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# Faculty Resources

For personal growth...

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**Faculty Resource Guide**

© 2011 *Center for Faculty Development, Massachusetts General Hospital*

This Faculty Resources Guide was created to provide general information and orient new faculty to the Massachusetts General Hospital. Please note that the information may not be complete, there may be some oversights or publishing errors.

Last updated: October 2011
The Center for Faculty Development (CFD) was established to facilitate career development of ALL MGH faculty. 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 communities through the Office for Research Career Development (ORCD) and the women faculty through the Office for Women's Careers (OWC).

Mission

To facilitate the career advancement and job satisfaction of MGH faculty. Our strategies are to:
» Develop and implement programs for faculty at all stages in their careers — from early careers to senior leadership — that promote academic and career development.
» Provide information, education and resources to increase faculty effectiveness.
» Provide support and education regarding the promotion process.
» Provide 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

The OCC at MGH is a branch of the CFD created to facilitate the career advancement of clinical faculty.

Mission

The OCC, Office for Clinical Careers, 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** – Director: Search Underway

The ORCD at MGH is a branch of the CFD created to facilitate the career advancement of research faculty.

**Mission**
The ORCD addresses the specific needs of the MGH research faculty and fellows. 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 postdoctoral fellows
» Enhance communication within the research community
» Provide individual counseling, advice and support

**Office for Women's Careers** – Nancy Rigotti, MD, Director

The Office for Women's Careers (OWC) at MGH is a branch of the CFD 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:
» Increase the number of women faculty promoted by academic criteria
» Increase the number of women faculty in leadership positions
» Increase retention and job satisfaction of women faculty
» Develop programs to promote career development and work life balance
» Provide individual counseling, advice and support

**B. Programming**

The CFD offers programs that focus on the following core faculty development themes:

**Center for Faculty Development Academic Year Program Planning**

<table>
<thead>
<tr>
<th>Career Advancement</th>
<th>Communication</th>
<th>Negotiation</th>
<th>Responsible Conduct on Research</th>
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</table>
| * Annual Career Conference  
  * Academic  
    • HMS Promotion Criteria  
    • HMS CV Format/Narrative  
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    • Beyond Academia  
    • Career Exploration for Trainees | * Dealing with the Media  
  * Writing Skills  
  * Grant Writing  
  * Presentations  
  * English as a Second Language  
  * Publishing  
  * Public Speaking | * Basic and Advanced Negotiation  
  * Conflict Management  
  * Difficult Conversations | * Leadership/Management  
  * Research Misconduct  
  * Data Acquisition and Management  
  * Responsible Authorship | * Organization/Time Management  
  * "Business of Life"  
  * Financial Planning  
  * Elder Care/Parenting Issues  
  * Stress Management  
  * Networking Events |
One goal of our faculty development thematic programming is to provide a series of sessions under each theme and give some depth to the topic at hand. Another goal was to fill the void of clinical and research training, as well as “more business and career advancement” training. 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 were led by both internal and external facilitators who bring a wealth of knowledge and experience.

C. Career Advancement/Promotions Advice

As part of the focus on reducing barriers to career advancement, the Center provides individual meetings with faculty to advise them on career advancement or help with specific issues or conflicts related to their professional lives.

CLINICAL Career Advice

Theodore Stern, MD, Director of the Office for Clinical Careers is available for individual meetings for clinical faculty seeking career advice.

If you would like to request an individual coaching meeting regarding your clinical career development, please email clinicalcareers@partners.org or call the office at (617) 724-1382.

RESEARCH Career Advice

For research faculty seeking career advice, please email orcd@partners.org or call the office at (617) 643-1606 to request an individual coaching meeting.

Career Advice for WOMEN

Nancy Rigotti, MD, Director of the Office for Women’s Careers is available for individual meetings for women faculty seeking career advice.

If you would like to request an individual coaching meeting regarding your career development, please email womens.careers@partners.org or call the office at (617) 724-5229.

D. Initiatives

1. Annual Career Conference (ACC)

ACC is an opportunity for all faculty

In early 2006, Peter Slavin, MD, MGH president, and David Torchiana, MD, MGPO chairman and chief executive officer, asked the Center for Faculty Development (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 Center for Faculty Development piloted a program in the Departments of Anesthesia, Critical Care and Pain Medicine and Radiation Oncology and received positive feedback. A second offering of the program was launched in collaboration with the Department of Pediatrics (MGH/C) and the Multicultural Affairs Office.

**MGH Faculty Mentoring Program Overview**

<table>
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<th>Hospital-wide Initiative</th>
<th>Center for Faculty Development (CFD)</th>
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<td>Local Reputation</td>
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<td>National Reputation</td>
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<td>Dept Specific Promotion Criteria</td>
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<td>Workload/Academic Time</td>
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<td>Publish/Authorship</td>
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<td>Admin/Nursing Support</td>
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<td>Career Advice</td>
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**Mission**

To establish and continue to provide an enriching mentoring program for all MGH faculty, including but not limited to clinicians and researchers by strengthening faculty development and satisfaction by establishing relationships, fostering camaraderie, encouraging advocacy and creating new opportunities and communication channels.
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)
» HMS Faculty Development and Diversity Task Force
» HMS Joint Committee on the Status of Women
» HMS Leadership Development for Physicians and Scientists
» HMS Office for Faculty Affairs
» MGH Committee on Racial and Ethnic Disparities Training Summit
» MGH Human Resources
» MGH Multicultural Affairs Office
» MGH Professional Staff Benefits Office
» Office of the General Counsel
» Partners Employee Assistance Program

F. Communication...stay informed...

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: Office for Clinical Careers, Office for Research Career Development or Office for Women’s Careers. Samples of the communications are:

- Newsletter
- Email Announcement
- Tribute Book
About the organization...

A. Massachusetts General Hospital

Massachusetts General Hospital (MGH) is the third oldest general hospital in the United States and the oldest and largest hospital in New England. The main campus in Boston is a 900-bed medical center that offers diagnostic and therapeutic care in virtually every specialty and subspecialty of medicine, surgery, obstetrics and pediatrics. The hospital also is a Level 1 trauma center for adult and pediatric trauma and burn care.

With an annual research budget of roughly $600 million, MGH conducts the largest hospital-based research program in the United States – a program that spans all clinical departments and centers across the hospital. MGH is the original and largest teaching hospital of Harvard Medical School. Since the hospital’s founding, MGH has been committed to training and mentoring students, residents and fellows in medical and surgical disciplines, graduate students and post doctoral fellows in science as well as nurse, allied health professionals, physical, occupational and speech and language therapist and other health professionals.

