Surgical Leadership Program

Certificate Program for Executive Skills Development and High-Impact Leadership, Inside and Outside the Operating Room

APPLY AT HMS.HARVARD.EDU/SURGERY
Dear Colleague,

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

We designed the Surgical Leadership Program to help surgeons acquire the nontechnical and executive skills needed to step into leadership positions and excel as heads of departments, divisions, projects and institutions.

As a participant, you will improve your ability to:

- Lead transformational change across the organization
- Be at the forefront of surgical innovation, research, technology and process improvement
- Advocate and negotiate for resources and funding
- Understand and leverage financial information to make sound leadership decisions
- Improve surgical performance through enhanced teamwork and surgical innovations
- Resolve conflicts and negotiate deals
- Lead quality and safety initiatives
- Promote your ideas and personal brand
- Manage crises, both clinical and administrative
- Mentor new generations of surgeons and promote surgical education

The program was designed with surgeons’ busy schedules in mind. It is anchored by three international four-day workshops in London and Boston that use Harvard’s hallmark case method to facilitate interactive learning. Additional core teaching is delivered through live webinars by international experts and more than 40 on-demand lectures that can be viewed at your convenience. The course culminates with a personalized capstone project, enabling you to apply what you have learned in a context that advances the immediate and long-term goals of your home institution.

If you are a surgeon who now has leadership responsibilities or aspires to advance to a leadership position, we encourage you to apply. This program will equip you with strategies and skills that will serve you well throughout your career.

Sincerely,

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Physician Lead, Transplant QAPI
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Assistant Professor of Surgery
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FIONA MYINT, FRCS, MA (CLINED), LLM, SFHEA
Consultant Vascular & General Surgeon Royal Free Hospital, London
Honorary Senior Clinical Lecturer, UCL Council Member
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The Surgical Leadership Program at Harvard Medical School (HMS) helps surgeons build the nontechnical and executive skills they need to successfully lead departments, divisions, programs and, ultimately, large organizations.

Participants will learn directly from Harvard's leading faculty across all areas influencing surgical leadership, including communication, mentoring, change management, process and quality improvement, financial management, and surgical research and technique.

Drawing from best practices across Harvard Medical School and its major teaching hospitals, as well as Harvard Business School, Harvard T.H. Chan School of Public Health and Harvard Kennedy School, this postgraduate certificate program offers you the opportunity to:

- Explore strategies and best practices for leadership within and outside the operating room
- Identify your personal brand, leadership style(s) and competencies
- Write compelling business plans and grant applications
- Enhance your expertise in quality, safety and informatics
- Understand the legal and commercial aspects of innovation in surgery
- Build and manage highly productive teams
- Drive better patient outcomes through enhanced teamwork in the operating room
- Negotiate and advocate more effectively for your patients, teams, departments and projects
- Manage change across organizational functions
- Update your understanding of new surgical technologies and techniques
Program Overview

DESIGNED TO ACCOMMODATE SURGEONS’ BUSY SCHEDULES

Over the course of one year, this program utilizes a blended learning format that includes:

- Three in-person international workshops
- 40 on-demand lectures and live webinars
- Peer-to-peer learning
- Individual and team-based skills development projects
- Simulations and case discussions
- A personalized capstone project with guidance from a Harvard-affiliated faculty member to address your specific leadership objectives

Program Objectives

Upon completion of the Surgical Leadership Program, participants will be able to:

- Facilitate transformational change and an organizational turnaround
- Apply tools and knowledge in quality, safety and informatics to drive sustainable improvement
- Discuss data management in the context of health informatics
- Develop strategies to turn ideas into viable, scalable solutions that add value to health care systems
- Identify surgical mentors to address the technical, cultural, behavioral and educational needs of trainees and foster their development as next-generation clinical and academic leaders

Program Benefits

Participants who achieve the program objectives are awarded a Harvard Medical School Certificate of Completion and are eligible to become Associate Members of the Harvard Medical School and Harvard University Alumni Associations.
Curriculum

The Harvard Medical School Surgical Leadership Program equips surgeons with the skills, strategies and confidence to take on greater leadership roles and excel as heads of teams, departments, divisions, projects and institutions. The comprehensive curriculum centers on these key domains:

- Surgical Leadership and Executive Skills
- Building and Promoting Your Personal Brand
- Surgical Research and Education
- Quality, Safety and Improvement

LIVE WEBINARS

The program includes both interactive “review session” webinars and “hot topic” webinars:

- Review Sessions: Each review session will feature a world-class expert who will review the key concepts taught in the workshops and on-demand lectures. You can send questions ahead of time or pose them during the webinar.

- Hot Topic Sessions: These sessions cover new technologies, surgical advances, the latest practices in quality and safety, and other hot topics in surgery. You will have the opportunity to hear directly from innovators in surgical practices and leadership.

