

# Perspectives

From the Office of Faculty Development



**Boston Children's Hospital**  
Until every child is well™



**HARVARD MEDICAL SCHOOL**  
**TEACHING HOSPITAL**

**Director:** S. Jean Emans, MD **Administrative Director:** Maxine Milstein, MBA **Editor:** Jill Dobriner, PhD

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## 2019 Boston Children's Hospital Women in Medicine and Science Month Grand Rounds

Anne Klibanski, MD, President and CEO, Partners HealthCare and HMS Laurie Carrol Guthart Professor of Medicine, presented the September 18 Women in Medicine and Science Month Grand Rounds on the topic "Our Obligation to Mentoring the Next Generation of Leaders." Dr. Klibanski discussed her background at Barnard College, her passions for both literature and science, and how the college environment encouraged women to find their unique voices.

As Dr. Klibanski entered the medical field, she came to realize that "profession" and "career" required different ways of thinking: while professional considerations were specific to degree requirements and job responsibilities, career considerations were broader and took into account how she would like to grow over time. Implicit in this discussion is the value of going "off-script," of embracing opportunities that may not be aligned with present professional skills, but which can lead to growth and an expanding of one's perspective. When she was given the chance to assume the role of Chief Academic Officer, Dr. Klibanski met with specialists and leaders in the field to find out more about the role; as it turned out, she discovered that she enjoyed the opportunities to help people through hospital administration. She encourages mentors to explore how they can make a difference in their mentees' lives and to help them take the long view of career development: what is the mentee most concerned about and how can the mentor and the institution intervene positively? Similarly, mentees are advised to meet faculty and leaders who can solve problems and initiate change. Dr. Klibanski also emphasized the importance of resiliency, that although we cannot always control the things that happen to us, that we can control how we react to them, including finding our own inner strength. An early success/win, even a relatively small one, can make a big difference in boosting a mentee's self-confidence.



**Anne Klibanski, MD, President and CEO, Partners HealthCare and HMS Laurie Carrol Guthart Professor of Medicine**

Dr. Klibanski cited the need for child care as one of the founding principles underlying the MGH Partners' Office for Women's Careers, a program that she created and has now been assimilated into the MGH Center for Faculty Development. She was also instrumental in the establishment of the MGH Claflin Awards, which provide 2 years of funding to researchers to hire coordinators and lab technicians. Over its 20 year history, more than 100 women have benefited from receiving Claflin Awards. Dr. Klibanski outlined the need for identifying a diverse pipeline of talent early in the search process as essential to ensuring that diverse candidates are chosen for leadership roles. When interacting with mentees, Dr. Klibanski reminded the audience that finding the true nature of the problem or concern, similar to the process of understanding patient stories, helps shape an effective mentoring relationship.

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

Working at Boston Children's Hospital presents us with on-going inspiration in our history, research innovations, clinical expertise, and educational initiatives. Many faculty report, however, that worklife balance is a daily challenge. The Office of Faculty Development takes these concerns seriously and we encourage faculty to seek assistance in department/division worklife programs, the Office of Clinician Support, and faculty development workshops and resources (see the wellness videos posted on our website: <http://www.childrenshospital.org/research/office-of-faculty-development/faculty-resources/work-life-resources>). One practical tip: always reserve space in your calendar for any activity that you enjoy and for family time. The Office of Faculty Development will continue to offer workshops on time management and stress relief and we hope to receive feedback from faculty members on what tools or skills have helped them. Enjoy the holiday season and we look forward to seeing you at an Office of Faculty Development event in 2020!

## Latinos & Amigos: Celebrating Latino Heritage Month 2019

The *Latinos & Amigos Celebration*, part of Boston Children's Hospital's annual Latino Heritage Month Observance, was held on 10/3 in Folkman Auditorium. This year the event focused on the resilience of Latino communities in an era of uncertainty and fear regarding social safety for many immigrants.

Dick Argys, Chief Culture Officer and Chief Administrative Officer, welcomed the attendees and emphasized that the Celebration is integral to Boston Children's commitment to diversity. Kiara Alvarez, PhD, Instructor in Medicine at the MGH Disparities Research Unit, presented the keynote address on "Mental Health and the Latinx Community" and discussed the barriers that Latinx (gender neutral term) individuals face regarding treatment, including lack of language/linguistic services at many hospitals, lack of insurance, and fears pertaining to immigration enforcement. Latinx communities have built coping strategies through community organizations, teachers, youth and parent peer support programs, and strong familial networks.

