

HARVARD MEDICAL SCHOOL

Effective Writing for Health Care

A Program for Clinicians, Clinical Investigators and Researchers

Choose from among three specialized tracks:

Writing for
Medical and
Scientific Journals

Writing for the
Public

Writing Grant
Proposals

NEW PROGRAM

This new Harvard Medical School professional development program features faculty editors and contributors from



The NEW ENGLAND
JOURNAL of MEDICINE

Education to Improve Writing Skills, Process, Quality, Reach, Impact and the Likelihood of Publication or Funding

NOW ACCEPTING APPLICATIONS

Qualified candidates admitted on a first-come, first-served basis.

Instruction and guidance by faculty, editors, contributors, reviewers and writing coaches from:

- Harvard Medical School and the Harvard College Writing Program
- The New England Journal of Medicine and other leading medical and scientific journals
- International, national and regional media outlets
- Private, government and industry grant organizations

Apply at HMS.Harvard.edu/Writing



HARVARD MEDICAL SCHOOL



Good writing is essential for professional advancement. Enhanced communications skills can increase the impact of one's ideas and health care experiences and can relate them to a broader audience. Effective Writing for Health Care offers a unique opportunity to develop and enhance your writing. The course aims to teach how to write manuscripts, proposals and pieces for the public with clarity, concision and coherence. The core curriculum emphasizes the learning of sound writing principles through completion of individual exercises in writing, personalized feedback and revising. Such exercises allow for substantial growth in writing skill acquisition—a key asset in the creation of powerful and persuasive writing.

Jeffrey M. Drazen, MD
Parker B. Francis Distinguished
Professor of Medicine
NEJM Group Editor

Recognizing the value of compelling communications, Harvard Medical School is launching Effective Writing for Health Care, featuring faculty editors and contributors from the *New England Journal of Medicine* and the Harvard College Writing Program. This new program offers three specialized tracks:

- **Writing for Medical and Scientific Journals**
- **Writing for the Public**
- **Writing Grant Proposals**

This professional development program is designed for clinicians, clinical investigators and researchers with the goal of helping you achieve your personal writing and career objectives. For those who want to increase the likelihood of a submission being accepted to a medical or scientific journal, we have created the specialized track Writing for Medical and Scientific Journals. For those who want to achieve success in communicating their ideas and opinions via newspapers, magazines and social media, we have created the specialized track Writing for the Public. The specialized track Writing Grant Proposals provides strategies, best practices and coaching to help you create more persuasive grant proposals.

The schedule and learning models are designed to accelerate and elevate your communications skills with minimal time away from your practice or research activities.

Over the course of one year, participants will:

- Attend three four-day workshops hosted at Harvard University (schedule inside)
- Participate in 60 webinars, on-demand sessions and targeted hands-on learning exercises
- Work in small groups and one-on-one with writing coaches, editors and faculty members to advance specific writing goals
- Produce a personal capstone project—a submission-ready project (article, written work for the public, grant proposal, etc.)—with support from a faculty member

We created the Effective Writing for Health Care program to help clinicians and researchers showcase their work and ideas with greater clarity, impact and reader engagement. We hope you can join us for the inaugural session.



Kenneth B. Christopher, MD, SM
Program Director
Faculty Director for Global Education,
Harvard Medical School

Program Overview

Harvard Medical School has developed the new program *Effective Writing for Health Care*, which features faculty editors and contributors from the *New England Journal of Medicine* and the *Harvard College Writing Program*. The program offers three specialized tracks:

- **Writing for Medical and Scientific Journals**
- **Writing for the Public**
- **Writing Grant Proposals**

Writing for Medical and Scientific Journals

In this specialized track of *Effective Writing for Health Care*, you will learn strategies and develop skills to:

- Optimize the clarity and impact of articles you create for submission to medical and scientific journals
- Improve the reach and influence of your work through altmetrics
- Communicate your research findings more cogently and effectively
- Increase the likelihood of your article being accepted for publication

Each participant of the **Writing for Medical and Scientific Journals** track, with guidance from writing coaches, a personal editor and a faculty member, will produce a submission-ready article and abstract for a medical or scientific journal.

