

NICQ 7 Faculty and Staff

Co-Leaders

Jeffrey D. Horbar, MD

Jeffrey Horbar is a board-certified neonatologist and clinical scientist with extensive experience in clinical research and its application to the improvement of neonatal care. He is currently a Professor of Pediatrics at the University of Vermont College of Medicine, Chief Executive and Scientific Officer of the Vermont Oxford Network, Associate Editor of Pediatrics, and Co-Editor of the Neonatal Review Group of the Cochrane Collaboration. Dr. Horbar has been responsible for the development of the Vermont Oxford Network Database which is used by over 900 NIUCs around the world to monitor and improve outcomes for very low birth weight infants. He is the leader of the quality improvement initiatives of the Vermont Oxford Network including the National Evidence-Based Quality Improvement Collaborative for Neonatology, and the iNICQ Internet Improvement Collaboratives.



James Handyside, BSc

Jim Handyside is a consultant in healthcare safety and quality improvement and Director of Improvisation Healthcare, Inc., a consulting company he formed in 1995. Jim has worked for the past twenty four years helping healthcare organizations make improvement by providing advice, education, coaching and project management. Jim holds a BSc. in Human Kinetics and worked for ten years applying ergonomics and human factors research to safety with Ontario Hydro and St. Joseph's Health Care, London (Canada). He serves as an advisor to front line clinical teams and as faculty for learning institutes such as University of Toronto's Centre for Patient Safety. Jim has been a member of the Vermont Oxford Network's NICQ faculty since 1998; in the role of quality leader for NICQ 2005 - 2009 and NICQ 7 and as editor and curator for the NICQpedia website. Jim has certificates in quality management, safety, Lean Healthcare and education and is a lifelong learner committed to translating state-of-the-art know-how into sustainable improvement in safety and quality. Recent publications include a chapter, on Human Factors and Safety in Ventilator Management in *Assisted Ventilation of the Neonate (5th Ed.)* and an article in *Clinics in Perinatology* on Human Factors and Quality Improvement.



Experts

Susan Bakewell-Sachs, PhD, RN, PNP-BC



Dr. Bakewell-Sachs has been a neonatal/pediatric nurse for more than 30 years with a clinical background in neonatal intensive care, home follow-up care of high-risk infants and their families, and discharge management and primary care of children born prematurely. As a nurse educator she has taught at the baccalaureate and masters' degree levels. Her primary research focus is on discharge management, infant functional status and outcomes of premature infants and their families. Dr. Bakewell-Sachs practices as a pediatric nurse practitioner in the high-risk clinic at The Children's Hospital of Philadelphia Market Street Primary Care Center. She has published and presented extensively on clinical and other nursing issues. Dr. Bakewell-Sachs is the neonatal editor for the Journal of Perinatal and Neonatal Nursing and past member of the editorial board of MCN: The American Journal of Maternal and Child Health. She is a member of the March of Dimes National Nurse Advisory Council, the Association of Women's Health, Obstetric and Neonatal Nurses (AWHONN), the National Association of Neonatal Nurses, and Sigma Theta Tau International. She is certified as a pediatric nurse practitioner by the American Nurses' Credentialing Center. She was also a member of the AWHONN advisory panel for the Near-term/Late Preterm Infant Initiative 2005-2006.

Jeffrey B. Gould, MD *Robert L. Hess Professor of Pediatrics*



Gould is director of the Perinatal Epidemiology and Health Outcomes Research Unit in the division of Neonatology at the School of Medicine and Lucile Packard Children's Hospital. He also directs the California Perinatal Quality Care Collaborative (CPQCC), a network of 127 California hospitals that provide intensive care to newborns that have volunteered to submit and compare uniform care processes and outcome data and conduct quality improvement initiatives for their mothers and newborns. He has also developed an all California Neonatal Transport database and the all California High Risk Infant Followup database till age 3 that are both linked to the CPQCC dataset. Gould is a leading public health researcher in population-based studies related to neonatal and perinatal diseases. Much of his research is focused on developing strategies to assess the quality of perinatal care based on risk-adjusted indicators of neonatal morbidity. In 2006 he received the National MCH Epidemiology Leadership award. In October, 2008 he received the American Academy of Pediatrics Perinatal Section's Education Award. Gould received his medical degree from University of Rochester School of Medicine in 1965. He completed his residency at Yale University School of Medicine in 1968, and a fellowship in Neonatal/Perinatal medicine at the University of California, San Diego School of Medicine in 1972. Prior to joining the Stanford faculty in 2003, Gould served on the faculty of the UC-Berkeley School of Public Health from 1982 through 2002, after earning a Master of Public Health degree from there.