Laura Aleman Veliz, a patient mother originally from Honduras, spoke about raising her son, Liam, who has Pterigium Syndrome which presents with scoliosis and limitations in use of legs, hands, and feet. Liam is now able to attend school and Ms. Veliz has benefited from a BCH Hale Center for Families program called Fuente de Luz (Fountain of Light) which supports families and children in their medical journeys. A screening of one of the Boston Children's "Spanish Voices Experience Journal" (<http://experiencejournal.com/journals/spanish-journal/>) demonstrated how the hospital assists special needs children. To overcome linguistic barriers. Boston Children's has developed a series of Spanish Language Education Videos for Families (<http://tech.childrenshospital.org/lp/spanish-language-guide/>).

The 2019 Latino Achiever was Maria Carvalho, MSW, LICSW, Manager, Spanish Social Work Team, who was selected for her longterm dedication to the growth of the Team.



**Alejandro Gutierrez, MD**, Assistant Professor of Pediatrics in the BCH Division of Hematology-Oncology and a 2013 Office of Faculty Development/ Basic/Translational Executive Committee (BTREC), and Clinical and Translational Research Executive Committee (CTREC) Fellowship recipient, presented with Gala award by patient mother, Sandra Dubuc, at the 9/20 Gala de Milagros para Niños. The Gala raised nearly \$600,000 for BCH programs that help Latino patients both locally and globally. Dr. Gutierrez was honored for his tireless commitment to cancer research as well as his compassionate care of Boston Children's Hospital patients.

## Joseph Cravero, MD, Appointed Chief of the Division of Pain Medicine

Congratulations to Joseph Cravero, MD, HMS Associate Professor of Anesthesiology, who has been appointed Chief of the Division of Pain Medicine in the BCH Department of Anesthesiology, Peri-operative and Pain Medicine. Dr. Cravero joined the Department from Dartmouth's Geisel School of Medicine in 2012 and assumed leadership roles as the Director of Perioperative Outcomes Research, the Director of Sedation Services, and the Director of Radiology Anesthesia Services. In addition, Dr. Cravero has contributed to the Boston Children's mission in medical education and has been honored twice as the Department of Anesthesiology's Resident Teacher of the Year.



Joseph Cravero, MD

## In Memoriam: Carolyn Bridgemohan, MD

The Office of Faculty Development joins the Boston Children's Hospital community in mourning the loss of Carolyn Bridgemohan, MD, Associate Professor of Pediatrics in the Division of Developmental Medicine, who passed away on August 16. Dr. Bridgemohan was an inspiring physician and leader to her colleagues, trainees, patients, and staff. She was the Co-Director of the Boston Children's Autism Spectrum Center and led many initiatives at the hospital to create an "autism-friendly" environment, including staff training. Her colleagues, Drs. Sarah Spence, William Barbaresi, Leonard Rappaport, describe Dr. Bridgemohan's longterm contributions as life-changing: "She successfully lobbied hospital leadership to financially support important staff positions dedicated to improving the patient and family experience. She oversaw the training of hospital staff to promote awareness of the unique needs of patients with autism and neurodevelopmental disabilities. She initiated a program where patients and families create behavior support plans to let everyone know what helps them cope. Her brilliance, innovation, energy, motivation and passion will never be duplicated."



Carolyn Bridgemohan, MD

## Update from the BCH Medical Library, by Chloe Rotman, MLIS, Manager, Library Services

Alex Cronin joined us this August as our newest Medical Librarian, having previously worked at the Emmanuel College Library and Simmons College. Alex says, "I am excited to join the innovative Boston Children's team and help patrons gain access to whatever materials they may need!"

We are now able to offer scheduled classes twice a week, rotating through essential topics such as PubMed and searching skills, EndNote, and Mendeley. See the Library website for the full schedule, or reach out to schedule individual trainings.

**Conveniently meeting with a librarian is even easier now that the Library Annex in Farley 103 has reopened.** Come by to use a drop-in workspace or meet with a librarian about your research and informational needs.

