We have much to be proud of as Ochsner continues to provide high quality care to our more than 636,000 patients from around the world. In fact, Becker’s Hospital Review just named OMC-Jefferson Highway as one of “100 Great Hospitals In America” for the fifth consecutive year. OMC-Baton Rouge was recently named one of the nation’s 100 Top Hospitals by Truven Health Analytics and Top 100 Community Hospitals by Becker’s. We also continue to invest in projects that will expand services for our patients. Ochsner has committed nearly $360 million to create the Ochsner Healthcare Corridor adjacent to OMC-Jefferson Highway. The Corridor will expand the West Tower, Benson Cancer Center, and Outpatient Imaging Center. Also, the Jefferson Plaza Shopping Center will become home to a new Rehabilitation Hospital. In addition to OMC-Jefferson Highway, Ochsner has committed resources in expanding services in Baton Rouge (Cancer Center), Westbank (Emergency Department), Baptist, and Northshore (Covington Clinic). Of course, we cannot do any of this without you, as our success is highly dependent upon your success.

As part of the Ochsner Fellow Network, we all were provided great opportunities early in our careers to learn the operations of a complex healthcare delivery system. Someone along the way helped guide you and provided advice during your fellowship. The success of our fellowship depends heavily on our great preceptors. These individuals make lasting impressions on our future leaders and cheer them on along the way.

Our preceptors’ role is more important now that our new group of fellows will be on-site beginning July 11th. A big thank you to our preceptors that work hard to encourage, teach, and mentor our fellows – Jeff Saucier, Beth Walker, Stephen Robinson, Tracey Moffatt, Brad Goodson, Eric McMillen, Rob Wolterman, Michael Louviere, John Herman, Ana Hands, Debbie Simonson, & Stephanie Wells. Even if you are not an official “preceptor,” you can still make a difference in someone’s life. I would ask everyone to welcome the new fellows with open arms and be a resource for any questions. I would also like to thank Sarah Roberts & Nick Kousagan for their role in the fellowship process.

Finally, I would encourage everyone to take some time off during the summer to spend with family and come back refreshed. Thank you all for everything that you do!

Michael Hulefeld,  
Executive Vice President & Chief Operating Officer
If your actions inspire others to dream more, learn more, do more and become more, you are a leader. - John Quincy Adams

Greatness is not in where we stand, but in what direction we are moving. We must sail sometimes with the wind and sometimes against it—but sail we must, and not drift, nor lie at anchor. - Oliver Wendell Holmes

Remember that the happiest people are not those getting more, but those giving more. - H. Jackson Brown, Jr.
What Does It Mean to Be A Preceptor?

The capacity to watch over and guard the well-being of others is an important gift, and one that is learned with great difficulty. For it is one thing to see the situation others are in, but it is quite another to care enough about them to want to help, and yet another to know what to do. —Judie Bopp

Preceptors are experienced leaders who serve as role models, coaches, and mentors to their preceptees. They help preceptees develop and mature into strong practicing professionals within new or different professional practice environments.

This holds true with Ochsner’s Fellowship Preceptors. The Preceptors work directly with their fellow to guide, advise, and counsel through a complex and challenging environment. Our Preceptors invest time in developing and understanding their fellow’s background, strengths, weaknesses, and impetus for pursuing a career in healthcare administration. With this knowledge, the Preceptors prepare a development plan for their fellows’ progression throughout the Fellowship. They plan and coordinate the fellow’s rotations, provide challenging and engaging project work, and allow observational experiences to assist in providing each fellow with maximum learning opportunities.

We are extremely thankful for the time they dedicate to the program and to their fellows. The program would not be as successful as it is without the commitment and dedication from all of our Preceptors. Thank you!
Preceptor Highlights

Beth Walker is the Chief Operating Officer at Ochsner Medical Center, focusing her time primarily on the clinics and the physician group practice. After receiving her MHA from The Ohio State University, Beth joined Ochsner as an Administrative Fellow in 2002. She went on to various roles in the clinic, starting by managing small primary care practices on the North Shore, to her last role as VP of Women’s and Children’s at Ochsner. She has been in the COO role since February 2013.

Reflecting on her Fellowship, Beth still recalls many key learnings during the experience. Many of these learnings were related to the various projects on which she had the opportunity of working; but even more were related to learning about true collaboration, emotional intelligence, organizational dynamics, and the importance of relationships. Watching how individuals interacted, challenged one another, supported each other, and ultimately joined together for one final goal and purpose is truly what she remembers most.

