Center for Faculty Development
Office for Clinical Careers
Office for Research Career Development
- Graduate Student Division
- Post Doctoral Division
Office for Women’s Careers

FACULTY RESOURCE GUIDE

2019
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## Center for Faculty Development

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Faculty Resource Guide

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This Faculty Resource 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 2019
Center for Faculty Development

How we can help you...

Interim Director: Theodore A. Stern, MD
Interim Executive Director: Tatiana Koretskaia, MBA
- Office for Clinical Careers Director: Theodore A. Stern, MD
- Office for Research Career Development: Dennis Brown, PhD
- Office for Women's Careers Director: Nancy A. Rigotti, MD
- Graduate Student Division Interim Director: Karen K. Miller, MD
- Post Doctoral Division Director: Marcia Goldberg, PhD

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

Mission

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

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

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

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

A. Our Offices

Office for Clinical Careers
http://facultydevelopment.massgeneral.org/occ

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

Mission

The OCC facilitates the career advancement and promotion of clinical faculty at 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
http://facultydevelopment.massgeneral.org/orcd

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

Mission
The ORCD addresses the specific needs of the research faculty and trainees at MGH. Areas of emphasis for this office are to:
» Develop programs to advance the career development pathways of research faculty in an academic medical center environment.
» Strengthen the career guidance and mentoring offered to trainees.
» Enhance communication within the research community.
» Provide individual counseling, advice and support.

Graduate Student Division
http://facultydevelopment.massgeneral.org/gsd

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

Mission
The GSD addresses the specific needs and career advancement of the PhD graduate students at MGH. Areas of emphasis for this office are to:
» Provide programs, services, and resources.
» Create a sense of community.
» Enhance the overall experience of PhD students affiliated with MGH.
» Attract more PhD graduate students to MGH.
» Establish relationships with the graduate schools.

Post Doctoral Division
http://facultydevelopment.massgeneral.org/pdd

The Post Doctoral Division (PDD) within the Office for Research Career Development (ORCD), a branch of the CFD, was created to serve as the “home” for MGH postdoctoral fellows during their postgraduate training to create a more cohesive environment that will complement their academic training experience, and help them prepare for career opportunities.

Mission
The PDD addresses the specific needs and career advancement of the research fellows at MGH. Areas of emphasis for this office are to:
» Provide programming for career advancement, professional development, networking and work-life balance.
» Enhance awareness of, and compliance with, the MGH Post-Doc Policy, including its exception policy.
» Act as a central point of contact for postdoctoral fellows regarding information, resources, and issues.
» Ensure the Annual Career Planning discussion takes place (and that the form is completed).
» Facilitate orientation sessions for newly-arrived postdoctoral fellows to familiarize them with the MGH.
» Provide individual counseling, advice and support.
Office for Women’s Careers

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

Mission
The OWC facilitates the career advancement of women faculty at MGH. Areas of emphasis for this office are to:
» Affect the number of women faculty in leadership positions.
» Increase the number of women faculty promoted by academic criteria.
» Increase retention and job satisfaction of women faculty.
» Develop and implement programs to promote career development and work life balance.
» Provide individual counseling, advice and support.

B. Programming

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

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

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<td>✓ Stress Management</td>
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### Center for Faculty Development
**Academic Year 2018 - 2019 Programs**

#### Career Advancement
- **Academic Career Advancement Series (ACAS)**
  - Clinical Expertise and Innovation & Teaching and Education Leadership
  - Investigation
  - Instructor to Assistant Professor
  - Crafting Your CV Narrative
- Acing Your Interview
- Building Your CV Content
- Can I/Should I Be Promoted?
- Career Exploration Discussion - Technology Transfer and Licensing
- Careers in Consulting
- Claflin Distinguished Scholar Panel Discussion
- Drafting Your Chief’s Letter
- Finding Your Philosophy of Teaching (and Writing It Down)
- From Post-doc to Industry: What to Expect
- How to Evaluate, Build, and Highlight Transferable Skills
- How to Format Your HMS CV
- How to Identify Fellowships and Other Funding Opportunities
- How to Stay on Track with your PhD
- Lessons Learned: How to Write a Successful Fellowship Application (NRSA)
- Looking your Best on Paper: Building a High Impact CV or Resume
- Making the Most of Your Postdoc
- MGH New Faculty Orientation
- New Research Fellow Orientation
- Overview of Career Opportunities in the Life Science Sector
- Research Fellow Poster Celebration 2019
- Teaching Careers for Scientists 101

#### Communication
- Are You Ready to Write an R01?
- Can I Really Write a Book?
- English as a Second Language (ESL) for Researchers
- Importance of Mentoring while in Graduate School
- Scholarly Writing Seminar Series
- Speaking Up & Giving Feedback: Mastering Conversations Up and Down the Ladder

#### Management
- New Investigator Advancement Initiative
  - Session 1: Introduction to the NIAI, Advice from Alumni
  - Session 2: Hiring and Setting Expectations with Your Research Team
  - Session 3: Mentoring for Yourself and Your Mentee’s
  - Session 4: Communication and Conflict Management
  - Session 5: Budgets and Strategic Planning for Money and Resources
  - Session 6: Promoting Your Science and Growing Your Research Program
- From Post-doc to Industry: What to Expect
- How to Evaluate, Build, and Highlight Transferable Skills
- How to Format Your HMS CV
- How to Identify Fellowships and Other Funding Opportunities
- How to Stay on Track with your PhD
- Lessons Learned: How to Write a Successful Fellowship Application (NRSA)
- Looking your Best on Paper: Building a High Impact CV or Resume
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- New Research Fellow Orientation
- Overview of Career Opportunities in the Life Science Sector
- Research Fellow Poster Celebration 2019
- Teaching Careers for Scientists 101

#### Leadership
- 11th Annual NJT Lectureship- “Mentoring in Academic Medicine: Much Accomplished, but Still Much More to Do”
- CHADD Mentoring Course: M( F)aking it as a Mentor: A toolkit for Junior Faculty
- Developing Presence
- Influencing Without Authority
- John T. Potts, Jr., MD, Faculty Mentoring Award Presentation Luncheon
- MGH Principal Investigator Mentoring Award Luncheon
- Women in Medicine Month- An Interwoven Journey: Women’s Health and Advancement of Women Faculty

#### Negotiation
- Conflict Management at Work
- Dealing with Difficult Tactics
- Managing Difficult Conversations
- Negotiation Boot Camp
- Negotiation Essentials

#### Networking
- Academic Careers Mentored Lunch for Postdocs
- Annual Claflin Distinguished Scholars Luncheon
- Fall Kickoff Graduate Student Social
- GSD and MGPA Social Activities
- GSD/MGPA/PDD Networking BBQ
- Post Doc Appreciation Ice Cream Social
- From Post-doc to Industry: What to Expect
- How to Evaluate, Build, and Highlight Transferable Skills
- How to Format Your HMS CV
- How to Identify Fellowships and Other Funding Opportunities
- How to Stay on Track with your PhD
- Lessons Learned: How to Write a Successful Fellowship Application (NRSA)
- Looking your Best on Paper: Building a High Impact CV or Resume
- Making the Most of Your Postdoc
- MGH New Faculty Orientation
- New Research Fellow Orientation
- Overview of Career Opportunities in the Life Science Sector
- Research Fellow Poster Celebration 2019
- Teaching Careers for Scientists 101

#### Responsible Conduct of Research
- Data Management and Research Integrity
- Exercising the Ghosts – Managing Problems with Coauthors
- Mock NIH Study Section
- Responsibilities of Mentors and Mentee’s
- Rigor and Reproducibility in Scientific Research

#### Work-Life Balance
- Business of Life™ Workshop
- Good Science and Balance Life as a Post-doc
- Green Card Info Session
- Making the Most of Your MGH/MGHP Benefits
- Managing Parenthood and Your Career: Transitioning to Parenthood

*Updated 9/2019*
C. Career Advice

The CFD offers individual consultations for:
» Career advice/professional development
» Navigating the HMS promotions process
» HMS Curriculum Vitae (CV) review
» Managing relationships in the lab
» And much more...

The ORCD offers Pivot™ consultations with Amy Robb, Assistant Director for Prospect Research and Funding Opportunities, Corporate & Foundation Relations, MGH Development Office. The consultation will help you:
» Set up search parameters designed to identify funding sources for your research program
» Receive a weekly report of updated search results
» Gain a greater understanding of how to use Pivot to conduct additional searches on your own

See page 38 under “Faculty Resources: For personal growth...” or contact orcd@partners.org for more information.

D. Initiatives

1. Annual Career Conference (ACC)

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

Several years ago, MGH and MGPO faculty surveys indicated that faculty are looking for and are interested in mentoring. In response, the CFD piloted a program in the Departments of Anesthesia, Critical Care and Pain Medicine and Radiation Oncology and received positive feedback. Subsequent offerings of the program were launched in collaboration with the Department of Pediatrics (MGH/C), the Center for Diversity and Inclusion (formerly known as the Multicultural Affairs Office), the Claflin Distinguished Scholar Award community, and the Department of Medicine Hospital Medicine Unit. The CFD also collaborated with Research Management of the MGH Research Institute to facilitate the mentoring program on three different occasions.

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

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

The CFD recommends that all faculty consider ways that they can contribute to the hospital/medical school community beyond their primary research and/or clinical duties. There are many ways that faculty can become involved in the community at MGH/HMS, and these activities enhance the hospital and medical school community, as well as increasing individuals' visibility on a local and national level, and contributing to promotion opportunities. The CFD has developed a guide to the different opportunities, including:
- interdisciplinary meetings and seminars
- committee membership
- peer review
- teaching
- mentoring

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

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<td>Public lectures for non-scientists</td>
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E. Collaborations

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

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

F. Communication...stay informed...

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

1. Email Announcements

In an effort to reach members of the MGH faculty with program announcements and career services, the CFD maintains an email distribution list of all faculty.

To receive CFD announcements, send an email to cfd@partners.org with your name and academic rank. You may also note if you would like to receive information from a particular office, such as the: Office for Clinical Careers, Office for Research Career Development, Graduate Student Division, Post Doctoral Division or Office for Women’s Careers. Email announcements are sent weekly from one of the CFD offices.
2. MGH Broadcasts

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

3. Electronic Screen Postings

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

A. Massachusetts General Hospital

Massachusetts General Hospital (MGH) was established to provide care to Boston’s sick, regardless of socioeconomic status—an innovative idea in 1811. In the words of our founder, John Warren, MD, “When in distress, every man becomes our neighbor.” We subsequently became the first teaching hospital for Harvard University’s new medical school and have been redefining excellence in healthcare ever since. We have remained at the forefront of medicine by fostering a culture of collaboration, pushing the boundaries of medical research, educating the brightest medical minds and maintaining an unwavering commitment to the diverse community we were created to serve.

