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Health

# Meritus Health Administrative Fellowship

## Webinar

August 26, 2025



# Agenda Items/ Topics

1. Welcome
2. About Meritus Health
3. Introductions – Dr. Maulik Joshi, CEO
4. Introductions – Carrie Adams, COO
5. Introductions – Nishedhya Venkataraman, Current Fellow
6. About the Administrative Fellowship
7. Questions

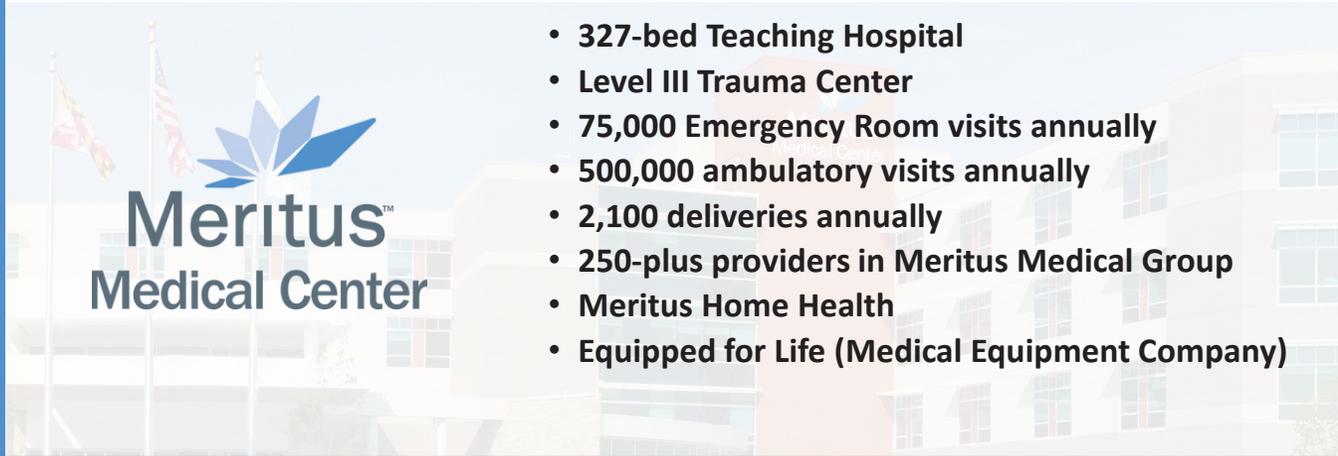
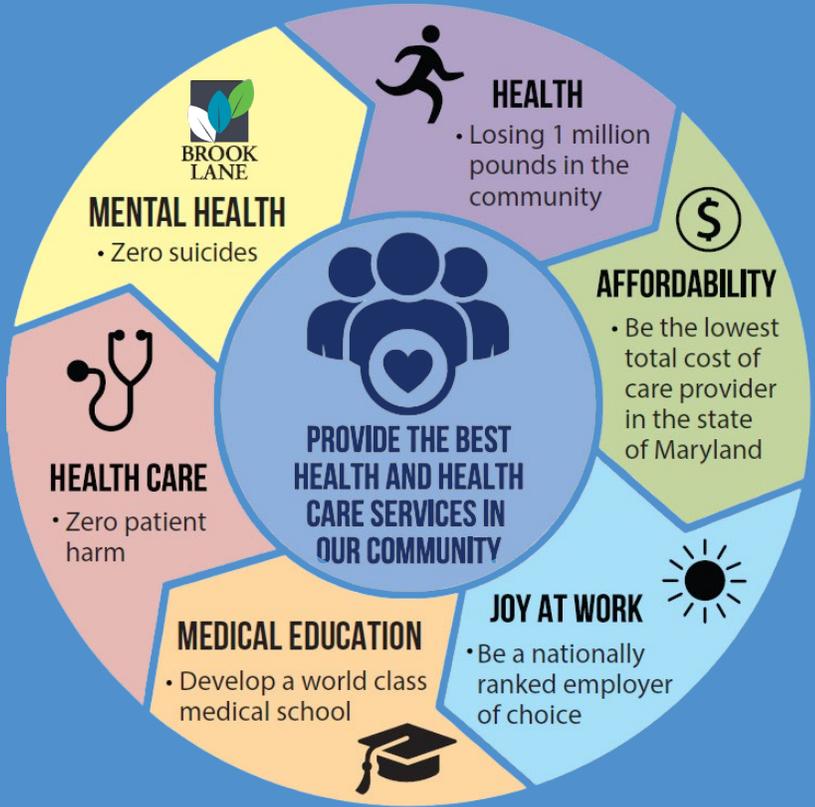




