



SOCIETY OF
RESEARCH
ADMINISTRATORS
INTERNATIONAL

Create, Build, and Manage an Internship Program: Harnessing the Power of Interns

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Boston Children's Hospital

About Me

Responsibilities:

- Manage departmental wide programs
 - Education Program
 - Data Management Program
- Team Management
- Departmental Internship Program

Committees:

- Co-Chair, BCH Young Professionals
- Co-Lead, Women's Alliance

Certifications

- Lean Six sigma Yellow belt
- Certified in Public Health (CPH) Exam

Inspiration



Session Objectives

Learn

Learn how to build a robust internship program, including mentors, educational programs, and enrichment activities.

Understand

Understand best practices for managing interns and the differences between mentoring and managing.

Gain

Gain the knowledge and confidence to start an internship program at your institution.

Outline

- Comprehensive Internship Program
 - Educational Opportunities
 - Networking
 - Individualized Projects
- Intern recruitment and hiring process
- Academic Poster Fair & final presentations
- Institutional Culture Programs

Poll Time

Why have an internship program?

- Interns will gain experience working in research administration
- Cultivate the next generation
- Allow junior staff to gain management experience
- Create a strong recruitment pipeline
- Give back to the community

Program Objectives

- Promote careers in research administration
- Complete back-logged projects
- Interns can bring their insights back to campus, promoting your organization.

Overview

- Comprehensive Internship Program
 - Educational Sessions
 - Social & Networking Opportunities
 - Individualized and Team Project Work

Structure

- Two internship cohorts
 - Biostatistician
 - Administrative
- Interns are each assigned a manager
- Interns work 24-32 hours a week and 1-2/week days in office

Management

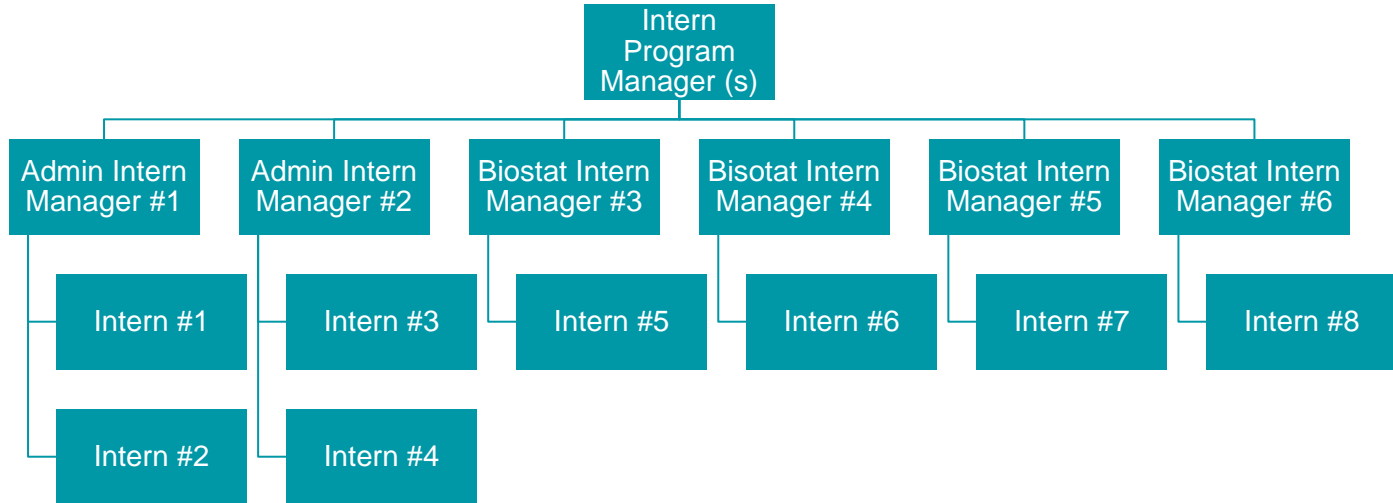
- Interns have a wide range of experience and abilities to work independently.
- First time in working world for many of them
- Interns are supervised closely by their managers and mentors
 - Interns meet as a group once a week
 - Interns meet 1:1 with their manager 1-2 times a week.

Mentor Vs. Manager

- **Mentor:** “an experienced and trusted adviser”
- **Manager:** “a person responsible for controlling or administering all or part of a company or similar organization”
- Interns were assigned a manager, but also given opportunities to find mentors.

