

Partners Office for

# Women's Careers

at MGH

## Staff at Office for Women's Careers

Nancy J. Tarbell, MD: *Director*  
 Rebecca Starr, MBA; MSW: *Program Manager*  
 Brenda I. Vega, *Staff Assistant*



## FROM THE DIRECTOR

Dear Colleagues,

I know that we all get a large amount of mail each day and we sometimes toss papers that could have been of some benefit. I am guilty of this as well. However, I would like to urge you to read through our newsletters. They contain a plethora of information that may benefit you at some time in your career. We suggest you cut out and save the Resource File page for information on promotions, childcare or research websites. We hope you find our newsletters informative.

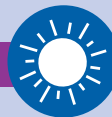
We hope to see you at our 6th Annual Reception on May 29, 2003.

Sincerely,

Nancy J. Tarbell, MD



MASSACHUSETTS  
GENERAL HOSPITAL



## SPOTLIGHT ON WOMEN



### *Anne Klibanski, MD*

received the British Endocrine Society Trust Medal in Scotland recently for her research in the area of Neuroendocrine Regulation of Bone Mass - Growth Hormone Deficiency and Resistance States. The awards ceremony was quite exciting. It included a bagpipe procession and a speech by the WOMAN mayor of Glasgow.



### *Susan Briggs, MD, MPH*

of the Department of Surgery, recently was elected president of the Pan American Trauma Association. The organization seeks to encourage the exchange of information and knowledge among physicians, nurses, and other health care personnel who take care of patients around the world.



### *Nancy Riggotti, MD*

was elected President of the Society for Research in Nicotine and Tobacco, the international professional group of investigators in tobacco control. Members' disciplines range from basic science to clinical trials to epidemiology, public health, and public policy.



## FEATURE PRESENTATION

## Esteemed panel discusses diverse careers for women physicians and scientists

Dr. Janet Hall, Clinician and NIH Clinical Investigator  
 Dr. Ann Taylor, Developer of drugs for Pfizer  
 Dr. Jean Elrick, Senior VP at MGH and part-time Anesthesiologist  
 Dr. Julie Ingelfinger, Deputy Editor of NEJM and Investigator on RO1 grants

### *Four doctors – four very different careers...*

The fundamental message of this Noontime Learning Series workshop was that one's career does not have to go in a straight line. Each of the four women on the panel ended up in a far different place than she would have ever imagined. Two examples are Dr. Jean Elrick who started out as a nurse and a computer scientist and now is the Senior VP for Administration at the MGH. Dr. Julie Ingelfinger thought she would be a child psycho-analyst – now she's a Deputy Editor of the *New England Journal of Medicine*. A career meanders in surprising ways and all of your life experiences end up being useful wherever you end up. You never know how a past skill will either lead you down a new path or help you in a new position.

The panelists indicated that the most important points to remember are:

- Be flexible – take on unusual jobs – be multi-dimensional
- Seize an opportunity when it presents itself – don't be afraid to change directions
- Decide what you enjoy and what kind of temperament you have – i.e., are you the kind of person who craves lots of variety and cannot spend too much time at any one task? Or does too much variety set you over the edge and make you feel out of control, like everything is falling behind? Find the right job for your temperament.
- Be humble – even though you are an MD or PhD with great academic credentials, you might need to obtain a new fund of knowledge to help you along the learning curve in a new position.
- Though getting promoted in academic rank may not seem important to you personally, you need to look around you and ascertain if you will be judged by your rank and if so, you need to pay attention to how to advance.

## How to avoid burning out

An estimated 30 to 40 percent of physicians will experience burnout at some point in their lives. Don't let it happen to you! Take action before you place yourself at risk.

### **Set priorities in your own life**

Identify your core values and develop your schedule accordingly, making time for the people and activities most important and meaningful to you.

### **Share your feelings with others**

Express emotions – frustrations, disappointments and painful experiences, as well as joys and accomplishments. Don't dam up your feelings like a pressure cooker with no escape valve, you could explode.

