



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

Table of Contents

Center for Faculty Development	
How we can help you...	
A. Our Offices	1
B. Programming	3
C. Career Advice	5
D. Initiatives.	5
E. Collaborations	8
F. Communication... <i>stay informed</i>	8
Overview / Structure: About the organization...	
A. Massachusetts General Hospital	11
B. Massachusetts General Physicians Organization	13
C. Massachusetts General Hospital Research Institute	14
D. Partners HealthCare.	19
E. Organizational Charts	22
F. Governance	25
G. Bylaws	33
Faculty Resources: For professional growth...	
A. Academic Promotions	35
B. Animal Research	35
C. Biostatistics Center, MGH	35
D. Center for Diversity and Inclusion (CDI)	35
E. Continuing Professional Development (CPD) Office, Partners	36
F. Funding Opportunities	36
G. Harvard Catalyst/The Harvard Clinical and Translational Science Center	39
H. Harvard Medical School (HMS)	39
I. Institutional Review Board (IRB), Partners	42
J. Isuggest	42
K. MGPO Online	42
L. Partners Innovation	42
M. Partners Institutional Biosafety Committee (PIBC)	43
N. Research Core Facilities	43
O. Research Help and How-To	43
P. Research Information Science & Computing (RISC)	43
Q. Research Intranet, MGH	44

R. Research Management Training Program, Partners	44
S. Research Resource Guide, MGH	44
T. Research Safety	44
U. Research Space Management	45
V. Treadwell Virtual Library	45

Faculty Resources: For personal growth...

A. Professional Staff Benefits Office at MGH/MGPO	47
B. Child Care	49
C. Employee Assistance Program, Partners	52
D. Miscellaneous	53

Faculty Resource Guide

© 2019 *Center for Faculty Development, Massachusetts General Hospital*

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.

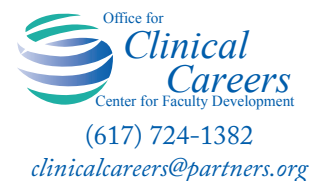
The CFD enhances communication and facilitates work-life balance that is critical to improved outcomes and to faculty satisfaction. In doing what we do, we believe that our mission facilitates the retention of faculty and helps fulfill the MGH Mission: "Guided by the needs of our patients and their families, 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 post-graduate 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

<http://facultydevelopment.massgeneral.org/owc>

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



Mission

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

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

B. Programming

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

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

Center for Faculty Development Academic Year Program Planning

Career Advancement

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

Communication

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

Leadership

- ✓ Leadership Skills
- ✓ Mentoring
- ✓ Lectureship Series

Management

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

Negotiation

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

Networking

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

Responsible Conduct of Research

- ✓ Data Acquisition and Management
- ✓ Leadership/Management
- ✓ Research Misconduct
- ✓ Responsible Authorship

Work-Life Balance

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



Center for Faculty Development Academic Year 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

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

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

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

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...

Research faculty...

Email orcd@partners.org
to request a meeting

Research fellows...

Email pdd@partners.org
to request a meeting

PhD Graduate students...

Email
gsd@partners.org
to request a meeting

Clinical faculty members...

Email
clinicalcareers@partners.org
to request a meeting

Women faculty* members...

Email
womens.careers@partners.org
to request a meeting

** May also contact OCC/ORCD*

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.

This means, once a year, a faculty member and his or her leader (chief, division chief, lab director or principal investigator) will meet to discuss that faculty member's career development. The CFD Faculty Council developed a standard form for all faculty members. Departments may use an alternate form provided it is approved by the council.

While many departments have been doing career conferences informally, this initiative helps standardize the process for everyone. Preparation is the key to a successful meeting. Visit <http://facultydevelopment.massgeneral.org/cfd/acc.html> for more information and tips.

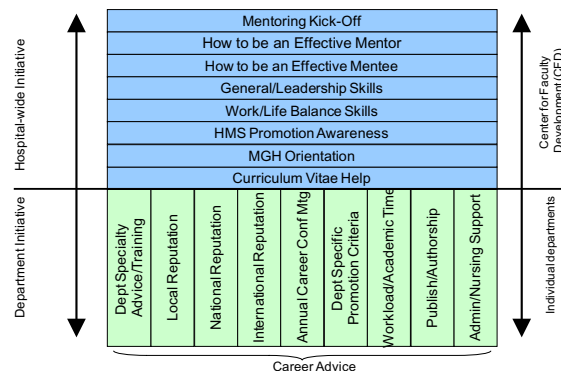
Connect with your department administrator for details on your ACC.

The screenshot shows the Faculty Development website. The top navigation bar includes links for 'Center for Faculty Development', 'Office for Clinical Careers', 'Office for Research Career Development', and 'Office for Women's Careers'. Below this is a secondary navigation bar with 'About CFD', 'Events & Programs', 'Funding & Award Opportunities', 'Career Resources', 'Work Life Resources', and 'Other Resources'. The main content area is titled 'A Resource for Faculty' and features a sidebar with links to various resources. The central text describes the Annual Career Conference (ACC) as an opportunity for faculty to meet with their leader. It includes a list of preparation tips for both the leader and the faculty member, and links to download the ACC form in various formats.

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.

