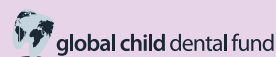


Harvard School of Dental Medicine (HSDM)
King's College London Dental Institute (KCLDI)
Supported by the Global Child Dental Fund (UK charity)



ADVANCED PROGRAMME IN DENTAL PUBLIC HEALTH LEADERSHIP

THE SENIOR DENTAL LEADERS PROGRAMME (SDL-4)

STRATEGIC LEADERSHIP FOR IMPROVING CHILD ORAL HEALTH

SUNDAY 7TH – FRIDAY 12TH MARCH 2010, BOSTON, USA



Senior dental leaders and especially those with a public health background are generally passionate as well as driven. A sense of purpose motivates the activities they engage in but all too often, these are predominantly centred on advocating for the underserved leaving them with less energy for effective action and intervention.

Passion is the driving force, however successful leaders must move beyond passion and into effective leadership, developing supportive partnerships not only with local organizations but with a global network of likeminded individuals.

Those in leadership positions or those who aspire to become effective dental public health leaders should not be left on their own to tackle the many challenges - guidance and support are necessary for them to succeed and keep up the momentum.

Our programme is designed to bring together, in a global network, individuals who wish to engage at a local, federal or global level in bringing about lasting positive change. Those who have successfully navigated these waters will be available to share their insights.

As Koh and Jacobson recently stated (J Public Health 2009, 31 (2) 199–201)
"public health requires its leaders to stretch their minds and souls in almost unimaginable ways. Public health has only recently begun to explore the potential of formal leadership education and training."

Helping global dental leaders to develop and then deliver is part of our mission and DNA.

The Global Child Dental Fund (GCDF) (www.gcdfund.com) is a charitable organisation, committed to supporting this initiative. The charity builds upon the King's College London's Global Child Dental Health Taskforce project established in 2006 and who's mission is supported by the World Health Organization. The GCDF along with HSDM and KCLDI,

recognises effective leadership in dentistry as being the key to achieving its overall mission of improving child dental health for all children and, especially for those underserved.

The Senior Dental Leaders (SDL) programme is designed for:

- Senior dental policy makers
- Senior leaders in non-governmental organisations (NGOs) concerned with dental health and
- Senior academic leaders (such as Deans, Deputy/Assistant Deans or those in other senior University policy and/or research positions)

The programme's aim is ultimately, to ensure that improvements in child oral health do happen. Following the popularity and success of the first three programmes held in 2007, 2008 and 2009 we are now seeking nominations for a fourth cohort of participants for the next programme taking place in March, 2010. The 2010 programme will be the first to be held in Boston (USA) following the signing of a Memorandum of Understanding between King's College London's Dental Institute and the Harvard School of Dental Medicine in 2009. The focus of the 2010 programme will be on the role of effective dental leadership to improve the dental health of children.

Programme Aims and Benefits

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The programme aims will be to develop the Global Leadership capacities which are central to spearheading the drive to improve child dental health.

The programme is aimed at key individuals involved in dental education who wish to develop strategic leadership and, management skills to take this agenda forward in their own countries and contexts. It also encourages and enables participants to develop a strong international network for future collaboration, exchanges and support.

The programme works in a trickle down or up effect, by benefiting participants, their respective countries, regions and the wider international dental community in a number of ways;

Benefits to individuals

- Provision of knowledge and resources which will enhance the participants existing high level leadership capabilities
- Access to the experience of senior level policy, health and higher education professionals with considerable experience of leading strategic change, and
- The opportunity to build long lasting networks with colleagues facing similar challenges

Benefits at a country level

- For countries to achieve the ambitious target of eliminating dental cavities in their child population within 3 decades, we will need a major system change for the way dental services are provided and funded. Senior dental leaders will be called to

work with a number of stakeholders and operate at a demanding pace. These individuals will need to deploy excellent leadership and management skills to be able to progress this agenda and, survive the ongoing pressures and challenges they will be faced with. This course will provide them with the necessary tools through a strong evidence base, a network for future support, skills and techniques they will be able to draw on in order to deliver effective leadership and therefore lasting change.