Writing for the Public

In this specialized track of *Effective Writing for Health Care*, you will develop the “storytelling” skills needed to communicate health care, medical or scientific perspectives and messages to the public through a variety of media. This program enables you to:

- Make complex science and your ideas relatable to the general public
- “Sell” your ideas
- Write opinion pieces that engage and persuade readers
- Develop well-crafted stories that resonate with audiences

Each participant of the **Writing for the Public** track, with guidance from writing coaches, a personal editor and a faculty member, will produce a submission-ready article for a magazine, opinion piece, book pitch or digital media pitch.

Writing Grant Proposals

In this specialized track of *Effective Writing for Health Care*, you will learn strategies and develop skills to optimize outcomes for grant-funding proposals. This includes:

- Matching your proposal to the right funding organization
- Avoiding common grant-writing mistakes
- Describing your work as significant and innovative
- Articulating how your work will uniquely address a meaningful problem or opportunity
- Conveying what reviewers need in order to fund your project

Each participant of the **Writing Grant Proposals** track, with guidance from writing coaches, a personal editor and a faculty member, will produce a submission-ready grant proposal.

The Participant Experience

The schedule for each program is designed to help you achieve your personal writing goals with minimal time away from your practice or research activities.

Effective Writing for Health Care spans the course of roughly one year. The learning model works to elevate your communication skills and, depending upon the specific program for which you are enrolled, your ability to:

- Develop a high-impact article for a medical or scientific journal
- Convey your opinions and ideas to the public
- Produce a high-caliber grant proposal

Over the course of one year, you will:

- Attend three four-day workshops hosted at Harvard University
- Participate in 60 webinars, on-demand sessions and targeted hands-on learning exercises
- Work in small groups and one-on-one with writing coaches, editors and faculty members to advance your specific writing goals
- Produce a personal capstone project—a submission-ready project (article for a medical or scientific journal, written work for the public or grant proposal)—with feedback from a faculty member. Your faculty member will be chosen expressly for you based upon your specific writing objective.

Effective Writing for Health Care features a blended learning model comprising live workshops, self-paced on-demand sessions, live webinars and writing exercises that work to elevate your writing skills. These exercises can be tailored to your specific writing goals. Each specialized track culminates in a capstone project, where each participant develops a submission-ready written work.

Workshops for Effective Writing for Health Care convene three times over the course of one year:



The Capstone Project

In collaboration with a faculty member, each participant of Effective Writing for Health Care will develop a submission-ready paper:

- Participants of the Writing for Medical and Scientific Journals track create an article and abstract for submission to a medical or scientific journal
- Participants of the Writing for the Public track create a submission-ready article for a magazine, opinion piece, book pitch or digital media pitch
- Participants of the Writing Grant Proposals track produce a submission-ready grant proposal

Personalized and Active Learning

Each specialized track of Effective Writing for Health Care can be customized, enabling you to tailor your learning experience to your specific writing and career goals. This includes:

- Personalized writing skills-development exercises
- Assignment of your faculty member
- Selection of your final capstone project

ASSIGNMENT OF A FACULTY MEMBER

Every participant of Effective Writing for Health Care is paired with a Harvard faculty member. Faculty are chosen by the program directors based upon the faculty's expertise in your general area of interest.

