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**Faculty Resource Guide**

© 2012 *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 in this guide may not be complete and there may be oversights or publishing errors.

Last updated: September 2012
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.”

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

- Develop and implement programs to promote career development
- Provide support and education regarding the promotion process.
- Enhance clinical practice / practice management
- Encourage work life balance
- Provide individual counseling, advice and support
Office for Research Career Development – Dennis Brown, PhD, Director
The ORCD at MGH is a branch of the CFD created to facilitate the career advancement of research faculty and fellows.

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 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.

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:

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<th>Career Advancement</th>
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<td>✓ Mentoring:</td>
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<td>✓ Panel Discussions:</td>
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<td>✓ Administration/PHS</td>
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<td>✓ Basic and Advanced Negotiation</td>
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<td>✓ Meet and Greet events</td>
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<tr>
<td>✓ Responsible Authorship</td>
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One goal of the faculty development thematic programming is to provide a series of sessions under each theme and give some depth to the topic at hand. Another goal is 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 are 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**

Dennis Brown, PhD, Director of the Office for Research Career Development is available for individual meetings for research faculty seeking career advice.

If you would like to request an individual coaching meeting regarding your research career development, please email orcd@partners.org or call the office at (617) 643-1606.

**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. Last year, a second offering of the program was launched in collaboration with the Department of Pediatrics (MGH/C) and the Multicultural Affairs Office. This year, the third offering was completed for the Claflin Distinguished Scholar Award community.

**MGH Faculty Mentoring Program Overview**

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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
» Massachusetts General Physicians Organization (MGPO)
» MGH Human Resources
» MGH Leadership Academy
» 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:
Overview / Structure

About the organization...

A. Massachusetts General Hospital

Chartered in 1811, the 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, located in the heart of Boston, is a 907-bed medical center that offers sophisticated diagnostic and therapeutic care in virtually every specialty and subspecialty of medicine and surgery. The hospital also holds concurrent Level 1 verification for adult and pediatric trauma and burn care.

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

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

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

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

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

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

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

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

» Knowingly ignore MGH policies and procedures.
» Criticize or take action against any member of the MGH community raising or reporting a safety concern.
» Speak or act disrespectfully toward anyone.
» Engage in or tolerate abusive behaviors.
» Look up or discuss private information about patients or staff for any purpose outside of my specified job responsibilities.
» Work while impaired by any substance or condition that compromises my ability to function safely and competently.
MGH has long been a leader in successfully bridging innovative science with state-of-the-art clinical medicine. With an annual research budget of nearly $764 million, MGH conducts the largest hospital-based research program in the United States - a program that spans more than 20 clinical departments and centers across the hospital. This funding drives discoveries and breakthroughs in basic and clinical research, which translate into new and better treatments that transform medical practice and patient care.

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

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

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

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

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

**Affiliations**

MGH is affiliated with Dana Farber Cancer Institute, Faulkner Hospital Brigham and Women’s Health Care, Martha’s Vineyard Hospital, McLean Hospital, MGH Institute of Health Professions, Nantucket Cottage Hospital, Newton-Wellesley Hospital, North Shore Medical Center, Partners Community Healthcare Inc., Partners Healthcare At Home and Spaulding Rehabilitation Network.

**MGH and the MGPO**

To assure the alignment of hospital and physician interests and priorities, a joint management structure, led by MGH President Peter Slavin, MD and MGPO Chairman and CEO 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.
**B. Massachusetts General Physicians Organization**

Founded in 1994, the Massachusetts General Physicians Organization (MGPO) is the largest multi-specialty group physician practice in New England. It is comprised of more than 2,000 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 has set six overarching goals:

- Make quality and safety the priority for our organization.
- Evolve the organization to succeed in an environment focused on reducing the total medical expense trend.
- Make Mass General a better place to work and practice medicine.
- Achieve measurable and sustained improvement in the patient experience and build a reputation for excellent service and the best possible continuity of care.
- Achieve new standards of excellence in our business and administrative functions and anticipate the needs and opportunities of our evolving environment.
- Advocate effectively for patients and physicians.

