

Partners Office for

Women's Careers

at MGH



FROM THE DIRECTOR

Dear Colleagues:

We have had a tremendous start to this new academic year. All our programs have been well attended and evaluations have been positive.

I would like to make you aware of a committee at the Harvard Medical School. It is affiliated with the JCSW (Joint Committee on the Status of Women) <http://www.hms.harvard.edu/jcsw/>. The JCSW has undertaken a major effort to establish and fund the Archives for Women in Medicine, a center for activities relating to the documentation of women in medicine. The evidence of women's activities and influence in medicine is at risk. An accurate history of medicine's development in the twentieth century cannot be written without it. The Archives for Women in Medicine will provide the resources needed to capture, preserve, and provide access to that evidence to current and future researchers, students, and professionals.

I am happy to announce that through our fundraising efforts and the support of Dean Joseph Martin, we will be able to fund an archivist position to initiate the processing of the contributions of our senior women faculty.

Sincerely,
Nancy J. Tarbell, MD



MASSACHUSETTS
GENERAL HOSPITAL

New initiative of OWC

The Office for Women's Careers is now in its 6th year of operation. In that span of time we have raised the issue of gender equity to the forefront of people's minds, have organized a comprehensive program to meet some of the needs of our women faculty, and are proud of our accomplishments in terms of new work and family employee benefits, individual achievements of women faculty, and faculty development awards such as the Claflin Awards.

We believe that we have reached a plateau. We certainly will continue with our office's programming and networking, but we think the time has come to take the next step. We are poised for a new and different approach to issues relating to women faculty at MGH.

We have engaged the services of Dr. Joyce K. Fletcher, Professor of Management at the Center for Gender and Organizations, to work with our WAM Committee to explore steps that we can take from this point forward in our efforts to advance women faculty. As we want all women faculty to be knowledgeable about this effort, we are including some information about the CGO and how they work with organizations. Rather than try to rewrite their eloquent words in our own words, we have copied from their website.

CGO *The Center for Gender in Organizations*

The Center for Gender in Organizations (CGO) at the Simmons School of Management is committed to improving organizational effectiveness by strengthening gender equity in the workplace. We believe that focusing on work organizations provides a powerful lever for broader social change. CGO is an international resource to organizations, scholars, practitioners, executives, and managers in the profit and not-for-profit sectors. We work at the intersection of research and practice, and we pursue our mission through research, consultations, education, convening, and publishing.

Our approach

Rather than view gender as a problem that individual women face at work, we analyze how gender is embedded in an organization's work practices and culture. Analyzing an organization through a gender lens creates opportunities to identify systems, practices, and norms that make it difficult for different groups of women (and often men) to
(Continued on Page 5)

Staff at Office for Women's Careers

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



FEATURE PRESENTATION

September's Women in Medicine Month program

WE HAD A FULL HOUSE at the Ether Dome at our program entitled "Women in Science: Shattering the Glass Ceiling?" The program was introduced and moderated by the witty and entertaining Marjorie Clapprood, who is a former health care executive, legislator,



Clapprood

award-winning talk show host on radio and television, and a consultant in health care and human services. The featured speaker was Dr. Elga Wasserman, a scientist, lawyer and author who has studied the gender issues in academic medical settings and had much to say. She left the audience with some concrete action steps for how to improve the environment to make it more equitable for women.

WHAT CAN WOMEN DO?

- Know yourself, assess your strengths and weaknesses; likes and dislikes
- Set your own goals and pursue them, but remain flexible
- Choose a supportive mate
- Try to move to a metropolitan area with multiple employers
- Accept help with home and children
- Find a solution that is right for YOU and YOUR family
One style does not fit all.

WHAT CAN INSTITUTIONS DO?