### Looking for a good book? Here's what the librarians and archivists are reading right now.

**Chloe Rotman** – In the Dream House  
by Carmen Maria Machado

**Anna Dorste** – The Dutch House  
by Ann Patchett

**Alex Cronin** – Sabrina & Corina  
by Kali Fajardo-Anstine

**Alina Morris** – The Burgess Boys  
by Elizabeth Strout

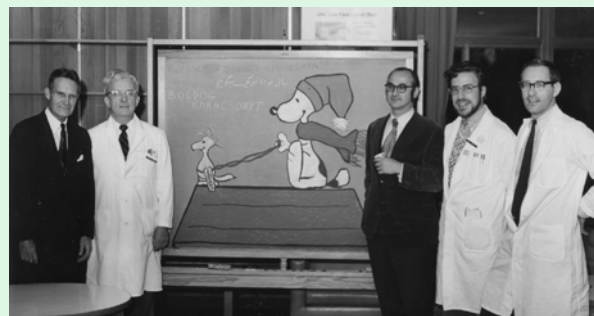
**Katie Loughrey** – The Haunting of Hill House  
by Shirley Jackson

## News from the BCH Archives, by Alina Morris, MLIS

### *The Spirit of Holidays Past at Boston Children's Hospital*



Patients enjoying Christmas dinner in 1913, the last holiday spent in the hospital on Huntington Ave. The hospital moved to Longwood Ave a few months later in 1914 with the construction of the Hunnewell building



Holiday Greetings, 1974: L to R: Charles A. Janeway, MD; Thomas E. Cone, MD; Sherwin V. Kevy, MD; John W. Graef, MD; Frederick H. Lovejoy, MD



### Office of Health Equity and Inclusion News

By **Valerie L. Ward, MD, MPH, Medical Director; Nikki Tennermann, LICSW, Administrative Director; and Geeranan Chuersanga, MS, Program Coordinator**

With the start of the 2019-2020 academic year, the Office of Health Equity and Inclusion continues to partner with Boston Children's Hospital departments and divisions and with colleagues from across the Harvard hospital affiliates to advance equity in faculty development and patient care.

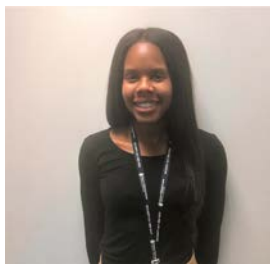
#### Health Equity and Inclusion Programming at Boston Children's Hospital

The Second *Annual Pediatric Health Equity and Inclusion Symposium*, co-sponsored by the BCH Academy, was held on Wednesday, September 11, 2019. Focusing on health equity in subspecialty care, the Symposium featured Grand Rounds speakers: **Efren J. Flores, MD**, from MGH, who gave the Radiology Grand Rounds lecture "Understanding Social Determinants of Health to Reduce Disparities in Radiology;" **Vincent Smith, MD, MPH**, from Boston Medical Center, **Jonathan S Litt, MD, MPH, ScD** and **Molly Wylie, MA**, from BIDMC, who delivered the Psychiatry Grand Rounds lecture "The LGBTQ-headed Family in the NICU: Parent Perspectives and Programmatic Responses;" **Amy Szarkowski, PhD**, from BCH who gave the Office of Health Equity and Inclusion Grand Rounds lecture "Communication Challenges and Differences: Considerations for Health Equity;" and **Hans Kersten, MD**, from St. Christopher's Hospital for Children in Philadelphia who gave the Gastroenterology Grand Rounds lecture "Advancing Health Equity through the Lens of Food Insecurity." Over 180 faculty and staff from across the hospital participated in the Symposium.

#### Jessica Addison, MD, MS, Awarded Boston Children's Hospital Pediatric Health Equity Fellowship

Congratulations to Jessica Addison, MD, MS, who received the inaugural BCH Pediatric Health Equity Fellowship. This innovative fellowship is a collaboration between the Harvard-wide Pediatric Health Services Research Fellowship Program and the BCH Office of Health Equity and Inclusion, and co-directed by Jonathan A. Finkelstein, MD, MPH, BCH Chief Safety and Quality Officer and Valerie L. Ward, MD, MPH. This 2-year fellowship provides formal instruction in health services research, health equity seminars, mentorship in health equity, and funding for a Masters of Public Health degree at the Harvard T.H. Chan School of Public Health.

