



**Boston
Children's
Hospital**

Where the world comes for answers



**HARVARD MEDICAL SCHOOL
TEACHING HOSPITAL**

Overview of Faculty Development Resources at Boston Children's Hospital

2023-2024

Sponsored by the Office of Faculty Development

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OFD website: childrenshospital.org/ofd

OFD Twitter page: <http://twitter.com/BCHFacultyDev>

The OFD works in collaboration with the:

Department of Education: Alan Leichtner, MD, MSHPEd, Director and Chief Education Officer

Office of Health Equity and Inclusion: Valerie Ward, MD, MPH, Senior Vice-President and Chief Equity and Inclusion Officer



Our Mission

Provide the highest quality health care
Be the leading source of research and discovery
Educate the next generation of leaders in child health
Enhance the health and well-being of the children and families in our local community

Core Values

Communication: Speak and listen respectfully, communicates clearly and responds thoughtfully and promptly

Respect: Treat others with empathy and compassion; values our differences

Excellence: Achieve the highest standards of performance every moment of every day

Accountability: Hold ourselves and each other to higher standards of performance through attention to detail and personal integrity

Teamwork: Collaborate to achieve cooperative solutions

Innovation: Demonstrate and support openness to change and new ideas

Source: <http://www.childrenshospital.org/about-us/mission-and-values>

***“If you want one year of prosperity, grow grain; if you want 10 years of prosperity, grow trees;
and if you want 100 years of prosperity, grow people.”***
Ancient Asian proverb

Dear Faculty,

It is with great pleasure that we welcome you to Boston Children’s Hospital. We are proud that our hospital has been a leader in child health for 150 years. As the primary pediatric teaching hospital of Harvard Medical School, we value our clinical, research, education, and community service missions and celebrate our new faculty who will continue to advance child health.

It is our hope that you will achieve a deep and abiding satisfaction in your careers, and be an integral part of our community. We look forward to contributing to your career development at Children’s by providing seminars, fellowships, resources, newsletters, mentorship models, and one-on-one meetings.

This booklet was written in the spring of 2023, a transitional time for our program as Dr. Jean Emans retired in April and we welcomed new leadership: Hans Oettgen, MD, PhD, as Director, and Nicole Ullrich, MD, PhD, MMSci, Associate Director and Director of the new Office for Women’s Careers. In an OFD newsletter column, Drs. Oettgen and Ullrich emphasized Dr. Emans’ legacy: “Not only has Jean provided personalized inspiration and guidance via her trademark career counseling sessions and advocated on our behalf with Department Chairs and BCH administration, she has also supported faculty advancement through a wide-range of initiatives as well as new funding mechanisms for junior faculty. Programs through the OFD have created leadership opportunities and provided specific training in research, mentorship and leadership.”

The Office of Faculty Development strongly supports Boston Children’s efforts to promote social justice, inclusion and health equity. We plan to continue to actively collaborate with other BCH Offices and Departments, particularly the Office of Health Equity and Inclusion and the Department of Education, in these endeavors.

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Director, Office of Faculty Development

Nicole Ullrich, MD, PhD, MMSci
Associate Director and Director of the Office for Women’s Careers

Carla Kim, PhD
Director, Basic Science Career Development

Maxine Milstein, MBA
Program Director, Office of Faculty Development

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Office of Faculty Development (OFD)

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The OFD works in collaboration with the:

Department of Education: Alan Leichtner, MD, MSHPEd, Director and Chief Education Officer

Office of Health Equity and Inclusion: Senior Vice-President and Chief Equity and Inclusion Officer

Mission:

The mission of the Office of Faculty Development (OFD) is to facilitate the career advancement and satisfaction of faculty at Boston Children's Hospital, fostering careers particularly of junior faculty, and increasing leadership opportunities for women and faculty underrepresented in medicine (UIM).

Program Goals:

- Foster academic promotion, professional guidance, and career satisfaction for all faculty members
- Establish a "Climate of Success" through mentoring, skill building, workshops, and dedicated resources
- Promote excellence in teaching, research, clinical care, and community service
- Support work/life balance initiatives
- Promote diversity and cultural competence in collaboration with the Office of Health Equity and Inclusion (OHEI)
- Promote teaching and educational scholarship with the Department of Education
- Create comprehensive faculty communication vehicles within the Boston Children's Hospital academic community
- Forge collaborations across HMS Office of Faculty Affairs (OFA); HMS/HSDM Office for Diversity Inclusion and Community Partnership (DICP); Harvard School of Public Health (HSPH); and other HMS-affiliated institutions

Reminders to Faculty:

- Check your OFD email messages for information on our upcoming workshops and multi-institutional programs
- Read *Perspectives*, the OFD newsletter, for workshop reports and updates on hospital initiatives that pertain to faculty
- Review the OFD website for resources concerning the Annual Career Conference, mentoring, fellowship opportunities, The Academy for Teaching and Educational Innovation and Scholarship at Boston Children's Hospital, and other programs
- Email us for questions or to make an appointment to meet with either Dr. Hans Oettgen, Dr. Nicole Ullrich, or Dr. Carla Kim regarding your CV, promotion, and career development: ofd@childrens.harvard.edu,

<http://www.childrenshospital.org/ofd>
OFD Twitter: twitter.com/BCHFacultyDev

Office of Faculty Development (OFD) Advisory Committee

Elizabeth Armstrong, PhD
Sandra Burchett, MD, MS
Vincent Chiang, MD
Lynne Ferrari, MD
Laurie Fishman, MD
Margaret Kenna, MD, MPH
Carla Kim, PhD
Monica Kleinman, MD

Alan Leichtner, MD, MSHPEd
Frederick H. Lovejoy, MD
Joseph A. Majzoub, MD
Shari Nethersole, MD
Jane W. Newburger, MD, MPH
Lori Newman, MEd
Orah S. Platt, MD
Tina Young Poussaint, MD

Elizabeth Rider, MD, MSW
Chloe Rotman, MLIS
Lynda Schneider, MD
Lydia Shrier, MD, MPH
Valerie L. Ward, MD, MPH
Alan Woolf, MD, MPH

Women Faculty Careers (WFC) Council

Andrea Bauer, MD
Laurie Fishman, MD
Susan Goobie, MD
Ingrid Holm, MD, MPH
Carla Kim, PhD
Margaret Kenna, MD, MPH
Jennifer Mack, MD, MPH
Maitreyi Mazumdar, MD, MPH
Mary Mullen, MD, PhD
Lise Nigrovic, MD, MPH
Nicole Ullrich, MD, PhD
Valerie Ward, MD, MPH

Women Faculty Careers (WFC) Advisors

Theresa Becker, DO
Hong Chen, PhD
Ming-Hui Chen, MD, MMSc
Sangita Choudhury, PhD
Christy Cummings, MD
Lynne Ferrari, MD
Lindsay Frazier, MD
Carly Guss, MD, MPH
Emma Knowles, PhD
Lois Lee, MD, MPH
Rebekah Mannix, MD, MPH
Amy O'Connell, MD, PhD
Elizabeth Rider, MSW, MD
Christiana Russ, MD
Sarah Teele, MD, MSHPEd
Sarah Toomey, MD, MPhil, MPH, MSc
Paula Watnick, MD, PhD
Carol Weitzman, MD

Office of Faculty Development Services

The Office of Faculty Development (OFD) at Boston Children's Hospital (BCH) was founded in 2001 with the goals of recruiting and retaining the best faculty, facilitating career advancement and satisfaction, and increasing leadership opportunities, particularly for women and minorities. Our services over the past 21 years have focused on fostering the careers of faculty at Children's Hospital, through career conferences, seminars, funded fellowships, mentoring models, a family and career network, library resources, a newsletter (Perspectives), a dedicated website and Twitter page, a teaching Academy, and one-on-one meetings with faculty

Boston Children's Hospital Mentoring Guidelines

The OFD in collaboration with our Advisory Committee and Department/Division/Program Chairs created the framework for the "Community of Mentors" program at Boston Children's. The effort begins with an appointed mentor at the division or department level, and guides mentees to create their own mentor team with the support and advice of their own division or department senior faculty. The OFD helps faculty assess their needs and facilitate matches. The OFD has updated the mentoring booklets, *Successful Mentoring for Early Career Faculty* and *Strategies for Mentors*, available on our website, to highlight the importance of "Developmental Networks," a framework defined by Kathy Kram, Monica Higgins, David Thomas, and others. These networks which include one's Community of Mentors as well as colleagues, subordinates, mentees, family, and friends provide access to knowledge, opportunities, and resources across institutions and cultures.

Career Development Fellowships

Cosponsored by the Basic/Translational Research Executive Committee and the Clinical and Translational Research Executive Committee

Established in 2002, the Faculty Career Development Fellowships provide transitional funding to sustain research productivity and career growth during critical years. The faculty fellowships currently provide \$50,000/year for 2 years. Since 2013, 13 fellowships have been awarded each year with a

25% department cost-share. Four of the thirteen 2021 awards were designated for junior faculty who belong to a racial/ethnic population underrepresented in medicine and science (UiM) OR for faculty who have family responsibilities such as being the primary caregiver for children and/or parents. The other nine are unrestricted. In 2021 and 2022 funding (\$25,000/year for 2 years) from the Harvard Catalyst and the ICCTR was added for investigators proposing clinical or clinical/translational research projects to cover the cost of a Clinical Research Coordinator and/or Clinical Research Project Manager. For 2022 and 2023, CTREC funded two additional awards, bringing the total to 15 (5 of which are designated). The Faculty Career Development Fellowship awardees are honored by both a fall reception at BCH and the HMS Miles and Eleanor Shore Fellowship ceremony at HMS. A list of fellowship recipients can be found on the OFD website: www.childrenshospital.org/ofd, under "Fellowships and Opportunities."

Prior Topics for Seminars:

- **Promotion sessions** by HMS OFA leaders highlighting the HMS promotion criteria and CV format. These sessions cover all relevant HMS faculty ranks: Instructors, Assistant Professors, and Associate Professors. HMS OFA also has recorded sessions for faculty review. The Office of Faculty Development is available to present Promotion workshops to departments and divisions upon request.
- **Orientation in July** for new faculty conducted with senior leaders
- **OFD fellowship and health professions education award ceremony in October** to honor faculty who have been awarded Children's and HMS fellowships, research and health professions education grants
- **Conflict Resolution and Negotiating Up Workshops**
Melissa Brodrick, MEd, and Justin Neiman, MA, Harvard Ombuds Office
- **Making Science in Fiber Arts**
Elissa Weitzman, ScD, MSc
- **Self Help Strategies in a Challenging World**
Shawn Cameron, MS; Emily Davidson, MD; Lauren Mednick, PhD; Christine Sinclair, MA, MS, RD
- **Communication in a Multi-Cultural Environment**
Jenn Mahony JD, BCH Ombuds Office Director and Lu-Ann Pozzi, PhD, OFT Administrative Director
- **iCite Library Workshop**
Chloe Rotman, MLIS, Manager of BCH Library Services
- **Introduction to American Sign Language (ASL) and Intermediate ASL**
twice weekly longitudinal courses by Katie McCarthy, MBA, BCH Deaf and Hard of Hearing Program
- **How to Plan a Productive Annual Career Conference**
Hans Oettgen, MD, PhD Margaret Kenna, MD, MPH and Alan Leichtner, MD, MSHPEd
- **Time Management Solutions**
Lydia Shrier, MD, MPH
- **Research Support and Guidance**
 - Getting Your Clinical Research Funded**
Isaac Kohane, MD, PhD
 - Getting Your Basic Research Funded**
Joseph Italiano, PhD
 - Strategies for Applying for BCH Research Grants**
Jean Emans, MD; Judith Fleming, PhD; Ellen Grant, MD, Jordan Kreidberg, MD, PhD
 - Getting Your K Award Funded: Constructing the Career Development Plan and Mentor's Statement**
Maria Konaridis, PhD, Executive Director, Masonic Medical Research Institute

Finding Funding Opportunities

Theresa Applegate, Director, Office of Sponsored Programs (OSP), Lu-Ann Pozzi, PhD, OFT Administrative Director

Writing for Scientific Publication

Lydia Shrier, MD, MPH and Amy Shafir, ScD

- **Presentation and Technical Skills:** key components of strong scientific presentations, including designing reliable on-screen presentations and digital imaging

The OFD co-sponsors events with the Office of Fellowship Training (OFT), now the Office of Postdoctoral Affairs, such as those focusing on research skills, Ombuds and presentation workshops. Other co-sponsors include the Office of Health Equity and Inclusion (OHEI) and the Sandra L Fenwick Institute for Pediatric Health Equity and Inclusion; these events pertain to designated Grand Rounds and Pediatric Health Equity Symposium events including Women in Medicine and Science, Indigenous Culture Grand Rounds, and the HMS Women in Science and the JCSW Professional Equity Symposia.

