



**Boston
Children's
Hospital**

Until every child is well™



**HARVARD MEDICAL SCHOOL
TEACHING HOSPITAL**

Overview of Faculty Development Resources at Boston Children's Hospital

2017-2018

Sponsored by the Office of Faculty Development

S. Jean Emans, MD, Director

Maxine Milstein, MBA, Administrative Director

Alan Leichtner, MD, MSHPEd, Chief Medical Education Officer and Director of the
Department of Medical Education

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

Jill Dobriner, PhD, Program Coordinator





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

Communication: Speaks and listens respectfully, communicates clearly and responds thoughtfully and promptly

Respect: Treats others with empathy and compassion; values our differences

Excellence: Achieves the highest standards of performance every moment of every day

Accountability: Holds ourselves and each other to higher standards of performance through attention to detail and personal integrity

Teamwork: Collaborates to achieve cooperative solutions

Innovation: Demonstrates and supports openness to change and new ideas

Source: <http://www.childrenshospital.org/about-us/mission-and-values>



***“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 pediatric teaching hospital of Harvard Medical School, we value our clinical, research, education, and community service missions and celebrate our new faculty who will continue to advance child health.

It is our hope that you will achieve a deep and abiding satisfaction in your careers, and be an integral part of our community. We look forward to contributing to your career development at Children’s by providing seminars, fellowships, resources, newsletters, mentorship models, and one-on-one meetings.

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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ofd@childrens.harvard.edu; 617-355-2922/2923

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 Diversity and Cultural Competency Council (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 for Teaching and Educational Innovation and Scholarship at Boston Children’s Hospital, and other programs
- Call or email us for questions or to make an appointment to meet with Dr. Jean Emans regarding your CV, promotion, and career development: ofd@childrens.harvard.edu, tel: 617-355-2923

<http://www.childrenshospital.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
Jessica H. Daniel, PhD
Lynne Ferrari, MD
Laurie Fishman, MD
James S. Kasser, MD
Margaret Kenna, MD, MPH

Monica Kleinman, MD
Jordan Kreidberg, MD, PhD
Alan Leichtner, MD, MSHPEd
Frederick H. Lovejoy, MD
Joseph A. Majzoub, MD
Meghan Muir, MLIS
Shari Nethersole, MD
Jane W. Newburger, MD, MPH

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

Office of Faculty Development Services

The Office of Faculty Development (OFD) at Boston Children's Hospital (BCH) was founded in 2001 with the goals of recruiting and retaining the best faculty, facilitating career advancement and satisfaction, and increasing leadership opportunities, particularly for women and minorities. Our services over the past 17 years have focused on fostering the careers of faculty at Children's Hospital, through career conferences, seminars, funded fellowships, mentoring models, a family and career network, library resources, a newsletter (*Perspectives*), a dedicated website and Twitter page, a teaching Academy, and one-on-one meetings with faculty.

Boston Children's Hospital Mentoring Guidelines

The OFD in collaboration with our Advisory Committee and Department/Division/Program Chiefs created the framework for the "Community of Mentors" program 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, *Successful Mentoring for Junior Faculty* and *Strategies 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 Basic/Translational Research Executive 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/programs 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 2017 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 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, research, pilot and program grants
 - **May is Faculty Development Month** to highlight annual career conferences and work/life balance, among other support mechanisms
- How to Plan a Productive Annual Career Conference**
by Jean Emans, MD, Margaret Kenna, MD, MPH and Alan Leichtner, MD, MSHPEd,
- The Mindful Minute: De-Stressing Techniques for Faculty and Trainees**
by Elizabeth Gaufer, MD, PhD, Director, Cambridge Health Alliance (CHA) Center for Professional Development
- Leadership in Research: A Seminar for Principal Investigators (in collaboration with HR, OFT, and Office of General Counsel)**
by Melissa Brodrick, MEd; Jordan Kreidberg, MD, PhD; Ellen Rothstein, JD; Lydia Shrier, MD, MPH, Judy Zola, MBA
- Difficult Conversations**
by Melissa Brodrick, MEd, HMS Ombuds Office
- Dealing Effectively with Abrasive Personalities**
by Melissa Brodrick, MEd, HMS Ombuds Office and Christine Power, MS, Director, DFCI Office for Faculty Development
- Strategies for Saving for College**
by Jonathan Griswold, MD
- **Library Lunch Discussions (co-sponsored with the Library and the Office of Fellowship Training (OFT))**
A Survival Guide to Parenting Teens: Talking to Your Kids About Sexting, Drinking, Drugs, and Other Things That Freak You Out
by Joani Geltman, MSW, Boston Globe columnist and blogger
Free-Range Kids: Why Does an Old-Fashioned Childhood Sound So Radical?
by Lenore Skenazy, author
 - **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; Jordan Kreidberg, MD, PhD;
Strategies for Applying for Foundation Funds using Pivot
by Olivia Pennock, Director of Foundation Relations, BCH Trust, and Samantha Sullivan, Foundation Relations Coordinator, BCH Trust
Getting Your K Award Funded: Constructing the Career Development Plan and Mentor's Statement
by Maria Kontaridis, PhD, Associate Professor of Medicine, BIDMC
Preparing an NIH or Foundation Budget:
by Theresa Applegate, Office of Sponsored Programs (OSP)
Writing for Scientific Publication
by Marjorie Beeghly, PhD and Lydia Shrier, MD, MPH
Harvard Catalyst Overview 2016
by Danyellé Thorpe, Program Coordinator, Harvard Catalyst Program for Faculty Development and Inclusion
 - **Programs for Underrepresented in Medicine and Science (URM) Faculty and Fellows:** topics of interest; discussion of ongoing diversity initiatives, representation at Student National Medical Association (SNMA) and Latino Medical Student Association (LMSA) national conferences; 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, project feedback conferences
- **Presentation and Technical Skills:** key components of strong scientific presentations, including designing reliable on-screen presentations and digital imaging essentials
- **Leadership Development for Physician and Scientists:** a 3 day HMS course preparing faculty for leadership roles in academic medicine

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 other HMS hospitals (BWH, MGH, BIDMC, DFCI, McLean, CHA) and the HMS Offices for Faculty Affairs and Diversity Inclusion and Community Partnership, through CHADD (Consortium of Harvard Affiliated Offices for Faculty Development and Diversity) to invite speakers, sponsor events, and develop courses, search committee guidelines, and diversity initiatives across HMS. Dr. Emans and Maxine Milstein also represent BCH on the HMS Joint Committee on the Status of Women (JCSW).

Annual co-sponsored events include:

- Leadership Development for Physicians and Scientists
- How to Be an Effective Mentor
- New England Network for Faculty Affairs (NENFA) Meetings
- Black History Month events and programs
- Latino Heritage Month 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. Jill Dobriner's "Leisure 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 160 followers, both internal and external.

