

OVERVIEW OF FACULTY DEVELOPMENT RESOURCES AT CHILDREN'S HOSPITAL BOSTON

2011–2012

Sponsored by the
Office of **Faculty Development**

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Office of Faculty Development



Children's Hospital Boston



CHILDREN'S HOSPITAL BOSTON

OUR VISION

Be the worldwide leader in improving children's health

OUR MISSION

Provide the highest quality health care

Be the leading source of research and discovery

Educate the next generation of leaders in child health

Enhance the health and well-being of the children and families in our local community

CORE VALUES

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


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

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

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

Source <http://www.childrenshospital.org/about/Site1394/mainpageS1394P1.html>





“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 Children’s Hospital Boston. We are proud that our hospital has been a leader in child health for more than 130 years. As the primary teaching hospital of HMS, we value our clinical, research, education, and community service missions.

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

It is our hope that you will achieve a deep and abiding satisfaction in your careers and remain an integral part of our community for many years to come.

Warmly,

Jean Emans, MD

Director, Office of Faculty Development

Maxine Milstein, MBA

Administrative Director, Office of Faculty Development

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OFFICE OF FACULTY DEVELOPMENT (OFD)

S. Jean Emans, MD, Faculty Director

Maxine Milstein, MBA, Administrative Director

Alan Leichtner, MD, Medical Education Director

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

Jill Dobriner, PhD, Program Coordinator

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

Mission:

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

Program Goals:

- Foster academic promotion, professional guidance, and career satisfaction for all faculty members
- Establish "Climate of Success" through mentoring, skill building, workshops, and dedicated resources
- Promote excellence in teaching
- Support work/life balance initiatives
- Promote diversity and cultural competence in collaboration with the DCCC
- Create comprehensive faculty communication vehicles within the CHB academic community
- Forge collaborations across institutions

Reminders to Faculty:

- Check your OFD email messages for information on our upcoming workshops and multi-institutional programs
- Read Perspectives, the OFD newsletter, for workshop reports and updates on hospital initiatives that pertain to faculty
- Attend a Career and Family Network luncheon to discuss your work/life concerns
- Review the OFD website for resources concerning the Annual Career Conference, mentoring, fellowship opportunities, The Academy at CHB, and other support programs

Web Address: www.childrenshospital.org/research/ofd

OFD Twitter: <http://twitter.com/chbofd>

Office of Faculty Development Advisory Committee

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

Margaret Kenna, MD, MPH
Jordan Kreidberg, MD, PhD
Alan Leichtner, MD
Jenifer Lightdale, MD, MPH
Frederick H. Lovejoy, MD
Joseph A. Majzoub, MD
Shari Nethersole, MD
Jane W. Newburger, MD

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

OFD Services

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

Children’s Hospital Community of Mentors

The OFD in collaboration with our Advisory Committee and Department/Division Chiefs created the framework for the “Community of Mentors” at CHB. The effort begins with an appointed mentor at the division or department level, and guides mentees to create their own mentor team with the support and advice of their own division or department senior faculty. The OFD helps faculty assess their needs and facilitate matches. The OFD has updated the mentoring booklets, Guidelines for Junior Faculty and Guidelines for Mentors, to highlight the importance of “Developmental Networks,” a framework defined by David Thomas, Kathy Kram, Monica Higgins and others. These networks which include one’s Community of Mentors as well as colleagues, subordinates, mentees, family, and friends provide access to knowledge, opportunities, and resources across institutions and cultures.

Career Development Fellowships

Cosponsored by the Research Recruitment and Resource Committee, and the Clinical and Translational Research Executive Committee Established in 2002, the Faculty Career Development Fellowships provide transitional funding to sustain research productivity and career growth during critical years. The faculty fellowships currently provide \$50,000/yr for 2 years. These awards are intended to increase opportunities for junior faculty to advance to senior positions in academic medicine. Four of the ten 2011 awards are designated for junior faculty who belong to a racial/ethnic population underrepresented in medicine and science (URM), OR who have family responsibilities such as being the primary caregiver for children and/or parents. The other six are unrestricted.

Examples of OFD Programs and Workshops:

- **Promotion criteria sessions** by Children’s senior faculty and HMS administrative leaders highlighting the revised HMS promotion criteria and CV format
- **Orientation luncheon** in July for new faculty with senior leaders
- **May is Faculty Development Month** to highlight annual career conferences and work/life balance, among other support mechanisms:

