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The Center for Faculty Development (CFD) was established to facilitate career development of MGH faculty and trainees. This umbrella organization addresses all aspects of faculty development, as well as specializing on the clinical faculty through the Office for Clinical Careers (OCC), the research community through the Office for Research Career Development (ORCD) and Graduate Student Division and the women faculty through the Office for Women's Careers (OWC).

**Mission**

The CFD facilitates the career advancement and job satisfaction of faculty, research fellows and graduate students at the MGH. Areas of emphasis for the Center are to:

- Develop and implement programs for faculty and trainees at all stages in their careers - from early careers to senior leadership - that promote academic and professional development
- Provide information, education and resources to enhance faculty effectiveness
- Provide support and education regarding the academic promotion process
- Provide individual counseling, advice and support

The CFD enhances communication and facilitates work-life balance that is critical to improved outcomes and to faculty satisfaction. In doing what we do, we believe that our mission facilitates the retention of faculty and helps fulfill the MGH Mission: “Guided by the needs of our patients and their families, we aim to deliver the very best health care in a safe, compassionate environment; to advance that care through innovative research and education; and, to improve the health and well-being of the diverse communities we serve.”

Bulfinch Building, 3rd floor, Suite 370 • (617) 724-0818 • cfd@partners.org
http://www2.massgeneral.org/facultydevelopment/

A. Our Offices

**Office for Clinical Careers** - Theodore Stern, MD, Director
http://www2.massgeneral.org/facultydevelopment/occ/

The Office for Clinical Careers (OCC) at MGH is a branch of the Center for Faculty Development (CFD) and was created to facilitate the career advancement of clinical faculty.

**Mission**

The OCC facilitates the career advancement and promotion of clinical faculty at the MGH. Areas of emphasis for this office are to:

- Develop and implement programs to promote career development.
- Provide support and education regarding the promotion process.
- Enhance clinical practice/practice management.
- Encourage work life balance.
- Provide individual counseling, advice and support
Office for Research Career Development - Dennis Brown, PhD, Director

http://www2.massgeneral.org/facultydevelopment/orcd/

The Office for Research Career Development (ORCD) at MGH is a branch of the Center for Faculty Development (CFD) and was created to facilitate the career advancement of research faculty and trainees.

Mission
The ORCD addresses the specific needs of the MGH research faculty and trainees. Areas of emphasis for this office are to:

» Develop programs to advance the career development pathways of research faculty in an academic medical center environment.
» Strengthen the career guidance and mentoring offered to trainees.
» Enhance communication within the research community.
» Provide individual counseling, advice and support.

Graduate Student Division - Thilo Deckersbach, PhD, Director

http://www2.massgeneral.org/facultydevelopment/gsd/

The Graduate Student Division (GSD) within the Office for Research Career Development (ORCD), a branch of the Center for Faculty Development (CFD), was created to foster a graduate student community and to serve the practical needs of graduate students from all academic institutions who are associated with basic and clinical research at MGH.

Mission
The GSD addresses the specific needs and career advancement of the MGH graduate students at the MGH. Areas of emphasis for this office are to:

» Provide programs, services, and resources.
» Create a sense of community.
» Enhance the overall experience of students affiliated with MGH.
» Attract more graduate students to MGH.
» Establish relationships with the graduate schools.

Office for Women's Careers - Nancy Rigotti, MD, Director

http://www2.massgeneral.org/facultydevelopment/owc/

The Office for Women's Careers (OWC) at MGH is a branch of the Center for Faculty Development (CFD) and was created to foster a gender equitable environment to assure that women faculty will be given the same opportunity as men faculty to succeed in research and clinical careers at MGH.

Mission
The OWC facilitates the career advancement of women faculty at MGH. Areas of emphasis for this office are to:

» Affect the number of women faculty in leadership positions.
» Increase the number of women faculty promoted by academic criteria.
» Increase retention and job satisfaction of women faculty.
» Develop and implement programs to promote career development and work life balance.
» Provide individual counseling, advice and support.

B. Programming

One goal of the faculty development thematic programming is to provide a series of sessions under each theme and give some depth to the topic at hand. The skills learned at these sessions complement the faculty's career trajectory. Additionally, the sessions allow for growth and development in areas in which they may not previously have had training. The sessions are led by both internal and external facilitators who bring a wealth of knowledge and experience.
The CFD offers programs that focus on the following core faculty development themes:

**Career Advancement**
- Annual Career Conference
- Academic:
  - HMS Promotion Criteria
  - HMS CV Format/Narrative
  - Promotion Panel Discussions
- Beyond Academia:
  - Career Exploration for Trainees

**Leadership**
- Leadership Skills
- Mentoring
- Lectureship Series

**Management**
- Budgeting Basics
- Lab Management
- People Management
- Team Building

**Communication**
- Dealing with the Media
- English as a Second Language
- Grant Writing
- Presentations/Public Speaking
- Publishing
- Writing Skills

**Negotiation**
- Basic and Advanced Negotiation
- Conflict Management
- Difficult Conversations

**Networking**
- Faculty Parents Group
- Networking Luncheons
- Meet and Greet events

**Responsible Conduct of Research**
- Data Acquisition and Management
- Leadership/Management
- Research Misconduct
- Responsible Authorship

**Work-Life Balance**
- Business of Life™
- Managing Parenthood and Your Career
- Financial Planning
- Organization/Time Management
- Stress Management

---

### Center for Faculty Development Academic Year Program Planning

#### Career Advancement
- 18th Annual Coffin Distinguished Scholar Awards Luncheon
- Academic Career Advancement Series (ACAS)
  - Clinical Expertise and Innovation & Teaching and Educational Leadership
  - Instructor to Assistant Professor
  - Investigation
  - Acting the Interview
- Building a Positive Online Personal Brand: Using LinkedIn, Blogs, and Other Social Media Tools
- Can I (Should I) Be Promoted? A Discussion for Clinical Faculty
- Consulting Careers
- Crafting Your CV/Narrative
- Drafting Your CV’s Letter
- Grad Student/Chalk Talk Series
- How to Become a Medical or Scientific Entrepreneur
- How to Format the HMS CV
- How to Write a Successful Fellowship Application
- Industry Job Descriptions

#### Leadership
- Looking your Best on Paper: Building a High Impact CV or Resume
- MGH ECOR Fellowships for Postdocs: How to Write a Competitive Application
- MGH New Faculty Orientation
- MGPA Acting the Interview and Vendor Show
- MGPA Industry Careers Exposure (ICE) Club: Writing a CV for Industry
- MGPA Industry Careers Exposure (ICE) Panel Discussion
- New Research Fellow Orientation
- New Graduate Student Orientation
- New Investigator Development Initiative (NID)
- Overview Career Opportunities in the Life Science Sector
- Panel Discussion: Coffin Distinguished Scholar Awards
- Scientific Editing and Publishing
- Research Fellow Poster Celebration
- The Academic Job Search
- The Flagship VenturesLabs Internship Program
- UF Clinical Careers for Internationally Trained MDs

#### Communication
- Digital Tools: Collaborative Writing
- English as a Second Language
- Fundraising for Faculty: Communicating with Potential Donors
- Grant Writing Series: Mock NIH Study Section
- How to Identify Fellowships and Other Extramural Funding Opportunities
- NIH Career Development (K) Awards
- On the Record: Mastering Your Media Message
- The Power of Presentation

#### Networking
- CNH Data Club: “Developing immune compromised zebrafish models for optimized cell transplantation”
- “Growing Up Brave” -- Meet and Greet Faculty Networking Lunch
- MGPA Annual Meeting
- MGPA/USD/Networking BBQ
- MGPA/USD/ZD Social Activities
- Postdoc Appreciation Day
- Speed Networking

#### Responsible Conduct of Research
- Data Management and Data Integrity
- Peer Review of Journal Manuscripts
- Conflict of Interest
- Responsible Authorship
- Research Integrity: It’s a Matter of Trust
- Responsibilities of Mentors and Mentees

#### Work-Life Balance
- Business of Life
- Getting the Most Out of Your Family Dinners
- Making the Most of Your MGH/MGPA Benefits
- Managing Parenthood “Getting out the Door”
C. Career Advice

The Center for Faculty Development (CFD) offers individual consultations for:

» Career advice/professional development
» Navigating the HMS promotions process
» HMS Curriculum Vitae (CV) review
» Managing relationships in the lab
» And much more...

The Office for Research Career Development (ORCD) offers Community of Science (COS) Pivot consultations with Amy Robb, Assistant Director for Prospect Research and Funding Opportunities, Corporate & Foundation Relations, MGH Development Office. The consultation will help you:

» Set up search parameters designed to identify funding sources for your research program
» Receive a weekly report of updated search results
» Gain a greater understanding of how to use COS Pivot to conduct additional searches on your own

See Page 26 under Resources for Professional Growth or contact orcd@partners.org for more information.

D. Initiatives

1. Annual Career Conference (ACC)

The Annual Career Conference (ACC) is an opportunity for all faculty. In early 2006, Peter Slavin, MD, MGH president, and David Torchiana, MD, former MGPO Chairman and chief executive officer, asked the CFD to lead an initiative to implement an ACC for all faculty members – men and women, clinicians and researchers.

This means, once a year, a faculty member and his or her leader (chief, division chief, lab director or principal investigator) will meet to discuss that faculty member’s career development. The CFD Faculty Council developed a standard form for all faculty members. Departments may use an alternate form provided it is approved by the council.
While many departments have been doing career conferences informally, this initiative helps standardize the process for everyone. Preparation is the key to a successful meeting. Visit http://www2.massgeneral.org/facultydevelopment/cfd/acc.html for more information and tips.

Connect with your department administrator for details on your ACC.

2. Faculty Mentoring Program

Over the past several years, several MGH and MGPO faculty surveys have indicated that faculty are looking for and are interested in mentoring. In response, the CFD piloted a program in the Departments of Anesthesia, Critical Care and Pain Medicine and Radiation Oncology and received positive feedback. Subsequent offerings of the program were launched in collaboration with the Department of Pediatrics (MGH/C), the Center for Diversity and Inclusion (formerly known as the Multicultural Affairs Office) and the Claflin Distinguished Scholar Award community. This year the CFD will be collaborating with the Department of Medicine Hospital Medicine Unit to facilitate the mentoring program.

Mission
To establish and continue to provide an enriching mentoring program for MGH faculty, and trainees by strengthening faculty development and satisfaction by establishing relationships, fostering camaraderie, encouraging advocacy and creating new opportunities and communication channels.

Website: http://www2.massgeneral.org/facultydevelopment/cfd/mentoring.html
3. Faculty Involvement Opportunities

The Center for Faculty Development recommends that all faculty consider ways that they can contribute to the hospital/medical school community beyond their primary research and/or clinical duties. There are many ways that faculty can become involved in the community at MGH/HMS, and these activities enhance the hospital and medical school community, as well as increasing individuals’ visibility on a local and national level, and contributing to promotion opportunities. The CFD has developed a guide to the different opportunities, including:

» interdisciplinary meetings and seminars
» committee membership
» peer review
» teaching
» mentoring

To learn more about faculty involvement opportunities visit:
http://www2.massgeneral.org/facultydevelopment/cfd/fio-initiative.html

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<td>- Ad hoc journal reviews</td>
<td>- Public lectures for non-scientists</td>
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E. Collaborations

In order to maximize the available infrastructure and represent the needs of faculty, the CFD and its Offices have established many collaborations:

- Consortium of Harvard Affiliated Offices for Faculty Development and Diversity (CHADD)
- Executive Committee on Research (ECOR)
- HMS Diversity Affiliates
- HMS Joint Committee on the Status of Women (JCSW)
- HMS Leadership Development for Physicians and Scientists
- HMS Office for Faculty Affairs
- Massachusetts General Physicians Organization (MGPO)
- MGH Human Resources
- MGH Leadership Academy
- MGH Center for Diversity and Inclusion (CDI)
- MGH Professional Staff Benefits Office
- MGH Research Administrators Mentoring Committee
- Partners Employee Assistance Program (EAP)

F. Communication...stay informed...

The CFD works hard to keep you informed. Please be aware of the following communications from the CFD and its offices to stay up to date on current programs and career services.

