE](#) [#AUPHA](#) [#MGMA](#) [#HFMA](#) [#UndergraduateInternships](#)



Partner University Site Visits



Emerson Health Administrative Fellowship & Internship Program

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[Craig N.](#) had the incredible opportunity to visit [UNC Gillings School of Global Public Health](#) to present the [Emerson Health](#) Administrative Fellowship and Internship Programs to an engaged group of first and second year MHA students. A special thank you to [Jeffrey Simms](#) and [Cathy Padgett](#) for the warm hospitality and support in making this visit possible!

It was especially rewarding to hear from [Elizabeth Pitchford, MHA](#), a proud alum of UNC and now a current fellow at Emerson Health. Hearing about her progress and accomplishments in the program so far is a testament to the impact and value of this unique opportunity.

At Emerson Health, we are dedicated to developing the next generation of healthcare leaders. Our one-year fellowship and summer internship experience provide a unique opportunity to build leadership skills through hands-on experience in practice management, operations, revenue cycle management, human resources, and other diverse areas of healthcare management.

If you're passionate about advancing your career in healthcare administration, the Emerson Health Administrative Fellowship and Internship programs offer a pathway to operational excellence and leadership development.



Emerson Health Administrative Fellowship & Internship Program

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We were thrilled to visit [Virginia Commonwealth University](#) College of Health Professions and share insights about the [Emerson Health](#) Administrative Fellowship Program with such an engaged and enthusiastic group of students.

A huge thank you to [Paula Song](#) and [Coleen Santa Ana](#) for welcoming us to your campus and making this event possible. We would also like to extend our gratitude to [Edward Kim](#), [Jordan Helms, MHA](#), [Brendan Hames](#), [Michael Tracy](#), [Deidre Skerritt, MHA](#) all alumni of VCU, for joining us and contributing to the information session—your insights and experiences added so much value to the session!

At Emerson Health, we develop healthcare leaders, and our one-year fellowship program provides a unique opportunity to develop leadership skills through hands-on experience in practice management, operations, revenue cycle management, human-resources, and other diverse areas of healthcare management.



Partner University Site Visits

 Emerson Health Administrative Fellowship & Internship Pr...
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Last week, [Craig Nesta, JD, MBA, MS, FHFMA, FACMPE](#) had the pleasure of visiting the [Yale School of Public Health](#) to share the [Emerson Health](#) Administrative Fellowship and internship Program with a driven group of students. It was a rewarding opportunity to connect and discuss the unique experiences our fellowship and internship offers. We were proud to highlight [Ethan Harris](#), a Yale University alumnus who completed both the Emerson Internship and Fellowship, as an example of the growth and career development these opportunities provide.

A sincere thank you to [Felicia Spencer](#) for hosting us on campus and making this information session possible. Your efforts truly contributed to a smooth and engaging experience amongst the over 25 students that attended this session.

Through our internship and fellowship experiences, Emerson Health develops healthcare leaders with practical experience in areas including practice management, operations, revenue cycle management, and human resources which are key skills for a successful career in healthcare management.

Thank you, Yale, for the opportunity to connect with your students. We look forward to seeing the impact they'll make in health policy and management.



 Emerson Health Administrative Fellowship & Internship Pr...
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[Craig Nesta, JD, MBA, MS, FHFMA, FACMPE](#) had the pleasure of meeting several students on the campus of [Cornell University: Cornell Jeb E. Brooks School of Public Policy](#) to connect with students about [Emerson Health](#)'s diverse administrative career paths in healthcare administration.

A huge thank you to [Michelle Gardner](#), [Julie H. Carmalt, PhD, ERYT](#), [Lisa Escobar Jones](#), [Michael R. Richards](#), [Lesly Leon](#), and [Sherry Wang](#) for welcoming us to campus and for the terrific coordination of both the remote schedule with [Michael Tracy](#) as well as the in-person visits with Craig. The in-person coffee chats allowed students and faculty to engage directly with Emerson Health's unique career development pathways, including our summer internships, fellowship program, and roles across healthcare administration and clinical practice.

At Emerson Health, we develop healthcare leaders. Our programs provide a unique opportunity to build leadership skills through hands-on experience in practice management, operations, revenue cycle management, human resources, clinical operations, and other diverse areas of healthcare management.



ACHE Congress Fellowship Fair



2025 Administrative Fellowship Fair

We invite your organization to support an afternoon networking event with graduate students by becoming a Participating Fellowship Site during the Administrative Fellowship Fair. During this event you will have the opportunity to meet current students and introduce them to your fellowship opportunities in an informal job fair format. This is an excellent opportunity to identify the right candidate for your organization, not only to help develop a future healthcare leader, but also to strengthen your organization and the profession. The cost to host a table at the fair is \$350 and all registration fees are non-refundable.

Table reservations are limited to 75 tables on a first come, first serve basis. The 2024 event sold out in just a few weeks so early registration is encouraged.

Congress attracts more than 600 graduate students from across the country seeking to advance their healthcare careers. Full Congress information is available at congress.ache.org, including event registration, hotel and travel information. For responses to Frequently Asked Questions about the Administrative Fellowship Fair, please [click here](#).

[ACHE Congress Fellowship Fair](#)

Secure Senior Management “Buy-in” and Support



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.



**Dave Ryan, JD
Vice President of Human Resources**

This highly competitive program provides hands-on experience in physician practice management and operations in a small, collegial setting. This environment provides for opportunities to work directly in finance, quality, operations, strategic planning and human resources. In my experience, the program graduates are top-notch, and they form the core of an outstanding group of emerging leaders at EPA. If you are interested in a career in healthcare management, this program will give you the opportunity to learn far more than theory.



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.



Craig Best, MD, MPH, FACOG, President of Emerson Practice Associates and Senior Vice President of Emerson Health

The administrative fellowship at Emerson Health provides an excellent opportunity for those interested in a management career in healthcare. This fellowship under the supervision of seasoned healthcare executive and Vice President of Emerson Practice Associates, Craig Nesta JD, MBA, MS provides hands on experience with physician practice management. It provides insights into the complexities of managing an office practice and a view of the different stakeholders involved – patients, staff, physicians, referring providers, hospital.

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

Closing Reflections



Closing Reflections

- 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 highly skilled applicant pool
- Particularly helpful in growth environments where management development is critical to achieve goals and objectives
- Self-sustaining program which leverages relationships with academia and past/current fellows for future recruitment



Questions?



Thank You!

Contact Information

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

Follow Our Fellowship Program on LinkedIn!