- **Managing Workplace Conflicts** by Melissa Brodrick, MEd, HMS/HSDM Ombuds Office
- **Running Effective Meetings** by Frederick Lovejoy, MD
- **Stress Management** by David DeMaso, MD
- **Work-life Balance**
- **The Brief Wondrous Life of Oscar Wao** by Junot Diaz
- **Homemade Today Presentation** by Mary Kernan, personal chef
- **HealthRock: Teaching Healthy Habits Through Song** by Mache Seibel, MD, founder of HealthRock
- **Book Discussions**
- **So Sexy So Soon: The New Sexualized Childhood and What Parents Can Do to Avoid It** by Diane Levin, PhD
- **The Explosive Child** by Ross Greene, PhD
- **Everything You Never Wanted Your Kids to Know About Sex (but were afraid they'd ask)** by Mark Schuster, MD, PhD
- **The Millennial Learner** by David Roberts, MD
- **Late for School Again – Common Sleep Problems in Teenagers** by Dennis Rosen, MD
- **Strategies for Saving for College** by Jonathan Griswold, MD
- **Child-care options: Nanny or Daycare** by Marsha Epstein, President and founder, American Nanny Company
- **Using Online Social Networks and Blogging for Collaboration and Career Growth** by Charles Schick, PhD, Senior Web Producer, the CHB Trust; Chandra Edwards, CHB Interactive Content Writer; and David Harlow, JD, The Harlow Group
- **Getting Your Clinical Research Funded** by Isaac Kohane, MD, PhD
- **Getting Your Basic Research Funded** by Jordan Kreidberg, MD, PhD
- **Preparing Your NIH Budget:** by Chad Restrick, Office of Sponsored Programs (OSP)
- **Working with the New NIH Application Forms** by Liam O'Connor, Theresa Applegate and Chad Restrick, Office of Sponsored Programs
- **Scientific Writing** by Marjorie Beeghly, PhD and Sion Harris, PhD
- **Publicizing your Research** by Nancy Fliesler, Senior Science Writer and John Brownstein, PhD
- **Conflict of Interest** by Gary Fleisher, MD, Bernhard Kuhn, MD, Patrick Taylor, Esquire
- **Programs for URM Faculty and Fellows: lunch topics of interest;** discussion of ongoing diversity initiatives; speakers; and social/networking events, and a **“How to be a Savvy Mentee”** event for the Society of Multicultural Women in Medical Sciences
- **Medical Education: workshops on teaching reflective practices, evaluating communications skills, enhancing scholarship, developing curricula, designing effective surveys, ethics in teaching.** Two Medical Education Retreats were held in 2009-2010 featuring keynote speakers Charles Hatem, MD, Director, HMS Center for Teaching and Learning and Maureen Connelly, MD, MPH, HMS Dean for Faculty Affairs.
- **Presentation Skills: key components of strong scientific presentations, including designing reliable on-screen presentations, imaging essentials and drawing tools**
- **Leadership Development for Physician and Scientists: a 3-day HMS course preparing faculty for additional leadership roles in academic medicine**
- **Joint HMS Hospital Course for Faculty Mentors: mentoring skills, relationships, and systems.** This course is targeted to both 1) senior mentors who are interested in expanding their knowledge, and 2) junior faculty who are transitioning to become mentors and at the same time are selecting good mentors for their careers. 2011 course is scheduled for Friday, November 18, 8:00-1:45, Children's Hospital, Auditoriums A and B (basement), 1 Autumn Street (off Longwood Avenue). To register, email ofd@childrens.harvard.edu.

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

Perspectives: Quarterly Newsletter for Faculty

OFD introduces new programming, initiatives, and items of interest to faculty through our newsletter. We also report on events at Children's and HMS. Perspectives includes articles on workshops, mentoring, medical education, and leadership development. "Time Out" highlights activities for your time away from the hospital. Lydia Shrier, MD, MPH, in her column "Boston Bites," reviews metro area restaurants. Jill Dobriner's "Leisurely Learning" suggests excursions to local cultural and recreational sites.

Career and Family Network

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

Career and Faculty Development Collection

Located in the CHB Library, the Collection provides Children's faculty with information on professional development. Included are professional materials on scientific writing, grant preparation, presentations, teaching, communication, and mentoring strategies.

Appointments with Mary Clark, PhD, and S. Jean Emans, MD

Dr. Clark, former HMS Associate Dean for Faculty Affairs and Dr. S. Jean Emans provide confidential appointments on promotion issues, CVs, and academic concerns. To arrange an appointment, email ofd@childrens.harvard.edu

CHILDREN'S HOSPITAL RESOURCES

The Academy at Children's Hospital Boston

Alan Leichtner, MD—Director

Continuing its mission in 2011, the Academy will focus on the continuous improvement of teaching and learning at CHB through its support of educational leadership and innovation.

The Academy at Children's Hospital Boston was created to:

- promote excellence and innovation in teaching and medical education
- offer support to medical educators in the form of: seminars and workshops, print and electronic resources
- advance assessment programs in medical education, including peer assessment
- facilitate the mentoring of junior faculty
- promote interdepartmental and multidisciplinary educational programs
- develop materials for national/international dissemination
- foster recognition of CHB teachers locally and as national/international leaders

New Plans:

- Working groups
- More robust primary website with references
- Call for applications will take place in July followed by rolling admissions.

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

Clinical and Translational Study Unit (CTSU), formerly the General Clinical Research Center

Ellis Neufeld, MD, PhD—Program Director

Catherine Gordon, MD, MSc—Associate Director

Colette Hendricks—Administrative Director, 5-7541

Funded by a subcontract of the Harvard Catalyst (Harvard Clinical and Translational Science Center) from the NIH, the CTSU provides resources and an environment for the conduct of clinical research within the institution. Limited support is available for junior investigators.

