Welcome to the:
National Leadership Conference in General Pediatrics

Sponsored by
Academic Pediatric Association
(formerly Ambulatory Pediatric Association)

February 11 - 13, 2009
New Orleans Marriott Convention Center
New Orleans, LA
PURPOSE:
To provide an educational forum to enhance leadership skills of leaders and future leaders in the generalist disciplines, including adolescent medicine, child protection, developmental and behavioral pediatrics, emergency medicine and hospital medicine, as well as pediatric residency program directors. Participants will be able to promote the educational, research and clinical missions of our diverse divisions. The meeting will include representatives from the American Medical School Pediatric Department Chairs (AMSPDC).

GOALS:
To increase/enhance the participants’ knowledge and skills in areas of leadership, clinical medicine, education and research specifically as they relate to Academic Medicine. The knowledge acquired will help division directors and leaders improve their leadership expertise and will promote the necessary skills required to move the field forward.

WORKSHOP ASSIGNMENTS
Every effort was made to assign participants to their first or second choice workshop. This was done based on date registration form was received. If you wish to change your choice(s) please do so by checking availability at the registration desk at the meeting.

CME CREDITS
This activity has been planned and implemented in accordance with the Essential Areas and policies of the Accreditation Council for Continuing Medical Education through the joint sponsorship of Cincinnati Children’s Hospital Medical Center and the Academic Pediatric Association. Cincinnati Children’s Hospital Medical Center is accredited by the ACCME to provide continuing medical education for physicians.

Cincinnati Children’s Hospital Medical Center designates this educational activity for a maximum of 11.25 AMA PRA Category 1 Credit(s) ™. Physicians should only claim credit commensurate with the extent of their participation in the activity.”

EVALUATION
An evaluation form is included in your registration packet. Please fill it out and place it in the box on the registration table. Your input helps in planning future meetings. In order to receive CME credit for this meeting, a completed evaluation form is required.
**Wednesday, February 11, 2009**

7:00 - 8:00pm  **Reception**  Atrium

8:00 - 9:00pm  **Opening Address**  River Bend Ballroom
   Introduction - David Keller
   *Leadership in the Age of Change*
   Steven Shelov

**Thursday, February 12, 2009**

8:00 - 8:30am  **Continental Breakfast**  River Bend Foyer

8:30 - 8:45am  **Welcome and Goals**  River Bend Ballroom
   Tina Cheng, Susan Bostwick, David Keller

8:45 - 10:00am  **Keynote Addresses**  River Bend Ballroom
   *An Exciting Era in Which to be a Leader in Pediatrics*
   Bonita Stanton

10:00 - 10:15am  **Break**  River Bend Foyer

10:15 - 11:45am  **Plenary Panel**  River Bend Ballroom
   *Visioning Academic Pediatrics: The Role of Department Chairs and Division Leaders*
   Moderator: Kenneth Roberts
   Panel: Marianne Felice, Steven Shelov, Bonita Stanton

12:00 - 1:00pm  **Roundtable Lunch**  Blaine Kern Ballroom
   *Issues Facing Academic Pediatric Divisions*

1:00 - 1:30pm  **Table Reports and Discussion**  Blaine Kern Ballroom

1:30 - 3:15pm  **Workshop Session A**
   A1.  *Strategic Planning/Negotiation*  River Bend Ballroom
        Thomas DeWitt, Kenneth Roberts
   A2.  *Mentorship*  Julia
        Ruth Stein, Fernando Mendoza
   A3.  *Managing Conflict*  New Levee
        Susan Bostwick, David Keller
   A4.  *Refining your Portfolio to Demonstrate the Quality and Impact of what you do as an Educator*  Fulton
        Latha Chandran, Maryellen Gusic
   A5.  *Developing Research Capacity*  Tchoupitoulas
        Peter Szilagyi, Danielle Laraque
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<td><em>Reflections on Leadership Lessons</em></td>
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**Balancing Leadership, Career and Personal Life**
Tina Cheng, Daniel Rauch

Balancing Career and Life is intended to serve as a look at the forces that unbalance our lives and strategize ways to regain equilibrium. We will examine some of the unique time and effort demands of academia, from early career to leadership positions. The presenters are both active national leaders and parents who struggle with their balance daily. By sharing some skills and tricks and learning from each other we hope the audience will come away with some strategies to maintain balance in their lives.