MGH is the #1 hospital on the East Coast, having been named #2 in America by U.S. News & World Report. It is the only hospital in America to be recognized across all 16 specialties assessed by U.S. News. Our patients rate their experiences with us very highly, with nearly all indicating they would be very likely to recommend us to others. We also consistently achieve high ratings from professional organizations.

Patients at MGH have access to a vast network of physicians, nearly all of whom are Harvard Medical School (HMS) faculty and many of whom are leaders within their fields. Our many multidisciplinary care teams—known worldwide for innovations in cancer, digestive disorders, the neurosciences, heart disease, orthopaedics, transplantation, urologic diseases and trauma care—unite specialists across the hospital to offer comprehensive, state-of-the-art medical care. In addition, MassGeneral Hospital for Children provides a full range of pediatric health care services, from primary care to leading-edge treatment of complex and rare disorders.

MGH has the largest hospital-based research program in the U.S. The brightest minds in medicine collaborate on behalf of our patients to bridge innovative science with state-of-the-art clinical medicine. With an annual research budget of more than $960 million, our research program spans more than 30 clinical departments and centers across the hospital. Over 2,000 clinical trials are taking place at MGH at any given time and there are over 500 journal publications per month. Our research drives discoveries and breakthroughs in basic and clinical research, which translate into new and better treatments for our patients locally and around the globe.

MGH was founded to serve our neighbors and those in need, a commitment that is just as strong at MGH today as it was two centuries ago; the only difference is what it means to be a “neighbor.” Our community today extends far beyond Boston’s border. We partner with communities both close to home and across oceans to build, improve and sustain health care delivery and increase the health and well-being of those who live and work in these communities.

Safety, effectiveness, patient-centeredness, timeliness, efficiency and equity – these six tenets established by the Health and Medicine Division of the National Academies of Sciences, Engineering and Medicine are the foundation of MGH’s approach to quality and safety. We measure our performance, set high goals and track our progress toward those goals to maintain an atmosphere of excellence. We compare ourselves against local and national benchmarks in key quality and safety areas to ensure we deliver the highest quality and safest care possible.

A 999-bed medical center, MGH annually: Admits approximately 48,000 inpatients; Handles nearly 1.5 million outpatient visits; Records more than 100,000 emergency room visits; and Performs more than 42,000 operations.
MGH and Brigham and Women’s Hospital (BWH) are the founding members of Partners HealthCare, an integrated health care delivery system that includes community hospitals, primary care and specialty physicians, specialty facilities, community health centers and other health-related entities.

Mission
Guided by the needs of our 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 we serve.

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; understanding and valuing our differences helps us excel.
» 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:
» Provide compassionate, equitable and patient-centered care.
» Listen and respond to patients, patients’ families, caregivers, colleagues and community members.
» Ensure that the MGH is safe, accessible, inclusive and welcoming to everyone.
» Share my successes and errors with my colleagues so we can all learn from one another.
» Make wise use of the hospital’s human, financial and environmental resources.
» Be accountable for my actions.
» Uphold professional and ethical standards.

Boundaries
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, tolerate or fail to address abusive, disruptive, discriminatory or culturally insensitive 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.

Diversity and Inclusion Statement
Because of diversity we will excel. We think broadly about diversity and everything that makes us unique. It is core to our mission. Our differences make the MGH a more interesting and distinctive environment in which to work and are an important means of providing the very best care to every one of our patients, regardless of race, ethnicity, gender, gender identity, religion, age, sexual orientation, disabilities, life experiences, geographic backgrounds, skills and talents among others. We will not excel without recognizing and appreciating everyone’s perspectives.

Through inclusion we will respect. Together we work hard to make this hospital a diverse and inclusive place of healing. Encouraging a broad range of opinions, ideas and perspectives drives creativity, innovation and excellence. Our continued engagement in our nationally recognized initiatives and programs highlights our commitment to diversity and inclusion. But this ongoing work will not be complete until every employee, every patient, every family member, every visitor feels safe, respected, welcome, comfortable, supported and accepted within our walls.

Focused on equity we will serve, heal, educate and innovate. Our job is to improve health and save lives, regardless of what our patients or colleagues look like, where they come from, what they believe or who they love. Issues of equity and justice are not separate but rather intertwined with patient care, education, research and community health. Targeting inequality enhances the quality of care for all. We believe in treating our patients and each other with the dignity that every human being deserves.
**Affiliations**
MGH is affiliated with AllWays Health Partners, Brigham and Women’s Hospital, Brigham and Women’s Faulkner Hospital, Cooley Dickinson Hospital, Martha’s Vineyard Hospital, Massachusetts Eye and Ear, MGH Institute of Health Professions, McLean Hospital, Nantucket Cottage Hospital, Newton-Wellesley Hospital, North Shore Medical Center, Partners Community Physicians Organization, Partners Healthcare at Home, Spaulding Rehabilitation Network and Wentworth-Douglass Hospital.

**Leadership**
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.

<table>
<thead>
<tr>
<th><strong>Peter L. Slavin, MD</strong></th>
<th><strong>Timothy G. Ferris, MD</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>Chairman and CEO</td>
</tr>
<tr>
<td>MASSACHUSETTS GENERAL HOSPITAL</td>
<td>MASSACHUSETTS GENERAL PHYSICIANS ORGANIZATION</td>
</tr>
</tbody>
</table>

- Katrina A. Armstrong, MD, MSCE
  Chief of Medicine
- Michael L. Blute, MD
  Chief of Urology
- James A. Brink, MD
  Chief of Radiology (Imaging)
- David F. M. Brown, MD
  Chief of Emergency Medicine
- Bob S. Carter, MD, PhD
  Chief of Neurosurgery
- Merit E. Cudkowicz, MD, MSc
  Chief of Neurology
- Jeffrey L. Ecker, MD
  Chief of Obstetrics and Gynecology
- Maurizio Fava, MD
  Chief of Psychiatry
- David E. Fisher, MD, PhD
  Chief of Dermatology
- Allan M. Goldstein, MD
  Chief of Pediatric Surgery MGHfC
- Daniel A. Haber, MD, PhD
  Director of the Cancer Center
- Mitchell B. Harris, MD
  Chief of Orthopaedic Surgery
- Robert E. Kingston, PhD
  Chief of Molecular Biology
- Ronald E. Kleinman, MD
  Chief of Pediatrics MGHfC
- Keith D. Lillemoe, MD
  Chief of Surgery
- Jay S. Loeffler, MD
  Chief of Radiation Oncology
- David N. Louis, MD
  Chief of Pathology
- Joan W. Miller, MD
  Chief of Ophthalmology
- Maria J. Troulis DDS, MSc
  Chief of Oral & Maxillofacial Surgery
- D. Bradley Welling, MD, PhD, FACS
  Chief of Otolaryngology
- Jeannine B. Wiener-Kronish, MD
  Chief of Anesthesia, Critical Care and Pain Medicine
- Ross D. Zafonte, DO
  Chief of Physical Medicine & Rehabilitation

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**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 2,900 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 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 four overarching goals:

- Provide the best patient care possible by measurably improving the quality and safety, continuity, and cost effectiveness of our clinical services, including optimization of Partners eCare.
- Make MGH a better place to work, practice medicine, and pursue an academic career.
- Achieve new standards of excellence and service in our business and administrative functions, and anticipate the needs and opportunities of our evolving environment.
- Advocate effectively for patients and physicians.

The MGPO set three priorities to focus on in 2019:

- Reduce administrative burden on our physicians.
- Transform ambulatory access.
- Accountable Care Organization (ACO) strategy.

The MGPO is responsible for focusing on issues that are especially central to the practicing physician. These include initiatives around care quality and safety, clinical practice improvement, and operational efficiency.
The MGPO is led by its Chief Executive Officer, Timothy G. Ferris, MD, and Chief Operating Officer Gregory J. Pauly.

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

C. Massachusetts General Hospital Research Institute

*United by Research. Driven by Hope.*

The Massachusetts General Hospital Research Institute is the largest hospital-based research enterprise in the U.S., with a community of over 8,500 people working across more than 30 institutes, centers, and departments. It is built on a culture of excellence, compassion and ground-breaking scientific achievement. Our researchers work side-by-side with physicians—in the lab, in the clinic and at the bedside—harnessing the latest technological advancements to foster discovery at every stage.

Research at MGH began over 200 years ago and has grown by a remarkable 335% over the past 20 years. Research represents nearly a quarter of the hospital’s operating budget, and the research enterprise covers more than 1 million sq. ft. of space in Boston and surrounding areas, including the Charlestown Navy Yard. The research community of more 8,500 people includes PhD scientists, clinician investigators, scientific, and administrative support staff.

Our research teams have continued to make significant advancements in medical science and technology during this period of considerable growth.

Notable Achievements
- Identifying and cloning one of the first genes known to control aging in animals (1996).
- Identifying genetic markers in breast cancer tissue that indicate whether the tumors are likely to be successfully treated by tamoxifen (2004).
- Demonstrating success in transplanting organs without immunosuppressant drugs by simultaneously transplanting the donor's bone marrow (2008).
- Developing a single-cell, genetically engineered living laser which might someday activate drugs waiting in the body, or serve as a new type of imaging tool (2011).
- Replicating the progression of Alzheimer's disease in a petri dish to allow drug testing (2015).

The MGH Research Institute partners with academia, industry, governments, philanthropists and our community to prevent disease, make medical innovation sustainable, and find cures to improve the lives of our patients and those across the globe. It was founded to promote, support and guide our diverse research enterprise.

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

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

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

Harry W. Orf, PhD

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

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

2. Executive Committee on Research (ECOR)

David Fisher, MD, PhD, Chair; Merit Cudkowicz, MD, MSc, Vice Chair; David Louis, MD, Immediate Past Chair; Maire C. Leyne, MS, MBA, Senior Director

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 a standing subcommittee of the General Executive Committee (GEC). A major strength of ECOR is its diverse and regularly-rotating membership which includes more than 50 senior research faculty, chiefs, and hospital executives. Meeting twice-monthly, this committee is the central body for research governance, bringing together a broad representation of internal stakeholders to provide strategic guidance to the hospital’s leadership regarding research priorities.
Leadership of ECOR
The ECOR Chair is selected from among the Chiefs of MGH Services and Departments. The current Chair is David E. Fisher, MD, PhD (Chief, Dermatology); the Vice Chair is Merit E. Cudkowicz, MD, MSc (Chief, Neurology); and the Immediate Past Chair is David N. Louis, MD (Chief, Pathology). Each position is a three-year term, with the Vice Chair succeeding to the role of Chair and the previous Chair remaining a part of the ECOR leadership team after their Chair term, thereby assuring continuity over a nine-year period.