James E. Gray, MD, MS



Dr. Gray, Assistant Professor of Pediatrics, Division of Newborn Medicine Harvard Medical School, is a practicing neonatologist as well as a faculty member of Harvard's Division of Clinical Informatics where he serves as its Director of Quality and Safety Research, Division of Clinical Informatics. He received his undergraduate and medical degree at Boston University's 6-Year Medical Science Program, In addition to his clinical training at Massachusetts General Hospital and Harvard's Joint Program in Neonatology, he has received a Master's degree in Epidemiology from the Harvard School of Public Health. Dr. Gray has extensive experience with the evaluation of neonatal care and the integration of evolving information technologies into the assessment and provision of care. He has developed methods for performing cross-institutional


comparisons of NICU outcomes, as well as for performing large-scale evaluations of public health programs. With funding from the National Library of Medicine's Telemedicine Initiative, Drs. Gray and colleagues developed and evaluated a multi-faceted NICU telemedicine program that provides individualized information and support to high-risk newborns and their families. As a faculty member of the AHRQ funded Center for Patient Safety in Neonatal Intensive Care, Dr. Gray has worked with NICQ collaboratives. His recent research focuses on the use of computer based methods to study complex operational systems within healthcare. Along with Dr. Zupancic, he has used agent-based modeling techniques to investigate the cost-effectiveness of various deployments strategies for new technologies within statewide systems of perinatal care. In parallel work, he has used data from a comprehensive electronic health record to identify the health care teams that assemble around patients and within operational units. Through the application of network analytic techniques, he is examining the relationship between quantitative measures of team structure and preventable harm in perinatal care and adult intensive care.

Heather Kaplan, MD, MSCE



Heather Kaplan, MD, MSCE is an Assistant Professor of Pediatrics in the Division of Neonatology and the James M. Anderson Center for Health Systems Excellence at Cincinnati Children's Hospital Medical Center (CCHMC). Dr. Kaplan completed her neonatal-perinatal fellowship training at The Children's Hospital of Philadelphia and joined the faculty at CCHMC in August 2007. While at the University of Pennsylvania, Dr. Kaplan also earned a Master's of Science in clinical epidemiology degree. She currently practices as a neonatologist at Good Samaritan Hospital in Cincinnati and conducts research at CCHMC. Dr. Kaplan's research focuses on understanding and changing care delivery across multiple levels of the health care system (e.g., individual, group, organization, environment) to improve perinatal care and outcomes. She has received funding from the Robert Wood Johnson Foundation to study the characteristics of the people, organizations, environment, and processes involved in quality improvement efforts in order to understand how these factors impact quality improvement success. Dr. Kaplan also served as the neonatal Improvement Advisor for the first Ohio Perinatal Quality Collaborative (OPQC) neonatal improvement project and in this capacity she was involved in designing the measurement strategy to track OPQC progress in reducing infections and worked with teams to learn how to best use the data they are collecting to guide improvement. Locally, she has led a quality improvement effort to reduce admission hypothermia at the Good Samaritan Hospital in Cincinnati and she is looking forward to working with teams in the NICQ7 collaborative on improving care in the delivery room and in the first "golden hour" of life.

Jochen Profit , MD, MPH



Dr. Jochen Profit received his medical degree from the Albert Ludwigs University, Freiburg, Germany in 1997 and finished his Pediatric Residency at Tufts New England Medical Center in 2002. At Harvard, he completed fellowships in both Newborn Medicine and Pediatric Health Services Research, and received a master's degree in Public Health in 2005. Since 2005, he has been Assistant Professor of Pediatrics at Baylor College of Medicine, with a secondary appointment in the Department of Medicine's Section of Health Services Research (HSR). Dr. Profit conducts his research at the combined Baylor/VA Health Services Research Center of Excellence and currently directs the Michael E. DeBakey's VA Physician HSR Fellowship Program. His primary research interests are measuring and improving quality of neonatal and pediatric health care delivery, with a focus on enhancing organizational productivity and effectiveness. Dr. Profit is a recipient of a competitive NIH K23 physician research career development award. He has served on the U.S. National Quality Forum's Steering Committee on National Voluntary Consensus Standards for Perinatal Care. Currently, he is a Member of the American Academy of Pediatrics Section on Perinatal Pediatrics Technical Committee on Neonatal Quality Improvement. Dr. Profit has published in the areas of quality measurement and improvement, financial incentives, and cost-effectiveness, and has also given workshops, symposia, and other presentations on his work.

Robert Ursprung, MD

Dr. Ursprung received his medical degree & pediatric training from the University of Texas, Southwestern Medical School. His neonatology training occurred at Harvard Medical School,



where he also completed a clinical research fellowship and a master's degree in Medical Science from Harvard Medical School. Dr. Ursprung is the Associate Director of Continuous Quality Improvement for Pediatrix Medical Group assisting in coordination of QI efforts for ~300 NICUs. As well being a faculty member for Vermont Oxford's NICQ Collaborative, he also serves on Vermont Oxford's Database Advisory Committee. Dr Ursprung practices clinical neonatology for Pediatrix at Cook Children's Medical Center in Fort Worth, Texas.

John Zupancic, MD

Dr. Zupancic is an Assistant Professor of Pediatrics at Harvard Medical School and Director of the Harvard Neonatal-Perinatal Medicine Fellowship Training Program. Following medical and pediatrics training at McMaster University, he completed a fellowship in Neonatal-Perinatal Medicine at Harvard Medical School and received his Doctorate in Health Policy from the Harvard School of Public Health. Dr. Zupancic's research seeks to improve the efficiency with which scarce resources are used in improving the health of children, and in particular, newborns. His work has focused on performing and improving the validity of economic evaluations alongside neonatal clinical trials, and on the use of computer modeling to determine best practice when evidence is currently lacking or where empirical studies are infeasible. In addition to his research work, Dr. Zupancic serves as leader of the Value Initiative for the Vermont Oxford Network's Neonatal Intensive Care Quality Improvement Collaborative and as the District One Representative to the American Academy of Pediatrics Section on Perinatal Pediatrics Executive Committee. Dr. Zupancic is a recipient of the Merton R. Bernfield Award for Excellence in Mentoring from the Harvard Medical School Division of Newborn Medicine and the John M. Eisenberg Award for Excellence in Mentorship from the Agency for Healthcare Research and Quality.



