HARVARD MEDICAL SCHOOL | Global and Continuing Education

Global Pediatrics Leadership Program

GPL

Workshop 3 and Graduation

Harvard Medical School

June 13 - 16, 2018

CONTENT

HARVARD MEDICAL SCHOOL | Global and Continuing Education

Harvard Medical School
Global Pediatrics Leadership (GPL) Program
Boston, Massachusetts

June 13, 2018

Dear GPL Student,

Welcome to Boston and Harvard Medical School and to the third and final Harvard Medical School Global Pediatrics Leadership (GPL) Program workshop.

The goals of this workshop are to: 1) develop negotiation skills; 2) develop resiliency to enhance professional development and combat burnout; and 3) appreciate humanistic aspects of medicine to elevate professional satisfaction.

Workshop Location: Registration begins at 7:30 am on Wednesday, June 13, in the Tosteson Medical Education Center (TMEC) Atrium, located at 260 Longwood Avenue, 2nd floor, Boston, Massachusetts. Workshop sessions will be held in TMEC Room 227. The welcome and introduction by Dr. Phillip Pearl will begin at 8:00 am. Sessions will run from 8:00 am to 5:30 pm on Wednesday, June 13 and Thursday, June 14, and 8:00 am to 5:00 pm on Friday, June 15.

Program: Please see the attached Welcome Package containing the workshop program.

Internet: The "HMS Public" wireless network is designed for HMS guest users. No login is required.

Welcome Reception: The Welcome Reception will be held on Wednesday, June 13, from 5:45 pm to 6:45 pm, in the Minot Room of Countway Library at Harvard Medical School, located at 10 Shattuck Street, 5th floor, Boston, Massachusetts. It is open only to GPL students, faculty and staff.

MFA Tour: A guided tour of the Museum of Fine Arts by Christopher Yuskaitis and Erin Elizabeth Wederbrook Yuskaitis on the topic of Art and Medicine: The Color of Sound will take place on Friday, June 15. We will depart as a group from the TMEC Atrium (2nd floor) at 2:00 pm.

Student-Faculty Dinner: A Student-Faculty Dinner (black-tie attire or formal traditional), for those who have previously signed-up for this event, will be held on Friday, June 15 at 6pm in the Waterhouse Room of Gordon Hall.

Graduation Ceremony and Reception: The graduation ceremony and reception will be held on Saturday, June 16 in the Armenise Amphitheater at 220 Longwood Ave, Boston. Graduation will commence at 10:00 am. Please meet us in the TMEC Atrium at 9:15 am for a group photo. A post-graduation reception will be held in the Modell Atrium.

Contact Information:
Rachel Lund, Education Manager: Rachel_Lund@hms.harvard.edu
Gabriela Diaz, Events & Logistics Administrator: GCE_Logistics@hms.harvard.edu

If you have any questions about your stay in Boston or about the GPL program events, please do not hesitate to contact us at OGE_Events@hms.harvard.edu. We wish you an enjoyable and rewarding time in Boston.

With best regards,

Phillip Pearl, MD
Director, HMS GPL Program
Professor of Neurology
Harvard Medical School

Ajay K. Singh, MBBS, FRCP (UK), MBA
Senior Associate Dean
Global and Continuing Education
Harvard Medical School

Global Pediatrics Leadership Program, June 13 – 16, 2018

2018 GPL WORKSHOP 3 PROGRAM
TMEC 227

Wednesday, June 13

7:30 am	**Registration – TMEC Atrium**
8:00 am	**Welcome and Introduction** Program Directors
8:15 am	**Creativity and the Brain** Phillip Pearl
9:00 am	**Innovation Workshop** Daljit Hothi and Philip Debenham
10:00 am	**Coffee Break**
10:15 am	**Innovation Workshop Cont.** Daljit Hothi and Philip Debenham
11:00 am	**New World of Imaging** Ellen Grant
12:00 pm	**Lunch – TMEC Third Floor**
1:00 pm	**Quality and Safety in Pediatrics** Kathy Jenkins
2:00 pm	**Emergency and Disaster Response: Every day to rare event** Michelle Niescierenko
3:00 pm	**Coffee Break**
3:30 pm	**Emergency and Disaster Response: Every day to rare event Cont.** Michelle Niescierenko
5:45 pm	**Reception – Minot Room of Countway Library**

Thursday, June 14

8:00 am	**SIM Overview** Peter Weinstock
8:45 am	**SIM Tour** *(Group 1)* Dara Brodsky and Joshua Nagler
8:45 am	**Boston Children's Hospital Tour** *(Group 2)* Lixia Gao and Phillip Pearl
9:45 am	**SIM Tour** *(Group 2)* Dara Brodsky and Joshua Nagler

9:45 am	**Boston Children's Hospital Tour** *(Group 1)* Lixia Gao and Phillip Pearl
10:30 am	**Coffee Break**
11:00 am	**Changing the Balance of Power: New Designs for More Capable Care** Donald Berwick
12:00 pm	**Lunch – TMEC Third Floor**
1:00 pm	**Reflections on staying well in the care of patients** Charles Hatem
2:00 pm	**Where to after GPL?** Paul Winyard
3:00 pm	**Coffee Break**
3:30 pm	**Medical Ethics** Daljit Hothi and Philip Debenham
4:30 pm	**Top 5 Individual Projects: Student Presentations** Faculty Directors
5:30 pm	**Adjourn**

Friday, June 15

8:00 am	**Understanding cognition by peeking inside the human brain** Gabriel Kreiman
9:00 am	**Creating a Professional Toolkit for Resilience, Wellbeing, & Vitality - An Experiential Session for Enhancing Leadership** Hedy Wald
10:15 am	**Coffee Break**
10:30 am	**Creating a Professional Toolkit for Resilience, Wellbeing, & Vitality - An Experiential Session for Enhancing Leadership Cont.** Hedy Wald
11:30 am	**Getting to Yes in Driving Change in Healthcare: St. Francis Hospital Case Discussion *(Working Lunch)*** Ajay Singh
2:00 pm	**Travel to MFA as a group**
2:30 pm	**Art + Medicine: The Color of Sound – MFA Tour** *(Group 1 and 2)* Christopher Yuskaitis and Erin Elizabeth Wederbrook Yuskaitis
5:00 pm	**Adjourn**
6:00 pm	**Student-Faculty Dinner – Waterhouse Room of Gordon Hall** Joseph B. Martin

