



**Boston
Children's
Hospital**

Until every child is well™

Overview of Faculty Development Resources at Boston Children's Hospital

2013-2014

Sponsored by the Office of Faculty Development

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Boston Children's Hospital

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

Excellence: We are committed to achieving and maintaining a standard of excellence in all we do. First and foremost, we consistently strive to make the patient experience a model of quality care through advanced treatment, compassionate support and full family participation and communication.

Sensitivity: We believe that sensitivity means a compassionate awareness of the stress experienced by families with ill and injured children, and an understanding of the impact it can have on the emotions and behavior of the children and families in our care. We strive both to anticipate and respond to issues arising from complex personal and family situations, and to provide the support that can contribute to the best possible outcome for the child and family. We also believe that sensitivity means a recognition of and respect for the diverse backgrounds of both the patients and families we serve and of our coworkers throughout the hospital.

Leadership: As an academic medical center devoted to the practice of pediatrics, Children's fosters an environment of innovation and discovery, and of individual and team contributions to advancing pediatrics in all areas of our mission.

Community: We are dedicated to fostering community, both within the hospital and in the neighborhoods around us. Toward that end, we welcome and treat many children whose families can't afford health care. The Children's community also includes thousands of dedicated supporters who give generously to the hospital in many different ways.

***“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 more than 130 years. As the primary teaching hospital of Harvard Medical School, we value our clinical, research, education, and community service missions.

Today, we celebrate your presence as our next generation of clinicians, scientists, educators, and program directors. To assist you in maximizing your potential, the Office of Faculty Development has developed the Community of Mentors Program and has distributed our guidelines to you.

It is our hope that you will achieve a deep and abiding satisfaction in your careers and be an integral part of our community..

Warmly,
Jean Emans, MD
Director, Office of Faculty Development

Maxine Milstein, MBA
Administrative Director, Office of Faculty Development

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Office of Faculty Development (OFD)

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Alan Leichtner, MD, MSHPEd, Medical Education Director

Valerie Ward, MD, MPH, Diversity and Cultural Competency Council (DCCC)
Faculty Director

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Mission:

- To recruit and retain the best faculty
- To facilitate career advancement and satisfaction of all junior faculty
- To increase leadership opportunities, particularly for women and minorities

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 DCCC
- Create comprehensive faculty communication vehicles within the Boston Children’s Hospital academic community
- Forge collaborations across 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 at Boston Children’s Hospital, and other support programs
- Call or email us for questions or to make an appointment to meet with Dr. Jean Emans regarding your CV, promotion issues, and career development: ofd@childrens.harvard.edu, tel: 617-355-2923

Web Address: bostonchildrens.org/research/ofd

OFD Twitter: twitter.com/BCHFacultyDev

Office of Faculty Development (OFD) Advisory Committee

Elizabeth Armstrong, PhD
Sandra Burchett, MD, MS
Vincent Chiang, MD
Alison Clapp, MLS
Jessica H. Daniel, PhD
Lynne Ferrari, MD
Mira Irons, MD
James S. Kasser, MD
Margaret Kenna, MD, MPH

Monica Kleinman, MD
Jordan Kreidberg, MD, PhD
Alan Leichtner, MD, MSPHEd
Jenifer Lightdale, MD, MPH
Frederick H. Lovejoy, MD
Joseph A. Majzoub, MD
Shari Nethersole, MD
Jane W. Newburger, MD, MPH
Stavroula Osganian, MD, ScD, MPH

Orah S. Platt, MD
Tina Poussaint, MD
Elizabeth Rider, MD, MSW
Lynda Schneider, MD
Robert Shamberger, MD
Lydia Shrier, MD, MPH
Susan Waisbren, PhD
Valerie L. Ward, MD, MPH

OFD Services

- **Programs (OFD and Co-sponsored) and Resources**
- **New faculty orientation – July**
- **Joint hospital and HMS course for faculty mentors – November**
- **Joint hospital and HMS faculty leadership course – April**
- *Perspectives* quarterly newsletter
- **Career conferences – form on website**
- **Mentoring – consultation, programs, guides**
- **Career Development Fellowships**
- **Work/life balance**
- **Diversity Initiatives**
- **The Academy at Boston Children’s Hospital (Medical Education)**

Boston Children’s Hospital Community of Mentors

The OFD in collaboration with our Advisory Committee and Department/Division Chiefs created the framework for the “Community of Mentors” 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, *Guidelines for Junior Faculty* and *Guidelines 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 Research Recruitment and Resource 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/yr for 2 years with departments/divisions funding 25% of the award and overhead. These awards are intended to increase opportunities for junior faculty to advance to senior positions in academic medicine. Four of the thirteen 2013 awards are designated for junior faculty who belong to a racial/ethnic population underrepresented in medicine and science (URM), OR who have family responsibilities such as being the primary caregiver for children and/or parents. The other nine are unrestricted.

Examples of OFD Programs and Workshops:

- **Promotion sessions** by Children's senior faculty and HMS OFA leaders highlighting the revised HMS promotion criteria and CV format
- **Orientation luncheon in July** for new faculty with senior leaders
- **OFD fellowship award ceremony in October** to honor faculty who have been awarded Children's and HMS fellowships
- **May is Faculty Development Month** to highlight annual career conferences and work/life balance, among other support mechanisms
 - **Authorship and Best Practices for Addressing Disputes**
by Melissa Brodrick, MEd, HMS Ombuds Office
 - **Running Effective Meetings**
by Frederick Lovejoy, MD
 - **Physician Stress After an Adverse Medical Event**
by David DeMaso, MD
- **Developing Managerial and Leadership Skills**
 - **Medical Leadership: Managing in Uncertain Times**
By Vincent Chiang, MD
 - **Managing People: A Seminar for Principal Investigators ((in collaboration with HR, OFT, and Office of General Counsel)**
by Chris Newell, PsyD; Joanne Doherty, MS; Ellen Rothstein, JD; Alan Paret, MBA; Jordan Kreidberg, MD, PhD; Lydia Shrier, MD, MPH
 - **Recommendations and References: Navigating Challenging Situations**
by Ted Sectish, MD; Ellen Rothstein; JD, Carolyn Stetson
- **Work-life Balance**
 - **Strategies for Saving for College**
by Jonathan Griswold, MD
 - **How to Manage a Home Renovation Project and Stay Out of Trouble**
by Andrea Goldman, JD and Paul Monaco, Licensed Contractor
 - **How to Advocate for Advanced Resources for Your Child**
by Ellen Davidson, PhD, Enrichment and Challenge Support Teacher, and Associate Professor, Simmons College
 - **Summer Camps and Fun Activities for Your Child**
by Nina Dickerman, MS, HMS/HSDM Work-Life Liaison
- **Book Discussions**
 - ***Kids, Sports and Concussions: A Guide for Parents and Coaches***
By William Meehan, MD
 - ***In Defense of Women: Memoirs of an Unrepentant Advocate***
by Nancy Gertner, JD, former US Federal Judge
- **Research Support and Guidance**
 - **Getting Your Clinical Research Funded**
by Isaac Kohane, MD, PhD
 - **Getting Your Basic Research Funded**
by Jordan Kreidberg, MD, PhD
 - **Strategies for Applying for BCH Clinical and Translational Grants**
by Jean Emans, MD; Judith Fleming, PhD; Ellis Neufeld, MD, PhD
 - **Successful Strategies for Writing and Renewing your R01**
by P. Ellen Grant, MD; Wayne Lencer, MD; Scott Pomeroy, MD, PhD
 - **Preparing Your NIH Budget:**
by Liam O'Connor, Office of Sponsored Programs (OSP)
 - **Writing for Scientific Publication**
by Marjorie Beeghly, PhD and Lydia Shrier, MD, MPH