Definitions from Oxford Dictionary

Organizational Chart



General Intern Responsibilities

- Put your best foot forward
- Attend intern orientation
- Work with full-time employees to complete projects
- Attend staff meetings

Benefits of Being an Intern

- Gain real-life work experience
- Cultivate research administration skills to be better prepared for the workforce
- Network with different people in their field who are doing what they want to do – gain a mentor

Comprehensive Internship Program

- Educational Sessions
- Networking and Team Building
- Individualized Projects

Orientation

- Mandatory Trainings
 - Safety, Chemical, HIPPA, Compliance, etc.
- ICCTR Certifications
- Mentor and Mentee Introductions
 - 1:1 meetings for interns and their mentors
- Department lunch and breakfast
- Research Computing Meetings/Support

Internship orientation was specifically designed for interns to gain the specific knowledge they need for the summer.

Orientation Schedule

	Monday 5	Tuesday 6	Wednesday 7	Thursday 8
		Meet Manager in Lobby		
9 AM		Computer Set-up with Research Computing	Meet the Team Breakfast	Virtual Morning Huddle
10 AM			Computer Support Help	Complete Online Human Resources Trainings
11 AM		Meet the Team Lunch	1:1 Meeting with Manager	
12 PM				SAS/Microsoft Excel Trainings
1 PM		Complete Human Resources Online Trainings	Tour of Campus	
2 PM			Free Time/Set-up Workspace/Trainings	
3 PM				

Completed Trainings



Microsoft
Outlook



REDCap



Microsoft
Excel



BCH Content
Management

Alchemer

A day in the life of an intern....

- Morning huddle
- Project work
- Project meetings


	Monday	Tuesday	Wednesday	Thursday	Friday
	12	13	14	15	16
9 AM	Wix Site https://bostonchildrens.zoom.us/j/91628179634?pwd=NkZkdjRlc0ZBdUo4VWVFOmhkZGZGa2c092h0om-ab5on-Gamilel_Michelle	Educational Library Creation		Admin Intern Check-in (ZOOM) https://bostonchildrens.zoom.us/j/994932042461?pwd=f-Gamilel_Michelle	
10 AM	KCTB Admin Meeting Zoom-Details Below Weller, Edie				
11 AM			Museum of Science Museum of Science Gamilel, Michelle	Wix Project	
12 PM		Lunch Anna's Taqueria - 360 Longwood Ave Matt Taylor, Ann			
1 PM		Coffee Chat: David Williams https://bostonchildrens.zoom.us/j/97127241623?pwd=cUZhYjRlc0ZBdUo4VWVFOmhkZGZGa2c092h0om-ab5on-Gamilel_Michelle			
2 PM					
3 PM					

Administrative Intern Individualized Projects

- Operational Projects
- Graphic Design
- Clinical Research Socials
- General Administrative Tasks

Operational Projects


- Update Harvard Catalyst Database
- Automate “Scope of Work” project for operational and financial use in RedCap
- Institutional Space Survey

 **HARVARD CATALYST**

Research Resources Compendium
A searchable database of links to research-related resources

Welcome to Harvard Catalyst's Research Resource Compendium. You can use this site to search for links to research-related resources at some of the Harvard-affiliated hospitals and across the CTSA network.

Each resource has been tagged with one or more "resource categories" to help filter (▼) your search. Some links are behind institutional firewalls and can only be accessed by members of that institution.

Search for resource(s)  [Admin Page](#)

Records per Page Page of 16 >

Resource Name ▲	Resource Location ▼ ▲	Category ▼ ▲	Resource Description
ICCTR Clinical Research Toolbox	Boston Children's Hospital	Other supports/services	***RESOURCE REQUIRES BCH INSTITUTIONAL LOGIN*** The ICCTR Clinical Resea...
Biostatistics and Research Design (BARDCenter)	Boston Children's Hospital	Biostatistical resources	The BARDCenter promotes excellence in the design and analysis of resear...
IDEA Grant	Boston Children's Hospital	Concept/Proposal Development: design & methods/grant writing/collaboration	***RESOURCE REQUIRES BCH INSTITUTIONAL LOGIN*** The IDEA Grant Program's ...
Investigational Drug Service (IDS) pharmacy	Boston Children's Hospital	Research pharmacy/investigational drugs & devices	***RESOURCE REQUIRES BCH INSTITUTIONAL LOGIN*** If your research study L...
TransLab	Boston Children's Hospital	Biospecimens/lab processing/sample storage	The TransLab is a core laboratory that can support specific clinical tr...

