APPLYING DEADLINE: September 30, 2015

To apply, please click here and upload the following documents where appropriate:
- Cover letter
- Résumé
- List of two references

Program Overview

Manage and support high-impact projects under the guidance of the Business and Project Management Team

DATA ANALYTICS
Obtain Lean Sigma Green Belt training and work with raw data to develop models that provide solutions or support decision-making

HEALTH SYSTEM OPERATIONS
Conduct health system-wide projects with Johns Hopkins Health System departments to enhance international patient services

GLOBAL CONSULTING
Enhance skills in international consulting with an opportunity to conduct projects at overseas affiliate hospitals

BUSINESS & STRATEGY
Work closely with JHI Executive Leadership and enhance managerial, communication and corporate strategy skillsets in a global environment

PROJECT MANAGEMENT & FINANCE

July Start Date | 12-month Duration
JHI ADMINISTRATIVE RESIDENT

The Johns Hopkins Medicine International (JHI) Administrative Residency is a 12-month paid training program that fosters the development of outstanding individuals committed to careers in healthcare with a strong interest in project management and finance. Under the mentorship and guidance of the program director and executive leaders, the Administrative Resident will have the opportunity to explore project management and finance through project-oriented work within JHI and in collaboration with Johns Hopkins Medicine affiliates.

Organizational leaders will serve as preceptors for resident projects, administering the development of project management, financial, and analytical skills. Additionally, due to JHI’s strong international presence, the Resident will have the opportunity to travel as projects require and/or conduct a rotation overseas at one of JHI’s affiliates.

Sponsored by the CFO, the Resident reports to the Business and Project Management Office. Each Resident will serve as a project manager or provide project support on approximately 3-5 projects at any given time. At the end of the Residency, the Resident will have completed roughly 15 projects across the organization and established a performance record and portfolio. Administrative Residents are encouraged to apply for available positions at JHI and throughout Johns Hopkins Medicine following completion of the program.

ROLES & RESPONSIBILITIES

<table>
<thead>
<tr>
<th>ROLE</th>
<th>RESPONSIBILITY</th>
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</thead>
<tbody>
<tr>
<td>Lead/Co-Lead</td>
<td>Develop the project charters, project plans, and coordinate/manage all activities and resources necessary to meet objectives and agreed upon deliverables</td>
</tr>
<tr>
<td>Internal Consultant</td>
<td>Serve in an advisory capacity to internal stakeholders, facilitate resolution of organizational challenges, analyze the environment, and coordinate the collaboration of subject matter experts</td>
</tr>
<tr>
<td>Support</td>
<td>Provide any and all services required for successful completion of project deliverables, including facilitation of meetings toward fulfillment of project objectives and goals</td>
</tr>
</tbody>
</table>

RANGE OF PROJECTS | Two Business Lines

PATIENT SERVICES

Coordination of international patient intake and care management. The Resident may work on projects relating to:

- Quality Assurance & Performance improvement
- Care management & Clinical Projects
- Billing & Collections
- Johns Hopkins Health System integration

GLOBAL SERVICES

Collaboration with private and public global partners to facilitate health care advances. The Resident may work on projects relating to:

- Corporate Finance
- Contract development and maintenance
- Due diligence (e.g., market analysis, business evaluation)
- International rotation opportunity with JHI-affiliated institutions (e.g., Singapore, Turkey, U.A.E.)

OPPORTUNITIES & BENEFITS

- Conduct high-level, high-impact projects
- Develop relationships with JHI Leadership, overseas affiliates and Johns Hopkins Medicine Leadership
- Establish a performance record and marketable projects portfolio
- Acquire and enhance analytical, financial, project management, and negotiation skills
- Utilize opportunities for Lean Sigma Green Belt certification and PMI certification
- Take advantage of educational and leadership development classes as offered by Johns Hopkins Medicine
- Attend one conference of your choosing
- And many more...
FREQUENTLY ASKED QUESTIONS

JHI ADMINISTRATIVE RESIDENCY
To help clarify the roles, responsibilities, opportunities, and logistics of the JHI Administrative Residency, please review the following questions most frequently asked.

What kind of projects will the Resident be assigned?
Projects are assigned according to the strategic priorities of the organization with strong consideration to the interests of the resident. The Resident will focus on finance projects, while gaining project management skills. All projects have a tangible and significant impact on the organization.

