

BACKGROUND

From May 2018 through September 2018, the National Council on Administrative Fellowships (NCAF) conducted its fifth national benchmarking survey. Those surveyed included administrative fellowship sites, graduate health management programs, student applicants, and fellow.

This annual data collection process, which is overseen by the Benchmarking, Metrics, and Research Subcommittee, is designed to monitor dynamics within the field of administrative fellowships, as well as the impact of NCAF activity on outcomes.

Participating NCAF members receive a full, in-depth data report of each year's responses, including satisfaction questions and qualitative analysis of fellowships received and graduate programs attended. Below is a sample of the information that is gathered annually.

GRADUATE STUDENT SURVEY

The student benchmarking survey strategy this year:

- One survey was sent to 1038 verified NAFCAS applicants, directly following their application submission (September-January) 408 responses were received. These results were reported in an earlier report.
- A follow-up survey was sent to this same cohort of applicants after the fellowship offer period (May-June) resulting in 113 responses. This survey was also sent to graduate program directors, requesting for students who had applied to at least one administrative fellowship in the 2017-2018 application cycle to complete this survey.

Therefore, in total, 113 post-offer responses were received; 62% of the respondents attended an NCAF-member graduate program.

Student Satisfaction

Respondents reported their level of satisfaction across three dimensions: quality of sites offering fellowships, quantity of sites offering fellowships, and application process (effectiveness, efficiency, etc.). These questions were asked of fellowship sites within and outside of NAFCAS. Overall, students were slightly more satisfied with the quality, quantity, and application process of sites offering fellowships on NAFCAS. The NAFCAS offer acceptance process was slightly lower than traditional methods.

Student Ratings of Fellowship Attribute Importance & Application Input

Students were asked to rate the importance of individual aspects of a fellowship that made it more appealing, ranging from "Not At All Important" to "Absolutely Essential." Answers for individual attributes varied with 'opportunities for mentorship' and 'variety of experience opportunity' ranking the highest. Similar to last year, membership in NCAF was ranked the lowest (see Figure 1).

Students also were asked about the quantity of applications they submitted and if they received at least one offer for an administrative fellowship. Figure 2 shows the number of students that applied to each range of applications and the average number of fellowship offers received by those students. Of the 113 survey respondents, students who were most successful applied to 9-11 fellowship sites. Additionally, over time we have found that students who were affiliated with an NCAF member graduate program were more likely to receive at least one offer (see Figure 3) than those who do not attend an NCAF member graduate program. This trend can be seen from benchmarking data collected from 2016-2018.

Figure 1. Student ratings of fellowship attribute importance (Median Rankings)

