

The background of the top half of the page is a composite image. On the left, there is a photograph of the Harvard Medical School building, showing a large stone column and the words 'HARVARD MEDICAL SCHOOL' carved into the stone above it. On the right, there is a close-up photograph of a hand wearing a white surgical glove, holding a pair of surgical forceps. The background of the right side is a solid blue color.

Surgical Leadership Program

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



HARVARD
MEDICAL SCHOOL

Postgraduate
Medical Education

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

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 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 Hong Kong, London and Boston, 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 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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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

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

CERTIFICATE PROGRAM

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

Program Overview

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

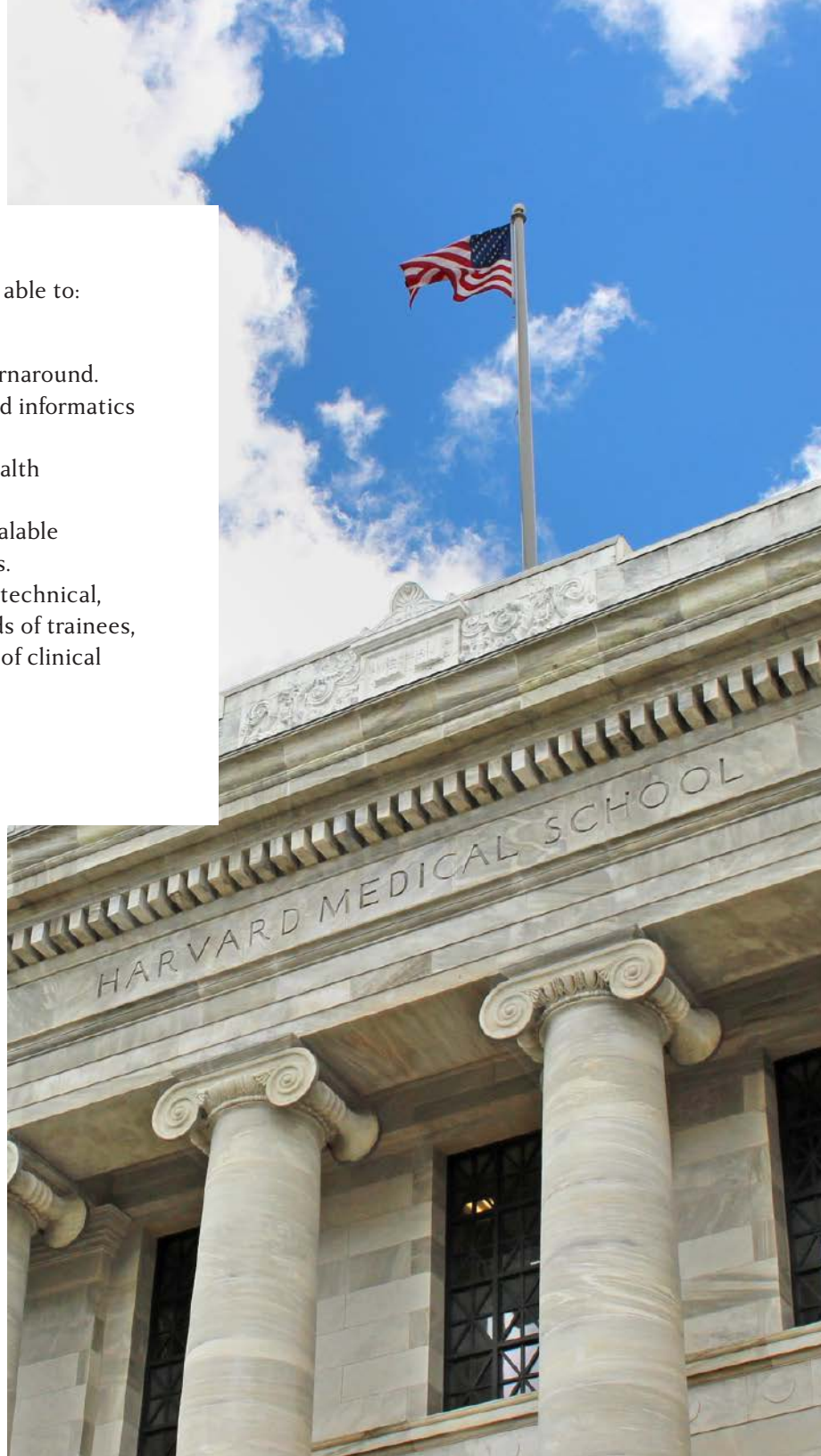
VISIT OUR WEBSITE

For workshop locations please visit our website at hms.harvard.edu/SLP

Program 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 health care 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.



Curriculum

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.

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.

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.



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*TM. Physicians should claim only the credit commensurate with the extent of their participation in the activity.*

*only applies towards on-demand lectures

MODERN LEADERSHIP STRATEGIES AND SKILLS FOR SURGEONS

- 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

CURRICULUM HIGHLIGHTS

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

- 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

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 start-up company

Curriculum

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

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 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

CAPSTONE PROJECT

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 the 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

HARVARD MENTOR

Participants 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.

CAPSTONE PROJECT DIRECTOR



PETER GOGALNICEANU MEd FRCS

Honorary Senior Clinical Lecturer,
University College London
Abdominal Transplant and Vascular
Access Unit
Guy's Hospital, London

Who Are We Looking For

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.

Faculty



PROGRAM DIRECTOR

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



PROGRAM CO-DIRECTOR

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Royal Free Hospital, London Honorary
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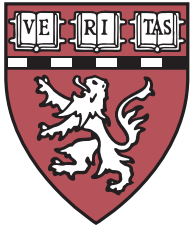
CAPSTONE DIRECTOR

Peter Gogalniceanu, MBBS, MEd, FRCS
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Abdominal Transplant and Vascular
Access Unit, Guy's Hospital, London



ADMISSIONS

*For admissions information please visit our website at hms.harvard.edu/SLP.
Email surgery@hms.harvard.edu with any further questions.*



SURGICAL LEADERSHIP PROGRAM

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