



**Boston  
Children's  
Hospital**

Where the world comes for answers



**HARVARD MEDICAL SCHOOL  
TEACHING HOSPITAL**

# Overview of Faculty Development Resources at Boston Children's Hospital

## 2021-2022

### Sponsored by the Office of Faculty Development

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OFD website: [childrenshospital.org/ofd](http://childrenshospital.org/ofd)

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, Chief Education Officer and Director

Office of Health Equity and Inclusion: Valerie Ward, MD, MPH, Chief Equity and Inclusion Officer and Medical Director





Where the world comes for answers

**Vision & mission:** <http://www.childrenshospital.org/about-us>

For over 150 years, Boston Children's Hospital has maintained the same vision: to advance pediatric care worldwide. Our four-part mission is to:

- provide the highest quality of health care
- lead the way in research and discovery
- educate the next generation of leaders in health care
- enhance the health and well-being of the children and families in our local community

**Together we make the BCH Way:** <http://web2.tch.harvard.edu/cultureworks/index.html>

At Boston Children's, we hold ourselves to the highest values of respect, inclusivity, teamwork and kindness to provide patients, families, and each other with an experience equal to the care we deliver.

|   |  |
|---|--|
|  | <p><b>RESPECT:</b> We regularly express respect and appreciation for one another including each other's abilities, qualities, feelings, experiences, needs, expertise, and efforts and regardless of our differences</p>   |
|  | <p><b>INCLUSIVITY AND DIVERSITY:</b> We actively include, support, engage, and appreciate each other regardless of our differences and that everyone has equitable and fair access to information, experience, and means of contribution regardless of our differences</p> |
|  | <p><b>TEAMWORK:</b> We collaborate to achieve our mutual goals through open, respectful, honest communication and action and we work to achieve conflict resolution by connective rather than divisive means</p>   |
|  | <p><b>KINDNESS:</b> We are consistently alert to and supportive of the wellbeing, feelings, needs, efforts, contributions, and resources of each other</p>   |



***“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 2021 during the COVID pandemic and the gradual reopening of hospital offices. In the past year, however, faculty, fellows, trainees, clinicians, teachers, researchers, and others have had to adjust to shuttered laboratories, financial challenges, closed clinics and virtual visits, cancellations of meetings and elective procedures, isolation, and loss. 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. We are also grateful for the efforts of our faculty and many others to address these challenges and dedicate this booklet to the first responders and BCH faculty, trainees, nurses, and staff. Sunnier days are certainly ahead.

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*  
Administrative Director, Office of Faculty Development



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**Office of Faculty Development (OFD)**

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Jill Dobriner, PhD, Program Manager; jill.dobriner@childrens.harvard.edu  
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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: Valerie Ward, MD, MPH, Medical Director

**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 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 provide guidance on achieving a culture that honors equity, diversity, respect, inclusion and excellence in collaboration with the Office of Health Equity and Inclusion (OHEI)
- Promote teaching and educational scholarship with the Department of Medical 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
- Email us for questions or make a Zoom or in-person appointment to meet with Dr. Jean Emans regarding your CV, promotion, and career development: ofd@childrens.harvard.edu,

<http://www.childrenshospital.org/ofd>  
OFD Twitter: [twitter.com/BCHFacultyDev](https://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  
Monica Kleinman, MD  
Jordan Kreidberg, MD, PhD

Alan Leichtner, MD, MSHPEd  
Frederick H. Lovejoy, MD  
Joseph A. Majzoub, MD  
Shari Nethersole, MD  
Jane W. Newburger, MD, MPH  
Lori Newman, MEd  
Orah S. Platt, MD  
Tina Young Poussaint, MD

Elizabeth Rider, MD, MSW  
Chloe Rotman, MLIS  
Lynda Schneider, MD  
Robert Shamberger, MD  
Lydia Shrier, MD, MPH  
Nicole Tennerman, MSSW  
Valerie L. Ward, MD, MPH  
Alan Woolf, MD, MPH