1. Email Announcements

In an effort to reach members of the MGH faculty with program announcements and career services, the CFD maintains an email distribution list of all faculty.
To receive CFD announcements, send an email to cfd@partners.org with your name and academic rank. You may also note if you would like to receive information from a particular office, such as: the Office for Clinical Careers, Office for Research Career Development, Graduate Student Division or the Office for Women’s Careers. Email announcements are sent each Friday from one of the CFD offices.

2. MGH Broadcasts

The CFD and its offices post the majority of its programs to: the MGH Broadcast email announcements sent through Human Resources; the MGH Research News emails sent through Research Management; and the approved Banner and Flyer spaces around the hospital and its research sites. This allows the CFD to reach out to a broader range of faculty and trainees that may not have been on the office email distribution lists. It helps ensure that the CFD and its offices reach all of its constituents.

3. Electronic Screen Postings

The CFD and its offices post electronic announcements of programs happening throughout the academic year. These electronic screens are located in the lobbies of Building 114 and 149 in the Charlestown Navy Yard (CNY) campus as well as in the entrance to the Richard B. Simches Research Center.
Overview / Structure

About the organization...

A. Massachusetts General Hospital

Chartered in 1811, the MGH is the third oldest general hospital in the United States and the oldest and largest hospital in New England. The main campus, located in the heart of Boston, is a 999-bed medical center that offers sophisticated diagnostic and therapeutic care in virtually every specialty and subspecialty of medicine and surgery. The hospital also holds concurrent Level 1 verification for adult and pediatric trauma and burn care.

The five multidisciplinary care centers – known worldwide for innovations in cancer, digestive disorders, heart disease, transplantation and vascular medicine – unite specialists across the hospital to offer patients comprehensive, state-of-the-art medical care.

In addition, through MassGeneral Hospital for Children, we provide a full range of pediatric health care services, from primary care to cutting-edge treatments of complex and rare disorders.

Mission
Guided by the needs of the patients and their families, the MGH aims to deliver the very best health care in a safe, compassionate environment; to advance that care through innovative research and education; and to improve the health and well-being of the diverse communities it serves.

Credo
As a member of the MGH community and in service of our mission, I believe that:

» The first priority at MGH is the well-being of our patients, and all our work, including research, teaching and improving the health of the community, should contribute to that goal.
» Our primary focus is to give the highest quality of care to each patient delivered in a culturally sensitive, compassionate and respectful manner.
» My colleagues and I are MGH's greatest assets.
» Teamwork and clear communication are essential to providing exceptional care.

As a member of the MGH community and in service of our mission, I will:

» Listen and respond to patients, patients' families, my colleagues and community members.
» Ensure that the MGH is safe, accessible, clean and welcoming to everyone.
» Share my successes and errors with my colleagues so we can all learn from one another.
» Waste no one's time.
» Make wise use of the hospital's human, financial and environmental resources.
» Be accountable for my actions.
» Uphold professional and ethical standards.

Boundaries Statement
As a member of the MGH community and in service of our mission, I will never:

» Knowingly ignore MGH policies and procedures.
» Criticize or take action against any member of the MGH community raising or reporting a safety concern.
» Speak or act disrespectfully toward anyone.
» Engage in or tolerate abusive behaviors.
» Look up or discuss private information about patients or staff for any purpose outside of my specified job responsibilities.
» Work while impaired by any substance or condition that compromises my ability to function safely and competently.
MGH has long been a leader in successfully bridging innovative science with state-of-the-art clinical medicine. With an annual research budget of more than $786 million, MGH conducts the largest hospital-based research program in the United States - a program that spans more than 20 clinical departments and centers across the hospital. This funding drives discoveries and breakthroughs in basic and clinical research, which translate into new and better treatments that transform medical practice and patient care.

MGH is the original and largest teaching hospital of HMS, where nearly all staff physicians serve on the faculty. Since the hospital’s founding, MGH has been committed to training and mentoring the next generation of international leaders in science and medicine, providing a wealth of opportunities for physicians, nurses, allied health professionals, physical, occupational and speech and language therapists and other health professionals. These talented men and women, in turn, lend fresh and innovative perspective on how to treat and care for patients.

Safety, effectiveness, patient centeredness, timeliness, efficiency and equity – these six tenets established by the Institute of Medicine are the foundation of the approach to quality and safety. We measure performance, set high goals and track the progress toward those goals. MGH compares itself against local and national benchmarks in key quality and safety areas to ensure delivery of the highest quality and safest care possible.

MGH partners with communities to build, improve and sustain health care delivery and increase the health and well-being of those who live and work and these communities. In addition to the main campus, there are four health centers in Charlestown, Chelsea, Revere and the North End.

MGH is a founding member of Partners HealthCare, an integrated health care delivery system that includes the two founding academic medical centers, community hospitals, primary care and specialty physicians, specialty facilities, community health centers and other health-related entities.

MGH’s leadership team is guided by the hospital’s mission to deliver excellence in patient care, advance that care through innovative research and education and improve the health and well-being of the diverse communities served.

### Affiliations
MGH is affiliated with Brigham and Women’s Hospital, Brigham and Women’s Faulkner Hospital, Cooley Dickinson Hospital, Martha’s Vineyard Hospital, MGH Institute of Health Professions, McLean Hospital, Nantucket Cottage Hospital, Neighborhood Health Plan, Newton-Wellesley Hospital, North Shore Medical Center, Partners Community Physicians Organization, Partners Healthcare At Home and Spaulding Rehabilitation Network.

### MGH and the MGPO
To assure the alignment of hospital and physician interests and priorities, a joint management structure, led by MGH President Peter Slavin, MD and MGPO Chairman and CEO Thomas J. Lynch Jr., MD, is responsible for all operations including clinical, research and financial performance. They share a senior management team. Some functions, such as external marketing, strategic planning and quality and safety, are joint MGH-MGPO efforts. Others, such as billing and finance, are under a parallel and collaborative administrative structure.
B. Massachusetts General Physicians Organization

Founded in 1994, the Massachusetts General Physicians Organization (MGPO) is the largest multi-specialty group physician practice in New England. It is comprised of more than 2,700 physicians who are actively involved in patient care. The purpose of the MGPO is to provide the leadership and infrastructure that supports these physicians and advances their ability to provide excellent patient care.

The MGPO mission and vision statements summarize the essence of the organization:

» **Mission.** The Massachusetts General Physicians Organization is a multi-specialty medical group dedicated to excellence and innovation in patient care, teaching, and research.

» **Vision.** The MGPO will be one of the premiere multi-specialty physician group practices in the world. Working in partnership with the Massachusetts General Hospital and in cooperation with Partners HealthCare, the MGPO will build on the synergies among clinical practice, research and teaching to improve our patients’ well being and the professional lives of our physicians and staff.

To achieve this mission and vision, the MGPO has four overarching goals:

» Provide the best patient care possible by measurably improving the quality, continuity and cost effectiveness of our clinical services.

» Make Mass General a better place to work, practice medicine, and pursue an academic career.

» Achieve new standards of excellence and service in our business and administrative functions, and anticipate the needs and opportunities of our evolving environment.

» Advocate effectively for patients and physicians.

The MGPO set six priorities to focus on issues that are especially central to practicing physicians:

» Population health management

» Episodic care

» Quality and safety

» Leverage information systems (IS) investments

» Strengthen community physician/hospital relationships

» Preparing for the future

The MGPO is responsible for focusing on issues that are especially central to the practicing physician. These include initiatives around care quality and safety, clinical practice improvement, and operational efficiency.

The MGPO is led by its Chairman and CEO, Thomas J. Lynch Jr., MD, and Chief Operating Officer Gregory J. Pauly.

C. Partners HealthCare

Partners HealthCare is a not-for-profit health care system that is committed to patient care, research, teaching, and service to the community locally and globally. Collaboration among the institutions and health care professionals is central to the efforts to advance its mission.

Founded in 1994 by Brigham and Women’s Hospital (BWH) and Massachusetts General Hospital (MGH), Partners HealthCare includes community and specialty hospitals, a managed care organization, a physician network, community health centers, home care and other health related entities.

Partners HealthCare, a teaching affiliate of Harvard Medical School (HMS), is a national leader in biomedical research.

**Mission**

Partners is committed to serving the community. We are dedicated to enhancing patient care, teaching and research, and to taking a leadership role as an integrated health care system. We recognize that increasing value and continuously improving quality are essential to maintaining excellence.
Vision
» To dedicate ourselves to the delivery of superior care that is patient- and family-centered, accessible, and equitable.
» To provide a coordinated, cost-efficient, and transparent care model that will benefit patients across the continuum from prevention to long-term.
» To touch the communities we serve, local or global, with sustainable improvements in the care we provide with a keen focus on underserved populations.
» To lead in research that fosters collaboration, bringing discovery to the patient’s bedside, and sharing those successes with the world so future generations may benefit.
» To invest in education and training to nurture the next generation of leaders who can carry forward the lessons learned.
» To promote the development of our workforce by creating opportunities for achievement and advancement.
» To seek ways to deliver the highest quality health care to all.

Partners HealthCare Global Mission. Caring for the global community has been a part of the mission of Partners’ founding hospitals for 200 years. Partners’ hospitals have many programs and centers devoted to the care of underserved international populations, and their work is helping to make inroads against some of the most challenging health issues facing the world today.

Innovation and Leadership. The advancement of medical care is fueled by passionate individuals and committed organizations. As an integrated health care network Partners HealthCare embraces our unique opportunity and deep responsibility to help guide the advancement of health care.

Serving Our Communities. Partners HealthCare is committed to making a positive difference in the communities in which we live and work through initiatives to improve health through prevention, build tomorrow’s health care workforce and increase access to care.

Partners HealthCare Members and Affiliations
» Founding Members
• Brigham and Women’s Hospital
• Massachusetts General Hospital
» Members
• Brigham and Women’s Faulkner Hospital
• Cooley Dickinson Hospital
• Martha’s Vineyard Hospital
• McLean Hospital
• MGH Institute of Health Professions
• Nantucket Cottage Hospital
• Neighborhood Health Plan
• Newton-Wellesley Hospital
• North Shore Medical Center
• Partners Community Physicians Organization
• Partners HealthCare at Home
• Spaulding Rehabilitation Network
» Community Health Centers
• BWH Brookside Community Health Center
• BWH Southern Jamaica Plain Health Center
• MGH Charlestown HealthCare Center
• MGH Chelsea HealthCare Center
• MGH Revere HealthCare Center
• Boston Healthcare for the Homeless
• Codman Square Health Center
• DotHouse Health
• East Boston Neighborhood Health Center
• Geiger-Gibson Community Health Center
• Lynn Community Health Center
• Martha Eliot Health Center (Jamaica Plain)
• Mattapan Community Health Center
• Neponset Health Center (Dorchester)
• North End Waterfront Health
• Salem Family Health Center
• Peabody Family Health Center
• South Boston Community Health Center
• South End Community Health Center
• Upham’s Corner Health Center
• Whittier Street Health Center
» Partners HealthCare Programs
• The Partners Asthma Center
• Partners HealthCare Connected Health
• Partners HealthCare Personalized Medicine
• Partners Online Specialty Consultations
• Partners Innovation
• Mongan Institute for Health Policy
• Partners Telestroke Center
• Partners Urgent Care
» International Programs
• Partners HealthCare International
» Collaborations
• Center for Integration of Medicine and Innovative Technology
• Dana-Farber/Partners CancerCare
• Harvard Clinical Research Institute
• Ragon Institute of MGH, MIT and Harvard
D. Organizational Charts

Below is an organizational chart of the MGH Senior Leadership (Clinical and Administrative) provided by MGH Administration.
Below is an organizational chart of the MGPO provided by the MGPO.
Below is an organizational chart of the Partners Corporation provided by PHS Administration.
E. Governance

Massachusetts General Hospital (MGH)

1. Board of Trustees

The Boards of Trustees of the MGH and the General Hospital Corporation (GHC) are responsible for determining strategic direction and oversight to Hospital management to ensure that the Hospital continues to fulfill its mission of providing the highest quality in patient care and excellence in research and medical education. Ultimate accountability for the organization's operations rest with the Board, which has a fiduciary duty to the organization and to the public at large.