ECOR Membership
In addition to the ECOR chairs, all members of the Research Institute Steering Committee serve as members of ECOR. Further ECOR membership includes two elected representatives from each of the three HMS faculty ranks (Assistant Professor, Associate Professor, and Professor), as well as representatives elected from the Chiefs’ Council and faculty appointed by the Chair of ECOR. Senior MGH and MGPO leadership, including the MGH President and the MGPO President, are also members.

There are a total of six elected representatives to ECOR, two from each faculty rank. Elected representatives serve a three-year term and represent faculty concerns and issues. To ensure a balance of continuity and renewal, terms are staggered so that two seats are up for election every year.

ECOR’s broad areas of focus include:

Meetings and Events
ECOR hosts roughly 100 meetings, conferences and events annually, including monthly Research Council meetings, the annual Scientific Advisory Committee (SAC) Meeting and the Warren Triennial Prize and Symposium. For more information on our events, please check the Weekly Research News (https://ecor.mgh.harvard.edu/research-news) for details.

Committees, Subcommittees and Initiatives
Various initiatives and relevant committees/subcommittees have been established through ECOR to enact and support the research enterprise at MGH. Some of these include:

» The Research Space Advisory Committee (RSAC) makes recommendations on the allocation and management of research space.

» The Committee on Fundamental Research (CFR) was created out of the former PhD Steering Committee to provide a forum for fundamental research investigators to actively engage in developing solutions to improve MGH/Partners policies, infrastructure, and environment to benefit the fundamental research community. The CFR membership is made up of faculty selected by their Chiefs to represent their Department/Unit/Center. The CFR membership elects a representative to serve on ECOR.

» The Subcommittee on Animal Resources (SAR), which meets quarterly, makes recommendations on the allocation and management of animal research space and provides guidance to the Center for Comparative Medicine (CCM) and Institutional Animal Care and Use Committee (IACUC). Additionally, this committee is charged with ensuring that the Animal Space Policy is working smoothly.

» The Subcommittee on Review of Research Proposals (SRRP) provides an essential service to the MGH Research Community. The SRRP reviews all funding applications that are submitted to ECOR. They also conduct preliminary reviews for limited institutional nominations to external sponsors. In evaluating applications, SRRP considers the candidate and the quality and relevance of the proposed study. Each review panel is led by one of the four SRRP co-chairs. The SRRP is composed of a diverse set of reviewers from across the institution, currently consisting of 169 members - 53 Professors, 71 Associate Professors, and 45 Assistant Professors. Approximately 52 SRRP members are eligible to review Deliberative Interim Support Fund (ISF) applications, as we require prior study section experience to participate in the panel.

Communication
ECOR also plays a vital role in facilitating communication within the MGH research community via its website (http://ecor.mgh.harvard.edu), e-newsletters (weekly Research News) and targeted mailing campaigns.
Awards and Grants
ECOR manages a multi-million-dollar grant program, virtually a mini-foundation, which annually reviews nearly 800 applications from MGH investigators and fellows, and awards approximately 120 internal grants. Over the past several years, there has been a significant increase in the number of grant mechanisms offered by ECOR, along with an increase in applications to these opportunities. To meet the needs of an increasing application pool, we established an online grant management system where we manage the entire life-cycle of an ECOR application from the start of an application, through funding.

In FY18, we awarded $10.6M to 114 investigators.

<table>
<thead>
<tr>
<th>Grant</th>
<th>$</th>
<th>PIs</th>
<th>Target Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interim Support Funds (ISF) Formulaic/Deliberative</td>
<td>$4.5M</td>
<td>56</td>
<td>All faculty</td>
</tr>
<tr>
<td>Tosteson/Fund for Medical Discovery (FMD)</td>
<td>$1.8M</td>
<td>22</td>
<td>Research fellows/trainees</td>
</tr>
<tr>
<td>MGH Research Scholars</td>
<td>$2.5M</td>
<td>5</td>
<td>Junior &amp; Mid-career faculty</td>
</tr>
<tr>
<td>Claflin Distinguished Scholar Awards</td>
<td>$690,000</td>
<td>6</td>
<td>Junior faculty (Female)</td>
</tr>
<tr>
<td>Howard M. Goodman Fellowship</td>
<td>$345,000</td>
<td>1</td>
<td>Junior faculty</td>
</tr>
<tr>
<td>CDI Physician-Scientist Development Award</td>
<td>$276,000</td>
<td>2</td>
<td>Junior faculty (URM)</td>
</tr>
<tr>
<td>Martin Prize</td>
<td>$200,000</td>
<td>2</td>
<td>All faculty</td>
</tr>
<tr>
<td>MGH-MIT Grand Challenges</td>
<td>$250,000</td>
<td>5</td>
<td>All faculty</td>
</tr>
<tr>
<td>Shared Instrumentation Grants</td>
<td>$225,000</td>
<td>3</td>
<td>All faculty</td>
</tr>
<tr>
<td>SAC Abstracts</td>
<td>$13,800</td>
<td>12</td>
<td>Junior faculty, Fellows and Students</td>
</tr>
</tbody>
</table>

Interim Support Program
ECOR launched a major grants program in 2006 to provide interim/bridge support to faculty whose NIH or other federal funding was delayed or otherwise interrupted. The Interim Support Program is intended to preserve valuable research programs at MGH that are suffering due to the harsh funding climate, giving investigators a chance to retool their applications for resubmission. This program serves a vital role in supporting researchers at MGH: 86% of investigators who received funding from the Interim Support Program from 2006-2018 are still working within the institution. Since the program’s inception in 2006, ECOR has awarded over $54.6M of interim support funding. Our investigators have gone on to leverage these funds ten-fold, bringing in over $613M of federal funding to the institution. Within this program are two grant mechanisms, Formulaic Bridge Support and Deliberative Interim Support Funding, which provide similar funding under different guidelines.

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

In January 2011, ECOR launched the MGH Research Scholars Program, a major initiative to award research funding to outstanding faculty in our community in support of innovative, cutting-edge research. As of 2019, 60 Scholars have been appointed, each receiving research funding of $100,000 a year for five years.

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

3. Office of the Scientific Director

Susan A. Slaugenhaupt, PhD

The Office of the Scientific Director is led by Susan A. Slaugenhaupt, PhD, and is primarily charged with promoting science at MGH, which includes marketing efforts, making connections with philanthropists and building new relationships with industry to broaden our research funding base.
Marketing and Communications: The Research Institute mission includes efforts to broaden awareness of the substantial research enterprise here at the hospital—one that would stand out in any other context, but is often overshadowed by the hospital’s preeminent clinical reputation.

The Office of the Scientific Director is working on several initiatives to promote our science.

The MGH Research Website: The research website on massgeneral.org received 838,000 page views and had over 341,000 individual users in 2018. More than half of these visitors (57%) were new to the site. The website serves as the public facing home for the MGH Research Institute and features information about labs and centers, philanthropic efforts, education and training and more. We also publish and promote stories about research including investigator profiles, in-depth articles, summaries, videos and more.

Social Media: We promote research through social media via our award-winning blog, Twitter and Facebook accounts.

Newsletters: The Office of the Scientific Director sends out email newsletters.

» From the Lab Bench is a monthly communication that features stories, news and notes that are of interest to the research community.
» Snapshot of Science is a monthly digest of research articles, press releases and blog posts featuring MGH researchers.
» The MGH Research Scholars Notebook is a quarterly newsletter to the donor community with updates on philanthropically funded investigators and programs through the Research Institute.

Connect with Us:

» Facebook: @MassGeneralResearchInstitute
» Twitter: @MGH_RI
» Blog: https://mghresearchinstitute.com/

Communicating Science: Thanks to generous philanthropic support, we have launched a series of programs to help investigators find engaging new ways to share their science with lay audiences. We host interactive workshops, communicating science competitions and roundtable idea-sharing forums.

Advancement: We work closely with our colleagues in the MGH Development Office to educate philanthropists and potential donors about the important role research plays in driving new discoveries in medicine. We have been presenting the importance of research to the philanthropic community from many different angles and in many venues. As of 2019, we have named 60 MGH Research Scholars. Each scholar receives five years of support at $100,000 per year in unrestricted funds, which allows them to pursue promising new avenues of research. We have also named 4 Endowed MGH Research Institute Chairs.

Strategic Alliances: The Strategic Alliances Initiative was developed to foster programmatic research efforts that convene experts in various disciplines to address areas of key scientific need. We are also working to identify opportunities to connect these programs with industry to support at all stages; from basic research and proof of concept (early translation), to development and transfer to market (late translation).

We are compiling a MGH-wide research portfolio that will enable us to:

» Build a common understanding of the ongoing research at MGH, a comprehensive scientific foundation for promoting our research.
» Enable programmatic efforts across departments and centers.
» Establish strategies and tactics for pairing the translational research push with the pull of the market.
» Assess potential collaborations with industry.

We have developed the outline of a unique training program to teach MGH scientists:

» Why and how to think early on about potential applications of their research.
» How to develop a translation plan that includes research, intellectual property and business perspectives.
» How to build and manage a translation team.
» How to interact with industry.
4. Division of Clinical Research

Maurizio Fava, MD

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

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

The Division of Clinical Research (DCR) comprises eight centers and fourteen units, all of which are designed to serve as a support structure for clinical research, translational research and nursing research, and provide study support via biostatistics consultations and access to the Partners Biobank. Individual units in the DCR provide assistance with omics, patient-centered outcomes research, electronic health records research, qualitative research and more.

A start-to-finish study guide for clinical researchers provides a wealth of educational resources, including classes designed and presented by DCR staff. DCR consultations and services are designed to provide investigators with crucial study assistance from highly experienced faculty and support staff. Consultations can be requested online: https://www.massgeneral.org/dcr/faculty/dcrfacultyandstaff.aspx?display=dcr-faculty

Partners Biobank at MGH
MGH has also teamed up with BWH to create the Partners HealthCare Biobank, (http://www.massgeneral.org/research/organization/partnersbiobank.aspx), which collects donated samples from thousands of consenting patients so that investigators can hunt for the underpinnings of disease at the genetic level.

Translational Research Center
The MGH Translational Research Center (TRC) provides a unique research infrastructure of industry-sponsored, patient-oriented clinical research. The TRC is a new 18-bed clinical research facility dedicated to first-in-patient clinical trials in collaboration with industry. Investigations at the TRC include studies of normal and abnormal physiology and studies of the cause, prevention, progression and treatment of disease. For more information, please, go to http://www.massgeneral.org/TRC.

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

D. 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 BWH and MGH, Partners HealthCare includes community and specialty hospitals, a health insurance plan, a physician network, community health centers, home care and long-term care services, and other health care entities.

Several Partners hospitals are teaching affiliates of Harvard Medical School (HMS), and Partners is a national leader in biomedical research.
Mission
Partners is committed to serving the community. We are dedicated to enhancing patient care, teaching and research, and to taking a leadership role as an integrated health care system. We recognize that increasing value and continuously improving quality are essential to maintaining excellence.

