Dr. Joseph Majzoub, 2019 HMS William Silen Lifetime Achievement in Mentoring Awardee, Shares His Perspective on Mentoring

Mentoring is an important value at Boston Children’s Hospital, and we asked Joseph Majzoub, MD, Thomas Morgan Rotch Professor of Pediatrics in the Division of Endocrinology and recipient of a 2019 William Silen Lifetime Achievement in Mentoring Award, to share with Perspectives his thoughts on how to develop effective mentoring relationships with trainees and junior faculty.

Dr. Majzoub notes that most knowledge is part of a continuum and that trainees should be encouraged to contribute to this. Trainees can be daunted by their mentors’ accomplishments, forgetting that most careers have modest beginnings. He encourages mentors to “be accessible, not intimidating; reveal yourself and show your vulnerabilities,” and to maintain a collegial dialogue with trainees that reflects an authentic exchange of ideas. “Permit/encourage/learn from bilateral flow of thought, especially from mentee to mentor.” Providing emotional support in difficult moments is central to the mentoring relationship. “Encourage trainees through their initial stumbles – cheer them on. We all experience adversity, make mistakes as we grow. Help trainees get back on track …don’t avoid difficult discussions and critical, corrective suggestions.” Above all, keep the mentee at the forefront of the relationship. “Mentoring is a non-transactional activity. There is no assumed quid pro quo. One should put a mentee’s interests ahead of one’s own.” The mentor’s primary role is to be inspiring. The relationship should be joyful, and an investment in the mentee’s future.

Office of Faculty Development 2019 Survey Results – What Faculty Told Us

Our sincere thanks to the 365 faculty who responded to the 2019 OFD Survey. Some of the results are summarized here and throughout this issue with more analyses of results and comments ahead. The results will guide us in program planning over the next 2 years, and we are grateful for your many suggestions. We will redouble our efforts to work with Multi Media regarding Zoom archiving. Top choices for workshop topics include: medical education (50%); leadership development (49%); academic promotion (49%); negotiations and conflict management (35%); grant writing and funding (32%); and CV preparation/review (33%). Career conferences and mentoring were an integral part of the survey. 82% had had a career conference in the past 2 years; 57% of faculty reported that the career conference was “helpful” with 34% checking “somewhat helpful.” 66% of faculty have mentees; 63% of faculty have a mentor, career advisor, or mentoring network; of those without a mentor, 37% want a mentor. So work to be done! Many faculty work at home to be with family (51%) and to avoid long commutes (49%). Read our articles and announcements from the Medical Library (p.4), the Office of Health Equity and Inclusion (p.5), and OFD work-life programs (p.6) for more survey results. We are pleased that a cross-section of our faculty responded: 63% women, 37% men; 62% clinicians, 30% investigators; 26% Instructors, 43% Assistant Professors, 21% Associate Professors and 9.5% Professors. Half had been a faculty member for 10 years or less and half for more than 10 years. More to come!

Director’s Perspectives by S. Jean Emans, MD

While we are always busy here at Boston Children’s Hospital, the summer season invites us to take the time to re-assess our plans and goals. Jot down some notes on your current projects and interests and reflect on how you would like to navigate the upcoming year. Talk with colleagues on adding to your mentoring network. Join us for the 9/13 Peer Support Luncheon (see details, p. 6), de-stress with our new “Making Science in Fiber Arts” Group (knitting and other fiber crafts - check OFD email announcements), and/or come to the annual Apple-Picking Expedition on 10/6 (p.6). Introduce yourself to the BCH Medical Librarians, Chloe Rotman and Anna Dorste, who can help you in literature searches for any research or clinical project and locate resources, books and articles; read their column on p.4 and visit the Medical Library on the 5th Floor of the Longwood Center.
Eric Fleegler, MD, Honored as 2019 David S. Weiner Award Recipient

Eric Fleegler, MD, MPH, Assistant Professor of Pediatrics in the BCH Division of Emergency Medicine, was honored with the 2019 David S. Weiner Award for Leadership and Innovation in Child Health on June 3 at a special ceremony held in the Karp 7 Atrium. Dr. Fleegler was recognized for his efforts in creating a unique social service referral system, HelpSteps, that connects patients and their families with social services throughout Massachusetts. The Award will provide $40,000 to support HelpSteps, an increase of $10,000 from previous years, to commemorate Boston Children’s Hospital’s 150th Anniversary.

