

# Schedule

## THURSDAY, JUNE 8, 2017

- 7:30 AM REGISTRATION AND CONTINENTAL BREAKFAST**
- 8:00 AM Welcome, Introductions, and Course Overview**  
*Steve Adelman, MD*  
Completion of a Pre- and Post-Test
- 8:15 AM The Culture of Medicine and Physician Health**  
*Jo Shapiro, MD*  
*This session addresses the connections between interpersonal communication skills, professional behavior, physician stress, and patient safety.*
- 9:15 AM Set Your Goals and Assess Your Skills**  
*Diana L. Dill, EdD*  
*In this session, you will have the opportunity to concretely identify your personal goals for developing your conflict management skills. To help you, we will start with a private structured self-assessment of your skills in those areas which are critical to managing conflict well — self-awareness, awareness of others, assertive communication, and working with strong emotion.*
- 10:30 AM BREAK; INSTRUCTORS AVAILABLE FOR QUESTIONS AND ANSWERS**
- 10:45 AM Giving Difficult Feedback**  
*Jo Shapiro, MD*  
*This is a workshop on giving difficult feedback and managing conflict with team members, peers, and leaders, using a frame-based, inquiry approach.*
- 12:00 PM LUNCH**
- 12:15 PM Difficult Conversations: Optimizing Results**  
*Jo Shapiro, MD, and Leslie Schwab, MD*  
*This workshop focuses on practicing adapted interactive approaches through role-playing of difficult conversations as both the initiator of such a conversation, and the recipient of difficult or challenging information.*
- 1:00 PM Behavioral Skills for Managing Workplace Conflict I: Assertive Communication**  
*Diana L. Dill, EdD*  
*We often either underreact or overreact in conflict situations. Where is the right middle ground? We'll consider assertive communication for conflict situations: What are the advantages? What does it look like? What is the mindset behind the behavior? Participants will be able to practice some standard scripts and exercises.*
- 2:00 PM BREAK; INSTRUCTORS AVAILABLE FOR QUESTIONS AND ANSWERS**
- 2:15 PM A Demonstration of Physician Conflict**  
*Jo Shapiro, MD*  
*Dr. Shapiro will explore a dynamic situation of physician conflict. Themes of anger, stress, and conflict will be illustrated and explored, and they will be viewed from both a practicing physician's perspective and a leadership/management perspective. Communication techniques will be analyzed following each exercise.*
- 3:30 PM BREAK; INSTRUCTORS AVAILABLE FOR QUESTIONS AND ANSWERS**
- 3:45 PM Group Discussions on Case Scenarios Related to Leadership and Managing Stressful Situations**  
*Leslie Schwab, MD*  
*Attendees are invited to submit case scenarios ahead of their course participation (at the time of pre-registration). Attendees are divided into groups of 4–8. Each group will discuss and/or role-play a real life conflict or management scenario and discuss the problems that lead to the situation and potential solutions to the situation. Each group will present its assessment to all attendees for discussion and faculty input.*
- 6:00 PM ADJOURNMENT**

Schedule continued on next page.

## Schedule, continued

### FRIDAY, JUNE 9, 2017

**7:30 AM** **REGISTRATION AND CONTINENTAL BREAKFAST; INSTRUCTORS AVAILABLE FOR QUESTIONS AND ANSWERS**

**8:00 AM** **Appreciative Thinking/Appreciative Inquiry in Health Care**

*Leslie Schwab, MD*

Dr. Schwab explores the leadership approach of “appreciative thinking and appreciative inquiry (AI)” as a means of better understanding individual and systems challenges, in lieu of a focus on dysfunction. Positive psychology interventions such as AI have been shown effective for helping with physicians’ resilience and performance.

**8:45 AM** **Role Play/Practice of Appreciative Thinking Techniques**

*Leslie Schwab, MD*

“Positive Questions to Bring Out the Best” is a practical toolkit designed to stimulate positive change and engage others in creating the health care environment. Learn about and support the best of caregivers, patients, and families; embrace improvement opportunities with commitment and optimism; and build collaboration based on trust and a belief in the best of one another.