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

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

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

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

Partners HealthCare Members and Affiliations
» Founding Members
  • Brigham and Women’s Hospital
  • Massachusetts General Hospital
» Members
  • AllWays Health Partners
  • Brigham and Women’s Faulkner Hospital
  • Cooley Dickinson Hospital
  • Martha’s Vineyard Hospital
  • Massachusetts Eye and Ear
  • McLean Hospital
  • MGH Institute of Health Professions
  • Nantucket Cottage Hospital
  • Newton-Wellesley Hospital
  • North Shore Medical Center
  • Partners Community Physicians Organization
  • Partners HealthCare at Home
  • Spaulding Rehabilitation Network
  • Wentworth-Douglass Hospital
» Community Health Centers
  Partners Community Health Centers
  • BWH Brookside Community Health Ctr
  • BWH Southern Jamaica Plain Health Center
  • MGH Charlestown HealthCare Center
  • MGH Chelsea HealthCare Center
  • MGH Revere HealthCare Center
  Partners-Affiliated Community Health Centers
  • Boston HealthCare for the Homeless
  • Codman Square Health Center
  • Daniel Driscoll - Neponset Health Center
  • DotHouse Health (formerly 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
  • North End Waterfront Health
  • Salem Family Health Center
  • Peabody Family Health Center
  • South Boston Community Health Center
  • South End Community Health Center
  • Upham’s Corner Health Center
  • Whittier Street Health Center
Partners HealthCare Programs
- The Partners HealthCare Asthma Center
- Partners HealthCare Connected Health
- Partners HealthCare Personalized Medicine
- Partners Online Second Opinions
- Partners Innovation
- Partners Urgent Care
- Health Policy Research Center

International Programs
- Partners HealthCare International

Collaborations
- Center for Integration of Medicine and Innovative Technology
- Dana-Farber/Partners CancerCare
- Harvard Clinical Research Institute
- Ragon Institute of MGH, MIT and Harvard
E. Organizational Charts

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

Massachusetts General Hospital (MGH)

1. Board of Trustees

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

2. General Executive Committee (GEC)

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

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

3. Chiefs’ Council

The Chief’s Council is a key advisory group comprised of the chiefs of clinical services and other senior leaders of the MGH. The Council reviews and discusses all major issues related to clinical care, teaching and research and makes recommendations to senior leadership.
4. Diversity & Inclusion Committee

The Diversity & Inclusion Committee sets the institution-wide diversity goals and priorities for the organization and provides oversight of programming and key initiatives. The committee is led by members of the executive leadership team of the MGH and the MGPO and reports into GEC, chaired by the Mass General president.

5. Executive Committee on Community Health (ECOCH)

The Executive Committee on Community Health (ECOCH) reports to the GEC along with the Executive Committee on Teaching and Education (ECOTE) and the Executive Committee on Research (ECOR). It is comprised of hospital leadership, senior management, faculty and staff with community health expertise from throughout the institution who come together to provide strategic guidance on community health.

As the result of a 2018 strategic planning process, ECOCH established three new subcommittees that will focus on the following priorities over the next three years:

- Social Determinants of Health (SDOH) - Goal is to have MGH recognize and address social determinants that affect the health of patients and communities.
- Access to Care - Goal is to have MGH provide care that is affordable, available and accessible for all patients.
- Race Equity* - Goal is to achieve race equity at MGH by creating, embedding and sustaining a race equity framework.

* From the Center for Assessment and Policy Development: “The process of paying disciplined attention to race and ethnicity while analyzing problems, looking for solutions, and defining success. Application of a race equity lens helps to illuminate disparate outcomes, patterns of disadvantage, and root cause.”

6. Executive Committee on Research (ECOR)

The MGH Executive Committee on Research (ECOR) is a standing subcommittee of the General Executive Committee (GEC). It has a diverse and regularly-rotating membership which includes more than 50 senior research faculty, chiefs, and hospital executives. Meeting twice-monthly, this committee is the central body for research governance, bringing together a broad representation of internal stakeholders to provide strategic guidance to the hospital’s leadership regarding research priorities.

**Leadership**
The ECOR Chair is selected from among the Chiefs of MGH Services and Departments. The current Chair is David E. Fisher, MD, PhD (Chief, Dermatology); the Vice Chair is Merit E. Cudkowicz, MD, MSc (Chief, Neurology); and the Immediate Past Chair is David N. Louis, MD (Chief, Pathology). Each position is a three-year term, with the Vice Chair succeeding to the role of Chair and the previous Chair remaining a part of the ECOR leadership team after their Chair term, thereby assuring continuity over a nine-year period.

**Membership**
In addition to the ECOR chairs, all members of the Research Institute Steering Committee serve as members of ECOR. Further ECOR membership includes two elected representatives from each of the three HMS faculty ranks (Assistant Professor, Associate Professor, and Professor), as well as representatives elected from the Chiefs’ Council and faculty appointed by the Chair of ECOR. Senior MGH and MGPO leadership, including the MGH President and the MGPO President, are also members.
There are a total of six elected representatives to ECOR, two from each faculty rank. Elected representatives serve a three-year term and represent faculty concerns and issues. To ensure a balance of continuity and renewal, terms are staggered so that two seats are up for election every year. ECOR's broad areas of focus include:

**Meetings and Events**
ECOR hosts roughly 100 meetings, conferences and events annually, including monthly Research Council meetings, the annual Scientific Advisory Committee (SAC) Meeting and the Warren Triennial Prize and Symposium. For more information on our events, please check the Weekly Research News (https://ecor.mgh.harvard.edu/research-news) for details.

**Committees, Subcommittees and Initiatives**
Various initiatives and relevant committees/subcommittees have been established through ECOR to enact and support the research enterprise at MGH. Some of these include:

» The Research Space Advisory Committee (RSAC) makes recommendations on the allocation and management of research space.

» The Committee on Fundamental Research (CFR) was created out of the former PhD Steering Committee to provide a forum for fundamental research investigators to actively engage in developing solutions to improve MGH/Partners policies, infrastructure, and environment to benefit the fundamental research community. The CFR membership is made up of faculty selected by their Chiefs to represent their Department/Unit/Center. The CFR membership elects a representative to serve on ECOR.

» The Subcommittee on Animal Resources (SAR), which meets quarterly, makes recommendations on the allocation and management of animal research space and provides guidance to the Center for Comparative Medicine (CCM) and Institutional Animal Care and Use Committee (IACUC). Additionally, this committee is charged with ensuring that the Animal Space Policy is working smoothly.

» The Subcommittee on Review of Research Proposals (SRRP) provides an essential service to the MGH Research Community. The SRRP reviews all funding applications that are submitted to ECOR. They also conduct preliminary reviews for limited institutional nominations to external sponsors. In evaluating applications, SRRP considers the candidate and the quality and relevance of the proposed study. Each review panel is led by one of the four SRRP co-chairs. The SRRP is composed of a diverse set of reviewers from across the institution, currently consisting of 169 members - 53 Professors, 71 Associate Professors, and 45 Assistant Professors. Approximately 52 SRRP members are eligible to review Deliberative Interim Support Fund (ISF) applications, as we require prior study section experience to participate in the panel.

**Communication**
ECOR also plays a vital role in facilitating communication within the MGH research community via its website (http://ecor.mgh.harvard.edu), e-newsletters (weekly Research News) and targeted mailing campaigns.

**Awards and Grants**
ECOR manages a multi-million-dollar grant program, virtually a mini-foundation, which annually reviews nearly 800 applications from MGH investigators and fellows, and awards approximately 120 internal grants. Over the past several years, there has been a significant increase in the number of grant mechanisms offered by ECOR, along with an increase in applications to these opportunities. To meet the needs of an increasing application pool, we established an online grant management system where we manage the entire life-cycle of an ECOR application from the start of an application, through funding.

**Interim Support Program**
ECOR launched a major grants program in 2006 to provide interim/bridge support to faculty whose NIH or other federal funding was delayed or otherwise interrupted. The Interim Support Program is intended to preserve valuable research programs at MGH that are suffering due to the harsh funding climate, giving investigators a chance to retool their applications for resubmission. This program serves a vital role in supporting researchers at MGH: 86% of investigators who received funding from the Interim Support Program from 2006-2018 are still working within the institution. Since the program's inception in 2006, ECOR has awarded over $54.6M of interim support funding. Our
investigators have gone on to leverage these funds ten-fold, bringing in over $613M of federal funding to the institution. Within this program are two grant mechanisms, Formulaic Bridge Support and Deliberative Interim Support Funding, which provide similar funding under different guidelines.

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

In January 2011, ECOR launched the MGH Research Scholars Program, a major initiative to award research funding to outstanding faculty in our community in support of innovative, cutting-edge research. As of 2019, 60 Scholars have been appointed, each receiving research funding of $100,000 a year for five years.

Website: http://ecor.mgh.harvard.edu.

7. Executive Committee on Teaching and Education (ECOTE)

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

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

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

Membership
The Chair of ECOTE is appointed by the MGH President and the Chair of the GEC to a three-year term and is selected from the group of Department Chairs whose departments sponsor core residency training in GME and other established educational leaders. A Chair-Elect from the above group may also be appointed to work with the Chair.
In addition to the Chair, Chair-Elect, and Immediate Past Chair, voting members include the Partners Vice President of GME, the Director of GME—who is the ACGME Designated Institutional Official (DIO)- the ECOTE Executive Director, the Associate Directors of GME, the Senior Vice President responsible for Education, the Chair of the Chiefs’ Council, the Director of Undergraduate Medical Education, the Director and Associate Director of the MGH Principal Clinical Experience (PCE), the Provost of the Institute of Health Professions, the Executive Director of the Institute for Patient Care, the Director of the Partners Office of Continuing Professional Development, the Director of MGH Learning Laboratory, the Senior Vice President of Quality and Safety and/or his/her designee, the Director of the Office for Clinical Careers, the Director of Employee Education, Resident and Clinical Fellow representatives elected by their peers, representative program directors and teaching faculty elected by their peers, and administrators. Additional members may include the President of the MGH (or designate), the President of the MGPO (or designate), the Chief Medical Officer, the Senior Vice President for Patient Care Services & Chief Nurse (or designate), Trustee(s) of the MGH, the President of the MGH Institute of Health Professions (or designate), the Partners Chief Academic Officer, and others as recommended by the Chair, the President of the MGH, the Chiefs’ Council and/or the GEC Chair.

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

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

Subcommittees
ECOTE commissions and sponsors subcommittees as needed.

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

Educational Advancement, Oversight and Support
» Establish, review and revise, as needed and upon request, policies relating to physician and other professional educational programs of the MGH.
» Develop recommendations for the GEC and the President regarding sponsorship and allocation of teaching, trainee and related resources, such as funding of residency positions, space for education and other key issues concerning the educational activities of the Hospital.
» Improve the systems and structures provided by the Hospital for support of teaching and education.
» Advocate for resources and/or space necessary to ensure a supportive work environment for learners and educators.
» Develop and sponsor programs for learners, educators and program directors, to promote excellence in the areas of teaching and education.
» Encourage and promote academic efforts to study and disseminate research related to healthcare teaching and education, including measuring educational effectiveness/outcomes and its impact on patient care.