The Institute of Medicine (IOM) has established six tenets of quality of care: safety, effectiveness, patient centeredness, timeliness, efficiency and equity. MGH sets performance goals and tracks progress towards those goals using the IOM goals as its organizing principles. We also rigorously evaluate ourselves against local and national benchmarks in key quality and safety areas to ensure we deliver the highest quality and safest care possible and post our performance on our public website.

MGH also partners with local communities to increase the health and well-being of those who live and work in these communities. The four health centers are in Charlestown, Chelsea, Revere and the North End.

To carry out this commitment to clinical care, research, teaching and community service, the MGH is organized into 18 clinical departments, each with a chief of service who reports jointly to the president of MGH and the chairman and CEO of the Massachusetts General Physicians Organization (MGPO).
In addition, five multidisciplinary care centers – in cancer, digestive health, heart disease, transplantation and vascular medicine – unite specialists across the hospital to offer patients convenient, optimally organized, comprehensive medical care for these complex conditions.

**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, patient’s 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.

**Affiliations**

MGH is affiliated with Dana Farber Cancer Institute, Martha's Vineyard Hospital, McLean Hospital, Newton-Wellesley Hospital, Nantucket Cottage Hospital, North Shore Medical Center, and Spaulding Rehabilitation Hospital.

**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 David Torchiana, 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.
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 2,000 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 (MGH) 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 must partner with the MGH, remain a multi-specialty practice built on the primacy of the patient-physician relationship, be committed to quality, innovation and diversity, and remain cognizant of the health care needs of the communities we serve.

The MGPO focuses on issues that are especially central to practicing physicians. These include:

» Quality, safety and performance improvement.

» Financial stability.

» Administrative support.

» Business development.

» Advocacy and communications.

The MGPO is led by its chairman and CEO, David F. Torchiana, MD, and Chief Operating Officer Gregory J. Pauly. Other senior leaders, many of whom have dual roles as senior hospital leaders include:
C. Partners HealthCare System, Inc.

Partners HealthCare System, Inc. 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 includes community and specialty hospitals, a physician network, community health centers, home care and other health-related entities.

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

MGH is a founding member of Partners, an integrated health care delivery system that includes:

- Two founding academic medical centers
  - MGH and BWH
- Three community hospitals
  - Newton Wellesley Hospital
  - Faulkner Hospital
  - North Shore Medical Center
- Island Hospitals
  - Nantucket Cottage Hospital
  - Martha's Vineyard Hospital
- Suburban outpatient facilities
  - Waltham
  - Foxborough
  - Danvers

» Seven health center in metropolitan Boston
» A network of primary care and specialty physicians known as Partners Community HealthCare, Inc. (PCHI).
» Specialty facilities and services, including
  - McLean Hospital
  - MGH Institute of Health Professions
  - Spaulding Rehabilitation Hospital in Boston and Cambridge
  - Partners Home Care
  - Partners Hospice

Centralized Partners functions include real estate, finance and investment, human resources, and information systems.

Partners is committed to serving the community. It is dedicated to enhancing patient care, teaching and research, and to taking a leadership role as an integrated health care system. Partners recognizes that increasing value and continuously improving quality are essential to maintaining excellence.

To support its network of physicians, Partners Community HealthCare Inc. (PCHI – pronounced “Peachy”) provides medical management services, quality improvement programs, data analysis, insurer contracting, information systems and financial expertise. The PCHI network is organized into Regional Service Organizations (RSOs) that are geographically and functionally co-located groups of physicians, spread across eastern Massachusetts. In each RSO the physicians coordinate medical care for their patients, share in financial risk or performance incentives in managed care contracts, and provide representation to PCHI decision-making bodies. The RSOs vary greatly in size and structure, ranging from a small RSO of 14 physicians in group practice to a physician organization with more than 2,000 physicians working in an academic medical center. The MGPO is the largest RSO in PCHI.

D. Organizational Charts

See next page for an organizational chart of the MGH Senior Leadership (Clinical and Administrative) provided by MGH Administration.

See page 11 for an organizational chart of the MGPO provided by the MGPO.

See page 12 for an organizational chart of the Partners Corporation provided by MGH Administration.
E. Governance

Massachusetts General Hospital

1. Board of Trustees

The Boards of Trustees of The Massachusetts General Hospital (MGH) and The General Hospital Corporation (GHC) are responsible for providing 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 holds a fiduciary responsibility 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
» Four Trustees appointed annually by the Governor of the Commonwealth of Massachusetts
» Six to ten Elected Trustees nominated by the MGH Nominating Committee (including two members of the Professional Staff of The General Hospital Corporation, one of whom will be a chief of service and one of whom will be a practicing physician who is not a chief of service)

2. General Executive Committee

Members
General Executive Committee (GEC) consists of: five representative Chiefs of Service appointed by the Chief’s Council; the President of The Massachusetts General Hospital; the Chief Executive Officer of the MGPO; the President of The General Hospital Corporation; the Chairs of the Executive Committee on Research and the Executive Committee on Teaching and Education; a representative of the research community appointed by the President of The Massachusetts General Hospital; two executives of The General Hospital Corporation appointed by its President; and four Members of the Active Medical Staff who are two elected primary care practitioners and the 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.

Duties
The duties of the GEC and its committees shall be to:
» Consider and, on behalf of the Trustees, adopt policies and procedures relating to patient care and medical education and, at the request of the Trustees, other matters affecting the optimal operation of the Hospital;
» Consider and recommend to the appropriate committees policies and procedure relating to research;
» Act in an advisory capacity to the President and the Trustees of the Hospital and the President of The Massachusetts General Hospital on all matters affecting the optimal operation of the Hospital, and serve as a liaison between the Professional Staff and the administration of the Hospital;
Consider and recommend to the Trustees appointments and other actions relative to the Professional Staff;
Recommend to the Trustees the adoption, amendment, and repeal of any Bylaws of the Professional Staff or any rules and regulations applicable of the Staff; and
Disseminate information with respect to its actions, recommendations and discussions to the Professional Staff through the Service Chiefs and the representatives of the Active Medical Staff.

3. Chief’s Council

The Chief’s Council is a key advisory group comprised of the chiefs of clinical services and other senior leaders of the Massachusetts General Hospital. 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 Executive Committee On Research, is charged with responsibility for the governance of research at MGH. ECOR provides strategic guidance to MGH senior management and Trustees on future research growth and priorities for MGH, and fosters the integration of research with the other three missions of the Hospital – patient care, education, and community health. It reports to the MGH President and Hospital Trustees.

