F. 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 - 18 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. Mass General Research Institute

*United by Research. Driven by Hope.*

Embedded within Massachusetts General Hospital, the Research Institute is built on a culture of excellence, compassion and ground-breaking scientific achievement. Our researchers work side-by-side with physicians—in the lab, in the clinic and at the bedside—harnessing the latest technological advancements to foster discovery at every stage.

We partner with academia, industry, governments, philanthropists and our community to prevent disease, make medical innovation sustainable, and find cures to improve the lives of our patients and those across the globe.

The Massachusetts General Hospital Research Institute was founded to promote, support and guide our diverse research enterprise.

The Research Institute is intended to create a “front door” to the MGH research enterprise to better engage funding agencies and create new partnerships with the pharmaceutical, biotech, venture capital and philanthropic communities.

Website: [www.massgeneral.org/research/](http://www.massgeneral.org/research/)

**Leadership**

The Research Institute is led by the Research Institute Steering Committee (RISC). RISC is comprised of the following members: the MGH President, the Sr. VP for Research, the Scientific Director for the MGH Research Institute, the ECOR Chair, Vice Chair, Past Chair, the Chiefs of Medicine and Surgery, and the Director of the Division of Clinical Research. RISC is focused on establishing broader relationships with potential research partners, and finding new ways to connect them with the highly skilled scientists in our research labs and centers.

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**Leadership Structure of Research at MGH**

![Leadership Structure Diagram]

**GUIDE**

- ECOR Leadership
  - Policy

**PROMOTE**

- President
  - Chief of Medicine
  - Chief of Surgery

- Scientific Director
  - Across Entire Research Enterprise

- Director, Division of Clinical Research
  - Clinical-Research Interface

**SUPPORT**

- Senior Vice President for Research
  - Operations
4A. MGH Research Management - Office of the Senior Vice President for Research

Harry W. Orf, PhD

The MGH Research Management Office is led by Harry W. Orf, PhD, Senior Vice President for Research, and serves an executive function for the MGH Research Institute. The office is responsible for the overall administrative and fiscal management of research support operations across the MGH research enterprise, which include:

- Institutional Animal Care and Use Committee (IACUC)
- Center for Comparative Medicine (CCM)
- Research Space Management Group (RSMG)
- Thematic Centers (administrative and budget)
- Ragon Institute (administrative and budget)
- ECOR (administrative and budget)
- Office of the Scientific Director (budget)
- Division for Clinical Research (budget)
- Center for Faculty Development (budget)
- Office of Research Integrity
- Partners Research Management (liaison)
- MGH and Partners Research Compliance (liaison)

4B. Executive Committee on Research (ECOR)

David N. Louis, MD, David E. Fisher, MD, PhD, and Robert E. Kingston, PhD

The MGH Executive Committee On Research (ECOR), formed in 1947 when MGH received its first external grant, is the central planning and policy-making body of the MGH research enterprise. ECOR brings together a wide range of internal stakeholders to provide guidance to the hospital’s leadership regarding research priorities. It is a standing committee of the MGH General Executive Committee (GEC) with specific responsibilities described in the by-laws, including:

- Developing a research plan congruent with the clinical mission of the MGH and the Partners-wide science enterprise;
- Representing the needs of the MGH scientists to the GEC;
- Formulating research policies within the framework established by the Trustees and the President;
- Developing recommendations for the GEC and the President on resource allocation issues;
- Evaluating and monitoring the quality of the science; and
- Optimizing communication between administration and investigators.

Today, ECOR is responsible 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 is also 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.

ECOR responsibilities include:

- Operating a major internal grants and awards program
- Representing the needs of the science community to the General Executive Committee (GEC)
- Making recommendations on the allocation of resources
- Evaluating and monitoring the quality of science at Mass General
- Helping to optimize communication between administrators and investigators

Leadership of ECOR

The ECOR Chair is selected from among the Chiefs of MGH Services and Departments. The current Chair is David Louis, MD (Chief, Pathology); the Vice Chair is David Fisher, MD, PhD (Chief, Dermatology); and the Past Chair is Robert Kingston, PhD (Chief of Molecular Biology). Each position is a three-year term, with the Vice Chair succeeding to the role of Chair and the previous Chair remaining a part of the ECOR leadership team after their Chair term, thereby assuring continuity over a 9-year time period.
ECOR Membership
ECOR membership includes two elected representatives from each of the three HMS faculty ranks (Assistant Professor, Associate Professor, and Professor), as well as representatives elected from the Chiefs’ Council and faculty appointed by the Chair of ECOR. Senior MGH and MGPO leadership, including the MGH President and the MGPO President, are also members.

Meetings & Events
ECOR hosts a number of meetings, conferences and events, including monthly Research Council meetings, Faculty meetings, the annual Scientific Advisory Committee Meeting, the Warren Triennial Prize and Symposium, and other MGH-wide research symposia.

Awards & Grants
ECOR manages a complex grant program, virtually a mini-foundation, which annually reviews nearly 800 applications from MGH investigators and fellows, and awards approximately 150 internal grants. ECOR launched a major grants program in 2006 to provide interim/bridge support to faculty whose NIH or other federal funding was delayed or otherwise interrupted.