- **Programs for URM Faculty and Fellows:** lunch topics of interest; discussion of ongoing diversity initiatives; speakers; and social/networking events
- **Medical Education:** workshops on teaching reflective practices, evaluating communications skills, enhancing scholarship, developing curricula, designing effective surveys, ethics in teaching. Two Medical Education Retreats were held in 2012-2013 featuring keynote speakers Daniel Schumacher, MD and Thomas Boat, MD
- **Presentation Skills:** key components of strong scientific presentations, including designing reliable on-screen presentations, imaging essentials and drawing tools
- **Leadership Development for Physician and Scientists:** a 3-day HMS course preparing faculty for additional leadership roles in academic medicine
- **Joint HMS Hospital Course for Faculty Mentors:** mentoring skills, relationships, and systems

Our workshop facilitators are senior faculty members and administrators from Children's and Harvard Medical School, as well as professional consultants.

Multi-Hospital Programs, Courses, and Events

The OFD collaborates with the faculty development offices at 6 major teaching hospitals (BWH, MGH, BIDMC, DFIC, McLean, CHA) and the HMS Offices of Faculty Affairs and Diversity Inclusion and Community Partnership, through CHADD (Consortium of Harvard-Affiliated Hospital Offices for Faculty Development and Diversity) to invite speakers, sponsor events, and develop courses, search committee guidelines, and diversity initiatives across HMS.

Annual co-sponsored events include.

- September is Women in Medicine and Science Month
- How to Be an Effective Mentor
- Leadership Development for Physicians and Scientists
- Black History Month events and programs
- Latino Heritage Month events and programs
- Native American events and programs

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. "Time Out" highlights activities for your time away from the hospital. Lydia Shrier, MD, MPH, in her column "Boston Bites," reviews metro area restaurants. Jill Dobriner's "Leisurely Learning" suggests excursions to local cultural and recreational sites.

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 100 followers, both internal and external.

Career and Family Network

The OFD sponsors a seminar series, an innovative model developed and hosted by Drs. Jenifer Lightdale and Lydia Shrier, for faculty balancing family life and a career in academic medicine. Drs. Shrier and Lightdale extend their invitation to all faculty who are parenting or have other competing family and career concerns. The OFD also sponsors an annual outing for faculty and their families.

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

The Library co-sponsors with the OFD Lunch Topics Workshops with authors of special interest to BCH faculty members, generally with an emphasis on work/life balance. In fall 2011, Nancy Gertner, JD, discussed her book *In Defense of Women: Memoirs of an Unrepentant Advocate* and William Meehan, MD, Director of the Sports Concussion Clinic, talked about the prevention and treatment of sports related concussions, *Kids, Sports and Concussions: A Guide for Parents and Coaches*. In 2013, Diane Pincus, PhD, discussed her book on helping children manage their anxieties,

Growing Up Brave: Expert Strategies for Helping Your Child Overcome Fear, Stress, and Anxiety.

The Office of Faculty Development co-sponsored the May 9, 2012, Children's Reads Together discussion of *Blanche Cleans Up* from the Blanche White Mystery Series by Barbara Neely.

The Library also puts together special exhibits corresponding to OFD programs and observances such as "September is Women in Medicine and Science Month," "May is Faculty Development Month," "Black History Month," etc. 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.

Appointments with OFD Faculty Director, S. Jean Emans, MD

Dr. S. Jean Emans provides appointments on promotion issues, CVs, and academic concerns. To arrange an appointment, email ofd@childrens.harvard.edu

The Academy at Boston Children's Hospital

Alan Leichtner, MD, MSHPEd – Director

Stuart Goldman, MD – Associate Director

The Boston Children's Academy was developed to foster the continuous improvement of teaching and learning at Children's through the support of educational leadership and innovation.

Specific goals of the Academy include:

- Offering support to medical educators through seminars and workshops, print and electronic resources
- Advancing assessment programs in medical education, including peer assessment
- Facilitating the mentoring of junior faculty
- Promoting interdepartmental and multidisciplinary educational programs
- Developing materials for national/international dissemination
- Fostering recognition of Children's teachers locally and as national/international leaders

Other resources and initiatives:

- Projects in Progress Conference to provide a forum to review scholars' projects
- Interactive website
- Call for applications will take place in July followed by rolling admissions for those unable to meet deadline

For more information on the Academy, including an overview of its mission, the application process, board members, and seminars, resources, and projects go to: childrenshospital.org/research/ofd and click on The Academy link.

BOSTON CHILDREN'S HOSPITAL RESOURCES

Child Advocacy, Office of

Child Advocacy, Office of
childrenshospital.org/community

Wendy Warring, JD - Senior Vice President for Network Development and Strategic Partnerships

Shari Nethersole, MD - Medical Director for Community Health

Deb Dickerson - Director, Community Health Initiatives

John Riordan, MA - Director, Community Partnerships

Main Phone: 617-919-3055

Fax: 617-919-3118

The Office of Child Advocacy (OCA) oversees, coordinates and stewards the hospital's community mission by:

- Understanding and identifying community health needs through ongoing and comprehensive community needs assessment

- Investing in, and providing technical assistance to, hospital programs that address the most pressing health issues and that will lead to systemic change
- Acting as a resource to hospital staff, providers and researchers working in the community
- Promoting public health advocacy efforts with the Office of Government Relations
- Supporting community health centers and their pediatric practices to improve access to care, wellness and treatment programs
- Engaging community and City of Boston partners in the hospital's work to address health and non-health issues that affect the lives of children
- Communicating about the community mission and reporting to government agencies

The Clinical Research Center

bostonchildrens.org/crc

21 Autumn Street, 2nd and 3rd Floors, and 300 Longwood Avenue, Pavilion Building, 6th floor

Email: crc@childrens.harvard.edu

Phone: 857-218-4720

Stavroula Osganian, MD, ScD, MPH – Center Co-Chief

Ellis Neufeld, MD, PhD – Center Co-Chief

Colette Hendricks, MSW, MBA – Administrative Director

Jenifer Lightdale, MD, MPH – Education Core Director

Adam Simmons, MPH, CCRC – Development and Operations Core Director

Rob Fuhlbrigge, MD, PhD – Medical Director, CTSU

Andrew Dauber, MD, MMSc -- Assistant Medical Director, CTSU

Cindy Williams, MSN, RN, PNP, NE-BC – Nurse Director, CTSU

Nicolle Quinn, MS, RD, LDN – Nutrition Manager, CTSU

The Clinical Research Center (CRC) at Boston Children's Hospital is an interdisciplinary, academic and service research center that provides assistance and education to the clinical research community at Children's. The center directly supports one of Children's core mission areas, to be the leading source of research and discovery, and includes four primary areas of focus in four separate but interrelated cores:

- Design and Analysis Core - Clinical research methodology (including biostatistics, epidemiology, health economics and informatics);
- Development and Operations Core - Collaboration or consultation on the design, conduct, and analysis of clinical research studies;
- Clinical Research Education Core - Education in clinical research methods and practice – includes *Introduction to Clinical Research*, an annual hospital-wide course geared towards junior faculty and a monthly orientation for new study coordinators;
- Clinical and Translational Study Unit - Provides clinical research infrastructure for investigators in the design, initiation, conduct and reporting of clinical research with the goal of translating scientific knowledge into new therapies for pediatric conditions. Funding for the CTSU services is from the Harvard Catalyst which is an affiliate-wide effort to facilitate laboratory-to-bedside translational research and to encourage researcher collaboration.

