Focusing on Research at Boston Children’s Hospital

Applications to the Boston Children’s 2015 OFD/RRRC/CTREC Faculty Career Development Fellowships are due February 11, 2015.

The fellowships, established in 2002 and now in their 13th year, provide transitional funding for Instructors and Assistant Professors to enhance research productivity during the early critical years of an academic research career. The awards will support resources for research including supplies, salary (PI and/or research assistant), or other requests, upon review, that will contribute to your academic career development. Make an appointment with your mentor(s) and department/division chair to discuss if you are eligible to apply. See p. 4 for complete announcement.

New Task Force on Research Strategic Planning

August (Gus) Cervini, BCH Vice-President of Research Administration since November 2013, is co-chairing a task force on research strategic planning with Gary Fleisher, MD, to strengthen the BCH research mission and its commitment to innovation. For more information on the BCH Research Strategic Plan, see the Office of Faculty Development interview on p. 2.

Director’s Perspectives, by S. Jean Emans, MD

January is always an ideal time to review priorities and strive to set goals that are both challenging and manageable. There are many micro-steps that we can take to support our own professional growth. You may want to be part of introducing a new QI initiative or a clinical program (see article on the BCH Simulator Program) or learn more about Research Administration (see interview with Gus Cervini, VP, Research Administration) or join the Children’s Academy and develop a new teaching strategy or curriculum. Take a moment to discuss your ideas with a mentor or colleague or call us in the OFD. For investigators, join us for seminars for new PIs and how to apply for funding. We hope faculty who missed the promotion seminars will benefit from watching the archived videos on our website: www.childrenshospital.org/research/ofd.

2015 BCH Faculty Partnership/Conexión Leadership Program Participants

Children’s Hospital selected John Lee, MD, an Instructor in Immunology and Clinical Director of the Food Allergy and Eosinophilic GI Disease Programs, to participate in The Partnership’s 2015 Fellows’ Program for Boston area minority professionals. Dr. Lee will be attending monthly seminars exploring topics such as communication, presentation, and networking skills. To learn more about the Fellows Program, view The Partnership website: www.thepartnershipinc.org/

Children’s Hospital selected two Attending Physicians: Enid Martinez, MD, Instructor of Anesthesia, and Carmen Soto-Rivera, MD, Instructor in Endocrinology, to participate in the Conexión Leadership Development Program, for Hispanics/Latinos in healthcare, business, education, and government organizations. The program offers ten monthly professional development sessions, and matches each participant with an executive mentor. For more information, view the Conexión website: www.conexion-all.org/
Congratulations to Sandra Fenwick, President and CEO

Boston Children’s Hospital and Sandra Fenwick, MPH, President and CEO, received first place in the 2014 *Boston Globe Magazine*’s “Top 100 Women-Led Businesses in Massachusetts.” The list was assembled by The Commonwealth Institute, an organization that focuses on women and leadership, and involved metrics on operating budget, innovative projects, workplace diversity, and number of full-time Massachusetts employees.

Steve Karp, Chairman of the Board of Trustees, Boston Children’s Hospital, commented in his October letter to BCH employees that “I’ve had the pleasure of working alongside Sandi for years in her role as President and COO, and have been truly inspired by her transition to CEO. When it comes to living up to the promise of “until every child is well,” Sandi leads by example. In an uncertain and changing healthcare landscape, she has led Boston Children’s into a period of unprecedented clinical growth and innovation, relentless in her support of our missions of care, research, teaching and community. Please join me in congratulating Sandi—and yourselves—on this exceptional honor.”

BCH Research Strategic Plan: Interview with Gus Cervini, VP

A task force on research strategic planning, co-chaired by Mr. Cervini and Gary Fleisher, MD, was formed in 2014 to address the future of research at BCH underscored by their strategic imperative: “We must maintain our international leadership position in pediatric research to remain at the forefront of scientific and clinical innovation and to set us apart from other pediatric institutions.” The task force reviewed the many challenges facing BCH researchers including national and international competition for decreased NIH and other sources of funding, and the availability of sufficient research space and resources. Task force recommendations focused on increasing endowment for research support; utilizing select Karp research space to meet short term needs; planning for the Felberg Research Building and outside rentals to address long term needs; and increasing and integrating IT and Bioinformatics support. Mr. Cervini states that everyone at BCH falls into two camps, those “doing the science or in support of the science,” and adds that there is an “army of people who want them to succeed.”