### **Make sure you have time off**

Schedule regular vacations, whether you feel you need them or not. If you absolutely can't be away for two weeks or longer at a time, plan a number of extended week-ends, and other mini-vacations. Make sure you have some time during the week when you're not on call; share your on-call duties with colleagues.

### **Get consults from other physicians**

Call upon your professional colleagues for their opinions and support. Every doctor has a difficult clinical case from time to time and can benefit from someone else's views to see the situation with greater clarity and more objectively.

### **Learn how to set limits**

Learning how to say "no" is highly important. Remember that saying "no" to values which you don't hold is an opportunity to say "yes" to those which you do. You simply can't do everything and you may have to put your own needs first at times. That's okay.

### **Spend time by yourself**

Time spent alone – away from patients, office staff, colleagues, and even family members – can be psychologically healthy and nourishing. Treat yourself to short breaks from the hustle and bustle of the world to catch your breath emotionally and put your life and its meaning in perspective. Do the things you enjoy doing.

### **Nurture the relationships that nurture you**

Make sure your primary relationships – spouse or significant other, children, parents, friends – are getting adequate time and attention. Quite apart from diminishing you, satisfying primary relationships will strengthen you and bring greater balance to your life, making you more effective as a professional.

### **Rejuvenate yourself regularly**

Nurture and elevate your spirit through music, dance, meditation, sports, massage, prayer, yoga, painting, hiking – anything that makes your spirit soar. Take time for avocation, recreation, and spiritual pursuits; revitalizing yourself in this way will allow you to maintain proper balance and perspective in your life.

*Source: Women in Medicine, May/June 2000*



RESOURCE FILE

**CAREER/WORK-LIFE**

**HMS Promotion Office**

Mary Clark, PhD, Associate Dean for Faculty Affairs at HMS is available to meet with faculty at the MGH site for one morning per month. She can meet with you to talk about your academic careers, CV's, and the Harvard Medical School promotion process.

**Burr Conference Room 1 Bar Hall Ext:**

May 15	8:30-12:30 pm
June 19	8:30-12:30 pm
July 17	8:30-12:30 pm
August 21	8:30-12:30 pm
September 18	8:30-12:30 pm
October 16	8:30-12:30 pm
November 20	8:30-12:30 pm
December 18	8:30-12:30 pm

To schedule an hour appointment, please call our office at 617-724-5229.

**HMS Promotion Criteria in Writing**

<http://www.hms.harvard.edu/fal/handbook/purplebook>

**Harvard Ombuds Office**

The Ombudsperson, Linda Wilcox, is an impartial complaint handler who strives to see that people are treated fairly and equitably at HMS, HSDM, and HSPH. The Ombudsperson will provide you with a safe forum to voice your concerns, evaluate your situation, organize your thoughts, assess your feelings, and decide what is important and relevant to your specific circumstance. Such issues as Sexual Harassment, Racism and other discrimination, Scientific/Professional Misconduct, Intellectual Property, Ethics, Personality Conflicts, and Fear of Retaliation are safely discussed. The Ombudsperson will be at MGH to meet with you on the following dates:

**White Building 644**

(Carter Rowe Conference Room):

May 14	10 am to noon
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**Burr Conference Room 1 Bar Hall Ext:**

June 18	1-3 pm
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To schedule an appointment, please call Linda Wilcox directly at 617-432-4040.

**Employee Assistance Program at MGH**

617-726-6976

The EAP is a workplace-based consultation, short term counseling, information and referral program for employees of MGH. The EAP has helped thousands of employees put their problems in perspective and get the help they needed to be happy and productive. All EAP services are strictly confidential and

free-of-charge. If you have a difficult situation that is causing stress at work or at home, or affects your personal health and happiness, you may wish to contact the EAP. EAP consultants have graduate level training in a variety of mental health disciplines. The EAP also presents a variety of work-life focused workshops for hospital employees.