Saturday, June 16

9:15 am	**Students meet at TMEC Atrium**
9:30 am	**Group photo – Gordon Hall**
10:00 am	**Graduation**
	Reception following graduation

GLOBAL PEDIATRICS LEADERSHIP WORKSHOP | FACULTY

DONALD M. BERWICK, MD, MPP, FRCP

Donald M. Berwick, MD, MPP, FRCP is President Emeritus and Senior Fellow at the Institute for Healthcare Improvement (IHI), an organization that Dr. Berwick co-founded and led as President and CEO for 18 years. He is one of the nation's leading authorities on health care quality and improvement. In July, 2010, President Obama appointed Dr. Berwick to the position of Administrator of the Centers for Medicare and Medicaid Services (CMS), which he held until December, 2011. A pediatrician by background, Dr. Berwick has served as Clinical Professor of Pediatrics and Health Care Policy at the Harvard Medical School, Professor of Health Policy and Management at the Harvard School of Public Health, and as a member of the staffs of Boston's Children's Hospital Medical Center, Massachusetts General Hospital, and the Brigham and Women's Hospital. He has also served as vice chair of the U.S. Preventive Services Task Force, the first "Independent Member" of the Board of Trustees of the American Hospital Association, and chair of the National Advisory Council of the Agency for Healthcare Research and Quality.

An elected member of the Institute of Medicine (IOM), Dr. Berwick served two terms on the IOM's governing Council and was a member of the IOM's Global Health Board. He served on President Clinton's Advisory Commission on Consumer Protection and Quality in the Healthcare Industry. He is a recipient of numerous awards, including the 1999 Joint Commission's Ernest Amory Codman Award, the 2002 American Hospital Association's Award of Honor, the 2006 John M. Eisenberg Patient Safety and Quality Award for Individual Achievement from the National Quality Forum and the Joint Commission on Accreditation of Healthcare Organizations, the 2007 William B. Graham Prize for Health Services Research, the 2007 Heinz Award for Public Policy from the Heinz Family Foundation, the 2012 Gustav O. Lienhard Award from the IOM, and the 2013 Nathan Davis Award from the American Medical Association. In 2005, he was appointed "Honorary Knight Commander of the British Empire" by Queen Elizabeth II, the highest honor awarded by the UK to non-British subjects, in recognition of his work with the British National Health Service. Dr. Berwick is the author or co-author of over 160 scientific articles and six books. He also serves now as Lecturer in the Department of Health Care Policy at Harvard Medical School.

DARA BRODSKY, MD | FACULTY DIRECTOR

Dr. Brodsky is a neonatologist at Beth Israel Deaconess Medical Center (BIDMC), an Associate Director of the BIDMC Neonatal Intensive Care Unit, the Director of Education in the BIDMC Department of Neonatology, and an Associate Professor in Pediatrics at Harvard Medical School (HMS). She is very involved in medical education at HMS and in the Harvard Neonatal-Perinatal Medicine Fellowship Program. She was a co-director of the Newborn Medicine Summer Student Research Program at Boston Children's Hospital for 12 years and is currently an active member of the Academy at Harvard Medical School. She is a co-author of

the following books: *Neonatology Review (*the first board review book for neonatology fellows, 2nd edition), *Neonatology Review: Images* (ebook and printed versions), and *Neonatology Case-Based Review*. She is also co-editor of the textbook *Primary Care of the Premature Infant and Neonatology Review: Q & A*. She served as an editorial board member of the American Academy of Pediatrics (AAP)-sponsored online NeoReviewsPlus and currently is the Editor-in-Chief of the AAP-online journal *NeoReviews*. She was the co-Director of two pediatric conferences *Primary Care of the Preterm Infant* and is currently serving on the Educational Steering Committee of the national Specialty Review Course in neonatology. In recognition for her teaching efforts, she received the 2010 Merton Bernfield Award for mentoring neonatology fellows in the Harvard Fellowship Program, the 2013 BIDMC Academy of Medical Educators award, the HMS Medical Student Teaching Award in Pediatrics in 2013, and the Richard Rivas Memorial Great Teacher Award in 2015 for her talks at a national neonatology board review course.

JOSHUA NAGLER, MD | FACULTY DIRECTOR

I am a pediatric emergency medicine physician in the Emergency Department at Boston Children's Hospital. I completed medical school at Cornell University Medical College, and pediatric residency and chief residency, as well as my pediatric emergency medicine fellowship at Boston Children's Hospital. As a faculty member, I have focused my academic career on medical education, with clinical interest and scholarship related to pediatric resuscitation and airway management.

With regard to medical education, I earned a Master in Science degree in Health Professions Education through the Massachusetts General Hospital Institute for Health Professions. My educational leadership positions have included time as Associate Clerkship Director for the Harvard Medical School Core Clerkship in Pediatrics, and the Director of Medical Student Electives at Boston Children's Hospital. For the last several years, I have served as the Director of the Pediatric Emergency Medicine Fellowship and the Director of Medical Education for the Division of Emergency Medicine. I have served as an invited faculty member for educational endeavors across the Harvard Medical School affiliated teaching hospitals and have been acknowledge with more than 10 teaching awards from medical students, residents, and fellows.

My other academic focus has been on teaching pediatric resuscitation, and in particular emergency airway management in children. My scholarship in this area has included numerous textbook chapters and review articles, as well as original research on the topic. I am most interested in using technology and innovative pedagogic approaches to improve physicians' success with advanced airway procedure skills in children. I am also an instructor in a national Difficult Airway Course for Emergency Medicine, and teach internationally on the topic.

PHIL DEBENHAM, MBBS, FRCPCH

Dr. Phil Debenham is a consultant pediatrician at Birmingham Children's Hospital. He studied medicine and immunopathology at London University before postgraduate pediatric training in Cambridge, London, Melbourne, and Birmingham.

Dr. Debenham was appointed as a consultant at Birmingham Children's Hospital in 2005. He has held senior leadership roles delivering clinical service improvements for over a decade.

In 2011 through to 2014 Dr. Debenham participated in the Health Foundation's "Safer Clinical Systems" program leading a project team exploring safety of clinical handover through the application of Human Factors Methods.

Dr. Debenham has recently completed a three-year term in office as Associate Chief Medical Officer for Safety and Quality. He is interested in health care system and design, particularly the impact this can have on patients and staff. Dr. Debenham practices and teaches Health Care Systems Engineering. He is currently collaborating with regional and national stakeholders to build Health Care Systems Engineering capability within the UK's National Health Service (NHS).

