LEADERSHIP, COLLABORATION AND CHANGE IN HEALTHCARE: A COURSE FOR EMERGING LEADERS IN PATHOLOGY

FEBRUARY 2-3, 2018

Physicians Can Earn A Maximum Of 17.75 AMA PRA Category 1 Credits™

COURSE DESCRIPTION

With healthcare in the United States changing rapidly to meet the mandate for high-quality, cost-effective, patient-centered care, the need for effective physician leaders has never been more cogent. Leadership and management skills are essential for individual physicians and for healthcare organizations to achieve the best outcomes. Formal cultivation of these skills has not been targeted to young faculty during their formative years, creating a professional practice gap and an opportunity.

This special course is intended for junior faculty (within their first five to seven years of practice) who are interested in developing skills that will benefit them as emerging leaders at their home institution, as well as within other professional organizations. The curriculum will provide an opportunity for participants to experience a guided exploration of several areas of study that are critical to effective leadership, including the characteristics of effective leadership and effective teams, the concept of emotional intelligence as it applies to leadership, understanding organizational culture and strategy, and prevention of physician burnout. The course faculty are senior academicians with experience in education, mentorship, and functioning as leaders within a changing healthcare environment.

COURSE OBJECTIVES

• Discuss emotional intelligence as a paradigm for learning leadership skills
• Understand characteristics of effective leaders in healthcare
• Define characteristics of effective teams
• Enumerate the major benefits of mentoring in career development
• Review the medical literature on programs that monitor and support physicians’ well-being
• Define organizational culture and the effective analytic tools required for building organizational strategy

The United States and Canadian Academy of Pathology is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing medical education for physicians.

The United States and Canadian Academy of Pathology designates this live activity for a maximum of 17.75 AMA PRA Category 1 Credits™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

COURSE LOCATION
USCAP Interactive Center  
500 South Palm Canyon Drive  
Suite 307  
Palm Springs, CA 92264  
760.327.6777  

**CANCELLATION POLICY**  
For cancellations received on or before one month before the event, a $50 administrative charge will be due. After that date, cancellations will be assessed an administrative charge of 25% of the total registration fee. There will be no refunds for cancellations after one week before the event.  
The Academy is not responsible for travel expenses incurred as a result of an event cancellation.

FRIDAY, FEBRUARY 2, 2018

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>7:30 AM - 8:00 AM</td>
<td>Registration and Continental Breakfast, Suite 201</td>
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<tr>
<td>8:00 AM - 9:15 AM</td>
<td><strong>Session 1:</strong>  <strong>Introduction and Emotional Intelligence Framework</strong></td>
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<td><strong>Goal:</strong> To provide an introduction to the basic principles of emotional intelligence and its application to health care and healthcare leaders.</td>
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|                 |  **Faculty:** Carol Farver, M.D., M.S.  
Department of Pathology, Cleveland Clinic |
| 9:15 AM - 10:15 AM |  **Session 2:**  **Leadership in Healthcare**                       |
|                 |  **Goal:** To discuss characteristics of effective leaders in healthcare. |
|                 |  **Faculty:** James K. Stoller, M.D., M.S.  
Chair, Education Institute, Cleveland Clinic |
| 10:15 AM - 10:30 AM |  **BREAK**                                                             |
| 10:30 AM - 11:45 AM |  **Session 3:**  **The New Physician Leader: Basic Survival Skills**  |
|                 |  **Goal:** To define mentoring and its benefits in career development.  
To discuss the tools for effective time management |
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<tr>
<th>Time</th>
<th>Session</th>
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<tr>
<td>11:45 AM – 12:30 PM</td>
<td>LUNCH</td>
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| 12:30 PM – 2:00 PM | Session 4 | Physician Wellness                          | Laura W. Lamps, M.D.  
Department of Pathology, University of Michigan Hospital |
| Goal:           | To review the medical literature on programs to monitor and support physicians’ well-being  
To define the causes of burnout in physicians  
To discuss the importance of resilience for a physician/leader |
| Faculty:        | Andrea S. Cedfeldt, M.D.  
Department of Medicine, Oregon Health and Science University |
| 2:00 PM – 3:15 PM | Session 5 | Teamwork and Team Building                  | James K. Stoller, M.D., M.S.  
Chair, Education Institute, Cleveland Clinic |
| Goal:           | To define characteristics of effective teams |
| Faculty:        | James K. Stoller, M.D., M.S.  
Chair, Education Institute, Cleveland Clinic |
| 3:15 PM – 3:30 PM | BREAK   |                                            |                                              |
| 3:30 PM – 4:30 PM | Session 5 (Continued) | Teamwork and Team Building (Continued)       | James K. Stoller, M.D., M.S.  
Chair, Education Institute, Cleveland Clinic |
| Goal:           | To define characteristics of effective teams |
| Faculty:        | James K. Stoller, M.D., M.S.  
Chair, Education Institute, Cleveland Clinic |
| 4:30 PM – 5:30 PM | Session 6 | Leading Healthcare Organizations            |                                              |
| Goal:           | To discuss real world experience of leading healthcare organizations |
### Session 7: Organizational Culture, Values and Leadership