- Become a family friendly institution
- Educate faculty about barriers that can hamper women and teach them how to help students to overcome them
- Mentor students and new faculty regarding career expectations, opportunities, promotion strategies, grant writing, networking
- Schedule lectures and other departmental events during daytime hours when feasible
- Ask departments to re-examine criteria for defining "talent." Include several women on each search, appointment, or other selection committee. Stress quality of publications rather than quantity.
- Actively promulgate and promote individualized, flexible part-time and leave policies for young parents.
- Offer re-entry or "late" entry opportunities for graduate students and faculty.
- Create a central campus resource information center for families regarding child care, housing, available community resources.
- Provide on campus support services including affordable quality child care
- Take-out family meals
- Provide on site services such as banking, concierge for miscellaneous pick-up and delivery
- *Appoint chair persons and deans committed to gender equity*



Wasserman



OF NOTE

1 Early Career Women Faculty Conference
December 6 - 9, 2003, The Eldorado Hotel,
Santa Fe, New Mexico

Four of our women faculty at MGH have been accepted and will attend this year's EARLY CAREER Women Faculty Conference, sponsored by AAMC. This seminar is for women early in their first faculty appointment who are aiming for a position of leadership in academic medicine. They are:

- | | |
|--|--|
| Carolyn Fleming, MD
<i>Instructor in Medicine</i> | Nutan Sharma, PhD, MD
<i>Instructor in Neurology</i> |
| Margaret A. Gargarian, MD
<i>Instructor in Anesthesia</i> | Tali Karen Walters, PhD
<i>Instructor in Psychology in
the Department of Psychiatry</i> |



The Academy at Harvard Medical School aims to advance the training of future physicians by supporting the educational activities of our most effective and innovative teachers.



2 Academy at HMS Announces New Fellows

Several female faculty from the MGH have been accepted into the prestigious Academy at HMS as fellows. They include:

- Vicki Jackson, MD
Instructor in Medicine
- focusing on palliative care education
- Elizabeth Miller, MD, PhD
Instructor in Pediatrics
- developing a service learning curriculum at HMS
- K. Suzanne Nash, MD
Instructor in Pediatrics
- focusing on breastfeeding education.



MARK YOUR CALENDAR

Saturday February 7, 2004
5th Annual Partners Physicians Day
Features more than 60 Partners physicians who serve as faculty for state-of-the-art talks and more than 30 breakout topics for risk management and CME credit. Free of charge. Childcare services will be provided.

See this website for more information:
<http://intranet.partners.org/clinicalaffairs>



SPOTLIGHT ON WOMEN



Donahoe

Patricia Donahoe, MD, Marshall K. Bartlett Professor of Surgery, Chief of Pediatric Surgical Services; Director of Pediatric Surgical Research Laboratories has stepped down as chief effective October 1st. She will continue to direct the Pediatric Surgical Research Laboratories and has no plans to slow down.

The Awards Committee of The Endocrine Society has selected Dr. Donahoe to receive the 2004 Fred Conrad Koch Award; however, the awards will not be officially announced until the Spring issue of the *Endocrine Society News*.



Young

Anne Young, MD, Julieanne Dorn Professor of Neurology and Chief of Neurology, has become the President-Elect for the Society for Neuroscience (SfN). She will begin her term as SfN president at the 2003 annual meeting in November. Dr. Young is stepping up at an important time as the Society moves ahead with many initiatives resulting from the Society's Strategic Plan. The future of the Society and neuroscience is in good hands.



Hall

Janet Hall, MD, of the MGH Reproductive Endocrinology Unit recently was elected as vice-president for the Endocrine Society Council for the 2003-04 term.



Quinn

Deborah Ann Quinn, MD, has been appointed acting Director of Clinical Research in the MICU. Her job is to reorganize the clinical research program and bring in more funding.



Briggs

Susan Briggs, MD, Assistant Professor of Surgery, edited a new book called *Advanced Disaster Medical Response: A Manual for Providers* published by Harvard Medical International.



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, CVs, and the Harvard Medical School promotion process.

Burr Conf. Rm. 1 Bartlett Hall Extension:

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/falhandbook/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:

Nov. 19 10-12 noon
Dec. 17 1-3 pm

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**

www.hms.harvard.edu/hr/owf.html

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**

<http://is.partners.org/mgpoonline/physicianbenefits/index.htm>

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: 617-726-9267; 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.parentsinapinch.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

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 Xcellence - 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/oe.htm>
<http://www.aamc.org/>
<http://www.hms.harvard.edu/fal/facfel.html>



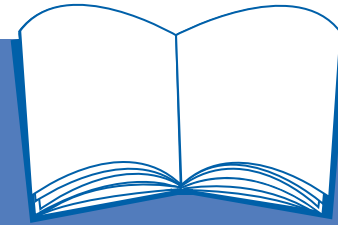
GET THE FACTS about promotions ...

Clinician-teacher track

What level of teaching is required for promotion?

