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

SURGICAL LEADERSHIP PROGRAM

Designed to accommodate the schedules of surgeons who currently hold or want to assume a leadership position:

- Three 4-Day Workshops
- 40 On-Demand Sessions
- 10 Live Online Webinars
- Skills-Development Projects Tailored to Each Participant’s Specific Leadership Goal

Course Directors:
Sayeed K. Malek, MD FACS
Fiona Myint, MA ClinEd FRCS
Peter Gogalniceanu, MEd FRCS

Attend workshops in Boston, London or Shanghai

Apply at HMS.Harvard.edu/SurgicalLeadership

- Building and leading high-performing teams and organizations
- Developing surgeons as entrepreneurs and innovators
- Understanding costs and outcomes measurements
- Adopting new technologies and developing apps to improve clinical practice
- Crisis management, negotiation and conflict resolution skills
- Updates in quality and safety theory and practice
- Informatics, electronic medical records and data management skills
- Writing research and grant proposals
- Medical education and mentorship development
- Developing your personal brand

Now accepting applications for the 2018 - 2019 program, convening September 2018

Rolling Admissions
Qualified candidates accepted on a first-come, first-served basis.
Dear Colleague,

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

We designed the Surgical Leadership program to help surgeons step into and succeed in leadership positions, acquiring the skills needed to excel as heads of departments, divisions, projects and institutions at large.

As a participant, you will improve your ability to:

* Lead organizations
* Be at the forefront of surgical innovation, research, technology, and process improvement
* Advocate and negotiate for resources and funding
* Understand and leverage financial information for 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 built with surgeons’ busy schedules in mind. It is anchored by three international 4-day workshops in London, Boston and Shanghai, which aim to create interactive learning using Harvard’s case method. Additional core teaching is delivered through interactive webinars delivered by international experts and more than 40 on-demand 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 surgeon 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, arming you with skills that will serve you well throughout your career.

Sincerely,
Sayeed Malek, MD FACS
Fiona Myint, FRCS

**Fiona Myint**  
BSc(Hons), FRCS (ENG) FRCSEd, FRCS(Gen Surg), LLM, MA ClinEd, FRASE (RCS)  
Consultant Vascular & General Surgeon  
Royal Free Hospital, London  
Honorary Senior Clinical Lecturer, UCL  
Council Member  
Royal College of Surgeons of England

**Sayeed K. Malek**  
MD, FACS  
Clinical Director of Transplant Surgery  
Physician Lead, Transplant QAPI, Brigham and Women’s Hospital, Boston  
Assistant Professor of Surgery  
Harvard Medical School

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PROGRAM OVERVIEW

This course provides intensive education for surgeons to build the non-technical, executive skills necessary to successfully lead departments, divisions, programs, and ultimately, organizations.

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

• Learn strategies and best practices for leadership within and outside the operating room
• Identify your personal brand, leadership style(s) and competencies
• Write business plans and grant applications
• Enhance 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
• Become a more effective negotiator and advocate for your patients, teams, departments and projects
• Manage change across organizational functions
• Update your understanding of new surgical technologies and techniques

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The Harvard Medical School Surgical Leadership program is built on several key domains of executive development with the goal of helping surgeons to achieve leadership positions and excel as heads of teams, departments, divisions, projects and institutions at large.

**Executive leadership and management**

**Entrepreneurship, innovation and technology**

**Funding, budgets, legal considerations, 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**

**ON-DEMAND LECTURES**

For this program, more than 40 leading experts have recorded lectures about executive skills development and leadership. All of the lecturers 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.

You can watch these lectures at times that best suit your schedule. Typically participants view 2 lectures per week to keep up with the progression of the course.

**WEBINARS**

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

- **Review Sessions**: Pose your specific questions about key concepts taught in the workshops and on-demand lectures. Each review session will feature a world-class expert in the subject(s) under review. You can send your questions ahead of time or pose them during the webinar.

- **Hot Topic Sessions**: These sessions cover new technologies, surgical advances, cutting-edge practices in quality and safety, and other “hot topics” in surgery, and offer participants the ability to hear directly from innovators in surgical practices and leadership.

Webinars are typically broadcast at 9:00 a.m. local time in Boston. The webinar schedule will be provided at the first workshop.

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Designed to Work with Surgeons’ 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

You can attend workshops in BOSTON, LONDON OR SHANGHAI

WORKSHOP 1

Your choice of venue

September 10-13, 2018
Harvard Medical School
Boston, MA

OR

October 5-8, 2018
London, UK

WORKSHOP 2

Your choice of venue

March 11-14, 2019
Harvard Medical School
Boston, MA

OR

March 30- April 2, 2019
The Harvard Center
Shanghai, China

WORKSHOP 3

All participants convene at Harvard Medical School for the final workshop

September 12-15, 2019
Harvard Medical School
Boston, MA

Followed by
GRADUATION CEREMONY
September 16, 2019

Apply for this program at HMS.Harvard.edu/SurgicalLeadership
The Harvard Medical School Surgical Leadership certificate program provides intensive education for participants to build the non-technical, executive skills necessary to successfully lead interdisciplinary teams, departments, divisions, programs, and ultimately, large organizations.

SURGICAL LEADERSHIP and EXECUTIVE SKILLS
- Principles of leadership and management
- Turning around failing organizations and leading organizational 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

The SURGEON as an ENTREPRENEUR and INNOVATOR
- Innovation theory in healthcare
- Business plan writing
- Raising capital to develop and commercialize your innovations
- Developing a start-up company
- Transforming ideas into products
- Updates on new technologies in surgical practice
- Designing medical apps
- “Elevator pitch” development and delivery

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

KEYNOTE SPEAKER
Gerard M. Doherty, MD
Surgeon-in-Chief, Brigham Health and Dana-Farber Cancer Institute
Crowley Family Distinguished Chair, Department of Surgery
Brigham and Women's Hospital
Moseley Professor of Surgery
Harvard Medical School

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KEYNOTE SPEAKER
Nitin Nohria, PhD
George F. Baker Professor of Administration
Dean of the Faculty
Harvard Business School
CURRICULUM HIGHLIGHTS

For surgeons who now have leadership responsibilities or aspire to advance to a leadership position, this program can change your professional trajectory, arming you with skills that will serve you well throughout your career.

