NYC Health + Hospitals Clinical Leadership Fellowship

Developing the next generation of clinical quality and administrative leaders throughout NYC Health + Hospitals

NYC HEALTH+ HOSPITALS

The NYC Health + Hospitals Clinical Leadership Fellowship is a 12-month program designed to develop the next generation of clinical leaders in quality, population health, and health care administration. This is a unique program for post-residency physicians (any graduate of an ACGME-accredited residency program or current resident on track to graduate from an ACGME-accredited residency program by June 2027) that combines both academic and practical learnings and hands-on experiences. Each participant will be placed in one of NYC Health + Hospitals' Central Office or a facility office location to acquire hands-on, practical work experience, supplemented by participating in leadership meetings and developing and leading a substantial quality improvement or population health-oriented project.

The fellowship teaches the skills necessary to advance hospital system quality improvement and strategic leadership initiatives. Participants will learn from a wide variety of clinical and administrative leaders from across NYC Health + Hospitals, providing a unique opportunity to work with current decision makers and assist in implementing various hospital operations-oriented projects and improvements.

Q: WHAT ARE THE REQUIREMENTS FOR PROSPECTIVE CLINICAL LEADERSHIP FELLOWS?

- Any graduate of an ACGME-accredited residency program or current resident on track to graduate from an ACGME-accredited residency program by June 2027
- By start of program, have a current New York State medical and DEA license
- Submit three letters of recommendation, as outlined in Part E of the application
- Submit an up-to-date Curriculum Vitae (CV)
- The ideal candidate should:
  - Demonstrate a commitment to health care quality improvement, health care administration, or population health
  - Possess an interest in aspects of health care administration
  - Commit to participating in all activities throughout the 12-month program, including leading a substantial quality improvement or population health-oriented project important to the sponsoring facility

Q: WHO ARE THE FELLOWSHIP FACULTY?

The faculty includes well-recognized and respected clinical and administrative leaders from NYC Health + Hospitals' facilities and Central Office. The program leaders include:

Theodore Long, MD, MHS
Senior Vice President, Chief Medical Officer, Clinical Services and Population Health, Fellowship Director

Sewit Teckie, MD, MBA
Senior Vice President, Chief Medical Officer, Clinical Affairs and Business Strategy

Eric Wei, MD, MBA
Chief Executive Officer, NYC Health + Hospitals/Bellevue

Hillary Jalon, MS
Senior Vice President, Quality Management, Chief Quality Officer

Nichola Davis, MD, MS
Vice President and Chief Population Health Officer

Christopher Mastromano, MBA
Chief Executive Officer,
NYC Health + Hospitals/Jacobi-North Central Bronx

Andrew Wallach, MD, FACP
Ambulatory Care Chief Medical Officer and Ambulatory Care Chief for NYC Health + Hospitals/Bellevue

Adrienne Birnbaum, MD
Deputy Chief Quality Officer

David Silvestri, MD, MBA, MHS
System Chief, Acute Care & Emergency Preparedness,
Office of Clinical Services and Population Health

Shaw Natsui, MD
Chief Quality Officer, NYC Health + Hospitals/Bellevue

Lara Musser, MD
Interim Chief Quality Officer,
NYC Health + Hospitals/Jacobi-North Central Bronx

PJ Rosenstock, MD
Assistant Vice President of Clinical Operations,
Office of Clinical Affairs and Business Strategy

Michael Meguerdichian, MD, MHPED
Chief System Medical Simulation Officer,
Clinical Affairs and Business Strategy

Anthony Okolo, MD
Medical Director, Accountable Care Organization,
Office of Clinical Services and Population Health

Justin List, MD, MAR, MSc, FACP
Chief Medical Officer, Howard Brown Health

Hannah Jackson, MD, MPH
Senior Assistant Vice President & Chief of Staff,
Office of Ambulatory Care and Population Health

Stasha O'Callaghan, MD
Associate System Chief of Clinical Operations,
Office of Clinical Affairs and Business Strategy"

Katherine Piwnica-Worms, MD, MHS
Assistant Vice President, Pediatric Health Care Delivery and Medical Director, Adolescent Health Program

Anitha Srinivasan, MD
Deputy Chief Medical Officer, NYC Health + Hospitals/Metropolitan

Amanda Johnson, MD, MBA
Senior Assistant Vice President, Care Models

Tamara Kliot, MD
Associate Fellowship Director, Director of Provider Recruitment, Human Experience, and Capacity Building

Other administrative and clinical leaders throughout NYC Health + Hospitals will be part of the program design and delivery.

