Career Advancement and Leadership Skills for Women in Healthcare

November 14-16, 2019 | Boston, MA

Under the leadership of Julie Silver, MD and Saurabha Bhatnagar, MD

WomensLeadership.HMSCME.com

This course sells out every year. Early registration is strongly advised.
Dr. Silver is an academic physician and researcher. She has held numerous leadership positions and is a former start-up company founder. She has received many awards and was recognized by The Boston Globe as the Top Innovator in Medicine. Dr. Silver's work has focused on cancer rehabilitation and workforce equity, diversity, and inclusion. She has published in high-impact journals such as the New England Journal of Medicine and JAMA network publications. She has written and edited numerous books, and her work has been featured in hundreds of media outlets, including The New York Times, The London Times, and NPR. Dr. Silver is currently affiliated with Spaulding Rehabilitation, Massachusetts General, and Brigham and Women's Hospitals.

Assistant Course Director Saurabha Bhatnagar, MD, FAAPMR

Dr. Bhatnagar is a computer scientist turned physician at Harvard Medical School in the Department of Physical Medicine and Rehabilitation. He leverages his early background in software development, innovation, and design with roles leading enterprise healthcare delivery, quality/safety, change management, and health policy.
Dear Colleague,

While women constitute an inexorably large percentage of the healthcare workforce and make invaluable contributions, they remain underrepresented as leaders.

So how do women at various stages of their healthcare careers step into and succeed in leadership positions? How can healthcare develop highly qualified current and future women leaders?

This acclaimed program, Career Advancement and Leadership Skills for Women in Healthcare, provides answers in the form of leadership and career development strategies that you can take back to your home institution. It’s the only leadership program of its kind to pair strategies with practical skills development for the essential 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 negotiations and high-stakes conversations; and executing personal plans to achieve your 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.

We are confident that the education you receive, as well as the contacts you make, will help you advance your career and the careers of everyone that you manage or mentor.

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

Sincerely,

Julie Silver, MD
Course Director
Associate Professor and Associate Chair
Department of Physical Medicine and Rehabilitation
Harvard Medical School
Spaulding Rehabilitation Network
Massachusetts General Hospital
Brigham and Women's Hospital

Saurabha Bhatnagar, MD, FAAPMR
Assistant Course Director
Instructor
Department of Physical Medicine and Rehabilitation
Harvard Medical School
Spaulding Rehabilitation Network
Massachusetts General Hospital
Career Advancement and Leadership Skills for Women in Healthcare

There is a longstanding gap in the development and promotion of women as healthcare leaders. Although some gains have been made, reports generally demonstrate that the progress is slow and women continue to face many challenges in their careers that limit their ability to be promoted and then succeed in new leadership roles.

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 themselves, or the people they manage or mentor, need in order to be successful now and in the future.

Learning Objectives

Upon completion of this course, you will be able to:

- Identify your personal mission and goals to improve leadership skills
- Define different leadership styles and hone your own leadership style
- Develop a strategic plan with short-term and long-term goals that support your institution’s mission
- Identify ways to measure outcomes and evaluate your organization’s success in achieving goals
- Utilize management strategies to effectively lead your team
- Establish strategies for communicating with internal and external stakeholders
- Apply specific communication strategies for negotiating and conducting difficult conversations
- Practice specific skills and procedures related to advocacy and policy at the local, state, and national levels

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

*There are many convenient and varied lunch and dinner options within a short walking distance of the course.

