



perspectives

FROM THE OFFICE OF FACULTY DEVELOPMENT

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THE ACADEMY AT CHILDREN'S HOSPITAL LAUNCHES ITS INAUGURAL YEAR



The newly created teaching and learning Academy at CHB held its first retreat to welcome new members on Wednesday, September 10. The 55 new CHB Academy members represent 15 different hospital departments. The keynote speaker, Thomas Michel, M.D., Ph.D., the new HMS Dean for Education, spoke about the Strategic Plan for Education at HMS. In addition, Sion Harris, Ph.D., and Beth Rider, M.D., M.S.W., each led didactic sessions. Dr. Harris reviewed the use of surveys in medical education, and Dr. Rider addressed the assessment of competencies. To aid members in completing their projects in medical education, working groups will soon

be established in areas of specific interest, including simulation, web-based tools, curriculum development, and competencies.

A spring retreat is planned and a call for applications for new members, including fellows and chief residents, will be announced in the future

For a list of CHB Academy members, please see pp. 3-4.

More information on The CHB Academy is available on the OFD website (www.childrenshospital.org/research/ofd) by clicking on The Academy link on the left.

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New initiatives are unfolding at Children's Hospital and Harvard Medical School. In this issue, we focus on both the HMS Catalyst Project (for research) and The Academy at Children's Hospital (for medical education). Check their websites and make inquiries regarding your participation: www.catalyst.harvard.edu/home.html and

www.childrenshospital.org/research/ofd (The Academy at Children's Hospital link). As many faculty learned in this fall's "Ask For It" workshop with Sara Laschever (see a summary below), you have much to gain by heightening your skills and learning how to advance your interests in the best possible way.

FINANCE TIP BY MAXINE MILSTEIN, M.B.A.



Umbrella insurance policies keep you covered: for a relatively small premium, umbrella policies provide protection over and above your auto and homeowner's insurance liability coverage limits and, in most cases, also cover related legal fees. For more information on umbrella policies go to:

www.fool.com/personal-finance/saving/2008/06/23/why-you-need-umbrella-insurance.aspx

TAKE HOME POINTS FROM THE SEPTEMBER 19 WOMEN IN MEDICINE MONTH "ASK FOR IT" SEMINAR ON NEGOTIATION



SARA LASCHEVER

A packed audience of faculty and fellows enjoyed a presentation by Sara Laschever on how women can negotiate more effectively, both in the workplace and at home. Laschever, co-author with Linda Babcock of *Women Don't Ask, Negotiation and the Gender Divide* and their more recent book *Ask For It: How Women Can Use the Power of Negotiation to Get What They Really Want*, outlined how men's and women's views of negotiating are grounded in childhood experiences and expectations. Surprisingly, women's reluctance to negotiate is not generational. Women in their 20s are no more likely to negotiate than women in their 50s. Women have difficulty with all

types of negotiating, not just over salary, but also over resources, collaborations, credit, protected time and housework. Women typically ask for 30% less than men. Laschever demonstrated how the "cumulative disadvantage" of not negotiating starting salaries can run into hundreds of thousands of dollars over a lifetime.

Ask For It guides women through the process of defining their goals, polishing their skills, and preparing for both large and small types of negotiation.

Take home points:

- Don't accept the status quo – assume that everything is negotiable
- Identify what you want and then come up with a strategy to ask for it
- Do your research, know your value relative to others, how rare and in demand are your skills?
- When negotiating, set an appropriate but higher target

- Combat anxiety, build confidence and develop your skills by role-playing the negotiating scenario

Copies of *Women Don't Ask, Negotiation and the Gender Divide* and *Ask For It: How Women Can Use the Power of Negotiation to Get What They Really Want* are available at the CHB Library and the Office of Faculty Development.

NEW LOGO FOR THE OFFICE OF FACULTY DEVELOPMENT

The Office of Faculty Development has a new logo, reflecting the four components of CHB's mission and the juggling of clinical, teaching, research and work/life balance.



APPLE-PICKING FOR CHILDREN'S FACULTY AND FAMILIES

On October 11 the CHB Career and Family Network led a group of apple picking enthusiasts (both small and large) to Belkin Family Lookout Farm. If you would like to participate in the Network or would like to recommend events, please email Lydia Shrier (lydia.shrier@childrens.harvard.edu) or Jenifer Lightdale (jenifer.lightdale@childrens.harvard.edu).

