



NATIONAL ASSOCIATION OF
Community Health Centers®

GROWING THE NEXT GENERATION OF HEALTH CENTER EXECUTIVES

Understanding a Health Center
Administrative Fellows Program



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COO, Moses/Weitzman Health System
Administrative Fellow (2012-14), Yale
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Administrative Fellow (2021-22), Community
Health Center, Inc.



INTRODUCE YOURSELF!

Via chat, tell us your:

- Name
- Role
- Organization



AGENDA

1

Administrative fellow basics



2

Key organizational questions to consider



3

Our experiences (as former fellows)



4

Ask us anything! (Q&A)



5

Office hour preview

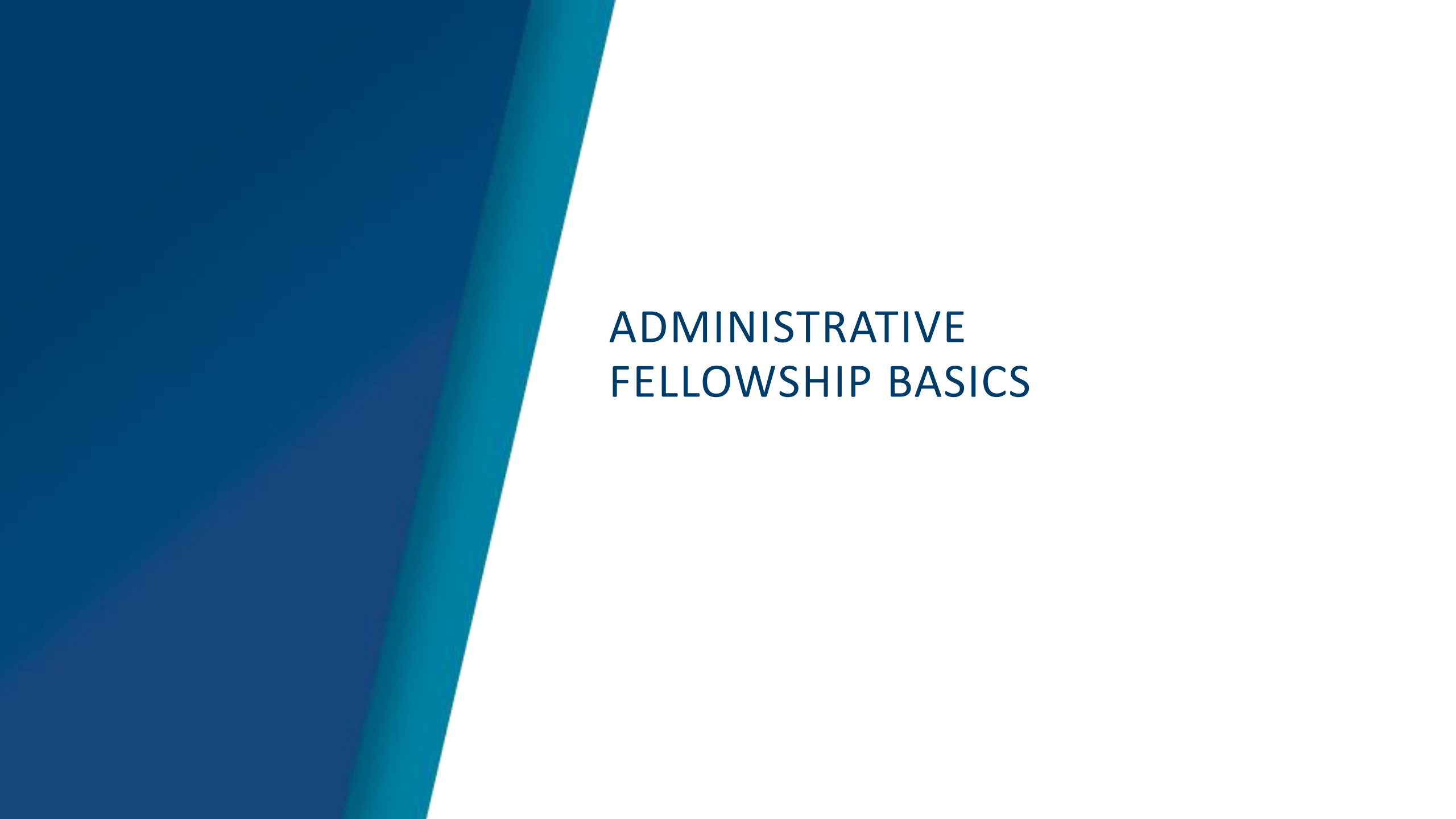


YOUR PERSPECTIVE:

Why are you joining us today?

- a) My organization has an administrative fellowship program.
- b) I plan to launch an administrative fellowship program in the next 1-2 years.
- c) I am here for exploratory purposes.