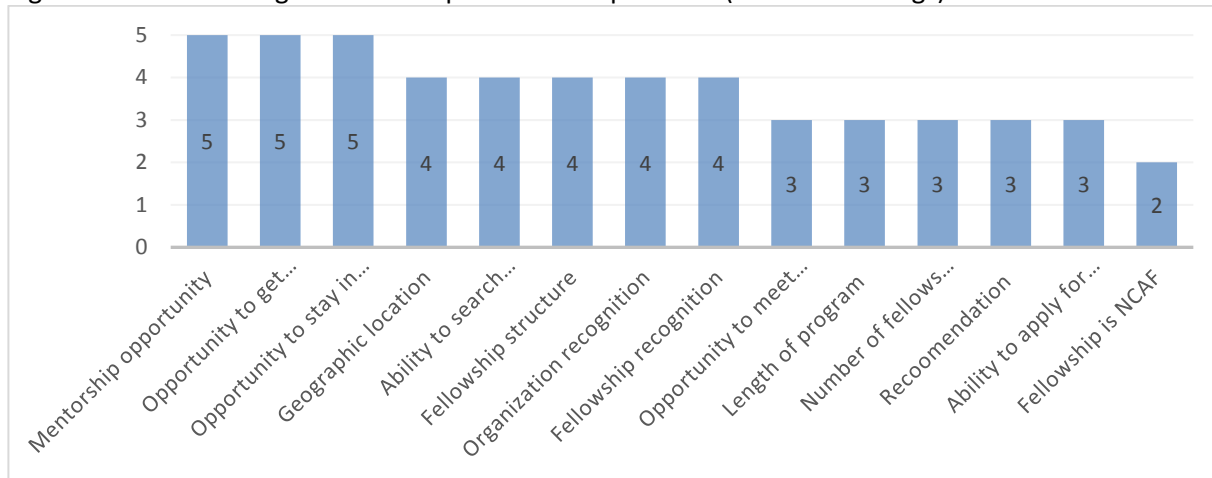


Figure 2. Number of fellowship sites to which students applied vs. average number of fellowship offers they received (N = 113)

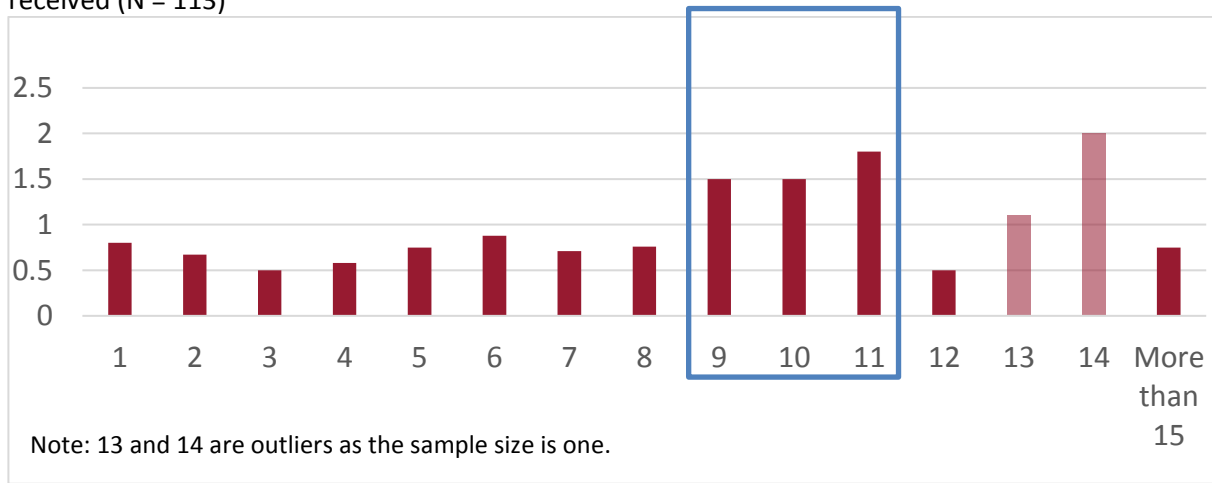
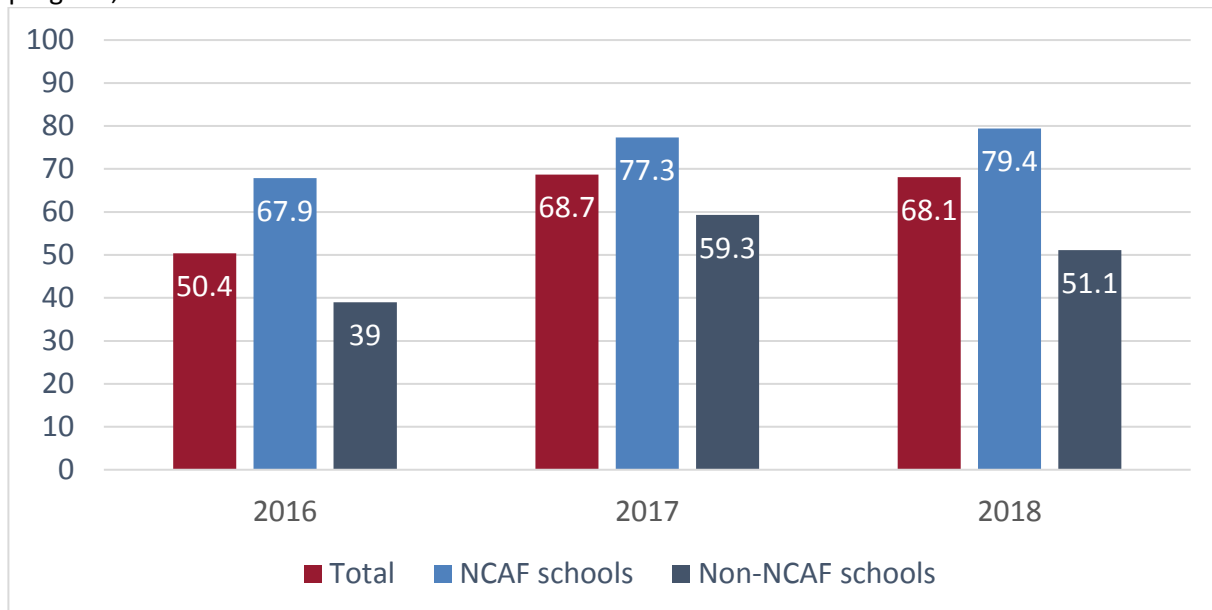


