



HARVARD
MEDICAL SCHOOL

New skills
development
workshops

Career Advancement and Leadership Skills for Women in Healthcare

November 15-17, 2018 | 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 the past two years. Early registration for the 2018 program is strongly advised.

WomensLeadership.HMSCME.com



Harvard Medical School and Harvard-Affiliated Faculty

Course Director *Julie Silver, MD*

Dr. Silver is Associate Professor and Associate Chair of the Department of Physical Medicine and Rehabilitation at Harvard Medical School and Spaulding Rehabilitation Network. A social entrepreneur, she also 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 a computer scientist turned physician at Harvard Medical School in the Department of Physical Medicine and Rehabilitation. He helps healthcare organizations think about how to ensure strategic and operational excellence by aligning people with process and technologies. His work focuses on innovation in healthcare, utilizing techniques in human-centered design, Lean/Six Sigma systems improvement, and value-based healthcare.



Course Highlights

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

Negotiation 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

Decreasing the Gender Gap: 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 and inclusion in the organization

Sherri-Ann Burnett-Bowie, MD, MPH, Assistant Professor of Medicine

Shelley Carson, PhD, Associate in Psychology, Harvard University

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

Jennifer Joe, MD, Physician, Boston VA Healthcare System; Co-Founder, Medstro.com; Editor-in-Chief, MedTechBoston.com

Hermioni Lokko, MD, MPP, Instructor in Psychiatry

Luana Marques, PhD, Associate Professor of Psychiatry

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

Sareh Parangi, MD, FACS, Professor of Surgery

Susan Pories, MD, Associate Professor of Surgery

Kerry Reynolds, MD, Instructor in Medicine

Hope Ricciotti, MD, Associate Professor of Obstetrics, Gynecology, and Reproductive Biology

Allison Rimm, Faculty, Harvard T.H. Chan School of Public Health Executive and Continuing Professional Education Program

Guest Faculty

Philomena Asante, MD, MPH, Director of Medical Services, Northeastern University Health Services

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

J.G. Boccella, EdM, Co-Founder, FierceWomen

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

Randy Kamen, EdD, Psychologist, Educator, Boston University School of Education

Kimberley Kelly, MD, CCFP, FCFP, Member, Board of Directors, Alberta Medical Association

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

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

Monika Roychowdhury, MD, FCAP, Director, Cytopathology; Assistant Professor, Department of Laboratory Medicine and Pathology, Tufts Medical Center

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

Rusty Shelton, Publicist and social media expert, Zilker Media

Sasha Shillcutt, MD, MS, FASE, Associate Professor, Director of Clinical Research, and Vice Chair of Strategy and Innovation, Department of Anesthesiology, University of Nebraska Medical Center

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

Lisa Tener, MS, Book writing coach and author

Christy Uffelman, BCC, MHCS, President, Align Leadership, LLC

Thomas Varghese, MD, Associate Professor in the Department of Surgery, University of Utah School of Medicine

Tammra Warby, BSc (Hon 1), MBBS, PhD, FRACGP, Family Medicine (General Practice) physician

Jacklyn Wynn, Vice President and Director, Veterans Affairs, Center for Enterprise Transformation, MITRE



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 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 and
Spaulding Rehabilitation Network



Saurabha Bhatnagar, MD
Assistant Course Director

Associate Director, Residency Program
Department of Physical Medicine and Rehabilitation
Harvard Medical School and
Spaulding Rehabilitation Network