**Harvard Medical Center  
Office of Work and Family**

617-432-1615

Offers childcare resources, elder care information and referral, lunchtime seminars on issues of concern to parents with children of all ages as well as those caring for aging relatives, who are attempting to balance work and family life.

**Professional Staff Benefits Office at  
MGH/MGPO**

This office's charge is to develop and administer a high quality and cost effective employee benefits program specific to the interests and needs of 2000 employed Professional Staff and 1500 Residents and Fellows. Programs under active management include health and welfare benefits, pension benefits, deferred compensation plans and professional liability (malpractice) insurance.

For assistance call or visit the Professional Staff Benefits Office located at: Massachusetts General Hospital, Bulfinch Building, Suite 126  
Phone: 617-726-9276; Fax: 617-726-2252

**CHILD CARE**

Website for information on Child Care at MGH:  
<http://www.massgeneral.org/childcareservices>.  
To request information, please call Sheryl Lauber Weden at 617-724-9751

**MGH Backup Child Care Center,  
Warren Lobby**

Info: 617-724-7100

- Monday through Friday, 7 am to 6 pm
- Designed for toddler, pre-school, and school age children
- Intended to assist employees of MGH and Partners, as well as patients, when their primary care falls through or when school is closed.

**Parents in a Pinch**

[www.parentsina pinch.com](http://www.parentsina pinch.com)

An employee benefit that offers back-up child care for emergencies. This compliments the service already in place for employees in the Warren Lobby, which is called the MGH Backup Childcare Center.

- Childcare is available 24 hours/day, 7 days/week in your home.
- Cost is \$10 per hour for one child, \$1 per hour more for each additional child.

Call Parents in a Pinch directly at 617-739-5437 to request childcare. Be certain to identify yourself as an employee of Mass General Hospital and provide your MGH Employee ID number.

**MGH Children's Center,  
Captains Quarters, CNY**

Info: 617-726-5437

- First priority for Partners HealthCare System employees
- 6 weeks to 5 years old open 6:15 am to 5:45 pm Monday through Friday — 65 kids/day. There is a waiting list.

**The Children's Quarters at the MGH  
Institute of Health Professions at CNY**

Info: 617-726-6010

- Priority to Partners employees and the Charlestown community
- Full time/Part time daycare for Preschool and Kindergarten children ages 2.9 to 6 years old
- Open 6:15 am to 5:45 pm, Monday through Friday
- 49 available slots

To request information, please call Sheryl Lauber Weden at 617-724-9751.

**WEBSITES**

**Financial**  
Social Security Online For Women  
<http://www.ssa.gov/women>

**MomMD®**  
"The leading online community for women in medicine. Women at all stages of their medical career can find information and resources to balance and enrich their professional and personal life. Connect with other women across the world."  
<http://www.mommd.com/>

**NIH Achieving Xxcellence - Advancing Women in Science**  
<http://www4.od.nih.gov/axxs/default.htm>

**Research**  
<http://mgbra.partners.org/>  
<http://crnet.mgh.harvard.edu/home/home.asp>  
<http://grants1.nih.gov/grants/oeer.htm>  
<http://www.aamc.org/>



## OF NOTE

## Women in medicine share similar problems as women in other professions

A complaint was filed against a prominent law firm in Boston which sheds light on the challenges women face in professional and academic careers especially as regards career demands rubbing against a woman's biological clock. A former bankruptcy attorney in the corporate group at Goodwin Procter has claimed that she was denied a partnership in the firm because of her pregnancies. She suggests that a culture exists in the firm that diminishes the chances of being a partner when women have children.

Nationwide, women account for 16 percent of partners in law firms (at MGH, women account for 11 percent of full professors) and a recent report put out by the American Bar Association stated that men's chances of becoming partners in a law firm are two to three times higher than women's. Why this occurs is explained by Joan Williams, a law professor who studies gender issues. "When a woman returns from maternity leave, or gets pregnant again, she is in an unexamined way taken out of the high-competence, businesswoman category and placed in the low-competence caregiver category."