Faculty Career and Family Network

The OFD sponsors an OFD seminar series, an innovative model developed and hosted by Drs. Lydia Shrier and Alicia Casey, for faculty balancing family life and a career in academic medicine. Drs. Shrier and Casey extend an 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. In fall 2016 more than 50 attendees went apple picking.

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. Joani Geltman, MSW, Boston Globe columnist and author of *A Survival Guide to Parenting Teens: Talking to Your Kids About Sexting, Drinking, Drugs, and Other Things That Freak You Out*, discussed how to open communication with adolescents and involve them in setting guidelines for their own behavior. In addition, author Lenore Skenazy led a Library Lunch Workshop in April 2017 on *Free Range Kids - Why Does an Old-Fashioned Childhood Sound So Radical?*

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. The Leadership LibGuide <http://childrenshospital.libguides.com/leadership>, includes resources such as business/healthcare management databases, TED talk videos on leadership, Harvard Business Review's recommended reading on various leadership topics, links to useful associations, and selected health care reform resources.

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

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

BOSTON CHILDREN'S HOSPITAL RESOURCES

Clinician Support, Office of (OCS)

<http://www.childrenshospital.org/ocs>

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

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

Jill Compagnone – OCS Coordinator, 617-355-6705

The Office of Clinician Support (OCS) provides a safe place for physicians to discuss and resolve a wide range of workplace and personal issues. The OCS functions as an ombuds program for staff and trainees. Located onsite at Children's, the OCS is designed to respond to a wide range of clinician problems ranging from helping to understand work-engendered stresses (e.g., adverse events, patient deaths) to developing responses to work-related concerns (e.g., performance concerns, interpersonal conflicts) to promoting personal and/or family wellness (e.g., burnout, anxiety). 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 or to make an appointment, please contact Jill Compagnone. You may also speak directly with Lauren Coyne or David DeMaso. Confidential messages can be left on any of the above telephone numbers.

Community Health, Office of

<http://www.bostonchildrens.org/community>

Shari Nethersole, MD – Executive Director for Community Health

Main Phone: 617-919-3055

Fax: 617-919-3118

Boston Children's Hospital's community mission is to improve the health and well-being of children and families in our local community. The Office of Community Health brings together hospital and community resources to address health disparities, improve health outcomes and enhance the quality of life for children and families. This role includes:

- Addressing health disparities and supporting efforts to improve population health
- Understanding the greatest health and non-health concerns for families in our local community and identifying the best ways for the hospital to address those issues
- Coordinating and stewarding resources to implement programs and efforts in the areas of mental and behavioral health, obesity, asthma and early childhood
- Building capacity and strengthening relationships with Boston community health centers
- Leveraging partnerships with key community and city organizations including the Boston Public Schools, Boston Public Health Commission and other local groups
- Ensuring Boston Children's at Martha Eliot is a cornerstone of the hospital's community health mission
- Supporting community programs and services from across the hospital to address community needs
- Communicating and reporting about the hospital's community health efforts and partnerships
- Influencing policy and practice to improve care and support for children and families
- Overseeing the hospital's investment in community-based programs and efforts to improve child health through its Determination of Need (DoN) Community Health Initiative Process

Compliance Program

<http://web2.tch.harvard.edu/compliance/>

To report a complaint or allegation – for anonymous calls:

Boston Children's Hospital Compliance Hotline

888-801-2805 (toll free, available 24/7)

Compliance Office: 857-218-4681

Timothy C. Hogan, JD, FHFMA, CHC - Chief Compliance Officer

timothy.hogan@childrens.harvard.edu

857-218-4680 (internal ext. 8-4681)

For questions related to Billing Compliance:

Margaret Fisher, RN, MPH, CCS-P, CCS - Director of Billing Compliance

margaret.fisher@childrens.harvard.edu

857-218-3271 (internal ext. 8-3271)

For questions related to HIPAA Compliance / Patient Privacy:

Ellen M. Giblin, JD, M. Ed, CIPP/US/C/G - Privacy Officer

ellen.giblin@childrens.harvard.edu

617-919-4498 (internal ext. 4-4498)

For questions related to Research Compliance:

Fariba Houman, PhD, CIP - Research Compliance Officer

fariba.houman@childrens.harvard.edu

617-919-1573 (internal ext. 4-1573)

For questions related to Conflict of Interest and Pharma/Medical Device Industry Interactions:

Suzanne Tannenbaum, JD - Conflict of Interest Officer

suzanne.tannenbaum@childrens.harvard.edu

857-218-4675 (internal ext. 8-4675)

For general questions related to Compliance:

Susan Levesque - Compliance Program Coordinator

susan.levesque@childrens.harvard.edu

857-218-4681 (internal ext. 8-4681)

James (Jay) Downing, JD, CHC, CCEP - Compliance Specialist

james.downing@childrens.harvard.edu

617-919-4309 (internal ext. 4-4309)

Boston Children's Hospital recognizes that conscientious adherence to professional and ethical conduct is essential to our mission. We are committed to meeting the highest standards for honesty and integrity in all business practices.

The Boston Children's Compliance Program promotes the prevention, detection, and resolution of conduct that does not conform to legal, policy, or business standards. The Compliance Department is charged with helping individuals to understand their role and responsibility in complying with federal and state legal requirements, as well as the policies of Boston Children's Hospital.

The Boston Children's Compliance Manual provides a summary of important legal obligations applicable to our services and activities. The Compliance Manual is available on the Compliance Department's intranet website (listed above).

Individuals are required to carry out their duties in accordance not only with all applicable laws and regulations, but also in accordance with the policies of Boston Children's Hospital. All employees, staff, contractors, and others who do business with Boston Children's have an obligation to report any known or suspected violations to their supervisor, the Compliance Department, or the Anonymous Compliance Hotline.

Code of Conduct

Faculty are required to adhere to the hospital-wide Code of Conduct, available online at <http://chbshare.chboston.org/elibrary/compliance/manuals/cpp/default.aspx>.

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.

Diversity and Cultural Competency Council (DCCC)

<http://web2.tch.harvard.edu/diversity/mainpageS2678P2.html>

Co-Chairs: Valerie L. Ward, MD, MPH, Assistant Professor of Radiology, Faculty Director of the DCCC; Judith Zola, MBA, HR Director, Training and Development

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 culturally effective pediatric care throughout the 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 Boston Children's Hospital.

Employee Lactation Support Program

<http://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, and breast pump kit purchases are available at a discount to employees from the Hale Family Center for Families (5-6279), located in the Main Lobby, during their operating hours. Classes are held on the first Tuesday of the month from 1 - 2pm in the Hale Family Center for Families for employees returning to work and planning to continue breastfeeding and include an orientation to the breast pump. Please refer to the Children's Today Website Announcements for class dates.

