Leadership and Management Foundations for Academic Medicine and Science

Agenda

March 14–16, 2018
AAMC Learning Center
Washington, D.C.

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School of Medicine

Continuing Medical Education credits provided by University of California, San Diego, School of Medicine.

Association of American Medical Colleges
LEADERSHIP DEVELOPMENT

Leadership and Management Foundations for Academic Medicine and Science

Course Description
This is a professional development seminar targeting emerging leaders in academic centers. There is a growing need for well-qualified, future-oriented leaders in academic medicine, especially in divisions, departments, and centers/institutes. This intensive seminar advances academic medical center leadership and managerial capacity for persons seeking appointment to interim or permanent leadership roles, such as division chief, department chair, center/institute director, and associate dean. Participants will gain valuable skills that will enhance their success as new leaders in their academic institutions.

Target Audience
MDs/DOs, scientists/researchers of all specialties.

Educational Objectives
At the conclusion of this activity, participants should be able to:

- Define expectations and success factors of leadership
- Describe the role of emotional intelligence in leading themselves and others
- Utilize innovative interpersonal and team communication strategies
- Apply strategies for managing time and setting priorities that result in the achievement of both personal and organizational goals

Needs Assessment/Practice Gaps
This program addresses the gaps in the knowledge and competence of physicians and scientists who aspire to leadership positions in academic medicine and science. This CME activity was designed based upon the findings of published research (see Grigsby RK, Aber RC, Quillen DA. Commentary: interim leadership of academic departments in AAMC schools. Acad Med. 2009;84(10):1328-1329, and Quillen DA, Aber RC, Grigsby RK. Interim department chairs in academic medicine. Am J Med. 2009;122(10):963-968. These studies revealed practice gaps for interim and newly appointed leaders in the areas of personnel management, financial management, and communication. Additionally, we have refined these activities based on evaluation findings of previous iterations of the program.

Accreditation Statement
This activity has been planned and implemented in accordance with the accreditation requirements and policies of the Accreditation Council for Continuing Medical Education (ACCME) through the joint providership of the University of California, San Diego, School of Medicine and the Association of American Medical Colleges. The University of California, San Diego, School of Medicine is accredited by the ACCME to provide continuing medical education for physicians.

Credit Designation Statement
The University of California, San Diego, School of Medicine designates this live activity for a maximum of 17.25 AMA PRA Category 1 Credits™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

Cultural and Linguistic Competency
California Assembly Bill 1195 requires continuing medical education activities with patient care components to include curricula in the subjects of cultural and linguistic competency. It is the intent of the bill, which went into effect on July 1, 2006, to encourage physicians and surgeons, CME providers in the state of California, and the Accreditation Council for Continuing Medical Education to meet the cultural and linguistic concerns of a diverse patient population through appropriate professional development. The planners, speakers, and authors of this CME activity have been encouraged to address issues relevant in their topic area. Additional resources and information about AB 1195 can be found on the UCSD CME website at cme.ucsd.edu.
Conflict of Interest Disclosure
It is the policy of the University of California, San Diego, School of Medicine and the AAMC to ensure balance, independence, objectivity, and scientific rigor. All persons involved in the selection, development, and presentation of content are required to disclose any real or apparent conflicts of interest. All conflicts of interest will be resolved before the educational activity is delivered to learners through one of the following mechanisms: (1) altering the financial relationship with the commercial interest, (2) altering the individual’s control over CME content about the products or services of the commercial interest, or (3) validating the activity content through independent peer review. All persons are also required to disclose any discussions of off-label/unapproved uses of drugs or services. Persons who refuse or fail to disclose conflicts of interest are disqualified from participating in the CME activity. Participants will be asked to evaluate whether the speaker’s outside interests reflect a possible bias in the planning or presentation of the activity. This information will be used to plan future activities.

The following speakers and AAMC staff have no relevant financial relationships to disclose:

Debra Hollins
Shira Kaplan
Darrell G. Kirch
Hile Rutledge
Ann Steinecke
Ronalyn Teodoro
Luanne Thorndyke
Christina Tushman

The CME staff, meeting planners, planning committee, and CME committee reviewers do not have any relevant financial relationships to disclose.

