



HARVARD
MEDICAL SCHOOL

NEW

Career Advancement and Leadership Skills for Women in Healthcare

November 17-19, 2016 | Boston, MA



**STRATEGIES, SKILLS DEVELOPMENT,
AND EDUCATION FOR:**

CLINICIANS

- PHYSICIANS
- PHYSICIAN LEADERS
- NPs, PAs, NURSES
- NURSE EXECUTIVES
- ALLIED HEALTH
- MENTAL HEALTH

PROFESSIONALS in

- ADMINISTRATION
- HUMAN RESOURCES
- OPERATIONS
- PATIENT SERVICES
- QUALITY AND SAFETY
- RESEARCH

A new continuing professional development program under the direction of Julie Silver, MD

Features skills-development workshops

WomensLeadership.HMSCME.com



Course Overview

There is a longstanding gap in the development and promotion of women as healthcare leaders. Although some progress has been made, reports generally demonstrate the progress is slow and women continue to face many challenges in their healthcare careers that limit their ability to be promoted. Even when they are promoted, they often have not been offered the formal training and mentoring that will help them to be successful.

Developing leadership skills is an important aspect of career advancement; however, physicians and other healthcare professionals often do not receive formal training. Women lag behind men in leadership training, roles, and compensation. This course is designed to teach healthcare professionals what they need to be successful now and in the future.

Learning Objectives

Upon completion of this activity, participants will be able to:

- Identify their personal mission and goals
- Recognize the strengths and weaknesses of their leadership style
- Develop a strategic plan for their organization with long-term and short-term goals
- Identify ways to measure outcomes and evaluate their organization's success in achieving goals
- Utilize management strategies to lead their team
- Develop strategies for communicating with internal and external stakeholders
- Use specific communication strategies for negotiating and conducting difficult conversations

This course focuses on developing competencies in the following key leadership skill set domains:

- **Mission and Vision:** Identifying what you are passionate about and how to accomplish it
- **Leadership Style and Skill:** Recognizing your leadership potential, style, and opportunities
- **Strategic Planning:** Identifying strategic imperatives, developing a strategic plan, setting short- and long-term goals
- **Negotiations and Advocacy:** Negotiating with skill and advocating internally and externally to accomplish key objectives
- **Fiscal Responsibility:** Managing budgets, risk, quality, and growth
- **Performance and Outcomes:** Executing your strategic plan and measuring success
- **Leading People:** Managing people and engaging stakeholders
- **Communication:** Executive presence, dynamic and persuasive public speaking, skillfully handling difficult conversations, writing compelling narrative descriptions

In addition to these core domains for success, the course covers diversity strategies for organizations to decrease the gap for women in healthcare leadership by:

- **Recruiting female managers or executives**
- **Developing the right support to advance and promote women once they are hired**
- **Implementing strategies and policies that include representation of women on key committees and reviewing the track record on diversity inclusion in the organization**



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Dear Colleague,

When I sat down to write this letter, I found a link that promised “10 Quotes to Inspire Healthcare Leaders.” Indeed, they were inspiring, but there was one problem: all ten were ascribed to men. Granted, mine wasn’t an exhaustive search; but still, I felt it illustrated an important point: while women constitute an inexorably large percentage of the healthcare workforce and make invaluable contributions, they are underrepresented as leaders, not just at the topmost rungs of most institutional hierarchies, but in mid-tier managerial positions as well.

So how do women at various stages of their healthcare careers step into and succeed in leadership positions? How do women—and men—effectively cultivate female managerial talent in healthcare settings?

This new course delivers answers in the form of leadership and career development strategies that you can take back to your home institution. And it’s the only leadership program of its kind to complement these strategies with skills development for the essential, practical, and personal competencies required of women to excel at leadership positions. This includes education for more persuasive public speaking and effective written communication; harnessing social media to promote your healthcare leadership agenda; prevailing in high-stakes conversations; and executing personal plans to achieve one’s career and/or work-life balance goals.