Figure 3. Proportion (%) of students who received at least one offer, by NCAF membership of their graduate program, 2016-2018



GRADUATE PROGRAM SURVEY

A total of 127 surveys were sent to Association of University Programs in Health Administration-affiliated graduate health management programs. A total of 26 universities responded to the Graduate Program Survey, 73% of whom were NCAF members.

Student and Fellowship Applicant Data

In general, NCAF-member graduate health management programs had a higher number and percentage of students placed into fellowships (see Table 1). Note: these numbers include all CAHME accredited programs and is not limited to the 26 universities above.

Table 1. Benchmarking overview responses of CAHME Accredited programs

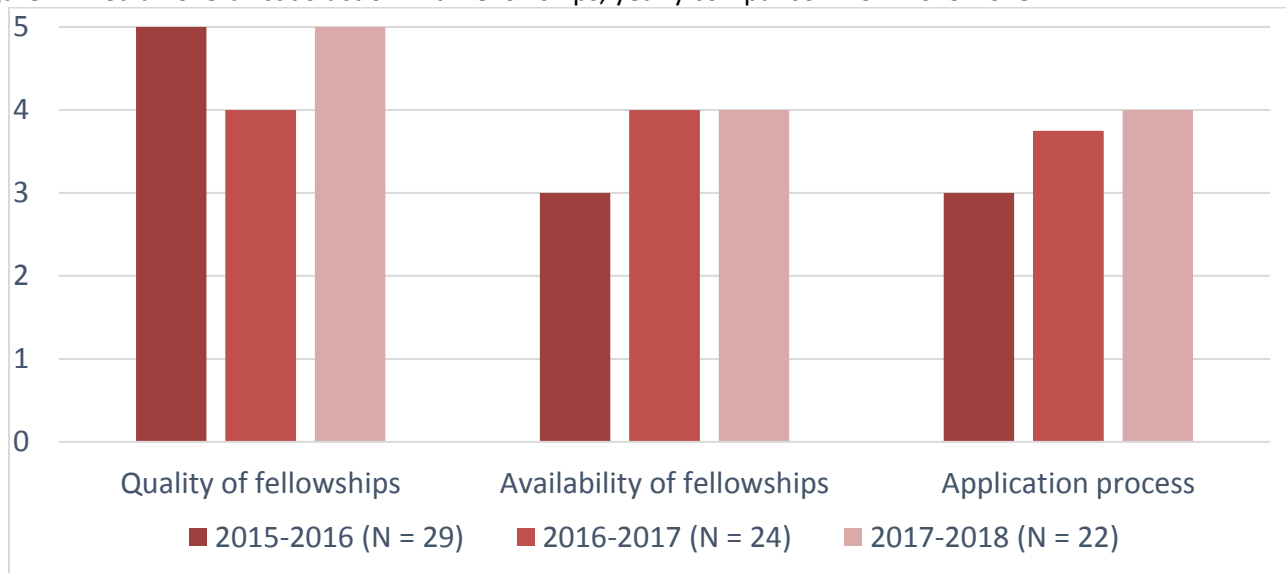
| | How many students will graduate from your program Spring 2017? | Accepted a fellowship offer? |
|-----------------|--|------------------------------|
| Total(N=85) | 2574 | 262 (10%) |
| Average | 31 | 3.2 |
| Median | 26 | 1 |
| NCAF (N=32) | 1016 | 208 (20%) |
| Average | 31.7 | 1.78% |
| Median | 28.5 | 1 |
| Non-NCAF (N=49) | 1539 | 45(3%) |
| Average | 30.8 | .92 |
| Median | 24.5 | 0 |

