Overview of Faculty Development Resources at Boston Children’s Hospital

2022-2023

Sponsored by the Office of Faculty Development

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OFD Twitter page: http://twitter.com/BCHFacultyDev

333 Longwood Ave LO 637, 617-355-2922

The OFD works in collaboration with the:
Department of Education: Alan Leichtner, MD, MSHPEd, Director and Chief Education Officer
Office of Health Equity and Inclusion: Valerie Ward, MD, MPH, Senior Vice-President and Chief Equity and Inclusion Officer
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 150 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.

This booklet was written in the spring of 2022 during the partial reopening of some hospital offices and the emergence of a hybrid model for administrative, research, and clinical responsibilities. We realize that mentoring relationships have been disrupted in a time in which the magnitude and impact of COVID was just beginning to unfold. We are grateful for the extra care that our dedicated faculty have shown in meeting these challenges. At this point, the entire hospital community is evaluating strategies to move forward.

The Office of Faculty Development strongly supports Boston Children’s efforts to promote social justice, inclusion and health equity. We plan to continue to actively collaborate with other BCH Offices and Departments, particularly the Office of Health Equity and Inclusion and the Department of Education, in these endeavors.

Jean Emans, MD
Director, Office of Faculty Development

Maxine Milstein, MBA
Program Director, Office of Faculty Development
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Office of Faculty Development (OFD)
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The OFD works in collaboration with the:
Department of Education: Alan Leichtner, MD, MSHPEd, Director and Chief Education Officer
Office of Health Equity and Inclusion: Senior Vice-President and Chief Equity and Inclusion Officer

Mission:
The mission of the Office of Faculty Development (OFD) is to facilitate the career advancement and satisfaction of Harvard Medical School (HMS) faculty at Boston Children's Hospital, fostering careers particularly of junior faculty, and increasing leadership opportunities for women and faculty underrepresented in medicine (UiM).

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 Office of Health Equity and Inclusion (OHEI)
- Promote teaching and educational scholarship with the Department of Education
- Create comprehensive faculty communication vehicles within the Boston Children’s Hospital academic community
- Forge collaborations across HMS Office of Faculty Affairs (OFA); HMS/HSDM Office for Diversity Inclusion and Community Partnership (DICP); Harvard School of Public Health (HSPH); and other HMS-affiliated 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/ofd
OFD Twitter: twitter.com/BCHFacultyDev
Office of Faculty Development (OFD) Advisory Committee

Elizabeth Armstrong, PhD
Sandra Burchett, MD, MS
Vincent Chiang, MD
Lynne Ferrari, MD
Laurie Fishman, MD
James S. Kasser, MD
Margaret Kenna, MD, MPH
Carla Kim, PhD
Monica Kleinman, MD

Andrea Bauer, MD
Theresa Becker, DO
Joseph A. Majzoub, MD
Shari Nethersole, MD
Jane W. Newburger, MD, MPH
Lori Newman, Med
Orah S. Platt, MD
Tina Young Poussaint, MD

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 21 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 Chairs 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. In both 2021 and 2022, the Institutional Centers for Clinical and Translational Research
(ICCTR) and Harvard Catalyst provided an additional $50,000 over 2 years for clinical research
award recipients. These awards are intended to increase opportunities for junior faculty to advance to
senior positions in academic medicine. Five of the 15 2022 awards are designated for junior faculty
who belong to a racial/ethnic population underrepresented in medicine and science (URiM), OR who
have family responsibilities such as being the primary caregiver for children and/or parents. The other
ten are unrestricted.

Topics for Seminars: Note that all seminars and events were presented virtually (Zoom) after March 2020
• **Promotion sessions** by HMS OFA leaders highlighting the HMS promotion criteria and CV
format. Dr. Emans has also presented Promotion workshops to departments and divisions, in
response to the specific needs of their faculty.
• **Orientation in July** for new faculty with senior leaders
• **OFD fellowship and medical education award ceremony in October** to honor faculty who
have been awarded Children’s and HMS fellowships, research and medical education grants
• **Conflict Resolution and Negotiating Up Workshops**
  by Melissa Brodric, MEd, and Justin Neiman, MA, Harvard Ombuds Office
• **The Spicebox Kitchen**
  by Linda Shue, MD and Chef
• **Making Science in Fiber Arts**
  by Elissa Weitzman, ScD, MSc
• **How to Be an Active Family**
  by Joana Fraser, MD; Lois Lee, MD; Todd Lyons, MD, MPH; Frinny Polanco Walters, MD,
  Andrea Stracciolini, MD
• **Introduction to American Sign Language (ASL) and Intermediate ASL** 5 week-twice
  weekly longitudinal courses
  by Katie McCarthy, MBA, BCH Deaf and Hard of Hearing Program
• **How to Plan a Productive Annual Career Conference**
  by Jean Emans, MD, Margaret Kenna, MD, MPH and Alan Leichtner, MD, MSHPEd
• **Leading Effective Meetings**
  Jenn Mahony, BCH Ombuds and Lu-Ann Pozzi, PhD, Program Manager, Office of Fellowship
  Training
• **Time Management Solutions**
  by Lydia Shrier, MD, MPH and Judith Zola, MBA
• **Research Support and Guidance**
  **Getting Your Clinical Research Funded**
  by Isaac Kohane, MD, Ph.D
  **Getting Your Basic Research Funded**
  by Jordan Kreidberg, MD, PhD
  **Strategies for Applying for BCH Research Grants**
  by Jean Emans, MD; Judith Fleming, PhD; Ellen Grant, MD, Jordan Kreidberg, MD, PhD
  **Getting Your K Award Funded: Constructing the Career Development Plan and
  Mentor’s Statement**
  by Maria Kontaridis, PhD, Executive Director, Masonic Medical Research Institute
  **Finding Opportunities to Fund Your Research Projects**
  by Theresa Applegate, Director, Office of Sponsored Programs (OSP), Lu-Ann Pozzi, PhD,
  OFT Program Manager
Writing for Scientific Publication
by Lydia Shrier, MD, MPH and Amy Shafrir, ScD

Harvard Catalyst Overview
by Gary Gray, PhD, HMS Catalyst

- Presentation and Technical Skills: key components of strong scientific presentations, including designing reliable on-screen presentations and digital imaging

Some of the seminars were co-sponsored with the Office of Fellowship Training (OFT) such as research, Ombuds and presentation workshops.

Multi-Hospital Programs, Courses, and Events: The OFD collaborates with the faculty development offices at 8 other HMS hospitals (BWH, MGH, BIDMC, Joslin, DFCI, McLean, CHA, MEEI) and the HMS Offices for Faculty Affairs and Diversity Inclusion and Community Partnership and the Department of Population Medicine, 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 events include:
  - HMS Office for Faculty Affairs (OFA)
  - Leadership Development Course for Physicians and Scientists
  - New England Network for Faculty Affairs (NENFA) Meetings
  - HMS Diversity Inclusion and Community Partnership (DICP)
  - Leadership and Faculty Development Program Conference
  - Black History Month events and programs
  - Latinx Heritage Month events and programs
  - LGBTQ 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.

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 203 followers, both internal and external.

Work-Family Programs
The OFD sponsors a seminar series for faculty balancing family life and a career in academic medicine and an annual outing for faculty and their families. In fall 2021 more than 40 attendees went apple picking. In addition, faculty peer support groups offer a comfortable environment for participants to share challenges and solutions in areas of career, family and personal development. Discussions on topics of interest such as “How and when to say Yes or No,” led by Dr. Sara Forman are also scheduled for the group as a whole. Members are a mix of various specialties, different career stages, and differing career focus. This experience allows faculty to meet others from different divisions and departments within the hospital and to discuss ways to have successful balance in their life’s journey. In addition, the OFD hosts a knitting group, “Making Science in Fiber Arts,” with faculty facilitator, Dr. Elissa Weitzman, for faculty, trainees, and staff, to discuss both science-related projects and worklife issues.

The Children’s Hospital Library and the Career and Faculty Development Collection
The Library puts together special exhibits corresponding to OFD programs and observances such as “September is Women in Medicine and Science Month,” etc. The Library, in conjunction with the OFD, also profiles a wellness display. 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 weekly 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.

