



**Boston
Children's
Hospital**

Until every child is well™



**HARVARD MEDICAL SCHOOL
TEACHING HOSPITAL**

Overview of Faculty Development Resources at Boston Children's Hospital

2016-2017

Sponsored by the Office of Faculty Development

S. Jean Emans, MD, Director

Maxine Milstein, MBA, Administrative Director

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

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

Jill Dobriner, PhD, Program Coordinator





Boston Children's Hospital

Our Mission

- Provide the highest quality health care
- Be the leading source of research and discovery
- Educate the next generation of leaders in child health
- Enhance the health and well-being of the children and families in our local community

Core Values

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

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

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

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

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



***“If you want one year of prosperity, grow grain; if you want 10 years of prosperity, grow trees;
and if you want 100 years of prosperity, grow people.”
Ancient Asian proverb***

Dear Faculty,

It is with great pleasure that we welcome you to Boston Children’s Hospital. We are proud that our hospital has been a leader in child health for more than 130 years. As the primary pediatric teaching hospital of Harvard Medical School, we value our clinical, research, education, and community service missions and celebrate our new faculty who will continue to advance child health.

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

Warmly,
Jean Emans, MD
Director, Office of Faculty Development

Maxine Milstein, MBA
Administrative Director, Office of Faculty Development



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Office of Faculty Development (OFD)

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

Mission:

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

Program Goals:

- Foster academic promotion, professional guidance, and career satisfaction for all faculty members
- Establish a "Climate of Success" through mentoring, skill building, workshops, and dedicated resources
- Promote excellence in teaching, research, clinical care, and community service
- Support work/life balance initiatives
- Promote diversity and cultural competence in collaboration with the Diversity and Cultural Competency Council (DCCC)
- Create comprehensive faculty communication vehicles within the Boston Children's Hospital academic community
- Forge collaborations across institutions

Reminders to Faculty:

- Check your OFD email messages for information on our upcoming workshops and multi-institutional programs
- Read *Perspectives*, the OFD newsletter, for workshop reports and updates on hospital initiatives that pertain to faculty
- Review the OFD website for resources concerning the Annual Career Conference, mentoring, fellowship opportunities, The Academy at Boston Children's Hospital, and other programs
- Call or email us for questions or to make an appointment to meet with Dr. Jean Emans regarding your CV, promotion issues, and career development: ofd@childrens.harvard.edu, tel: 617-355-2923

<http://www.childrenshospital.org/research/ofd>
OFD Twitter: twitter.com/BCHFacultyDev

Office of Faculty Development (OFD) Advisory Committee

Elizabeth Armstrong, PhD
Sandra Burchett, MD, MS
Vincent Chiang, MD
Jessica H. Daniel, PhD
Lynne Ferrari, MD
Laurie Fishman, MD
James S. Kasser, MD
Margaret Kenna, MD, MPH

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

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

Office of Faculty Development Services

The Office of Faculty Development (OFD) at Boston Children's Hospital (BCH) was founded in 2001 with the goals of recruiting and retaining the best faculty, facilitating career advancement and satisfaction, and increasing leadership opportunities, particularly for women and minorities. Our services over the past 15 years have focused on fostering the careers of faculty at Children's Hospital, through career conferences, seminars, funded fellowships, mentoring models, a family and career network, library resources, a newsletter (*Perspectives*), a dedicated website and Twitter page, a teaching Academy, and one-on-one meetings with faculty.

Boston Children's Hospital Mentoring Guidelines

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

Career Development Fellowships

Cosponsored by the Basic/Translational Research Executive Committee and the Clinical and Translational Research Executive Committee

Established in 2002, the Faculty Career Development Fellowships provide transitional funding to sustain research productivity and career growth during critical years. The faculty fellowships currently provide \$50,000/yr for 2 years with departments/divisions/program funding 25% of the award and overhead. These awards are intended to increase opportunities for junior faculty to advance to senior positions in academic medicine. Four of the thirteen 2016 awards are designated for junior faculty who belong to a racial/ethnic population underrepresented in medicine and science (URM), OR who have family responsibilities such as being the primary caregiver for children and/or parents. The other nine are unrestricted.

Examples of OFD Programs and Workshops

- **Promotion criteria sessions** by Children's senior faculty and HMS OFA leaders highlighting the revised HMS promotion criteria and CV format. The OFD also coordinated a training session for AAs on updating faculty CVs with the HMS Office for Faculty Affairs (OFA).
- **Orientation luncheon in July** for new faculty with senior leaders
- **OFD fellowship award ceremony in November** to honor faculty who have been awarded Children's and HMS fellowships, research, pilot and program grants
- **Communication Styles**
by Sarah Cardoza Duncan, Consultant, careerstrategist.com
- **May is Faculty Development Month** to highlight annual career conferences and work/life balance, among other support mechanisms (Appendix C)
 - How to Plan a Productive Annual Career Conference**
by Jean Emans, MD, Margaret Kenna, MD, MPH and Alan Leichtner, MD, MSHPEd,
 - Running Effective Meetings**
by Frederick Lovejoy, MD
 - Leadership in Research: A Seminar for Principal Investigators (in collaboration with HR, OFT, and Office of General Counsel)**
by Melissa Brodrick, MEd; Joanne Doherty, MS; Jordan Kreidberg, MD, PhD; Chris Newell, PsyD; Alan Paret, MBA; Ellen Rothstein, JD; Lydia Shrier, MD, MPH
 - Faculty Appointment Changes 2015**
By Maureen Connelly, MD, MPH, HMS Dean for Faculty Affairs
 - Negotiating Up: Dealing with Power Differentials**
by Melissa Brodrick, MEd, HMS Ombuds Office
- **Work-life Balance**
 - Strategies for Saving for College**
by Jonathan Griswold, MD
 - Tips for Organizing Email**
by Pam Kristan, Kathleen Greer Associates
 - Finding and Hiring the Right Nanny**
By Marsha Epstein, Founder and President, American Nanny Corporation
- **Library Lunch Discussions (co-sponsored with the Library and the Office of Fellowship Training (OFT))**
 - African American Medicine in Washington, D.C: Healing the Capital During the Civil War Era***
by Heather Butts, JD, MPH, MA, Columbia University Medical School IRB regulatory specialist
 - The Opposite of Spoiled: Raising Kids Who are Grounded, Generous, and Smart About Money***
by Ron Lieber, NY Times financial columnist
- **Research Support and Guidance**
 - Getting Your Clinical Research Funded**
by Isaac Kohane, MD, PhD
 - Getting Your Basic Research Funded**
by Jordan Kreidberg, MD, PhD
 - Strategies for Applying for BCH Clinical and Translational Grants**
by Jean Emans, MD; Judith Fleming, PhD; Jordan Kreidberg, MD, PhD; Jane Newburger, MD
 - Strategies for Applying for Foundation Funds using Pivot**
by Lisa Kaufman, Assistant VP, Foundation Relations, Children's Trust
 - Getting Your K Award Funded: Constructing the Career Development Plan and Mentor's Statement**
by Maria Kontaridis, PhD, Assistant Professor of Medicine, BIDMC
 - Preparing an NIH or Foundation Budget:**
by Theresa Applegate, Office of Sponsored Programs (OSP)

