

Perspectives

From the Office of Faculty Development

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Where the world comes for answers



HARVARD MEDICAL SCHOOL
TEACHING HOSPITAL

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My Boston Children's Story – Adrienne Randolph, MD, MSc, HMS Professor of Anaesthesia in the BCH Department of Anesthesiology, Critical Care and Pain Medicine *Revising Career Plans and Building Collaborations Across Pediatric Subspecialties*

Following medical school at Stanford and pediatric residency and critical care fellowship at UCSF, I focused my research career on improving outcomes of critically ill children. I came to Boston Children's in 1997 as faculty in critical care. Soon after, I was funded to lead a 10 center randomized trial of mechanical ventilator weaning. In the years that followed I learned to both form partnerships and to expect to change direction when necessary.

We published the results in JAMA, and my pediatric research network grew to include 80 North American centers. Discerning what treatments were likely to work, however, required a deeper understanding of pathophysiology. I therefore revised my career path, studying genetic epidemiology of severe acute lung infections, training under Dr. Scott Weiss at the Channing Lab with a NIH K23 award. In 2005 with mentorship from Dr. Lou Kunkel, I set up my laboratory at BCH. In 2008, with CDC funding, I founded the Pediatric Intensive Care Influenza (PICFLU) Network that now includes 30 pediatric centers. With the help of BCH mentors including Dr. Raif Geha, I received NIH R01 awards on the immunobiology of life-threatening influenza infection in children. When SARS-CoV-2 emerged, I started the Overcoming COVID-19 Network, expanding to 65 hospitals. Building collaborations across multiple pediatric subspecialists and basic science experts at BCH and elsewhere has been key to the success of my clinical-translational research. Major obstacles early in my career were challenges obtaining multi-year funding and getting articles into high impact journals. Through persistence, and by learning from more experienced scientists at BCH and HMS, my success rate improved. In academia, being tenacious and assertive are essential traits of successful leaders, but not all people see these characteristics as positive in women. Upcoming BCH initiatives on diversity, equity and inclusion are essential for disrupting these stereotypes.



Adrienne Randolph, MD, MSc

Martha Murray, MD, Appointed Orthopedic Surgeon-in-Chief

Congratulations to Martha Murray, MD, HMS Professor of Orthopedic Surgery and a member of Boston Children's Department of Orthopedic Surgery for 20 years, who has been appointed Orthopedic Surgeon-in-Chief. Dr. Murray has worked primarily with the BCH Sports Medicine Division and has pioneered the BEAR (Bridge-Enhanced ACL Restoration) device for ACL injuries, a technique that promotes internal healing. Her awards include the Kappa Delta Award from the American Association of Orthopaedic Surgeons, the Cabaud Award, O'Donoghue Award, and Grana Award from the American Orthopaedic Society of Sports Medicine. In an 8/3 memo to the Children's community, Dr. Churchwell, President and Chief Executive Officer, and Dr. Laussen, Executive Vice President, Health Affairs, highlighted Dr. Murray's innovative spirit: "Dr. Murray's career is reflective of the guiding philosophy of our entire Department of Orthopedics team: a willingness to do — and learn — whatever is necessary for the benefit of patients, even if that means coming up with something that doesn't exist yet."



Martha Murray, MD

Director's Perspectives, by S. Jean Emans, MD

The fall months always seem to bring a fresh note of energy as well as some transitions and stressors. For assistance in getting your September workday started, please see Dr. Lauren Mednick's column on p. 5. One constant in our program: the Office of Faculty Development continues to highlight women's contributions at Boston Children's and I hope you read Dr. Adrienne Randolph's story on p. 1. We applaud Dr. Martha Murray's appointment as Chief of Orthopedic Surgery and look forward to seeing more women assume leadership roles throughout the hospital. Our faculty development program focuses on growing with your needs and challenges in mind and we would like to expand our workshop offerings this year to emphasize research leadership; please email any suggestions to ofd@childrens.harvard.edu.