Zoom Appointments with OFD Faculty Director, S. Jean Emans, MD, and Interim Basic Science Career Development Director, Carla Kim, PhD
Dr. S. Jean Emans provides appointments on promotion and CVs via Zoom. To arrange an appointment with Dr. Emans, email ofd@childrens.harvard.edu; to schedule an appointment with Dr. Kim, email Sabrina.rodriguez@childrens.harvard.edu.

Boston Children’s Resources

Boston Children’s Hospital Trust: Foundation Relations
http://web2.tch.harvard.edu/trust/
Contact: FoundationRelations@chtrust.org

The Boston Children’s Hospital Trust is the fundraising arm of Boston Children’s Hospital, and the only entity authorized to fundraise for the Hospital. The Trust raises philanthropy aligned with the Hospital’s mission and priorities, representing the mutual interests of donors and the Hospital. The Trust identifies, cultivates, and solicits individuals, corporations, foundations, and organizations.

The Foundation Relations Team at the Trust engages private foundations in the work of BCH to increase grant funding to the Hospital. The Team builds relationships with a broad range of foundations, which grow into meaningful partnerships that fuel innovation. We provide a range of services to assist faculty with securing grant funding from private foundations, including funding opportunity identification, project conceptualization, and comprehensive proposal process support.

Faculty interested in finding foundation funding should email FoundationRelations@chtrust.org with your name, program area, starting date of your BCH faculty appointment, and your NIH Biosketch and/or short form CV. You will be added to the Team’s RFP notification list, and a team member will follow up to discuss your specific funding needs.

Clinician Support, Office of (OCS)
http://web2.tch.harvard.edu/ocs/
David R. DeMaso, MD, OCS Director, 617-355-6724
Lauren Coyne, RN, MS, LICSW, 617-355-6747
Annmarie Spring, MSN, PMHNP-BC, 617 355-6705
Elizabeth Robinson, OCS Coordinator, 617-355-6705

The Office of Clinician Support (OCS) provides a safe place for faculty to discuss and resolve a wide range of workplace and personal issues. The OCS is a confidential setting designed to support the health and wellness of the faculty. Offering virtual or in-person (first floor of the Hunnewell Building at Boston Children’s), the OCS is able to respond to a wide range of faculty problems ranging from helping to understand work-engendered stresses (e.g., adverse events, patient deaths) to respond to work-related concerns (e.g., interpersonal conflicts) to promoting faculty health and wellness (e.g., burnout, anxiety). All faculty 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 OCS and/or to make an appointment, please contact Elizabeth Robinson. You may also speak directly with Lauren Coyne, Annmarie Spring, or David DeMaso. Confidential messages can be left on any of the above telephone numbers.
Doctors Offering Coping Support (DOCS) in the Office of Clinician Support
http://web2.tch.harvard.edu/ocs/mainpageS3177P2.html
Contact to arrange a meeting: Elizabeth Robinson, OCS coordinator
at docs@childrens.harvard.edu or 617-355-6705
Questions: David R. DeMaso, MD, OCS Director, 617-355-6724 or Lauren Coyne, RN, MS, LICSW, 617-355-6747
Doctors Offering Coping Support (DOCS) is a peer support program offering support by physicians for physicians who are experiencing distress related directly or indirectly to their work environment. DOCS coaches are available to assist with work-related stress which can arise while caring for very ill or dying children, dealing with adverse medical events, working with parents experiencing significant stress, and/or managing the high expectations and demands of an academic health care enterprise. DOCS is comprised of a group of well-respected physicians representing diversity in experience, gender, and ethnicity across the hospital. Confidentiality of all parties is closely respected and information is shared only in unusual circumstances.

Community Health, Office of
http://www.bostonchildrens.org/community
Shari Nethersole, MD – Vice President for Community Health and Engagement
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 promote health equity. This role includes:

- Working with community partners to support families and address the social determinants of 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
- Supporting Boston Children’s at Martha Eliot in its efforts to care for children and families, as well as those living in the surrounding community
- Implementing 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
- Supporting the hospital's role as an Anchor Institution: driving hiring, purchasing and investments that are local and build community assets

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 – Vice President and Chief Compliance Officer
timothy.hogan@childrens.harvard.edu, 857-218-4680 (internal ext. 8-4681)
For questions related to Billing Compliance:
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.

**BCH Code of Conduct, BCH Compliance Manual:**
Faculty are required to adhere to the hospital-wide Code of Conduct.

As stated on the Compliance website, the Code of Conduct applies to anyone involved with Boston Children’s, whether trustees, employees, medical staff, physician practice groups at the Hospital (the Foundations), even students and volunteers. 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. Please also review and understand the Compliance Manual as it contains policies and procedure and expectations for all who are involved with making Boston Children’s Hospital the world class organization it is. Failure to abide by the standards defined in these documents will lead to corrective action.

**Education, Department of**
https://dme.childrenshospital.org/
Alan Leichtner, MD, MSHPEd - Chief Education Officer of the Department of Education; alan.leichtner@childrens.harvard.edu
Lori Newman, MEd - Director of Professional Development in Education; lori.newman@childrens.harvard.edu
In 2020, the Boston Children’s Hospital Education Council was established to provide oversight and strategic direction for education programs across the institution. Membership includes leaders representing all professional training programs, as well as the Office of Faculty Development, SIMPeds, OPENPediatrics, Patient Safety and Quality, Patient Experience, the Office of Health Equity and Inclusion, Human Resources, and Research Administration.

The Academy for Teaching and Educational Innovation and Scholarship:
The mission of the Academy at Boston Children’s Hospital is to foster the development of health professionals as educators and scholars within the BCH community. To meet this aim, the Academy promotes excellence and innovation in teaching and educational research through: a professional development series and twice-annual education retreats; expert-led scholar groups to support education research; educational grants and awards for best teaching practices; teaching consultations; interprofessional, multidisciplinary, and cross-hospital educational programs; and development of resources for national and international dissemination.

Dr. Alan Leichtner and Ms. Lori Newman serve as co-directors of the Academy. A team of associate and assistant directors support the Academy’s programs and educational initiatives: Greg Durkin, MEd, RN-BC, for Interprofessional Education; Eva Gomez, MSN, RN, NPD-BC, CPN, for Inclusion; Kathleen Huth, MD, MMSc-Medical Education, FRCPC, for Certificate Programs; Jennifer Kesselheim, MD, MEd, for Education Scholarship; Sarah Pitts, MD, for Educational Consultation; and Ariel Winn, MD, for Professional Development.

In 2021, the Academy included 347 members, including 92 new members – representing a 112% growth since its restructuring in 2015. Membership categories include standard members and scholar members, divided among three levels: senior, standard, and trainee. Current members represent over 50 different divisions, departments, and hospital units across the institution including physicians, nurses, social workers, psychologists, nutritionists, dentists, pharmacists, and PhD researchers. Due to the COVID-19 pandemic, the monthly professional development seminar series was seamlessly converted from in-person to virtual learning, with the Academy leading the way in teaching educators how best to teach online. To address bias in clinical education and inclusion in the hospital, along with the Office of Health Equity and Inclusion, the Academy directors led the design and presentation of a hospital-wide, mandatory training program from Bystander-to-Upstander Addressing Unconscious Bias and Macro/Microaggressions in the Clinical Environment.

Employee Lactation Support Program
http://web2.tch.harvard.edu/lactation/
Nursing Mothers' Lounges – Lactation Rooms
Kimberly Barbas, RN, IBCLC – Director, 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. For a list of lactation rooms please visit the website: http://web2.tch.harvard.edu/lactation/. The lock combinations to the employee lounges are available from the Hale Family Center for Families (5-6279), located in the Main Lobby, during their operating hours or from the lactation office (5-0005).

Returning to work classes are held on the first Tuesday of the month from 1 - 2pm via Zoom (Sign up through Net Learning). This class is for employees returning to work and planning to continue breastfeeding and include an orientation to the breast pump. Email kimberly.barbas@childrens.harvard.edu for more information.

