



Pediatrics Leadership Program

*Designed for physicians and
pediatric health care professionals
who wish to become leaders in
pediatrics*



HARVARD
MEDICAL SCHOOL

Postgraduate
Medical Education

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Message from the Senior Assoc. Dean

Dear Colleague,

It used to be that health care professionals rose within their organizations almost entirely on their clinical experience. However, in today's more complex health care institutions leadership, management and business skills matter equally.

The 12-month Harvard Medical School Pediatrics Leadership Program will help health care professionals advance to, and succeed, in leadership positions. Participants will gain the knowledge, competence and performance skills needed to excel as heads of departments, divisions, institutions and pediatric-focused projects.

The Harvard Medical School Pediatrics Leadership Program was designed with busy schedules of health care professionals in mind. It is anchored by three 3-day workshops at the beginning, middle, and end of the program. We focus on interactive learning using Harvard's case method teaching approach with additional core teaching through interactive webinars conducted by Harvard Medical School experts and online lectures, which you can view at your convenience. The course culminates with a personalized Capstone Project, enabling you to apply what you have learned in a context that advances your immediate and long-term goals in your home institution.

If you are a health care professional concentrating in pediatrics who now has leadership responsibilities or aspires to advance to a leadership position, we encourage you to apply. This program can change your professional trajectory and provide you with skills that will serve you well throughout your career.

Sincerely,

Ajay Singh, MBBS, FRCP, MBA

Senior Associate Dean Postgraduate Medical Education, Harvard Medical School



Message from the Faculty Director

To My Colleagues in Pediatric Health care:

Please join us for the second year of what has emerged as a truly exciting experience for health care professionals to advance one's skills in leadership, management, academic prowess, and resilience. After all, who can escape burnout in today's health care environment? Pediatricians are widely cited as the nicest people but are especially vulnerable to the omnipresent challenges in the pressure cooker of medicine. We are dealing with these issues. How?

Along with my colleagues at Harvard Medical School and The Great Ormond Street Hospital for Children at University College London, we have put together a curriculum comprising:

- Engaging workshops with leading faculty in Leadership, Quality, Safety, Conflict Resolution, and best of all, Humanism, Resilience, and Integration of the Arts into Medicine
- Online learning exercises with many options ranging from Clinical Updates to choosing an academic focus in either Research or Education
- Webinars from great faculty in the most compelling topics of Pediatrics and Medicine

This program is for physicians and other health care leaders engaged in pediatric medicine throughout the world!

I look forward to meeting you in Boston and London. I look forward to touring the Boston Museum of Fine Arts and learning about the integration of synesthesia or the blending of the senses, into art. A highlight of the Boston workshop is the Gala Dinner at Harvard Medical School along with my own jazz piano playing after discussing Creativity and the Brain! You will enjoy this course and endeavor in self-advancement.