Writing for Scientific Publication

by Marjorie Beeghly, PhD and Lydia Shrier, MD, MPH

- **Programs for Underrepresented in Medicine and Science (URM) Faculty and Fellows:** topics of interest; discussion of ongoing diversity initiatives, representation at Student National Medical Association (SNMA) and Latino Medical Student Association (LMSA) national conferences; speakers; and social/networking events
- **Medical Education:** workshops on teaching reflective practices, evaluating communications skills, enhancing scholarship, developing curricula, designing effective surveys, ethics in teaching, project feedback conferences
- **Presentation and Technical Skills:** key components of strong scientific presentations, including designing reliable on-screen presentations and digital imaging essentials
- **Leadership Development for Physician and Scientists:** a 3-day HMS course preparing faculty for leadership roles in academic medicine; the 2017 session is scheduled to run from Wednesday, March 29 to Friday, March 31.

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

Multi-Hospital Programs, Courses, and Events

The OFD collaborates with the faculty development offices at 6 major teaching hospitals (BWH, MGH, BIDMC, DFCI, McLean, CHA) and the HMS Offices of Faculty Affairs and Diversity Inclusion and Community Partnership, through CHADD (Consortium of Harvard Affiliated Hospital Offices for Faculty Development and Diversity) to invite speakers, sponsor events, and develop courses, search committee guidelines, and diversity initiatives across HMS.

Annual co-sponsored events include.

- September is Women in Medicine and Science Month
- How to Be an Effective Mentor
- Leadership Development for Physicians and Scientists
- Black History Month events and programs
- Latino Heritage Month events and programs
- Asian American and Pacific Islander Heritage Month

Perspectives: Newsletter for BCH Faculty

The OFD introduces new programming, initiatives, and items of interest to faculty through our newsletter. We also report on events at Children's and HMS. *Perspectives* includes articles on workshops, mentoring, medical education, and leadership development. "Time Out" highlights activities for your time away from the hospital. Jill Dobriner's "Leisurely Learning" suggests excursions to local cultural and recreational sites.

OFD Twitter Page

In 2009 the OFD launched a Twitter page: twitter.com/BCHFacultyDev, with notes on OFD programs and online links to publications of interest to faculty to broaden our network and outreach. The site includes 126 followers, both internal and external.

Career and Family Network

The OFD sponsors a seminar series, an innovative model developed and hosted by Dr. Lydia Shrier and Dr. Alicia Casey, for faculty balancing family life and a career in academic medicine. Drs. Shrier and Casey extend their invitation to all faculty who are parenting or have other competing family and career concerns. The OFD also sponsors an annual outing for faculty and their families.

The Children's Library and the Career and Faculty Development Collection

The Library co-sponsors with the OFD Lunch Topics Workshops with authors of special interest to BCH faculty members. Ron Lieber, NY Times money columnist, outlined practical tips for parents looking to instill the right values in their children as they learn to manage money in his new book *The Opposite of Spoiled: Raising Kids Who Are Grounded, Generous, and Smart About Money*. Heather Butts, JD, MPH, MA, Columbia University Medical School IRB regulatory specialist, chronicled the

stories of African American soldiers, doctors and health care providers who provided medical treatment during the Civil War in her book: *African American Medicine in Washington, D.C: Healing the Capital During the Civil War Era*.

The Library also puts together special exhibits corresponding to OFD programs and observances such as "September is Women in Medicine and Science Month," "May is Faculty Development Month," "Black History Month," etc. The Career and Faculty Development Collection, located in the Children's Library, provides faculty with information on professional and personal development. Included are materials on scientific writing, grant preparation, presentations, teaching, communication, and mentoring strategies. The 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 issues, CVs, and academic concerns. To arrange an appointment, email ofd@childrens.harvard.edu

BOSTON CHILDREN'S HOSPITAL RESOURCES

Clinician Support, Office of (OCS)

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

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

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

Cynthia Oldfield – OCS Coordinator, 617-355-6705

The Office of Clinician Support (OCS) provides a safe place for physicians to discuss and resolve a wide range of workplace and personal issues. The OCS functions as an ombuds program for staff and trainees. Located onsite at Children's, the OCS is designed to respond to a wide range of clinician problems ranging from helping to understand work-engendered stresses (e.g., adverse events, patient deaths) to developing responses to work-related concerns (e.g., performance concerns, interpersonal conflicts) to promoting personal and/or family wellness (e.g., burnout, anxiety). All clinicians are seen at no charge with referrals to outside professionals as needed. OCS staff will make arrangements to meet at a convenient time, usually within 24-48 hours. For more information about the program or to make an appointment, please contact Cynthia Oldfield. You may also speak directly with Lauren Coyne or David DeMaso. Confidential messages can be left on any of the above telephone numbers.