The Board consists of twelve to sixteen Trustees comprised of:

» CEO of the MGPO and President of the MGH/GHC.
» 10 - 16 Elected Trustees nominated by the Nominating and Governance Committee (including two members of the Professional Staff of The General Hospital Corporation, one of whom shall be a chief of service and one of whom shall be a practicing physician who is not a chief of service).

2. General Executive Committee (GEC)

The General Executive Committee (GEC) and its committees are responsible for adopting policies and procedures relating to patient care and medical education, as well as recommending to the appropriate committees policies and procedure relating to research. It also acts in an advisory capacity to the President and the Trustees of the Hospital and the President of MGH on all matters affecting the optimal operation of the Hospital.

The GEC consists of:

» Five representative Chiefs of Service appointed by the Chiefs’ Council.
» CEO of the MGPO and President of the MGH/GHC.
» Chairs of the ECOR and the ECOTE.
» A representative of the research community appointed by the President of the MGH.
» Two executives of the GHC appointed by its President.
» Four Members of the Active Medical Staff (two elected primary care practitioners and two elected specialty or subspecialty practitioners who are then serving one of the last two years of their three year term on the Executive Committee of the MGPO).

3. Chiefs’ Council

The Chiefs’ Council is a key advisory group comprised of the chiefs of clinical services and other senior leaders of the MGH. The Council reviews and discusses all major issues related to clinical care, teaching and research and makes recommendations to senior leadership.
4. Executive Committee on Research (ECOR)

The MGH Executive Committee on Research (ECOR) has existed since 1947 with responsibility for strategic planning and policy-making for the hospital's research enterprise. It is one of two standing subcommittees of the General Executive Committee (GEC) of the MGH.

ECOR is the central body in MGH research governance and reports to the MGH President and to GEC. ECOR has responsibility for providing strategic guidance to MGH leadership and MGH Trustees regarding future research growth and priorities within MGH, across Partners, and with affiliated external institutions. It also is responsible for providing faculty guidance on development and management of policies on human subjects, proposal review, animal care, animal studies, communications, graduate education, and research facilities (including research space). Various initiatives and relevant subcommittees are established to carry out these responsibilities.

Membership
ECOR has ~50 members, which includes a total of six elected representatives, two from each of the three HMS faculty ranks (Assistant Professor, Associate Professor and Professor), as well as representatives elected from the Chiefs' Council, appointed faculty members, senior management - including the MGH President and the MGPO President, and a number of ex officio members. The committee meets the second and fourth Monday of the month. The current elected faculty representatives are:

- Sylvie Breton, PhD, Professor
- Allan Goldstein, MD, Associate Professor
- Stephanie Seminara, MD, Associate Professor (Since promoted to Professor)
- Alice Shaw, MD, PhD, Assistant Professor (since promoted to Associate Professor)
- Rudy Tanzi, PhD, Professor
- Anne Thorndike, MD, MPH, Assistant Professor

Leadership
The current Chair is David N. Louis, MD (Chief of Pathology); the Vice Chair is David Fisher, MD, PhD (Chief of Dermatology); and the Past Chair is Robert Kingston, PhD (Chief of Molecular Biology). Each position is a three-year term; the Vice Chair succeeds to the roles of Chair and Past Chair, thereby assuring continuity over a 9 year time period. The ECOR Executive Committee is comprised of the following members: the ECOR Chair, Vice Chair, Past Chair, the Sr. VP for Research, the Chiefs of Medicine and Surgery, the Director of the Division of Clinical Research and the Scientific Director for the MGH Research Institute.

Research Council
The Research Council, sponsored by ECOR, meets monthly as a town meeting and is open to the entire research community. The ECOR elected representatives serve as the Executive Committee and the Research Council Chair and Co-Chair are the two full-professor elected representatives to ECOR. The goal of these meetings is to provide communication between ECOR and the investigator community and to bring important issues and resources to the attention of the research community.

ECOR Grants and Awards
ECOR has a major internal grants program, virtually a mini-foundation, which annually reviews some 800 applications from MGH investigators and fellows and awards approximately 150 internal grants. In FY2014, ECOR handled awards to researchers totaling just under $10,500,000 in internal funds. A major portion of this amount is for a program which ECOR launched several years ago to provide bridge support to faculty whose NIH or other federal funding is delayed or otherwise interrupted. Not included in this amount is ECOR’s Shared Instrumentation Grants (SIGS) program under which ECOR commits up to $50,000 in funds to support and increase the chances of approval of applications to NIH for SIGS.
ECOR also awards the Martin Prize, the Howard Goodman Award, the Claffin Awards, the Physician-Scientist Development Awards for underrepresented minority investigators (managed with the Center for Diversity and Inclusion), and the Tosteson and Fund for Medical Discovery post-doc fellowship awards. ECOR also funds the Warren Triennial Prize, which has been awarded by MGH since 1871. ECOR also handles processing a large variety of applications for external grants, such as the Pew and Smith Foundation awards.

Additionally, in January 2011, ECOR launched the MGH Scholars Program, a major initiative to award research support to outstanding faculty in the MGH research community in support of innovative, cutting-edge research. The first five scholars were named in May 2011; a total of 36 scholars have been selected to date. Each Scholar receives $100,000 a year for 5 years.

**ECOR Symposia and Events**

ECOR hosts a number of conferences and events, including the annual Scientific Advisory Committee (SAC) Meeting (SAC 2016 will be held on April 6 & 7, 2016), the Warren Triennial Prize and Symposium, and other MGH-wide research symposia.

Website: [http://ecor.mgh.harvard.edu/](http://ecor.mgh.harvard.edu/)

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### 5. Executive Committee on Teaching and Education (ECOTE)

Whereas education is a core mission of the MGH, the governing authority, administration and professional staff of the MGH recognize and fully support their obligation to invest in and commit the necessary educational, financial and human resources needed to assure excellence in graduate medical education (GME), the Hospital-based portions of medical student education, the education of other healthcare professionals, and continuing professional development. In accordance with the Hospital and Professional Staff Bylaws and on behalf of the Trustees, the General Executive Committee (GEC) of the MGH has authorized the Executive Committee on Teaching and Education (ECOTE)– working in conjunction with the Partners Education Committee (PEC) - to develop and implement strategy, policies and procedures relating to education, to recommend allocation of resources for educational purposes, to provide oversight and monitoring of educational programs, and to disseminate information with respect to its actions, recommendations and discussions.

**Duties**

ECOTE oversees all institutional matters relating to the teaching mission of the MGH and, in conjunction with the PEC, is the principal body charged with implementing educational strategy and policy for the Hospital. The ECOTE GME Subcommittee also functions as the institution's Graduate Medical Education Committee (GMEC) for purposes of national and specialty accreditation of physician training programs, in conjunction with the PEC.

**Reporting**

ECOTE reports to the GEC and to the Trustees on a regular basis and

- Engages them in dialog about strategies to enhance the educational mission of the Hospital and the relationship between education and quality of care.
- Formally reports at least annually on the quality of graduate medical and other education, including trainee/learner participation in patient safety and quality of care education; program accreditation; and trainee supervision, responsibilities, work hours and evaluation.
- Has a close working relationship with the PEC, and selects members to sit on PEC.
- Oversees, reports and acts on the recommendations and activities of any subcommittees it may appoint.
**Membership**

The Chair of ECOTE is appointed by the MGH President and the Chair of the GEC to a three-year term and is selected from the group of Department Chairs whose departments sponsor core residency training in GME and other established educational leaders. A Chair-Elect from the above group may also be appointed to work with the Chair.

In addition to the Chair, Chair-Elect, and Immediate Past Chair, voting members include the Partners Vice President of GME, the Director of GME—who is the ACGME Designated Institutional Official (DIO)- the ECOTE Executive Director, the Associate Directors of GME, the Senior Vice President responsible for Education, the Chair of the Chiefs’ Council, the Director of Undergraduate Medical Education, the Director and Associate Director of the MGH Principal Clinical Experience (PCE), the Provost of the Institute of Health Professions, the Executive Director of the Institute for Patient Care, the Director of the Partners Office of Continuing Professional Development, the Director of MGH Learning Laboratory, the Senior Vice President of Quality and Safety and/or his/her designee, the Director of the Office for Clinical Careers, the Director of Employee Education, Resident and Clinical Fellow representatives elected by their peers, representative program directors and teaching faculty elected by their peers, and administrators. Additional members may include the President of the MGH (or designate), the President of the MGPO (or designate), the Chief Medical Officer, the Senior Vice President for Patient Care Services & Chief Nurse (or designate), Trustee(s) of the MGH, the President of the MGH Institute of Health Professions (or designate), the Partners Chief Academic Officer, and others as recommended by the Chair, the President of the MGH, the Chiefs’ Council and/or the GEC Chair.

Department Chairs are invited to attend ECOTE meetings as non-voting participants.

**Meetings**

ECOTE is scheduled to meet at least six times annually. The agenda for each meeting is determined by the Chair and the Executive Director. Minutes are distributed to the members, Department Chairs, senior members of the Hospital administration and other interested members of the education community at the MGH and Partners.

**Subcommittees**

ECOTE commissions and sponsors subcommittees as needed.

**Scope**

ECOTE participates in strategic planning for the educational mission of the MGH, congruent with both the clinical and research missions of the Hospital and the Partners-wide education enterprise, in conjunction with the PEC. As regards to the following major categories of activities and functions, ECOTE and/or its subcommittees will:

**Educational Advancement, Oversight and Support**

- Establish, review and revise, as needed and upon request, policies relating to physician and other professional educational programs of the MGH.
- Develop recommendations for the GEC and the President regarding sponsorship and allocation of teaching, trainee and related resources, such as funding of residency positions, space for education and other key issues concerning the educational activities of the Hospital.
- Improve the systems and structures provided by the Hospital for support of teaching and education.
- Advocate for resources and/or space necessary to ensure a supportive work environment for learners and educators.
- Develop and sponsor programs for learners, educators and program directors, to promote excellence in the areas of teaching and education.
- Encourage and promote academic efforts to study and disseminate research related to healthcare teaching and education, including measuring educational effectiveness/outcomes and its impact on patient care.
Graduate Medical Education (GME)
» Oversee the quality of the working and learning environment for all GME programs individually as well as the institution overall.
» Ensure compliance with external and internal (institution and program) standards, including those set by the Accreditation Council for Graduate Medical Education (ACGME).
» Advise about issues related to GME trainees, including need for and allocation of financial support, human resources, and space.