Mr. Cervini’s background also includes leadership positions at the Whitehead and Broad Institutes. Mr. Cervini oversees BCH’s Clinical Trials Business Office (CTBO), Office of Sponsored Programs (OSP), Center for Clinical Investigation (IRB), Research Operations, Technology Innovation Development Office (TIDO), and the Bio-Repository. In 2014 BCH received $310 million in research funding.

10/7/14 Latinos and Amigos Celebration

The 2014 BCH Latinos and Amigos Celebration featured keynote speaker Aixa Beauchamp, President at Beauchamp & Associates, a nonprofit management company, and Founding Member of the Boston Children’s Hospital Milagros Para Niños Advisory Council. Ms. Beauchamp discussed the value of philanthropy in the Latino community, originating in extended families as a shared resource and now expressed increasingly towards community groups and civic goals. As an example, the BCH Milagros Para Niños Gala raised $600,000 in 2014 and $2.5 million over the past five years. Elliot Meléndez, MD, Instructor of Pediatrics in the Critical Care Program and the 2014 Milagros Para Niños honoree, also spoke at the Celebration. Referring to his past as a high school dropout, Dr. Meléndez said that he owed his success to mentors who encouraged him to make alternative plans. At Children’s, Dr. Meléndez stressed, the best way to succeed is to use your skills to improve the community and to learn from mistakes. BCH members can ask themselves “what can we do for Children’s” and, in terms of problems, “how can we be part of the solution?”

Inez Stewart, VP, Human Resources, congratulated the 2014 BCH Latino Achievers, Drs. Carlos Estrada and Melvin C. Almodovar. Carlos Estrada, Jr., MD, Assistant Professor of Surgery in the Department of Urology and Director of the Spina Bifida Center, was praised for his special connection to children; Dr. Estrada mentioned that for him “Latino Heritage is about family.” Melvin C. Almodovar, MD, Assistant Professor of Pediatrics in the Department of Cardiology and Medical Director of the Cardiac Intensive Care Unit, was lauded for his problem-solving skills, redesign of training programs, and leadership of the CICU.

Laura Wood, Senior VP, CNO, Patient Care Services, emphasized that the Celebration was one of the BCH events that brings “cultural heritage to our work at Children’s.” Kevin Churchwell, MD, EVP of Health Affairs and COO underscored the message that Children’s values all cultures that make up our community.

Drs. Almodovar and Estrada at the 2014 “Latinos and Amigos” Celebration
Boston Children’s Hospital Women in Medicine and Science Month: Medicine Grand Rounds – Clinical Care of Circumcised Girls and Women

Nawal Nour, MD, MPH, Director, Brigham and Women’s Hospital’s Ambulatory Obstetrics Practice and African Women’s Health Center, HMS Associate Professor of Obstetrics, Gynecology and Reproductive Biology, and a 2003 MacArthur (“genius grant”) Foundation Fellow, spoke on her global experience, particularly related to female genital cutting (FGC). While the origins of FGC are unknown, the practice continues in parts of Africa, the Middle East, and South East Asia. The practice is opposed by the US and by medical professionals but in some communities is perceived positively and seen as a sign of a woman’s marriageability and considered a necessary rite of passage. However, the interpretation of FGC is undergoing re-thinking even in some of these communities, historically similar to Chinese female foot-binding. Dr. Nour has witnessed many perspectives among her patients. She encourages physicians and healthcare providers to remain non-judgmental in the clinical exam, approach the patient holistically and to create an environment where all patients can speak freely about their experiences.

Fred Alt, PhD, Receives the Rosenstiel Award

Congratulations to Fred Alt, PhD, who was honored with the Rosenstiel Award for Distinguished Work in Biomedical Science. Dr. Alt, Charles A. Janeway Professor of Pediatrics and director of the BCH Program in Cellular and Molecular Medicine/Immune Disease Institute, received the award for his ground-breaking research on genome rearrangements in immune and cancer cells. The Rosenstiel Award from Brandeis University highlights scientists conducting original research in basic medical science.

BCH Simulator Program Establishes Website and New Resources

The innovative Boston Children’s Simulator Program, led by director Peter Weinstock, MD, PhD, Associate Professor of Anesthesia, now has its own website, www.SIMpeds.org, to reach national and international simulation communities. Since 2001, the program has trained faculty and fellows through the use of simulation models; the website includes resources for course planning and faculty development.