Clinical research is scientific investigation that is conducted with human subjects or on material of human origin such as tissues, specimens, cognitive phenomena or other data for which an investigator directly interacts with human subjects or for which material can be directly linked to an identifiable, living individual. Clinical research includes patient-oriented, community, and population-based research studies. For more information on the CRC, please see our website.

CRC 2013 Pilot Services – Behavioral Science

Director: Deborah Waber, PhD

Co-Director: Michelle Bosquet, PhD

The Department of Psychiatry staff can provide consultation for investigators who wish to include behavioral outcomes on grants, protocols and manuscripts. Also, psychometrician services are available to collect data for protocols that have neuropsychological, psychiatric, psychological or other behavioral outcomes.

Clinician Support, Office of (OCS)

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

Lauren Coyne, RN, MS, LICSW – Assistant OCS Director, 617-355-6747

Christina Nikitopoulos, EdM - OCS Coordinator, 617-355-6705

bostonchildrens.org/ocs

The Office of Clinician Support provides a safe place for physicians to discuss and resolve a wide range of work place and personal issues. The OCS provides a blend of services ranging from creating awareness of work-engendered stresses, to discussions about work-related and personal concerns, to mental health assessments, to crisis interventions. All clinicians are seen at no charge with referrals to outside professionals as needed. OCS staff will make arrangements to meet at a convenient time, usually within 24-48 hours. For more information about the program, please contact the OCS Coordinator. You may also speak directly with Lauren Coyne or David DeMaso. Messages can be left on any of the confidential telephone numbers (above).

Code of Conduct

Faculty are required to adhere to the hospital-wide Code of Conduct, available online at chbshare.chboston.org/elibrary/counsel/manuals/cpp/cpp/cm_000_code_of_conduct.doc.

As stated on the website, the Code of Conduct applies to the trustees, employees, and medical staff of Boston Children's Hospital and the physician practice groups at the Hospital (the Foundations). 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.

Compliance Program

web2.tch.harvard.edu/compliance/

Compliance Hotline: Confidential, toll-free 888-801-2805 (available 7 days a week)

Compliance Office: 857-218-4681

For questions related to General Compliance, HIPAA Privacy and Security:

Craig Bennett - Director of Compliance, Privacy Officer, craig.bennett@childrens.harvard.edu, 857-218-4680

For questions related to Billing Compliance: Brian Meredith, Director of Billing Compliance, brian.meredith@childrens.harvard.edu; 857-218-3271

For questions related to Conflict of Interest, Pharma/Medical Device Industry Interactions, and Sanction Check: Tarra Louis-Charles, tarra.louis-charles@childrens.harvard.edu, 857-218-4681

The Compliance Program assists the hospital community in providing services and conducting business in compliance with all state and federal laws governing its operations and in accordance with established standards of business and professional ethics. The Program is directed by a Compliance Officer and a Compliance Committee who are charged by the Board of Trustees with reviewing Hospital compliance and specific compliance situations that may arise. The Compliance Department provides support for billing compliance, conflict of interest disclosure and management, privacy and security of confidential information, interpretation of regulations, as well as other issues. Questions about the Compliance Committee and Program, about any aspect of compliance, or questions or concerns about any possible instance of non-compliance, should be addressed to the hospital's Director of Compliance and Privacy Officer. A Compliance Manual outlining certain legal obligations applicable to the Hospital's services and activities, as well as a more complete description of the Compliance Program, is available on the internal website under the Compliance Department link. All members of the Hospital community are expected to abide by the Hospital's Code of Conduct, which is available on the internal website through the link on the blue column on the left side.

Diversity and Cultural Competency Council (DCCC)

web2.tch.harvard.edu/diversity/mainpageS2678P2.html

Co-Chairs: Valerie L. Ward, MD, MPH, Assistant Professor of Radiology, Faculty Director of the DCCC; Joanne C. Doherty, MS, SPHR, Director of Human Resources

The Children's Hospital's Diversity and Cultural Competency Council (DCCC) is a standing hospital committee that reports to the senior leadership. The annual goals of the DCCC have been incorporated into the hospital's corporate goals. Committee members on the DCCC are divided into five working groups charged with advancing the following goals: (1) performing research in health care disparities to improve health outcomes for all children; (2) improving cultural competency across Children's Hospital; (3) promoting respectful interactions between patients, families, providers, and colleagues; (4) monitoring the tracking of metrics for diversity and cultural competency initiatives; and (5) recruiting, retaining and developing a diverse workforce at Children's Hospital.

Employee Lactation Support Program

web2.tch.harvard.edu/hr/mainpageS2652P13.html

Nursing Mothers' Lounges - Lactation Rooms

Kimberly Barbas, RN, IBCLC - Coordinator, 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. The lock combination to the employee lounges, breast pump rentals, breast pump kit purchases, and other breastfeeding supplies are available at a discount to employees from the Center for Families (x5-6279), Farley Room 111, during their operating hours. Classes are held bi-monthly for employees returning to work and planning to continue breastfeeding and include an orientation to the breast pump rooms. Please refer to the Human Resources website for class dates.

Employee Lactation Rooms are currently located in the Farley Building, Farley Room 181 in the hallway behind the elevator to the Children's Café (to be relocated 2013); Karp Research Building 4th Floor, RB04.204; 1 Autumn Street, Room AU-423; Landmark (near HR reception) LM6127; 1295 Boylston Street, Room BY-471; 333 Longwood, (relocating to 1st floor 3/2013); Waltham Room, WL-1657; Peabody Room, PY2143. Other breast pumps and rooms are shared with patient families: 11 South; 10 South; 9 South; 8 South; 7 South; 7 West; 3 South. Please reserve NICU (7 North) pump rooms for patient families.

Ethics Advisory Committee

web2.tch.harvard.edu/ethics/

Co-chairs of the hospital's Ethics Advisory Committee are Jeff Burns, MD, MPH, Chief of Critical Care Medicine (x5-7327, beeper #1542, jeffrey.burns@childrens.harvard.edu) and Charlotte Harrison, JD, MTS, MPH, Clinical Ethicist (x5-6920, beeper #3171, charlotte.harrison@childrens.harvard.edu).

The Hospital Ethicist and Director of the Office of Ethics is Christine Mitchell, RN, MS, MTS, FAAN (x5-6920, beeper #1506, christine.mitchell@childrens.harvard.edu). Clinical Ethicist, Judi Friedson, RN, MS, can be reached at x5-0939, beeper #2367, or judi.friedson@childrens.harvard.edu.

In addition, other Ethics Associates at Children's who may be called, paged, or emailed include: Theonia Boyd, MD; Steve Brown, MD; David Diamond, MD; Steve Joffe, MD; Judy Johnson, JD; Daniel Kamin, MD; Jennifer Kesselheim, MD; Gus Papadakis, MD; Jehanna Peerzada, MD; Sadath Sayeed, JD, MD; Robert Truog, MD; Meredith van der Velden, MD; and David Waisel, MD. More information about the Ethics Advisory Committee, including a membership list and ethics policies and guidelines, can be accessed online from the Boston Children's home page: under departments, click on "ethics," then on "elibrary" for a variety of ethics documents.