MGH Faculty Mentoring Program Overview



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>

	Meeting/Seminar Attendance	Committees	Peer Review	Teaching	Mentoring
Center for Faculty Development -Office for Clinical Careers -Office for Research Career Development -Office for Women's Careers	Faculty Development Seminars	Office advisory committees	Research Fellows Poster Celebration Abstract Review Committee	Seminar teaching opportunities: RCR, grant writing, etc.	CFD mentoring programs
Executive Committee on Research (ECOR)	-MGH Research Council -Scientific Advisory Council (SAC) meeting	ECOR elected representatives	Subcommittee on Review of Research Proposals (SRRP)	HMS graduate program courses at MGH	N/A
MGH Research Management	N/A	-Institutional Animal Care and Use Committee (IACUC) -Research Information Technology Advisory Board	N/A	N/A	N/A
Department/Division Involvement	-Departmental faculty meetings -Colloquia series	-Internal committees as designated by department -Animal user groups	Departmental editing/review programs	-Grand rounds -Seminars for trainees	Student summer research programs (high school, college)
Harvard Medical School	-Monthly HMS faculty meetings -Joint Committee on the Status of Women (JCSW)	-Joint Committee on the Status of Women (JCSW) -Faculty Council -Admissions Committee	N/A	-HMS Graduate Programs -New Pathway program -Scholars in Medicine -Observed Structured Clinical Examinations -The Academy -Harvard Catalyst -Undergraduate Medical Education (UME)	-Mentoring resources -Faculty Development and Diversity Office
Partners Healthcare	N/A	-Partners Human Research Committee (PHRC) -Partners Institutional Biosafety Committee (PIBC)	N/A	Partners RCR courses	N/A
Other/MGH	Clinical Research Council	-MGPO Committees -Executive Committee on Teaching and Education (ECOTE)	Division of Clinical Research	Division of Clinical Research seminars	-(CDI) Summer Research Trainee Program (SRTP) -MGH Timilty Middle School Partnership -MGH Youth Scholars Program
Local/National	Research Society conferences	Scientific society committees/boards	-Ad hoc journal reviews -NIH grant reviews	Public lectures for non-scientists	High school/college STEM programs (science, technology, engineering and mathematics)

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 cfid@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.

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

From Our Office to Yours....

<http://facultydevelopment.massgeneral.org>

WHAT'S

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

Office for Research Career Development
Center for Faculty Development

From Our Office to Yours...

MASSACHUSETTS GENERAL HOSPITAL
RESEARCH INSTITUTE

facultydevelopment.massgeneral.org/orcd

WHAT'S

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

Graduate Student Division
Office for Research Career Development
Center for Faculty Development

From Our Office to Yours....

MASSACHUSETTS GENERAL HOSPITAL
RESEARCH INSTITUTE

<http://facultydevelopment.massgeneral.org/gsd>

WHAT'S

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

Post Doctoral Division
Office for Research Career Development
Center for Faculty Development

From Our Office to Yours....

MASSACHUSETTS GENERAL HOSPITAL
RESEARCH INSTITUTE

UPCOMING EVENTS

Office for Women's Careers
Center for Faculty Development

From Our Office to Yours....

<http://facultydevelopment.massgeneral.org/owc>

WHAT'S

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.

Post Doctoral Division
Office for Research Career Development
Center for Faculty Development

MASSACHUSETTS GENERAL HOSPITAL
RESEARCH INSTITUTE

MGPA Mass General Post-Doc Association

UPCOMING EVENTS

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.

BM Broadcast MGH
Daily Announcements

*****Approved*** This Message Contains (6) Announcements:**

- (1) New Online Blood Donor Portal
- (2) Blum Center Program: Myths and Facts of Gluten Related Disorders
- (3) Patient and Family Education Day: Dauten Family Center for Bipolar Treatment Innovation
- (4) Success with Stress: Meditation webinar
- (5) HMS Clinical Faculty Development Seminar – *Can I Really Write a Book?***
- (6) This week's POPP Pointer – Should You Delete Some of Your Auto-Complete?

5) HMS Clinical Faculty Development Seminar – *Can I Really Write a Book?*

Wednesday, October 9 from noon to 1:30 pm
MGH Main Campus, details provided upon registration

A seminar for clinical faculty with HMS academic appointments.

Can I Really Write a Book?

Have you ever wondered whether you could write or edit a book? Have you been uncertain about how to get started and how to proceed?

In this interactive seminar, you will learn strategies for formulating your ideas, writing and collaborating on chapters, editing, and finding a publisher.

Facilitator: Theodore Stern, MD, Ned H. Cassem Professor of Psychiatry in the Field of Psychosomatic Medicine/Consultation, HMS; Chief Emeritus of the Avery D. Weisman, MD, Psychiatry Consultation Service, Interim Director of the Center for Faculty Development, and Director of the Office for Clinical Careers, MGH

Please [click here](#) to register.

MASSACHUSETTS GENERAL HOSPITAL RESEARCH INSTITUTE

Research News

ANNOUNCEMENTS

1. Nominate Yourself or a Colleague! Annual ECOR Elections
2. Less than 30 days left to activate your LabArchives Account!
3. Applying for the Claflin Awards? The Office for Women's Careers is offering help with your application
4. IMPORTANT NOTICE! Research Fellow Progress & Annual Career Planning Form (ACPF)

EVENTS

1. MGH Immunology Seminar Series
2. Scientific Symposium: Celebrating 30 years of scientific collaboration - Cutaneous Biology Research Center and Shiseido Company of Japan
- 3. Claflin Distinguished Scholar Awards Panel Discussion**
4. Healthy Aging

FUNDING OPPORTUNITIES

1. MGH Research Scholars 2020
2. Tosteson & Fund for Medical Discovery (FMD) Postdoctoral Fellowship Awards
3. Howard M. Goodman Fellowship 2020

EVENTS

3. Claflin Distinguished Scholar Awards Panel Discussion
Tuesday, September 24, 2019 | 12:00 – 1:00 PM | MGH Main Campus, details provided upon registration

Would you like to know more about the Claflin Distinguished Scholar Awards?

These awards are designed to provide bridge funding for women with an HMS faculty appointment of instructor or assistant professor, to sustain research productivity during the child-rearing years, with the intention of advancing women in academic medicine.

This discussion will cover:

- Information about how the award can help advance your career
- Advice from recent Claflin Scholars
- Tips on putting together your best application
- Resources to help you apply

Moderator: **Nancy A. Rigotti, MD**, Professor, Department of Medicine; Director, Office for Women's Careers

Panelists: **Laura Ditchel, MD, MHS**, Instructor, Department of Medicine; 2018 Claflin Award Winner
Emily Hyle, MD, MSc, Assistant Professor, Department of Medicine; 2018 Claflin Award Winner
Karen Miller, MD, Professor, Department of Medicine; Co-Chair ECOR review committee; 1999 Claflin Award Winner

Please [click here](#) to register.