Facilitators

Barbara S. Boushon, RN, BSN



Barbara S. Boushon, RN, BSN, serves in multiple roles to improve health care.

- Through Mark Murray and Associates, she currently works with large and small health care organizations across the United States and Canada to improve access to primary and specialty care, medical office flow and efficiency, and hospital flow.
- At the Institute for Healthcare Improvement (IHI), she led learning collaboratives with health care organizations and government entities seeking to improve care for patients with chronic conditions such as asthma, depression, and HIV/AIDS disease. She also developed and led IHI's first totally virtual collaborative with the topic of improving access to primary care. Most recently, she directed an initiative to reduce harm from falls on medical-surgical units as part of the safety and reliability work in IHI's Transforming Care at the Bedside initiative, funded by the Robert Wood Johnson Foundation.
- Through the National Quality Center (funded through the HIV/AIDS Bureau), she works with state and federal government to improve care for people living with HIV/AIDS disease and serves as faculty for developing quality improvement capacity, leadership potential, and facilitation skills for Ryan White Care Act grantees.
- With the Veterans Administration, she is co-director of the national Transitioning Levels of Care Collaborative and the Patient Aligned Care Team Regional Collaboratives.
- With Vermont Oxford Network, Barbara facilitated the work of the Infection Topic Group, and most recently will facilitate the POD Homeroom.

Before becoming involved in these quality and process improvement activities, Barbara worked at Dean Health Systems in Madison, Wisconsin in multiple clinical and administrative roles including RN and RN Coordinator of sub-specialties, Director of Patient Care Services, Director of Software Development and Telecommunications, and Services Initiatives Administrator. In this last role, she led initiatives to improve both access to care and customer service throughout the health system. Previous to this, she also worked as an RN for the Red Cross, and as an RN in a Medical Intensive Care Unit.

Ginna Crowe, RN, Ed.D.



In 1980, Ms. Crowe graduated with distinction from the Bowling Green Area School of Practical Nursing. She has consistently continued her education since that time, receiving an Associate Degree in Nursing, a Bachelor of Arts in Organizational Leadership and a Masters in Information Systems Management. In 2008, she graduated from Teachers College, Columbia University, New York with a Doctorate in Education from the Department of Organization and Leadership. Her research interest lies in the transitional and transformational nature of adult learning. Ginna's nursing experience includes clinical care, primarily in critical care and emergency units, nursing management, infection control, utilization review, and quality improvement. In 1993 she joined Quorum Health Resources, LLC as a Director of Strategic Quality Management (SQM). This position entailed national quality management consulting and capacity building. Dr. Crowe founded Hamilton Consulting, LLC in 2001. Her practice centers on facilitating learning and improving for organizations, teams, and individuals. She has worked with multiple organizations and governmental agencies who desire to improve the delivery, efficiency, and experience of healthcare for patients and staff. She has published several professional articles, served as a contributing author for the Joint Commission publication *Advanced Performance Improvement* and co-authored *Building Local Capacity for Improvement: A Resource Guide for Chapters* a publication of the American Academy of Pediatrics. Recently Ginna launched her interactive website LearningandImproving.com to share her professional and personal thoughts and experience.

Nancy E. Jacklow



Nancy is a consultant who brings over 30 years of corporate and private experience to a very eclectic clientele.

During a 25+ year career with a Fortune 100 company, Nancy focused primarily in the Human & Labor Relations fields both in the U.S. and abroad. While functioning as the global Crisis Manager for this company, she both extensively facilitated and trained in the areas of crisis avoidance and/or management with particular emphasis on process improvement.

Highly sought after as a facilitator of both personal and diversified team development in the work place, Nancy is also certified in conflict resolution. Regardless of the project, Nancy relishes using her considerable facilitation skills to both involve and enrich her participants

Barbara Kendrick, BSc OT, MHSc



Director, Quality and Planning, Southlake Regional Health Centre

With a clinical background in Occupational Therapy and a Masters in Health Administration Barbara has 28 years of experience spanning clinical and administrative roles in multiple health care sectors. Her administrative roles have included the direction of rehabilitation services as well as multiple corporate support areas such as Infection Prevention & Control, Staffing, Quality, Risk, Clinical Informatics and Occupational Health & Safety for a growing, regional

health centre and a small rural hospital partner. The current focus of her role is on organizational performance and the improvement of quality and patient safety.

In addition, Barbara has a private practice with a focus on quality improvement tools and methodology, acting as faculty for the Quality Healthcare Network in Ontario, as well working with provincial initiatives such as the Ontario Performance Improvement Initiative and the Ontario Trailblazer Project (supporting Safer Healthcare Now!).

Barbara lives with her husband, John, and assorted dogs & cats and occasionally their children, in Innisfil, Ontario a small community about 60 minutes north of Toronto.