Your faculty member will provide guidance for your capstone project, including:

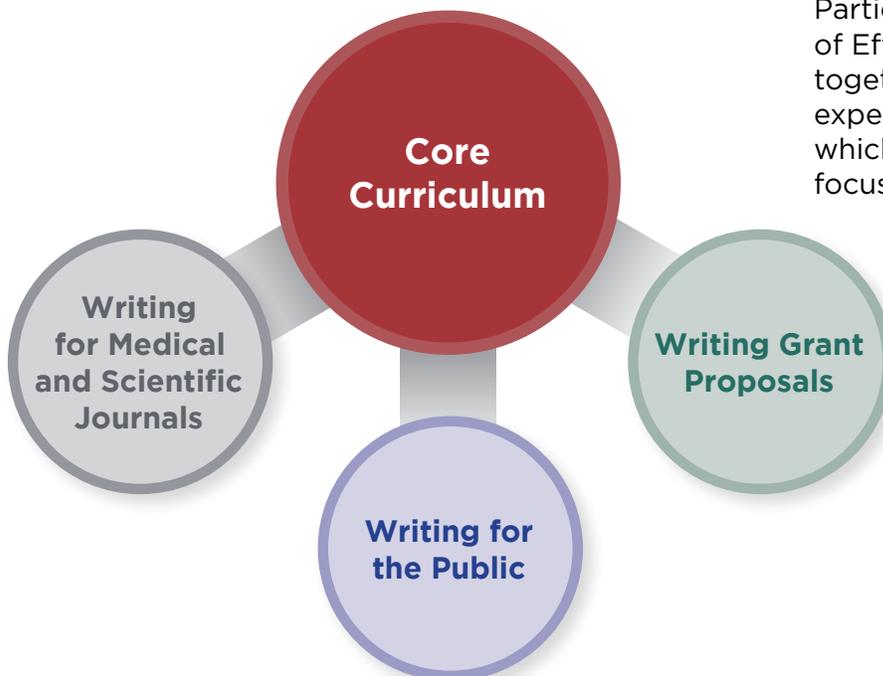
- Providing assistance at the ideation or planning stages of your writing project
- Delivering feedback on the outline of your paper
- Reviewing the first and final drafts of your project and providing guidance to help you optimize its value to you and/or your institution

Writing for
Medical and
Scientific Journals

Writing for the
Public

Writing Grant
Proposals

Common Core Curriculum

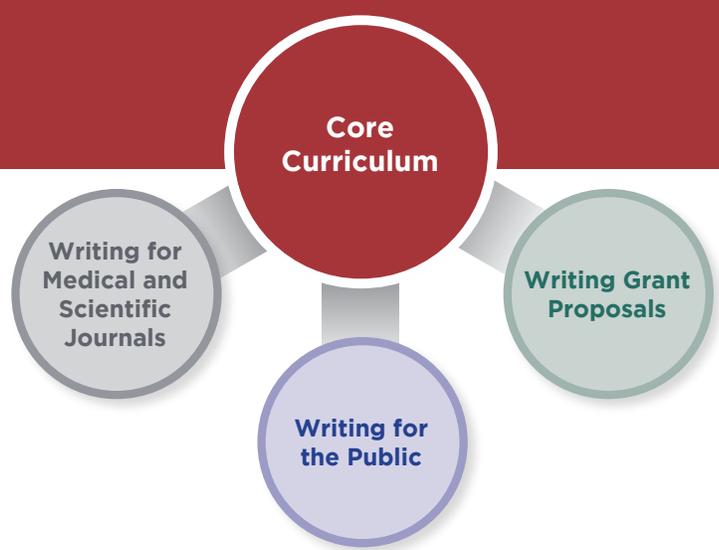


Writing Skills Development: Foundational and Advanced

Participants of all three specialized tracks of Effective Writing for Health Care come together throughout the yearlong learning experience for the Common Core Curriculum, which is designed to improve writing with a focus on:

Foundational Skills
Quality and Impact
Reach
Integrity
Process
Productivity
Promotion

Common Core Curriculum (continued)



FOUNDATIONAL SKILLS

- Essential and strategic grammar
- Say more with fewer words
- Structure writing elements to meet your goals: sentences, paragraphs and passages
- Communicate with greater clarity and precision
- Usage, style and syntax
- Make your writing readily comprehensible
- Sequence your ideas for greater reader impact
- Transitions, topic sentences and other signposting devices