**Developing Research Capacity**
Peter Szilagyi, Danielle Laraque

The goal of this workshop is to enhance attendee’s ability to develop and nourish a multidisciplinary research program within a division in one of the related disciplines of general academic pediatrics, or within a program. The specific objectives are to develop skills to (a) enhance the research productivity of individual faculty within a division or program, and to (b) enhance the research productivity of the entire division or program (making the sum greater than the individuals). The interactive workshop will comprise: (a) brief presentations by workshop leaders (30 min) on mentorship, mechanisms to foster research and collaboration, and successful methods used by divisions to develop research capacity; (b) discussions in two small groups to review examples of strategies used by attendees, means to improve current strategies, and adoption of new ones (45 min); (c) an opportunity for each attendee to begin to develop a plan to enhance research capacity in a real or hypothetical (for junior faculty) division/program (20 min); and (d) full group discussion to share ideas and design next steps (20 min)

**Financing our Mission**
Denice Cora-Bramble

Utilizing a case based approach, the nuts and bolts of budgets, financial statements and financial decision making will be discussed during this interactive workshop. Financial leadership challenges inherent in academic health centers will be highlighted and effective interventions will be shared. Participants will learn strategies to improve their division’s financial performance based on patient care revenue, grants, contracts and philanthropy.

**Managing Conflict**
Susan Bostwick, David Keller

Workplace conflict is inevitable. This workshop is designed to help the audience identify, describe and practice different approaches to conflict management within academic divisions using didactic material and case discussion.

**Mentorship**
Ruth Stein, Fernando Mendoza

We will discuss elements of a successful mentor and mentee relationship and share a number of tools for mentoring and strategies for using them. A substantial portion of the workshop will be devoted to case-based and experienced-based interactive exercises in mentoring. We will also discuss strategies for mentoring a diverse pool of mentees. The session will end with a summary of ways to adapt new skills to home departments.

**Refining your Portfolio to Demonstrate the Quality and Impact of what you do as an Educator**
Latha Chandran, Maryellen Gusic

This session focuses on the critical need for educators to document the scholarly approach they take in their daily educational activities and the importance of converting this work into scholarship. Developmental and high stakes educator portfolios (EPs) will be discussed. This workshop will involve the active creation of a section of the participant’s educator portfolio and
the development of criteria to analyze the quality and impact of educational activities documented in EPs. There will be discussion of the use of the reflective sections of the EP in the creation of personal statements accompanying promotion dossiers as well as for career counseling of junior faculty.

**Strategic Planning/Negotiation**  
Thomas DeWitt, Kenneth Roberts  
One key to successful leadership is the ability to create a vision and strategic plan that provides a guide to organizational structure, development, and financing and then align faculty to that vision and plan. This workshop will utilize brief didactic presentations, case examples, group discussion, and role play to help participants 1) know basic principles and elements of visioning and strategic planning and 2) understand how to use negotiation to encourage faculty and staff to participate in the implementation of the vision and plan.

**Understanding your Leadership Style**  
Benard Dreyer, Fredrick McCurdy  
This workshop will focus on different leadership styles and underlying personality types. The format will be completely interactive with several group discussions of real life leadership conflicts and decision-making. Attendees will learn how to understand their own emotional intelligence as well as how to use different leadership styles in different situations in the complex medical-academic environment. Some pre-workshop preparation (including filling out a SurveyMonkey survey) is necessary and will make the experience richer.
Susan B. Bostwick, MD, MBA is the Chief of the Division of General Academic Pediatrics and Residency Program Director in the Department of Pediatrics at New York Presbyterian Hospital, Weill Cornell Campus where she also serves as the Physician Liaison to IT and Associate Professor of Clinical Pediatrics at Weill Medical College of Cornell University. Dr. Bostwick is co-chair of the Division Directors SIG of the APA and Chair of the Curriculum Task Force of the APPD.