ECOR subcommittees on Human Subjects, Research Animal Care (SRAC), Animal Resources (SAR), Review of Research Proposals (SRRP), and Communications provide policy and program implementation links to the research community in their respective areas.

Members
ECOR members are elected from the Research Community at-large and from the Chiefs’ Council. Others are appointed by the ECOR Chair to achieve balance and diversity on ECOR. Ex-officio ECOR representatives include senior Hospital management, ECOR subcommittee chairs, and Thematic Center directors. By having a broad representation from the research community and the Hospital, ECOR is able to more effectively serve the research mission of the institution.

Faculty Representatives
ECOR representatives are able to speak to your interests and concerns in discussions and planning for research at MGH. Representatives are expected to: attend ECOR meetings, attend Research Council meetings, serve on the ECOR Council and meet formally with members of the research community as needed. There are a total of six elected members, two from each faculty rank (Professor, Associate Professor and Assistant Professor). Elected representatives serve a 3-year term. To ensure a balance of continuity and renewal, their terms are staggered so that two seats are up for election every year.

The current Elected Faculty Representatives are:
» Dennis Brown, PhD, Professor
» Raymond Kelleher, MD, PhD, Assistant Professor
» Marjorie Oettinger, PhD, Professor
» Susan A. Slaugenhaupt, PhD, Associate Professor
» Lynda Stuart, MBBS, PhD, Assistant Professor
» Kristin White, PhD, Associate Professor
5. Executive Committee on Teaching and Education

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, and the education of other healthcare professionals. In accordance with the Hospital and Professional Staff Bylaws and on behalf of the Trustees, the GEC of the MGH has authorized the Executive Committee on Teaching and Education (ECOTE) to develop and implement policies and procedures relating to education, to recommend allocation of resources for educational purposes, to provide oversight and monitoring of GME programs, and to disseminate information with respect to its actions, recommendations and discussions to the professional staff engaged in educational activities.

**Duties**

ECOTE oversees all institutional matters relating to the teaching mission of the MGH and, in conjunction with the Partners Education Committee, is the principal body charged with implementing educational policy for the Hospital. ECOTE 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 Partners Education Committee (PEC).

**Reporting**

ECOTE reports to the General Executive Committee (GEC) and the Trustees on a regular basis and

- formally reports at least annually regarding resident participation in patient safety and quality of care education; program accreditation; resident supervision, responsibilities, work hours and evaluation; and the quality of graduate medical education
- has a close working relationship with the Partners Education Committee, 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 Residency Program Directors. A Co-Chair from the above group may also be appointed to work with the Chair.

In addition to the Chair, voting members include the Partners Vice President of Graduate Medical Education, the Senior Associate Director of Graduate Medical Education—who is the ACGME Designated Institutional Official (DIO) and who serves as the Executive Secretary of the Committee)—the Associate Directors of Graduate Medical Education, Resident and Clinical Fellow representatives elected by their peers, representative program directors and administrators. Additional members may include the President of the MGH (or designate), the President of the Massachusetts General Physicians’ Organization (or designate), the Chief Medical Officer, the Vice President for Patient Care Services (or designate), Trustee(s) of the MGH, the Director of Medical Student Education (or designate), the President of the MGH Institute of Health Professions (or designate), representatives from Simulation and Quality and Safety, and others as recommended by the Chair, the President of the MGH, the Chiefs’ Council and/or the GEC Chair.

Department Chairs, all directors of GME fellowship programs and residency coordinators are invited to attend ECOTE meetings as non-voting participants.

**Scope**

ECOTE participates in responsible 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.
Massachusetts General Physicians Organization

1. Board of Trustees

The Board of Trustees oversees the activities of the MGPO. The MGPO CEO serves as Chairman. Six physicians hold elected seats on the board: three chiefs elected by the MGH Chiefs Council and three non-chiefs elected by the MGPO membership.

The Board currently has two committees and has authority to establish others. The two committees are the Compensation and Personnel Practices Committee and the Managed Care and Contracting Committee. In addition, there are three joint committees with the MGH Board of Trustees – the Compliance, Quality and Department Review Committees.

2. Compensation and Personnel Practices Committee

The Compensation and Personnel Practices Committee acts on behalf of the MGPO Board of Trustees 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 among the Trustees and Honorary Trustees of the MGH and MGPO.

3. Managed Care and Contracting Committee

The Managed Care and Contracting Committee makes recommendations on proposed contracts between the MGPO and managed care entities, proposed subcontracts with outside physicians and managed care allocations. The committee consists of 17 members with five chiefs of service elected by the MGH Chiefs Council, five specialists elected by the MGPO membership, and five primary care physicians elected by the MGPO membership.

4. Physicians Organization Executive Committee

The MGPO by-laws also establish an Executive Committee (POEC) which advises the 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. In addition, two at-large members (non-chiefs) may also be named to the Executive Committee. The non-chief elected MD POEC members, in the second and third years of their terms, also serve as members of the hospital GEC.
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. Clinical Research Program

The MGH Clinical Research Program (CRP) provides support for investigators and study teams, advice and guidance for study participants, and education for all involved in clinical research to insure best clinical research practices.

The CRP supports all clinical research studies, providing staff and/or services to manage your study from beginning to end according to Good Clinical Practice, federal, state, and institutional regulations and guidelines. The CRP can also facilitate survey research, large-scale data set analyses, and submission of big NIH applications.

CRP Services includes:
» Data management consult
» Project Design
  • Study design and implementation issues
  • Genetics & genomics
  • Biostatistics
  • Comparative Effectiveness Group
  • Translational Medicine
  • Survey research
» Protocol Development
  • IRB submission
» Project Execution
  • Coordinators
» Project Management
  • Managers

Website: http://www2.massgeneral.org/crp/mghstaff.html

B. Harvard Catalyst/The Harvard Clinical and Translational Science Center

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. Founded in May 2008, Harvard Catalyst is a shared enterprise of Harvard University, its ten schools and its eighteen Academic Healthcare Centers (AHC), as well as the Boston College School of Nursing, MIT, Harvard Pilgrim Health Care, and numerous community partners.

Harvard Catalyst is a member of the NIH-funded Clinical and Translational Science Award (CTSA) Consortium, and shares tools, technologies, and best practices with other consortium members locally (i.e., Boston University, Tufts University, University of Massachusetts Medical School) and nationally.