### Office of Faculty Development Services

The Office of Faculty Development (OFD) at Boston Children's Hospital (BCH) was founded in 2001 with the goals of recruiting and retaining the best faculty, facilitating career advancement and satisfaction, and increasing leadership opportunities, particularly for women and minorities. Our services over the past 19 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 2021, 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. Four of the thirteen 2021 awards are designated for junior faculty who belong to a racial/ethnic population underrepresented in medicine and science (UiM), OR who have family responsibilities such as being the primary caregiver for children and/or parents. The other nine 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
- **Difficult Conversations**  
by Melissa Brodrick, MEd, and Justin Neiman, MA, HMS Ombuds Office
- **Making Science in Fiber Arts**  
by Elissa Weitzman, ScD, MSc
- **Effective Strategies for Building Resilience at Work During COVID-19**  
by Lauren Mednick, PhD
- **Introduction to American Sign Language 5 week-twice weekly longitudinal course**  
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
- **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, PhD
  - 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, Associate Professor of Medicine, BIDMC
  - Finding Opportunities to Fund Your Research Projects, including COVID-19:**  
by Theresa Applegate, Director, Office of Sponsored Programs (OSP)
- **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 Strategies for Applying for BCH Research Grants, Getting Your Clinical Research Funded; Getting Your Basic Research Funded; Digital Imaging Essentials, Drawing Figures and Ombuds' 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 including the annual ½ day mentoring course, 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 events and programs
  - Latinx Heritage events and programs
  - LGBT events and programs

**Perspectives: Newsletter for BCH Faculty**

The OFD introduces new programming, initiatives, and items of interest to faculty through our bi-monthly electronic 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](https://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 2020 more than 25 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 Drs, Sara Forman and Marisa Brett-Fleegler are also scheduled.

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," "Spring is Faculty Development Season," "Black History 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.

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

Dr. S. Jean Emans provides appointments on promotion and CVs via Zoom or in-person. To arrange an appointment, email [ofd@childrens.harvard.edu](mailto:ofd@childrens.harvard.edu).

**Boston Children's Resources****Boston Children's Hospital Trust: Foundation Relations**

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

Contact: [FoundationRelations@chtrust.org](mailto:FoundationRelations@chtrust.org)

The Boston Children's Hospital Trust is the philanthropic resource for Boston Children's Hospital, the only entity authorized to raise money for the hospital. Our goal is to secure support for our hospital's patient care, research, education, and community health initiatives. Working with you, we identify, cultivate, and solicit individuals, corporations, foundations, and organizations that share our deep commitment to Boston Children's missions.

The Foundation Relations Team at the Trust aims to engage private foundations in the work of BCH and increase grant funding to the hospital. By building relationships with a broad range of foundations, the team grows meaningful partnerships that fuel innovation. We provide a range of services to assist faculty with securing grant funding from private foundations, including project

conceptualization, identifying foundation prospects for funding, and providing support throughout the proposal process.

Interested in finding foundation funding? You can email [FoundationRelations@chtrust.org](mailto:FoundationRelations@chtrust.org) with your name, program area, starting date of your BCH faculty appointment, and short form CV. You will be added to their 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

Devon Carroll, RN, APRN, 617-355-6690

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, Devon Carroll, 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 Elizabeth Robinson, OCS coordinator at [docs@childrens.harvard.edu](mailto:docs@childrens.harvard.edu) or 617-355-6705

Page DOCS (#3627) directly, weekdays 3pm - 8pm

Questions: David R. DeMaso, MD, OCS Director, 617-355-6724 or Lauren Coyne, RN, MS, LICSW, 617-355-6747

Doctors Offering Coping Support (DOCS) in the Office of Clinician Support 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. For questions, you can speak directly with Lauren Coyne or David DeMaso.

### **Community Health, Office of**

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

Shari Nethersole, MD – Executive Director for Community Health

Main Phone: 617-919-3055

Fax: 617-919-3118

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

### **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](mailto:timothy.hogan@childrens.harvard.edu), 857-218-4680 (internal ext. 8-4681)

For questions related to Billing Compliance:

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

[margaret.fisher@childrens.harvard.edu](mailto:margaret.fisher@childrens.harvard.edu), 857-218-3271 (internal ext. 8-3271)

For questions related to HIPAA Compliance / Patient Privacy:

James (Jay) Downing, JD, CHC, CCEP - Privacy Officer

[james.downing@childrens.harvard.edu](mailto:james.downing@childrens.harvard.edu), 617-919-4309 (internal ext. 4-4309)

For questions related to Research Compliance:

Fariba Houman, PhD, CIP, Research Compliance Officer

[fariba.houman@childrens.harvard.edu](mailto:fariba.houman@childrens.harvard.edu), 617-919-1573 (internal ext. 4-1573)

For questions related to Conflict of Interest:

Alisia Lamborghini, JD, CHC Conflict of Interest Officer

[Alisia.lamborghini@childrens.harvard.edu](mailto:Alisia.lamborghini@childrens.harvard.edu), 857.218.4675 (internal ext. 8-4675)

For general questions related to Compliance:

Susan Levesque - Compliance Program Coordinator

[susan.levesque@childrens.harvard.edu](mailto:susan.levesque@childrens.harvard.edu), 857-218-4681 (internal ext. 8-4681)