Jessica Addison, MD, MS



Mireia Alemany Ribes, PhD

#### Our Harvard Medical School Affiliated Community

The Harvard Medical School (HMS) sixth annual Harvard Affiliated Residency Programs Showcase took place on Saturday, September 14, 2019 at the Harvard Medical School Tosteson Medical Education Center (TMEC). This event was co-sponsored by HMS-affiliated hospitals and offices and hosted by the Visiting Clerkship Program within the HMS Office for Diversity Inclusion and Community Partnership. Over 160 medical students attended the event, and over 20 students from medical schools across the country expressed interest in training at BCH. **Valerie L. Ward, MD, MPH**, provided opening remarks at the event, Boston Combined Residency Program Director **Theodore Sectish, MD**, participated in the Program Directors Panel and resident **Cynthia Akagbosu, MD, MMS**, was on the Residents Panel. We sincerely appreciate the OFD's co-sponsorship and all Boston Children's faculty and trainees who attended this important recruitment event: **Thomas Sandora, MD, MPH; Cynthia Stein, MD, MPH; Ankoor Shah, MD, PhD; Colleen Monaghan, MD; Marcella Luercio, MD; Camila Mateo, MD, MPH; Zheala Qayyum, MD; Elyse Portillo, MD, MPH; Kristan Scott, MD; Rohini Jain, MD; Katia Genadry, MD; Jessica Ruiz, MD; Beverly Aiyanyor, MD; Destiny Tolliver, MD; Mariel Bailey, MD, MEd; and Alexandra Santana Almansa, MD.**

#### HMS/HSDM Celebrate 50 Years of Diversity

Harvard Medical School and Harvard School of Dental Medicine celebrated 50 years of Diversity and Inclusion on Monday, October 28, 2019 at the TMEC Amphitheater. The celebration honored psychiatrist **Alvin L. Poussaint, MD**, HMS Professor of Psychiatry, Emeritus and Associate Dean for Student Affairs and retired after 50 years on the faculty of HMS, who advocated for the 1969 diversity initiative that paved the way for a culture of diversity and inclusion at HMS and beyond. Signatures of HMS students who petitioned HMS in May 1968 include BCH alumni and current faculty: **Herbert Boerstling, Barbara Burr, Gordon Harper, John Emans, S. Jean Emans, Richard Ferber, and Stuart Orkin.** **Kevin B. Churchwell, MD**, President and Chief Operating Officer of Boston Children's Hospital, was one of the invited speakers who reflected on the evolution of diversity and inclusion at HMS.

#### Leadership Development

Human Resources and the OFD collaborated with the Office of Health Equity and Inclusion to host 2 Diverse Leadership Awardee Forums on September 23 and 26, 2019 as networking opportunities for present and past leadership awardees at BCH. Attendees included recipients of the PRISM, Black Achiever and Latino Achiever awards, as well as The Partnership, Inc. and Conexión Leadership Development awards. In January 2020, Mireia Alemany Ribes, PhD, Post-Doctoral Fellow in Orthopaedics, will attend Conexión, a 10-month program for Latinx leaders.

## Office of Faculty Development Wellness Champions

As the Office of Faculty Development makes plans for future programs and initiatives regarding worklife balance and how to alleviate stress, we would like to thank our faculty who have provided guidance and leadership for many years. They have led expeditions, counseled peers and trainees, and spent many hours listening to faculty concerns.

**Alicia Casey, MD**, Instructor in Pediatrics, Respiratory Diseases - Career and Family Network facilitator, Apple-Picking Expedition leader

**Emily Davidson, MD, MPH** and Registered Yoga Teacher, Assistant Professor of Pediatrics, General Pediatrics - Meditation instructor, facilitator of OFD yoga and meditation bookmark projects; author of 2019 OFD blog post on meditation techniques

**Sara Forman, MD**, Associate Professor of Pediatrics, Adolescent Medicine - Faculty Peer Support Group founder

**Jon Griswold, MD**, Instructor in Anaesthesia, Department of Anesthesiology, Peri-operative and Pain Medicine - workshop speaker on Strategies for Saving for College

**Lydia Shrier, MD, MPH**, Associate Professor of Pediatrics, Adolescent Medicine - restaurant reviewer for OFD newsletter, Career and Family Network founder, Apple-Picking Expedition pioneer; Time Management workshop facilitator with **Judy Zola, MBA**, BCH Director of Learning and Development

**Elissa Weitzman, ScD**, Associate Professor of Pediatrics, Adolescent Medicine - Making Science in Fiber Arts founder

In addition, the Boston Children's Medical Staff Organization (MSO) has supported faculty through innovative programming on faculty resilience. **Amy Vinson, MD**, Assistant Professor of Anaesthesia, organized a series of lectures on peer support, gratitude, and healthy lifestyles for the BCH Department of Anesthesiology, Peri-operative and Pain Medicine and was instrumental in developing the MSO programming in 2019.