Will there be a preceptor?
Yes. The Resident will have an organizational leader as a preceptor for each project he/she conducts. Additionally, while the Resident is sponsored by the Chief Operating Officer and Chief Financial Officer, he/she will report to the Assistant Director of the Business and Project Management Office for guidance and mentorship.

How is the Johns Hopkins Medicine International Residency different from the Johns Hopkins Health System Fellowship?
The JHI Residency is an 12-month training program that concentrates on business, finance, strategy, and project management primarily within the domain of JHI, the international affiliate of the Johns Hopkins Health System. The program is performance and project-oriented and focuses on hard skills and leadership skills development. The JHHS Fellowship is a rotation-based program that allows the Fellow to experience, conduct projects and shadow leadership throughout multiple departments and affiliates in the health system.

Will the Resident get a chance to shadow executive leadership?
Yes. The Resident will have an opportunity to conduct projects directly assigned by the executive team, shadow leadership to high-level meetings, and enhance managerial skillsets.

Is the Resident guaranteed to secure a job at JHI post-residency?
It is within the organization’s best interest to retain talent and provide opportunities for career growth. Administrative Residents are encouraged to apply for available positions at JHI and throughout Johns Hopkins Medicine following completion of the program. It is dependent on opportunities within the institution that are available at the time of the resident’s program completion, the resident’s skills and experience during the program’s duration.

Does the program sponsor visas?
No. JHI will not be sponsoring visas for the Administrative Residency at this time.

How would you describe the work environment in Hopkins? JHI?
Johns Hopkins Medicine (JHM) is an academic medical institution, that encompasses the tripartite mission of research, education, and patient care. JHM is an academic, medically innovative, and research-driven enterprise. JHI operates as an LLC under the not-for-profit parent, JHM. JHI is an entrepreneurial and fast-paced organization, incorporating more of a business environment than an academic one.

Will the Resident be provided an opportunity to meet other Residents and Fellows within the hospital/health system?
Yes, system-wide activities are provided for professional development where Residents and Fellows will interact and have an opportunity to network peer to peer, as well as peer to JHM senior leaders.

What makes a successful Resident?
Proactive, flexible, organized, energetic, focused, problem-solver, adaptable, and open-minded.
How would you describe the culture in JHI?
Multicultural, energetic, and patient-centered. We are an organization consisting of people from over 40 countries.

Does the Resident have the option to go overseas? Which countries?
Yes. You are given the opportunity to do a rotation overseas at one of our affiliates/partners (provided high-levels of safety and security and project availability) during the Global Services rotation.

What are the requirements for completing the Residency?
1) Successful completion of the training and testing of the Lean Sigma Green Belt course provided by the Armstrong Institute for Quality and Safety in Johns Hopkins University
2) Successful completion of project deliverables agreed upon between the preceptors and the Resident
3) Successful completion and presentation of capstone project

Will there be a project capstone?
Yes, the Resident will need to identify a high-impact project that they will present to JHI executive leadership at the completion of the program.

Where can I access more information about the organization?
If you would like to learn more about Patient Services and Global Services at JHI, please visit our website at www.hopkinsmedicine.org/international. At this time, no webpage is available for the residency. If you would like to learn more, the current and previous residents are keen to share their experiences.

What activities are there to do in Baltimore?
Located between New York City and Washington, D.C., Baltimore is known for its delicious seafood, maritime heritage, and thriving ethnic neighborhoods, including Greek, Eastern European, Korean, and Hispanic communities. The highlight of downtown Baltimore is the Inner Harbor waterfront. A walkway bordering the Inner Harbor is a pleasant stroll to restaurants, shopping, and entertainment. In addition, Baltimore boasts multiple markets, museums, and shopping centers around the city. Transportation options include the Charm City Circulator (bus), subway, the Light Rail, and Amtrak.
ADMINISTRATIVE RESIDENCY PORTFOLIO

July 2013 to December 2014

Overview
The JHI Administrative Residency consists of a 12-month rotation throughout JHI divisions while reporting to the Project Management Office (PMO) and a 6-month rotation with JHI Executive Leadership, providing a unique postgraduate training in international health services management. Throughout the first year, the resident acquires and applies skills and knowledge in anticipation of the leadership rotation. All projects tasked coordinate with the FY14-FY16 Strategic Priorities:

<table>
<thead>
<tr>
<th>People</th>
<th>Biomedical Discovery</th>
<th>Patient- and Family-Centered Care</th>
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<tbody>
<tr>
<td>Attract, engage, develop and retain the world’s best people</td>
<td>Become the exemplary model for biomedical research by advancing and integrating discovery, innovation, translation and dissemination</td>
<td>Be the national leader in the safety, science, teaching and provision of patient and family centered care</td>
</tr>
<tr>
<td>Education</td>
<td>Integration</td>
<td>Performance</td>
</tr>
<tr>
<td>Lead the world in education and training of physicians and biomedical scientists</td>
<td>Become the model for an academically based, integrated health care delivery model and financing system</td>
<td>Create sustainable financial success and implement continuous performance improvement</td>
</tr>
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</table>

Rotations & Respective JHI Teams
The resident rotates through multiple divisions and teams collaborating on several projects.

- Patient Experience
- Patient Services
- International Medical Concierge Services
- Patient Services
- MENA Team
- Global Services
- Latin America & Caribbean Team
- Global Services
- Asia Team
- Global Services
- Marketing & Communications
- JHI
- JHSIMC
- Global Services
- Executive Leadership Rotation
- JHI

2013-14 Program Duration
International Travel Opportunity

2013-14
Program Duration

July '13
Aug
Sept
Oct
Nov
Dec
Jan '14
Feb
March
April
May
June
July
Aug
Sept
Oct
Nov
Dec
Jan '15

Business & Project Management Office

July '13
Jan '15
OVERVIEW OF PROJECTS

By Rotation

Patient Services
- Quality Assurance
- IMCS 2.0
- Cardiology Patient Report

Global Services
- Women’s Health Service Line Assessment
- Global Services Exit Strategy
- JCI KPI Education

Johns Hopkins Singapore
- JHS Affiliation Agreement NDA & MOU
- Marketing & Communications Management
- Client Patient Case Analysis & Service Recovery Report
- FY13 Earnings Variance
- Discounted Cash Flow Valuation
- Operational Performance Dashboard

Executive
- PSA Operational Readiness
- GS Project Reviews
- Exit Strategy (Implementation)
- Client Success Story (Case Study)
- Working Capital Loan Request Proposal
OVERVIEW OF PROJECTS | Patient Services

QUALITY ASSURANCE
Due to increasing patient volumes and an organizational need to transform into a service-oriented enterprise, the resident was tasked by the Patient Experience team to research and develop a Quality Assurance (QA) program for Patient Services based on cross-industry best practices. QA will meet strategic priorities by orienting and training employees toward premium customer service; ensuring high performance through monitoring and coaching; and engaging employees through recognition programs, education, and daily dashboards. The result allows JHI to hold itself and its employees accountable for performance and enables the identification of improvement opportunities. The proposal was developed through interviewing organizations with renown QA, conducting literature research, and integrating current JHI operations with best practices.

SKILLS ACQUIRED & PRACTICED
• Building system-level structures
• Persuasion and negotiation for program buy-in
• Initiative and group motivation to continue project progress
• Conduct a detailed needs assessment to determine root causes and system-level gaps
• Constructing process maps and work flows

INTERNATIONAL MEDICAL CONCIERGE SERVICES 2.0
To ensure continuous performance improvement and accurately anticipate the needs of our growing patient population and affiliates for Patient Services, the resident was tasked to initiate and support the International Medical Concierge Services 2.0 (IMCS 2.0) project, a performance improvement enterprise. Through a gap analysis, needs assessment, and focus group overlaid with literature research on best practices, areas of improvement were identified for technology, operations, quality assurance, and employee engagement. The result was a report on the current state and recommendations for a future business model.

SKILLS ACQUIRED & PRACTICED
• Developing and implementing project plans and charters
• Project management of small teams
• Organizational skills
• Change management knowledge and implementation
• Communication, specifically focused on successful implementation and buy-in
• Focus group and survey skills
• Managing departmental history and bureaucracy
• Incorporating employee engagement opportunities
• IT systems and integration with department infrastructure
• Data analysis infrastructure needs

CARDIOLOGY PATIENT REPORT FY05-FY13
JHI and All Children’s Hospital identified one country’s cardiology patients as one of the primary target markets for FY14 through a SWOT analysis and market research. To understand the current status and where market efforts need to be focused, the resident organized and analyzed data to identify the trends for the country patient population for all services versus cardiology services from FY05-FY13. Through this exercise opportunities to explore were identified that would allow JHI to obtain greater market share of the country’s cardiology patients.