QUALITY AND IMPACT

- Strategies and best practices for scholarly writing and argumentation
- Good storytelling in non-scholarly writing
- Write persuasively
- Package your work
- Formulate hypotheses to support your specific evidence and analysis
- Write about moral and ethical issues
- Patient-focused writing
- Develop and refine your personal writing style
- Respond to reviewer and peer feedback
- Compose compelling introductions, abstracts, summaries and conclusions
- Ground your claims, hypotheses and ideas in evidence
- Evoke emotional responses from readers
- Assess and address weaknesses in your arguments, messages and writing
- When and how to tap into your personal voice

REACH

- Get published in internationally and nationally acclaimed journals, newspapers, magazines and reviews
- Write with dexterity to connect with a broad array of audiences:
 - Experts
 - Informed non-experts
 - The general public
- Make your science accessible
- Leverage social media to amplify your message
- Engage with co-authors
- Understand what your audience wants

INTEGRITY

- Search the biomedical literature
- Understand and avoid plagiarism in its various forms
- Reference management tools for scientific writing
- Develop bibliographies

PROCESS

- Optimize the ideation and planning of your writing project
- Move from idea to structure map to first draft
- Elicit constructive feedback from peers
- Incorporate feedback
- Revise and refine your writing
- Manage reviewer expectations
- Maintain progress
- Review and revise final full draft

PRODUCTIVITY

- Achieve higher yield and throughput
- Manage your writing focus
- Approach writing projects more efficiently: design, timelines and milestones
- Cultivate more effective writing habits
- Avoid common writing pitfalls
- Write collaboratively
- Time management strategies
- Navigate writer's block

PROMOTION

- Assess publication options
- Strategies to avoid article rejection
- Pitch your ideas
- Prepare press releases
- Self-promote and elevate your personal brand
- Leverage social media

Writing for Medical and Scientific Journals

In this specialized track of Effective Writing for Health Care, you will learn strategies and develop skills to craft a compelling clinical or basic science article. Learn from distinguished Harvard Medical School faculty, editors and reviewers at the *New England Journal of Medicine*, and published clinicians, clinical investigators and researchers about:

- Mastering the writing process, from ideation to final submission
- Communicating your science in a strong and impactful way
- Selecting the most effective writing structure and communication approach
- Shaping the right research question
- Understanding editor and reviewer priorities
- How to avoid mistakes that result in article rejections
- Writing compelling abstracts and conclusions
- What it takes to publish in the top-tier journals
- Incorporating reviewer feedback
- Presenting data, tables and figures
- Teamwork, collaboration and networking in research
- Best practices for academic argument
- Reference management tools for scientific writing
- Searching the biomedical literature
- All variant forms of plagiarism
- Ensuring publication integrity
- Guidance to improve altmetrics
- Key copyright considerations when publishing research
- Best practices for packaging and pitching your paper
- Understanding and navigating your publishing options
- How to review and self-edit your paper
- Strategies for authorship negotiation

Education includes instruction, strategies, skills development and best practices for developing an article's:

- Introduction
- Justification of study
- Methods
- Results
- Use of data visualization
- Tables, figures, and their titles and legends
- Discussion
- Conclusions
- Bibliography
- Abstract

Strategies and education for developing high-quality, high-impact submissions to medical and scientific journals

Personalized Learning Experience

As a participant, you will work with writing coaches and editors on assignments that align with your specific writing goals.

The specialized track culminates in a capstone project, where each participant, with guidance from a faculty member, will produce a submission-ready article and abstract for a medical or scientific journal.

More than 70 distinguished faculty lead live sessions, webinars and recorded online seminars, including:



Jeffrey M. Drazen, MD
NEJM Group Editor



Kyle K. Courtney, MSLIS, JD
Copyright Advisor, Office for Scholarly Communication, Harvard University



Adrienne Tierney, EdD
Head Preceptor in Expository Writing, Harvard University

Writing for the Public

Personalized Learning Experience



This specialized track culminates in a capstone project, where each participant, with guidance from a faculty member, will produce a submission-ready article for a magazine, opinion piece, book pitch or digital media pitch.

