

Perspectives

From the Office of Faculty Development



Where the world comes for answers



HARVARD MEDICAL SCHOOL
TEACHING HOSPITAL

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My Boston Children's Story – *Relationships Matter*: Viviane Nasr, MD, MPH, FASA; HMS Associate Professor of Anaesthesia in the BCH Department of Anesthesiology, Critical Care and Pain Medicine and Chief of Cardiac Anesthesia

I was born and raised in Lebanon and completed my undergraduate, medical and anesthesia training at the American University of Beirut. During the war in 2006, while pregnant with my first child, I was evacuated with my husband to the United States. I then completed a pediatric anesthesia fellowship at Children's National Medical Center and repeated anesthesia residency at Tufts Medical Center to become certified by the American Board of Anesthesiology. As a foreign graduate, getting accepted in the US training system was challenging. I am grateful to everyone who supported me throughout and for those who challenged me, pushing me to stay focused and motivated.

I started at Boston Children's in 2013, determined to pursue a pediatric cardiac anesthesia fellowship. In 2014, I joined the Department of Anesthesiology, Critical Care and Pain Medicine as a faculty member of the Cardiac Anesthesia Division. I have been privileged to be at BCH, where the only limitation to productivity and advancement is the limits we set for ourselves. There is a wealth of experienced faculty that serve as mentors, sponsors or coaches and there are an amazing number of resources. This environment enables me to thrive and be challenged every day both clinically and academically. I was honored to assume the role of Division Chief of Cardiac Anesthesia in November 2022.

Throughout my years growing up and training in Lebanon in the midst of war and with limited resources, I learned that challenges are inevitable and that choosing to forge ahead or give up is my decision. I learned to have hope and believe in a brighter future, to be resilient, and to advocate for myself and others. More importantly, I learned the value of life especially when you may lose loved ones at any time. Therefore, I cherish relationships with colleagues and friends and always aim for conflict resolution. This allowed me to build academic and personal relationships that helped me grow and network locally, nationally and internationally.

Spending time with my husband and two teenagers is very important, allowing me to take a break from work and rejuvenate. We enjoy the outdoors and traveling together.



Viviane Nasr, MD, MPH, FASA

Dr. Nasr's Career Development Tips:

What I would like to share with my trainees, mentees, friends, and colleagues is the following:

- Be resilient and persevere.
- Be a good citizen in every workplace and always strive to do your best.
- Appreciate those that support you and do the same for others.
- Be kind and humble.
- Build relationships and grow your network.

Joseph Cravero, MD, Chief of Anesthesiology, Critical Care and Pain Medicine, and John Fiadjoe, MD, Associate Anesthetist in Chief, on Dr. Nasr's contributions to faculty development:

"Since joining the faculty in 2014, Dr. Nasr has distinguished herself as an educator, clinician, researcher, and administrative leader. She is the inaugural Director of Faculty Development at the Department of Anesthesiology, Critical Care and Pain Medicine, Boston Children's Hospital. In this role, she led multiple initiatives including the establishment of an electronic annual career conference for all faculty, an exchange program for national presentations, opportunity for pursuit of degrees and certificates for the faculty. She is always actively involved in mentoring junior faculty."

Director's Perspectives, by S. Jean Emans, MD

As I look forward to a new chapter of life, I want to say thank you to my many mentees, mentors, and colleagues who have supported the goals of the Office of Faculty Development. While much has changed since the summer of 2001 when our faculty development program began, what hasn't changed is my pride in acknowledging the amazing work of Boston Children's faculty and using our newsletter to recognize your many accomplishments. In this issue, we highlight Dr. Viviane Nasr's career and her lessons learned along the way. We also congratulate Dr. Leonard Zon, who has been honored with the 2022 HMS Lifetime Achievement in Mentoring Award. Check his suggestions on how to create a supportive mentoring program. Even though the end of December was my original date for retirement, I will be staying on until April 1 to be able to transition to new leadership. Please continue to access our faculty development resources and recommend new directions; the program will grow and expand to accommodate your challenges and innovations.