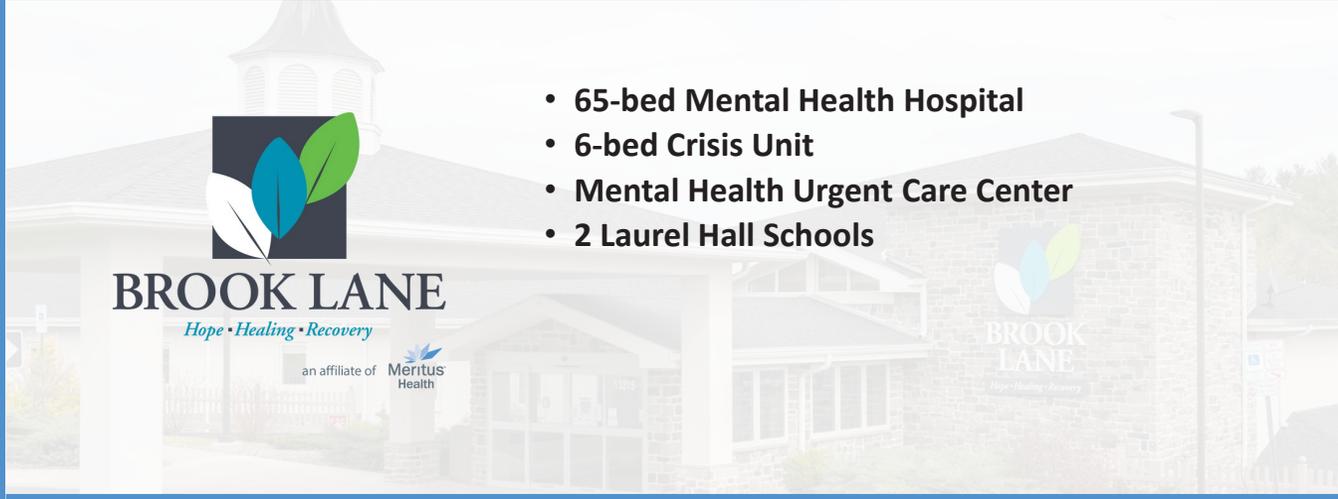
**Meritus Mission:**

Improve the health of the community by providing the best healthcare, health services and medical education.

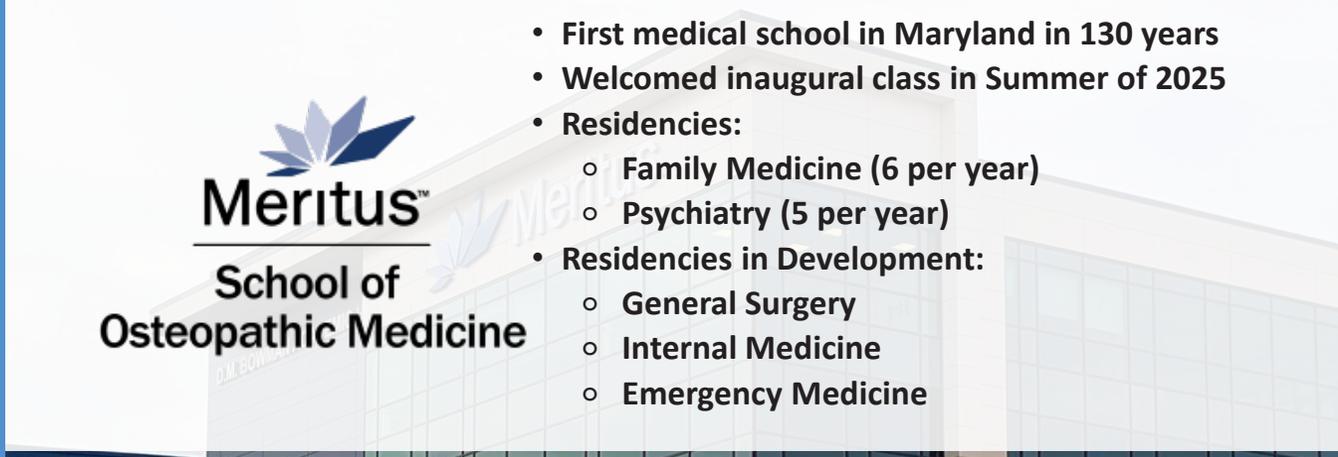
- Anchor organization for the region
- Over 4,300 Team Members
- \$750 million in annual revenue
- Serves over 200,000 people