Benefits for the international dental community

- The building of the capacity and confidence of strategic leaders to deal with the global challenges facing the dental world
- The development of a cadre of leaders who are and will continue to be influential on both a national and international scale and who will take forward the agenda of the Global Child Dental Health Taskforce.

Who Should Attend?

To be considered as a participant on this programme, prospective candidates should:

- Be Deans/Aspiring Deans of Dental Schools or, Heads of Department(s)
- Have experience and proven track record of operating successfully in a senior policy or other leadership role
- Have the support of their Ministries of Health, Dental Association, Academic Institution or other employer
- Have personal commitment to further learning and to improving child dental health

On this occasion, preference will be given to those who are already in or, who are about to take up a senior leadership position.

The previous three cohorts had representatives from a wide range of countries including China, India, Tanzania, Malaysia, Saudi Arabia, Australia, Mexico, South Africa, Brazil, the USA and the UK. The professional and cultural similarities and differences in the group was a significant and enhancing feature of the programme. It is intended that this fourth cohort will also be drawn from a wide range of backgrounds and cultures.

The working language of all the sessions will be English and participants will be expected to have at least a TEFL level 5 of proficiency. A pre-workshop questionnaire will be used to gather relevant background information about the participants.



Outcomes

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This programme will develop and enhance key strategic leadership competencies. It will also allow individuals to network with an international group who are working to the same objective.

On completion of the programme, participants will have:

- Received a tailored opportunity to hone their skill-sets for the most senior roles in dental policy making;
- Deepened their personal awareness and increased their effectiveness as leaders;
- Extended their understanding of strategic change and their risk management capabilities;
- Widened their views on the "big picture", enabling them to anticipate and plan for future demands;
- Strengthened their personal reliance and ability to deal with their crisis;
- Understood the evidence base for improving child dental health;
- Understood the dental health policy and dental economics;
- Aimed access to an influential network of colleagues and contacts.

Course Directors

The course directors will be Professor Raman Bedi, King's College London's Dental Institute, who is the Director of the Global Child Dental Health Taskforce. Professor Bedi was the 8th Chief Dental Officer for England (2002-2005). During this period he led the major reform of dental regulation and the provision of dental services. He also led the process by which water fluoridation can be more easily implemented in England. He was a Founding Board member of the Leadership Foundation for Higher Education, is a trustee of the Children's Society and is the chairman of the Global Child Dental Fund.

Dr. R. Bruce Donoff is Dean of the Harvard School of Dental Medicine and Walter C. Guralnick Distinguished Professor of Oral and Maxillofacial Surgery (OMFS). Dr. Donoff's career has centred on Harvard's Faculty of Medicine and the Massachusetts General Hospital's Department of OMFS. He has made major research contributions in OMFS with interests in wound healing, bone graft survival, sensory nerve repair and oral cancer. He is President of the Friends of the National Institute of Dental and Craniofacial Research and, serves on the Editorial Board of the Journal of Oral and Maxillofacial Surgery. Dr. Donoff is also a

fellow of the American Association for the Advancement of Science. He has received numerous honors, including the American Association of Oral and Maxillofacial Surgeons Research Recognition Award and the William J. Gies Foundation Award for Oral Maxillofacial Surgery.

The event will be facilitated by Dr Tom Kennie. Tom is a leadership development specialist who has experience of designing and running similar programmes in related sectors. For example, Tom has been for 9 years Programme Director of the national Top Management Programme for senior leaders in higher education in the UK. He has also been involved in the SDL programme since its inception.

In addition to the 'core team' the programme will also involve contributions from other internationally recognised speakers such as:

- Nairn Wilson, Dean, King's College London's Dental Institute
- Tony Volpe, Vice President, Global Oral Care - Colgate-Palmolive and Trustee to the Global Child Dental Fund

Programme Timing and Outline

The programme will take place in March 2010. An outline framework for the intensive 5 day core workshops can be found in Appendix A. The current time plan for the marketing, selection of participants and detailed preparation of the event is as follows:

Month Actions

30th December 2009

- Deadline for receipt of nominations and completion of pre-programme questionnaire.