Community Health, Office of

<http://www.childrenshospital.org/about-us/community-mission>

Shari Nethersole, MD – Executive Director for Community Health

Main Phone: 617-919-3055

Fax: 617-919-3118

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

- Addressing health disparities and supporting efforts to improve population health
- Understanding the greatest health and non-health concerns for families in our local community and identifying the best ways for the hospital to address those issues
- Coordinating and stewarding resources to implement programs and efforts in the areas of mental and behavioral health, obesity, asthma and early childhood
- Building capacity and strengthening relationships with Boston community health centers
- Leveraging partnerships with key community and city organizations including the Boston Public Schools, Boston Public Health Commission and other local groups

- Ensuring Boston Children's at Martha Eliot is a cornerstone of the hospital's community health mission
- Supporting community programs and services from across the hospital to address community needs
- Communicating and reporting about the hospital's community health efforts and partnerships
- Influencing policy and practice to improve care and support for children and families

Compliance Program

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

Compliance Hotline to report a complaint or allegation, for anonymous calls: confidential, toll-free 888-801-2805 (available 7 days a week)

Compliance Office: 857-218-4681

Tim Hogan, JD, FHFMA, CHC – Chief Compliance Officer, 857-218-4680,
timothy.hogan@childrens.harvard.edu

For questions related to Patient Privacy, Ellen Giblin, JD, MEd, CIPP/US/C/G - Privacy Officer, 617.919.4498, ellen.giblin@childrens.harvard.edu

For questions related to Billing Compliance: Marcie Shannon, RN, CPA, CHC, CPC - Director of Billing Compliance; 857-218-3271, marcie.shannon@childrens.harvard.edu

For questions related to Conflict of Interest and Pharma/Medical Device Industry Interactions: Suzanne Tannenbaum, JD - Conflict of Interest Officer, 857-218-4675, suzanne.tannenbaum@childrens.harvard.edu

For general questions related to Compliance, contact Tim Hogan, Chief Compliance Officer (information above) and:

Susan Levesque, Senior Administrative Associate, 857-218-4681, susan.levesque@childrens.harvard.edu;

James Downing, JD, CHC, CCEP, Compliance Specialist, 617-919-4309, james.downing@childrens.harvard.edu

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).

In addition, all members of the Boston Children's community are expected to abide by our Code of Conduct, which is also available on the Compliance Department's intranet website.

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 or to the Compliance Department.

Code of Conduct

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

conduct our affairs in compliance with state and federal laws and established standards of business and professional ethics, and it also highlights policies of particular importance that apply to all members of the Children's community, including faculty.

Diversity and Cultural Competency Council (DCCC)

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

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

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

Employee Lactation Support Program

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

Nursing Mothers' Lounges – Lactation Rooms

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

kimberly.barbas@childrens.harvard.edu

Lactation Rooms are available for employees who need to express breastmilk during work hours.

These rooms have hospital-grade electric breast pumps (Medela Symphony) available for use and a sink for cleaning equipment. Electric breast pumps require the purchase of a Symphony breast pump kit for individual use. Use of these rooms is first-come/first serve basis, and some rooms require a combination code for entry. The lock combination to the employee lounges, and breast pump kit purchases are available at a discount to employees from the Hale Family Center for Families (5-6279), located in the Main Lobby, during their operating hours. Classes are held on the first Tuesday of the month from 1 - 2pm in the Hale Family Center for Families for employees returning to work and planning to continue breastfeeding and include an orientation to the breast pump. Please refer to the Children's Today Website Announcements for class dates.

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

Employee Lactation Rooms:

- Pavilion, PV110
- Karp 4th floor, RB04-204
- 333 Longwood Ave, OC1.1, lower level
- 1 Autumn St 4th floor, AU-423
- Landmark 6th floor, LM6127
- 1295 Boylston St 4th floor, BY-471
- Waltham 1st floor North, WL1657
- Peabody 2nd Floor, PY2143
- Main Building (shared with patients and families); 11 South, 10 South, 9 South, 8 South, 7 South, 7 West, 3 South
- Fegan Building Out Pt. Families, FE-192
- Martha Elliot Health Center, ME149

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

The MILK POD: Breastfeeding supplies and spare parts for breast pump kits, pumping bras and other lactation aids and specialty feeding devices are now available 24/7 in a vending machine!

The Milk Pod is located around the corner from the outpatient Fegan elevators on Level 1, to the left of the Citizens Bank Machine (this is the area near CVS and Gift Shop). Cash and Credit cards are accepted.

Ethics, Office of, and Ethics Advisory Committee

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

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

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

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

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

Christine Mitchell, RN, MS, MTS, FAAN, and Robert Truog, MD, are the Executive Director and Executive Faculty Director of the Center for Bioethics at Harvard Medical School, which provides educational and research fellowships in medical ethics; an annual 3-day intensive Clinical Bioethics Course for clinicians and ethics committee members; a monthly case-based Harvard Ethics Consortium; and regular meetings for the Ethics Leadership of the Harvard-affiliated health care institutions. For more information, see the webpage at <http://bioethics.hms.harvard.edu/> or email bioethics@hms.harvard.edu

Finance, Research

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

Karen Renaud, MBA – Director

Office Location: 1295 Boylston St. 3rd Floor

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

Email: resfinance@childrens.harvard.edu

Research Finance administers post-award activities associated with sponsored research funded by federal and state agencies, private foundations, organizations, and industry sponsors. It maintains financial accountability and provides financial information, guidance, and training to our research community.

Primary activities include:

- Providing guidance to the Boston Children's research community regarding Hospital financial policies & procedures as these relate to post-award grant and contract administration
- Serving as liaison to the Boston Children's research community regarding matters of financial compliance with sponsor rules and regulations
- Initiating stipend payments for research trainees
- Performing all financial reporting to external sponsors
- Invoicing sponsors for cost reimbursement. Cash collection. Receivables management
- Coordinating annual financial audits of sponsored research activity, including A-133
- Providing financial support data for negotiation of the Hospital's indirect cost rate with the Department of Health and Human Services

General Counsel, Office of

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

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

Government Relations

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

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

Kate Audette, MSW – Director, State Government Relations

Amy DeLong – Manager, Federal Government Relations

Tel: 617-919-3055

Fax: 617-919-3118

Members of the Office of Government Relations work with decision-makers at the local, state, and national levels to uphold the hospital's mission of providing exceptional clinical care, research, and training for pediatric providers; members also like engaging with and supporting the advocacy efforts of internal experts on issues of relevance to children's wellbeing. The program has a special interest in, and commitment to, our community health programs, and works hard to develop and sustain systemic solutions to child health concerns like asthma, obesity, and mental health. The Office of Government Relations closely monitors issues related to public sector coverage and access; the health care regulatory environment; pays close attention to research and medical workforce concerns; and extends efforts to partner and collaborate with community organizations that advocate on behalf of children. Government Relations hosts regular trainings and educational sessions on advocacy topics of interest to the hospital community.