ADMINISTRATIVE FELLOWSHIP BASICS

WHAT IS AN ADMINISTRATIVE FELLOWSHIP?

Program typically administered by healthcare organizations to train master's-level post graduate students on the management and delivery of healthcare services

Preceptor guides the fellow(s) through their charted course of study

Fellowships are typically 1 year, but can span 6 months to two years

Paid position with full benefits

Competition for administrative fellowships is strong, as precepting organizations typically only accept one to four fellows each year

Candidates prefer fellowships to full-time (non fellowship) opportunities post graduation (*American College of Healthcare Executives*)

ADMINISTRATIVE FELLOW QUALIFICATIONS

Recent graduate of a Master's program (<6 months between graduation and fellowship start):

MHA: Master of Health or Hospital Administration

MPH: Master of Public Health

MBA: Master of Business Administration

- Typically with a concentration in health/hospital/science administration or paired with an MHA or MPH

MHSA: Master of Health Services

MHSc: Master of Health Science

MPS: Master of Public Service

MSA: Master of Science in Administration

MSHA: Master of Science in Health Administration

MSN: Master of Science in Nursing Administration

MPA: Master of Public Administration

Students may also hold clinical degrees (MD, RN, BSN) in addition to their primary degree

ADMINISTRATIVE FELLOW QUALIFICATIONS

Prefer a candidate who is trained at a CAHME (Commission on Accreditation of Healthcare Management Education) institution

You may search a candidate's program to determine if it is CAHME accredited:

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



CAHME [®] Commission on Accreditation of Healthcare Management Education							
Modify Current Search							
Not finding what your looking for? Try Another Way To Search							
HowTo Instructions							
Select up to 3 Targeted Degree Program(s) to Compare							
University / School	Status	Degree	Delivery Mode	Location	Student Body 2021 - 2022	In State Tuition 2021 - 2022	
☐ University of Iowa » College of Public Health	Accredited Management	MHA	Residential	IA	82	\$36,310	
☐ Ferris State University » College of Health Professions	Accredited Management	MHA	Online	MI	58	\$31,556	
☐ Governors State University » College of Health Human Services	Accredited Management	MHA	Residential	IL	51	26,784	
☐ Grand Valley State University » College of Education and Community Innovation	Accredited Management	MHA	Residential	MI	68	\$38,232	
☐ Indiana University » Richard M Fairbanks School of Public Health	Accredited Management	MHA	Hybrid	IN	25	\$28,436	

APPLICATION PROCESS

Candidates submit materials to the Centralized Application Service for Administrative Fellowships (NAFCAS) portal

- Resume/Curriculum Vitae
- Official Transcript (electronic copy is acceptable)
- Cover letter (limited to 1 page single spaced)
 - *Include a description of your goals for participation in the fellowship and how your experience and/or interests align with the mission, vision, and work of Moses/Weitzman Health System*
- Essay (limited to 1 page single spaced)
 - *With additional healthcare disruptors (ex. Amazon, CVS Health, and Apple) entering the primary care landscape and the continued impact of staffing shortages in healthcare, what strategies would you propose as a future health center leader?*
- Three letters of recommendation

APPLICATION TIMELINE

Candidates submit materials to NAFCAS (Cycle 1)

2023: June 9th to September 29th

NAFCAS Cycle 1 official acceptance date

2023: October 2nd

Fellow onboards and starts training program

June or July

Organizations interview and make formal, written offers to candidates

2023: September 18th to October 1st

If candidates don't match, they can apply to NAFCAS Cycle 2

2023: To be Announced

Fellow concludes training program

May or June

During interview process (9/18-10/2), candidates must do 1 of the following:

- Accept the offer at any time before the official acceptance date
- Hold the offer with the understanding that they will only hold one offer during this process
- Decline the offer in a timely manner so that an offer can be extended to another outstanding applicant

**Note:
Application dates change each year**

WHY SHOULD I CONSIDER ESTABLISHING AN ADMINISTRATIVE FELLOWSHIP?

Most organizations establish an administrative fellowship for at least one of the following three reasons:

- To retain talent that will join and strengthen the administrative team (potential succession planning)
- To discover and develop talent who will bring varied backgrounds, skill sets, and perspectives
- To contribute to the profession by developing and launching well-prepared new healthcare executives

SUCCESSION PLANNING

The following executives began their career as administrative fellows:

- CEO, Anne Arundel Medical Center
- CEO, Barnes Jewish Healthcare
- CEO, Spectrum Health
- CEO, Yale New Haven Health
- CFO, Massachusetts General Hospital
- COO, Mass General Physicians Organization
- VP of Operations, UNC Rex Hospital
- VP of Cardiovascular Services, HCA Virginia
- Director, Strategic Planning and Market Research, Eastern CT Health Network

WHAT ABOUT HEALTH CENTERS?

