

Vermont Oxford Network 2011 Annual Meeting and Quality Congress Faculty

Namasivayam Ambalavanan, MD



Dr. Ambalavanan is Professor of Pediatrics at the University of Alabama at Birmingham (UAB), with secondary appointments in the Departments of Cell Biology, and Molecular & Cellular Pathology. He is Director of the Division of Neonatal Research, and Director of the Translational Research in Normal and Disordered Development (TReNDD) program at UAB, and also serves as the Fellowship Training Program Director. He completed medical school and a pediatric residency in India before attending UAB for a pediatric residency and a fellowship in neonatal-perinatal medicine. His clinical research interests include evaluation of center differences, prediction of outcomes in critically ill infants, acute kidney injury in neonates, and probiotics for the prevention of NEC. Basic and translational research interests include evaluation of mechanisms underlying normal and disordered lung development, mechanical ventilation induced lung injury, and retinoids in hyperoxia-induced lung injury”

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.

Neil N. Finer, MD



Dr. Neil Finer is the Director of the Division of Neonatology at UCSD, and has held this position for the past 15 years. He has an established 30-year track record of clinical and related animal research in neonatal medicine and in developing and expanding the evidence basis of neonatal practice. In 1988, Dr. Finer organized and directed the first Canadian ECMO program. His areas of current interest include the design and conduct of prospective clinical trials to evaluate potentially better practices for the respiratory support of the extremely low birth weight infant. Current research projects include various aspects of neonatal resuscitation and at UCSD he has developed a video acquisition system to obtain relevant physiologic information during actual neonatal resuscitations conducted as part of prospective research protocols and as a Quality Improvement program. He is interested in the evaluation of methods of respiratory support for the extremely low birth weight infant including the evaluation of methods of delivering CPAP and surfactant. Dr. Finer is the Principal Investigator of the NICHD Neonatal Network SUPPORT Trial. He is the PI of the proposed PRESOX trial, which will compare 2 initial oxygen concentrations for the ELBW infant. Dr. Finer is a tenured Professor-in-Residence in the Department of Pediatrics at UCSD. He was the first President of the Neonatal Section of the Canadian Pediatric Society and a Past President for the California Association of Neonatologists.

Jay P. Goldsmith, MD



Dr. Goldsmith finished medical school at the Albert Einstein College of Medicine, did his pediatric residency at the University of California in San Francisco and Oakland Children's Hospital and neonatal fellowship at the Phoenix Hospital Associated Pediatric Program. He is a diplomat of the American Board of Pediatrics and is Board Certified in Neonatal-Perinatal Medicine. He served as Chairman of the Department of Pediatrics at the Ochsner Clinic and Foundation Hospital for twenty-two years.

As a member and co-chairman of the Neonatal Resuscitation Program (NRP) Steering Committee (1998-2009), Dr. Goldsmith helped write and publish the 4th and 5th editions of the NRP Textbooks and now continues as a United States representative to the International Liaison Committee on Resuscitation (ILCOR). He played a major role in the development of a high fidelity neonatal mannequin (SimNewB®) to teach neonatal resuscitation by simulation. Dr. Goldsmith's publications include over 80 scientific articles, 25 book chapters and 5 editions of the textbook, *Assisted Ventilation of the Neonate*.

After spending 30 years with the Ochsner Clinic in New Orleans as an active clinician and teacher he is now in private practice in Lafayette, Louisiana while teaching as a Professor in the Department of Pediatrics at Tulane University.

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



Dr. 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. Dr. 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.

Dr. 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. 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.

Munish Gupta, MD



Munish Gupta is a staff neonatologist and the Director of Quality Improvement for the Department of Neonatology at Beth Israel Deaconess Medical Center (BIDMC), and Instructor in Pediatrics at Harvard Medical School in Boston, MA. He is also co-chair of the Neonatal Quality Improvement Collaborative of Massachusetts (NeoQIC), a collaboration of all the neonatal intensive care units in Massachusetts created in 2006. Since 2009, he has been helping to coordinate a group of state collaboratives that has been meeting in the context of the Vermont Oxford Network's NICQ series; the group's focus is fostering the development of state perinatal quality collaboratives and exploring the potential of multi-state quality projects. Munish received his undergraduate education at Harvard University and attended medical school at Stanford University. He completed his residency in pediatrics at Children's Hospital Boston and Boston Medical Center and his fellowship in neonatology at the Harvard Combined Program in Neonatology. Munish joined the staff at BIDMC following completion of his fellowship in 2004. His primary academic interests include quality improvement and identifying clinical predictors of bronchopulmonary dysplasia.