Graduate Medical Education (GME)
» Oversee the quality of the working and learning environment for all GME programs individually as well as the institution overall.
» Ensure compliance with external and internal (institution and program) standards, including those set by the Accreditation Council for Graduate Medical Education (ACGME).
» Advise about issues related to GME trainees, including need for and allocation of financial support, human resources, and space.
Medical Student Education
» In collaboration with the HMS, support the education of medical students at the MGH and facilitate the integration of medical student education with GME and other healthcare professional education at the Hospital.
» Ensure compliance with external and internal (HMS, institution, and program) standards, including those set by the Liaison Committee for Medical Education (LCME).

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

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

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

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

Partners Education Committee (PEC)
The Partners Education Committee (PEC) oversees matters relating to the education mission of the Partners teaching hospitals and is the principal body charged with implementing educational policy. PEC advises regarding education strategy, innovation, and cross-institutional initiatives; develops policy relevant to education and students/trainees; determines definitions, standards and approval processes related to training programs; approves new GME programs; and provides oversight of inter-institutional affiliations. PEC oversees the activities and acts on the recommendations of any task forces that it may appoint. PEC works closely with ECOTE and its GME Subcommittee (GMEC) at MGH and with the BWH’s Education Committee (BWHEC) in fulfilling its responsibilities.

Website: http://www.partners.org/Graduate-Medical-Education/GME-At-Partners/Education-Committees.aspx
**Office of Graduate Medical Education**

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

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

For more information—

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

**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.

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**8. Medical Policy Committee (MPC)**

The Medical Policy Committee (MPC) reports to the GEC and is responsible for establishing policies and standards for clinical activities in the hospital, including utilization management. Its membership includes the chief medical officer, various prominent clinicians, and representatives from nursing and other departments.

**Massachusetts General Physicians Organization (MGPO)**

**1. Board of Trustees**

As the corporate governing body of the MGPO, the Board of Trustees oversees the activities of the MGPO, approves the annual budget, and monitors all aspects of MGPO performance, including quality improvement. The MGPO CEO serves as chairman. Six MGH physicians hold elected seats on the...
Overview/Structure

board: three chiefs elected by the MGH Chiefs Council and three non-chiefs elected by the MGPO membership. To ensure broad representation, one non-chief member is elected from each of three groups: medical services, surgical services, and other hospital services. The term length for physicians is three years, and the term limit is two terms. After serving two terms, a physician can be re-elected after one year off the board.

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

2. Compensation and Personnel Practices Committee

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

3. Clinical Performance and Contracting Committee

The Clinical Performance and Contracting Committee advises the chairman and CEO with respect to the implementation of managed care contracts including making recommendations related to initiatives intended to support and improve the delivery of quality patient care across the breadth of the organization. The committee consists of 17 members with five chiefs elected by the MGH Chiefs Council, ten specialists elected by the MGPO membership, and two primary care physicians elected by the MGPO membership. The term length for physicians is three years, and the term limit is three terms.

4. Physicians Organization Executive Committee (POEC)

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

To ensure broad representation, the non-chief physicians are elected in three categories: medical services, surgical services, and other hospital services. The term length for elected physicians is three years, and the term limit is three terms. During the second and third year of their term, elected members also serve on the General Executive Committee (GEC). In addition, two at-large members (non-chiefs) may also be named to the Executive Committee.

In 2018 the POEC established the Frigoletto Committee on Physician Well-Being.

5. Frigoletto Committee on Physician Well-Being

The committee aims to reduce the administrative burden and promote career development and individual well-being. The committee’s scope includes the effects of technology, administrative requirements, and bureaucracy. The group monitors areas that create excessive and undue burden for physicians and detract from their essential clinical responsibilities. It also makes recommendations for solutions to improve MGPO physician engagement and work satisfaction. Because the committee was established in 2018, the terms lengths are staggered to prevent complete turnover; however, by 2021, the term length for elected physicians will be three years, and the term limit is three terms.
MGPO Committees: https://mgpo.partners.org/MGPOCentral/WhoWeAre/Committees.html

Physician Well-Being Programs: https://mgpo.partners.org/ClinicalPriorities/AdminBurden/PhysicianWellbeingPrograms.html

G. 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.
» Carry on such other activities as may from time to time serve the welfare of patients of the Hospital and enhance its good name.

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


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

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

Faculty Resources

For professional growth...

A. Academic Promotions

HMS Promotion Criteria - Areas of Excellence:
https://fa.hms.harvard.edu/promotion-profile-library

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

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

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

B. Animal Research

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

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

Animal Research Resources: https://mghresearch.partners.org/animal-resources/

C. Biostatistics Center, MGH

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

Website: http://bedwieg.mgh.harvard.edu/biostatistics/

D. Center for Diversity and Inclusion (CDI)

“Advancing Physicians and Scientists”
The Center for Diversity and Inclusion (CDI) is one of the first academic hospital-based centers in the country dedicated to helping build a diverse and inclusive community of physicians and scientists and to enhance the quality and equity of patient care at MGH.
CDI has four strategic priorities:
» Expose students underrepresented in medicine (URM)* to academic research and clinical careers.
» Advance URM trainees and faculty through career development, networking, mentorship and funding.
» Channel health equity, community outreach and social justice through advocacy and education.
» Drive organizational change by helping embed diversity and inclusion into the fabric of MGH.

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


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

E. Continuing Professional Development (CPD) Office, Partners

Partners HealthCare is committed to supporting physicians and other healthcare professionals with education for providing the highest quality patient care. Through learning activities, Partners physicians and other healthcare professionals will address ways to improve clinical decision making, enhance patient management strategies, interpret new clinically relevant findings, and analyze health policy. Activities will identify practice gaps to improve practice, integrate new findings, and implement state-of-the-art patient care. Partners HealthCare offers established and innovative learning options including live activities, performance improvement projects, self-directed learning and e-learning in all areas of healthcare. Their goal is to improve physicians’ competency, performance and/or patient outcomes, and measure these changes quantitatively and qualitatively.

Partners is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing medical education (CME) for physicians. As an accredited CME provider, Partners can designate AMA PRA Category 1 Credit™ for activities that meet ACCME requirements for Partners affiliated institutions and provide joint or co-sponsorship with selected outside entities.

Find CME Offerings at: https://www.phscpd.org/activities

F. Funding Opportunities

1. Center for Diversity and Inclusion (CDI) Faculty Development Award Program

The purpose of this program is to increase opportunities for faculty who are underrepresented in medicine, and who are committed to diversity, inclusion and equity, to advance to senior positions in academic medicine and leadership at MGH. The two awards categories include:
» The Clinician-Teacher Development Award (CTDA) - for URM faculty pursuing a career as a clinician teacher, community leader or administrator. Funded by the Massachusetts General Physicians Organization.
» The Physician-Scientist Development Award (PSDA) - for URM fellows or faculty pursuing a career as a physician-scientist or scientist. Funded by the MGH Executive Committee on Research. Each award provides $120,000 over four years and is designed for MGH-appointed faculty pursuing different career goals.
CDI Faculty Development Award Consultation Service - This service is designed to help applicants develop a strong application for the Physician-Scientist and Clinician-Teacher Development Awards. Through this service, you can speak with an Award alumna for advice on your application, including your research plan, personal statement, and letters.

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

2. Claflin Distinguished Scholar Awards

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

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.

Claflin Consultation Initiative: The OWC offers this service during the Claflin Distinguished Scholar Awards open application period to help applicants prepare the best proposals. Prior Claflin winners volunteer their time to answer questions and offer guidance and encouragement to potential applicants.

For more information, visit: http://facultydevelopment.massgeneral.org/owc/claflin.html

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

The 50th Anniversary Program for Scholars in Medicine was established in 1995 to celebrate the 50th anniversary of the admission of women to HMS and to acknowledge the important contributions of women to the school. As part of this celebration, a Fellowship program was established to help junior faculty, women and men, at the point in their careers when they must teach, do research, compete for grants, publish, or practice (if a clinical faculty member) at the same time they may be assuming increased family or other responsibilities. It was renamed in 2004 to honor the efforts of Dr. Eleanor Shore, former Dean for Faculty Affairs, and Dr. Miles Shore, Bullard Professor of Psychiatry, Emeritus, on behalf of the 50th Anniversary Program for Scholars in Medicine.

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

For more information, visit: https://fa.hms.harvard.edu/shore
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 Limited Submission Funding Opportunities (LSO’s) from private foundations. Limited submission opportunities require candidates to be nominated by either HMS or Harvard University. Each year, several foundations invite HMS/HSDM junior faculty members and postdocs to apply for fellowships and grants, which serve as critical funding at the early stages of a research career. Interested investigators must first apply internally through the HMS Foundation Funds, and a committee will select the final candidates who will then submit applications to the foundations.

For more information, visit: https://hms.harvard.edu/departments/office-academic-clinical-affairs/hms-foundation-funds

5. Pivot™ for External Funding Opportunities

Through our affiliation with Harvard University, all MGH faculty, staff, trainees, and students have access to the funding opps database, Pivot.

Pivot provides information on research and programmatic funding including grants, awards, prizes, and fellowships, as well as support for travel, conferences, and equipment acquisition. It contains information about government, philanthropic, industry, international and multi-national organization announcements from across all scientific disciplines. Pivot allows researchers to easily limit results by criteria including citizenship or residency, geographic location, or career stage.

Additionally, Pivot Funding Alerts provide users with a weekly, individualized notification of new & updated funding opportunities based on their saved searches.

For more information, visit: https://pivot.proquest.com/

6. Other grants and awards

Visit CFD’s webpage: http://facultydevelopment.massgeneral.org/cfd/other-grants.html for a list of other funding opportunities.
G. Harvard Catalyst/The Harvard Clinical and Translational Science Center

Founded in 2008, Harvard Catalyst works with Harvard University’s schools and affiliate academic healthcare centers, including MGH. Harvard Catalyst is devoted to advancing human health by innovating clinical and translational science, and training the next generation of researchers. As Harvard University’s Clinical and Translational Science Center, they serve the research community by offering courses and educational programs, research consulting, tools for study design and clinical trial collaboration, guidance on regulatory issues, and pilot funding for novel, high-impact projects – all freely available to trainees, fellows, and faculty.