Sandra Fenwick, MPH, CEO, welcomed the attendees and David S. Weiner, former Boston Children’s President and CEO. The annual Weiner Award was established in 1997 to acknowledge BCH staff who developed initiatives in response to community needs. Dr. Elizabeth Woods, Professor of Pediatrics in the BCH Division of Adolescent Medicine, spoke at the ceremony and commended Dr. Fleegler’s collaboration with the Boston Public Health Commission’s Mayor’s Health Line, Mass-211, the United Way and the Greater Boston Food Bank to provide an extensive database of services in Boston and Massachusetts.

Dr. Fleegler, whose dedication to medicine began with an overriding interest in the social determinants of health and a continuing commitment to working with families, social workers, engineers and community organizations, reminded the attendees that “everyone should have equitable access to health, wealth, opportunity and fair treatment.” Dr. Fleegler underscored the support of his 2006 Office of Faculty Development Career Development Fellowship, which he received early in his career. Find out more about HelpSteps by visiting the website: www.helpsteps.com or download the app for iOS and Android phones (HelpSteps)

Timothy Springer, PhD, Receives Canada Gairdner International Award

Congratulations to Timothy Springer, PhD, Latham Family Professor of Biological Chemistry and Molecular Pharmacology in the BCH Program for Cellular and Molecular Medicine, who received the 2019 Canada Gairdner International Award. The Award honors scientists who have contributed original biomedical research in examining the relation between human biology and disease. Dr. Springer’s research focuses on immune system molecules and autoimmune diseases.

Steven Fishman, MD, Appointed Chief of the Department of Surgery

Steven Fishman, MD, HMS Professor of Surgery and the Stuart and Jane Weitzman Family Chair in Surgery at BCH, has been appointed Chief of the Department of Surgery, succeeding Robert Shamberger, MD, who served as Chief for 15 years. Dr. Fishman has extensive administrative and leadership experience; he was the Vice Chair in Surgery in Clinical Operations and has served as President of the Physicians’ Organization and as Senior Vice President for Access and Business Services. In these roles and through other committees, such as the Children’s Enterprise Contracting Committee and the Executive Committee, he has improved coordination amongst BCH Foundations and increased the efficiency of patient access. Dr. Fishman’s research focuses on vascular tumors and his leadership extends to serving as President of the International Society for the Study of Vascular Anomalies.
2019 LGBTQ & Friends Celebration

The month of June brings warmth, summer gardens, and energetic LGBTQ celebrations. The 2019 Boston Children’s Hospital LGBTQ Pride Celebration was held June 7th in Folkman Auditorium. The 2019 Prism Award, which recognizes exceptional individuals who consistently make a profound difference on behalf of LGBTQ people, honored Allegra Gordon, ScD, MPH, HMS Instructor in Pediatrics in the BCH Division of Adolescent Medicine, whose research has focused on the mental and physical health outcomes of LGBTQ youth who have experienced bullying, and Keiara Moore, Transplant Financial Coordinator, for her efforts as a volunteer at a local Boys and Girls Club in mentoring LGBTQ teens and promoting a safe environment for them.

Sandra Fenwick, MPH, Chief Executive Officer, opened the event by recognizing Boston Children’s Hospital’s legacy of compassionate care for all children and how “we will continue to make it better.” Elizabeth Boskey, PhD, MPH, LICSW, Social Worker and Research Fellow in the BCH Center for Gender Surgery, discussed how the Center has built a diverse network of support for patients. The event’s keynote speaker, Alex Keuroghlian, MD, MPH, HMS Assistant Professor of Psychiatry and Director of Education and Training Programs at The Fenway Institute, outlined best practices in how clinicians, researchers, and administrative staff can communicate with patients to heighten LGBTQ visibility in health settings and research. Dr. Keuroghlian advised that staff avoid relying on assumptions and to provide intake forms for patients that indicate preferred pronouns. In meeting patients, clinicians need to consider that gender identity, sexual orientation, and sexual history can be included in a medical appointment. Training guides can be found on The Fenway Institute’s website: https://www.lgbthealtheducation.org/

The 2019 BCH LGBTQ & Friends Committee sponsored the event with Todd Katzman, CPA, MHA, CMPE, Executive Director, Department of Surgery, and Jim Smith, Department Manager, Parking and Commuter Services, hosting the celebration. Michael Gillespie, MPH, Vice President, Clinical Services, presented the Prism Awards.