**Goal:**
- To define organizational culture
- To discuss the role of healthcare leaders in defining organizational values

**Faculty:**
Peter Rea, Ph.D.
Professor, Business Administration, Baldwin Wallace University, Cleveland, Ohio;
Vice President for Ethics and Integrity, Enterprise Wide, Parker-Hannifin

### Session 8: Building Your Organizational Strategy

**Goal:**
- To define strategy
- To discuss effective analytic tools for developing your organizational strategy

**Faculty:**
Peter Rea, Ph.D.
Professor, Business Administration, Baldwin Wallace University, Cleveland, Ohio;
Vice President for Ethics and Integrity, Enterprise Wide, Parker-Hannifin

### Session 9: Quality in Healthcare

**Goal:**
- To define what quality in health care means
- To review tools and metrics needed to implement quality programs in pathology
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<tr>
<td>12:15 PM – 1:00 PM</td>
<td>LUNCH</td>
<td>Optional Lecture:</td>
<td>How to Get Your Academic Promotion: It’s Not as Hard as You Think</td>
<td>Yaël K. Heher, M.D., MPH, FRCPC, Department of Pathology, Beth Israel Deaconess Medical Center, Harvard Medical School</td>
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<tr>
<td>1:00 PM – 2:00 PM</td>
<td>Session 10:</td>
<td>Effective Communication</td>
<td>To identify those competencies needed for effective communication with colleagues and patients in the healthcare environment</td>
<td>Steven D. Billings, M.D, Cleveland Clinic Lerner College of Medicine</td>
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<td>2:00 PM – 3:00 PM</td>
<td>Session 11:</td>
<td>Implementing Change</td>
<td>To define models of organizational change To review examples of organizational change in healthcare</td>
<td>James K. Stoller, M.D., M.S, Chair, Education Institute, Cleveland Clinic</td>
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<td>3:00 PM – 3:15</td>
<td>BREAK</td>
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<tr>
<td>3:15 PM – 4:45 PM</td>
<td>Session 12:</td>
<td>Conflict Resolution</td>
<td>To identify conflict in organizations To discuss and apply tools to resolve conflict</td>
<td>Laura W. Lamps, M.D, Department of Pathology, University of Michigan Hospital</td>
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Department of Pathology, Cleveland Clinic. |
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<td>Session 13:</td>
<td>Developing a Leadership Plan and Wrap-up</td>
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<td>Goal:</td>
<td>To discuss real world experience of leading healthcare organizations</td>
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| Faculty: | Carol Farver, M.D., M.S.  
James K. Stoller, M.D., M.S.,  
and Laura W. Lamps, M.D. |
Carol F. Farver, MD  
Cleveland Clinic, Lerner College of Medicine of Case Western Reserve University School of Medicine