HMS Adds New Significant Supporting Activity to Promotion Criteria: Diversity, Equity, and Inclusion (DEI)

In an 8/3 memo to all HMS-affiliated faculty, HMS Dean George Q. Daley announced that an innovative Significant Supporting Activity (SSA) has been added to HMS promotion criteria for eligible faculty. Dr. Daley stated that "with an SSA in DEI, faculty can now better highlight their work in building programs that increase workforce diversity, creating policies that address disparities in health outcomes and research and serving in leadership and committee roles that advance diversity initiatives, among many others." For more information, check the HMS FAQ on the DEI criteria: [DEI: Frequently Asked Questions \(harvard.edu\)](#)

Mininder Kocher, MD, MPH, Appointed President of the Pediatric Orthopaedic Society of North America (POSNA)

Congratulations to Mininder Kocher, MD, MPH, BCH Chief of the Division of Sports Medicine in the Department of Orthopedic Surgery, O'Donnell Family Endowed Chair, and HMS Professor of Orthopaedic Surgery, who has become President of the Pediatric Orthopaedic Society of North America. His selection for this position underscored his innovative surgical techniques, his work as team physician for many sports organizations, and his leadership experience at BCH and within professional groups, such as the Herodicus Society and the 20th Century Orthopaedic Association.



Mininder Kocher, MD, MPH

Congratulations to Leonard Zon, MD

Dr. Leonard Zon, MD, Grousbeck Professor of Pediatrics, Director of the Stem Cell Program, is one of the 64 newly elected life scientists into EMBO membership. EMBO (European Molecular Biology Organization) is an organization that promotes excellence in the life sciences in Europe and beyond. An election to the EMBO Membership recognizes outstanding achievements in the life sciences. The new members will provide expertise and guidance that will help EMBO to further strengthen its initiatives. EMBO Members are actively involved in the organization. They serve on EMBO Council, Committees and Advisory Editorial Boards of EMBO Press journals, evaluate applications for EMBO funding, and mentor early-career scientists. Collectively, they can influence the direction of the life sciences in Europe and beyond. See <https://t.co/cHtzTSpV5T?amp=1>



Leonard Zon, MD

What is Deaf Culture?

By Katie McCarthy, MBA, Coordinator, Outreach and Support; Deaf and Hard-of-Hearing Program

September is National Deaf Awareness Month, where people gain greater understanding of deaf culture and ASL through events, festivals, stories, and learn about issues that deaf people may still face in today's world.

Through taking American Sign Language courses or being involved in the Deaf community, people learn about the term deaf culture. Components of deaf culture include shared identity, language, values, norms, and social issues. Members of the Deaf community view deafness as a difference in human experience rather than a disability and take pride in their deaf identity. American Sign Language (ASL) has been a constant and cherished language within the community for over 200 years, ever since Thomas Gallaudet met a young deaf girl named Alice Cogswell, learned sign language, and established the first school for the deaf in Hartford, Conn., in 1817. From there on, the Deaf community thrived with access to education, language, and employment opportunities.

Deaf culture resources:

<https://www.nationaldeafcenter.org/sites/default/files/The%20Deaf%20Community-%20An%20Introduction.pdf>

<https://clerccenter.gallaudet.edu/national-resources/info/info-to-go/deaf-culture.html>

Department of Pediatrics (DoP) Quality Scholar Career Development 2021 Grant Recipients

The Department of Pediatrics Quality Program sponsors annual grants up to \$20,000 that support faculty members' career development in quality improvement science. The 2021 recipients are:

Christine Cherella, MD, HMS Instructor in Pediatrics, BCH Division of Endocrinology

Maireade McSweeney, MD, MPH, HMS Instructor in Pediatrics, BCH Division of GI-Nutrition

Alexandra Epee-Bounya, MD, HMS Instructor in Pediatrics, BCH Division of General Pediatrics



**Christine Cherella,
MD**



**Maireade McSweeney,
MD, MPH**



**Alexandra Epee-
Bounya, MD**

Update from the Office of Health Equity and Inclusion

At the 2021 Student National Medical Association Annual Medical Education Conference, Dennis Spencer, MD, PhD was elected as a Professional Board Member. He is a Pediatric Gastroenterologist and an HMS Instructor in Pediatrics.