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 and Director of the Department of Education; alan.leichtner@childrens.harvard.edu

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

Lori Newman, MEd – Director of Professional Development in Medical Education; lori.newman@childrens.harvard.edu

Tery Noseworthy, C-TAGME – Director of Graduate Medical Education; tery.noseworthy@childrens.harvard.edu

Dan Schwartz, EdM – Director of Educational Technology; dan.schwartz@childrens.harvard.edu

Lesley Niccolini – Director of Education Administration; lesley.niccolini@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 healthcare 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, FRCP, for Community Engagement; Jennifer Kesselheim, MD, MEd, for Education Scholarship; Sarah Pitts, MD, for Educational Consultation; and Ariel Winn, MD, for Professional Development.

In 2020, the Academy included 300 members, including 87 new members – representing a 110% 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 nurses, social workers, psychologists, nutritionists, dentists, 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 clinical learning environment, the Academy established a new leadership role, Assistant Director of Inclusion, created a Community Values Statement, and presented seminars on *Implicit Bias in Health Professions' Education* and *Detecting Disparity Bias in Health Professional Literature*.

### 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. 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.

Lactation Rooms:

| Location  | Lactation Room Number   |
|---|-------------------------|
| 1 Autumn St   | AU-423                  |
| 10 South<br>(Transplant/Surg)                           | CB10142                 |
| 11 South  | CB11142                 |
| 1295 Boylston   | BY471                   |
| 3 South   | CB3121.1                |
| 333 Longwood* lower<br>level, near elevator- 2<br>pumps | LO OC1.1                |
| 7 North NICU  | MA 721.6 *Families ONLY |
| 7 North NICU  | MA 721.7 *Families ONLY |
| 7 South MICU  | CB7140                  |
| 7 West (Adolescent<br>medicine)                         | MA 757                  |
| 8 South (CICU)  | CB8140 *Families ONLY   |
| 9 South (School Age<br>Medicine)                        | CB9164                  |
| Brookline Place -2nd<br>floor                           | Room 264                |
| Brookline Place -5th floor                              | Room 597                |
| Center for Life Sciences -<br>11th floor / Ramp         | Mamava Suite            |

|  |                                     |
|--|-------------------------------------|
| Enders   | EN151.4                             |
| Fegan One (hallway behind elevators)*              | FE-192                              |
| Hale Family Center                                 | MA-071.4 *Families ONLY             |
| Karp Building                                      | RB 04.204                           |
| Landmark (7 <sup>th</sup> floor)                   | LM7160B                             |
| Landmark* (6 and 7th floor) - <i>Mamava Suites</i> | LM7C06 - Mamava Suites              |
| Longwood Center                                    | LC-5623 (fifth floor, near sim lab) |
| Main Lobby, Elevator Bay                           | MamaVa Suite                        |
| Martha Eliot Health Center                         | ME-196 (Room 5) WIC Dept.           |
| Pavilion 110                                       | PV-110                              |
| Waltham  | WL4100 – 4 <sup>th</sup> floor      |
| Westwood Admin offices – near break room           | SD125                               |

- \*Please reserve 8 South, 7 South and NICU (7 North) pump rooms for patient families.

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

For more information visit the Lactation Program website at <http://web2.tch.harvard.edu/lactation/>

### **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](mailto:kerri.kennedy@childrens.harvard.edu)), Jonathan M. Marron, MD, MPH (617-632-3453, beeper #6916, [jonathan\\_marron@dfci.harvard.edu](mailto:jonathan_marron@dfci.harvard.edu)) and Lisa Taylor, JD, MS (4-6196, beeper# 6333, [lisa.taylor@childrens.harvard.edu](mailto: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 Charlotte Harrison, PhD, JD, MPH, Hospital Ethicist and Director of the Office of Ethics (5-6920, beeper #3171, [charlotte.harrison@childrens.harvard.edu](mailto:charlotte.harrison@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](mailto: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](mailto:bioethics@hms.harvard.edu).

### **Finance, Research**

<http://web2.tch.harvard.edu/researchadmin/mainpageS2700P6.html>

Karen Renaud, MBA – Director

Office Location: 1295 Boylston St. 3<sup>rd</sup> Floor

Phone: 857-218-3509; Fax: 617-730-0108;

Email: [resfinance@childrens.harvard.edu](mailto: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](mailto: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 Azubuikwe, JD – Director, Behavioral Health Advocacy & Policy

Amy DeLong – Manager, Federal Government Relations

Jamie Gaynes, 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 like engaging with and supporting the advocacy efforts of internal experts on issues of relevance to children's wellbeing. The program has a special interest in, and commitment to, our community health programs, and works hard to develop and sustain systemic solutions to child health concerns like asthma, obesity, 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. Government Relations hosts regular trainings and educational sessions on advocacy topics of interest to the hospital community.