As a preceptor, Beth hopes she can help others gain many of the same insights and learnings. She asks her Fellow to keep a journal, focusing on three key questions: (1) What did I learn about healthcare today?, (2) What did I learn about myself or leadership today?, (3) What would I do differently next time?. Together, they discuss these reflections at their weekly meetings, often learning from one another. Aside from the self-reflection, Beth allows the Fellow to self-select many projects, but she also steers some his/her way that she feels will be of value. Continuing to be involved in the Fellowship and as a Preceptor means a great deal to her, as she credits her experience as helping her to achieve what she has today. She hopes she can give back in the way so many have given to her.

In her free time, Beth enjoys everything the great city of New Orleans has to offer. She lives downtown and enjoys taking in the local festivals, live music, and any outdoor activities available. She loves to eat, and has made a fun (and busy) hobby out of trying new restaurants. Luckily, she also enjoys running and practicing yoga, too.

Leader’s Provide The Scoop...

Learning opportunities are all around you, never stop seeking out opportunities to develop yourself personally or professionally. Reading is a great way to distress and learn new leadership skills. Here are a few leadership books that you may enjoy:

- **What Got You Here Won’t Get You There by Marshall Goldsmith**
  ⇒ Behavioral problems, not technical skills, are what separate the great from the near great. Incredible results can come from practicing basic behaviors like saying thank you, listening well, thinking before you speak, and apologizing for your mistakes. The first step to change is wanting to change.

- **Start With Why by Simon Sinek**
  ⇒ Any person or organization can explain what they do; some can explain how they are different or better; but very few can clearly articulate why. WHY is not about money or profit – those are results. WHY is the thing that inspires us and inspires those around us.
Preceptor Highlights (cont.’d)

Stephen Robinson is the Chief Executive Officer at Ochsner Medical Center-Kenner, including regional responsibility for the River Parishes Campus and the St. Charles Parish Hospital management relationship. After receiving his MHA from Tulane University School of Public Health in 2000, Stephen chose to do an Administrative Fellowship with HCA in Texas. He moved back to Louisiana a couple years later to take on various roles in the Hospital and Clinic at Tulane Medical Center, including a role as VP of Operations for the Tulane-Lakeside Campus. Prior to joining Ochsner, Stephen was the Chief Operating Officer and Ethics & Compliance Officer for Lakeview Regional Medical Center in Covington, Louisiana. He has been the CEO at Ochsner Kenner since April 2014.

Stephen credits his fellowship for the foundation and learning that launched his career in healthcare. It was a tremendous opportunity to be exposed to an executive level early in his career. During that time he learned a great deal about the foundations of management: strong teamwork, connecting with people, and the importance of relationships.

Being a fellow preceptor is a fundamental way for Stephen to be involved in the training of future leaders while giving back to the healthcare field. It is important to him that a combination of close mentorship and diverse experiences provide the fellow with an appreciation for the intense responsibility of a healthcare executive. When advising administrative fellows he always encourages the fellow to take the projects that “no one else wants” and to volunteer for any opportunity for learning. Stephen’s involvement as a preceptor reminds him of what so many others have provided to him over the years. Mentorship is a privilege he believes is vital to ensuring future leaders receive the same experiences and guidance that helped him prepare for a fulfilling career in healthcare.

Pharmacy Resident PGY 2 Administration, Partnering with Administrative Fellowship

DongOuk John Lee joins the Administrative Fellowship team as a Pharmacy Resident. John accepted the PGY2 Administrative track and will be participating in all Fellowship curriculum activities to assist in the development of his leadership skills. Originally from Seoul, Korea, John lived in Vancouver, Canada for 6 years before moving to Philadelphia, PA. He earned both his Bachelor of Science degree in Pharmaceutical and Healthcare Studies and Doctor of Pharmacy degree from the Philadelphia College of Pharmacy. After graduation, John moved to New Orleans to pursue further training as a PGY-1 pharmacy resident at Ochsner. The pharmacy residency program at Ochsner is designed to develop clinical practice skills by providing exposure to a clinical environment that offers diverse training in a variety of pharmacy practice areas. Throughout the year, John developed clinical expertise and acquired insights to hospital pharmacy operations. John is very excited to continue his career at Ochsner as a Health-System Administration Pharmacy resident. He plans to utilize his clinical knowledge and direct patient care experience to be an active member of the administrative team. Outside of residency, John enjoys playing soccer, traveling to new countries, and exploring New Orleans.
2016 Operations Fellowship Recruiting

The Recruitment for our 2017-18 Operations Fellowship class will be underway shortly. As we prepare our recruitment materials and finalize plans for our university visits, webinars and other recruitment opportunities, the following dates have been confirmed for this year’s recruitment:

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<tr>
<th>Date</th>
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<tr>
<td>August 18th</td>
<td>The Ohio State Fellowship event</td>
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<tr>
<td>September 8th</td>
<td>University of Minnesota Recruitment event</td>
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<tr>
<td>September 14th-16th</td>
<td>University of Alabama at Birmingham Preceptor Conference</td>
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<tr>
<td>September 22nd</td>
<td>ACHE Health Executive Fellowship Event</td>
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<td>October 3rd</td>
<td>Application Deadline—Operations</td>
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<td>October 7th</td>
<td>Application Review</td>
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<td>October 12th &amp; 13th</td>
<td>Phone Interviews</td>
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<td>October 20th</td>
<td>Candidate arrivals</td>
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<td>October 21st</td>
<td>Onsite interviews</td>
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Everyone’s involvement is so important to the success of our recruitment process. Please hold the dates listed above. Specific details will be forthcoming.

Administrative Fellowship Alum Accolades

Alabama native William B. Stewart, Ochsner Clinic ’80, uses his Ochsner training in his healthcare law practice based in Birmingham, Alabama. Stewart represents and counsels physicians, physician organizations and healthcare facilities in his practice. He attributes his ability to understand the core business, legal and clinical aspects of medicine to his residency year in New Orleans when Ochsner operations were limited to the Jefferson Highway campus and a single satellite in Houma, Louisiana. William marvels, but is not surprised by, Ochsner’s meteoric expansion over the last three decades and attributes this to Ochsner’s thoughtful and capable medical and administrative leadership team. Stewart frequently visits the Ochsner campus while staying in the Brent House as a base for his fishing expeditions to Grand Isle. He treasures his formative training and the mentorship received at Ochsner. Stewart has been named to Best Lawyers in America (Healthcare).

William B. Stewart, 1979-80 Administrative Resident and Dr. John Ochsner, Founder
Ochsner Clinic
Things You Should Know Going Into Your Fellowship

Mistakes are a big part of learning, however we all try NOT to make them because of embarrassment, looking stupid, or whatever the thought is at the time, but it is all apart of the learning process. Here are a few things our past fellows shared from their fellowship experience, of “What to do or Not to do” in your first few months as a fellow…

- **DO** listen more, there is always something to hear.
- **DON’T** assume anything—Ask, because you know what happens when you assume.
- **DON’T** spell go "G-O". Spell it "G-E-A-U-X" as in "Geaux Saints!"
- **DO** prepare for everything and prepare again, you will thank me for this!
- **DO** learn to spell Boudreaux, Landry, Guillot, Leblanc, Bourgeois, Breaux, Broussard, Dupuis, Gaudet, Gautreaux, Giroir, Guidry, LeJeune, Mouton, Pitre, Poirier, Prejean, Robichaud, Savoie, Sonnier, Thériot, and Thibodeaux before your first Power of One or System Leadership meeting.
- **DO** be the first one to arrive and the last one to leave, this is how leaders are made.
- **DO** carpool to all your orientation meetings and meet up before entering administration so you arrive together.
- **DO** prepare questions for the executive orientation meetings in advance.
- **DON’T** turn down project opportunities, no task is too small to learn something.
- **DON’T** miss attending an Executive meeting, you could miss out on something very important, like you receiving a bonus!
- **DON’T** be late to a 1-on-1 meeting, it’s your time, don’t waste it!
- **DON’T** be scared to say you don’t know the answer to something, after all, you are here to learn! There are lots of former fellows around Ochsner ready to help you in any way they can. Reach out and get to know them!
- Always, always appreciate where you are, relish in the moment, but don’t stay there too long, someone will roll over you!
Celebrating our Fellow Graduation

Congratulations to our Administrative Fellow graduating class, Razaa Ali, Operations, Anthony Amabile, Finance, Ann Breen, Nursing, Frances Dauterive, Operations, Lauren Gilley, Operations, Benjamin Hughes, Operations, Neil Hunter, Pharmacy Resident and Lauren Poist, Operations. On behalf of the Fellowship Committee members, we want to congratulate them on the completion of their fellowship program and wish them the best of luck in their future endeavors.

Razaa Ali & Stephen Robinson, Jr., CEO/Ochsner Kenner

Anthony Amabile & Jeffrey Saucier, System VP Financial Planning & Analysis

Ann Breen & Michael Hulefeld, System COO & Program Chair

Frances Dauterive & Brad Goodson, CEO/Ochsner North shore

Lauren Gilley & John Herman, COO/Ochsner Jefferson Highway

Ben Hughes & Robert Wolterman, CEO/Ochsner Jefferson Highway

Neil Hunter & Debbie Simonson, VP Pharmacy Services

Lauren Poist & Beth Walker, COO/Ochsner Jefferson Highway