New 2022-23 OFD initiatives

BCH Women Faculty Advancement Initiatives

The OFD has spearheaded an initiative to support the needs of Women faculty at BCH including addressing the paucity of Women faculty in leadership positions. In the summer of 2021, the OFD established 2 groups: the Women Faculty Careers at BCH (WFC) Council which meets monthly and the WFC Advisors, which meets every 6 months. The WFC Council has developed a list of 35 practices, policies and recommendations to address the barriers women (and UIM) faculty face in the BCH environment which led to the development of 8 priority issues for 2022). Of note, salary review led the list; for additional information, email ofd@childrens.harvard.edu. Drs. Emans and Kim met with the leaders of the 36 departments, DOP divisions, and Programs and found significant progress in meeting these goals. The disparities that women faculty experience are not unique to BCH, but rather are encountered across academic medicine and science.

The OFD, in collaboration with the Office of Health Equity and Inclusion and Health Affairs leadership, has proposed the following initiative:

- **Support Program for Parents** to provide improved support for faculty parents to address work/life balance concerns, improve faculty retention and productivity including pairing new parents with experienced BCH faculty as Parental Wellness Advocates and providing a stipend for lactation supplies and/ or infant formula/food.

Multi-Hospital Programs, Courses, and Events: The OFD collaborates with the faculty development offices at 8 other HMS hospitals (BWH, MGH, BIDMC, Joslin, DFCl, McLean, CHA, MEEI) and the HMS Offices for Faculty Affairs and Diversity Inclusion and Community Partnership and the Department of Population Medicine, through the Consortium of Harvard Affiliated Offices for Faculty Development and Diversity CHADD to invite speakers, sponsor events, and develop courses, and develop search committee guidelines and diversity initiatives across HMS. Dr. Emans and Maxine Milstein also represent BCH on the HMS Joint Committee on the Status of Women (JCSW).

Annual events include:

HMS Office for Faculty Affairs (OFA)

- Leadership Development Course for Physicians and Scientists
- New England Network for Faculty Affairs (NENFA) Meetings

HMS Office of Diversity Inclusion and Community Partnership (DICP)

- Leadership and Faculty Development Program Conference
- Black History Month events and programs
- Latinx Heritage Month events and programs
- LGBT events and programs

Consortium of Harvard Affiliated Offices for Faculty Development and Diversity (CHADD)/ Harvard Catalyst half-day Mentorship Course

Perspectives: Newsletter for BCH Faculty

The OFD introduces new programming, initiatives, and items of interest to faculty through our newsletter. We also report on events at Children's and HMS. *Perspectives* includes articles on workshops, mentoring, medical education, and leadership development.

OFD Twitter Page

In 2009 the OFD launched a Twitter page: twitter.com/BCHFacultyDev, with notes on OFD programs and online links to publications of interest to faculty to broaden our network and outreach. The site includes 203 followers, both internal and external.

Work-Family Programs

The OFD sponsors a seminar series for faculty balancing family life and a career in academic medicine and an annual outing for faculty and their families. In fall 2022 more than 40 attendees went apple picking. In addition, faculty peer support groups offer a comfortable environment for participants to share challenges and solutions in areas of career, family and personal development. Discussions on topics of interest such as "How and when to say Yes or No," led by Drs. Sara Forman, Marisa Brett-Fleegler, and Program Director Maxine Milstein, are also scheduled for the group as a whole. Members are a mix of various specialties, different career stages, and differing career focus. This experience allows faculty to meet others from different divisions and departments within the hospital and to discuss ways to have successful balance in their life's journey. In addition, the OFD hosts a textile meet-up "Making Science in Fiber Arts," with faculty facilitator, Dr. Elissa Weitzman, for faculty, trainees, and staff, to discuss both science-related projects and worklife issues.

The Children's Hospital Library and the Career and Faculty Development Collection

The Library puts together special exhibits corresponding to OFD programs and observances such as "September is Women in Medicine and Science Month," etc. The Library, in conjunction with the OFD, also profiles a wellness display. The Career and Faculty Development Collection, located in the Children's Library, provides faculty with information on professional and personal development. Included are materials on scientific writing, grant preparation, presentations, teaching, communication, and mentoring strategies. The weekly Leadership LibGuide <http://childrenshospital.libguides.com/leadership>, includes resources such as business/healthcare management databases, TED talk videos on leadership, Harvard Business Review's recommended reading on various leadership topics, links to useful associations, and selected health care reform resources.

Appointments with OFD Faculty Director, Hans Oettgen, MD, PhD, Nicole Ullrich, MD, PhD, Associate Director, and Basic Science Career Development Director, Carla Kim, PhD

OFD leadership provides appointments on promotion and CVs either through office visits or via Zoom. Email ofd@childrens.harvard.edu; to schedule an appointment.

Boston Children's Resources**Boston Children's Hospital Trust: Foundation Relations**

<http://web2.tch.harvard.edu/trust/>

Contact: FoundationRelations@chtrust.org

The Boston Children's Hospital Trust is the fundraising arm of Boston Children's Hospital. It is the only entity authorized to fundraise for the Hospital. The Trust identifies, cultivates, and solicits philanthropic support by engaging individuals, corporations, foundations, and organizations aligned with the Hospital's mission and priorities. It does so while representing the mutual interests of both donors and the Hospital.

The Foundation Relations Team at the Trust partners with private foundations to highlight work

conducted at BCH with the goal of increasing grant funding to the Hospital. Working with a broad spectrum of foundations, the team builds relationships, which grow into meaningful partnerships that fuel innovation. We provide a range of services and resources to assist faculty with securing grant funding from private foundations, including funding opportunity identification, project conceptualization, and comprehensive proposal process support.

If you are interested in exploring foundation funding, please email FoundationRelations@chtrust.org with your name, program area, starting date of your BCH faculty appointment, and your NIH Biosketch and/or short form CV. A team member will follow up to discuss your research and specific funding needs.

Clinician Support, Office of (OCS)

<http://web2.tch.harvard.edu/ocs/>

David R. DeMaso, MD, Director, 617-355-6724

Lauren Coyne, RN, MS, LICSW, 617-355-6747

Annamarie Spring, MSN, PMHNP-BC, 617-919-0263

Dionna Cobb, OCS Coordinator, 617-355-6705

The Office of Clinician Support (OCS) provides a safe place for all faculty to discuss and resolve a wide range of workplace and personal issues. The OCS is a confidential setting designed to support the health and wellness of the faculty. Offering virtual or in-person (first floor of 319 Longwood Avenue), the OCS is able to respond to a wide range of faculty problems ranging from helping to understand work-engendered stresses (e.g., adverse events) to respond to work-related concerns (e.g., interpersonal conflicts) to promoting faculty wellness (e.g., burnout). All faculty are seen at no charge with referrals to outside professionals as needed. The OCS staff will make arrangements to meet at a convenient time, often within 24-48 hours. For more information and/or to make an appointment, please contact Dionna Cobb. You may also speak directly with Lauren Coyne, Annmarie Spring, or David DeMaso. Confidential messages can be left on any of the above telephone numbers.

Doctors Offering Coping Support (DOCS) in the Office of Clinician Support

<http://web2.tch.harvard.edu/ocs/mainpageS3177P2.html>

Contact to arrange a meeting: Dionna Cobb, OCS coordinator

at docs@childrens.harvard.edu or 617-355-6705

Doctors Offering Coping Support (DOCS) is a free peer support program offering support *by physicians for physicians* who are experiencing distress related to their work environment. DOCS coaches are available to assist with work-related stress which can arise while caring for very ill children, dealing with adverse events, work environment stresses, and/or managing the high expectations of Boston Children's. DOCS is comprised of a group of well-respected physicians representing diversity in experience, gender, and ethnicity.

Confidentiality of all parties is closely respected, and information is shared only in unusual circumstances. You may speak directly with Lauren Coyne or David DeMaso for further program information.

Community Health, Office of

<http://www.bostonchildrens.org/community>

Shari Nethersole, MD – Vice President for Community Health and Engagement

Main Phone: 617-919-3055

Fax: 617-919-3118

Boston Children's Hospital's community mission is to improve the health and well-being of children and families in our local community. The Office of Community Health brings together hospital and community resources to address health disparities, improve health outcomes, and promote health equity. This role includes:

- Working with community partners to support families and address the social determinants of health
- Understanding the greatest health and non-health concerns for families in our local community and identifying the best ways for the hospital to address those issues

- Coordinating and stewarding resources to implement programs and efforts in the areas of mental and behavioral health, obesity, asthma and early childhood
- Building capacity and strengthening relationships with Boston community health centers
- Leveraging partnerships with key community and city organizations including the Boston Public Schools, Boston Public Health Commission and other local groups
- Supporting Boston Children's at Martha Eliot in its efforts to care for children and families, as well as those living in the surrounding community
- Implementing community programs and services from across the hospital to address community needs
- Communicating and reporting about the hospital's community health efforts and partnerships
- Influencing policy and practice to improve care and support for children and families
- Overseeing the hospital's investment in community-based programs and efforts to improve child health through its Determination of Need (DoN) Community Health Initiative Process
- Supporting the hospital's role as an Anchor Institution: driving hiring, purchasing and investments that are local and build community assets

Compliance Program

<http://web2.tch.harvard.edu/compliance/>

To report a complaint or allegation – for anonymous calls:

Boston Children's Hospital Compliance Hotline 888-801-2805 (toll free, available 24/7)

Compliance Office: 857-218-4681

Timothy C. Hogan, JD, FHFMA, CHC – Vice President and Chief Compliance Officer

timothy.hogan@childrens.harvard.edu, 857-218-4680 (internal ext. 8-4681)

For questions related to Billing Compliance:

Margaret Fisher, RN, MPH, CCS-P, CCS - Director of Billing Compliance

margaret.fisher@childrens.harvard.edu, 857-218-3271 (internal ext. 8-3271)

For questions related to HIPAA Compliance / Patient Privacy:

James (Jay) Downing, JD, CHC, CCEP - Privacy Officer

james.downing@childrens.harvard.edu, 617-919-4309 (internal ext. 4-4309)

For questions related to Research Compliance:

Fariba Houman, PhD, CIP, Research Compliance Officer

fariba.houman@childrens.harvard.edu, 617-919-1573 (internal ext. 4-1573)

For questions related to Conflict of Interest:

Alisia Lamborghini, JD, CHC Conflict of Interest Officer

alisia.lamborghini@childrens.harvard.edu, 857-218-4675 (internal ext. 8-4675)

For questions related to Export Control

Andrew Goodman, Export Control Officer

Andrew.Goodman@childrens.harvard.edu, 617 919 1663 (internal ext. 41663)

For general questions related to Compliance:

Susan Levesque - Compliance Program Coordinator

susan.levesque@childrens.harvard.edu, 857-218-4681 (internal ext. 8-4681)

Boston Children's Hospital recognizes that conscientious adherence to professional and ethical conduct is essential to our mission. We are committed to meeting the highest standards for honesty and integrity in all business practices.

The Boston Children's Compliance Program promotes the prevention, detection, and resolution of conduct that does not conform to legal, policy, or business standards. The Compliance Department is charged with helping individuals to understand their role and responsibility in complying with federal and state legal requirements, as well as the policies of Boston Children's Hospital.

The Boston Children's Compliance Manual provides a summary of important legal obligations applicable to our services and activities. The Compliance Manual is available on the Compliance Department's intranet website (listed above).

Individuals are required to carry out their duties in accordance not only with all applicable laws and regulations, but also in accordance with the policies of Boston Children's Hospital. All employees, staff, contractors, and others who do business with Boston Children's have an obligation to report any known or suspected violations to their supervisor, the Compliance Department, or the Anonymous Compliance Hotline.