COURSE DIRECTOR

Dr. Farver is a lung pathologist, the Director of Pulmonary Pathology in the Department of Pathology at the Cleveland Clinic and Professor of Pathology at the Cleveland Clinic Lerner College of Medicine of Case Western Reserve University School of Medicine. She is the past President of the Cleveland Clinic Medical Staff and served on the Cleveland Clinic Board of Governors. She received her M.D. degree from Yale University School of Medicine and did her subsequent residency and fellowship/research training in pulmonary pathology at Brigham and Women’s Hospital and the Harvard School of Public Health. She joined the Cleveland Clinic in 1995. Her current research is predominantly in the area of lung transplantation and inflammatory lung diseases. She has authored over 160 scientific publications and 30 chapters, primarily in these areas. She currently serves as an Associate Editor for the American Journal of Pathology. She is co-editor of two major textbooks in the field of pulmonary pathology: Dall and Hammar’s Pulmonary Pathology, and Pulmonary Pathology in the series “Foundations in Diagnostic Pathology.” She received the 1st Annual Distinguished Achievement Award in Graduate Medical Education from the Association of Pathology Chairs, the Cleveland Clinic’s Leadership Development Award and was awarded the Master Educator at the Cleveland Clinic in 2017. In 2003, Dr. Farver received her M.S. in Organizational Development from The Weatherhead School of Case Western Reserve University. Since that time, she has been involved in efforts to bring those ideas to medicine and currently serves as the Medical Director of the Samson Global Leadership Academy of the Cleveland Clinic.

Laura W. Lamps, MD  
University of Michigan

COURSE DIRECTOR

Dr. Lamps is the Godfrey D. Stobbe Professor of Gastrointestinal Pathology and Patient Safety Officer at the University of Michigan. Dr. Lamps, originally from Auburn, Alabama, received her B.S. degree from Davidson College, followed by her M.D. from Vanderbilt University in 1982. She also completed her residency and surgical pathology fellowship training at Vanderbilt. She joined the faculty at the University of Arkansas for Medical Sciences (UAMS) in 1998, where she held the position of Professor and Vice Chair for Academic Affairs until January of 2017. Dr. Lamps is a renowned academic pathologist and educator, and a leader in the fields of gastrointestinal, hepatic, and infectious disease pathology. She has received multiple teaching awards, including the UAMS Department of Pathology Teaching Award, the UAMS Dean’s Resident Teaching Award, and the UAMS Dean’s Educational Incentive Award. She was recognized at graduation seven times by the UAMS fourth year medical students for her contributions to education. She has been invited as a visiting professor or course faculty at over 60 institutions throughout the country and the world. She has authored numerous papers and abstracts, particularly in her primary area of interest, the study of infectious diseases of the liver and GI tract. She is the co-author or author of several major pathology textbooks including: Surgical Pathology of the Gastrointestinal System: Bacterial, Fungal, Viral, and Parasitic Infections; Diagnostic Pathology: Normal Histology; and Diagnostic Pathology: GI Endoscopic Correlation. She has also contributed numerous book chapters to texts including Odze and Goldblum’s Surgical Pathology of the Gastrointestinal Tract, Liver, Biliary Tract, and Pancreas, which is regarded as the most widely used GI textbook in the world. She is also one of four editors of the recently published new edition of Rosai and Ackerman’s Surgical Pathology.
Steven D. Billings, MD  
Cleveland Clinic

Dr. Billings completed his pathology residency at Indiana University School of Medicine in Indianapolis. Following residency, he completed a fellowship in soft tissue pathology with Dr. Sharon Weiss at Emory University and a dermatopathology fellowship with Dr. Antoinette Hood at Indiana University. Upon completion of his post-graduate studies, he joined the faculty at Indiana University School of Medicine, where he practiced for several years. In 2007 he joined the faculty at the Cleveland Clinic where he serves as a Professor of Pathology at the Cleveland Clinic Lerner College of Medicine and as co-director of the dermatopathology section. He also staffs the soft tissue pathology service.

