CHOP SEMINAR in SALZBURG

"Medical Leadership"

October 15 – 21, 2017
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<td>Plans for the Course</td>
<td>Scott Switalski, J D</td>
<td>Matthew Bayley, MD</td>
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<td>Evan Fieldston, MD</td>
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<td>Pre-Test</td>
<td>Communication II</td>
<td>Promoting Change</td>
<td>Evaluation and</td>
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<td>Scott Switalski, J D</td>
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<td>Feedback</td>
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<td>10:30 – 11:30</td>
<td>Characteristics</td>
<td>Value Based Health</td>
<td>Meetings- Retreats -</td>
<td>Promoting Teamwork</td>
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<td>Care – Quality &amp;</td>
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<td>Leadership Compass</td>
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<td>17:00 – 18:00</td>
<td>Faculty Only</td>
<td>17:00 – 17:15 AAF/OMI</td>
<td>What to Take Away</td>
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<td>Meeting to Review</td>
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<td>19:00 – 20:00</td>
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<td>20:30 – 21:30 Chamber Music</td>
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CHOP SEMINAR
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SALZBURG

“Medical Leadership”
October 15 – October 21, 2017

FACULTY
**Wolfgang Aulitzky, MD** is the Medical Director of the American Austrian Foundation. He is Associate Dean for International Medicine and Distance Learning, Adjunct Prof. of Clinical Urology and Adjunct Prof. of Clinical Reproductive Medicine at the Weill Medical College of Cornell University/New York Presbyterian Hospital. In 2016, he was appointed Adjunct Professor of Pediatrics in the Associated Faculty of the Perelman School of Medicine at the Children’s Hospital of Philadelphia. He is also Associate Prof. of Urology at the Medical University of Innsbruck and Visiting Professor at the Medical University of Vienna. Amongst others he is a member of the American, German and Austrian Societies of Urology and was awarded the Zuckerkrandlpreis of the Austrian Society of Urology in 1989. In 1995 he received the Silver Medal, in 2007 the Golden Medal for Merits to the Republic of Austria and in 2014 the cross of honor of the Land Salzburg.

As Director of the Medical Program of the American Austrian Foundation he has initiated the Open Medical Institute, a scientific and educational collaboration of Weill Cornell and the New York Presbyterian Hospital, the Children Hospital of Philadelphia, Duke University, Columbia University, the Cleveland Clinic and leading hospitals in Austria. Dr. Aulitzky earned his medical degree at the University of Innsbruck in 1977, was a research associate at the University of Uppsala, Sweden and the Rockefeller University, New York. He received his training as an urologist at the University of Innsbruck and the General Hospital of Salzburg. He is the author of more than 140 publications on Urology, Andrology and Health Care issues and is co-author of books on basic and clinical urology/andrology.

Wolfgang Aulitzky, MD

Director, Open Medical Institute

**American Austrian Foundation**

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Stephen Ludwig, MD (Course Director) is Senior Advisor for Medical Education and Senior Attending Physician at the Children’s Hospital of Philadelphia, Department of Pediatrics. He is the Chairman of the Graduate Medical Education Committee, Continuing Medical Education Committee, International Medical Education and Designated Institutional Official. In addition, he is a Professor of Pediatrics and Emergency Medicine at the Perelman School of Medicine at the University of Pennsylvania. Dr. Ludwig is a past president of the Academic Pediatric Association (APA) and a member of the Board of Directors, as well as a founding member of the Pediatric Emergency Medicine Special Interest Group. He is a member of the International Society of Child Abuse and Neglect. Dr. Ludwig is a founding member of the Ray Helfer Society. He is the past Chairman of the Residency Review Committee (RRC) for Pediatrics of the Accreditation Council for Graduate Medical Education (ACGME). Dr. Ludwig is a member of the Board of Directors of the American Board of Pediatrics and was Chair of the Program Directors Committee until 2009. He has received many awards from the University of Pennsylvania, Association of Pediatric Program Directors (APPD) and APA. He was elected to the Institute of Medicine in 1998. Recently, Dr. Ludwig has been selected by the Board of Directors of the Federation of Pediatric Organizations as the recipient of the 2010 Joseph W. St. Geme, Jr. Leadership Award.