SKILLS ACQUIRED & PRACTICED
• Microsoft Office Access
• Database structure
• Data mining
• Data reporting
GLOBAL SERVICES EXIT STRATEGY
As JHI has yet to incorporate exit strategies into Global Services operations and may experience volatile markets and governments, the resident initiated the development of contract-end strategies to mitigate financial distress and reputational risk. Case studies were developed on two previous contracts, identifying best practices and areas for improvement. From this insight, multiple stakeholder interviews and external literature research, a foundational structure for an exit strategy was created and proposed.

SKILLS ACQUIRED & PRACTICED
• International business and contract life cycle knowledge
• Risk mitigation
• Engaging and integrating stakeholders’ voice and perspective
• Case study development
• Management of confidential and sensitive information
• Synthesizing an organizational strategic workflow tool from large scale qualitative information

JOINT COMMISSION INTERNATIONAL (JCI) KPI EDUCATION
One of JHI’s clients is a consortium of hospitals, laboratories, and outpatient centers, who sought Joint Commission International (JCI) accreditation and had yet to develop hospital-wide Key Performance Indicators (KPI’s), a new standard in the 5th edition of JCI. The resident developed educational tools to enable PS’s understanding of the required KPI’s and subsequently train staff. This included updating JCI KPI descriptions and tools provided to the JHI affiliate.

SKILLS ACQUIRED & PRACTICED
• Knowledge of JCI accreditation processes and requirements
• Development of training materials
• Training implementation
• Knowledge transfer and communication to a bilingual client
OVERVIEW OF PROJECTS | Johns Hopkins Singapore

PRIVATE MEDICAL PROVIDER COLLABORATION NDA & MOU
Johns Hopkins Singapore and a private medical provider engaged in discourse to identify potential opportunities for collaboration. The result was an agreement to continue to pursue research, educational and clinical opportunities in select specialty areas. The resident was charged with development of a Non-Disclosure Agreement and a Memorandum of Understanding that sets forth the general terms and understanding between JHS and the “company”, as well as outlining general principles of operations and governance of the partnership.

SKILLS ACQUIRED & PRACTICED
• NDA development
• MOU development
• Legal language
• Negotiation
• Business development/proposal

JHS MARKETING & COMMUNICATIONS MANAGEMENT
The Singapore healthcare system is undergoing dramatic transformation and recent changes in the political, regulatory and competitive landscapes have been particularly rapid, complex and unpredictable. In order to remain relevant and competitive, JHS desires to position itself as a leading provider of high quality care and customer service and innovative clinical research in the region. The resident managed marketing and communication efforts during the two-month JHS rotation, including the development of patient testimonials, media interviews for faculty visits, CEO profile and strategic planning video.

SKILLS ACQUIRED & PRACTICED
• Collaboration and communication between internal and third party members
• Public relations and media management
• Development of effective and engaging patient testimonials
• Market research and targeting audiences
• Aligning marketing efforts with Strategic Plan priorities and initiatives

CLIENT PATIENT CASE ANALYSIS & SERVICE RECOVERY REPORT*
A JHI affiliate, whose relationship is overseen by JHS, had a patient express concerns about his treatment at the centre. The resident was charged with analysing the resulting reports, communications, and documented events to synthesize a report to identify the proper service recovery solution and next steps.

SKILLS ACQUIRED & PRACTICED
• Root cause analysis
• Consolidation of large amounts of information into key points
• Analysis of qualitative information
• Development of a patient case sequence of events
CLIENT EARNINGS VARIANCE ANALYSIS
Every quarter JHS receives the earnings report from one of many clients. This client provides International and Executive, Health Screening, Advanced Aesthetics and Ambulatory Care services. The resident was charged with analyzing these four services over the length of FY13 to identify the variance for each quarter and overall for the year.