His research interests are in dermatopathology and soft tissue pathology, with a special emphasis on cutaneous soft tissue tumors. He has authored over 100 articles, numerous book chapters as well as a book on inflammatory diseases of the skin. He is on the editorial board of several journals and a peer reviewer for many more. He has a strong interest in education and gives numerous invited lectures and CME courses. He inaugurated and chairs interactive microscopy for USCAP and serves on its Board of Directors.

Andrea S. Cedfeldt, MD  
Oregon Health and Science University

Dr. Cedfeldt is an Associate Professor of Medicine at Oregon Health and Science University, Portland, Oregon and a staff physician at the Portland VA Medical Center where she attends on the inpatient teaching service and in primary care clinic. She serves as Vice-Chair for Faculty Development in the Department of Medicine, and leads the wellness curriculum for the internal medicine residency program. Dr. Cedfeldt received her M.D. from Dartmouth Medical School and did her subsequent residency training in Internal Medicine at Oregon Health and Science University where she served as Chief Resident. Her research/scholarly interests focus on resident wellness, faculty and resident development as clinical teachers, and curriculum development including the topics of personal workstyles and effective teamwork. She has published on these topics in Academic Medicine, Medical Education and the Journal of Graduate Medical Education.

Dr. Lamps has served USCAP in many capacities. She has been a member of the Vogel Award Committee, the Ramzi Cotran Young Investigator Award Committee, and was co-chair of the Residency Advisory Committee. She was a member of the USCAP Council (now Board) from 2009-2012, and most recently served as the chair of the Education Committee. During her tenure as chair of the Education Committee, she worked on several important initiatives including an overhaul of the evaluation system and creation of a procedure manual that documents all of the policies and procedures of the committee. She is recipient of the 2017 President’s Award and the 2019 F.K. Mostofi Distinguished Service Award.
Yael K. Heher, MD, MPH, FRCPC  
Beth Israel Deaconess Medical Center  
Harvard Medical School

Dr. Yael K. Heher is an anatomic pathologist and the Director of Quality and Safety (AP/CP) in the Department of Pathology at the Beth Israel Deaconess Medical Center and an Assistant Professor of Pathology at Harvard Medical School in Boston, Massachusetts.

Dr. Heher received her medical training at McGill University and completed her residency in anatomic pathology at the Montreal General Hospital, both in Montreal, Canada. She was a Robert T. McCluskey fellow in medical renal pathology at the Massachusetts General Hospital in Boston and a graduate of the inaugural class of the Harvard Medical School fellowship in Quality and Patient Safety, a program designed to train a cadre of physician–scholars prepared to lead operational improvement efforts within the Harvard system and across the nation. She received her Master of Public Health from the Harvard School of Public Health with a thesis aimed at health systems improvement.

Dr. Heher’s main operational and academic focus is in the role quality improvement and patient safety in pathology, including adverse event review and management, performance assessment, transparency, effective change, and leadership. In addition, she has a special interest in the role of the pathologist as a communicator including error disclosure and optimization of communication with patients and clinicians.

George D. Lundberg, MD  
Medscape

Dr. Lundberg is the Chief Medical Officer and Editor-In-Chief of CollabRx, a Renova Health Company in San Francisco. He is also President and Chair of the Board of Directors of The Lundberg Institute, a Consulting Professor at Stanford University, and Editor-at-Large for Medscape from WebMD. Dr. Lundberg has more than 35 years combined experience as Editor-in-Chief of JAMA (The Journal of the American Medical Association), the 10 AMA specialty journals, AM News, Medscape, The Medscape Journal, e-Medicine from Web MD, MedPage Today from Everyday Health, and Cureus. A frequent lecturer and video columnist, and a member of the National Academy of Sciences, the Industry Standard dubbed Dr. Lundberg “Online Healthcare’s Medicine Man” in 2000. Prior to CollabRx, Dr. Lundberg served as the President of the American Society for Clinical Pathology, Professor of Pathology and Associate Director of Laboratories at the Los Angeles County/USC Medical Center for 10 years, and for 5 years was a Professor and Chair of Pathology at the University of California, Davis. He served in the US Army during the Vietnam War, leaving as a lieutenant colonel after 11 years. Dr. Lundberg completed a clinical internship in Hawaii and a pathology residency in San Antonio. Called a medical Internet “pioneer” in 1995, Dr. Lundberg holds earned and honorary degrees from North Park College, Baylor University, the University of Alabama (Birmingham and Tuscaloosa), the State University of New York, Syracuse, Thomas Jefferson University and the Medical College of Ohio. Dr. Lundberg has worked in tropical medicine in Central America and Forensic Medicine in New York, Sweden, and England. His major professional interests are toxicology, violence, communication, physician behavior, patient safety, and health system reform.
Peter J. Rea, PhD
Baldwin Wallace University / Parker Hannifin