Latha Chandran, MD, MPH is currently the Associate Dean for Academic and Faculty Affairs and the Vice Chair for Education, Division Chief of General Pediatrics in the Department of Pediatrics at State University of New York School of Medicine at Stony Brook. She has experience on academic promotions and tenure committee at Stony Brook and was instrumental in creating guidelines there to facilitate promotion of clinician educators using an educator portfolio template. Dr Chandran was the first clinician educator to receive tenure in the Educator Scholar track at Stony Brook University Medical Center. Dr Chandran is the Co-director of the Academic Pediatric Association’s Educational Scholars Program. She has been certified as a faculty development scholar through the National Faculty Development Scholars Program (Executive Leadership Track) of the Academic Pediatric Association. She has served as Division Chief of General Pediatrics for several years and as Interim Chair of the Department of Pediatrics.

Tina L. Cheng, MD, MPH is Professor of Pediatrics at Johns Hopkins School of Medicine with joint appointment in the Bloomberg School of Public Health and Division Chief of General Pediatrics & Adolescent Medicine. She is currently President of the Academic Pediatric Association. Dr. Cheng’s research and clinical work focuses on addressing child health disparities including comprehensive and community-based models of primary care, youth development and violence prevention. Her goals have been to integrate research, teaching and clinical work through patient-oriented research, mentor a diverse community of health professionals and researchers, and lead clinical and advocacy activities that link research findings to practice and policy. She has been the principal investigator on several large federal and foundation grants and has over 80 articles published in peer-reviewed journals. She also serves on the American Academy of Pediatrics Committee on Pediatric Research and is Associate Editor of Pediatrics in Review.

Denice Cora-Bramble, MD, MBA is the Executive Director of the Goldberg Center for Community Pediatric Health at Children’s National Medical Center. The Goldberg Center is one of six clinical Centers of Excellence and the largest provider of pediatric primary care in DC. It includes the Divisions of General Pediatrics, Adolescent Medicine, Pediatric Dentistry, Pediatric Dermatology, the Child and Adolescent Protection Center, the Mobile Health Program, seven health centers and multiple related programs. In her role as Executive Director, Dr. Cora-Bramble leads the clinical, research, education and advocacy activities of a multi-site staff of over 200. She is the first minority and currently the only woman to lead a clinical center of excellence at Children’s National. She is a Professor of Pediatrics at George Washington University School of Medicine. Dr. Cora-Bramble completed a Master in Business Administration from Johns Hopkins University and a Kellogg Foundation Leadership Fellowship in addition to a Doctorate in Medicine and postgraduate residency training at Howard University.
Thomas G. DeWitt, MD is the Carl Weihl Professor of Pediatrics, Director of the Division of General and Community Pediatrics, Designated Institutional Officer, and Associate Chair for Education, in the Department of Pediatrics at the Cincinnati Children’s Hospital Medical Center, University of Cincinnati College of Medicine. Having served as President of the Ambulatory Pediatric Association and Chair of the Steering Committee of the American Academy of Pediatrics Pediatric Research in Office Settings network and the Committee on Pediatric Education, he currently sits on the United States Preventative Services Task Force, chairing their methodology workgroup, and is a member of the ACGME Pediatric Residency Review Committee. He is nationally and internationally known for his publications and presentations in the areas of faculty development and community-based education and research. As Associate Chair, he has led the department in pursuing innovative and effective approaches to graduate education, including an innovative on-line Masters in Medical Education program.

Benard P. Dreyer, MD is Professor of Pediatrics at New York University School of Medicine and Director of Developmental-Behavioral Pediatrics there. He is on the board of the Academic Pediatric Association, and is presently in the position of Chair of the Research Committee for the APA. He is also very active in the American Academy of Pediatrics, where he is Co-Chair of the AAP Health Literacy Program Advisory Committee and the Immediate Past President of the AAP NY Chapter 3. He is a member of the AAP Council on Communications and Media and a liaison member of the Committee on Pediatric Research. He is co-editor of the book, Plain Language Pediatrics: Health Literacy Strategies and Communication Resources for Common Pediatric Topics, which was recently published by the AAP, and is on the editorial board of the journal Academic Pediatrics.