Human Resources, Office of

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

Inez Stewart, MEd – Vice President, Human Resources

Daniel Michaud, MPA – Executive Director

Chris Newell, PsyD – Senior Director, Learning and Development

Judith Zola, MBA – Director, Training and Development

Lucinda Brown, MA – Director, Occupational Health

HR Service Center – HREmployeeServiceCenter@childrens.harvard.edu

Office Location: Landmark 6 West

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

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

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

A full list of HR Departments and their respective responsibilities can be found here:

<http://web2.tch.harvard.edu/hr/mainpageS2652P44.html>

Innovation & Digital Health Accelerator (IDHA)

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

John Brownstein, PhD – Chief Innovation Officer

Jean Mixer, MBA – VP of Strategy and Digital Health

Carla Small, MBA – Director of Innovation

Contact: innovationacceleration@childrens.harvard.edu

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

As the digital health core for Boston Children's Hospital, IDHA is shaping the future of health care and extending Boston Children's pediatric leadership by building new technologies, collaborating with industry, and deploying a comprehensive digital health platform. Our cross-functional team with expertise in software development, data analytics, clinical care and lean startup practices, work together to accelerate innovations and technologies from concept to global deployment.

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

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

<http://www.childrenshospital.org/research-and-innovation/clinical-research-center>

21 Autumn Street, 2nd and 3rd Floors

300 Longwood Avenue, Pavilion Building, 6th floor

Email: crc@childrens.harvard.edu

Phone: 857-218-4720

David Williams, MD – Director

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

Judith Fleming, PhD – Associate Director Clinical and Translational Research

Michael Monuteaux, PhD – Lead Biostatistics

Stavroula Osganian, MD, ScD, MPH – Director of Population Health Sciences and Services

Andy Place, MD, PhD – Co-Director of Experimental Therapeutics and Interventional Trials, Interim Site Director Harvard Catalyst at BCH

Lise Nigrovic, MD, MPH – Education Director

Cindy Williams, MSN, RN, PNP, NE-BC – Co-Director of Experimental Therapeutics and Interventional Trials, Nursing Director, CTSU

Nicolle Quinn, MS, RD, LDN – Nutrition Manager, CTSU

Jon Bickell, MD – Senior Director of Business Intelligence and Clinical Research Informatics, Director of CRIT (Clinical Research IT)

The Institutional Centers for Clinical and Translational Research (ICCTR) at Boston Children's Hospital is an interdisciplinary, academic and service research center that provides assistance and education to the clinical research community at Children's. The Centers directly supports one of Children's core mission areas, to be the leading source of research and discovery, and includes three primary areas of focus:

- (1) Preclinical and Translational: focuses on preclinical and clinical biological studies, specimen acquisition, pilot project funding and translational investigator service
- (2) Experimental Therapeutics and Interventional Trials (ET/IT): specializes in pilot/feasibility, Phase I-III on new drugs, new indications, biologicals, and devices
- (3) Population Health Sciences and Services (Pop Sci): lifestyle, behavioral, neurodevelopmental, educational, and psychology research, comparative effectiveness research, health outcomes research, health services research, public health environmental and policy research, and survey and surveillance studies

Clinical research is scientific investigation that is conducted with human subjects or on material of human origin such as tissues, specimens, cognitive phenomena or other data for which an investigator directly interacts with human subjects or for which material can be directly linked to an

identifiable, living individual. Clinical research includes patient-oriented, community, and population-based research studies. For more information on the ICCTR, please see our website.

Other Services – Behavioral Science Core

Director: Deborah Waber, PhD

Co-Director: Michelle Bosquet, PhD

The Department of Psychiatry staff can provide consultation for investigators who wish to include behavioral outcomes on grants, protocols and manuscripts. Also, psychometrician services are available to collect data for protocols that have neuropsychological, psychiatric, psychological, or other behavioral outcomes.

Institutional Review Board (IRB), see Research Administration

Interpreter Services

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

interpreters@childrens.harvard.edu

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

Library

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

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

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

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

News blog: chblibrarynews.wordpress.com/

Twitter: twitter.com/BCH_Library

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

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

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

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

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



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

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

Boston Children's Hospital Library's *Resources for Leadership Guide* brings together materials found at the hospital library and reputable web sites for managers at every level at Children's. The *Resources for Leadership Guide* includes lists of management books and journals available from the library as well as useful databases, leadership associations, and information about health care reform from the *New England Journal of Medicine* and other sources. In addition to providing access to reputable leadership resources, the guide encourages user interaction by allowing individuals to rate and provide feedback about past Management Grand Round sessions, recent trends and key articles, including the *Harvard Business Review's* "Must Read" articles. The guide is continuously updated to provide information about upcoming Management Grand Rounds, the latest *Harvard Business Review* table of contents, new and featured journals and books, and highlights from relevant blog posts and articles. If you would like to receive the email about updates, email Meaghan Muir to be added to the distribution list

Marketing and Communications

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

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

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

Email: marketing@childrens.harvard.edu

Leadership:

Margaret Coughlin, MBA – Senior Vice President and Chief Marketing and Communications Officer

Patricia Connors – Executive Assistant to Margaret Coughlin

Lisa Badeau – Senior Director of Marketing Communications

Deb Pappas, MBA – Senior Director of Marketing

Bill Gagnon – Senior Director of Interactive Marketing

Rob Graham, MPA – Senior Director of Media Relations and Internal Communications

Michael Nemetz – Director of Creative Services

The Department of Marketing and Communications performs marketing, market research, marketing communications, media relations, and public affairs functions and is responsible for:

- Branding and promoting the hospital, its employees and its clinical care, research, teaching and community initiatives
- Developing programs that drive volume to the clinical services of the hospital and its network and satellite locations
- Raising the hospital's visibility and strengthening its reputation locally, regionally, nationally and globally