Dr. Rea is Vice President of Integrity and Ethics at Parker Hannifin Corporation. With annual sales of $13 billion, Parker Hannifin is the global leader in motion and control technologies. In 2012, Peter joined Parker in a newly established position with the purpose of preserving Parker’s reputation and protecting its financial strength. The mission is to help individuals and teams perform at a high level despite pressure and uncertainty, guided by virtue-based organizational leadership and values. The business impact of this approach has been to increase engagement, enhanced teamwork and leadership development throughout the organization.

Previously, Peter was Professor of Business at the School of Business at Baldwin Wallace University, Cleveland, Ohio, Director of Baldwin–Wallace’s Center for Innovation and Growth and the founding Burton D. Morgan Chair for Entrepreneurial Studies. The Center provided a practical forum for students, business leaders and business owners to create economic and social value through innovation guided by integrity.

Dr. Rea holds a B.S. from Ohio University, a M.A. from Bowling Green State University and a Ph.D. from the University of Akron. He has completed postdoctoral studies in international marketing and business, and marketing strategy at the University of South Carolina, Memphis University, Carnegie Mellon University and Duke University. He is co-author of three books including Exception to the Rule: The Surprising Science of Character-based Culture and Performance with Alan Kolp, Ph.D. and James Stoller, M.D. (publication date: September 2017), Integrity is a Growth Market and Leading with Integrity with Alan Kolp, Ph.D. and Strategic Planning: A Practical Guide with Harold Kerzner, Ph.D.

James K. Stoller, MD, MS
Cleveland Clinic

Dr. Stoller is Chairman of the Education Institute at Cleveland Clinic, He holds the Jean Wall Bennett Professorship of Medicine at Cleveland Clinic Lerner College of Medicine and the Samson Global Leadership Academy Endowed Chair. He also is a pulmonary/critical care physician in Cleveland Clinic's Respiratory Institute. In 1979, Dr. Stoller earned a medical degree from Yale University School of Medicine and later completed an internship and residency at Peter Bent Brigham Hospital in Boston. He then completed several fellowships in pulmonary medicine, clinical epidemiology and respiratory intensive care at Yale, the Brigham and Women’s Hospital and the Massachusetts General Hospital before joining Cleveland Clinic in 1986. Throughout his career at Cleveland Clinic, Dr. Stoller has served as Vice Chairman of the Division of Medicine, Associate Chief of Staff, and Executive Director of Leadership Development.

His clinical research has focused on chronic obstructive pulmonary disease, especially alpha–1 antitrypsin deficiency, and on strategies of care delivery, especially respiratory therapy. He has authored or edited more than 15 books, over 300 peer-reviewed reports and more than 100 abstracts, and serves as a reviewer and contributor to a number of national and international publications.

Over the years, Dr. Stoller has been invited to speak extensively and has been honored with numerous awards, including being named the 27th Egan Lecturer by the American Association for Respiratory Care and receiving the Forrest M. Bird Lifetime Scientific Achievement Award from the American Respiratory Care Foundation. He has delivered endowed lectureships at Pennsylvania State University and Ohio University, and was acclaimed as the Best Morning Report Teaching Attending by Cleveland Clinic’s Division of Medicine.