On Saturday, June 8, approximately 100 BCH staff, patients, families and friends participated in the joyous Pride Parade in downtown Boston.

Archived Link for 2019 LGBTQ & Friends Celebration: https://bostonchildrens.zoom.us/recording/share/j_-1dEefYhpB-rrnBwNn0udEbdMUEzMxYb4FhnAn5uw1umekTziMw?startTime=1559924802000

The Office of Faculty Development Invites You to a Special Celebration

To Honor the Recipients of the 2019 Boston Children’s Hospital Fellowships, Research, Medical Education, and Program Awards

Tuesday, October 29, 12 –1:00 PM, Folkman Auditorium (Enders Building), Lunch Provided

Awards Ceremony sponsored by:

Sandra Fenwick, MPH, CEO; Kevin Churchwell, MD, President and COO;
David Williams, MD, Chief Scientific Officer; Jean Emans, MD, OFD Director;
and Alan Leichtner, MD, MSHPEd, Chief Medical Education Officer

Project Updates from 2 OFD/BTREC/CTREC Faculty Career Development Fellowship recipients

RSVP to ofd@childrens.harvard.edu
Colleagues, Mentors, Friends, and Families are welcome to attend
Update from the BCH Medical Library, by Chloe Rotman, MLIS, and Anna Dorste, MLIS

Thank you to all who attended the recent Library Open House held on June 4th! The library welcomed dozens of BCH colleagues for refreshments, trivia, a book swap, and a raffle for a copy of Boston Children’s Hospital from the Images of America series. The book swap was a great success, and will be continuing throughout the summer months! Feel free to stop by and exchange a book or two from your home shelves.

Our librarians and archivists are grateful for the opportunity to share our history, resources, and space with Boston Children’s staff during the open house; we look forward to continuing to support and serve the Boston Children’s community. Drop by our space in the 5th floor of the Longwood Center: http://web2.tch.harvard.edu/library/mainpageS2608P96.html

Chloe Rotman, MLIS, Appointed Manager of Library Services
Chloe Rotman was selected to be Manager of Library Services this spring. Before joining BCH in 2018 as a medical librarian, she worked at the Athenaeum of Philadelphia as a librarian and cataloger. Chloe is thrilled to lead the library forward through education, programming, and research assistance, and to support the informational needs of all Boston Children’s faculty and staff. She enjoys working personally with staff and faculty, whether imbedded in medical rounds, teaching research skills, or developing literature search topics and strategies.

Anna Dorste joined the BCH Library staff in the fall of 2018, having previously worked as a librarian at the Wellesley Free Library. She has found the transition to medical librarianship fascinating and engaging, and particularly enjoys witnessing the interactions between clinicians and patients that makes Boston Children’s Hospital world renowned. In addition to participating in clinical rounds, she appreciates all opportunities to work with faculty and contribute to research projects. Anna also loves meeting with readers to discuss books in general, so seek her out for leisure reading recommendations!

News from the BCH Archives by Alina Morris, MLIS
This summer, the Archives Program is looking back at the treatment and care of polio patients at Boston Children’s Hospital with a pop-up exhibit on polio in the Patient Entertainment Center on July 22. Below we highlight the Mary MacArthur Respirator Unit that treated Boston Children’s polio patients from 1950-1958.

Shortly after Boston Children's Hospital was founded in 1869, an independent organization of women called the Ladies’ Aid Association formed to support the hospital and donate much needed supplies. As the hospital grew the need for non-acute, long-term care for its patients increased. In response, the Ladies’ Aid Association established a convalescent home in Wellesley. The convalescent home’s open air shacks and sun porches made it a destination for young tuberculosis patients. But as antibiotics became increasingly available in the 1940s, the Convalescent Home began to seek uses other than general convalescent care for its facilities. In 1950, the Convalescent Home opened the Mary MacArthur Respirator Unit for patients with poliomyelitis. The unit was a memorial to the late Mary MacArthur, the 19-year-old daughter of actress Helen Hayes and Charles MacArthur, who died of polio in 1949. Helen Hayes, affectionately known as the First Lady of American Theater, was a renowned actress, one of fifteen to receive all four of the prestigious entertainment awards (a Tony, Emmy, Grammy and Oscar). When her daughter, Mary, lost her young life to polio, Helen founded the Mary MacArthur Fund, which opened the Mary MacArthur Respirator Unit in collaboration with the March of Dimes, to treat victims of polio. Thanks to the efforts of John Enders, PhD, and others to eradicate the disease, the need for a respirator unit began to fade. The Convalescent Home closed in 1958 and its property sold to Babson Institute, now Babson College.
Office of Health Equity and Inclusion Programming at Boston Children’s Hospital