Dr. Ludwig has over 150 publications to his credit and serves on several editorial boards. He is Co-Editor in Chief of Pediatric Emergency Care. He is the Editor of the Textbook of Pediatric Emergency Medicine, now in its 6th edition, and the recently published, Netter’s Pediatrics.

Dr. Ludwig received his MD from Temple University School of Medicine and completed his pediatric internship and residency at the Children’s Hospital National Medical Center in Washington, DC. He holds board certification in General Pediatrics and certificate 001 in Pediatric Emergency Medicine from the American Board of Pediatrics.

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Evan S. Fieldston, MD, MBA, MSHP is the Medical Director of Clinical Operations at the Children’s Hospital of Philadelphia and an Assistant Professor in the Department of Pediatrics at the Perelman School of Medicine of the University of Pennsylvania. He is Attending Physician in the Division of General Pediatrics at CHOP. He is a Core Faculty Member in two of the CHOP Research Institute’s Centers of Emphasis: the Center for Pediatric Clinical Effectiveness and PolicyLab. He is also a Senior Fellow at the Leonard Davis Institute of Health Economics at the University of Pennsylvania. Dr. Fieldston attended Princeton University, where he focused on health policy in the Woodrow Wilson School of Public & International Affairs. He attended the University of Pennsylvania School of Medicine and the Wharton School, obtaining an MD and MBA. He completed his residency in pediatrics at CHOP, where he also served as chief resident. He completed the Robert Wood Johnson Foundation Clinical Scholars Program at Penn, during which time he obtained a masters in health policy research. Dr. Fieldston’s work focuses on evidence-based management as a structure for delivery of high-value care and the impact of operational issues on outcomes. This includes investigating associations between patient flow, care models, workload and occupancy levels, and resource utilization on the quality of healthcare delivered to children, particularly those in the hospital. In his role as Medical Director of Clinical Operations at CHOP, he co-sponsors several initiatives addressing quality of care, clinical operations, capacity management, care model redesign, as well as work in patient flow and healthcare value. He has led development and implementation of educational programs on healthcare cost and value for faculty and trainees at CHOP and beyond. His research and operational work also consider resource utilization, readmissions, costs of care and value in health care. Dr. Fieldston was supported with research funding from the Society of Hospital Medicine (SHM) and the Agency for Healthcare Research and Quality (AHRQ). Recent publications include studies on resource utilization, readmissions, and healthcare finance and value. He is on the editorial board of Hospital Pediatrics and Academic Pediatrics.

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Scott Switalski, JD is the Program Manager for CHOP Leadership Institute. Scott grew up in the northeastern United States in the state of New Jersey, and completed his undergraduate studies with a B.A. degree in Psychology at the University of Rochester in Rochester, New York. He then went on to obtain his Juris Doctor (J.D.) at Fordham University School of Law in New York City. Scott has been driving organizational results through the alignment of high-impact learning with organizational needs for 20 years. He has designed, developed, and implemented leadership development experiences across a variety of industries including Healthcare, Human Services, Contact Centers and Native American Tribal Government. With over 20 years of leadership experience, Scott has assembled and led impactful training teams focused on aligning learning with organizational outcomes. Scott lives in Philadelphia with his wife, Rachael.

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Matthew Bayley, MD is the Chief Strategy Officer at the Children’s Hospital of Philadelphia (CHOP), leading the strategic planning and business development efforts. He supports the CEO in developing the strategy to advance CHOP’s mission and manage change in a dynamic healthcare marketplace. He also drives the development of the Global Medicine program, including the Center for Global Pediatric Education and CHOP’s Global Health efforts.

