



HARVARD
MEDICAL SCHOOL

MASTER OF SCIENCE IN CLINICAL SERVICE OPERATIONS



**Building leading clinical service operations that
save time, save money, and save lives**



FAST FACTS

- Our curriculum includes interactive case studies, an innovative seminar series, hands-on simulations and online learning
- The program culminates in a nine-month mentored capstone project at students' home institution
- Multidisciplinary faculty from Harvard Medical School and Boston-area hospitals prepare students to lead their health care organization through transformational change
- Topics include clinical operations management, executive and industry leadership, financial and strategic planning, health care quality and safety, systems design, and information systems integration



Message from the Program Directors

Given the rapid change across all sectors of health care, the importance of formal training in operational aspects of health care has never been more critical. Health care organizations require high-performing, collaborative teams that can work together seamlessly to deliver value-based care, ensure patient satisfaction, and achieve better outcomes.

In this complex environment, health care leaders must be able to navigate multidisciplinary service lines and new platforms that underpin “the DNA” of every health care operation. These include electronic medical records, real-time accounting systems and just-in-time delivery of materials to a highly specialized workforce, and artificial intelligence-driven technology at the bedside.

As patients and families increasingly focus on value, efficiency, and supportive care services, leaders must also be skilled at implementing and refining

patient-centered programs. This innovative program equips students with the clinical operations skillset and knowledge that are essential to lead health care organizations through transformational change in the United States and internationally.

This is a critical time for the future of health care delivery. We hope you will consider applying for this transformational learning experience.

Sincerely,

Mara Bloom

Mara Bloom, JD, MS
Vice President
Massachusetts General Hospital

J. Kevin Tucker

J. Kevin Tucker, MD
Vice President, Education
Mass General Brigham



MASTER OF SCIENCE IN CLINICAL SERVICE OPERATIONS

Building leading clinical service operations that save time, save money, and save lives

The Master of Science in Clinical Service Operations program provides physicians, clinicians, nurses, allied health professionals, and administrators with the operations management training they need to lead teams, optimize efficiency, and improve the patient experience.

A clinic is far more than a building that houses care providers. It's a complex nexus of staff, physicians, patients, infrastructure, and technology—and when it's designed and managed well, it's much greater than the sum of its parts. But how do we organize a department, a hospital, or a system to ensure patients receive the best care most efficiently? How can we use data and technology to restructure service lines or to adjust processes to better connect patients with their care providers—and to build more collaborative, more engaged care teams? How can we evaluate, select, and integrate the best new technologies into our care settings?

Available in full-time (one-year) and part-time (two-year) options, MCSO is a 37-credit program designed for health care professionals and administrators who aspire to leadership positions in operations management. Applicants should hold an advanced degree such as an MD, PhD, BSN or MBBS and have at least five years of clinical experience or requisite work experience in a clinical setting. Applicants without an advanced degree should have eight years of clinical operations experience.

Upon completion of this clinical leadership program, you'll be able to:

- Improve overall clinical operations, innovate, and facilitate hospital and system-wide innovation
- Build collaborative teams of multi-disciplinary stakeholders who are equipped to work with a hospital's corporate functions
- Evaluate productivity and financial measures, manage budgets, and understand regulatory compliance.



UPON SUCCESSFUL COMPLETION OF THIS PROGRAM, YOU'LL BE WELL-POSITIONED TO PURSUE LEADERSHIP ROLES INCLUDING:

- | | | |
|---------------------------------------|------------------------------------|---------------------------------|
| • Allied Health Director | • Chief Patient Experience Officer | • Health Care Industry Director |
| • Administrative Director | • Clinical Operations Director | • Nursing Director or Manager |
| • Advanced Practice Clinical Director | • Clinical Research Director | • Program Director |
| • C-Suite Health Executives | | • Service-Line Director |



“

This program provided me the necessary conceptual and practical education to expertly build upon this foundation. The lectures were given by leaders at the forefront of hospital operations, and the capstone project allowed me to implement our didactics while working closely with my mentor.

