

**NICQ 2009**  
**Faculty and Staff Biographies**

**Marie Abraham**

Marie Abraham is a Senior Policy and Program Specialist for the Institute for Family-Centered Care. Since joining the Institute in 1996, her work has included providing consultation and training to health care organizations, hospitals, and primary care practices; assisting with the development of resource materials; co-authoring publications; serving on the planning committee and as faculty for Institute seminars and international conferences. In addition to working with VON, Marie has been a consultant to other national quality improvement initiatives focusing on maternity and normal newborn care and primary care for children and adults with chronic conditions. Prior to joining the Institute, Marie worked as a direct service provider to young children and their families and as a trainer of trainers in the field of early childhood special education. Marie also brings personal perspective and passion to her work. She lives in Connecticut with her three sons, one of whom required intensive therapy and early intervention for his first six years.

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

Susan Bakewell-Sachs is the Carol Kuser Loser Dean and Professor of Nursing of the School of Nursing, Health, and Exercise Science at the College of New Jersey (TCNJ), in Ewing, NJ. Dr. Bakewell-Sachs has been a perinatal nurse for 29 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 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.

Dr. Bakewell-Sachs is a 2007-2010 RWJF Executive Nurse Fellow where her leadership development focus is on nursing education.

**Barbara S. Boushon, RN, BSN**

Barbara Boushon 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 their access to primary and specialty care, their office flow and efficiency, and their 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 for Ryan White Care Act grantees.
- And most recently, she has started to work with the Veterans Administration as co-director of their new national Transitioning Levels of Care Collaborative.

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 the a Medical Intensive Care Unit early in her nursing career.

#### **Lillian A. Burns, BS, MT, MPH, CIC**

Lillian A. Burns, MT, MPH, CIC, is an Infection Preventionist in the Infectious Diseases Department at Greenwich Hospital in Greenwich Connecticut.

Ms. Burns earned a Bachelor of Science degree in Biology with a major in Medical Technology and Microbiology at Long Island University in New York City and was awarded a Masters of Public Health degree at New York University, also in New York City. While at New York University Ms. Burns area of study was epidemiology and health education.

Ms. Burns has lectured extensively on infectious diseases, including tuberculosis, influenza, HIV and MRSA; as well as infection prevention initiatives. She has been a consultant to nursing homes, private and public companies as well as healthcare organizations.

Ms Burns is also author or co-author of numerous abstracts on infectious diseases, and patient safety. Ms. Burns' current research activities are focused on resistant microorganisms such as MRSA.

Ms. Burns has worked extensively on quality improvement initiatives and served as faculty advisor with the Institute of Healthcare Improvement's (IHI) IMPACT Community on Hospital-acquired Infections Collaborative. She is currently involved with the Blue Shield of California Foundation's California Healthcare-associated Infection Prevention Initiative (CHAPEI) as a faculty advisor of IHI.

Ms. Burns is on the Board of Directors at the Association for Professionals in Infection Control and Epidemiology (APIC), is on the Center for Disease Control and Prevention's Healthcare Infection Control Practices Advisory Committee.

Ms. Burns is a member, Association for Professionals in Infection Control and Epidemiology, the American Society of Microbiology and the Academy of Sciences.

#### **Merja Cahoon, RNC, MS, NNP**

Merja Cahoon is a Neonatal Nurse Practitioner and the NNP Service Coordinator at Vermont Children's Hospital at Fletcher Allen Health Care in Burlington, Vermont. She received her nursing degree from Pori Nursing College in Pori, Finland and completed an NNP Program at Georgetown University in Washington D.C. She earned her

Masters in Evaluative Clinical Sciences with a concentration in Epidemiology and Biostatistics at Dartmouth College in Hanover, NH, where she also studied Health Policy and Continuous Quality Improvement in Healthcare.

