

# Perspectives



**Boston Children's Hospital**  
Until every child is well™



**HARVARD MEDICAL SCHOOL  
TEACHING HOSPITAL**

From the Office of Faculty Development

**Director:** S. Jean Emans, MD **Administrative Director:** Maxine Milstein, MBA **Editor:** Jill Dobriner, PhD

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## **Kevin Churchwell, MD, Named Chief Executive Officer**

Congratulations to Kevin Churchwell, MD, who will become the next BCH Chief Executive Officer on March 31, 2021, following Sandi Fenwick's retirement. Dr. Churchwell's leadership roles at BCH include President and Chief Operating Officer and he has been actively involved in BCH diversity and COVID-19 initiatives.



**Kevin Churchwell, MD**

In a memo to BCH employees, Doug Berthiaume, Chair, BCH Board of Trustees, emphasized Dr. Churchwell's abilities to solve difficult problems: "his experience, performance and leadership at Boston Children's – especially addressing and resolving clinical and operational challenges, and supporting the research enterprise – make him the best qualified person for the role."

## **Thanking Sandi Fenwick, MPH and CEO**

The Office of Faculty Development joins the Boston Children's community in thanking Sandra Fenwick, MPH and CEO, for her 21 years of leadership, a range which includes her roles as Senior Vice President for Business Development Strategy and Chief Operating Officer (1999), President (2008), and Chief Executive Officer (2013). She plans to retire in March 2021. Her commitment to healthcare has guided BCH through many complex technical, financial, and cultural transitions and she has proved to be an inspiring voice throughout the COVID-19 pandemic. We wish her a well-deserved relaxing and invigorating retirement.



**Sandi Fenwick, MPH and  
CEO**

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

The Office of Faculty Development is introducing an updated newsletter format for the age of electronic communication and social distancing. Our Office plans to publish a 4 page online newsletter every two months that will focus on news and events. If your department/division/program would like to promote an event or distribute an announcement regarding faculty opportunities or awards, please email [ofd@childrens.harvard.edu](mailto:ofd@childrens.harvard.edu). We have emphasized wellness tips and initiatives in this issue so please check p. 3. Peter Laussen, MD, MBBS, FANZCA, FCICM, Executive Vice President Health Affairs, has also added his perspectives on individual and organizational wellness (see last page) and we hope to continue this discussion in upcoming issues.

## **Congratulations to Peter Nigrovic, MD**

Congratulations to Peter Nigrovic, MD, MS, Associate Professor of Medicine, who will become the BCH Chief of the Division of Immunology on January 1, 2021; Dr. Nigrovic has held dual appointments at Boston Children's Hospital and Brigham and Women's Hospital since 2004. Dr. Nigrovic's research has focused on the causes of inflammatory arthritis flares and he has received extensive grant funding from the National Institute of Health. His clinical work includes treating patients with juvenile idiopathic arthritis (JIA) over longterm periods of time. Dr. Nigrovic has earned accolades as an effective mentor, receiving the HMS Young Mentor Award in 2014 and he led efforts resulting in the BWH Rheumatology Mentoring Suite receiving the HMS Program Award for Excellence in Mentoring in 2019. Dr. Nigrovic succeeds Dr. Raif Geha who has expertly chaired the Division of Immunology over 35 years, a record-setting BCH chief appointment.



**Peter Nigrovic, MD**

## Update from the Office of Health Equity and Inclusion

In August 2020, Boston Children's Hospital published its Declaration on Equity, Diversity and Inclusivity with 6 goals outlining its commitment to creating a more inclusive hospital environment.

In collaboration with the OFD, the 3rd Annual BCH Pediatric Health Equity and Inclusion Symposium took place virtually on September 23, 2020 and also honored Women in Science and Medicine Month. Other collaborators included: Nursing and Patient Care Operations and the BCH Academy for Teaching and Educational Innovation and Scholarship. The lecturers were diverse women who discussed their career paths and equity: **Antonia M. Villarruel, PhD, RN, FAAN, Lois K. Lee, MD, MPH, Sabra L. Katz-Wise, PhD and Joan Y. Reede, MD, MPH, MS, MBA.**



**Antonia M. Villarruel,  
PhD, RN, FAAN**  
Professor and  
Margaret Bond Simon  
Dean of Nursing,  
Senior Fellow, Leonard Davis Institute  
of Health Economics,  
University of Pennsylvania



**Lois K. Lee,  
MD, MPH**  
Senior Associate in Pediatrics,  
Division of Emergency Medicine,  
Boston Children's Hospital  
Associate Professor of Pediatrics  
and Emergency Medicine,  
Harvard Medical School