Ethics, Office of, and Ethics Advisory Committee
http://web2.tch.harvard.edu/ethics/
An Ethicist-on-Call can be reached 24/7 at beeper #3418, and the Office of Ethics can be reached at 5-6920 during regular business hours. The Office of Ethics and Ethics Advisory Committee (EAC) offer educational resources and services to support BCH clinicians, patients and families in dealing with ethical concerns about patient care. When there is uncertainty or disagreement involving values (for example, when people disagree about whether a particular course of care would benefit or harm a child), there is a range of ethics services that can be accessed by any individual, family or team. These include informal conversations to explore individual concerns, facilitation of clinical team meetings, and a more formal process of ethics consultation to help resolve differences among patients, families and teams. Ethics support may be requested at any time via the ethics on-call beeper or Office of Ethics, as noted above.

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 any of the ethics staff members: Clinical Ethicists: Kerri Kennedy, MA, RN (4-4437, beeper #5995, kerri.kennedy@childrens.harvard.edu), Jonathan M. Marron, MD, MPH (617-632-3453, beeper #6916, jonathan_marron@dfci.harvard.edu) and Lisa Taylor, JD, MS (4-6196, beeper# 6333, lisa.taylor@childrens.harvard.edu).

Finally, the Ethics Advisory Committee often participates in the development or review of ethics-related policies for programs, departments or the hospital. If interested in this service, please be in touch with the EAC co-chairs.

Co-chairs of the Ethics Advisory Committee are Kerri O. Kennedy, MA, RN, HEC-C, Senior Clinical Ethicist (4-4437, beeper #5995, kerri.kennedy@childrens.harvard.edu) and David K. Urion, MD, FAAN, Charles F. Barlow Chair, Department of Neurology (5-7819, beeper #1409, david.urion@childrens.harvard.edu).

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 Faculty Director of the Center, which provides educational and research fellowships in medical ethics; several monthly case-based Harvard Ethics Consortia (focusing respectively on clinical ethics, biotechnology and research ethics, organizational ethics, and health policy); and extensive additional programming. 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/
Michele M. Garvin, JD - Senior Vice President and General Counsel

The Office of General Counsel (OGC) is the internal legal department of Boston Children's Hospital. The lawyers in the office provide advice and counsel to clinical and administrative staff on a wide variety of legal topics, including: professional liability, legal matters relating to patient care, litigation, regulatory compliance, risk management, contracts, business transactions, purchasing, taxation and financial regulation, corporate governance, conflict of interest, gifts and charitable giving, insurance, intellectual property, research affairs, misconduct in science, labor relations, employment law, real estate and immigration.

For questions on immigration matters, contact Gail Robinson, Immigration Manager, at 617-355-2146 (5-2146), gail.robinson@childrens.harvard.edu.

Government Relations
BCH Intranet: http://web2.tch.harvard.edu/gr/
External Website: https://governmentrelations.childrenshospital.org/
Joshua Greenberg, JD, MA – Vice President, Government Relations
Amara Azubuike, JD – Director, Behavioral Health Advocacy & Policy
Amy DeLong – Manager, Federal Government Relations
Alexia Edwards, MPH – Government Relations Specialist
Kate Lewandowski, MPH – Senior Project Manager
Shannon Moore, MPA – Director, State Government Relations
Rebeckah Orsatti – Business Operations Administrator
Candace Reddy, MBA – Senior Director, Payor Relations
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 engage with and provide ongoing support for 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, mental health, and health care disparities with a renewed focus on policies supporting racial equity and justice. 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. The Government Relations team 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/signupforcanchildrensadvocacynetworkalerts/index.html

Health Affairs, Office of
http://web2.tch.harvard.edu/healthaffairs/
Telephone: 617-919-6195
Peter Laussen, MBBS, FANZCA, FICM – Executive Vice President, Health Affairs
Sharon Silk, MPH - Vice President, Health Affairs
Mathieu Gaulin - Senior Director, Professional Medical Staff Services, Health Affairs
Kathy Hickey, MHA - Manager, Provider Enrollment
Nicole Carier, CPCS – Manager, Credentialing

Health Affairs is a diverse group of individual departments who, as medical staff leaders, work together to promote the highest quality and safety of patient care. Each domain provides leadership and guidance on behalf of the Medical Staff of Boston Children’s Hospital through the leadership of the Executive Vice President, Health Affairs.

Through effective, high quality and integrated administration, Health Affairs provides oversight for all physician services functions; provides oversight for all Medical Education activities, including Graduate Medical Education and Continuing Medical Education; provides oversight for the Offices of Health Equity and Inclusion, Faculty Development, Clinician Support and the Center for Applied Pediatric Quality Analytics; and, working with the chiefs, ensures retention of clinical and research leadership; and, lastly, strives for full alignment with and achievement of all enterprise-wide goals in furtherance of the Hospital’s Mission.

Beginning with credentialing and privileging of initial applicants and re-applicants to the Medical Staff as foundational, other functions of Health Affairs include but are not limited to:

- Oversight of the Medical Staff Bylaws and Rules and Regulations so as to maintain clear accountability to the Governing Body
- Providing administrative continuity and support to Medical Staff leaders in their governance and oversight activities
- Enrolling providers to bill for services rendered
- Overseeing the ongoing education and training across the continuum of Medical Education
- Professional development and support of members of the Medical Staff through a variety of programs and committees
- Fostering and promoting diversity, health equity and inclusion for all staff
- Using analytics to improve pediatric care
- Partnering with physician and administrative leadership across the organization to proactively consider ideas for improvement and address any concerns that may arise
- Maintaining close collaboration and communication between the medical staff, trainees, and hospital employees to help achieve the mission, vision and corporate goals of Boston Children’s Hospital

Health Equity and Inclusion, Office of
Valerie L. Ward, MD, MPH: Senior Vice President and Chief Equity and Inclusion Officer; Director, Office of Health Equity and Inclusion; Director, Sandra L. Fenwick Institute for Pediatric Health Equity and Inclusion
Amanda Grice, MS, RDMS - Program Director
Patrice Melvin, MPH - Senior Health Data Analyst
Sierra Thorne, MBA - Senior Administrative Associate
Contact: healthequity@childrens.harvard.edu

The mission of Boston Children’s Hospital’s Office of Health Equity and Inclusion, founded in 2017, is to provide guidance on achieving a culture that honors equity, diversity, respect, inclusion and excellence. The Office of Health Equity and Inclusion works collaboratively with other Boston Children’s and Harvard Medical School offices, including the BCH Office of Faculty Development, the BCH Academy for Teaching and Educational Innovation and Scholarship, the BCH Office of Experience, Human Resources, and BCH Program for Patient Safety and Quality. The goals of the
Office are: to advance culturally effective pediatric care; to conduct research to improve pediatric health outcomes and reduce pediatric healthcare disparities; to recruit, develop and advance a diverse and inclusive workforce; and to support an environment of respect for different viewpoints, backgrounds and experiences. The Office of Health Equity and Inclusion supports innovative programming focusing on health equity, diversity, and inclusion across the four Boston Children’s missions: clinical care, research, community, and education. The work of the Office of Health Equity and Inclusion aligns with the goals and commitments in the Boston Children’s Hospital Declaration on Equity, Diversity and Inclusivity.

In 2021, Boston Children’s launched the Sandra L. Fenwick Institute for Pediatric Health Equity and Inclusion. The Fenwick Institute aims to advance pediatric health equity and inclusion locally, nationally and globally in three focus areas:

- Health Equity Research - shape and give voice to research in pediatric health disparities and translate findings into practice to create equitable health care access, delivery and outcomes for all children.
- Inclusion - lead our nation’s children’s hospitals, and the world, in robust efforts around diversity and inclusion so that patients and their families encounter more people - more caregivers and leaders - from a variety of backgrounds in pediatric health care.
- Public Policy - act as a change-maker in pediatrics by growing our influence as a think tank on health equity, diversity and inclusion, creating forums for education, discussion and knowledge sharing, and securing systemic change by translating research findings into public policy recommendations that produce meaningful changes.