This educational activity may contain discussion of unlabeled and/or investigational uses of agents that are not approved by the FDA. Please consult the prescribing information for each product.

The views and opinions expressed in this activity are those of the faculty and do not necessarily reflect the views of the University of California, San Diego, or the AAMC.
Wednesday, March 14

11 am–5 pm  Registration and Information

11:30 am–12:30 pm  Lunch, Informal Networking

12:30–1 pm  Welcome, Introductions, and Seminar Overview
Ann Steinecke, PhD, Luanne Thorndyke, MD

1–1:45 pm  Guest Speaker: Reflections on My Leadership Journey
Speaker: Darrell G. Kirch, MD

1:45–2:15 pm  Group Debrief Exercise
What was your most important takeaway from Dr. Kirch’s remarks, and why was it important?
Facilitator: Luanne Thorndyke, MD

2:15–2:30 pm  Break

2:30–5 pm  Defining Leadership
Objectives:
• Describe similarities and differences between leading and managing; recognize that both skill sets are important to being an effective leader.
• Identify the key behaviors of leaders and managers.
• Recognize how a person’s focus, behavior, and activities shift when transitioning to a formal leadership role.
• Describe ways to build credibility as a new or emerging leader.
This session includes a 15-minute break.
Facilitator: Luanne Thorndyke, MD

5 pm  Opening Reception
Third-Floor Lounge
Thursday, March 15

7:30 am  Breakfast

7:50 am  Welcome Activity

8–10 am  Leading with Emotional Intelligence
Objectives:
• Recognize the connection between high emotional intelligence and successful leadership.
• Describe what high and low emotional intelligence looks like using the 15 dimensions of the EQ-i 2.0® framework.
• Recognize your emotional intelligence strengths and areas for improvement using your individual results from the EQ-i 2.0 assessment.
• Develop practical and achievable goals and action items for developing your emotional intelligence.
Facilitator: Hile Rutledge

10–10:15 am  Break

10:15–Noon  Leading With Emotional Intelligence (continued)
Facilitator: Hile Rutledge

Noon–12:45 pm  Lunch

12:45–2:15 pm  Leading with Emotional Intelligence (continued)
Facilitator: Hile Rutledge

2:15–2:30 pm  Break

2:30–6 pm  Management Tips and Tools Breakouts (Three Rounds)
• Breakout 1: Managing Meetings (Ann Steinecke, PhD)
• Breakout 2: Managing Negotiations—Fundamentals (Luanne Thorndyke, MD)
• Breakout 3: Peer Coaching (Shira Kaplan)
This session is three rounds of one-hour breakouts. Participants rotate to each breakout. There is a 15-minute break between rounds.

6:30 pm  Optional Dine-Arounds
Friday, March 16

7:30 am  Breakfast

7:50 am  Welcome Activity

8–10:15 am  Managing Time and Multiple Priorities
Objectives:
• Apply a system for setting priorities.
• Describe strategies for time and information management.
• Develop routines that increase productivity and alleviate stress.
Facilitator: Luanne Thorndyke, MD

10:15–10:30 am  Break

10:30–11:30 am  Management Tips and Tools Breakouts (Round 1)
• Breakout 1: Managing Negotiations—Skill Practice (Luanne Thorndyke, MD)
• Breakout 2: Managing Feedback (Christina Tushman, MA)
• Breakout 3: Peer Coaching (Shira Kaplan)

11:30 am–12:15 pm  Lunch

12:15–2:30 pm  Management Tips and Tools Breakouts (Rounds 2 and 3)
• Breakout 1: Managing Negotiations—Skill Practice (Luanne Thorndyke, MD)
• Breakout 2: Managing Feedback (Christina Tushman, MA)
• Breakout 3: Peer Coaching (Shira Kaplan)

There is a 15-minute break between rounds.

2:30–3 pm  Wrap-Up
Facilitator: Luanne Thorndyke, MD
Notes

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