ECOR also awards the Martin Prize, the Howard Goodman Award, the Claffin Awards, the MGH Physician-Scientist Development Award through the Center for Diversity and Inclusion (formerly the Multi-Cultural Affairs Office), and the Tosteson and Fund for Medical Discovery Postdoctoral Fellowship Awards.

In January 2011, ECOR launched the MGH Research Scholars Program, a major initiative to award research support to outstanding faculty in the MGH research community in support of innovative, cutting-edge research. To date, 42 Scholars have been appointed, each receiving research funding of $100,000 a year for 5 years.

For more information about ECOR, visit our website at http://ecor.mgh.harvard.edu/Default.aspx

4C. Office of the Scientific Director
Susan A. Slaugenhaupt, PhD
The Office of the Scientific Director is led by Susan A. Slaugenhaupt, PhD, and is primarily charged with promoting science at Mass General, which includes marketing efforts, making connections with philanthropists and building new relationships with industry to broaden our research funding base.

Marketing
The Research Institute mission includes efforts to broaden awareness of the substantial research enterprise here at the hospital—one that would stand out in any other context, but is often overshadowed by the hospital’s preeminent clinical reputation.

The Office of the Scientific Director is working on several initiatives to communicate about your science.

The Mass General Research Website: The research website on massgeneral.org received 970,000 page views and had over 270,000 individual users in 2015. More than half of these visitors were new to the site. The Office of the Scientific Director publishes material on the website focused on research around campus including Research Roundup, Researcher Profiles, In Depth, videos and press releases.

Social Media: We have a series of social media campaigns underway to communicate about our work internally and externally.

Connect with Us:
» Facebook: Mass General Research Institute
» Twitter: MGH_RI
» Instagram: @mghri
Other marketing efforts: The Research Institute has played a major role at HUBweek, sponsoring the popular Women in Medicine speaking series at the Russell Museum in 2015, and the “Art of Talking Science” competition in 2016.

Communicating Science: The Research Institute received a donation that will be used to fund a series of “Communicating Science” programs to help investigators learn how to more skillfully communicate about their science to lay audiences. We host interactive workshops, events and roundtable idea-sharing forums.

Advancement
We are working closely with our colleagues in the MGH Development Office to educate philanthropists and potential donors about the important role research plays in driving new discoveries in medicine. We have been presenting the importance of research to the philanthropic community from many different angles and in many venues.

Strategic Alliances
We developed the strategic alliance initiative with the objective of helping scientists engage in productive collaborations with industry at all stages of their work; from basic research and proof of concept (early translation), to development and transfer to market (late translation).

We are compiling a Mass General-wide research portfolio that will enable us to:
» Build a common understanding of the ongoing research at Mass General, a comprehensive scientific foundation for promoting our research;
» Enable programmatic efforts across departments and centers;
» Establish strategies and tactics for pairing the translational research push with the pull of the market
» Assess potential collaborations with industry

We have developed the outline of a unique training program to teach MGH scientists:
» Why and how to think early on about potential applications of their research
» How to develop a translation plan that includes research, intellectual property and business perspectives
» How to build and manage a translation team, and
» How to interact with industry

4D. Division of Clinical Research
Maurizio Fava, MD
Directed by Maurizio Fava, MD, and a cornerstone initiative of the Massachusetts General Hospital Research Institute, the Division of Clinical Research (DCR) works to increase the quantity, quality and efficiency of translating fundamental science advances into improved care for our patients.

The Division of Clinical Research promotes clinical research by:
» Supporting clinical and translational research at Mass General through specific centers and units
» Nurturing the next generation of Mass General clinical investigators
» Increasing Mass General’s overall clinical research funding
» Expanding Mass General’s pool of clinical research mentors
» Providing hands-on support to overcome the logistical challenges faced by clinical investigators

The Division of Clinical Research (DCR) comprises five centers and ten units, all of which are designed to serve as a support structure for clinical research, translational research and nursing research, and provide study support via biostatistics consultations and access to the Partners Biobank.

Individual units in the DCR provide assistance with omics, patient-centered outcomes research, electronic health records research, qualitative research and more.
A start-to-finish study guide for clinical researchers provides a wealth of educational resources, including classes designed and presented by DCR staff. DCR consultations and services are designed to provide investigators with crucial study assistance from highly experienced faculty and support staff.

Website: http://www.massgeneral.org/research/dcr/

**Partners Biobank at MGH**

MGH has also teamed up with Brigham & Women's Hospital to create the Partners Healthcare Biobank, which collects donated samples from thousands of consenting patients so that investigators can hunt for the underpinnings of disease at the genetic level.

Website: http://www.massgeneral.org/research/organization/partnersbiobank.aspx

**Translational Research Center**

The Translational Research Center (TRC) was formed to facilitate the many complex interactions required to produce a novel treatment or diagnostic. These interactions frequently involve working with an industry partner in the process. The TRC is constructing an 18-bed inpatient facility in the White Building on the Mass General main campus, due to be completed October 2016. This facility is used to conduct early stage clinical trials of new medicines, diagnostics, and therapeutic devices.

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 (GMEC) at MGH 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

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

For more information-

GME Newsletter: The newsletter describes relevant developments, events, and upcoming changes to assist GME program directors and administrative staff.

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 and 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.
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