Robert Truog and Christine Mitchell are Director and Associate Director of the program in Clinical Ethics in the Division of Medical Ethics at Harvard Medical School, which provides educational and research fellowships in medical ethics; an annual 3-day Harvard Bioethics Course for clinicians and ethics committee members; a monthly case-based Harvard Ethics Consortium; and regular meetings for the Ethics Leadership of the Harvard-affiliated health care institutions. For more information, see

the webpage at <http://medethics.med.harvard.edu/education/bioethics/> or email dme@hms.harvard.edu.

Finance, Research

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

web2.tch.harvard.edu/market/howto/howto5.html

The Office of General Counsel is available for consultation on hospital-related legal issues. Calls from attorneys or law enforcement officials on hospital-related business should be referred to the Office of General Counsel. Subpoenas should also be processed through this Office. To contact the office between 8:30am and 5pm, call x5- 6108. After hours, or in an Emergency, call the page operator and ask for the attorney on call.

Government Relations

web2.tch.harvard.edu/gr/

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

Melissa Shannon – Director, State Government Relations

Amy DeLong – Manager, Federal Government Relations

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 like engaging with and supporting 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 and mental health. 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 works hard to partner and collaborate with community organizations that advocate on behalf of children.

Human Resources, Office of

web2.tch.harvard.edu/hr/

Inez Stewart, MEd - Vice President, Human Resources:

Joanne Doherty, MS, SPHR - Director, Human Resources:

Chris Newell, Psy.D - Director, Training and Development:

Lucinda Brown, MA - Director, Occupational Health:

Office Location: Landmark 6

Human Resources drives excellence and innovation at Boston Children's Hospital by empowering managers to recruit, develop, and retain a high performing and diverse workforce making Boston Children's a worldwide leader in children's health, and to create a culture in which:

- Creative, passionate, and enterprising employees can provide exceptional care and exceptional service every day
- Diversity is encouraged and valued
- Employees are treated fairly and respectfully at all times

For a complete list of HR divisions and personnel with telephone numbers and email links, including recruitment, check *Who's Who in Human Resources*:

7chbshare.chboston.org/TS/hr/hrwho/default.aspx

Exceptional Care Exceptional Service

chbportal.tch.harvard.edu/eces/index.html

Exceptional Care, Exceptional Service is an institution-wide culture enhancement underway at Children's. Its goal is the spread of service-oriented attitudes and behaviors that exceed the expectations of our patient families, physician partners, neighbors, and co-workers. In short, it is an effort to make our level of personal service to these groups as world-renowned as our medical care. We pledge to foster a culture of exceptional care and exceptional service that supports these values: excellence, respect, communication, courtesy, enthusiasm, teamwork. ECES also supports employee recognition programs, such as Employee of the Month.

Innovation Acceleration Program

web2.tch.harvard.edu/iap/index.html

Naomi Fried, PhD - Chief Innovation Officer

Paola Abello, MBA - Clinical Innovation Program Manager

Shawn Farrell, MBA – Telehealth Program Manager

Alex Pelletier, MBA – FIT Program Manager & Telehealth

Patrick McCarthy, MBA – FIT & Telehealth Business Analyst

Gajen Sunthara – Principal Software Architect

Diane Kelley - Executive Assistant and Program Coordinator:

Contact: paola.abello@childrens.harvard.edu

Our Mission: To accelerate innovation at Boston Children's Hospital by providing resources and support to empower innovators in developing and testing their novel ideas, to collaborate on strategic institutional clinical and business model innovation opportunities, and to initiate innovative cross-disciplinary projects to address unmet clinical needs.

Our Programs:

- Innvestment Grants to provide funding opportunities to support clinical innovations in patient care
- Fast Track Innovation in Technology Awards to offer software development resources for rapid cycle development of promising software solutions in clinical care
- Innovators' Forum to provide a platform for the innovation community to meet and share work
- Telehealth Task Force to develop hospital-wide strategy for a telehealth program that includes the remote delivery of care and physician to physician virtual consultations
- Boot Camp, a 2 hour workshop designed which provides an overview on innovation concepts and resources to help innovators develop new ideas

- Innovation Day, a periodic opportunity to share your innovative work with the BCH community
- Social Platform for Accelerating Resources and Connections (SPARC) an internal social networking platform. to enhance communication and collaboration

Institutional Review Board (IRB), see Research Administration, Clinical Investigation, Committee for (CCI)

Interpreter Services

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

interpreters@childrens.harvard.edu

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 who may need an interpreter to communicate effectively to get proper medical care.

Library

web2.tch.harvard.edu/library/

News blog: chblibrarynews.wordpress.com/

Twitter: twitter.com/CHBLibrary

Phone: 617-355-7232 (staff); 617-730-0983 (fax); 355-5860 (house phone)

Alison Clapp, MLIS - Manager, Library Services - alison.clapp@childrens.harvard.edu

Heather O'Leary, MSLIS – Librarian - heatheranne.oleary@childrens.harvard.edu

The library is located next to the Prouty Garden on Fegan Plaza. It has active subscriptions to approximately 65 print journals and 2,500 electronic titles with the primary focus on pediatrics. There are several different book collections, including the Career Center Collection, which address a wide range of topics from mentoring to leadership to time management and the Literature and Medicine collection which includes a wide variety of current titles, many dealing with medical or ethical themes. The website includes library news; *Library Lunch Topics* announcements; electronic books, journals and database resources; online catalog; writing and publishing aids; classes; library services and many other resources.

Hours: 8:00 - 6:00, Monday - Thursday; 8:00 - 5:30, Friday

Children's Hospital personnel have access to the library during non-staffed hours with their ID, although the Gamble Room is only open during staffed hours.

Boston Children's Hospital Library's Resources for Leadership Guide

Boston Children's Hospital Library's ***Resources for Leadership Guide*** brings together materials found at the hospital library and reputable web sites for managers at every level at Children's. The ***Resources for Leadership Guide*** includes lists of management books and journals available from the library as well as useful databases, leadership associations, and information about health care reform from the New England Journal of Medicine and other sources. In addition to allowing access to reputable leadership resources, the guide encourages user interaction by allowing individuals to rate and provide feedback about past Management Grand Round sessions, recent trends and key articles, including the Harvard Business Review's "Must Read" articles. The guide is continuously updated to provide information about upcoming Management Grand Rounds, the latest Harvard Business Review table of contents, new and featured journals and books, and highlights from relevant blog posts and articles. **If you would like to receive the weekly email about updates, email Alison Clapp to be added to the distribution list.**

Marketing and Communications

web2.tch.harvard.edu/marcomm/

Office Location: 120 Brookline Avenue; Phone: 617-919-3110; Fax 617-919-3034

Email: marketing@childrens.harvard.edu

Leadership:

Margaret Coughlin, MBA - Senior Vice President and Chief Marketing and Communications Officer

Deborah Hernandez, MBA - Senior Director of Marketing Communications and Public Relations

Deb Pappas, MBA - Senior Director of Marketing

Bess Andrews - Director of Public Affairs

Rob Graham, MPA – Director of National Strategy and Media Relations

Michael Nemetz – Manager of Creative Services

The Department of Marketing and Communications performs marketing, market research, marketing communications, media relations and public affairs functions and is responsible for:

- Branding and promoting the hospital, its employees and its clinical care, research, teaching and community initiatives
- Developing programs that drive volume to the clinical services of the hospital and its network and satellite locations
- Raising the hospital's visibility and strengthening its reputation locally, regionally, nationally and globally

The Department cultivates plans, projects and programming that target the following audiences:

- Internal: Faculty, Staff, Residents, Fellows and Interns
- External:
 - Current patients and families
 - Prospective patients and families
 - Referring clinicians
 - Other medical specialists, subspecialists and allied health professionals
 - Prospective faculty, staff, residents, fellows and interns
 - Researchers and research organizations
 - Policymakers and opinion leaders
 - Scientific and mainstream news media
 - Patient advocacy groups
 - Medical societies and industry organizations
 - The medical elite throughout the world

Marketing responsibilities

- Coordination and strengthening of hospital brand identity and messaging
- Development of clinical service line marketing strategies, plans and programs to drive volume and build reputation across targeted market segments
- Advertising, direct mail and email campaigns in support of the hospital and its network and satellite locations
- Creation of network marketing strategies, plans and programs to grow Boston Children's Hospital's Community of Care across its satellite locations, community hospital partner networks and referring physicians
- Primary and secondary market research and analysis of physician, consumer and patient audiences to identify and measure/track market trends, market share, competitive landscape, reputation, brand awareness and preference and satisfaction

Marketing communications responsibilities

- Content conceptualization, design, writing/editing, production and dissemination across vehicles and platforms - print, video, social media and Web - to promote the hospital and its offerings, accomplishments, employees and patients
- Direction of the institution's national, international and regional media strategy and alignment of media coverage with hospital goals

- Crisis communications and public relations
- Physician relations across the hospital network
- Planning for hospital-wide and external events and medical conferences

Occupational Health Services (OHS)

Lucinda Brown, MA - Administrative Director, x8-3052

Christine Cadegan, NP - Clinical Coordinator, x8-3055

Tom Winters, MD - Medical Director

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: 7:00 am - 5:00 pm, Monday - Friday

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; annual TB testing; fitness for duty assessments; ergonomics evaluations; and other medical services related to the treatment, diagnosis and prevention of work-related illnesses and injuries.

If a staff member is injured at work, the employee or the staff member's supervisor must complete the Employee Accident Report within 24 hours and report to OHS for evaluation. No appointment is necessary.

For needlestick injuries or other bloodborne pathogen exposures, please page the STIK pager at 7845 for immediate attention.

OHS is available for walk-in TB testing on the following dates/times:

- Mondays 2:00 – 3:00 pm
- Tuesdays 7:30 – 8:30 am
- Wednesdays 11:00 am - noon
- Fridays 2:00 – 3:00 pm

Other services provided by appointment. For more information or questions about Occupational Health Services, please call Lucinda Brown at 857-218-3052.

Office of Fellowship Training

bostonchildrens.org/research/oft

Jordan Kreidberg, MD, PhD - Faculty Director

Lu-Ann Pozzi, PhD – Program Manager

Administrative Office Location: Karp 6/ Room 6-217

Phone: 617-919-2961 (internally, x4-2961)

The mission of The Office of Fellowship Training (OFT) is to provide research and clinical fellows with career development tools, access to resources and opportunities to network at BCH and in Boston. The OFT organizes career development seminars and social functions to enrich the experience of fellows during their time at Children's. We also provide mentoring and help identifying relevant training, funding, and other opportunities.

Physicians' Organization

web2.tch.harvard.edu/po/

Executive Committee:

William Harmon, MD – President

Mark Proctor, MD - President Elect

Steven Fishman, MD - Past President

Vincent Chiang, MD - Secretary/Treasurer

Stuart Novick, JD – Sr. VP and General Counsel

Irene Paresky - Chief Operating Officer

Thomas Hart - Chief Financial Officer

Suzanne McDermott - Senior Director, Operations & Decision Support

Tel: 617-919-4084

The Physicians' Organization at Boston Children's Hospital is a non-profit management service organization to 1,200 physicians incorporated on February 7, 1995. The Organization works jointly with the Hospital and 17 sub-specialty Foundations 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 Physicians' Organization identifies, evaluates, negotiates, and enters into agreements with insurers and manages care plans as well as physicians' fringe benefits on behalf of its members and their affiliated physicians and employees. The Organization arranges for the delivery of health care services through third party payor contracting. It also performs services including; utilization review, internal investment funds, managing audits, external financial reporting, offering billing services and IT services to support billing, accounting and cost modeling.

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

Research Administration

web2.tch.harvard.edu/researchadmin/index.html

Office Location: 2 Ave. Louis Pasteur; Lefavour Hall 4th Floor, Simmons College Campus

Phone: 617-919-2715; Fax 617-730-0086

Email: resadmin@childrens.harvard.edu

Research Administration and its departments manage the strategic planning challenges and growth of the research enterprise and its highly innovative researchers. Serving as primary liaison to the research community and hospital administration, Research Administration organizes regular committee meetings and fora, including the monthly Administrators' Round Table and the Research Faculty Council meetings.

The departments within Research Administration provide services to facilitate excellence in the conduct of research and ensure regulatory compliance. They maintain research governance committees, grants management, technological development, human and animal research, laboratory facilities and resource management for the Boston Children's research enterprise.

Research Administration Departments

Office of Clinical Investigation

bostonchildrens.org/cfapps/research/data_admin/Site2206/mainpageS2206P0.html

Susan Kornetsky, MPH - Director, Clinical Research Compliance

Office Location: 2 Ave. Louis Pasteur; Lefavour Hall 4th Floor, Simmons College Campus

Phone: 617-355-7052; Fax: 617-730-0226

Email: cci@childrens.harvard.edu

The Office of Clinical Investigation 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 Children's Hospital. The department provides administrative support for the hospital's internal review board, the Committee on Clinical Investigation (CCI), which 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 Children's Hospital. Clinical Investigation 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 assist investigators who 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 now provides an accessible electronic review system.

Research Operations

web2.tch.harvard.edu/researchoperations/

Brian Lobao - Director

Main Office Location: Karp 4th Floor

Enders Main: 617-355-6348; Karp Main: 617-919-2280

Research Operations provides operational support to research faculty, staff and the related facilities by administering programs that result in a positive impact on research objectives and resources to ensure compliance with regulatory agencies in a cost effective manner.

The Research Operations departments are responsible for providing training in safety and animal research compliance through effective communication with a high standard of administrative efficiency that supports the needs of the research community. The organization seeks to provide laboratories with value added service. Policies, procedures and practices must keep pace with changing needs.

The departments include:

- Animal Protocol Support & Assurance (APSA) - orientation schedules, IACUC, policies & protocol help
- Animal Research Children's Hospital (ARCH) - veterinary care, forms
- Aquatic Resources Program (ARP) - fish care, contacts and forms
- Research Facilities - capital equipment, keys, building access, lab coats, critical research repository, project request form
- Research Lab Support - radiation safety, biosafety, lab support

Office of Sponsored Programs (OSP)

web2.tch.harvard.edu/osp/

Paula Roth, MEd - Director of Sponsored Programs and Compliance

Theresa Applegate, MPA - Manager & Senior Grant Officer

Office Location: 2 Ave. Louis Pasteur; Lefavour Hall 4th Floor, Simmons College Campus

Phone: 617-919-2729; Fax: 617-730-0247

Email: osp@childrens.harvard.edu

The Office of Sponsored Programs handles federal government, foundation and other non-profit funding arrangements. Grant officers are assigned to the research community by department and division. They serve as the primary points of contact for grant application review, submission, award acceptance and administration, sponsor relations, and inter-institutional contractual agreements. OSP is committed to facilitating and supporting the research mission of the institution.

