

REQUEST FOR APPLICATIONS
The Linde Family Fellowship Program in Primary Care Leadership
Fellowship Period: October 2022- September 2023

The Linde Family Institute for Primary Care and Beth Israel Deaconess Medical Center are pleased to announce a Request for Applications for a one-year Linde Family Fellowship Program in Primary Care Leadership for the period of 10/1/22-9/30/23. Established in 2013, the Fellowship provides early and mid-career physician leaders with an opportunity to develop the expertise and skills needed to advance careers in primary care leadership, including practice management and innovation. The Linde Family Fellowship Program is open to physician leaders who practice primary care and have a leadership role at BIDMC or one of Beth Israel Lahey Health's member organizations or affiliates. Up to four fellowships will be awarded and will include salary support.

Goals of the Fellowship

The *overall goals* of the Fellowship are to enable physician leaders to:

- Build core leadership competencies
- Develop the skill set to lead innovation and transformation within and beyond their practices
- Contribute to Beth Israel Lahey Health's goal of an expanded pipeline and community of leaders with common language, values, and shared goals for health care delivery
- Serve as initiators and leaders of change through analysis, planning, and resource allocation
- Take on greater leadership roles in primary care practices and primary care delivery

Specific learning goals focus on building participant capacity, including but not limited to:

- Identify personal leadership style strengths and areas for improvement
- Lead a strategically-aligned project in primary care delivery, including the elements of project scoping, team building, data management, conducting a stakeholder analysis, and instilling accountability
- Develop leadership skills to include communication and presence, difficult conversations, negotiating/influencing, leading change, and meeting management
- Understand the systemic policy, financial, and regulatory forces facing primary care practices in today's healthcare environment
- Learn the technique of behavior-based interviewing, and how to manage employee relations
- Learn strategies to facilitate work teams, set goals and manage projects

Program Outcomes

By participating in this Fellowship, participants will:

- Create a personal leadership development plan based on individual assessments, to work on longitudinally with an executive coach
- Lead a project in primary care practice to enhance quality of care, communication, transitions, or another critical aspect of practice
- Participate in a learning community of leaders through peer coaching and project presentations
- Learn from leaders in medicine and other fields through readings, seminars, and interactive sessions
- Give a final presentation to hospital leadership that covers project outcomes

Fellowship content and structure: The Linde Family Fellowship Program time commitment is approximately 20 hours per month and includes a variety of program related activities outlined below.

- Linde Fellows complete several individual assessments (e.g., 360 degree feedback, Myers-Briggs Type Indicator, Hogan Personality Inventory) and work with a leadership coach to create individual development goals based on results from the assessments
- Linde Fellows meet regularly with their leadership coach, who serves as a sounding board, offers real time feedback, and helps the Linde Fellow stay focused on his or her goals.

- Participants attend workshops led by key leaders in the fields of medical management and leadership. These workshops often include participants from other leadership programs across BILH. The curriculum covers a broad spectrum of contemporary issues related to leadership.
- Action learning is a critical aspect of the Fellowship. Linde Fellows identify a change project in their home practice site. Linde Fellows work closely with their supervisor and team to choose, plan and implement a strategically aligned project.
- Linde Fellows form a peer-learning group, meeting regularly to serve as advisors for each other in both projects and leadership growth.
- Fellowship graduation requirements are satisfied by workshop preparation, attendance, and participation, meeting regularly with the coach, and completion of the action-learning project.
- Fellows will participate in two to three meetings with their sponsor, the faculty director, and coach to review leadership development goals and project implementation.

Financial support

All Beth Israel Lahey Health-affiliated primary care physicians in a leadership role who are interested in advancing their leadership impact as they launch or continue to develop their careers in medicine are encouraged to apply. Linde Fellows should plan to commit 15% of their total work effort to the Fellowship program. The Linde Family Institute for Primary Care provides a stipend for salary support (\$25,000); additional matching support to cover a total of 15% time commitment is expected to come from the physician's home practice site. The Linde Family Institute for Primary Care Leadership disburses the stipend to the Fellow's divisional or practice budget in remuneration for the Fellow's time to participate in the program.

The program encourages applications from mid-career and early-career leaders who practice primary care at any of the hospitals or community health centers affiliated with BIDMC, Lahey, or Mount Auburn, or at any BILH-affiliated primary care practice.

