



Pediatrics Leadership Program

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



HARVARD
MEDICAL SCHOOL

Postgraduate
Medical Education

APPLY AT [HMS.HARVARD.EDU/PEDIATRICS](https://hms.harvard.edu/pediatrics)

Message from the Senior Associate Dean

Dear Colleague,

It used to be that physicians and pediatric health care professionals rose within their organizations almost entirely on their clinical experience. However, in today's increasingly complex health care institutions, leadership, management and business skills are equally important to career advancement and future success.

In response, Harvard Medical School offers the 12-month Pediatrics Leadership Program. Designed with the busy schedules of health care professionals in mind, the course is anchored by three workshops at the beginning, middle and end of the program. Participants will gain the knowledge, competence and communication skills needed to excel as heads of departments, divisions, institutions and pediatric-focused projects.

Through a blend of in-person and online learning, you will engage in Harvard's dynamic case method approach, interactive webinars led by Harvard Medical School experts and online lectures that can be viewed at your convenience. The course culminates with a personalized capstone project that enables you to apply what you have learned to advance your immediate and long-term leadership goals.

If you are a physician or a health care professional concentrating in pediatrics who now has leadership responsibilities or who aspires to take on a greater leadership role in pediatrics, we encourage you to apply to this transformational program.

Sincerely,

Ajay Singh, MBBS, FRCP, MBA

Senior Associate Dean for Postgraduate Medical Education,
Harvard Medical School



Message from the Faculty Director

To My Colleagues in Pediatric Health Care:

Please join us for the third year of what has emerged as a truly exciting experience for health care professionals to advance their skills in leadership, management, academic prowess and resilience.

Pediatricians are widely cited as the nicest people, but they are especially vulnerable to the omnipresent challenges in the pressure cooker of medicine. After all, it's difficult to escape burnout in today's health care environment. How are we dealing with these issues?

My colleagues and I at Harvard Medical School have designed a program for physicians and other health care leaders engaged in pediatric medicine throughout the world. The curriculum features:

- 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 medical education
- Webinars led by renowned faculty on the most compelling topics today in pediatrics and medicine

A highlight of the program workshop is the gala dinner at Harvard Medical School along with my own jazz piano playing after discussing Creativity and the Brain! I look forward to meeting you in Boston, touring the Museum of Fine Arts and learning about the blending of the senses into the arts.

Happy 2020–2021 Academic Year!