Merja's neonatal nursing career started in Finland. Since 1984 she has worked in the Neonatal Intensive Care Unit at Vermont Children's Hospital as a nurse and an NNP. In addition to clinical work, she has participated in several evidence-based quality improvement projects. In 2004 she led a multidisciplinary team to develop an evidence-based oxygen management guideline and facilitated its implementation. She has been involved in the Neonatal Intensive Care Quality collaborative since 2002. During the most recent collaborative she conducted data analysis for the Nutrition Group's study to evaluate the impact of selected nutrition practices on growth in VLBW infants.

### **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 9 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 7 years, and she has served at its Chair for the past 4 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 Steering Committee, and has served as a Patient and Family Advisor for the Primary Care Leadership Team at Dartmouth Hitchcock. She has served as a volunteer Breastfeeding Peer Mentor at the Intensive Care Nursery since the inception of the program, in 2006.

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

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

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

### **Nancy Cloutier**

Nancy Cloutier is the Network Meeting Coordinator as well as the Electronic Data, Neonatal Encephalopathy Registry and Nightingale Coordinator for the Vermont Oxford Network. Nancy has been employed by the Network since 1990 and has been involved in many aspects of the organization over the past 12 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.

### **Virginia (Ginna) Leigh Hamilton 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.

### **Mitch DeJonge, MD**

Mitch is a neonatologist at Spectrum Health/DeVos Childrens Hospital in Grand Rapids, Michigan. He has been involved with the VON NIC/Q collaboratives since 2002 along with the core multidisciplinary team from DeVos. Mitch is the NICU physician leader for the safety and quality improvement team at DeVos. Mitch graduated from The University of Michigan Medical School and completed his Pediatric residency and Neonatal/Perinatal fellowship at the University of Wisconsin.

### **Paula Delmore, RN, MSN**

Paula Delmore is manager for the Department of Neonatology at Wesley Medical Center in Wichita, KS. She has a 30 year history with the Wesley NICU. Her early years were spent as a staff nurse and nursing educator. In 1987 she shifted her focus to developing a clinical trial support system for the NICU. She has been part of the design, auditing and monitoring for several RCTs. Her primary research contributions have been related to optimal use of surfactant preparations in collaboration with John Kattwinkel and Barry Bloom. More recently, she has served as a data collection resource/consultant for research sponsors.

Wesley is one of the original VO network centers and Paula has been the site contact and data abstractor from the beginning. Under her leadership, the Wesley Team joined the first NIC/Q project and they have participated in each of the subsequent collaboratives. She supports the larger VO network as a representative member on the multidisciplinary advisory group.

Within the HCA system, Paula helped design and launch the Neonatal Outcomes Measurement and Improvement database as the initial project for the HCA Neonatal Network. She worked as a team member on the initial Best Demonstrated Process project and was trained as a facilitator in the methodology for subsequent projects. She is a board member for the Wichita Medical Research and Education Foundation and serves on the Scientific Review Committee for the IRB. Paula received both her undergraduate and graduate education at Wichita State University and now volunteers as Adjunct Assistant Professor in the College of Health Professions. In her free time she loves to read (two book clubs!), have dinner parties and decorate cakes.

### **Trey Dunbar, MD**

Alston "Trey" Dunbar III, MD, MBA has been a neonatologist with Infamedics and Woman's Hospital since 2001. He completed medical school at the Wake Forest University School of Medicine, pediatric residency at the University of Virginia Health Sciences Center, and neonatal fellowship at Johns Hopkins University. Trey has been

the physician representative for the Woman's Hospital Vermont Oxford Network Neonatal Intensive Care Quality Improvement Collaborative (NIC/Q) team since 2003. He has been an investigator for several quality related studies within the division of neonatology, authored peer reviewed publications focused on implementation of quality improvement projects, and served as a guest speaker for the Vermont Oxford Network's iNICQ internet-based quality improvement series.