Clinical Research Program (CRP)

http://www.childrenshospital.org/cfapps/research/data_admin/Site2734/mainpageS2734P0.html

21 Autumn Street, 2nd and 3rd Floors

Email: crp@childrens.harvard.edu

Phone: 857-218-4720

Stavroula Osganian, MD, ScD, MPH—Program Director

Jonathan Dinsmore, PhD—Associate Director

Jenifer Lightdale, MD, MPH—Clinical Research Education Director

Stavroula Osganian, MD, ScD, MPH—Acting Survey and Measurement Director

AI Ozonoff, PhD—Biostatistics Director

Adam Simmons, MPH, CCRC—Manager of Clinical Research Development & Operations

The Clinical Research Program (CRP) is a scientific, inter-disciplinary research program that provides methodologic support, education, and collaborative assistance to investigators on the design, conduct, and analysis of clinical research studies. The mission of the Clinical Research Program is to promote excellence in clinical research methods and best practices at Children's Hospital through scientific leadership in clinical research methodology (including biostatistics, epidemiology, survey methods, and informatics); assistance with the design, conduct, and analysis of clinical research studies; and educational activities targeting the clinical research community including residents, fellows, faculty, and study coordinators. The CRP conducts Introduction to Clinical Research, an annual hospital-wide course geared towards junior faculty. Faculty include senior clinical researchers with extensive experience in conducting studies; biostatisticians with experience in protocol and grant development, study design, and data analysis; survey epidemiologists for the design and analysis of surveys; clinical research specialists for the design of case report forms and questionnaires, quality assurance procedures, and the development of operations manuals; and applications specialists in data management system design, including database and web application development. The CRP also offers a number of short biostatistics and data management courses, as well as monthly orientation for new study coordinators. For more information on the CRP's educational offerings, please see our website or email EDU-CRP@childrens.harvard.edu. To request CRP assistance, complete the CRP Investigator Request Form found at:

<http://crp-apps.tch.harvard.edu/crp.intake/public/intakerequest.aspx>

Clinician Support, Office of (OCS)

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

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

Christina Nikitopoulos, MEd—OCS Coordinator, 617-355-6705

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

Code of Conduct

Faculty are required to adhere to the hospital-wide Code of Conduct, available online at http://chbshare.chboston.org/elibrary/counsel/manuals/cpp/cpp/cm_000_code_of_conduct.doc. As stated on the website, the Code of Conduct applies to the trustees, employees, and medical staff of Children's Hospital Boston and the physician practice groups

at the Hospital (the Foundations). It is intended to maintain and reinforce CHB's commitment to conduct our affairs in compliance with state and federal laws and established standards of business and professional ethics, and it also highlights policies of particular importance that apply to all members of the Children's community, including faculty.

Compliance Program

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

Mary Beckman, Esq—Compliance Officer

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

The Compliance Program assists the hospital community in providing services and conducting business in compliance with all state and federal laws governing its operations and in accordance with established standards of business and professional ethics. The Program is directed by a Compliance Officer and a Compliance Committee who are charged by the Board of Trustees with reviewing Hospital compliance and specific compliance situations that may arise. The Compliance Department provides support for billing compliance, conflict of interest disclosure and management, privacy and security of confidential information, interpretation of regulations, as well as other issues. Questions about the Compliance Committee and Program, about any aspect of compliance, or questions or concerns about any possible instance of non-compliance, should be addressed to the hospital's Compliance Officer, Mary Beckman, mary.beckman@childrens.harvard.edu or x8-4682. A Compliance Manual outlining certain legal obligations applicable to the Hospital's services and activities, as well as a more complete description of the Compliance Program, is available on the internal website under the Compliance Department link. All members of the Hospital community are expected to abide by the Hospital's Code of Conduct, which is available on the internal website through the link at the top of the blue column on the left side.

Diversity and Cultural Competency Council (DCCC)

<http://www.childrenshospital.org/about/Site1394/mainpageS1394P56sublevel83.html>

Co-Chairs: Valerie L. Ward, MD, MPH, Assistant Professor of Radiology; Faculty Director of the DCCC

Joanne C. Doherty, M.S., SPHR, Director of Human Resources

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

Employee Lactation Support Program

<http://web2.tch.harvard.edu/hr/mainpageS2652P13.html>

Nursing Mothers' Lounges—Lactation Rooms

Kimberly Barbas, RN, IBCLC—Coordinator, Lactation Support Program, 617-355-0005

kimberly.barbas@childrens.harvard.edu

Lactation Rooms are available for employees who need to express breastmilk during work hours. These rooms have hospital-grade electric breast pumps (Medela Symphony) available for use and a sink for cleaning equipment. Electric breast pumps require the purchase of a Symphony breast pump kit for individual use. Use of these rooms is first-come/first serve basis, and some rooms require a combination code for entry. The lock combination to the employee lounges, breast pump rentals, breast pump kit purchases, and other breastfeeding supplies are available at a discount to employees from the Center for Families (x5-6279), Farley Room 111, during their operating hours. Classes are held bi-monthly for employees returning to work and planning to continue breastfeeding and include an orientation to the breast pump rooms. Please refer to the Human Resources website for class dates. Employee Lactation Rooms are located in the Farley Building, Farley Room 181 in the hallway behind the elevator to the Children's Café; Karp Research Building 4th Floor, RB04.117; 1 Autumn Street, Room AU-423; 120 Brookline, Room BK-012; 1295 Boylston Street, Room BY-471; Waltham Room WL-1657. Other breast pumps and rooms are shared with patient families: 11 South; 10 South; 9 South; 8 South; 8 East; 7 South; 7 West; 3 South; Pavilion 102.1. Please reserve NICU (7 North) pump rooms for patient families.

