

Perspectives



FROM THE OFFICE OF FACULTY DEVELOPMENT

Children's Hospital Boston

Perspectives on 2005 HMS LEADERSHIP DEVELOPMENT FOR PHYSICIANS AND SCIENTISTS

"I am inspired to realize a broader range of possibilities in my career path and seek out opportunities that recognize my value," according to a participant of the 2005 HMS Leadership Program for Physicians and Scientists April 5- April 8 at Harvard Medical School. Sponsored by HMS and HMS teaching hospitals, the Program was designed to focus on concepts not taught at medical school and to foster continued leadership development after the course.

"One of the goals of the Program is to build on participants' knowledge base and skills to enhance their professional development as administrative leaders in academic medicine," according to Course Director Jean Emans, MD. Sixty-eight HMS/HSDM faculty members, representing the diverse community of HMS institutions, were selected to participate in this 3-day program.

The course prepares faculty for increasing levels of leadership, introducing concepts in medical education, research, and clinical care finance; risk management; and institutional organization, while developing competencies in communication, negotiation, and other leadership skills.

"The program enabled participants to reflect on their short- and long-range plans with key academic leaders and role models who are not typically accessible to junior faculty"
2005 participant

"Build your team with the strongest players and delegate accordingly," according to James Mandell, MD, President and CEO of Children's Hospital, at the CEO panel, "How to Lead," moderated by Dr. Emans. "Recognize that building consensus for change is a slow process," he further advised. Other panelists on this popular panel included Gary Gottlieb, MD, MBA, President of Brigham and Women's Hospital; Paul Levy, MCP, President and CEO, Beth Israel Deaconess Medical

Center; Peter Slavin, MD, President of Massachusetts General Hospital; and Ellen Zane, MA, President and CEO, Tufts-New England Medical Center. The panel reached consensus on several leadership themes: reward your stellar team; articulate your vision passionately; listen, learn, and reflect; and respect comes from accountability. They further counseled to practice the principles they espouse (ie, "Walk the Walk!").

(more on next page)

Kudos: Presidential Early Career Awards



Dr. Catherine Gordon, HMS Assistant Professor of Pediatrics, Divisions of Adolescent Medicine and Endocrinology



Dr. Kenneth Mandl, HMS Assistant Professor of Pediatrics, Division of Emergency Medicine and Children's Hospital Informatics Program

Drs. Catherine Gordon and Kenneth Mandl received the prestigious Presidential Early Career Award for Scientists and Engineers, presented recently at the White House. Approximately 12 recipients are selected nationally for this honor. Established in 1996 by the National Science and Technology Council and commissioned by then President Clinton, the "Presidential Award is the highest honor bestowed by the U.S. government on outstanding scientists and engineers beginning their independent careers. The Awards will first and foremost support the continued development of the awardees, foster innovative and far-reaching developments in science and technology, increase awareness of careers in science and engineering, give recognition to the scientific missions of participating agencies, enhance connections between fundamental research and national goals, and highlight the importance of science and technology for the nation's future." See the PECASE website for full details <http://grants.nih.gov/grants/policy/pecase.htm>

Dr. Gordon was nominated by the National Institute of Child Health and Development for her study on Effects of Adrenal and Gonadal Hormone Replacement (HR) in Young Women with Anorexia Nervosa. Dr. Mandl was nominated by the National Library of Medicine for his study, Disease Surveillance in Real Time: Geotemporal Methods.

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

Walking the Walk

Many of the themes expressed by Jim Mandell and the CEOs in the Leadership article (p1) are expressed elsewhere throughout this issue. We stress the value of balancing our personal and professional lives. Dr Rider underscores the importance of reflective practice in medical education (p2), and we highlight four stellar faculty members Kudos, pp 1,3). I'd also like to acquaint you with a valued member of my faculty development team, Carole Goldberg, who shares my vision and passion for the career advancement and satisfaction of our faculty (*About the editor, p 3*).