Harvard Catalyst resources are available to all Harvard faculty, regardless of their institutional affiliation or academic degree.
The resources of Harvard Catalyst fall into five broad categories:

» Collaborative resources
» Research resources
» Education resources
» Funding resources
» The Research Navigators

Explore website (http://catalyst.harvard.edu/) to learn what Harvard Catalyst can do for you, or use the Pathfinder tool to orient yourself to the spectrum of translational research and the resources available at each stage.

Harvard Catalyst Advanced Curriculum Compendium
The Harvard Catalyst Advanced Curriculum Compendium (ACC) provides clinical investigators with opportunities for continuing education in clinical investigation beyond the introductory level.

Through a searchable online catalog, the Catalyst ACC offers educational opportunities to learn new methods or update existing clinical investigative skills. The compendium consists of lectures, seminars, and courses that target core competencies fundamental to successful clinical investigation.

Website: http://catalyst.harvard.edu/services/acc/

C. Harvard Medical School

1. The Academy at Harvard Medical School

The Academy is established to advance the education of physicians and scientists throughout the Harvard Medical School community. In addition to sustaining and building upon the work of the Center for Teaching and Learning, the professional development arm of The Academy, they work closely with the Graduate programs, the Program in Medical Education at HMS, and with the evolving educational centers at many of our hospitals.

Website: http://www.hms.harvard.edu/academy/

2. Department of Continuing Education

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://cme.hms.harvard.edu/

3. Communications

eCommons
eCommons is the Harvard Medical Intranet. You must obtain an account before accessing the Harvard intranet. Website: http://ecommons.med.harvard.edu/default.asp

Faculty and Staff Directory - HMS White Pages
Website: http://134.174.145.57/
4. Harvard Longwood Campus Research Administration

The Harvard Longwood Campus Research Administration (HLCRA) web site provides current research administration information for faculty and staff at the HMS, the HSDM and the HSPH. The website includes resources for topics such as:

» Finding Funding
» Proposal Development
» Award Management
» Policies
» Learning & Development

Website: http://hlcra.harvard.edu/

5. Office for Faculty Affairs

The Office for Faculty Affairs is responsible for the promotions and appointments processes at HMS and HSDM. Its mission is to support the recruitment, retention, academic advancement and career satisfaction of our diverse faculty through education, service, communication, and timely recognition of scholarly achievement.

To achieve this mission, the Office works with committees that address faculty concerns, and serves as a resource for issues related to promotion and career development, including organizing, in collaboration with the hospital affiliates, annual leadership and fellowship programs for junior faculty.

The Office is committed to supporting the academic careers of all of the 11,000+ faculty members. To that end, a website was created to help you and the administrative professionals who support you find the information you need to navigate the promotions and appointments systems, to identify resources to support your personal faculty development, and to understand the governance of the community.

The website houses an abundance of resources for faculty and administrators including:

» Appointment and Promotion Policies
» Criteria for Promotion and Appointment
» Information on the HMS/HSDM Curriculum Vitae for Academic Achievement
» List of Faculty Development resources

Website: http://www.fa.hms.harvard.edu/

6. Ombuds Office

The HMS/HSDM/HSPH Ombuds Office provides an impartial review of workplace issues and assists all parties in identifying options toward a solution.

What is an Ombudsperson?
An Ombudsperson assists people who have concerns that interfere with their work or study. The Ombudsperson helps people to clarify their concerns, identify their goals and consider all of their options in managing or resolving their disputes.

Who visits the Ombuds Office?
Anyone affiliated with HMS, HSDM or HSPH as a student, fellow, faculty member of staff person who needs a safe and confidential place to talk privately and to receive impartial attention. You can even choose to discuss a matter without giving your name.

Website: http://www.hms.harvard.edu/ombuds/
7. Francis A. Countway Library of Medicine

The Francis A. Countway Library of Medicine, one of the largest medical libraries in the world, serves the HMS, HSDM, HSPH, Boston Medical Library and the Massachusetts Medical Society. The Countway Library holds more than 630,000 volumes, subscribes to 3,500 current journal titles and houses over 10,000 non-current biomedical journal titles. The library also houses one of the world’s leading medical history collections, and provides access to many electronic information resources.

The library hosts The Center for the History of Medicine, which includes the Archives and Records Management Program for the schools of the Harvard medical area, and the Warren Anatomical Museum.

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

8. E-Research at Harvard Libraries

Here 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. Services include:

- **Quick Search** - an easy way to do an initial search for articles and books in broad topic areas.
- **Find E-Resources** - find and connect to indexes, encyclopedias, dictionaries, e-book or e-journal collections, and many other electronic resources.
- **Find E-Journals** – Search or browse by journal title or ISSN. Find frequently consulted e-journals to add to your “My E-Journals” list in My Research.

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

D. Funding Opportunities

1. 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/claflin.html.
2. Minority Faculty Development Awards

The Minority Faculty Development Award Program (MFDAP) was established by the Multicultural Affairs Office, the Executive Committee on Research, and the MGH President’s Office. The MFDAP is designed for MGH appointed faculty with five years or less post-training experience and fellows to help them in their transition to junior faculty positions. These awards include both a grant and loan forgiveness component, and are separated into two categories depending on the academic career track of the applicant:

- **The MGH Physician-Scientist Development Award (PSDA)** - provides transitional grant funding which will aid the applicant (fellow or junior faculty) in becoming an independent investigator.

- **The MGH Clinician-Teacher Development Award** - provides funding support for an educational/community project to a junior faculty member, fellow, or graduating resident pursuing the clinician-teacher track.

For more information, visit: [http://www.massgeneral.org/mao/funding/](http://www.massgeneral.org/mao/funding/).

3. Eleanor and Miles Shore Scholars in Medicine Program

The 50th Anniversary Program for Scholars in Medicine was established to help junior faculty at the point in their careers when they must teach, do research, compete for grants, publish, or practice (if a clinical faculty member) at the same time they may be assuming increased family or other responsibilities.

The awards may be used for “mini-sabbaticals” during which the scholar might “buy-out” of clinical responsibilities long enough to write a grant, finish critical research, develop new curriculum or prepare a manuscript. Or, awards may also be used to provide laboratory assistance at a time when a junior faculty member does not yet have independent funding. The Program seeks to use these, as well as other strategies, to increase the diversity of the faculty at all levels.

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

4. Harvard Medical School Foundation Funds: Opportunities for Faculty and Fellows

The HMS Foundation Funds Program administers the nomination process for HMS faculty for funding opportunities from private foundations that require candidates to be nominated by either HMS or Harvard University. Each year, several foundations invite HMS junior faculty members and postdocs to apply for fellowships and grants, which serve as critical funding at the early stages of a research career.