All applicants must submit a letter from their physician leader or practice director indicating a **commitment to provide dedicated time** (15% FTE) to attend the seminars, meet with their coach, and complete the Fellowship project as described above. Linde fellows must plan travel time to attend seminars and learning groups, typically held on Wednesday afternoons from 1:00 – 5:00, twice monthly, at BIDMC.

Selection Process (any questions prior to application submission are welcomed, and should be addressed to Dan Dangler, ddangler@bidmc.harvard.edu or Dr. Eileen Reynolds, ereynold@bidmc.harvard.edu.

The Linde Family Fellowship Selection Committee will review all applications. Finalists will be invited for an interview. Selection criteria include:

- A track record of commitment to and excellence in primary care practice.
- A current leadership role that allows the candidate to directly apply lessons learned on the job (such as supervising staff, managing project teams, or leading initiatives).
- An interest in innovation.
- A clear rationale explaining how the Fellowship will help the candidate achieve her/his professional goals.
- Openness to receiving ongoing feedback and applying new learnings.
- A commitment to prepare for, attend, and actively participate in scheduled seminars.
- A commitment to contribute to the group learning process.
- A feasible preliminary project proposal with direct applicability to the field of primary care leadership, the availability of team members to work on the project, and a commitment to complete the project. The project should be developed with the candidates' own direct leader. After selection, the selection committee expects that the chosen project will evolve and be refined with input from the fellowship and health system leadership. Projects that innovate and impact primary care practices and patients directly will receive priority over applications in which the project is primarily educational/curricular in nature.

Application Process

For instructions on how to apply to the Fellowship, please refer to the "Application Instructions and Coversheet." If you have questions about the application process or the Fellowship itself, please contact **Dan Dangler, ddangler@bidmc.harvard.edu or Dr. Eileen Reynolds, ereynold@bidmc.harvard.edu.**

All applications are due by Monday March 7, 2022 at 5:00 pm.

The Linde Fellows for 2022-2023 will be announced in early May 2022

The Linde Family Fellowship in Primary Care Leadership
October 1, 2022 – September 30, 2023

APPLICATION INSTRUCTIONS AND COVERSHEET

Please complete this cover sheet by typing the requested information in the allotted spaces. **The deadline for receipt of a completed application package is Monday, March 7, 2022 at 5:00 pm.**

The following application documents should be sent in a single email to the contact noted at the bottom of this form:

- Application Coversheet
- A personal statement describing your interest in primary care leadership, and outlining what you hope to gain from the Fellowship (maximum length: one single spaced page)
- A clear page description of a project or issue you wish to pursue in the Fellowship year, including a proposed timeline, resource needs, and a statement of alignment with the home organization's priorities (maximum length: 2 pages)
- A copy of your updated formal Curriculum Vitae (such as HMS format or other academic format)

The following two letters of recommendation (maximum length 1 page each):

- A letter of recommendation and support from your direct physician leader, which should include a statement of commitment to:
 - Provide dedicated time (15% FTE) for you during the Fellowship year
 - Supplement to the Linde \$25K contribution, to cover 15% FTE
 - Support for your project choice and include a description of your project team
 - If your main supervisor is not a practice director, and if your project involves implementation within a practice, please include an additional letter of support for your project from the medical director of that practice site.
- A letter of recommendation from a colleague, supervisor, affiliated staff member, or trainee who can attest to your commitment to and involvement in primary care leadership.

Letters of recommendation should be addressed to The Linde Family Institute for Primary Care Selection Committee and sent via email directly from the author to the contact noted at the bottom of this form.

All applications will be reviewed by the Fellowship Steering Committee. Finalists will be invited for an interview.

Today's Date:

1. Last name: _____ First name: _____ Middle initial: _____
2. Post-graduate degree(s): _____ HMS or Tufts academic title, if applicable: _____
3. BILH affiliated institution: _____ Department/Division/Practice Site: _____
4. Title of proposed project: _____
5. Your mailing address and contact information:
Address: _____
City: _____ State: _____ Zip: _____
Best daytime phone #: _____ Page Operator # and page ID: _____ E-mail: _____
6. Name/title of Department Head/Division Chief/Practice Chief: _____
7. Names and contact information of your reference letters:

Reference Name	Phone#	Email address
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i.

Reference Name	Phone#	Email address
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ii.

CONTACT: Nikki DeMelo
Department of Medicine, BIDMC
P: 617-632-8310
F: 617-632-8261
lindefellowship@bidmc.harvard.edu