DR. CHRISTOPHER HUG DISCUSSES APPLE-PICKING TECHNIQUE WITH HIS TWIN DAUGHTERS; DR. ANN PODURI, THE TWINS' MOM AND DR HUG'S SPOUSE, TOOK THEIR PICTURE.



CHILDREN'S HOSPITAL ACADEMY MEMBERS –
COMPILED BY JENIFER GREER, ASSISTANT TO DR. ALAN LEICHTNER

Name	Project Title	*Board Members are highlighted in blue
Armstrong, Elizabeth	Board Member	
Blum, Richard	Assessing Performance of First Year Anesthesia Residents to Ensure Minimum Competence	
Boyer, Debra	Impact of Bedside Teaching Rounds on Resident Education	
Brett-Fleegler, Marisa	Scripted Debriefing for Simulation-based PALS courses	
Bridgemohan, Carolyn	Curricular Resource Center for Pediatric Trainees in Developmental Medicine	
Brown, David	Multimedia Case-Based Virtual Patient Tutorials	
Browning, David	Coaching for Disclosure	
Chiang, Vincent	Board Member	
Doherty, Elizabeth	360° Assessment System for the Harvard Neonatal-Perinatal Fellowship Program	
Edwards-Leeper, Laura	Increasing Awareness, Knowledge, and Sensitivity among Medical Providers about Gender Identity Disorder and Disorders of Sexual Development in Children and Adolescents	
Emans, Jean	Board Member	
Fishman, Laurie	Board Member	
Forman, Sara	Assessment of Trainees in a Direct Observational Experience	
Geggel, Robert	Evaluation of murmurs in children using system of quantitative scores and heart energy signature method	
Goldman, Stuart	Board Member	
Holzman, Robert	The Examined Life	
Juraszek, Amy	Board Member	
Kesselheim, Jennifer pediatric residents	Optimal teaching strategies and curricular design for ethics and professionalism education for	
Labow, Brian	Use of Simulation-based Education in Plastic and Reconstructive Surgery	
Ledoux, Danielle	Basic Surgical Skills for Ophthalmology Residents	
Lehmann, Leslie	Development of Internal Web Based Resident Curriculum for Pediatric Stem Cell Transplant	
Leichtner, Alan	Board Member	
Lillehei, Craig	Board Member	
Lo, Clifford	International Medical Education, Problem-Based Case Learning Medical Education Reform in Japan, Germany, and Nepal	
Lovejoy, Fred	Board Member	
Matheney, Travis	Paediatric Orthopaedic Trauma 101	
Mednick, Lauren	Teaching Essential Skills for Interacting with Children in a Medical Setting	
Meyer, Elaine	“If this were your child what would you do?” Challenging conversations in health care	
Mezzacappa, Enrico	Reconstructing the Core Competencies	
Miller, Tonya	Integrated Airway Management Curriculum	
Milstein, Maxine	Board Member	
Monaghan, Colleen	The Use of Peer Feedback in a Resident as Teacher Program	
Nagler, Josh	Board Member	
Neilan, Edward	Improvement of Metabolism Component of General Pediatrics Team A Teaching Sessions	
Nelson, Caleb	The Steplist: A Teaching and Learning Aid for Trainees in Pediatric Urology	

Name	Project Title	*Board Members are highlighted in blue
Nelson, Linda	Resident Satisfaction and Proficiency with a Science-Based Approach to Treating Early Caries	
Proctor, Mark	The Integration of Neurosurgery into the HMS Neuroscience Curriculum	
Rider, Elizabeth	Board Member	
Samuels, Ron	Improving Evaluations of Residents in Primary Care Continuity Clinic	
Sandora, Tom	Impact of Journal Club on Critical Appraisal of Research Methods by Pediatric Residents	
Sharma, Niraj	Transition of Children with Chronic Illness from Pediatric to Adult-Centered Care: A Curriculum for Residents	
Sloan, Steven	Topics in Transfusion Medicine; An Educational e-Series	
Stafford, Diane	Resident Education in Endocrinology: Evaluating Current Practices	
Stoler, Joan	Development of a Curriculum and Case-Based Method for Teaching Genetics/Dysmorphology to Pediatric Residents	
Sundel, Rob	Correlation between quality of teaching and quality of care	
Truog, Robert	Difficult Conversations for Residents	
Urion, David	Pilot curriculum in Medical Ethics for Neurology Residents	
Vesel, Tamara	Development and Implementation of an Interdisciplinary Fellowship Curriculum	
Volk, Mark	Measurement of stress and arousal during actual and simulated surgery	
Webster, Romi	Evaluation of and Oral Health Curriculum's Impact on Residents and the Community They Serve	
Weiner, Debra	Children's Hospital Shared Multidisciplinary, Multimedia Linked Electronic Educational Libraries	
Weinstock, Peter	Board Member	
Wolf, Anne	Faculty Development for Enhancement of Education of Residents on the GI Rotation	
Wong, Jackson	Clinical Medicine Critical Care Program Elective Rotation	
Wolf, Alan	Improving Documentation of Clinical Encounters by 2nd Year Medical Students: An Electronic Template Intervention	