31st January 2010

- Confirmation of places and distribution of joining instructions.

Cost

The cost of the course will be USD \$10,000. The cost will include all course fees, materials as well as hotel accommodation and subsistence from Sunday 7th until Friday 12th March. Any early arrival or extension to delegate stays, outside the programme dates, will not be covered and each delegate will have to book this separately.

Travel within Boston as part of the programme will be met from the course fees but participants will be expected to fund travel to/from their respective countries to Boston and any airport/rail transfers on the start and end dates.

There are a number of sponsored places for the programme and inquiries should be sent to Professor Bedi.

Conclusion

This programme is unique and offers senior participants the chance to consolidate, as well as, expand existing skills and develop new methods which, will help enhance the quality of policy making on return to their home location. Over time, it is also building a valuable network of senior leaders who are influencing, globally, the process and pace of change in relation to dental health.



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- To gain insights into the global context for oral health and to identify issues facing senior academic leaders in dentistry.
- To examine the process of formulating and implementing national and international strategies to respond to the challenges and, to use 'scenario thinking' as a tool to consider possible futures for oral health.
- To gain insights into the theory and practice of strategic leadership and, change management.
- To provide time for self reflection on the current and future role of senior dental officials and, the strategic leadership capabilities required for the future.
- To consider next steps in the overall programme.



Delegates arrive on Sunday 7th March

Sunday 7th March

Welcome and Orientation

- 18:30** Welcome to the Programme
Professors Raman Bedi and Bruce Donoff, Programme Directors
- 19:15** Overview of the SDL Programme and Personal Introductions
Dr Tom Kennie, Programme Facilitator
- 19:45** Drinks and Networking
- 20:00** Dinner in Hotel

Monday 8th March

The Global Context and the Leadership of Strategy

- 08:00** Breakfast
- 09:00** Introduction to the Day, Ground Rules & Discussion of Expectations
Dr Tom Kennie, Programme Facilitator
- 09:10** The Global Context for Child Oral Health
Professor Raman Bedi
- 11:00** Break
- 11:15** National Dental Agendas and Current Challenges
All participants
- Challenges Facing Dental Schools: Some Personal Perspectives
Professor Bruce Donoff, Dean, Harvard School of Dental Medicine
- Facilitated Group Discussion
- 13:00** Lunch
- 14:00** The Leadership of Strategy
Dr Tom Kennie, Programme Facilitator
- Briefing on Scenario Planning
- 15:45** Free Time
- 18:30** Briefing on the Global Dental LIVE Project
Professor Raman Bedi and Dr Tom Kennie
- 19:00** Reception in Hotel
- 19:30** Dinner in Hotel
Perspectives on Dental Leadership
Dr Tony Volpe, Vice-President, Colgate Palmolive

Tuesday 9th March

Scenario Planning and Public Health Leadership

08:00	Breakfast
09:00	Agenda Setting
09:10	Horizon Scanning and Scenario Planning <i>Dr Tom Kennie, Programme Facilitator</i> <ul style="list-style-type: none"> • Short, medium and long term drivers of change • The process of scenario planning • Short term scenario planning - 2012
10:30	Coffee Break
10:50	Scenario Planning - 2020-2025 <ul style="list-style-type: none"> • Potential longer term scenarios facing Dental Health and Dental Education • Case study application of scenario planning • Implications
12:45	Lunch – hotel
14:00	Depart for Harvard School of Public Health
14:15	Public Health Leadership: Oral Health in Global Health <i>TBA</i>
15:30	Break
15:30	Case Studies <i>Professors Bruce Donoff and Raman Bedi</i>
17:00	End
18:45	Leave Hotel
19:30	Dinner: The Harvard Faculty Club