Email kimberly.barbas@childrens.harvard.edu for more information and to register for classes.

Employee Lactation Rooms:

- Pavilion, PV110
- Karp 4th floor, RB04-204
- 333 Longwood Ave, OC1.1, lower level
- 1 Autumn St 4th floor, AU-423
- Landmark 6th floor, LM6127
- Longwood Center, LC5623
- 1295 Boylston St 4th floor, BY-471
- Waltham 1st floor North, WL1657
- Peabody 2nd Floor, PY2143
- Lexington – see O.R. Nurse Manager
- Weymouth – see Administrator Erin Russo
- Main Building (shared with patients and families); 11 South, 10 South, 9 South, 8 South*, 7 South,* 7 West, 3 South

- Fegan Building Out-Pt. Families, FE-192
 - Martha Elliot Health Center, ME149 – 1st Floor Pediatrics
- *Please reserve 8 South, 7 South and NICU (7 North) pump rooms for patient families.

The MILK POD: Breastfeeding supplies and spare parts for breast pump kits, pumping bras and other lactation aids and specialty feeding devices are now available 24/7 in a vending machine! The Milk Pod is located in the Main Lobby, near the main elevators, next to the Safety Cart. Cash and Credit cards are accepted.

Ethics, Office of, and Ethics Advisory Committee

<http://web2.tch.harvard.edu/ethics/>

The Office of Ethics can be reached at 5-6920; an Ethicist-on-Call can be reached 24/7 at beeper #3418.

Co-chairs of the Ethics Advisory Committee are Charlotte Harrison, PhD, JD, MPH, Hospital Ethicist and Director of the Office of Ethics (5-6920, beeper #3171, charlotte.harrison@childrens.harvard.edu) and David Urion, MD, FAAN, Charles F. Barlow Chair, Department of Neurology (5-7819, beeper #1409, david.urion@childrens.harvard.edu). Other Ethics Staff include clinical ethicists Judi Friedson, RN, MS (5-0939, beeper #2367, judi.friedson@childrens.harvard.edu); Kerri Kennedy, MA, BS, RN (4-4437, beeper #5995, kerri.kennedy@childrens.harvard.edu); Jonathan Marron, MD (617-632-3453, beeper #6916, jonathan.marron@childrens.harvard.edu); Lisa Taylor, JD MS (4-6196, beeper #6333, lisa.taylor@childrens.harvard.edu).

In addition, Ethics Associates at Children's who may be called, paged, or emailed during business hours include: Marc Ackerman, MD; Theonia Boyd, MD; Steve Brown, MD; Jeffrey Burns, MD, MPH; Barbara Burr, MD, MPH; David Coulter, MD; Christy Cummings, MD; David Diamond, MD; Daniel Kamin, MD; Jennifer Kesselheim, MD; Gus Papadakis, MD; Jehanna Peerzada, MD; Sadath Sayeed, JD, MD; Allison Scobie-Carroll, LISCW, MBA; Meredith van der Velden, MD; and David Waisel, MD.

More information about the Ethics Advisory Committee, including a membership list, ethics policies and guidelines, can be accessed at <http://web2.tch.harvard.edu/ethics>. Periodic ethics rounds are offered on a number of units for case discussion and education. If you would like to be aware of rounds on units in which you work, or if you have a topic to suggest for rounds, please contact Charlotte Harrison, Judi Friedson, Kerri Kennedy, Jon Marron or Lisa Taylor.

BCH staff may participate in many programs offered by the Center for Bioethics at Harvard Medical School. Christine Mitchell, RN, MS, MTS, FAAN, and Robert Truog, MD (also a BCH clinician), are the Executive Director and Executive Faculty Director of the Center, which provides educational and research fellowships in medical ethics; an annual 3-day intensive Clinical Bioethics Course for clinicians and ethics committee members; several monthly case-based Harvard Ethics Consortia (focusing respectively on clinical ethics, research ethics, organizational ethics, and public policy); and regular meetings for the Ethics Leadership of the Harvard-affiliated health care institutions. For more information, see the webpage at <http://bioethics.hms.harvard.edu/> or email bioethics@hms.harvard.edu.

Finance, Research

<http://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

<http://web2.tch.harvard.edu/generalcounsel/>

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 5-6108. After hours, or in an Emergency, call the page operator and ask for the attorney on call.

Government Relations

BCH Intranet: <http://web2.tch.harvard.edu/gr/>

External Website: <http://authoring.chboston.org/government-relations/>

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

Kate Audette, MSW – Director, State Government Relations

Amy DeLong – Manager, Federal Government Relations

Jamie Gaynes, MPH – Government Relations Specialist

Kate Ginnis, LICSW, MPH – Director, Mental Health Advocacy & Policy

Kate Lewandowski, MPH – Senior Project Manager

Rebeckah Orsatti – Executive Assistant

John Riordan, MCRP – Director, Community Relations & Partnerships

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 extends efforts to partner and collaborate with community organizations that advocate on behalf of children. Government Relations hosts regular trainings and educational sessions on advocacy topics of interest to the hospital community.

Sign up for the Children's Advocacy Network here:

<https://childrensadvocacynetwork.salsalabs.org/signupforcanchildrenadvocacynetworkalerts/index.html>

Human Resources, Office of

<http://web2.tch.harvard.edu/hr/>

Daniel Michaud, MPA – Executive Director

Chris Newell, PsyD – Senior Director, Learning and Development

Judith Zola, MBA – Director, Training and Development

Julie Dardano - Sr. Director, Human Resources Operations

Roger U. Wellington III, MBA - Sr. Director, Benefits

Leah Haggerty MBA, SPHR, SHRM-SCP - Director, Compensation

Carolyn T. Stetson – Director, Employee Relations
 Lucinda Brown, MA – Director, Occupational Health
 HR Service Center – HREmployeeServiceCenter@childrens.harvard.edu
 Office Location: Landmark 6 West

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*:
chbshare.chboston.org/TS/hr/hrwho/default.aspx

A full list of HR Departments and their respective responsibilities can be found here:
<http://web2.tch.harvard.edu/hr/mainpageS2652P44.html>

Innovation & Digital Health Accelerator (IDHA)

<http://www.childrenshospital.org/accelerator>

John Brownstein, PhD – Chief Innovation Officer

Jean Mixer, MBA – VP of Strategy and Digital Health

Carla Small, MBA – Senior Director of Innovation

Contact: accelerator@childrens.harvard.edu

Location: Landmark Center West, 7th Floor (401 Park Drive, Boston, MA 02115)

IDHA is shaping the future of health care and extending Boston Children's pediatric leadership by vetting, developing, and launching new technologies from industry and within the hospital, and creating and executing Boston Children's digital health strategy. Our cross-functional team with expertise in software development, data analytics, clinical care and lean startup practices, work together to accelerate innovations and technologies from concept to global deployment.