Happy 2019-2020 Academic Year,

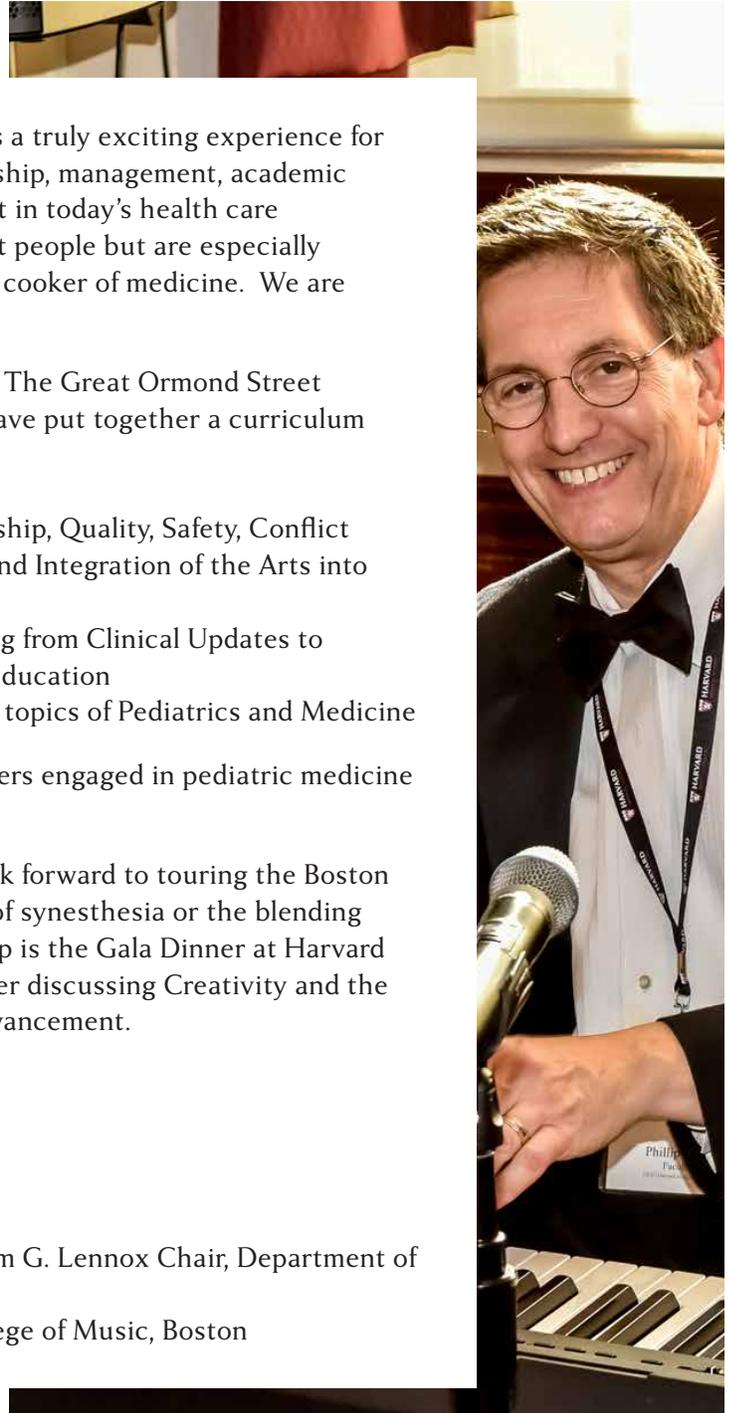
Phillip L. Pearl, M.D.

Director, Pediatrics Leadership Program

Professor of Neurology, Harvard Medical School

Director of Epilepsy and Clinical Neurophysiology, William G. Lennox Chair, Department of Neurology, Boston Children's Hospital

Advisory Board, Music and Health Institute, Berklee College of Music, Boston



Program Overview

The Harvard Medical School Pediatrics Leadership Program will increase the knowledge, competence, and performance skills of global health care professionals who aim to become leaders in pediatrics. This program will strengthen scientific knowledge, patient care, clinical research, and teaching strategies with additional emphasis on professionalism, humanism, and resiliency to enhance personal and professional satisfaction and achievement.

AT-A-GLANCE

The Harvard Medical School (HMS) Pediatrics Leadership program is an innovative year-long certificate course developed by the HMS Postgraduate Medical Education (PGME) and University College London Great Ormond Street Institute of Child Health (ICH) faculty members.

This 12-month certificate program is designed for health care professionals who want to become leaders in pediatrics or who want to strengthen their leadership skills in this field.

The program is structured to accommodate the schedules of busy professionals who currently hold or strive for leadership positions. Key features include:

- Three 3-day workshops
- 40 on-demand recorded lectures
- 10 live online webinars
- Skills-development projects tailored to each participant's specific leadership goal

MODERN LEADERSHIP STRATEGIES AND SKILLS FOR PEDIATRIC-FOCUSED PROFESSIONALS

- Executive leadership and management
- Quality improvement and safety
- Academic Tracks: Research and Education
- Clinical Frontiers
- Program for physicians and other health care leaders

Program Objectives

1. Develop leadership skills needed to facilitate transformational change and organizational turn around.
2. Apply tools and knowledge in quality and patient safety needed to drive sustainable organizational improvement.
3. Advance pediatric care through the development of clinical research strategies turning your ideas into viable, scalable solutions.
4. Learn applicable lessons from innovators in the fields of Genome Sequencing, Vaccine Development and World Epidemiology.
5. Enhance your humanistic side while achieving balance as a pediatric leader through teaching and patient connections.
6. Learn life changing skills in becoming resilient to omnipresent challenges in pediatric medicine.