Congratulations to Leonard I. Zon, MD, Boston Children’s 2022 HMS Excellence in Mentoring Award Recipient

William Silen Lifetime Achievement in Mentoring Award

Leonard I. Zon, MD, HMS Professor of Stem Cell & Regenerative Biology and Grousbeck Professor of Pediatrics, Boston Children’s Hospital

Dr. Zon recently shared his views on creating effective mentoring relationships with Perspectives, emphasizing the importance of frequent mentor-mentee check-ins and connecting directly with mentees to problem-solve professional flaws. To Dr. Zon, the mentor is responsible for providing accurate feedback to each mentee. He asks his trainees for a self-evaluation regarding a flaw that is possibly holding them back from advancement and will work with the trainee to overcome this flaw throughout their careers. Dr. Zon’s advice for faculty and trainees seeking mentors is to attend professional lectures and to ask questions; the interaction can result in a mentoring relationship. The Zon laboratory is an environment where faculty and trainees can find both mentor and group support via programs and workshops that address mentoring directly. A popular lab game is titled “You Be the PI” where members can role-play a PI facing a crisis or dilemma and receive guidance from the group. Overall, to Dr. Zon, mentors step-in during difficult situations both at work and in life.



Lenoard I. Zon, MD

His summer program, Camp Zon (<https://www.zonlab.org/camp-zon>) is an opportunity for high school students to learn scientific research methods and to be advised and inspired by research leaders/mentors. Participants conduct a research project and present their findings at the end of the two week Camp.

OFD Initiatives Support Women and UiM Faculty Careers at BCH

The Women Faculty Careers (WFC) Council and Advisors developed 8 priority issues for 2022 and Drs. Emans and Kim met with the leaders of the 36 Depts, Dept of Pediatrics Divisions, and Programs (Informatics, Neurosciences, PCMM, Vascular Biology, Stem Cell) and found significant progress in meeting those goals (the % included below represent the responses to the questions).

Topic	Recommendations	Results	Challenges
Compensation equity	Initiate a review of faculty salaries by gender by 10/22	25/36 (69%) have reviewed compensation by gender	Salaries higher for recruited faculty; Need methodology for reviews
Transparent appointments to leadership positions	Broaden the selection process to include self-nomination and use diverse committees (e.g. ≥50% women) and/or a vote.	83% have appointed 493 faculty to Leadership positions; 58% (25-100%) women; 5% (0-27%) UiM	Women leaders often have less time for academic work. Commitment to have 50% of selection committees women
Expertise in promotion & career development	Identify diverse experts in each department; Publicize the new SSA of DEI.	35/36 (97%) now have Promotions Committees or Designated Experts.	Keeping Experts up-to-date with HMS OFA guidance and new SSAs.
Career Conferences	Document productive career conferences for all faculty with written feedback	92% of Instructors and Assistant Professors have had a career conference past 2 yrs. 78% of depts/divs/programs provided written feedback.	High numbers of faculty who need career conferences in large Divisions/Depts (4-151 faculty/program).
Promotion and Faculty Development Report Card for each Chair with metrics of retention and advancement of women and UiM faculty at BCH	Develop a Report Card for each program leader and include gender and race/ethnicity of faculty, those at rank >7 years, % of faculty with mentors, DEI strategic plan, creation of internal awards, Allyship.	New data collection/analysis; Report cards redesigned. Leaders report: 98% of Instructors have mentors. 33% of women & 38% of men at rank >7 yrs; 64% have a DEI plan. 58% have internal Awards. Allyship Program in process (Nurko, Milstein).	Working across Health Affairs and Research Administration to benefit all faculty and identify needs for basic scientists, esp women and UiM. New programs created by Carla Kim such as “How to run a lab.”
Progress reported to EVP, Health Affairs, CEO, Board of Trustees	Discuss metrics for performance evaluation by Drs. Laussen and Churchwell. Identify Women Faculty Career Council/Advisors members	Progress in recruiting more diverse leaders at BCH. Women Faculty Career Council/Advisors launched in Sept 2021.	More discussion needed with Dept Chairs, Div Chiefs and Program leaders.
Attendance of women and UiM faculty to executive leadership courses	Identify departmental, OHEI, HA, enterprise-wide funding for leadership courses. Include in future FY budget requests.	HMS Women’s Leadership Course; 5 (2021), 3 (2022). 2 year Emerging Physician Leaders Program (EPLP) (Laussen, Bixby, Meehan); 13/20 participants women.	Expectations for support need further discussion.
Educational sessions to address negotiation and leadership skills for women	Expand educational opportunities & collaborate with departments, OFD, OHEI, Fenwick Institute, Ombuds. Poll Council and Advisors for gaps and suggestions	Pilots for EPLP course and launch of Fenwick Fellowships; seminars led by Ombuds Offices; peer support; basic science through Carla Kim.	Fewer research postdocs; consider loan forgiveness initiatives. More space needed for recruitment of basic scientists.