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.

 **Faculty Development Seminar: Negotiation Series**

Negotiation Essentials

Wednesday, October 30, 2019
12:00 to 2:00 pm
MGH Main Campus

An interactive workshop to help you understand the barriers and strategies to successful negotiations.

Robert C. Bordone, JD
Senior Fellow, Harvard Law School

Email cfd@partners.org for registration information

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.

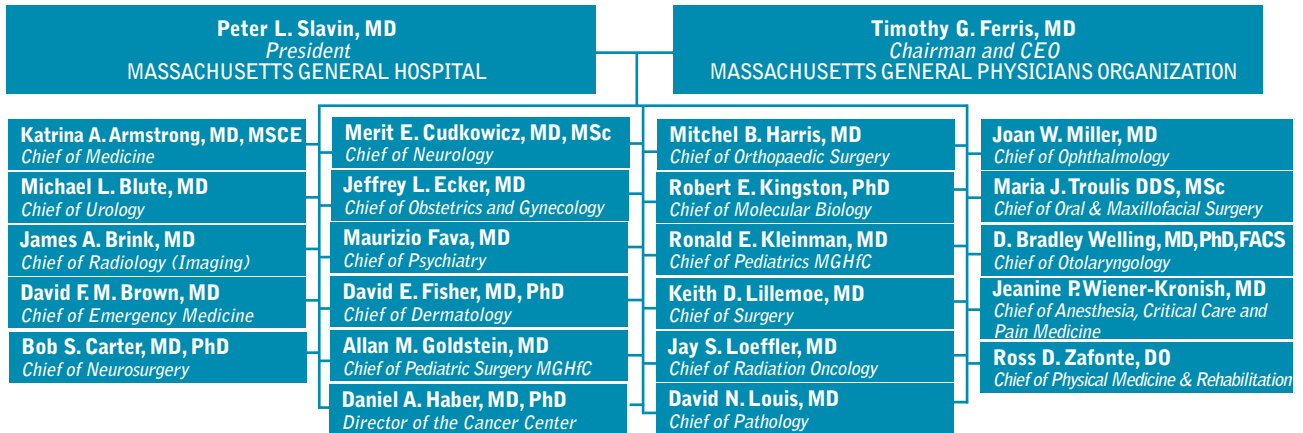
Focused on equity we will serve, heal, educate and innovate. Our job is to improve health and save lives, regardless of what our patients or colleagues look like, where they come from, what they believe or who they love. Issues of equity and justice are not separate but rather intertwined with patient 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.



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>

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).

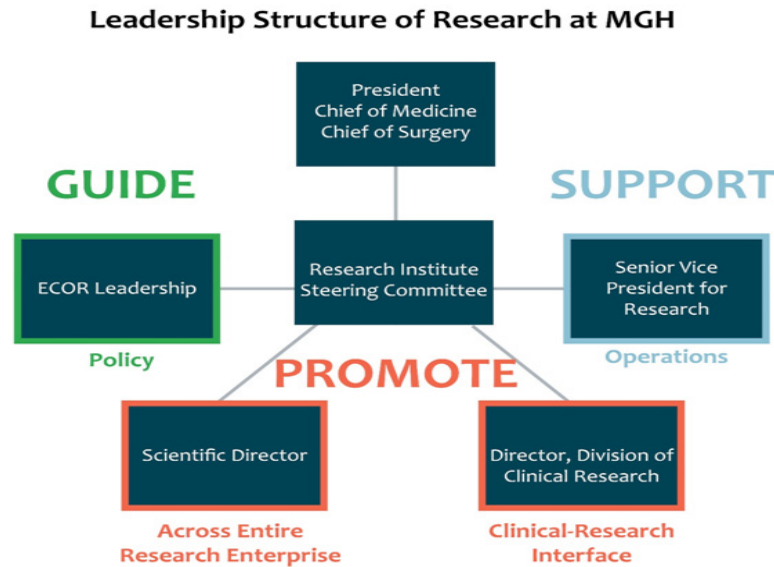
The MGH Research Institute partners with academia, industry, governments, philanthropists and our community to prevent disease, make medical innovation sustainable, and find cures to improve the lives of our patients and those across the globe. It was founded to promote, support and guide our diverse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

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.

Grant	\$	PIs	Target Group
Interim Support Funds (ISF) Formulaic/Deliberative	\$4.5M	56	All faculty
Tosteson/Fund for Medical Discovery (FMD)	\$1.6M	22	Research fellows/trainees
MGH Research Scholars	\$2.5M	5	Junior & Mid-career faculty
Claflin Distinguished Scholar Awards	\$690,000	6	Junior faculty (Female)
Howard M. Goodman Fellowship	\$345,000	1	Junior faculty
CDI Physician-Scientist Development Award	\$276,000	2	Junior faculty (URM)
Martin Prize	\$200,000	2	All faculty
MGH-MIT Grand Challenges	\$250,000	5	All faculty
Shared Instrumentation Grants	\$225,000	3	All faculty
SAC Abstracts	\$13,800	12	Junior faculty, Fellows and Students

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. Slaughaupt, PhD

The Office of the Scientific Director is led by Susan A. Slaughaupt, 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://mgbresearchinstitute.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.