Healthcare executives and the rank-and-file alike see a women’s leadership vacuum and recognize the importance of addressing it. We created this program to help. We aim to promote (or alter) the leadership trajectory of each attendee—fortifying success and helping to drive careers to the next level.

I am confident that the education, as well as the contacts you will make, can be truly life changing. And I personally guarantee that you’ll leave with more than ten quotes from female leaders that will inspire you as a current or future healthcare leader.

I hope you will join us in November for this unique educational and networking opportunity.

Sincerely,



Julie Silver, MD

Associate Professor

Associate Chair, Strategic Initiatives

Harvard Medical School

*Department of Physical Medicine and Rehabilitation and
Spaulding Rehabilitation Network*



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Course Director - Julie Silver, MD

Dr. Silver is the Associate Chair for Strategic Initiatives in the Department of Physical Medicine and Rehabilitation at Harvard Medical School and Spaulding Rehabilitation Network. She is the former Chief Editor of Books at Harvard Health Publications and is an award-winning author. She has spent more than a decade teaching and mentoring physicians and other healthcare professionals in writing, publishing, public speaking, and interacting with the media. The focus of her work is on healing, with an emphasis on cancer rehabilitation. She has written and edited too many books to list here, and this has led to many important career opportunities — including developing the STAR Program certification, which is an evidence-based and best practices model for cancer rehabilitation care that has been adopted by hundreds of hospitals throughout the United States. Dr. Silver has received many awards, including the *Boston Globe's* Top Innovator in Medicine. The Discovery Channel featured her work and the STAR Program in the show *Innovations*. She has been a guest on the *Today Show*, the *CBS Early Show* and *Dr. Oz*. Her work has been featured in hundreds of media outlets, including the *New York Times*, the *Wall Street Journal*, *USA Today*, the *London Times*, and *NPR*. Dr. Silver is currently affiliated with Spaulding Rehabilitation, Massachusetts General, and Brigham and Women's Hospitals.

Harvard Medical School Faculty

Saurabha Bhatnagar, MD, Instructor in Physical Medicine and Rehabilitation

Paula A. Johnson, MD, MPH, Professor of Medicine; President-Elect, Wellesley College

Luana Marques, PhD, Assistant Professor of Psychology in the Department of Psychiatry

Elizabeth Mort, MD, MPH, Assistant Professor of Medicine

Ranna Parekh, MD, MPH, Assistant Professor of Psychiatry

Joan Reede, MD, MS, MPH, MBA, Associate Professor of Medicine

Julie Silver, MD, Associate Professor of Physical Medicine and Rehabilitation

Nevena Zubcevic, DO, Instructor in Physical Medicine and Rehabilitation

Harvard-Affiliated Faculty

Julie Battilana, PhD, Associate Professor of Business Administration, Harvard Business School

Laura Duerksen, MBA, Business Development and Program Manager, Dean Center for Tick Borne Illness, Spaulding Rehabilitation Hospital

Misty Hathaway, MA, Director for Specialized Services, Massachusetts General Hospital

Theresa McDonnell, DNP, ACNP-BC, Director, Cancer Center Clinical Services, Massachusetts General Hospital Cancer Center

Margaret Moore, MBA, Co-Director, Institute of Coaching, McLean Hospital

Lesley Solomon, MBA, Executive Director, Brigham Innovation Hub; Director, Innovation and Strategy, Brigham Research Institute, Brigham and Women's Hospital

Guest Faculty

Susan Aiello, DVM, Writing Instructor, Past President, Board of Editors in the Life Sciences

Susan Bratton, MBA, Founder and CEO, Savor Health

Jennifer Daley, MD, FACP, Physician Executive and Healthcare Leadership Consultant

Alexandra Drane, Co-Founder, Chief Visionary Officer and Chair of the Board, Eliza Corporation