Boston Children's employees are eligible to apply for our Accelerator Grant Program for innovations in health technology (digital and devices) on a rolling basis. Innovators will receive funding, as well as technical development and strategic project management support, to accelerate their idea.

Institutional Centers for Clinical and Translational Research (formerly, Clinical Research Center)

<http://www.childrenshospital.org/icctr>

1 Autumn Street, 1st Floor

21 Autumn Street, 2nd and 3rd Floors

300 Longwood Avenue, Pavilion Building, 6th floor

Email: icctr@childrens.harvard.edu

Phone: 857-218-4732

David Williams, MD - Director

Dr. Williams is also the Chief of the Division of Hematology/Oncology, Boston Children's Hospital; Chief Scientific Officer, Boston Children's Hospital; Associate Chairman, Department of Pediatric Oncology, Dana-Farber Cancer Institute; Leland Fikes Professor of Pediatrics, Harvard Medical School

Judith Fleming, PhD - Associate Director Clinical and Translational Research, Boston Children's Hospital; Co-Director, Pre-Clinical and Translational Center, ICCTR; Administrative Director, Harvard Catalyst at Boston Children's Hospital

Edie Weller, PhD - Director, Biostatistics & Research Design Core

Mustafa Sahin, MD, PhD - Co-Director, Pre-Clinical and Translational Center, ICCTR;

Director, Translational Research Program

Lise Nigrovic, MD, MPH - Co-Director, Population Health Sciences and Health Services Center, ICCTR; Medical Research Officer, Harvard Catalyst
 Grace Lee, MD, MPH - Co-Director, Population Health Sciences and Health Services Center, ICCTR
 Andrew Place, MD, PhD - Co-Director of Experimental Therapeutics and Interventional Trials; Interim Site Director Harvard Catalyst at BCH
 TBD - Education Director
 Cindy Williams, MSN, RN, PNP, NE-BC - Co-Director, Experimental Therapeutics and Interventional Trials Center, ICCTR; Nursing Director, CTSU & Harvard Catalyst
 Piotr Sliz, PhD - Director, Clinical Research Information, Technology and Service

The Institutional Centers for Clinical and Translational Research (ICCTR) 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 Centers directly supports one of Children's core mission areas, to be the leading source of research and discovery, and includes three primary areas of focus:

- (1) **Preclinical and Translational:** focuses on preclinical and clinical biological studies, specimen acquisition, pilot project funding and translational investigator service.
 The mission of the Translational Research Program (TRP) at Boston Children's Hospital is to stimulate the development of non-clinical and human clinical trials that seek to improve the care of children, and to ensure adequate infrastructure to support non-clinical and clinical translational research projects.
- (2) **Experimental Therapeutics and Interventional Trials (ET/IT):** specializes in pilot/feasibility, Phase I-III on new drugs, new indications, biologicals, and devices.
 The mission of the Experimental Therapeutics and Interventional Trials (ET/IT) Center is to provide exceptional support and service to investigators conducting interventional research, including clinical trials involving experimental therapeutics, with the goal of: developing novel curative therapies; improving the health of children afflicted with illness; translating basic research findings into novel therapeutic interventions.
- (3) **Population Health Sciences and Services (Pop Sci):**
 The mission of the Population Health Sciences Center at Boston Children's Hospital is to provide support and services to investigators who conduct research that focuses on understanding health and disease and their determinants. The Population Health Sciences Center also develops and tests interventions to improve or preserve the health of populations and individuals and translates research findings into health care and public health policy or practice. The Center offers expertise and guidance on the design, conduct and analysis of population health sciences and health services research.

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 ICCTR, please see our website.

Other Services – Behavioral Science Core

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.

Institutional Review Board (IRB), see Research Administration

Interpreter Services

http://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

<http://web2.tch.harvard.edu/library/>

Meaghan Muir, MLIS – Manager, Library Services; meaghan.muir@childrens.harvard.edu

Jessica LaBrie, MSLS – Librarian; jessica.labrie@childrens.harvard.edu

Emily Schon, MLIS – Librarian; emily.schon@childrens.harvard.edu

News blog: <http://childrenshospital.libguides.com/blog/>

Twitter: twitter.com/BCH_Library

Phone: 617-355-7232 (staff); Library@childrens.harvard.edu

Staffed Hours: 8:00am - 5:00pm, Monday – Friday

After-hours access: Children's Hospital personnel have access to the library during non-staffed hours with their ID, 6:00am – 11:00pm, 7 days a week.

In April 2016 the medical library moved to the 5th floor of the Longwood Center, located on the corner of Longwood and Brookline Ave. The library has active subscriptions to thousands of electronic journals with the primary focus on pediatrics. There are several different book collections, including the Professional Development collection, which addresses a wide range of topics from mentoring to leadership to time management and the Leisure Reading collection which includes a wide variety of current fiction and non-fiction titles, many dealing with medical, ethical, or multicultural themes.

The internal website includes journals, electronic books, databases, online catalog, library services, classes, library news, Library Lunch Topics, writing and publishing aids and many other resources.

The internal website includes journals, electronic books, databases, online catalog, library services, classes, library news, Library Lunch Topics, writing and publishing aids and many other resources.



The BCH Medical Library on the Longwood Center's 5th Floor includes study spaces, books/periodicals, collaboration rooms, computers, and more.

Marketing and Communications

<http://web2.tch.harvard.edu/marcomm/>

Office Location: Landmark Center, 401 Park Drive, Boston, MA, 02115

Phone: 617-919-3110; Fax 617-919-3034

Email: marketing@childrens.harvard.edu

Leadership:

TBA – Senior Vice President and Chief Marketing and Communications Officer

TBA – Executive Assistant

Lisa Badeau – Senior Director of Marketing Communications

Deb Pappas, MBA – Senior Director of Marketing and National Physician Relations
 Bill Gagnon – Senior Director, Digital
 Rob Graham, MPA – Senior Director of Media Relations and Enterprise Communications
 Doug Gould – Director of Creative Services
 Diana Zapata, MBA – Director of Marketing, Local and Regional Markets

The Department of Marketing and Communications performs marketing, market research, national physician relations, marketing communications, content/creative development, web design/development, marketing database management, media relations, social media, public affairs, and enterprise and executive communications 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
- Supporting the hospital with ad hoc needs related to creative/production services, including but not limited to video, photography, design, content/writing, and printing services
- Managing and supporting the enterprise website and related digital strategy initiatives
- Leading earned and social media, public affairs/issue management, and enterprise and executive communications

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

- Internal: Faculty; Staff; Residents, Fellows, Patient Service, Students, Interns and Volunteers
- 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:

- Build hospital brand identity, awareness, reputation and preference
- Drive clinical service line marketing strategies, plans and programs to support enterprise growth goals and build reputation across targeted market segments
- Develop 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
- Lead primary and secondary market research, analysis and customer insights for physician, consumer and key external stakeholder audiences to identify and measure/track market trends, market share, competitive landscape, reputation, brand awareness and preference, and customer satisfaction/experience
- Conduct physician relations outreach to national referring pediatricians and specialists to support national growth of complex patients in targeted service lines and key conditions

Marketing communications responsibilities:

- Content conceptualization, design, writing/editing, production and dissemination across multiple offline/online marketing channels and platforms to promote the hospital and its offerings, accomplishments, employees and patients
- Develop strategic marketing communication campaigns inclusive of brand and patient acquisition efforts in support of hospital reputation and growth goals
- Develop marketing communications strategies designed to engage referring physicians and drive increased referrals
- Drive the direction of the institution's local, regional, national and international paid media strategy in alignment with hospital goals
- Conduct ongoing quantitative analysis of marketing campaigns to assess campaign ROI
- Partner with other departments in the planning of hospital-wide external events and medical conferences as required
- Ensure brand governance and compliance across uses of the hospital brand

Earned and Social Media Relations, Public Affairs/Issue Management, Enterprise and Executive Communications responsibilities:

- Lead all media relations strategies and interactions with news organizations.
- Oversee and lead social media efforts across the Hospital to drive volume and reputation, patient experience and employee engagement and education.
- Develop and execute an internal communications program to support enterprise-wide goals and initiatives. Special projects have included culture improvement, brand alignment, Institutional Master Planning, and an enterprise-wide safety and quality initiative.
- Establish Executive Management messaging and positioning platform to advance institutional priorities. Includes drafting CEO and COO speeches and presentations.
- Lead liaison from Marketing Communications to executive leader of other external communicators such as Government Affairs, Finance and contracting to provide counsel and keep all stakeholders strategically aligned and on brand.
- Lead communications around public affairs and issue management.
- Produce analysis and metrics around earned, social and enterprise communications results.
- Serve as spokesperson for the Hospital.

Digital Marketing Strategy responsibilities:

- Build digitally skilled bench strength to support the enterprise digital strategy and engagement
- Develop user-friendly digital web interface engaging prospects through the digital media of their choice – desktop, tablet and mobile
- Manage content management system leveraged across the enterprise by over 300 content developers
- Facilitate workouts throughout hospital to identify areas of opportunity and develop an overarching enterprise digital strategy
- Manage customer relationship management (CRM) team and practices, strategies and technologies to manage and analyze customer interactions and data throughout the customer lifecycle
- Develop data visualization of website and operational metrics that can be used to improve patient experience and increase marketing efficiency
- Perform Usability Experience testing to ensure Boston Children's Hospital digital experience is practical, experiential, affective, meaningful and valuable

Medical Education, Department of

Alan Leichtner, MD, MSHPEd – Chief Medical Education Officer and Director of the Department of Medical Education; alan.leichtner@childrens.harvard.edu

Alan Woolf, MD, MPH – Associate Chief Medical Education Officer, Designated Institutional Official and Director of the Graduate Medical Education Office; alan.woolf@childrens.harvard.edu

Lori Newman, MEd – Director of Professional Development in Medical Education;
lori.newman@childrens.harvard.edu
Dan Schwartz, EdM – Director of Educational Technology; dan.schwartz@childrens.harvard.edu
Angela Lam – Sr. Administrative Associate; angela.lam@childrens.harvard.edu

Underscoring the hospital's commitment to excellence in medical education, in 2016 BCH established a centralized Department of Medical Education to coordinate educational programs and initiatives. The Department is led under the direction of Alan Leichtner, MD, MSHPEd, Chief Medical Education Officer and Director of the Department of Medical Education and Alan Woolf, MD, MPH, Associate Chief Medical Education Officer, Designated Institutional Official and Director of the Graduate Medical Education Office. The new department oversees the Undergraduate Medical Education (UME), Graduate Medical Education (GME), Continuing Medical Education (CME), and the Academy for Teaching and Educational Innovation and Scholarship. The Department of Medical Education, reporting to Kevin Churchwell, MD, Executive Vice-President of Health Affairs and COO, fosters innovations across the educational continuum, and complements and co-sponsors activities with the Office of Faculty Development (OFD) to support the careers of BCH faculty including:

- Providing more faculty development in concert with the OFD and GME Offices, including two annual education retreats with invited keynote speakers
- Improving the mentoring of scholars, the coaching of teachers as well as fostering a community of medical educators
- Creating an educational seminar series and initiating a teaching certificate program
- Establishing an interactive website with an event listing and resource page
- Strengthening support for research in education and establishing the Academy for Teaching and Educational Innovation and Scholarship as the principal site of education research
- Expanding Academy membership categories to include program directors and teaching faculty from across BCH clinical disciplines and professional departments

Occupational Health Services (OHS)

<http://web2.tch.harvard.edu/hr/mainpageS2652P6.html>

Lucinda Brown, MA – Administrative Director, 857-218-3052

Christine Cadegan, NP – Nurse Manager, 857-218-3055

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: Monday – Friday, 7:30 am – 4:00 pm

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; fitness for duty assessments; ergonomics evaluations; and other medical services related to the treatment, diagnosis and prevention of work-related illnesses and injuries. OHS also oversees staff flu vaccination campaign. All staff and affiliated personnel at Boston Children's Hospital are required to get annual flu vaccinations.

If a faculty member is employed directly by BCH and 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. If the faculty member is employed by a foundation, he/she must contact the Department administrator for information on workers' comp coverage.

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

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

<http://www.childrenshospital.org/research-and-innovation/research-administration/office-of-fellowship-training>

Jordan Kreidberg, MD, PhD – Faculty Director

Lu-Ann Pozzi, PhD – Program Manager

Christine Sinclair – Administrative Associate

Administrative Office Location: Karp 4 - 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 as well as 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. They also provide one-on-one mentoring, help identifying training, funding, and other career related opportunities.

Physicians' Organization

<http://web2.tch.harvard.edu/po/>

Executive Committee:

Steven Fishman, MD – PO President/BCH Senior Vice President of Access and Business Services

Paul Hickey, MD – Chairman of the PO Board

Kevin Churchwell, MD – BCH EVP of Health Affairs and COO

John Triedman, MD – Treasurer/Clerk

Irene Paresky – Chief Operating Officer

Thomas Hart – Chief Financial Officer

Tel: 617-919-9917

The Physicians' Organization at Boston Children's Hospital (PO) is a non-profit management service organization for the 1,200 physicians employed by either BCH or the 15 subspecialty Foundations. The PO works jointly with the BCH and 17 sub-specialty Foundations and/or Service Funds 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 PO supports the negotiation of agreements with insurers and manages care plans. The PO negotiates contracts for physicians' fringe benefits on behalf of its affiliated physicians and employees. The PO also performs management services including: patient billing and receivables management; patient access; utilization review; treasury functions; internal investment funds and cash management; audit preparation and external financial reporting; tax preparation; billing compliance; and IT services to support patient billing, accounting, human resources; cost modeling, and charge capture.