Health center fellowship opportunities remain scarce

- Community Health Center, Inc. (our agency) has trained fellows since 2017
- Only two other health centers opportunities nationwide (that we're aware of)



HOW CAN A FELLOW ASSIST MY CENTER?

Administrative fellows play key roles on projects, such as

- Data / financial analyst
- Project manager
- Workflow / process improvement consultant
- Strategy researcher
- Observer / fresh eyes

Project deliverables may include:

- Financial analyses and recommendations
- Business plans, budgeting, and price transparency
- Workflows and redesigns
- Best practices dissemination
- Implementation of new technology or processes

OUR FELLOWS HAVE LED OR ASSISTED WITH...

Health system integration

Employee engagement app feature analysis

Remote patient monitoring vendor selection and contract development

Policy development and standardization

Recruitment platform testing and launch

Covid testing and vaccine operations

340B revenue enhancements

Employee listening sessions and satisfaction surveys

Co-authorship of published peer reviewed articles

Clinician scheduling pilot

Patient check-in kiosks

Online bill pay rollout and post go live assessment

New phone system and text messaging vendor RFPs and contract development

Conversion of new patient packet from paper to online/iPad

Return to site (post Covid) planning and space allocation

...AND POST FELLOWSHIP THEY ASSUMED THESE ROLES

Nurse Manager, Community Health Center, Inc.

Project Manager, Optimizing Virtual Care Grant, Community Health Center, Inc.

Manager of Covid Services, Community Health Center, Inc.

Public Health Analyst, Office of the National Coordinator for Health Information Technology

Practice Manager, Regional Medical Center

Clinical Pharmacist, Medical Review Institute of America, LLC



KEY ORGANIZATIONAL QUESTIONS TO CONSIDER

Before establishing an administrative
fellowship program

1.) HOW MUCH ACCESS ARE WE WILLING TO GRANT?

Anything less than senior leadership access is insufficient for a fellow to witness the inner workings, opportunities, and challenges of running a community health center

- Senior leadership meetings
- Board meeting
- Practice acquisition discussions
- Business plan development
- Media interview
- Recap of difficult employee conversation

2.) WILL WE OFFER A GENERAL OR SPECIALIZED FELLOWSHIP? HOW MANY FELLOWS WILL WE HIRE?

- For the first 5 years we offered one general fellowship position
- This year (2023 - 2024) we'll be hosting 2 fellows
- We don't feel we have the need for specialized fellowships yet (e.g. Finance)

3.) WHAT DEPARTMENTS, SITES OR PROJECTS SHOULD MY FELLOW BE EXPOSED TO?

- Clinical service lines
- Community relations
- Development
- Facilities management
- Finance
- Grants
- Human resources
- Information technology
- Legal / risk management
- Marketing and communications
- Community health
- Practice management
- Quality / process improvement
- Site management
- Special medically underserved populations
- Strategy
- Training and education
- Committees
- Other

4.) SHOULD WE OFFER A 1 YEAR OR 2 YEAR FELLOWSHIP?

We recommend starting with a one year fellowship

- Beginning in June or July and concluding the following May or June

A two year fellowship is only recommended if you find the fellow is unable to acquire sufficient learnings or rotational experiences

- Most two year fellowships either include:
 - One year of exploratory rotations and project work and one year of focused management experience
 - Two years of rotations and project work
- Two year fellowships mean double the preceptor, project/rotational lead and financial support needed

5.) HOW SHOULD WE STRUCTURE THE FELLOWSHIP?

We recommend a rotational model

- Service Line: Rotations in Operations, HR, Finance, IT, Facilities, Legal, Marketing, etc.
- Geographic: Significant time embedded in practice sites to work on 'local' projects

A strategic project list model (absent rotations) can be harder for the fellow and preceptor to manage, as projects run concurrently and span multiple departments

- Rollout of staff and/or patient workflows
- New electronic medical record deployment and/or enhancements
- Practice acquisition
- Marketing / rebranding strategy
- Covid testing and vaccinations
- Process improvement / quality improvement projects

6.) WHO WILL SERVE AS THE FELLOW'S PRECEPTOR?

Typically a member of the executive suite (CEO, President, COO, Chief of Staff, Practice Manager)

- If the fellowship has a specific aim (e.g. Finance, Strategy), the heads of those departments typically serve as preceptor (CFO, Director of Strategy).

Select someone who has the time, desire, and leadership standing/visibility to support the fellow(s) throughout their experience

Most important job is to discuss opportunities post fellowship, regardless of whether your fellow is interested in internal roles

7.) WHO WILL SERVE AS ROTATIONAL LEADS?