MK Key, PhD



A licensed clinical-community psychologist, Dr. Key has over 30 years' experience in healthcare quality. She teaches, consults, and speaks on topics such as leadership, customer value management, tools for change (improvement and innovation), corporate culture, team development and facilitation, mediation of conflict, and creativity. Prior to forming Key Associates in 1997, she was vice president of the Center for Continuous Improvement with Quorum Health Resources, Inc. There she managed a national learning institute with a curriculum

in CQI, which educated thousands of people across the country. Her doctoral, masters and Bachelor of Arts degrees, Phi Beta Kappa, cum laude and Honors in Psychology, have all been with Vanderbilt University. She has served for years as adjunct associate professor of Human and Organization Development, at George Peabody College of Vanderbilt. In addition to numerous professional articles, she has authored the book, *Managing Change in Healthcare: Innovative Solutions for People-based Organizations* (McGraw-Hill, 1999), and co-authored *Corporate Celebration: Play, Purpose and Profit at Work* (Berrett-Koehler, 1998) with Terry Deal, *The Manual for Designing Change in Healthcare* (McGraw-Hill, 1997) and *Thought Packages That Produce Results: Just-in-Time Modules for Continuous Improvement* (Quorum Health Resources, 1997). Please visit her website, <http://www.mkkey.com> and subscribe to KEYZINE, a free monthly electronic magazine on leadership topics.

Hannah King, MPH



Hannah King is Director, National Service Quality, at Kaiser Permanente. She works with unit based teams (Microsystems) to improve or redesign processes to be patient and family centered. In addition, she is a faculty member of Kaiser Permanente's Improvement Institute. Hannah has held positions in hospital administration, consulting, and teaching. She has been a member of the Vermont Oxford Network NIC/Q faculty since 1999 where she has facilitated the FBI (Fight Bacterial Infections) focus group, the Bug Off! group, the SMERPs (Stopping Medication Errors from Reaching Patients), and the Discharge Management topic group. She has also contributed to the collaborative's work by co-authoring the Safety Culture Workbook and presenting on "holding the gains" and other related topics. Hannah has a MPH from the University of California, Berkeley.

Alan Prest, MHA



Alan has over 20 years' experience in hospital operations, quality improvement, strategic planning, and leadership development. His provided senior leadership for two Texas hospitals ranging from 165 to 300 beds. Alan served as a strategic quality management consultant for 10 Quorum Health Resources hospitals in Georgia. In this role he coached senior management teams and delivered leadership development seminars on management transformation, team leading, facilitation, and statistical tools/methods. Alan provided quality improvement consulting through Quorum's Center for Continuous Improvement, HCA's Planning & Education and Key Associates. He served as facilitator for San Angelo's Health Access Coalition which had a multi-million dollar impact on the community. Alan also facilitated a nationally recognized electronic medical records implementation, an effort that decreased ER inpatient admit wait time by 54%, and an Indigent Healthcare team, which resulted in a Texas government effectiveness award. He enjoys helping leaders and teams address critical issues, challenges and opportunities in ways that engage both the heart and the mind.

Jan "J" Schriefer, DrPH



J Schriefer is Assistant Professor of Pediatrics in the Division of Pediatric Hospital Medicine and Director of Quality Improvement for the Golisano Children's Hospital at University of Rochester Medical Center. She is leading a HRSA funded grant for quality improvement of epilepsy care in children. She is the QI consultant for a grant on Research in Comparative Effectiveness and leading a QI collaborative in Foster Care. She is also involved in the perinatal simulation lab. She is part of the NICU team responsible for maintaining the VON database at University of Rochester. She has been a facilitator for VON since 2001. Previously, she was the Director of Outcomes Management at Spectrum Health/Helen Devos Children's Hospital. Before that, Jan worked at Fletcher Allen Health Care in Burlington, VT J as a critical care nurse, cost accountant and quality improvement facilitator of the SICU early extubation QI project that won the USA Today and Mosby Quality Awards. At University of Michigan, her doctoral research focused asthma quality of life surveys to predict resource utilization. She has an MBA and MSN from University of Vermont. She is the proud parent of a 13 year old NICU graduate.

Clinical Leaders

Michael Acarregui, MD



Mike Acarregui has been a faculty neonatologist at the University of Iowa College of Medicine for nearly 20 years. His clinical attending time is in a 70 bed single room NICU at the University of Iowa Children's Hospital that has participated in the VON since 1999. In addition to leading VON related quality improvement projects, he directs the High Risk Infant Follow Up Program and is the Follow up PI for the U of I Children's Hospital participation in the NICHD's Neonatal Research Network. He also directs the Iowa Statewide Perinatal Care Program for the Iowa Department of Public Health. This program is charged with maintaining quality and safety in all 80 of Iowa's obstetrical hospitals participating in the state's regionalized system of perinatal care. Mike recently completed an MBA degree at Iowa's Tippie College of Business and plans to employ this knowledge to improve Children's Hospital and NICU processes. He is very interested in learning more about the relationship between quality and value in healthcare.