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

Research Administration

<http://web2.tch.harvard.edu/researchadmin/index.html>

August Cervini, MBA – Vice President, Research Administration

Office Location: Landmark Center East, LM 7009, 401 Park Drive

Mailstop: BCH 3396

Phone: 617-919-4664; Fax 617-730-0086

Email: resadmin@childrens.harvard.edu

Headed by Gus Cervini, Research Administration and its departments manage the strategic planning challenges and growth of the research enterprise and its highly innovative researchers. The departments within Research Administration provide services to facilitate excellence in the conduct of research and ensure regulatory compliance. They maintain laboratory facilities and resource management, ensure human and animal research compliance, manage technological and innovation development and grants management, and handle research governance committees for Boston Children's Hospital's research enterprise.

Research Administration Office

<http://web2.tch.harvard.edu/researchadmin/mainpageS2700P157.html>

Franklin Thayer, MBA – Director, Research Administration

Office Location: Landmark Center East, LM 7002, 401 Park Drive

Mailstop: BCH 3396

Phone: 617-919-2718; Fax 617-730-0086

Email: resadmin@childrens.harvard.edu

The Research Administration Office (RAO), led by Frank Thayer, serves as the central office for Research Administration, acting as a liaison between research community and hospital administration. The office is responsible for operational, communication, compliance, and training support to investigators. Specifically, the team manages the enterprise applications used for compliance with the myriad requirements governing research; facilitates and supports executive research committees, including the Research Faculty Council; and develops tools to enhance communication and training within and beyond the research enterprise.

Clinical Trials Business Office

<http://web2.tch.harvard.edu/researchadmin/mainpageS2700P141.html>

Nick Repucci, MPH – Director, Clinical Trials Business Office

Office Location: Landmark Center East, LM 7003, 401 Park Drive

Mailstop: BCH 3414

Phone: 617-919-2730

Email: ctbo@childrens.harvard.edu

The Clinical Trials Business Office (CTBO) provides end-to-end business services to investigators interested in conducting clinical research at Boston Children's Hospital. Specifically, the CTBO drafts and negotiates contracts and budgets for corporate-sponsored clinical trials, investigator-initiated studies, and other sponsored clinical research, regardless of the source of funding. The CTBO also manages other business requirements for engaging in clinical research at the hospital, including making prospective insurance coverage determinations, coordinating charges for routine and research-related care, invoicing sponsors, and ensuring compliance with state and federal billing regulations.

Investigators are encouraged to contact the CTBO at the start of the study planning process, so that the CTBO can help secure adequate funding and prevent "downstream" billing issues. Additionally, investigators planning collaborative clinical research endeavors with other institutions, including the exchange or sharing of clinical data, should contact the CTBO to make sure the necessary agreements are in place prior to engaging in such activities. By negotiating reasonable contract terms, sufficient funding, and essential human subjects' protections with sponsors and collaborating institutions, the CTBO is committed to helping protect the interests of our institution, investigators, and patients.

Institutional Review Board (IRB)

<http://www.childrenshospital.org/research-and-innovation/research/research-administration/office-of-clinical-investigation>

Susan Kornetsky, MPH – Senior Director, Clinical Research Compliance

Office Location: Landmark Center East, LM 7001, 401 Park Drive

Mailstop: BCH 3164

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

Email: IRB@childrens.harvard.edu

The Institutional Review Board (IRB) 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 Boston Children's Hospital. The department provides administrative support for the hospital's internal review board. The IRB 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 Boston Children's.

The IRB administrative office 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 to assist investigators to 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.

Office of Sponsored Programs (OSP)

<http://web2.tch.harvard.edu/osp/>

Theresa Applegate, MPA, CRA – Director, Sponsored Programs

Office Location: Landmark Center East, LM 7005, 401 Park Drive

Mailstop: BCH 3158

Phone: 617-919-2729

Email: osp@childrens.harvard.edu

The Office of Sponsored Programs (OSP) administers the institutional pre-award requirements of sponsored grants and contracts. OSP manages governmental, 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 related to governmental, foundation, and other non-profit sources of funding. OSP is committed to facilitating and supporting the research mission of the institution.

Research Operations

<http://web2.tch.harvard.edu/resops/>

Brian Lobao – Senior Director, Research Operations

Main Office Location: Karp 4th Floor

Mailstop: BCH 3145

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

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, and 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 departments seek 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 and 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

Technology & Innovation Development Office (TIDO)

<http://www.childrensinnovations.org/>

Irene Abrams – Senior Director, Technology & Innovation Development Office

Christopher Geehan, JD – Associate Director, Contracts

Monique Yoakim-Turk, PhD – Principal, Technology Development Fund; Associate Director TIDO

Office Location: Landmark Center East, LM 7006, 401 Park Drive

Mailstop: BCH 3183

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 maximize the impact of Boston Children's innovations on patient health while enhancing the research endeavor. TIDO is comprised of specialists in licensing, patenting, business development, marketing and legal matters. The TIDO team works closely with investigators and clinicians within Boston Children's community to promote, support, and develop innovations by protecting and licensing intellectual property and enabling collaborations with industry in various fields such as pharma/biotech, device, research tool and digital health. Contact your TIDO licensing manager for support with new inventions, the hospital's intellectual property policy, interactions with companies, or to facilitate a startup company.

TIDO's responsibilities include:

- Evaluating new innovations and discoveries for their patentability and commercial potential
- Protecting inventions (mostly through patents)
- Marketing and licensing technologies to industry and VCs
- Facilitating the formation of startup companies
- Advancing the stage of development of Boston Children's technologies and research programs through the Technology Development Fund
- Establishing relationships, collaborations and sponsored research with industry
- Fostering and supporting a culture of innovation and entrepreneurship
- Handling materials transfer agreements, corporate sponsored research, and collaboration agreements

Translational Research Program

<http://www.childrenshospital.org/trp>

Mustafa Sahin, MD, PhD – Director

Judy Fleming, PhD – Associate Director

Christina McCarthy, MS – Senior Compliance and Regulatory Affairs Specialist

Tina Kim – Program Coordinator

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

Office Location: 21 Autumn Street, AT 312

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

<http://web2.tch.harvard.edu/childcare/>

Donna Warner – Director 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. Back-up child care for emergencies is contracted through care.com with hourly cost for employee at \$7.50; see all details at bch.care.com. KGA is the Employee Assistance Program (EAP) provider for Boston Childrens and is available 24 hours a day, 365 days a year at 800-648-9557. KGA's services include: child and eldercare referrals and screening, financial and legal resources and health and well-being information. For a complete list of their services go to:

<http://kgaeap.personaladvantage.com/gateway.jsp?SingleSignIn:refid=BCH>

HARVARD MEDICAL SCHOOL RESOURCES

The Academy at Harvard Medical School

<http://hms.harvard.edu/departments/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.