The international workshops were my favorite part. The lectures are interesting, the break-out sessions helped us stay active rather than turning into passive “consumers” of knowledge. I deeply enjoyed the team experience and the many interesting conversations with colleagues and faculty

SUBHASRI SANGAM, MD
Program Participant

Curriculum

CURRICULUM HIGHLIGHTS

Leadership

- Teamwork in Faculty Development
- Understanding your Team
- Developing a Personal Path
- Managing Your Team
- Negotiations for Success
- Managing Meetings and Projects
- Managerial Toolbox

Quality Improvement

- Science of Improvement
- Microsystem Theory
- Smart Aims
- PDSA Cycle
- Lean Methodology
- Culture of Safety
- Human Factors
- Root Cause Analysis

Frontiers of Clinical Practice

Genetics

- Applications for Cytogenetic Testing: Chromosomal Analysis, FISH & Microarray
- Genetics Ethics Case Study
- The New Era of Genetics Testing
- Perinatal Genetics
- Understanding the Application of Cancer Genomics to the Pediatric Oncology Clinic
- Genomic Approaches to Orphan Diseases

Neurology

- Evaluation of the Hypotonic Infant and Child
- Understanding Seizures
- Concussion Case Studies
- Neurological Exam
- Coma Exam
- Gait Exam

Surgical Specialties

- Approach and Management of Suspected Appendicitis
- Sports Medicine Overview
- Orthopedics for Pediatricians
- Trauma Surgery for Pediatricians
- Special Topics in Otolaryngology

ACADEMIC TRACKS

Medical Education

- Peer Instruction
- Leading Change in Medical Education
- Using Multimedia and Technology to Enhance Teaching
- Developing a Successful Career as a Clinician-Educator
- Mind Wandering and Lecture Learning
- Providing Effective Feedback
- How Adults Learn
- How to Create Competency-Based Assessment that is Valuable and Reliable
- Mentoring
- Simulation in Medical Education
- Flipped Classroom
- The Five Microskills of Clinical Teaching
- Thinking about Thinking

Research

- Peer Review Process for Manuscripts
- Management and Leadership of a Laboratory
- Mentorship in a Laboratory Environment
- Writing an Effective Grant
- Writing an Effective Paper
- Advanced PubMed Tools
- Quantitative Research Model Study

LEARNING MODEL

The Harvard Medical School Pediatrics Leadership Program is built on several key domains of executive development with the goal of helping pediatric-focused health care professionals achieve leadership positions and excel as heads of teams, departments, divisions, projects and institutions.

The curriculum can be illustrated by the graphic below:



Curriculum

+ WORKSHOPS

A total of three workshops will take place throughout the year. The first workshop will be conducted at the beginning of the program, the second will take place six months later and the third one at the end of the program. Workshops are each three days in length.

All activities will be highly interactive and will include didactic lectures, group discussions, questions and answers sessions, panel discussions, and clinical case presentations. Topics covered include quality and safety, leadership, global health, simulation, technology, and medical humanities.

Attendees are expected to actively participate in all workshops.

+ ON-DEMAND LECTURES

Access over 40 recorded lectures about the most recent scientific advances in the field of pediatrics via the Harvard Medical School web portal.

+ LIVE WEBINARS

This program includes both interactive “review session” webinars and “hot topic” webinars, typically broadcast at 9 am local time in Boston. Live webinars will be moderated by expert panelists and focus on controversial or cutting-edge topics.

Review sessions: Pose specific questions about key concepts taught in the workshops and on-demand lectures. Each review session will feature an expert in the subjects under review. Attendees may send questions ahead of time or pose them during the webinar.