”

—Summit Puri, Class of 2020

Welcome to the community.

When you enroll in a master's program at Harvard Medical School, you join one of the world's premier learning communities. Harvard University is home to an unbelievable wealth of talent, creativity, and curiosity. We're eager to have you not only benefit from that tradition, but also contribute to it.

LEARN. EXPLORE. APPLY.

You'll study alongside peers with wide-ranging life experiences, belief systems, and perspectives as you build the skills to advance your career. To help you make the most of your experience, our faculty and staff advisers—whose ranks include some of the most respected experts in the field—provide close guidance and support at every step of the way.

Outside the classroom, Harvard hosts countless virtual and in-person events over the course of the year that provide

intellectual, academic and cultural enrichment. You will hone your professional practice through interactions with the thousands of leading clinicians and researchers in the area.

After completing your program, you'll continue to benefit from one of the greatest alumni networks in the world. Wherever your path leads, you'll always be part of Harvard's community.

Course of Study

The Master of Science in Clinical Service Operations program is designed to provide in-depth training on the core skills and knowledge required by clinical operations leaders at all levels of clinical operations from running a small unit or department, a hospital service line, or even managing an entire hospital. The curriculum covers key topic areas including:

- Clinical health care operations management
- Financial planning and management in health care organizations
- Leadership and teamwork
- Quantitative science and data analytics for health care service operations
- Effective health care resource management
- Supply chain management
- Health care service line planning and operations
- Integrating new technology into health care delivery
- Operations skillsets for clinical leaders, industry professionals, and healthcare executives
- Clinical services operations skillsets
- Value based health care

The program also includes a seminar series in which students are exposed to real-world experiences and case studies through lectures, journal clubs, and peer capstone feedback sessions.

Finally, students complete a capstone project – an intensive, hands-on experience at their home organization.

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This program was fresh air to further my professional purposes. With a blend of well-selected readings, enlightening lectures, and the opportunity to share experiences among classmates and professors, the program empowered me to tackle health care operations' most troublesome challenges.

”

- Pablo Valdes Covarrubias
Class of 2020



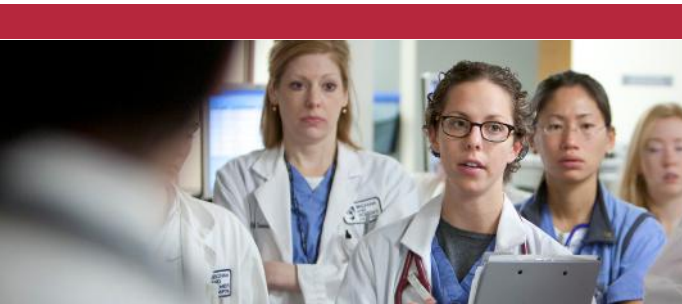
Learning Methods

The program's core curriculum is designed to ensure the seamless integration of core learning objectives across modules, while simultaneously allowing students to master the practical skills to apply these important concepts in the real world. Because collaboration is critical in clinical operations, students will learn how to work in teams and develop networks.

Along with classroom work, team assignments, and leadership exercises, the program features a capstone project—a mentored clinical operations experience at each student's home institution. In this fast-paced clinical setting, students will apply their newly acquired skills and practical knowledge as they implement, interpret, refine, and present their projects throughout the academic year.

KEY ASPECTS OF THE MCSO LEARNING EXPERIENCE

- Skills-based learning
- Interactive lectures
- Group projects
- Seminar series
- Capstone project



Program Pathways

The Clinical Operations pathway is designed for clinicians and administrators who want to gain a deeper understanding of clinical operations in preparation for a clinical operations leadership position such as service line chief, administrative director, nurse director, or chief patient experience officer, among others.