10/28/14 Library Lunch Topics

Vital Conversations: Improving Communication Between Doctors and Patients, by Dennis Rosen, MD, Assistant Professor of Pediatrics, Division of Respiratory Diseases

Dr. Rosen outlined the main topics of his recent important book, Vital Conversations (published September 2014) to an overflowing Gamble Room audience. Taking into account the current stresses on doctors to type patient information directly into a computer during a patient visit, Dr. Rosen encouraged both doctors and health practitioners to focus on the patient more than the machine. He recommends that doctors use accessible language rather than medical terminology in describing conditions and plans that can be followed by the patient and family. In addition, doctors can acknowledge the backgrounds and beliefs of patients and their families by asking questions (How do you understand what is happening with your child? What concerns do you have with the treatment I’ve recommended?) to ensure that the medical plan is understood and followed. In adopting these communication patterns, physicians can become more adept in their practices and increase patient satisfaction and healthcare outcomes. Dr. Rosen recounted an incident when he was a resident in Israel; after hours of tending to newborn twins with medical complications, he met the family in the waiting room and updated them regarding all the techniques currently being used to help them. The first question from the family was “how much do they weigh?” underscoring their need for essential information they could relate to, rather than a long list of the medical interventions employed. To initiate a stronger communication with patients, Dr. Rosen recommended asking patients “how can I help you?” to open a dialogue. Developing a mindset that puts as much attention on “care” as on “cure” can create positive patient relationships.

Vital Conversations is available in the BCH Library

Other resources available in the BCH Library:

- The Spirit Catches You and You Fall Down: A Hmong Child, Her American Doctors and the Collision of Two Cultures by Anne Fadiman
- The Doctor Crisis: How Physicians Can, and Must, Lead the Way to Better Health Care by Jack Cochran, MD
- Seeing Patients: Unconscious Bias in Health Care by Augustus A. White, III, MD, PhD
- Conflicted Health Care: Professionalism and Caring in an Urban Hospital by Ester Carolina Epesoa Varano, PhD

BCH program to explore clinician-patient communication:

The Program to Enhance Relational and Communication Skills (PERS), an educational outreach forum offered by the BCH Institute for Professionalism and Ethical Practice (IPEP); see www.ipepweb.org/
2015 OFD/RRRC/CTREC Faculty Career Development Fellowships ANNOUNCEMENT

The Office of Faculty Development, with the joint sponsorship of the Research Recruitment and Resource Committee (RRRC), and the Clinical and Translational Research Executive Committee (CTREC), announces the Boston Children’s Hospital 2015 Career Development Fellowships

Deadline for Applications: 3PM Wednesday, February 11, 2015

Purpose of the Career Development Fellowships

The purpose is to provide transitional funding for Instructors and Assistant Professors to enhance research productivity during the early critical years of an academic research career. The awards will support resources for research including supplies, salary (PI and/or research assistant), or other requests, upon review, that will contribute to the individual’s academic career development.

The Career Development Fellowships (13 awards)

Each of the Career Development Fellowships provides $50,000/year in direct costs for two years:

- 4 awards are designated to 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
- 9 awards are unrestricted and open to all junior faculty who meet eligibility guidelines

Those applying under the restricted category are also eligible for the unrestricted awards.

The awards are funded 75% by the hospital and 25% by the Division/Department. For the complete Call for Applications, as well as an Application Outline, FAQ, and details about cost-sharing, check the OFD website: www.childrenshospital.org/research/ofd and click on the “Fellowships and Opportunities” link on the left.

Eligibility

- MD, PhD, or equivalent; current primary academic appointment at Boston Children’s Hospital and receiving salary/benefits from Boston Children’s Hospital (BCH) or a BCH foundation OR be a member of the joint BCH/DFCI Pediatric Hematology-Oncology Program; Instructor or Assistant Professor at HMS (by July 1, 2015)
- Demonstrated excellence in research training, productivity, and a well-defined focus in clinical, translational, or basic research, but without substantial independent support
- Faculty with a current RRRC/CTREC recruitment package are NOT eligible to apply
In December 2014 Department of Medicine faculty across all divisions were recognized for research, clinical, and teaching contributions through the establishment of chairs, investigatorships, and awards. The Children’s Hospital Pediatric Associates (CHPA) funded these recognitions to encourage faculty innovation. Congratulations to the recipients!