Fenwick Institute Leadership and Staff:
Valerie L. Ward, MD, MPH - Senior Vice President and Chief Equity and Inclusion Officer; Director, Office of Health Equity and Inclusion; Director, Sandra L. Fenwick Institute for Pediatric Health Equity and Inclusion
Ravi R. Thiagarajan, MBBS, MPH - Associate Director for Research
Paul A. Rufo, MC, MMSc - Associate Director for Inclusion
Lois K. Lee, MD, MPH - Associate Director for Public Policy
Snehal N. Shah, MPH, MD - Fenwick Institute Research Scholar
Melicia Whitley, MM - Senior Administrative Director
Ashley Tartarilla, MPH - Clinical Research Manager
Julia Ainsworth, MPH - Senior Patient Navigator
Patrice Melvin, MPH - Senior Health Data Analyst
Kali McCollister, BS - Clinical Research Assistant
Sierra Thorne, MBA - Senior Administrative Associate
Contact: FenwickInstitute@childrens.harvard.edu

Human Resources, Office of
http://web2.tch.harvard.edu/hr/
Elliott Kellman, MPA – Executive Vice President, System Chief Human Resources Officer
Ellen Rothstein, Esq. – Vice President, Human Resources
Shannon Levesque – Vice President, Talent Acquisition & Workforce Planning
Carole Bradford, Vice President, Total Rewards, Compensation and Benefits
Ricardo “Rich” Robles – Vice President, Chief Diversity Officer
Julie Dardano – Executive Director, HR Operations and Strategic Projects
Chris Newell, PsyD – Senior Director, Learning and Development
Judith Zola, MBA – Director, Learning and Development
Roger U. Wellington III, MBA - Sr. Director, Total Rewards - Benefits
Carolyn Auty, MBA, Director, Total Rewards - Compensation
Carolyn T. Stetson – Senior Director, Employee Relations
Carin Bennett-Rizzo – Director, Occupational Health
Erin McNulty – Senior Director, HR Operations
The Human Resources Department at Boston Children’s Hospital supports the employees and faculty of Boston Children’s through a variety of programs and services designed to advance Boston Children’s mission. Our goal is to foster professional development, promote employee engagement and well-being, and advance the Boston Children’s mission through the recruitment, retention and growth of a best-in-class workforce who embrace the BCH values of respect, diversity and inclusion, teamwork and kindness.

The Human Resources Department has multiple centers of excellence that deliver professional expertise across a variety of human resources disciplines, including:

- Talent Acquisition and Internal Mobility
- Workforce Development and Planning
- Workforce Diversity
- Learning and Development
- Compensation and Benefits
- HR Information Systems and People Analytics
- Workforce Optimization and Kronos Support
- Client Services - Business Partners
- Employee Service Center and Manager Resource Center
- HR Operations - Compliance, Credentialing, Program Administration and Onboarding
- Employee and Labor Relations
- Occupational Health Services

For more information about the programs, resources and services available in each of these areas, please visit the Boston Children’s HR Website. You may also reach out directly to the HR Business Partner assigned to your Department or Division for assistance. As a reminder, the Employee Relations Department is also available for all individuals at Boston Children’s who have concerns about harassment, discrimination, mistreatment or other workplace concerns; to reach them please email BCHEmployeeRelations@Childrens.Harvard.edu or call Internal: 5-7780, External: 617-355-7780

Innovation & Digital Health Accelerator (IDHA)
https://accelerator.childrenshospital.org/
John Brownstein, PhD – Chief Innovation Officer
Jen Magaziner, VP – Digital Health
Sarah Lindenauer, Director - Accelerator
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. The program’s 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 digital health technology on a rolling basis. Innovators will receive funding, as well as technical development and strategic project management support, to accelerate their idea. In addition, our team is excited to now formally offer Innovation Advisory Services to BCH staff interested in receiving our team’s support at all stages of digital health innovation -- from ideation through solution development and commercialization – see link to Advisory Services Request Form below.

Location: 401 Park, 7th Floor West (401 Park Drive, Boston, MA 02115)
Innovation & Accelerator Details:
Contact: InnovationandDigitalHealthAccelerator@childrens.harvard.edu
Digital Health Contact Details:
Patient-facing site: https://www.childrenshospital.org/digital-health
MyChildren’s patient portal training and resources: http://web2.tch.harvard.edu/mychildrens/mainpageS2696P36.html
Link to Advisory Services Request Form: https://bit.ly/3tjBE8Q
Virtual Visit Support: VirtualVisitsSupport-dl@childrens.harvard.edu
Virtual Visit phone support: 857-218-3919

Institutional Centers for Clinical and Translational Research (ICCTR) (formerly, Clinical Research Center)
http://www.childrenshospital.org/icctr
21 Autumn Street, 2nd and 3rd Floors
300 Longwood Avenue, Pavilion Building, 6th floor
Email: icctr@childrens.harvard.edu

Nancy C. Andrews, MD, PhD – Executive Vice President and Chief Scientific Officer, Boston Children’s Hospital
Andrew E. Place, MD, PhD - Chief Medical Officer and Co-Director of Clinical Research Operations Center (CROpC), ICCTR; Site Program Director, Harvard Catalyst
Cindy Williams, DNP, RN, PNP, NE-BC - Co-Director, Clinical Research Operations Center (CROpC) and Director, Regulatory Support, Education, and Quality, ICCTR; Nursing Director, Experimental Therapeutics Unit
Edie Weller, PhD - Director, Biostatistics & Research Design
Michael C. Monuteaux, ScD - Assistant Director, Biostatistics & Research Design Core
Mustafa Sahin, MD, PhD - Co-Director, Translational Research Program
Judith Fleming, PhD - Co-Director, Translational Research Program, ICCTR
Lise Nigrovic, MD, MPH - Director, Office of Investigator Outreach, ICCTR; Medical Research Officer, Harvard Catalyst
Piotr Sliz, PhD - Vice-President and Chief Research Information Officer
Amanda F. Reilly, MS, MBA, Program Administration Manager III, ICCTR

The Boston Children’s Hospital Institutional Centers for Clinical and Translational Research (ICCTR) supports investigators in the design, conduct and reporting of clinical and translational studies, along with educating the diverse Boston Children's research community on clinical research best practices.

The ICCTR is made up of four centers:

**Biostatistics and Research Design (BARD)**
BARD provides biostatistical and methodological expertise and scientific leadership through collaborative relationships with Boston Children's investigators. This Center’s areas of expertise include pre-clinical experiments, clinical trials, observational studies (retrospective and prospective), longitudinal studies, randomized studies, health economics and econometrics, survey research, qualitative research and high-dimensional functional neuroimaging research.

**Clinical Research Operations Center**
The mission of the Clinical Research Operations Center (CROpC) at Boston Children’s is to provide exceptional support and service to investigators conducting interventional clinical research at the Boston Children’s Hospital, with the goal of translating basic research findings into novel therapeutic and curative interventions. The Center supports a full spectrum of studies from high-risk interventional trials with experimental therapeutics, and experimental drugs and devices, to the minimal-risk observational clinical research studies.

**Office of Investigator Outreach**
The Office of Investigator Outreach serves as a single contact point to navigate research resources, educational offerings and career development opportunities at Boston Children’s as well as Harvard Catalyst. The goal is to help junior faculty to become successful and independently-funded clinical researchers.
Office of Research Regulatory Support, Education, and Quality
ICCTR Office of Research Regulatory Support, Education, and Quality (ORRSEQ) serves as a resource for the clinical research community at Boston Children's Hospital. The ORRSEQ staff provides investigator support and operational assistance for FDA-regulated studies and studies where the investigator serves as the sponsor.

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

Library
http://web2.tch.harvard.edu/library/
Chloe Rotman, MLIS – Manager, Library Services, chloe.rotman@childrens.harvard.edu
Anna Dorste, MLIS – Librarian, anna.dorste@childrens.harvard.edu
Alex Cronin, MLIS – Librarian, alexandria.cronin@childrens.harvard.edu
Website: http://web2.tch.harvard.edu/library/
Twitter: twitter.com/BCH Library
Phone: 617-355-7232 (staff); Library@childrens.harvard.edu

As of Summer 2022, the Boston Children's Medical Library is located in the Karp Building Commons, at 1 Blackfan Circle. It is accessible 24/7 to BCH faculty and staff, and is manned during regular business hours by the medical librarians. The majority of resources and services can be accessed digitally by contacting library@childrens.harvard.edu or visiting our intranet site (http://web2.tch.harvard.edu/library/index.html).