Thursday, November 14

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:00-8:00</td>
<td>Registration/Continental Breakfast</td>
</tr>
<tr>
<td>8:00-9:30</td>
<td>Women and Healthcare Leadership: Today’s Most Highly Valued Skills and Strategies Julie Silver, MD</td>
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<tr>
<td>9:30-10:15</td>
<td>Successfully Navigating Difficult Conversations Gillien Todd, MEd, JD</td>
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<tr>
<td>10:15-10:45</td>
<td>How to Pitch New Ideas Saurabha Bhatnagar, MD, FAAPMR</td>
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<tr>
<td>10:45-11:15</td>
<td>Break (refreshments provided)</td>
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<tr>
<td>11:15-11:55</td>
<td>Strategies for Community Programming and Outreach Jane Edmonds</td>
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<tr>
<td>11:55-12:45</td>
<td>Measuring Your Organizational Outcomes Jessica Dudley, MD</td>
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<tr>
<td>12:45-2:15</td>
<td>Lunch break*</td>
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<tr>
<td>2:15-3:15</td>
<td>Afternoon Lectures I (Choose one)</td>
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<tr>
<td>2:15-3:15</td>
<td>Engaging and Developing Your Team through Effective Feedback Elena Olson, JD</td>
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<td>2:15-3:15</td>
<td>Eradicating Microaggressions and Microinequities in Your Workplace Ranna Parekh, MD, MPH</td>
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<tr>
<td>2:15-3:15</td>
<td>Matchmaking for Money: How to Work Efficiently and Effectively with Development Professionals at Your Institution to Fund Research, Programs, and Other Initiatives Sandra Sedacca, JD</td>
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<tr>
<td>3:15-3:45</td>
<td>Break (refreshments provided)</td>
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<tr>
<td>3:45-4:45</td>
<td>Afternoon Lectures II (Choose one)</td>
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<tr>
<td>3:45-4:45</td>
<td>Collaborative Negotiations Ranna Parekh, MD, MPH</td>
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<tr>
<td>3:45-4:45</td>
<td>Effective Leadership in an Uncertain Healthcare Environment: Strategies for Agility, Adaptability, and Resilience Christine Spadafor, JD, ScM, RN</td>
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<tr>
<td>3:45-4:45</td>
<td>How to Measure Your Performance Against What Matters Most for Your Organization Saurabha Bhatnagar, MD, FAAPMR</td>
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<tr>
<td>4:45-7:00</td>
<td>Dinner break*</td>
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<tr>
<td>7:00-8:30</td>
<td>Dialogue and Dessert</td>
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</table>

Healthcare Leadership Networking Roundtables

We invite you to participate in friendly, informal roundtable discussions where you can enjoy coffee and dessert and network with other attendees. Specific topics will be announced on site.

(This optional session does not qualify for AMA PRA Category 1 Credit™)
### Friday, November 15

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
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</thead>
<tbody>
<tr>
<td>7:00-8:00</td>
<td>Continental Breakfast</td>
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<tr>
<td>8:00-8:45</td>
<td><strong>How to Promote Evidence-Based Wellness in Healthcare Professionals</strong></td>
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<tr>
<td></td>
<td>Sasha Shillcutt, MD, MS, FASE</td>
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<tr>
<td>8:45-9:30</td>
<td><strong>Creating a Mentoring-Rich Training Culture</strong></td>
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<td></td>
<td>W. Brad Johnson, PhD</td>
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<tr>
<td>9:30-10:15</td>
<td><strong>Uncovering and Addressing Unconscious Bias: A Guide for Leaders</strong></td>
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<td>Sherri-Ann Burnett-Bowie, MD, MPH</td>
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<tr>
<td>10:15-10:45</td>
<td>Break (refreshments provided)</td>
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<tr>
<td>10:45-11:30</td>
<td><strong>Lifestyle Medicine for Leaders</strong></td>
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<td>Elizabeth Frates, MD</td>
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<tr>
<td>11:30-12:15</td>
<td><strong>The New Leadership Paradigm for Women in Healthcare</strong></td>
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<td></td>
<td>Paula Gutlove, DMD</td>
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<tr>
<td>12:15-1:45</td>
<td>Lunch break*</td>
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#### Friday Afternoon Interactive Breakout Sessions

During the course of the afternoon, participants will have the opportunity to attend three of the following repeating breakout sessions.

**A** Time Management for Women Leaders  
Sasha Shillcutt, MD, MS, FASE

**B** Improving Your Own Personal Wellness  
Elizabeth Frates, MD

**C** Impactful Networking Strategies for Quiet Leaders  
Laurie Baedke, MHA, FACHE, FACMPE

**D** Rewrite Your Professional Bio to Position Yourself as a Leader  
Lisa Tener, MS

**E** Next-Generation Healthcare Leadership: Strategies for How to Be a “Superboss” and Create Effective Teams  
Christine Spadafor, JD, ScM, RN

**F** Strategies for Nurse Leaders and Executives  
Tiffany Love, PhD, FACHE, GNP, ANP-BC, CCA, CRLC

**G** How to Grow, Reinforce, and Measure a Mentoring-Rich Training Culture: A Skill-Building Workshop  
W. Brad Johnson, PhD

**H** Introduction to Policy and Advocacy: A Leadership Skill Set  
Michael Sinha, MD, JD, MPH

**I** How to Identify and Harness Your Management and Mentoring Styles and Be a More Effective Leader  
Shikha Jain, MD, FACP