As a participant, you will work with writing coaches and editors on assignments that align with your specific writing goals.

Education and coaching will help participants to:

- Channel what inspires you into a persuasive narrative that connects with your intended audience(s)
- Win the public's trust
- Build your intellectual brand
- Harness new writing styles to effectively communicate with the public across the full spectrum of the media landscape, including books, magazines, newspapers, journals, social media, podcasts, television and radio



In this specialized track of Effective Writing for Health Care, you will learn strategies and develop skills for impactful storytelling, persuasive writing and compelling communication to diverse audiences through traditional and new publishing options.

Highlights of this program include:

- Making health care, medicine and complex science interesting to the general public
- Illuminating a problem via effective storytelling
- Selecting the right voice and tone for your work
- Inspiring readers to act
- Writing persuasive opinion pieces
- Achieving emotional resonance with audiences
- Synthesizing reviewer feedback
- Achieving clarity of expression
- Captivating your audience
- Message-medium alignment: print, blog, radio, television and magazine
- Researchers as activists
- Physicians as authors

As a participant, you will learn how to:

- Master new writing styles to effectively communicate with the public
- Win the trust of the public
- Build your intellectual brand
- “Sell” your ideas
- Understand the full media landscape, including books, magazines, newspapers, journals, social media, podcasts, television and radio

Faculty teaching this program are contributors, authors, reporters, reviewers and editors for major media outlets, including:

The Atlantic
The Boston Globe
Harvard Health Letter
Harvard Health Publishing
Harvard Magazine
HuffPost
Little, Brown and Company
MarketWatch
Men's Health
MIT Technology Review
The Nation
Nature
Nautilus

New England Journal of Medicine
New Scientist
Newsweek
The New Yorker
The New York Times
The New York Times Magazine
Psychology Today
Robb Report
Science
Scribner Books
The Toronto Star
The Wall Street Journal
Wired

Writing Grant Proposals

In this specialized track of Effective Writing for Health Care, participants will learn the strategies and develop the skills to optimize outcomes for grant proposals. This includes:

- Matching your proposal to the right funding organization
- Avoiding common grant-writing mistakes
- Developing proposals that reviewers can readily understand on their first reading
- Optimizing your grant proposal for the reviewer audience
- Conveying the uniqueness, value and impact of your work
- Communicating the importance of the significance, innovation and approach of your proposal
- Developing the following grant proposal sections:
 - Project Summary
 - Narrative Summary
 - Specific Aims
 - Research Strategy
 - Biographical Sketch
 - Budget Justification
 - Human Subjects
 - Vertebrate Animals
 - Resource Sharing Plan
 - Facilities & Other Resources
 - Equipment
 - Bibliography & References Cited

Unique to this program are the following educational elements:

- A capstone project, resulting in a submission-ready grant proposal with guidance from writing coaches and a faculty member
- Review and analysis of strategies from successful grantees
- Strategies to harness the power of data presentation
- Expert guidance to maximize grant proposal effectiveness
- Education developed by faculty with significant experience writing NIH grants (F, K, R, P, U) and foundation grants
- Comprehensive instruction on grant-writing best practices
- Understanding the perspective of grant reviewers
- Navigating the post-submission phase
- Tactics to leverage constructive feedback from external reviewers and colleagues
- Conveying the confidence that you and your collaborators can implement the proposal
- Best practices for developing and utilizing figures and tables
- Education on financial-reporting requirements



Produce a Submission-Ready Grant Proposal

Each participant of the specialized track Writing Grant Proposals, with guidance from writing coaches, a personal editor and a faculty member, will produce a submission-ready grant proposal.