Wednesday 10th March

The Leadership of Self, Teams and Organisations

08:00	Breakfast
09:00	Leaders, Leadership & Leading: Interests and Needs <i>Dr Tom Kennie, Programme Facilitator and Professor Bruce Donoff, Harvard School of Dental Medicine</i>
	Leadership: Personal Experiences The Role of Senior Dental Leaders as Strategic Leaders <ul style="list-style-type: none"> • Key Expectations • Priorities & Strengths • Developing Others • Succession Management
11:00	Coffee Break
11:15	Team Leadership Preferences <ul style="list-style-type: none"> • Feedback of the self-insight questionnaire • Implications for oneself and for your senior team
	Leadership: Some Conceptual Frameworks
13:00	Lunch – hotel
14:00	Disruptive Innovation and Dental Healthcare <i>Professor Clayton Christensen, Harvard Business School and Professor Bruce Donoff</i>
15:30	End of Session (Free Time for Participants)
17:00	Leave Hotel
17:30	Dinner
19:00	Leave restaurant
19:30	Evening Entertainment

Thursday 11th March

The Leadership of Change

08:00	Breakfast
09:00	Depart for Harvard School of Dental Medicine
09:30	Reflections on Days 1-3 Leading Strategic Change <i>Dr Tom Kennie, Programme Facilitator</i> Frameworks for Leading Change Dealing with resistance to change Leading Institutional Change (see details at end)
10:30	Coffee Break
10:50	Leading Institutional Change (cont.) Principles of effective change management
12:00	Leading Change in Dental Education <i>Professor Nairn Wilson, Dean, King's College London Dental Institute</i>
12:30	Facilitated Discussion: The Changing Nature of Dental Education
13:00	Lunch
14:00	Global Oral Health Workshop <i>Professor Raman Bedi</i>
15:00	Break
15:20	Small Group Discussion Groups
16:30	Review and Key Issues
16:45	Return to Hotel
19:00	Depart from Hotel
19:30	Gala Dinner - Harvard Club <i>Presentation by Professor Paul Farmer Chair of the Department of Global Health and Social Medicine, Harvard Medical School.</i>

Friday 12th March

The Leadership of the Strategic Response

08:30	Breakfast
09:15	The Global Child Dental Health Taskforce: The Leadership Challenges and Responses <i>Professor Raman Bedi</i>
09:45	Maintaining Momentum and Building Leadership Capacity Implementing Global Leadership training <i>Dr Tom Kennie, Programme Facilitator and Professor Bruce Donoff, Harvard School of Dental Medicine</i> <ul style="list-style-type: none"> • The Global Dental LIVE Leadership Development Programme <ul style="list-style-type: none"> o Review o Discussion • Other Relevant Initiatives
10:30	Coffee Break
11:00	'Bringing it All Together' - Exercise Consultancy' Leading Your Strategic Response to Your Dental Agenda <ul style="list-style-type: none"> • Understanding the stakeholders • Developing your strategic plan • Your leadership challenges • Developing your team • Dealing with the implementation challenges • Priorities for action • Developing your style of leadership • Dealing with a crisis • Dealing with conflict
12:15	Personal Action Planning: Next Steps
12:45	Concluding Remarks
13:00	Lunch
14:00	Optional: Time for one-to-one or group discussions

Leading Institutional Change to Enhance the Dental Health of Children - Pre-workshop Request

In advance of attending the workshop participants are requested to submit details of an existing or emergent institutional change project which directly or indirectly will make a difference to the enhancement of the dental health of children and which you propose to explore with others during this program. You are invited to consider the following issues:

1. Project definition. What are you trying to accomplish? What is the aim? Who will benefit from this project?
2. The most significant change challenge which you are facing? What are the barriers to implementation?
3. The key stakeholders who you need to influence in order to progress the project?
4. Your current thinking on how you will evaluate whether your project has 'made a difference'?

No more than 2 pages are required and the information provided will be treated confidentially.

Main Sponsors



Colgate Palmolive and Henry Schein will fund a significant number of delegates. Preference will be given to countries participating in the GCDHT project.

<https://kcl.ac.uk/schools/dentistry/research/gcdht/>

We are grateful to Colgate-Palmolive and Henry Schein Inc for their support of this programme.