Marianne E. Felice, MD is Professor and Chair of the Department of Pediatrics at the University of Massachusetts Medical School and Physician-in-Chief of the UMass Memorial Children’s Medical Center. Dr. Felice graduated from Carlow University and received her medical degree from the Pennsylvania State University School of Medicine. She completed her pediatric residency at the Harrisburg Polyclinic Hospital and a Fellowship in Behavioral Pediatrics/Adolescent Medicine at the University of Maryland. After fellowship, Dr. Felice joined the University of Maryland faculty and created a Behavioral Pediatrics Training Program for the pediatric housestaff. She was then recruited to the University of California, San Diego, where she developed a new Division of Adolescent Medicine. From California, Dr. Felice was recruited back to the University of Maryland to become Chief of the Division of Adolescent Medicine and Vice-Chair of the Department of Pediatrics, positions she held until 1998 when she was recruited to the University of Massachusetts. She served as the Interim Chief Executive Officer of UMass Memorial Health Care while the Board of Trustees recruited a permanent CEO.

Maryellen E. Gusic, MD is a board certified pediatrician whose clinical practice is in general pediatrics. She has extensive experience in medical education and is involved in the development and implementation of programs for students, residents and faculty. She currently serves as the Associate Dean for Clinical Education at the Penn State College of Medicine. She directs the Standardized Patient Program for the College/Medical Center and oversees the Objective Structured Clinical Exams for assessment of students’ skill development. Dr. Gusic also serves as the Co-director of the Junior Faculty Development Program for the College of Medicine. She is a leader of the Pediatric Academic Societies’ Educational Scholars Program and with her colleagues, has published a template for Educator Portfolios and created an analysis tool for the evaluation of portfolios.
David Keller, MD is Clinical Associate Professor of Pediatrics at the University of Massachusetts Medical School, and Medical Director of Family Advocates of Central Massachusetts, a HRSA-funded medical-legal partnership for children in Worcester County. Dr. Keller is a regional facilitator for the American Academy of Pediatrics’ CATCH program, and was recently elected Treasurer of the Board of the Ambulatory Pediatric Association. He served for 8 years as the Pediatric Director of the Community Faculty Development Center, a 15-school collaborative program for the development of community-based clinical faculty in New York and New England, and is currently serving as facilitator of the Community Pediatrics cohort of the Pediatric Academic Societies Educational Scholars program. His work in faculty development and advocacy training has been presented at national and international meetings, and published in peer-reviewed journals. Dr. Keller was recently awarded a Physician Advocacy Fellowship by the Center for Medicine as a Profession to support his collaboration with Health Law Advocates, a statewide advocacy organization working to improve access to mental health care in Massachusetts.

Danielle Laraque, MD, Professor of Pediatrics and Professor of Preventive & Community Medicine and the endowed Debra and Leon Black Professor of Pediatrics, is the Chief of the Division of General Pediatrics at the Mount Sinai School of Medicine, Department of Pediatrics. Dr. Laraque completed her medical studies at the University of California at Los Angeles. She received the Roy Markus Scholarship in support of her medical studies. Her internship and residency were completed at the Children’s Hospital of Philadelphia where she was also a Robert Wood Johnson Fellow in General Academic Pediatrics. She is a nationally and internationally recognized expert in injury prevention, child abuse, adolescent health risk behaviors and in the issues critical to health care delivery in underserved communities. She is the current President-Elect of the Academic Pediatric Association. She was the 2001 United States Public Health Service Primary Care Policy Fellow, and currently is a member of the National Institute of Mental Health Standing Committee on Interventions for Disorders Involving Children and Their Families.

Fredrick A. McCurdy, MD, PhD, MBA is currently a Professor of Pediatrics (with tenure), the Associate Dean for Faculty Development of the Texas Tech University Health Sciences Center (TTUHSC) - Amarillo regional campus, and the Assistant Dean for Curriculum Evaluation for the TTUHSC School of Medicine. He is also the Program Director for the Pediatric Residency Program in Amarillo. He served as the Chair of Pediatrics in Amarillo from 2003-2007. He completed his MD and PhD simultaneously in 1976 at the University of Nebraska Medical Center and got his MBA from the University of Nebraska at Omaha in 2001. A retired Air Force Colonel, he holds “boards” in Pediatrics, Pediatric Nephrology and holds a Certificate in Medical Management. His current primary task is to guide the TTUHSC School of Medicine through the 2009 LCME site visit. An Eagle Scout, Dr. McCurdy’s scholarship is in education and faculty development. In spite of his heavy administrative workload, Dr. McCurdy remains an active clinician, educator, and scholar.