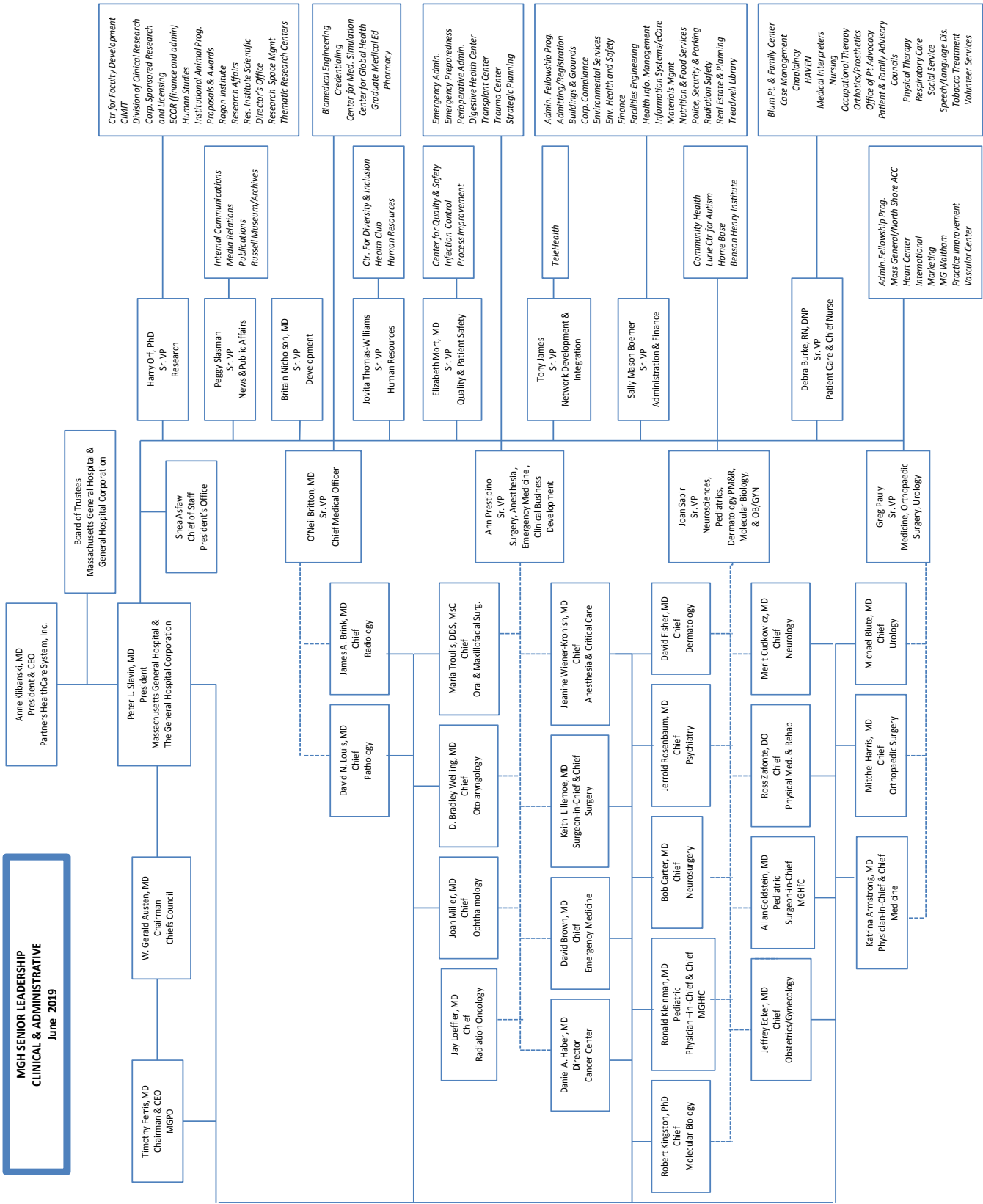
Partners HealthCare Members and Affiliations

- » 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

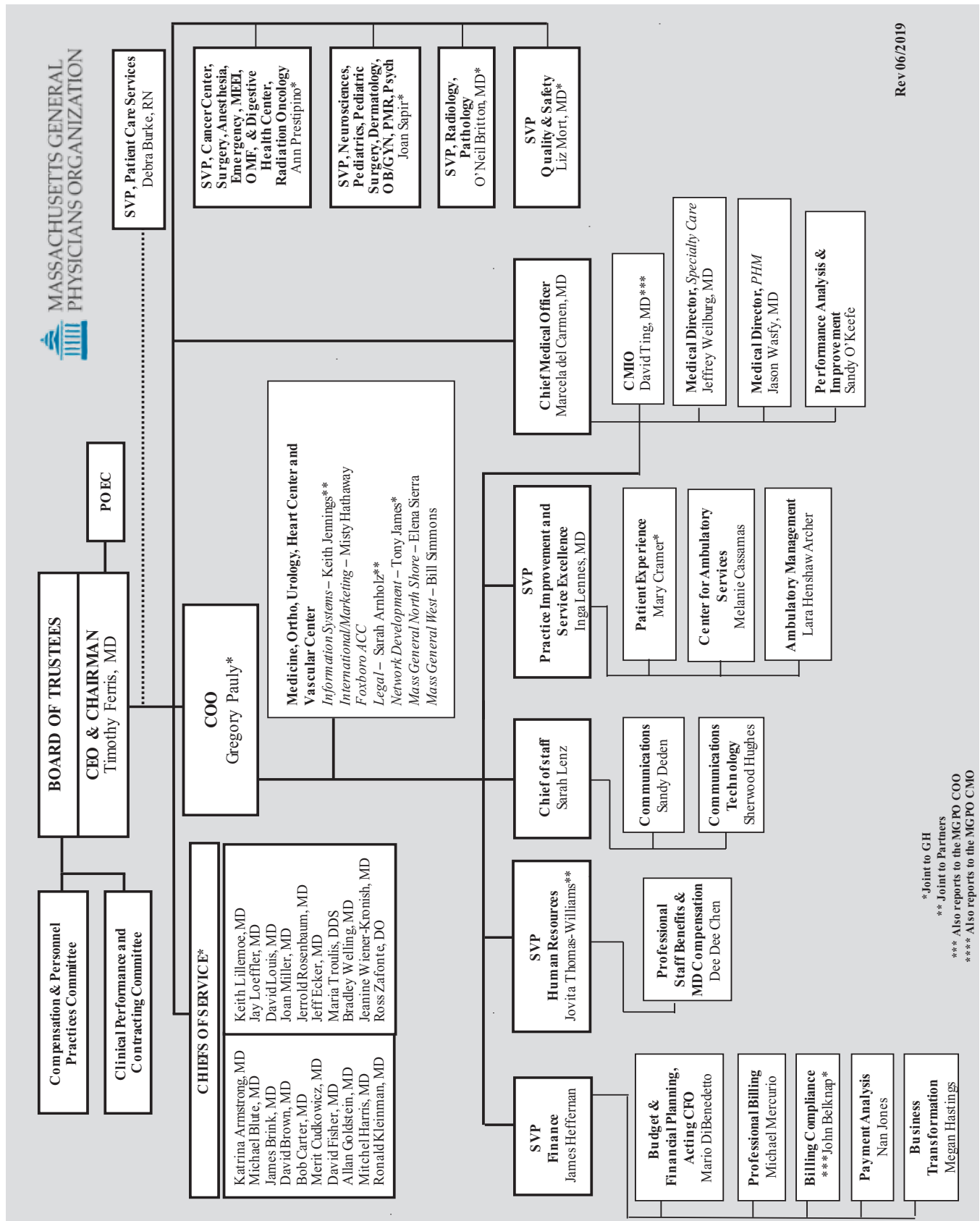
- » Partners HealthCare Programs
 - The Partners HealthCare Asthma Center
 - Partners HealthCare Connected Health
 - Partners HealthCare Personalized Medicine
 - Partners Online Second Opinions
 - Partners Innovation
 - Partners Urgent Care
 - Health Policy Research Center
- » International Programs
 - 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