Cynthia Geyer, MD, Medical Director, Canyon Ranch, Lenox, MA

Wendy Gutterson, MS, Principal, Physician Management Resources

Leslie Morse, DO, Associate Professor, University of Colorado Denver - Anschutz Medical Campus

Deborah Saltman, AM, MD, PhD Chair, Independent Scientific Advisory Committee, Medicines and Healthcare Products Regulatory Agency, United Kingdom

Rusty Shelton, CEO, Shelton Interactive

Lisa Tener, Book Writing Coach and Author

Sophie Wade, MA, MBA, Founder, Future of Work Strategist, Flexcel Network; President, National Association of Women Business Owners, NYC Chapter

Career Advancement and Leadership Skills for Women in Healthcare 2016

THURSDAY, NOVEMBER 17

| | |
|-------------|---|
| 7:00-8:00 | Registration Continental Breakfast |
| 8:00-9:00 | Women and Healthcare Leadership: Today's Most Highly Valued Skills and Strategies Julie Silver, MD |
| 9:00-9:45 | Coaching Strategies That Advance Managerial Effectiveness Margaret Moore, MBA |
| 9:45-10:05 | Break (<i>refreshments provided</i>) |
| 10:05-11:05 | Building a Diverse and Successful Workforce Joan Reede, MD, MS, MPH, MBA |
| 11:05-12:05 | Improving Healthcare Services in Resource-Restricted Settings Luana Marques, PhD |
| 12:05-1:15 | Lunch break |
| 1:15-2:15 | Leading to Improve Quality, Safety, and Value Elizabeth Mort, MD, MPH |
| 2:15-3:15 | Succeeding with Strategic Imperatives, Planning, and Goal Setting Paula A. Johnson, MD, MPH |
| 3:15-3:35 | Break (<i>refreshments provided</i>) |
| 3:35-4:35 | Healthcare Agents of Change: How You Can Drive Important Changes (Small or Large) Theresa McDonnell, DNP, ACNP-BC |
| 4:35-5:35 | Lessons to Excel at Healthcare Improvement, Impact, and Influence Julie Battilana, PhD |
| 5:35-7:00 | Dinner Break |
| 7:00-9:00 | Dialogue and Dessert |



Healthcare Leadership Networking Roundtables

On Thursday evening, we invite you to participate in friendly roundtable discussions where you can enjoy coffee and dessert and network with other attendees. Several moderated roundtables will be available, facilitated by experts on various healthcare leadership topics including work/lifestyle balance, business strategy, and communication. (Specific topics will be announced on site.) While facilitators provide advice and encourage participation, participants may join any discussion and may freely move from one roundtable to another. Join us for this open and engaging opportunity for learning and networking.

Career Advancement and Leadership Skills for Women in Healthcare 2016

FRIDAY, NOVEMBER 18

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|-------------|--|
| 7:00-8:00 | Continental Breakfast |
| 8:00-9:00 | Developing and Building the Evidence-Based is a Team Effort: How Healthcare Leadership Can Support Research Leslie Morse, DO |
| 9:00-10:00 | 5 Entrepreneurial Strategies to Drive Better Results from Your Healthcare Improvement or Innovation Project Susan Bratton, MBA |
| 10:00-10:20 | Break (<i>refreshments provided</i>) |
| 10:20-11:20 | A Case Study: Women Leading and Innovating at Brigham and Women's Hospital Lesley Solomon, MBA |
| 11:20-12:20 | How to Help Your Healthcare Institution Deliver on the Promises of Their Brand Misty Hathaway, MA |
| 12:20-1:30 | Lunch break |
| 1:30-2:30 | Positioning Yourself for Success: Bios, Blogs, CVs, and More Susan Aiello, DVM |
| 2:30-3:15 | Executive Communication: Best Practices for Public Speaking and High-Stakes Conversations Cynthia Geyer, MD |
| 3:15-3:35 | Break (<i>refreshments provided</i>) |
| 3:35-4:35 | The New Vital Signs: Redefining the Healthcare Continuum to Include Life Alexandra Drane |

Disclosure Policy

Harvard Medical School (HMS) adheres to all ACCME Essential Areas, Standards, and Policies. It is HMS's policy that those who have influenced the content of a CME activity (e.g., planners, faculty, authors, reviewers, and others) disclose all relevant financial relationships with commercial entities so that HMS may identify and resolve any conflicts of interest prior to the activity. These disclosures will be provided in the activity materials along with disclosure of any commercial support received for the activity. Additionally, faculty members have been instructed to disclose any limitations of data and unlabeled or investigational uses of products during their presentations.