Guidance to Enhance the Possibility of Obtaining Grant Funding

This specialized track provides strategies and skills development to enhance the possibility of obtaining grant funding

As a participant, you will learn how to:

- Write a persuasive grant proposal
- Present complex ideas effectively
- Identify and address weaknesses in your grant proposal
- Create a proposal that reviewers can readily understand and explain
- Convey what reviewers want to know in order to fund your project

Faculty

Program Director

Kenneth B. Christopher, MD, SM
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Program Co-Directors

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Harvard Graduate School of Education
Lecturer in Education,
Kennedy School of Government

Cassie A. Wright, PhD
Lecturer, Program in Writing and Rhetoric,
Stanford University

Corinne Zimmerman
Director of Visitor Learning,
Isabella Stewart Gardner Museum

Schedule

IN-PERSON WORKSHOPS: DATES AND VENUES

Workshops for Effective Writing for Health Care convene three times over the course of one year:



WORKSHOP 1	June 15-18, 2020	Harvard University • Cambridge, MA
WORKSHOP 2	November 7-10, 2020	Harvard Medical School • Boston, MA
WORKSHOP 3	May 4-7, 2021	Harvard University • Cambridge, MA

NETWORKING RECEPTIONS AND DINNERS

- Join faculty and fellow participants for an evening reception hosted by Harvard Medical School during the first workshop of this program.
- During the program's second workshop, participants have the opportunity to attend a special faculty dinner.
- On the evening prior to the certificate ceremony, Harvard Medical School invites each graduate and a guest to a celebratory dinner and reception.

CERTIFICATE CEREMONY

May 7, 2021 | Harvard Medical School • Boston, MA
The yearlong Effective Writing for Health Care program concludes with a certificate ceremony to honor participants' work and achievements and award each graduate a Certificate of Completion.

The concluding certificate ceremony is hosted at Harvard Medical School. Family and friends are cordially invited to attend.

Harvard Medical School Alumni Status

Graduates of Effective Writing for Health Care are eligible to become:

- Associate Members of the Harvard Medical School Alumni Association
- Associate Members of the Harvard University Alumni Association, a network of more than 300,000 members from more than 200 countries

Additional benefits include eligibility to:

- Join Harvard Clubs and Shared Interest Groups
- Attend special alumni and networking events hosted worldwide by Harvard Medical School and Harvard University



Effective Writing for Health Care



HARVARD MEDICAL SCHOOL

NOW ACCEPTING APPLICATIONS

EARLY APPLICATION TO THIS PROGRAM IS STRONGLY ADVISED.

PROGRAM DEADLINES

EFFECTIVE WRITING FOR HEALTH CARE PROGRAM	DEADLINE	TUITION FEE
Early Application Deadline	January 15, 2020	\$13,900 (USD)
Final Application Deadline	May 15, 2020	\$14,900 (USD)

A 10 percent deposit is required within 14 days of acceptance to hold your place in the program.

ROLLING ADMISSIONS

Applications to Effective Writing for Health Care are now being accepted.

Applications are reviewed as they are received. Qualified candidates are admitted on a first-come, first-served basis.

You can expect to hear a decision on your application within six weeks of the date all application materials are submitted.

Application Requirements

To apply, please complete an online application and upload documents for review. To prepare to submit your application for Effective Writing for Health Care, please have the following available to upload:

- Updated contact information and credentials
- Curriculum vitae/résumé/list of awards or publications: Applicants are prompted to upload either their CV or résumé (.doc, .pdf).
- A personal statement of no more than 500 words explaining why you would like to be considered for the Effective Writing for Health Care program.

Many applicants find the process easier to complete on a desktop or laptop computer due to the length of the required personal statements and the required document upload.

Inquiries should be directed to ewh@hms.harvard.edu.

Tuition Fees

Applicants who submit by the Early Application Deadline and submit a deposit within 14 days of acceptance are eligible for the reduced tuition rate of \$13,900 (USD).

The tuition for completed applications received after January 15, 2020 is \$14,900 (USD).

The full cost of attendance for each participant will vary based on airfare, accommodations, meals and educational materials.

Tuition Assistance: For qualified program candidates, limited tuition support is available. Tuition reductions are awarded to students based on merit and eligibility. No assistance is provided for workshop travel, program materials or other course-related expenses.