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

- Internal: Faculty; Staff; Residents, Fellows and Interns
- External:
 - Current patients and families
 - Prospective patients and families
 - Referring clinicians
 - Other medical specialists, subspecialists and allied health professionals
 - Prospective faculty, staff, residents, fellows and interns
 - Researchers and research organizations
 - Policymakers and opinion leaders
 - Scientific and mainstream news media
 - Patient advocacy groups
 - Medical societies and industry organizations
 - The medical elite throughout the world

Marketing responsibilities:

- Coordination and strengthening of hospital brand identity and messaging
- Development of clinical service line marketing strategies, plans and programs to drive volume and build reputation across targeted market segments
- Advertising, direct mail and email campaigns in support of the hospital and its network and satellite locations
- Creation of network marketing strategies, plans and programs to grow Boston Children's Hospital's Community of Care across its satellite locations, community hospital partner networks and referring physicians
- Primary and secondary market research and analysis of physician, consumer and patient audiences to identify and measure/track market trends, market share, competitive landscape, reputation, brand awareness and preference and satisfaction

Marketing communications responsibilities:

- Content conceptualization, design, writing/editing, production and dissemination across vehicles and platforms - print, video, social media and Web - to promote the hospital and its offerings, accomplishments, employees and patients
- Communication campaigns in support of the hospital and its network and satellite locations
- Direction of the institution's local, regional, national and international media strategy and alignment of media coverage with hospital goals
- Crisis communications and public relations
- Physician relations across the hospital network
- Planning for hospital-wide external events and medical conferences

Medical Education, Department of

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

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

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

Angela Lam – Sr. Administrative Associate; angela.lam@childrens.harvard.edu

Underscoring the hospital's commitment to excellence in medical education, a centralized Department of Medical Education to coordinate educational programs has been established. The initiative is under the direction of Alan Leichtner, MD, MSHPEd, Chief Medical Education Officer and Director of the Department of Medical Education and Alan Woolf, MD, MPH, Associate Chief Medical Education Officer, Designated Institutional Official and Director of the Graduate Medical Education Office. This initiative also represents a unique opportunity to restructure the elements of The Academy at Boston Children's Hospital. The new department will oversee Undergraduate Medical Education (UME), Graduate Medical Education (GME), and Continuing Medical Education (CME). The Department of Medical Education, reporting to Kevin Churchwell, MD, Executive Vice-President of Health Affairs and COO, is designed to foster innovations across the educational continuum, and will complement and co-sponsor activities with the Office of Faculty Development (OFD) to support the careers of BCH faculty including:

- Providing more faculty development in concert with the OFD and GME Offices, including a certificate program in medical education
- Improving the mentoring of scholars and fostering an online community of medical educators
- Creating an interactive website with a team blog, discussion forum, event listing, and resource page
- Strengthening support for research in education and establishing the Academy for Innovation in Education as the principal site of education research
- Expanding Academy membership categories to include program directors and teaching faculty

Occupational Health Services (OHS)

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

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

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

Tom Winters, MD – Medical Director

Office Locations: 333 Longwood Avenue, 2nd floor

Email: ohs@childrens.harvard.edu

Phone: 857-218-3046

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

Hours: Monday – Friday, 7:00 am – 4:30 pm

Occupational Health Services (OHS) provides occupational-related medical services for employees, medical staff, volunteers, and other Associated Personnel at Boston Children's Hospital. OHS provides initial treatment and case management for work-related illnesses and injuries; pre-placement health screens, serologies, and vaccinations; fitness for duty assessments; ergonomics evaluations; and other medical services related to the treatment, diagnosis and prevention of work-related illnesses and injuries. OHS also oversees staff flu vaccination campaign. All staff and affiliated personnel at Boston Children's Hospital are required to get annual flu vaccinations.

If a faculty member is employed directly by BCH and is injured at work, the employee or the staff member's supervisor must complete the Employee Accident Report within 24 hours and report to OHS for evaluation. No appointment is necessary. If the faculty member is employed by a foundation, he/she must contact the Department administrator for information on workers' comp coverage.

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

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

Office of Fellowship Training

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

Jordan Kreidberg, MD, PhD – Faculty Director

Lu-Ann Pozzi, PhD – Program Manager

Christine Sinclair – Administrative Associate

Administrative Office Location: Karp 6/ Room 6-217

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

The mission of The Office of Fellowship Training (OFT) is to provide research and clinical fellows with career development tools as well as access to resources and opportunities to network at BCH and in Boston. The OFT organizes career development seminars and social functions to enrich the experience of fellows during their time at Children's. They also provide mentoring and help identifying relevant training, funding, and other opportunities.

Physicians' Organization

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

Executive Committee:

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

Paul Hickey, MD – Chairman of the PO Board

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

John Triedman, MD – Treasurer/Clerk

Irene Paresky – Chief Operating Officer

Thomas Hart – Chief Financial Officer

Tel: (617) 919-9917

The Physicians' Organization at Boston Children's Hospital (PO) is a non-profit management service organization for the 1,200 physicians employed by either BCH or the 15 subspecialty Foundations.

The PO works jointly with the BCH and 17 sub-specialty Foundations and/or Service Funds in developing and coordinating an integrated child health care system that fosters cost-effective, quality patient care. To support the development of health care services, the PO supports the negotiation of agreements with insurers and manages care plans. The PO negotiates contracts for physicians' fringe benefits on behalf of its affiliated physicians and employees. The PO also performs management services including: patient billing and receivables management; patient access; utilization review; treasury functions; internal investment funds and cash management; audit preparation and external financial reporting; tax preparation; billing compliance; and IT services to support patient billing, accounting, human resources; cost modeling, and charge capture.

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

Research Administration

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

August Cervini, MBA – Vice President, Research Administration

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

Mailstop: BCH 3396

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

Email: resadmin@childrens.harvard.edu

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

Research Administration Departments:

Research Administration Office

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

Franklin Thayer, MBA – Director, Research Administration

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

Mailstop: BCH 3396

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

Email: resadmin@childrens.harvard.edu

The Research Administration Office, led by Frank Thayer, serves as a liaison between research community and hospital administration. The office is responsible for management and support of the research administration and compliance enterprise application, CHERP; facilitation and support to executive research committees, including the Research Faculty Council; and develops tools to enhance communication and training within and beyond the research enterprise.