BCH Code of Conduct, BCH Compliance Manual:

Faculty are required to adhere to the hospital-wide Code of Conduct.

As stated on the Compliance website, the Code of Conduct applies to anyone involved with Boston Children's, whether trustees, employees, medical staff, physician practice groups at the Hospital (the Foundations), even students and volunteers. It is intended to maintain and reinforce Boston Children's commitment to conduct our affairs in compliance with state and federal laws and established standards of business and professional ethics, and it also highlights policies of particular importance that apply to all members of the Children's community, including faculty. Please also review and understand the Compliance Manual as it contains policies and procedure and expectations for all who are involved with making Boston Children's Hospital the world class organization it is. Failure to abide by the standards defined in these documents will lead to corrective action.

Department of Education

<https://dme.childrenshospital.org/>

Alan Leichtner, MD, MSHPEd - Chief Education Officer of the Department of Education

Jennifer Kesselheim, MD, MEd - Designated Institutional Official

Lori Newman, MEd - Director of Professional Development in Education

Lesley Niccolini, BA – Director of Education Administration

Tery Noseworthy, C-TAGME – Director of Graduate Medical Education

Katherine O'Donnell, MD, Director of Undergraduate Medical Education

Dan Schwartz, EdM – Director of Educational Technologies

In 2020, the Boston Children's Hospital Education Council was established to provide oversight and strategic direction for education programs across the institution. Membership includes leaders representing all professional training programs, and the Office of Faculty Development, SIMPeds, OPENPediatrics, Patient Safety and Quality, Patient Experience, the Office of Health Equity and Inclusion, Human Resources, and Research Administration.

Continuing Education

The Continuing Education Department at Boston Children's Hospital is passionately committed to improving patient care and safety by providing high-quality, interprofessional educational programs to healthcare professionals across the globe.

The department offers a wide range of accredited activities for healthcare providers to advance their professional development, education and training. Our in-person and online courses are designed and taught by leading pediatric medicine experts and span various healthcare topics, specialties, and innovations.

The Continuing Education Department provides a comprehensive catalog of on-demand courses for healthcare providers. We created this website to allow a self-guided learning pathway that brings the classroom to you.

Each course is designed to meet the learner's needs, keeping them engaged and allowing them to complete the course at their own pace. Some of our highlighted courses include but are not limited to Food Intolerance and Food Allergies, Asthma, Problematic Interactive Media Use, COVID-19 Updates, Non-Medical Opioid and Opioid Use Disorders, Behavioral Health, and our new podcast Boston Children's Answers Raising Celiac. All courses are available for CE credit.

To view our courses and learn more, visit <https://dme.childrenshospital.org/continuing-education>.

Educational Technology and Design

The Office of Educational Technology and Design provides services, resources, and consultation to hospital faculty interested in designing and developing digital learning solutions. The OETD collaborates with educators on both comprehensive instructional design and the production of audio, video, and graphics for online courses and interactive applications. The office also administers an online learning platform for both internal training and external professional development. To inquire about OETD services, reach out to dan.schwartz@childrens.harvard.edu.

Graduate Medical Education

Boston Children's Hospital Graduate Medical Education (GME) is dedicated to providing world-class clinical and academic training. The institution prioritizes the development of outstanding clinicians dedicated to high-quality, safe, and equitable care for children. We aim to create a learning environment that supports shared training goals while recognizing and supporting individual needs. We foster the development of leadership skills and trainee well-being that enables them to advance patient care and population health through research, education, quality improvement, innovation, and advocacy. Boston Children's Hospital GME also aims to build community through efforts focused on faculty development, diversity, equity and inclusion, interprofessional training, and public service. GME supports 41 BCH ACGME accredited programs and 35 non-accredited programs. There are 475 residents and fellows based at BCH, along with more than 900 residents and fellows rotating here each year from other institutions

The Academy for Teaching and Educational Innovation and Scholarship:

The Academy for Teaching and Educational Innovation and Scholarship at Boston Children's Hospital aims to foster health professionals as educators and scholars within the BCH community. Through various professional development initiatives, it promotes excellence and advancement of teaching and educational research across the hospital. These initiatives include opportunities for professional development, such as a series of monthly seminars and biannual education retreats, along with scholar groups led by experts that encourage educational research and innovation. The Academy also provides grants for education, clinical teaching awards, teaching consultations, as well as interprofessional, multidisciplinary, and cross-hospital education programs.

The co-directors of the Academy are Dr. Alan Leichtner and Ms. Lori Newman, who collaborate with a team of associate directors. These directors oversee Interprofessional Education, Educational Inclusion, Professional Development, Education Scholarship, and Educational Consultation.

The Academy has experienced tremendous growth since its restructuring in 2015, with 400 members currently comprising the Academy, including 53 new members in 2022. Members choose between standard and scholar tracks and are divided into senior, standard, and trainee levels. The membership is diverse, representing over 50 divisions, departments, and hospital units across the institution, including physicians, nurses, social workers, psychologists, nutritionists, dentists, pharmacists, and PhD researchers.

The Academy's monthly seminar series is presented virtually, modeling how educators can best teach online. Examples of the 2022 seminar topics included: *Teaching and Learning with an Intersectional Lens*, *Exploring Individual and Team Resilience in Healthcare*, and *Using Educational Alliances to Improve Feedback Relationships*. The spring 2022 education retreat

focused on *Every Teacher is a Leader: Tapping Into Effective Leadership Skills in Your Role as an Educator*.

Undergraduate Medical Education

Pediatrics Clerkship at Boston Children's Hospital

Boston's Children's Hospital serves as a core teaching site for Harvard Medical School students. The BCH UME team directs pre-clerkship phase educational sessions on pediatric H&P skills, the Core Clerkship in Pediatrics, the Clinical Capstone in Pediatrics, and numerous advanced electives. The 6-week Core Clerkship in Pediatrics provides a forum for students to have a broad exposure to pediatrics (with students rotating through inpatient teams, primary care clinics, and newborn nursery settings) and to build widely applicable skills in communication, physical exam, clinical reasoning, teamwork, and navigating systems of care.

Visiting students seeking advanced elective opportunities at BCH can visit <https://meded.hms.harvard.edu/exclerks> to learn more about eligibility, application information, and available electives at Children's Hospital through the HMS Exchange Clerkship Program.

The Visiting Clerkship Program (VCP) provides support for fourth-year and qualified third-year medical students, especially those from groups underrepresented in medicine (URiM) as defined by the AAMC (e.g. African American, Hispanic, Latinx, American Indian, Alaskan Native) to participate in the Harvard Medical School Exchange Clerkship Program.

Employee Lactation Support Program

<http://web2.tch.harvard.edu/lactation/mainpageS3156P4.html>

Nursing Mothers' Lounges – Lactation Rooms:

http://web2.tch.harvard.edu/lactation/Documents/zzLactation_room_list_2023_REV_May.docx

Kimberly Barbas, RN, IBCLC – Director, Lactation Support Program, 617-355-0005,

kimberly.barbas@childrens.harvard.edu

Lactation Rooms are available for employees who need to express breastmilk during work hours. These rooms have hospital-grade electric breast pumps (Medela Symphony) available for use and a sink for cleaning equipment. Electric breast pumps require the purchase of a Symphony breast pump kit for individual use. Use of these rooms is first-come/first-serve basis, and some rooms require a combination code for entry. For a list of lactation rooms please visit the website:

http://web2.tch.harvard.edu/lactation/Documents/zzLactation_room_list_2023_REV_May.docx

The lock combinations to the employee lounges are available from the Hale Family Center for Families (5-6279), located in the Main Lobby, during their operating hours or from the lactation office (5-0005).

Returning to work classes are held on the first Tuesday of the month from 1 - 2pm via Zoom (Sign up through Net Learning). This class is for employees returning to work and planning to continue breastfeeding and include an orientation to the breast pump. Email kimberly.barbas@childrens.harvard.edu for more information.

Ethics, Office of, and Ethics Advisory Committee

<http://web2.tch.harvard.edu/ethics/>

An Ethicist-on-Call can be reached 24/7 at beeper #3418, and the Office of Ethics can be reached at 5-6920 during regular business hours.

The Office of Ethics and Ethics Advisory Committee (EAC) offer educational resources and services to support BCH clinicians, patients and families in dealing with ethical concerns about patient care. When there is uncertainty or disagreement involving values (for example, when people disagree about whether a particular course of care would benefit or harm a child), there is a range of ethics services that can be accessed by any individual, family or team. These include informal conversations

to explore individual concerns, facilitation of clinical team meetings, and a more formal process of ethics consultation to help resolve differences among patients, families and teams. Ethics support may be requested at any time via the ethics on-call beeper or Office of Ethics, as noted above.

Periodic ethics rounds are offered on a number of units for case discussion and education. If you would like to be aware of rounds on units in which you work, or if you have a topic to suggest for rounds, please contact any of the ethics staff members: Clinical Ethicists: Kerri Kennedy, MA, RN (4-4437, beeper #5995, kerri.kennedy@childrens.harvard.edu), Jonathan M. Marron, MD, MPH (617-632-3453, beeper #6916, jonathan_marron@dfci.harvard.edu) and Lisa Taylor, JD, MS (4-6196, beeper# 6333, lisa.taylor@childrens.harvard.edu).

Finally, the Ethics Advisory Committee often participates in the development or review of ethics-related policies for programs, departments or the hospital. If interested in this service, please be in touch with the EAC co-chairs.

Co-chairs of the Ethics Advisory Committee are Kerri O. Kennedy, MA, RN, HEC-C, Senior Clinical Ethicist (4-4437, beeper #5995, kerri.kennedy@childrens.harvard.edu) and David K. Urion, MD, FAAN, Charles F. Barlow Chair, Department of Neurology (5-7819, beeper #1409, david.urion@childrens.harvard.edu).

BCH staff may participate in many programs offered by the Center for Bioethics at Harvard Medical School. Christine Mitchell, RN, MS, MTS, FAAN, and Robert Truog, MD (also a BCH clinician), are the Executive Director and Faculty Director of the Center, which provides educational and research fellowships in medical ethics; several monthly case-based Harvard Ethics Consortia (focusing respectively on clinical ethics, biotechnology and research ethics, organizational ethics, and health policy); and extensive additional programming. For more information, see the webpage at <http://bioethics.hms.harvard.edu/> or email bioethics@hms.harvard.edu.

Finance, Research

<http://web2.tch.harvard.edu/researchadmin/mainpageS2700P6.html>

Karen Renaud, MBA – Director

Office Location: 1295 Boylston St. 3rd Floor

Phone: 857-218-3509; Fax: 617-730-0108;

Email: resfinance@childrens.harvard.edu

Research Finance administers post-award activities associated with sponsored research funded by federal and state agencies, private foundations, organizations, and industry sponsors. It maintains financial accountability and provides financial information, guidance, and training to our research community.

Primary activities include:

- Providing guidance to the Boston Children's research community regarding Hospital financial policies & procedures as these relate to post-award grant and contract administration
- Serving as liaison to the Boston Children's research community regarding matters of financial compliance with sponsor rules and regulations
- Initiating stipend payments for research trainees
- Performing all financial reporting to external sponsors
- Invoicing sponsors for cost reimbursement. Cash collection. Receivables management
- Coordinating annual financial audits of sponsored research activity, including A-133
- Providing financial support data for negotiation of the Hospital's indirect cost rate with the Department of Health and Human Services

General Counsel, Office of

<http://web2.tch.harvard.edu/generalcounsel/>

Telephone (External): 617-355-6108

Telephone (Internal): 5-6108 or 5-6800

Michele M. Garvin, JD - Senior Vice President and General Counsel

The Office of General Counsel (OGC) is the internal legal department of Boston Children's Hospital. The lawyers in the office provide advice and counsel to clinical and administrative staff on a wide variety of legal topics, including: professional liability, legal matters relating to patient care, litigation, regulatory compliance, risk management, contracts, business transactions, purchasing, taxation and financial regulation, corporate governance, conflict of interest, gifts and charitable giving, insurance, intellectual property, research affairs, misconduct in science, labor relations, employment law, real estate and immigration.

For questions on immigration matters, contact Gail Robinson, Immigration Manager, at 617-355-2146 (5-2146), gail.robinson@childrens.harvard.edu.

