



# HARVARD MEDICAL SCHOOL

## DEPARTMENT OF CONTINUING EDUCATION

### THE HARVARD MACY INSTITUTE

## PROGRAM FOR LEADING INNOVATIONS IN HEALTH CARE & EDUCATION

June 9-14, 2013

at the

Harvard Medical School

#### *Program Directors*

#### **Elizabeth G. Armstrong, PhD**

Director of Harvard Macy Institute  
Clinical Professor of Pediatrics  
Harvard Medical School

#### **Clayton M. Christensen, PhD**

Robert and Jane Cizik  
Professor of Business Administration  
Harvard Business School

*Forward progress in health care delivery is dependent on fundamental reform across the continuum of healthcare education, including graduate & postgraduate education and continuing professional development. This is achieved through a systems approach to major organizational change, by professionals equipped with tools and knowledge to lead and manage change in the care delivery system and educational environment. In this course, educational leaders collaborate to develop approaches and action plans to fulfill their institutions' educational and health care delivery missions. The goal of the **Harvard Macy Institute Program for Leading Innovations in Health Care & Education** is to assist participants in developing strategies for leading change within a rapidly evolving healthcare delivery system.*

*Teaching/learning formats include case studies with small and full group discussions, interactive presentations, and panel discussions. Participants meet each day with others from similar institutions to develop action plans for change. The informal exchange of insights and experiences among national and international participants and faculty drawn from multiple professional disciplines is a vital part of the experience.*

"The Harvard Macy Institute is changing medical education by providing fertile ground for scholars to channel their curiosity, invest in new ideas, and examine their traditional patterns of behavior. The environment of collegiality, international cultures, discovery, and the exploration of unique organizational approaches is a touchstone for this community. Harvard Macy programs will challenge how you view health care delivery systems and their intertwined medical education programs, and help you propagate inventive ideas."

*Timothy Grennan, MD, Clinical Professor of Medicine  
Director, Kaiser Permanente*

## CURRICULUM

Virtually all health care systems are struggling to contain costs while offering excellent quality health care to patients. Similarly, educational programs charged with training future health care providers are challenged with expanding numbers of students, efficiencies in teaching formats and increasing costs. The program curriculum is designed to assist you in developing your own strategies for leading change within a rapidly evolving healthcare delivery system. Using classic management studies and case studies of education reform, you will analyze the interlocking elements of change strategies & develop guiding principles drawn from organizational research. Upon completion of this program, you will be able to:

- Anticipate the disruptive innovations likely to impact health care delivery and the intertwined educational programs
- Assess an institution's structure, processes, culture and readiness for change
- Define and balance educational and other institutional missions
- Identify leadership styles that foster systemic educational innovations
- Negotiate and build coalitions
- Design strategic and operational plans
- Obtain and allocate resources
- Manage conflict and resistance to change
- Continue recalibrating vision and mission to maintain momentum and quality

Teaching/learning formats include case studies with small and full group discussions, interactive presentations, and panel discussions. You will meet each day with others from similar institutions to develop action plans for change. The informal exchange of insights and experiences among international participants and faculty drawn from multiple professional disciplines is a vital part of the experience.

## PARTICIPANTS

This program is designed for leaders with major responsibilities from healthcare education and delivery across various disciplines, especially those leaders who will introduce or manage significant organizational change or innovation in their institutions. We also encourage teams of 2-3 leaders from the same institution to participate. There is an national and international mix of attendees in the program.

The program may work well for teams of two or three leaders from the same institution, and we welcome individuals as well.

Past participants include deans, program directors, senior associate deans, departmental chairs, chairs of curriculum committees, leaders of educational task forces, and directors of clinical delivery systems. Faculty leaders include physicians, basic scientists, nurses, pharmacists, and a wide range of allied health professionals.

"Through the Harvard Macy Program, first as a participant and subsequently as a faculty member, I have gained valuable insight into the basic principles that guide crucial and effective advancements in medical education as well as the tremendous value of team learning and problem solving with international scholars."

*Thomas Schmidt, PhD, Member, Board of Directors, International Association of Medical Science Educators; Faculty, Carver College of Medicine, University of Iowa.*

## COURSE ORGANIZATION

A reception and dinner for all course participants and faculty will be held on Sunday, June 9, at 6:00 PM with orientation sessions beginning at 3:00 PM. Classes and discussion groups are scheduled Monday through Friday between 7:30 AM and 5:00 PM. Preparation for class assignments average two to three hours per day. (Participants should free themselves of professional and family responsibilities for the length of this program so that full attention can be devoted to the educational experience.) Bringing family members to Boston during the program is not encouraged. Some reading and preparation in advance of the program will also be required.

## APPLICATION AND ADMISSION

Applications must be submitted by February 21, 2013. Applications received after that date will only be considered if space is available. Attendance is limited. Notification of admission will be mailed during the week of March 11.

The program fee of \$5,600 USD includes tuition, all course materials, select lunches, morning and afternoon breaks on Monday through Friday, and dinners on June 9 and June 13, 2013. **Payment in full is due 30 days after notification of admission.**

Inquiries by email should be sent to: [harvard\\_macy@hms.harvard.edu](mailto:harvard_macy@hms.harvard.edu) or to course manager [teresa\\_cushing@hms.harvard.edu](mailto:teresa_cushing@hms.harvard.edu)

For more course information or to apply go to our website at [www.harvardmacy.org](http://www.harvardmacy.org).