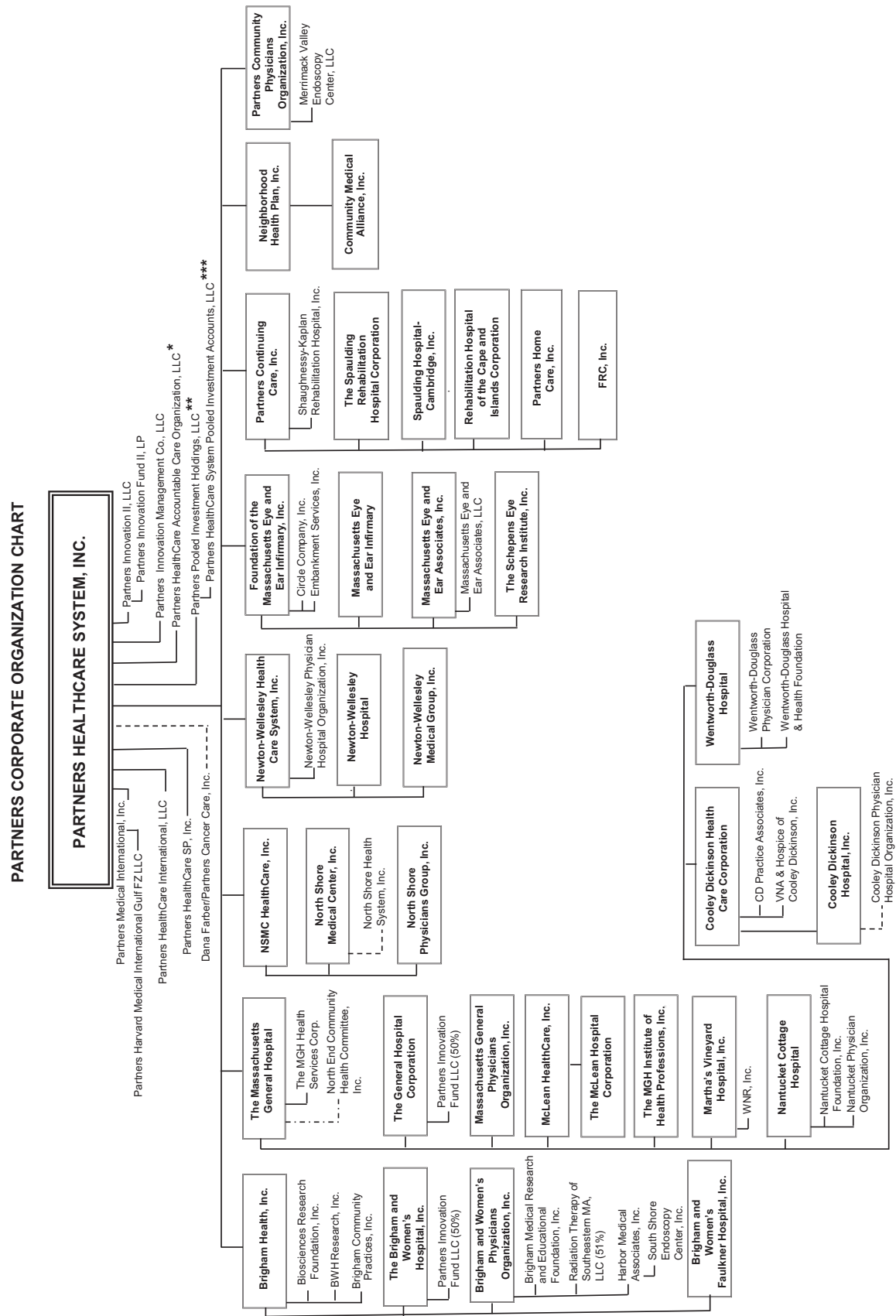
Below is an organizational chart of the MGH Senior Leadership (Clinical and Administrative) provided by MGH Administration.



Below is an organizational chart of the MGPO provided by the MGPO.