The MGPO focuses on issues that are especially central to practicing physicians. These include quality, safety and performance improvement, financial stability, clinical and IT support, and access and business development.

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 (*noted with *) include:
C. Partners HealthCare

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

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

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

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

Vision
» To dedicate ourselves to the delivery of superior care that is patient- and family-centered, accessible, and equitable.
» To provide a coordinated, cost-efficient, and transparent care model that will benefit patients across the continuum from prevention to long-term.
» To touch the communities we serve, local or global, with sustainable improvements in the care we provide with a keen focus on underserved populations.
» To lead in research that fosters collaboration, bringing discovery to the patient's bedside, and sharing those successes with the world so future generations may benefit.
» To invest in education and training to nurture the next generation of leaders who can carry forward the lessons learned.
» To promote the development of our workforce by creating opportunities for achievement and advancement.
» To seek ways to deliver the highest quality health care to all.

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

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

Partners HealthCare Members and Affiliations
» Founding Members
  • Brigham and Women's Hospital
  • Massachusetts General Hospital
» Members
  • Faulkner Hospital
  • Martha's Vineyard Hospital
  • McLean Hospital
  • MGH Institute of Health Professions
  • Neighborhood Health Plan
  • Nantucket Cottage Hospital
  • Newton-Wellesley Hospital
  • North Shore Medical Center
  • Partners Community Healthcare, Inc.
  • Partners HealthCare at Home
» Community Health Centers
  • Spaulding Rehabilitation Network
  • BWH Brookside Community Health Center
  • BWH Southern Jamaica Plain Health Center
  • MGH Charlestown HealthCare Center
  • MGH Chelsea HealthCare Center
  • MGH Revere HealthCare Center
  • Boston Healthcare for the Homeless
  • Codman Square Health Center
  • Dorchester House Multi-Service Center
  • East Boston Neighborhood Health Center
  • Geiger-Gibson Community Health Center
  • Lynn Community Health Center
  • Martha Eliot Health Center (Jamaica Plain)
  • Mattapan Community Health Center
• Neponset Health Center (Dorchester)
• North End Community Health Center
• Salem Family Health Center
• Peabody Family Health Center
• South Boston Community Health Center
• South End Community Health Center
• Upham’s Corner Health Center
• Whittier Street Health Center

» Partners HealthCare Programs
• Asthma Center
• Center for Connected Health
• Center for Personalized Genetic Medicine
• Online Specialty Consultations
• Research Ventures and Licensing
• Mongan Institute for Health Policy
• Telesstroke Center

» International Programs
• Partners Harvard Medical International
• Partners International Medical Services

» Collaborations
• Center for Integration of Medicine and Innovative Technology
• Dana-Farber/Partners CancerCare
• Harvard Clinical Research Institute
• Ragon Institute of MGH, MIT and Harvard

D. Organizational Charts

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

See page 12 for an organizational chart of the MGPO provided by the MGPO.

See page 13 for an organizational chart of the Partners Corporation provided by MGH Administration.
**E. Governance**

**Massachusetts General Hospital**

[Diagram showing the structure of governance with Board of Trustees at the top, General Executive Committee (GEC) in the middle, and Chief’s Council, Executive Committee on Research (ECOR), Teaching and Education, and Medical Policy Committee (MPC) at the bottom]

1. **Board of Trustees**

The Boards of Trustees of The Massachusetts General Hospital (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
- four Gubernatorial Trustees appointed annually by the Governor of the Commonwealth of Massachusetts
- six to ten 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**

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 Chief’s 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 GHIC 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. 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

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

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

Membership
Its membership includes a total of six elected representatives, two from each of the three HMS faculty ranks (Assistant Professor, Associate Professor and Professor) as well as representatives elected from the Chiefs’ Council and appointed faculty members and senior management, including the MGH President and the MGPO President. The committee meets the second and fourth Monday of the month.