LIXIA GAO, MD

Dr. Gao graduated from Sichuan University Medical School in China where she earned a Master of Science and trained as a Neurologist. Her research interest was focused on cognitive effects of AEDs. Currently Dr. Gao works at Boston Children's Hospital in the epilepsy center focusing on Electroneurophysiology.

P. ELLEN GRANT, MD MSC

P. Ellen Grant, M.D. M.Sc. is Director of the Fetal Neonatal Neuroimaging and Developmental Science Center (FNNDSC) at Boston Children's Hospital, an endowed Chair in Neonatology and Professor of Radiology and Pediatrics at Harvard Medical School. Dr. Grant obtained her BSc and MSc in Physics as well as her MD at the University of Toronto, Canada. She did her residency training in Radiology at the University of British Columbia, Vancouver, Canada and her fellowship in Neuroradiology at the University of San Francisco, California. She was Division Chief of Pediatric Radiology at Massachusetts General Hospital from 2005 to 2009 and

was then recruited to Boston Children's Hospital in 2009 to start the FNNDSC. The FNNDSC performs research in Magnetic Resonance Imaging (MRI), Near Infrared Spectroscopy (NIRS) and Magnetoencephalography (MEG) with an innovative web portal to a cloud computing environment that facilitates rapid analysis and machine learning. Dr. Grant's team develops novel pulse sequences and imaging analysis approaches for MRI and in addition builds novel NIRS systems and optical analysis tools for clinical research. Her team also built the first high resolution whole head pediatric MEG system and started the clinical MEG service at BCH. The ultimate goal of the FNNDSC is to develop tools to better monitor brain health and development so that we can improve outcomes of children with medical diseases.

CHARLES HATEM, M.D.

Dr. Charles Hatem is the Harold Amos Distinguished Academy Professor and Professor of Medicine at Harvard Medical School, and Past Chair of the Department of Medical Education at Mount Auburn Hospital in Cambridge, Massachusetts. He practiced as a primary care physician at Mt. Auburn for 35 years along with his educational responsibilities. Dr. Hatem has had a long interest in the application of educational theory to medical training, including the development of a primary care residency training program at Mount Auburn as well as establishing faculty fellowships in Medical Education within the Harvard medical system.

DALJIT K HOTHI, MBBS, MRCPCH, MD(Res) PgC Clinical Governance

Dr. Hothi is a Consultant Paediatric Nephrologist, Head of Clinical Services for Nephrology and clinical lead for Home Haemodialysis at Great Ormond Street Hospital.

Dr. Hothi has an evolving career in Quality Improvement and Patient Safety and is currently the Associate Medical Director for Quality Improvement, Safety and Patient Experience at Great Ormond Street Hospital. She has led on a number projects including the Health Foundation funded project, '*Active reporting of patient safety incidents and near misses on the renal ward by involving families and patients.'* This project won the HSJ National Ward 2013 Patient Safety and was shortlisted for the BMJ Awards 2014 – Innovation Team. She is also a lead for the EQuIP (Enabling Clinicians in Quality Improvement and Patient Safety) training program which was been nominated for the HSJ education Award 2014 and National Patient Safety Award 2015. In 4 years, in excess of 200 improvement projects were completed across all 6 quality domains. Over £50,000 of savings was realized through one project alone. EQuIP encouraged innovation and a positive change in the culture of the NHS by training and supporting young clinicians in the QI projects. Individual participants have not only improved their working

environment but gained CPD credits and have had posters and won prizes at national level as a result of their work. Longer term evaluation to date shows that over a third of participants have subsequently taken on senior quality improvement and patient safety roles in their Trust's. Dr. Hothi is now a member of the Health Foundation *'Q' Initiative* and Cahir of the Education Stream for *KQUIP,* a national Quality Improvement collaborative for kidney diseases.

Finally Dr. Hothi has an interest in *'Value Based Healthcare'*. She is the clinical lead for *'Integrated Service Line Reporting'* and '*Patient Level Information and Costing System*' at Great Ormond Street Hospital and is involved in a number of national quality initiatives such as the Expert Working Group for the Pediatric and Renal HRG chapters.

KATHY JENKINS, MD, MPH

Dr. Kathy Jenkins is Professor of Pediatrics at Harvard Medical School and Senior Vice President and Chief Patient Safety and Quality Officer at Boston Children's Hospital, in the Boston Children's Hospital Department of Cardiology. She divides her time between activities related to her hospital role and to her role as a senior faculty member within the Department of Cardiology. Her activities as the Chief Safety and Quality Officer include the assessment of Hospital-wide clinical care activities, and design and implementation of quality improvement initiatives. Current programmatic activities include oversight and coordination of a multidisciplinary group of faculty and staff to facilitate regulatory compliance, assessment and benchmarking, peer review and safety and quality initiatives. She also is the Director of the International Quality Improvement Collaborative for Congenital Heart Surgery in Developing Countries, which has led to rapid reduction in death and infections after congenital heart surgery in low resource settings.

GABRIEL KREIMAN, MSc, PhD

Gabriel Kreiman obtained his undergraduate degree in Physical Chemistry with highest honors in Argentina, then his MSc and Ph.D. at Caltech (where he won the Caltech best biology Ph.D. Award and the Caltech best Ph.D. Award). He was a Whiteman Science Fellow and McGovern Institute Fellow in the Brain and Cognitive Science Department at MIT. He teaches Visual Neuroscience and Computer Vision classes to undergraduate and graduate students at Harvard and MIT, he is the Thrust Leader in Neural Circuits at the Center for Brains Minds and Machines and director of the Summer Course on Vision and Artificial Intelligence. He mentors undergraduates, graduate students, postdocs and clinical fellows from MIT, Harvard, other local schools and many international researchers. His awards include the NIH New Innovator Award, the NSF Career Award, the Pisart Award for Vision Research, and the

McKnight Award for Neuroscience. His research focuses on the neural and computational principles of representation of information along the ventral visual stream and describing the function of neocortex during perception and memory.