The Executive Leadership pathway, led by Ann Prestipino, MPH, is designed for clinicians and administrative leaders at an executive level who wish to study leadership principles from experienced senior health care leaders, exploring topics such as health care finance, human resources, and change management to be more effective. Students should have 10 years experience in a senior-level management role.

The Industry Leadership pathway, led by Stanley Shaw, is designed for leaders in the health care industry who seek a deeper understanding of health care and how it relates to innovation. It prepares individuals for senior roles and provides a framework to think strategically about stakeholder perspectives. This pathway is also suitable for clinicians and administrators who are considering a transition to an industry role. Additionally, the pathway is an excellent opportunity for professionals in the biotech, pharmaceutical, device, manufacturing, information technology, digital health, or insurance industries who seek to enhance knowledge about clinical operations to improve product offerings or enhance innovation.

Capstone

The capstone experience, conducted at your home hospital or organization, is an operations-based project that allows you to apply the tools, strategies and methods from the program's coursework to develop a solution to a real-world problem in health care delivery. Under the guidance of an executive sponsor at your home institution, the capstone will include: researching evidenced-based best practices; collecting external and internal data; working with organizational stakeholders to understand patient and staff pain points; mapping clinical workflows; developing robust solution sets that mitigate risk; preparing comprehensive financial, staffing and capital plans; and developing implementation plans with measure and metrics to monitor outcomes. You will also have access to an HMS Advisor who will provide valuable feedback on your project.

Focused on clinical operations, past capstone projects have included patient throughput, operational efficiency, implementation of new technology, reducing over-utilization, and reducing patient wait days.

Each student will be assigned a capstone director and HMS advisor and will prepare a concise and focused capstone report. The report will build throughout the program, with portions of the report being submitted at key milestones. Students will receive feedback from their personal executive sponsors, capstone directors, HMS advisors, and assigned peer.

Each student is required to conduct a capstone project their home institution.

Examples of capstone projects include:

Improving patient outcome and clinical operation by reducing the length of stay for patients who are diagnosed with congestive heart failure.

Improving Patient Flow in South City Hospital's COVID-19 Vaccination Center in Karachi, Pakistan



**Establishment of a cranio-
facial center of excellence**

**Transfer and inpatient
admission of academic
emergency department
patients to affiliated
community hospital sites**

**Integrated behavioral
health within the medical
home**

**Electronic health record
system implementation
planning project for the
Oncology Center at North
York General Hospital,
Ontario, Canada**

“Leading clinical operations is complex and multi-faceted... today’s health care leaders need advanced skill sets to effectively manage the patient experience, staffing, service lines, supply chain, and new technologies.”

—Mara Bloom
Program Co-Director



Harvard Medical School attracts the best and brightest faculty from all around the world. As a student in this program, you’ll have access to outstanding teachers and mentors. The program faculty are drawn from Harvard Medical School and a network of nearly 12,000 faculty at our affiliated hospitals.



Who Leads the Program?



Mara Bloom, JD, MS
Program Director
Vice President
Massachusetts General Hospital



J. Kevin Tucker, MD
Program Director
Vice-President, Education
Mass General Brigham



Ann Prestipino, MHA
Senior Vice President
Mass General Brigham



Stanley Shaw, MD, PhD
Associate Dean for Executive Education
Harvard Medical School