## 2019 Apple-Picking Expedition at Westward Orchards

The annual Office of Faculty Development Apple-Picking Expedition occurred on Sunday, October 6 at Westward Orchards in Harvard, MA. Hosted by Alicia Casey, MD, the Expedition provided an afternoon of trekking, discovery, and fresh air for 45 participants, both adult and pint-sized. All pleasantly-tired attendees arrived home with plenty of apples and the prospect of a welcome night's sleep.



## “Making Science in Fiber Arts” Gets Close to Its Sources

The Boston Children's “Making Science in Fiber Arts” group, facilitated by Elissa Weitzman, ScD, Associate Professor of Pediatrics in the Division of Adolescent Medicine, visited the Harvard Alpaca Ranch on October 6 and became more acquainted with the origins of a favorite textile. The Alpacas enjoyed meeting the BCH group too! To learn more about “Making Science in Fiber Arts,” email [ofd@childrens.harvard.edu](mailto:ofd@childrens.harvard.edu).

**Terry Buchmiller, MD, Receives 2019 Robert P. Masland, Jr., Teaching Award  
Submitted by the BCH Department of Medical Education**

*Dr. Robert P. Masland, Jr. was the Chief of Adolescent/Young Adult Medicine at Children’s from 1967 to 1993 and was a leader in establishing the field of Adolescent Medicine, as well as teaching communication and professionalism. In addition, he trained generations of medical students, residents, and faculty members at BCH. The Robert P. Masland, Jr. Teaching Award recognizes a BCH faculty member who demonstrates passion in teaching medical students.*

Dr. Buchmiller, HMS Associate Professor of Surgery in the BCH Department of Surgery, regularly teaches students in Introduction to Clinical Anatomy and Surgery and Advanced Clinical Application of Anatomy, as well as during their clerkships in Surgery and Pediatrics. She has mentored a long list of students in various projects. Dr. Buchmiller has been a frequent recipient of the Department of General Surgery Student and Resident Teaching Awards. One of her HMS students said it best: “She goes out of her way to share her passion and enthusiasm for her work and to have students as involved as possible, from the OR, to clinic, to sitting in on research meetings, to demonstrating the behind the scenes coordination of teams during clinical scenarios.” Clearly, Dr. Buchmiller exemplifies the ideals of the Robert P. Masland Teaching Award.



**Terry Buchmiller, MD**

**DeWayne Pursley, MD, MPH, Receives HMS Exceptional Service Award**

Congratulations to DeWayne Pursley, MD, MPH, Associate Professor of Pediatrics at BIDMC who received the HMS Barbara J. McNeil Faculty Award for Exceptional Service; the award is a component of the annual HMS/HSDM Exceptional Institutional Service Awards. He has served on many BCH committees.



**DeWayne Pursley, MD, MPH**

**Leadership in the Department of Orthopaedic Surgery**

The last quarter of 2019 brings new leadership to the Department of Orthopaedics. Mininder Kocher, MD, MPH, has been appointed Chief of Sports Medicine, succeeding Lyle Micheli, MD, who founded the division. Dr. Kocher specializes in pediatric sports injuries, focusing on pediatric hip arthritis, and received the Kappa Delta Award for clinical research from the American Academy of Orthopaedic Surgeons. Since 2005, he has served as the Division of Sports Medicine’s Associate Chief.

Daniel J. Hedequist, MD, has been appointed the Chief of the Spine Surgery Division, succeeding John Emans, MD, who served as Chief since 2001. Dr. Hedequist specializes in using robotic technology in spinal deformity corrective surgery. Donald Bae, MD, is now the Clinical Chief of Orthopaedic Surgery; a specialist in pediatric hand surgery, Dr. Bae is lauded for his contributions in medical education and has led the International Pediatrics Orthopaedic Symposium.