JOSEPH B. MARTIN, MD, PhD

Joseph B. Martin, MD, PhD, is the Edward R. and Anne G. Lefler Professor Emeritus of Neurobiology at Harvard Medical School. Born in Alberta, Canada, he studied at the University of Alberta, Case Western Reserve University, and the University of Rochester. He worked at McGill University and was then appointed chief of the neurology service at the Massachusetts General Hospital. He has served as the dean of the School of Medicine at University of California, San Francisco (UCSF), chancellor of UCSF, dean of the Faculty of Medicine at Harvard University, and remained on the faculty of Harvard Medical School until his retirement in July 2016. Dr. Martin is a member of the National Academy of Medicine, a Fellow of the American Academy of Arts and Sciences, and an honorary member and past president of the American Neurological Association. The author of more than three hundred scientific publications and several books, Dr. Martin's recent book, Alfalfa to Ivy: Memoir of a Harvard Medical School Dean, was published by the University of Alberta Press in 2011.

MICHELLE NIESCIERENKO, MD, MPH

Michelle Niescierenko, MD, MPH is a Pediatric Emergency Medicine physician, director of the Global Health Program at Boston Children's Hospital and Health Specialist with Avenir Analytics. The Boston Children's Global Health Program works to improve child health globally through partnerships for clinical quality improvement, education, research and advocacy in over 30 countries around the world. Avenir Analytics health focuses on high quality humanitarian health systems interventions.

Dr. Niescierenko has experience in pediatric care and program development in China, Bolivia, Lesotho, Guatemala, Liberia, Indonesia, Uganda, Saudi Arabia, Turkey and Syria. In Liberia she provided pediatric humanitarian aid in the immediate post-conflict setting partnering local remaining infrastructure to US academic institutions for the last 8 years. Through these partnerships, sustainable programs for health system rebuilding including physician education and care for vulnerable children were developed in Liberia. During the 2014-2015 Ebola outbreak she led the Liberian hospital public health response utilizing a rapid deployment of training done by local healthcare workers. This work continued into Liberia's recovery phase with implementation of a

national program for hospital quality improvement and emergency care training. Her particular areas of interest are in the provision of healthcare in humanitarian settings through system development, the development of emergency care systems for children as well as the role of children in humanitarian crises.

PHILLIP PEARL, MD | FACULTY DIRECTOR

Phillip L. Pearl, M.D. is Director of Epilepsy and Clinical Neurophysiology at Boston Children's Hospital and William G. Lennox Chair and Professor of Neurology at Harvard Medical School. Dr. Pearl, originally from Baltimore, attended Johns Hopkins University and Peabody Conservatory of Music and University of Maryland School of Medicine. He took his residency at Baylor College of Medicine in Houston and fellowship at Boston Children's Hospital. He was Division Chief of Neurology at Children's National Medical Center and Professor of Neurology, Pediatrics, and Music at the George Washington University School of Medicine in Washington, DC, where he spent 23 years from 1990-2013, until relocating to Boston in January 2014. His major research interest is inherited metabolic epilepsies with specific focus on disorders of GABA metabolism, particularly succinic Semialdehyde dehydrogenase (SSADH) deficiency. Dr. Pearl recently completed his 2-year term as President of the Professors of Child Neurology and 6-year term on the Neurology Residency Review Committee of the ACGME. Dr. Pearl was elected Councilor to the Child Neurology Society 2015-2017.

AJAY K. SINGH, MBBS, MBA, FRCP(UK)

Dr. Ajay Singh is Senior Associate Dean for Global and Continuing Education at Harvard Medical School and Director, Master in Medical Sciences in Clinical Investigation (MMSCI) Program. He leads a vibrant group of faculty and staff in developing and overseeing postgraduate medical education at HMS, as well as the Master's program in Clinical Investigation. He has been Executive Director for the Dubai Harvard Foundation of Medical Research since 2008. He is an Associate Professor of Medicine at HMS.

Dr. Singh completed his undergraduate and medical training in England at University College London School of Medicine. He moved to Boston in 1987 for his clinical and research renal fellowship at Tufts-New England Medical Center, which he finished in 1992, when he joined the Tufts University faculty. In 1998 he moved to the Brigham and Women's Hospital — one of the principal teaching hospitals of Harvard Medical School — as Clinical Director of the Renal Division and Director, Dialysis Services and Associate Professor of Medicine at HMS.

In 2008 he became Chief Academic Officer and Executive Director, Dubai Harvard Foundation for Medical Research (DHFMR). Dr. Singh's interests are in clinical research – with a particular focus on the anemia of chronic kidney disease. He led groundbreaking studies in anemia of kidney disease, including the CHOIR study, which was published in the *New England Journal of Medicine*, as well as

being a member of the steering committees for the TREAT and DRIVE studies. More recently, he has taken on the role of leading the ASCEND Clinical development program - a phase 3 program for the development of a novel propel hydroxyls inhibitor Daprodustat.

Dr. Singh is formerly the currently Editor-in-Chief of *Scientific American Medicine* and also Chair of the Editorial Board for *Nephrology Times*. He leads the office of Postgraduate Medical Education at the Brigham and Women's Hospital and in this capacity leads several HMS CME courses. He is the author of over 150 original contributions and review articles, as well as author/editor of 11 books in internal medicine and nephrology. Dr. Singh is a Fellow of the Royal College of Physicians in London and has an MBA from Boston University.

HEDY S. WALD, PhD

Hedy S. Wald, PhD is Clinical Professor of Family Medicine; Alpert Medical School of Brown University and Director of Resident Resilience/Wellbeing-Residency Programs in Child Neurology and Neurodevelopmental Disabilities; Boston Children's Hospital-Harvard Medical School. She attended Clark University, earned her PhD in clinical psychology from Yeshiva University, NY, and completed a postdoctoral fellowship in clinical neuropsychology at Boston University School of Medicine/Boston VA Medical Center. Dr. Wald has been recognized with Dean's Excellence in Teaching Awards, served as a Fulbright Scholar (medical education) for Ben Gurion University of Health Sciences, Israel, and is a Gold Humanism Foundation Harvard-Macy Scholar. Dr. Wald has been a Visiting Professor at over 50 healthcare professions schools world-wide, presenting on reflective writing-enhanced reflection supporting healthy professional identity formation as well as promoting resilience and wellbeing in healthcare professions education and practice. Her work has been cited in the Wall Street Journal, LA Times, Chicago Tribune, Medical Independent (Ireland), and Jerusalem Post. A mother of 4 and grandmother of 4, she enjoys cycling and creative writing which she publishes in literary and medical journals.