ABMS/ACGME Competencies: This course is designed to meet the following American Board of Medical Specialties and Accreditation Council of Graduate Medical Education competencies: interpersonal and communications skills, professionalism, and systems-based practice.

IOM Competencies: This course is designed to meet one or more of the following Institute of Medicine competencies: interdisciplinary teams, quality improvement.

SATURDAY, NOVEMBER 19

| | |
|------------------------------------|--|
| 7:00-8:00 | Continental Breakfast |
| 8:00-9:00 | Tapping into the Power of Social Media in Healthcare Leadership Rusty Shelton |
| 9:00-10:00 | Eradicating Microaggressions and the Marginalization of Women and Others in Your Workplace Ranna Parekh, MD, MPH |
| 10:00-10:20 | Break (<i>refreshments provided</i>) |
| 10:20-11:20 | Strategies to Manage Talent and Optimize Potential in an Evolving Workplace Sophie Wade, MA, MBA |
| 11:20-12:05 | Healthcare Innovation in Human-Centered Design Saurabha Bhatnagar, MD |
| 12:05-12:50 | A Plan to Achieve Next-Level Leadership: Developing Your Goals and Implementing Your Strategy Julie Silver, MD |
| 12:50-2:00 | Lunch break |
| Optional Advanced Workshops | |
| 2:00-5:00 | Building a Successful Program, Center, or Institute: Strategies for Getting Started or Going to the Next Level Nevena Zubcevik, DO and Laura Duerksen, MBA |
| 2:00-5:00 | Social Media Boot Camp Rusty Shelton |
| 2:00-5:00 | Applying Human-Centered Design: How to Use the Toolbox Saurabha Bhatnagar, MD |
| 2:00-5:00 | Writing Skills to Persuade and Promote Susan Aiello, DVM |
| 2:00-5:00 | Value-Based Care and Alternative Payment Methods Jennifer Daley, MD, FACP |
| 2:00-5:00 | Introduction to What Every Leader Needs to Know about Financial Reporting Wendy Gutterson, MS |
| 2:00-5:00 | How to Write and Publish a Book to Support Your Mission and Work: Strategies and Expert Advice Lisa Tener |
| 2:00-5:00 | 7 Principles for Effective Leadership in Healthcare Environments Deborah Saltman, AM, MD, PhD |

Program changes/substitutions may be made without notice. To view the most up-to-date version of the course program, please visit the course website.

OPTIONAL ADVANCED WORKSHOPS

(Full descriptions at WomensLeadership.hmscme.com/schedule)

Building a Successful Program, Center, or Institute: Strategies for Getting Started or Going to the Next Level

Nevena Zubcevic, DO and Laura Duerksen, MBA

Learn about the building blocks, skills, and tools that you need to cultivate support for a new program, center, or institute. We will cover organizational change management concepts and provide you with a toolkit for starting a center, including a business plan and vision statement. Workshop your negotiation strategies, discover how to utilize your network and mentors, and learn how women bring about change in hospitals and healthcare organizations.

Social Media Bootcamp Rusty Shelton

A special 3-hour immersive workshop for physicians, nurses, and other healthcare leaders who want a current understanding of the uses, career-building attributes, infrastructure, time requirements, benefits, and risks of social media. The workshop will include case studies, and will show attendees how to stand out from the crowd and prioritize social media efforts across Twitter, Facebook, LinkedIn and beyond.

