



**HARVARD**  
MEDICAL SCHOOL

New skills  
development  
workshops

# Career Advancement and Leadership Skills for Women in Healthcare

November 2-4, 2017 | 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

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

This course sold out in 2016.  
Early registration for the 2017  
program is strongly advised.

[WomensLeadership.HMSCME.com](http://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 may not have received 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 themselves, or the women they manage or mentor, need in order to be successful now and in the future.

## Learning Objectives

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

- Identify your personal mission and goals to improve leadership skills
- Study 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
- Develop strategies for communicating with internal and external stakeholders
- Use specific communication strategies for negotiating and conducting difficult conversations

Education covers:

- **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
- **Diversity and Inclusion:** Focusing on data-driven strategic initiatives to promote and support diversity in the healthcare workforce

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 and 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



# HARVARD MEDICAL SCHOOL

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 do women—and men—effectively cultivate female managerial talent in healthcare settings?

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 will receive, as well as the contacts you will make, will help you advance your career and the careers of women 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, Associate Chair, Strategic Initiatives  
Harvard Medical School  
Department of Physical Medicine and Rehabilitation  
and Spaulding Rehabilitation Network



**Saurabha Bhatnagar, MD**  
**Assistant Course Director**

Instructor in Physical Medicine and Rehabilitation,  
Harvard Medical School  
Deputy, Assistant Deputy Under Secretary for  
Health in Quality, Safety and Value,  
Department of Veterans Affairs



# HARVARD MEDICAL SCHOOL

## 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. A social entrepreneur, she founded a start-up company featured on the Discovery Channel's TV show *Innovations*. Recently, Dr. Silver's work has focused on teaching healthcare leaders to implement high-impact strategic initiatives aimed at supporting rapid healthcare change. She has written and edited numerous books and was the Chief Editor of Books for Harvard Health Publications. Dr. Silver has received many awards, including the *Boston Globe's* Top Innovator in Medicine, and has been featured in hundreds of media outlets, including *The New York Times*, *The London Times*, and *NPR*. She is on staff at Spaulding Rehabilitation, Massachusetts General, and Brigham and Women's Hospitals.

## Assistant Course Director - Saurabha Bhatnagar, MD

Dr. Bhatnagar is an instructor at Harvard Medical School in the Department of Physical Medicine and Rehabilitation and the Deputy, Assistant Deputy Under Secretary for Health in Quality, Safety and Value in the Department of Veterans Affairs. He helps healthcare organizations think about how to ensure strategic and operational excellence through innovation.

## Harvard Medical School Faculty

**Saurabha Bhatnagar, MD**, Instructor in Physical Medicine and Rehabilitation

**Marcela del Carmen, MD, MPH**, Professor of Obstetrics, Gynecology and Reproductive Biology

**Jessica Dudley, MD**, Assistant Professor of Medicine

**Elizabeth Frates, MD**, Assistant Professor of Physical Medicine and Rehabilitation, part-time

**Kerry Reynolds, MD**, Instructor in Medicine

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

**Chloe Slocum, MD**, Commonwealth Fund Mongan Fellow in Minority Health Policy

**Nevena Zubcevik, DO, MSPT**, Instructor in Physical Medicine and Rehabilitation

## Harvard-Affiliated Faculty

**Laura Duerksen, MBA**, Administrative Director, Dean Center for Tick Borne Illness, Spaulding Rehabilitation Hospital

**Dani Monroe, MSOD**, Chief Diversity and Inclusion Officer, Partners HealthCare System

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

## Guest Faculty

**Laurie Baedke, MHA, FACHE, FACMPE**, Director of Healthcare Leadership Programs, Creighton University

**Carson Dye, MBA, FACHE**, President and CEO, Exceptional Leadership, LLC

**Paula Gutlove, DMD**, Professor of Practice, Simmons College School of Management; International Consultant on Negotiation and Leadership; Deputy Director, Institute for Resource and Security Studies

**Wendy Gutterson, MS**, Principal, Physician Management Resources

**Andrea Ippolito, MS, MEng**, VA Innovators Network Lead, VA Center for Innovation, Washington, DC

**Heather Logghe, MD**, Social media pioneer, researcher, and founder of #ILookLikeASurgeon

**Tiffany Love, PhD, APRN, GNP, ANP-BC, CCA**, Deputy Associate Director of Patient Care Services, Overton Brooks VA Medical Center