See p. 3 for information on the proposed BCH Allyship Program

News from the Archives: *Hungry for the Holidays– Memories from the Archives Collection* by Katie Loughrey, MLIS
The Archives Program wishes all a warm, happy and well-fed holiday season and new year!



Lunchtime at the hospital cafeteria, circa 1950



Chef Ralph Hawkins cooks in the main kitchen, 1985.

BCH Senior Leadership Commends Dr. Emans:

“If a successful career can be measured by how much better you left a place than you found it, Dr. Emans’ career at Boston Children’s and HMS has been successful beyond measure. Please join us in thanking her for more than 52 years of unparalleled years of leadership, care, advocacy and mentorship” - Kevin B. Churchwell, MD, President and Chief Executive Officer; Peter Laussen, MBBS, FANZCA, FCICM, Executive Vice President of Health Affairs; Gary R. Fleisher, MD, Physician-in-Chief

Camila Mateo, MD, MPH, Honored with HMS Equity, Social Justice, and Advocacy Award

Congratulations to Camila M. Mateo, MD, MPH, Instructor in Pediatrics in the Division of General Pediatrics who received the 2022 HMS Equity, Social Justice, and Advocacy Award. The Award underscores the importance of advocacy in eliminating disparities in healthcare, a central component of the HMS mission.

Camila Mateo, MD, MPH



BCH Proposes Allyship Program

The OFD, in collaboration with the Office of Health Equity and Inclusion and Health Affairs leadership, is proposing an Allyship Program to address the barriers women faculty and UiM faculty face in the hospital environment. The disparities that women faculty experience are not unique to BCH but rather are encountered across academic medicine and science. The objective of the Allyship initiative, spearheaded by Co-Project Directors, Dr. Samuel Nurko and Maxine Milstein, MBA (OFD Program Director), and other dedicated volunteers, is to form a close-knit, inclusive community of BCH faculty aligned around the purpose of actively promoting gender equity in the workplace and supporting collaborative collegial relationships and intentional sponsorship. The OFD team is proposing to work with Allyship consultants, with the goal of recruiting 20-25 BCH faculty for an inclusive Allyship group to support and partner with women faculty. Outreach has already been made to Massachusetts General Hospital’s Center for Faculty Development which successfully launched an Allies in Action initiative using outside consultants.

Grammarly to the Rescue!

Are your manuscripts getting stuck on grammatical issues? A popular and effective free online tool can assist you in reviewing and editing many forms of communication, including Microsoft Word documents, email, and social media. See Grammarly: Free Online Writing Assistant to get started; if you need to access the advanced version, please contact Judy Zola, MBA, Director of Learning and Development, HR (judy.zola@childrens.harvard.edu).

Updates from the BCH Office of Health Equity and Inclusion

Delbert J. Lamb, MD, Instructor in Anesthesia, Harvard Medical School, Department of Anesthesiology, Critical Care and Pain Medicine, Boston Children’s Hospital, was the guest speaker for Grand Rounds on Monday November 7, 2022, in observance of Indigenous Peoples Month. This Grand Rounds was a collaboration with the Office of Health Equity and Inclusion and the Office of Faculty Development.

Delbert Lamb, MD



A recording of Dr. Lamb’s lecture can be found online: <https://bit.ly/3PakOTI>
Passcode: 37ybDUo\$

See p. 5 for additional program updates

David Hunter, MD, PhD, Honored with HMS Masland Teaching Award

Dr. David Hunter, Chair of the BCH Department of Ophthalmology, has received the 2022 HMS Masland Teaching Award in recognition of his stellar mentoring record and dedication to teaching HMS medical students.

David Hunter, MD, PhD



Boston Children’s Hospital Medical Grand Rounds Commemorates Robert P. Masland, Jr., MD, Day

On November 2, the Assistant Secretary for Health, Admiral Rachel Levine, MD, gave the Grand Rounds presentation: “Challenges and Opportunities Facing Adolescent Health: Perspectives from the Assistant Secretary for Health” in Folkman Auditorium.

From the Adolescent Medicine Gazette: “Dr. Masland is remembered most for his teaching and focus on individuals and their personal and career development. Dr. Masland mentored innumerable students, residents, fellows and faculty members, many of whom have become leaders in Adolescent Medicine as well as other specialty areas.”