Clinical Trials Business Office

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

Nick Repucci, MPH – Director, Clinical Trials Business Office

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

Mailstop: BCH 3414

Phone: 617-919-2954

Email: ctbo@childrens.harvard.edu

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

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

Institutional Review Board (IRB)

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

Susan Kornetsky, MPH – Senior Director, Clinical Research Compliance

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

Mailstop: BCH 3396

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

Email: IRB@childrens.harvard.edu

The 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 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 Children's Hospital.

The IRB administrative office provides a mechanism for continual education and improvement for the human research protection program through the Education and Quality Improvement Program (EQulP). The goal of EQulP is to provide education and assist investigators who conduct human subjects research according to the highest ethical standards, in compliance with federal, state, and institutional regulations, and according to Good Clinical Practice. The CHERP application on our website now provides an accessible electronic review system.

Office of Sponsored Programs (OSP)

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

Theresa Applegate, MPA, CRA - Director of Sponsored Programs

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

Mailstop: BCH 3158

Phone: 617-919-2729

Email: osp@childrens.harvard.edu

The Office of Sponsored Programs manages governmental, foundation, and other non-profit funding arrangements. Grant officers are assigned to the research community by department and division. They serve as the primary points of contact for grant application review, submission, award acceptance and administration, sponsor relations, and inter-institutional contractual agreements related to governmental, foundation, and other non-profit sources of

funding. OSP is committed to facilitating and supporting the research mission of the institution.

Research Operations

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

Brian Lobao – Senior Director, Research Operations

Main Office Location: Karp 4th Floor

Mailstop: BCH 3183

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

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

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

The departments include:

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

Technology & Innovation Development Office (TIDO)

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

Irene Abrams – Senior Director, Technology & Innovation Development Office

Jane Amara, PhD – Associate Director, Licensing and Operations

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

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

TIDO's mission is to translate the excellence of the laboratory research and clinical care at Boston Children's Hospital into lifesaving biomedical products, devices and procedures for the public benefit. The TIDO team works closely with investigators and clinicians within Boston Children's community to promote, support, and develop innovations by protecting and licensing intellectual property and enabling collaborations with industry. Each department is served by one of TIDO's six licensing managers, who collectively have experience in biomedical research, technology licensing, company startups, business and law. Please contact your licensing manager for support on any issues related to new inventions, the intellectual property policy, interactions with companies, or to identify other ways that TIDO can support you.

TIDO's responsibilities include:

- Evaluating new innovations and discoveries for their patentability and commercial potential
- Managing the patenting process
- Sorting out IP issues related to collaboration and/or joint appointments
- Marketing and licensing technologies to industry

- Facilitating the formation of startup companies
- Through the Technology Development Fund, advancing technologies to increase their value to industry
- Establishing relationships, collaborations and sponsored research with industry
- Fostering and supporting a culture of innovation and entrepreneurship at Boston Children's through educational programs
- Handling materials transfer agreements, corporate sponsored research, and collaboration agreements

Translational Research Program

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

David Williams, MD – Director

Judy Fleming, PhD – Associate Director

Christina McCarthy, MS - Senior Compliance and Regulatory Affairs Specialist

Tina Kim – Program Coordinator

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

Office Location: 2 Avenue Louis Pasteur, 4th Fl. L-430I (Simmons Campus)

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

Focus areas of the TRP include:

Stimulative grants-in-aid awarded for programs containing novel ideas or applications

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

Work/Life Benefits -- Family Support Services

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

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

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

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

Back-up child care for emergencies is contracted through care.com with hourly cost for employee at \$7.50; see all details at bch.care.com.

KGA is the Employee Assistance Program (EAP) provider for Boston Childrens and is available 24 hours a day, 365 days a year at 800-648-9557. KGA's services include: child and eldercare referrals and screening, financial and legal resources and health and well-being information. For a complete list of their services go to:

<https://kgaep.personaladvantage.com/gateway.jsp?SingleSignIn:refid=BCH>

HARVARD MEDICAL SCHOOL RESOURCES

The Academy at Harvard Medical School

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

260 Longwood Ave – TMEC 384, Boston, MA 02115

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

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

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

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

Children's Hospital HMS Academy Members:

Puja Banka, MD; Richard Blum, MD; Debra Boyer, MD; David Brown, MD; Michele Burns, MD; Martha Cesena, MD; Vincent Chiang, MD; Elizabeth Doherty, MD; S. Jean Emans, MD; Laurie Fishman, MD; Holly Gooding, MD, MSc; Lisa Gruenberg, MD; Tanzeema Hossain, MBChB; Jennifer Kesselheim, MD, MEd, MBE; Alan Leichtner, MD, MSHPEd; Clifford Lo, MD, ScD; Alexander McAdam, MD, PhD; Joshua Nagler, MD; Elizabeth Rider, MD, MSW; Christiana Russ, MD; Thomas Sandora, MD; David Urion, MD; Debra Weiner, MD, PhD; Alan Woolf, MD, MPH

Academic and Clinical Affairs, Office for

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

Nancy Tarbell, MD - Dean for Academic and Clinical Affairs

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

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

The Office for Academic and Clinical Affairs encompasses the Office for Faculty Affairs, the Office for Diversity Inclusion and Community Partnership, as well as the Office for Academic and Research Integrity. The mission of the Office for Academic and Clinical Affairs is to uphold a commitment to excellence in academic affairs and ethical standards throughout the Harvard Medical community and to develop and nurture a diverse faculty through policies, practices and programs.

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

- Coordinates the selection process for limited competition funding opportunities (i.e., HMS Foundation Funds): <http://hms.harvard.edu/foundationfunds>
- Conducts clinical department reviews: <http://hms.harvard.edu/departments/office-academic-and-clinical-affairs/clinical-department-review-program>.
- Maintains agreements with HMS-affiliated hospitals and research institutions: <http://hms.harvard.edu/hms-affiliates>.

- Serves as Dean's Office liaison for most of the HMS initiatives, programs, centers and institutes: <http://hms.harvard.edu/departments/office-academic-and-clinical-affairs/initiatives-programs-centers-and-institutes>

HMS Foundation Funds Program:

Contact: Betty Carbanari at 617-432-7463 or betty_carbanari@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.