Ethics Advisory Committee

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

There is always an ethicist-on-call who can be reached through the page operator at 617-355-6363. Co-chairs of the hospital's Ethics Advisory Committee are Jeff Burns, MD, MPH, Chief of Critical Care Medicine (x5-7327, beeper #1542, jeffrey.burns@childrens.harvard.edu) and Charlotte Harrison, JD, MTS, MPH, Clinical Ethicist (x5-6920, beeper #3171, charlotte.harrison@childrens.harvard.edu). The Hospital Ethicist and Director of the Office of Ethics is Christine Mitchell, RN, MS, MTS, FAAN (x5-6920, beeper #1506, christine.mitchell@childrens.harvard.edu). Clinical Ethicist, Judi Friedson, RN, MS, can be reached at x5-0939, beeper #2367, or judi.friedson@childrens.harvard.edu.

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

In addition, Robert Truog and Christine Mitchell are Director and Associate Director of the program in Clinical Ethics in the Division of Medical Ethics at Harvard Medical School, which provides educational and research fellowships in medical ethics; an annual 3-day Harvard Bioethics Course for clinicians and ethics committee members; a monthly case-based Harvard Ethics Consortium; and regular meetings for the Ethics Leadership of the Harvard-affiliated health care institutions. For more information, see the webpage at <http://medethics.med.harvard.edu/education/bioethics/> or email dme@hms.harvard.edu.

General Counsel, Office of

<http://web2.tch.harvard.edu/market/howto/howto5.html>

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

Human Resources, Office of

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

Inez Stewart—Vice President, Human Resources

Joanne Doherty—Director, Human Resources

Chris Newell, Psy.D—Director, Training and Development

Lucinda Brown, MA—Administrative Director, Occupational Health

Office Location: 1 Autumn Street

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

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

For a complete list of HR divisions and personnel with telephone numbers and email links, including recruitment, check Who’s Who in Human Resources: <http://chbshare.chboston.org/TS/hr/hrwho/default.aspx>

Exceptional Care Exceptional Service

<http://chbportal.tch.harvard.edu/eces/mainpageS2645P3.html>

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

Employee of the Month: <http://chbportal.tch.harvard.edu/eces/mainpageS2645P25.html>

Way to Shine: <http://chbportal.tch.harvard.edu/eces/mainpageS2645P15.html>

Innovation Acceleration Program

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

Naomi Fried, PhD—Chief Innovation Officer:

Kristen Verdeaux—Executive Assistant and Program Coordinator:

Contact: kristen.verdeaux@childrens.harvard.edu

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

Our Programs: Investment Grants to provide funding opportunities to support clinical innovations in patient care; Fasttrack Innovation in Technology Awards to offer software development resources dedicated to rapid cycle development

of promising innovative ideas in clinical care; Innovators' Forum to help innovation community at Children's; Telehealth Task Force to develop hospital-wide strategy for a telehealth program that includes the remote delivery of care and physician to physician virtual consultations; Children's SPARC—Social Platform for Accelerating Resources and Connections to foster virtual communication,, collaboration, and, innovation, across our enterprise. For more information on these programs, consult the Innovation Acceleration Program website.

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

Interpreter Services

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

interpreters@childrens.harvard.edu

The Interpreter Request Form, available from the website, should be used to schedule interpreter services for outpatient, pre-op admitting, day surgery, or other appointments at the hospital for a patient or family who has limited English proficiency who may need an interpreter to communicate effectively to get proper medical care.

Library

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

News blog: <http://chblibrarynews.wordpress.com/>

Twitter: <http://twitter.com/CHBLibrary>

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

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

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

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

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

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

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

Children's Hospital Boston Library's ***Resources for Leadership Guide*** brings together materials found at the hospital library and reputable web sites for managers from all walks of Children's. The ***Resources for Leadership Guide*** includes lists of management books and journals available from the library as well as useful databases, leadership associations, and information about health care reform from the New England Journal of Medicine. In addition to allowing access to reputable leadership resources, the guide encourages user interaction by allowing individuals to rate and provide feedback about past Management Grand Round sessions, recent trends and key articles, including the Harvard Business Review's "Must Read" articles. The guide is continuously updated to provide information about upcoming Management Grand Rounds and Leadership Book Club meetings, the latest Harvard Business Review

table of contents, new and featured journals and books, and highlights from relevant blog posts and articles. If you would like to receive the weekly email about updates, email Alison Clapp to be added to the distribution list.

Marketing and Public Affairs

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

Margaret Coughlin—Senior Vice President and Chief Marketing and Communications Officer

Michelle Davis—Vice President, Public Affairs and Marketing

Bess Andrews—Director of Public Affairs

Matthew Cyr—Director of Patient Family Communications

Alison Dargie—Director of Physician Communications

Max Green—Director of Interactive Marketing

Office Location: 120 Brookline Avenue

Phone: 617-919-3110

The Department of Public Affairs and Marketing is responsible for promoting the hospital to its many audiences, including patients and families, referring clinicians, hospital employees, research organizations and the media; and helping build the hospital's reputation in Massachusetts, throughout the country and across the world. Our specific responsibilities include:

- Internal and external institutional communications
- Publications
- Media relations
- Marketing communications
- Multicultural communications
- The Children's Hospital Boston external website
- The Children's Hospital Boston brand identity
- Strategic planning and analysis
- Crisis communication
- Planning of several hospital-wide events

Our Media Relations team manage all media requests for information by identifying appropriate staff to discuss the hospital's research discoveries, clinical programs and patient care stories. Coordination of Children's media relations through the Office of Public Affairs helps to ensure that the hospital's mission and values are conveyed to external audiences consistently and clearly. In addition, we provide professional training and consulting services to prepare staff to handle difficult questions on controversial topics or sensitive situations. Media Relations welcomes information from Children's staff about advances in patient care and research. Staff will be happy to evaluate the best approach for initiation of coverage.