Fernando S. Mendoza, MD, MPH is Professor and Chief of the Division of General Pediatrics at the Lucile Packard Children’s Hospital at Stanford. His research interests have focused on the health status of poor and immigrant children, particularly Hispanic children. He is a reviewer for a number of scientific journals, and a past member of the NICHD study section and the Institute of Medicine’s Committee on the Health and Adjustment of Immigrant Children.
and Families. Dr. Mendoza is a fellow of the American Academy of Pediatrics, a member of the Academic Pediatric Association, the American Pediatric Society, and serves on a number of national boards. In addition to his work at Stanford in pediatrics, Dr. Mendoza has been the Associate Dean for Minority Advising and Program for the School of Medicine for the past twenty five years, providing mentoring and career advising to medical students, residents, fellows, and junior faculty.

**Daniel Rauch, MD** is the Director of the Pediatric Hospitalist program at the New York University School of Medicine. He is the Co-Founder and Chair of the Hospital Medicine Special Interest Group of the APA, member of the Pediatric Committee for the Society of Hospital Medicine, and Chair-elect of the AAP Section of Hospital Medicine. He has been a planning committee member for the national Pediatric Hospital Medicine conferences and this conference. He remains active in medical education as a member of the Executive Committee of the APA Education Committee, and as faculty of the APA Educational Scholars Program. He previously held academic positions at New York Medical College and the Albert Einstein College of Medicine. His tenuously balanced life includes a Pediatrician wife, two children, serving on the Boards of the local Little League and the Children’s Dream Foundation, and obtaining a certificate in Bioethics this academic year.

**Kenneth B. Roberts, MD** is Director of the Pediatric Teaching Program in the Moses Cone Health System and Professor of Pediatrics at the University of North Carolina. He served his pediatrics residency at Johns Hopkins, supplemented by 4 years of preparation for a clinician-educator career: 2 years as chief resident and 2 years as Chief of the Physicians Development Activity at the CDC. He is a past-president of the Academic Pediatric Association and the Association of Pediatric Program Directors, and has chaired the Federation of Pediatric Organizations twice. He is a currently a member of the American Board of Pediatrics Board of Directors. He is the author of more than 50 articles and 200 book chapters, and is the editor of 10 books, monographs, and supplements. Dr. Roberts has received numerous honors, including seven Outstanding Teacher awards from students and residents, the Medical Education Professional Award from the American Academy of Pediatrics, the APPD Robert S. Holm award for leadership and mentorship, the George Armstrong Lectureship from the APA, and the APA’s Miller-Sarkin Mentorship Award. Dr. Roberts has also been honored by local, state, and federal government agencies for his efforts on behalf of children.

**Steven P. Shelov, MD, MS** is a graduate of Yale University and the Medical College of Wisconsin and received his Master’s of Administrative Medicine at the University of Wisconsin. Dr. Shelov served as Vice Chairman and Professor of Pediatrics at the Albert Einstein College of Medicine until his current role as Chairman of Pediatrics and Vice President of Maimonides Infants and Children’s Hospital of Brooklyn and Chair and Vice President of Lutheran Medical Center. During Dr. Shelov’s tenure at Albert Einstein and Montefiore Medical Center, Dr. Shelov was Chair of the Strategic Planning Committee that developed the impetus for building the new Children’s Hospital at Montefiore which opened in 2001. Over the course of his tenure as Chair, he has developed the three hospital system of Maimonides, Lutheran, and Coney Island Hospital as a truly integrated Children’s Hospital serving over 700,000 children. Dr. Shelov is currently a member of the Council on Education for the National Association of Children’s Hospitals and Related Institutions (NACHRI). In October, 2008 Dr. Shelov was appointed a member of the Board of NACHRI. He is also currently Professor of Pediatrics at SUNY Downstate School of Medicine. Dr. Shelov is the author of over 100 articles, 15 books including Editor in Chief of the
American Academy of Pediatrics “Caring for Your Baby and Young Child - Birth to Five”. He is also co-editor of the textbook, “Pediatrics for Medical Students.” He was the President of the Academic Pediatric Association and in 1994 received its highest honor, the George Armstrong Award. Subsequently, Dr. Shelov received two prestigious awards from the American Academy of Pediatrics, its Lifetime Education Achievement Award, and subsequently the Holroyd Sherry Award for Achievement in Media and Related Education.