Sign up for the Children's Advocacy Network here:

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

#### **Health Affairs, Office of**

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

Telephone: 617-919-6195

Peter Laussen, MBBS, FANZCA, FCICM – Executive Vice President, Health Affairs

Nina Rauscher, MS, RN, CPHQ - Vice President, Health Affairs

Mathieu Gaulin - Director, 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

### **Health Equity and Inclusion, Office of Office of Health Equity and Inclusion**

Valerie L. Ward, MD, MPH – Chief Equity and Inclusion Officer  
 Nikki Tennermann, LICSW – Administrative Director  
 Geeranan Chuersanga, MS – Program Coordinator  
 Patrice Melvin, MPH, Senior Data Analyst  
 Contact: 617-919-6511; [healthequity@childrens.harvard.edu](mailto: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 (HR) and Program for Patient Safety and Quality (PPSQ), 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. In conjunction with the BCH Equity, Diversity and Inclusion (EDI) Council, which is co-directed by Chief Equity and Inclusion Officer Dr. Valerie Ward and Judith Zola, MBA, Director of Organizational Learning and Performance Development, and with the oversight of a Senior Advisory Board, 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, teaching, and community service. The work of the Office of Health Equity and Inclusion is closely aligned with the goals and commitments in the Boston Children’s Hospital Declaration on EDI.

### **Human Resources, Office of**

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

Elliott Kellman, MPA – Senior Vice President, Human Resources  
 Ellen Rothstein, Esq. – Vice President, Human Resources  
 Shannon Levesque – Vice President, Talent Acquisition & Workforce Planning  
 Carole Bradford, Vice President, Total Rewards, Compensation and Benefits  
 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 – Director, Employee Experience  
 Carin Bennett-Rizzo – Director, Occupational Health  
 Erin McNulty – Director, HR Operations  
 Kathy Lind – Director, Talent Acquisition  
 Robert ‘Bob’ Giunta – Director, Workforce Optimization  
 HR Service Center – [HREmployeeServiceCenter@childrens.harvard.edu](mailto:HREmployeeServiceCenter@childrens.harvard.edu) Office Location: Landmark 6 West

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

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

For a complete list of HR divisions and personnel with telephone numbers and email links, including recruitment, check *Who’s Who in Human Resources* on the Human Resources home page.

### **Innovation & Digital Health Accelerator (IDHA)**

<https://accelerator.childrenshospital.org/>

John Brownstein, PhD – Chief Innovation Officer

Jennifer Magaziner, MBA, MPH, Sr. Director, Strategy and Digital Innovation

Sarah Lindenauer, MPH, Director, Innovation & Digital Health Accelerator

Contact: [InnovationandDigitalHealthAccelerator@childrens.harvard.edu](mailto:InnovationandDigitalHealthAccelerator@childrens.harvard.edu)

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

IDHA is shaping the future of health care and extending Boston Children's pediatric leadership by vetting, developing, and launching new technologies from industry and within the hospital, and creating and executing Boston Children's digital health strategy. 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.

### **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, 6<sup>th</sup> floor

Email: [icctr@childrens.harvard.edu](mailto:icctr@childrens.harvard.edu)

David Williams, MD - Director, ICCTR; Chief of the Division of Hematology/Oncology at Boston Children's Hospital; Associate Chairman, Department of Pediatric Oncology, Dana-Farber Cancer Institute; Leland Fikes Professor of Pediatrics, Harvard Medical School

Hernan Santana, MS - Senior Director, ICCTR; Site-Administrator Harvard Catalyst

Andrew 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 - Director, Clinical Research Information, Technology and Service

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 five areas:

#### **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 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.

#### **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.

#### **Translational Research Program (TRP)**

The mission of the TRP is to stimulate the development of non-clinical and human clinical trials that seek to improve the care of children with serious diseases. This Program provides support and funding mechanisms for faculty-initiated research projects, along with the infrastructure to get these projects done in a fast and efficient manner.