Technology & Innovation Development Office (TIDO)

childrensinnovations.org/

Erik Halvorsen, PhD - Director of Technology & Business Development

Kathleen Bass, PhD - Associate Director

Nurjana Bachman, PhD - Manager, Business Development

Monique Yoakim-Turk, PhD - Manager, Technology Development

Office Location: 120 Brookline Ave. 1st Floor

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 translate the laboratory and clinical research excellence and innovations at Boston Children's into products for public benefit. The TIDO team works closely with investigators and clinicians within the Children's Hospital community to promote, support, and develop research, technology, and clinical innovations through the protection and licensing of intellectual property, investing in Boston Children's technologies, and establishing strong research and development partnerships with industry throughout the innovation to product life cycle.

This multi-faceted approach includes:

- Evaluating new innovations and discoveries
- Protecting intellectual property
- Marketing and licensing technologies to industry
- Advancing the development stage of technologies through the Technology Development Fund
- Establishing collaborations and sponsored research with industry through Business Development efforts
- Negotiating clinical trial budgets and agreements that involve patient treatment or observation
- Fostering and supporting a culture of innovation and entrepreneurship at Boston Children's

TIDO is a team of highly motivated professionals with experience in academic and industry biomedical research, technology licensing, company startups, business and law. With the integration of the Clinical Trials Office into TIDO and expanded resources in Business Development and Technology Development, TIDO has the enhanced capabilities to bring Children's innovations to market for patient care.

Translational Research Program

bostonchildrens.org/trp

David Williams, MD - Director

Judy Fleming, PhD - Associate Director

Matt Wladkowski, MS - Regulatory Affairs Coordinator

Kara Caliri – Administrative Associate

Phone: 617-919-2927 (x4-2927 internal); Email: TRP@childrens.harvard.edu

Office Location: 2 Avenue Louis Pasteur, 4th Fl. L-425 (Simmons Campus)

The Translational Research Program (TRP) at Boston Children's Hospital aims to stimulate and facilitate the development of preclinical and ultimately, human translational trials seeking to improve pediatric health. In order to do this, the TRP provides support for faculty-initiated pre-clinical and clinical translational research projects, in addition to ensuring adequate infrastructure to facilitate the rapid completion of these trials. The TRP funds a cadre of Boston Children's investigators to help them pursue successful translational research.

Focus areas of the TRP include:

- Stimulative grants-in-aid awarded for programs containing novel ideas or applications
- Improvement in institutional cores needed to support disease-specific non-clinical and early phase human studies

- Multidisciplinary retreats to foster interactions across the spectrum of research and clinical activities
- Identifying and supporting the development of faculty-scientists who will become the national and international leaders in the translational research paradigm
- Assistance with regulatory affairs

Work/Life Benefits -- Family Support Services

web2.tch.harvard.edu/hr/mainpageS2652P15.html

Donna Warner - Manager of the Child Care Center and Family Services

Phone: 617-355-6006; Child Care Center Fax: 617-730-0133

Children's Hospital Child Care Center was created to provide high quality child care for children of hospital employees and staff. The Center accepts children 3 months through 5 years without regard to race, creed, cultural heritage, or religion. Every child in the Center receives a safe, supportive environment which fosters self-esteem, growth, and cultural diversity. Please note that the Center has a waitlist and encourages faculty to review all child care options.

The Child Care Center also disseminates information regarding *Bright Horizon's Family Center*, *Parents in a Pinch*, and *Child Care and Elder Care Referral through the Hospital's Employee Assistance Program KGA*. For additional assistance in work-life stressors, faculty can also make use of the Boston Children's Work-Life Information and Assistance Program, www.kgreer.com, 1-800-648-9557.



"This project is extremely important, but it has no budget no guidelines, no support staff and it's due tomorrow morning. At last, here's your chance to really impress everyone!"

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HMS RESOURCES

The Academy at Harvard Medical School

hms.harvard.edu/Academy/

260 Longwood Ave – TMEC 384, Boston, MA 02115

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

The Academy is established to advance the education of physicians and scientists throughout the Harvard Medical School community by:

- Creating and supporting a community of leaders in education and a culture of excellence in teaching and learning.
- Fostering the careers of educators in medicine and science.
- Providing programming to improve the skills of teachers.
- Stimulating and supporting the creation and implementation of innovative approaches to learning and assessment.
- Supporting educational research and scholarship in medical and graduate education.

In addition to sustaining and building upon the work of its professional development arm, the Center for Teaching and Learning, the HMS Academy is working more closely with the Graduate programs, the Program in Medical Education at HMS, and with the evolving educational centers at many HMS-affiliated hospitals. Among its goals, the HMS Academy hopes to support innovation in pedagogical methods and curriculum, as well as promote research that focuses on teaching, learning, and assessment at the undergraduate and graduate medical education levels and in the science education of graduate students.

Children's Hospital HMS Academy Members:

Puja Banka, MD; Richard Blum, MD; Debra Boyer, MD; David Brown, MD; Michele Burns Ewald, MD; Vincent Chiang, MD; Elizabeth Doherty, MD; S. Jean Emans, MD; Laurie Fishman, MD; Stuart Goldman, MD; Holly Gooding, MD; Lisa Gruenberg, MD; Robert Holzman, MD; Tanzeema Hossain, MBChB; Jennifer Kesselheim, MD; Alan Leichtner, MD; Clifford Lo, MD, ScD; Alexander McAdam, MD; Joshua Nagler, MD; Elizabeth Rider, MD, MSW; Christiana Russ, MD; Thomas Sandora, MD; David Urion, MD; Debra Weiner, MD; Alan Woolf, MD

Academic and Clinical Affairs, Office for

Nancy Tarbell, MD - Dean for Academic and Clinical Affairs

The Office for Academic and Clinical Affairs encompasses the Office for Faculty Affairs, the Office for Diversity Inclusion and Community Partnership, as well as the Office for Professional Standards and Integrity.

The mission of the Office for Academic and Clinical Affairs is to uphold a commitment to excellence in academic affairs and ethical standards throughout the Harvard Medical community and to develop and nurture a diverse faculty through policies, practices and programs.

Faculty Affairs, Office for

Maureen Connolly, MD, MPH – Dean for Faculty Affairs

Introduction to HMS Faculty Affairs: fa.hms.harvard.edu

The Office for Faculty Affairs is responsible for the promotions and appointments processes at HMS and HSDM, works with committees that address faculty concerns, and serves as a resource to faculty members for issues related to promotion and career development. In addition to meeting with individual faculty members, the Office also organizes annual leadership and fellowship programs for junior faculty in collaboration with our hospital affiliates. For further information, visit the website or call 617-432-1540.

Promotion Criteria

facultypromotions.hms.harvard.edu/

Harvard Medical School and Harvard School of Dental Medicine criteria for faculty promotion and appointment 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 new criteria provide many different paths to academic advancement for our extraordinary faculty. An overview and explanatory booklets, as well as resources and tools can be found on the website.

Eleanor and Miles Shore 50th Anniversary Fellowship Program for Scholars in Medicine

The Fiftieth Anniversary Program for Scholars in Medicine was established in 1996 to celebrate the 50th anniversary of the admission of women to HMS and to acknowledge the important contributions of women to the Medical School. As part of this celebration, a Fellowship program was established to help junior faculty at the point in their careers when they must teach, do research, compete for grants, publish, or practice (if a clinical faculty member) at the same time they may be assuming increased family or other responsibilities. The program was renamed in 2004 to honor the efforts of Dr. Eleanor Shore, former Dean for Faculty Affairs, and Dr. Miles Shore, Bullard Professor of Psychiatry, Emeritus, on behalf of the 50th Anniversary Program for Scholars in Medicine. Most fellowships provide funding of \$30,000/1 year. Eligibility: MD, PhD or equivalent advanced degree, appointment as instructor or assistant professor in HMS or HSDM, and an established interest in an academic career. The program is open to men and women. The BCH Office of Faculty Development Career Development Fellowships are included under the HMS Shore 50th Anniversary Fellowship Program for Scholars in Medicine.