Medical Student Education
» In collaboration with the HMS, support the education of medical students at the MGH and facilitate the integration of medical student education with GME and other healthcare professional education at the Hospital.
» Ensure compliance with external and internal (HMS, institution, and program) standards, including those set by the Liaison Committee for Medical Education (LCME).

Continuing Professional Development
» Establish, review and revise proposals and policies relating to continuing professional development, which is often offered in conjunction with the Harvard Medical School Department of Continuing Education, Partners Office of Continuing Professional Development, and/or the Norman Knight Nursing Center for Clinical and Professional Development.
» Foster a culture and systems that support educators in their efforts to teach.
» Achieve compliance with standards set by the Accreditation Council for Continuing Medical Education (ACCME).

Education of Health Professions Clinicians
» Foster a supportive work environment and excellence in teaching for learners across the health professions in order to promote ethical practice and professional competence; foster a culture and systems that support clinician-educators in their efforts to teach.
» Establish, review and revise training programs for health professionals, including consideration of new program affiliations and support services.
» Establish and evaluate on-going educational programs addressing cultural integration of healthcare professionals.
» Promote opportunities for interprofessional collaborative practice and education.

Communication
» Serve as a forum where leadership, educators and learners can discuss their initiatives and concerns relating to education.
» Facilitate communication and coordinated planning efforts with other Partners GME programs, HMS the MGH Institute of Health Professions, and other academic programs and institutions.
» Serve as a conduit for the communication of educational policies to Department Chairs, program directors, learners, faculty and other interested parties, as appropriate.
» Provide a forum for communication between trainees and Hospital leadership regarding the educational programs and work environment.

Education Infrastructure
» Review and advise regarding the allocation of resources such as education space, technology and equipment related to education (including, for example, the medical library, medical simulation and computer-based training), and conference facilities
» Review and advise regarding infrastructure necessary to support education and trainees/learners, including parking, transportation, communications and information technologies

Approved by: ECOTE: 09/15/14
Partners Education Committee (PEC)
The Partners Education Committee (PEC) oversees matters relating to the teaching mission of the Partners entities and is the principal body charged with implementing educational policy. PEC advises regarding strategy, innovation, programming and resources with respect to education programs and initiatives at PHS; develops policy relevant to education and students/trainees; approves new GME programs; and provides oversight with respect to educational program quality. PEC oversees the activities and acts on the recommendations of any subcommittees it may appoint. PEC works closely with ECOTE and its GME Subcommittee and with the Brigham and Women's Education Committee (BWHEC) in fulfilling its responsibilities, and is co-chaired by the Chairs of ECOTE and BWHEC. PEC membership includes educational and institutional leaders from Partners and its teaching institutions, representative GME program directors, and trainees.

Website: [http://www.partners.org/Graduate-Medical-Education/GME-At-Partners/Education-Committees.aspx](http://www.partners.org/Graduate-Medical-Education/GME-At-Partners/Education-Committees.aspx)

Office of Graduate Medical Education
The Office of Graduate Medical Education (GME) provides support, coordination, oversight, and programming to enhance the quality of residency and fellowship education at Partners through a variety of activities such as:

« Workshops and retreats for trainees, program directors, and program staff that address core curricular topics and relevant skills;
« Internal reviews, accreditation-related work, surveys and various outreach programs to support GME program improvement;
« Supporting hospital-based and Partners education committees;
« Hosting forums for internal communication, such as Resident/Fellow Town Meetings, and a GME newsletter;
« Serving as the liaison to national organizations;
« Collecting, tracking, and reporting a variety of data (trainee satisfaction surveys, duty hours compliance monitoring, post-match survey of applicants; multi-source assessment of program directors; etc.);
« Working to optimize the infrastructure for education; and
« Implementing strategic initiatives - such as the “Centers of Expertise” - to enhance educational quality and support trainees’ career development. [For example, see: [http://www.partners.org/Graduate-Medical-Education/Centers-Of-Expertise/Default.aspx](http://www.partners.org/Graduate-Medical-Education/Centers-Of-Expertise/Default.aspx)]

For more information-

GME Newsletter: The newsletter describes relevant developments, upcoming changes, and important announcements to assist GME program directors and administrative staff. [http://www.partners.org/Graduate-Medical-Education/GME-At-Partners/GME-Newsletter.aspx](http://www.partners.org/Graduate-Medical-Education/GME-At-Partners/GME-Newsletter.aspx)

Program Director and Faculty Workshops: Workshops are designed to cover topics that are particularly important for GME Program Directors. Associate Program Directors, Medical Student Clerkship Directors are also encouraged to attend. Many of the workshops are relevant to other groups—Chief Residents, program faculty and/or Program Coordinators—who are then also invited to attend those sessions. [http://www.partners.org/Graduate-Medical-Education/GME-At-Partners/Calendar/Program-Director-Workshops.aspx](http://www.partners.org/Graduate-Medical-Education/GME-At-Partners/Calendar/Program-Director-Workshops.aspx)
Massachusetts General Physicians Organization (MGPO)

1. Board of Trustees

As the corporate governing body of the MGPO, the Board of Trustees oversees the activities of the MGPO, approves the annual budget, and monitors all aspects of MGPO performance, including quality improvement. The MGPO CEO serves as chairman. Six MGH physicians hold elected seats on the board: three chiefs elected by the MGH Chiefs Council and three non-chiefs elected by the MGPO membership. To ensure broad representation, one non-chief member is elected from each of three groups: medical services, surgical services, and other hospital services. The term length for physicians is three years, and the term limit is two terms. After serving two terms, a physician can be re-elected after one year off the board.

The Board of Trustees has established two committees, the Compensation Committee and the Managed Care and Contracting Committee, and has authority to create others.

2. Compensation and Personnel Practices Committee

The Compensation and Personnel Practices Committee acts in the name of the MGPO on compensation and personnel policies of the MGPO. It consists of no fewer than two Trustees and not more than ten additional persons, chosen from the Trustees and Honorary Trustees of the MGH and MGPO.

3. Managed Care and Contracting Committee

The Managed Care and Contracting Committee educates itself on the contracts process and stays current on contracts between the MGPO and managed care entities and proposed subcontracts with outside physicians. This body also advises on pay-for-performance (P4P) requirements and monitors performance. The committee consists of 17 members with five chiefs elected by the MGH Chiefs Council, five specialists elected by the MGPO membership, and five primary care physicians elected by the MGPO membership. The term length for physicians is three years. There are no term limits.

4. Physicians Organization Executive Committee (POEC)

The POEC advises the Chairman and CEO on the management of the MGPO and on issues of concern to MGPO physicians. Six committee members are Ex Officio members, eleven are elected members, and two are at-large members. The elected members consist of five chiefs of service selected by the Chiefs Council and six non-chief physicians (three PCPs and three specialists who are elected by the MGPO membership).

To ensure broad representation, the non-chief physicians are elected in three categories: medical services, surgical services, and other hospital services. The term length for elected physicians is three years. There are no term limits. During the second and third year of their term, elected members also serve on the General Executive Committee (GEC). In addition, two at-large members (non-chiefs) may also be named to the Executive Committee.

MGPO website: [http://mgpo.partners.org/MGPOCentral/MGPOCentral.html](http://mgpo.partners.org/MGPOCentral/MGPOCentral.html)
F. Bylaws

1. Bylaws of the Professional Staff of the General Hospital

The name of this organization shall be “The Professional Staff of the General Hospital” (“Staff” and “Hospital”, respectively), and its purpose shall be to:

- Provide care and treatment for all patients admitted to or treated in any unit of the Hospital;
- Provide medical education and education in related health sciences;
- Conduct research and contribute to the development of medical knowledge and other health sciences; and
- Carry on such other activities as may from time to time serve the welfare of patients of the Hospital and enhance its good name.

These Bylaws shall be interpreted in a manner which is consistent with Bylaws of The General Hospital Corporation (the “Hospital Bylaws”), as amended from time to time. In the event of a conflict, the Hospital Bylaws shall prevail.


2. Massachusetts General Physicians Organization, Inc. Bylaws of the Corporation

The Massachusetts General Physicians Organization, Inc. (the “Corporation”), is a charitable corporation organized pursuant to Chapter 180 of the Massachusetts General Laws. The name and purposes of the Corporation shall be as set forth in the articles of organization (the “Charter”).

Faculty Resources

For professional growth...

A. Academic Promotions

HMS Promotion Criteria: Areas of Excellence:

Promotion Information Summary Sheet:
http://www2.massgeneral.org/facultydevelopment/cfd/pdf/PromotionInformationSummary.pdf

Questions about your promotion?
   a) Center for Faculty Development at cfd@partners.org or 617.724.0818
   b) Office for Faculty Affairs by email at OFA_Promotions@hms.harvard.edu or 617.432.7112

Previous Seminars Offered by the Center for Faculty Development
http://www2.massgeneral.org/facultydevelopment/cfd/promotion.html

B. Animal Research

MGH is committed to ensuring the humane care and use of all animals associated with its research program and complies with federal, state and local regulations and policies regarding their care. This is accomplished through the oversight by the Institutional Animal Care and Use Committee (IACUC) and support from the Center for Comparative Medicine (CCM).

All research, teaching, and testing projects conducted by faculty, staff, or students involving animal subjects at MGH must be reviewed and approved by the IACUC prior to engaging in the research or other endeavors.

What should I know?

C. MGH Biostatistics Center

The Biostatistics Center collaborates with MGH investigators on clinical and laboratory studies, acts as a statistical center for national and international clinical studies and conducts research in statistical methodology.

Support:
» Basic Clinical Studies
» Consultation
» Key to Statistical Tests
» Power/Sample Size
» Table for Statistical Tests

Tools:
» American Statistical Association
» Checklist for Study Design
» Choosing the Correct Statistical Test in SAS, Stata, and SPSS (UCLA)
» Choosing the Correct Statistical Test in STATA
» Choosing a Database
» Department of Biostatistics Colloquium Series 2007-2008 Talk Slides
» MIND Center for Interdisciplinary Informatics
» REDCap Electronic Data Capture System
» Software
» TrialDB Electronic Data Capture System

Website: http://hedwig.mgh.harvard.edu/biostatistics/
D. Center for Diversity and Inclusion (CDI)

The Center for Diversity and Inclusion (CDI), formerly known as the Multicultural Affairs Office (MAO), has evolved into a multifaceted operation, working closely with every Mass General clinical and research department to advance the careers of physicians and scientists who are underrepresented in medicine (“URM”), and to educate our workforce on cross-cultural interactions with patients and colleagues, helping to make MGH a more inclusive and welcoming environment.

Mission
The CDI promotes increased recruitment, retention and advancement of students, physicians and researchers who are underrepresented in medicine, as well as helps develop culturally-competent physicians at MGH. CDI’s goal to enhance professional workforce diversity and multicultural education for all MGH departments is essential to advancing the mission of the hospital.

Programs and Initiatives
CDI’s programs and initiatives span many important efforts:
» Professional Leadership and Workforce Diversity
  • Student programs
  • Resident and fellow programs
  • Faculty initiatives
» Multicultural education and Cross-cultural training
  • Diversity education and training
» Community outreach
  • Community health fairs
  • Mentorship of elementary, middle and high school students (via collaborations with the MGH Center for Community Health Improvement)

Website: http://www.massgeneral.org/cdi/

*Underrepresented in medicine (URM) are those individuals belonging to a particular ethnic or racial group which has been considered by the Association of American Medical Colleges (AAMC) to be underrepresented relative to their numbers in the general population. These groups may include Latino/Hispanic, African-American/Black, American Indian, Native Hawaiian and Alaskan Natives, among others.