We also encourage faculty members to become involved with writing for Children's science and clinical innovation blog, vectorblog.org, also on Facebook (facebook.com/science4care) and Twitter (twitter.com/science4care). Contact nancy.fliesler@childrens.harvard.edu or call x4-3109.

Occupational Health Services (OHS)

Lucinda Brown, MA—Administrative Director, x8-3052

Christine Cadegan, NP—Clinical Coordinator, x8-3055

Tom Winters, MD—Medical Director

Office Locations: 333 Longwood Avenue, 2nd floor

Email: ohs@childrens.harvard.edu

Phone: 857-218-3046

STIK pager: 7845 (for bloodborne pathogen exposures 24/7)

Hours: 7:00 am – 5:30 pm, Monday—Friday

Occupational Health Services (OHS) provides occupational-related medical services for employees, medical staff, volunteers and other Associated Personnel at Children’s Hospital Boston. OHS provides initial treatment and case management for work-related illnesses and injuries; pre-placement health screens, serologies and vaccinations; annual TB testing; fitness for duty assessments; ergonomics evaluations; and other medical services related to the treatment, diagnosis and prevention of work-related illnesses and injuries.

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

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

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

- Mondays 7:30–9:30 am
- Tuesdays 1:00–2:00 pm
- Wednesdays 2:30–3:30 pm
- Fridays 1:00–2:00 pm

Other services provided by appointment.

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

Office of Fellowship Training

<http://www.childrenshospital.org/research/oft>

Jordan Kreidberg, MD, PhD—Faculty Director

Fern Remedi-Brown, M.Ed—Program Coordinator

Office Location: L418 Lefavour Hall (Simmons College Campus), 2 Ave Louis Pasteur

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

The Office of Fellowship Training (OFT) at Children’s Hospital Boston is established to assist fellows—both clinical and research—to access resources and network both at Children’s Hospital and in the Greater Boston area. The OFT organizes events, such as career development seminars and social functions, to enrich the experience of fellows during their time at Children’s. We also provide mentoring and identify relevant training, funding, and other opportunities in the Longwood Medical Area and in Boston.

Research Administration

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

Carleen A. Brunelli, PhD, MBA—Vice President of Research Administration

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

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

Email: resadmin@childrens.harvard.edu

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

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

Research Administration Departments

Office of Clinical Investigation

http://www.childrenshospital.org/cfapps/research/data_admin/Site2206/mainpageS2206P0.html

Susan Kornetsky, MPH—Director, Clinical Research Compliance

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

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

Email: cci@childrens.harvard.edu

The Office of Clinical Investigation oversees the protection of human research subjects and is committed to safeguarding the rights and welfare of all children, adolescents, adults and family members who volunteer to participate in research at Children's Hospital. The department provides administrative support for the hospital's internal review board, the Committee on Clinical Investigation (CCI), which was established to assure the protection of all human subjects in research projects by reviewing and approving all research that involves human subjects conducted by anyone on the premises of or under the auspices of Children's Hospital. Clinical Investigation provides a mechanism for continual education and improvement for the human research protection program through the Education and Quality Improvement Program (EQulP). The goal of EQulP is to provide education and assist investigators who conduct human subjects research according to the highest ethical standards, in compliance with federal, state, and institutional regulations, and according to Good Clinical Practice. The CHERP application on our website now provides an accessible electronic review system.

Research Finance

<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 CHB research community regarding Hospital financial policies & procedures as these relate to post-award grant and contract administration
- Serving as liaison to the CHB 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

Research Operations

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

Brian Lobao—Director

Main Office Location: Karp 4th Floor

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

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

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

The departments include:

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

Office of Sponsored Programs (OSP)

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

Paula Roth, MEd—Director of Sponsored Programs and Compliance

Theresa Applegate, MPA—Manager & Senior Grant Officer

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

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

Email: osp@childrens.harvard.edu

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

Technology & Innovation Development Office (TIDO)

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

Erik Halvorsen, PhD—Director of Technology & Business Development

Kathleen Bass, PhD—Associate Director

Nurjana Bachman, PhD—Manager, Business Development

Monique Yoakim-Turk, PhD—Manager, Technology Development

Office Location: 120 Brookline Ave. 1st Floor

Phone: 617-919-3019; Fax: 619-919-3031

Email: tido@childrens.harvard.edu

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

This multi-faceted approach includes:

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

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

Translational Research Program

http://www.childrenshospital.org/cfapps/research/data_admin/Site2640/mainpageS2640P0.html

David Williams, MD—Director

Judy Fleming, PhD—Associate Director

Matt Wladkowski, MS—Regulatory Affairs Coordinator

Maya Levine—Education Coordinator

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

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

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

Focus areas of the TRP include:

- Stimulative grants program
- Improvement in institutional cores needed to support disease-specific non-clinical and early phase human studies
- Multidisciplinary retreats to foster interactions across the spectrum of research and clinical activities
- Identifying and supporting the development of faculty-scientists who will become the national and international leaders in the translational research paradigm
- Assistance with regulatory affairs

Work/Life Benefits—Family Support Services

<http://web2.tch.harvard.edu/hr/mainpageS2652P15.html>

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

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

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

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

HMS RESOURCES

The Academy at Harvard Medical School

<http://www.hms.harvard.edu/Academy/>

260 Longwood Ave – TMEC 384, Boston, MA 02115

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

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

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

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

Children's Hospital HMS Academy Members:

Debra Boyer, MD; David Brown, MD; Michele Burns Ewald, MD; Vincent Chiang, MD; S. Jean Emans, MD; Stuart Goldman, MD; Robert Holzman, MD; Brian Labow, MD; Alan Leichtner, MD; Clifford Lo, MD, ScD; Alexander McAdam, MD; Joshua Nagler, MD; Christiana Russ, MD; Thomas Sandora, MD; Debra Weiner, MD; Peter Weinstock, MD, PhD; Alan Woolf, MD; Christian Arbelaez, MD; Lisa Gruenberg, MD; Niraj Sharma, MD; Jennifer Kesselheim, MD

Diversity and Community Partnership (DCP), Office for

<http://www.hms.harvard.edu/dcp>

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

164 Longwood Avenue, Room 210

Joan Y. Reede, MD, MPH, MBA – Dean for Diversity and Community Partnership

joan_reede@hms.harvard.edu

The Office for Diversity and Community Partnership (DCP) at Harvard Medical School 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 activities involving HMS faculty, trainees, students, and staff. This is achieved through efforts that:

- support the career development of junior faculty and fellows
- train leaders in academic medicine and health policy

- provide programs that address crucial pipeline issues\
- sponsor awards and recognitions that reinforce behaviors and practices that are supportive of diversity and faculty development.

DCP's faculty development efforts include faculty fellowships, a career development series, and leadership forums and conferences that offer programs in areas such as obtaining funding; negotiation skills; team building; grant writing; finance; managing grants; journal writing; working with the media; presentation skills; and personal branding.

The Harvard Catalyst Program for Faculty Development and Diversity, in association with DCP, seeks to emphasize the recruitment and retention of a diverse Clinical Translational workforce as a top priority throughout Harvard Catalyst. This is achieved through a faculty fellowship, visiting lectures, pipeline programs aimed at college and medical school students to enrich their interest in research and health-related careers, and initiatives to improve cultural competency in research in the Clinical Translational workforce

Through DCP's research and evaluation arm, Converge: Building Inclusion in the Sciences through Research, work includes research and technical assistance that lead to national, regional, and local strategies that support workforce diversity and inclusion in the biomedical sciences. DCP's work also addresses HMS' relationship with the community through the provision of programs that link HMS faculty, trainees, and students with local, regional, and national community-related activities. For the most part, community activities are complementary to the overall diversity agenda.

Recognizing the importance of addressing issues that impact faculty recruitment, impede faculty advancement and thwart faculty retention, DCP's Minority Faculty Development Program (MFDP) offers consistent programming that is responsive to identified needs and serves as a nexus for collaborative work among HMS, HMS-affiliate faculty development programs, and/or minority/multicultural affairs offices. In addition, MFDP addresses issues of increasing the pool of minority students interested in careers in science and medicine, and has built a three-pronged effort to encourage URM students from all levels of the educational pipeline to pursue health and biomedical careers and to improve science education in the local community. Programs begin as early as the middle school level and carry on through the postgraduate level and involve curriculum development, teacher training, enhancing student research and career development. For more information, please visit our website at <http://www.hms.harvard.edu/dcp>

HMS Visiting Clerkship Program

<http://www.mfdp.med.harvard.edu/medgrad/vcp/index.html>

164 Longwood Avenue, 2nd Floor, Boston, MA 02115

Tel: 617-432-4422 Fax: 617-432-3834 E-mail: vcp_hpsp@hms.harvard.edu

The Visiting Clerkship Program provides financial support for fourth-year, and qualified third-year, minority (African-American, Native American and Hispanic American) medical students to participate in the HMS Exchange Clerkship Program. Clerkships last four weeks and are available, space permitting, to full-time students in good standing at accredited US medical schools. The one-month clerkships are available throughout the year.

Academic and Clinical Affairs

[http:// www.hms.harvard.edu/foundationfunds/](http://www.hms.harvard.edu/foundationfunds/)

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

Each year several foundations invite HMS junior faculty members and postdocs to apply for their fellowships and grants, which serve as critical funding at the early stages of a research career. Interested investigators must first apply for the Harvard nomination through the HMS Foundation Funds (formerly "Red Book"), and a committee will select the final

candidates to submit applications to the foundations. Postdoctoral fellows and junior faculty are also strongly encouraged to discuss their eligibility for these awards with their Faculty Sponsors/Mentors who, with their Division Chiefs or Department Heads, can write a nomination letter to the Foundation Funds Committee in support of the application. The application process includes submission of an internal HMS application, which is reviewed in the late spring or fall by a Faculty Standing Committee. Nominees may then apply to the funding agencies, which make the final selections. Final selections are usually made by the awarding institutions/foundations; however, in recent years, the HMS Foundation Funds Program has offered several awards that are available to only HMS and affiliated applicants. These include the Grunebuam Cancer Research Award, the Hearst Fund Award for Pre—and Perinatal Medicine, and the Bullock-Wellman Postdoctoral Fellowship.

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

Faculty Affairs

Introduction to HMS Faculty Affairs: <http://www.fa.hms.harvard.edu>

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

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

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

HMS Leadership Development Program for Physicians and Scientists

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

Promotion Criteria

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

Harvard Medical School and Harvard School of Dental Medicine criteria for faculty promotion and appointment recognize the broad range of faculty activities that support the academic mission. By allowing the sum total of each faculty member's contributions and achievements to be considered in the evaluation for promotion, these new criteria provide many different paths to academic advancement for our extraordinary faculty. An overview and explanatory booklets, as well as resources and tools can be found on the website.