**Sabra L. Katz-Wise,  
PhD**  
Assistant Professor,  
Adolescent/Young Adult Medicine,  
Boston Children's Hospital,  
Department of Pediatrics,  
Harvard Medical School,  
Department of Social & Behavioral  
Sciences,  
Harvard T. H. Chan  
School of Public Health



**Joan Y. Reede,  
MD, MPH, MS, MBA**  
Dean for Diversity  
& Community Partnership;  
Professor of Medicine,  
Harvard Medical School;  
Professor of Society, Human  
Development and Health,  
Harvard T.H. Chan  
School of Public Health

## Update from the Medical Library, by Chloe Rotman, MLIS, Manager, Library Services

The medical library is busy as ever, serving the information and research needs of the hospital via email and Zoom. Late summer and fall are always a rewarding time of year, as the librarians meet with new groups of fellows across the hospital, introducing them to the library's digital resources and giving in-depth lessons on navigating research databases and citation managers, and strengthening technical literature searching skills. If you would like to meet one on one with a librarian or have us give a group lesson in your department, contact Chloe Rotman. If you're stuck in a reading rut or missing casual conversation with colleagues across the hospital, join the Library Book Club, open to any and all faculty and employees. November's choice is *Trust Exercise* by Susan Choi, a riveting novel set at a fiercely competitive performing arts high school in the 1980's. The book club meets monthly over Zoom to discuss novels, historical fiction, and medical non-fiction over lunch or snacks. For more information, contact Anna Dorste (anna.dorste@childrens.harvard.edu).

### Here's what the librarians are reading:

Chloe – *Poisoner in Chief: Sidney Gottlieb and the CIA Search for Mind Control* by Stephen Kinzer

Anna – *The Vanishing Half* by Brit Bennett

Alex – *Call Me By Your Name* by Andre Aciman

**Congratulations to Valerie Ward, MD, MPH, Assistant Professor of Radiology who has been named Boston Children's first Chief Equity and Inclusion Officer in October 2020 ! Look for more information in upcoming issues.**

## HMS Sexual and Gender Minority Health Equity Curriculum Development Fellowships

These one-year fellowships provide dedicated time for faculty to develop and implement curricula designed for HMS students on how to care for sexual and gender minority patients. Two of the four 2019 fellowship recipients were BCH faculty: Carly Guss, MD, MPH and Sabra Katz-Wise, PhD (both Adolescent/Young Adult Medicine). Their appointments were renewed for 2020-2021 and two of the three new 2020-21 fellowship recipients are BCH faculty: Jessica Kremen, MD (Endocrinology) and Brittany Charlton, ScD, (Adolescent/Young Adult Medicine).

## *Wellness Tips by Faculty for Faculty*

### **Melissa Christino, MD, Assistant Professor of Orthopedic Surgery – how to protect your time**

- Focus on being present with what you are doing and eliminate anticipated distractions. Closing your email during clinic and responding to emails at pre-determined times of the day can help you feel less scattered, more efficient, and more attentive with patients.
- Taking great care of patients requires also taking great care of ourselves, but time is often limited. One tip for this is to schedule non-negotiable “me-time” into your schedule in advance! Consider this a meeting with yourself that you cannot miss and use it exclusively for things that recharge you.



Melissa Christino, MD

### **Amy Vinson, MD, FAAP, Assistant Professor of Anaesthesia – how to build a support network**

- Proactively seeking mentorship is a smart investment offering perspective, support, and protection from burnout. Have more than one, though, because you are unique and shouldn't try to “become” someone else!
- Peer support is an active process - the sooner you develop this skill, the better. Try putting a couple colleagues' names in your speed-dial so you can reach out quickly when you're having a tough day!



Amy Vinson, MD, FAAP

## *Upcoming OFD Virtual Wellness Workshops*

### **Effective Strategies for Building Resilience at Work**

Speaker: Lauren Mednick, PhD, Assistant Professor of Psychology in the Boston Children's Department of Psychiatry  
 Tuesday, December 3, noon to 1 p.m., via Zoom, provided in November  
 To register, email [ofd@childrens.harvard.edu](mailto:ofd@childrens.harvard.edu)

The demands of working in our rapidly evolving healthcare system can be extremely stressful. Although some stress is helpful in improving performance, too much stress can have negative effects. In many situations, getting rid of stress is not a realistic goal, but changing how we manage and respond to it is. This workshop is designed to introduce clinicians to practical strategies that can be used to maintain personal resilience within the stressful work environment.

### **Time Management Solutions**

Speakers:  
 Lydia Shrier, MD, MPH; Associate Professor of Pediatrics  
 Judy Zola, MBA, Director of Learning and Development, HR  
 Tuesday, December 8, 12 – 1 p.m., via Zoom, provided in November  
 To register, email [ofd@childrens.harvard.edu](mailto:ofd@childrens.harvard.edu)

Looking for more efficient ways to manage time in your personal and professional life? This workshop will help you identify your peak energy times and provide practical suggestions on how to deal with distractions, prioritize and sort tasks and organize technology.