Identify energetic, committed leaders

- Your fellow will spend the majority of their time under their direction and with their teams
- At our agency, the following staff have served as leads:
 - CIO
 - CFO
 - Clinical Chiefs
 - Director of Facilities
 - Director of Purchasing
 - General Counsel
 - VP of Communications
 - VP of Human Resources
 - VP of Practice Administration
 - VP of the Weitzman Institute

8.) HOW MUCH CAN WE BUDGET FOR SALARY & BENEFITS?

Our compensation analyst priced our position

Many organizations utilize a first or second year medical resident's salary

- If the fellow serves a second year, they are typically eligible for a merit increase following the same process used agency-wide
- It is unusual for fellowships to be unpaid

ACHE Postgraduate Fellowship Compensation Survey (2016):

- Respondents reported a median income of about \$56,600
 - 3% of respondents reported making less than \$45,000 per year
 - 12% of respondent reporting making \$70,000 or more per year
 - 75%+ of respondents reported earning between \$50,000 and \$70,000 per year (our fellow)
- Nearly 20% of respondents reported they were eligible for an incentive compensation/bonus program (we do not offer this)

8.continued) WILL WE OFFER STIPENDS FOR HOUSING SEARCH, RELO, OR CONFERENCES?

You may decide to offer the following stipends:

- Reimbursement for one healthcare conference of choice per year (we offer this)
- If fellow needs to relocate:
 - A housing exploration trip (we do not offer this)
 - Flight, car rental, meals and hotel (selected by agency; option to cover expenses for fellow's spouse/partner or one family member)
 - Some health systems have developed relationships with local realtors who spend 1-2 days with the fellow and their family to show them potential rental options
 - Relocation assistance (we do not offer this)

9.) WILL WE SUPPORT THE FELLOW IN THEIR SEARCH FOR FULL-TIME POSITIONS POST FELLOWSHIP?

We make no promise (written or implied) of a position post-fellowship

We strongly recommend requiring the fellow to interview for an open position

- Ensures the agency does not appear to play favorites or give fellows preferential treatment merely due to their new leadership connections
- Ensures the fellow is filling a true agency need versus expending financial resources to create a seemingly unnecessary role
- Some fellows are even hired into full-time roles mid-fellowship



RESOURCES

KEY WEBSITES

Portal	Applicant Website	Posting Contact	Due Date
The Centralized Application Service for Administrative Fellowships (NAFCAS)	http://nafcas.liaisoncas.org/	nafcasinfo@liaisoncas.com	Cycle 1: Early to Mid June Cycle 2: Mid November
American College of Healthcare Executives (ACHE)	https://www.ache.org/career-resource-center/seek-new-opportunities/postgraduate-fellowships	contact@ache.org	Rolling
National Association of Community Health Centers (NACHC)	https://www.nachc.org/job-board/	trainings@nachc.org	Rolling



OUR EXPERIENCES (AS FORMER FELLOWS)

ASK US ANYTHING!



YOUR PERSPECTIVE:

What are the biggest incentives to create an administrative fellowship program?



YOUR PERSPECTIVE:

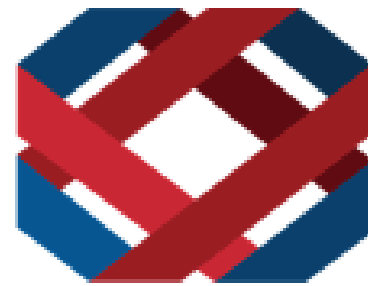
What do you see as anticipated challenges to establishing an administrative fellowship program?



Tailored Technical Assistance and Training Resources: Free and Tailored for Health Centers

ARE YOU LOOKING FOR RESOURCES?

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HEALTH CENTER
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CLEARINGHOUSE



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THANK YOU TO ALL COMMUNITY HEALTH CENTERS