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| 7:00 | Registration & Continental Breakfast |
| 8:00 | Women and Healthcare Leadership: Today's Most Highly Valued Skills and Strategies Julie Silver, MD |
| 9:30 | How to Measure Your Performance against What Matters for Your Organization Saurabha Bhatnagar, MD |
| 10:05 | Achieving Gender Equity in Compensation: Strategies and Skills for Leaders Sareh Parangi, MD, FACS |
| 10:40 | Break (<i>refreshments provided</i>) |
| 11:10 | How to Boost Your Emotional Intelligence for More Effective Leadership Laurie Baedke, MHA, FACHE, FACMPE |
| 11:45 | The New Leadership Paradigm for Women in Healthcare Paula Gutlove, DMD |
| 12:20 | Tapping into the Power of Social Media in Healthcare Leadership Rusty Shelton |
| 12:55 | Lunch break* |
| 2:15 | Afternoon Lectures I (choose one) |
| | Predicting Your Leadership Success: A Checklist to Inventory Your Skills and Readiness Deborah Saltman, AM, MD, PhD |
| | Effective Leadership in an Uncertain Healthcare Environment: Strategies for Agility, Adaptability and Resilience Christine Spadafor, JD, ScM, RN |
| | Uncovering and Addressing Unconscious Bias: A Guide for Leaders Sheri-Ann Burnett-Bowie, MD, MPH |
| 3:15 | Break (<i>refreshments provided</i>) |
| 3:45 | Afternoon Lectures II (choose one) |
| | Strategies for Best Practice for Clinical Innovation Saurabha Bhatnagar, MD |
| | Achieving Excellence in Research and Clinical Care in Resource-Restricted Settings: Lessons from Implementation Science Luana Marques, PhD |
| | How to Use Different Social Media Platforms to Advance Your Leadership Agenda Jennifer Joe, MD |
| 4:45 | Dinner break* |
| 7:00 | Evening Programming I |
| | Leadership Presentations (choose one) Choose either of the following two CME-accredited presentations. These complimentary additional lectures have limited seating. You can reserve your spot when you register online for this program. <ul style="list-style-type: none"> ▪ Personal Growth Strategies for Women Leaders Randy Kamen, EdD ▪ Collaborative Negotiations for 21st-Century Women Leaders Ranna Parekh, MD, MPH |
| | OR Networking Roundtables Join other participants in informal, moderated discussions about selected topics in women's healthcare leadership, such as work/lifestyle balance, business strategy, and communication. Specific topics will be announced on site. (Roundtables not eligible for CME credit. No pre-registration required.) |
| 7:45 | <i>Dessert Reception: Join your colleagues and faculty for conversation and dessert</i> |
| 8:15 | Evening Programming II |
| | Two Years Later: Past Course Participants Return to Share Their Leadership Success Stories and Offer Tips Kerry Reynolds, MD and Tiffany Love, PhD, APRN, GNP, ANP-BC, CCA This complimentary CME-accredited session has limited seating. You can reserve your spot when you register online for this program. |
| | OR Networking Roundtables Please see description of 7pm session. |
| 9:00 | Evening Programming Concludes |



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.

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

FRIDAY, NOVEMBER 16

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| 7:00 | Continental Breakfast |
| 8:00 | Executive Communication: Advanced-Level Skills and Strategies Julie Silver, MD |
| 8:50 | Creating Strategies for Success in Career and in Life Allison Rimm |
| 9:30 | Getting Unstuck: Navigating through Your Current Challenges Christy Uffelman, BCC, MHCS |
| 10:10 | Break (<i>refreshments provided</i>) |
| 10:40 | Strategically Aligning with the Hidden Demographic: Men Who Are Ready to Powerfully Support Women Leaders J.G. Boccella, EdM |
| 11:20 | Lifestyle Medicine for Leaders Elizabeth Frates, MD |
| 12:00 | Lunch break* |
| 1:30 | Interactive Breakout Sessions A-M (Choose one) <i>See below for descriptions</i> |
| 2:15 | Transition to second session |
| 2:35 | Interactive Breakout Sessions A-M (Choose one) <i>See below for descriptions</i> |
| 3:20 | Break (<i>refreshments provided</i>) |
| 4:00 | Interactive Breakout Sessions A-M (Choose one) <i>See below for descriptions</i> |
| 4:45 | Daily Program Ends |

Friday Afternoon Interactive Breakout Sessions

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| A | Lifting Leaders Up: When, Why, and How Women Should Actively Support Each Other 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 | How Women Leaders Can Maximize Partnerships with Men Who Are Allies J.G. Boccella, EdM and Christy Uffelman, BCC, MHCS |
| E | Rewrite Your Professional Bio to Position Yourself as a Leader Lisa Tener, MS |
| F | Why So Few at the Top? Obstacles Facing Women in Healthcare Leadership Christine Spadafor, JD, ScM, RN |
| G | Creating Your Leadership Dossier Deborah Saltman, AM, MD, PhD |
| H | Mastering the Art of Influence Allison Rimm |
| I | How to Pitch Your Ideas Saurabha Bhatnagar, MD |
| J | Eradicating Microaggressions and the Marginalization of Women, Minorities, and Individuals with Disabilities in Your Workplace Ranna Parekh, MD, MPH |
| K | Strategies for Strong Healthcare Teams Susan Pories, MD |
| L | One Year Later: Past Conference U.S. Participants Report Their Personal Experiences Philomena Asante, MD, MPH and Monika Roychowdhury, MD, FCAP |
| M | One Year Later: Past Conference International Participants Report Their Personal Experiences Kimberley Kelly, MD, CCFP, FACP and Tammra Warby, BSc (Hon 1), MBBS, PhD, FRACGP |