James R. Handyside, B Sc



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.

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 NICUs 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.

Brent James, MD, M.Stat.



Brent James is known internationally for his work in clinical quality improvement, patient safety, and the infrastructure that underlies successful improvement efforts, such as culture change, data systems, payment methods, and management roles. He is a member of the National Academy of Science's Institute of Medicine and participated in many of that organization's seminal works on quality and patient safety. He holds faculty appointments at the University of Utah School of Medicine (Family Medicine and Biomedical Informatics), Harvard School of Public Health (Health Policy and Management), and the University of Sydney, Australia, School of Public Health. Dr. James is the Chief Quality Officer and Executive Director, Institute for Health Care Delivery Research at Intermountain Healthcare, based in Salt Lake City, Utah. Through the Intermountain Advanced Training Program in Clinical Practice Improvement (ATP), he has trained more than 3500 senior physician, nursing,

and administrative executives, drawn from around the world, in clinical management methods, with proven improvement results (and more than 30 “daughter” training programs in 6 countries)

Before coming to Intermountain, he was an Assistant Professor in the Department of Biostatistics at the Harvard School of Public Health, providing statistical support for the Eastern Cooperative Oncology Group (ECOG); and staffed the American College of Surgeons’ Commission on Cancer.

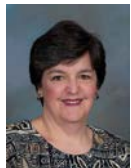
He holds Bachelor of Science degrees in Computer Science (Electrical Engineering) and Medical Biology; an M.D. degree (with residency training in general surgery and oncology); and a Master of Statistics degree. Dr. James serves on several non-profit boards of trustees, dedicated to clinical improvement.

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.

Kathleen A. Kennedy, MD, MPH



Kathleen Kennedy is a Professor of Pediatrics at UT-Houston Medical School. In addition to neonatology training, she completed an MPH degree at UT-Houston in 2001. She is the Director of the MS in Clinical Research Degree Program at UT-Houston and directs the Biostatistics for Clinical Investigators, Literature Appraisal, and Using Clinical Research in Health Care Policy and Practice courses in this program. Dr. Kennedy has over 25 years of experience conducting clinical research and is currently the PI of the Houston site in the NICHD Neonatal Research Network. Her peer-reviewed publications involve investigation of a wide variety of issues and study types including observational studies of prognosis, and interventional trials of drugs, devices, and management strategies. Dr. Kennedy’s interventional studies have predominantly been pragmatic, as opposed to explanatory, trials in which a particular strategy is tested under unrestricted typical “real-world” conditions. She was a member of the Committee for the Protection of Human Subjects (the IRB at UT-Houston) from 1999-2006 and served on Pediatric Subcommittee NIH Study Section from 2003-2007. As a Division Director from 2007-2011, Dr. Kennedy led an effort to optimize the outcomes in one of the largest NICUs (average census 100) in the country by encouraging young faculty to undertake carefully designed evidence-based quality improvement projects.

Eileen Lake, PhD, RN, FAAN



Dr. Lake teaches nursing students across the education spectrum. She directs undergraduates’ Senior Inquiry and prepares future nursing scholars in Dissertation Seminar as well as an outcomes research seminar for doctoral students. Dr. Lake leads a program of research on the contributions of the nurse’s work environment and clinical nursing expertise to patient outcomes. She says, “Research demonstrating the positive effects on nurses and patients of good work environments can be a catalyst for change.” From the perspective of organizational sociology, Dr. Lake has developed a theoretical framework linking the nurse’s work environment to patient outcomes. Her work advances the instruments and methods of outcomes research. She is co-principal investigator of a study of nurse staffing, practice environments, and outcomes of very low birthweight infants

in 70 neonatal intensive care units throughout the U.S. This study is sponsored by the NIH. She was the first external researcher to use the ANA-sponsored National Database of Nursing Quality Indicators, comprising data from 4,300 nursing units in 650 hospitals nationally, to link nurse staffing to patient falls and pressure ulcers. Dr. Lake's work reaches diverse audiences in nursing, sociology, and health policy.