### **Institutional Review Board (IRB), see Research Administration**

#### **Interpreter Services**

[http://web2.tch.harvard.edu/interpreter\\_svc/index.html](http://web2.tch.harvard.edu/interpreter_svc/index.html)

[interpreters@childrens.harvard.edu](mailto: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](mailto:chloe.rotman@childrens.harvard.edu)

Anna Dorste, MLIS – Librarian, [anna.dorste@childrens.harvard.edu](mailto:anna.dorste@childrens.harvard.edu)

Alex Cronin, MLIS – Librarian, [alexandria.cronin@childrens.harvard.edu](mailto:alexandria.cronin@childrens.harvard.edu)

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

Twitter: [twitter.com/BCH Library](https://twitter.com/BCH_Library)

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

Though the physical library is currently closed as a result of the coronavirus pandemic, all library services (with the exception of circulating physical books) are available virtually by contacting [library@childrens.harvard.edu](mailto:library@childrens.harvard.edu) or visiting our intranet site (<http://web2.tch.harvard.edu/library/index.html>).

- 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.

The library is located on the 5<sup>th</sup> floor of the Longwood Center, at the corner of Longwood and Brookline Ave. When the library is re-opened, it will be available 24/7 to Boston Children's personnel with ID badges. Longwood Center 5th floor will be open weekdays 6am–11pm; nights and weekends, ask at the security desk to access the 5th floor.

### **Marketing and Communications**

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

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

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

Email: [marketing@childrens.harvard.edu](mailto:marketing@childrens.harvard.edu)

Leadership:

Roddy Young – Vice President and Chief Marketing and Communications Officer

Tracey Stout – Senior Director, Marketing, Content, Creative, Videography and Photography

Paul Donovan – Senior Director, Enterprise Communications – Media Relations, Internal and Executive Communications, Social Media

Bill Gagnon – Senior Director, Digital Experience – Website, Digital Marketing, Email Marketing Automation, SEO/SEM, Physician Profiles

Patricia Connors – Director, Marketing & Communications Operations

Liz Swanson, MBA – Director, Marketing – Strategic Implementation Launch Team & National Marketing

Kristen Dattoli – Director, Media Strategy and Relations, Social Media

Steve Coldwell – Director, Internal and Executive Communications

Karen Wright – Director, Content Strategy and Marketing

The Department of Marketing and Communications is responsible for:

- Brand and reputation management
- Consumer and referring clinician marketing for local / regional, national and international markets
- Market research
- Content / creative development, including photography and videography
- Digital Experience – web design / web development, marketing email database management, search engine optimization / search engine marketing, reputation management and clinician profiles

- Media relations, social media, and enterprise, executive and internal employee communications functions

The Department creates campaigns and programming across the Hospital to drive volume and to enhance reputation, patient experience, and employee engagement and education 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>

Andrew Capraro, MD - President of the Medical Staff

Jennifer Dearden, MD - President-Elect of the Medical Staff

Mark Waltzman, MD - Secretary-Treasurer of the Medical Staff

Erin McDonough - Administrative Assistant, Medical Staff Organization; contact [erin.mcdonough@childrens.harvard.edu](mailto:erin.mcdonough@childrens.harvard.edu) for any inquiries

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/hrohs/>

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](mailto: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.

If a faculty member is employed directly by BCH and is injured at work, the employee or the staff member's supervisor must complete the Employee Accident Report 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' comp coverage.

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

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 call Carin Bennett-Rizzo at 857-218-3052

### **Office of Fellowship Training**

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

Jordan Kreidberg, MD, PhD – Faculty Director

Lu-Ann Pozzi, PhD – Administrative Program Manager II

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.

### **Physicians' Organization**

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

Executive Committee:

Richard Bachur, MD – Interim PO President

Mark Proctor, MD – Chairman of the PO Board

Dick Argys - Senior Vice President, Chief Administrative Officer and Chief Culture Officer

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; utilization review; treasury functions; internal investment funds and cash management; audit preparation and external financial reporting; tax preparation; billing compliance; and IT services to support patient billing, accounting, human resources, cost modeling, and charge capture.

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

### **Research Administration**

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

August Cervini, MBA – Vice President, Research Administration

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

Mailstop: BCH 3396

Phone: 617-919-2272 Cell: 617-755-8992 Fax: 617-730-0086

Email: [resadmin@childrens.harvard.edu](mailto: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.

**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 East, LM 7003, 401 Park Drive

Mailstop: BCH 3414

Phone: 617-919-2739

Email: [CTBO@childrens.harvard.edu](mailto: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, investigator-initiated studies, and other sponsored clinical research. 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 East, LM 7001, 401 Park Drive

Mailstop: BCH 3164

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

Email: [IRB@childrens.harvard.edu](mailto: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 East, LM 7005, 401 Park Drive

Mailstop: BCH 3158

Phone: 617-919-2729

Email: [OSP@childrens.harvard.edu](mailto: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.