<table>
<thead>
<tr>
<th>Resources</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>People &amp; Collaboration</td>
<td>Tools to help investigators find potential collaborators or mentors, and to help groups of investigators do their work together in a secure online environment.</td>
</tr>
<tr>
<td>Consulting &amp; Advice</td>
<td>Expert advising services for clinical and translational investigators, ranging from general guidance on research design to consultations in areas like biomedical imaging and biostatistics.</td>
</tr>
<tr>
<td>Education &amp; Training</td>
<td>Dozens of online and in-person courses and training programs, ranging from short courses on translational and clinical research to multiyear advanced education and training programs. In addition, the Advanced Curriculum Compendium helps you find nearly 300 advanced research courses offered by Harvard-affiliated schools and academic healthcare centers.</td>
</tr>
<tr>
<td>Funding</td>
<td>Pilot grants to Harvard investigators who need seed funds for early stage research anywhere along the translational spectrum, from basic/preclinical investigation to practice- or population-based research.</td>
</tr>
<tr>
<td>Research Resources</td>
<td>Harvard Catalyst offers clinical and translational investigators what they need to conduct clinical experiments, including clinical research nursing, research dietitian support, experimental design assistance, sample processing, data management, and information about core facilities.</td>
</tr>
<tr>
<td>Programs</td>
<td>Harvard Catalyst is organized into 11 programs, which serve the diverse needs of the Harvard clinical and translational research community.</td>
</tr>
</tbody>
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One of the research resources offered is REDCap (Research Electronic Data Capture), a free, secure, web-based application designed to support data capture for research studies. The system was developed by a multi-institutional consortium initiated at Vanderbilt University. Data collection is customized for each study or clinical trial by the research team with guidance from Harvard Catalyst EDC Support Staff. REDCap is designed to comply with HIPAA regulations. REDCap is not 21 CFR Part 11 compliant. Visit https://catalyst.harvard.edu/services/redcap/ for more information.

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

H. Harvard Medical School (HMS)

1. The Academy at Harvard Medical School

The Academy is responsible for professional development of faculty who teach in the MD program. Its role is also to:
- Develop and support a community of leaders in education and a culture of excellence in teaching and learning.
- Foster the careers of educators in medicine and science.
- Provide programming to improve the skills of teachers.
- Stimulate and support the creation and implementation of innovative approaches to learning and assessment.
- Support educational research and scholarship in medical and graduate education.

Website: https://meded.bms.harvard.edu/about-academy
2. Continuing Medical Education (CME)

The goal of Continuing Medical Education (CME) is to provide pedagogically innovative, authoritative, and cutting-edge education across the spectrum of health care professionals. HMS is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing medical education for physicians.

HMS CME spans a wide domain of topic areas across all medical specialties and subspecialties within the basic medical sciences, clinical medicine, and the provision of health care to patients. New knowledge gained prepares healthcare providers to implement system and practice enhancements in the delivery of health care to patients. Offerings promote quality improvement in clinical practice and health care, medical research, and lifelong learning.

The CME Course Catalog includes over 200 courses designed and led by leading experts and master clinicians to advance the practice of medicine and optimize patient outcomes. HMS CME Catalog: https://cmecatalog.hms.harvard.edu/.

Website: https://postgraduateeducation.hms.harvard.edu/continuing-medical-education

3. Countway Library

The Francis A. Countway Library of Medicine is one of the largest medical libraries in the world.

The mission of the Countway Library is to cultivate and advance education, research, scholarship and professional growth in the health and biomedical sciences by facilitating access to scholarly information and knowledge, preserving a historical record, and creating a stimulating and synergistic setting for intellectual growth.

Website: https://countway.harvard.edu/

4. eCommons

The eCommons portal web site is a gateway to various online resources at HMS such as the Digital Library, the HMS Event calendar, MyCourses, MyHMS, and many others. eCommons also offers many applications for managing courses, mailing lists, and file sharing/storage. Change of address, HMS room requests, Media Services requests, and more can also be done through the portal.

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

5. Faculty and Staff Directory

Website: http://hms.harvard.edu/faculty-search

6. Harvard ID Card

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

Website: http://www.campusservicecenter.harvard.edu/services/id-cards
7. HarvardKey

HarvardKey is Harvard University's unified online user credential, uniquely identifying you to Harvard IT applications and services to grant you access to the resources you use every day.

Website: https://key.harvard.edu/

8. HOLLIS at Harvard Library

Using your HarvardKey credentials, you can use Harvard Library's catalog, HOLLIS, to find resources in a single, unified search, including books, articles, media and more. HOLLIS also manages your library loans. You can log in to renew items, check due dates and more.

Website: https://library.harvard.edu/services-tools/hollis

9. Office for Faculty Affairs

The mission of the Office for Faculty Affairs 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 for Faculty Affairs manages the promotions and appointments processes of the Faculty of Medicine. They work with committees that address faculty concerns and serve as a resource for issues related to recruitment, promotion and career development. In collaboration with hospital affiliates, they organize an annual leadership and fellowship program for junior faculty.

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

10. Ombuds Office

The Ombuds Office, established in 1991, provides its visitors with a highly confidential and informal forum in which to help them to clarify their concerns, identify their goals and consider all of their options in managing or resolving their concerns. The Ombudsperson serves students, faculty, staff and trainees of HMS, Harvard School of Dental Medicine and Harvard T.H. Chan School of Public Health and is independent in structure, function and appearance.

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

11. Scholars at Harvard

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

Website: http://scholar.harvard.edu/
I. Institutional Review Board (IRB), Partners

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

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

J. Isuggest

Isuggest is a process improvement initiative across the research communities at BWH, MGH, McLean and Partners with the goal of reducing the administrative burden on our research investigators, administrators and all other research staff. The central concept of Isuggest is that front-line employees see a great deal of problems and opportunities that their managers do not.

Employees that see an opportunity for improvement or see a problem with a process or system, can simply submit an idea/suggestion to the Isuggest electronic portal. The idea/suggestion is then triaged to a related working group (ex. MGH IACUC, IRB, Safety, etc.) for vetting and consideration for implementation. All ideas/suggestions are tracked and progress posted on the Isuggest electronic portal for the public to view, comment and vote on.

To date, Isuggest has received 1,300 ideas/suggestions and have implemented just over 50% of the submissions. To submit an idea/suggestion or learn more about the program, visit https://isuggest.partners.org.

K. MGPO Online

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

- MGPO Leadership
- Communications
- Human Resources/Prof. Staff Benefits
- MGH Policies and Procedures
- Finance
- Quality and Safety
- Clinical Priorities
- Clinical IT
- Access

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

L. Partners Innovation

Partners HealthCare Innovation coordinates industrial relationships and IP management across Partners HealthCare, Brigham and Women’s Hospital, Massachusetts General Hospital, and McLean Hospital.

Partners Innovation is a cohesive, coordinated group servicing medical inventors, thought-leaders, entrepreneurs and industry. Their 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.

Website: http://innovation.partners.org/
M. Partners Institutional Biosafety Committee (PIBC)

The mission of the Partners Institutional Biosafety Committee (PIBC) is to promote safety and minimize the risks of performing biological research to Partners investigators, study participants, the community, and the environment by providing scientific review and oversight to human subjects and laboratory biological research at PHS institutions. For more information, visit the website below and log in with your Partners credentials.

Website: https://partnershealthcare.sharepoint.com/sites/phrmdepartments/poc/pibc

N. Research Core Facilities

Research core facilities at Partners HealthCare bring state-of-the-art instrumentation, methodologies and expertise crucial to the promotion of research on the campuses and beyond. There are over eighty cores, across the Partners Hospitals, established to share their expertise, facilities and equipment in order to efficiently use resources, promote collaboration, and further enhance the competitiveness of Partners investigators to secure research funding.

The Partners Core Management System provides Core users with one stop shopping of all Partners cores on the system. Core users have the ability to create user accounts to manage funding, request services and check the status of requests at their own convenience.

Partners-wide core facilities: https://researchcores.partners.org/cores?utf8=%E2%9C%93&institution=&search=
MGH core facilities: https://researchcores.partners.org/cores?utf8=%E2%9C%93&institution=MGH&search=

O. Research Help and How-To

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

Website: https://mghresearch.partners.org/research-help-and-how-to/

P. Research Information Science & Computing (RISC)

Research Information Science & Computing (RISC) supports research by providing scientific services and technology, a centralized clinical data registry, genomics IT, specimen banking, and administrative systems. These specialized applications, processes and resources support basic, biomedical and clinical research missions across the academic medical centers of Partners HealthCare. Many of the services are shared across the institutions at no cost to researchers. Additional services such as dedicated consultation, academic software licenses, data storage and back-up are offered on a fee-for-service basis.

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

<table>
<thead>
<tr>
<th>Division</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enterprise Research Infrastructure &amp; Services</td>
<td>ERIS provides information services and technologies that enable and drive research and innovation across the academic medical centers of PHS. ERIS provides applications, processes and resources that support the basic, biomedical and clinical research missions across PHS.</td>
</tr>
<tr>
<td>Phenotype Discovery Center</td>
<td>PDC is developing computational methods and platforms to help harness the power of big data in the field of medical research across all PHS institutions.</td>
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<tr>
<td>Research Patient Data Registry</td>
<td>RPDR is the centralized clinical data registry/warehouse; it gathers data from hospital systems and stores it in one place, bringing clinical information to a researcher’s fingertips and ensuring the security of patient information.</td>
</tr>
<tr>
<td>Partners Personalized Medicine</td>
<td>PPM translates and integrates the science of genetics and genomics into medical practice. Its focus is on constantly increasing the benefit genetics provides for patients facing life threatening and debilitating disease.</td>
</tr>
<tr>
<td>Research Computing Core</td>
<td>Offers fee-for-service dedicated services including consultation, custom systems programming &amp; database development, desktop support and software licenses for the PHS teaching hospitals.</td>
</tr>
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</table>
Q. Research Intranet, MGH

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

- Organization
- Support Offices
- Grants and Funding
- Research Resources
- Research Admin Resources
- News and Events
- Employee Resources

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

R. Research Management Training Program, Partners

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

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

S. Research Resource Guide, MGH

This online resource guide summarizes all of the resources available to researchers at MGH in one central location. Resources are listed by personnel type and by subject.

Website: https://mghresearch.partners.org/resource-guide-subject-page/

T. Research Safety

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


Website: https://mghresearch.partners.org/safety-page/
U. Research Space Management

The Research Space Management Group (RSMG) fosters an equitable and cost-effective use of research space and resources through data collection, unbiased analysis, and efficient project management while maintaining MGH and government policies. Partnering with the Mass General research community and hospital leadership, RSMG provides operational and client services to facilitate research efforts.

Website: https://mghresearch.partners.org/research-space-management-2/

V. Treadwell Virtual Library

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

» Ask Us! – Use the Ask Us! service for answers to any questions, to get help with citations, searches and reviews, or to contact them about any of your information needs.

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

» Teaching & Consultation – Group and individual instruction on how to get the most out of the library’s services and resources. They also offer classes on specific topics such as searching the medical literature or using a citation manager - with examples tailored to the interest of each individual or group.