Applying Human-Centered Design: How to Use the Toolbox Saurabha Bhatnagar, MD

In this workshop, you will learn how to use Human-Centered Design to elevate your organization's operations by answering to the needs of your patients and employees, and to support other strategic initiatives, such as quality improvement and innovation. Using examples internal and external to healthcare, we will work through the phases of design-thinking, and empower you with specific skills to help you drive change in your organization.

Writing Skills to Persuade and Promote Susan Aiello, DVM

This 3-hour skills-development workshop is designed to help participants strengthen their writing for all types of professional written communication, especially those intended to persuade. Key strategies include understanding writing techniques for clarity, analyzing the audience/stakeholders, and building logical step-by-step arguments. Examples of narrative persuasion that reduce resistance and stimulate action will be discussed.

Value-Based Care and Alternative Payment Methods Jennifer Daley, MD, FACP

This special workshop ensures you are up to date with current principles for value-based care and their impact on the financing and reimbursement of healthcare services. Coverage of financing mechanisms includes primary care medical homes, medical "neighborhoods," accountable care organizations, bundled payments, and full-risk capitation.

Introduction to What Every Leader Needs to Know about Financial Reporting Wendy Gutterson, MS

Understanding hospital and medical practice finance requires some training that many healthcare professionals have never received. In this finance workshop, participants will learn the basics of balance sheets, profit and loss statements, budget design and monitoring, compensation strategies, and how financial reports shape management decisions.

How to Write and Publish a Book to Support Your Mission and Work: Strategies and Expert Advice Lisa Tener

Writing and publishing a book can support a bigger picture, impacting patients, other healthcare providers, communities, public health, and your own career as a healthcare leader. In addition to covering the how-tos of becoming a published author, this session will teach you to market your book in ways that support your leadership work. We will explore endeavors that work as powerful adjuncts to a book, such as webinars, online study programs, consulting, product or program development, and speaking.

7 Principles for Effective Leadership in Healthcare Environments Deborah Saltman, AM, MD, PhD

This special workshop takes an innovative and evidence-driven look at core principles for effective leadership and how to leverage them within a healthcare setting. Educational highlights include understanding how the people you are leading want to be led; how to be a good "situational leader"; techniques to run better meetings and for more impactful performance discussions; matching your leadership style with others' to achieve shared goals; and how to lead from "in front" and from "behind."

ACCREDITATION

PHYSICIANS: The Harvard Medical School is accredited by the Harvard Medical School is accredited by the Accreditation Council for Continuing Medical Education to provide continuing medical education for physicians. The Harvard Medical School designates this live activity for a maximum of 21.75 *AMA PRA Category 1 Credits*[™]. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

CANADIAN ACCREDITATION: The Royal College of Physicians and Surgeons of Canada recognizes conferences and workshops held outside of Canada that are developed by a university, academy, hospital, specialty society or college as accredited group learning activities.

EUROPEAN ACCREDITATION: Through an agreement between the American Medical Association and the European Union of Medical Specialists, physicians may convert *AMA PRA Category 1 Credit*[™] to an equivalent number of European CME Credits[®] (ECMECs[®]). Information on the process of converting *AMA PRA Category 1 Credits*[™] to ECMECs[®] can be found at: www.eaccme.eu.

NURSES: This educational activity will be submitted for nursing contact hours. (Check course website for updates.)