**Michael Dunn, MD, FRCPC**

Dr. Michael Dunn is Medical Director of the Neonatal Intensive Care Unit at Sunnybrook Health Sciences Centre in Toronto and an Associate Professor in the Department of Paediatrics at the University of Toronto. He is an established researcher who has spearheaded several large randomized trials examining the effect of neonatal therapies. He has been very involved in VON activities since 1992. He is or has been on the Steering Committees of several VON sponsored clinical trials (Early Surfactant Trial, DR Management Trial and HeLP trial) plus the ELBW Followup Project. He and the team from Sunnybrook have been active participants in three NICQ collaboratives including NICQ 2002 (Family Matters), NICQ 2005 (Senses and Sensibilities) and NICQ 2007 (Staffing for Quality and Safety). He was the winner of the "NICQ Idol" competition in 2007 with a stirring rendition of "Twist and Shout".

Dr. Dunn serves on several local, national and international bodies committed to improving the quality of neonatal-perinatal care. He is a member of the Ontario Provincial Maternal-Newborn Advisory Committee, the Maternal and Perinatal Death Review Committee to the Chief Coroner for the Province of Ontario and the Canadian Neonatal Network. He is the President of the Neonatal-Perinatal Section of the Canadian Paediatric Society and a liaison member of the Foetus and Newborn Committee of the CPS and the Section on Perinatal Pediatrics of the American Academy of Pediatrics. He serves as an International Advisor to the Consensus Committee to Establish Recommended Standards for Newborn ICU Design. He is committed to the provision of quality care to NICU patients and their families and believes that we as health care providers need to do everything in our power to give our newest citizens the best possible start in life.

**Neil N. Finer, MD**

Dr. Neil 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. He is the Director of the Division of Neonatology at UCSD, and the Director of the UCSD Neonatal Perinatal Training program and has held these positions for the past 13 years. He has an established 30 year track record of prospective clinical research in neonatal medicine and in developing and expanding the evidence basis of neonatal practice.

In 1988, Dr. Finer introduced ECMO into Canada and developed the first Canadian Neonatal 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. He was the Co-Principal Investigator of the NINOS trial to evaluate the role of inhaled nitric oxide in the hypoxic term infant, and is currently the Principle Investigator for the ongoing NICHD sponsored SUPPORT Trial. This trial is comparing early surfactant to early CPAP in the ELBW infants and the use of 2 different target oximeter ranges for the acute management of the ELBW infant. He has conducted a number of prospective studies to evaluate the benefit of premedication for neonatal intubation. He has had a longstanding interest in the hypoxic ischemic encephalopathy (HIE) of the term infant and was a participant in both the Body and

Head Cooling Hypothermia prospective trials to evaluate hypothermia for the treatment of HIE.

At UCSD he developed a video acquisition system to obtain relevant clinical and physiologic information during actual neonatal resuscitations. His group evaluated numerous resuscitation interventions, and recently completed a prospective study to compare room air with 100% oxygen for the resuscitation of the VLBW infant. Dr. Finer also has a significant and ongoing experience in utilizing fiberoptic bronchoscopy to assist in the diagnosis and treatment of airway abnormalities in neonates.

### **Pamela 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.

### **Donald Goldmann, MD**

Dr. Goldmann, Senior Vice President, Institute for Healthcare Improvement (IHI), is responsible for Fellowship training, faculty relations, the innovation pipeline, and publications/knowledge management. He is also the principal IHI liaison to a number of strategic allies, including the Joint Commission, CMS, AMA, CDC, and AHRQ. Dr. Goldmann's career in clinical infectious diseases and epidemiology (with a focus on hospital-acquired infections) 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 at the Harvard School of Public Health.

### **Jay P. Goldsmith, MD**

Clinical Professor, Department of Pediatrics, Tulane University School of Medicine, New Orleans, Louisiana