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

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| 7:00 | Continental Breakfast |
| 8:00 | How to Promote Evidence-Based Wellness in Healthcare Professionals Sasha Shillcutt, MD, MS, FASE |
| 8:45 | Defining and Developing Your Leadership Style Thomas Varghese, MD |
| 9:30 | Tackling Burnout: A Leader's Guide to the Evidence and Best Practices Hermioni Lokko, MD, MPP |
| 10:15 | Break (<i>refreshments provided</i>) |
| 10:35 | Taking Your Strategic Planning Skills to the Next Level Jacklyn Wynn |
| 11:20 | A Plan to Achieve Next-Level Leadership: Developing Your Goals and Implementing Your Strategy Julie Silver, MD |
| 12:20 | Lunch break* |

OPTIONAL ADVANCED WORKSHOPS

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| 1:30 | 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 next page.</i> |
| 4:30 | Optional Workshops Conclude |

Course Overview

There is a longstanding gap in the development and promotion of women as healthcare leaders. Although some gains have 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 people they manage or mentor, need in order to be successful now and in the future.

Learning Objectives

Upon completion of this activity, you 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 skills for communicating with internal and external stakeholders
- Use specific communication strategies for negotiating and conducting difficult conversations

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

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.

Getting Results in High-Stakes Conversations: How to Apply Cognitive Behavioral Strategies to Enhance Your Ability to Communicate as a Leader Luana Marques, PhD

This 3-hour interactive workshop provides an evidence-based and best practices approach to leadership communication. Using cognitive behavioral therapy (CBT) approaches, you will focus on your leadership vision, mission, and objectives and then learn how to best communicate your strategy and goals to others in various work-related environments. You will learn how to professionalize and amplify your communication skills across audiences and sectors.

Skills and Strategies for Promoting Resilience in Yourself and Those You Lead Shelley Carson, PhD

A 3-hour interactive workshop for healthcare professionals who want to improve their psychological resilience skills and use these skills to help those they lead negotiate today’s rapid-change climate. We will focus on evidence-based resilience skills across a range of cognitive, emotional, physiological, social, and self-care areas. Using case studies and interactive exercises, we will practice these skills so that you can begin to build Resilience Toolkits.

Redefining Your Mission, Vision, and Values to Drive Your Leadership Agenda Hope Ricciotti, MD

In this 3-hour workshop, you will focus on defining your local program’s mission, vision, and values, as these are crucial to leadership and organizational success. The workshop includes a combination of didactic information as well as small group activities. You will create your own draft statement for your local program to help focus strategic direction and initiatives. Once learned, this exercise can be replicated later with your own team to further define your statements.

Introduction to Coaching Strategy and Skills Margaret Moore, MBA

This experiential workshop will help leaders begin to integrate a coaching approach designed to help others make sustainable, positive change. We will address the distinctions between leadership (out in front) and coaching (facilitating from behind), the growth opportunities offered by the shift from leader to coach, and basic coaching tools to use in one-on-one and group meetings. Expand your impact while lightening the leadership load by helping others grow further and faster.

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 habits. The same is true for key leadership skills. This workshop focuses on the habits that peak performers utilize—small changes that can have a big impact over time. 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.



Reasons To Attend

This course sold out the past two years. Early registration for the 2018 program is strongly advised.

Earn up to:

- 20.75 AMA PRA Category 1 Credits™
- CNE credits--check course website for details



Education to:

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

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
- Managing change
- Diversity inclusion
- Overcoming barriers
- Effective mentoring
- Strategic finance
- Resource management
- Securing and managing budgets
- Defining your leadership style



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| <p>Career Advancement and Leadership Skills for Women in Healthcare Course #734698-1901</p> | |
| <p>Course Tuition</p> | <p>\$995</p> |
| <p>Optional Advanced Workshop* <i>Saturday, November 17, 2018, 1:30pm – 4:30pm</i></p> | <p>\$245</p> |

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

*Choose from among the ten concurrent advanced workshops described on the Workshops page.

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 22, 2018. 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 this program to request 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 note that the discounted rooms may sell out before the deadline.

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.

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 20.75 *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.