Paul F. Levy



Paul F. Levy served as President and Chief Executive Officer of the Beth Israel Deaconess Medical Center in Boston from January 2002 to January 2011. BIDMC is one of the nation's preeminent academic health centers, providing state-of-the-art clinical care, research, and teaching in affiliation with Harvard Medical School. Licensed for over 600 beds, BIDMC annual revenues are over \$1.4 billion. Previously, Mr. Levy was the Executive Dean for Administration at Harvard Medical School, where he was responsible for administrative, budgetary, and facility issues, as well as community and governmental relations. He was also involved in coordinating collaborative ventures between HMS and its affiliated hospitals. Before joining Harvard Medical School, Paul Levy was Adjunct Professor of Environmental Policy at MIT, where he taught infrastructure planning and development and environmental policy for seven years. He also maintained an independent consulting practice, providing strategic, negotiation, and regulatory advice to firms in the energy, water, and telecommunications arenas.

Mr. Levy has served as Executive Director of the Massachusetts Water Resources Authority, Chairman of the Massachusetts Department of Public Utilities, and Director of the Arkansas Department of Energy. At the MWRA, he had primary responsibility for the "Boston Harbor Cleanup," one of the largest pollution control projects in the world. In operating the water transmission system for 46 communities at the MWRA, Mr. Levy carried out an aggressive demand management program which decreased water consumption by 15% over a three-year period. As Chairman at the MDPU, Paul Levy regulated the electricity, telecommunications, natural gas, and water utilities in Massachusetts. While at the Arkansas Department of Energy, Mr. Levy directed energy programs, planning, policy and advocacy for the State, including such areas as energy conservation, renewable and fossil energy resource development, and regulatory and legislative matters. Mr. Levy is the author of numerous articles in a variety of fields and co-author of *Negotiating Environmental Agreements* (Island Press, 1999). He is author of a blog formerly entitled "Running a Hospital," and in that regard was one of very few hospital CEOs to share thoughts publicly about hospitals, medicine, and health care issues.

Mr. Levy is a member of the MIT Corporation, ISO-New England, and the Celebrity Series of Boston. He previously served on the Board of the Risk Management Foundation. He coaches and referees youth soccer, plays on an adult team, and also enjoys bicycling and woodworking.

Helen Mintz-Hittner, MD



Dr. Mintz-Hittner is a graduate of Rice University (1965-PBK) and Baylor College of Medicine (1969-AOA). She did a pediatric internship (1970) and an ophthalmology residency (1973) at the Baylor Affiliated Hospitals, and a pediatric ophthalmology fellowship at the Texas Children's Hospital (1974). She was certified by the American Board of Ophthalmology (1975), has been a member of the American Academy of Ophthalmology since 1976 receiving its Honor Award in 1986 and its Senior Honor Award in 2005. She has co-authored many peer reviewed articles including classical articles on retinopathy of prematurity demonstrating the peripheral avascular retina as the source of an angiogenic factor, value of anti-oxidants in treatment (vitamin E-NEJM-1981), and value of anti-vascular endothelial grow factor in treatment (bevacizumab-NEJM-2011). She is currently the Alfred W. Lasher III Professor in the Department of Ophthalmology and Visual Science at the University of Texas Health Science Center at Houston-Medical School.

Darius M. Moshfeghi, MD



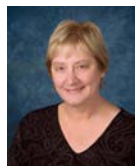
Darius M. Moshfeghi, MD, is an Associate Professor of Ophthalmology at Stanford University School of Medicine in Stanford, California. He serves as the Director of the Vitreoretinal Fellowship Program, Director of Pediatric Retinal Disease & Surgery, and the Director of Telemedicine in the Department of Ophthalmology. Additionally, he is the Founder and Director of the Stanford University Network for Diagnosis of Retinopathy of Prematurity (SUNDROP). SUNDROP is a community-based outreach initiative to provide screening services for ROP to underserved neonatal intensive care units. Now in its 6th year, SUNDROP has demonstrated a 100% sensitivity and 99.5% specificity for the identification of treatment-warranted ROP, and is the largest academic telemedicine screening program for ROP in North America.