As one rises up the academic ladder, it is expected that the impact of teaching will have an increasing scope of influence

- to Assistant Professor – local impact is sufficient;
- to Associate Professor – must be regional or national impact;
- to Professor – national or international impact is required.



UTILIZE OUR LENDING LIBRARY FOR WOMEN FACULTY!

A list of all the books we have available is available on our website at www.massgeneral.org/womenscareers.

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 and 5 pm.

— New initiative of OWC

(Continued from Page 1)

be optimally effective. Our work with many organizations shows that performance is enhanced by gender equitable workplaces that enable both women and men to be productive contributors. This systemic linking of equity and effectiveness is what we call the dual agenda.

In contrast to other approaches, where gender, work and personal life issues, and diversity are handled through human resource policies and procedures, we focus our research and involvement at the level of work practice and deep cultural assumptions about work and how it gets accomplished. To achieve gender equity within an organization, it is critical to build internal constituencies among different groups that can sustain this unique form of change.

How we work

Focusing at the intersection of scholarship and practice, CGO does works in four principal ways:

We conduct research to deepen understanding of the way organizations are gendered and the impact of gender and identity on organizational performance.

We engage in consultations and action learning projects with organizations to translate CGO concepts into practical actions.

We convene conferences, seminars, and workshops to highlight new research and practice on gender and diversity in organizations and to help link professionals – both scholars and practitioners – in the field.

We synthesize and disseminate gender information to organizations through the CGO web site, by producing working papers on current research, and through CGO Insights, practical briefing notes on innovative research and practice.

For more information on CGO, you can go to their website at this address: <http://www.simmons.edu/som/cgo/>



THE BOOKSHELF

Book Recommendation

Reader in Gender, Work, and Organization

edited by Robin J. Ely, Erica Gabrielle Foldy, Maureen Scully and The Center for Gender in Organizations, Simmons School of Management

(Blackwell Publishing 2003) is the definitive text on gender and work organizations.

The Reader uses an alternative approach to gender at work to provoke new thinking about traditional management topics, such as leadership and negotiation. The Reader:

- Connects gender with other dimensions of difference such as race and class for a deeper understanding of diversity in organizations.
- Illustrates how traditional images of competence and the ideal worker result in narrow ways of thinking about work, limiting both opportunity and organizational effectiveness.
- Provokes new ways of thinking about leadership, human resource management, negotiation, globalization and organizational change.

Go to this website for more information: <http://www.simmons.edu/som/cgo/>



EDITOR
Rebecca Starr

Please send your input, ideas,
suggestions and comments to the editor at
rstarr@partners.org

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

WINTER NEWSLETTER 2003/04 Office for Women's Careers at MGH - *A Resource for Women Faculty*



FUNDRAISING ADVICE ... | Tip at a Time

Fundraising is an increasingly important factor in getting your research projects funded. With that in mind, we are dedicating a small portion of this newsletter to offering you tips on how to be a better fundraiser.

2nd Tip ...

Aim your fundraising focus on individuals (grateful patients).

Did you know that individuals account for nearly 90 percent of all gifts donated each year in the United States? Only 10 percent comes from corporations and foundations.

When a grateful patient asks you, "Is there anything I can do to help?" this is the perfect opportunity to talk about your research interests and funding needs. Offer to put them in touch with a representative from the Development Office. Contact Amy Fontanella in the Development Office at 4-6426.

Are you a woman physician or scientist who is grappling with the idea of taking time off from your career to stay at home with children?

A colleague of yours has called me to say she would like to start a group for sharing ideas, concerns, and support.

If you are interested, call Rebecca at 617-724-3693, who will put everyone in touch with one another.

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	Anne Klibanski, MD	Peggy Slasman
Jean Elrick, MD	Ron S. Newbower, PhD	Dorothy Terrell
Anne Fishel, PhD	Britain Nicholson, MD	Erin Tracy, MD, MPH
Amy Fontanella	Elena Olson, JD	Debra Weinstein, MD
Judy Friend	John Parrish, MD	Wendy Caroline West, PhD
Tayyaba Hasan, PhD	Nancy Rigotti, MD	Anna Yoo, MD
Elaine Hylek, MD	Jerrold F. Rosenbaum, MD	Anne Young, MD, PhD
Reshma Jagsi, MD	Joan A. Sapir	
	Isaac Schiff, MD	
	Eleanor Shore, MD	