Services include:

- Introduction to library resources (databases, ebooks, print collection, overview of services)
- Hour-long training in navigating databases and advanced search techniques (PubMed, CINAHL/PsycINFO, EMBASE, etc.)
- Hour-long training in using citation managers in conjunction with databases and Microsoft Word (EndNote, Mendeley)
- Literature search assistance - email the library with your research topic, and we'll return a collection of literature
- Systematic review consultation - you can meet with a librarian to discuss your research topic and whether it's appropriate for a systematic review (or better suited to a different methodology). You will be connected to resources for planning, documenting, and conducting a systematic review. Depending on librarians’ availability, there is a possibility to serve as a co-author, designing and conducting the search strategy.
- Full text articles - if you can't access a PDF you need, the library will find it for you using our interlibrary loan system
- General reference

The library has active subscriptions to thousands of electronic journals with a 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. There is also a significant Leisure Reading collection, which includes a wide variety of current fiction and non-fiction titles, many dealing with medical, ethical, or multicultural themes. Librarians offer many services to support research, clinical practice, and education, including providing literature
collections and training staff on databases and research tools. The internal website includes journals, electronic books, databases, online catalog, library services, classes, library news, writing and publishing aids, and many other resources.

**Marketing and Communications**

http://web2.tch.harvard.edu/marcomm/
Office Location: Landmark Center, 401 Park Drive, Boston, MA, 02115
Phone: 617-919-3110
Email: marketing@childrens.harvard.edu

Leadership:
Roddy Young – Vice President and Chief Marketing and Communications Officer
Patty Connors – Senior Director, Marketing & Communications Operations, Market Research & Customer Insights
Bill Gagnon – Senior Director, Web-Digital Experience – Website, Digital Marketing, Email Marketing Automation, SEO/SEM, Reputation
Leo Phenix – Senior Director, Marketing – Brand, Clinical and Research Marketing Programs, Content, Social Media, Videography, Photography and Creative
TBH – Senior Director, Enterprise Communications – Media Relations, Internal and Executive Communications
Steve Coldwell – Director, Internal and Executive Communications
Kristen Dattoli – Director, Media Relations
Jamie Kelly – Director, Real Estate, Facilities, IT Communications
Liz Swanson – Director, Marketing Programs
Karen Wright – Director, Brand and Content Marketing
Paul Donovan – Senior Advisor, Executive Communications

The Department of Marketing and Communications is responsible for:

- Brand and reputation management
- Integrated marketing strategies & programs, including consumer and referring clinician marketing for local / regional, national and international markets, as well as HR recruitment marketing
- Market research and customer insights
- Content / creative development, including photography and videography
- Social media planning, oversight and execution
- Digital Experience – Website production, web development, marketing / email automation, CRM, SEO optimization, reputation management and
- Media relations and enterprise, executive, and internal employee communications functions

The Department creates campaigns and programming across the clinical and research enterprise to drive volume and to enhance reputation, including for our teaching and community missions, to enhance patient experience and employee engagement, extend pediatric knowledge and expertise among target audiences: patient families, faculty, employees, potential recruits, researchers, key opinion leaders, media and general public.

**Medical Staff Organization (MSO)**

http://web2.tch.harvard.edu/healthaffairs/mainpageS3095P7.html
President - Jennifer Dearden, MD
President Elect - Melissa Christino, MD
Treasurer - Kshitij Mistry, MD
Erin Payne - Administrative Assistant, Medical Staff Organization; contact erin.payne@childrens.harvard.edu for any inquiries
Program email: mso@childrens.harvard.edu

The Medical Staff Organization is an unincorporated self-organized governing body that is
responsible for the safety and quality of medical care delivered by its members. The organized medical staff is collectively responsible for the credentialing of medical staff and the ensuring of safe and effective patient care on behalf of the hospital's board of trustees, which is typically comprised of lay people. The organized medical staff is governed by the Medical Staff Executive Committee (MSEC), to which the Medical Staff has delegated broad authority to oversee its operations. Both the elected President and President-Elect are voting members of the MSEC, in addition to all the Department Chairs. The Chair of the MSEC reports to the hospital board of trustees on matters of Medical Staff credentialing, patient safety, and quality. The President of the Medical Staff Organization has the responsibility to represent the medical staff on external affairs related to its members.

**Occupational Health Services (OHS)**  
http://web2.tch.harvard.edu/hrrohs/  
Carin Bennett-Rizzo, RN, MS, COHN-S– Director, 857-218-3052  
Tom Winters, MD, Deb Barbeau, MD, PhD – Medical Directors  
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 and current COVID-19 testing and return to work clearance. All staff and affiliated personnel at Boston Children’s Hospital are required to get annual flu vaccinations and be up to date with COVID vaccination.

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 E-SERS in the Safety Reporting System (SERS) immediately 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’ compensation coverage.

For needlestick injuries or other bloodborne pathogen exposures, page the STIK pager at 7845 for immediate attention. You must complete an E-SERS for the exposure.

For Research injuries or exposures after hours, please call: 866-360-8100.

Other services provided by appointment. For more information or questions about Occupational Health Services, please contact Carin Bennett-Rizzo at carin.bennett-rizzo@childrens.harvard.edu.

**Office of Fellowship Training**  
http://web2.tch.harvard.edu/oft/  
Jordan Kreidberg, MD, PhD – Faculty Director  
LuAnn Pozzi, PhD – Administrative Director  
Shannon Zonay- Administrative Assistant  
Administrative Office Location: Karp 4 - 217  
Phone: 617-919-4961 (internally, x4-4961)  
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. The OFT also provides one-on-one mentoring and helps in identifying training, funding, and other career related opportunities.
**Ombuds Office**
Jenn Mahony, Ombuds Office Director
Mike Rozinsky, Ombuds
http://web2.tch.harvard.edu/omb/
Contact information: (617) 355 2865
Request appointment by confidential webform

- The Ombuds office is a confidential, informal, independent, impartial, and voluntary resource for the entire Boston Children’s enterprise, whether one’s work is clinical, research, administrative, or support.
- We do not share information about who accesses the service. See our charter for more information about the office and any exceptions to confidentiality.
- We assist in untangling work-related concerns and navigating response options. Not sure where to start? Consider reaching out to the Ombuds.

**Physicians’ Organization**
http://web2.tch.harvard.edu/po/
Executive Committee:
Richard Bachur, MD – President of the Physicians’ Organization
Mark Proctor, MD – Chairman of the Physicians’ Organization Board
Dick Argys, MA - Executive Vice President, Chief Administrative Officer, Chief Culture Officer, Chief Operating Officer for Ambulatory & Satellites
Young-Jo Kim, 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 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; 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 – Senior Vice President, Research Administration
Office Location: Landmark Center, LM 7625.8
Cell: 617-755-8992
Email: resadmin@childrens.harvard.edu
Led 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 handle grants management, maintain laboratory facilities and resource management, ensure human and animal research compliance, and manage
technological and innovation development and research governance committees for Boston Children’s Hospital’s research enterprise.

Research Affairs and Integrity
Judy Fleming, PhD – Director
Office Location: Landmark Center, LM 7625.7
Cell: 617-919-2262
Email: Judith.Fleming@childrens.harvard.edu
The Office of Research Affairs and Integrity provides administrative leadership and coordination for N of 1 program, overseeing entire review processes, interim reporting and communications related to personalized experimental therapeutics and other innovative therapies for the Oversight Committee on Personalized Experimental Therapeutics (OCPET), N of 1 SWOT team, and N of 1 DSMC. First and continued point of contact for investigators and Leadership regarding internal review and sign-off/approval for new treatment, therapy, device or procedure. Also, responsible for overseeing curriculum development and course delivery of Responsible Conduct of Research Training (RCR), as well as development and maintenance of Clinical Trial Finder on external BCH website.

Research Administration Office (RAO)
http://web2.tch.harvard.edu/researchadmin/mainpageS2700P157.html
Franklin Thayer, MBA – Senior Director, Research Administration
Office Location: Landmark Center, LM7625.9
Mailstop: BCH 3396
Email: ResAdmin@childrens.harvard.edu
The Research Administration Office (RAO), led by Frank Thayer, serves as a liaison between the research community and hospital administration. The office is responsible for management and support of research administration and compliance enterprise applications such as CHeRP, ECRT, CTMS and the reporting infrastructure underlying these platforms. The RAO also is responsible for facilitation and support to executive research committees, including the Research Executive Committee, and develops tools to enhance communication and training within and beyond the research enterprise.