Graphic Design Projects

- Publication of the month
- Creating Wix websites
- Marketing materials for BARD Education program



August 2023
PUBLICATION SPOTLIGHT
The Coronavirus Disease 2019 Pandemic and Mental Health-Related School-Nurse Visits in United States Schools
Published in Academic Pediatrics
Carter Petty, MA
[Click Here to Read the Full Article](#)

WHAT WAS THE GOAL OF THE STUDY?
The goal of this study was to determine if school-based mental health visits increased as a proportion of total school-based health visits during the COVID pandemic.

WHAT METHODS DID YOU USE?
We used Poisson regression to test the difference in school-based mental health visits between pre-COVID and post-COVID time periods and examined if the age of students moderated this difference.

WHAT WERE THE MAJOR FINDINGS?
Mental health visits in schools increased as a proportion of total health visits in schools during the COVID pandemic, and the pandemic disproportionately affected younger students.




Boston Children's Hospital | BIOSTATISTICS AND RESEARCH DESIGN CENTER

September 2023
PUBLICATION SPOTLIGHT
Intensive Care Interventions Among Children With Toxicologic Exposures to Cardiovascular Medications
Published in Pediatric Critical Care Medicine
Michael Monteaux, ScD
[Click Here to Read the Full Article](#)

WHAT WAS THE GOAL OF THE STUDY?
To determine the prevalence of and risk factors for PICU (Pediatric Intensive Care Unit) interventions among children exposed to cardiovascular medications.

WHAT METHODS DID YOU USE?
This was a retrospective secondary registry analysis of the Toxicology Investigators Consortium (ToxIC) Core Registry, a multicenter surveillance and research network. We included all patients aged 0-18 years with documented exposure to a medication within the "Cardiovascular" category since registry creation in 2010 through 2022. The primary outcome was PICU intervention. We estimated a multivariable logistic regression model with PICU intervention as the dependent variable and clinically relevant factors (eg, age, medication class, intentionality of exposure) as independent variables.

WHAT WERE THE MAJOR FINDINGS?
Of the 1,091 patients included in the study, the prevalence of PICU intervention was 17.9% (95% CI 15.7%–20.3%). Children less than 2 years old (relative to children aged 13–18) were less likely to receive PICU intervention (odds ratio [OR], 0.42; 95% CI, 0.20–0.86). Exposures to alpha-2 agonists (OR, 2.0; 95% CI, 1.11–3.72) and antiarrhythmics (OR, 4.26; 95% CI, 1.41–12.90) were associated with PICU intervention. Physicians treating pediatric patients with toxicologic exposures to cardiovascular medications may consider these factors to guide appropriate disposition.



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TITRE

Trial of Indication-based Transfusion of Red Blood Cells in ECMO



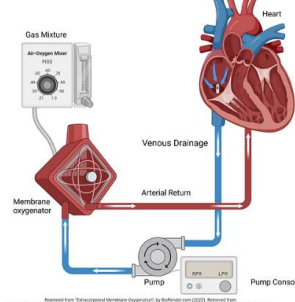
Home About Eligibility FAQs Study Team Contact Clinician Site

Study Site Login

TITRE is a multicenter trial being conducted in the United States and Canada. The goal of TITRE is to determine whether restricting blood transfusion results in less organ impairment and improves long term outcomes for children who receive ECMO support.

Extracorporeal Oxygenation Membrane (ECMO)

About ECMO & Blood Transfusion



Extracorporeal Membrane Oxygenation (ECMO) is used for heart and lung support. When children are supported on ECMO, they receive a lot of blood transfusions. These are to manage bleeding, and to provide hemoglobin, which is important for carrying oxygen to tissues. Experts believe there may be benefit to using blood transfusions only when there are signs that there is not enough oxygen being delivered to tissues, rather than to target a pre-defined hemoglobin level. In this study, these two different strategies for decision-making around blood transfusion will be studied to see if either strategy is better to prevent organ dysfunction and improve later functional and development outcomes.

Currently, the optimal strategy for blood transfusion in ECMO patients is unknown.