Sheri Carroll, MD



Dr. Carroll grew up in Wilmington, NC until she left in her junior year of high school to attend the North Carolina School of Math and Science in Durham, NC. She received her medical degree at UNC Chapel Hill and completed her Pediatric Residency at the University of Rochester Medical Center in Rochester, NY. She worked for one year as a neonatal registrar in Sydney, Australia and experienced bubble CPAP and the 2000 Olympics. After 2 years in general pediatrics in upstate NY she returned to North Carolina to complete her Neonatal Perinatal fellowship at UNC Chapel Hill. Dr. Carroll returned home to Wilmington in 2006 as a neonatologist at New Hanover Regional Medical Center. She was part of the historic move to the Betty H. Cameron Women and Children's Hospital on September 14, 2008. Dr. Carroll's professional interest is in quality improvement and leads improvement teams at the unit, state and national level. Dr. Carroll served on the Perinatal Quality Collaborative of North Carolina (PQCNC) Board from 2007 to 2010 and has been the director of the NHRMC VON Quality Improvement Collaborative team since 2006. Dr. Carroll is delighted to be a clinical homeroom leader for VON NICQ 7.

Chris Chambers, RRT



Chris has been a registered respiratory therapist for sixteen years. He received his Associates Degree of Science in Respiratory Therapy from Champlain College, Burlington, VT in 1995. Chris has been employed at Fletcher Allen Health Care since 1995 and has actively worked in the NICU at Vermont Children's Hospital in all aspects of care.

From 2008 to 2010, Chris worked primarily on Fletcher Allen's EHR implementation team as a Respiratory Consultant and Subject Matter Expert. He is currently the supervisor of Respiratory Therapy at Fletcher Allen Health Care in alliance with Vermont Children's Hospital. In this role, Chris participates in several hospital committees including the NICU Resuscitation Committee and the Respiratory Practice Council. He was an active member of the NICQ2009 collaborative, and facilitated many of its initiatives and educational responsibilities

Carey Gaede, RN



Carey has been at Carle Foundation Hospital for 15 years, 14 of those years have been in the NICU. Prior to becoming a NNP in 2006, she was a NICU staff nurse actively involved in transport and VON. As a member of Carle's NICU team Carey has participated in VON/NICQ Collaboratives since 2002. Carey has been the VON lead/coordinator for the Carle NICU since 2004. Carey, in collaboration with her VON team at Carle facilitates and coordinates process improvement changes that impact the quality of care and safety of infants in the NICU. Carey provides education to the NICU staff and Regional Outreach. Carey is also a member of the AirLife NICU transport team.

Stephen Kicklighter, MD



Dr. Kicklighter was born in Newnan, GA and did his undergraduate work in Carrollton, GA at the University of West Georgia with a B.A. in Biology and Chemistry. After completing his medical education and the Medical College of Georgia, he went on to do his residency and fellowship in Charleston, SC at the Medical University of SC. He joined the group of now 9 Neonatologists at Wake Health & Hospitals in July of 1999 in Raleigh, NC with an appointment as Clinical Assistant Professor of Pediatrics at UNC. During his fellowship, he was awarded a grant from Pfizer to study the effect of Fluconazole on the overall incidence of fungal colonization and sepsis in the VLBW infant (Pediatrics 107 2 2001:293-8). Dr. Kicklighter currently serves as the Chairman of the Institutional Review Board at WakeMed, is actively involved in multicenter research trials within his institution, and has been an advocate for VON participation at his local hospital since 1999.

John North, MD



Dr. North graduated from the University of Vermont College of Medicine in 1981. This was followed by a Pediatric Residency at Children's National Medical Center in Washington, D.C. until 1984. He then completed a National Health Service commitment in general pediatrics in Boston followed by a Neonatology Fellowship at the Joint Program in Neonatology, Harvard Med School, Boston, MA. Dr. North then (1989) joined the Fairfax Neonatal Associates as a clinician and has remained in full time practice since then at Inova Fairfax Hospital. He became the medical director of the IFHC NICU in 2000 and has remained in that role since. He continues in full time clinical practice. His areas of clinical interest in the NICU which have evolved over the years are: Patient Safety which has included obtaining some training at IHI, Infection Control, and Respiratory Care. In addition, Dr. North has had a role in our Clinical Information System development. While he has had a hand in some abstracts (research) his roles in the NICU have been clinical and administrative.

Eileen Steffen, RN



Eileen has worked in the Saint Barnabas Medical Center, Livingston NJ for the past 27 years. During this time, she has had many clinical experiences at various levels while working as a staff nurse, Patient Care Coordinator, Clinical Instructor and now in her current role of NICU Quality and Research Coordinator. As a member of her NICU's team, Eileen has participated in VON NIC/Q collaboratives since 2001. In 2005, her unit participated in the "Your Ideal NICU (YIN)" Project and Eileen functioned as the coordinator. As part of the YIN project, she was instrumental in implementing a NICU Family Advisory Council and continues to work closely with these dedicated volunteers to improve the NICU experience for current and future NICU babies and their families. In her current role, Eileen coordinates and leads staff at all levels to facilitate quality improvement and safety of care to the neonates they care for. She continues to coordinate the NIC/Q efforts for her unit by working collaboratively with her team to plan, organize, implement, standardize and audit process improvements while identifying new

areas to improve the quality and safety of care provided to the patients. She was honored to act as Clinical Leader for the “Milky Weigh” Nutrition group in NICQ 2009.

Since 2009, Eileen has been instrumental in helping to lead, plan, and educate during the early stages of the formation of the NJ NICU State Collaborative. In 2010, she became a member of the Planning Committee for her State Collaborative. Since then, she has been working closely with the other Collaborative leaders to help coordinate and implement quality improvement initiatives to improve the care provided to all neonates and their families throughout the state.