SKILLS ACQUIRED & PRACTICED
• Earnings variance calculation
• Identification of business trends and opportunities for growth and/or improvement
• Monitoring and measuring performance

JHS DISCOUNTED CASH FLOW VALUATION
To maintain a pulse on the enterprise value and equity ownership of the International Medical Center, JHS initiated a valuation. The resident was provided with the FY2014 financial statements and was directed to analyze the organization’s total equity value through identification of the appropriate rates and values for a discounted cash flow analysis based on Singapore’s market.

SKILLS ACQUIRED & PRACTICED
• Discounted Cash Flow Valuation
• Financial statements analysis
• Singapore Exchange marketplace knowledge

JHS OPERATIONAL PERFORMANCE DASHBOARD
As directives from the Singapore’s Ministry of Health are implemented to improve the health care environment and the population’s access to health services, JHS must adapt and modify the organization’s operations to maintain performance levels. To aid this process, the resident developed a monthly operational dashboard to track and trend JHS’s performance. This included inpatient, outpatient, private and subsidized data.

SKILLS ACQUIRED & PRACTICED
• Dashboard synthesis
• Dashboard presentation
• Organization of data and subsets of data
• Understanding of the relationship between clinical operations and performance
OVERVIEW OF PROJECTS | Executive

PSA SOFTWARE IMPLEMENTATION BUSINESS REQUIREMENTS
The Business & Project Management Office and JHI Information Technology Core Team is working hand-in-hand with a management and IT consulting firm to configure a Professional Services Automation (PSA) software and translate business operations to system requirements. The resident supported the project management lead in this endeavor to ensure business requirements were identified and fulfilled through collaboration with GS SMEs.

SKILLS ACQUIRED & PRACTICED
• IT system development, configuration and implementation
• IT terminology and project management (Agile vs. Waterfall)
• GS operational and business knowledge
• Change management

GS AGREEMENT REVIEWS
The JHI executive leadership dedicated time with each regional team to conduct reviews of all active GS agreements. The resident was charged with reviewing the contracts and any other related documents prior to each review session and recording the information collected during the sessions. Summary reports were then generated per agreement by the resident.

SKILLS ACQUIRED & PRACTICED
• Contracts; identifying deal-specific elements or comparative gaps
• Standard and negotiated terms
• Contractual financial analysis

EXIT STRATEGY (IMPLEMENTATION)
As a second phase of Exit Strategy, the resident supported the Chief Compliance Officer and the exit strategy team to further enhance the Exit Strategy tool and prepare the GS operational teams for process development and implementation. This enabled the organization to be prepared for contracts currently ending or contracts with end dates in the coming 24 months.

SKILLS ACQUIRED & PRACTICED
• Stakeholder analysis and facilitation
• Management of confidential and sensitive information

CLIENT SUCCESS STORY (CASE STUDY)
The resident was charged by the Executive Director of Clinical Quality & Nursing to develop a case study on the championship of a specific client’s successful change from a clinical and project management perspective. Additionally, this project examined best practices and methodology in client management and in improving patient safety and quality in a healthcare institution with a vastly different scope and culture than JHM.

SKILLS ACQUIRED & PRACTICED
• Project management effectiveness
• Client management best practices
• Political savviness
• Synthesizing multiple viewpoints
WORKING CAPITAL LOAN REQUEST
As IPS continues to increase revenue generated for JHM, JHI needs to incentivize providers to continue to provide access to international patients and meet their financial needs. The resident was charged by the JHI CFO to support the working capital loan financial model and collaborate with JHI Corporate Finance and JHHS Financial Audit Unit (FAU) to develop a proposal based on the model developed.

SKILLS ACQUIRED & PRACTICED
• Financial modeling
• Understanding JHI business (multiple charges and financial interactions with JHM entities)
• Business case development
• Understanding client’s environment and strategy
Kathryn A. Waldeisen

Johns Hopkins Medicine International
1300 Thames Street, Suite 200
Baltimore, MD 21231 USA
Administrative Residency Portfolio
July to December 2014

Overview

The Johns Hopkins Medicine International (JHI) Administrative Residency is an 18-month training program that fosters the development of individuals committed to careers in healthcare with a strong interest in international business. Under the mentorship and guidance of the program director and executive leaders, the Administrative Resident conducts project-oriented work within JHI and in collaboration with Johns Hopkins Medicine affiliates.