Miscellaneous Projects

- Clinical Research Operations Ice Cream Social
- Assisting with grant applications
 - PDF Bookmarking
- Organizing on-site library

Biostatistical Interns

- Received first-hand experience on how biostatisticians work in a pediatric academic medical center environment
- Each intern worked with a senior statistician to:
 - Become SAS certified
 - Clean data and run various analyses
 - Collaborate with study teams

Specific Projects

- Variation in birth hospital utilization for infants with Neonatal Opioid Withdrawal Syndrome in New York state (Ben Goldberg; UMASS Amherst)
- Longitudinal Trajectories of Gestational Weight Gain Among Women in Tanzania (Hannah Lev; Boston University School of Public Health)
- Shwachman–Diamond Syndrome (SDS) Registry: Data Quality and Second Malignancy Risk (Hyunwoo Do; UMASS Amherst)
- Spinal injury and abusive head trauma using the CAPNET database (Kenny Chen; Harvard School of Public Health)



Education Program

- Internship Orientation
- Research Seminar Series
- Career Bootcamp Day
- Academic Research Poster Fair
- Final Presentations

Research Seminar Series

- Statistical Research Analysis
- Women at BCH
- Institutional tours
 - Immersive Designs System
 - Intensive Care Unit
 - Zebrafish Lab



Career Bootcamp

- Resume review
- Mock interviews
- LinkedIn tips



Academic Research Poster Fair



- Each intern completed their own individual project this summer and then created a poster to discuss their work
- Interns also gave a 10 minutes presentation on their work this summer panel style to prepare them for conferences

Networking and Team Building

- Museum of Science
- Duck Boat tour of Boston
- Team Lunches
- BCH Young Professionals networking nights



Institutional Wide Activities

- Ribbon cutting ceremonies
- Clinical Research Ice cream Social
- ABCDFenway Charity Softball Game



Internship Program Timeline (Summer 2023)

Task	Timeframe
Created the job posting	December 2022
Posted the job posting online, share with appropriate networks. Post on Handshake	January 2023
Reviewed resumes	January/February 2023
Conducted interviews	February/March/April 2023
Selected interns and sent offer letters	March/April 2023
Interns Started	June 2023
End of Summer Intern Presentations	August 2023
End of Summer Lunch/Celebration	August 2023

Marketing & Recruiting

- Work with different colleges and universities to advertise your internship positions
- Post the job on places that college students look
- Use former interns to advertise for your next cohort

Jobs viewing all Boston Children's Hospital jobs [Edit this](#)

intern Search View drafts Create

Active **Closed** All Declined Not Posted (1) Divisions ▾

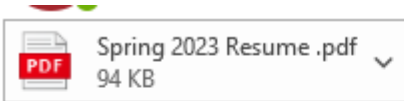
VIEW BY **School**

<input type="checkbox"/> ID :	Job :	Applicants :	School :	Expired :	Status :	Campus Interview :
<input type="checkbox"/> 7365062	Administrative Intern	1	Temple University	4/7/2023	Closed	No
<input type="checkbox"/> 7365062	Administrative Intern	2	University of New Hampshire	4/7/2023	Closed	No
<input type="checkbox"/> 7365062	Administrative Intern	1	New York University	4/7/2023	Closed	No
<input type="checkbox"/> 7365062	Administrative Intern	0	Regis College	4/7/2023	Closed	No
<input type="checkbox"/> 7365062	Administrative Intern	34	Boston University	4/7/2023	Closed	No
<input type="checkbox"/> 7365062	Administrative Intern	0	Skidmore College	4/7/2023	Closed	No
<input type="checkbox"/> 7365062	Administrative Intern	9	University of Massachusetts Boston	4/7/2023	Closed	No
<input type="checkbox"/> 7365062	Administrative Intern	17	Tufts University	4/7/2023	Closed	No
<input type="checkbox"/> 7365062	Administrative Intern	7	University of Connecticut	4/7/2023	Closed	No
<input type="checkbox"/> 7365062	Administrative Intern	45	University of Massachusetts Amherst	4/7/2023	Closed	No
<input type="checkbox"/> 7365062	Administrative Intern	8	Boston College	4/7/2023	Closed	No