HARVARD CATALYST: NEW PORTALS FOR FACULTY RESEARCH



ELLIS NEUFELD, M.D., PH.D.

In an innovative approach to coalescing and re-imagining research, Harvard Medical School and its affiliated healthcare institutions have created the new "Clinical and Translational Science Center," named the Harvard Catalyst (www.catalyst.harvard.edu/home.html), to assist students, fellows, and faculty in their research. The website provides links to finding research study groups,

colloquia and conferences, as well as to the HMS K-12 pilot grant program. A major focus of this initiative will be on mentoring. You can build your unique research identity through Catalyst's online tools and, simultaneously, reach out to the HMS community. For a conversation with Dr. Ellis Neufeld, CHB Implementation Director and Institutional Representative see page 5.

CHB Faculty in Harvard Catalyst Leadership roles:

Ellis Neufeld, M.D., Ph.D. – Implementation Director, CHB Institutional Representative, and Co-Director of CHB Clinical and Translational Studies

Stavroula Osganian, M.D., Sc.D., M.P.H. – Co-Director of CHB Clinical and Translational Studies

Jenifer Lightdale, M.D. – Director, Clinical and Translational Research Education for CHB and Harvard Catalyst Colloquium Series

Richard Grand, M.D. – Director of the CHB CTSU (formerly GCRC)

S. Jean Emans, M.D. – Catalyst Co-Director of Junior Faculty Mentoring

For more information on applying for Harvard Catalyst pilot grants: www.catalyst.harvard.edu/pilotfunding/index.html

For more information on the weekly Colloquium series beginning January, 2009: www.catalyst.harvard.edu/learning.html

LEISURELY LEARNING - TRAVERSING SALEM BY JILL DOBRINER, PH.D.

When a sunny but vanishing fall day becomes an incentive to explore rather than retreat, try this route: take the commuter rail to Salem, go up the station stairs, and cross over into the town center via Washington Street and Essex Street. The colliding worlds of Salem await you. Whether cultural or geographic, a walk through Salem tends to be perpendicular rather than straight-forward.

Essex Street is a cobbled pedestrian road with a menagerie of shops topically oriented to Salem's witchy past and present. A Visitor Center, with information on all the various tours, is strategically placed near the Peabody Essex Museum (PEM), which is itself a stunning cultural resource combining Salem's maritime trade, Native American collections, the community's rich local history in decorative arts, as well as ongoing new exhibits. This year I walked through the pathway bordering PEM, turning left on Charter Street

to Derby Street and visited the Salem Central Wharf. A sandy harbor trail spills out to the water's edge and also to the replica of trading ship, The Friendship of Salem. You also can't miss The Custom House, seemingly branded with its gold eagle masthead, where American Romantic writer Nathaniel Hawthorne earned a living as a Custom House official and found the mythic Puritan cloth denoting the letter A which became the source for *The Scarlet Letter*. Another fictional work, *The House of the Seven Gables*, is not considered to be Hawthorne's best achievement but the 1668 House itself on the far end of Derby Street is more than a tourist spot. A \$12 adult ticket will purchase a tour of the Thomas-Ingersoll Mansion (the House's historical name) and a chance to view its garden gallery. Part of the allure of historic houses is experiencing the physical dimensions of previous generations. A moment in the House of the Seven Gables' kitchen conveys the full-bodied efforts of colonial women pumping iron by lifting 25lb pots throughout the day. As later families added rooms, windows grew

larger, ceilings rose, fine china appears in cabinets, and you have the impression that their social worlds were no longer as insular.