The program consists of 3 rotations: International Patient Services, Global Services and Executive Leadership. The Resident reports to the Business and Project Management Office and serves as a project manager or project support on approximately 3-5 projects at any given time. This portfolio is a collection of the resident’s project work since the beginning of the program in July 2014.

Project Timelines

The resident has completed the Patient Services rotation (July-December 2014) and the Global Services rotation (January-June 2015). Below is a timeline of completed projects:

- **Analytics Requests Prioritization**
  Patient Services Rotation

- **CRM Implementation**
  Patient Services Rotation

- **China Hospital Assessment**
  Global Services Rotation

- **Gift Policy: Intake and Distribution**
  Patient Services Rotation

- **Partners Forum**
  Patient Services Rotation

- **Professional Services Automation Implementation**
  Global Services Rotation

- **Overseas Clinician Consultations**
  Global Services Rotation
Johns Hopkins Medicine Strategic Priorities

The Johns Hopkins Medicine Strategic Plan comprises six priorities—critical areas of focus for the success and sustainability of the institution. With the full commitment to these priorities, all of the resident’s projects within Johns Hopkins Medicine International are coordinated to fulfill the strategic priorities.

<table>
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<td>and retain the</td>
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<td>world’s best people</td>
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| Patient- and Family-     | Performance                                  |
| Centered Care           |                                              |
| Be the national leader  | Create sustainable financial success and     |
| in the safety, science,| implement continuous performance             |
| teaching and provision  | improvement                                   |
| of patient and family   |                                              |
| centered care           |                                              |

Resident Strengths & Weaknesses

A substantial theme of the administrative resident’s professional development is identifying one’s own strengths and weaknesses and working actively to improve them. Through meetings with co-workers, Myers-Briggs assessments, multi-rater feedback, and my own personal reflection, a personal list of the resident’s own strengths and weaknesses was developed. Throughout the resident’s first six-month rotation in the residency, he has worked on projects that highlight and grow his strengths as well as present opportunities to turn his weaknesses into strengths.

**Strengths**
- Adaptability and Flexibility
- Systematic Thinking
- Active Listening
- Problem Solving
- Interpersonal Skills

**Weaknesses**
- Lack of Assertiveness
- Avoidance of Conflict
- Setting Priorities
- Advancing an Agenda
- Respect for Deadlines
Overview of Projects

By Rotation

Patient Services

- Analytics Requests Prioritization
- CRM Implementation
- Partners Forum
- Gift Policy: Intake and Distribution

Global Services

- Chinese Hospital Assessment
- Professional Services Automation Implementation
- Overseas Clinician Consultations

Executive

TBD (July – December 2015)
Analytics Requests Prioritization

**Problem Statement:** JHI does not have a standardized structure to prioritize requests to Business and Clinical Data Analytics

**Project Description:** As new IT systems are implemented across the organization, prioritizing Analytics increased workload is essential to achieving JHI’s strategic objectives. The resident was tasked with understanding, documenting, and categorizing types of requests currently received by Analytics. The result was a structured criteria for report requests to the Analytics staff to better prioritize incoming requests. The resident also developed a future-state intake process for requests and how the status of the request is communicated back to the stakeholder. The resident also created a future-state weekly staffing model for working on requests.

**Role:** Co-lead

**Deliverables:**
- Prioritization matrix (to prioritize requests for Business and Clinical Analytics)
- Future-state requests workflow
- Staff scheduling algorithm (in Excel to align scheduling with priorities)

**Skills Gained:**
- Documenting and analyzing current state
- Project management
- Information gathering
- Developing process flows
- Assessing organizational strategic priorities
- Workforce planning

Adaptability and Flexibility
Systematic Thinking
Active Listening
Problem Solving
Interpersonal Skills

Lack of Assertiveness
Avoidance of Conflict
Setting Priorities
Advancing an Agenda
Respect for Deadlines
CRM Implementation

**Problem Statement:** Processes for managing interactions with Patient Services stakeholders are unstandardized, inefficient, and at times performed incorrectly.

**Project Description:** As patient volume continues to grow, it has been essential to implement tools in Patient Services that allow employees to do their jobs better. Implementation of the CRM tool requires input and collaboration from all internal stakeholders within Patient Services. The resident held support and facilitation roles since the start of implementation. As a result, the resident analyzed current-state processes, helped define and clarify stakeholder business requirements, and develop future-state processes.