Additionally, a number of funding opportunities are available solely to our faculty. These are different from the typical Foundation Funds awards because applicants do not go on to compete against applicants from other universities at the national level, and therefore no institutional nomination is required.

Clinical Department Review Program:

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

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

Each department is asked to prepare a comprehensive and detailed report of activities over the previous five-year period. The report also includes information on the faculty and on the teaching, research, and clinical programs of the department. Additionally, the department chair includes a strategic plan for the department. The report is shared with the external reviewers, deans and hospital president/CEO approximately one month prior to the review. Over 80 reviews have been conducted since the Program's inception in 2000.

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

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

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

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

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

Faculty Affairs, Office for

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

Maureen Connelly, MD, MPH – Dean for Faculty Affairs

The Office for Faculty Affairs is responsible for the promotion and appointment processes at HMS and HSDM, works with committees that address faculty concerns, and serves as a resource to faculty members for issues related to promotion and career development. In addition to offering one-on-one CV reviews, the Office runs the annual HMS Leadership Development Course for Physicians and Scientists and the Eleanor and Miles Shore 50th Anniversary Fellowship Program for Scholars in Medicine for junior faculty in collaboration with our hospital affiliates. The office also runs orientation programs for new faculty across HMS and HSDM and will hold an orientation in the fall. For further information on these programs, visit the website or call 617-432-1198.

Promotion Criteria

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

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

The 50th Anniversary Program for Scholars in Medicine was established in 1995 to celebrate the anniversary of the admission of women to HMS and to acknowledge the important contributions of women to the school. As part of this celebration, a fellowship program was established to help junior faculty, women and men, at the point in their careers when they must teach, do research, compete for grants, publish, or practice (if a clinical faculty member) at the same time they may be assuming increased family or other responsibilities. The program was renamed in 2004 to honor the efforts of Dr. Eleanor Shore, former Dean for Faculty Affairs, and Dr. Miles Shore, Bullard Professor of Psychiatry, Emeritus, on behalf of the 50th Anniversary Program for Scholars in Medicine. Most fellowships provide funding of \$30,000/1 year. The program also encompasses faculty fellowships at HMS affiliated hospitals. The Boston Children's Hospital OFD/BTREC/CTREC Faculty Career Development Fellowship is included in the Eleanor and Miles Shore 50th Anniversary Fellowship Program for Scholars in Medicine.

Eligibility: The program includes fellowships open generally to faculty holding an appointment at the level of instructor or assistant professor at HMS or HSDM and specifically to the faculty of a sponsoring department or institution. Past recipients of any award from the Eleanor and Miles Shore 50th Anniversary Fellowship Program are ineligible for the two fellowships available to the entire faculty. A full list of fellowships and eligibility criteria is available on the website of the Office for Faculty Affairs.

HMS Leadership Development Course for Physicians and Scientists

This course is designed for HMS/HSDM instructors, assistant professors, and recently promoted associate professors who currently have responsibility for a research grant, laboratory, educational course, or clinical program. It is intended for those in the early stages of leadership and not for chairs of departments or divisions. The goal of the course is to build on participants' knowledge base and skills to enhance their professional development as administrative leaders in academic medicine. Participants will acquire skills in institutional organization, financial, legal, and regulatory issues, and the full spectrum of communication skills. Women and minorities are particularly encouraged to apply. The next course will take place on March 29-31, 2017.

Diversity Inclusion and Community Partnership (DICP), Office for

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

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

164 Longwood Avenue, Room 210

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

joan_reede@hms.harvard.edu

The Office for Diversity Inclusion and Community Partnership (DICP) at Harvard Medical School (HMS) was established to promote the increased recruitment, retention, and advancement of diverse faculty, particularly underrepresented minority (URM) faculty, at HMS and to oversee all diversity and inclusion activities involving HMS faculty, trainees, students, and staff.

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

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

HMS Visiting Clerkship Program

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

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

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

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

Harvard Catalyst – Child Health

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

Ellis Neufeld, MD, PhD – Co Chair, Child Health Committee, Harvard Catalyst

Harvard Medical School and its affiliated healthcare institutions have established the Harvard Catalyst Clinical and Translational Science Center, to assist students, fellows, and faculty in their research career development. The website provides links to finding research study groups, colloquia and conferences, as well as to the HMS educational and grant programs. A major focus of Harvard Catalyst, now in its second 5-years of NIH funding, is training and career development. Investigators can build a unique research identity by posting their profile through online tools, and, simultaneously, reach out to the HMS community. The Child Health Committee advocates for programs, educational opportunities and funding within Harvard Catalyst related to life-course research, and diseases of infants, children, and adolescents.

HMS ID – HMS Kresge Building at 677 Huntington Avenue, Room 119; tel 617-432-0389; open 7 AM - 5 PM

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://hms.harvard.edu/departments/joint-committee-status-women>

Phone: 617-432-0719

Email: JCSW_AdminAssist@hms.harvard.edu

The JCSW is a standing committee of the Dean of the Faculty of Medicine, established in 1973, representing a constituency of women and men faculty, fellows, residents, post docs, students, of the Medical and Dental Schools, and the affiliated hospitals and institutions and staff of HMS and HSDM. The mission of the Committee is to facilitate and enhance the contribution of women at HMS and HSDM by expanding and improving opportunities for leadership and advancement. The members of the JCSW constitute a fabric of connection and a force for institutional evolution – as observers, researchers, analysts, commentators, mentors and educators. Past achievements include helping to establish the Ombuds Office and the Archives for Women in Medicine. Visit the JCSW website for more information, including a calendar of programs and events, as well as these links: HMS websites on promotion and fellowships; Offices for Women at Harvard Hospitals; the Ombuds Office; the Office for Work and Family. The JCSW accomplishes its goals through the work of committees and task forces such as Salary & Resource Equity; Joseph B. Martin Dean's Leadership Award for the Advancement of Women Faculty and Staff; Career Advancement; Work/Life; Community Engagement; Strategic Planning. The JCSW documents obstacles and opportunities for advancement of women, offers and promotes educational programs, networking, and provides recommendations to the Dean. JCSW membership is open to all HMS/HSDM faculty, trainees, students, and HMS/HSDM staff.