Hot Topic Sessions: These sessions cover new scientific advances, cutting-edge practices in pediatrics and overall leadership strategies as they relate to pediatrics. These sessions offer participants the ability to hear directly from experts and innovators and other accomplished leaders. Examples include:

- Benefits and Risks of Genome Sequencing
- Vaccine Development, Impact, and Adverse Effects
- Controversies in Concussion Management
- World Epidemiology of Infectious Diseases (including Zika virus)

CAPSTONE PROJECT

Participants of the Harvard Medical School Pediatrics Leadership Program will have access to a Harvard faculty mentor. These will be assigned by the program director based on the mentor's expertise and ability to provide specialty guidance.

The Capstone project allows participants to demonstrate creativity, innovation and proficiency in the knowledge and skills taught in the program. The objective of the Capstone is to develop and communicate a real-world intervention that can improve pediatric care. This project should be aligned with the participant's academic track in either Medical Education or Research. Examples of past projects:

Medical Education:

- Develop a new curriculum
- Design a workshop
- Develop a peer observation program
- Creation of a program assessment tool
- Design an educational research project
- Submit an educational research grant
- Draft a paper for an educational journal

Your mentor will provide guidance for your Capstone project including:

- Assistance in choosing the focus for your project
- Providing feedback at the outline phase of your project
- Reviewing the first and final drafts of your project and providing guidance to help you optimize its value

Research:

- Draft a program project grant
- Collect data and submit abstract
- Draft and submit primary manuscript
- Conduct meta-analysis
- Assign levels of evidence to group of literature
- Design a research project
- Develop a proposal for a clinical research project
- Submit a research grant
- Draft a research paper

Curriculum

SAFETY AND QUALITY

Courses in this topic are intended to strengthen students' abilities to develop a culture focused on value, quality, and safety. Participants will learn to develop an understanding of quality and safety design, and to integrate improvement science into clinical practice. Coursework includes a team-based improvement project in which students will design a safer system, value-based system, or person-centered care.

LEADERSHIP

Leaning on theories and practical skills that enhance effectiveness in leadership positions, coursework in this topic teaches students to apply a variety of models to understand optimal team dynamics and function, to develop leadership skills related to communication, coaching, and delegation, and to recognize the value of cultivating personal relationships to promote growth in an organization.

HUMANISM/ETHICS

Core constituents of professionalism, and thereby leadership, include aspects of medical ethics and humanism.

There will be courses with experiential workshops to delve into complexities of ethical decision making in key areas of pediatrics, with exploration of the foundational concepts of medical ethics and their practical applications in pediatric care scenarios. In addition, humanism in medicine will be emphasized as an integral approach to deal with the ubiquitous problem of burn-out and with the goal of enhancing the sense of purpose, satisfaction, alacrity, and meaning in this noblest of professions. This includes sessions on self-care, narrative medicine, and resiliency. There will be a humanities curriculum with special coverage of creativity and the brain, integration of music and the brain with coverage of medical histories of the musical masters, and the blending of sensory experiences such as the medically enigmatic synesthesia and its effects on artists.

Together we will use humanities to augment our sense of professionalism and leadership in medicine.

ACADEMIC TRACKS

In addition to the core curricula in medical quality improvement and safety, there will be two academic tracks from which students will select a major area of focus: medical education and research. A series of online lectures and exercises will be available in both, and individual and team projects will focus in the participant's major field of study.

+ ELECTIVES

Participants can choose a minimum of 15 hours of elective coursework to tailor the curriculum to meet their personal and professional goals. They may choose from the following 54 hours of electives:

- Pediatric Innovations (5 hours)
- Global Health (5 hours)
- Frontiers of Clinical Practice: Genetics (11 hrs)
- Frontiers of Clinical Practice: Neurology (12 hrs)
- Frontiers of Clinical Practice: Surgical (4 hrs)
- Frontiers of Clinical Practice: General Pediatrics (5 hrs)
- Research in Pediatrics (5 hrs)
- Medical Education (7 hrs)

+ PROGRAM BENEFITS

- Certificate of Completion
- Access to the Harvard Medical School Countway Library during the program
- Alumni benefits include access to Harvard Medical School Postgraduate Medical Education events
- Access to a worldwide community of like-minded clinicians