In the week of March 24-30, 2019, the Office of Health Equity and Inclusion collaborated with LGBTQ & Friends and the Rainbow Consortium on Sexual and Gender Diversity to recognize LGBTQ Health Awareness Week. Observances included awareness displays held in the main lobby and two Grand Rounds lectures featuring Boston Children’s faculty and trainees. The first Grand Rounds, a panel discussion on clinical care considerations for LGBTQ youth and families moderated by Nikki Tennermann, LICSW, included Katherine Thomson, PhD. The Research Grand Rounds, which reviewed current research investigations related to LGBTQ pediatric health and was moderated by Camila Mateo, MD, included presentations by Yee-Ming Chan, MD, PhD; Sabra L. Katz-Wise, PhD; and Allegra Gordon, ScD, MPH.

On June 11, 2019, in collaboration with the Harvard Medical School Office for Diversity Inclusion and Community Partnership, the Office of Health Equity and Inclusion sponsored an Equity and Social Justice Series lecture with invited speaker Kirk W. Dabney, MD, MHCDS, Chief Medical Officer for Diversity, Equity, and Inclusion and Associate Division Chief, Cerebral Palsy Program at Nemours/Alfred I. DuPont Hospital for Children. Dr. Dabney’s lecture, “Healthcare Disparities, Can We Really Afford Not to Address Them” reviewed the adverse financial impact of healthcare disparities.

The Second Annual Pediatric Health Equity and Inclusion Symposium will be held on Wednesday, September 11, 2019. Focusing on health equity in subspecialty care, the Symposium will host Grand Rounds speakers at:

7:30am Radiology Grand Rounds
10:00am Psychiatry Grand Rounds
1:00pm Office of Health Equity and Inclusion Grand Rounds
2:00pm Gastroenterology Grand Rounds

Thank you to Boston Children’s faculty, trainees and staff who have assisted with observership opportunities for the Office of Health Equity and Inclusion summer interns: Jessica Addison, MD, MS; Sonia Ballal, MD; Faye Holder-Niles, MD, MPH; Elyse Portillo, MD, MPH; Bianca Quinones-Perez, MD; Karen Spencer, MD, MS, MPH; and Valerie Ward, MD, MPH. To assist the program next year, contact Nikki Tennermann by March 1, 2020 (nicole.tennermann@childrens.harvard.edu).

Boston Children’s Hospital Pediatric Health Equity Fellowship

This unique fellowship, awarding approximately $36K over two years, is co-directed by Office of Health Equity and Inclusion Medical Director Valerie L. Ward, MD, MPH and Jonathan Finkelstein, MD, MPH, Sr. Vice President, Chief Safety and Quality Officer. Eligible applicants include post-doctoral clinicians and scientists, as well as faculty members (generalists and subspecialists) based at Boston Children’s Hospital.

Deadline: September 10, 2019 for a July 2020 start date.

Application Website: http://www.childrenshospital.org/centers-and-services/programs/o_—_z/pediatric-health-services-research-fellowship-program/prospective-candidates

BCH Faculty invited to participate in the Harvard Medical School sixth annual Harvard Affiliated Residency Programs Showcase

Engage with diverse medical students from across the nation and encourage students to consider training at Boston Children’s.

- Date/time/location: Saturday, September 14, 2019 from 2-6pm in the Walter Amphitheater & Atrium (2nd Floor), Tosteson Medical Education Center (TMEC).

According to our June 2019 faculty survey respondents, the 4 most important issues pertaining to the goals of Office of Health Equity and Inclusion are recruitment and retention of diverse faculty (71%); recruitment and retention of diverse trainees (56%); promoting culturally effective pediatric care, including training in unconscious bias (51%); providing career networking opportunities (46%).