**J** How to Use Different Social Media Platforms to Advance Your Leadership Agenda: A Beginner’s Guide  
Jennifer Joe, MD

### Saturday, November 16

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
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<tbody>
<tr>
<td>7:00-8:00</td>
<td>Continental Breakfast</td>
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<tr>
<td>8:00-8:45</td>
<td><strong>Developing and Executing Your Strategic Plan: Mission, Vision, Goals, Strategy, Tactics</strong></td>
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<td></td>
<td>Laurie Baedke, MHA, FACHE, FACMPE</td>
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<tr>
<td>8:45-9:30</td>
<td><strong>Understanding the Domains of Empathy to Empower Team Engagement and Collaboration</strong></td>
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<td>Helen Riess, MD</td>
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<td>9:30-10:15</td>
<td><strong>Creating Your Leadership Dossier</strong></td>
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<td></td>
<td>Deborah Saltman, AM, MD, PhD</td>
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<tr>
<td>10:15-10:35</td>
<td>Break (refreshments provided)</td>
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<tr>
<td>10:35-11:20</td>
<td><strong>Tapping Into the Power of Social Media in Healthcare Leadership</strong></td>
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<td></td>
<td>Rusty Shelton</td>
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<tr>
<td>11:20-12:20</td>
<td><strong>A Plan to Achieve Next-Level Leadership: Developing Your Goals and Implementing Your Strategy</strong></td>
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<td></td>
<td>Julie Silver, MD</td>
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<tr>
<td>12:20-1:30</td>
<td>Lunch break*</td>
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#### Optional Advanced Workshops

(Choose one)  
Advanced Workshops are optional 3-hour smaller group sessions focusing in depth on higher-level leadership and career development skills. You can customize your learning experience, choosing a workshop that aligns with your career interests and goals.  
See descriptions on Optional Advanced Workshops page.
Optional Advanced Workshops
(Full descriptions at WomensLeadership.hmscme.com/schedule)

Social Media Boot Camp 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 you how to stand out from the crowd and prioritize social media efforts across Twitter, Facebook, LinkedIn, and beyond.

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

Introduction to What Every Leader Needs to Know about Financial Reporting Wendy Gutterson, MS
In this introductory workshop, you will learn foundational concepts for understanding hospital and medical practice finance—training that many healthcare professionals have never received. You will learn the basics of balance sheets, profit and loss statements, budget design and monitoring, compensation strategies, and how financial reports shape management decisions.

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.”

Negotiation Skills and Strategies for Career Success Paula Gutlove, DMD
This 3-hour interactive workshop helps you understand, hone, and harness negotiation principles and self-advocacy skills. You will learn strategies for empowerment and self-advocacy; tools to recognize and create opportunities for negotiation; and guidelines to establish realistic negotiation goals. You will develop and practice your unique and authentic negotiation voice to achieve career success and close the gender wage gap.

Strengths-Based Leadership: Leveraging Your Talent for Increased Career Performance and Engagement Laurie Baedke, MHA, FACHE, FACMPE
This dynamic 3-hour workshop examines research on strengths-based leadership and the connection between talent and workplace performance and engagement. Attendees will participate in Gallup’s StrengthsFinder assessment, obtaining a personalized report on their unique talent themes. Through didactic teaching and interactive exercises, participants will learn about their natural talents and how to turn those talents into strengths, while also learning how to recognize talents in others and utilize them for the success of the team.

Introduction to Grant Funding: How to Identify and Apply for Private Foundation Funds Andrea Ferreira, MPH
Non-federal funding, specifically through private foundations, is a viable option to support some clinical programs, community health activities, and research. This 3-hour workshop introduces the essential elements to securing private foundation funding, from defining the program for which you need support to getting repeat funding. Bring your laptops, get ready to find some funds, and begin to shape a potential grant proposal.

Building Your Confidence: Tools and Strategies to Overcome Impostor Tendencies and Thrive Jennifer Hunt, MD
Fluctuations in self-confidence are normal, but sometimes the dips can hold people back. Whether you have a bit too much self-doubt or full-blown Impostor Syndrome, this workshop is designed to empower you. The 3-hour interactive session will use a variety of tools to teach practical and applicable skills to control impostor tendencies and overcome negative thought patterns that may hold you back from achieving your full potential.