**9:30 AM** **BREAK; INSTRUCTORS AVAILABLE FOR QUESTIONS AND ANSWERS**

**9:45 AM** **Behavioral Skills for Managing Workplace Conflict II: Managing Strong Emotion**

*Diana L. Dill, EdD*

Effective conflict management requires a cool head. How can we take our emotional temperature and cool down before we address conflict? We’ll also discuss how to set and maintain a sustainable baseline temperature over the course of the work day, so we’re better prepared to address conflict when it happens.

**10:30 AM** **Behavioral Skills for Managing Workplace Conflict III: Specific At-The-Moment Techniques for Managing Strong Emotion**

*Diana L. Dill, EdD*

During this session attendees will practice two powerful techniques for calming the body and mind to prepare for managing conflict.

**11:15 AM** **Organizational and Leadership Principles in Creating a Culture of Respect and Safety**

*Jo Shapiro, MD*

Creating an organizational culture that fosters an environment of respect and psychological safety requires leadership vision and teamwork communication at all levels of the organization. We will explore the critical role of leadership in promoting a respectful culture and learn about how a multifaceted professionalism program can be built and sustained using organizational change principles.

**12:00 PM** **LUNCH**

**12:15 PM** **Optimizing the Health of Physicians: The Do’s and Don’ts of Self-Care: Strategies for Mastering the Medical Marathon**

*Steve Adelman, MD*

Review of concrete practices to enhance physician viability

**12:45 PM** **Professional Coaching and Effective Leadership**

*Diana L. Dill, EdD, and Leslie Schwab, MD*

Professional coaches can help physicians and physician executives identify their particular areas vulnerability and strengthen those areas significantly. We’ll describe and demonstrate the professional coaching experience with first person accounts of how workplace conflict situations are addressed in the real world, and we’ll show how the combination of reflection and skill building — in a confidential 1:1 alliance — works to promote growth.

## Need Special Assistance?

If you need special assistance, please do not hesitate to call 800.322.2303, ext. 7343, in advance of the program. We will do our best to make arrangements for you.

## Schedule, continued

**1:45 PM Collaborative Negotiation and the Enhancement of Bargaining Power**  
*Melissa Brodrick, MEd (HMS/HSDM/HSPH Ombudsperson)*

*Participants will consider how to strategically consider and address power differentials in negotiations. Building from the fundamentals of principled negotiation elements, participants will reflect on individual styles of negotiation and assumptions about power that may help or hinder us, and they will learn how to counter interactions that exploit power relationships.*

**3:15 PM Strategies for Success**  
*Leslie Schwab, MD*

*This is a summation and discussion of key learning points. Participants will complete five key learning points of the course that they would like to maintain. Attendees will share their five learning points and how they plan to apply them back at their workplaces and in their lives.*

**4:15 PM Conclusions and Completion of the Following Forms:**  
*Pre- and Post-Test*

**4:30 PM PROGRAM ADJOURNMENT**

## Faculty



**STEVEN ADELMAN, MD**, became director of Physician Health Services, Inc. (PHS) in March 2013. Dr. Adelman is a graduate of Harvard College and the University of Pennsylvania School of Medicine; and completed his internship, residency, and chief residency at McLean Hospital; and was a faculty fellow in addiction medicine at the University of Massachusetts Medical School. He is board certified in psychiatry with subspecialty expertise in addiction psychiatry. He was a founding trustee of Harvard Vanguard Medical Associates, where he led the behavioral health department for 13 years.

He is currently a clinical associate professor of psychiatry at the University of Massachusetts Medical School, where he was the director of outpatient psychiatry and the primary psychiatrist on the Physicians' Health Committee. He has authored or co-authored numerous addiction-related publications, and has served as an addiction consultant to the National Institute of Alcoholism and Alcohol Abuse, health care organizations, law firms, and sports franchises.