Enid E. Martinez, MD, Associate Physician, Division of Critical Care Medicine, HMS Assistant Professor of Anesthesia, was awarded the 2021 Boston Children's Hospital (BCH) Institutional Centers for Clinical and Translational Research (ICCTR) Underrepresented in Medicine Faculty Clinical Research Grant. This grant was developed in collaboration with the ICCTR, Office of Health Equity and Inclusion and the Office of Faculty Development. This 2-year grant begins September 2021 and Dr. Martinez's project is entitled, "Examining the Role of Zonulin in Gastric Dysmotility in Critical Illness."

Robert H. Rosen, MD (Chief Resident in Pediatrics, Boston Combined Residency Program) and Amy Starmer, MD, MPH (Medical Director, BCH Clinical Pathways Program) have worked with a multi-stakeholder team of BCH staff and clinicians to examine "Race and Ethnicity in Clinical Pathways." This Working Group was initially under the Executive Co-Directorship of Valerie L. Ward, MD, MPH (Chief Equity and Inclusion Officer) and Jonathan Finkelstein, MD, MPH (former Chief Safety and Quality Officer) and now Dr. Ward and Sara Toomey, MD, MPhil, MPH, MSc (Interim Chief Safety and Quality Officer and Chief Experience Officer). This working group developed a framework for the interpretation of epidemiological associations between race and/ or ethnicity and health outcomes and the extent to which they should be applied in clinical practice. They reviewed the hospital's ~120 Clinical Pathways for references to race and/or ethnicity and applied this framework to three identified pathways: (1) ambulatory weight management; (2) acute viral illness; and (3) inpatient hyperbilirubinemia. In each case, the recommendation within the pathway that race and/or ethnicity should be incorporated as part of clinical decision-making originated from a national society guideline. Currently, they are evaluating updates to the language in specific pathways, summarizing their findings, and developing materials to direct clinicians to relevant educational resources.



Dennis Spencer, MD, PhD



Enid Martinez, MD



Robert Rosen, MD



Amy Starmer, MD, MPH

Jeanne Chow, MD, Appointed Interim Chief of Radiology

Jeanne Chow, MD, HMS Associate Professor of Radiology, has been appointed the Interim Chief of the Department of Radiology. Dr. Chow is a specialist in Fluoroscopy and Uroradiology and has served as the course director for Boston Children's Uroradiology Conference. In his 8/30/21 announcement, BCH President and CEO Kevin Churchwell emphasized Dr. Chow's wide-ranging vision: "Dr. Chow brings to this new role a passion for teaching and mentoring, a commitment to multidisciplinary research, and a respect and compassion for the patients and families who put their trust in the Department of Radiology every day."



**Jeanne Chow,
MD**

Please join the Office of Faculty Development as we welcome new faculty to Children's!

Anesthesiology, Critical Care and Pain Medicine

John Fiadjoe, MD
Asif Khan, MD
Keri Koszela, MD
Jennifer Perez, MD
Andrew Renuart, MD
Youyang Yang, MD

Cardiology

Kaifu Chen, PhD
Laura Gellis, MD
Shannon Lyon, MD
Cailyn Rood, MD
Eleonore Valencia, MD

Nathan VanDusen

Suya Wang, PhD

Lili Zhang, PhD

Gynecology

Frances Grimstad, MD
Jessica Shim, MD

Neurology

Stephanie Donatelli, MD
Molly Wilson Murphy, MD

Neurosurgery

Pokmeng See, MD
Xin Tang, PhD

Otolaryngology

Sara Gallant, MD
Aiden (Eliot) Shearer, MD, PhD

Pathology

Jacob Bledsoe, MD

Plastic Surgery

Daniel Balkin, MD, PhD

Program in Cellular and Molecular Medicine (PCMM)