Dr. Goldsmith is a diplomate 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. He has also served as a consultant to the Louisiana State Improving Pregnancy Outcome Grant and the Southern Governor's Task Force on Infant Mortality. Dr. Goldsmith was Co-Chairman of the State Perinatal Commission of Louisiana and is presently Vice Chairman of the Fetus and Newborn Committee for the American Academy of Pediatrics in the state of Louisiana. He has been actively involved in perinatal education and has special interests in the areas of neonatal resuscitation, ventilation of newborns, performance improvement and neonatal ethics. He is the co-chairman of the Neonatal Resuscitation Program (NRP) Steering Committee which has completed the fifth edition of the NRP Textbook published in May, 2006. He is also editor of the Slide Set for the NRP, former editor of the NRP Instructor Update periodical and 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. As consultant to the *Vermont Oxford Network* on respiratory care and a principal in *The Assist Group*, he has helped numerous hospitals develop potentially better practices to reduce the incidence of chronic lung disease. He is the originator of the "Oxygen With Love" (OWL) Program for neonatal intensive care units which has been successful in reducing the incidence of retinopathy of prematurity

in many hospitals. Dr. Goldsmith's publications include over 70 scientific articles, 21 book chapters and 4 editions of the textbook Assisted Ventilation of the Neonate with a 5<sup>th</sup> edition now in preparation. His research concentrates on newborn assisted ventilation and quality improvement.

Dr. Goldsmith has over 32 years of clinical experience in neonatology. He spent 30 years with the Ochsner Clinic in New Orleans as an active clinician and now is in private practice in Lafayette, Louisiana while teaching at Tulane University.

### **James Handyside, BSc**

Jim Handyside is a consultant in healthcare safety and quality improvement and principal of Improvisation, a consulting practice he formed in 1995. Mr. Handyside has worked for the past twenty 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. He is the author of the NICQ *Checklist Series on Human Factors* and a Senior Associate Consultant with Humansystems Inc. Jim has been a member of the NICQ faculty since 1998, having worked as a facilitator during NICQ 2000 and 2002 and quality leader of NICQ 2005, NICQ 2007 and several iNICQ series. Current work includes directing *Patient Safety and Human Factors 101* - a course taught to clinicians and managers at Sunnybrook Health Sciences Center in Toronto and serving as improvement advisor for Nationwide Children's Hospital Neonatal Services in Columbus, Ohio. Jim holds a 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. An avid gardener and perpetual renovator, Jim lives on a farm near London, Ontario, Canada.

### **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, Consulting Editor for Pediatrics electronic pages, 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 650 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, the iNICQ Internet Improvement Collaboratives, and the Center for Patient Safety in Neonatal Intensive Care, whose partners include the University of Vermont, Children's Hospital and Beth Israel Deaconess Hospital in Boston, Dartmouth College and the Vermont Oxford Network.

### **Patricia Ittmann, DO**

Dr. Patricia Ittmann is an attending Neonatologist at Rockford Health System, Rockford, IL. She is also the Quality Leader for the NICU. She has been involved in the Vermont Oxford NIC/Q collaborative since 1998. She is also on the Steering Committee to develop a Statewide Quality Collaborative for Illinois and project director for the first Quality Improvement project for all Illinois Perinatal Centers.

After graduation from medical school at University of Des Moines, Des Moines, Iowa, she completed her Pediatric residency at the Mayo Clinic, Rochester, MN and her neonatal fellowship at University of Michigan, Ann Arbor Michigan.

### **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.

### **Martha Kathryn (M. K.) Key, Ph.D**

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. She can be reached at (888)-655-3901 or [keyassocs@mindspring.com](mailto:keyassocs@mindspring.com).

**Hannah King, MPH**

Hannah King is Director, Delivery System Leaders, at Kaiser Permanente where she works with senior leaders to identify and spread successful practices. Prior to joining Kaiser Permanente, Hannah was an independent consultant. She led quality improvement projects, assisted in new business development, and focused on developing high performing teams. Hannah has held positions in hospital administration, clinical management, project management, and teaching. She has been a member of the Vermont Oxford Network NIC/Q faculty since 1999 where she facilitated the FBI focus group and the Bug Off! exploratory group on decreasing infections and the SMERPs group on Stopping Medication Errors from Reaching Patients. She has also contributed to the collaborative's work by co-authoring the Safety Culture Workbook and presenting on "holding the gains." Hannah has a MPH from the University of California, Berkeley.