Faculty



Phillip L. Pearl, MD

PROGRAM DIRECTOR

Phillip L. Pearl, MD

Program Director, Pediatric Leadership, Harvard Medical School
Director, Epilepsy and Clinical Neurophysiology,
William G. Lennox Chair, Boston Children's Hospital
Music and Health Institute, Berklee College of Music
Professor of Neurology, Harvard Medical School



Joshua Nagler, MD

PROGRAM CO-DIRECTOR

Joshua Nagler, MD

Associate Chief of Emergency
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Assistant Professor of Pediatrics
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**Paul Winyard,
BM, BCh, PhD**

PROGRAM CO-DIRECTOR

Paul Winyard, BM, BCh, PhD

Professor of Paediatric
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Daljit Holitha, PhD

CO-DIRECTOR QUALITY & SAFETY

Daljit Holitha, PhD

Consultant Paediatrician
Nephrologist
Associate Medical Director
for Quality, Safety & Patient
Experience
Clinical Lead for Home HD
Great Ormond Street Hospital
for Children NHS Foundation
Trust



Daljit Holitha, PhD

CO-DIRECTOR QUALITY & SAFETY

Phil Debenham, MD

Consultant Paediatrician and
Associate Chief Medical
Officer for Safety
Birmingham Women's and
Children's NHS Foundation
Trust



ADDITIONAL FACULTY

Donald Berwick, MD, MPP, FRCP
President Emeritus and Senior Fellow,
Institute for Health care Improvement (IHI)
Lecturer of Health Care Policy,
Harvard Medical School

Vincent Chaing, MD
Senior Associate Physician in
Medicine, Boston Children's Hospital
Associate Professor of Pediatrics
and Emergency Medicine, Harvard Medical School

Charles Hatem, MD
Past Chair, Department of Medical
Education, Mount Auburn Hospital
Harold Amos Professor of Medicine,
Harvard Medical School

Ajay K. Singh, MBBS, FRCP, MBA
Senior Associate Dean for
Postgraduate Medical Education (PGME)
Harvard Medical School

David Roberts, MD
Dean for External Education,
Harvard Medical School
Associate Professor of Medicine,
Harvard Medical School

Peter Weinstock, MD, PhD
Anesthesia Chair in Pediatric
Simulation; Director, Simulator Program
(SIMPeds); Senior Associate in Critical Care
Medicine, Boston Children's Hospital
Associate Professor of Anaesthesia,
Harvard Medical School

Faculty for this program are renowned teachers from Harvard-affiliated hospitals such as:

- Boston Children's Hospital
 - Massachusetts General Hospital
 - Brigham and Women's Hospital
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Who Are We Looking For?

Physicians invested in building leadership into their careers

Pediatricians, pediatric surgeons, pediatric sub-specialists (medical and surgical)

Health care leaders, educators, and managers

Leaders in nursing, therapy, social workers, and other pediatric fields

Participants will improve their ability to:

- Lead teams, departments and organizations
- Be at the forefront of pediatric health care knowledge, innovation, research, teaching, technology and process improvement
- Improve care through enhanced teamwork and applicable innovations
- Advocate and negotiate for resources and funding
- Understand and leverage financial information for sound leadership decisions
- Resolve conflicts and negotiate deals
- Manage crises, both clinical and administrative
- Mentor new generations of physicians and promote pediatric education
- Promote their ideas and personal brand

Admissions

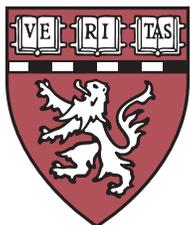
The program website provides detailed information about how to apply. You will be prompted through the process and invited to submit the following:

- Your contact information and credentials
- Your Curriculum Vitae or Resume, including awards or publications (if applicable)
- A Personal Statement of up to 500 words
- A Letter of Recommendation from a department/division head/director/chair or supervisor. The letter should address your suitability for the program and support your attendance at the workshops.

This program will change the way you approach being a pediatrician; in taking care of children, of their families, of your staff. No aspect is overlooked. It's a full, comprehensive learning experience.

ELISABETTA FERRUCCI, PhD.

Program participant



PEDIATRICS LEADERSHIP PROGRAM

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