**Liz Neporent**, Managing Editor of Social Media and Community, Medscape

**Ranna Parekh, MD, MPH**, Director, Division of Diversity and Health Equity, American Psychiatric Association; Director, APA/APA Foundation and Minority Fellowship Programs

**Diane Radford, MD, FACS, FRCSEd**, Breast Surgical Oncologist, Cleveland Clinic

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

**Christine Schuster, RN, MBA**, President and Chief Executive Officer, Emerson Hospital

**Rusty Shelton**, Publicist and social media expert, Advantage Media Group

**Christine Spadafor, JD, ScM, RN**, Board of Directors Advisor and Management Consultant; CEO, SpadaforClay Group

**Lisa Tener, MS**, Book Writing Coach and Author

**Vera Tice, MSEE, BEEE**, Co-Founder and Managing Director, Healthcare Delivery Institute, Worcester Polytechnic Institute

## THURSDAY, NOVEMBER 2

7:00-8:00	<b>Registration Continental Breakfast</b>
8:00-9:30	<b>Women and Healthcare Leadership: Today's Most Highly Valued Skills and Strategies</b> Julie Silver, MD
9:30-10:30	<b>Strategies and Skills for Inclusive Leadership: How to Identify and Leverage Individual Differences</b> Dani Monroe, MSOD
10:30-11:00	Break ( <i>refreshments provided</i> )
11:00-11:45	<b>Coaching Strategies That Advance Managerial Effectiveness</b> Margaret Moore, MBA
11:45-12:30	<b>Extrovert or Quiet Leader? Strategies to Maximize Success for Different Personalities and Leadership Styles</b> Vera Tice, MSEE, BEEE
12:30-2:00	Lunch break
2:00-3:00	<b>Eradicating Microaggressions and the Marginalization of Women, Minorities, and Individuals with Disabilities in Your Workplace</b> Ranna Parekh, MD, MPH
3:00-3:45	<b>Tapping into the Power of Social Media in Healthcare Leadership</b> Rusty Shelton
3:45-4:15	Break ( <i>refreshments provided</i> )
4:15-5:00	<b>Effective Leadership in an Uncertain Healthcare Environment: Strategies for Agility, Adaptability, and Resilience</b> Christine Spadafor, JD, ScM, RN
5:00-5:45	<b>Predicting Your Leadership Success: A Checklist to Inventory Your Skills and Readiness</b> Deborah Saltman, AM, MD, PhD
5:45-7:00	Dinner Break
7:00-9:00	<b>Dialogue and Dessert</b>



## 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.

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.)

# Career Advancement and Leadership Skills for Women in Healthcare

## FRIDAY, NOVEMBER 3

7:00-8:00	<b>Continental Breakfast</b>
8:00-9:00	<b>Executive Communication: Advanced-Level Skills and Strategies</b> Julie Silver, MD
9:00-9:45	<b>How to Bolster Your Emotional Intelligence for More Effective Leadership</b> Laurie Baedke, MHA, FACHE, FACMPE
9:45-10:15	Break ( <i>refreshments provided</i> )
10:15-11:15	<b>Building Your Skill Set and Developing Strategies for Executive-Level Strategic Planning</b> Christine Schuster, RN, MBA
11:15-12:15	<b>Developing Physician Leaders: Train, Support, Innovate ... Repeat</b> Jessica Dudley, MD
12:15-1:30	Lunch break
1:30-2:15	<b>Interactive Breakout Sessions A-H (Choose one)</b> <i>See below for descriptions</i>
2:15-2:30	Break
2:30-3:15	<b>Interactive Breakout Sessions A-G (Choose one)</b> <i>See below for descriptions</i>
3:15-3:30	Break ( <i>refreshments provided</i> )
3:30-4:15	<b>Interactive Breakout Sessions A-G (Choose one)</b> <i>See below for descriptions</i>

## SATURDAY, NOVEMBER 4

7:00-8:00	<b>Continental Breakfast</b>
8:00-9:00	<b>High-Stakes Conversations: Assessment Skills Every Leader Needs</b> Carson Dye, MBA, FACHE
9:00-9:45	<b>Strategies and Best Practices for Clinical Innovation</b> Saurabha Bhatnagar, MD
9:45-10:05	Break ( <i>refreshments provided</i> )
10:05-11:05	<b>Assessing and Addressing Physician Burnout</b> Marcela del Carmen, MD, MPH
11:05-12:05	<b>A Plan to Achieve Next-Level Leadership: Developing Your Goals and Implementing Your Strategy</b> Julie Silver, MD
12:05-1:30	Lunch break

## OPTIONAL ADVANCED WORKSHOPS

1:30-4:30	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. <i>See descriptions on page 6.</i>
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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.