The current elected faculty representatives are:
- Raymond Kelleher, MD, PhD, Asst. Professor
- Henry M. Kronenberg, MD, Professor
- Marjorie Oettinger, PhD, Professor
- Susan A. Slaugenhaupt, PhD, Assoc. Professor
- Lynda Stuart, MBBS, PhD, Asst. Professor
- Kristin White, PhD, Assoc. Professor

Leadership
The current Chair is Robert Kingston, PhD (Chief of Molecular Biology); the Vice Chair is David N. Louis (Chief of Pathology); and the Past Chair is Daniel Haber, MD, PhD, (Director of the MGH Cancer Center). Each position is a three year term; the vice chair usually succeeds to the roles of Chair and Past Chair, thereby assuring continuity over a 9-year time period. These three members, the Sr. Vice President for Research, the Chiefs of Surgery and Medicine, and the Director of the Clinical Research Program, along with the Director of ECOR, form the ECOR Executive Committee.

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

Recently, the elected representatives have instituted Faculty meetings to offer an opportunity for faculty to discuss shared concerns. The plan is to hold these meetings three times per year (in lieu of Research Council in any given month).
ECOR Grants and Awards

ECOR has a major internal grants program, virtually a mini-foundation, that annually reviews nearly 700 applications from MGH investigators and fellows and awards approximately 120 internal grants. A major grants program launched six years ago provides interim/bridge support to faculty whose NIH or other federal funding is delayed or otherwise interrupted.

ECOR also awards the Martin Prize, the Howard Goodman Award, the Claflin Awards, and the Multicultural Affairs Office Award, the Ryder Award, and the Tosteson and Fund for Medical Discovery post-doc fellowship awards.

In January 2011, ECOR launched the MGH Scholars Program, a major initiative to award research support to outstanding faculty in the MGH research community in support of innovative, cutting-edge research. The first five scholars were named in May 2011; eight more Scholars were named in May 2012. Each Scholar receives $100,000 a year for 5 years. The 100 million dollars in philanthropic funds to support this initiative is part of the Hospital’s Capital Campaign.

ECOR Symposia and Events

ECOR hosts a number of conferences and events, including the annual Scientific Advisory Committee Meeting, the Triennial Warren Prize and Symposium, and other MGH-wide research symposia.

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 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.

### 6. Partners Education Committee (PEC)

The Partners Education Committee (PEC) works closely with the Brigham and Women’s Education Committee (BWHEC) and the Massachusetts General Hospital Executive Committee on Teaching and Education (ECOTE) to support and oversee the teaching mission.

PEC is responsible for education policy development, approval of new training programs, and strategic initiatives. The committee also considers issues related to trainee salary and benefits, and system-wide educational resources.

The hospital-based committees (BWHEC and ECOTE) focus on a broad range of educational issues. Careful attention is paid to the quality of education through oversight of internal GME program reviews, ACGME accreditation, and compliance with duty hour limits. The committees oversee the educational infrastructure and opportunities for innovation across the spectrum of clinical education.

Membership on these committees includes Resident/Fellow representatives (elected by their peers), Residency and Fellowship Program Directors, the BWH and MGH Chief Medical Officers (CMOs), GME, and other senior hospital and education leaders. The Partners Education Committee has representation from each of the Partners teaching institutions, and is co-chaired by the chairs of the BWH and MGH education committees.

**Website:** [http://wwwpartners.org/Graduate-Medical-Education/GME-Office/Education-Committees.aspx](http://wwwpartners.org/Graduate-Medical-Education/GME-Office/Education-Committees.aspx)
1. Board of Trustees

The MGPO Board oversees the activities of the MGPO. It has two standing committees – the Compensation and Personnel Practices Committee and the Managed Care and Contracting Committee. In addition, a Physicians Organization Executive Committee (POEC) advises the Chairman and CEO.