» Access to Major Health Databases including: CINAHL Complete, Clinical Key, eNeurosurgery (Med One Neurosurgery), MEDLINE (via EBSCOhost, Ovid, PubMed & Read by QxMD), PsycINFO, PsycTESTS, and UpToDate.

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

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

» Browzine – Allows you to create a customized newsstand of your favorite Treadwell journals.

» Covidence – A new time-saving systematic review tool.

» Mango Languages – Desktop and mobile tool for learning foreign languages – includes 70 foreign languages and 20 ESL courses

How to Get Online Full Text Books and Journals from eTreadwell

There are 3 main paths you can take to access eTreadwell’s full text books and journals. They all start at eTreadwell’s home page (http://library.massgeneral.org). You will use your Partners logon to gain access to the resources from any location via the proxy server.

1. If you know the journal or book title, follow these steps to see if they own it:
   » In the MGH OneSearch box, click on the “Titles A-Z” tab.
   » Select one of the 3 options: “eJournals only”, “eBooks only” or “All Titles”. It is usually preferable to select “eJournals” or “eBooks” but “All Titles” is good choice when you don’t find anything using the more specific options.
   » Look for your journal or book title using the search box.
2. **Getting full text articles from your Ovid search:**
   - To find articles using the Ovid database, click the OVID link under “Resources”.
   - Do your search. Click the PDF or the “MGH Ovid Full Text” link or the “EBM Full Text” link.
   - If none of those links appear, click the “Get it from MGH eTreadwell” icon to see if full text is available.
   - If the article is not available full text, click the “Order Articles” link to request it. If they can get it for free, there will be no charge to you.

3. **Getting full text articles from your PubMed search:**
   - Click the PubMed@MGH link under “Resources” (or PubMed@MGH/HMS if you also want to check Harvard holdings).
   - Do your search. To find full text, click the “Format” then select “Abstract.”
   - Click the “Get it from MGH eTreadwell” icon for articles where it appears.
   - For PubMed@MGH/HMS searches, look for the “Try Harvard Library” icon also.
   - If the article is not available full text, click the “Order Articles” link on our home page to request it. If they can get it for free, there will be no charge to you.

**Access to Harvard’s Resources**

MGH/Harvard faculty members and holders of Harvard IDs/PIN #s also have access to the library resources of Harvard University via a HarvardKey ([https://key.harvard.edu/](https://key.harvard.edu/)). Also, the PubMed@MGH/HMS link on our home page shows full text linking icons for both MGH eTreadwell and Harvard.

**Website:** [http://library.massgeneral.org](http://library.massgeneral.org)

Have questions? Click on the *Ask Us!* or “*How Do I?*” links on the home page.
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 (PSBO) is the dedicated, hands-on resource for all professional staff benefits-related matters. The goal is to deliver a cost-effective program of the highest quality that provides needed services, assures peace of mind, financial protection and will help members balance work/life challenges as they pursue their professional endeavors in health care.

Detailed information about staff benefits and services are available online. Benefits Consultants are available to help ensure that our professional staff members maximize all their benefits opportunities.

Contact Information
MGH, Bulfinch Building, 1st floor, Suite 126 • Phone: (617) 726-9267 • Fax: (617) 726-2252
Monday through Friday from 8 am to 4:30 pm or by appointment
Website: www.askmyhrportal.com

<table>
<thead>
<tr>
<th>If your last name starts with letters:</th>
<th>Consultant</th>
<th>Email</th>
<th>Phone number</th>
</tr>
</thead>
<tbody>
<tr>
<td>A-J</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>K-S</td>
<td>Amy Vacchina, CEBS</td>
<td><a href="mailto:avacchina@partners.org">avacchina@partners.org</a></td>
<td>(617) 724-9357</td>
</tr>
<tr>
<td>T-Z</td>
<td>Virginia C. Rosales, CEBS</td>
<td><a href="mailto:vrosales@partners.org">vrosales@partners.org</a></td>
<td>(617) 726-9356</td>
</tr>
</tbody>
</table>

Others You May Wish to Contact
» MGH-based Trainee (Residents & Fellows) malpractice inquiries, mghmgpomalpractice@partners.org
» Akmaral Kusherbayeva CEBS, Benefit Specialist, Financial Planning Program and Retiree Medical Program, akusherbayeva@partners.org
» Larysa Armano, HR Coordinator, larmano@partners.org
» Dee Dee Chen, Director, Professional Staff Benefits Office, dchen@partners.org

Benefits Basics FAQs

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

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

Once my initial 30 days have passed, when is the next time that I can change my benefits?
Benefits can be changed for any reason during the Annual Benefits Open Enrollment period. Benefit changes made during Open Enrollment will go into effect as of January 1, 2020. Detailed benefits information is available on HR’s www.askmyhrportal.com site – click on the circle titled “Benefits, Perks & Leaves.”

You can also change your benefits within 30 days of a Qualified Life Event. Some examples of Qualified Life Events are:
» Marriage or divorce.
» Addition of a dependent through birth, adoption, or change in custody.
» Death of spouse or dependent.
» Gain or loss of eligibility for Medicaid, Medicare, or other group coverage.
» You, your spouse, or your child (up to age 26) change from benefit-eligible to benefit-ineligible status or vice versa.
» Your spouse’s employment ends.

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

How do I enroll in benefits?
The benefit enrollment process is online. Go to www.AskMyHRportal.com, click on myBenefits. You will then be directed to PeopleSoft Self Service.

I need confirmation of malpractice coverage (Malpractice Facesheet).
Log on to the “My CRICO” (formerly CRICOConnect) website (http://www.rmf.harvard.edu/My-CRICO) which is a physician only web portal which allows physicians to obtain a copy of their Confirmation of Coverage, access to case studies, patient safety guidelines, algorithms, and complete continuing medical education (CME). Any login questions should be directed to Underwriting (617) 450-8219. Alternately, send a request to mghmgpomalpractice@partners.org.

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

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

I went to the pharmacy to fill a prescription and the pharmacist said I'm not covered.
First, make sure you notify the pharmacist that your prescription benefit is through CVS caremark, not through your medical insurance. You can contact CVS caremark (1-866-881-5603) for your ID number. If you paid for your prescription out of pocket, and return to the pharmacy within 10 days, the pharmacist will be able to reimburse you, less the copayment. If it was more than 10 days, then you can file for reimbursement directly from CVS caremark. Reimbursement claim forms are available in the Professional Staff Benefits Office.

My doctor is at a non-Partners hospital. Can I still see her if I have Partners Plus insurance?
Yes. Partners Plus and Partners Select do not limit you to Partners’ doctors and hospitals.

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

The MGPO and MGH created a Financial Planning Program benefit to help professional staff members prepare financially for all life stages.

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

» Reimbursement of up to $1,500 for eligible financial planning services.
» Assistance selecting a financial planner. A list of reviewed financial service providers is available on the program web page (see below).
» Planning services including retirement, life insurance needs, wills and trusts.

Services must be provided during the calendar year in which you seek reimbursement. You have until December 31 to engage a provider, complete the planning process, pay the bill and seek reimbursement.

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

Please direct any questions or comments to mghmgpofinancialplanning@partners.org. You may also contact Akmaral Kusherbayeva at (617) 726-2296.

2. Parental Leave Policy

Appointed members of the MGH/MGPO Professional Staff will be eligible for 8 weeks of centrally funded paid leave as a result of becoming a new parent. The reimbursement process is as follows:

» Professional Staff Member notifies the chief of service, department administrator and MGPO benefits consultant of upcoming birth or adoption.
» To facilitate the necessary administration of this program, and to comply with all state and federal regulations that pertain to protected absences from work, the employee must apply for a leave of absence under the Family and Medical Leave Act (FMLA). The leave request form is available online at www.AskMyHRportal.com, then click on “Benefits, Perks and Leaves” or by contacting the MGH/MGPO Leave of Absence (LOA) Coordinator by email (mghleavesofabsence@partners.org) or by calling the HR Support Center Main Line at 1-833-275-6947
» The Leave of Absence Coordinator will place the employee on a paid leave of absence for 8 weeks. Base compensation and benefits will continue, as if the Professional Staff Member was active at work and will be charged to the sponsoring department. FMLA will permit an absence of up to 12 weeks.
» The sponsoring department may, at its discretion, instruct the Leave Coordinator to continue pay for the remaining 4 weeks (remaining 4 weeks to be funded by the department).
» The PSBO receives monthly notification from the MGPO leave coordinator of Professional Staff Members out on an eligible parental leave.
» The PSBO reimburses the sponsoring department for base salary and employee benefits costs up to 8 weeks.

B. Child Care

Partners Child Care Services (PCCS)

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

Website: http://www.partners.org/For-Employees/Childcare/Default.aspx
1. Children’s Center, MGH
3 Thirteenth Street, Charlestown, MA 02129 • Phone: (617) 726-5437 • Email: cfelizardo@partners.org

The MGH Children’s Center serves benefits-eligible employees of MGH, Partners Corporate and Partners-affiliated institutions. The Center provides high-quality, developmentally appropriate care and is licensed to serve Infant, Toddler and Preschool age children. The Center is open Mon-Fri, 6:15am - 5:45pm, 52 weeks a year excluding holidays.

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

2. Children’s Quarters at the MGH Institute of Health Professions
Catherine Filene Shouse Building, 36 First Avenue, Charlestown, MA 02129 • Phone: (617) 726-6010 • Email: nlavargna@partners.org

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

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

3. Children’s Center at Assembly Row, Partners
251 Grand Union Boulevard, Somerville, MA 02145 • Phone: (857) 282-1105 • Email: ssiepierski@partners.org

The Partners Children’s Center at Assembly Row opened September 12, 2018. The Center serves benefits-eligible employees of Partners Corporate and benefits-eligible employees of Partners-affiliated institutions. The Center provides high-quality, developmentally appropriate care and once fully enrolled, will be licensed to serve 124 Infant, Toddler, and Preschool age children. The Center is open Mon-Fri, 6:45am - 5:45pm, 52 weeks a year, excluding holidays.

Enrollment priority at the Partners Children’s Center at Assembly Row is granted first to benefits-eligible employees of Partners Corporate and benefits-eligible employees who are located at the Assembly Row campus, followed by benefits-eligible employees of all other Partners-affiliated institutions.

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

4. Backup Child Care Center, MGH
55 Fruit Street, Warren Lobby, Suite 130, Boston, MA 02114 • Phone: (617) 724-8414 • Email: stowle1@partners.org

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

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

Website: http://www.partners.org/For-Employees/Childcare/Backup-Childcare.aspx
5. **Care.com Backup Care**

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

All benefits-eligible employees of participating entities need to enroll through the Care.com Backup Care portal for their first time using Care.com or will need to re-enroll if they have already used Care.com but have not yet registered through the portal. Re-enrolling will not take more than 5 minutes but must be done to request backup care via the portal. To enroll/re-enroll, please visit: [https://mgh.care.com](https://mgh.care.com).