In a joint August announcement to the Boston Children’s community, CEO Sandra Fenwick, COO and President Kevin Churchwell, and Department of Orthopaedics Chief Peter Waters, acknowledged the work and talents of both new and former leaders: “Please join us in congratulating Drs. Kocher, Hedequist and Bae on these new roles. They are essential to the care we deliver to some of our most complex patients. Please also join us in thanking Drs. Micheli and Emans for the compassion, innovation and determination they have exemplified through their years of leadership.” In 2019, John Emans, MD, HMS Professor of Orthopaedic Surgery, received the prestigious Campbell Award at the meeting of the International Congress of Early Onset Scoliosis.



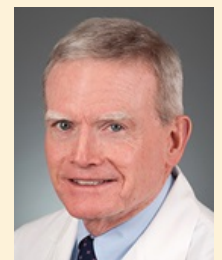
**Mininder Kocher, MD, MPH**



**Daniel Hedequist, MD**



**Donald Bae, MD**



**John Emans, MD**



## Additional BCH Office of Faculty Development 2019 Faculty Survey Responses

### Methodology:

Data collected 6/10/2019 - 6/26/2019 using SurveyMonkey; 36 items: 365 faculty responded: 63% female;  
Instructor 26%; Assistant Prof. 43%; Associate Prof. 21%; Prof. 10%  
Primary Role: Clinicians 62%; Researchers 30%; Educators 4%; Administrator 4%

### Mentoring

63% have a mentor, career advisor or network; of those without a mentor, 37% want a mentor.  
67% have mentees. Top 7 requests from faculty to improve their effectiveness as mentors:

Time	51%	Support from Chief	32%
Academic Recognition	50%	Formal mentoring programs/assignments	26%
Formal mentoring education	49%	Cultural Awareness/Unconscious Bias Training	17%
Staff Support	33%		

### Career Conferences

82% of respondents have had a career conference in the past 2 years; 57% found it helpful, 34% somewhat helpful;  
61% felt it addressed their performance and productivity and their career goals

Comments: More content requested on promotion, setting goals, leadership opportunities, identifying resources  
Faculty would like Chairs to express appreciation for contributions and acknowledge work-life balance

### Promotion

47% of respondents felt they understood HMS promotion criteria, 46% felt they somewhat understood criteria

### Medical Education

29% had attended (in-person or Zoom) events hosted by the Department of Medical Education (DME) or the BCH Academy for Teaching and Educational Innovation and Scholarship

### Wellness/Culture

38% of respondents indicated that their division/department had activities focused on wellness or prevention of burnout, 26% unsure.  
Top 4 choices for supporting a healthier culture of "wellness" for faculty (on a 5 point scale):

Fewer administrative tasks	4.43	More IT (tech) support	4.07
Flexible work schedule	4.36	Peer support groups	3.66

### Work Environment

Respondents work at home (70%) because:

They want to be with family	51%
To avoid long commutes	49%
To avoid noisy space	29%

Respondents work on-site because of:

Availability to trainees	66%	Sharing Ideas	58%
Ability to discuss clinical or research issues	64%	Better access to computer resources	45%

### Additional comments for the Office of Faculty Development to help meet faculty needs

Zoom, archiving urgently needed to accommodate faculty schedules and satellites

Noon time slot can be problematic for faculty

Difficult to be productive or feel valued in current physical work environment due to lack of office space and exam rooms, break/conference rooms also needed

"Would love more business type courses on leadership, business of medicine, how to manage up"

"The use of the patient portal has doubled my work"

"More appreciation for all the wonderful diverse things faculty are doing would go a long way"

"Meeting with Jean Emans 2-3 years ago was a tremendous experience. Maybe those meetings should be scheduled annually"

"Just want to thank you (OFD) for all of the excellent programs and networking opportunities through the years"

"Thank you for all the many ways OFD supports faculty at BCH!"



*The Office of Faculty Development wishes you a happy and idyllic  
holiday season!*

*S. Jean Emans, Faculty Director*

*Maxine Milstein, Administrative Director*

*Jill Dobriner, Program Coordinator*

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**Office of Faculty Development**  
300 Longwood Avenue  
Boston, MA 02115

[Recipient]

Address Line 1  
Address Line 2  
Address Line 3  
Address Line 4