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

5. Other grants and awards

Visit the CFD website at: [http://www2.massgeneral.org/facultydevelopment/](http://www2.massgeneral.org/facultydevelopment/) for a larger listing of funding opportunities.
E. Medical Education

1. Office of Graduate Medical Education

The Office of Graduate Medical Education provides support, coordination, oversight, and programming to enhance the quality of residency and fellowship education at Partners. The Office of Graduate Medical Education:

» provides core educational programming through workshops and retreats for trainees, program directors, and program staff;
» supports GME program improvement through internal reviews, accreditation-related activities, and the involvement of Education Specialists;
» addresses issues related to resident and fellow quality of life;
» supports the work of hospital and Partners education committees;
» provides forums for communication with internal constituencies and serves as the liaison to national organizations;
» collects, tracks, and reports a variety of data;
» works to optimize the Infrastructure for education;
» implements strategic initiatives to enhance educational quality and support trainees’ career development, such as the “Centers of Expertise” and the initiative to advance medical education related research.

Website: [http://www.partners.org/Graduate-Medical-Education/GME-Office/Default.aspx](http://www.partners.org/Graduate-Medical-Education/GME-Office/Default.aspx)

2. Continuing Medical Education

Our affiliated institutions offer diverse, multi-faceted learning opportunities to meet the continuing medical education (CME) program needs of Partners professionals. This ensures they remain updated on the most recent advancements and research findings in the medical industry.

Find CME Offerings at: [http://www.partners.org/Medical-Education/Find-CME-Courses.aspx](http://www.partners.org/Medical-Education/Find-CME-Courses.aspx).

F. MGPO Online

MGPO Online is a resource for MGH faculty with a wide variety of resources, including:

» Who are the MGPO Leaders
» MGPO News & Events
» Human Resources/Professional Staff Benefits
» MGH Policies and Procedures
» Physician Compensation
» Conflict of Interest
» Quality Incentive Program
» MD Performance Assessment
» Medical Policy
» Administrative Tools for Physicians
» Network Development

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

MGH Physician Orientation Website

The MGPO has created a website for new faculty at [http://orientation.massgeneral.org/physicianorientation/](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.
G. Multicultural Affairs Office

The Multicultural Affairs Office (MAO) promotes increased recruitment, retention and advancement of students, physicians and researchers underrepresented in medicine (URM)* as well as helps develop culturally-competent physicians at MGH. MAO’s goal to enhance professional workforce diversity and multicultural education for all MGH departments is essential to advancing the mission of the hospital.

As the population becomes more racially and ethnically diverse, health care providers will continue to care for more patients from different cultures and backgrounds. The link between the shortage of URM physicians and poor health outcomes for minority patients has been well documented and is cause for attention. At the same time, the benefits of a diverse physician work force are many – diversity enriches everyone’s educational experience, enhances innovation in research, and improves the care of patient communities.

Thanks to the unwavering dedication of the staff, hospital leadership and advisory board, MAO has created a variety of programs and initiatives to help reach the next level.

Initiatives and Programs
MAO’s initiatives and programs cover three areas:
» Professional Leadership and Workforce Diversity
  • Student programs
  • Resident and fellow programs
  • Faculty initiatives
» Multicultural Education and Research
  • Cross-cultural training
  • Diversity education and training
» Community Outreach
  • Latino Heritage and Black History Months
  • Health Fairs
  • Mentorship of elementary, middle and high school students
    (via collaborations with MGH Boston Partnerships)

H. Partners Clinical Affairs

Partners Clinical Affairs - Overview Partners Clinical Affairs was created in 1999 to facilitate and provide a focal point for work taking place and evolving throughout Partners, specifically in how the entities and departments across the Partners System can work together to improve patient care and the collaborative relationship among Partners physicians.

The department has evolved with the organization in providing coordination, management or oversight in several key areas. They include:
» Developing and reporting on quality measures to support internal quality improvement and external reporting mandates.
» Educating and implementing concepts and tools underlying Patient Safety to improve the quality and delivery of care.
» Supporting and staffing Partners clinical programs that have come together to communicate, collaborate and implement best practices or other quality improvement programs.
» Communicating and promoting the partnerships and collaborations across Partners entities and departments (involving physicians, clinicians and support areas) involved in improvements in patient care.
» Providing educational opportunities and events for physicians and clinicians.

Website: http://clinicalaffairs.partners.org/
I. Partners 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 in-house experts but also constitute a major educational resource for growing research enterprise.

The development of shared resources is part of the Partners cores commitment to interdisciplinary research and will be an important part of future endeavors. Cores make it possible to share wealth of expertise, facilities and equipment with the research community, allow for more efficient use of resources, promote collaboration among investigators and further enhance the competitiveness of Partners investigators to secure research funding.

Website: http://www.partners.org/researchcores/home.asp.

J. Partners Research Management

The Partners Research Management internet was designed with the research community in mind, currently focusing on the administration of grants and contracts and features news and information about the Partners Research Management department. The website covers answers to the following questions:
» Preparing or submitting a proposal?
» Managing an award?
» Collaborating through subcontracts or contracts?
» Accounting for a grant or contract?

Website: http://resadmin.partners.org/rm_home.

1. 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:
» grant funding information
» pre- and post-award forms and resources
» research policies and procedures
» links to many external resources

Website: http://mghresearch.partners.org/.

K. Research Computing

Research Computing provides infrastructure, administrative, and translational research support and services to investigators and researchers in the Partners system. The department is organized into five groups: scientific services and infrastructure, genomics IT, specimen banking, RPDR, and research administrative systems. Infrastructure services include:
» Support and data backup for non-Partners desktops and laptops
» Help purchasing hardware and software
» Assistance in solving computing technology problems
» Secure File Transfer Service

Website: http://rc.partners.org/.
L. Research Ventures and Licensing

Research Ventures & Licensing (RVL) is a division of Partners HealthCare that coordinates industrial relationships and IP management across Partners HealthCare, Massachusetts General Hospital and Brigham and Women’s Hospital.

RVL is a cohesive, coordinated group servicing medical inventors, thought-leaders, entrepreneurs and industry. Our goal is to take medical inventions and innovations discovered by Partners HealthCare researchers and provide the appropriate support and infrastructure to allow technology development, commercialization and, ultimately, the development of products to benefit patients.

The team has backgrounds in technology licensing, patenting, bench research, finance, funding, business, law and start-ups.