E. Clinical Research Program (CRP)

The Clinical Research Program (CRP) is Massachusetts General Hospital’s infrastructure for clinical investigators. It provides direct services to investigators for all types of clinical research: translational, trials and outcomes. CRP Educational Program (https://hub.partners.org/crp/) provides training for investigators and study staff. The CRP also offers free consultations with members of the CRP Faculty to investigators seeking assistance in:
» Biostatistics
» Biostatistics for K Awardees
» Clinical Effectiveness Research
» Electronic Health Record Research Services
» Imaging Biomarkers
» Omics
» Operational Evaluation
» Patient Centered Outcome Research
» Qualitative Research
» Survey Research
» Translational Medicine

Consultation Requests: http://www2.massgeneral.org/crp/crpconsultdesc.html

Website: http://www2.massgeneral.org/crp/
F. Continuous Research Operations Improvement (CROI)

The goal of the Continuous Research Operations Improvement (CROI) program is based on our “Prime Directive” for research support – to focus on the researcher (and those who support them) by eliminating or optimizing the efficiency of their administrative and operational burdens. One of the key components of the CROI initiative is the development of a “Suggestion Box” (accessible via email, phone and web) as a mechanism for the research community to submit ideas. Suggestions sent to the box are triaged to the appropriate working group to discuss fixes and make recommendations for improvement. The status of suggestions submitted are viewable for all to see.

Website: https://mghresearch.partners.org/ResearchMgmt/CROI.aspx

G. Funding Opportunities

1. CDI Minority Faculty Development Awards Programs

The MFDAP is designed for MGH-appointed faculty with less than five years post-training experience and fellows in their transition to junior faculty positions. These two awards include a grant and a loan forgiveness component and are based on the academic career of the applicant, either as a physician-scientist or clinician-teacher.

» The MGH Physician-Scientist Development Award (PSDA) - for URM fellows or faculty pursuing a career as a physician-scientist. Funded by the MGH Executive Committee on Research.

» The MGH Clinician-Teacher Development Award (CTDA) - for URM faculty pursuing a career as a clinician teacher, community leader or administrator. Funded by the President’s Office and the Massachusetts General Physicians Organization.

For more information, visit: http://www.massgeneral.org/mao/funding/

2. Claflin Distinguished Scholar Awards

Sponsored and administered by the Executive Committee on Research (ECOR) of the MGH. Promoted and celebrated by the Office for Women’s Careers.

Although women scientists are recruited to MGH programs, their advancement to senior faculty positions is still far less frequent than that of their male counterparts.

The purpose of the Claflin Distinguished Scholar Award is to provide bridge funding for junior faculty to sustain research productivity during the child-rearing years. ECOR has assumed the responsibility for administering these awards. It is intended that this transitional funding will increase opportunities for women to advance to senior positions in academic medicine.

For more information, visit: http://www2.massgeneral.org/facultydevelopment/owc/clafin.html
3. Community Of Science (COS) Pivot

For years, Community Of Science (COS), a ProQuest brand, had been recognized as a global leader that provides unmatched tools for discovering funding opportunities and supporting collaboration in the research development field. Pivot answers the growing demands on research developers to quickly discover the right funding opportunities and effectively collaborate with their colleagues.

For more information, visit: http://pivot.cos.com/

4. 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 50th 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 intention of the Fellowship is to support academic activities. The awards may be used for protected time from clinical or laboratory responsibilities to pursue academic work, including writing a grant application, preparing a manuscript, completing a research project, or developing a new curriculum. Funds awarded could also be used for additional laboratory assistance at a time when the junior faculty member does not yet have independent funding. The Fellowship is not intended to provide total support.

For more information, visit: http://www.fa.hms.harvard.edu/faculty-resources/faculty-development/fellowships/50th-anniversary-shore-fellowships/

5. HMS Foundation Funds: Opportunities for Faculty and Fellows

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 HMS or Harvard University. Each year, several foundations invite HMS/HSDM junior faculty members and postdocs to apply for 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 HMS 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.

For more information, visit: http://hms.harvard.edu/foundationfunds

6. Other grants and awards

Visit the CFD website at: http://www2.massgeneral.org/facultydevelopment/ for a larger listing of funding opportunities.
H. Harvard Catalyst/The Harvard Clinical and Translational Science Center

Established in 2008, Harvard Catalyst | The Harvard Clinical and Translational Science Center is dedicated to improving human health by enabling collaboration and providing tools, training, and technologies to clinical and translational investigators. As a shared enterprise of Harvard University, Harvard Catalyst resources are made freely available to all Harvard faculty and trainees, regardless of institutional affiliation or academic degree.

<table>
<thead>
<tr>
<th>Resources</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>People &amp; Collaboration</td>
<td>Find researchers with whom to collaborate; Get advice on grant development; Find web-based tools to help develop a grant proposal or manage a project.</td>
</tr>
<tr>
<td>Consulting &amp; Advice</td>
<td>Expert advising services for clinical and translational investigators, ranging from general guidance on research design to consultations in areas like biomedical imaging and biostatistics.</td>
</tr>
<tr>
<td>Education &amp; Training</td>
<td>Harvard Catalyst offers more than a dozen courses and training programs. In addition, the Advanced Curriculum Compendium helps you find more than 100 advanced research courses offered by Harvard affiliated schools and academic healthcare centers.</td>
</tr>
<tr>
<td>Funding</td>
<td>Pilot grants for Harvard investigators who need such funds for early stage research; Tools for a successful grant application.</td>
</tr>
<tr>
<td>Research Resources</td>
<td>Harvard Catalyst offers clinical and translational investigators what they need to conduct clinical experiments, including clinical research nursing, research dietician support, experimental design assistance, sample processing, data management, and information about core facilities.</td>
</tr>
<tr>
<td>Programs</td>
<td>Harvard Catalyst is organized into 11 programs, which serve the diverse needs of the Harvard clinical and translational research community.</td>
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</tbody>
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Website: [http://catalyst.harvard.edu/](http://catalyst.harvard.edu/)

I. Harvard Medical School (HMS)

1. The Academy at Harvard Medical School

The Academy is established to advance the education of physicians and scientists throughout the HMS 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.

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

2. Department of Continuing Education

The Department of Continuing Education (DCE) of HMS is the administrative unit responsible for all Continuing Medical Education (CME) activities that are conducted under the aegis of HMS. HMS is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing medical education for physicians.

The continuing education mission is to optimize patient care. Programs are designed to provide the most up to date information and strategies for physicians and allied health professionals.

Website: [http://hms.harvard.edu/education/continuing-education](http://hms.harvard.edu/education/continuing-education)
3. Countway Library of Medicine

The mission of the Countway Library of Medicine is to foster the advancement of education, research, scholarship and professional practice in medicine, biological sciences, public health and dentistry by:

» Assuring access and linkage to the world’s literature in the biomedical and relevant social sciences.
» Exploring and promoting effective utilization of information and knowledge.
» Educating library users in the principles and techniques of information management.
» Preserving an historical record through its scholarly, rare book and archival collection.
» Creating a stimulating and synergistic setting for intellectual growth.

Website: https://www.countway.harvard.edu/index.html

4. eCommons

The eCommons Portal is a gateway to various online resources at HMS such as the Digital Library and the HMS Event calendar. eCommons also provides links to Financial applications as well as news and information about the HMS community. Users can build an organizational site by using the eCommons OrgEditor templates or by creating links to external websites.

Website: http://www.ecommons.harvard.edu/

5. E-Research at Harvard Libraries

Using your Harvard ID, you can identify, locate and connect to Harvard’s growing collection of e-resources and e-journals. You can also use new tools that allow you to search multiple resources at one time and to save sets of e-resources, e-journals, and citations.

Website: http://eresearch.lib.harvard.edu/

6. Faculty and Staff Directory

HMS White Pages: http://hms.harvard.edu/faculty-search

7. Harvard ID

Harvard Faculty and staff are eligible to receive a Harvard ID Card which provides visual identification while on campus and access to various University services. Please visit one of the Harvard ID offices with a government-issued photo ID.

Website: http://www.campusservicecenter.harvard.edu/services/id-cards/how-obtain-id-card

8. Office for Faculty Affairs

The Office for Faculty Affairs is responsible for the implementation and management of the faculty appointment process, governance, and other faculty-related matters at HMS and the Harvard School of Dental Medicine.

Website: http://www.fa.hms.harvard.edu/
9. Ombuds Office

The Ombuds Office provides students, faculty, staff and trainees of HMS, Harvard School of Dental Medicine and Harvard T.H. Chan School of Public Health with a highly confidential and informal forum in which to help them to clarify their concerns, identify their goals and consider all of their options in managing or resolving their concerns.

Website: http://hms.harvard.edu/departments/ombuds-office

10. Scholars at Harvard

Scholars at Harvard offers you the next generation scholarly website. With it, you can easily create and manage a highly dynamic, powerful, and customizable site, with an easy-to-use interface and a look and feel that is uniquely yours. Your scholarly work will be automatically submitted to important indexing organizations (such as Google Scholar, RePec, ISI, and others more), making it easier for others to find and cite your work.

Website: http://scholar.harvard.edu/

J. MGH Research Help and How-To

A listing of who to contact for help on specific topics related to research.

Website: https://mghresearch.partners.org/ResearchMgmt/ResearchHelp.aspx

K. MGH Research Intranet

MGH has the largest hospital-based research program in the United States. The MGH Research Intranet brings together many resources that can help investigators including:

» Organization
» Grants and Funding
» Research Resources
» Employee services
» Research Admin

Website: https://mghresearch.partners.org/

L. MGH Safety

This manual consolidates in one place policies, procedures and other information relative to safety and health for the research community. Some of the content is incorporated via links to existing documents managed by individual departments responsible for specific subject matter. It provides the general safety information applicable to everyone that will complement the lab-specific material you will get within your specific work area.

Website: https://mghresearch.partners.org/ResearchMgmt/ResearchSafety.aspx
M. MGH Research Safety Training