#ThankYouCHCs

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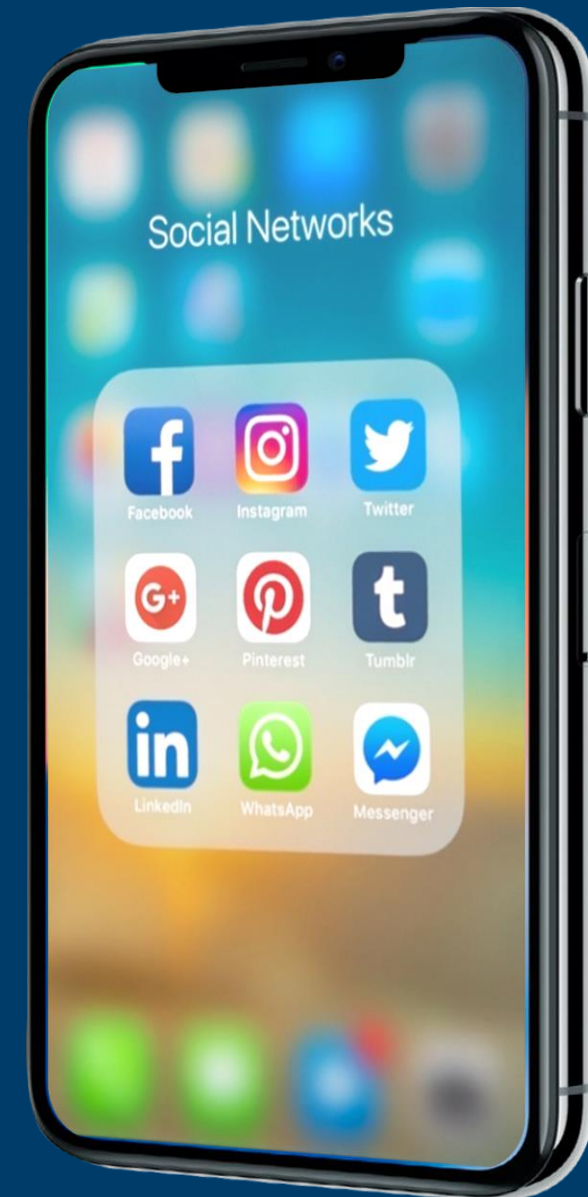
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[Linkedin.com/company/nachc](https://linkedin.com/company/nachc)



[YouTube.com/user/nachcmedia](https://youtube.com/user/nachcmedia)



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INTRODUCE YOURSELF!

Via chat, share your:

- Name
- Role
- Organization



AGENDA

1 Webinar recap



2 Ask us anything! (Q&A)



3 'Real life' questions (you may be afraid to ask)





WEBINAR RECAP

YOUR PERSPECTIVE:

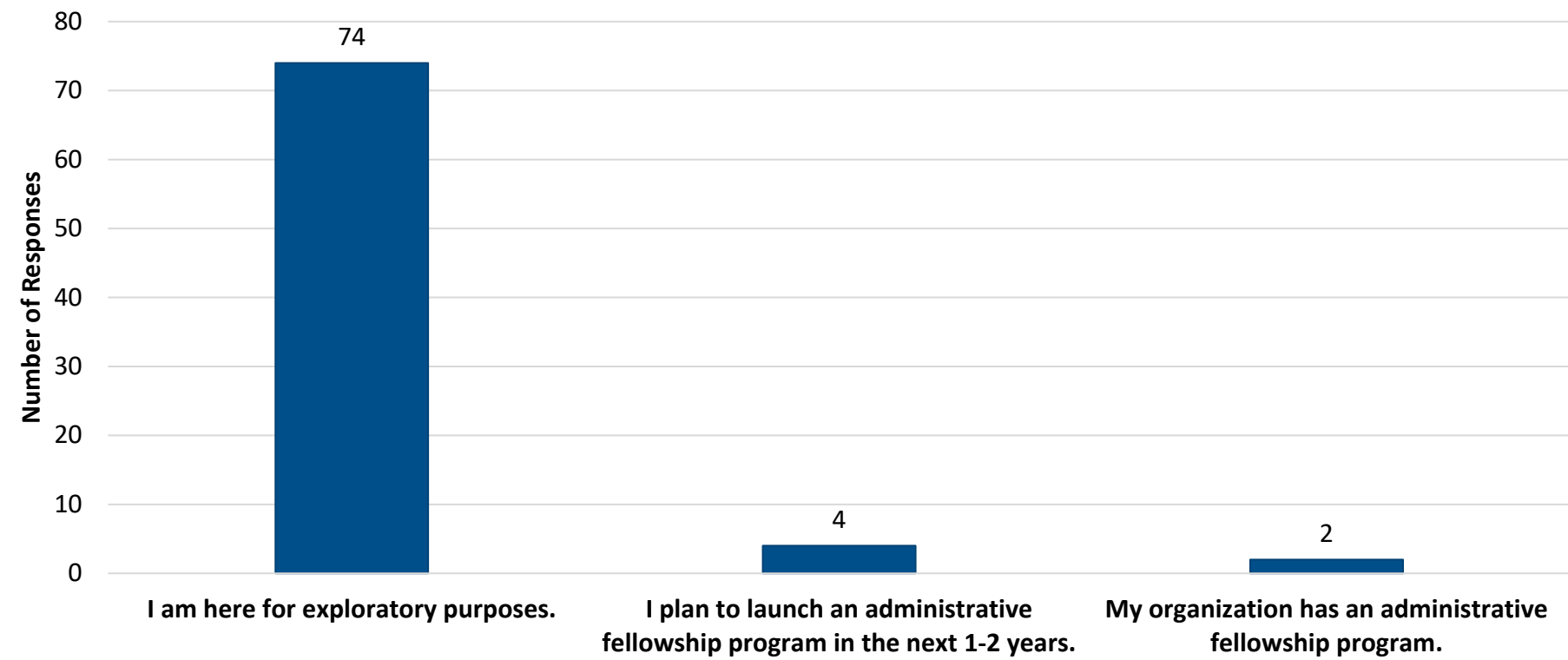
Benefits of Establishing an Administrative Fellowship Program