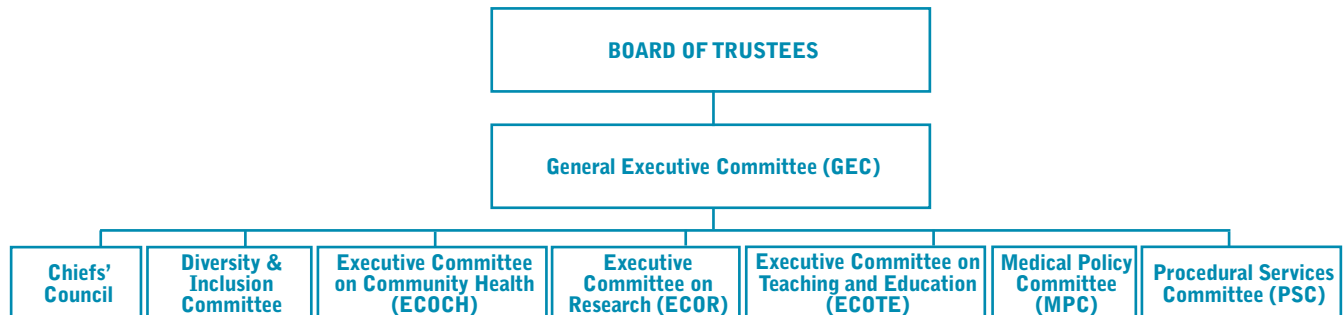
Below is an organizational chart of the Partners Corporation provided by PHS Administration.



*Partners Community Physicians Organization, Inc. is also a member
**Most of the Partners organizations are also members
***Partners HealthCare System, Inc. is also a member

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 ECHOCH.
- » 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.

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

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.

Full document at <http://mgpo.partners.org/files/mgpo/GHCProfessionalStaffBylaws.pdf>

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”).

Full document at <http://mgpo.partners.org/files/mgpo/mgpobylaws.pdf>

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 cfid@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://mgbresearch.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://hedwig.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/>

CDI annual report: <https://www.massgeneral.org/mao/assets/pdf/mao-annual-report.pdf>

** 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/ciaflin.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.bms.harvard.edu/shore>

4. HMS Foundation Funds: Opportunities for Faculty and Fellows

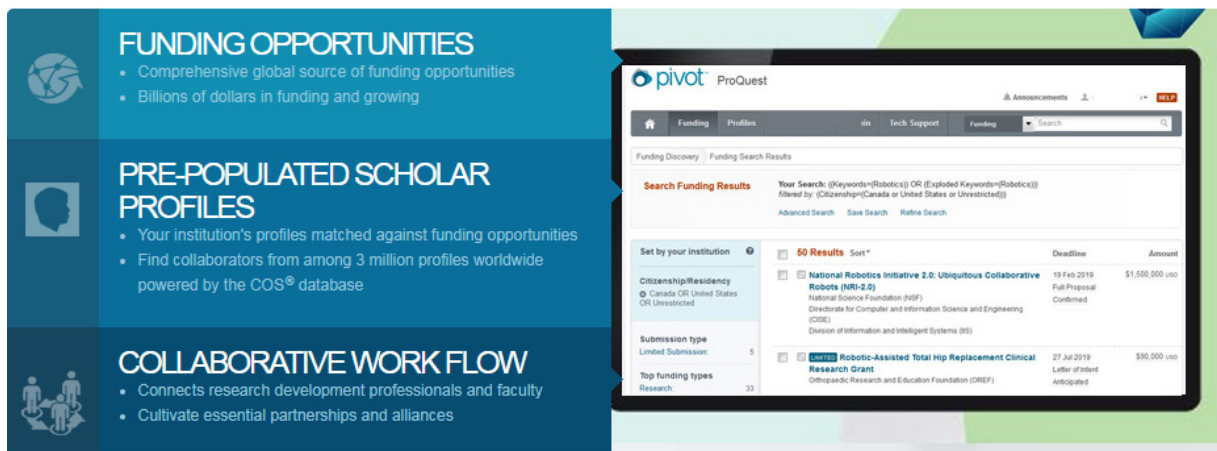
The HMS Foundation Funds Program administers the nomination process for HMS/HSDM faculty and postdocs for Limited Submission Funding Opportunities (LSO's) from private foundations. Limited submission opportunities require candidates to be nominated by either HMS or Harvard University. Each year, several 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.



The image shows a promotional graphic for the Pivot ProQuest funding database. On the left, a blue sidebar lists three key features: 'FUNDING OPPORTUNITIES' (comprehensive global source, billions of dollars), 'PRE-POPULATED SCHOLAR PROFILES' (institutional profiles matched against funding opportunities, powered by COS database), and 'COLLABORATIVE WORK FLOW' (connects research professionals, cultivates partnerships). On the right, a screenshot of the Pivot ProQuest website is displayed, showing a search results page for 'National Robotics Initiative 2.0: Ubiquitous Collaborative Robots (NRI-2.0)' with 50 results. The search filters show 'Citizenship/Residency' as 'Canada OR United States OR Unrestricted' and 'Submission type' as 'Limited Submission'.

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.

Resources	Description
People & Collaboration	Tools to help investigators find potential collaborators or mentors, and to help groups of investigators do their work together in a secure online environment.
Consulting & Advice	Expert advising services for clinical and translational investigators, ranging from general guidance on research design to consultations in areas like biomedical imaging and biostatistics.
Education & Training	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.
Funding	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.
Research Resources	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.
Programs	Harvard Catalyst is organized into 11 programs, which serve the diverse needs of the Harvard clinical and translational research community.

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.hms.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.campuservicecenter.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>

HARVARD LIBRARY



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

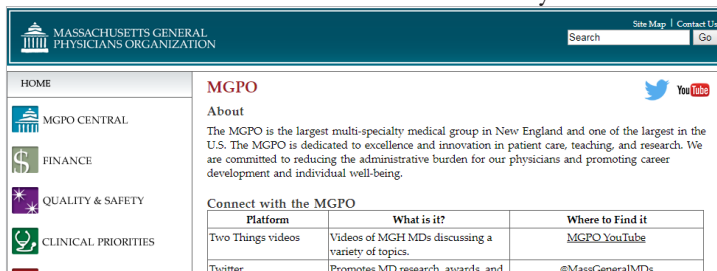
Isuggest is a process improvement initiative across the research communities at BWH, MGH, McLean and Partners with the goal of reducing the administrative burden on our research investigators, administrators and all other research staff. The central concept of Isuggest is that front-line employees see 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://mgbresearch.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/>

Division	Description
Enterprise Research Infrastructure & Services	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.
Phenotype Discovery Center	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.
Research Patient Data Registry	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.
Partners Personalized Medicine	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.
Research Computing Core	Offers fee-for-service dedicated services including consultation, custom systems programming & database development, desktop support and software licenses for the PHS teaching hospitals.