**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 nagging by way of on-the-job training.

**Stuart Levine, Pharm.D.**

Stuart Levine is the Informatics Specialist at the Institute for Safe Medication Practices (ISMP). His primary role is promoting medication safety through the safe use of technology. Stuart also serves as an in-house resource for medication safety for pediatric and neonatal patients based on his 25 years experience as a Director of Pharmacy Services at a pediatric hospital. Stuart is a member of the consulting team at ISMP and assists in reviewing the medication use process in hospitals around the country. He has served as an expert on medication safety for collaboratives with Child Health Corporation of America, National Association of Children's Hospitals and Related Institutions and the Vermont Oxford Network. Stuart is a past member of the board, and chief operating officer, of the Pediatric Pharmacy Advocacy Group (PPAG). He received his bachelor of pharmacy degree from Temple University and his Doctor of Pharmacy degree from the University of Kentucky.

**Chris Longhurst, MD**

Chris Longhurst is a board-certified pediatrician and Assistant Professor at the Stanford University School of Medicine. He also holds an administrative appointment at Lucile Packard Children's Hospital as the Medical Director for Clinical Informatics, where he has spent the last several years helping to lead the organization through the implementation of a comprehensive electronic medical record (EMR). This accomplishment has resulted in national attention as a result of the successful

implementation of a vendor-based computerized physician order entry (CPOE) system – a milestone achieved by less than 3% of hospitals nationwide – in the high acuity setting of a tertiary academic children’s hospital.

Dr. Longhurst received his B.S. from the University of California, San Diego in 1996, graduating *cum laude* with a major in molecular biology and a minor in computer science. He matriculated at the University of California, Davis, receiving his M.S. in medical informatics in 2000 and his M.D. in 2001. Chris completed his pediatric residency training at Lucile Packard Children’s Hospital in 2004 before joining the faculty. Dr. Longhurst has published a number of articles in peer-reviewed journals and speaks nationally on topics that include preparing for CPOE, evidence-based implementation of clinical decision support systems, and unintended consequences of healthcare IT projects.

### **Amit Mathur, MBBS, MD, MRCP**

Amit Mathur is a board certified neonatologist and an Associate Professor of Pediatrics in the Division of Newborn Medicine at the Washington University School of Medicine. He is also Associate Medical Director in the neonatal intensive care unit (NICU) at St. Louis Children’s Hospital. Dr. Mathur co-directs the neonatal research group at Washington University and has research interests in brain development, brain injury and neuroprotection in newborns. He has successfully implemented a therapeutic hypothermia program in the NICU at St. Louis Children’s Hospital. Dr. Mathur has developed unique techniques to perform MR imaging in un sedated neonates and is especially interested in the effect of sub-clinical seizures on the immature brain. He is also interested in the impact of post-hemorrhagic ventricular dilatation on the developing brain in premature neonates.

Dr. Mathur graduated from the University College of Medical Sciences in New Delhi and subsequently completed his pediatric training in India, obtaining an MD in Pediatrics. He continued his training in Pediatrics in the United Kingdom for six years prior to moving to the US for his residency and fellowship at St. Louis Children’s Hospital. Dr. Mathur is a member of the Society for Pediatric Research and has published several articles in the field of neonatal neurology in peer reviewed journals.

### **Jennifer Michelle, MPH**

Jennifer Michelle is the Community Manager and Reporting Specialist at Vermont Oxford Network. Her role is to assist VON members in working with NICQpedia, as well as to prepare the code that produces their statistical reports. Prior to coming to VON, Ms. Michelle worked as the Monitoring and Evaluation Specialist for REDSALUD, a USAID-funded health care improvement project in the Dominican Republic. In addition, she worked as a Health Analyst for USAID bureaus and designed questionnaires on gender violence and humanitarian needs for Refugees International. She received her MPH from Tulane University with an emphasis on epidemiology, international health, and tropical medicine. Her BA is from the University of Minnesota with a major in Spanish and a minor in Women’s Studies.