<table>
<thead>
<tr>
<th>Training</th>
<th>Who must take the training</th>
<th>How</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Laboratory Safety</td>
<td>All researchers who will work in a lab.</td>
<td>Before beginning research, refresher every 2 years</td>
<td>Online via HealthStream.</td>
</tr>
<tr>
<td>Bloodborne Pathogens Training</td>
<td>All employees working with human blood, human and non-human primate tissues and cells</td>
<td>Online via HealthStream</td>
<td>Before beginning research; refresher annually</td>
</tr>
<tr>
<td>IATA – Dangerous Goods Shipping</td>
<td>All researchers shipping or receiving biological materials including infectious substances and diagnostic specimens. (This includes dry ice)</td>
<td>Online via lab partners.org</td>
<td>Before shipping any dangerous goods; every two years</td>
</tr>
<tr>
<td>NIH Guidelines for DNA Research</td>
<td>All researchers using DNA</td>
<td>Online via HealthStream</td>
<td>Before starting research; every three years</td>
</tr>
<tr>
<td>Human Subjects Research Training</td>
<td>All staff participating in human subject research</td>
<td><a href="http://healthcarepartners.org/phs/research/cfr_part1012.htm">http://healthcarepartners.org/phs/research/cfr_part1012.htm</a></td>
<td>Before starting research; every two years after</td>
</tr>
<tr>
<td>Radiation Orientation</td>
<td>Researchers using radioactive materials or anyone in lab where radiation is used</td>
<td>In person; contact Tara Medich, <a href="mailto:tmedich@partners.org">tmedich@partners.org</a></td>
<td>Before use of unsealed radioactive materials</td>
</tr>
<tr>
<td>Radiation Safety</td>
<td>All research involving radioactively labeled research materials who have less than 4 hours or 5 years of previous radiation safety training &amp; experience</td>
<td>In person; contact Tara Medich, <a href="mailto:tmedich@partners.org">tmedich@partners.org</a></td>
<td>Before use of unsealed radioactive materials; Notification to attend will be sent by Radiation Safety Committee; refresher every two years</td>
</tr>
<tr>
<td>Irradiator Training</td>
<td>All researchers using cesium irradiators</td>
<td>In person; contact Tara Medich, <a href="mailto:tmedich@partners.org">tmedich@partners.org</a></td>
<td>Before use of irradiators. Refresher annually</td>
</tr>
<tr>
<td>Human Care &amp; Use of Animals/Working with IACUC</td>
<td>All staff listed on animal protocols.</td>
<td><a href="http://is.partners.org/animal/wellness/Training/Training.html">http://is.partners.org/animal/wellness/Training/Training.html</a></td>
<td>Before starting research</td>
</tr>
<tr>
<td>Center for Comparative Medicine Orientation and Training</td>
<td>All staff listed on animal protocols.</td>
<td><a href="http://intranet.massgeneral.org/cem/research/community/investigator-orientation/lecture-information/index.asp">http://intranet.massgeneral.org/cem/research/community/investigator-orientation/lecture-information/index.asp</a></td>
<td>Before accessing animal facilities</td>
</tr>
<tr>
<td>Working with Nonhuman Primates (B Virus Precautions &amp; Cage-Side Safety)</td>
<td>All researchers working with nonhuman primates</td>
<td>In person training; contact the Primary Veterinarian for your facility</td>
<td>Before starting research</td>
</tr>
<tr>
<td>Large Animal Orientation</td>
<td>Required for all research personnel intending to use large (USDA regulated) animals</td>
<td>In person; contact Mark Kushner</td>
<td>Before working independently in the larger animal housing and procedural areas</td>
</tr>
<tr>
<td>Proper Use of Animal Models in Imaging Research</td>
<td>Required for all staff associated with animal studies involving imaging</td>
<td>In person; contact Mary Foley <a href="mailto:mfe@nmf.mgh.harvard.edu">mfe@nmf.mgh.harvard.edu</a></td>
<td>Before working with animals in the imaging suites/areas</td>
</tr>
</tbody>
</table>

Website: https://partnershealthcare.sharepoint.com/sites/phrmresources/c

N. MGPO Online

MGPO Online is a resource for MGH faculty with information regarding:

» MGPO Leadership
» Communications
» Human Resources/Professional Staff Benefits
» MGH Policies and Procedures
» Finance
» Quality and Safety
» Clinical Priorities
» Clinical IT
» Access

Website: http://mgpo.partners.org/

MGH Physician Orientation Website

The MGPO has a website for new faculty at http://orientation.massgeneral.org/physicianorientation/ which explains the essential steps needed to get ‘on-board’ as a new doctor at MGH. You will learn how to obtain a pager and ID card, computer resources and parking options. The site also includes important information about the MGH and the MGPO.
O. Partners HealthCare Office of Continuing Professional Development (CPD)

Partners HealthCare is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing medical education (CME) for physicians. As an accredited CME provider, Partners can designate *AMA PRA Category 1 Credit™* for activities that meet ACCME requirements for Partners affiliated institutions.

Partners is committed to improving quality patient care through excellence in learning opportunities that address effective, compassionate and safe patient care. Partners supports education for physicians and other health care team members to:

- improve clinical decision making
- enhance patient management strategies
- interpret new clinically relevant findings
- optimize clinical education
- analyze health policy

Find CME Offerings at: [https://www.phscpd.org/activities](https://www.phscpd.org/activities)

P. Partners Innovation

Partners HealthCare Innovation is advancing commercialization of new medical technologies from Partners’ academic medical centers.

Bringing together specialists in medical licensing, research contracts, ventures and business development, they partner with investigators, scientists and clinicians to commercialize new medical technology into healthcare practice via a variety of business channels.

Website: [http://innovation.partners.org/](http://innovation.partners.org/)

Q. Partners Institutional Biosafety Committee (PIBC)

The mission of the Partners Institutional Biosafety Committee (PIBC) is to promote safety and minimize the risks of performing biological research to Partners investigators, study participants, the community, and the environment by providing scientific review and oversight to human subjects and laboratory biological research at PIBC institutions.

PIBC meetings are held monthly and are open to the public. If you would like to attend a meeting, please email PIBC@partners.org.

<table>
<thead>
<tr>
<th>Trainings</th>
<th>Platform</th>
<th>Frequency</th>
<th>Resource</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research Laboratory Safety General Training</td>
<td>Online via HealthStream</td>
<td>Start of employment, and annually</td>
<td>Enrolled upon addition to a PIBC Registration through the initial application or amendment</td>
</tr>
<tr>
<td>(includes training on NIH Guidelines)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Laboratory Specific Trainings</td>
<td>Lab-specific training delivered by the PI or the Biosafety Officer</td>
<td>Annually or as needed</td>
<td>Training requirements are determined by the PI or the PIBC and is developed by the PI or Biosafety Officer for the specific laboratory</td>
</tr>
</tbody>
</table>

Website: [http://navigator.partners.org/Pages/PIBC.aspx](http://navigator.partners.org/Pages/PIBC.aspx)
R. Partners Institutional Review Board (IRB)

The Partners IRBs are authorized to review and oversee human subjects research conducted by employees or agents (e.g., professional staff) of the BWH/FH, MGH, McLean and NSMC regardless of the location of the research or source of funding. For more information about the Partners IRB, visit the website below and log in with your Partners email address, username, and password.

Website: https://partnershealthcare.sharepoint.com/sites/phrmApply/aieipa/irb

S. Partners Research Management Training

To meet the training needs of the research community, Partners Research Management (RM) has developed an RM training curriculum. Seven core courses are presented three times annually and numerous advanced topics are offered throughout the year. All RM classes are designed to be open to the entire research community, including Principal Investigators (PIs), Department Administrators (DAs) and RM employees at BWH, MGH, McLean and Spaulding. For more information, visit the website below and log in with your Partners email address, username, and password

Website: https://partnershealthcare.sharepoint.com/sites/phrmResources/t/Pages/RM-Training-Program.aspx

T. Research Computing

Research Information Services & Computing (RISC) supports research by providing scientific services and technology, a centralized clinical data registry, genomics IT, specimen banking, and administrative systems. These specialized applications, processes and resources support basic, biomedical and clinical research missions across the academic medical centers of Partners HealthCare.

<table>
<thead>
<tr>
<th>Division</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enterprise Research</td>
<td>ERIS provides information services and technologies to enable and drive innovation in research across the academic medical centers of Partners HealthCare.</td>
</tr>
<tr>
<td>Research Infrastructure &amp; Services</td>
<td></td>
</tr>
<tr>
<td>Phenotype Discovery Center</td>
<td>PDC is developing computational methods and platforms to help harness the power of big data in the field of medical research across all Partners HealthCare institutions.</td>
</tr>
<tr>
<td>Research Patient Data Registry</td>
<td>RPDR is the centralized clinical data registry/warehouse directed by Research IS &amp; Computing’s Director, Shawn Murphy, M.D. Ph.D. The RPDR gathers data from hospital systems and stores it in one place, bringing clinical information to a researcher’s fingertips and ensuring the security of patient information.</td>
</tr>
<tr>
<td>Partners Personalized Medicine</td>
<td>PPM translates and integrates the science of genetics and genomics into medical practice. Its focus is on constantly increasing the benefit genetics provides for patients facing life threatening and debilitating disease.</td>
</tr>
</tbody>
</table>

Website: http://rc.partners.org/
**U. Research Core Facilities**

The shared interdepartmental facilities at Partners bring state-of-the-art instrumentation, methodologies and expertise crucial to the promotion of research at Partners. The Partners cores not only provide high quality, cutting edge research services by our in-house experts but also constitute a major educational resource for our growing research enterprise.

<table>
<thead>
<tr>
<th>Category</th>
<th>Core Facility Available at MGH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bioinformatics</td>
<td>MGH Bioinformatics Core; MGH NextGen Sequencing Core</td>
</tr>
<tr>
<td>Cell Culture and Manipulation</td>
<td>Cell, Tissue, and Organ Research Core</td>
</tr>
<tr>
<td>Cellular Imaging and Microscopy Cores</td>
<td>CBRC Confocal Microscope Core; Molecular Imaging Core; Neuroscience Confocal Microscope Core;</td>
</tr>
<tr>
<td></td>
<td>PMB Microscope (Brown) Institute Imaging Core; Microscopy; Simches Imaging Flow Cytometry Core</td>
</tr>
<tr>
<td>Clinical Research Support, Samples, and Repository Cores</td>
<td>MGH Partners Biobank; Clinical Research Program; DF/HCC Cancer Pharmacology Core; Psychiatric and Neurodevelopmental Genetics Unit Core; Ragon MHC Core</td>
</tr>
<tr>
<td>Computing and IT Support Cores</td>
<td>Partners Research Computing Core; Research Informatics Core</td>
</tr>
<tr>
<td>DNA Sequencing, Synthesis, &amp; Automation Cores</td>
<td>CSHDNA Core; MGH NextGen Sequencing Core; Partners HealthCare Personalized Medicine, Laboratory for Molecular Medicine</td>
</tr>
<tr>
<td>DF/HCC Cores</td>
<td>DF/HCC Cancer Pharmacology Core; MGH DF/HCC Specialized Histopathology Core; DF/HCC Tumor Imaging, Genetics and Genomic Cores</td>
</tr>
<tr>
<td>Flow Cytometry Cores</td>
<td>HSCI Flow Cytometry Core; MGH Pathology Simches and CHC Flow Cytometry Core; Ragon Institute Imaging Core; Flow Cytometry Core</td>
</tr>
<tr>
<td>Genotyping Cores</td>
<td>COIBDNA Core; Psychiatric and Neurodevelopmental Genetics Unit Core</td>
</tr>
<tr>
<td>Histology and Pathology Cores</td>
<td>Endocrine Unit Histology Core; MGH DF/HCC Specialized Histopathology Core; Histopathology Core</td>
</tr>
<tr>
<td>Medical Imaging Cores</td>
<td>High Resolution Peritoneal Quantitative Computed Tomography (HR-acti) Mouse Imaging Program, Martinos Center, MGH Morphometric Analysis Center; MGH Metabolite Imaging Core; PET Core; Tumor Imaging Metabolic Core</td>
</tr>
<tr>
<td>Protein and Pathology Cores</td>
<td>Peptide Protein Core Facility</td>
</tr>
<tr>
<td>Statistics Cores</td>
<td>Bioinformatics Core</td>
</tr>
<tr>
<td>Vectors/Virus</td>
<td>MGH Vector Core; Ragon Virology</td>
</tr>
<tr>
<td>Other Research &amp; Support Cores</td>
<td>Glasswashing and Auto-dissolving Core; Pathology Imaging Research Core Facility; Radiation Safety Core</td>
</tr>
</tbody>
</table>

Partners core facilities: [http://www.partners.org/researchcores/home.asp](http://www.partners.org/researchcores/home.asp)

MGH core facilities: [http://www.partners.org/researchcores/home_mgh.asp](http://www.partners.org/researchcores/home_mgh.asp)

**V. Space Management**

Research Space Management is responsible for overall space management of the research enterprise within MGH.

Website: [http://mghresearch.partners.org/ResearchMgmt/SpaceManagement.aspx](http://mghresearch.partners.org/ResearchMgmt/SpaceManagement.aspx)
W. SPIN Search (InfoEd)

InfoEd software eResearch Portals provide investigators and administrators with a central online hub for managing research activity with integrated applications for managing grants, protocols, clinical studies, animal orders, publications and patents.