QUESTIONS WE ANSWERED DURING WEBINAR Q&A

- Do you ever see existing healthcare administrators participate in these fellowships or are they geared more for new healthcare administration graduates?
- **How do you fund the fellowship?**
- **How are your fellows on boarded? (e.g. Like other leaders?)**
- Could there be any incentive for health centers to implement fellowship programs?
- Can a student doing a post-undergrad certification apply for an administrative fellowship program or does the student has to be post master's grad?

YOUR REASON FOR ATTENDING THE WEBINAR



For those who reported that you have a fellowship program...

- Do you have any suggestions for the group?

For those who reported that you plan to establish a fellowship program...

- Where are you at in your planning process?
 - Developing a budget?
 - Recruiting for your first fellow?
 - Gaining buy-in?
 - Other?

ASK US ANYTHING!





‘REAL LIFE’ QUESTIONS (You may be afraid to ask)

HOW DO I GAIN BUY-IN FROM EXECUTIVES TO ESTABLISH A PROGRAM?

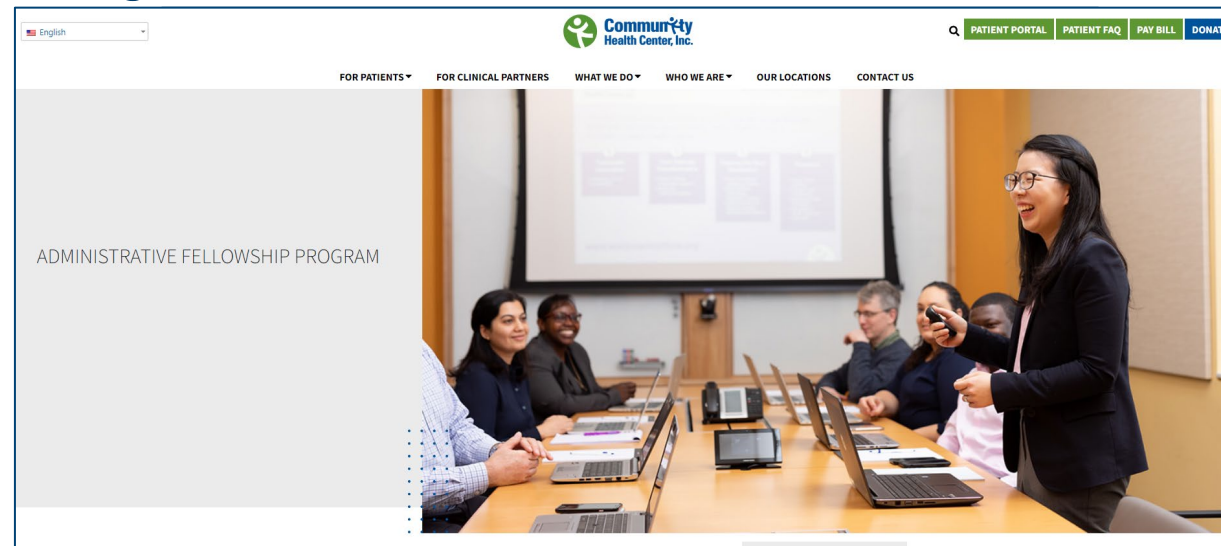
- Identify if your organization is struggling with any of the following:
 - Executive succession planning
 - Mid-careerist / individual contributor / entry level manager recruitment
 - Local recruitment challenges (e.g. geography, rural site)
 - In need of business / healthcare acumen or fresh perspective
- Make the ROI case
 - National candidate pool, majority of whom are willing to relocate
 - Candidates are specially trained for healthcare leadership and are ready to hit the ground running
 - Candidates who apply will be familiar with the health center model (or eager to learn)
 - Today's graduates are looking for more meaning in their work = good match with health centers
 - One year trial (far less risk than a comparable full-time position)
- Feel free to cite our program (and the handful of other FQHC programs developed)
 - <https://www.chc1.com/what-we-do/training-the-next-generation/administrative-fellowship/>

WHAT ARE WAYS TO FUND THE PLANNING AND ONGOING IMPLEMENTATION OF A PROGRAM?