Q: WHAT IS THE QUALITY IMPROVEMENT PROJECT REQUIREMENT?

Each participant will be based in any of the NYC Health + Hospitals acute care facilities, Gotham sites, or in Central Office. The participant will be required to design and lead a quality improvement or population health-oriented project at the sponsoring facility. Through leading an interdisciplinary team of clinicians and administrative staff, the participant will help advance a goal that is consistent with that facility's priorities and aligned to NYC Health + Hospitals' strategic pillars. The aim is for the project to be sustainable after graduation.

Leadership at the NYC Health + Hospital's facility sponsoring the participant must endorse this project, and the fellow will be expected to present the project and results to the facility and system leadership. The participant will report project progress during relevant hospital quality assurance/performance improvement (QA/PI), population health, and other leadership committees, and provide a manuscript or poster, suitable for publication at the conclusion of the program.

Examples of these types of improvement or population health-oriented initiatives include:

- Expanding virtual ExpressCare (telehealth services) for vulnerable populations and launching the telehealth abortion access program.
- Optimizing MyChart messaging to improve communication between patients and their care teams.
- Implementing a new referrals system to improve the quality of e-consult and

referrals for increased primary care patient access to specialty care.

- Helping lead major systemwide initiatives related to improving mammography operations, expanding community health work programming, expanding midwifery services, and improving care for patients with sickle cell disease.
- Supporting an initiative to build discharge navigators for congestive heart failure patients to ensure that more patients are discharged with the appropriate guideline-directed medication therapy.
- Helping lead and support surge planning for pediatric Respiratory Syncytial Virus (RSV).

Q: HOW IS THE FELLOWSHIP STRUCTURED?

The fellowship uses a variety of methods to help participants learn about healthcare administration and quality improvement, including tools and approaches to effectively implement quality improvement, as well as population health-oriented initiatives.

Mentorship

Participants will work with experienced clinical mentors as they progress through the program. They will be given the opportunity to work with facility and system leadership.

Leadership Meetings

Participants will be given the opportunity to participate in local and system level leadership meetings focusing on quality improvement and also strategic topics in the leadership realm. These will expose participants to senior level NYC Health + Hospitals executives who have expertise in operations, population health, quality, patient safety, and finance, among other areas. Participants will become familiar with the use of quality initiatives within a value-based payment environment. Participants may also be involved in root cause analysis, medical/legal conferences, and system-wide Quality Assurance/ Performance Improvement Committee meetings.

In-person Didactic Sessions and Webinars

Participants will be exposed to didactic sessions that will serve as opportunities for structured educational experiences, one-to-one mentoring meetings with faculty and mentors, and reflective learning. Participants will attend NYC Health + Hospitals' quality assurance/performance improvement meetings, as well as specific meetings through Ambulatory Care and the Office of Population Health, to gain a depth and breadth of knowledge about a variety of topics that span across health care systems. Regularly scheduled webinars will also include quality improvement and healthcare leadership topics. Participants will review webinars individually or in groups, followed by reflective learning and discussion.

Learning Activities

Participants will be responsible for completing practical learning activities on specific quality improvement and healthcare leadership topics, either alone or in teams, which are presented during in-person meetings. Reading assignments will be expected as well as literature reviews and preparation for didactic sessions and reflective learning. These learning activities are intended to be the practical application of the didactic sessions.

Clinical Experience

Participants will be expected to maintain clinical excellence by providing clinical care outside the scope of their fellowship project and other learning activities. While they will be expected to spend 70% of their time on fellowship activities, they

will also allot 30% to delivering care in their clinical specialty. Specific hours and schedules will be individualized to ensure that each participant is able to attend required meetings and didactic sessions.