Investigatorship Incumbents

Fernando Camargo, PhD, Stem Cell
Janet Chou, MD, Immunology
Jeffrey Dvorin, MD, PhD, Infectious Diseases
Andrew Fine, MD, MPH, Emergency Medicine
Markus Frank, MD, Nephrology
Alejandro Gutierrez, MD, FAAP, Hematology-Oncology
Sun Hur, PhD, Program in Cellular and Molecular Medicine
Erin Janssen, MD, PhD, Immunology
Carla Kim, PhD, Stem Cell
Michel Massaad, PhD, MSc, Immunology
Samuel Nurko, MD, MPH, GI-Nutrition
Florian Winau, MD, Program in Cellular and Molecular Medicine
Wesley Wong, PhD, Program in Cellular and Molecular Medicine

Chair Incumbents

Michael Agus, MD, Medicine Critical Care
Laura Bogart, PhD, General Pediatrics
David Breault, MD, PhD, Endocrinology
Vincent Chiang, MD, General Pediatrics
Edda Fiebiger, PhD, GI-Nutrition
Alejandro Flores, MD, GI-Nutrition
Nadine Gaab, PhD, Developmental Medicine
Maxwell Heiman, PhD, Genetics
Bruce Horwitz, MD, PhD, Emergency Medicine
Jonathan Kagan, PhD, GI-Nutrition
Umut Ozcan, MD, Endocrinology
Pyong Woo Park, PhD, Pulmonary
Xianhua Piao, MD, PhD, Newborn Medicine
Derrick Rossi, PhD, Program in Cellular and Molecular Medicine
Alison Schonwald, MD, Developmental Medicine
Martha Sola-Visner, MD, Newborn Medicine
Joan Stoler, MD, Genetics
Paula Watnick, MD, PhD, Infectious Diseases
Morris White, PhD, Endocrinology

CHPA Awardees

Sudha Biddinger, MD, PhD, Endocrinology
Alan Cantor, MD, PhD, Hematology-Oncology
Amy Desrochers DiVasta, MD, MMSc, Adolescent Medicine
Alison Field, ScD, Adolescent Medicine
Christopher Landrigan, MD, MPH, General Pediatrics
Benjamin Matthews, MD, Medicine Critical Care
Lisa Albers Prock, MD, MPH, Developmental Medicine
Garry Steil, PhD, Medicine Critical Care
Nicholas Stylopoulos, MD, Endocrinology

Photos from the 2014 CHPA Ceremony
Leisurely Learning, by Jill Dobriner, PhD
Harvard Art Museums (Fogg Museum, Busch-Reisinger Museum, Arthur M. Sackler Museum)
32 Quincy Street, Cambridge, MA
www.harvardartmuseums.org/

In winter, New England craves light, beauty, and warmth. The renovated, single-building Harvard Art Museums on Quincy Street combining the Fogg, Busch-Reisinger, and Sackler Museums, invites visitors to linger amidst the art works by walking through light-filled galleries and arcades. The new construction by architect Renzo Piano seems designed to open the visitor experience as the graceful glass roof illuminates the building.

With its eclectic collections housed in a relatively small building, ranging from Buddhist art, classical sculptures, medieval art, 18th-19th century paintings, as well as modernism, the visitor can peruse the entire museum in 1 visit and roam the galleries again to study selected items. I was fascinated by the transition in 19th-20th century painting from idealized images to more expressive portrayals. Thomas Eakins’ “Miss Alice Kurtz,” on the Level 2 arcade, a commissioned portrait from the young woman’s father in 1903, could easily represent a reflective 2015 young woman after a run along the Charles (albeit in ruffles); however, the wall card indicates that Mr. Kurtz was so outraged by the image that he banished it to the family attic. To put Alice Kurtz’s portrait in perspective, view “Mary Elizabeth Robbins” by William Morris Hunt, painted in 1866, which reflects the saintly appearance most admired in 19th-century American culture. As Americans became more acquainted with leisure time and aesthetics later in the 19th-century, “The Breakfast Table,” by John Singer Sargent, 1883-84, depicting his sister casually reading at breakfast in a Paris apartment, resembles an Anthropologie advertisement with its glistening silver and white table settings and floral centerpiece.

If you are looking for a peaceful respite, Buddhist sculpture can be found in 2 galleries, both with expansive windows. The building’s glass roof and visionary use of daylight removes the visitor from the claustrophobic or shut-in sensation that can accompany an extensive museum visit. If you want to linger even longer, the courtyard includes a small café and gift shop.

