

REQUEST FOR APPLICATIONS
The Linde Family Fellowship Program in Primary Care Leadership
Fellowship Period: October 2019- September 2020

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 10/1/19-9/30/20. 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 faculty 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
- Prepare to take on greater leadership roles in primary care practices
- Develop the skill set to lead innovation and transformation within and beyond their practices
- Serve as role models and mentors to residents and students seeking careers in primary care
- 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

Specific *learning goals* focus on building participant capacity to:

- Lead a project in primary care including project scoping, team building, data management, and outcomes management
- Review models for managing organizational change
- 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, and lead meetings
- Develop techniques for managing difficult conversations, negotiating, exercising influence, and communicating a leadership message
- Understand fundamentals of continuous improvement
- Learn a framework for writing a business proposal

Program Outcomes

By participating in this Fellowship, participants will:

- Create a customized leadership development plan based on individual assessment data
- Lead a project in primary care practice to enhance quality of care, communication, transitions, or another critical aspect of practice with the help of a coach
- 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 commitment is approximately 20 hours per month to include a variety of program related activities outlined below.

- Linde Fellows complete several individual assessments (e.g., 360 degree feedback, Myers-Briggs Type Indicator) and work with a coach to create individual development goals based on results from the assessment
- Linde Fellows meet regularly with their assigned coach, who serves as a sounding board, management consultant, 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 physician leadership programs at BIDMC. The curriculum covers

a broad spectrum of contemporary issues related to leadership in Primary Care Medicine practice such as driving innovation, change management, negotiation and strategic 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 immediate manager and an assigned physician leader who acts as a mentor and coach to help guide their action-learning project.
- Linde Fellows form a peer-learning group, meeting regularly to offer input and feedback on individual learnings and progress on projects.
- 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 one or two 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 who are interested in advancing their primary care leadership skills 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 of 10% salary support at the BIDMC Healthcare Associates clinical FTE rate (\$20,000); additional matching support to cover a total of 15% time commitment is expected to come from the faculty member's home practice site. The Linde Family Institute for Primary Care 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 any BIDCO-affiliated primary care practice, including Healthcare Associates and BID Healthcare practices.

All applicants must submit a letter from their Division Chief or practice director indicating a **commitment to provide dedicated time** (15% FTE) to attend the seminars, meet with a coach, and complete the Fellowship project as described above. Off-site physicians must plan travel time to attend seminars and learning groups, typically held on Wednesday afternoons from 1:00 – 5:00, every other week, at BIDMC.

Selection Process (any questions prior to application submission are welcomed, and should be addressed to Diane Brockmeyer MD at dbrockme@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 practice initiatives).
- An interest in innovation.
- A clear rationale explaining how the Fellowship will help applicants achieve his/her 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 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 selection committee understands that projects may evolve between application submission and project execution. 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.
- Support from practice leadership and evidence that the project is consonant with current practice priorities.

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 Dr. Diane Brockmeyer, Interim Associate Faculty Director, Linde Family Fellowship Program, dbrockme@bidmc.harvard.edu.

All applications are due by Monday March 11, 2019 at 5:00 pm.

The Linde Fellows for 2019-2020 will be announced by Friday, April 19, 2019

The Linde Family Fellowship Program in Primary Care Leadership
October 1, 2019 – September 30, 2020

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 11, 2019 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
- A clear one-to-two page description of a project or issue you wish to pursue in the Fellowship year
- A copy of your updated Curriculum Vitae in HMS format

The following two letters of recommendation:

- A letter of recommendation and support from your Division Chief/practice director, which should include a statement of commitment to provide dedicated time (15% FTE) for you during the Fellowship year; as well as support for your project choice and description of your project team. In the case that your main boss is not your practice director, if your project involves a practice, please include an additional letter of support for your project from the medical director of the practice.
- 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 academic title, if applicable: _____
3. BIDMC 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
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ndemelo@bidmc.harvard.edu