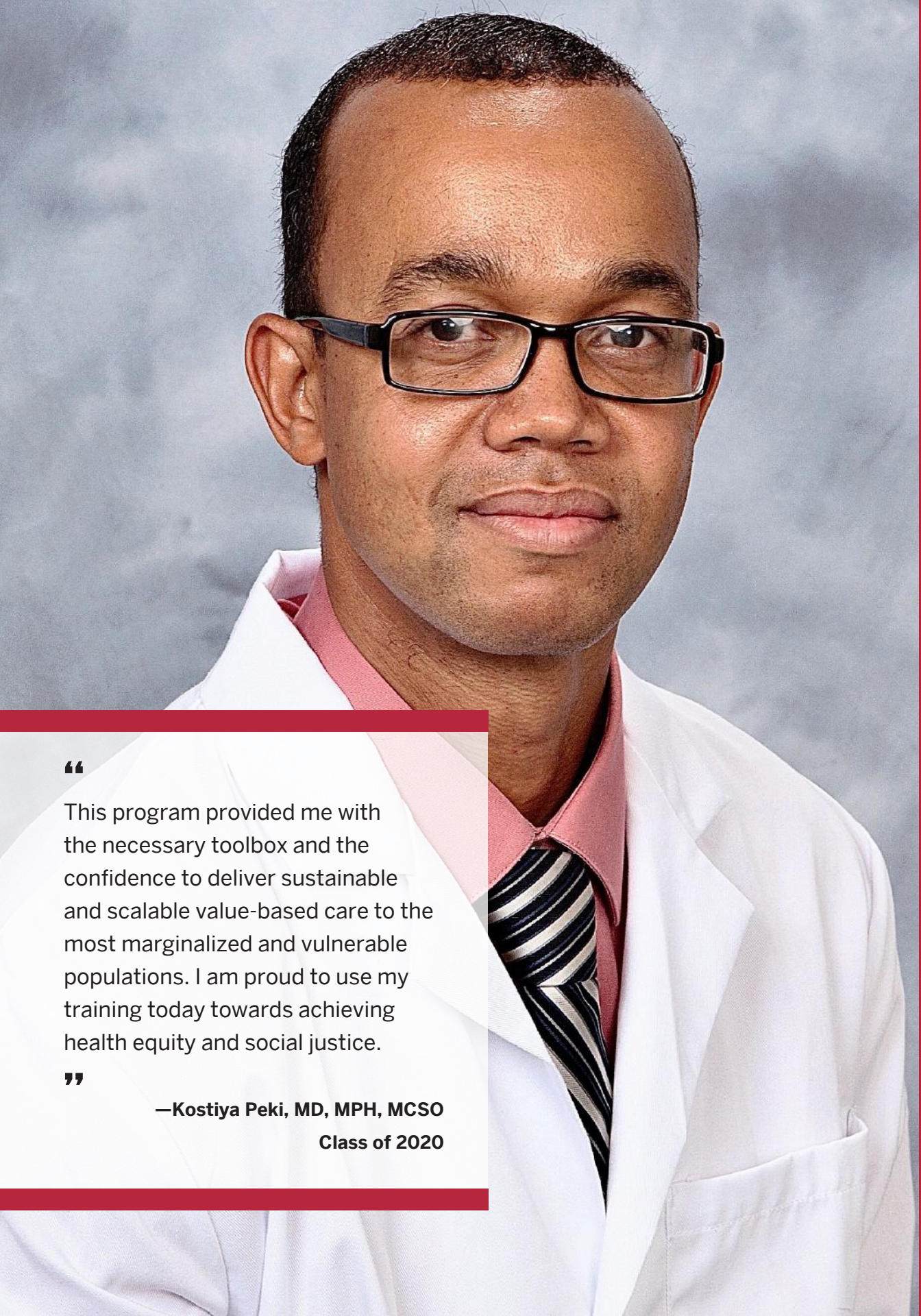
Preeti Sharma, MBA
Program Manager
Harvard Medical School

“

In this complex environment, the need for formal training in operational aspects of health care has never been more critical.

”

—Kevin Tucker, Co-Director, MCSO program



“

This program provided me with the necessary toolbox and the confidence to deliver sustainable and scalable value-based care to the most marginalized and vulnerable populations. I am proud to use my training today towards achieving health equity and social justice.

”

—Kostiya Peki, MD, MPH, MCSO
Class of 2020



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“

I have gained a new level of confidence in my leadership skills and enhanced my ability to interpret complex situations. The expert faculty provided superior real-life course material that challenged me as a student and as a professional.

”

- Jessica Shearman
Class of 2020



LEARN MORE AND APPLY

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