The HMS Academy sponsors two fellowship programs, one in medical education and one in medical education research. Both are open to HMS faculty.

Children's Hospital HMS Academy Members:

Ana Broyles, MD; Puja Banka, MD; Christy Cummings, MD; Richard Blum, MD; Debra Boyer, MD; David Brown, MD; Michele Burns, MD; Vincent Chiang, MD; Holly Gooding, MD, MSc; Lisa Gruenberg, MD; T; Beth Harper, MD; Michael Hernandez, MBChB; Tanzeema Hossain, MBChB; Noelle Huntington, PhD; Jennifer Kesselheim, MD, MEd, MBE; Alan Leichtner, MD, MSHPEd;

Clifford Lo, MD, ScD; Joshua Nagler, MD; Lori Newman, MEd; Elizabeth Rider, MD, MSW; Christiana Russ, MD; Thomas Sandora, MD, MPH; Arnold Sansevere, MD; Ankoor Shah, MD PhD; Cynthia Stein, MD MPH; Robert Sundel, MD; David Urion, MD; Debra Weiner, MD, PhD; Kim Wilson, MD MPH; Ariel Winn, MD; Alan Woolf, MD, MPH;

Academic and Clinical Affairs, Office for

<http://hms.harvard.edu/departments/office-academic-and-clinical-affairs>

Nancy Tarbell, MD - Dean for Academic and Clinical Affairs

Main contact for inquiries regarding the Office of Academic and Clinical Affairs:

Maureen Bergeron Bates, Senior Administrative Coordinator at 617-432-7460 or maureen_bergeron@hms.harvard.edu

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 Academic and Research 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.

The Office for Academic and Clinical Affairs supports the academic and clinical activities of HMS faculty with an emphasis on faculty development and diversity. Specifically, the Office:

- Coordinates the selection process for limited competition funding opportunities (i.e., HMS Foundation Funds): <http://hms.harvard.edu/foundationfunds>
- Conducts clinical department reviews: <http://hms.harvard.edu/departments/office-academic-and-clinical-affairs/clinical-department-review-program>.
- Maintains agreements with HMS-affiliated hospitals and research institutions: <http://hms.harvard.edu/hms-affiliates>.
- Serves as Dean's Office liaison for most of the HMS initiatives, programs, centers and institutes: <http://hms.harvard.edu/departments/office-academic-and-clinical-affairs/initiatives-programs-centers-and-institutes>

HMS Foundation Funds Program:

Contact: Clare Lamont at 617-432-7463 or clare_lamont@hms.harvard.edu

The HMS Foundation Funds Program administers the nomination process for HMS/HSDM faculty and postdocs for funding opportunities from private foundations that require candidates to be nominated by either Harvard Medical School or Harvard University. Each year, several foundations invite HMS/HSDM 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 internally through the HMS Foundation Funds, and a committee will select the final candidates who will then submit applications to the foundations.

Clinical Department Review Program:

Contact: Sara Kiarsis at 617-432-7543 or sara_kiarsis@hms.harvard.edu

Started in 2000, the Clinical Department Review Program is a joint venture between Harvard Medical School and its affiliated hospitals to review the activities of clinical departments on approximately a five to eight-year cycle. The review is a constructive process that uses a broad-based perspective in evaluating departmental leadership and overall operation with a focus on key areas in clinical care, research, and education. Typically, three outside external reviewers are invited to serve on a committee that meets with the department leadership and its faculty over the course of two days to discuss the department's activities. At the end of the review the committee delivers the results of their findings to the dean of HMS, the dean for Academic and Clinical Affairs, and the president/CEO of the hospital. Once the Committee has submitted the final written report, a meeting is set up with the head of the department, deans and hospital president/CEO to discuss the report and review the recommendations.

Each department is asked to prepare a comprehensive and detailed report of activities over the previous five-year period. The report also includes information on the faculty and on the teaching, research, and clinical programs of the department. Additionally, the department chair includes a strategic plan for the department. The report is shared with the external reviewers, deans and hospital president/CEO approximately one month prior to the review. Over 90 reviews have been conducted since the Program's inception in 2000.

HMS Initiatives, Programs, Centers and Institutes ("Centers"):

Contact: Sarah Lewis, 617-432-6928, Sarah_lewis@hms.harvard.edu

HMS "centers" are organizational structures created to facilitate interdisciplinary, interdepartmental, and inter-institutional collaboration for novel research and education activities.

The committee for oversight of HMS centers has developed transparent and supportable guidelines for the organization and governance of research and education involving interdisciplinary, interdepartmental and inter-institutional work. These guidelines are detailed in the Principles and Guidelines document available online at:

<http://hms.harvard.edu/departments/office-academic-and-clinical-affairs/initiatives-programs-centers-and-institutes>

Faculty Affairs, Office for

<http://fa.hms.harvard.edu/>

Maureen Connelly, MD, MPH – Dean for Faculty Affairs

The Office for Faculty Affairs (OFA) is responsible for the promotion and appointment 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 offering one-on-one CV reviews, the Office runs a leadership course and a junior faculty fellowship program in collaboration with hospital affiliates. The office also offers an orientation for new faculty across HMS and HSDM in the fall. For further information on these programs, visit the website or call 617-432-1198.

Promotion Criteria

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 criteria provide many different paths to academic advancement for our extraordinary faculty. The faculty handbook and a CV template are available at <http://fa.hms.harvard.edu/FoMhandbook>. Inquiries about one-on-one CV reviews may be sent to OFA_Promotions@hms.harvard.edu. Senior staff regularly give presentations on promotion criteria and CV guidelines.

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

The 50th Anniversary Program for Scholars in Medicine was established in 1995 to celebrate the anniversary of the admission of women to HMS and to acknowledge the important contributions of women to the school. As part of this celebration, a fellowship program was established to help junior faculty, women and men, 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 for 1 year. The program also encompasses faculty fellowships at HMS affiliated hospitals. The Boston Children's Hospital OFD/BTREC/CTREC Faculty Career Development Fellowship is included in the Eleanor and Miles Shore 50th Anniversary Fellowship Program for Scholars in Medicine.

Eligibility: The program includes fellowships open generally to faculty holding an appointment at the level of instructor, member of the faculty, or assistant professor at HMS or HSDM and specifically to the faculty of a sponsoring department or institution. Past recipients of any award from the Eleanor and Miles Shore 50th Anniversary Fellowship Program are ineligible for the two fellowships available to the entire faculty. A full list of fellowships and eligibility criteria is available at <http://fa.hms.harvard.edu/shore>.