Government Relations

BCH Intranet: <http://web2.tch.harvard.edu/gr/>

External Website: <https://governmentrelations.childrenshospital.org/>

Joshua Greenberg, JD, MA – Vice President, Government Relations

Amara Anosike, JD – Director, Behavioral Health Policy & Advocacy

Erica Beaucage – Senior Payor Relations Specialist

Erica Brunner, JD – Behavioral Health Advocacy Manager & Legal Fellow

Amy DeLong – Director, Federal & External Relations

Jeanine Downie – Payor Relations Operations Manager

Joanne Duross – Senior Payor Relations Specialist

Karen LaCross – Senior Payor Relations Specialist

Kate Lewandowski, MPH – Senior Project Manager

Sarah Mills, MPH – Government Relations Specialist

Shannon Moore, MPA – Director, State Government Relations

Alyce Norcross, MPH – Government Relations Specialist

Rebeckah Orsatti – Business Operations Administrator

John Riordan, MCRP – Director, Community Relations & Partnerships

Kailey Sultaire – Government Relations Specialist

Ann Talarico, MBA – Senior Advisor of Payment Policy & Advocacy

Tel: 617-919-3055; Fax: 617-919-3118

Members of the Office of Government Relations work with decision-makers at the local, state, and national levels to uphold the hospital's mission of providing exceptional clinical care, research, and training for pediatric providers; members also engage with and provide ongoing support for the advocacy efforts of internal experts on issues of relevance to children's wellbeing. The program has a special interest in, and commitment to, our community health programs, and works hard to develop and sustain systemic solutions to child health concerns like asthma, obesity, mental health, and health care disparities with a renewed focus on policies supporting racial equity and justice. The Office of Government Relations closely monitors issues related to public sector coverage and access; the health care regulatory environment; pays close attention to research and medical workforce concerns; and extends efforts to partner and collaborate with community organizations that advocate on behalf of children. In 2022, the Office of Government Relations expanded their scope and incorporated a Payor Relations Team. In tandem with Government Relations, the Payor Relations Team collaborates on operational improvement efforts, patient access and payor policy advocacy.

The Government Relations team hosts regular trainings and educational sessions on advocacy topics of interest to the hospital community. Sign up for the Children's Advocacy Network here:

<https://childrensadvocacynetwork.salsalabs.org/signupforcanchildrenadvocacynetworkalerts/index.html>

Health Affairs, Office of

<http://web2.tch.harvard.edu/healthaffairs/>

Telephone: 617-919-6195

Peter Laussen, MBBS, FANZCA, FCICM – Executive Vice President, Health Affairs

Vinny Chiang, MD – Chief Medical Officer and SVP, Health Affairs

Lynne Ferrari, MD – Associate Chief Medical Officer, Health Affairs

Rich Bachur, MD - Associate Chief Medical Officer, Health Affairs
Rick Robertson, MD - Associate Chief Medical Officer, Health Affairs
Sharon Silk, MPH - Vice President, Health Affairs

Health Affairs is comprised of multi-disciplinary teams that advance quality of care, education, medical staff services, innovation, and equity across the enterprise. These multi-disciplinary teams focus on the design of innovative care delivery systems and the resources needed to support the advancement of science-based initiatives while maintaining an inclusive and supportive environment. Health Affairs also represents and serves as a unified voice for the medical staff at Boston Children's Hospital.

There are 12 teams that comprise Health Affairs, each of which plays a vital role in furthering the Health Affairs vision and mission and supports enterprise-wide goals.

- **Health Affairs Analytics**

Health Affairs Analytics supports the operational data and analytics needs of each of our teams within Health Affairs as well as aligns solutions across Health Affairs. Health Affairs Analytics also supports the enterprise more broadly in advancing clinical and operational intelligence in order to foster innovation and ensure that Boston Children's Hospital remains at the forefront of pediatric care.

- **Center for Applied Pediatric Quality Analytics (CAPQA)**

CAPQA works closely with BCH leaders, championing innovative approaches that advance areas of strategic and clinical importance. We provide methodological expertise, applied predictive analytics solutions, and implementation for sustainable quality improvement. CAPQA facilitates national and international QI networks to leverage, disseminate, and enrich BCH expertise.

- **Department of Accountable Care and Clinical Integration (DACCI)**

The Department of Accountable Care and Clinical Integration (DACCI) leads the implementation of innovative pediatric payment models and clinical integration to measurably improve the care of our patients and the experience of the providers who care for them.

- **Department of Education**

The Department of Education represents the educational mission of Boston Children's Hospital: to provide outstanding clinical education in pediatrics and pediatric specialties across graduate, undergraduate, continuing education and professional development. *For more information, see description of the program also included in our booklet.*

- **Continuing Education**

The Continuing Education Department at Boston Children's Hospital is passionately committed to improving patient care and safety by providing high quality, interprofessional educational programs to health care professionals across the globe.

- **Graduate Medical Education (GME)**

Graduate Medical Education (GME) at Boston Children's Hospital is committed to the education and preparation of physicians for excellence in clinical practice in a broad spectrum of pediatric medical and surgical specialties and subspecialties in both academic and private settings. We support our house staff in learning how to deliver the highest quality and safest care, especially to our patients with the most complex medical needs and set the caliber of training to achieve the goals of educating and preparing the future leaders in pediatric medicine.

- **Immersive Design Systems (IDS)**

Immersive Design Systems (IDS) is a full-scale human-centered strategic, enterprise-wide, proactive engine for safe, high quality patient care. IDS transforms healthcare through

immersive training, human factors and systems engineering, and rapid prototyping. Its ultimate goal is to advance patient care by helping people do their best work, improving resilience and performance, and minimizing errors and harm. The team is comprised of experts in immersive technologies, engineering, design thinking, team science, health care simulation, virtual reality, and adult learning-based instructional design. It leverages lifelike experiences to unlock the most relevant data and optimize clinical care delivery, systems, and environments to create the best possible health care for people.

- **Office of Clinician Support (OCS)**

The Office of Clinician Support (OCS) typically hears concerns about situations that interfere with productive work and/or home life. Concerns may involve a colleague, supervisor, co-worker, a family member, or a friend. The OCS offers an unbiased and impartial perspective place to voice concerns, evaluate situations, organize thoughts, and decide what is important according to a clinician's specific circumstances. The OCS also helps identify other resources that may be useful. The OCS assures confidentiality and is independent of the hospital administration so that the clinician has a "safe place to talk." *For more information, see description of the program also included in our booklet.*

- **Office of Faculty Development (OFD)**

The Office of Faculty Development (OFD) is dedicated to facilitating the career advancement and satisfaction of faculty at Boston Children's Hospital, fostering careers particularly of junior faculty, and increasing leadership opportunities for women and faculty underrepresented in medicine (UIM).

- **Office of Health Equity and Inclusion (OHEI)**

The Office of Health Equity and Inclusion (OHEI) provides guidance across Boston Children's Hospital on achieving a culture that honors equity, diversity, respect, inclusion and excellence through working collaboratively to advance culturally effective care, reduce pediatric health care disparities, recruit, develop and retain a diverse and inclusive workforce, and support an environment of respect for different viewpoints and beliefs. The Office of Health Equity promotes equity and inclusion and supports Boston Children's Hospital in providing the highest quality clinical care, education, research, and community outreach, and identifies and reduces pediatric health care disparities. *For more information, see description of the program also included in our booklet.*

- **Professional Medical Staff Services (PMSS)**

Professional Medical Staff Services supports the Medical Staff and Associate Clinical Staff of Boston Children's Hospital through providing comprehensive, timely, customer-focused, collaborative and efficient governance, verification, credentialing, privileging, and enrollment administrative services to ensure timely access to safe and quality care for patients and their families.

- **Sandra L. Fenwick Institute for Pediatric Health Equity and Inclusion**

The Sandra L. Fenwick Institute for Pediatric Health Equity and Inclusion is a Boston Children's Hospital initiative that advances pediatric health equity locally, nationally, and around the world. The institute is named in honor of Ms. Fenwick, Boston Children's former CEO, who retired in early 2021 after more than 20 years in leadership roles at the hospital. *For more information, see description of the program also included in our booklet.*

- **Tufts Medicine Pediatrics - Boston Children's Collaboration (Boston Children's Network Specialty Physicians Foundation)**

The BCNSP Foundation will serve as a vehicle to support the collaboration between Tufts Medicine Pediatrics (TMP) and Boston Children's Hospital (BCH). Our goal is to create an integrated system of services between TMP and BCH that leverages the strengths of two leading academic medical centers. The physicians joining BCNSP will provide a spectrum of pediatric healthcare services through optimized care coordination, from primary care, to

specialist referral, to in-patient services, and meet the medical needs of children and families. Through advocacy, education, innovation, and research, the collaboration will address the challenges of equity and health care disparities and assure access to pediatric services where and when they are needed for all children in the communities we serve.

Health Equity and Inclusion, Office of

Valerie L. Ward, MD, MPH: Senior Vice President and Chief Equity and Inclusion Officer; Director, Office of Health Equity and Inclusion; Director, Sandra L. Fenwick Institute for Pediatric Health Equity and Inclusion

Amanda Grice, MS, RDMS - Program Director

Patrice Melvin, MPH - Senior Health Data Analyst

Julia Ainsworth, MPH - Project Manager

Contact: healthequity@childrens.harvard.edu

The mission of Boston Children's Hospital's Office of Health Equity and Inclusion, founded in 2017, is to provide guidance on achieving a culture that honors equity, diversity, respect, inclusion and excellence. The Office of Health Equity and Inclusion works collaboratively with other Boston Children's and Harvard Medical School offices, including the BCH Office of Faculty Development, the BCH Academy for Teaching and Educational Innovation and Scholarship, the BCH Office of General Counsel, the BCH Office of Experience, Human Resources, and BCH Program for Patient Safety and Quality. The goals of the Office are: to advance culturally effective pediatric care; to conduct research to improve pediatric health outcomes and reduce pediatric healthcare disparities; to recruit, develop and advance a diverse and inclusive workforce; and to support an environment of respect for different viewpoints, backgrounds and experiences. The Office of Health Equity and Inclusion supports innovative programming focusing on health equity, diversity, and inclusion across the four Boston Children's missions: clinical care, research, community, and education. The work of the Office of Health Equity and Inclusion aligns with the goals and commitments in the Boston Children's Hospital Declaration on Equity, Diversity and Inclusivity.

In 2021, Boston Children's launched the Sandra L. Fenwick Institute for Pediatric Health Equity and Inclusion. The Fenwick Institute aims to advance pediatric health equity and inclusion locally, nationally and globally in three focus areas:

- Health Equity Research - shape and give voice to research in pediatric health disparities and translate findings into practice to create equitable health care access, delivery and outcomes for all children.
- Inclusion - lead our nation's children's hospitals, and the world, in robust efforts around diversity and inclusion so that patients and their families encounter more people - more caregivers and leaders - from a variety of backgrounds in pediatric health care.
- Public Policy - act as a change-maker in pediatrics by growing our influence as a think tank on health equity, diversity and inclusion, creating forums for education, discussion and knowledge sharing, and securing systemic change by translating research findings into public policy recommendations that produce meaningful changes.

Fenwick Institute Leadership and Staff:

Valerie L. Ward, MD, MPH - Senior Vice President and Chief Equity and Inclusion Officer; Director, Office of Health Equity and Inclusion; Director, Sandra L. Fenwick Institute for Pediatric Health Equity and Inclusion

Ravi R. Thiagarajan, MBBS, MPH - Associate Director for Research

Paul A. Rufo, MC, MMSc - Associate Director for Inclusion

Lois K. Lee, MD, MPH - Associate Director for Public Policy

Snehal N. Shah, MPH, MD - Fenwick Institute Research Scholar

Melicia Whitley, MM - Senior Administrative Director

Ashley Tartarilla, MPH - Clinical Research Manager

Julia Ainsworth, MPH - Senior Patient Navigator

Patrice Melvin, MPH - Senior Health Data Analyst

Kali McCollister, BS - Clinical Research Assistant

Sierra Thorne, MBA - Senior Administrative Associate
 Contact: FenwickInstitute@childrens.harvard.edu

Human Resources, Office of

<http://web2.tch.harvard.edu/hr/>

Lisa Abbott, MBA – Executive Vice President and Chief Human Resources Officer

Ellen Rothstein, Esq. – Vice President, Human Resources

Ricardo “Rich” Robles – Vice President, Chief Diversity Officer

Chris Newell, PsyD – Senior Director, Organizational Development

Judith Zola, MBA – Director, Learning and Development

Roger U. Wellington III, MBA - Sr. Director, Total Rewards - Benefits

Carolyn Auty, MBA, Director, Total Rewards - Compensation

Carin Bennett-Rizzo – Director, Occupational Health

Erin McNulty – Senior Director, HR Operations

Kathy Lind – Senior Director, Talent Acquisition

Robert ‘Bob’ Giunta – Senior Director, Workforce Optimization Department and HRIS

The Human Resources Department at Boston Children’s Hospital supports the employees and faculty of Boston Children’s through a variety of programs and services designed to advance Boston Children’s mission. Our goal is to foster professional development, promote employee engagement and well-being, and advance the Boston Children’s mission through the recruitment, retention and growth of a best-in-class workforce who embrace the BCH values of respect, diversity and inclusion, teamwork and kindness.