Website: http://infoedglobal.com/

X. Treadwell Library

Website: http://massgeneral.org/library

Have questions? Visit http://massgeneral.libanswers.com/ or click on AskUs! on the eTreadwell homepage

eTreadwell is the virtual library for the MGH community. It provides information services and resources that support the patient care, teaching, research and community-based activities performed throughout the hospital.

» Ask Us! – Use our Ask Us! Service to get your questions answered, get help with searches and citations, or contact us about any of your information needs.

» Expert Search Service – In-depth and comprehensive literature searches on topics done by an expert searcher with access to dozens of databases. When do you need an in-depth search? Some examples are: grant proposals, book chapters, reviews, case reports, citation analysis – or any time you need a comprehensive review of the literature.

» Teaching & Consultation – Group and individual instruction on how to get the most out of the library’s services and resources. Also classes on how to comply with the NIH Public Access Policy.

» Access to Major Health Databases including: Access Anesthesiology, CINAHL Complete, Clinical Key, eNeurosurgery, MEDLINE (EBSCOhost, Ovid, PubMed), PsycINFO, PsycTESTS, RefWorks, and UpToDate.

» OneSearch – Tool to search eTreadwell's and HMS's online books and journals all in one place.

» Quosa Information Manager – Desktop application that enables users to find, automatically download, review, organize and share full text scientific articles.

» Mango Languages – Desktop and mobile tool for learning foreign languages – includes 63 foreign language courses and 17 ESL courses.

How to Get Online Full Text Books and Journals from eTreadwell

There are three main paths you can take to access eTreadwell's full text books and journals. They all start at eTreadwell's home page (http://massgeneral.org/library). You will use your Partners logon to gain access to our resources from any location via our proxy server.

If you know the journal or book title, follow these steps to see if we own it:

» In the MGH OneSearch box, click on the “Titles A-Z” tab.

» Select one of the 3 options: “eJournals only”, “eBooks only” or “All Titles”. It is usually preferable to select “eJournals” or “eBooks” but “All Titles” is good choice when you don't find anything using the more specific options.

» Look for your journal or book title using the search box (change drop-down menu to “Starts with” or “Exact match” to reduce number of results).
Getting full text articles from your Ovid search:

» To search the Ovid database, connect to it through the OVID link under “Resources”.
» One or more full text options may appear to the right of the citation (e.g., PDF Full Text, MGH Ovid Full Text).
» If none of these links appear, we probably do not subscribe to the journal. You can confirm this by using the MGH OneSearch box “Titles A- Z” tab as shown in the first example above.

Getting full text articles from your PubMed search:

» Connect to PubMed@MGH listed under “Resources” (or PubMed@MGH/HMS if you also want to check Harvard holdings).
» To find out if there is full text, click on the article title (underlined in blue).
» On the next screen, a “Get it from MGH Treadwell” button shows we have a subscription. For Harvard holdings, the “Find It @Harvard” button will display.

Access to Harvard’s Resources

MGH/Harvard faculty members also have access to the library resources of Harvard University via the Harvard PIN System (http://www.pin.harvard.edu). Additionally, the Harvard tab of MGH OneSearch on our web site will search across both MGH and Harvard holdings.

In December 2015, the Harvard PIN System will be replaced with HarvardKey, which will enable access to a wide range of applications and services Harvard users need every day using a single login name and password.

Website: http://iam.harvard.edu/harvardkey
Faculty Resources

For personal growth...

A. Professional Staff Benefits Office at MGH/MGPO

The MGH/MGPO provides a comprehensive benefits program for monthly paid professional staff (MDs and PhDs) that offers each eligible member the opportunity to design a personalized benefits program to meet their needs and those of their family.

The Professional Staff Benefits Office is the dedicated, hands-on resource for all professional staff benefits-related matters. The goal is to deliver a cost effective program of the highest quality that provides needed services, assures peace of mind, financial protection and will help members balance work/life challenges as they pursue their professional endeavors in health care.

Detailed information about staff benefits and services is available on the intranet site (accessible from a Partners workstation). Benefits Consultants are available to help ensure that our professional staff members maximize all of their benefits opportunities.

Contact Information
MGH, Bulfinch Building, 1st floor, Suite 126 • Phone: (617) 726-9267 • Fax: (617) 726-2252
Monday through Friday from 8 am to 4:30 pm or by appointment
Website: http://hr.partners.org/mgpo/benefits.aspx

If your last name starts with letters | Consultant | Email | Phone number
--- | --- | --- | ---
A-G | Susan Frain | sfrain@partners.org | (617) 726-9264
H-O | Linda A. Gulla | lgulla@partners.org | (617) 726-9266
P-Z | Virginia C. Rosales, CEBS | vrosales@partners.org | (617) 724-9356

Others You May Wish to Contact:
» Providencia (Provy) Diaz MGH-based malpractice inquiries, pdiaz1@partners.org
» Kathleen Ryan, Senior Project Manager, Financial Planning Program/Deferred Compensation Plans, kmryan1@partners.org
» Faina Spivak, Compensation/Benefits Specialist for Financial Planning Program and Retiree Medical Program, fspivak@partners.org
» Dee Dee Chen, Manager, Professional Staff Benefits Office, ddchen@partners.org

Benefits Basics FAQs

When do my benefits start?
Benefits are effective (start) on the day that you become eligible to participate in the benefits program. Some examples are: your date of hire, the date your base pay reaches the minimum level for benefits eligibility, or the date your employment status changes from Per Diem to Regular.

How long do I have to elect my benefits?
You have 30 days after the date on which you become benefit-eligible to select your benefits. If you fail to do so within the 30 day period, you will “defaulted” to the BCBS Partners Value medical insurance coverage for yourself only. The next time to adjust your benefits will be during the next annual Benefits Open Enrollment period unless you have what is recognized as a ‘qualified life event’.
What if I don't need benefits?
If you are already insured in a medical insurance plan from another source and don't need coverage, you should “Opt Out” of the medical insurance benefit within 30 days of your benefit-eligibility.

Once my initial 30 days have passed, when is the next time that I can change my benefits?
Benefits can be changed for any reason during the Annual Benefits Open Enrollment period. This year’s Open Enrollment period will be from November 3 to the 21st. Benefit changes made during Open Enrollment will go into effect as of January 1, 2015. You can also change your benefits within 30 days of a Qualified Life Event. Some examples of Qualified Life Events are:

- Gain or loss of coverage from another source
- Birth/Adoption/Change of Custody of a child
- Marriage or divorce
- Death
- Dependent changing from ineligible to eligible status or vice versa
- Move out of your HMO’s service area

I don't need medical insurance. Can I still sign up for dental insurance coverage?
Yes. Each benefit plan is independent of the other.

How do I enroll in benefits?
The benefit enrollment process is online through eBenefits (https://ibridge.partners.org) in PeopleSoft.

I need confirmation of malpractice coverage (Malpractice Facesheet).
Log on to the “My CRICO” (formerly CRICOConnect) website (http://www.rmf.harvard.edu/My-CRICO) which is a physician only web portal which allows physicians to obtain a copy of their Confirmation of Coverage, access to case studies, patient safety guidelines, algorithms, and complete continuing medical education (CME). Any login questions should be directed to Underwriting (617) 679-1360. Alternately, contact Provy Diaz by email (at pdiaz1@partners.org) or by phone (617) 724-9925.

How do I request that a Claim History to be sent to BORM?
Email your request to underwritingapps@rmf.harvard.edu.

I have not received my insurance card yet; what should I do?
Enrollment information is sent to the insurance companies every week and it takes them about 3 weeks to produce and mail the cards to you at home. If you haven’t received your cards by that time, please contact your benefits consultant for assistance.

I went to the pharmacy to fill a prescription and the pharmacist said I’m not covered.
First, make sure you notify the pharmacist that your prescription benefit is through CVS caremark, not through your medical insurance. You can contact CVS caremark (1-866-881.5603) for your ID number. If you paid for your prescription out of pocket, and return to the pharmacy within 10 days, the pharmacist will be able to reimburse you, less the copayment. If it was more than 10 days, then you can file for reimbursement directly from CVS caremark. Reimbursement claim forms are available in the Professional Staff Benefits Office.

My doctor is at a non-Partners hospital. Can I still see her if have BCBS Partners Plus insurance?
Yes, as long as she accepts Blue Cross Blue Shield. BCBS Partners Plus and BCBS Partners Value do not limit you to Partners’ doctors and hospitals.

My parents are coming to stay with me for an extended period Can they be covered under my benefits?
No. Coverage is limited to your spouse and/or eligible dependent children.
1. Financial Planning Benefit

The MGPO and MGH created a financial planning program benefit to help professional staff members prepare financially for all life stages.

The Program is available to all benefits-eligible professional staff once every five years and offers these benefits:

» Reimbursement of up to $1,500 for financial services engaged and received during eligible year
» Financial planning services must be engaged during the year you use the benefit. You then have
   until December 31 to complete the process, pay the bill and seek reimbursement.
» Assistance selecting a financial planner. A list of reviewed financial service providers is available on
   the program web page (see below).
» Planning services, including retirement, life insurance needs, wills and trusts and education.

To help you get started, visit http://mgpo.partners.org/MGPOCentral/HR/FinancialPlanningProgram.html for more details.

Please direct any questions or comments to mghmgpofinancialplanning@partners.org. You may also contact Kathleen Ryan, Senior Project Manager, at kmryan1@partners.org or (617) 726-6971 or Faina Spivak, Program Coordinator, at fspivak@partners.org or (617) 726-2296.

2. Maternity Leave Policy

Appointed members of the MGH Professional Staff, absent from work due to maternity will be regarded as disabled from work and will receive “salary continuance” for a period of up to eight weeks.

To facilitate necessary administration of this program, and to comply with all state and federal regulations that pertain to protected absences from work, the employee must apply for a leave of absence under the Family and Medical Leave Act (FMLA). The sponsoring department must also notify the MGH Professional Staff Benefits Office (PSBO) of the employee’s absence so that the PSBO may assist in the administration of the benefits programs and anticipate any complication that may arise.

Upon receipt of the request for a leave under FMLA, the MGH Leave of Absence Coordinator will place the employee on a paid leave of absence for eight weeks. Compensation (“salary continuance”) and benefits will continue as if the person was active at work and will be charged to the sponsoring department.

Whereas FMLA permits an absence of up to 12 weeks, the sponsoring department may, at its discretion, arrange for the continuation of pay for the remaining 4 (four) weeks. In the absence of these instructions, the MGH Leave Of Absence Coordinator may, with the concurrence of the PSBO, place the employee in an unpaid status.

Sponsoring departments recover salary continuance and the costs of employee benefits from the MGPO and from the Hospital by submitting a reimbursement request form to the Professional Staff Benefits Office.

The policy is also from the Professional Staff Benefits Office.

Maternity Disability Leave Program FAQs

I am a part-time member of the Professional Staff, does this apply to me?
Yes, if you hold a Professional Staff appointment, and are “eligible for benefits” (this currently means your base annual salary is at least $30,000).
Why 8 weeks?
Generally, the Commonwealth of Massachusetts General Laws recognize maternity as a disability for a period of up to 8 weeks and require that maternity absences be treated as any other disability. Moreover, professionals in many business disciplines (law, technology, etc.) often participate in similar programs that acknowledge disabilities due to maternity for periods of 6 to 8 weeks. MGH, a leader in the national and international health care industry is committed to maintaining competitive practices.