Deep Down Dark: The Untold Stories of 33 Men Buried in a Chilean Mine, and the Miracle that Set Them Free
by Héctor Tobar

A new addition to the Children’s Library provides fresh perspectives on leadership and team dynamics in a time of crisis. On August 5, 2010 a 770,000 ton boulder blocked egress to the San José Mine near Copiapó Chile, trapping 33 miners 2300 feet underground. The book, based on hundreds of hours of interviews with the miners and their families, chronicles the rescue efforts above ground and the steps the miners took to maintain their physical and emotional well-being below ground. Chile’s Minister of Mining, Laurence Golborne, quickly put together a crisis team, which used innovative drilling techniques and equipment to first relay food and water to the miners, and ultimately to bring them to safety. Golborne’s leadership style emphasized transparency, multiple strategies and faith in an optimal outcome (“Failure is not an option”). The families of the trapped men camped out at the site, supporting rescue efforts, and boosting morale once contact was established.

From the very beginning, the miners acted as a team. Instead of driving their truck to the safety of the surface when the cave-in first occurred, two supervisors and their driver traveled deeper into the mine to check on the welfare of the other miners. As days turned into weeks, a collective social order was created with each miner assuming a critical role: pastor, chronicler, rationer of their scant food and water supplies, story-teller. After their rescue 69 days later, all 33 miners signed an agreement to equally share in the profits from their story.

Deep Down Dark is available in the BCH Library

An arcade at the Harvard Art Museum; photo published by permission
Upcoming Office of Faculty Development Events

Looking for more career advice? Our programming provides opportunities to learn about grant funding, HMS promotion, and negotiation skills. Check for updates on our website www.childrenshospital.org/research/ofd. To register for any workshop, email ofd@childrens.harvard.edu

Strategies for Applying for Foundation Funds Using Pivot  
**Speaker:** Lisa Kaufman, Assistant VP, BCH Trust, Foundation Relations  
**Tuesday, February 3, 12 - 1 PM, CH Library’s Gamble Room**

HMS CV Preparation for Administrative Staff Assisting Faculty  
**Speaker:** Jonathan Matsui, PhD, HMS Office for Faculty Affairs  
**Tuesday, February 10, 10 - 11 AM, Farley 1 Classroom (133)**

Getting Your Clinical Research Funded  
**Speaker:** Isaac Kohane, MD, PhD  
**Tuesday, March 17, 12 - 1 PM, CH Library’s Gamble Room**  
Co-sponsored with the Office of Fellowship Training  
This workshop is designed to present strategies, tips, and practical guidance for fellows and junior faculty to obtain funding for clinical research.

Upcoming HMS Faculty Appointment Changes  
**Speaker:** Maureen Connelly, MD, MPH, HMS Dean for Faculty Affairs  
**Tuesday, May 5, 12 - 1 PM, CH Library’s Gamble Room, lunch provided**

Negotiating Up: Dealing with Power Differentials  
**Speaker:** Melissa Brodrick, MEd, HMS Ombuds Office  
**Tuesday, May 19, 12 - 1 PM, CH Library’s Gamble Room, lunch provided**  
Co-sponsored with the Office of Fellowship Training  
Wondering about how to best negotiate with the leaders in your division or department? For a successful career, join us for this interactive workshop on power differentials in the workplace and how to influence others effectively.

**OFD welcomes workshop suggestions; if you have an idea for a workshop topic, please email ofd@childrens.harvard.edu or call Maxine Milstein, Administrative Director, at 5-2922.**

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**Somerville Winter Farmers’ Market**  
191 Highland Ave, Somerville, MA (Center for Arts at the Armory)  
Every Saturday, 9 AM – 2 PM, through March  
[www.somwintermarket.org/](http://www.somwintermarket.org/)

Did you look forward to the weekly outing to the farmers’ market during the warmer months? If so, you can continue the tradition by visiting a winter farmers’ market which features New England farmers’ storage produce in vegetables (hardy root vegetables and potatoes) and fruits (apples), as well as vendors with prepared baked goods, cheeses, nuts and everything else that might add a touch of inspiration to your meal planning. The Somerville Winter Farmers’ Market, held in the Center for Arts at the Armory, resembles an indoor village festival, with farmers setting up tables on the first floor and vendors selling specialty items, including yarn, teas, and chocolate, on the surrounding balcony. The Center for Arts at the Armory has a stage and you can circle the arena set to live music. A square dance could break out at any moment.
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