**Role:** Support; Facilitator

**Deliverables:**
- Future-state system process flows
- Future-state operational process flows
- Business requirements documents
- Meeting minutes

**Skills Gained:**
- Agile methodology
- Project planning
- Collaboration in cross-functional teams
- Continuous process development and process mapping
- Business requirement documentation and reconciliation
- Facilitation of meetings
- User acceptance testing
- Clinical and operational integration development
- Vendor collaboration

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Adaptability and Flexibility
Systematic Thinking
Active Listening
Problem Solving
Interpersonal Skills
Lack of Assertiveness
Avoidance of Conflict
Setting Priorities
Advancing an Agenda
Respect for Deadlines
Partners Forum

**Problem Statement:** The annual event, Partners Forum, needed to be planned to bring Johns Hopkins partners and affiliates to Baltimore to share best practices for patient-centered care.

**Project Description:** The resident participated as a co-lead in the planning of an annual event which brings international affiliate leadership together with leaders and experts from Johns Hopkins. The resident planned and facilitated all planning meetings. The resident was responsible for developing the project timeline and seeing that all deliverables were completed at the proper time. As a result, Partners Forum was executed with no major setbacks and received excellent participant feedback.

**Role:** Co-lead; Facilitator; Support

**Deliverables:**
- Project plan
- Meeting agendas and minutes
- Lessons learned document

**Skills Gained:**
- Project planning
- Leadership
- Task delegation
- Program development
- Contract negotiation
- Vendor management
- Risk planning
- Collaboration in cross-functional teams
Gift Policy: Intake and Distribution

Problem Statement: A new process was needed to replace previous practice for receiving gifts from patients and internally distributing the gifts to staff.

Project Description: Organizational leadership identified the need to reevaluate the process for which the organization relinquished gifts that were received on behalf of patients. The decision was made to eliminate the politically-sensitive silent auction as a means, and alternatively to convert tangible gifts into monetary value via another method. The resident proposed clearly defined procedures for collecting gifts received by JHI staff, streamlined operations for converting tangible gifts into monetary value, and developed recommendations for the roles and responsibilities of owners throughout the process.

Role: Co-lead; Support

Deliverables:
- Intake and Distribution Proposals
- Vendor Contract

Skills Gained:
- Organizational policy and procedures
- Human resources
- Contract negotiation
- Vendor management
- Policy writing
- Navigation of organizational politics
- Due diligence
- Developing policy recommendations
Problem Statement and Background: A client of JHI, a Chinese tertiary hospital, requested a 6-month assessment of clinical operations and training.

Project Description: A clinical operations and training assessment was performed on a client hospital in eastern China over the course of 6-months. Johns Hopkins Medicine faculty and staff provided expert consulting to the hospital in categories of medical residency training, clinical operations, faculty development, among others. The resident was responsible for the initial stakeholder analysis and market intelligence on Chinese medical education and academic medical centers. The resident also managed project logistics and improving the structure and milestones of master project plan. Working alongside with senior faculty, the resident developed monthly presentations and status reports for the client, as well as leading the final deliverable of a 90-page assessment report submitted at the end of the contract.

Role: Support

Deliverables:
- Stakeholder Analysis
- Research Tracking Matrix
- Market Intelligence Brief
- Status Reports and Presentations
- Final Assessment Report

Skills Gained:
- Project planning
- Contract review
- Market research and policy analysis
- Executive-level presentation development
- Collaboration with faculty
- Client engagement
Professional Services Automation Implementation

**Problem Statement and Background:** Business activities within Global Services are often unstandardized and undocumented.

**Project Description:** JHI lacks many processes for managing, quantifying and qualifying basic business processes. A professional services automation software was implemented to track project management and documentation, time recording, billing, and reporting. The resident provided project support for implementation of the PSA system through business requirements gathering with key stakeholders in Global Services. The resident helped developed work breakdown structures to be used for all future Global Services projects.

**Role:** Support

**Deliverables:**
- PSA Business Requirements
- Work breakdown structures

**Skills Gained:**
- IT implementation
- Meeting facilitation
- Work breakdown structures
Bradley Hoath

Johns Hopkins Medicine International
1300 Thames Street, Suite 200
Baltimore, MD 21231 USA