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.

Required Safety Training for Lab Environments: <https://mghresearch.partners.org/wp-content/uploads/2016/06/RMTrainingFlyer.pdf>

Website: <https://mghresearch.partners.org/safety-page/>

Required Safety Training for Lab Environments Massachusetts General Hospital

 General Laboratory Safety Who? All researchers who will work in a lab. When? Before beginning research, refresher biennially How? Online via HealthStream . This training covers lab emergency/fire response, chemical safety, biosafety, and lab waste disposal.	 Humane Care & Use of Animals/ Working with IACUC Who? All staff listed on animal protocols. When? Before starting research. How? see attached link http://partners.org/animal/Training/training.html
 Blood-borne Pathogen Training Who? All employees working with human blood, human and non-human primate tissues and cell lines When? Before beginning research; refresher annually How? Online via HealthStream	 Center for Comparative Medicine Orientation and Training Who? All staff listed on animal protocols. When? Before accessing animal facilities. How? see attached link http://intranet.massgeneral.org/research-community/investigator-orientation/lecture-information/index.asp
 NIH Guidelines for rDNA Research Who? All researchers using rDNA When? Before starting research; every three years How? Online via HealthStream	 Large Animal Surgery training Who? Required for all research personnel intending to use the Knight Surgery Laboratory on THF 6 When? Once when researcher starts working with large animals How? In-person; contact Mark Randolph (marandolph@partners.org) to register
 Dangerous Goods Shipping Who? All researchers shipping biological materials including infectious substances and diagnostic specimens. (this includes dry ice) When? Before shipping any dangerous goods; every two years How? Training on lab.partners.org	 Radiation Orientation Who? Researchers using radioactive materials or anyone in labs where radiation is used When? Before use of unsealed radioactive materials How? In person training. Contact Tara Medich (tmedich@partners.org)
 Laboratory Biosafety (PIBC-specific) Who? All researchers added to a PIBC registration. When? Before starting research. Refreshers as needed or as PIBC registration is amended. How? Lab-specific live training delivered by P.I. or Biosafety Officer.	 Radiation Safety Who? All new researchers working with radioactive materials who have less than 4 hours or 5 years of previous radiation safety training & experience When? Before use of unsealed radioactive materials. Notification to attend will be sent by Radiation Safety Committee; refresher every two years. How? In person training. Contact Tara Medich (tmedich@partners.org)
 B Virus Precautions Who? All researchers who will work with primates When? Before starting research How? In person training. Contact the Primary Veterinarian for your facility: http://content.massgeneral.org/animal-health/veterinary-coverage/index.asp	 Irradiator Training Who? All researchers using cesium irradiators When? Before use of irradiators. Refresher annually How? In person training. Contact Tara Medich (tmedich@partners.org)
 Human Subjects Research Who? All participating in human-subject research When? Before starting research; every two years after How? http://healthcare.partners.org/ethics/about/ethics.html	

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/>). 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>

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

If your last name starts with letters:	Consultant	Email	Phone number
A-J	Susan Frain	sfrain@partners.org	(617) 726-9264
K-S	Amy Vacchina, CEBS	avacchina@partners.org	(617) 724-9357
T-Z	Virginia C. Rosales, CEBS	vrosales@partners.org	(617) 726-9356

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, ddchen@partners.org

Benefits Basics FAQs

When do my benefits start?

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

How long do I have to elect my benefits?

You have 30 days after the date on which you become benefit-eligible to select your benefits. If you fail to do so within the 30-day period, you will 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.rmfm.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 Kuserbayeva 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>.

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>

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.

Website (to sign up for the Nanny Network listserv): <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.

Website: 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://machildcareresourcesonline.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.

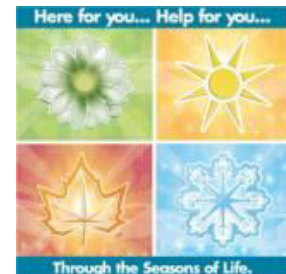
Website: <http://www.eec.state.ma.us/ChildCareSearch/EarlyEduMap.aspx>

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.

Website: <http://www.mass.gov/edu/birth-grade-12/early-education-and-care/financial-assistance/>

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

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

D. Miscellaneous

1. The Clubs at Charles River Park

The Wellness Center at MGH



The Clubs at Charles River Park
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.clubsatcrp.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



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/>

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. 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>.
- » 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>

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

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.

MGH Perks Program		Harvard University Discounts and Perks
Auto Dealers	Massage/Relaxation/Spas	Banking, Mortgage, Housing
Auto Services	Mobile Services	Computer Discounts
Car/Bike Rental	Movie Tickets	Culture and Recreation
Children’s Camps	Museums & Local Attractions	Arboretum, museums, etc.
Child & Dependent Care	Online Discount Programs	Identity Theft Protection
Concerts & Shows	Outdoor Activities	Legal Coverage
Event Services	Pets	Outings & Innings
Financial Services	Restaurants	Arts, sports, etc.
Food Services	Seasonal Parks & Resorts	Personal Insurance
Gyms & Studios	Shopping	Group Home and Auto, Pet
Hair & Nail Salons	Ski Resorts	
Home Buyer/Renter Support	Sporting Events	
Home Services	Technology	
Internal Services	Travel	
Local Fairs	Wholesale Clubs	

Index

A

Academic Promotions 35
 Academy at HMS, The 39
 Affiliations, MGH 13
 Affiliations, Partners 20
 Animal Research 35
 Annual Career Conference (ACC) 5

B

Backup Child Care Center, MGH 50
 Benefits, Professional Staff 47
 Biostatistics Center, MGH 35
 Board of Trustees, MGH 25
 Bylaws, MGH 33
 Bylaws, MGPO 33