Research Operations
http://web2.tch.harvard.edu/resops/
Brian Lobao – Senior Director, Research Operations
Main Office Location: Karp 4
Mailstop: BCH 3145
Karp Main: 617-919-2280; Enders Main: 617-355-6348
Email: ResOps@childrens.harvard.edu
Research Operations provides operational support to research faculty and staff by administering programs that result in a positive impact on research objectives and resources. The departments within Research Operation include:

- Animal Protocol Support & Assurance (APSA) – animal use orientation training, resources for working with the Institutional Animal Care and Use Committee, requirements for working with animals.
- Animal Research Children’s Hospital (ARCH) – resources and reference materials for veterinary care and animal husbandry, contact information for animal care staff.
- Aquatic Resources Program (ARP) – veterinary and husbandry care for fish, SOPs for working within the fish program, contact information for ARP staff.
- Research Facilities - capital equipment, key requests, building access, lab coats, critical research repository program information, project request forms.
- Research Lab Support – training information and resources related to radiation safety, biosafety, laser safety and laboratory support.

Clinical Trials Business Office (CTBO)
http://web2.tch.harvard.edu/researchadmin/mainpageS2700P141.html
Fernando Valles, JD – Director, Clinical Trials Business Office
Office Location: Landmark Center, LM7620.1
Mailstop: BCH 3414
Phone: 617-919-2739
Email: CTBO@childrens.harvard.edu

The Clinical Trials Business Office (CTBO) provides comprehensive business services to investigators interested in conducting industry-sponsored clinical research at Boston Children’s Hospital. Specifically, the CTBO drafts and negotiates contracts and budgets for industry-sponsored clinical trials, and industry funded investigator-initiated studies. The CTBO also manages other business requirements for engaging in clinical research at the hospital, including the segregation of charges for routine and research-related care, 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/institutional-review-board
Susan Kornetsky, MPH – Senior Director, Clinical Research Compliance
Office Location: Landmark Center, LM7624.6
Mailstop: BCH 3164
Phone: 617-355-7052
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 (EQuIP). The goal of EQuIP 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 provides an accessible electronic review system.

Office of Sponsored Programs (OSP)
http://web2.tch.harvard.edu/osp/
Theresa Applegate, MPA, CRA – Senior Director, Sponsored Programs
Office Location: Landmark Center, LM 7625.1
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, division, and program. 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.

Technology & Innovation Development Office (TIDO)
http://tido.childrenshospital.org/
Irene Abrams, MA – Vice President, Technology Development and New Ventures, Technology & Innovation Development Office
Mikael Bristow, MBA – Director, Operations & Administration
Greg Baker, PhD – Director, Business Development
Ulysses Sallum, PhD - Director, Business Development
Greg Pivarnik, JD – Associate Director, Contracts
Office Location: Landmark Center, LM7620.11
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. 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. TIDO builds partnerships between Boston Children’s Hospital and companies across the life science industry to accelerate the translation of academic research to life-saving products. TIDO is also responsible for industry sponsored research relationships. 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 intellectual property (mostly through patents)
- Marketing and licensing technologies to industry partners
- Facilitating the formation of startup companies
- Advancing the stage of development of Boston Children’s research programs and technologies 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
- Developing Strategic Alliances with industry to bring resources, funding and expertise to BCH investigators

Work/Life Benefits -- Family Support Services
http://web2.tch.harvard.edu/childcare/
Locations:
5 Brookline Place, Brookline
145 Wells Ave, Newton
BCH Child Care Center
Donna Warner – BCH Child Care Center Sr. Director
Lisa Alleruzzo – Director, Newton
Chandreka Wright – Director - Brookline

Children’s Hospital Child Care Center was created to provide high quality child care for children of BCH employees as well as employees of BCH foundations. The Child Care Center cares for children 3 months through 5 years without regard to race, creed, cultural heritage, or religion. Our staff is committed to providing the highest quality care for children. We provide all children with a program that is developmentally appropriate and nurturing. We work toward fostering children’s social, emotional, and cognitive growth while ensuring children’s safety and security. Above all, we seek to meet your child’s individual needs, in a respectful and loving way, within the structure of our program.
A tuition subsidy is available for employees earning less than $90,000 per year. Please note that the Center has a waitlist and encourages faculty to review all child care options. For additional information, please email Donna at donna.warner@childrens.harvard.edu

Back-up Child Care
Back-up child care for emergencies is contracted through care.com; benefits eligible employees receive a subsidized rate of $6 per hour for in-home care or $15 per child, per day at child care centers. See all details at bcch.care.com. KGA is the Employee Assistance Program (EAP) provider for Boston Children’s 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: https://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 aims to advance the education of physicians and scientists throughout Harvard Medical School by

1. supporting HMS’s educational community,
2. fostering the careers of educators in medicine and science,
3. providing educational programming,
4. stimulating educational innovations, and
5. supporting educational research and scholarship.

The Academy supports and builds upon the educational work of HMS’s Program in Medical Education and HMS’s Graduate programs, and the educational centers at HMS-affiliated hospitals. Among its goals, the HMS Academy aims to support educational innovation and transformation and promote research on teaching, learning, and assessment in undergraduate and graduate medical education and in medical science education of graduate students.

The Academy sponsors yearlong educational programming and two fellowship programs, one in medical education and one in medical education research. The fellowships and educational grand rounds, medical education day, and educational symposia are open to all. The Academy sponsors twelve innovation groups to foster collaboration and scholarship that are open to all Academy members. The quarterly Journal of the HMS Academy (JHMSA) advances and supports educational work across HMS; faculty, residents, and students are invited to inquire about submissions and editorial roles.

Office for Clinical and Academic Affairs
https://hms.harvard.edu/departments/office-clinical-academic-affairs
Anne E. Becker, MD, PhD – Dean for Clinical and Academic Affairs
Main contact for inquiries regarding the Office for Clinical and Academic Affairs: 617-432-7460
The Office for Clinical and Academic Affairs oversees and collaborates with the HMS Office for Faculty Affairs and Office for Academic and Research Integrity as well as with the HMS Office for Diversity Inclusion and Community Partnership.

The Office for Clinical and Academic Affairs also coordinates programming that supports faculty development and excellence of HMS clinical departments, centers, institutes, and programs, through the following:
**Foundation Funds**
The HMS Foundation Funds Program administers the application and nomination process for Limited Submission Funding Opportunities (LSO’s) where the sponsor has placed a limit on the number of applications that may be submitted from an institution.
https://hms.harvard.edu/departments/office-clinical-academic-affairs/hms-foundation-funds

**Women Faculty in Science**
The Office for Clinical and Academic Affairs supports the careers of female faculty by coordinating programming to promote faculty development, career opportunities, and leadership training. Contact: Marcia Haigis, Director, Gender Equity for Faculty in Science, marcia_haigis@hms.harvard.edu

**Clinical Department External Review Program**
This platform supports collaboration between Harvard Medical School and its affiliated hospitals for joint reviews of clinical, research, and educational activities of each clinical department on a cadence of approximately every 5-8 years. Contact: Sara Kiarsis, Director, Office for Clinical and Academic Affairs, sara_kiarsis@hms.harvard.edu

**Initiatives, Programs, Centers, and Institutes (IPCI) Review**
Initiatives, Programs, Centers and Institutes are organizational structures created to facilitate interdisciplinary, interdepartmental, and inter-institutional collaboration for the purposes of research and education across the HMS community.
https://hms.harvard.edu/departments/office-clinical-academic-affairs/hms-initiatives-programs-centers-institutes

**Affiliation Review Processes**
The OCAA coordinates review processes related to existing HMS affiliation agreements and the evaluation of requests for a new affiliation. Contact: Sara Kiarsis, Director, Office for Clinical and Academic Affairs, sara_kiarsis@hms.harvard.edu

**Faculty Affairs, Office for**
http://fa.hms.harvard.edu/
Grace C. Huang, MD – Dean for Faculty Affairs
The Office for Faculty Affairs (OFA) manages the promotions and appointments processes of the Faculty of Medicine. The Office works with committees that address faculty concerns and serve as a resource for issues related to recruitment, promotion and career development. In collaboration with hospital affiliates, the Office organizes an annual leadership course and awards program for junior faculty. To learn more about the program and offerings, please visit the website at https://fa.hms.harvard.edu/.