Brought up by a widowed mother, Hawthorne developed narratives that magnified the ordeals of marginal women and lonely, often troubled children. Strikingly, The House of the Seven Gables as a landmark was conceived in 1910 by Salem resident Caroline Emmerton to financially support a Progressive Era Settlement House specializing in family programs and early childhood education. The House of the Seven Gables Settlement is still active in 2008.

SALEM'S HOUSE OF THE SEVEN GABLES
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PERSPECTIVES' CONVERSATION WITH ELLIS NEUFELD, M.D., PH.D.

Dr. Neufeld is the CHB Implementation Director and the Institutional Representative for Harvard Catalyst (for a list of CHB faculty in Harvard Catalyst leadership roles see box on p. 4).

What do you think are the most promising aspects of the CTSC grant and the Catalyst web site for junior faculty starting their careers at Children's?

One of the major objectives is to improve training and mentorship opportunities for faculty, fellows, medical students (and even undergrads) interested in clinical and translational research. Catalyst has organized the several Masters level clinical research training programs under a single umbrella and added the Catalyst K12 program (see www.catalyst.harvard.edu under "Continue Learning"). The next K12 application deadline will be December 15. Mentoring for Clinical and Translational investigators is expanding, and Drs. Emans, Osganian, and myself lead that effort for Children's. Dr. Jenifer Lightdale, GI, is chairing the Harvard-wide colloquia in Clinical and Translational research.

How will it change research at Children's Hospital?

The biggest changes will be in the quality and scope of

resources available to clinical and translational investigators, including Genetics and Imaging, expanded biostatistical consultation, and a move toward easier scientific review of multicenter studies. Informatics resources are likely to make it easier for researchers to find the collaborators, patients, and resources they need.

Are the pilot grants targeted to specific research interests?

No, not in this first round. The pilot grant RFA has a preference for novel collaborations (among disciplines, among institutions or both), but there is no preference toward translational versus population-based versus standard clinical trials. Innovation is key! The second round of pilots will be solicited during the winter, for funding to start in late May.

What are the benefits of the Catalyst project for patient care at Children's?

Cutting-edge clinical and translational research is the life-blood of a major pediatric teaching hospital. One new program will be the availability of clinical research testing for many protocols at the Waltham satellite, a benefit for patients from the Western regions.

BOSTON BITES - AMARIN OF THAILAND

By Maxine Milstein, M.B.A., filling in for Lydia Shrier, M.D., M.P.H

For an upscale take on the ubiquitous Thai Restaurant look no further than Amarin of Thailand (287 Centre Street, Newton Corner, 617-527-5255, www.amarinofthailand.com/). There is also a sister restaurant in Wellesley Center.

The large restaurant boasts a soothing interior, with dim lighting, carved furniture, lots of wood, and Thai decorative art. The center of the restaurant has step-down seating for large parties and we observed several multi-generational tables. At 6:00 on a Sunday night, we were one of the few diners, but by 7:00 the restaurant was nearly full. My husband, son, and I shared an appetizer of beef satay (\$6.75) and Siam rolls (\$5.25). The satay was moist and flavorful and served with a tasty peanut sauce. The Siam rolls were crisp and greaseless and served with a sweet white turnip sauce, so delicious that my normally veggie-phobic son piled it on. Amarin has an extensive menu with many vegetarian options, as well as beer, wine, and excellent homemade lemonade. We opted for beef macadamia, Pad Thai with chicken and shrimp, black pepper chicken curry, classic hot salmon and BBQ chicken (prices ranged from \$8.75 to \$15.50 per dish) and brown rice (white is also available). All of the dishes were good, particularly the Pad Thai with lovely plump shrimp, which can be served dried out in less capable hands. The classic hot salmon was rated three stars for spiciness, but wasn't overly hot and the fish was crisp and well seasoned. Another pleasant surprise was the black pepper chicken curry with ginger, mango, cashew nuts and coconut milk. The BBQ chicken was the blandest and most Americanized of the dishes, but would be a good choice for less adventurous children or adults. We ate communal style, enjoying the combination of flavors and textures and were surprised at how little food was left over. We would definitely return to try more of their dishes.

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