### Friday Afternoon Interactive Breakout Sessions

*Each attendee will have the chance to attend up to three of the following sessions:*

- A. Impact of Women's Leadership Education: Last Year's Conference Participants Report Their Personal Experiences**  
Kerry Reynolds, MD and Tiffany Love, PhD, APRN, GNP, ANP-BC, CCA
- B. Positioning Yourself as a Thought Leader: How to Write Compelling Blogs, Short Articles, and Op Eds**  
Liz Neporent
- C. How Twitter Can Help to Advance Your Healthcare Agenda**  
Heather Logghe, MD and Diane Radford, MD, FACS, FRCSEd
- D. How to Ensure a Strong Return on Investment for an Innovation Program**  
Andrea Ippolito, MS, MEng
- E. Building Strategic Connections and Partnerships to Advance Your Healthcare Agenda**  
Chloe Slocum, MD
- F. Coaching Science: From Vision to Action**  
Margaret Moore, MBA
- G. Improving Your Own Personal Wellness**  
Elizabeth Frates, MD
- H. How to Pitch Your Ideas** (*This session is only offered from 1:30 – 2:15pm*)  
Saurabha Bhatnagar, MD

# Career Advancement and Leadership Skills for Women in Healthcare

## OPTIONAL ADVANCED WORKSHOPS (Full descriptions at [WomensLeadership.hmscme.com/schedule](http://WomensLeadership.hmscme.com/schedule))

### **Building a Successful Program, Center, or Institute: Strategies for Getting Started or Going to the Next Level** Nevena Zubcevik, DO, MSPT 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 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 attendees how to stand out from the crowd and prioritize social media efforts across Twitter, Facebook, LinkedIn and beyond.

### **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, 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.

### **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.”

### **Mastering the 8 Habits of Highly Effective Leaders** Laurie Baedke, MHA, FACHE, FACMPE

This dynamic and interactive 3-hour workshop teaches the 8 habits of peak performers gleaned from leadership studies in healthcare and other industries. We know that when it comes to our health, small changes can have a major impact if they become a habit. The same is true for key leadership skills. This workshop focuses on eight habits that peak performers utilize—small changes that can have a big impact over time. The workshop will focus on how to use these skills to be an effective leader. Regardless of whether you have formal authority or not and no matter where you are in your career, you’ll walk away with an action plan that takes your leadership skills to the next level.

### **Developing Your Own Exceptional Leadership Competencies** Carson Dye, MBA, FACHE

In this 3-hour workshop, you will learn about the leadership competency theory, which many believe is the most effective and expedient method of developing leadership skills. You will explore this theory and 16 critical leadership competencies. You will have an opportunity to evaluate your own strengths and focus on opportunities for self-improvement. This workshop will help you not only to improve your own leadership competencies but also to build strong, dynamic teams that support your institution and healthcare agenda.

### **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.

#### 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 20.00 *AMA PRA Category 1 Credits*<sup>™</sup>. 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*<sup>™</sup> to an equivalent number of European CME Credits<sup>®</sup> (ECMECs<sup>®</sup>). Information on the process of converting *AMA PRA Category 1 Credits*<sup>™</sup> to ECMECs<sup>®</sup> can be found at: [www.eaccme.eu](http://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:

*20.00 AMA PRA Category 1 Credits™  
CNE credits—check course website  
for details*



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 and reporting impact
- Conflict resolution
- Negotiation
- Communication
- Managing change
- Diversity inclusion
- 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**

<b>Career Advancement and Leadership Skills for Women in Healthcare</b> Course #734698-1801	Register after September 30, 2017	Register on or before September 30, 2017
<b>Course Tuition</b>	\$995	<b>\$895 (Save \$100)</b>
<b>Optional Advanced Workshop*</b> Saturday, November 4, 2017, 1:30pm – 4:30pm	\$245	

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

\*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 WomensLeadership.HMSCME.com.

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 (draft on a United States bank), 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. All fees shown in USD.

Upon receipt of your paid registration, an email confirmation from the HMS GCE 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 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.

**Venue**

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



**Accommodations**

A limited number of rooms have been reserved at Fairmont Copley Plaza until October 8, 2017. 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 discounted hotel arrangements online by visiting the course website and clicking on the dedicated 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 ET. Send e-mail to CEPrograms@hms.harvard.edu.