Parent Leaders

Joanna Celenza, MA, MBA



Joanna Celenza left a career in inside sales management prior to the premature birth of her twins Anthony and Gianna, now 12 years old. Her children spent the first 5 weeks of their lives at the Intensive Care Nursery at the Children's Hospital at Dartmouth (CHaD). This powerful and empowering life changing experience at Dartmouth led to her passionate involvement as a volunteer for the ICN Parent Council for the past 9 years, and she has served at its Chair for the past 6 years. Joanna's focus as Chair has been to deepen the involvement of graduate families in ongoing projects and quality improvement, as well as identify ways to improve the care experience for families at the Intensive Care Nursery at Dartmouth.

Joanna is currently a member of the CHaD Family Advisory Board, a member of the Patient and Family Centered Care Advisory Committee for Dartmouth-Hitchcock, and has served as a Patient and Family Advisor for the Primary Care Leadership Team at Dartmouth-Hitchcock. She served as a volunteer Breastfeeding Peer Mentor at the Intensive Care Nursery at the inception of the program in 2006.

Joanna served as a family advisor for Dartmouth's ICN Quality Improvement Team in VON's “Your Ideal NICU (YIN) Project. She continued as one of the family advisors for the subsequent VON collaborative, NIC/Q 2007 and also served on the NIC/Q 2007 Advisory Board as a family representative.

She is employed part-time at the Intensive Care Nursery at Dartmouth as a March of Dimes/CHaD ICN Family Support Specialist.

Joanna has her undergraduate and Masters degrees from Boston College, and holds an MBA from Southern NH University.

Bridget Davern – *University of MN – Amplatz Children's Hospital*



Bridget Davern is a volunteer parent representative on the Vermont Oxford quality improvement team within the NICU at the University of Minnesota Amplatz Children's Hospital. For five years, she has had the privilege of bringing the family perspective to quality improvement initiatives. Her journey as a champion of patient- and family-centered care began with the birth of her first daughter, Emma, at 24 weeks gestation. During Emma's five-month hospitalization in the university's NICU, Bridget was empowered by the staff to advocate for her child and be an equal participant on her healthcare team. This journey continues personally due to Emma's healthcare needs resulting from prematurity and in her volunteerism.

In addition to her involvement with quality improvement, Bridget has been a volunteer for seven years supporting NICU families with the Parent to Parent program.

Bridget is a member of the University of Minnesota Amplatz Children's Hospital Parent Advisory Board that provides the patient and family voice to many departments within the hospital, outpatient clinics, and recently the design of the new children's hospital. She has also participated in the university's hospital-wide family-centered care task force.

Bridget has a Bachelor of Arts degree in Psychology from the University of Memphis and is the Neonatology Clinical Research Coordinator for the University of Minnesota Amplatz Children's Hospital NICU. She resides in Shoreview, MN with her husband and daughters – Emma, 8, and Cecelia, 4.

Nanine Iengo-Blomstrom –*NYU Langone Medical Center*



Nanine Iengo Blomstrom is a mom to a former 26 week NYU NICQ Graduate who is now a very feisty, almost 4 year old boy named Teddy. About two years ago, Nanine joined NYU and Bellevue Hospital's Parent Support Organization, Community of Care because she felt such a connection and gratitude to the people who helped her son become the strong and amazing person she takes care of daily. She is now very proud and excited to join the NICQ7 Nutrition Homeroom Faculty to help other parents obtain the best tools they can to care for their children inside the NICQ and when they come home as well as to ensure

that the parents perspective is included in the discussion.

Besides serving on Community of Care, Nanine has her Master's Degree in Educational Supervision and Special Education and has worked as an Early Childhood Educator and Administrator for over 10 years. Currently, she publishes and writes a family E-Newsletter called Staten Island North Macaroni Kid and is a freelance writer for other parent magazines. She is currently writing a memoir based on her family's experiences in the NICU and helping to organize the 13th NYU and Bellevue NICU reunion.

Brenda Miller – *University of Michigan, Holden NICU*



Brenda Miller is the NICU Parent Coordinator at the University of Michigan, a full-time, paid parent position she has held since 2003.

Her daughter, Emily, was born in 1994 at 26 weeks, 1lb, 5oz - now a healthy/smart/sweet/sassy girl, and a wonderful violinist.

Brenda's role is to envision, develop, and coordinate programs in the NICU to provide services and support to families, graduates, and staff. She has attended two Vermont Oxford collaboratives, and has served as a faculty member for the

Institute for Family Centered Care.

Megan Mutti – *Children's Hospital of IL (CHOI)*



Megan Mutti, MA, LCCE, has spent the last four years at Children's Hospital of Illinois in Peoria, IL as the Parent Pathfinder and Patient and Family Centered Care Specialist. Her work focuses on parent education and advocacy within the healthcare environment, with a particular emphasis on the parenting experience in the Neonatal Intensive Care Unit. She and her husband, Jim, live in Germantown Hills, IL with their two daughters, Annie, 11 and Emily, 8. Megan's work has been guided by her experiences as a NICU mom to Annie, who was born with a

neurological problem in February of 2000. Megan attended the University of Missouri – Columbia, where she completed a Master's program in Human Development and Family Studies.