Prior to joining CHOP, Matt was a Partner at McKinsey & Company, a global management consulting firm, where he was a leader in the Healthcare Systems & Services Practice. His work spanned strategy, operations, and organizational topics across academic medical centers, regional health systems, and large health insurers.

Dr. Bayley was an intern at the Hospital of the University of Pennsylvania training in internal medicine. He graduated AOA from the University of Pennsylvania School of Medicine and holds a master of business administration degree from the Wharton School, where he was a Palmer Scholar. Additionally, he earned a bachelor of science in commerce with distinction from the University of Virginia’s McIntire School of Commerce.

A Philadelphia native, Matt resides with his wife and two school age children. He is an avid outdoorsman, dedicated youth sports coach, and loyal Philadelphia Eagles fan.

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CHOP SEMINAR in SALZBURG

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One of the main missions of the Salzburg Open Medical Institute is to work against the phenomenon of brain drain, and instead to support brain gain. It is only obvious that Schloss Arenberg, while large, simply does not have the capacity to educate doctors en masse. As such, the mission of the OMI depends largely on the actions of the physicians after they leave our halls. We count on each of them to pass these ideas on to their colleagues and peers—a cornerstone of the Anglo-Saxon didactics we value so much. This is one reason this week’s seminar on Medical Leadership is so valuable. These fellows are not just individual practitioners, but overseers and supervisors of many others. As such, they stand to initiate far-reaching brain gain through their many subordinates.

The week was lead by CHOP-legend and OMI-veteran Dr Stephen Ludwig, who serves as chairman of CHOP’s continuing medical education program, and has worked there for decades. Considering the administrative nature of this seminar, Dr Ludwig selected a diverse faculty, some with little or no experience practicing medicine. Drs Matthew Bayley and Evan Fieldston have known each other for years, having first met one another during their joint MD/MBA program at the University of Pennsylvania. Dr Fieldston went on to practice medicine and now holds a position at CHOP’s PolicyLab, a body within their research institute that creates evidence-based policy recommendations. Dr Matthew Bayley went on to consult for McKinsey for a number of years before deciding to return to Philadelphia and help guide the organization. Lastly, JD Scott Switalski has held a number of leadership training positions across the country, from Native American reservations to customer satisfaction services, and now serves as the manager of CHOP’s leadership development program.

One of the most remarkable parts of the week was the cohesiveness of faculty and fellows. Being that almost all fellows had attended at least one seminar previously, they all anticipated the relationships that would form, and began connecting with one another from the outset. This provided the perfect context for this CHOP faculty, who initiated group trips around Salzburg starting Monday after the seminars. By Thursday, it seemed as if the entire group, both faculty and fellows, were organizing themselves on some excursion immediately after the lessons. Furthermore, the faculty not once sat at their designated table in the dining hall, and opted to disperse themselves among the fellow tables instead. It really was an exemplary week for group cohesion, and would not have been possible without the fellows’ eagerness to connect or the faculty’s initiative.

The mood was almost tangible at the Friday graduation dinner, with several fellows rising to give toasts—something not always witnessed at a graduation dinner, especially in such number. It was clear how much valuable information they received during the week, and how thankful they were for the friendship the faculty extended to them. The dinner ended with a touching toast by an Armenian fellow, thanking Dr Wolfgang Aulitzky for his dedication to the foundation and education. He gracefully replied, thanking them for their continued support, as evidenced by the Armenian lounge on the fifth floor of Schloss Arenberg.
This particular seminar completely changed my perception of communication in working environment, as well the impression of who and why could be perceived as the leader. During day 1 introduction, almost each of the fellows present said that he or she does not have any leadership role in the current job position. Five days of lectures, workshops and interactions were designed especially to prove them that this point was profoundly wrong from the very beginning.