Grants for Junior Faculty and Postdoctoral Fellows (HMS Foundation Funds, formerly "Red Book")

hms.harvard.edu/foundationfunds/

Each year several foundations invite HMS junior faculty members and postdocs to apply for their fellowships and grants, which serve as critical funding at the early stages of a research career. Interested investigators must first apply for the Harvard nomination through the HMS Foundation Funds (formerly "Red Book"), and a committee will select the final candidates to submit applications to the foundations. Postdoctoral fellows and junior faculty are also strongly encouraged to discuss their eligibility for these awards with their Faculty Sponsors/Mentors who, with their Division Chiefs or Department Heads, can write a nomination letter to the Foundation Funds Committee in support of the application. The application process includes submission of an internal HMS application, which is reviewed in the late spring or fall by a Faculty Standing Committee. Nominees may then apply to the funding agencies, which make the final selections. Final selections are usually made by the awarding institutions/foundations; however, in recent years, the HMS Foundation Funds Program has offered several awards that are available to only HMS and affiliated applicants. These include the Grunebuam Cancer Research Award, the Hearst Fund Award for Pre - and Perinatal Medicine, and the Bullock-Wellman Postdoctoral Fellowship.

The Foundation Funds offerings are published twice a year: September and February. For further information, contact Betty Carburnari, HMS Foundation Funds Coordinator, tel: 617-432-7463, betty_carburnari@hms.harvard.edu.

HMS Leadership Development Program for Physicians and Scientists

This course is designed for HMS/HSDM instructors, assistant professors, or associate professors who currently have responsibility for a research grant, laboratory, educational course, or clinical unit. This course is intended for those in the early stages of leadership and not for chairs of departments or divisions. The goal of the Program is to build on participants' knowledge base and skills to enhance their professional development as administrative leaders in academic medicine. Participants will acquire skills in institutional organization,

health care economics, legal and regulatory issues, and the full spectrum of communication skills.

Diversity Inclusion and Community Partnership (DCP), Office for

hms.harvard.edu/dcp

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

164 Longwood Avenue, Room 210

Joan Y. Reede, MD, MPH, MBA - Dean for Diversity Inclusion and Community Partnership
joan_reede@hms.harvard.edu

The Office for Diversity Inclusion and Community Partnership (DCP) at Harvard Medical School (HMS) was established to promote the increased recruitment, retention and advancement of diverse faculty, particularly underrepresented minority (URM) faculty, at HMS and to oversee all diversity and inclusion activities involving HMS faculty, trainees, students and staff.

DCP's Minority Faculty Development Program sponsors programs for the development of HMS faculty, with an emphasis on mentoring and leadership, as well as programs that are designed to reach out to the pre-college and college populations with the goal of bringing outstanding, URM students into the pipeline.

DCP'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 | The Harvard Clinical and Translational Science Center through its *Program for Faculty Development and Diversity*. In partnership with the *Biomedical Science Careers Program*, DCP offers programs aimed at providing the encouragement, support and guidance needed for the successful pursuit of careers in biomedical sciences. The Harvard Medical School *Center of Excellence in Minority Health and Health Disparities* maintains and builds upon existing educational programs that seek to enhance the academic performance of URM students, strengthens efforts to support the cultural competency preparedness of faculty, trainees, and students, and expands current models for URM faculty development and student/faculty research focusing on issues of minority health and health disparities.

HMS Visiting Clerkship Program

mfdp.med.harvard.edu/medgrad/vcp/index.html

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 provides housing and reimbursement for travel for fourth-year, and qualified third-year, minority (African-American, Native American and Hispanic American) medical students to participate in the HMS Exchange Clerkship Program.

Clerkships last four weeks and are available, space permitting, to full-time students in good standing at accredited US medical schools. The one-month clerkships are available throughout the year.

Harvard Catalyst – Pediatrics Program

catalyst.harvard.edu/

Ellis Neufeld, MD, PhD - Pediatrics Program Director, Harvard Catalyst

Harvard Medical School and its affiliated healthcare institutions have formed the Harvard Catalyst: the Harvard Clinical and Translational Science Center, to assist students, fellows, and faculty in their research career development. The website provides links to finding research study groups, colloquia and conferences, as well as to the HMS educational and grant programs. A major focus of this initiative will be on mentoring. Investigators can build a unique research identity by posting their profile through online tools, and, simultaneously, reach out to the HMS community.

HMS ID – HMS Kresge Building at 677 Huntington Avenue, Room 119; tel 617-432-0389; hours are 8 - 4

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

hms.harvard.edu/departments/joint-committee-status-women

Phone: 617-432-0719

Email: JCSW_AdminAssist@hms.harvard.edu

The JCSW is a standing 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 (see below), 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 subcommittees and task forces such as Child Care; Flextime and Job Sharing; Joseph B. Martin Dean's Leadership Award for the Advancement of Women Faculty and Staff; Membership; Mentoring; Outreach and Development; Programming; Salary Equity; Technology and Communication. The JCSW documents obstacles and opportunities for advancement of women, offers and promotes educational programs, networking, and provides recommendations to the Dean. JCSW membership is open to all faculty, trainees, students, and quad staff.

Boston Children's Hospital faculty who are currently JCSW members: Dusica Bajic, MD, PhD; Diana Carlone, PhD; Martha Cesena, MD; Maria Chahrour, PhD; Kathryn Commons, PhD; S. Jean Emans, MD; Nadine Gaab, PhD; Carleen Irwin, PhD; Hannah Kinney, MD; Mary Frances Lopez, PhD; Mary Ellen McCann, MD; Maxine Milstein, MBA; Mary Mullen, MD, PhD; Bonnie Padwa, DMD, MD; Adrienne, Randolph, MD; Rachel Schmitt, PhD; Samantha Spencer, MD; Anne Marie Stack, MD; Diane Stafford, MD; Catherine Stamoulis, PhD; Amy Szarkowski, PhD; Lisa Teot, MD; Susan Waisbren, PhD; Julia Wong, PhD; Andrea Farkas Patenaude, PhD; Nicole Ullrich, MD, PhD

Ombuds Office, HMS/HSDM/HSPH

hms.harvard.edu/ombuds/

164 Longwood Avenue; (Ombuds line) 617-432-4040; (office line) 617-432-4041

Melissa Brodrick, MEd – Ombudsperson, melissa_brodrick@hms.harvard.edu

The Ombudsperson for Harvard's Medical School provides impartial assistance to Harvard faculty, staff, students, trainees and appointees at the affiliated institutions whose concerns are impacting their work or studies. The Ombuds Office offers a highly confidential, independent and informal forum in which to help visitors to clarify their concerns, identify their goals and consider all of their options in managing or resolving their concerns. Options can range from simply talking about problems to filing a formal complaint. The Ombudsperson provides 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, working conditions, sexual harassment, discrimination, professional/scientific misconduct, authorship, personality conflicts, fear of retaliation, favoritism and feelings of stress/anxiety. Any issue may be brought to the Ombudsperson.