The Human Resources Department has multiple centers of excellence that deliver professional expertise across a variety of human resources disciplines, including:

- Talent Acquisition and Internal Mobility
- Workforce Development and Planning
- Workforce Diversity
- Learning and Development
- Compensation and Benefits
- HR Information Systems and People Analytics
- Workforce Optimization and Kronos Support
- Client Services - Business Partners
- Employee Service Center and Manager Resource Center
- HR Operations - Compliance, Credentialing, Program Administration and Onboarding
- Employee and Labor Relations
- Occupational Health Services

For more information about the programs, resources and services available in each of these areas, please visit the Boston Children’s HR Website. You may also reach out directly to the HR Business Partner assigned to your Department or Division for assistance. As a reminder, the Employee Relations Department is also available for all individuals at Boston Children’s who have concerns about harassment, discrimination, mistreatment or other workplace concerns; to reach them please email BCHEmployeeRelations@Childrens.Harvard.edu or call Internal: 5-7780, External: 617-355-7780

Innovation & Digital Health Accelerator (IDHA)

<https://accelerator.childrenshospital.org/>

John Brownstein, PhD – Chief Innovation Officer

Jen Magaziner, VP – Digital Health

IDHA is shaping the future of health care and extending Boston Children’s pediatric leadership by vetting, developing, and launching new technologies from industry and within the hospital, and creating and executing Boston Children’s digital health strategy. The program’s cross-functional team with expertise in software development, data analytics, clinical care and lean startup practices, work together to accelerate innovations and technologies from concept to global deployment.

Boston Children's employees are eligible to apply for our Accelerator Grant Program for innovations in digital health technology on a rolling basis. Innovators will receive funding, as well as technical development and strategic project management support, to accelerate their idea.

In addition, our team is excited to now formally offer Innovation Advisory Services to BCH staff interested in receiving our team's support at all stages of digital health innovation -- from ideation through solution development and commercialization – see link to Advisory Services Request Form below.

Location: 401 Park, 7th Floor West (401 Park Drive, Boston, MA 02115)

Innovation & Accelerator Details:

Contact: InnovationandDigitalHealthAccelerator@childrens.harvard.edu

Digital Health Contact Details:

Patient-facing site: <https://www.childrenshospital.org/digital-health>

MyChildren's patient portal training and resources:

<http://web2.tch.harvard.edu/mychildrens/mainpageS2696P36.html>

Link to Advisory Services Request Form: <https://bit.ly/3tjBE8Q>

Virtual Visit Support: VirtualVisitsSupport-dl@childrens.harvard.edu

Virtual Visit phone support: 857-218-3919

Institutional Centers for Clinical and Translational Research (ICCTR)

<http://www.childrenshospital.org/icctr> (*please note that aspects of the website are currently being updated*)

21 Autumn Street, 2nd and 3rd Floors

300 Longwood Avenue, Pavilion Building, 6th floor

Email: icctr@childrens.harvard.edu

Nancy C. Andrews, MD, PhD – Executive Vice President and Chief Scientific Officer, Boston Children's Hospital

Lise Nigrovic, MD, MPH - Director, Office for Investigator Support, ICCTR; Medical Research Officer and Site Program Director, Harvard Catalyst

Edie Weller, PhD - Director, Biostatistics & Research Design Center (BARD)

Michael C. Monuteaux, ScD - Assistant Director, Biostatistics & Research Design Center (BARD)

Piotr Sliz, PhD - Vice-President and Chief Research Information Officer

Cindy Williams, DNP, RN, PNP, NE-BC - Co-Director, Clinical Research Operations Center (CROC) and Director, Regulatory Support, Education, and Quality, ICCTR; Nursing Director, Experimental Therapeutics Unit

Amanda F. Reilly, MS, MBA, Program Administration Manager III, ICCTR

The ICCTR is made up of four centers: The Boston Children's Hospital Institutional Centers for Clinical and Translational Research (ICCTR) supports investigators in the design, conduct and reporting of clinical and translational studies, along with educating the diverse Boston Children's research community on clinical research best practices.

Office of Investigator Support

The Office of Investigator Support serves as a single contact point to navigate research resources, educational offerings and career development opportunities at Boston Children's as well as Harvard Catalyst. The goal is to help junior faculty to become successful and independently-funded clinical researchers.

Biostatistics and Research Design Center (BARD)

BARD provides biostatistical and methodological expertise and scientific leadership through collaborative relationships with Boston Children's investigators. This Center's areas of expertise include basic research, clinical trials, observational studies (retrospective and prospective), longitudinal studies, randomized studies, health economics and econometrics, survey research, qualitative research and high-dimensional functional neuroimaging research.

Clinical Research Operations Center (CROC)

The mission of CROC is to provide exceptional support and service to investigators conducting clinical research at BCH, with the goal of improving child health. The Center supports a full spectrum of studies that includes high-risk interventional and first in human trials, non-experimental studies, minimal risk health services and outcomes research. An expert clinical research work force with expertise in recruitment of pediatric populations supports investigators from early protocol development, IRB submissions, startup activities through to study close out.

Office of Research Regulatory Support, Education, and Quality

Regulatory Support - The Office of Regulatory Support, Quality and Education (ORRSEQ) serves as a resource for the clinical research community at Boston Children's Hospital (BCH). The staff of the ORRSEQ provides investigator support and operational assistance for FDA regulated studies and studies where the investigator serves as the sponsor. Regulatory tools, templates, SOPs, and policies are available to help sponsor-investigators navigate the complex pathways that today accompany clinical and translational research.

Study Monitoring - Study monitoring is available for BCH investigator-initiated studies. Monitoring is a key component of study conduct in FDA-regulated clinical research. It ensures compliance with the protocol, Good Clinical Practice, state, federal and local regulations, and institutional policies. Study monitoring also offers protection to the sponsor-investigator and the institution. In many cases, a developed study monitoring plan is a required element of NIH grant applications.

Education - ORRSEQ staff provides clinical research education to the BCH clinical research community through workshops, seminars, classroom education and online training. The goal of ICCTR educational offerings is to support the Institution's investigators and clinical research professionals in the advancement of their clinical research knowledge and skills.

Institutional Review Board (IRB), see Research Administration

Interpreter Services

http://web2.tch.harvard.edu/interpreter_svc/index.html

interpreters@childrens.harvard.edu

See website for telephone contact per location and languages.

The Interpreter Request Form, available from the website, should be used to schedule interpreter services for outpatient, pre-op admitting, day surgery, or other appointments at the hospital for a patient or family who has limited English proficiency and who may need an interpreter to communicate effectively to get proper medical care. Interpreter services are also available through telemedicine visits and on Ipads

Library

<http://web2.tch.harvard.edu/library/>

Chloe Rotman, MLIS – Manager, Library Services, chloe.rotman@childrens.harvard.edu

Anna Dorste, MLIS – Librarian, anna.dorste@childrens.harvard.edu

Alex Cronin, MLIS – Librarian, alexandria.cronin@childrens.harvard.edu

Website: <http://web2.tch.harvard.edu/library/>

Twitter: [twitter.com/BCH Library](https://twitter.com/BCH_Library)

Phone: 617-355-7232 (staff); Library@childrens.harvard.edu

As of Summer 2022, the Boston Children's Medical Library is located in the Karp Building Commons, at 1 Blackfan Circle. It is accessible 24/7 to BCH faculty and staff, and is manned during regular business hours by the medical librarians. The majority of resources and services can be accessed digitally by contacting library@childrens.harvard.edu or visiting our intranet site (<http://web2.tch.harvard.edu/library/index.html>).

Services include:

- Introduction to library resources (databases, ebooks, print collection, overview of services)
- Hour-long training in navigating databases and advanced search techniques (PubMed, CINAHL/PsycINFO, EMBASE, etc.)
- Hour-long training in using citation managers in conjunction with databases and Microsoft Word (EndNote, Mendeley)
- Literature search assistance - email the library with your research topic, and we'll return a collection of literature
- Systematic review consultation - you can meet with a librarian to discuss your research topic and whether it's appropriate for a systematic review (or better suited to a different methodology). You will be connected to resources for planning, documenting, and conducting a systematic review. Depending on librarians' availability, there is a possibility to serve as a co-author, designing and conducting the search strategy.
- Full text articles - if you can't access a PDF you need, the library will find it for you using our interlibrary loan system
- General reference

The library has active subscriptions to thousands of electronic journals with a primary focus on pediatrics. There are several different book collections, including the Professional Development collection, which addresses a wide range of topics from mentoring to leadership to time management. There is also a significant Leisure Reading collection, which includes a wide variety of current fiction and non-fiction titles, many dealing with medical, ethical, or multicultural themes. Librarians offer many services to support research, clinical practice, and education, including providing literature collections and training staff on databases and research tools. The internal website includes journals, electronic books, databases, online catalog, library services, classes, library news, writing and publishing aids, and many other resources.

Marketing and Communications

<http://web2.tch.harvard.edu/marcomm/>

Office Location: Landmark Center, 401 Park Drive, Boston, MA, 02115

Phone: 617-919-3110

Email: marketing@childrens.harvard.edu

Leadership:

Roddy Young – Vice President and Chief Marketing and Communications Officer

Patty Connors – Senior Director, Marketing & Communications Operations, Market Research & Customer Insights

Bill Gagnon – Senior Director, Web-Digital Experience – Website, Digital Marketing, Email Marketing Automation, SEO/SEM, Reputation

Leo Phenix – Senior Director, Marketing – Brand, Clinical and Research Marketing Programs, Content, Social Media, Videography, Photography and Creative

TBH – Senior Director, Enterprise Communications – Media Relations, Internal and Executive Communications

Steve Coldwell – Director, Internal and Executive Communications

Kristen Dattoli – Director, Media Relations

Jamie Kelly – Director, Real Estate, Facilities, IT Communications

Liz Swanson – Director, Marketing Programs

Karen Wright – Director, Brand and Content Marketing

Paul Donovan – Senior Advisor, Executive Communications

The Department of Marketing and Communications is responsible for:

- Brand and reputation management

- Integrated marketing strategies & programs, including consumer and referring clinician marketing for local / regional, national and international markets, as well as HR recruitment marketing
- Market research and customer insights
- Content / creative development, including photography and videography
- Social media planning, oversight and execution
- Digital Experience – Website production, web development, marketing / email automation, CRM, SEO optimization, reputation management and
- Media relations and enterprise, executive, and internal employee communications functions

The Department creates campaigns and programming across the clinical and research enterprise to drive volume and to enhance reputation, including for our teaching and community missions, to enhance patient experience and employee engagement, extend pediatric knowledge and expertise among target audiences: patient families, faculty, employees, potential recruits, researchers, key opinion leaders, media and general public.