Perspectives on Recent OFD Workshops

Giving Reflective Feedback to Trainees: What to do when you only have 5 minutes

"Reflective feedback is critical to medical education and can be incorporated into 'teaching moments,' formal feedback sessions, or informal scheduled interviews," according to Dr. Elizabeth Rider, presenting at the medical education workshop on April 19, 2005. Studies have shown that reflection not only accelerates learning but also "allows assimilation or reworking of concepts, skills, knowledge, and values in the learners' pre-existing cognitive framework." (Acad. Med 2002:77;1185-1188.)

Without reflective practices in teaching and learning, clinical educators lose an important opportunity to offer trainees tools to build meaningful interactions with their patients, by expressing empathy and becoming partners in their diagnosis and treatment plan. Providing trainees with repeated opportunities for practicing self awareness and reflection leads to the development of valuable lifelong learning skills, and personal, moral, and emotional growth.

This interactive workshop provided participants with a model that enhances self-reflection in the learner, strategies to help learners improve interactions with patients, and practical guidelines for giving feedback and facilitating reflection. In a series of less-than five-minute videos, participants evaluated medical educators who were giving feedback to trainees after observing their medical interviews. The practical guidelines, developed by Dr. Rider, for brief reflective feedback include eight steps and suggested script. For a copy of Dr. Rider's guidelines, write Elizabeth_rider@hms.harvard.edu.

Elizabeth Rider, MSW, MD is a Scholar of the HMS Academy; Co-Director, Communication Skills Teaching Program; Coordinator of Faculty Development, Resident as Teacher Program, HMS Office of Educational Development; and Assistant Professor of Pediatrics

The language of education, if it is to be an invitation to reflection and culture creating, cannot be the so-called uncontaminated language of fact and "objectivity. It must express stance and must invite counter-stance, and in the process leave place for reflection, for meta-cognition. It is this that permits one to reach higher ground, this process of objectifying in language or image what one has thought and then turning around and re-considering it.

Jerome Bruner, Ph D; Actual Minds, Actual Words, 1986, p. 129

Restoring Work-Life Balance: Getting Unstuck Without Coming Unglued

Quick tips from the May 3 workshop with Sharon Teitelbaum
The secret to work-life balance is to take care of yourself! Everyone benefits! Identify and remove stressors in your life. Find a mentor to help you fine-tune some discrete skills. Give back or delegate responsibilities and find time for yourself "to recharge your batteries." This will improve your work outcome and increase availability to those around you, patients, students, family and friends.

She noted that stressors often derive from situations in which behavior does not align with values or perceived models. She advises to change the "perfectionism" model and eliminate self-punishing talk. Seek acknowledgement from others, but preferably not someone on the same treadmill. She further suggested to aim to avoid overpromising and the pressures resulting from lack of boundaries.

For those with a never-ending to-do list, try the 4-Ds:
Do it! Delegate it! Delay it! (revisit if still a priority) **Ditch it!**

Sharon Teitelbaum is a certified work-life and career coach. Her book (Getting Unstuck Without Coming Unglued) is available in the Library, shelved with the Career and Faculty Development Collection (near the circulation desk). This workshop was co-sponsored by the CHB Office of Faculty Development and the Office of Employee Family Services.

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Leadership Development for Physicians and Scientists 2005

continued from page 1

Leading medical educators, senior administration, and consultants reinforced strategies and leadership principles throughout the Course. The Course provided skills-based workshops, culminating with personal action plans to map out participants' leadership goals. Networking, mentoring, and peer teaching enhanced the curriculum, providing an expanded community of colleagues for future professional development.



Leadership Development participants

Children's Hospital Boston 2005 Leadership Program participants

Eugenia Chan, MD, MPH, General Pediatrics
Judy Estroff, MD, Radiology
Michele Ewald, MD, Emergency Medicine
Jonathan Finkelstein, MD, MPH, General Medicine
Lindsay Frazier, MD, MSc, Hematology and Oncology
Catherine Gordon, MD, MSc,
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Roger Nuss, MD, Otolaryngology
Kirsten Odegard, MD, Anesthesia
Mark Proctor, MD, Neurosurgery
Caroline Robson, MB, Radiology
Deborah VanderVeen, MD, Ophthalmology