Phillip L. Pearl, MD

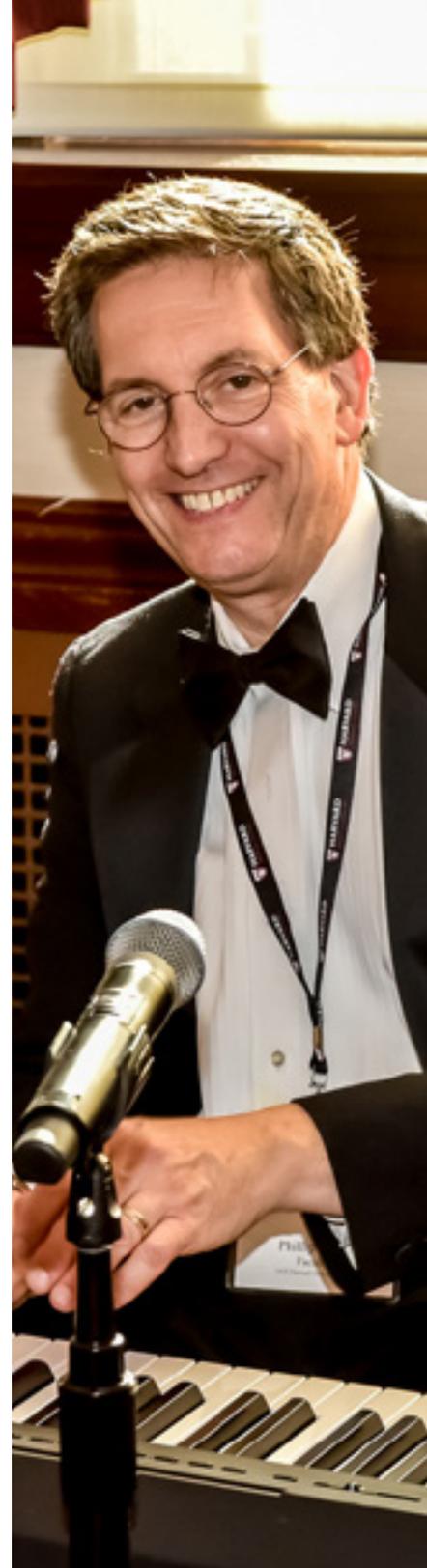
Director, Pediatrics Leadership Program

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 (HMS) Pediatrics Leadership Program (PLP) will expand the knowledge, competence and communication skills of global health care professionals who aim to become leaders in pediatrics. Over the course of 12 months, you will strengthen your scientific knowledge as you delve into the latest insights on patient care, quality improvement and leadership. Focused on professionalism, humanism and resiliency, the curriculum is designed to help you achieve personal leadership goals.

AT-A-GLANCE

Featuring an innovative blended learning model, this program is designed for pediatric 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 aspire to leadership positions in the field of pediatrics. Key features include:

- Three in-person workshops
- 50 on-demand pre-recorded lectures
- 10 live, interactive online webinars
- Skills-development projects tailored to each participant's specific leadership goals

WORKSHOP DATES

WORKSHOP ONE

December 3–5, 2020

WORKSHOP TWO

June 5–8, 2021

WORKSHOP THREE

PENDING

Upon fulfilling the program requirements, you will receive a Certificate of Completion. You will also be eligible to become an Associate Member of the Harvard Medical School and Harvard University Alumni Associations and will be invited to attend program alumni events.

Program Objectives

1. Develop the leadership skills needed to facilitate transformational change and organizational turnaround.
2. Apply tools and knowledge in quality improvement and patient safety to drive and sustain organizational improvement.
3. Enhance your humanistic side while achieving balance as a pediatric leader through teaching and patient connections.
4. Apply life-changing skills in resiliency to ongoing challenges in pediatric medicine.

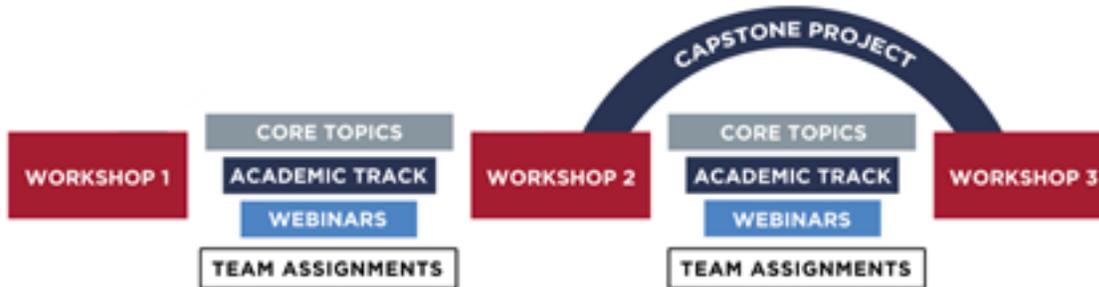
“The workshops were my favorite part. The lectures are interesting, and the breakout sessions helped us stay active rather than turning into passive ‘consumers’ of knowledge. I deeply enjoyed the team experience and the many insightful conversations with colleagues and faculty.”

SUBHASRI SANGAM, MD
Program Participant

Program Framework

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.



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 workshop will take place half-way through the program and the third one at the end of the program. Workshops are each three to four days in length.

All activities will be highly interactive and will include dynamic lectures, group discussions, question-and-answer sessions, panel discussions and clinical case presentations. Topics covered include quality and patient safety, leadership, global health, simulation, technology and medical humanities.

Attendees are expected to actively participate in all workshops.

LIVE WEBINARS

This program includes interactive webinars, typically broadcast at 9 a.m. local time in Boston. Live webinars will be moderated by expert panelists and will focus on controversial or cutting-edge topics.

Webinars: Cover new scientific advances, the latest 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:

- Childhood Obesity
- Quality Improvement
- Global Health in Pediatrics
- Pediatric Leadership and Wellness

ON-DEMAND LECTURES

You will have access to 50 pre-recorded lectures about the latest scientific advances in the field of pediatrics.

ACADEMIC TRACKS

In addition to the core curricula in medical quality improvement and patient 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 tracks and individual and team projects will focus on the participant's major field of study.