Amy Nyberg – *Helen DeVos Children's Hospital*



Amy Nyberg graduated from Southern Illinois University in 1991 with a Bachelor of Science degree in Journalism/Advertising. She worked professionally in marine industry sales and was relocated to Grand Rapids, MI before going on bed rest at 18 weeks because of a triplet pregnancy in 1999. After delivering the first of her triplet boys at 19 weeks, she remained on bed rest until the other 2 boys were born 24 weeks into her pregnancy. After Lucas and Jacob spent 120 days in the NICU, Amy wanted to use her experience to help other parents in the

neonatal unit. She became a Parent to Parent Volunteer for both OB Special Care (Antepartum Unit) and the NICU. She was asked to be a member of the NICU Family Advisory Council and chaired that group for 5 years and was an active member for 10 years. In 2006, Amy started working for the March of Dimes as NICU Family Support Specialist at Helen DeVos Children's Hospital, helping families in the NICU through information, programs and support. She began participating as the parent advisor of the NICU's VON travel team and was elected to the VON

Advisory Board in 2008. Amy enjoys being able to support and represent neonatal families and work with the NICU staff on improving quality and safety of care in the NICU.

Alexa O'Dell – Benefis Healthcare



Alexa's family's NICU experience in June 2006 with the premature birth of their 24-week twin girls. The O'Dell family experienced the loss of Riley at 30 hours of life due to a level four brain bleed. Carsyn, however, had a long hospital stay. During their 120+ day NICU experience, Carsyn received care at three different facilities including Primary Children's in Salt Lake City, UT, and Community Medical in Missoula, MT.

In February 2008, Alexa became a charter member of the Benefis NICU Family Advisory Council, and has served as its Chair since its inception. The council's recent focus is in educating families and encouraging parent participation throughout the NICU stay. Alexa has also served as the Benefis family representative for VON since April 2008. Alexa is a CPA and works full-time for the state of Montana as an auditor. Her undergrad degree is from Montana State University-Bozeman. She would also like to acknowledge her son, Cael, (now 6, who was 16-months at the time Carsyn was born) and her husband, John, who generously supports these volunteer efforts by holding down the fort at home.

Jessica Olson - University of MN – Amplatz Children's Hospital



Jessica Olson's passion for patient- and family-centered care took root with the birth of her first son, Davin, at 26 weeks gestation. During Davin's three-month hospitalization in the NICU at the University of Minnesota Amplatz Children's Hospital, Jessica was empowered by the staff to advocate for her child and be an equal participant in his care. As a result of this experience, Jessica has been a volunteer for eight years supporting NICU families through the Parent to Parent program, a group of graduate parents equipped and trained to support current families on their NICU journey.

In addition to this work with families, Jessica is a volunteer parent representative on the Vermont Oxford quality improvement team within the NICU. For five years, she has had the privilege of bringing the family perspective to quality improvement initiatives.

In addition, Jessica is a member of the University of Minnesota Amplatz Children's Hospital Parent Advisory Board which works to provide the patient and family voice to many departments within the hospital, outpatient clinics, and, most recently, the design of the new children's hospital. In related work, she has also participated in the University's hospital-wide family-centered care task force.

Jessica has a Bachelor of Arts degree in Communications from the University of Wisconsin, Madison and lives in Edina, MN with her husband, Mike, and their two sons – Davin, 9, and Trever, 7.

Tamara Thrasher-Cateni – Texas Children's Hospital



Tamara Thrasher-Cateni began her journey with Texas Children's Hospital in 2005 with the birth of her first child, Enzo. Enzo was diagnosed in utero with Spina Bifida and Arnold Chiari II malformation. After much research, Tamara and her husband, Bruno, elected to travel out of state, and out of their health insurance network, to seek care for their son at Texas Children's, in part because of the hospital's family-centered care philosophy. Following his birth, Enzo spent three months in the NICU before passing away from NEC and abdominal compartment

syndrome (unrelated to his birth defect).

In 2006, profoundly inspired by her child's birth, death and hospital experience, Tamara left her career as an International Relations Specialist to join Texas Children's and develop the hospital's Family-Centered Care Program. As the Family-Centered Care Specialist, she represents the family voice on hospital-wide initiatives (both inpatient and ambulatory).

Tamara also works to educate staff and involve patients and families on a rich variety of projects and programs that enhance quality, safety and the patient/family experience. Tamara earned undergraduate degrees in French and Sociology from the University of Houston and holds a Master of Science degree in International Human Relations, Society and Education from Oklahoma State University. She wakes-up every morning looking forward to the work the day holds and to serving children and their families. She is excited about working with her NICQ 7 colleagues and is having a blast moving Golden Hour quality improvement forward with her Texas Children's team!

Ancillary Faculty

Donald Goldman, MD



Don Goldman, MD, Senior Vice President, Institute for Healthcare Improvement (IHI), is responsible for fellowship training, faculty relations, the innovation pipeline, research, and several large demonstration projects. He is also the principal IHI liaison to a number of strategic allies, including the Joint Commission, CMS, CDC, and AHRQ. Dr. Goldman's career in clinical infectious diseases, epidemiology (with a focus on hospital-acquired infections) and health services research spans more than three decades. He remains on the infectious diseases clinical staff at Children's Hospital Boston, and he is Professor of Pediatrics at Harvard Medical School and Professor of Immunology and Infectious Diseases and Epidemiology at the Harvard School of Public Health.

Esther (Estee) B. Neuwirth, Ph.D.