PETER WEINSTOCK, MD, PhD

Dr. Weinstock received his PhD from Rockefeller University, and general and plastic surgery training at the University of Pittsburgh followed by General Pediatrics and Critical Care at the Boston Children's Hospital. During his tenure, Dr. Weinstock has grown SIMPeds from 2 to over 90 courses with participation from 2 to now 27 BCH department and divisions. His research interests focus on optimizing patient outcomes by inextricably linking preparedness with the delivery of the highest quality care possible to infants and children. To achieve this, he has guided SIMPeds to the development of over 20 processes to achieve valuable and sustainable pediatric simulation programs to promote rapid cycle quality improvement and patient safety on both local and international levels. He has lectured and chaired meetings worldwide and has published sentinel work in innovative application and approaches to pediatric simulation. Dr. Weinstock is faculty of the Harvard Macy Program, a founding board member of the BCH Academy, and Founding President of the International Pediatric

Simulation Society, currently representing Pediatric Simulation specialists from over 30 countries around the globe. He has trained over 1000 international instructors (>250 staff at BCH) on the nuances of simulation and debriefing applied to the pediatric and perinatal setting and actively partners to achieve rapid upstart of high quality simulation programs in busy pediatric teaching hospitals across the globe.

PAUL WINYARD, BM, BCh, PHD

Paul Winyard is Professor of Paediatric Education at the UCL Great Ormond Street Institute of Child Health, Honorary Consultant in Pediatric Nephrology at Great Ormond Hospital and Director of both the BSc and MSc in Paediatrics and Child Health. Paul won a scholarship to study Medicine in Cambridge (pre-clinical), then switched to Oxford (clinical), specializing in Pediatrics at several London Hospitals and Oxford, with 6 months as an exchange resident at Duke University and a year at the Children's Hospital of Philadelphia. His current clinical and research practice focuses on pre- and postnatal renal malformations and polycystic kidney diseases. Over the last ten years, Paul developed the largest pediatric academic training program in the UK, completely reorganized the MSc in Pediatrics and Child Health and instigated the first dedicated Paediatric BSc in the UK. He has won numerous local and national prizes for research and teaching and is committed to developing the next generation of Academic Pediatricians.

ERIN WEDERBROOK YUSKAITIS

Erin Wederbrook Yuskaitis is a museum educator, curator, artist, and consultant. She earned her BA in art history and archaeology at the University of Virginia, her MA in American studies at the University of Alabama, and a Certificate in Museum Studies with a concentration in museum education from Tufts University. Currently, Erin is the Co-Director of Education for the Old North Church & Historic Site, where she creates innovative public programs, builds substantive digital content, and fosters strategic relationships to engage new audiences. Prior to joining Old North in 2013, she has worked for three arts organizations in Alabama and Massachusetts managing programs for diverse audiences and curating exhibits. She currently serves on the Planning Committee of the Greater Boston Museum Educators Roundtable and leads training workshops for educators and docents at various organizations.

Erin has occasional bursts of creative productivity as a painter and photographer. She served as an ArtPartner for artists with disabilities, taught at the Magic City Art Connection Imagination Festival in Birmingham, contributed work to several charitable auctions, and has exhibited her work at local venues and in community art festivals. Erin is most passionate about blending art and medicine in

projects with her husband, a pediatric neurologist. Together they explore the crossovers in their respective career fields through gallery talks and presentations in museums, hospitals, and schools.

CHRISTOPHER YUSKAITIS, MD, PhD

Dr. Yuskaitis is a physician-scientist studying the molecular mechanisms underlying early brain development and epileptogenesis. He obtained his Bachelor of Arts with High Distinction in Cognitive Science with emphasis in neuroscience at the University of Virginia. He then received his Doctorate of Medicine and Doctorate of Philosophy at the University of Alabama at Birmingham through the NIH supported Medical Scientist Training Program. He completed his pediatrics training in the Boston Combined Residency Program followed by child neurology residency and neurogenetics fellowship at Boston Children's Hospital. Currently, he is an Instructor in Neurology at Harvard Medical School and the Research Director of the Infantile Spasms Program at Boston Children's Hospital.

Dr. Yuskaitis initially was a music major in college where his interest in the intersection between music and medicine began. He played the oboe in the symphony and bass drum in the drumline at the University of Florida. After transferring to the University of Virginia, he continued active engagement in music playing the oboe and English horn in the Charlottesville Symphony. Together with his wife, a museum educator, they co-founded the inaugural Arts-in-Medicine Lecture co-sponsored by the Griffin Society at UAB and VSA Arts of Alabama. They have lectured to both schools and hospitals on Art + Medicine topics and given gallery talks at the Museum of Fine Arts in Boston on "Art + Medicine: The Colors of Sound" and "Art + Medicine: Neuroaesthetics and Landscape Paintings." In addition to lecturing, he published a review on the "Neural Mechanisms Underlying Musical Pitch Perception and Clinical Applications including Developmental Dyslexia" with Dr. Phillip Pearl.

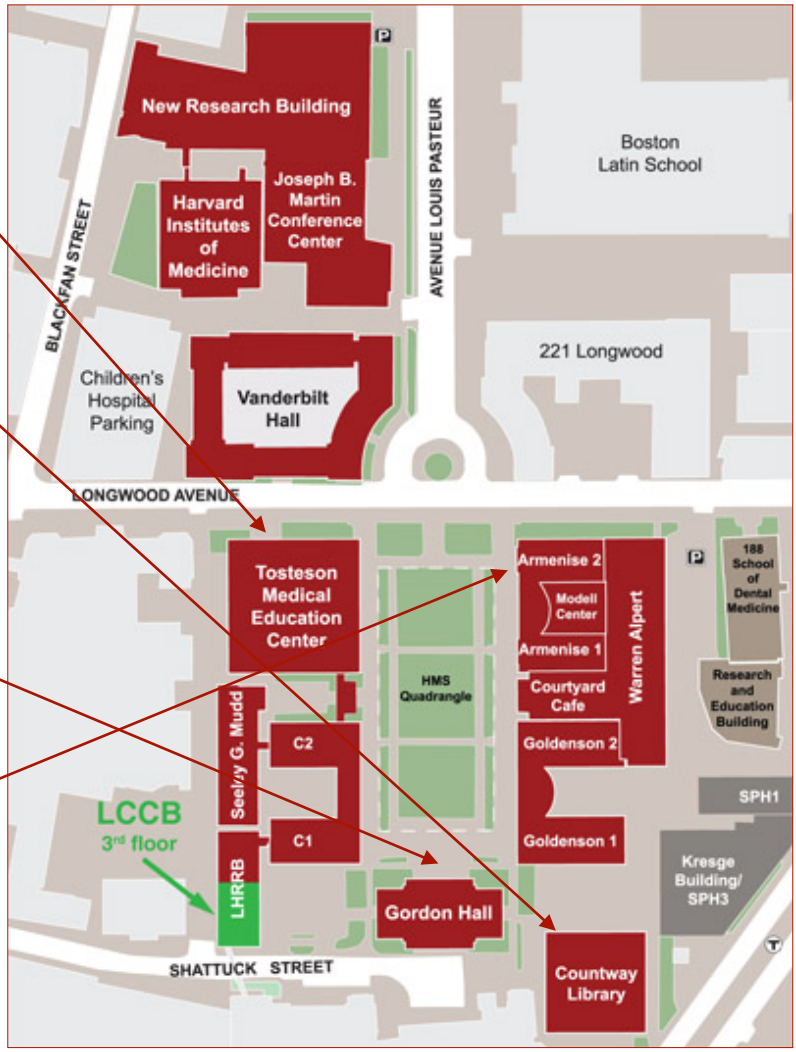
GPL PROGRAM WORKSHOP 3 | BUILDING LOCATIONS