Harvard Catalyst

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

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

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

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

If you encounter difficulty, please verify that your Department has sent HMS the necessary administrative paperwork for appointments, or reappointments.

Joint Committee on the Status of Women (JCSW), HMS/HSDM

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

Phone: 617-432-0719

The JCSW is a standing committee of the Faculty of Medicine, established in 1973, representing a constituency of faculty and staff of both the Medical and Dental Schools, as well as the faculty of the affiliated hospitals and institutions.

The mission of the Committee is to facilitate and enhance the contribution of women faculty and staff at HMS and HSDM by expanding and improving opportunities for leadership and advancement. This is achieved through focused surveys that document obstacles and opportunities, educational programs, networking, and recommendations to the Dean. The members of the JCSW constitute a fabric of connection and a force for institutional evolution—as observers, researchers, analysts, commentators, mentors and educators. Past achievements include helping to establish the Ombuds Office (see below), and the Archives for Women in Medicine. Visit the JCSW website for more information, including a calendar of programs and events; links to information on promotion and fellowships; to Offices for Women at Harvard Hospitals, to the Ombuds Office and to the Office for Work and Family. Currently, several JCSW Subcommittees direct efforts toward specific initiatives including: Archives for Women In Medicine, Career Satisfaction, Maternity Leave and Flexible Careers, Dean’s Awards for Leadership in the Advancement of Women Faculty and Staff, Grant Funding Parity, Programs, Membership, Outreach, and Communications.

Children’s Hospital faculty who are currently JCSW members:

Helen Christou, MD (emerita); S. Jean Emans, MD (ex officio); Hannah Kinney, MD; Mary Ellen McCann, MD (emerita); Bonnie Padwa, DMD, MD (HSDM); Andrea Patenaude, PhD (DFCI) (emerita); Adrienne Randolph, MD (emerita); Elizabeth Rider, MD, MSW (emerita); Anne Marie Stack, MD; Diane Stafford, MD (emerita); Susan Waisbren, PhD (emerita); Nicole Ullrich, MD, PhD (emerita); Maxine Milstein, MBA—Liaison Officer

Ombuds Office, HMS/HSDM/HSPH

<http://www.hms.harvard.edu/ombuds/>

Melissa Brodrick, MEd – Ombudsperson

164 Longwood Avenue; melissa_brodrick@hms.harvard.edu

Confidential line: 617-432-4040; Office line: 617-432-4041; Fax: 617-432-0586

The Ombudsperson for Harvard's Medical School serves as an impartial complaint-handler who provides assistance to Harvard faculty, staff, students, trainees, and appointees at the affiliated institutions whose concerns are impacting their work or studies. The Ombuds Office provides students with a highly confidential, independent and informal forum in which to help visitors to clarify their concerns, identify their goals, and consider all of their options in managing or resolving their concerns. Options can range from simply talking about problems to filing a formal complaint. The Ombudsperson provides coaching in written and verbal communications, informal mediation, meeting facilitation, shuttle diplomacy, upward feedback, and information about policies/procedures and resources. Concerns include but are not limited to sexual harassment; discrimination; professional/scientific misconduct; authorship; personality conflicts; working conditions; career management; fear of retaliation; favoritism; and feelings of stress/anxiety. Any issue may be brought to the Ombudsperson.

Harvard University Longwood Campus Office of Work/Life Seminars

<http://www.hsph.harvard.edu/administrative-offices/human-resources/worklife/seminars/index.html>

Nina Dickerman – Work/Life Liaison

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

The Work/Life Seminars address family and wellness issues and are open to all HMS-affiliated hospital faculty and staff. The series now provides a catered lunch for most of the seminars to those who register online.



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

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E-mail: randy@glasbergen.com
www.glasbergen.com

APPENDIX

Children's Hospital Senior Leadership

James Mandell, MD	Chief Executive Officer
Sandra Fenwick, MPH	President and Chief Operating Officer
Dick Argys, MHSA	Chief Administrative Officer
Carleen Brunelli, PhD, MBA.....	Vice President, Research Administration
Janet Cady.....	President, Children's Hospital Trust
Laurie Cammisa, JD	Vice President, Child Advocacy
Margaret Coughlin, MBA.....	Senior Vice President and Chief Marketing and Communications Officer
Michelle Davis	Vice President, Public Affairs and Marketing
Naomi Fried, PhD.....	Chief Innovation Officer
Kathy Jenkins, MD, MPH	Director, Patient Safety and Quality
David Kirshner, MBA.....	Chief Financial Officer
Daniel Nigrin, MD, MS.....	Chief Information Officer
Stuart Novick, JD	Senior Vice President and General Counsel
Philip Rotner, MBA	Chief Investment Officer
Eileen Sporing, MSN, RN	Senior Vice President, Patient Care Operations
Inez Stewart, MEd.....	Vice President, Human Resources
Wendy Warring, JD.....	Senior Vice President, Network Development
Charles Weinstein, JD	Vice President, Real Estate Planning and Development

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

Fellowship recipients, chairs, mentors, colleagues, families, and hospital leaders celebrate at the 2010 special reception

"Proposals underwent an exceptionally rigorous scientific review...you are the best"