- 327-bed Teaching Hospital
- Level III Trauma Center
- 75,000 Emergency Room visits annually
- 500,000 ambulatory visits annually
- 2,100 deliveries annually
- 250-plus providers in Meritus Medical Group
- Meritus Home Health
- Equipped for Life (Medical Equipment Company)



- 65-bed Mental Health Hospital
- 6-bed Crisis Unit
- Mental Health Urgent Care Center
- 2 Laurel Hall Schools



- First medical school in Maryland in 130 years
- Welcomed inaugural class in Summer of 2025
- Residencies:
  - Family Medicine (6 per year)
  - Psychiatry (5 per year)
- Residencies in Development:
  - General Surgery
  - Internal Medicine
  - Emergency Medicine

# Introductions

## Maulik Joshi, Dr.P.H



**President and Chief Executive Officer Meritus Health**

**President, Meritus School of Osteopathic Medicine**

- **Education:** Maulik has a Doctorate in Public Health and a Master's degree in Health Services Administration from the University of Michigan.
- **Prior Experiences:**
  - Associate Executive Vice President at the American Hospital Association and President of the Health Research and Educational Trust
  - COO and Executive Vice President at the Anne Arundel Health System (AAHS).
  - He has also worked at the Institute for Healthcare Improvement, the Agency for Healthcare Research and Quality, the University of Pennsylvania Health System and The HMO Group.
- **Current Affiliations:**
  - Teaches annually as adjunct faculty at the University of Michigan School of Public Health in the Department of Health Management & Policy
  - Serves on numerous not-for-profit boards, including, on the Health Services Cost Review Commission (HSCRC) as a governor-appointed commissioner

# Introductions

## Carrie Adams, Pharm D



## Chief Operating Officer

- **Education:** Carrie has completed her Doctorate at Shenandoah University
- **Prior Experiences:**
  - Director of Pharmacy in 2012, where she reduces medication utilization and clinical redesign pharmacy services
  - Chief Transformation Officer in 2017, where she led a \$54 million enterprise-wide EHR implementation across ambulatory, inpatient, and revenue cycle settings
  - Chief Quality Officer and VP of Human Resources from 2018–2022, where Carrie led the turnaround of the system’s pay-for-performance outcomes—reversing a \$4M penalty to a \$2.2M reward
  - Carrie served as Corporate Director of Pharmacy Services for Trivergent Health Alliance
- **Achievements:**
  - Meritus has:
    - Implemented process improvement frameworks like Kata to embed a culture of accountability and safety
    - Reduced overhead expenses by \$4 million
    - Achieved top state performance in quality outcomes
    - Earned five consecutive “A” grades from Leapfrog
    - Achieved the Ohio Governor’s award for Excellence Baldrige

# Introductions

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## Nishedhya Venkataraman, MHA



### Current Administrative Fellow

- **Education:** Nishedhya received her dual Bachelor's Degrees from UMD in Neuroscience and Spanish and her MHA from Rutgers University
- **Achievements:** Through her experiences thus far in the Meritus Administrative Fellowship, Nishedhya has contributed to projects that advance the strategic goals of Meritus Health to serve the community.

# About the Fellowship

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- Report directly to the President and Chief Executive Officer of Meritus Health
- Active working member of senior leadership team; provide direct support to systemwide initiatives
- Observe system-level executives at meetings and retreats throughout the fellowship
- Project-based fellowship guided by both the interests of the fellow and the strategic priorities of the system
- Opportunities to support multiple areas of the organization: Operations, Communications, Strategy, Quality and Safety, Finance, Nursing, Information Technology, Medical Staff, Human Resources and Philanthropy.
- Projects Admin Fellows have worked on:
  - Retail pharmacy implementation
  - Campaign to Lose 1 Million Pounds (2030 Bold Goal)
  - Long Term Real Estate Plan
  - Operational Agility
  - Baldrige Application
  - Health Equity Report
  - Acquisitions
  - COVID-19 Mobile Testing Clinic

# Questions?

**We look forward to reviewing your applications!**

Please feel free to email [nishedhya.venkataraman@meritushealth.com](mailto:nishedhya.venkataraman@meritushealth.com)





# Thank You



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