Primary functions in converting invention to innovation:
» Manage inventions arising from research
» Protect intellectual property
» Determine commercialization pathway
» Find industry partners and licensees
» Identify technology funding options
» Create marketing plans
» Support PHS academic-industry alliances

1. RVL Educational Resources

» Articles and Book Chapters: published articles from RVL and entity staff
» On-line Learning Modules: on-line learning modules provided to support your discovery of how the commercialization process works. Modules include:
  • Do you have an idea? The invention process
  • Patents
  • Technology Commercialization
  • Clinical Trials and the Food and Drug Administration

Website: http://rvl.partners.org/resource_center/on_line_learning_tools.

2. Invention Liaison Program

The Invention Liaison Program (ILP) is an educational initiative for the research and clinical community at BWH and MGH. The program provides a small network of faculty, the ILP Liaisons, who work with the Research and Licensing office to be a peer-to-peer resource to BWH and MGH investigators on aspects of technology commercialization.

The goal of the program is to support innovation in the community by providing guidance to investigators interested in -
» evaluation of the inventive aspects of their discoveries
» the process of protecting intellectual property
» guidance on potential commercialization paths for their inventions
» understanding issues of technology transfer and working with industry.
N. 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://www.infoed.org/new_spin/spinmain.asp.

O. Treadwell Library

The Treadwell Library is the health sciences library for the MGH community and contains resources containing reliable information for patient care, teaching and research. Services include:

- "Ask a Librarian" – Reference Librarians to answer questions using a variety of online or print sources.
- "Quick Search" – 20 of the most recent references and abstracts on any topic.
- Access to Major Health Databases: Ovid and EBSCOhost.
- Online ordering of articles and access to electronic journals.
- "Quosa Information Manager" - desktop application to manage personal biomedical literature collection.

1. How to Get Online Full Text Journals from MGH Treadwell Library

These are the main ways to get to the online journals that Treadwell Library has. Use the “Quick Picks” links on the left side of our home page http://massgeneral.org/library. For Treadwell’s proxy server, use your Partners logon to access these resources from anywhere.

If you know the article you want and we subscribe to the journal, you can get it from the journal's web site via Treadwell's home page:

- Click on eJournals under “Quick Picks”.
- Find your journal using the search box or alphabet bar.
- Click on the journal title to go to the journal web page.
  - If there is more than one choice, check the years.
- Find year/volume. This may be listed under a heading such as Archives, Past issues, etc.

Getting full text articles from your Ovid search:

- Do your search through the link to OVID under “Quick Picks”.
- If we have full text, click one of the links to the right of the citation:
  - MGH Ovid Full Text, MGH Full Text, or Pdf Full Text.
- If these links do not appear, we probably don't subscribe electronically. You can double check in Treadwell's online catalog (Magic) or ejournal page (item 1 above).

Getting full text articles from your PubMed search:

- Do your search through the link to PubMed@MGH under “Quick Picks”.
- To find out if there is full text, click on the journal title (underlined in blue).
- On the next screen a “Get it from MGH Treadwell” button shows we have a subscription. There may also be buttons for “Free article” or “Free PMC article” (PubMedCentral).

Website: http://www2.massgeneral.org/library/default.asp.
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 balance work/life challenges as the members pursue their professional endeavors in health care.

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

Contact Information
Bulfinch Building, Suite 126 • Phone: (617) 726-9267 • Fax: (617) 726-2252
Monday - Friday, 7:30 am to 5 pm or by appointment
Website: http://mgpo.partners.org/MGPO-Central/Human-Resources.aspx.

<table>
<thead>
<tr>
<th>If your last name starts with letters</th>
<th>Consultant</th>
<th>Email</th>
<th>Phone number</th>
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<tbody>
<tr>
<td>A-G</td>
<td>Jennifer R. Williams</td>
<td><a href="mailto:jrwilliams@partners.org">jrwilliams@partners.org</a></td>
<td>(617) 726-9264</td>
</tr>
<tr>
<td>H-O</td>
<td>Linda A. Gulla</td>
<td><a href="mailto:lgulla@partners.org">lgulla@partners.org</a></td>
<td>617-726-9266</td>
</tr>
<tr>
<td>P-Z</td>
<td>Virginia C. Rosales, CEBS</td>
<td><a href="mailto:vrosales@partners.org">vrosales@partners.org</a></td>
<td>617-724-9356</td>
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Others you may wish to contact:
» Providencia (Provy) Diaz (pdiaz1@partners.org) for all MGH-based malpractice inquiries
» Deyanira I. Sanchez (dsanchez2@partners.org), Senior HR Assistant
» Kathleen M. Ryan (kmryan1@partners.org) for financial planning & deferred compensation programs
» Dee Dee Chen (ddchen@partners.org), Consultant
» Mark J. Grubbs (mgrubbs@partners.org) Director, Professional Staff Benefits

The website also holds information on:
» General Information
» FAQs by New Hires
» Common Benefits Forms
» Eligibility Requirements
» Information for New Employees
» Additional Benefits and Services
1. Benefits Basics FAQs

*When do my benefits start?*
Benefits are effective (start) on the day that you become eligible to participate in them. For example, date of hire, the date that your pay rises to the minimum level for eligibility, the date your status changes from Per Diem to Regular, etc.

*How long do I have to elect my benefits?*
You have up to 30 days after the date on which you become eligible to elect your benefits. If you fail to do so within 30 days you will default to Partners Value coverage for yourself only, and the next opportunity to enroll will be annual Benefits Open Enrollment.

*What if I don’t need benefits?*
If you already have insurance from another source and don’t need to participate, you should Waive or Opt Out of benefits within 30 days of eligibility. Otherwise you will default to Partners Value coverage for yourself only, and the next opportunity to enroll will be annual Benefits Open Enrollment.

*Once my initial 30 days have passed, is there any other time that I can change my benefits?*
Benefits can be changed for any reason during annual Benefits Open Enrollment. Open Enrollment generally takes place during November, and the changes made are effective the following January 1st. Benefits can also be changed 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, but I’d like to have dental coverage. Is that allowed?*
Yes. All plans are independent of each other.

*How do I go about enrolling in or changing my benefits?*
Through PeopleSoft eBenefits

*I need proof of malpractice coverage (Malpractice Face Sheet). How can I obtain one?*
Call or email Providencia Diaz at (617) 724-9925 or pdiaz1@partners.org.

*I have not receive my insurance card yet; what should I do?*
It often takes the insurance companies some time to produce cards. If you are in immediate need of medical attention, you can get the billing information from your benefits representative. Otherwise, call your insurance company to request that cards be rushed to you.