Monday October 16th

First day provides us with information about all features which all great leaders do have. Another valuable point is a concept of anti-leader, a charismatic, often knowledgeable and skillful person, however being totally destructive towards other people. This bloc of lecture is led by our course director, Stephen Ludwig, who encourages and facilitates a very interesting discussion, full of ethical considerations and tricky questions. After lunch time comes to first workshop with application of an interesting tool – leadership compass. And here is it, the first surprise – there is no optimal or best leadership style. Each and every communication style has a wide range of advantages and disadvantages, so the absolute necessity for each and every leader is flexibility and situational use of different leadership types.

Tuesday October 17th

Second day is also dedicated to different leadership types, but from perspective of communication. And here we have surprise number two. Before handing in our evaluations (before course we have had to submit an evaluation of our communication patterns on-line) Scott Switalsky asks everyone to choose the most suitable communication style and form groups. After we get our true evaluations – most of the fellows are really astonished, as most of them belong to a totally different group, but even more interestingly – many people are practicing two or even more communication styles at the same time, sometimes combining the most contradicting and unexpected features. Afterwards, Scott shows with a lot of details and examples how much communication style matters on both sides of dialogue. This particular experience would be very valuable for everyone, as it helps to incorporate the idea that one size does not fit everyone, in every case of communication, the final goal might be reached through achieving understanding of what people in your team want and need. This part of the seminar completely concludes the idea of situational leadership, which is the best practice and offers flexible solutions for all kinds of cases.

However, the most interesting part of this day is yet to come. After lunch we proceed to workshop: Facing a Problem Planning for Change. During this workshop fellows make short presentations about different issues, which they encounter in their everyday professional lives. And those stories are incredible evidence of commitment, professionalism and bravery.
Wednesday October 18th

Today is all about strategy – effective planning, defining long-term goals and promoting changes at all levels. The most impressive lecture of today was an introduction to lean thinking by Evan Fieldston. This concept is an incredible way to get rid of all unnecessary distracting trash in the working and living environment. Using practical examples from CHOP, Evan showed how simple and affordable steps make working environment safer, more comfortable and provide better care for patients. I know for sure what most of the fellows will do immediately after they come back to their working places.

Thursday October 19th

On Thursday we are talking a lot about feedback, defining constructive feedback and why it is not the same with negative one. This simple, but very important activity has a crucial role in team communication. Providing a feedback is a real complex art: it should be specific, have strong reasoning and should allow person to understand potential pitfalls, mistakes, promoting change in behavior as a result. However, with the rules and practical skills from this day, all of us are going to improve in this field. One of the most important parts of seminar is lecture about mentoring by Stephen Ludwig. Every successful person needs a mentor, and many successful people could contribute to success of others while mentoring. Stephen highlighted rules and responsibilities for mentor and mentee, initiating a very fruitful discussion about desirable outcomes of this type of professional interaction.

According to tradition, in the evening we attend chamber music concert. Immortal, timeless pieces by C. Debussy, M. Ravel, F. Chopin and R. Schumann are performed by two young, very talented and dedicated musicians from Romania.

Friday October 20th

We start the morning with Innovation & Creativity lecture and finish this block by a very entertaining and challenging task from Evan Fieldston and Matthew Bayley – constructing and testing out paper airplanes in teams. This simple game is a practical way to exercise communication and leadership skills in small groups under stressful conditions and limited time. We had a lot of fun and got a brilliant winner team, who had the least number of participants, however the best design and performance of their airplanes. Consolidation of leadership skills, teamwork and shared responsibilities leads the team towards the best results.

The most important take-home message for everyone – each and every person is a leader. Especially in health care environment, we are adopting different leadership roles with patients, their families, and our co-workers.

Saturday October 21st

Goodbye, dear Salzburg. Thanks for the whole week of amazing weather and real fairy tale atmosphere. This event was amazing in each and every aspect – tons of new information, valuable skills, challenging tasks and interaction within brilliant teams. I wish everyone good luck and see you at the next seminar!