Q: WHAT ARE THE TOPICS COVERED IN THE NYC HEALTH + HOSPITALS QLF CURRICULUM?

Fundamentals of Leadership and Administration

Learn fundamentals of healthcare leadership and administration, including financial analysis, management skills, resource management, and strategic thinking.

Population Health Approach to Improve Outcomes

Learn essential components of a population health-oriented approach, including a focus on proactive delivery of care, social determinants of health, innovative uses of technology and data, and effective interventions for high-risk, high-need patients.

Team Facilitation and Change Management

Garner didactic and practical experience using change management techniques and engagement tools, working with interdisciplinary teams, and facilitating teams.

Fundamentals of Quality Improvement and Science of Quality Measurement

Review quality improvement essentials, with a focus on how this science has been translated and used in health care. During these teachings, policy and regulatory developments that may impact health care quality and patient safety in the future will be discussed.

Methods and Tools For Quality Improvement

Discuss approaches to selecting measures for quality improvement initiatives across inpatient and outpatient settings. Learn how to effectively use data in planning quality improvement and population health-oriented projects and how to use several quality improvement tools. During these teachings, participants will learn the basics of run and control charts, planned experimentation, using small tests of change, and engaging in other tools for measuring and improving. Use of health information technology in measuring and improving quality will also be discussed.

Developing and Implementing Quality Improvement Initiatives

Learn strategies for launching comprehensive quality improvement initiatives and engaging key leadership and stakeholders throughout the hospital while implementing, sustaining, and spreading improvements across the organization.

Designing Safe Systems and Building a "Just" Culture

Review the evidence of how patient safety has emerged as a critical focus issue in health care and explain concepts and tools used to achieve optimal outcomes. Explore how to create a "Just" culture that values patient safety and transparency.

What Sort of Benefits do Fellows Receive?

Please refer to PAGNY's direct website for further information.

How To Apply

Applications will be reviewed and interviews conducted on a rolling basis.

All materials must be received by: October 20, 2026.

Please send all materials to clf@nychhc.org.

Part A: Applicant Information

Name: _____

E-mail Address: _____

Phone: _____

Specialty: _____

How Did You Hear About This Application: _____

Part B: Personal Career Statement

Please answer the following questions on a separate document and attached the document when submitting your application:

- Why are you interested in NYC Health + Hospitals Clinical Leadership Fellowship?
- What skills do you hope to attain from participating in the fellowship?
- Describe a quality improvement or population health focused initiative that you participated in, and explain your role.
- Why do you believe your individual characteristics will enable you to become a healthcare leader in the future?

Part C: Skills Assessment

Please complete the skills assessment. 1=no knowledge or experience; 2-some knowledge and little experience; 3=working knowledge and experience; 4=proficient

Topic	1	2	3	4
Using Quality Improvement Tools and Techniques				
Understanding of Value Based Payment				
Using Data to Look at Population-Level Improvements				
Developing Action Plans for Change				
Fundamentals of Healthcare Administration				

CONTINUED ▸

Topic	1	2	3	4
Conducting Root Cause Analyses				
Understanding Regulatory Requirements for Quality Improvement				
Measuring Quality				
Organizing Teams				
Improving Communication				
Implementing Quality Improvement Initiatives				
Improving Patient Safety				
Creating a Just Culture				
Senior Leadership				
Management				

Part D: CV

Please attach a current CV

Part E: Recommendation Letters

Three Letters of Recommendations (LOR) are required, as follows:

- Residency Program Director or senior leader from your organization
- Faculty member with whom you have engaged in a quality improvement or population health-oriented project or research with before
- Faculty member or colleague who can attest to your abilities to work as a member of a healthcare team (can be someone you worked on a project with or someone you worked with during your residency).

Letters of recommendation should be sent to: clf@nychhc.org.

For general questions about the Fellowship, please contact:

Marlee Ickowicz, *Assistant Vice President, Quality & Safety;*
Email: clf@nychhc.org

Part F: Onboarding

Should you be offered a Clinical Leadership Fellowship position, the information contained in your application will be subject to verification and you will need to complete the NYC Health + Hospitals onboarding process.