If you have any questions, please call Care@Work by Care.com at (855) 781-1303.

PCCS-hosted website: [http://www.partners.org/For-Employees/Childcare/Parents-in-a-Pinch.aspx](http://www.partners.org/For-Employees/Childcare/Parents-in-a-Pinch.aspx)

6. **Nanny Network**

The Nanny Network is an email distribution list where Partners affiliated faculty and fellows can recommend and view available nannies in the area and submit posts seeking childcare recommendations. Nanny Network emails are sent every Wednesday and include all postings sent by end of day Tuesday. *For privacy purposes, it is required that all posts are emailed directly from a Partners affiliated email address.* All postings should include your name and contact information. If recommending a child care provider, please include name and contact information for the provider being recommended. If seeking child care, please include a short description and include key info such as location preference. Please keep your posting as concise as possible!

Please send nanny recommendations to: [bwhwomenscareers@partners.org](mailto:bwhwomenscareers@partners.org).

Website (to sign up for the Nanny Network listserv): [http://cdi.brighamandwomens.org/nannynetwork/](http://cdi.brighamandwomens.org/nannynetwork/)

7. **Partners EAP - Child Care Information and Referral**

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

- Exploring child care options
- Finding resources & referrals for licensed family day care, center-based care and in home (nanny)
- 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 EAP at 1-866-724-4EAP (6976) for an appointment today to assess your child care needs. If you are interested in a child care search only, please fill out the *Child Care Request Form* and email it to [eap@partners.org](mailto:eap@partners.org).

Website: [http://eap.partners.org/WorkLife/ChildCare/Child_Care_Introduction/Childcare_Intro.asp](http://eap.partners.org/WorkLife/ChildCare/Child_Care_Introduction/Childcare_Intro.asp)
8. Online Resources for Child Care In Massachusetts

**MaChildCareResourcesOnline.com** is an online information resource for families, educators, and caregivers of young children in Massachusetts. It provides useful information, from how to locate child care and what to look for, to blogs for sharing and supporting others like you, and training opportunities to help you as you move through exciting transitions with your children.

Website: [http://macildcareresourcesonline.org/](http://macildcareresourcesonline.org/)

**Massachusetts Department of Early Education and Care (EEC) child care search engine.** When using this search engine, please note only EEC licensed programs will appear in your search results. Some programs are EEC license exempt and will not appear. If a program you are searching for does not appear in your search results, call the EEC regional licensing office for your area to confirm whether the program is EEC licensed to operate.

Website: [http://www.eec.state.ma.us/ChildCareSearch/EarlyEduMap.aspx](http://www.eec.state.ma.us/ChildCareSearch/EarlyEduMap.aspx)

**Child Care Financial Assistance (CCFA) System.** The Department of Early Education and Care (EEC) provides financial assistance for low-income and other families in need who meet eligibility requirements, so that their child/children may attend a high quality early education and care program. EEC subsidizes programs that provide child care services to eligible children.


C. Employee Assistance Program, Partners

Partners Employee Assistance Program (EAP) Work&Life Resources has helped thousands of physicians, researchers and other professionals with confidential support, referrals and short-term counseling. From finding child or elder care services to helping manage work/life including relationships, personal or work stress, emotional and financial concerns. Their mission is to help people be their best at home and at work.

The office is located at Charles River Plaza South, 175 Cambridge Street, 3rd floor, suite 320, with additional offices in other Partners hospitals. Appointments are also available by phone or virtual visit. For confidential assistance for you or your household members, contact the EAP at (617) 726-6976 or (866) 724-4EAP.

**The Mothers’ Corner**

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

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 features cutting-edge exercise equipment and innovative fitness programming designed to help you achieve your workout goals.

   All benefits-eligible MGH/PHS 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.

   The Club is open: Mon-Thu, 5:30am - 10pm • Fri, 5:30am - 8pm • Sat-Sun, 8am - 6pm

   Website: [https://www.clubsatercp.com/mgh/](https://www.clubsatercp.com/mgh/)

2. Employee Payroll Deduction for purchases

   Employees may purchase perks tickets, and items from any Nutrition and Food Services’ and General Store retail outlet using payroll deduction! MGH employees working full time and/or earning benefits are eligible. Charges are deducted from your paycheck. In order to activate your MGH ID Badge to use in a retail outlet for payroll deduction, you must visit the Eat Street Cafe Office to sign-up. The office is located in the hallway between the Wang Building and the Eat Street Cafe.

   Phone: (617) 724-8879

3. Harvard University Employees Credit Union

   The Harvard University Employees Credit Union (HUECU) provides a complete line of services for all your financial needs. All MGH/Partners employees and their families are eligible for exclusive banking services from HUECU - Harvard’s not-for-profit financial institution. When you join, your family becomes eligible, your money will always be easily accessible, and membership lasts a lifetime, even if you move or change employers. Their mission is to enhance members’ lives by developing and offering trustworthy products that are easy to understand, easy to use and best suited to meet your financial needs.

   Branch located at MGH Bulfinch Building and open: Mon-Wed & Fri, 9am - 4pm • Thu, 8am - 4pm

   Website: [https://www.huecu.org/](https://www.huecu.org/)

4. Healthcare Apparel

   Order lab coats
   - Place an order with a staff member in the Materials Management Office/Mailroom (You will need to provide your name, department and cost center number).
   - Plain lab coat with MGH logo should be ready for pick-up same-day if in stock with a valid cost center number.
   - Monogrammed lab coats are ordered through the lab coat vendor’s website [www.suitestyles.com](http://www.suitestyles.com). Your department admin should have access to this site. If you need access, please email Amanda Dunbar at akdunbar@partners.org.
Monogrammed lab coats will be delivered within 3 weeks of order date.  
If you have any questions, contact Amanda Dunbar at (617) 724-2117.

**Order scrubs**

- There are scrubEx® scrub distribution machines located on Gray Bigelow 4.  
- To register for access, please visit: [https://mass-general.registerscrubex.com](https://mass-general.registerscrubex.com).
- You will need your hospital assigned ID badge during the registration process (Note: The ID is the 5-6 digit number on the side of the badge, not the 9 digit at the bottom).  
- Once you have received access to the scrub dispensing machines, just go to your assigned machine, scan your MGH ID badge and you will receive your scrubs.  
- Each employee is assigned 3 credits. When you take a set of scrubs, 1 credit will be deducted; when you return your scrubs, your credit will be restored.  
- **Recommended practice to ensure that you always have credits available to obtain scrubs when needed:** At a minimum, always return one pair of scrubs to the soiled bin each time you dispense a pair of scrubs from the scrubEx® machine.  
- If you have any questions, contact Oneil Myrie at (617) 724-1732.

**Laundry service**

- Bring soiled jacket to Materials Management/Mailroom.  
- Provide name, phone, email address and cost center number.  
- Lab coat cleaning process is electronic; the barcode on the inside of your jacket is scanned and sent to the vendor.  
- Your laundry should be ready for pick-up within 10 days.  
- For your convenience, an email will be sent notifying you your laundry is ready for pick-up.

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

### 5. Housing Search Website, Partners

The Partners Housing Search Website is a great resource to post or find apartments, houses or sublets to rent or share. The website accepts listings for available rental properties by owner. It does not accept listings for sale properties, postings from agents or properties that have a fee associated with them. It also cannot accept images.

To post a listing click on “New Listing” or mail listing to Partners Housing, c/o Partners Benefits Office, 101 Merrimac St., Boston, MA 02114. For questions regarding your listing or technical issues, please click on the “Feedback” button on the Housing website.

Website: [http://healthcare.partners.org/housing/housing.asp](http://healthcare.partners.org/housing/housing.asp)

### 6. Notary Public and Fingerprinting Services

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.

Police and Security offers fingerprinting services for medical licensing, security clearances and professional applications. Applicants must present a picture ID (license or passport) in addition to their hospital ID. There is a charge of $20 per card. Cards will be provided by Police and Security.

Office: Wang 232 • (617) 724-4337 (Notary), (617) 724-3030 (Fingerprint) • Tue-Thu, 7:45am - 2pm

Website: [http://www.massgeneral.org/police/fingerprinting_notary/default.aspx](http://www.massgeneral.org/police/fingerprinting_notary/default.aspx)
7. Parking and Commuter Services

The Parking Division provides parking services, valet services, carpool organization, and commuter services to the Mass General Community while working with community and planning groups to minimize traffic congestion in and around Mass General. To meet the needs of MGH patients and visitors the main campus garages (Fruit Street, Parkman Street, and Yawkey garages) are reserved only for MGH patients and visitors, it is not for employee parking, or members of the general public or other area hospitals during the day.

Parking and Commuter Services added applications to the “Mass General Commuter’s Corner” which allow employees to sign up for the wait list at existing employee parking locations and also view their status on a particular wait list. Use the Commuter’s Corner to sign up for the MBTA Commuter Rail and Subway Pass Program as well. Mass General Commuter’s corner is also available on Partners build computers under Partners Applications>Utilities>MGH Commuters Corner.

Parking Office: Wang 232 • (617) 726-8886 • http://www.massgeneral.org/police/parking/

The Commuter Services Division provides alternative commuting options to employees. Commuter Services is responsible for distributing over 11,400 MBTA passes each month and can also assist with finding the best commuting option for employees to travel to work.

MGH’s partnership with A Better City Transportation Management Association (ABC TMA) provides employees with additional benefits, including the programs listed below:
» Bike to Work
» Car and Vanpool Subsidy Programs
» Guaranteed Ride Home
» Ride Matching
» Zipcar discounts
For more information on the programs, visit: https://www.abctma.com/commuter-programs/.

Commuter Services Office: Wang 232 • (617) 724-6588 • https://www.massgeneral.org/police/about/commuterservices/

8. Photography Department

The MGH Photography Department provides photographic, multimedia, printing and framing services to all hospital departments. Services include:
» Studio and Location Photography
» Formal Portraits, Group Shots and Event Photography
» Passport Photos
» Digital Imaging (scanning, printing, prepress file preparation, design and layout)
» Poster Printing
» Mounting, Laminating and Framing
» Slide and Print Development
» Technical Support and Training
» Mass General Archival Photo Library
» Traditional and Digital Photography Supplies

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

The Employee Perks Program offers discounts and programs from organizations and retailers in the Boston area and beyond. The program offers MGH and PHS employees (including residents and professional staff) an informal, low-cost program that meets the personal and professional interests of the diverse group of employees.

The table below lists the discounts and programs offered. Visit HR's www.askmyhrportal.com site for details. Click on the circle titled “Benefits, Perks & Leaves” - “Perks” group.

If you are affiliated with Harvard you also receive certain discounts and services and can view them with your Harvard ID/PIN via HarvardKey. Below is a list of perks. Visit https://hr.harvard.edu/employee-discounts for details.

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