**MELISSA BRODRICK, MEd**, is the Ombudsperson for Harvard's Medical School, School of Dental Medicine, and School of Public Health. She serves as an impartial and informal dispute resolution practitioner who provides highly confidential and independent assistance to Harvard

faculty, staff, students, and trainees and to appointees at Harvard's affiliated institutions. Melissa offers coaching in written and verbal communications, informal mediation, meeting facilitation, shuttle diplomacy, and information about policies/procedures and resources. She also offers educational programs upon request.

Melissa came to Harvard in 2010 with more than 25 years of experience in conflict resolution. She has worked in private practice, helping individuals engage in effective communications and problem solving while navigating high-impact workplace and family issues. Clients have included academic institutions, health care organizations, corporations ranging from small businesses to the Fortune 500, and state and federal agencies. She served for many years as a member of the Massachusetts Superior Court Standing Committee on Dispute Resolution and the Executive Board of the National Association for Community Mediation. She is the recipient of numerous awards in her field and holds an MEd from Harvard University and a BA from Amherst College.

*Faculty continued on next page.*

## Faculty



**DIANA L. DILL, EdD**, is a consultant, coach, educator, researcher, and behavioral health provider with more than 20 years of experience helping clients address their development goals and work problems. She has been privileged to work with many Boston leaders in the medical, science, academic,

creative, entrepreneurial, and financial communities. Through *Working Together for Health*<sup>SM</sup> she adapts evidence-based psychology to the unique needs of clinicians. With *Working Together Coaching and Consulting*<sup>SM</sup>, she helps highly trained and innovative individuals, professional practices, and small businesses across industries to address their achievement challenges.

Diana earned her BA at Brown University and her doctorate at Harvard University. She graduated from postdoctoral training in both consulting psychology and cognitive behavioral therapy. She has worked at Harvard Medical School, McLean Hospital, Westwood Lodge Hospital, Massachusetts General Hospital, and Milford Hospital. She has authored over 30 publications and presented her work widely.



**LES SCHWAB, MD**, is a primary care physician with 35 years of experience in medical practice and health care organizational leadership. He has been responsible for clinical operations, quality and safety, practice design, leadership training, and building the quality of the physician workforce.

He has practiced and managed in the public sector, private practice, and multispecialty group practice environments. Most recently, he served as the chief medical officer at Harvard Vanguard Medical Associates, a 600-physician multispecialty practice in eastern Massachusetts.

Les earned a BA in Biology from Harvard University and an MD from Stanford University. He received his Internal Medicine training through residency at the Cambridge Hospital in Cambridge, Massachusetts. He is certified in coaching and operates a coaching and consulting practice focused on physician performance and leadership development.



**JO SHAPIRO, MD, FACS**, serves as chief of the Division of Otolaryngology in the Department of Surgery at Brigham and Women's Hospital (BWH). She is an associate professor of otolaryngology at Harvard Medical School. She is the founding director of the BWH Center for

Professionalism and Peer Support and serves on the Ethics and Professionalism Committee of the American Board of Medical Specialties. She has had multiple educational leadership roles including the following: senior associate director of Graduate Medical Education for Partners HealthCare, founding scholar of the Academy at Harvard Medical School, and president of the Society of University Otolaryngologists. She was one of BWH's first woman division chiefs. She served on the faculty of the Harvard Leadership Development for Physicians and Scientists and she is on the Senior Advisory Board for the Office of Women's Careers at BWH. She has an active surgical practice treating adults with oropharyngeal dysphagia. She was recently named as a finalist for the Schwartz Center Compassionate Caregiver Award. She is involved in global health medical education and training.

Dr. Shapiro received her BA from Cornell University and her MD from George Washington University Medical School. Her general surgery training was at UC San Diego and then UCLA. She did her otolaryngology training at Harvard, followed by a year of a National Institute of Health Training Grant Fellowship in swallowing physiology. She has been a faculty member in the Department of Surgery at BWH since 1987. She is married to an internist, and they have three children.