**Promotion Criteria**
Promotion and appointment criteria for the Faculty of Medicine 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 is available at https://fa.hms.harvard.edu/FoMhandbook; information on the Harvard CV, including guidelines and templates can be found at https://fa.hms.harvard.edu/faculty-medicine-cv-guidelines. Faculty exploring promotion to Assistant, Associate or Full Professor who have questions about eligibility, best criteria, or other circumstances may request a 1:1 Faculty Consultation at this same link. In addition, senior staff regularly give virtual presentations on the promotion process and the Faculty of Medicine CV guidelines. For a complete calendar listing, please visit:
https://fa.hms.harvard.edu/faculty-affairs-presentations
HMS Academic Onboarding - Faculty Orientation Series
The Office offers a series of online videos for new faculty, including the Academic Onboarding session which provides an overview of resources and opportunities available to all members of the Faculty of Medicine. A HarvardKey is required to view. For more information or to view videos, please visit: https://fa.hms.harvard.edu/faculty-orientation

Eleanor and Miles Shore Faculty Development Awards Program
The Eleanor and Miles Shore Faculty Development Awards Program (Shore Program) strives to support the Faculty of Medicine at the level of instructor and assistant professor by administering a range of award opportunities to support academic activities. Award funds are provided by HMS, HSDM, affiliated institutions, departments, divisions, centers, and/or private donors.

The awards may be used for protected time from clinical, teaching or other responsibilities to pursue academic work, including research, or develop a new clinical or teaching program. Funds awarded can be used for additional laboratory assistance at a time when independent funding is not attainable. The award is not intended to provide total support.

In January, instructors and assistant professors are invited to apply for awards. In the fall, the selection process culminates in a reception, sponsored by the Shore Program, to honor recipients in the presence of deans, families, friends, mentors, and peers.

For more information on current award opportunities, including applicant eligibility, or for information on requirements to establish an award, please visit: https://fa.hms.harvard.edu/shore
The Boston Children's Hospital OFD/BTREC/CTREC Faculty Career Development Fellowship is included in the Shore Program.

HMS/HSDM Leadership Development Course for Physicians and Scientists
Each spring, the Office for Faculty Affairs offers a three-day course designed for HMS and HSDM instructors and assistant professors who have responsibility for a research grant, laboratory, educational course, or clinical program. 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. The curriculum focuses on human resource management, negotiation, finance, self-assessment, communications, and personal career development. Women and faculty who are underrepresented in medicine are particularly encouraged to apply.

For more information on the course and application process, please visit: https://fa.hms.harvard.edu/leadership-program

Diversity Inclusion and Community Partnership (DICP), Office for
https://dicp.hms.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, UiM, and disadvantaged students into the pathway.
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://dicp.hms.harvard.edu/vcp
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 (VCP) provides support for fourth-year and qualified third-year medical students from groups underrepresented in medicine as defined by the AAMC, including but not limited to African-American, Hispanic/Latino and American Indian/Alaska Native, to participate in the Harvard Medical School Exchange Clerkship Program. Clerkships last four weeks and are available, space and budget permitting, to full-time students in good standing at accredited US medical schools. The one-month clerkships are available from May through November. Students receive financial and programmatic support, including a modest living stipend, networking dinners, and direct connection to HMS faculty advisors.

**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 an advisory 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; Dean's Leadership Awards for the Advancement of Women Faculty and Staff; Career Advancement; Work/Life; Community Engagement. 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: Asimenia Angelido, MPhil, MD; Eman Ansari, MD; Dusica Bajic, MD; Lynn Bush, PhD; Grace Chan, MD, PhD, MPH; Jean Emans, MD; Kathleen Huth, MD; Cathie Jones, MD; Lois Lee, MD; Maxine Milstein, MBA; Sarah Morton, MD, PhD; Sang Park, PhD.; Nicole Ullrich, MD, PhD; Paula Watnick, MD, PhD.
Harvard Ombuds Office, Longwood
http://hms.harvard.edu/departments/ombuds-office
164 Longwood Avenue; Office tel: 617-432-4041
Melissa Brodrick, Ombuds and Director, melissa_brodrick@hms.harvard.edu
Justin Neiman, Ombuds, justin_neiman@hms.harvard.edu
Robin Cheung, Program Administrator, robin_cheung@hms.harvard.edu
The Harvard Ombuds Office, Longwood provides impartial assistances to Harvard faculty, staff, students, trainees and appointees at the affiliated institutions whose concerns are affecting their work or studies. The Ombuds Office offers a highly confidential, independent, and informal forum in which to help visitors identify issues, goals and options; you’ll make your own decisions regarding next steps. Options can range from just talking to requesting a formal grievance procedure and lots in between. An Ombuds can provide 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, work/academic environment, research-related concerns, harassment and discrimination. Any issue may be brought to the Ombuds Office.

Harvard Longwood Campus – Work/Life Programs
Office of Employee Development and Wellness; hlc.harvard.edu
90 Smith Street, Office tel: 617-432-1048
Jennifer Weininger, WorkLife Program Manager, jweininger@hsph.harvard.edu
Christine Moynihan, Program Coordinator, cmoynihan@hsph.harvard.edu
Antonia Gonzalez, Leave of Absence Specialist, agonzale@hsph.harvard.edu
The Office of Employee Development and Wellness is a part of the larger Longwood HR community. We offer programming, trainings, and resources to develop, and support our Longwood faculty, staff and post docs. We specialize in the areas of employee development, wellness and work/life and leave support. Our offerings are driven by our core mission, vision and values. For more information and to see our current workshop offerings, please visit our website at hlc.harvard.edu.

Resources Available Through the National Center for Faculty Development and Diversity (NCFDD)
https://www.facultydiversity.org/
Harvard University has an institutional membership with the National Center for Faculty Development and Diversity (NCFDD) through Jan. 31, 2025. NCFDD’s career development resources—are available to all Harvard-affiliated faculty, postdoctoral fellows, clinical trainees, staff, and medical, dental, and graduate (master’s/PhD) students. Benefits of NCFDD’s institutional membership include (see website for details):

- The Core Curriculum, which teaches skills specifically focused on strategic planning, productivity, work-life balance, and healthy relationships
- The Monday Motivator, an email that presents the Core Curriculum
- Guest Expert Webinars and Multi-Week Courses, 60-to-90 minute professional development sessions designed to meet the needs of faculty members, postdoctoral fellows, and graduate students
- The 14-Day Writing Challenge, to enhance writing productivity
- The Dissertation Success Curriculum, designed to help advanced graduate students overcome obstacles to finishing their dissertation
- Podcasts on relevant topics, featuring faculty from member institutions

Individuals can activate their membership by clicking on https://www.facultydiversity.org/join and begin using services by selecting Harvard from the institution list and providing a work email address containing “harvard.edu.” Some of the offerings have tuition and faculty should discuss funding with their Chairs. Questions should be addressed to Brian Crete, HMS Office for Faculty Affairs Program Manager, briancrete@hms.harvard.edu.
Appendix