Reasons To Attend

Earn up to:

*21.75 AMA PRA Category 1 Credits™
CNE (Details inside)*



This program provides education, best practices, and guidance for:

CAREER BUILDING

- Strategies
- Goal setting and execution
- Advocacy
- Executive presence
- Persuasive public speaking
- Difficult conversations
- Bios, blogs, CVs
- Social media

ORGANIZATIONAL IMPACT

- Patient-centered care
- Project outcomes
- Quality and safety
- Innovation and technology

LEADERSHIP SKILLS

- Strategic planning and execution
- Team building and leadership
- Measuring impact
- Conflict resolution
- Negotiation
- Communication
- Managing change
- Reporting results
- Overcoming barriers
- Effective mentoring
- Strategic finance
- Resource management
- Securing and managing budgets

Education to:

- **Step into and succeed in leadership positions.**
- **Effectively cultivate female managerial talent in healthcare settings.**



Register at WomensLeadership.HMSCME.com

| | | |
|--|---|---|
| Career Advancement and Leadership Skills for Women in Healthcare Course #734698-1701 | Register after September 30, 2016 | Register on or before September 30, 2016 |
| Course Tuition | \$945 | \$845 (Save \$100) |
| Advanced Workshop* <i>Saturday, November 19, 2016, 2:00pm - 5:00pm</i> | \$245 | |

Fees shown in USD. Your tuition includes all breakfasts, coffee and snack breaks, and dessert on Thursday evening. All attendees of Career Advancement and Leadership Skills for Women in Healthcare will receive a flash drive containing course materials.

**Choose from among the eight concurrent advanced workshops listed on page 6.*

Registration, Payment, Confirmation and Refund Policy

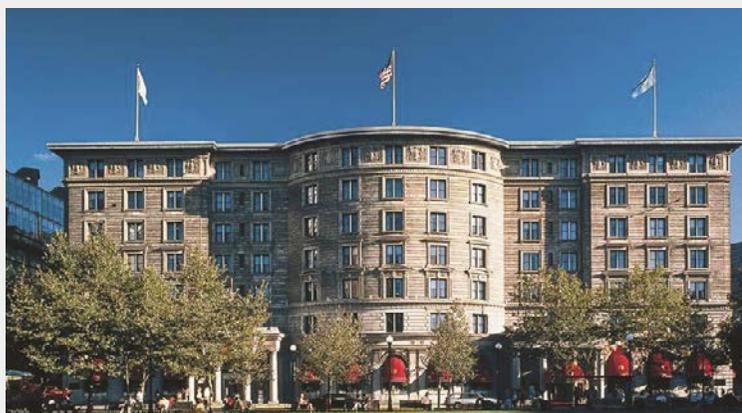
Registrations for Harvard Medical School CME programs are made via our secure online registration system. To register for this course, please visit the course website.

At the end of the registration process, a \$5 non-refundable processing fee will be added to your registration, and you will have the choice of paying by check or credit card (Visa, MasterCard, or American Express). If you are paying by check, the online registration system will provide you with instructions and a printable form for remitting your course fees by check. Postal, telephone, fax, and cash-payment registrations are not accepted.

Upon receipt of your paid registration, an email confirmation from the HMS DCE office will be sent to you. Be sure to include an email address that you check frequently. Your email address is used for critical information, including registration confirmation, evaluation, and certificate. Refunds, less an administrative fee of \$75, will be issued for all cancellations received two weeks prior to the start of the course. Refund requests must be received by postal mail, email, or fax. No refund will be issued should cancellation occur less than two weeks prior. "No shows" are subject to the full course fee and no refunds will be issued once the conference has started.

Venue

The Fairmont Copley Plaza Hotel
138 St. James Avenue
Boston, Massachusetts
+1 617-267-5300



Accommodations

A limited number of rooms have been reserved at the Fairmont Copley Plaza Hotel until October 25, 2016. Please call the Global Reservations Centre at 1-800-441-1414 to reserve a room. When calling the hotel, be sure to specify that you are enrolled in the HMS CME Leadership for Women in Healthcare program to receive a reduced room rate. You can also make your hotel arrangements online by visiting our course website by October 25 and using the course-specific reservation link on the Venue page.

Please do not make non-refundable travel arrangements until you have received an email from our office confirming your paid registration.

Questions?

Call 617-384-8600 Mon-Fri 9am – 5pm EST. Send e-mail to CEPrograms@hms.harvard.edu.

Register at WomensLeadership.HMSCME.com