ON- DEMAND LECTURES

The more than 40 international experts who recorded lectures for this program are distinguished members of the Harvard community: Harvard Medical School, Harvard Business School, Harvard Law School, Harvard Kennedy School and Harvard T.H. Chan School of Public Health.

ACCREDITATION FOR ON-DEMAND LECTURES

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 enduring material for a maximum of 30.00 AMA PRA Category 1 Credits™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.*

*Only applies towards on-demand lectures
CURRICULUM HIGHLIGHTS

The Harvard Medical School Surgical Leadership Program features the latest management concepts, leadership tools and learning approaches to address the unique challenges facing today’s international surgical leaders.

SURGICAL LEADERSHIP AND EXECUTIVE SKILLS
- Principles of leadership and management
- Turning around failing organizations and leading transformational change
- Personal leadership styles
- Situational awareness
- Communicating safely and efficiently in multidisciplinary teams
- Difficult decision-making
- Surgical crisis management
- Assessing leadership behavior and outcomes
- Giving feedback and conducting difficult conversations
- Negotiation skills
- Contract management
- Creating a “just culture”
- Understanding budgets and finances

LEGAL PRINCIPLES FOR SURGICAL LEADERS
- Iatrogenic harm
- Contract law
- Patent law, copyright and intellectual property
- Litigation and medical defense
- Responding to complaints
- Duty of candor
- How to write an adverse event report

COMMUNICATIONS. MOTIVATION. NEGOTIATION.
- Different approaches and when to choose them
- Negotiation skills
- Contract management
- Influence without authority
- How to initiate and nurture growth—promoting relationships
- Conducting difficult conversations
- Effective techniques for reaching favorable and win-win solutions

THE SURGEON AS AN ENTREPRENEUR AND INNOVATOR
- Innovation theory in health care
- Business plan writing
- Raising capital to develop and commercialize your innovations
- Developing a startup company
- Transforming ideas into products
- Updates on new technologies in surgical practice
- Designing medical apps
- “Elevator pitch” development and delivery

BUILDING AND PROMOTING YOUR PERSONAL BRAND
- How to develop and maintain a leadership posture
- How to build influence within and beyond your organization
SURGICAL RESEARCH AND EDUCATION

- Writing research grant applications
- Funding a new clinical service
- Developing a modern surgical curriculum
- Raising sponsorship and endowments for academic purposes
- Supervising research and academic mentorship
- Assessment of surgical skills and behaviors
- E-learning and digital resources for surgeons

QUALITY, SAFETY AND IMPROVEMENT

- State-of-the-art principles for quality and safety in surgery
- Developing a culture of safety
- Threat and error models from the aviation industry
- Human factors in surgery
- Value-based health care: measuring meaningful outcomes and accurate costs
- Quality reporting tools
- Reporting errors and leading root cause analyses
- Mitigating intraoperative stress
- The Learning Health System and the role of IT in surgical quality and safety
- Efficient design and use of clinical databases and registries
- Choosing and implementing electronic medical records.

MODERN LEADERSHIP STRATEGIES AND SKILLS FOR SURGEONS

- Executive leadership and management
- Entrepreneurship, innovation and technology
- Funding, budgets, legal considerations and financial performance
- Mentorship, education and personnel development
- Safety, quality, process and performance improvement
- Data and analytics
- Influence, reputation management and development of your personal brand
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 project is to develop and communicate a real-world intervention that can improve surgical practice. Each participant is required to write a business plan and deliver an elevator pitch as part of the capstone project.

Examples of these real-world surgical improvement scenarios include:
- Development or commercialization of a novel surgical device or innovation
- Delivery of a new surgical curriculum for residency training
- Implementation of a patient quality and safety intervention in the participant’s own institution

Every participant of the Harvard Medical School Surgical Leadership Program will be assigned to and have access to a Harvard faculty member. They will be assigned by the program directors based on the member’s expertise and ability to provide specialist guidance.

Your capstone advisor 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 helping you optimize its value

LEARNING MODEL
Who Should Apply

Mid- to senior-level established surgeons who wish to enhance their leadership skills, gain promotion in non-clinical areas and broaden their repertoire in leadership and decision-making positions are ideal candidates for this program.

Surgeons who currently hold or wish to attain a leadership position, including leadership of:
- Departments
- Divisions
- Large organizations
- Programs
- New initiatives
Faculty

PROGRAM DIRECTOR

Sayeed K. Malek, MD, FACS
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Instructor in Emergency Medicine
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For a complete, up-to-date list of faculty please visit hms.harvard.edu/surgery
APPLICATION INFORMATION

The program website provides detailed information on tuition information and 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.

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 you will consider applying to our Surgical Leadership Program.
SURGICAL LEADERSHIP PROGRAM

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