Medical Staff Organization (MSO)

<http://web2.tch.harvard.edu/mso/>

President - Jennifer Dearden, MD

President Elect - Melissa Christino, MD

Treasurer - Kshitij Mistry, MD

Ad Hoc Representative to the Medical Staff Executive Committee – Nicole Ullrich, MD, PhD

Erin Payne - Administrative Assistant, Medical Staff Organization; contact

erin.payne@childrens.harvard.edu for any inquiries

Program email: mso@childrens.harvard.edu

The Medical Staff Organization is an unincorporated self-organized governing body that is responsible for the safety and quality of medical care delivered by its members. The organized medical staff is collectively responsible for the credentialing of medical staff and the ensuring of safe and effective patient care on behalf of the hospital's board of trustees, which is typically comprised of lay people. The organized medical staff is governed by the Medical Staff Executive Committee (MSEC), to which the Medical Staff has delegated broad authority to oversee its operations. Both the elected President and President-Elect are voting members of the MSEC, in addition to all the Department Chairs. The Chair of the MSEC reports to the hospital board of trustees on matters of Medical Staff credentialing, patient safety, and quality. The President of the Medical Staff Organization has the responsibility to represent the medical staff on external affairs related to its members.

Occupational Health Services (OHS)

<http://web2.tch.harvard.edu/hrohs/>

Carin Bennett-Rizzo, RN, MS, COHN-S– Director, 857-218-3052

Tom Winters, MD, Deb Barbeau, MD, PhD – Medical Directors

Office Locations: 333 Longwood Avenue, 2nd floor

Email: ohs@childrens.harvard.edu

Phone: 857-218-3046

STIK pager: 7845 (for bloodborne pathogen exposures 24/7)

Hours: Monday – Friday, 7:30 am – 4:00 pm

Occupational Health Services (OHS) provides occupational-related medical services for employees, medical staff, volunteers, and other Associated Personnel at Boston Children's Hospital. OHS provides initial treatment and case management for work-related illnesses and injuries; pre-placement health screens, serologies, and vaccinations; fitness for duty assessments; and other medical services related to the treatment, diagnosis and prevention of work-related illnesses and injuries. OHS also oversees staff flu vaccination campaign and current COVID-19 testing and return to work clearance. All staff and affiliated personnel at Boston Children's Hospital are required to get annual flu vaccinations and be up to date with COVID vaccination.

If a faculty member is employed directly by BCH and is injured at work, the faculty member or the supervisor must complete the E-SERS in the Safety Reporting System (SERS) immediately and report to OHS for evaluation. No appointment is necessary. If the faculty member is employed by a foundation, he/she must contact the Department administrator for information on workers' compensation coverage.

For needlestick injuries or other bloodborne pathogen exposures, page the STIK pager at 7845 for immediate attention. You must complete an E-SERS for the exposure.

For Research injuries or exposures after hours, please call: 866-360-8100.

Other services provided by appointment. For more information or questions about Occupational Health Services, please contact Carin Bennett-Rizzo at carin.bennett-rizzo@childrens.harvard.edu.

Office of Postdoctoral Affairs

<http://web2.tch.harvard.edu/oft/>

Bernard Mathey-Prevot, PhD - Faculty Director

Lu-Ann Pozzi, PhD – Administrative Director

Shannon Zonay- Administrative Assistant

Administrative Office Landmark Building, 401 Park Drive LM7624.8

The mission of The Office of Postdoctoral Affairs (OPA) is to provide research and clinical fellows with professional and career development tools to navigate a successful career in science. The OPA organizes career development seminars and social functions to enrich the experience of fellows during their time at BCH. In addition, the OPA provides editing services for CVs, resumes, grants, and manuscripts as well as helping fellows identify training, funding, and other career-related opportunities. We are also available to provide one-on-one career coaching for BCH fellows.

Ombuds Office

Jenn Mahony, JD, Ombuds Office Director

Mike Rozinsky, Ombuds

<http://web2.tch.harvard.edu/omb/>

Contact information: (617) 355 2865

Request appointment by confidential webform

- The Ombuds office is a confidential, informal, independent, impartial, and voluntary resource for the entire Boston Children's enterprise, whether one's work is clinical, research, administrative, or support
- We do not share information about who accesses the service. See our [charter](#) for more information about the office and any exceptions to confidentiality.
- We assist in untangling work-related concerns and navigating response options. Not sure where to start? Consider reaching out to the Ombuds.

Physicians' Organization

<http://web2.tch.harvard.edu/po/>

Executive Committee:

Richard Bachur, MD – President of the Physicians' Organization

Mark Proctor, MD – Chairman of the Physicians' Organization Board

Dick Argys, MHA - Executive Vice President, Chief Administrative Officer, Chief Culture Officer, Chief

Operating Officer for Ambulatory & Satellites

Young-Jo Kim, MD – Treasurer/Clerk

Irene Paresky, MBA – Chief Operating Officer

Thomas Hart – Chief Financial Officer

Tel: 617-919-9917

The Physicians' Organization at Boston Children's Hospital (PO) is a non-profit management service organization for the 1,200 physicians employed by either BCH or the 15 subspecialty Foundations. The PO works jointly with the BCH and sub-specialty Foundations and/or Service Funds in developing and coordinating an integrated child health care system that fosters cost-effective, quality

patient care. To support the development of health care services, the PO supports the negotiation of agreements with insurers and manages care plans. The PO negotiates contracts for physicians' fringe benefits on behalf of its affiliated physicians and employees. The PO also performs management services including: patient billing and receivables management; patient access; treasury functions; internal investment funds and cash management; audit preparation and external financial reporting; tax preparation; billing compliance; and IT services to support patient billing, accounting, human resources, cost modeling, and charge capture.

The PO provides a physician forum for input to the BCH's strategic and operational decisions. The PO nominates, designates, and elects persons to serve as the PO's representative on the BCH's governing board and committees, in accordance with the BCH's by-laws, rules, regulations, and policies. It also works with BCH on a number of joint business initiatives that range from compliance, patient experience, revenue cycle, satellite oversight, and employee development.

Research Administration

<http://web2.tch.harvard.edu/researchadmin/index.html>

August Cervini, MBA – Senior Vice President, Research Administration

Office Location: Landmark Center, LM 7625.8

Cell: 617-755-8992

Email: resadmin@childrens.harvard.edu

Led by Gus Cervini, Research Administration and its departments manage the strategic planning challenges and growth of the research enterprise and its highly innovative researchers. The departments within Research Administration provide services to facilitate excellence in the conduct of research and ensure regulatory compliance. They handle grants management, maintain laboratory facilities and resource management, ensure human and animal research compliance, and manage technological and innovation development and research governance committees for Boston Children's Hospital's research enterprise.

Clinical Trials Business Office (CTBO)

<http://web2.tch.harvard.edu/researchadmin/mainpageS2700P141.html>

Fernando Valles, JD – Director, Clinical Trials Business Office

Office Location: Landmark Center, LM 7620.1

Mailstop: BCH 3414

Phone: 617-919-2739

Email: CTBO@childrens.harvard.edu

The Clinical Trials Business Office (CTBO) provides comprehensive business services to investigators interested in conducting industry-sponsored clinical research at Boston Children's. Specifically, the CTBO drafts and negotiates contracts and budgets for industry-sponsored clinical trials, and industry funded investigator-initiated studies. The CTBO also manages other business requirements for engaging in clinical research at the hospital, including the segregation of charges for routine and research-related care, and ensuring compliance with state and federal billing regulations.

Investigators are encouraged to contact the CTBO at the start of the study planning process, so that the CTBO can help secure adequate funding and prevent "downstream" billing issues. Additionally, investigators planning collaborative clinical research endeavors with other institutions, including the exchange or sharing of clinical data, should contact the CTBO to make sure the necessary agreements are in place prior to engaging in such activities. By negotiating reasonable contract terms, sufficient funding, and essential human subjects' protections with sponsors and collaborating institutions, the CTBO is committed to helping protect the interests of our institution, investigators, and patients.

Institutional Review Board (IRB)

<http://www.childrenshospital.org/research/institutional-review-board>

Susan Kornetsky, MPH – Senior Director, Clinical Research Compliance

Office Location: Landmark Center, LM 7624.6

Mailstop: BCH 3164
Phone: 617-355-7052
Email: IRB@childrens.harvard.edu

The Institutional Review Board (IRB) oversees the protection of human research subjects and is committed to safeguarding the rights and welfare of all children, adolescents, adults and family members who volunteer to participate in research at Boston Children's. The department provides administrative support for the hospital's internal review board. The IRB was established to assure the protection of all human subjects in research projects by reviewing and approving all research that involves human subjects conducted by anyone on the premises of, or under the auspices of Boston Children's.

The IRB administrative office provides a mechanism for continual education and improvement for the human research protection program through the Education and Quality Improvement Program (EQulP). The goal of EQulP is to provide education and to assist investigators to conduct human subjects research according to the highest ethical standards, in compliance with federal, state, and institutional regulations, and according to Good Clinical Practice. The CHERP application on our website provides an accessible electronic review system.

Office of Sponsored Programs (OSP)

<http://web2.tch.harvard.edu/osp/>

Theresa Applegate, MPA, CRA – Senior Director, Sponsored Programs
Office Location: Landmark Center, LM 7625.1
Mailstop: BCH 3158
Phone: 617-919-2729

Email: OSP@childrens.harvard.edu

The Office of Sponsored Programs (OSP) administers the institutional pre-award requirements of sponsored grants and contracts. OSP manages governmental, foundation, and other non-profit funding arrangements. Grant officers are assigned to the research community by department, division, and program. They serve as the primary points of contact for grant application review, submission, award acceptance and administration, sponsor relations, and inter-institutional contractual agreements related to governmental, foundation, and other non-profit sources of funding. OSP is committed to facilitating and supporting the research mission of the institution.

Research Affairs and Integrity

Judy Fleming, PhD – Director
Office Location: Landmark Center, LM 7625.7
Cell: 617-919-2262

Email: Judith.Fleming@childrens.harvard.edu

The Office of Research Affairs and Integrity provides administrative leadership and coordination for N of 1 program, overseeing entire review processes, interim reporting and communications related to personalized experimental therapeutics and other innovative therapies for the Oversight Committee on Personalized Experimental Therapeutics (OCPET), N of 1 SWOT team, and N of 1 DSMC. First and continued point of contact for investigators and Leadership regarding internal review and sign-off/approval for new treatment, therapy, device or procedure. Also, responsible for overseeing curriculum development and course delivery of Responsible Conduct of Research Training (RCR), as well as development and maintenance of Clinical Trial Finder on external Boston Children's website.

Research Administration Office (RAO)

<http://web2.tch.harvard.edu/researchadmin/mainpageS2700P157.html>

Franklin Thayer, MBA – Senior Director, Research Administration
Office Location: Landmark Center East, LM 7625.9

Mailstop: BCH 3396

Email: ResAdmin@childrens.harvard.edu

The Research Administration Office (RAO), led by Frank Thayer, serves as a liaison between the research community and hospital administration. The office is responsible for management and support of research administration and compliance enterprise applications such as CHERP, ECRT, OnCore, eReg and the reporting infrastructure underlying these platforms. The RAO also is responsible for facilitation and support to executive research committees, including the Research Executive Committee, and develops tools to enhance communication and training within and beyond the research enterprise.

Research Operations

<http://web2.tch.harvard.edu/resops/>

Brian Lobao – Senior Director, Research Operations

Main Office Location: Karp 4

Mailstop: BCH 3145

Email: ResOps@childrens.harvard.edu

Research Operations provides operational support to research faculty and staff by administering programs that result in a positive impact on research objectives and resources. The departments within Research Operation include:

- Animal Protocol Support & Assurance (APSA) – animal use orientation training, resources for working with the Institutional Animal Care and Use Committee (IACUC), requirements for working with animals.
- Animal Research Children’s Hospital (ARCH) – resources and reference materials for veterinary care and animal husbandry, contact information for animal care staff.
- Aquatic Resources Program (ARP) – veterinary and husbandry care for fish, SOPs for working within the fish program, contact information for ARP staff.
- Research Facilities - capital equipment, key requests, building access, lab coats, critical research repository program information, project request forms.
- Research Lab Support – training information and resources related to radiation safety, biosafety, laser safety and laboratory support.