Registration begins at 7:30 am on Wednesday, June 13, in the **TMEC Atrium** (2nd floor), located at 260 Longwood Avenue, Boston, Massachusetts. Lectures will take place in TMEC 227.

The **Welcome Reception** will be held on Wednesday, June 13, starting at 5:45 pm in the **Minot Room of Harvard Medical School's Countway Library** (5th floor), located at 10 Shattuck Street, Boston.

The **Student-Faculty Dinner** will be held on Friday, June 15, starting at 6:00 pm in the Waterhouse Room of Gordon Hall (1st floor), located at 25 Shattuck St, Boston.

The **Graduation Ceremony** will be held on Saturday, June 16 in the **Armenise Amphitheater**, located at 210 Longwood Ave, Boston. Graduation will commence at 10:00 am. We advise graduates and their guests to arrive 15 minutes before the program starts. A post-graduation reception will be held in the **Modell Atrium**.



GPL PROGRAM WORKSHOP 3 | TRANSPORTATION AND PARKING

GETTING TO HARVARD MEDICAL SCHOOL

Harvard Medical School's campus can be conveniently accessed via Longwood Avenue, at the intersection of Avenue Louis Pasteur.

Via Subway

Subway map is available at mbta.com/schedules_and_maps/subway.

Green Line D train -- Take train to **Longwood Station**. From station, turn left on to Chapel Street and walk up a short hill to Longwood Avenue. Turn left onto Longwood Avenue. Harvard Medical School is about a 5 minute walk from the Longwood Station and will be on your right. The Armenise building will be on your right, shortly after walking past the quad.

Green Line E train -- Take train to **Longwood Medical Area Station**. From here, proceed down Longwood Avenue towards the hospitals. Harvard Medical School is about a 5 minute walk from the Longwood Medical Area Station and will be on your left. From Longwood Avenue, the Armenise building will be on your left.

Via Bus

There are numerous bus lines to HMS. For detailed information please check the Massachusetts Bay Transportation Authority (MBTA) website: mbta.com.

TAXI CAB LISTINGS

Boston Cab	(617) 536 5010 or (617) 262 2227
Metro Cab	(617) 782 5500
Brookline Red Cab	(617) 734 5000
City Cab	(617) 536 5100
Town Taxi	(617) 536 5000

ON-CAMPUS PARKING

Parking facilities are limited and are for HMS permits only. Prepaid parking will not be available to GPL students.

Two closest public garages are:

- Laz Parking, 20 Chapel Street Brookline, MA -- $20 per day (walking distance to HMS)
- Pilgrim Parking, 350 Longwood Avenue, Boston, MA -- $35 per day

Other garages in the area charge from $30 to $35 per day. List of all garages and all other parking information can be found at the Medical Academic and Scientific Community Organization (MASCO) website: masco.org.

GPL PROGRAM WORKSHOP 3| PROGRAM PARTICIPANTS

Adil Albahhar, MD
University of Toronto, Canada
Pediatrician/ Nephrologist
Almana General Hospital
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Global Pediatrics Leadership (GPL) Program

June 13- 16, 2018

Boston, MA

SESSION DATE: **June 13, 2018**

SESSION TIME: **8:00 – 9:00 AM**

SESSION TITLE: **Creativity and the Brain**

FACULTY: **Phillip Pearl, MD**

LEARNING OBJECTIVES:

1. The participant will localize musical composition, listening, and improvisation based on studies using functional MRI, diffusion tractography, volumetric MRI, and electrophysiology.

2. The participant will discover the plasticity involved in music acquisition in the developing brain and how this may be adaptive to prevent musician's dystonia.

3. The participant will discover the effects of maladaptive plasticity, and observe the electroclinical correlate of musicogenic seizures.

4. The participant will gain an understanding of the discipline of expertise and what is involved in the acquisition of musical improvisation.

STUDY QUESTIONS/SESSION DESCRIPTION:

This symposium explores the connection between creativity and the brain, with emphasis of cerebral processing of music and musical creativity. Dr. Pearl will present recent discoveries

on the neuroscience of creativity, with an emphasis on imaging studies of cerebral processing of music. Functional imaging, tractography, and volumetry have recently expanded our understanding of the cerebral processing of music, with specifics related to tone, pattern expectation, and improvisational versus non-improvisational music. Dr. Pearl will furthermore demonstrate the principles of improvisation at the piano.

Global Pediatrics Leadership (GPL) Program

June 13- 16, 2018

Boston, MA

SESSION DATE: **June 13, 2018**

SESSION TIME: **9:00 – 11:00 AM**

SESSION TITLE: **Innovation Workshop**

FACULTY: **Daljit Hothi and Philip Debenham**

LEARNING OBJECTIVES:

1. To apply a structured approach to innovating
2. To distinguish enablers for successful scaling innovation

STUDY QUESTIONS/SESSION DESCRIPTIONS:

The session is divided into two parts:

Part 1

Title: Flexing our creativity

Session duration: 09:00-10:00 AM

Goal: Part 1 is designed to achieve learning objective 1.

This is an interactive session. The challenge set will be to innovate and re-design the “Clinical consultation experience”. Participants will work in pairs, taking turns to interview each other. Participants will be guided through the stages of Empathizing, Defining the need, Generating ideas, rapid prototyping and testing.