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

Eman Ansari, MD, MPH; Dusica Bajic, MD; Diana Carlone, PhD; S. Jean Emans, MD; Anjali Koka, MD; Lin Lin, MD; Viviane Nasr, MD; Adrienne Randolph, MD; Bobbie Riley, MD; Sherin Shaaban, MD, PhD; Christine Sieberg, PhD; Catherine Stamoulis, PhD; Amy Szarkowski, PhD; Nicole Ullrich, MD, PhD; Maxine Milstein, MBA

Ombuds Office, HMS/HSDM/HSPH

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

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

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

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

Harvard Longwood Campus – Work/Life Program

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

Work/Life Seminars and Webinars: <http://www.hsph.harvard.edu/human-resources/worklife/seminars/>
Susanna Katsman, EdM. - Work/Life Program Manager

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

The Work/Life Program Manager oversees a series of lunchtime educational seminars addressing family and wellness issues. These seminars are open to all HMS affiliated hospital faculty and staff. Please feel free to bring your own lunch and join us to hear from experts in their fields.

Appendix

Boston Children's Hospital Senior Leadership

Sandra Fenwick, MPH	President and Chief Executive Officer
Kevin Churchwell, MD	Executive Vice President of Health Affairs and Chief Operating Officer
Dick Argys, MHSA	Chief Administrative Officer
John Brownstein, PhD	Chief Innovation Officer
August Cervini, MBA	Vice President, Research Administration
Margaret Coughlin, MBA	Senior Vice President and Chief Marketing and Communications Officer
Gary Fleisher, MD	Physician-in-Chief
Michelle Garvin, JD	Senior Vice President and General Counsel
Michael Gillespie, MPH	Vice President, Clinical Services
Joshua Greenberg, JD, MA	Vice President, Government Relations
Cynthia Haines, MBA	Senior Vice President for International Services
Sophia Holder, CPA	Vice President, Finance
Kathy Jenkins, MD, MPH	Senior Vice President, Chief Patient Safety and Quality Officer
James Kasser, MD	Surgeon-in-Chief
Daniel Nigrin, MD, MS	Chief Information Officer
Philip Rotner, MBA	Chief Investment Officer
Inez Stewart, MEd	Vice President, Human Resources
Lynn Susman	President, Children's Hospital Trust
Douglas Vanderslice	Chief Financial Officer
Wendy Warring, JD	Senior Vice President, Network Development
Laura Wood, DNP, MS, RN	Senior Vice President of Patient Care Operations and Chief Nursing Officer
TBA	Vice President, Real Estate Planning and Development

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

2015 Fellowship recipients with
Jean Emans, MD, the Director of the Office of Faculty Development



Boston Children's Hospital Chiefs – Departments and Divisions

Anesthesia

Cardiac Anesthesia
Critical Care Medicine
Pain Medicine
Perioperative Anesthesia

Paul Hickey, MD
James DiNardo, MD
Jeffrey Burns, MD
Charles Berde, MD, PhD
Lynne Ferrari, MD
Pedro Del Nido, MD
Tal Geva, MD

Cardiac Surgery

Cardiology

Associate Chief -
Academic Affairs
Associate Chief -
Clinical Operations

Jane Newburger, MD, MPH

Dental

Laboratory Medicine

Medicine

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

Steven Colan, MD
Man Wai Ng, DDS, MPH
Orah Platt, MD
Gary R. Fleisher, MD
Frederick H. Lovejoy, Jr., MD
S. Jean Emans, MD
Leonard Rappaport, MD
Richard G. Bachur, MD
Joseph A. Majzoub, MD
Wayne I. Lencer, MD, PhD
Mark Schuster, MD, PhD
Christopher A. Walsh, MD, PhD
David Williams, MD
Raif S. Geha, MD
Michael Wessels, MD
Stephen C. Harrison, PhD
Friedhelm Hildebrandt, MD
Stella Kourembanas, MD
Craig J. Gerard, MD, PhD
Scott Pomeroy, MD, PhD
Mark Proctor, MD (Interim Chief)
David Hunter, MD, PhD
Peter Waters, MD
Lyle Micheli, MD
Michael J. Cunningham, MD
Mark Fleming, MD, DPhil
John Meara, MD, DMD, MBA
David DeMaso, MD
Richard Robertson, MD
Robert Shamberger, MD
Marc Laufer, MD
David Diamond, MD

Neurology

Neurosurgery

Ophthalmology

Orthopedic Surgery

Sports Medicine

Otolaryngology

Pathology

Plastic Surgery

Psychiatry

Radiology

Surgery

Gynecology

Urology

Interdisciplinary Programs

Bioinformatics Isaac Kohane, MD, PhD

Cellular and Molecular Medicine/Immune Disease Institute Frederick Alt, PhD

Clinical Research Center Judith Fleming, PhD (Interim Administrative Director)

Neurosciences Clifford Woolf, MD, PhD

Stem Cell/Developmental Biology Leonard Zon, MD

Translational Research Program David Williams, MD

Vascular Biology Marsha Moses, PhD

Harvard Medical School – Academic Leadership

Dean of the Harvard University's Faculty of Medicine - Jeffrey Flier, MD (through 7/31/16)

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

Dean for Academic and Clinical Affairs - Nancy Tarbell, MD

Dean for Faculty Affairs - Maureen Connelly, MD, MPH

Dean for Medical Education - Edward M. Hundert, MD

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

Dean for External Education - David H. Roberts, MD

Dean for Clinical and Translational Research - Lee Nadler, MD

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

Executive Dean for Administration - John Czajkowski, MPA

Chief Financial Officer – Michael P. White, MS

Dean for Faculty and Research Integrity - Gretchen Brodnicki, JD

Director of the Harvard Medical School Academy - Richard Schwartzstein, MD

Ombudsperson - Melissa Brodrick, MEd

For complete Offices of the Deans, see:
hms.harvard.edu/public/deans/index.html

Related Web Sites

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

Teaching Opportunities, HMS Office of Educational Resources
<https://hms.harvard.edu/departments/medical-education/curriculum-services/teaching-opportunities>

Harvard Affiliated Housing provides information about housing for faculty and links to related resources
<http://huhousing.harvard.edu/>