### **Research Administration Office (RAO)**

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

Franklin Thayer, MBA – Senior Director, Research Administration

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

Mailstop: BCH 3396

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

Email: [ResAdmin@childrens.harvard.edu](mailto: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](mailto: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.

### **Technology & Innovation Development Office (TIDO)**

<http://tido.childrenshospital.org/>

Irene Abrams, MA – Vice President, Technology Development and New Ventures,  
Technology & Innovation Development Office

Catherine Ives, PhD – Senior Director, Licensing and Business Development

Mikael Bristow – Director, Operations & Administration

Tamar Alon – Director, Business Development

Greg Baker – Director, Business Development  
 Greg Pivarnik, JD – Associate Director, Contracts  
 Office Location: Landmark Center East, LM 7006, 401 Park Drive  
 Mailstop: BCH 3183  
 Phone: 617-919-3019; Fax: 619-919-3031  
 Email: TIDO@childrens.harvard.edu

The mission of the Technology and Innovation Development Office (TIDO) is to maximize the impact of Boston Children's innovations on patient health while enhancing the research endeavor. 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/>

Location: 5 Brookline Place

#### **BCH Child Care Center**

Donna Warner – BCH Child Care Center Director

Phone: 617-355-6006

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 (ex. CHPA). 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](mailto:donna.warner@childrens.harvard.edu)

#### **Back-up Child Care**

Back-up child care for emergencies is contracted through [care.com](http://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 [bch.care.com](http://bch.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](mailto: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.

### **Clinical and Academic Affairs, Office for**

<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 encompasses the Office for Faculty Affairs, the Office for Diversity Inclusion and Community Partnership, as well as the Office for Academic and Research Integrity. The mission of the Office for Clinical and Academic Affairs is to advance excellence in academic endeavors, ethical standards, and service by developing and nurturing a diverse and inclusive community.

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

- Coordinates the selection process for limited competition funding opportunities (i.e., HMS Foundation Funds): <https://hms.harvard.edu/departments/office-clinical-academic-affairs/hms-foundation-funds>
- Conducts clinical department reviews: <https://hms.harvard.edu/departments/office-clinical-academic-affairs/clinical-department-review-program>

- Maintains agreements with HMS-affiliated hospitals and research institutions: <http://hms.harvard.edu/hms-affiliates>.
- Serves as Dean's Office liaison for most of the HMS initiatives, programs, centers and institutes: <https://hms.harvard.edu/departments/office-clinical-academic-affairs/hms-initiatives-programs-centers-institutes>

**HMS Foundation Funds Program:**

Contact: Clare Lamont at 617-432-7463 or [clare\\_lamont@hms.harvard.edu](mailto:clare_lamont@hms.harvard.edu)

The HMS Foundation Funds Program administers the nomination process for HMS/HSDM faculty and postdocs for funding opportunities from private foundations that require candidates to be nominated by either Harvard Medical School or Harvard University. Each year, several foundations invite HMS/HSDM junior faculty members and postdocs to apply for their fellowships and grants, which serve as critical funding at the early stages of a research career. Interested investigators must first apply internally through the HMS Foundation Funds, and a committee will select the final candidates who will then submit applications to the foundations.

**Clinical Department Review Program:**

Contact: Sara Kiarsis at 617-432-7543 or [sara\\_kiarsis@hms.harvard.edu](mailto:sara_kiarsis@hms.harvard.edu)

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

Each department is asked to prepare a comprehensive and detailed report of activities over the previous five-year period. The report also includes information on the faculty and on the teaching, research, and clinical programs of the department. Additionally, the department chair includes a strategic plan for the department. The report is shared with the external reviewers, deans and hospital president/CEO approximately one month prior to the review. Over 100 reviews have been conducted since the Program's inception in 2000.

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

Contact: Clare Lamont, Program Coordinator, [clare\\_lamont@hms.harvard.edu](mailto:clare_lamont@hms.harvard.edu)

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

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

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

**Faculty Affairs, Office for**

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

Grace 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 or faculty interested in requesting a 1:1 CV consultation can be found at <https://fa.hms.harvard.edu/faculty-medicine-cv-guidelines>. In addition, senior staff regularly host presentations on promotion criteria and CV guidelines virtually and on the HMS campus: <https://fa.hms.harvard.edu/faculty-affairs-presentations>

### **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, assistant professors, and associate 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, URM, and disadvantaged students into the pipeline.