Yoga and the Quest for the True Self, by Stephen Cope, 1999, Bantam Books

While most metropolitan neighborhoods provide venues for practicing downward dogs and sun salutations, yoga's links between the body and mind can remain elusive. If you are interested in understanding these connections and reaching the ancient original core of yoga, Stephen Cope, a yoga teacher in western Massachusetts's Kripalu Center for Yoga and Health, illustrates the journey in both psychological and literary terms. Although Cope draws upon Hindu texts to depict the historic breadth of yoga, interspersed throughout are narratives of ordinary men and women who use yoga practice to grow beyond their earlier selves. Cope describes how many individuals carry or reenact their childhood traumas in their physical posture; yoga practice generates an awareness of these tensions and encourages a reinvention of the body and the self. Becoming conscious of the "spontaneous wisdom of the body" releases the entrapped identity and eventually produces a freer way of being in the world. Cope's narratives of Garth, a successful software entrepreneur whose experience as a rejected child had locked his joints into a tight "how small can I get?" posture, and Bonnie, a health professional whose care-giving skills extended to everyone but herself, form practical case studies.

OFD Workshop: Child Care – Concerns and Options - April 5

Barbara Wolf, Manager of the Harvard Medical Center Office of Work and Family, discussed the many child care resources that are available to Children's faculty and fellows. While the LMA has several excellent child care facilities for its staff, Ms. Wolf encouraged parents to also consider community-based options. By drawing upon others' recommendations, a parent can evaluate many facilities in local communities and consider what each can offer pertaining to your child's needs. Family day care, a care facility in a provider's home, is probably the most affordable for young parents. Interviewing the provider, visiting the facility, and clear communication about expectations and services will assist parents in ensuring quality child care arrangements. For more information on child care resources, contact: Barbara Wolf, barbara.wolf@hms.harvard.edu, 617-432-1615; HMS Office of Work and Family, <http://www.hms.harvard.edu/hr/owf.html> Judy Kilgore, Director of Children's Child Care Center and Family Support Services, 5-6006, Children's Hospital Family Support Services, <http://web2.tch.harvard.edu/hr/worklife/ChildCare.cfm>

About the Editor: Sharing our Perspective

Carole Goldberg, editor of Perspectives, is the founding Administrative Director of the Office of Faculty Development. She is also a dedicated member of the Children's Hospital Diversity Council and the Children's Hospital Book Group, inaugurated this year by Alison Clapp, our librarian. Carole's early career was devoted to communications in the Baltimore-Washington DC area, where she worked at The Johns Hopkins University Press and Federation of the American Societies for Experimental Biology (FASEB). After a "child-rearing sabbatical," she re-entered professional life in the HMS community, at the first HMS Faculty Development and Diversity Office with Drs. Bill Silen and Joan Reede. Carole is deeply committed to fostering the careers of all faculty, helping them advance to leadership positions. She is equally committed to career satisfaction and creating a healthy work/life balance. Please feel free to contact her to discuss how she can fulfill our shared vision. 5-2922, Carole.goldberg@childrens.harvard.edu

HMS Center of Excellence in Minority Health and Health Disparities

Two Children's Hospital faculty fellows presented their research findings at the May 2005 annual meeting of the HMS Center of Excellence (COE) in Minority Health and Health Disparities.

Celeste Wilson, MD, 2003-2005 COE Faculty Fellow, discussed the results to date of her study, *Parental Alcohol Screening in Pediatric Practices*. Alicia Rivera, PhD, 2004-2006 COE Faculty Fellow, shared her work on *Cytokines in Sickle Cell Volume Regulation*.

Dr. Wilson's study assesses parents' preferences for being screened for alcohol problems in the pediatric office setting, and if the results are positive, their preference for intervention. The multi-center study, conducted in suburban, rural, and urban pediatric ambulatory clinic sites, also assesses clinical providers' views of their role in screening parents for alcohol use, barriers to screening, and strategies for overcoming these barriers.