Estee Neuwirth is Director for Field Studies with the Center for Evaluation and Analytics at Kaiser Permanente's Care Management Institute. Her expertise is in identifying, evaluating, and spreading best practices - producing actionable applied research to optimize implementation and support performance improvement. She has pioneered development and spread of new approaches at Kaiser Permanente - video ethnography and readmission diagnostics - that allow us to understand key areas of opportunity and to integrate the qualitative data and learnings from patients and staff more fully into our quality improvement efforts. Estee has authored numerous tool kits and publications on organizational management, models of care, spread of best practices and most recently on how to get started in video ethnography. She earned her PhD in Sociology and is a Kaiser Permanente certified Improvement Advisor. Estee manages a field work team with a diverse portfolio of operationally relevant evaluation and analytic projects aimed at improving health care delivery and optimizing systems to best support patients, families, and staff.

Robert Pfister, MD



Robert H. Pfister, M.D. attended the Medical School of South Carolina and after pediatric residency worked as a Pediatric E.R. attending for five years. Afterwards, he returned to neonatal medicine and completed dual fellowships in Neonatal-Perinatal Medicine and Research Outcomes while studying at the University of Vermont. He is currently, an attending neonatologist at the Vermont Children's Hospital, Assistant Professor of Pediatrics at the University of Vermont, and a post-doctoral research fellow with the Vermont Oxford Network (VON). He maintains complementary twin systematic overviews published in the Cochrane Neonatal Collaborative Review Group comparing protein containing synthetic surfactants to existing surfactants and published a comprehensive article on this subject in *Biology of the Neonate*. He developed an interest in neonatal cerebral monitoring that led to a study utilizing amplitude

integrated EEG technology during his fellowship. This interest has led to active participation in construction, maintenance and analysis of the VON Neonatal Encephalopathy Registry. Past Quality Improvement efforts include a review of the qualitative improvement efforts of past VON NICQ collaboratives, contribution to the design and content of the Quality Improvement Toolkits, and as co-editor of NICQpedia. His medical interests include comparative effectiveness, care of the late preterm infant, neonatal resuscitation, evidence based decision making, environmentally-sound physical microsystem quality initiatives, and neuroprotective interventions. When not otherwise occupied his interests include mountain biking, backcountry skiing, and whitewater kayaking.

Gautham Suresh, MD



Gautham Suresh, MD, DM, MS, is an Associate Professor of Pediatrics, Community and Family Medicine, at The Dartmouth Institute of Health Policy and Clinical Practice, Dartmouth Medical School, and a neonatologist at Dartmouth-Hitchcock Medical Center, Lebanon, New Hampshire. He is the program director for the Neonatal-Perinatal Medicine fellowship there. He is a graduate of the Masters Program at The Dartmouth Institute (previously called the Center for Evaluative Clinical Sciences) where his concentration was Continuous Quality Improvement in Healthcare. After his fellowship in neonatology at the University of Vermont, he served as a faculty member there and was a postgraduate fellow at the Vermont Oxford Network. He has worked closely with the Vermont Oxford Network for many years, as a faculty member of the Vermont Oxford Network's quality improvement collaborative, the Neonatal Intensive Care Quality (NICQ) project, and as an advisory board member for NICQ. He has set up and directed educational courses on patient safety, on evidence-based medicine and on the ACGME core competencies for medical students, pediatric residents, and neonatology fellows. He is the author of several peer reviewed scientific publications, presentations and book chapters, including Cochrane systematic reviews. He is currently conducting research on and teaches about Patient Safety and medical errors. His interests include patient safety, healthcare quality improvement, evidence-based decision making, cost-effectiveness analysis, translation of research into practice, and organizational culture and leadership in healthcare.

Coordinator:

Kathy Leahy, RN, NNP



Kathy Leahy is the Special Projects Manager for the Vermont Oxford Network. She has worked as an NNP and clinical research nurse in the NICU at Fletcher Allen Health Care for several years. She coordinated the Vermont Oxford Network multicenter clinical trial comparing Survanta and Exosurf. Ms. Leahy coordinated the Vermont Oxford Network NIC/Q Benchmarking Project; a three year project utilizing a team approach to health care benchmarking with the goal of improving the effectiveness and efficiency of neonatal intensive care. Ms. Leahy is the Coordinator of the National Evidence-Based Quality Improvement Collaboratives for Neonatology. She has earned an advanced degree in nursing by way of on-the-job training.

Staff:

Nancy Cloutier



Nancy Cloutier is the Network Meeting Coordinator, and is the Coordinator for the Neonatal Encephalopathy Registry, the Tikur Anbessa NICU Project, VON Group Services, VON Web Services and is on the Network Operations Team. Nancy has been employed by the Network since 1990 and has been involved in many aspects of the organization over the past 21 years. Earlier in her career, Nancy was a Product Line Credit Manager for Digital Equipment Corporation. Nancy studied accounting, finance and business law at Boston University

Pam Ford, BA



Pam has worked as Special Projects Assistant with Kathy Leahy in the NICQ Project since 1999. She is currently coordinating the iNICQ Series, an innovative web based quality improvement Collaborative sponsored by Vermont Oxford Network.

Pam graduated from the University of Vermont with a Bachelor of Arts degree in English. Prior to working at VON, Pam spent 12 years as a Financial Aid Counselor at the University of Vermont.