Professional Networking for Recruitment

I hope you had a wonderful Thanksgiving with your family! I cannot thank you enough for your participation in our networking night last week. Your insight was so helpful and it was an absolute pleasure meeting you. I was wondering if there are any internship opportunities you aware of at Boston Children's this summer or if I wanted to apply as a CNA at Boston Children's how should I go about that? I truly

Hi, I met you at the career bootcamp workshop. I had a lot of fun, thank you! :)



Hi Michelle,

I hope you are doing well. My name is [REDACTED] and I'm a sophomore at Brown University studying Public Health and International Relations. [REDACTED] and I talked about his experience working for BCH and I expressed interest in healthcare management. T

Interview Process

- Collated resumes from different sources:
 - Handshake (120), BCH Website (80), and referrals
- Review resumes
- Met with greater team to determine top candidates to interview
- Schedule interviews
 - Created interview scoring rubric
 - Interviewed all interns
 - Scored all interns
- Bring top candidates back for “last interviews” with senior leadership

Resume Review

Name (Last, First)	Date Applied	School	Major	Grad Year	Canva (Y/N)	Microsoft (Y/N)	Resume (Y/N)	Cover Letter (Y/N)	Interview (Yes, No, Maybe)	Notes:
Smith, John	1/12/2023	UMass Amherst	Business Economics	2025	No	Yes	Yes	Yes	No	great candidate for translab
Cohen, Arlyne	1/12/2023	Boston University	Public Health	2024	Yes	Yes	Yes	Yes	Yes	Great Candidate
Gamliel, Michelle	1/12/2023	Smith College	Nursing	2025	No	Yes	Yes	No	No	Should apply for IDS
Doe, John	1/12/2023	Univ of Connecticut	Marketing	2024	No	Yes	Yes	No	Yes	
Berzak, Dave	1/12/2023	Clemson University	Health Sciences	2025	No	Yes	Yes	Yes	Maybe	

Interview Chart

Soft Skills:	1	2	3	4	5
Organized					
Detailed Oriented					
Communication					

Technical Skills:	1	2	3	4	5
Microsoft Office					
Microsoft Excel					
Program Planning Experience					
Office Assistant/Management Experience					

Marketing Skills:	1	2	3	4	5
Graphic Design Experience – Canva					
Graphic Design Experience – Photoshop					
Web Design					
Drupal					
<u>Wix</u>					

Interviewing Results

Administrative Interns

- 210 applications
- 3 positions
- 16 people interviewed
- 4 offers made – 3 accepted

Biostatistical Interns

- 100 applications
- 4 open positions
- 14 people interviewed
- 4 offers made

Challenges

- Scheduling
- Project Work Timing
- Mentor Time Expectations

Internship Program Timeline (Summer 2024)

Task	Timeframe
Create the job posting	December 2023/January 2024
Post the job posting online, share with appropriate networks. Post on Handshake	January 2024
Review resumes	January/February 2024
Conduct interviews	February/March 2024
Select interns and send offer letters	March 2024
Interns Start	June 2024
End of Summer Intern Presentations	August 2024
End of Summer Lunch/Celebration	August 2024

Outcome/Results

- Summer 2022 intern was hired to work both fall and spring semesters and as of May 2023 was a full-time employee
- 2 summer 2023 interns were offered full year internship positions at Boston Children's Hospital.
- Other interns now working in research administration
- Directors from other departments want to implement internship programs.

Impact on Interns

My internship at Boston Children's Hospital was the best experience I have had as a student. The internship allowed me to explore the field of healthcare administration to determine if this was the career I wanted to pursue. After learning several different things and meeting numerous individuals across the hospital, I confirmed my interest in working in this field. Without this positive experience, I don't know where I would be today. With the guidance of my manager, Michelle Gamliel, I have successfully navigated the career development process and recently just landed a job offer as a Patient Administrator at Boston Children's Hospital!



Thank you

- Edie Weller, Director Biostatistics and Research Design
- Carly Milliren, Biostatistician IV
- Amanda Reilly, Program Administration Manager III
- Lisa Nazareno, Program Coordinator

2022 Interns

- Kiley Richard
- Brendan Hannon
- Kaela Alves

2023 Interns

- Kenny Chen
- Richemie Cherie
- Hyunwoo Do
- Benjamin Goldberg
- Elsa Hanrahan
- Reghan Lanning
- Hannah Lev
- Elizabeth Kirkman

Contact Information

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