Satisfaction Questions

Respondents indicated their level of satisfaction with the fellowship application process on four dimensions. Overall, programs were generally satisfied with the quality and availability of administrative fellowships to their students both within and outside of the centralized application process. While comparing the application process satisfaction, higher levels of satisfaction in the NAFCAS process for faculty members were seen.

Additional, NCAF is now able to show trend data indicating the overall satisfaction with administrative fellowships. From 2015-2018 the application process and availability of fellowships has improved (see Figure 4).

Figure 4. Median overall satisfaction with fellowships, yearly comparison from 2015-2018



ADMINISTRATIVE FELLOWSHIP PROGRAM SURVEY

A total of 178 surveys were sent to fellowship sites. There were 44 respondents to the Fellowship Site survey, 31 of whom were NCAF member respondents. From this, we isolated fellowships sites based on their utilization of NAFCAS. 23 sites utilized NAFCAS solely or NAFCAS and another process, while 16 sites did not utilize NAFCAS at all.

Those that utilized NAFCAS on average offered a higher number of fellowship slots, received more applications and had fewer candidates pull out of the process prior to the offer period than those who did not utilize NAFCAS (see Table 2).

Table 2. 2017 Recruiting data stratified by use of NAFCAS

| | Sites that utilize NAFCAS solely or NAFCAS and another process (N = 23) | | Sites that didn't utilize NAFCAS at all (N = 16) | |
|---|---|---------|--|---------|
| | Total | Average | Total | Average |
| Total applications received | 2,490 | 108.3 | 1,674 | 104.6 |
| Number of fellowship slots available at your organization | 57 | 2.5 | 55 | 3.4 |
| Number of fellowship position offers made to fill slots | 98 | 4.3 | 64 | 4.0 |
| Number of applicants that pulled out of the process prior to the offer period | 19 | 0.8 | 34 | 2.1 |

Open-Ended Graduate Program Data

32 of the responding fellowship sites indicated which graduate programs their accepted fellows came from, and what graduate degrees those fellows held. 101 fellows were accounted for in this open-ended question. The breakdown of graduate degrees is shown in Table 3.

Table 3. Graduate degrees represented by 2017 fellows (N=32)

| Graduate Degree | Count | Percent |
|-----------------|-------|---------|
| MHA/MHSA/MSHA | 74 | 73% |
| MBA/MHA | 7 | 7% |
| MPH/MSPH | 7 | 7% |
| MBA | 6 | 6% |
| MBA/MPH | 4 | 4% |
| Other | 3 | 3% |
| MSHI | 1 | 1% |
| MD | 1 | 1% |
| MS | 1 | 1% |

FELLOWS SURVEY

A total of 38 fellows responded to the survey sent to administrative fellowship sites, directed towards fellows. From the 38 respondents, 27 attended an NCAF member graduate program.