Technology & Innovation Development Office (TIDO)

<http://tido.childrenshospital.org/>

Irene Abrams, MA - Vice President, Technology Development and New Ventures,
Technology & Innovation Development Office

Mikael Bristow, MBA - Director, Operations & Administration

Greg Baker, PhD - Director, Business Development

Ulysses Sallum, PhD - Director, Business Development

Greg Pivarnik, JD - Director, Technology Transactions instead of Associate Director,
Contracts

Robin Stears, PhD - Senior Director of Business and Licensing

Office Location: Landmark Center, LM 7620.11

Mailstop: BCH 3183

Phone: 617-919-3019; Fax: 619-919-3031

Email: TIDO@childrens.harvard.edu

The mission of the Technology and Innovation Development Office (TIDO) is to maximize the impact of Boston Children’s innovations on patient health while enhancing the research endeavor. The TIDO team works closely with investigators and clinicians within Boston Children’s community to promote, support, and develop innovations by protecting and licensing intellectual property. TIDO builds partnerships between Boston Children’s Hospital and companies across the life science industry to accelerate the translation of academic research to life-saving products. TIDO is also responsible for industry sponsored research relationships. Contact your TIDO licensing manager for support with new inventions, the hospital’s intellectual property policy, interactions with companies, or to facilitate a startup company.

TIDO’s responsibilities include:

- Evaluating new innovations and discoveries for their patentability and commercial potential
- Protecting intellectual property (mostly through patents)
- Marketing and licensing technologies to industry partners
- Facilitating the formation of startup companies
- Advancing the stage of development of Boston Children's research programs and technologies through the Technology Development Fund
- Establishing relationships, collaborations and sponsored research with industry
- Fostering and supporting a culture of innovation and entrepreneurship
- Handling materials transfer agreements, corporate sponsored research, and collaboration agreements
- Developing strategic alliances with industry to bring resources, funding and expertise to Boston Children's investigators

Family Support Services and Work/Life Programs

<http://web2.tch.harvard.edu/childcare/>

BCH Child Care Center

Locations:

5 Brookline Place, Brookline

145 Wells Ave, Newton

Donna Condon – BCH Child Care Center Sr. Director

Vera Ivey – Director, Newton

Chandreka Wright – Director - Brookline

Children's Hospital Child Care Center was created to provide high quality child care for children of BCH employees as well as employees of BCH foundations. The Child Care Center cares for children 3 months through 5 years without regard to race, cultural heritage, or religion. Our staff is committed to providing the highest quality care for children. We provide all children with a program that is developmentally appropriate and nurturing. We work toward fostering children's social, emotional, and cognitive growth while ensuring children's safety and security. Above all, we seek to meet your child's individual needs, in a respectful and loving way, within the structure of our program. A tuition subsidy is available for employees earning less than \$115,000 per year. Please note that the Center has a waitlist and encourages faculty to review all child care options. For additional information, please email Donna at donna.condon@childrens.harvard.edu

Back-up Child Care

Back-up child care for emergencies is contracted through care.com; benefits eligible employees receive a subsidized rate of \$6 per hour for in-home care or \$15 per child, per day at child care centers. See all details at bch.care.com.

Employee Assistant Program

KGA is the Employee Assistance Program (EAP) provider for Boston Children's and is available 24 hours a day, 365 days a year at 800-648-9557. KGA's services include: child and eldercare referrals and screening, financial and legal resources and health and well-being information. For a complete list of their services go to:

<https://kgaeap.personaladvantage.com/gateway.jsp?SingleSignIn:refid=BCH>

HARVARD MEDICAL SCHOOL RESOURCES

The Academy at Harvard Medical School

<http://hms.harvard.edu/departments/academy>

260 Longwood Ave – TMEC 384, Boston, MA 02115

Phone: 617-432-5401; Fax: 617-432-7850; Email: academy@hms.harvard.edu

The Academy aims to advance the education of physicians and scientists throughout Harvard Medical School by

1. supporting HMS's educational community,
2. fostering the careers of educators in medicine and science,
3. providing educational programming,
4. stimulating educational innovations, and
5. supporting educational research and scholarship.

The Academy supports and builds upon the educational work of HMS's Program in Medical Education and HMS's Graduate programs, and the educational centers at HMS-affiliated hospitals. Among its goals, the HMS Academy aims to support educational innovation and transformation and promote research on teaching, learning, and assessment in undergraduate and graduate medical education and in medical science education of graduate students.

The Academy sponsors yearlong educational programming and two fellowship programs, one in medical education and one in medical education research. The fellowships and educational grand rounds, medical education day, and educational symposia are open to all. The Academy sponsors twelve innovation groups to foster collaboration and scholarship that are open to all Academy members. The quarterly Journal of the HMS Academy (JHMSA) advances and supports educational work across HMS; faculty, residents, and students are invited to inquire about submissions and editorial roles.

Office for Clinical and Academic Affairs

<https://hms.harvard.edu/departments/office-clinical-academic-affairs>

Anne E. Becker, MD, PhD – Dean for Clinical and Academic Affairs

Main contact for inquiries regarding the Office for Clinical and Academic Affairs: 617-432-7460

The Office for Clinical and Academic Affairs oversees and collaborates with the HMS Office for Faculty Affairs and Office for Academic and Research Integrity as well as with the HMS Office for Diversity Inclusion and Community Partnership.

The Office for Clinical and Academic Affairs also coordinates programming that supports faculty development and excellence of HMS clinical departments, centers, institutes, and programs, through the following:

Foundation Funds

The HMS Foundation Funds Program administers the application and nomination process for Limited Submission Funding Opportunities (LSO's) where the sponsor has placed a limit on the number of applications that may be submitted from an institution.

<https://hms.harvard.edu/departments/office-clinical-academic-affairs/hms-foundation-funds>

Women Faculty in Science

The Office for Clinical and Academic Affairs supports the careers of female faculty by coordinating programming with BCH and HMS-affiliated hospitals to promote faculty development, networking, career opportunities, and leadership training. Contact: Marcia Haigis, Director, Gender Equity for Faculty in Science, marcia_haigis@hms.harvard.edu

Clinical Department External Review Program

This platform supports collaboration between Harvard Medical School and its affiliated hospitals for joint reviews of clinical, research, and educational activities of each clinical department on a cadence of approximately every 5-8 years. Contact: Sara Kiarsis, Director, Office for Clinical and Academic Affairs, sara_kiarsis@hms.harvard.edu

Initiatives, Programs, Centers, and Institutes (IPCI) Review

Initiatives, Programs, Centers and Institutes are organizational structures created to facilitate interdisciplinary, interdepartmental, and inter-institutional collaboration for the purposes of research and education across the HMS community.

<https://hms.harvard.edu/departments/office-clinical-academic-affairs/hms-initiatives-programs-centers-institutes>

Affiliation Review Processes

The OCAA coordinates review processes related to existing HMS affiliation agreements and the evaluation of requests for a new affiliation. Contact: Sara Kiarsis, Director, Office for Clinical and Academic Affairs, sara_kiarsis@hms.harvard.edu

Faculty Affairs, Office for

<http://fa.hms.harvard.edu/>

Grace C. Huang, MD – Dean for Faculty Affairs

The Office for Faculty Affairs (OFA) manages the promotions and appointments processes for the Faculty of Medicine. The Office works with committees that address faculty concerns and serves as a resource for recruitment, promotion, and career development. Among other activities, the Office organizes an annual leadership course and awards program for faculty in collaboration with hospital affiliates. To learn more about the OFA's offerings, please visit our website at <https://fa.hms.harvard.edu/>.

Promotion Criteria

Promotion and appointment criteria for the Faculty of Medicine recognize the broad range of faculty activities that support the academic mission. By allowing the sum total of each faculty member's contributions and achievements to be considered in the evaluation for promotion, these criteria provide different paths to academic advancement for our extraordinary faculty. The faculty handbook is available at <https://fa.hms.harvard.edu/FoMhandbook>; our Promotions Profiles Library is at <https://fa.hms.harvard.edu/promotion-profile-library>, and information on the Harvard CV, including guidelines and templates, can be found at <https://fa.hms.harvard.edu/faculty-medicine-cv-guidelines>.

Faculty exploring promotion to Assistant, Associate or Full Professor can attend our regular virtual presentations by senior staff on the promotion process and the Faculty of Medicine CV guidelines. For a complete calendar listing, please visit: <https://fa.hms.harvard.edu/faculty-affairs-presentations>.

Those who have remaining questions about eligibility, best criteria, or other circumstances that are not answered by our materials and seminars may request a 1:1 Faculty Promotion Consultation, details can be found at <https://fa.hms.harvard.edu/faculty-medicine-cv-guidelines>. Due to current resource limitations, we cannot provide routine consultations to trainees, candidates for instructor, or faculty not being imminently considered for promotion. **Please also keep in mind that the promotion process must be initiated by departments and the role of the OFA is advisory.**

HMS Academic Onboarding - Faculty Orientation Series

The OFA offers a series of online videos for new faculty, including the Academic Onboarding sessions, which provide an overview of resources and opportunities available to all members of the Faculty of Medicine. A HarvardKey is required to view these, which are available at <https://fa.hms.harvard.edu/faculty-orientation>.

Eleanor and Miles Shore Faculty Development Awards Program

The Eleanor and Miles Shore Faculty Development Awards Program strives to support the Faculty of Medicine at the level of instructor and assistant professor by administering a range of award opportunities to support academic activities. Award funds are provided by HMS, HSDM, affiliated institutions, departments, divisions, centers, and/or private donors.

These awards may be used for protected time from clinical, teaching, or other responsibilities to pursue academic work, including research, or develop a new clinical or teaching program. Funds can also be used for additional laboratory assistance at a time when independent funding is not attainable. The award is not intended to provide total support.

In January, instructors and assistant professors are invited to apply for awards. In the fall, the selection process culminates in a reception, sponsored by the Shore Program, to honor recipients in the presence of deans, families, friends, mentors, and peers.

For more information on current award opportunities, including applicant eligibility, or for information on requirements to establish an award, please visit: <https://fa.hms.harvard.edu/shore>

The Boston Children's Hospital OFD/BTREC/CTREC Faculty Career Development Fellowship is included in the Shore Program.

HMS/HSDM Leadership Development Course for Physicians and Scientists

Each spring, the Office for Faculty Affairs offers three-day courses, one designed for HMS and HSDM Instructors and Assistant Professors, and one designed for HMS and HSDM Associate Professors, who have responsibility for a research grant, laboratory, educational course, or clinical program. The goal of the course is to build on participants' knowledge base and skills to enhance their professional development as administrative leaders in academic medicine. The curriculum focuses on human resource management, negotiation, finance, self-assessment, communications, and personal career development. Women and faculty who are underrepresented in medicine are particularly encouraged to apply.

For more information on the course and application process, please visit: <https://fa.hms.harvard.edu/leadership-program>

Diversity Inclusion and Community Partnership (DICP), Office for

<https://dicp.hms.harvard.edu/>

617-432-2413; fax: 617-432-3834

164 Longwood Avenue, Room 210

Joan Y. Reede, MD, MPH, MS, MBA - Dean for Diversity and Community Partnership;

Professor of Medicine, Harvard Medical School; joan_reede@hms.harvard.edu

The Office for Diversity Inclusion and Community Partnership (DICP) at Harvard Medical School (HMS) was established to promote the increased recruitment, retention, and advancement of diverse faculty, particularly individuals from groups underrepresented in medicine, at HMS and to oversee all diversity and inclusion activities involving HMS faculty, trainees, students, and staff,

DICP's Minority Faculty Development Program offers programming for the development of HMS faculty, with an emphasis on mentoring and leadership, while responsive to the identified needs of individuals and institutions. It also sponsors programs that are designed to reach out to the pre-

college and college populations with the goal of bringing outstanding, UIM, and disadvantaged students into the pathway.

DICP's research and evaluation arm, *Converge: Building Inclusion in the Sciences through Research*, conducts research that lead to national, regional, and local strategies that support workforce diversity and inclusion in the biomedical sciences. The Office also acts as a central resource for monitoring faculty development and diversity efforts of the Harvard Catalyst and Translational Science Center through its *Program for Faculty Development and Diversity*. In partnership with the *Biomedical Science Careers Program*, DICP offers programs aimed at providing the encouragement, support, and guidance needed for the successful pursuit of careers in biomedical sciences.

HMS Visiting Clerkship Program

<https://dicp.hms.harvard.edu/dicp-programs/medical-and-graduate/visiting-research-internship-program>

164 Longwood Avenue, 2nd Floor, Boston, MA 02115

Tel: 617-432-4422 Fax: 617-432-3834 E-mail: vcp_hpsp@hms.harvard.edu

The Visiting Clerkship Program (VCP) provides support for fourth-year and qualified third-year medical students from groups underrepresented in medicine as defined by the AAMC, including, but not limited to African-American, Hispanic/Latino and American Indian/Alaska Native, to participate in the Harvard Medical School Exchange Clerkship Program. Clerkships last four weeks and are available, space and budget permitting, to full-time students in good standing at accredited US medical schools. The one-month clerkships are available from May through November. Students receive financial and programmatic support, including a modest living stipend, networking dinners, and direct connection to HMS faculty advisors.