At the June 2019 Pediatric Health Equity Collaborative (PHEC) Meeting, the Boston Children’s Hospital President and Chief Operating Officer Kevin B. Churchwell, MD, was presented with an award for being a Visionary Leader and Champion for Pediatric Health Equity. Pictured in the photo are some of the PHEC members, including Amita Bey, MPH of Monroe Carell Jr. Children’s Hospital at Vanderbilt; Valerie L. Ward, MD, MPH, Medical Director of Boston Children’s Office of Health Equity and Inclusion; Arie Nettles, PhD, of Monroe Carell Jr. Children’s Hospital at Vanderbilt; Kevin B. Churchwell, MD, Boston Children’s President and COO; Kirk W. Dabney, MD, MHCDS and Patricia Oceanic, MBA, both from Alfred I. DuPont/Nemours.
Congratulations to the 2019 OFD/BTREC/CTREC Fellowship Recipients!

Dusica Bajic, MD, PhD; Assistant Professor of Anaesthesia; Impact of Infant Rat Morphine Administration on Immediate and Longterm In-Vivo Brain Size Using MRI

Johanna Calderon, PhD; Assistant Professor of Psychology, Psychiatry; Autism Spectrum Traits in Congenital Heart Disease: Impact of Neuropsychiatric Morbidities and Modifiable Risk Factors

Avika Dixit, MBBS, MPH; Instructor in Pediatrics, Infectious Diseases; Insights into the Geographical Distribution of Drug Resistant Tuberculosis Using Large Scale Genomic Data

Zhongjie Fu, PhD; Instructor in Ophthalmology; Metabolic Support for Photoreceptor Health

Eric Gaier, MD, PhD; Instructor in Ophthalmology; Exploiting Principles of Timing-Dependent-Synaptic Plasticity to Treat Amblyopia

Lakshmi Ganapathi, MBBS; Instructor in Pediatrics, Infectious Diseases; Determinants of Risk Behaviors and Utilization of HIV Prevention Services Among Young People in High-Risk Populations in India

Peng Guo, PhD; Instructor in Surgery, Vascular Biology; Engineering CD24 Antibody-Drug Conjugate for Metastatic Osteosarcoma

Laura Lehman, MD; Assistant Professor of Neurology; Imaging and Cognitive Biomarkers in Children with Moyamoya

Loretta Li, MD; Instructor in Pediatrics, DFCI - Pediatric Oncology; Mechanisms of Resistance to Type I and Type II JAK2 Inhibitors in B-cell Acute Lymphoblastic Leukemia (B-ALL)

Kenneth Michelson, MD, MPH; Instructor in Pediatrics, Emergency Medicine; Delayed Diagnosis of Serious Pediatric Emergency Conditions

Nora Renthal, MD, PhD; Instructor in Pediatrics, Endocrinology; Translating Human Height Genetics to Skeletal Biology by Functional Genomics of the Growth Plate

Jennifer Snaman, MD, MS; Assistant Professor of Pediatrics, DFCI; MyPref: A Communication and Decision-Making Tool for Adolescent and Young Adults with Advanced Cancer

Yunhao Tan, PhD; Instructor in Pediatrics, GI-Nutrition; Synthetic Immunology and Anti-tumor Immune Responses

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**2019 Office of Faculty Development Work/Life Programs**

To register for either or both events, email ofd@childrens.harvard.edu

**Faculty Peer Support Luncheon**

Host: Sara Forman, MD

Friday, September 13, 12 - 1 PM, Karp 7 Conference Room

Attend this session to learn about the OFD sponsored faculty peer support groups and to chat with current and new participants. The peer support groups offer a comfortable environment to share a meal and discuss challenges and solutions in areas of career, family, and personal development.

**Apple-Picking Expedition at Westward Orchards**

Host: Alicia Casey, MD

Sunday, October 6, 1 - 4 PM, Westward Orchards in Harvard, MA

178 Mass Ave., Harvard, Massachusetts

We will meet in the picnic area on the lawn at 1:00 PM – just walk past the Orchard Store and look for the canopy.

Website: https://www.westwardorchards.com/our-farm-store/

Come spend a few hours apple-picking with colleagues and families in the Orchards and enjoy toddler/kid-antics, fresh air, and a countryside setting. Please email ofd@childrens.harvard.edu with approximate number of adults and kids. There is no admission fee. Each family is responsible for other refreshments and apple purchases. Westward has a lunch menu from 11am to 3pm, with porch space and picnic tables available.