The Private Practice Advantage: Developing Your Strategic Roadmap to Leadership Orly Avitzur, MD, MBA
As a practitioner who works in a private practice setting, you are already primed with an innate set of traits and abilities to become a successful leader. Although private practice can be isolating, opportunities for leadership abound and they can greatly expand your universe and enhance your professional satisfaction. This workshop will show you how to conduct a personal SWOT analysis to leverage your strengths, hone critical leadership skills, develop successful communication approaches, and find opportunities to reach your goals.

Strategies for Strong Healthcare Teams Susan Pories, MD
This 3-hour interactive workshop will provide a dynamic environment to help leaders learn skills and strategies that build great teams. Topics include team dynamics, team training, strategies for understanding and working with different types of people to meet goals and expectations, and how to run effective meetings. These important skills can help to improve working relationships and support personal and professional growth and satisfaction.
This program provides education, best practices, and guidance for:

**CAREER BUILDING**
- Strategies
- Goal setting and execution
- Negotiation and advocacy
- Executive presence
- Persuasive public speaking
- Difficult conversations
- Bios, blogs, CVs
- Social media

**ORGANIZATIONAL IMPACT**
- Patient-centered care
- Project outcomes
- Burnout and wellness
- Quality and performance
- Innovation and technology

**LEADERSHIP SKILLS**
- Strategic planning and execution
- Team building and leadership
- Measuring and reporting impact
- Conflict resolution
- Negotiation
- Communication
- Organizational change
- Equity, diversity, and inclusion
- Overcoming barriers
- Effective mentoring
- Strategic finance
- Resource management
- Securing foundation grants
- Defining your leadership style

Earn up to:
- 19.25 AMA PRA Category 1 Credits™
- CNE credits—check course website for details

**Reasons To Attend**
This course sells out every year. Early registration for the 2019 program is strongly advised.
Career Advancement and Leadership Skills for Women in Healthcare
Course #734698-2001

<table>
<thead>
<tr>
<th>Course Tuition</th>
<th>Register after September 30, 2019</th>
<th>Register on or before September 30, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,075</td>
<td></td>
<td>$975 (Save $100)</td>
</tr>
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</table>

Optional Advanced Workshop*
Saturday, November 16, 2019, 1:30pm – 4:30pm
$245

Your tuition includes continental breakfast each day, morning coffee and afternoon snack breaks, and dessert on Thursday evening. All attendees of Career Advancement and Leadership Skills for Women in Healthcare will receive both an electronic and a printed syllabus.

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 WomensLeadership.HMSCME.com.

At the end of the registration process, a $10 non-refundable processing fee will be added to your registration, and you will have the choice of paying by check, credit card (Visa, MasterCard, or American Express), or wire transfer in USD. If you are paying by check (draft on a United States bank) or by wire transfer, the online registration system will provide you with instructions for remitting your course fees. Postal, telephone, fax, and cash-payment registrations are not accepted. All fees shown in USD.

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

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

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

Accommodations
A limited number of discounted rooms have been reserved at the following hotels:
Fairmont Copley Plaza
(Special rate expires October 20, 2019)
The Colonnade Hotel
(Special rate expires October 23, 2019)
The Elliot Hotel
(Special rate expires October 13, 2019)

Please visit WomensLeadership.HMSCME.com/Venue for details and instructions on how to make your reservations by phone or online.

ACCREDITATION
PHYSICIANS: The Harvard Medical School is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing medical education for physicians. The Harvard Medical School designates this live activity for a maximum of 19.25 AMA PRA Category 1 Credits™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

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

NURSE PRACTITIONERS: For the purpose of recertification, the American Academy of Nurse Practitioners Certification Board and American Nurses Credentialing Center accept AMA PRA Category 1 Credit™ issued by organizations accredited by the ACCME (Accreditation Council for Continuing Medical Education). We would also suggest that learners check with their state licensing board to ensure they accept reciprocity with AMA PRA Category 1 Credit™ for re-licensure.

PHYSICIAN ASSISTANTS: The National Commission on Certification of Physician Assistants (NCCPA) states that AMA PRA Category 1 Credits™ are acceptable for continuing medical education requirements for recertification. We would also suggest that learners check with their state licensing board to ensure they accept reciprocity with AMA PRA Category 1 Credit™ for re-licensure.

CANADIAN AND EUROPEAN ACCREDITATION: Please visit WomensLeadership.HMSCME.com/accreditation for details.