Part 2

Title: Scaling up

Session duration: 10:15-11:00 AM

Goal: Part 2 is designed to achieve learning objective 2.

This is an interactive session. We will simulate scaling up of innovation. The goal for participants in the simulation is to maximize the uptake of their re-design of the “Clinical consultation experience”. The input to the simulation will be the designs generated from part 1. The simulation will run over a series of cycles.

For each cycle:

Individual participants decide which innovation they wish to adopt, and will join the group championing the chosen innovation. Each group then has a period of time to deploy strategies to maximize uptake of their design ahead of the next cycle of decision making.

De-brief of the simulation will explore the emergent enablers of successful scaling.

Global Pediatrics Leadership (GPL) Program

June 13- 16, 2018

Boston, MA

SESSION DATE: **June 13, 2018**

SESSION TIME: **11:00 AM -12:00 PM**

SESSION TITLE: **New World of Imaging**

FACULTY: **Ellen Grant**

LEARNING OBJECTIVES:

Will be available online.

Global Pediatrics Leadership (GPL) Program

June 13- 16, 2018

Boston, MA

SESSION DATE: **June 13, 2018**

SESSION TIME: **1:00-2:00 PM**

SESSION TITLE: **Quality and Safety in Pediatrics**

FACULTY: **Kathy Jenkins**

LEARNING OBJECTIVES:

1. Understand the importance of peer-review benchmarking to assess quality.
2. Identify key issues in using measurement to assess safety.
3. Identify aspects of leadership that can be used to guide measurement strategies.

STUDY QUESTIONS/SESSION DESCRIPTIONS:

This session will review 5 components of an effective quality and safety program, and will highlight and discuss issues pertinent to measuring quality and safety. Examples will be given of measurement strategies used at Boston Children's Hospital and in other national and international pediatric initiatives. Aspects of leadership to guide and shape measurement strategies will be reviewed.

Global Pediatrics Leadership (GPL) Program

June 13- 16, 2018

Boston, MA

SESSION DATE: **June 13, 2018**

SESSION TIME: **2:00-3:00 PM**

SESSION TITLE: **Emergency and Disaster Response: Every day to rare event**

FACULTY: **Michelle Niescierenko**

LEARNING OBJECTIVES:

1. Participants will understand different emergency response structures.
2. Participants will learn how to assess their work environment for emergency response.
3. Participants will practice applying emergency response to simulated scenarios.

STUDY QUESTIONS/SESSION DESCRIPTIONS:

Emergencies whether surge volume, epidemic, natural or man-made disaster effect the functioning of medical facilities ranging from clinics to hospitals around the world. This session will build on lectures in the global health stream on emergencies and disasters to provide course participants with an understanding of emergency response systems at local, national and international levels. Participants will then have the ability to learn about assessing their environment for preparedness and response as well as the opportunity to apply this knowledge through a table top exercise.

Global Pediatrics Leadership (GPL) Program

June 13- 16, 2018

Boston, MA

SESSION DATE: **June 14, 2018**

SESSION TIME: **11:00 AM-12:00 PM**

SESSION TITLE: **Changing the Balance of Power: New Designs for More Capable Care**

FACULTY: **Donald Berwick**

LEARNING OBJECTIVES:

1. Describe the proposed three "Eras" of medicine: Era 1 - Professional Dominance, Era 2 - Accountability, Era 3 - Redesign.

2. Explain the consequences of excessive reliance on inspection.

3. Identify a few high-leverage health care redesign principles.

STUDY QUESTIONS/SESSION DESCRIPTIONS:

Neither relying on physicians and other medical professionals for heroic work nor relying on inspection and accountability will achieve the progress we need toward the Triple Aim goals of better care for individuals, better health for populations, and lower cost through improvement. Only fundamental redesign can. This lecture explores the foundational redesign principles that hold promise for future excellence in health care.

Global Pediatrics Leadership (GPL) Program

June 13- 16, 2018

Boston, MA

SESSION DATE: **June 14, 2018**

SESSION TIME: **1:00-2:00 PM**

SESSION TITLE: **Reflections on staying well in the care of patients**

FACULTY: **Charles Hatem**

LEARNING OBJECTIVES:

1. Concepts of wellness and renewal.
2. Strategies for the creation and maintenance of wellness in our professional and personal lives.
3. Organizational responsibilities for the promotion and preservation of wellness.

STUDY QUESTIONS/SESSION DESCRIPTIONS:

This is a presentation focusing on elements of staying well derived from attention to personal needs, the needs of those others who are significant in our lives, work and the greater world around us. It is also a discussion directed at organizational responsibilities for promoting wellness in the workplace.

HARVARD MEDICAL SCHOOL

Global & Continuing Education

Global Pediatrics Leadership (GPL) Program

June 13- 16, 2018

Boston, MA

SESSION DATE: **June 14, 2018**

SESSION TIME: **2:00-3:00 PM**

SESSION TITLE: **Next Steps for Pediatric Leaders**

FACULTY: **Paul Winyard**

LEARNING OBJECTIVES:

1. Identify ways to translate learning from the GPL program into your future.
2. Identify your preferred conflict modes and reconcile with career progression.
3. Highlight challenges and opportunities for future Pediatric leaders.

STUDY QUESTIONS/SESSION DESCRIPTIONS:

This interactive session will challenge students over ways to build on their GPL experience to improve their current and future position. We will discuss barriers to new concepts, which often lead to conflict at both individual and institutional levels; then focus on a method to analyze and manage conflict. Finally, we will consider potential changes in Pediatric practice going forward, identifying both challenges and opportunities for GPL graduates.

Global Pediatrics Leadership (GPL) Program

June 13- 16, 2018

Boston, MA

SESSION DATE: **June 14, 2018**

SESSION TIME: **3:30-4:30 PM**

SESSION TITLE: **Medical Ethics**

FACULTY: **Daljit Hothi and Philip Debenham**

LEARNING OBJECTIVES:

1. To gain an understanding of the common principles of medical ethics through application of these to a case example
2. To raise awareness about the influence of society, culture and medical advancements on the practice of medical ethics.

STUDY QUESTIONS/SESSION DESCRIPTIONS:

This is an interactive session discussing the principles and application of medical ethics practice internationally.