**Bonita Stanton, MD** graduated from Wellesley College and Yale University School of Medicine. She completed her pediatric residency at Case Western Reserve/Rainbow Babies and Children’s Hospital and Pediatric Infectious Disease Fellowship at Yale University. Attending on the Pediatric Infectious Diseases Service at Yale, she also served as a pediatrician and then as Medical Director of the Yale-affiliated Hill Health Center. She served as a Staff Scientist at the International Center for Diarrheal Disease Research, Bangladesh for three years and as the World Bank Maternal Child Health Specialist for Bangladesh for two years. She subsequently joined the faculty at the University of Maryland as Associate Professor and Division Chief, General Pediatrics and Director, Center for Minority Health Research and then as Professor. She served at the University of Maryland, where she was also vice-Chair of the Department and then Director, Center for Minority Health Research. She became Chair, Department of Pediatrics at West Virginia University in 1999. In 2002 she joined the faculty at Wayne State University where she serves as Schotanus Professor and Chair, Carman and Ann Adams Department of Pediatrics; Pediatrician-in-Chief, Children’s Hospital of Michigan; and President, University Pediatricians, Inc.

**Ruth E.K. Stein, MD** is a tenured professor of pediatrics at the Albert Einstein College of Medicine (AECOM). A former vice chair of the Department of Pediatrics at the AECOM and Children’s Hospital at Montefiore for 10 years and a division director for almost 20 years, she was the first director and principal investigator of the National Institute of Mental Health supported AECOM’s Preventive Intervention Research Center for Child Health. She is a past president of the Academic Pediatric Association and a recipient of the APA Research Award. She has received several mentorship award’s including AECOM’s first Faculty Mentorship Award. She currently sits on the Board of Scientific Advisors of the NIH Patient Reported Outcomes Measurement Information System and Board of Scientific Counselors of the National Center for Health Statistics.

**Peter Szilagyi, MD, MPH** is a Professor of Pediatrics at the University of Rochester School of Medicine and Dentistry and Division Chief of the Division of General Pediatrics. An accomplished health services researcher, he directs a large research operation in the Robert J. Haggerty, Health Services Research Laboratory. His studies to improve the quality of care and outcomes for vulnerable children have led to important changes in immunization delivery, child health care financing and care of children with chronic conditions. He spends substantial time each week mentoring faculty and fellows while directing the General Academic Pediatric Fellowship Program. Dr. Szilagyi was the 2002 recipient of the APA’s national Research Award. He has been an active APA Board member, prior Chair of the Research Committee, has numerous leadership roles within the APA, and is Immediate Past-President of the APA. In 2009, he became Editor-in-Chief of the APA journal *Academic Pediatrics*. 
APA National Leadership Conference in General Pediatrics

Program Committee Members

Susan Bostwick, MD
Weill Cornell Medical College

David Keller, MD
University of Massachusetts Medical School

Program Committee Co-Chairs

Tina Cheng, MD
Johns Hopkins University

Thomas DeWitt, MD
Cincinnati Children’s Hospital Medical Center

Danielle Laraque, MD
Mount Sinai Medical Center

Daniel Rauch, MD
NYU School of Medicine

Kenneth Roberts, MD
Moses Cone Memorial Hospital

Ruth Stein, MD
AECOM/CHAM

Peter Szilagyi, MD, MPH
University of Rochester School of Medicine

Objectives

1. Develop leadership skills through participation in workshops and interactive seminars
2. Develop and share innovations for strengthening the educational, research and clinical missions of divisions and departments of pediatrics
3. Network with leaders in Academic Pediatrics across the nation.