- Annual budgeting (what we do)
- Grants (workforce development, nonprofit leadership, capacity building or otherwise)
- Earmarked donation (e.g. named fellowship)
- Defray costs by sharing fellow amongst area health centers
 - Pros:
 - Less risk for any one health center (financially, time commitment etc)
 - Fellow gains visibility into multiple health centers and leadership structures
 - Fellow has additional job opportunities to select from
 - Cons:
 - Need for careful scheduling coordination and systems navigation (mid year new hire orientation, new email and systems to learn, continuity of compensation and benefits)
 - Financial arrangement between health centers
 - Sensitive discussions/topics could inadvertently be shared with a peer health center

HOW DO I MARKET MY PROGRAM TO POTENTIAL CANDIDATES?

- Create a Linked-In Page for Your Administrative Fellowship Program
- Post Your Listing on the ACHE “Directory of Postgraduate Administrative Fellowships Listings”
 - <https://account.ache.org/eweb/DynamicPage.aspx?WebCode=PostGrad>
- Create a Page for Your Administrative Fellowship Program on Your Website
- Host an Informational Webinar for Potential Candidates
- Connect with Graduate Program Directors



HOW DO YOU SET UP YOUR FELLOW FOR SUCCESS?

- Leadership Meet & Greet
- Organization Chart Review & Contacts for FAQs
- Site Visits
- Review of Appropriate Dress and Conduct for In-Person and Remote Work
- Ensure Appropriate Access to Systems and Onsite Locations
- Review of Cultural Norms

BEYOND THE FORMAL QUALIFICATIONS, WHAT DO YOU LOOK FOR IN A FELLOWSHIP CANDIDATE?

- Prior full-time healthcare experience (ideally not just clinical)
- Prior full-time professional experience
- Externships and internships
- Prior jobs (after school, summer, etc)
- History of success, leadership, grit and tenacity
- Demonstrated ability to be a self starter, learn new things, and quickly acclimate to teams and new environments
- Analytical skills and solid knowledge of Microsoft Office programs
- Ability to overcome failures and admit mistakes
- Good soft skills (composure, humility, listening and receiving feedback)
- Good presentation skills

HAVE YOU HAD A FELLOW WHO WASN'T A GREAT FIT?

- It's rare, but it happens
- Poor fit and/or skill set is sometimes evident immediately and other times evident during rotations
- Key is to find the seam of opportunity between agency's needs and fellow's strengths
- Coaching is key
- Compartmentalize if needed
- Fellowship should be a worthwhile experience, even if an internal job offer is not extended

WHAT DO THE JOB SEARCH CONVERSATIONS SOUND LIKE?

- Job search conversations typically begins in January (Fellowship programs end in the Summer)
- Conversations are candid and detailed – The fellow shares anything and everything with the Fellowship Director 😊
- Resume editing
- Conversations about job fit
- The Fellowship Director asks fellows to utilize a job search tracking sheet to organize potential jobs and to give updates at weekly one-on-one meetings

Sample Job Search Tracking Sheet

Role	Organization	Priority	Status	Notes
Project Manager	Moses/Weitzman Health System	1	Applied	Reached out to recruiter via email on 4/18
Operations Manager	Community Health Center, Inc.	2	Applied	
Program Manager	American Heart Association	3	In Progress	
Strategy Consultant	ABC Medical Center	4	Not Started	

WHAT'S IT REALLY LIKE TO BE A FELLOWSHIP PRECEPTOR?

- Rewarding
- Time consuming (if you do it right)
- (Sometimes) frustrating 😊
- Teacher
- Mentor
- Coach
- Cheerleader
- Marketer – internally and externally

HOW DO YOU SUSTAIN YOUR PROGRAM YEAR AFTER YEAR?

- Don't compromise on the candidate's required education and experience
- Focus on skill sets and interests of the incoming fellow
- Make sure projects are timely and interesting both to you and the fellow
- Periodically check in with rotational leads
- Consider the fellow's future job opportunities, but don't dwell on them
- Each year is a fresh start
 - Example: 2023-2024 fellows will be assisting with our Operations Strategic Kickoff session (utilizing AI and other relevant tools they'll bring to us from grad school)
- Build upon prior years' successes and create an internal network

HOW DO YOU ONBOARD YOUR FELLOW?