HMS Leadership Development for Physicians and Scientists

This three-day course is designed for HMS/HSDM instructors, assistant professors, and recently promoted associate professors who currently have responsibility for a research grant, laboratory, educational course, or clinical program. It is intended for those in the early stages of leadership and not for chairs of departments or divisions. The goal of the course 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, financial, legal, and regulatory issues, and the full spectrum of communication skills. Women and members of communities underrepresented in medicine are particularly encouraged to apply. The next course will take place on March 7-9, 2018. Visit <http://fa.hms.harvard.edu/leadership-program> for additional information on the program and the application process.

Diversity Inclusion and Community Partnership (DICP), Office for

<https://mfdp.med.harvard.edu/>

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

164 Longwood Avenue, Room 210

Joan Y. Reede, MD, MPH, MS, MBA - Dean for Diversity and Community Partnership;

Professor of Medicine, Harvard Medical School; joan_reede@hms.harvard.edu

The Office for Diversity Inclusion and Community Partnership (DICP) 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.

DICP's Minority Faculty Development Program offers programming for the development of HMS faculty, with an emphasis on mentoring and leadership, while responsive to the identified needs of individuals and institutions. It also sponsors programs that are designed to reach out to the pre-college and college populations with the goal of bringing outstanding, URM, and disadvantaged students into the pipeline.

DICP'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 and Translational Science Center through its *Program for Faculty Development and Diversity*. In partnership with the *Biomedical Science Careers Program*, DICP offers programs aimed at providing the encouragement, support, and guidance needed for the successful pursuit of careers in biomedical sciences.

HMS Visiting Clerkship Program

<https://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.

HMS ID – HMS Kresge Building at 677 Huntington Avenue, Room 119; tel 617-432-0389; open 8 AM - 4 PM, M-F

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

<http://jcsw.hms.harvard.edu>

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 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 committees and task forces such as Professional Equity; Joseph B. Martin Dean's Leadership Award for the Advancement of Women Faculty and Staff; Career Advancement; Work/Life; Community Engagement; Restructuring/Rebranding. 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 HMS/HSDM faculty, trainees, students, and HMS/HSDM staff.

Boston Children's Hospital faculty/staff who are involved in current JCSW activities include:

Eman Ansari, MD, MPH; Dusica Bajic, MD; Miya Bernson-Leung, MD; Diana Carlone, PhD; S. Jean Emans, MD; Jamie Heath, MD; Sabra Katz-Wise, PhD; Anjali Koka, MD; Lin Lin, MD; Alicia McConnell, PhD; Maxine Milstein, MBA; Christine Sieberg, PhD; Nicole Ullrich, MD, PhD; Paula Watnick, MD, PhD

Ombuds Office, HMS/HSDM/HSPH

<http://hms.harvard.edu/departments/ombuds-office>

164 Longwood Avenue; Ombuds tel: 617-432-4040; Office tel: 617-432-4041

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

The Ombudsperson for HMS/HSDM/HSPH 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://hlc.harvard.edu/home/worklife/>

Work/Life Seminars: <https://hms.harvard.edu/humanresources/worklife-harvard-longwood/seminars>

Susanna Katsman, EdM. - Work/Life Program Manager

Email: worklife@hsph.harvard.edu; Phone: 617-432-1048

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.



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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Appendix

Boston Children's Hospital Senior Leadership

Sandra Fenwick, MPH	President and Chief Executive Officer
Kevin Churchwell, MD	Executive Vice President of Health Affairs and Chief Operating Officer
Dick Argys, MHSA	Chief Administrative Officer
Marcie Brostoff, MS, RN, NE-BC	Vice President, Associate Chief Nurse for Nursing/Patient Care and Clinical Operations
John Brownstein, PhD	Chief Innovation Officer
August Cervini, MBA	Vice President, Research Administration
Jonathan Finkelstein, MD	Interim Senior Vice-President, Chief Patient Safety and Quality Officer
Gary Fleisher, MD	Physician-in-Chief
Michelle Garvin, JD	Senior Vice President and General Counsel
Michael Gillespie, MPH	Vice President, Clinical Services
Joshua Greenberg, JD, MA	Vice President, Government Relations
Cynthia Haines, MBA	Senior Vice President for International Services
Lisa Hogarty	Senior Vice President, Real Estate Planning and Development
Sophia Holder, CPA	Vice President, Finance
James Kasser, MD	Surgeon-in-Chief
Daniel Michaud, MPA	Executive Director, Human Resources
Daniel Nigrin, MD, MS	Chief Information Officer
Philip Rotner, MBA	Chief Investment Officer
Lynn Susman	President, Children's Hospital Trust
Douglas Vanderslice	Chief Financial Officer
Wendy Warring, JD	Senior Vice President, Network Development
David Williams, MD	Chief Scientific Officer
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

2016 Fellowship recipients with

Sandra Fenwick, President and Chief Executive Officer (left) and Jean Emans, MD, Director of the Office of Faculty Development



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
Tal Geva, 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/Genomics
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
Mark Proctor, MD
David Hunter, MD, PhD
Peter Waters, MD
Lyle Micheli, 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

Sports Medicine

Otolaryngology

Pathology

Plastic Surgery

Psychiatry

Radiology

Surgery

Gynecology

Urology

Interdisciplinary Programs

Bioinformatics Kenneth Mandl, MD, MPH

Program in Cellular and Molecular Medicine (PCMM) Frederick Alt, PhD

Institutional Centers for Clinical and Translational Research Judith Fleming, PhD, Administrative Director

F.M. Kirby Neurobiology Center Clifford Woolf, MD, PhD

Stem Cell/Developmental Biology Leonard Zon, MD

Translational Research Program Mustafa Sahin, MD, PhD

Vascular Biology Marsha Moses, PhD

Harvard Medical School – Academic Leadership

Dean of the Harvard University's Faculty of Medicine – George Daley, MD, PhD

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

Dean for Academic and Clinical Affairs - Nancy Tarbell, MD

Dean for Faculty Affairs - Maureen Connelly, MD, MPH

Dean for Medical Education - Edward M. Hundert, MD

Dean for Basic Science and Graduate Education - David Golan, MD, PhD

Dean for External Education - David H. Roberts, MD

Dean for Clinical and Translational Research - Lee Nadler, MD

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

Interim Executive Dean for Administration – Lisa Muto

Chief Financial Officer – Michael P. White, MS

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:

<https://hms.harvard.edu/about-hms/deans-corner/offices-deans>

Related Web Sites

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

Teaching Opportunities, HMS Office of Educational Resources

<https://hms.harvard.edu/departments/medical-education/curriculum-services/teaching-opportunities>

Harvard Affiliated Housing provides information about housing for faculty and links to related resources

<http://huhousing.harvard.edu/>