Esther B. Neuwirth, MD



Esther (Estee) B. 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.

Thelma Patrick, PhD, RN



Dr. Thelma Patrick is an Associate Professor, College of Nursing at The Ohio State University. While working at the University of Pittsburgh School of Medicine, Patrick studied high-risk pregnancies, especially preeclampsia. Now a professor and researcher at The Ohio State University, she hopes to continue looking at high-risk pregnancies and the consequences of high-risk pregnancy for women and their infants.

Alan Prest, MHA



Alan has over 20 years' experience in hospital operations, quality improvement, strategic planning, and leadership development. He 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.

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.

Steven Ringer, MD, PhD



Steven Ringer, MD, Ph.D., Director of Newborn Services, Brigham and Women's Hospital, Harvard Medical School, Boston MA. Dr. Ringer has made several medical missions to Vietnam as part of "Project Vietnam," a non-profit organization sponsored by the American Academy of Pediatrics. The Project provides education, training and humanitarian assistance to Vietnam, focusing on needy rural areas and children at risk. He has worked on the development and distribution of low cost CPAP and phototherapy across Vietnam, has developed and implemented an ongoing telemedicine educational program there, and is working on using the VON database to drive local Quality Improvement in Vietnamese Neonatal units. Dr. Ringer is a leader of the Tikur Anbessa NICU Project, a partnership between the Vermont Oxford Network and Addis Ababa University designed to enhance education and training in newborn health in Ethiopia.

Roger F. Soll, MD *H. Wallace Professor of Neonatology*



Dr. Soll is a professor of Pediatrics at the University of Vermont College of Medicine, the President of the Vermont Oxford Network and Director of Network Clinical Trials. Dr. Soll is an authority in evidence-based medicine and randomized clinical trials. He is the coordinating editor of the Cochrane Neonatal Review Group of the Cochrane Collaboration and author or co-author of the Cochrane Reviews of surfactant therapy. He is the author of numerous peer reviewed articles and book chapters on the subject of surfactant replacement therapy and evidence-based medicine. A native of New York City, Dr. Soll graduated from Cornell University with a degree in Genetics and History of Science in 1975. He received his M.D. degree from the University of Health Sciences/Chicago Medical School in 1978. He returned to New York City to complete his residency training in Pediatrics at Bellevue Hospital/New York University Medical Center in 1981. After 2 years with the Public Health Service, Dr. Soll returned to academic training. He completed the post graduate fellowship in Neonatal Perinatal Medicine at the University of Vermont in 1983 and has remained in Vermont ever since. When otherwise unoccupied, he resides in Hinesburg, Vermont with his wife, two sons, and a large golden retriever.

Jonathan Spector, MD, MPH



Dr Spector is a Pediatrician and Neonatologist based in Boston, Massachusetts, USA, at Massachusetts General Hospital, Harvard Medical School, and the Harvard School of Public Health. His time is split between clinical work in the Neonatal Intensive Care Unit and research activities focused on maternal-newborn health in global resource-limited settings. Dr Spector is grant funded to measure the impact of WHO's Safe Childbirth Checklist Program in northern India, and to develop and test innovative technology for improving newborn resuscitation in low income countries. Dr Spector is Chairperson of the American Academy of Pediatrics' Section on International Child Health, Task Force member for *Helping Babies Breathe*, and immediate past-Chairperson of the Massachusetts Medical Society's Committee on Global Medicine. He edits the textbook, *Atlas of Pediatrics in the Tropics and Resource-Limited Settings*. Dr Spector's publications include research on global newborn survival, tropical infectious disease, and pediatric nutritional illnesses.

Benjamin Stenson, MD



Dr Ben Stenson, MD is a specialist neonatologist from the Royal Infirmary of Edinburgh in Scotland, United Kingdom. He is the head neonatologist involved with the BOOST II UK trial of oxygen saturation targeting. Dr. Stenson has a long established interest in neonatal research with a particular focus on measurement and monitoring of respiratory function. He is the Deputy Editor responsible for the Fetal and Neonatal Edition of Archives of Disease in Childhood and is a member of the ILCOR Neonatal Delegation.

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 as 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 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.