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Our June 2019 survey asked how BCH could support a healthier culture of “wellness” for faculty. Top choices: fewer administrative tasks; flexible work schedule; more IT (tech) support; peer support groups.
Please join the Office of Faculty Development as we welcome new faculty to Children’s!

**Anesthesiology, Perioperative, and Pain Medicine**  
William R. Clarke, MD  
Susan E. Eklund, MD  
Lee P. Ferguson, MBChB  
Stephen G. Flynn, MD  
Mara E.S. Kenger, MD  
Maricarmen Roché Rodriguez, MD  
Aaron C. Spicer, MD

**Psychiatry, cont.**  
Tamar Katz, MD  
Emma Knowles, PhD  
Sam Mathias, PhD

**Radiology**  
Camilo Jaimes Cobos, MD  
Robert MacDougall, MSc, PhD

**Department of Medicine – Divisions**

**Adolescent Medicine**  
Gabriela Vargas, MD

**Developmental Medicine**  
Cara Soccorso, PhD  
Dasha Solomon, PhD  
Carol Wilkinson, MD, PhD

**Emergency Medicine**  
Alexander Hirsch, MD  
Jeffrey Neal, MD  
Amanda Stewart, MD

**Endocrinology**  
Christine Cherella, MD  
Rebecca Gordon, MD  
Anat Hanono, MD  
Daniel Zeve, MD, PhD

**Gastroenterology/Nutrition**  
Paul McGregor Crowley, MD  
Erin Syverson, MD  
Amy Turner, MD  
Andrew Wehrman, MD

**Genetics**  
Lynn Bush, PhD

**Hematology-Oncology**  
Whitney Eng, MD  
Suzanne Forrest, MD  
Pietro Genovese, PhD  
John Horan, MD, MPH  
Malika Kapadia, MD  
David Shulman, MD

**Cardiology**  
Rebecca S. Beroukhim, MD  
Caroline Burns, PhD  
C. Geoffrey Burns, PhD  
Daniel L. Hames, MD  
Brian P. Quinn, MD  
David N. Schidlow, MD

**Medicine Critical Care**  
Himali Bhatt, MD  
Sindu Govindapillai, MD  
Sarah Hendrickson, MD

**Neurology**  
Shad Ali, MD  
Alexis Bancroft, PhD  
Annmarie Caracansi, MD  
Ryan Davidson, PhD  
Kida Ejesi, PhD  
Grace Jhe, PhD  
Sonia Joy, MD

**Informatics**  
Arjun Manrai, PhD

**Neurology cont.**  
Viviana Benitez, MD  
Melissa Tsuboyama, MD

**Orthopedic Surgery**  
Mary Dubon, MD  
Ana Aletha Ubeda Tikkanen, MD, PhD  
Claire White, MD

**Otolaryngology**  
Jennifer Ann Brooks, MD  
Karl Koehler, PhD

**Pathology**  
Naama Kanarek, PhD

**Psychiatry**  
Shad Ali, MD  
Alexis Bancroft, PhD  
Annmarie Caracansi, MD  
Ryan Davidson, PhD  
Kida Ejesi, PhD  
Grace Jhe, PhD  
Sonia Joy, MD

**Hematology-Oncology, cont.**  
Michelle Schoettler, MD  
Joelle Straehla, MD  
Nirmala Narla, MD  
Oludare Odumade, MD, PhD  
Jane Whitney, MD

**Gynecology**  
Frances Grimstad, MD

**Newborn Medicine**  
Cicely Fadel, MD, PhD  
Lei Gu, PhD  
Brian Kalish, MD  
Amir Khan, PhD  
Jason Sutin, PhD  
Elizabeth Taglauer, MD, PhD  
Monica Wojcik, MD

**Ophthalmology**  
Karen Brandt, MD  
Jillian Crockett, MD  
Erica Newby, MD

**Pulmonary**  
Katie Krone, MD  
Elliot Rabinowitz, MD

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**New Boston Children’s Meet-up Group:**

“Making Science” in Fiber Arts  
Email ofd@childrens.harvard for information on the next meet-up.

**Invitation from Elissa Weitzman, ScD:**  
Sometimes my best ideas come when I least expect them – including when I’m knitting or doing something with my hands and talking to colleagues and friends.
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