The MGPO CEO serves as chairman of the board. 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. As noted, the Board currently has two committees; it has authority to establish others. 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 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 MGPO members.

4. Physicians Organization Executive Committee

The POEC 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 General Executive Committee.
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](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.
Research Resources available:

» People & Collaboration
  • How do I find researchers with whom to collaborate?
  • How do I get advice on grant development?
  • How do I find web-based tools to help develop a grant proposal or manage a project?

» Consulting & Advice
  • How do I request a consultation?
  • How do I learn more about the consultants who participate in the services?
  • How do I find out the specific kinds of advice offered by the Consultation Services?
  • How do I get advice on grant development?
  • How do I find investigators with whom to collaborate?
  • How do I find a core facility offering services in one of these fields?

Biostatistical Consultations offered include: IRB and grant submission/resubmission; protocol review; feasibility; analysis planning & advice; and manuscript reviewer response.

http://catalyst.harvard.edu/services/biostatsconsult/

» Education & Training
  • How do I find introductory courses to get started in translational and clinical research?
  • How do I identify advanced courses on specific topics?
  • How do I find degree-conferring educational opportunities?
  • How do I find funded training opportunities (e.g., fellowships)?
  • How do I get advice on my career?

Harvard Catalyst Advanced Curriculum Compendium (ACC) - Courses, seminars and workshop offered by participating hospitals and institutions.

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

» Funding
  • How do I find the funding I need to gather preliminary data?
  • How do I find funding opportunities on a specific biomedical topic?
  • How do I access web-based tools to help develop a grant proposal?
  • How do I identify researchers with whom to collaborate?
  • How do I get advice on grant development?

» Research Resources
  • How do I request research support for my clinical study?
  • How do I get advice on what resources I might need for my project?
  • How do I find facilities or services that can process my samples or experiments?
  • How do I find data or samples in support of my work?
  • How do I access tools to help me organize my data and my research?
  • How do I ensure that I have met all of the regulatory requirements for my research?
  • How do I find funding to support my research?
  • How do I find researchers with whom to collaborate?
  • How do I explore research trends within the Harvard Catalyst community?

SHRINE - web-based query tool to determine the aggregate total number of patients at participating hospitals who meet a given set of inclusion and exclusion criteria (currently demographics, diagnoses, medications, and selected laboratory values)

http://catalyst.harvard.edu/services/shrine/

» Programs
Invitation to sign up for the bi-weekly Harvard Catalyst newsletter which is filled with funding announcements, information about research support for investigators, educational opportunities, and Harvard Catalyst news. How to sign up? – just send a blank email to: announcements-subscribe-request@listserv.med.harvard.edu

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.

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 HMS community. In addition to sustaining and building upon the work of the Center for Teaching and Learning, the professional development arm of the Academy, the Academy also works with the Graduate programs, the Program in Medical Education at HMS, and with the evolving educational centers at many of the affiliated 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://hms.harvard.edu/faculty-search

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
» ...and more.

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.faf.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?
The Ombudsperson is a designated neutral party and, as such, does not advocate for any individual or point of view. As an impartial complaint-handler, the Ombudsperson strives to see that people are treated fairly and equitably.

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 purpose of the MFDAP is to increase opportunities for URM faculty to advance to senior positions in academic medicine and leadership at MGH. Each award provides $120,000 over four years and is designed for
MGH-appointed faculty pursuing different career goals. These awards are separated into two categories depending on the academic career track of the applicant:

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

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

For more information, visit: [http://www.massgeneral.org/mao/funding/](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. Alternatively, 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.fahms.harvard.edu/faculty-resources/faculty-development/fellowships/50th-anniversary-shore-fellowships/](http://www.fahms.harvard.edu/faculty-resources/faculty-development/fellowships/50th-anniversary-shore-fellowships/).

### 4. HMS Foundation Funds: Opportunities for Faculty and Fellows

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

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. Medical Education Research Funding Opportunities

Funding research related to medical education can be challenging. The Partners GME Office conducts an annual search for funding opportunities that are related to medical education research, and provides this information as a list of potential funding sources.