*I went to the pharmacy to fill a prescription and the pharmacist said I wasn’t covered.*
First, make sure that you presented the correct insurance card at the pharmacy. The correct card has the word Medco printed on it, along with the subscriber’s name and social security number. Your health insurance card will not be accepted because health insurance doesn’t cover prescription drugs. If you presented the wrong card, just bring the correct one to your pharmacy along with your receipt for a refund.

Second, make sure that the pharmacy is a member of the Medco network by visiting their website. Your membership number is your social security number.

Third, submit your receipt to Medco Health for a 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 I choose BCBS Partners Plus? 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. Parents, grandparents, aunts, uncles, and cousins are not considered qualified dependents.

2. Financial Planning Benefit

The MGPO and MGH have created a financial planning program benefit for professional staff to help you prepare for all states of life.

The Program is available to all benefits-eligible professional staff once every five years based on your hire date. For example, in 2011, those hired in 2006, 2001, 1996, etc., with at least five years of service, are eligible. There are two exceptions:
» If you are age 65 or older, you are eligible for the initial benefit at any time regardless of your hire date, then once every 5 years thereafter
» If you are a newly hired Professional Staff member, you are eligible for the initial benefit during your first year of service, then once every 5 years thereafter.

In these turbulent economic times, it makes even more sense to attend to our personal finances and learn how to:
» Focus on both short and long-term goals
» Plan, manage and allocate savings optimally
» Maximize retirement savings
» Ensure appropriate insurance protection
» Better understand the many options available through the Professional Staff Benefits Program

The Program will help you with those goals by offering access to these benefits:
» Reimbursement of up to $1,500 for financial planning during the eligible year
» Help choosing a financial planner: list of reviewed financial service providers available upon request
» Planning services, including retirement, life insurance needs, wills and trusts.

To help you get started, visit http://mgpo.partners.org/MGPO-Central/Human-Resources/Financial-Planning-Program.aspx for the information below:
» Reimbursement Guidelines
» Reimbursement Form and Survey
» Frequently Asked Questions
» Reviewed Provider List
» CFB Board’s Consumer Guide to Financial Self Defense
» Financial Planning Article #1
» Financial Planning Article #2
» Online reimbursements form and survey

We encourage you to take advantage of this essential program as soon as you are eligible, and welcome your feedback as we strive to provide you with a valuable and comprehensive benefits package. Please direct any questions or comments to mghmgpofinancialplanning@partners.org. You may also contact Kathleen Ryan, Program Manager, at kmryan1@partners.org or (617) 726-6971.
3. Maternity Leave Policy

Appointed members of the MGH Professional Staff, including Clinical and/or Research Fellows, 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 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 of the employee’s absence so that the PSBO may assist in administration of the benefits programs and anticipate any complication that may arise.

» On receipt of the request for leave under FMLA, the MGH leave 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 will permits an absence of up to 12 weeks, the sponsoring department may, at its discretion, instruct the MGH leave coordinator to continue payment for the remaining 4 (four weeks). In the absence of these instructions, the MGH leave coordinator may, with the concurrence of the PSBO, place the employee in an unpaid status.

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

The policy is also on the Professional Staff Benefits Office website at: http://mgpo.partners.org/MGPO-Central/Human-Resources/PSBO-Admin-Site.aspx

Maternity Disability Leave Program FAQs

I am a part-time member of the Professional Staff, does this apply to me? If you hold a Professional Staff appointment, and are “eligible for benefits” (this currently means your annual salary is at least $30,000) you are eligible.

Why 8 weeks? Generally, Commonwealth of Massachusetts General Laws recognize maternity as a disability for periods 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 maintain 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 any continuance of salary while the employee is absent from work. Consistent with the FMLA a Professional Staff member may remain absent for up to 12 weeks. However, only 8 weeks is compensated under the Maternity Disability Leave Program.

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. See your administrative director or chief of service to discuss this matter.

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

I am thinking about adoption. Can I use this program? There is a similar program for those who will be adopting a child. If you are planning to adopt you should discuss these plans with your chief of service and your department’s administrative director. You should also notify the MGH Professional Staff Benefits Office. The Adoption Leave Program will provide 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 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 recovery of funds to your department. If you require additional information you are invited to contact the MGH Professional Staff Benefits Office for assistance.

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

Will I still receive pension benefit contributions?
If you are eligible for the pension plan and/or are participating in the Tax Sheltered Annuity Plan (TSA) 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. Except for voluntary participation in the TSA, Clinical and/or Research Fellows are not eligible to participate in an employer funded pension plan.

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 MGH Professional Staff Long Term Disability Plan or the MGH Hospital Long Term Disability Plan you may make a claim to insured benefits after you have been away for a period of 90 days. Generally, you will receive 60% of regular insured earnings and you will be permitted to continue in the MGH benefits plans.

B. Child Care

1. MGH Backup Child Care Center

Unexpectedly without a caregiver for your children? Partners offers backup options for our employees. Backup care is intended to supplement rather than replace regular child care. 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

The hours are Monday through Friday, from 6:30 am to 5:45 pm. It is not recommended that a child spend more than 9 hours per day at the center.

Warren Lobby, Suite 130 • (617) 724-7100
Website: http://www.partners.org/For-Employees/Resources/Childcare/Backup-Childcare.aspx.
2. MGH Children’s Center, Captains Quarters, CNY

The MGH Children’s Center serves the children of Massachusetts General Hospital, Brigham and Women’s Hospital, and Partners corporate employees, all Partners hospitals employees, and community. The Center provides high-quality, developmentally appropriate care and is licensed to serve children between the ages of 8 weeks and 5 years.

The Center is located in the historic Charlestown Navy Yard and housed in the old Captain’s Quarters, a beautifully renovated colonial style townhouse. This unique setting and home-like facility provides an ideal environment for young children.

The Center is open Monday-Friday, 6:15 a.m. to 5:45 p.m., 52 weeks a year excluding holidays.

3 13th Street • Charlestown, MA 02129 • (617) 726-5437
Website: http://www.partners.org/For-Employees/Resources/Childcare/Traditional-Childcare.aspx#MGH%20Children%27s%20Center.

3. Children’s Quarters at MGH Institute of Health Professions, CNY

The Children’s Quarters at the MGH Institute of Health Professions serves the children of faculty, staff, and students of the Institute, Massachusetts General Hospital, Brigham and Women’s Hospital, and Partners corporate employees, all Partners hospitals employees and the Charlestown community.

The Center provides high-quality, developmentally appropriate care and is licensed to serve children between the ages of 8 weeks and 5 years.