HMS ID – HMS Kresge Building at 677 Huntington Avenue, Room 119; tel 617-432-0389; open 8 AM - 4 PM, M-F

If you encounter difficulty, please verify that your Department has sent HMS the necessary administrative paperwork for appointments, or reappointments.

Joint Committee on the Status of Women (JCSW), HMS/HSDM

<http://jcsw.hms.harvard.edu>

Phone: 617-432-0719

Email: JCSW_AdminAssist@hms.harvard.edu

The JCSW is an advisory committee of the Dean of the Faculty of Medicine, established in 1973, representing a constituency of women and men faculty, fellows, residents, post docs, students, of the Medical and Dental Schools, and the affiliated hospitals and institutions and staff of HMS and HSDM. The mission of the Committee is to facilitate and enhance the contribution of women at HMS and HSDM by expanding and improving opportunities for leadership and advancement. The members of the JCSW constitute a fabric of connection and a force for institutional evolution – as observers, researchers, analysts, commentators, mentors and educators. Past achievements include helping to establish the Ombuds Office and the Archives for Women in Medicine. Visit the JCSW website for more information, including a calendar of programs and events, as well as these links: HMS websites on promotion and fellowships; Offices for Women at Harvard Hospitals; the Ombuds Office; the Office for Work and Family. The JCSW accomplishes its goals through the work of committees and task forces such as Professional Equity; Dean's Leadership Awards for the Advancement of Women Faculty and Staff; Career Advancement; Work/Life; Community Engagement. The JCSW documents obstacles and opportunities for advancement of women, offers and promotes educational programs, networking, and provides recommendations to the Dean. The JCSW is proud to have received the AAMC Group on Women in Medicine and Science (GWIMS) Leadership Award for an Organization in 2020. JCSW membership is open to all HMS/HSDM faculty, trainees, students, and HMS/HSDM staff.

Boston Children's Hospital faculty/staff who are involved in current JCSW activities include: Eman Ansari, MD, Dusica Bajic, MD; Jean Emans, MD; Laurie Fishman, MD, Maxine Milstein, MBA; Sang Park, PhD.; Kinga Tomczak, MD, Nicole Ullrich, MD, PhD

Harvard Ombuds Office, Longwood

164 Longwood Avenue; Office tel: 617-432-4041

Melissa Brodrick, MEd, Ombuds and Director, melissa_brodrick@hms.harvard.edu

Lisa Neale, Ombuds, lisa_neale@hms.harvard.edu

Robin Cheung, Program Administrator, robin_cheung@hms.harvard.edu

The Harvard Ombuds Office, Longwood provides impartial assistances to Harvard faculty, staff, students, trainees and appointees at the affiliated institutions whose concerns are affecting their work or studies. The Ombuds Office offers a highly confidential, independent, and informal forum in which to help visitors identify issues, goals and options; you'll make your own decisions regarding next steps. Options can range from just talking to requesting a formal grievance procedure and lots in between. An Ombuds can provide coaching in written and verbal communications, informal mediation, meeting facilitation, shuttle diplomacy, upward feedback, and information about policies/procedures and resources. Concerns include, but are not limited to, career management, work/academic environment, research-related concerns, harassment and discrimination. *Any issue may be brought to the Ombuds Office.*

Harvard Longwood Campus – Work/Life Programs

Office of Employee Development and Wellness; hlc.harvard.edu

90 Smith Street, Office tel: 617-432-1048

Jennifer Weininger, WorkLife Program Manager, jweininger@hsph.harvard.edu

Christine Moynihan, Program Coordinator, cmoynihan@hsph.harvard.edu

Antonia Gonzalez, Leave of Absence Specialist, agonzale@hsph.harvard.edu

The Office of Employee Development and Wellness is a part of the larger Longwood HR community. We offer programming, trainings, and resources to develop, and support our Longwood faculty, staff and post docs. We specialize in the areas of employee development, wellness and work/life and leave support. Our offerings are driven by our core mission, vision and values. For more information and to see our current workshop offerings, please visit our website at hlc.harvard.edu.

Resources Available Through the National Center for Faculty Development and Diversity (NCFDD)

<https://www.facultydiversity.org/>

Harvard University has an institutional membership with the National Center for Faculty Development and Diversity (NCFDD) through Jan. 31, 2025. NCFDD's career development resources—are available to all Harvard-affiliated faculty, postdoctoral fellows, clinical trainees, staff, and medical, dental, and graduate (master's/PhD) students.

Benefits of NCFDD's institutional membership include (see website for details):

- The Core Curriculum, which teaches skills specifically focused on strategic planning, productivity, work-life balance, and healthy relationships
- The Monday Motivator, an email that presents the Core Curriculum
- Guest Expert Webinars and Multi-Week Courses, 60-to-90 minute professional development sessions designed to meet the needs of faculty members, postdoctoral fellows, and graduate students
- The 14-Day Writing Challenge, to enhance writing productivity
- The Dissertation Success Curriculum, designed to help advanced graduate students overcome obstacles to finishing their dissertation
- Podcasts on relevant topics, featuring faculty from member institutions

Individuals can activate their membership by clicking on <https://www.facultydiversity.org/join> and begin using services by selecting Harvard from the institution list and providing a work email address containing "harvard.edu." Some of the offerings have tuition and faculty should discuss funding with their Chairs. Questions should be addressed to Brian Crete, HMS Office for Faculty Affairs Program Manager, brian_crete@hms.harvard.edu.

Appendix

Boston Children's Hospital Senior Leadership

Kevin Churchwell, MD	President and Chief Executive Officer
Lisa Abbott, MBA	EVP, Chief Human Resource Officer
Nancy Andrews, MD, PhD	EVP and Chief Scientific Officer
Dick Argys, MHA	EVP, Hospital, Satellite and Ambulatory Operations, and Chief Culture Officer
John Brownstein, PhD	Chief Innovation Officer
August Cervini, MBA	SVP, Research Administration
Vincent Chiang, MD	SVP, Chief Medical Officer
Wendy Chung, MD, PhD	Pediatrician-in-Chief
Stacy Drury, MD, PhD	Psychiatrist-in-Chief
Steven Fishman, MD	Surgeon-in-Chief
Gary Fleisher, MD	Physician-in-Chief
Michelle Garvin, JD	EVP, System General Counsel
Michael Gillespie, MPH	VP, Clinical Services
Joshua Greenberg, JD, MA	VP, Government Relations
Cynthia Haines, MBA	SVP, National and International Services
Lisa Hogarty, MSc	SVP, Real Estate Planning and Development
Peter Laussen, MBBS	EVP, Health Affairs
Heather Nelson, MHA	SVP and Chief Information Officer
Ellen Rothstein, Esq	VP, Human Resources
Philip Rotner, MBA	Chief Investment Officer
Sharon Silk, MPH	VP, Health Affairs
Lynn Susman	EVP and President, Children's Hospital Trust
Douglas Vanderslice, CPA	EVP, Enterprise Services, System CFO
Valerie Ward, MD, MPH	SVP, Chief Equity and Inclusion Officer
Laura Wood, DNP, MS, RN	EVP, Patient Care Operations, System Chief Nursing Officer
Roderic Young	VP and Chief Marketing and Communications Officer



Boston Children's Hospital – Departments/Divisions/Programs

Anesthesiology, Critical Care and Pain Medicine

Cardiac Anesthesia
Critical Care Medicine
Pain Medicine (Acting Chief)
Perioperative Anesthesia

Joseph Cravero, MD
James DiNardo, MD
Jeffrey Burns, MD, MPH
Christine Greco, MD
Lynne Ferrari, MD
Pedro Del Nido, MD
Tal Geva, MD

Cardiac Surgery

Cardiology

Associate Chief -
Academic Affairs
Cardiac Imaging
Cardiology Outpatients Service
Cardiology Inpatient Service
Invasive Cardiology
Cardiac Critical Care
Electrophysiology Laboratories

Jane Newburger, MD, MPH
Andrew Powell, MD
Sarah de Ferranti, MD, MPH
Roger Breitbart, MD
Diego Porras, MD
Ravi Thiagarajan MD, MPH
Edward Walsh, MD
Man Wai Ng, DDS, MPH
Orah Platt, MD

Dental

Laboratory Medicine

Neurology

Neurosurgery

Ophthalmology

Orthopedic Surgery

Sports Medicine

Otolaryngology

Pathology

Pediatrics

Deputy Chairman
Addiction Medicine
Adolescent Medicine
Developmental Medicine
Emergency Medicine
Endocrinology
GI/Nutrition
General Pediatrics
Genetics/Genomics
Hematology/Oncology
Immunology
Infectious Diseases
Molecular Medicine
Nephrology
Newborn Medicine
Precision Vaccines Program
Pulmonology

Scott Pomeroy, MD, PhD
Mark Proctor, MD
David Hunter, MD, PhD
Martha Murray, MD
Mininder Kocher, MD, MPH
Michael J. Cunningham, MD
Mark Fleming, MD, DPhil
Wendy Chung, MD, PhD
Frederick H. Lovejoy, Jr., MD
Sharon Levy, MD, MPH
Amy DiVasta, MD
William Barbaresi, MD
Richard G. Bachur, MD
Joel Hirschhorn, MD, PhD
Scott Snapper, MD, PhD
Christopher Landrigan, MD, MPH
Christopher A. Walsh, MD, PhD
David Williams, MD
Peter Nigrovic, MD
Dennis Kim, MD, PhD
Stephen C. Harrison, PhD
Friedhelm Hildebrandt, MD
Stella Kourembanas, MD
Ofer Levy, MD, PhD
Benjamin Raby, MD, MPH
John Meara, MD, DMD, MBA
Stacy Drury, MD, PhD
Tina Young Poussaint, MD, FACR
Steven Fishman, MD
Marc Laufer, MD
Carlos Estrada, MD

Plastic Surgery

Psychiatry

Radiology

Surgery

Gynecology

Urology

Interdisciplinary Programs

Bioinformatics
Program in Cellular and Molecular Medicine (PCMM)
Institutional Centers for Clinical and Translational Research
F.M. Kirby Neurobiology Center
Stem Cell/Developmental Biology
Translational Research Program
Vascular Biology

Kenneth Mandl, MD, MPH
Frederick Alt, PhD
David Williams, MD
Clifford Woolf, MD, PhD
Leonard Zon, MD
Mustafa Sahin, MD, PhD
Marsha Moses, PhD

Harvard Medical School – Academic Leadership

Dean of the Harvard University's Faculty of Medicine
Dean of the Harvard School of Dental Medicine
Dean for Academic and Clinical Affairs
Dean for Faculty Affairs
Associate Dean for Faculty Affairs
Associate Dean for Faculty Affairs
Dean for Medical Education
Dean for Research Operations and Global Programs
Dean for External Education
Dean for Clinical and Translational Research
Dean for Diversity and Community Partnership
Executive Dean for Administration
Chief Financial Officer
Dean for Faculty and Research Integrity
Director of the HMS Academy Fellowship
in Medical Education
Ombudsperson

George Daley, MD, PhD
William V. Giannobile, DMSc
Anne E. Becker, MD, PhD
Grace Huang, MD
TBA
Bethany Westlund, PhD
Edward M. Hundert, MD
David Golan, MD, PhD
David H. Roberts, MD
Lee Nadler, MD
Joan Reede, MD, MPH, MBA
Lisa Muto, PhD
Julie Joncas, MBA
Kristin Bittinger, JD

David Hirsch, MD
Melissa Brodrick, MEd

For complete Offices of the Deans, see:

<https://hms.harvard.edu/about-hms/deans-corner/offices-deans>

Related Web Sites

Bok Center for Teaching for assistance in teaching techniques: <https://bokcenter.harvard.edu/>

HMS Teaching Opportunities and Resources
<https://fa.hms.harvard.edu/teaching-resources>

Harvard Affiliated Housing provides information about housing for faculty and links to related resources
<http://huhousing.harvard.edu/>