### PROGRAM FACULTY (Partial List of Invited Faculty)

**H. Thomas Aretz, MD**

Associate Professor, Harvard Medical School  
Vice President, Partners Healthcare International

**Constance M. Bowe, MD**

Senior Consultant  
Partners Healthcare International  
Professor (Emeritus) Neurology  
University of California, Davis School of Medicine

**R. Bruce Donoff, DMD, MD**

Dean of the Harvard School of Dental Medicine  
Walter C. Guralnick Distinguished Professor of  
Oral and Maxillofacial Surgery  
Harvard School of Dental Medicine

**Stephen Field, CBE, FRCP, FFPH, FRCGP**

Chairman, NHS Future Forum  
Chairman, National Health Inclusion Board

**Nelda Godfrey, PhD, ACNS-BC**

Associate Dean for Undergraduate Programs  
Clinical Associate Professor  
University of Kansas School of Nursing

**Robert S. Huckman, PhD**

Professor of Business Administration  
Harvard Business School

**Dan Hunt, MD, MBA**

Co-Secretary, LCME Senior Director,  
Accreditation Services Association of American Medical  
Colleges

**Myra M. Hurt, PhD**

Senior Associate Dean for Research & Graduate  
Programs  
Florida State University College of Medicine

**Mary Lee, MD, MS, MA**

Associate Provost  
Professor of Medicine  
Tufts University

**Thomas Lee, MD, MSc**

Professor of Medicine  
Harvard Medical School  
Network President, Partners Healthcare System

**Stefan Lindgren, FACP, FRCP, FEFIM (hon)**

Professor of Medicine, Senior Consultant in Gastroenterology  
Lund University Medical School  
President, WFME

**Darshana Shah, PhD**

Assistant Dean  
Professor & Academic Section Chief  
Department of Pathology  
Joan C. Edwards School of Medicine at Marshall  
University

**Mark Somerville, PhD**

Associate Professor of Electrical Engineering & Physics  
Franklin W. Olin College of Engineering

**Teri Turner, MD, MEd, MPH**

Associate Professor  
Associate Director of House Staff Education  
Baylor College of Medicine

**Thomas R. Viggiano, MD, MEd**

Associate Dean for Faculty Affairs  
Barbara Woodward Lips Professor  
Mayo Medical School

**Howard Young, MD, MBA**

Professor Emeritus  
Cardiff University

## GENERAL INFORMATION

### ACCREDITATION

The Harvard Medical School is accredited by the Accreditation Council for Continuing Medical Education to provide continuing medical education for physicians.

The Harvard Medical School designates this live activity for a maximum of 34.25 *AMA PRA Category 1 Credits™*. Physicians should claim only credit commensurate with the extent of their participation in the activity.

### ACGME COMPETENCIES

This course is designed to meet one or more of the following Accreditation Council of Graduate Medical Education competencies:

- \* Systems-based practice and professionalism
- \* Practice-based learning and improvement
- \* Interpersonal and communication skills

### REFUNDS

A handling fee of \$60 is deducted for cancellations. Refund requests must be received in writing one month prior to the course. No refunds will be made thereafter.

### DISCLOSURE POLICY

Harvard Medical School (HMS) adheres to all ACCME Essential Areas, Standards, and Policies. It is HMS's policy that those who have influenced the content of a CME activity (e.g. planners, faculty, authors, reviewers and others) disclose all relevant financial relationships with commercial entities so that HMS may identify and resolve any conflicts of interest prior to the activity. These disclosures will be provided in the activity materials along with disclosure of any commercial support received for the activity. Additionally, faculty members have been instructed to disclose any limitations of data and unlabeled or investigational uses of products during their presentations.

### INQUIRIES

By phone 617-384-8600, Monday-Friday, 10 AM to 4 PM (EST) or by email at: [hms-cme@hms.harvard.edu](mailto:hms-cme@hms.harvard.edu).

### COURSE LOCATION

All sessions will be held at the **Joseph Martin Conference Center, Harvard Medical School**, 77 Ave Louis Pasteur, Boston, MA.

### ACCOMMODATIONS & TRAVEL

A limited number of rooms are being held at a nearby hotel. Information about a range of hotel accommodations will be made available upon admission. Participants are responsible for their own hotel reservations.

For airline reservations contact the HMS Travel Desk toll free 1-877-4-HARVARD (1-877-442-7863) Monday - Friday 9 AM - 8 PM (EST). From outside the U.S., Canada and Virgin Islands, please call 617-559-3764. *Since attendance is limited and an application process is required for this course, please do not purchase airline tickets until you receive confirmation of enrollment.*

Please Note: Program changes/substitutions may be made without notice.

***Electronic application is required. To apply online, go to the Institute's website at [www.harvardmacy.org](http://www.harvardmacy.org)  
Applicants will be notified of admission decisions by email during the week of March 11, 2013.***

HARVARD MACY INSTITUTE  
PROGRAM FOR LEADING INNOVATIONS IN HEALTH CARE & EDUCATION Course #332116  
June 9-14, 2013

**APPLICATION DEADLINE: February 21, 2013**

*Attendance limited due to intensive teacher-learner interaction in a small-group format*

**Along with the electronic application, you will be asked to submit:**

- A one-page description of the institutional project you propose to develop during this program. Please include the following four items:
  1. Define the project. What are you trying to accomplish? What is the aim?
  2. Describe the current problem that it addresses at your institution. Who will benefit from this project?
  3. Predict/hypothesize what changes you can make that will result in an improvement. Identify barriers to implementation and necessary resources for your project.
  4. How will you evaluate whether your project has created an improvement?
- A one-page biosketch that includes your teaching responsibilities during the last five years.
- Final project descriptions & biosketches will be distributed with course materials.

For information regarding the application process e-mail: [harvard\\_macy@hms.harvard.edu](mailto:harvard_macy@hms.harvard.edu) or course manager, [teresa\\_cushing@hms.harvard.edu](mailto:teresa_cushing@hms.harvard.edu)