—James Mandell, MD, CEO



CHILDREN'S HOSPITAL CHIEFS – DEPARTMENTS AND DIVISIONS

Anesthesia	Paul Hickey, MD
Cardiac Anesthesia	Frank McGowan, MD
Critical Care Medicine	Jeffrey Burns, MD
Pain Medicine	Charles Berde, MD, PhD
Perioperative Anesthesia	Babu Koka, MD
Cardiac Surgery	Pedro Del Nido, MD
Cardiology	James Lock, MD
Associate Chief -	
Academic Affairs	Jane Newburger, MD
Associate Chief -	
Clinical Operations	Steven Colan, MD
Dental	Man Wai Ng, DDS, MPH
Laboratory Medicine	Orah Platt, MD
Medicine	Gary R. Fleisher, MD
Deputy Chairman	Frederick H. Lovejoy, Jr., MD
Adolescent Medicine	S. Jean Emans, MD
Developmental Medicine	Leonard Rappaport, MD
Emergency Medicine	Richard G. Bachur, MD
Endocrinology	Joseph A. Majzoub, MD
GI/Nutrition	Wayne I. Lencer, MD, PhD
General Pediatrics	Mark Schuster, MD, PhD
Genetics	Christopher A. Walsh, MD, PhD
Hematology/Oncology	David Williams, MD
Immunology	Raif S. Geha, MD
Infectious Diseases	Michael Wessels, MD
Molecular Medicine	Stephen C. Harrison, PhD
Nephrology	William E. Harmon, MD
Newborn Medicine	Stella Kourembanas, MD
Respiratory Diseases	Craig J. Gerard, MD, PhD
Neurology	Scott Pomeroy, MD, PhD
Neurosurgery	Michael Scott, MD
Ophthalmology	David Hunter, MD, PhD
Orthopedic Surgery	James Kasser, MD
Otolaryngology	Michael J. Cunningham, MD
Pathology	Mark Fleming, MD, DPhil
Plastic Surgery	John Meara, MD, DMD, MBA
Psychiatry	David DeMaso, MD
Radiology	Richard Robertson, MD
Surgery	Robert Shamberger, MD
Gynecology	Marc Laufer, MD
Urology	Alan B. Retik, MD

Interdisciplinary Programs

Bioinformatics	Isaac Kohane, MD, PhD
Clinical Research Program	Stavroula Osganian, MD, ScD, MPH
Genomics	Louis Kunkel, PhD
Immune Disease Institute	Frederick Alt, PhD
Neuroscience	Clifford Woolf, MD, PhD
Stem Cell/Developmental Biology	Leonard Zon, MD
Translational Research Program	David Williams, MD
Vascular Biology	Marsha Moses, PhD

HARVARD MEDICAL SCHOOL – ACADEMIC LEADERSHIP

Dean of the Harvard University’s Faculty of Medicine	Jeffrey Flier, MD
Dean of the Harvard School of Dental Medicine	Bruce R. Donoff, DMD, MD
Executive Dean for Research.....	William W. Chin, MD
Dean for Academic and Clinical Affairs	Nancy Tarbell, MD
Dean for Faculty Affairs	Maureen Connelly, MD, MPH
Dean for Medical Education	Jules Dienstag, MD
Dean for Graduate Education	David Golan, MD, PhD
Dean for Clinical and Translational Research.....	Lee Nadler, MD
Dean for Diversity and Community Partnership.....	Joan Reede, MD, MPH, MBA
Executive Dean for Administration and Dean for Education and Global Program Administration	Richard G. Mills, JD
Dean for Faculty and Research Integrity	Gretchen Brodnicki, JD
Director of the Harvard Medical School Academy.....	Richard Schwartzstein, MD
Ombudsperson	Melissa Brodrick, MEd

For complete Offices of the Deans, see

<http://hms.harvard.edu/public/deans/index.html>

Harvard Medical School Standing Committees

<http://www.hms.harvard.edu/fa/standcomm/index.html>

HMS Report on Faculty Development and Diversity:

http://aca.hms.harvard.edu/wp-content/uploads/2010/11/faculty_development_diversity_full_report1.pdf

RELATED WEB SITES

Academic Resources

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

Tips from Dr Jean Emans's Scientific Writing Workshop—How to Combat Writers Block

http://www.childrenshospital.org/cfapps/research/data_admin/Site2209/Documents/Writingtips.doc

Resources from 11/19/2010 Seminar New Paradigms for Effective Mentoring: Mentoring Across Differences—A Faculty Development Course for Mentors http://www.childrenshospital.org/cfapps/research/data_admin/Site2209/mainpageS2209P6.html

Teaching Opportunities, HMS Office of Educational Resources

<http://mycourses.med.harvard.edu/HMSteaching.asp>

Medical Education—Assessing Interpersonal and Communication Skills (Dr Elizabeth Rider): the Kalamazoo Consensus Statement Framework of Communication Skills

http://www.childrenshospital.org/cfapps/research/data_admin/Site2209/Documents/Rider_framework.doc

Work-Life Resources

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

<https://harvardlive.secureportaln.net/HarvardUniversityHousing/index.aspx>

Sharon Teitelbaum, Work-Life and Career Coach; Tel—617-926-8393; sharon@stcoach.com

<http://www.stcoach.com>

Dr Lydia Shrier's Boston Bites restaurant reviews from Perspectives

http://www.childrenshospital.org/cfapps/research/data_admin/Site2209/Documents/Bostrestrev.doc



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