Harvard Longwood Campus – Work Life Program

<http://hms.harvard.edu/human-resources-0/worklife-harvard-longwood>

Nina Dickerman, MS - Work/Life Program Manager

Email: ndickerm@hsph.harvard.edu; Phone: 617-432-7448

The Work Life Program Manager oversees a series of lunchtime educational seminars addressing family and wellness issues. These seminars are open to all HMS affiliated hospital faculty and staff. Please feel free to bring your own lunch and join us to hear from experts in their fields. Work/Life also maintains relationships with wellness vendors who serve the Longwood area such as Isis Parenting and Parents in a Pinch in addition to seeking out new programs that can support faculty and staff in Longwood.

Appendix

Boston Children's Hospital Senior Leadership

Sandra Fenwick, MPH	Chief Executive Officer and President (starting October 2013)
James Mandell, MD	Chief Executive Officer (through September 2013)
Kevin Churchwell, MD	Executive Vice President of Health Affairs and Chief Operating Officer
Dick Argys, MHSA	Chief Administrative Officer
Janet Cady	Executive Chairman, Children's Hospital Trust
Margaret Coughlin, MBA	Senior Vice President and Chief Marketing and Communications Officer
Gary Fleisher, MD	Physician-in-Chief
Naomi Fried, PhD	Chief Innovation Officer
Michael Gillespie, MPH	Vice President, Clinical Services
Joshua Greenberg, JD, MA	Vice President, Government Relations
Kathy Jenkins, MD, MPH	Director, Patient Safety and Quality
James Kasser, MD	Surgeon-in-Chief
Daniel Nigrin, MD, MS	Chief Information Officer
Stuart Novick, JD	Senior Vice President and General Counsel
Philip Rotner, MBA	Chief Investment Officer
Inez Stewart, MEd	Vice President, Human Resources
Lynn Susman	President, Children's Hospital Trust
TBA	Vice President, Research Administration
Douglas Vanderslice	Chief Financial Officer
Wendy Warring, JD	Senior Vice President, Network Development
Charles Weinstein, JD	Vice President, Real Estate Planning and Development
Laura Wood, DNP, MS, RN	Senior Vice President of Patient Care Operations and Chief Nursing Officer

The Boston Children's Hospital Fellowship, Research Award, and Program Award Luncheon

2012 Fellowship recipients with Drs. James Mandell and Jean Emans



Boston Children's Hospital Chiefs – Departments and Divisions

Anesthesia

Cardiac Anesthesia
Critical Care Medicine
Pain Medicine
Perioperative Anesthesia

Paul Hickey, MD
James DiNardo, MD
Jeffrey Burns, MD
Charles Berde, MD, PhD
Lynne Ferrari, MD
Pedro Del Nido, MD
James Lock, MD

Cardiac Surgery

Cardiology

Associate Chief -
Academic Affairs
Associate Chief -
Clinical Operations

Jane Newburger, MD, MPH

Dental

Laboratory Medicine

Medicine

Deputy Chairman
Adolescent Medicine
Developmental Medicine
Emergency Medicine
Endocrinology
GI/Nutrition
General Pediatrics
Genetics
Hematology/Oncology
Immunology
Infectious Diseases
Molecular Medicine
Nephrology
Newborn Medicine
Respiratory Diseases

Steven Colan, MD
Man Wai Ng, DDS, MPH
Orah Platt, MD
Gary R. Fleisher, MD
Frederick H. Lovejoy, Jr., MD
S. Jean Emans, MD
Leonard Rappaport, MD
Richard G. Bachur, MD
Joseph A. Majzoub, MD
Wayne I. Lencer, MD, PhD
Mark Schuster, MD, PhD
Christopher A. Walsh, MD, PhD
David Williams, MD
Raif S. Geha, MD
Michael Wessels, MD
Stephen C. Harrison, PhD
Friedhelm Hildebrandt, MD
Stella Kourembanas, MD
Craig J. Gerard, MD, PhD
Scott Pomeroy, MD, PhD
Alan Cohen, MD
David Hunter, MD, PhD
James Kasser, MD
Michael J. Cunningham, MD
Mark Fleming, MD, DPhil
John Meara, MD, DMD, MBA
David DeMaso, MD
Richard Robertson, MD
Robert Shamberger, MD
Marc Laufer, MD
David Diamond, MD

Neurology

Neurosurgery

Ophthalmology

Orthopedic Surgery

Otolaryngology

Pathology

Plastic Surgery

Psychiatry

Radiology

Surgery

Gynecology

Urology

Interdisciplinary Programs

Bioinformatics Isaac Kohane, MD, PhD

Cellular and Molecular Medicine/Immune Disease Institute Frederick Alt, PhD

Clinical Research Center Co-Chiefs: Stavroula Osganian, MD, ScD, MPH; Ellis Neufeld, MD, PhD

Genomics Louis Kunkel, PhD

Neuroscience Clifford Woolf, MD, PhD

Stem Cell/Developmental Biology Leonard Zon, MD

Translational Research Program David Williams, MD

Vascular Biology Marsha Moses, PhD

Harvard Medical School – Academic Leadership

Dean of the Harvard University's Faculty of Medicine - Jeffrey Flier, MD

Dean of the Harvard School of Dental Medicine - Bruce R. Donoff, DMD, MD

Executive Dean for Research - William W. Chin, MD

Dean for Academic and Clinical Affairs - Nancy Tarbell, MD

Dean for Faculty Affairs - Maureen Connelly, MD, MPH

Dean for Medical Education - Jules Dienstag, MD

Faculty Dean for Continuing Education - Sanjiv Chopra, MB, BS

Dean for Graduate Education - David Golan, MD, PhD

Dean for Clinical and Translational Research - Lee Nadler, MD

Dean for Diversity and Community Partnership - Joan Reede, MD, MPH, MBA

Executive Dean for Administration and Dean for Education and Global Program Administration -
Richard G. Mills, JD

Dean for Faculty and Research Integrity - Gretchen Brodnicki, JD

Director of the Harvard Medical School Academy - Richard Schwartzstein, MD

Ombudsperson - Melissa Brodrick, MEd

For complete Offices of the Deans, see:
hms.harvard.edu/public/deans/index.html

For Harvard Medical School Standing Committees, see
fa.hms.harvard.edu/faculty-governance-and-committees/standing-committees/

Related Web Sites

Academic Resources

Bok Center for Teaching for assistance in teaching techniques: http://www.fas.harvard.edu/~bok_cen/

Tips from Dr Jean Emans's Scientific Writing Workshop - How to Combat Writers Block
http://www.childrenshospital.org/cfapps/research/data_admin/Site2209/Documents/Writingtips.doc

Resources from the 11/16/2012 and 11/18/2011 Multi-Hospital Mentorship Courses
http://www.childrenshospital.org/cfapps/research/data_admin/Site2209/mainpageS2209P6.html

Teaching Opportunities, HMS Office of Educational Resources
<http://mycourses.med.harvard.edu/HMSteaching.asp>

Work-Life Resources

Harvard Affiliated Housing provides information about housing for faculty and links to related resources
<https://harvardlive.secureportaln.net/HarvardUniversityHousing/index.aspx>

Dr Lydia Shrier's Boston Bites restaurant reviews from *Perspectives*
http://childrenshospital.org/cfapps/research/data_admin/Site2209/Documents/shrier_Bostrestrev2012.pdf

Jill Dobriner's Leisurely Learning column for *Perspectives*
http://childrenshospital.org/cfapps/research/data_admin/Site2209/Documents/dobriner_LLseries4.pdf