Global Pediatrics Leadership (GPL) Program

June 13- 16, 2018

Boston, MA

SESSION DATE: **June 15, 2018**

SESSION TIME: **8:00-9:00 AM**

SESSION TITLE: **Understanding Cognition by peeking inside the human brain**

FACULTY: **Gabriel Kreiman**

LEARNING OBJECTIVES:

1. Get state-of-the-art insights into the neurotechnologies, opportunities and challenges of invasive physiological recordings in the human brain.

2. Understand recent advances in the neural circuits for visual processing and learning in the human brain.

3. Understand recent advances in elucidating functional interactions in the human brain.

STUDY QUESTIONS/SESSION DESCRIPTIONS:

In order to understand cognitive function, and eventually address the neurological and psychiatric conditions that impact cognition, it is necessary to delve into the inner secrets and mechanisms of neuronal circuit function. Investigating neural circuits in humans is challenging because non-invasive techniques have limited spatiotemporal resolution and poor signal-to-noise ratio. In this session, we will discuss the opportunities that emerge from

interrogating physiological function in the brains of patients with pharmacologically intractable epilepsy through invasive electrode recordings. We will discuss the neurotechnologies involved and how they have impacted our understanding of human cognition, particularly in the context of visual processing and episodic memory formation. We will also discuss the potential applications of these technologies to brain-machine interfaces.

HARVARD MEDICAL SCHOOL

Global & Continuing Education

Global Pediatrics Leadership (GPL) Program

June 13- 16, 2018

Boston, MA

SESSION DATE: **June 15, 2018**

SESSION TIME: **9:00-11:30 AM**

SESSION TITLE: **Creating a Professional Toolkit for Resilience, Wellbeing, & Vitality - An Experiential Session for Enhancing Leadership**

FACULTY: **Hedy Wald**

LEARNING OBJECTIVES:

After these sessions, participants will be:

1. Knowledgeable about the need for protective strategies for reducing stress and cultivating resilience for mitigating/preventing burnout, ideally fostering wellbeing and vitality and promoting humanistic practices within patient care, education, and leadership.
2. Knowledgeable, through experiential learning exercises, about resilience and wellbeing- enhancement strategies including mindful awareness, reflective writing as a "resiliency workout," positive psychology principles, and meaning-making/purpose.
3. Aware of an integrative, shared commitment approach of individual and workplace factors for a "Culture of Resilience and Wellbeing" promoting humanism in medicine.

STUDY QUESTIONS/SESSION DESCRIPTIONS:

Humanism in medicine (patient care, teaching, leadership) requires humanizing ourselves and "rehumanizing" as needed. Health professions practitioners, faculty, administrators, and trainees are at risk for stress and burnout, which can impact well-being, optimal patient care, and effective leadership. Pre-emptive approaches for reducing/managing stress and fostering wellbeing and vitality include cultivating resilience skills for use throughout one's career (a protective "professional toolkit"). Participants in this session will learn about and experience resilience and wellbeing-enhancement strategies within the medical humanities and other modalities including mindful awareness, reflective writing-enhanced reflection as a "resiliency workout," positive psychology principles, and meaning-making/purpose. An integrative, shared commitment approach of individual and institutional factors for a "culture of resilience and wellbeing" to promote professional satisfaction and humanistic practices within patient care, education, and leadership will be discussed.

Global Pediatrics Leadership (GPL) Program

June 13- 16, 2018

Boston, MA

SESSION DATE: **June 15, 2018**

SESSION TIME: **11:30 AM-2:00 PM**

SESSION TITLE: **Getting to Yes in Driving Change in Healthcare: St. Francis Hospital Case Discussion**

FACULTY: **Ajay Singh**

LEARNING OBJECTIVES:

1. Learning the difference between interests vs. positions – Many difficult negotiations start with parties offering their positions. It is important to identify the underlying interest behind these positions. Focusing on interests encourages the parties to listen carefully to each other so as to discover what each considers important. This encourages joint problem-solving rather than adversarial posturing.

2. Becoming adept at different tactics to facilitate "getting to yes" in a negotiation.
    - Different values and priorities facilitate agreement building
    - Trading across options to create a package
    - Coalitions
    - The Mediator or Manager

REQUIRED READINGS:

Getting to Yes: Negotiating Agreement Without Giving by Roger Fisher, William L. Ury, Bruce Patton. https://www.amazon.com/Getting-Yes-Negotiating-Agreement-Without/dp/0140157352

OPTIONAL:

Stephen Goldberg, Frank Sander, and Nancy H. Rogers, *Dispute Resolution* (2nd Edition), Little, Brown, Inc., (1992)

Howard Raiffa, *The Art and Science of Negotiation*, Harvard University Press, (1982)

STUDY QUESTIONS/SESSION DESCRIPTIONS:

St. Francis is a hospital in a large urban center that is struggling to improve patient care, meet financial obligations, and resolve inter-professional differences.

A new Medical Management Model, under which physicians assume responsibility and accountability for the operation of all medical services, has been developed by the Chief of Medicine.

The CEO and Chief Financial Officer have both supported the model, as well as the new Management Information System on which it rests. Other members of the hospital community–most notably the Vice President for Nursing and the most senior Attending Physician–are either opposed to its adoption or determined to obtain some compensating benefits if they go along with it.

The CEO has called a meeting of these five major players to see if they can reach agreement on four issues facing the Executive and the Board of Directors. If the CEO cannot obtain agreement on a package, the Board will make decisions on these issues; none of the managers would be happy with that outcome.

The entire session will last approximately 3 h 45 min. The negotiation will require a minimum of 90 minutes. We will distribute instructions prior to the start of the exercise.

Global Pediatrics Leadership (GPL) Program

June 13- 16, 2018

Boston, MA

SESSION DATE: **June 15, 2018**

SESSION TIME: **2:30-5:00 PM**

SESSION TITLE: **Art + Medicine: The Colors of Sound**

FACULTY: **Christopher Yuskaitis and Erin Elizabeth Wederbrook Yuskaitis**

LEARNING OBJECTIVES:

1. Define and understand the neurologic condition synesthesia.
2. Discover how 20th century artists were influenced by the concept of synesthesia.
3. Identify basic characteristics of synesthetic artwork.

STUDY QUESTIONS/SESSION DESCRIPTIONS:

Have you ever wondered what it's like to hear color? This unique gallery talk interweaves art and science through facilitated discussion about synesthesia, a neurologic condition that causes the blending of the senses, and abstract paintings. Particularly focusing on 20th century American artists influenced by music, such as Arthur Dove, Stuart Davis, and Joan Mitchell, we will explore the visual interpretation of these artists' auditory experiences.