While all professions seem to acknowledge this issue, **"the problem is that there are still structural and cultural barriers to women's advancement. These are improving but they still exist. It's still difficult for women to advance under any circumstances.** On top of that, to negotiate maternity is quite difficult" says Jan Civian, a business consultant for WFD Consulting in Boston.

Source: *The Boston Globe, Business Section, March 13, 2003*

## Why we are fortunate at MGH

"School will be closed on Monday."

When I saw that notice in my 8-year old son's backpack on a recent Sunday night, I panicked. I am a lawyer for the city of Baltimore's department of social services and I had to be in court first thing in the morning. I knew that it wasn't fair to drag my son along with me – a courtroom is no place for a child. But who was I going to get to watch him at the very last minute?"

— Marjorie Nightingale, *Working Mother, April 2003*

Here at MGH we are lucky to have two options to deal with such a situation. Either we can bring our kids to the Back Up Child Care Center in the Warren Lobby or call Parents in a Pinch to get last minute childcare. This became a real scenario when Dr. Colleen Ryan, surgeon in Burn and Trauma Services, got the call that they were bringing in victims of the Rhode Island fire. "The first thing I did after I got the call to come in early Friday morning of the RI nightclub disaster was to drop my kids off at the MGH Back Up Child Care Center, and in fact, their hats and mittens are still there," said Colleen Ryan. Being school vacation week, Colleen had planned on spending a nice vacation day with her kids when the emergency call came in. Had it not been for the Back Up Child Care Center, she would not have been able to respond.

(See further information about these childcare options in the *Resource File* section of this newsletter).

### Be good to yourself – Plan your summer vacation

Kirk Johnson, a daily newspaper reporter who is married to a busy working Mom, says the following about the importance of taking vacations:

"One of the premises of our marriage has been whenever possible, to use every last vacation day to which we're entitled. We've diligently saved for our trips and thought of them as annual investments – a way to mark the passage of the years that would otherwise roar by in a blur, and to replenish our lives by breaking the rigid rhythms of career and commute."

## We are happy to announce our new lending library for women faculty!

Below is a list of all the books we have available. Books may be borrowed for up to a month at a time. You may check out the books through Brenda I. Vega (OWC Staff Assistant) at Bulfinch 360 anytime between 8:30 am and 5 pm.

*Back Off! How to Confront and Stop Sexual Harassment and Harassers*  
Martha J. Langelan

*Be Your Own Mentor: Strategies from Top Women on the Secrets of Success*  
Sheila Wellington

*Betrayal of Trust: Sex and Power in Professional Relationships*  
Joel Friedman and Marcia Mobilia Boumil

*Career Mastery: Keys to Taking Charge of Your Career Throughout Your Work Life*  
Harry Levinson

*The Chalice and the Blade: A New Story of Our Cultural Origins*  
Riane Eisler

*Creating Women's Networks: A How-To Guide for Women and Companies*  
Catalyst

*Disappearing Acts: Gender, Power, and Relational Practice at Work*  
Joyce K. Fletcher

*The Door in the Dream: Conversations with Eminent Women in Science*  
Elga Wasserman

*Getting to Yes: Negotiating Agreement Without Giving In*  
Roger Fisher and William Ury

*A Hand Up: Women Mentoring Women in Science*  
Deborah C. Fort

*Hardball for Women: Winning at the Game of Business*  
Pat Heim, PhD, with Susan K. Golant

*How to Supervise People: Techniques for Getting Results Through Others*  
Donald P. Ladew

*I Don't Know How She Does It: The Life of Kate Reddy, Working Mother*  
Allison Pearson

*In a Different Voice: Psychological Theory and Women's Development*  
Carol Gilligan

*In the Company of Women: Turning Workplace Conflict into Powerful Alliances*  
Pat Heim

*Leading Minds: An Anatomy of Leadership*  
Howard Gardner  
with collaboration of Emma Laskin

*Lifting a Ton of Feathers: A Women's Guide to Surviving in the Academic World*  
Paula J. Caplan