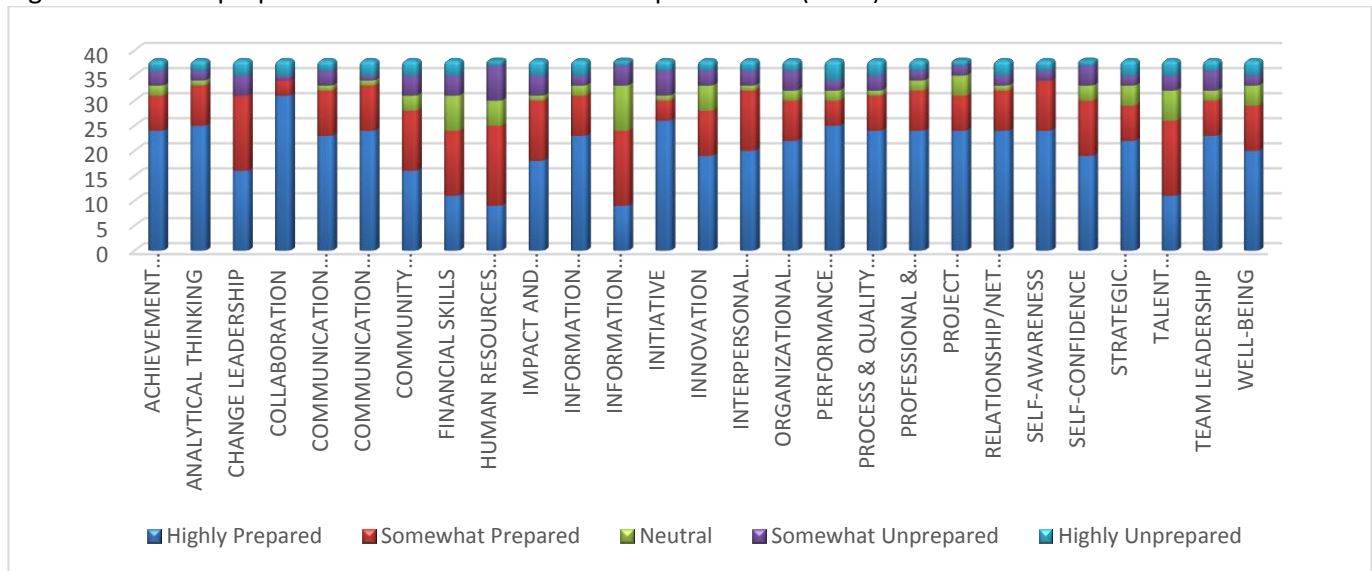
Satisfaction Levels

Fellows were asked to indicate their level of satisfaction with their administrative fellowship program based on 15 identifiers ranging from program design to perceived opportunity for continued work. From this 97% of fellows agreed their fellowship helped increase understanding of healthcare administration and provided enough interface with executive leadership. Additionally, 13% indicated that more quality feedback was needed.

Overall Preparedness

Fellows were also asked to indicate how prepared they felt to on 27 leadership behaviors derived from NCHL’s Health Leadership Competency Model 3.0. 79% of applicants* indicated that their graduate program enhanced or prepared them for leadership behaviors for their administrative fellowship. Figure 5 provides a detailed look into these.

Figure 5. Level of preparedness for indicated leadership behaviors (N=38)



*Note: number reflects an average of those who responded ‘highly prepared’ or ‘somewhat prepared’

Post-Fellowship

94% of respondents accepted a full time role with their organization. While job titles varied that majority went into a director or a management role of some sort. Additionally, this was the first year we asked for fellows to provide salary information. From the 34 respondents, 35% of fellows took a role that paid \$70,000-\$79,000 annually.

NEXT STEPS

We look forward to continuing our data gathering about administrative fellowships for the field. 2019 benchmarking surveys will be distributed during quarter one of 2019. We request for all NCAF members to complete these in a timely manner. For more information on NCAF membership, please contact Nitasha Kassam at nkassam@nchl.org.