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 healthcare: measuring meaningful outcomes and accurate costs
- Quality reporting tools
- Reporting errors and leading root cause analyses
- Mitigating intra-operative 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

WHO SHOULD APPLY

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

Mid- to senior-level established surgeons who wish to develop leadership skills further, gain promotion in non-clinical areas and broaden their repertoire in leadership and decision-making positions.
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 surgical practice. Each participant is required to write a business plan and deliver a 3-minute elevator pitch to Harvard faculty as part their Capstone.

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 have access to a Harvard faculty mentor. These will be assigned by the program directors based on mentor’s expertise and ability to provide specialist guidance. 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

Apply for this program at HMS.Harvard.edu/SurgicalLeadership
LEARNING OBJECTIVES

Upon completion of this activity, participants will be able to:

- Develop leadership skills needed to facilitate transformational change and organizational turnaround.
- Apply tools and knowledge in quality, safety and informatics needed 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 healthcare systems.
- Identify surgical mentors that can address the technical, cultural, behavioral and knowledge-based needs of trainees, to foster the development of a new generation of clinical and academic leaders.

FAQs

Can I apply for this program if I am not currently a surgeon?
This program is designed for working surgeons who are seeking leadership skills to enhance their career. At this time, only surgeons would be eligible to apply.

Is this a part-time program that I can take when I want in my spare time?
The workshops and live webinars are scheduled for specific days during the year and the modules will be available online 24 hours per day, 7 days per week.

Is this an online only course or does one have to travel to workshops?
This is a blended-learning program. Students attend live sessions at program workshops, attend program webinars, as well as complete online lectures that are available to students 24 hours per day, 7 days per week.

Can you give me more information on how the webinars will be scheduled, specifically at what times?
The webinars will generally be scheduled in the morning Eastern Time.

Is attendance required at workshops?
Yes, workshop attendance is a mandatory requirement for this program. You will have the option to choose the locations for the first and second workshops once you are enrolled in the program.

What does the cost of tuition include?
Tuition covers the cost of the program only. It does not include cost for travel, lodging, and meals or software not included with the curriculum. The estimated cost for these is from $3,000 to $5,000 US.

What is the payment procedure?
It is standard that students pay their tuition in full prior to the start of the program. For questions about payment options, please email the program team at surgery@hms.harvard.edu.

Will there be a possibility of refund?
Once you are accepted in the program and after your payment is made, no refund is permitted unless the program is canceled.

When will I be notified of acceptance?
The review process for applications usually takes 4 – 6 weeks; Only complete applications can be reviewed for acceptance into a program, and we strongly encourage you to submit your application as soon as possible.

Who will issue the Certificate of Completion?
Harvard Medical School will issue the Certificate and it will be provided to students who have completed all the requirements of the program.

Could successful completion of this program be converted to credits that could be applied to a degree program?
The program does not provide academic credits; however, we can provide a student who has completed the program with documentation that states the approximate amount of hours to complete the program.

Do you provide Visa assistance?
Not directly. For travel to workshops we will provide a letter of invitation should one be requested or required for visa application purposes.

Will a translator be available if I do not speak English?
There will be no translators. The program is in English and fluency in English is required to participate.

Upon being accepted to the program, should I purchase airline tickets and make travel arrangements?
No. Please do not purchase non-refundable airline ticket(s) until you have received an email from our office confirming your paid registration AND confirmation that the program will be held.

What is the time commitment for the program?
The time commitment on average is approximately 7 to 10 hours each week.

For how long will I be able to view the pre-recorded videos after the program is concluded?
The web platform with the recorded videos will remain in place for 1 year after the completion of the program.
GRADUATION

The yearlong program concludes with a graduation ceremony on September 16, 2019 to honor participants’ work and achievements and award each participant a certificate of completion.

The ceremony is hosted at Harvard Medical School.

Family and friends are cordially invited to attend.

ALUMNI STATUS

Graduates of this program are eligible to become:

- Associate Members of the Harvard Medical School Alumni Association
- 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

SPECIAL EVENTS

NETWORKING

Be our guest and join faculty and fellow participants for dinners hosted by Harvard Medical School during the first and second workshops of this program.

FAMILY & FRIENDS

Family and friends are cordially invited to attend the graduation ceremony.

GALA CELEBRATORY DINNER

September 15, 2019 | Harvard Club | Boston, MA, USA

The evening prior to the graduation ceremony, Harvard Medical School invites each graduate and a guest to a gala dinner reception.

Apply for this program at HMS.Harvard.edu/SurgicalLeadership
NOW ACCEPTING APPLICATIONS.
Discounted tuition is available through July 28, 2018
The application period closes on August 17, 2018

ROLLING ADMISSIONS

Early application to this program is strongly advised.

Applications to this new surgical leadership program are now being accepted.

Applications are reviewed as they are received and 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.

TUITION: SURGICAL LEADERSHIP PROGRAM

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<tr>
<th>Application received after July 28, 2018 and tuition paid by August 31, 2018</th>
<th>Application received by July 28, 2018 and admissions deposit paid by August 10, 2018</th>
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HOW TO APPLY

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.

*Tuition assistance for this program is limited. Visit website for more information.*

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