- Current fellow contacts the incoming fellow
- Prep for the fellow's start:
 - Office or private workspace and phone/tablet
 - Determine if admin assistant will support fellow (at minimum, book 1:1s with all relevant leaders)
 - Purchase and mail two inexpensive guides:
 - The Elements of Style, Fourth Edition (or latest edition) by William Strunk Jr. and E.B. White
 - The Memory Jogger II (or latest edition): Tools for Continuous Improvement and Effective Planning by Michael Brassard
 - Add fellow to all relevant meetings, email distribution lists and shared electronic/project folders
 - Send email to first rotational lead with fellow's start date
 - Schedule time to meet with the fellow on day 1 or 2 during orientation
 - Send fellow first month's onboarding calendar
 - Badge access to all relevant facilities

SAMPLE FIRST FOUR WEEK ONBOARDING SCHEDULE

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
Week 1	7-Jun	8-Jun	9-Jun	10-Jun	11-Jun
	CHC New Hire Orientation in Person Time : 9:45am–1:45pm, EST Location: Middletown (MT), 19 Grand St. OR, Remote Attendees via Zoom Zoom Info sent by <Name> Onboarding Coordinator Lunch and Travel Time: 1:45pm–2:45pm, EST Time: 3:00–5:00pm (If Onsite) Meet <Name of Preceptor> at 19 Grand site—Discuss position, projects, rotation, and next steps	CHC New Hire Orientation via Zoom Time : 9:45am–1:30pm, EST Location: Home—REMOTE ONLY Zoom information will be sent to your Outlook Email from <Name>, Onboarding Coordinator Lunch Time: 12:15pm–1:00pm, EST CHC New Hire Orientation via Zoom, cont. Time : 1:00pm–4:00pm, EST Location: Home—REMOTE ONLY HealthStream Courses Time: 2:45pm–5:00pm, EST Location: Home	Time: 8:30am–12:30pm, EST Review CHC management team, org charts, data (Tableau locations), strategic reports Review rotational plan / Operations Kiosk project Lunch Time: 12:30pm–1:00pm, EST CHC Benefits Overview via zoom Time: 1:00pm–2:00pm, EST HealthStream Courses Time: 2:15pm–5:00pm, EST Location: Home	Time: 8:30am–12:30pm, EST Assist <Name>, VP of Practice Administration (Rotation #1 Lead) with Hartford kiosk launch / learn Patient Service Associate (PSA) roles Lunch Time: 12:30pm–1:00pm, EST HealthStream Courses Location: Home	Time: 8:30am–12:30pm, EST Visit Wesleyan and P + W mass vaccination sites Assist with Bristol kiosk launch / tour site / meet site manager Check in with <Name of Preceptor> on first week
Week 2	14-Jun	15-Jun	16-Jun	17-Jun	18-Jun
	Time: 8:30am–5:00pm, EST Assist with Norwalk site kiosk launch / tour site / meet site manager	Time: 8:30am–5:00pm, EST Visit Lord & Taylor mass vaccination site Assist with Stamford Franklin site kiosk launch / tour site / meet site manager	Time: 8:30am–5:00pm, EST Assist with Groton site kiosk launch / tour site / meet site manager	Time: 8:30am–5:00pm, EST Visit Danbury mass vaccination site Assist with Danbury site kiosk launch / tour site / meet site manager	Time: 8:30am–5:00pm, EST Leadership 1:1 Meetings (get to know leadership) Meet with <Name of Preceptor>: Regroup on kiosk rollout / observations
Week 3	21-Jun	22-Jun	23-Jun	24-Jun	25-Jun
	Time: 8:15am–5:00pm, EST Join 8:15am rotation #1 huddle Leadership 1:1 Meetings Begin Rotation #1: Project Work	Time: 8:15am–5:00pm, EST Join 8:15am rotation #1 huddle Join 9am exec. leadership huddle Leadership 1:1 Meetings Rotation #1: Project Work	Time: 8:15am–5:00pm, EST Join 8:15am rotation #1 huddle Join 9am exec. leadership huddle Leadership 1:1 Meetings Rotation #1: Project Work	Time: 8:15am–5:00pm, EST Join 8:15am rotation #1 huddle Leadership 1:1 Meetings Begin Rotation #1: Project Work	Time: 8:15am–5:00pm, EST Join 8:15am rotation #1 huddle Join 9am exec. leadership huddle Leadership 1:1 Meetings
Week 4	28-Jun	29-Jun	30-Jun	1-Jul	2-Jul
	Time: 8:15am–5:00pm, EST Join 8:15am rotation #1 huddle Leadership 1:1 Meetings Begin Rotation #1: Project Work	Time: 8:15am–5:00pm, EST Join 8:15am rotation #1 huddle Join 9am exec. leadership huddle Leadership 1:1 Meetings Rotation #1: Project Work	Time: 8:15am–5:00pm, EST Join 8:15am rotation #1 huddle Join 9am exec. leadership huddle Leadership 1:1 Meetings Rotation #1: Project Work	Time: 8:15am–5:00pm, EST Join 8:15am rotation #1 huddle Leadership 1:1 Meetings Begin Rotation #1: Project Work	Time: 8:15am–5:00pm, EST Join 8:15am rotation #1 huddle Join 9am exec. leadership huddle Leadership 1:1 Meetings Rotation #1: Project Work Meet with <Name of Preceptor>



RESOURCES

Tailored Technical Assistance and Training Resources: Free and Tailored for Health Centers

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