*The Manager's Pocket Guide to Effective Mentoring*  
Dr. Norman Cohen

*Men and Women of the Corporation*  
Rosabeth Moss Kanter

*The Mentee's Guide to Mentoring*  
Dr. Norman H. Cohen

*Mentoring: Confidence in Finding a Mentor and Becoming One*  
Bobb Biehl

*Ms. Mentor's Impeccable Advice for Women in Academia*  
Emily Toth

*The One Minute Manager*  
Kenneth Blanchard, PhD  
Spencer Johnson, MD

*Physician Sexual Misconduct*  
Joseph D. Bloom, MD, Carol C. Nadelson, MD, & Malkah T. Notman, MD

*The Survival Bible for Women in Medicine*  
Kathryn Ko, MD

*Tempered Radicals: How People Use Difference to Inspire Change at Work*  
Debra E. Meyerson

*What's Holding You Back? Eight Critical Choices for Women's Success*  
Linda Austin

*When Giants Learn to Dance: The Definitive Guide to Corporate America's Changing Strategies for Success*  
Rosabeth Moss Kanter

*Why So Slow? The Advancement of Women*  
Virginia Valian

*Women and Leadership in Health Care: The Journey to Authenticity and Power*  
Catherine Robinson-Walker

*Women in Medicine: Getting in, Growing, and Advancing*  
Janet Bickel

*Women in Medicine and Management: A Mentoring Guide*  
Deborah M. Shlian, MD, MBA

*Women Who Could ... and Did: Lives of 26 Exemplary Artists and Scientists*  
Karma Kitaj, PhD

*Working Families: The Transformation of the American Home*  
Rosanna Hertz and Nancy L. Marshall

*Worthy of the Honor: A Brief History of Women at Harvard Medical School*  
Nora N. Nercessian, PhD

**EDITOR**  
**Rebecca Starr**

Please send your input, ideas,  
suggestions and comments to the editor at  
[rstarr@partners.org](mailto:rstarr@partners.org)

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<http://www.massgeneral.org/womenscareers/>

**SPRING NEWSLETTER 2003** Office for Women's Careers at MGH - *A Resource for Women Faculty*



#### MARK YOUR CALENDAR

##### *6th Annual Reception for Women Faculty*

Thursday, May 29, 2003, 4 to 5:30 pm  
Wellman Conference Room

This is a wonderful celebration of all our women faculty at the MGH. It is a time to rejoice in women's many achievements and bask in the glow of success. Guest speakers this year will be W. Gerald Austen, MD, Chairman of the MGH Chiefs' Council and Edward D. Churchill Professor of Surgery, and Jeff Davis, Senior Vice President for Human Resources.

##### *Roots: A Celebration of Women and Culture*

Saturday May 31, 1 to 5 pm  
Sponsored by The Cambridge Women's Commission YWCA,  
7 Temple Street, Cambridge  
Information: 617-983-8027

##### *How to Get Yourself Mobilized to Publish*

June 5, 2003, 12 to 1 pm,  
Noontime Learning Series

Do you want to be on the academic track but can't seem to get the motivation to write? Come hear from someone who has pushed through the obstacles.

Karen Klahr Miller, MD, is an Assistant Professor in the Department of Medicine and was a 1999 recipient of the Claflin Distinguished Scholar Award.

### *Have you changed your mailing address?*

If so, please remove the mailing label from this newsletter, cross out the old address, write in the new one and send it to:

Brenda I. Vega, *Staff Assistant*  
Office for Women's Careers  
Bulfinch 360



#### WAM COMMITTEE MEMBERS

##### *Women in Academic Medicine Committee at MGH*

Jane D. Clafin	Elena Olson, JD	Wendy Caroline West, PhD
Jean Elrick, MD	John Parrish, MD	Anna Yoo, MD
Anne Fishel, PhD	Nancy Rigotti, MD	Anne Young, MD, PhD
Amy Fontanella	Jerrold F. Rosenbaum, MD	<b>Staff of OWC</b>
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