(L-R) Children's Hospital Boston: Celeste Wilson, MD and Alicia Rivera, PhD, MS
Photographer: Jennifer Badot

Dr. Rivera's study investigates the role of endothelin-1 receptor antagonists to reduce erythrocyte dehydration in Sickle Cell Disease. Her previous work demonstrated that the Gardos channel activity is functionally coupled to endothelin-1 receptor in human and mouse sickle erythrocytes. *In vivo* studies have shown that blockage of the endothelin-1 receptor decreased cellular dehydration in a transgenic sickle cell mouse model. Dr. Rivera's studies were carried out using transgenic animal models of Sickle Cell Disease, with the hope of translation from bench to bedside.

The COE Faculty Fellowship Program is designed to promote and support the careers of exceptional HMS underrepresented minority junior faculty. The two-year grant provides specific funding intended to assist participants with their professional development as faculty member researchers and clinician/teachers at HMS.



Carole Goldberg,
Administrative Director

Time Out with . . .

Lydia-“Not-the-Famous-Chef”-Shrier

Boston Bites

El Cafetal

Feel like going to South America, but can't afford it? Go immediately to **El Cafetal** (479 Cambridge St., Allston 617-789-4009) and be transported to Colombia for only the cost of a meal! This spacious restaurant is awash with the color and décor of Colombia, with authentic food to match. The lengthy menu offers appetizers (\$1-6), soups (\$5-15), salads (\$3.50-6.50), and beef, chicken, pork, and seafood entrees (\$7.50-18) – even a kid menu (\$5.50)! Four of us (plus a baby) arrived very hungry and were delighted with the prompt, friendly service and massive portions. We started with the hearty and flavorful *combo paisa* (appetizer sampler) of Colombian sausage, creole potatoes, yucca, plantains, and grilled corn patty (we had no trouble substituting grilled chicken for pork rinds). We also tried *arepa chocolate con quesito*, a sweet grilled corn patty (like a johnny cake) topped with a generous wedge of sweet Colombian cheese. The entrees were even bigger and better than the apps. The paella was a mountain of Spanish rice and “seven varieties of seafood,” pork, and chicken, deliciously seasoned and served with fried green plantain and salad. Whew! The *filete de bacalao a la plancha* looked like a whole grilled cod, again with that wonderful seasoning and side of sweet plantain. The *chuleta apanada* featured a large pork chop that was seasoned, breaded, and fried, yet managed to remain remarkably tender and juicy. *Pollo a la plancha*, grilled chicken, was absolutely succulent. Hot sauce, served on the side, complemented the sweet and flavorful meal. We also enjoyed guanabana and maracuya fruit drinks to complete our South American experience. We were very glad that we saved room for the toothsome desserts (\$2.50). A light *arroz con leche* (rice pudding) and sweet *bravas con queso* (figs in syrup with sweet cheese) were large enough for four to share. Open 7 days a week, 10a-10p, serving breakfast, lunch, and dinner and offering catering and free delivery, El Cafetal is a wonderful addition to your list of affordable dining in Boston y *está delicioso!*

Rx Leisurely Learning

by Jill Dobriner

For your incoming summer guests, see below for an abbreviated new age guide to the Boston area tourist galaxy. Some of these are traditional, some reflect the city's latest quirks. Where possible, we have included web sites for you to try out the virtual tour before taking out maps and searching for the nearest landmark.

Paul Revere House: <http://www.paulreverehouse.org/>
The traditionalist's choice, as the tiny house reflects the city's revolutionary roots; ironically, a walk around the North End will quickly reveal the neighborhood's longlasting European connections.

Fort Point Channel Arts Community:
http://www.fortpointarts.org/gallery_new.html
Avoid the Newbury Street crush and visit a gallery space adjacent to where many of the artists live and work at 300 Summer Street.

Pleasure Bay Causeway: For vintage New England water-gazing, you can peruse the Bay bordering William J. Day Boulevard on a road with a perfect view.

Somerville's Davis Square: If Harvard Square's bohemian past appears obscured by retail upscaling, you can take the subway a few extra stops to Davis Square in Somerville where its spirit abides. Within the immediate Square radius, you can explore a classic used bookstore, both inexpensive and quality restaurants, numerous cafes for coffee and ice cream, small boutique clothing stores (with in-house designers), specialty groceries and bakeries, yoga studios, and a bike path that leads westward to the Massachusetts countryside.

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