## 9/13/20 Apple-Picking Expedition

Approximately 30 participants travelled to Westward Orchards in Harvard, MA, for the annual Office of Faculty Development Apple-Picking Expedition and enjoyed a beautiful sunlit afternoon with colleagues. Masked during the COVID 19 pandemic, each family group explored the Orchards at their own pace and returned home with apples galore! The day's early autumn scenery enlivened the spirits of both adults and children.



A young explorer on an Orchard path



A mom and son are ready for apple-picking

### The Office of Faculty Development Invites You to a Special Virtual Celebration to Honor the Recipients of the 2020 Boston Children's Hospital Fellowships, Research, Medical Education, and Program Awards

**Friday, October 30, 12 –1:00 PM, via Zoom**

Awards Ceremony sponsored by:  
Sandra Fenwick, MPH, CEO; Kevin Churchwell, MD, President and COO; David Williams, MD, Chief Scientific Officer; Jean Emans, MD, OFD Director; Alan Leichtner, MD, MSHPEd, Chief Education Officer

#### Project Updates from:

2019 Recipient: Eric Gaier, MD, PhD; Assistant Professor of Ophthalmology; Exploiting Principles of Timing-Dependent-Synaptic Plasticity to Treat Amblyopia

2019 Recipient: Nora Renthal, MD; Instructor in Pediatrics, Endocrinology; Translating Human Height Genetics to Skeletal Biology by Functional Genomics of the Growth Plate

RSVP to [ofd@childrens.harvard.edu](mailto:ofd@childrens.harvard.edu); colleagues, mentors, friends, and families are welcome to attend

#### Join from your computer or mobile device:

<https://bostonchildrens.zoom.us/j/93887421717?pwd=bjIKOUVodk1PZTRDTkJCekhQUk9uUT09>

Password: 629229

### News from the Archives, by Alina Morris, MLIS

#### Documenting COVID-19 at Boston Children's Hospital

Documenting the Boston Children's Hospital community is one of the Archive's core values. While official institutional responses to COVID-19 will be recorded and preserved in the archives, the Archives Program also wants to capture the experiences and reactions of employees. You can help by contributing your photographs, stories, videos and audio of living and working through the COVID-19 crisis. We are interested in stories about how the hospital is providing care during this time, remote working, shifts in research focus, the ways you and your friends and family are staying in touch during this period of social distancing and self-quarantine, the challenges of international staff or those with families abroad, and so on.

If you're interested in donating to the Boston Children's Hospital Archives COVID-19 Pandemic Collection, please visit our submission portal at <https://covid19atbch.omeka.net/>

In the future we will also be collecting artifacts from the 2020 pandemic. Please contact us at [archives@childrens.harvard.edu](mailto:archives@childrens.harvard.edu) with suggestions.

**Peter C. Laussen, MBBS, FANZCA, FCICM, Executive Vice President  
Health Affairs, Reflects on the Challenges of Individual and Organizational Wellness**



I am so pleased that this edition of *Perspectives* is focusing on the important topic of WELLNESS, and grateful for the leadership and steps taken by the Office of Faculty Development to help staff. Wellness is such an all-encompassing word. To me, it refers to well-being in our personal and professional lives, physical, mental and spiritual, and our ability to find balance, purpose and happiness. And if we can achieve this, we are all more productive, more resilient and creative. Unfortunately, in 2020 with all that is going on around us, it seem like this is a tall order. My time at SickKids in Toronto showed to me that this is not an isolated problem, but across professions and across countries, and I had the wonderful opportunity to work with and learn from a team of human factors engineers and social and cognitive scientists. The diagnosis of “burn out” is often used as a symptom of imbalance, of reduced well-being. This is true, but does not convey the true extent of the problem in my mind, and typically reflects on the individual. There are many causes that have been cited, often around the added burden of completing “tasks” to meet pre-set expectations and metrics that we have had little input into or are designed poorly. Other important components include micromanagement of performance rather than focusing on our performance development, no voice and not being listened too, lack of transparency, and time constraints. These are all system-related problems and we need to create an environment where everyone can excel, be valued and connected with purpose. In my role as Executive Vice President of Health Affairs, we will commit to “organizational wellness”, to listen, engage, and support all staff, and to understand the barriers that frustrate and constrain. We all need time to connect and time to reflect. The world is ever changing, perhaps no more so than over the past decade, with new ways to connect and learn, and new generations who have the ideas for the future. As an organization, we have to reflect on the impact to people of every decision made and the systems in place. In other words, a healthy and well organization that can promote the personal and professional wellness for individuals.



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