Doesn't the Family and Medical Leave Act (FMLA) permit an absence of up to 12 weeks?
Yes; but the FMLA does not require the continuation of the employee's salary while absent from work. However, under the Maternity Disability Leave Program only 8 weeks is compensated.

If I have accrued vacation on the department books can I use it to pay the remaining 4 weeks I am allowed to be away?
Rules among departments may differ so you should discuss this with your administrative director, chief of service or P.I.

If I have another child will I again qualify for salary continuance under the Maternity Disability Leave Program?
Yes.

I am considering adoption. Can I use this program?
There is a similar program for someone who adopts a child. If you are planning to adopt, you should discuss these plans with your chief of service, P.I. and/or your department's administrative director. You should also notify the MGH Professional Staff Benefits Office. The Adoption Leave Program provides the same paid benefit as the Maternity Leave Program, and is covered by FMLA, but is not gender-specific in its application.

Who should I see if I am anticipating an absence due to maternity?
Your chief of service should be apprised of your intent, as should your department’s administrative director. The administrative director will assist with your application for a leave under FMLA, will record your disability absence with the MGH Professional Staff Benefits Office, assure salary continuance is paid to you, and will coordinate the department’s recovery of fund. Please contact the Professional Staff Benefits Office for more information.

What will be the status of my health care while I am away from work?
You will remain insured while on your FMLA maternity leave.

Will I still receive pension benefit contributions?
If you are a member of the pension plan and/or are participating in the Tax Sheltered Annuity (TSA) 403(b) Plans, contributions will continue as long as you are paid your salary. In the event you enter an unpaid status and are no longer considered disabled, pension plan contributions cease.

If I am unable to return to work after I have concluded my 12 week absence from work under the FMLA what will happen?
The question assumes that you are unable to return to work due to continuing disability. If you are a participant in the Professional Staff Long Term Disability (LTD) Plan, you may apply for long term disability benefits if you anticipate that you not be able to return after 90 days. If approved, generally LTD payments are 60% of regular insured earnings and you will be permitted to continue in the MGH benefits plans.
B. Child Care

Partners Child Care Services (PCCS)

Partners Child Care Services was established to provide high-quality, developmentally appropriate child care options to the employees of Partners HealthCare including: traditional child care; backup child care; priority enrollment; in-home backup child care; and information and referral services.

Website: http://www.partners.org/For-Employees/Childcare/Default.aspx

1. MGH Children’s Center

3 Thirteenth Street, Charlestown, MA • Phone: (617) 726-5437

The MGH Children's Center serves benefits-eligible employees of Massachusetts General Hospital, Partners Corporate and Partners-affiliated institutions. The Center provides high-quality, developmentally appropriate care and is licensed to serve Infant, Toddler and Preschool age children. The Center is open Monday–Friday, 6:15 a.m. to 5:45 p.m., 52 weeks a year excluding holidays.

2. Children’s Quarters at the MGH Institute of Health Professions

Catherine Filene Shouse Building, 36 First Avenue, Charlestown, MA • Phone: (617) 726-6010

The Children's Quarters at the MGH Institute of Health Professions (IHP) serves benefits-eligible employees and students of the Institute, benefits-eligible employees of Massachusetts General Hospital, Partners Corporate, Partners-affiliated institutions and the Charlestown community. The Center provides high-quality, developmentally appropriate care and is licensed to serve Infant, Toddler and Preschool age children. The Center’s hours of operation are Monday–Friday from 6:15 am to 5:45 pm, 52 weeks a year, excluding holidays.

3. MGH Backup Child Care Center

55 Fruit Street, Warren Lobby, Suite 130, Boston, MA • Phone: (617) 724-7100

The MGH Backup Center provides emergency backup child care to benefits eligible MGH and Partners Corporate families and to MGH patients. Care is provided for Infant, Toddler, Preschool & School age children up to 12 years old. The Center is open Monday through Friday from 6:30 am to 5:45 pm.

The times when your family may be in need of backup child care include the following:
» When your child's caregiver is ill or on vacation
» When your child’s child care center or school is closed
» When you have to work extra hours
» When there is a sudden termination in your child care arrangements
» While you are searching for permanent child care arrangements

Website: http://www.partners.org/For-Employees/Childcare/Backup-Childcare.aspx
4. Care.com BackupCare (formerly Parents in a Pinch)

Care.com BackupCare provides in-home backup child care seven days a week, 24 hours a day. Child care providers are screened by Care.com for references, criminal background, and health and safety training. PCCS contracts with Care.com to provide up to 7 days of backup child care per year to benefits eligible employees of MGH.

To schedule a provider to come to your home, call Care.com BackupCare directly at (855) 781-1303 or request care online through the Care.com Backup Care Portal, accessible through www.care.com/backupcare.

PCCS-hosted Website: http://www.partners.org/For-Employees/Childcare/Parents-in-a-Pinch.aspx

5. Nanny Network

The Nanny Network is an email distribution list where Partners affiliated faculty and fellows can recommend and view available nannies in the area. Nanny Network emails are sent every Wednesday and include all postings sent to us by end of day Tuesday. Postings should include your name and contact information, as well as the name and contact for the provider being recommended. Make sure to include key info such as location preference. Please keep your posting as concise as possible!

Please send nanny recommendations to: owc@partners.org.

Website: http://www.brighamandwomens.org/medical_professionals/career/cfdd/OWC/NannyNetwork.aspx

6. Partners EAP - Child Care Information and Referral

The Partners Employee Assistance Program (EAP) can help with:

» Exploring child care options
» Finding resources & referrals for licensed family day care, center-based care and in home (nanny) care
   Information on Partners affiliated centers
» Back up child care resources
» Financial and tax information related to child care expenses
» Summer care resources and referrals

Call (866) 724-4EAP (4327) for an appointment today to assess your child care needs.

Website: http://eap.partners.org/WorkLife/ChildCare/Child_Care_Introduction/Childcare_Intro.asp

7. Online Resource for Child Care In Massachusetts

MaChildCareResourcesOnline.com is an online information resource for families, educators, and caregivers of young children in Massachusetts. It is an information resource that provides child care listings, help wanted notices and a forum in which providers can post openings.

Website: http://machildcareresourcesonline.org/
C. Partners Employee Assistance Program

EAP has helped thousands of physicians, researchers and other professionals with confidential support, referrals and counseling. From finding child or elder care services to helping handle relationship, work/life issues, stress, and financial problems - no problem is too big or small.

The EAP is located at Charles River Plaza South, 175 Cambridge Street, suite 320, with additional offices in other Partners hospitals. For confidential assistance for you or your household members, contact the EAP at (617) 726-6976 or (866) 724-4EAP.

The Mothers’ Corner
The Mothers’ Corner is a program for employees returning to work after maternity leave. It provides new mothers with the opportunity to continue breast-feeding while back at work. An efficient, electric breast pump is provided in several private, comfortable rooms so working mothers can express their milk while at work. For additional information and Mothers’ Corner location go to the EAP website lactation page: http://www.eap.partners.org/WorkLife/Lactation_Support/LocationandContacts.asp

Website: http://www.eap.partners.org/

D. Miscellaneous

1. The Clubs at Charles River Park
   The Wellness Center at MGH

The Clubs at Charles River Park has a variety of exercise equipment and fitness programming designed to help you achieve your goals.

All benefits-eligible MGH employees or MGH based Partners Corporate employees can join The Clubs at a special hospital subsidized rate. For added convenience, the rate is automatically deducted from employees’ paychecks. Personal lockers may be rented per month.

Hours of operation: 5:30am to 10:00pm, Monday-Thursday • 5:30am to 8:00pm, Friday • 8:00am to 6:00pm, Saturday-Sunday

Website: http://www.clubsatcrp.com/

2. Harvard University Credit Union

The Harvard University Employees Credit Union (HUECU) provides a complete line of services for all your financial needs. Whether you are looking for higher yields on savings and investment, lower rates on a variety of loans (including vehicle, personal, and real estate), or convenient services such as Checking, low rate VISA/MasterCard and ATM access to your account, HUECU offers all this and more!

Branch location at MGH: Bulfinch Building

Website: https://www.huecu.org/
3. Healthcare Apparel

Order lab coats
» Place an order with a staff member in the Materials Management Office/Mailroom (You will need to provide your name, department and cost center number).
» Plain lab coat with MGH logo should be ready for pick up same-day if in stock with a valid cost center number.
» Monogrammed lab coats should be ready for pick up within 3 weeks of order date

Order scrubs
» Gray Building, 4th floor, Department of Surgery
» Fill out slip with Size, Quantity, Department and Cost Center
» Sign for slip
» Scrubs are available for pick up on the day of
» Once you have received your initial set(s), soiled scrubs can be exchanged for clean sets

Laundry service
» Bring soiled jacket to Materials Management/Mailroom
» Complete laundry slip (include name, phone, department, and cost center number).
» Take customer copy of slip (back gold color).
» Your laundry should be ready for pick up within 10 days
» For your convenience an email will be sent notifying you your laundry is ready for pickup

Materials Management/Mailroom • (617) 726-9144 • Gray Bigelow Basement, Room 020

4. Notary Public

The Department of Police and Security has a notary on staff. Any employee needing the services of a notary can make an appointment. There is no charge for employees requesting a notary.

Hours of operation are: Tuesday, Wednesday and Thursday • 7:00am - 2:30pm

Website: http://www.massgeneral.org/police/fingerprinting_notary/default.aspx

5. Parking and Commuter Services

The Parking Division provides parking services, valet services, carpool organization, and commuter services to the Mass General Community while interfacing with various community and planning groups to minimize the impact of traffic congestion in and around Mass General.

Commuter Services Division provides alternative commuting options to employees. The following services and programs are offered through the division:
» Bike to Work
» Car and Van Pool
» Commute Calculator
» Guaranteed Ride Home
» MBTA commuter rail and subway passes
» Ride Matching
» Mass General’s Commuter’s Corner
(https://hub.partners.org/commuters-corner/)

Parking Office: Wang 232 • (617) 726-8886
Commuter Services Office: Wang 232 • (617) 724-6588

Website: http://www.massgeneral.org/police/parking/
6. Photography Department

The Photography Department staff members provide expertise in all areas of photography; from portrait sittings, print and slide production, mounting, and framing, to in-house poster printing. Studio and Location Photography (clinical or research, marketing, public relations).

- Studio and Location Photography (clinical or research, marketing or public relations)
- Formal Portraits, Group Shots and Event Photography
- Passport Photos
- Digital Imaging (scanning, printing, prepress file preparation, design and layout)
- Poster Printing
- Mounting, Laminating and Framing
- Slide and Print Development
- Technical Support and Training
- Mass General Archival Photo Library
- Traditional and Digital Photography Supplies

Photography office: Bulfinch Basement, Room 045 • (617) 726-2237
Website: http://www.massgeneral.org/police/photography/

7. Platinum Plate Express

Have the costs of your purchases at any of Nutrition and Food Services’ retail outlets taken directly from your next paycheck with Platinum Plate Express! MGH, MGPO, IHP or Partners employees working full time and/or earning benefits are eligible. Charges are deducted from your paycheck. Credit limits are set at $100/wk for weekly employees and $400/mo for monthly employees. To sign-up, go to the Eat Street Cafe Office, located in the hallway between the Wang Building and the Eat Street Cafe.

Phone: (617) 724-8879

8. Professional Staff Perks

The MGH Perks Program offers discounts and programs from organizations and retailers in the Boston area and nationally. The program is available to all MGH employees and Partners employees that are located at MGH and/or directly support MGH. If you are affiliated with Harvard and have a Harvard identification number and PIN, you also receive certain key discounts and services.

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MGH Perks Website: http://hr.partners.org/mgh/perks.aspx
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