Hongli Hu, PhD
Viet Le, PhD
Zhuoyi (Johnny) Liang, PhD
Novalia (Nova) Pishesha, PhD
Yongxin (Adam) Ye, PhD
Ying Zhang, PhD

Radiology

Maria Alejandra Bedoya-Velez, MD

Urology

Siam Oottamasathien, MD

Vascular Biology

Aram Ghalali, PhD
Joseph Italiano, PhD
Kwonmoo Lee, PhD
Kellie Machlus, PhD

Department of Pediatrics – Divisions

Developmental Medicine

Anne Arnett, PhD

Emergency Medicine

Alexandra Baker, MD
Ashley Marchese, MD
Kelsey Miller, MD

Endocrinology

Svetlana Azova, MD
Kevin Scully, MD
Jia Zhu, MD

General Pediatrics

Molly Wasserman, MD
Walter Wickremasinghe, MD

GI-Nutrition

Meghan Gibson, MD
Suzanna Hirsch, MD
Allison Wu, MD
Jason Zhang, MD

Hematology-Oncology

Francesca Alvarez-Calderon, MD, PhD
Wallace Bourgeois, MD
Kevin Campbell, MD
Ryan Flynn, MD, PhD
Riaz Gillani, MD
Emily Heikamp, MD, PhD
Marc Schwartz, MD, PhD
Jessica Tsai, MD

Infectious Diseases

Hanna Wardell, MD

Informatics

Felix Dietlein, PhD
William La Cava, PhD

Medicine Critical Care

Kate Marcus, MD

Newborn Medicine

Ai Wern Chung, PhD
Ravikiran Raju, MD, PhD
Anne Sullivan, MD

Pulmonary

Ryan Perkins, MD

If your name was inadvertently omitted, please email ofd@childrens.harvard.edu so we can add you to our distribution list.

Upcoming OFD Workshops

Digital Imaging Essentials

Thursday, October 7, noon to 1 p.m.
Speaker: Beth Beighlie, HMS Research Computing, Senior Client Services Representative
Co-sponsored by the Office of Faculty Development and the Office of Fellowship Training
Learn the basics of digital image preparation. Understand how to prepare images in one application for use in other applications. Learn the proper resolution and file format for images to be inserted in presentations, publications, and grant submissions.

Conflict Resolution Skills

Thursday, Nov 4, noon to 1 p.m.
Speakers: Melissa Brodrick, MEd, HMS Ombuds Office; Justin Neiman, MA, HMS Ombuds Office
Co-sponsored by the Office of Faculty Development and the Office of Fellowship Training
This interactive workshop will examine what you bring to conflict situations that may help or hinder you, some skills for handling conflicts when they arise and strategies to effectively prepare for and engage in conflict conversations in the future.

The Office of Faculty Development

Invites You to a Special Virtual Celebration

BCH Fellowships, Research, Medical Education, and Program Awards
Tuesday, October 26, 12 –1:00 PM, email ofd@childrens.harvard.edu
Sponsored by: Kevin Churchwell, MD, President and CEO;
Gary Fleisher, MD; Interim Chief Scientific Officer;
Jean Emans, MD, OFD Director; and Alan Leichtner, MD, MSHPEd,
Chief Education Officer

Wellness Tips By Faculty For Faculty - Is there a “best” way to start the day so stress is minimized?

By Lauren Mednick, PhD, Assistant Professor of Psychology and Surgery
Before even getting out of bed, many of us start our day with a quick look at our phone to review e-mails or see what we missed on social media while sleeping. Starting the day in this manner likely floods your brain with stress-inducing information and urgent requests. In an effort to minimize stress first thing in the morning, prior to picking up your phone, consider trying one of the following:

- Lay in bed and take some deep breaths or do a 5-minute meditation (Calm and Headspace are great Apps for this)
- Sit with a cup of coffee/tea and set your intentions for the day
- Read something positive
- Drink a large glass of water
- Exercise or do 5 minutes of stretching
- Listen to relaxing music or a funny audiobook while taking a shower