DICP's research and evaluation arm, *Converge: Building Inclusion in the Sciences through Research*, conducts research that lead to national, regional, and local strategies that support workforce diversity and inclusion in the biomedical sciences. The Office also acts as a central resource for monitoring faculty development and diversity efforts of the Harvard Catalyst and Translational Science Center through its *Program for Faculty Development and Diversity*. In partnership with the *Biomedical Science Careers Program*, DICP offers programs aimed at providing the encouragement, support, and guidance needed for the successful pursuit of careers in biomedical sciences.

#### **HMS Visiting Clerkship Program**

<https://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 permitting, to full-time students in good standing at accredited US medical schools. The one-month clerkships are available throughout the year. *As of April 21, 2021, HMS has joined the AAMC's VSLO/VSAS program for processing applications and will welcome back US medical students for clinical elective opportunities beginning August 2021. Check <https://meded.hms.harvard.edu/registrar-visiting-students>*

#### **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.

#### **Ombuds Office, HMS/HSDM/HSPH**

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

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

Melissa Brodrick, MEd - Ombudsperson, [melissa\\_brodrick@hms.harvard.edu](mailto:melissa_brodrick@hms.harvard.edu)

Justin Neiman, MA - Associate Ombudsperson, [justin\\_neiman@hms.harvard.edu](mailto:justin_neiman@hms.harvard.edu)

The Ombudspersons for HMS/HSDM/HSPH provide impartial assistance 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. The Ombudsperson provides coaching in written and verbal communications, informal mediation, meeting facilitation, shuttle diplomacy, upward feedback, and information about policies/procedures and resources. Concerns include, but are not limited to, career management, work/academic environment, research-related concerns, harassment and discrimination. *Any issue may be brought to the Ombudsperson.*

#### **Harvard Longwood Campus – Work/Life Program**

<http://hlc.harvard.edu/home/worklife/>

Susanna Katsman, EdM. - Work/Life Program Manager

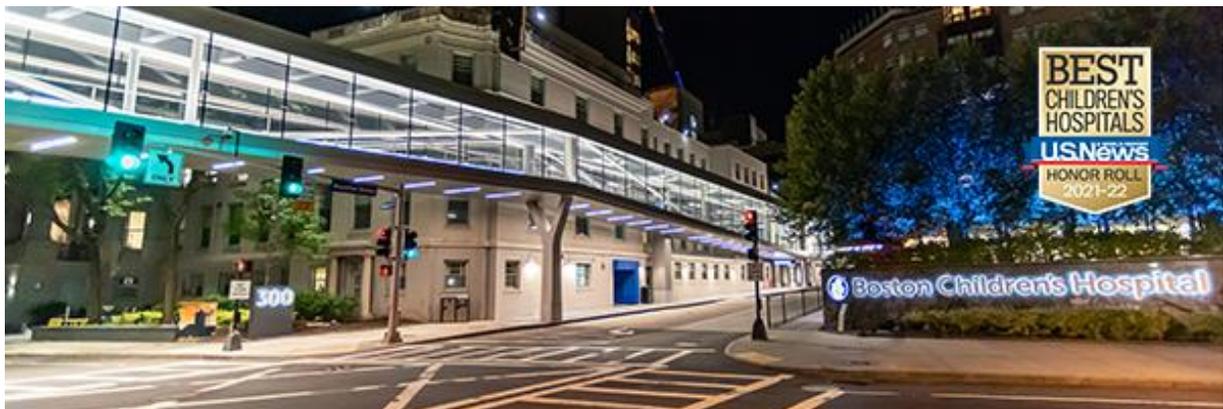
Email: [worklife.hlc@harvard.edu](mailto:worklife.hlc@harvard.edu); Phone: 617-432-1048

The Work/Life Program Manager oversees a series of lunchtime educational seminars addressing family and wellness issues. These seminars are open to all HMS affiliated hospital faculty and staff.