Website: [http://www.partners.org/Graduate-Medical-Education/Research/External-Funding-Opportunities.aspx](http://www.partners.org/Graduate-Medical-Education/Research/External-Funding-Opportunities.aspx)
6. Other grants and awards

Visit the CFD website at: 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.

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

Website: http://wwwpartners.org/Graduate-Medical-Education/GME-Office/Default.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—who are then also invited to attend those sessions.

Website: http://wwwpartners.org/Graduate-Medical-Education/Program-Directors/Program-Director-Workshops.aspx

Medical Education Research Content Sessions
Programs for educators are held regularly at Massachusetts General Hospital (MGH). Each session has a facilitator and research focus to be posted in advance of the session.

- Methods sessions that discuss different strategies for conducting medical education research
- Journal clubs which address medical education themes including adult learning/ instructional theory, curricula, design/evaluation, programmatic assessment, and educational administration
- Works in Progress sessions where medical education research projects are discussed. Projects presented can be in early or advanced stages, with the goal of the session to provider presenters useful feedback on their projects.

Website: http://www.partners.org/Graduate-Medical-Education/Research/Works-In-Progress-Sessions/
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.

F. MGPO Online

MGPO Online is a resource for MGH faculty with a wide variety of resources, including:
» Who are the MGPO Leaders
» Communication
  (MGPO Newsletter and Emails)
» 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.

MGH Physician Orientation Website
The MGPO has a website for new faculty at http://orientation.massgeneral.org/physicianorientation/ which explains the essential steps needed to get ‘on-board’ as a new doctor at MGH. You will learn how to obtain a pager and ID card, computer resources and parking options. The site also includes important information about the MGH and the MGPO.

G. Multicultural Affairs Office

The Multicultural Affairs Office (MAO) works closely with all departments at Mass General to help create a more welcoming environment - a place where students want to learn; residents want to train; and faculty want to stay and advance. They are not only helping translate the growing number of students underrepresented in medicine (URM) into future faculty leaders, but also working to enhance the quality of care for the increasingly diverse communities that MGH serves.

Mission
The 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.

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)

Website: http://www.massgeneral.org/mao/
H. 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.

I. 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.

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/.

J. 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 technology (ERIS), genomics IT, specimen banking, RPDR, and research administrative systems.

» Support and data backup for non-Partners desktops and laptops
» Help purchasing hardware and software
» Assistance in solving computing technology problems
» Secure File Transfer and Collaboration
Secure File Transfer and Collaboration
The Secure File Transfer & Collaboration is a solution for exchanging large files with collaborators both inside and outside of Partners via a web browser. This service is a secure web based application with anti-virus detection built in. All files added to the system are encrypted during transfer and are scanned for viruses. Recipients receive an email with a link to download the files. (https://transfer.partners.org)

Website: http://rc.partners.org/.

K. 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

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

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:
  • Technology Transfer, the Bayh-Dole Act and relevant policies
  • Do you have an idea? The invention process
  • Patents

  • Technology Commercialization
  • Working with Industry
  • Clinical Trials and the Food and Drug Administration

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

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.
L. 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.


M. 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.

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](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](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 about 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 members maximize all of their benefits opportunities.

Contact Information
Bulfinch Building, Suite 126 • Phone: (617) 726-9267 • Fax: (617) 726-2252
Monday - Friday, 8:00 am to 4:30 pm or by appointment
Website: http://mgpo.partners.org/MGPO-Central/Human-Resources.aspx.