Boston Children's Hospital Senior Leadership

Kevin Churchwell, MD  President and Chief Executive Officer
Peter Laussen, MBBS  EVP, Health Affairs
Nancy Andrews, MD, PhD  EVP and Chief Scientific Officer
Dick Argys, MHSA  EVP, Hospital, Satellite and Ambulatory Operations, and Chief Culture Officer
Laura Wood, DNP, MS, RN  EVP, Patient Care Operations, System Chief Nursing Officer
John Brownstein, PhD  Chief Innovation Officer
August Cervini, MBA  SVP, Research Administration
Vincent Chiang, MD  SVP, Chief Medical Officer
Steven Fishman, MD  Surgeon-in-Chief
Gary Fleisher, MD  Physician-in-Chief
Michelle Garvin, JD  EVP, System General Counsel
Michael Gillespie, MPH  VP, Clinical Services
Joshua Greenberg, JD, MA  VP, Government Relations
Cynthia Haines, MBA  SVP, National and International Services
Lisa Hogarty, MSc  SVP, Real Estate Planning and Development
Eliott Kellman, MPA  EVP, System Chief Human Resource Officer
Heather Nelson, MHA  SVP and Chief Information Officer
Ellen Rothstein, Esq  VP, Human Resources
Philip Rotner, MBA  Chief Investment Officer
Sharon Silk, MPH  VP, Health Affairs
Lynn Susman  EVP and President, Children’s Hospital Trust
Douglas Vanderslice, CPA  EVP, Enterprise Services, System CFO
Valerie Ward, MD, MPH  SVP, Chief Equity and Inclusion Officer
Roderic Young  VP and Chief Marketing and Communications Officer
<table>
<thead>
<tr>
<th>Department/Division/Program</th>
<th>Chair/Chief</th>
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<tbody>
<tr>
<td>Anesthesiology, Critical Care and Pain Medicine</td>
<td>Joseph Cravero, MD</td>
</tr>
<tr>
<td>Cardiac Anesthesia</td>
<td>James DiNardo, MD</td>
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<tr>
<td>Critical Care Medicine</td>
<td>Jeffrey Burns, MD, MPH</td>
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<tr>
<td>Pain Medicine (Acting Chief)</td>
<td>Christine Greco, MD</td>
</tr>
<tr>
<td>Perioperative Anesthesia</td>
<td>Lynne Ferrari, MD</td>
</tr>
<tr>
<td><strong>Cardiac Surgery</strong></td>
<td>Pedro Del Nido, MD</td>
</tr>
<tr>
<td><strong>Cardiology</strong></td>
<td>Tal Geva, MD</td>
</tr>
<tr>
<td>Associate Chief - Academic Affairs</td>
<td>Jane Newburger, MD, MPH</td>
</tr>
<tr>
<td>Cardiac Imaging</td>
<td>Andrew Powell, MD</td>
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<tr>
<td>Cardiology Outpatients Service</td>
<td>Sarah de Ferranti, MD, MPH</td>
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<tr>
<td>Cardiology Inpatient Service</td>
<td>Roger Breitbart, MD</td>
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<tr>
<td>Invasive Cardiology</td>
<td>Diego Porras, MD</td>
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<tr>
<td>Cardiac Critical Care</td>
<td>Ravi Thiagarajan, MD, MPH</td>
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<tr>
<td>Electrophysiology Laboratories</td>
<td>Edward Walsh, MD</td>
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<tr>
<td><strong>Dental</strong></td>
<td>Man Wai Ng, DDS, MPH</td>
</tr>
<tr>
<td>Laboratory Medicine</td>
<td>Orah Platt, MD</td>
</tr>
<tr>
<td>Neurology</td>
<td>Scott Pomeroy, MD, PhD</td>
</tr>
<tr>
<td>Neurosurgery</td>
<td>Mark Proctor, MD</td>
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<tr>
<td>Ophthalmology</td>
<td>David Hunter, MD, PhD</td>
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<tr>
<td><strong>Orthopedic Surgery</strong></td>
<td>Martha Murray, MD</td>
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<tr>
<td>Sports Medicine</td>
<td>Mininder Kocher, MD, MPH</td>
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<tr>
<td><strong>Pathology</strong></td>
<td>Michael J. Cunningham, MD</td>
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<tr>
<td><strong>Pediatrics</strong></td>
<td>Mark Fleming, MD, DPhil</td>
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<tr>
<td>Deputy Chairman</td>
<td>Gary R. Fleisher, MD</td>
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<tr>
<td>Adolescent Medicine</td>
<td>Frederick H. Lovejoy, Jr., MD</td>
</tr>
<tr>
<td>Developmental Medicine</td>
<td>Amy DiVasta, MD, Interim Chief</td>
</tr>
<tr>
<td>Emergency Medicine</td>
<td>William Barbaresi, MD</td>
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<tr>
<td>Endocrinology</td>
<td>Richard G. Bachur, MD</td>
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<tr>
<td>GI/Nutrition</td>
<td>Joel Hirschhorn, MD, PhD</td>
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<tr>
<td>General Pediatrics</td>
<td>Scott Snapper, MD, PhD</td>
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<tr>
<td>Genetics/Genomics</td>
<td>Christopher Landrigan, MD, MPH</td>
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<tr>
<td>Hematology/Oncology</td>
<td>Christopher A. Walsh, MD, PhD</td>
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<tr>
<td>Immunology</td>
<td>Peter Nigrovic, MD</td>
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<tr>
<td>Infectious Diseases</td>
<td>Dennis Kim, MD, PhD</td>
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<tr>
<td>Molecular Medicine</td>
<td>Stephen C. Harrison, PhD</td>
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<tr>
<td>Nephrology</td>
<td>Friedhelm Hildebrandt, MD</td>
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<tr>
<td>Newborn Medicine</td>
<td>Stella Kourembanas, MD</td>
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<tr>
<td>Pulmonology</td>
<td>Benjamin Raby, MD, MPH</td>
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<tr>
<td><strong>Plastic Surgery</strong></td>
<td>John Meara, MD, DMD, MBA</td>
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<tr>
<td><strong>Psychiatry</strong></td>
<td>David DeMaso, MD</td>
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<tr>
<td><strong>Radiology</strong></td>
<td>Jeanne Chow, MD, Interim Chief</td>
</tr>
<tr>
<td><strong>Surgery</strong></td>
<td>Steven Fishman, MD</td>
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<tr>
<td>Gynecology</td>
<td>Marc Laufer, MD</td>
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<tr>
<td><strong>Urology</strong></td>
<td>Carlos Estrada, MD</td>
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<tr>
<td>Interdisciplinary Programs</td>
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<tr>
<td>Bioinformatics</td>
<td>Kenneth Mandl, MD, MPH</td>
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<tr>
<td>Program in Cellular and Molecular Medicine (PCMM)</td>
<td>Frederick Alt, PhD</td>
</tr>
<tr>
<td>Institutional Centers for Clinical and Translational Research</td>
<td>David Williams, MD</td>
</tr>
<tr>
<td>F.M. Kirby Neurobiology Center</td>
<td>Clifford Woolf, MD, PhD</td>
</tr>
<tr>
<td>Stem Cell/Developmental Biology</td>
<td>Leonard Zon, MD</td>
</tr>
<tr>
<td>Translational Research Program</td>
<td>Mustafa Sahin, MD, PhD</td>
</tr>
<tr>
<td>Vascular Biology</td>
<td>Marsha Moses, PhD</td>
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</table>
**Harvard Medical School – Academic Leadership**

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
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<tbody>
<tr>
<td>Dean of the Harvard University’s Faculty of Medicine</td>
<td>George Daley, MD, PhD</td>
</tr>
<tr>
<td>Dean of the Harvard School of Dental Medicine</td>
<td>William V. Giannobile, DMSc</td>
</tr>
<tr>
<td>Dean for Academic and Clinical Affairs</td>
<td>Anne E. Becker, MD, PhD</td>
</tr>
<tr>
<td>Dean for Faculty Affairs</td>
<td>Grace Huang, MD</td>
</tr>
<tr>
<td>Associate Dean for Faculty Affairs</td>
<td>Carol Bates, MD</td>
</tr>
<tr>
<td>Associate Dean for Faculty Affairs</td>
<td>Bethany Westlund, PhD</td>
</tr>
<tr>
<td>Dean for Medical Education</td>
<td>Edward M. Hundert, MD</td>
</tr>
<tr>
<td>Dean for Research Operations and Global Programs</td>
<td>David Golan, MD, PhD</td>
</tr>
<tr>
<td>Dean for External Education</td>
<td>David H. Roberts, MD</td>
</tr>
<tr>
<td>Dean for Clinical and Translational Research</td>
<td>Lee Nadler, MD</td>
</tr>
<tr>
<td>Dean for Diversity and Community Partnership</td>
<td>Joan Reede, MD, MPH, MBA</td>
</tr>
<tr>
<td>Executive Dean for Administration</td>
<td>Lisa Muto, PhD</td>
</tr>
<tr>
<td>Chief Financial Officer</td>
<td>Julie Joncas</td>
</tr>
<tr>
<td>Dean for Faculty and Research Integrity</td>
<td>Kristin Bittinger, JD</td>
</tr>
<tr>
<td>Director of the Harvard Medical School Academy</td>
<td>David Hirsch, MD</td>
</tr>
<tr>
<td>Ombudsperson</td>
<td>Melissa Brodrick, MEd</td>
</tr>
</tbody>
</table>

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: https://bokcenter.harvard.edu/
- HMS Teaching Opportunities and Resources https://fa.hms.harvard.edu/teaching-resources
- Harvard Affiliated Housing provides information about housing for faculty and links to related resources http://huhousing.harvard.edu/