Basic Science Corner, by Carla Kim, PhD, Professor Genetics and Pediatrics, OFD Basic Science Career Development Director

2nd Annual Women in Science Symposium

We are pleased to announce that Drs. Kim, Director of Basic Career Development at BCH and Haigis, Director for Gender Equity for Faculty in Science at HMS, are co-chairing the 2nd Annual Women in Science Symposium which will take place on April 3, 2023. Please save the date! Talks by faculty throughout HMS and HMS affiliated hospitals will take place from 9:00am-12noon. A recording from the previous symposium is accessible on the Research Engagement Committee webpage on the intranet: <http://web2.tch.harvard.edu/researchadmin/mainpageS2700P192.html> on the right side panel under the title Picture OUR Scientists. More information about this symposium to come!

Research Engagement Committee Meet-Ups

The Research Engagement Committee hosted a meet-up session on December 1, 2022 entitled How to Manage Post Award Grant Spending. The session, led by Maria Chatterton, a Research Administrator Manager, and Lina Tollis, a manager in Research Finance and Reporting, went over strategies and tips of how to more effectively manage grant funds. A recording as well as a copy of the slides are posted on this webpage: <http://web2.tch.harvard.edu/researchadmin/mainpageS2700P192.html>.

There will be another meet-up session in January, exact date to be announced, which will focus on how to create a biotechnology company. This session will be led by Dr. Joseph Italiano an associate professor in the Vascular Biology Program at Children’s and the co-founder of Platelet BioGenesis. If you have any meet-up ideas or would be interested in participating in a leadership course for faculty who do lab-based research please contact us at ResEngagementCMTE@childrens.harvard.edu.

Social Events

The Research Engagement Committee hosted an outing to the Isabella Gardner Stewart Museum on November 17, 2022. Some of the attendees are pictured below. If you have any ideas for an event or activity, please contact us.



The Research Engagement Committee enjoys a night at the Gardner

Wellness Tip – Find a 2023 Planner that Inspires

Select a planner, either online or hardcopy, that you enjoy taking out and using – it needn't be a traditional academic planner. You can purchase or download planners that emphasize fitness/wellness activities that provide spaces for noting your workout or health routines. Many people like to track these activities; however, if this does not appeal to you, look for planners that intersect with your favorite activities in some way. As you review your daily schedule each week, build in the activities that you find restorative and pleasurable – even if the time is abbreviated. And remember that you can use your planner for shopping lists, cooking tips, and reminders.

Make Monday Magical — Take a Holiday from Consumerism

To reduce the consumerist dimension to the holiday season and to nourish children's creative or aspirational personalities, call a family moratorium on a Monday evening to discuss what leisure activities the kids would like to explore in the new year. Ask your child, "how would you like to grow in 2023?" or "do you have a wish to learn a new activity?" and start a conversation on how to get started!

Happy Holidays from the Office of Faculty Development

S. Jean Emans

Carla Kim

Maxine Milstein

Jill Dobriner

Sabrina Rodriguez

Wishing everyone a comforting finish to 2022!



Additional Updates from the BCH Office of Health Equity and Inclusion

Where the world comes for answers

Marcella Luercio, MD, Associate Program Director, Boston Combined Residency Program, Pediatric Hospitalist, Boston Children's Hospital, and Instructor in Pediatrics, Harvard Medical School, was selected for the 2023-2025 Boston Children's Hospital Pediatric Health Equity Fellowship; a dedicated health equity fellowship slot within the Harvard-Wide Pediatric Health Services Research Fellowship Program. The BCH Pediatric Health Equity Fellowship is co-directed by Valerie L. Ward, MD, MPH, Senior Vice President and Chief Equity and Inclusion Officer, Boston Children's Hospital; and Kathleen E. Walsh, MD, MS, Director of Patient Safety Research Core; and Director, Harvard-wide Pediatric Health Services Research Fellowship; Boston Children's Hospital.



Marcella Luercio, MD

The Sandra L. Fenwick Institute for Pediatric Health Equity and Inclusion held its Inaugural Fenwick Institute Pediatric Health Equity Policy Research Symposium on November 16, 2022. Clinicians and researchers presented their health equity and policy-focused research. The keynote speaker was **Joseph R. Betancourt, MD, MPH**, who gave the 2023 Boston Children's MSO Visiting Professor Lecture in Health Equity and Inclusion at Pediatric Grand Rounds. Dr. Betancourt has served as SVP for Equity and Community; Sumner Redstone Endowed Chair for Health Equity, MGH; and Associate Professor of Internal Medicine, HMS; he will become the next President of the Commonwealth Fund on January 17, 2023. Kevin B. Churchwell, MD, and Sandra L. Fenwick, MPH, provided opening remarks and welcomed Dr. Betancourt. A recording of Dr. Betancourt's lecture can be found on the internal BCH website: <https://bit.ly/3j3nNBt>



Joseph Betancourt, MD, MPH