C

Care.com Backup Care 51
 Career Advice, CFD 5
 CDI Faculty Development Awards 36
 Center for Diversity and Inclusion (CDI) 35
 CFD Collaborations 8
 CFD Communications 8
 CFD Programming 3
 Chiefs' Council 25, 26, 31
 Child Care 49
 Child Care Info and Referral, Partners EAP 51
 Children's Center at Assembly Row, Partners 50
 Children's Center, MGH 50
 Children's Quarters at MGH IHP 50
 Claflin Distinguished Scholar Awards 37
 Clinical Careers, Office for (OCC) 1
 Clinical Performance and Contracting Cmte 32
 Clinical Research, Division of 19
 Clubs at Charles River Park, The 53
 Collaborations, CFD 8
 Communication, CFD 8
 Community Of Science (COS) Pivot 38
 Commuter Services and Parking 55
 Compensation and Personnel Practices Cmte 32
 Continuing Medical Education (CME), HMS 40
 Continuing Professional Devel (CPD), Partners 36
 Core Facilities, Research 43
 Countway Library, HMS 40

D

Department of Continuing Education, HMS 40
 Directory, Faculty and Staff, HMS 40
 Discounts and Perks 56
 Diversity & Inclusion Committee 26
 Division of Clinical Research 19

E

eCommons, HMS 40
 Education Committee, Partners 30
 Eleanor and Miles Shore 50th Anniversary Fellowship
 Program for Scholars in Medicine 37
 Email Announcements, CFD 8
 Employee Assistance Program, Partners 52
 Employee Payroll Deduction 53
 Executive Cmte on Community Health (ECOCH) 26
 Executive Cmte on Research (ECOR) 26
 Executive Cmte on Teaching & Education (ECOTE)
 28

F

Faculty Affairs, HMS Office for 41
 Faculty and Staff Directory, HMS 40
 Faculty Involvement Opportunities 7
 Faculty Mentoring Program 6
 Financial Planning Benefit 49
 Fingerprinting Services 54
 Foundation Funds, HMS 38
 Frigoletto Cmte on Physician Well-Being 32
 Funding Opportunities 36

G

General Executive Committee (GEC) 25
 Governance, MGH 25
 Governance, MGPO 31
 Graduate Medical Education, Office of 31
 Graduate Student Division (GSD) 2
 Grants and awards 38

H

Harvard Catalyst/The Harvard Clinical and
 Translational Science Center 39
 Harvard ID 40

HarvardKey 41
 Harvard Medical School (HMS) 39
 Harvard University Employees Credit Union 53
 Healthcare Apparel 53
 HMS Foundation Funds 38
 HMS professional resources 39
 HOLLIS at Harvard Library 41
 Housing Search Website, Partners 54

I

Initiatives, CFD 5
 Innovation, Partners 42
 Institutional Biosafety Committee, Partners 43
 Isuggest 42

L

Lab coats, Order (Healthcare Apparel) 53
 Laundry Service 54
 Leadership, MGH 13
 Leave Policy, Parental 49
 Library of Medicine, Countway 40
 Library, Treadwell Virtual 45

M

Managed Care and Contracting Committee 32
 Medical Education, Office of Graduate 31
 Medical Policy Committee (MPC) 31
 Mentoring Program, Faculty 6
 MGH Bylaws 33
 MGH Governance 25
 MGH Organizational Chart 22
 MGH Overview/Structure 11
 MGH Research Institute, Overview/Structure 14
 MGH Research Management 15
 MGPO Bylaws 33
 MGPO Governance 31
 MGPO Online 42
 MGPO Organizational Chart 23
 MGPO Overview/Structure 13
 Miscellaneous 53
 Mission, MGH 12
 Mission, Partners 20
 Mothers' Corner 52

N

Nanny Network 51
 Notary Public 54

O

Office for Clinical Careers (OCC) 1
 Office for Research Career Development (ORCD) 2
 Office for Women's Careers (OWC) 2
 Office of Graduate Medical Education 31
 Office of the Scientific Director 17
 Ombuds Office, HMS 41
 Online Resource for Child Care in MA 52
 Organizational Chart, MGH 22
 Organizational Chart, MGPO 23
 Organizational Chart, PHS 24
 Overview/Structure - MGH 11
 Overview/Structure - MGH Res Institute 14
 Overview/Structure - MGPO 13
 Overview/Structure - PHS 19

P

Parental Leave Policy 49
 Parking and Commuter Services 55
 Partners Child Care Services 49
 Partners Education Committee (PEC) 30
 Partners Employee Assistance Program (EAP) 52
 Partners HealthCare Overview/Structure 19
 Partners Innovation 42
 Partners Institutional Biosafety Cmte (PIBC) 43
 Partners Organizational Chart 23, 24
 Payroll Deduction, Employee 53
 Perks, Professional Staff 56
 Photography Department, MGH 55
 PHS Organizational Chart 24
 Physicians Organization Executive Cmte (POEC) 32
 Pivot™ for External Funding 38
 Post Doctoral Division 2
 Professional Staff Benefits Office 47
 Professional Staff Perks 56
 Programming, CFD 3
 Promotions, Academic 35

R

Research, Animal 35
Research Career Development, Office for (ORCD) 2
Research Core Facilities 43
Research Help and How-To, MGH 43
Research Information Science & Computing 43
Research Institute, MGH (Overview/Structure) 26
Research Intranet, MGH 44
Research Management, MGH 15
Research Mgmt Training Program, PHS 44
Research Resource Guide, MGH 44
Research Space Management 45

S

Safety, Research 44
Scholars at Harvard 41
Scrubs, Order (Healthcare Apparel) 54
Shore Fellowship Program for Scholars in Medicine 37
Space Management, Research 45

T

Treadwell Virtual Library 45

W

Women's Careers, Office for (OWC) 2



MGH Center for Faculty Development • 55 Fruit Street, Bulfinch 370 • Boston, MA 02114 • (617) 724-0818 • <http://facultydevelopment.massgeneral.org>



MASSACHUSETTS
GENERAL HOSPITAL