CURRICULUM MODULES

1. Foundation
2. Leadership: Developing as a Leader
3. Leaderships in Pediatrics: Developing as a Leader in Pediatrics
4. Quality
5. Patient Safety
6. Academic
 - Research
 - Medical Education
7. Humanism



Capstone Project

CAPSTONE PROJECT

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

This individual project allows participants to demonstrate creativity, innovation and proficiency in the knowledge and skills taught in the program, with the goal of developing and communicating a real-world intervention that can improve pediatric care. The project should be aligned with the participant's academic track in either Medical Education or Research in the Quality and Safety theme.

Examples of past projects include:

Medical Education:

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

Research:

- Collect data and submit an abstract
- Draft and submit a primary manuscript
- Conduct meta-analysis
- Assign levels of evidence to a literature group
- Design a research project
- Submit a research grant

Quality and Safety:

- Improve attention deficit hyperactivity disorder (ADHD) patient care
- Develop a patient safe epilepsy monitoring unit
- Improve the process of transfer from a unit to the intensive care unit (ICU)
- Improve patient communication at the time of discharge
- Reduce admission rates to cardiovascular intensive care unit (CVICU)

Curriculum Topics

LEADERSHIP

Learning 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 functions; 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.

QUALITY AND SAFETY

Lectures in this topic will strengthen your ability to develop a culture focused on value, quality and safety. You will learn to develop a deeper understanding of safety and quality design and to integrate improvement science into clinical practice. Coursework includes a team-based assignment in which students will design a safer system, value-based system or a person-centered care system.

CAPSTONE GUIDANCE

A faculty member will provide guidance for your capstone project including:

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

Curriculum Topics (cont.)

ACADEMIC TRACKS

Learners have the opportunity to select an area of focus in the program's academic module—Research or Medical Education. Lectures in each topic address current practice in pediatrics.

HUMANISM/ETHICS

Lectures in this topic area address both the implicit and explicit systems of teaching the humanistic values of medicine. Using art sciences as a means to connect with the complexity of human nature, students examine governance through a dynamic conversation between the physician and the patient, the administrator and the staff, as well as self-care.

MODERN LEADERSHIP STRATEGIES AND SKILLS

FOR PEDIATRIC-FOCUSED PROFESSIONALS

- Executive leadership and management
- Quality improvement and safety
- Academic Tracks: Research and Education
- Humanism/Ethics



Program Benefits

- Certificate of Completion upon graduation
- Access to the Harvard Medical School Countway Library during the program
- Alumni benefits including 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

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



Joshua Nagler, MD

PROGRAM CO-DIRECTOR

Joshua Nagler, MD

Senior Associate Physician in
Medicine,
Division of Emergency Medicine
Associate Chief,
Division of Emergency Medicine
Director, Pediatric Emergency
Medicine Fellowship Program
Director, Medical Education
Boston Children's Hospital



**Paul Winyard,
BM, BCh, PhD**

PROGRAM CO-DIRECTOR

Paul Winyard, BM, BCh, PhD

Honorary Consultant in Paediatric
Nephrology, Great Ormond Street
Hospital (GOSH)
Head of the Nephro-Urology Research
Unit, the Institute of Child Health
(ICH)



**Daljit Hothu,
MBBS, MRCHPCH,
MD (Res),
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CO-DIRECTOR QUALITY & SAFETY

**Daljit Hothu, MBBS, MRCHPCH,
MD (Res)**

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



**Phil Debenham, MD
MBBS, FRCPCH**

CO-DIRECTOR QUALITY & SAFETY

Phil Debenham, MD, MBBS, FRCPCH

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

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

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

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

Who Should Apply?

- Physicians invested in building leadership into their careers
- Pediatricians, pediatric surgeons and pediatric sub-specialists (medical and surgical)
- Health care leaders, educators and managers
- Leaders in nursing, therapy, social work 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 résumé, 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.

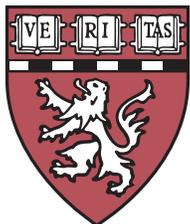
PLEASE NOTE: Your application cannot be reviewed until all of your required documents have been received by the admissions team.

There is no application fee to apply. Inquiries should be directed to pgme_programs@hms.harvard.edu.

We hope that you will consider applying to our Pediatrics Leadership Program.

“This program will change the way you approach being a pediatrician —in taking care of children, of their families and 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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