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<th>Email</th>
<th>Phone number</th>
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</thead>
<tbody>
<tr>
<td>A-G</td>
<td>Susan Frain</td>
<td><a href="mailto:sfrain@partners.org">sfrain@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>
</tr>
</tbody>
</table>

Others You May Wish to Contact:
» Providencia (Provy) Diaz  MGH-based malpractice inquiries, pdiaz1@partners.org
» Faina Shakarova, Compensation/Benefits Specialist for Financial Planning Program and Retiree Medical Program, fshakarova@partners.org
» Dee Dee Chen, Manager Professional Staff Benefits Office, ddchen@partners.org

Benefits Basics FAQs

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

How long do I have to elect my benefits?
You have 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 medical insurance coverage for yourself only. You will have another opportunity to enroll during the next annual Benefits Open Enrollment period.
What if I don't need benefits?
If you already have medical insurance from another source and don't need to participate, you should “Waive” or “Opt Out” of the medical insurance benefit within 30 days of eligibility. Otherwise, you will default to Partners Value coverage for yourself only, and the next opportunity to enroll will be during the annual Benefits Open Enrollment period.

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 the annual Benefits Open Enrollment period. 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 you presented the correct medical 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 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.

1. Financial Planning Benefit

The MGPO and MGH have created a financial planning program benefit to help professional staff members prepare financially for all life stages.
The Program is available to all benefits-eligible professional staff once every five years and offers these benefits:

» Reimbursement of up to $1,500 for financial services engaged and received during eligible year.
» Assistance selecting a financial planner. A list of reviewed financial service providers is available upon request.
» Planning services, including retirement, life insurance needs, wills and trusts and education.

To help you get started, visit http://mgpo.partners.org/MGPO-Central/Human-Resources/Financial-Planning-Program.aspx for more details.

Please direct any questions or comments to mghmgpofinancialplanning@partners.org. You may also contact Kathleen Ryan, Program Manager, at kmaryan1@partners.org or (617) 726-6971.

2. 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/Childcare/Backup-Childcare.aspx.

2. MGH Children’s Center, Captains Quarters, CNY

The MGH Children’s Center provides high quality child care programming to benefits-eligible MGH and PHS employees. A limited number of spaces in the Center are utilized by families from other Partners affiliated institutions. The Center is licensed to serve Infant, Toddler and Preschool children.

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/Childcare/Traditional-Childcare.aspx.

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

The Children’s Quarters at the MGH Institute of Health Professions provides high quality child care programming to IHP students and benefits-eligible IHP, MGH and PHS employees. A limited number of spaces in the Center are utilized by families from other Partners affiliated institutions and the Charlestown community. The Center is licensed to serve Infant, Toddler and Preschool children.

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/Childcare/Traditional-Childcare.aspx.

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 Corporate, 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.

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

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.

Website: http://www.partners.org/For-Employees/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://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.

**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
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. Healthcare Apparel

Order lab coats
» Complete order form in Materials Management/Mailroom (include name, department and cost center number).
» Plain lab coat should be ready for pick up if in stock the day of with a valid cost center number.
» Monogrammed lab coats should be ready for pick up within 6 weeks of order date

Order scrubs
» Gray Building, 4th floor, Department of Surgery
» Fill out slip with Size, Quantity, Department and Cost Center
» Sign for slip
» Scrubs are available for pick up on the day of

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

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

4. Notary Public

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

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

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

5. Parking and Commuter Services

The Parking Division provides parking services, valet services, carpool organization, and commuter services to the Mass General Community while interfacing with various community and planning groups to minimize the impact of traffic congestion in and around Mass General.
Commuter Services Division provides alternative commuting options to employees. The following services and programs are offered through the division:

- MBTA T-passes
- Car and Van Pool
- Guaranteed Ride Home
- Ride Matching
- Commute Calculator
- Bike to Work
- Mass General’s Commuter’s Corner Website (https://hub.partners.org/commuters-corner/)

Parking Office
Fruit Street Garage
(617) 726-8886

Commuter Services Office
Wang 232
(617) 724-6588

Website: http://www.massgeneral.org/police/parking/

6. Photography Department

The Photography Department staff members provide expertise in all areas of photography; from portrait sittings, print and slide production, mounting, and framing, to in-house poster printing. 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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