

## **Fellowship Spotlight: Bridging Clinical Insight and Administrative Leadership**

As a practicing emergency physician at Mercy Health – St. Rita's Medical Center, I entered the Healthcare Administration, Leadership, and Management (HALM) fellowship with a desire to expand my impact beyond the bedside. What I found was a transformational exposure. It is an experience that has challenged my assumptions, stretched my understanding of healthcare systems, and reshaped the way I view leadership.

Transitioning from clinical care to system-level decision-making was not easy. I was quickly immersed in a world of finance, governance, and strategic operations. These domains are rarely addressed in formal medical training. Early meetings often felt like decoding a foreign language. I had to learn quickly, leaning on mentors and colleagues who were generous with their time and guidance.

Throughout the fellowship, I have begun to see how clinical insight can bring meaningful value to administrative conversations. I am learning how to communicate clinical priorities in ways that align with organizational goals and how to collaborate effectively with professionals in finance, operations, quality, and technology.

This experience has deepened my appreciation for the complexity of healthcare delivery and the power of physician leadership. I've come to believe that when we understand the business of medicine, we become better advocates for sustainable, patient-centered change. Most importantly, I've seen how trust, humility, and a commitment to learning are essential in building healthcare teams that can truly make a positive impact in their community.

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