## Appendix

### Boston Children's Hospital Senior Leadership

|                             |  |
|-----------------------------|--|
| Kevin Churchwell, MD        | President and Chief Executive Officer  |
| Dick Argys, MHSA            | Executive Vice President, Chief Administrative Officer,<br>Chief Culture Officer, Chief Operating Officer –<br>Ambulatory & Satellites |
| Gary R. Fleisher, MD        | Interim Executive Vice President, Interim Chief Scientific Officer   |
| Michelle Garvin, JD         | Executive Vice President, System General Counsel, Chief of Staff   |
| Elliott Kellman, MPA        | Executive Vice President, System Chief Human Resources Officer   |
| Peter Laussen, MBBS         | Executive Vice President, Chief of Health Affairs  |
| Lynn Susman                 | Executive Vice President and President,<br>Boston Children's Hospital Trust, Chief Development Officer                                 |
| Douglas Vanderslice, CPA    | Executive Vice President, Enterprise Services,<br>System Chief Financial Officer   |
| Laura Wood, DNP, MS, RN     | Executive Vice President Patient Care Operations,<br>System Chief Nursing Officer  |
| TBA                         | Vice President, Associate Chief Nurse for Nursing/Patient Care<br>and Clinical Operations  |
| John Brownstein, PhD        | Chief Innovation Officer   |
| August Cervini, MBA         | Vice President, Research Administration  |
| Vincent Chiang, MD          | Chief Medical Officer for Operations   |
| Jonathan Finkelstein, MD    | Senior Vice President, Chief Patient Safety<br>and Quality Officer   |
| Steven Fishman, MD          | Surgeon-in-Chief   |
| Michael Gillespie, MPH      | Vice President, Clinical Services  |
| Joshua Greenberg, JD, MA    | Vice President, Government Relations   |
| Cynthia Haines, MBA         | Senior Vice President for International Services   |
| Lisa Hogarty, MSc           | Senior Vice President, Real Estate Planning and Development  |
| Nina Rauscher, MS, RN, CPHQ | Vice President, Health Affairs   |
| Ellen Rothstein, Esq        | Vice President, Human Resources  |
| Philip Rotner, MBA          | Chief Investment Officer   |
| Sue Schade, MBA             | Interim Senior Vice President and Chief Information Officer  |
| Roderic Young               | Vice President and Chief Marketing and Communications Officer  |



## Boston Children's Hospital Chairs/Chiefs – Departments and Divisions

### Anesthesiology, Critical Care and Pain Medicine

Vice Chair/Anesthesia  
Cardiac Anesthesia  
Critical Care Medicine  
Pain Medicine (Acting Chief)  
Perioperative Anesthesia

Joseph Cravero, MD  
John Fiadjoe, MD  
James DiNardo, MD  
Jeffrey Burns, MD, MPH  
Christine Greco, MD  
Lynne Ferrari, MD  
Pedro Del Nido, MD  
Tal Geva, MD

### Cardiac Surgery

#### Cardiology

Associate Chief -  
Academic Affairs  
Cardiac Imaging  
Cardiology Outpatients Service  
Cardiology Inpatient Service  
Invasive Cardiology  
Cardiac Critical Care  
Electrophysiology Laboratories

Jane Newburger, MD, MPH  
Andrew Powell, MD  
Sarah de Ferranti, MD, MPH  
Roger Breitbart, MD  
Diego Porras, MD  
Ravi Thiagarajan MD, MPH  
Edward Walsh, MD

### Dental

### Laboratory Medicine

### Neurology

### Neurosurgery

### Ophthalmology

### Orthopedic Surgery

#### Sports Medicine

### Otolaryngology

### Pathology

### Pediatrics

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

Man Wai Ng, DDS, MPH  
Orah Platt, MD  
Scott Pomeroy, MD, PhD  
Mark Proctor, MD  
David Hunter, MD, PhD  
Donald Bae, MD (Interim Chief)  
Mininder Kocher, MD, MPH  
Michael J. Cunningham, MD  
Mark Fleming, MD, DPhil  
Gary R. Fleisher, MD  
Frederick H. Lovejoy, Jr., MD  
Catherine Gordon, MD, MSc  
William Barbaresi, MD  
Richard G. Bachur, MD  
Joel Hirschhorn, MD, PhD  
Scott Snapper, MD, PhD  
Christopher Landrigan, MD, MPH  
Christopher A. Walsh, MD, PhD  
David Williams, MD  
Peter Nigrovic, MD  
Dennis Kim, MD, PhD  
Stephen C. Harrison, PhD  
Friedhelm Hildebrandt, MD  
Stella Kourembanas, MD  
Benjamin Raby, MD, MPH  
John Meara, MD, DMD, MBA  
David DeMaso, MD  
Richard Robertson, MD  
Steven Fishman, MD  
Marc Laufer, MD  
Carlos Estrada, MD

### Plastic Surgery

### Psychiatry

### Radiology

### Surgery

#### Gynecology

### Urology

### Interdisciplinary Programs

Bioinformatics  
Program in Cellular and Molecular Medicine (PCMM)  
Institutional Centers for Clinical and Translational Research  
F.M. Kirby Neurobiology Center  
Stem Cell/Developmental Biology  
Translational Research Program  
Vascular Biology

Kenneth Mandl, MD, MPH  
Frederick Alt, PhD  
David Williams, MD  
Clifford Woolf, MD, PhD  
Leonard Zon, MD  
Mustafa Sahin, MD, PhD  
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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/>