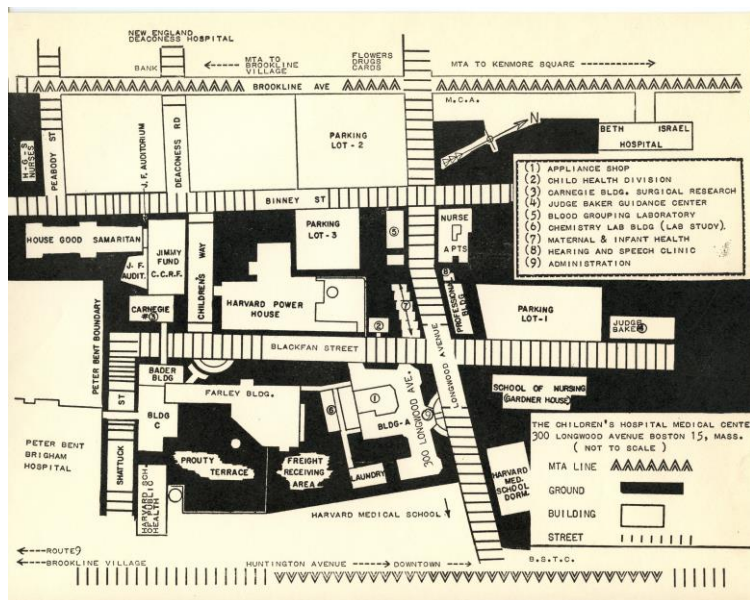
Be sure to choose a morning ritual that you can realistically commit to practicing each morning for at least 2 weeks. The longer you practice this new ritual, the more likely it will become a habit and lead to positive outcomes in how you feel at the start of each day.

From the Archives

Submitted by Alina Morris, MLIS, Hospital Archivist

How new faculty and trainees in 1964 learned to navigate the Longwood Medical Area

Campus map provided to incoming house staff: exterior map of Boston Children’s, 1964



Lauren Mednick, PhD

Make Monday Magical

Dr. Mednick’s tips will offer you a smoother way to start your workday. We all know that Monday morning always seems to loom large as a source of in-coming chaos. Turn Monday into something to look forward to by planning some special treats for yourself, family members, and/or friends. Check the list below and also consider ideas that might work for you:

- Prepare a special breakfast treat over the weekend and reserve it especially for Monday morning: muffins, overnight oatmeal or an oatmeal bake, banana bread, etc; add a nut butter topping or other items for a protein boost.
- Include a note in your child’s backpack that underlines how awesome he/she is
- Arrange an outing to your child’s post-school routine or your own post-work schedule; it doesn’t have to be complicated – just a walk in a park or a neighborhood stroll can be refreshing
- Have a new library book or paperback at home to read at night; a family movie night can also be discussed.

What can make your Monday magical? Please email any suggestions to ofd@childrens.harvard and we would be happy to publish them. And don’t forget that these tips might work for any problematic weekday.



What a summer walk revealed: an Indigenous corn garden emerging at the MFA

BCH Medical Library Hosts Monthly Virtual Book Chat

Are you a literary-minded physician or scientist searching for a community of fellow readers? Have you recently read a book that you couldn't stop thinking about and would like to express your enthusiasm (or criticism)?

Join the BCH Book Chat hosted by the Medical Library. The group meets the last Thursday of every month at noon to discuss books you are currently reading, what's on our reading lists, or simply to share reading recommendations? To join the mailing list and receive updates, please email librarian Anna Dorste at anna.dorste@childrens.harvard.edu.

Next meeting is September 30th at 12 PM. Zoom information is sent out the week of each meeting.

Medical Library Contact Information

Email: library@childrens.harvard.edu

Librarians:

Chloe Rotman, MLIS, Manager, Library Services

Anna Dorste, MLIS, Librarian

Alex Cronin, MLIS, Librarian



As of July 1, 2021, the library is open to all BCH staff: The Library doors are unlocked 8am–5pm, Monday–Friday. Open 24/7 to Boston Children's personnel with ID badges.

Office of Faculty Development

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