The Children’s Quarters is located in the historic Charlestown Navy Yard in the Catherine Filene Shouse Building, home of the MGH Institute of Health Professions.

The Center’s hours of operation are Monday-Friday from 6:15 am to 5:45 pm, 52 weeks a year, excluding holidays.

Catherine Filene Shouse Building • 36 First Avenue • Charlestown, MA 02129 • (617) 726-6010
Website: http://www.partners.org/For-Employees/Resources/Childcare/Traditional-Childcare.aspx#MGH%20Children%20Center.

4. Nanny Network

The Nanny Network is an email distribution list where faculty and fellows can communicate about available nannies in the area. A member may choose to seek a good nanny or recommend one that they know. If you would like to join, email owc@partners.org.
5. Parents in a Pinch, Inc.

Are you a parent in a pinch, needing backup and emergency in-home care? If you are a Partners employee, we have you covered!

Parents in a Pinch is a service provided to benefits-eligible employees who receive their benefits from Brigham and Women's Hospital, Massachusetts General Hospital Partners HealthCare, Newton-Wellesley Hospital, Mass Eye and Ear Institute, and the Dana Farber Cancer Institute.

In-home backup child care is available seven days a week, 24 hours a day. Child care providers are screened by Parents in a Pinch for references, criminal background, and health and safety training.

As a BWH, MGH, PHS, NWH, MEEI or DFCI employee, you have access to a Parents in a Pinch Placement Specialist six days a week, on the following days and times:

» Monday through Thursday: 7:00am to 8:00pm.
» Friday: 7:00am to 5:00pm.
» Sunday: 5:00pm to 8:00pm.

To schedule care, call Parents in a Pinch directly at (617) 739-5437.
Website: http://www.parentsinapinch.com/ParentsInAPinch.aspx.

6. Partners Child Care Services

This website includes resources available to all partners employees. Their goal is to provide high quality, developmentally appropriate child care options to the employees of Partners HealthCare System, Inc.

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

7. Partners Employee Assistant Program
   (child care resources)

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://www.eap.partners.org/WorkLife/ChildCare/Child_Care_Introduction/Childcare_Intro.asp.

8. Outside Child Care Resource

MaChildCare.com
Child Care Center
1 (877) CHILDHOOD
Website: http://www.machildcare.com.
C. Partners Employee Assistance Program

*(general resources)*

EAP has helped hundreds of physicians, researchers and other professionals with confidential support, referrals and counseling. From finding child or elder care services to helping handle relationship and financial problems — no problem is too big or small. EAP can also help you find resources for family members who live in other areas.

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 1 (866) 4EAP.

**The Mothers’ Corner**

The Mothers’ Corner is a program for Partners Healthcare 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 a private, comfortable room so working mothers can express their milk while at work.

Website: [http://www.eap.partners.org/](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. The fitness center features the latest exercise equipment, including:

- Precor Ellipticals and AMTs
- LifeFitness Recumbent Bikes
- LifeFitness & Precor Treadmills
- Paramount Hoist ROC-IT Circuit
- Cybex Strength Training Equipment
- Paramount Functional Trainer
- TRX® Suspension Trainers
- Keiser Air Resistance Machines
- Free Weights & Multi-use Benches

**Personal Training**

The certified personal training team is there to help you meet your fitness needs. From creating tailored exercise programs, to motivating clients to exercise or achieve a fitness goal like a 10-mile run or climbing Mt Everest, the trainers aim to please.

**Group Training**

In this economy, paying for personal training can be a struggle but the affordable group training program is designed to get you stronger and leaner while leaving you with some extra money in your pocket! This complete workout will incorporate equipment like the TRX and kettle bells, giving you maximum results in an hour session.

**Outdoor Boot Camp**

If you’ve been considering it, now is your chance to take it outside for a fun, challenging workout that combines cardio, strength training and stability moves.
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 10pm, Monday-Thursday
5:30am to 8pm, Fridays
8am to 6pm, weekends

The discounted employee membership price cannot be extended to non-MGH employees, including family members. However, The Clubs can waive the initiation fee for family members and offer them a standard club membership.

We offer outdoor programming for adults & kids all summer long and have free guest days every Wednesday in June, July and August. In addition, we have a wading pool (kiddie pool) as well as the outdoor pool and an outdoor cafe.

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!

3. Laundry Services

Order labcoats
» Complete order form in Customer Service (include name, department and cost center number).
» Should be ready for pick up in two to three weeks.

Laundry service
» Bring soiled jacket to Customer Service.
» Complete laundry slip (include name, phone, department, and cost center number).
» Take customer copy of slip (back gold color).
» Should be ready for pick up in two to two and half weeks.

Customer Service/Mailroom • (617) 726-9144 • Gray Bigelow Basement, Room 020

4. Notary

Notary Services are available to the MGH/MGPO Professional Staff, at no charge, during office hours, 8:30 am - 5 pm (Monday - Friday).

Please bring an ID issued by a federal or state government agency bearing a photo and signature (i.e. passport, driver’s license) and original documents for notarization. Please call ahead to make sure notary is available. Call (617) 726-2119 if you have any questions.
5. Outside Services Division

The Outside Services Division skillfully maintains responsibility for employee, patient and visitor parking issues; valet services; and commuter programs and services, such as:

- Motor Vehicle Assists
- T-pass Distribution
- Employee Parking
- Guaranteed Ride Home

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. Contact this department for the following needs:

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

7. Platinum Plate Express

The Platinum Plate Express card allows you to purchase from any of the Nutrition & Food Services which is then directly deducted from your paycheck. For inquiries call (617) 724-8879.

E. Professional Staff Perks

1. MGH Perks Program

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.

2. Harvard University Discounts and Perks

Your affiliation with Harvard gives you the perks of working for an established employer along with the resources of one of the world’s top universities.
You get purchasing discounts on goods and services from cell phones to sports tickets to mortgages. You can also access museums, theater, the world’s largest university library system, lecture series and more.

The Office of Faculty development and Diversity (FD&D) would like to encourage Harvard Faculty to take full advantage of these services and discounts. A full listing of all available perks can be found at HARVie, although links to certain key discounts and services are provided below. Please note that in order to access HARVie and many of the websites associated with the services, discounts, and perks outlined below you must have a Harvard identification number and PIN. If you are in the process of becoming a new faculty member at Harvard you may obtain your Harvard identification number after your appointment paperwork is complete.

» Outings & Innings
» Insurance Discounts
» Travel Discounts
» Office Furniture Discounts
» Harvard Faculty Club
» Maine Vacation Rentals
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