### **Renee G. Miller, RN, BSN**

Renee is an Administrative Clinical Leader for two neonatal units at Nationwide Children’s Hospital. She assists in operations management with a strong focus in quality improvement initiatives and family centered care. Renee is on the quality improvement leadership team that provides guidance to the seven neonatal units of Nationwide Children’s Hospital. She is currently pursuing her graduate degree at Capital University in health administration. Renee received her BSN from the Ohio State University, magna

cum laude and is member of Sigma Theta Tau and Phi Kappa Phi. Prior to her nursing career, she established and was co-owner of Miller Studio, a screen printing and graphic design studio specializing in casino graphics and point of sale displays. Clients included Trump Casinos, Resorts, Bally's, and Subaru.

### **Judy Ohlinger, RNC, MSN**

Judy Ohlinger has been a neonatal nurse since 1974 when she graduated with her bachelor's degree in nursing from the University of Akron. She has practiced her craft at Akron Children's Hospital in various capacities including staff RN, Education Coordinator, and Unit Manager. In 1998, Judy vacated her position as manager to assume the new role of Improvement and Research Coordinator for the NICU. She is a member of the National Association of Neonatal Nurses, The Academy of Neonatal Nurses, and Sigma Theta Tau International Honor Society of Nursing. She went back to the University of Akron and earned her Master of Science in Nursing in 2002 focusing on organizational behavior and administration. The NICU at Akron Children's has been part of the Vermont Oxford Network since its inception and part of the quality improvement collaboratives since they began in 1995. As a "Your Ideal NICU" (YIN) center in the NICQ 2005 QI Collaborative, Judy and her team added the clinical microsystems approach to improvement work to their growing and deepening knowledge base of change strategies. She has co-authored several articles describing lessons learned and applied during her unit's collaborative participation. Since 2006, she has been a member of a hospital steering committee committed to disseminating the clinical microsystems approach throughout the organization and has coached three highly varied hospital teams, the Emergency Department, Information Services, and Maternal Fetal Medicine, through the process. In 2007 she became a member of the steering committee for the newly formed Ohio Perinatal Quality Collaborative. She is passionate about quality and performance improvement and research to improve outcomes for families and their babies.

### **June Paquette, RN, BS**

June has a varied clinical, management and administrative background spanning in-patient, out-patient, home care, hospice and managed care operations. She received her RN from St. Joseph's College of Nursing in San Francisco and over the years returned to school to earn a BS in Health Education at the University of West Florida and a Masters in Public Administration from Golden Gate University of San Francisco, with emphasis in Organization and Management.

June retired from the University of California Davis Health System (UCDHS) after thirteen years serving in various management and administrative capacities. She began as the manager of hospital wide discharge planning and utilization management for the 528 bed UC Davis Medical Center and created an in-patient Transfer Center and a Physician Referral Center for the Medical Center and Health System.

As the Assistant Director for Ambulatory Care, June had administrative responsibility for all hospital based clinics, Home Care and Hospice, Physician Referral Center, Transfer Center, Access Services and Managed Care Operations.

It was during her last 3 years at UCDHS that she began her Clinical Microsystem work with the help and support of Marjorie Godfrey and Eugene Nelson of Dartmouth. June coordinated the UCDHS Clinical Microsystem redesign project which involved 18 primary care network teams and 22 hospital based specialty teams. Additionally, June served as the administrative project leader for the ambulatory Electronic Medical Record (EMR) team. She believes the creation of engaged and empowered microsystems was

a critical element in the successful development and implementation of the outpatient EMR.

Ms. Paquette has maintained her interest and knowledge of Clinical Microsystems by being a member of the Clinical Microsystem Resource Group at the Center for the Evaluative Clinical Sciences at Dartmouth College. She was a member of the faculty for the 2007 VON collaborative, serving as facilitator for the Design and Build LIC and team coach for two clinical units.

### **Robert H. Pfister, MD**

Dr. Pfister attended The Medical School of South Carolina and after residency worked as a Pediatric E.R. attending for 5 years. Afterwards, he completed dual fellowships in Neonatal-Perinatal Medicine and Research Outcomes while studying at the University of Vermont. During his fellowship, he completed complementary twin systematic overviews published in the Cochrane Neonatal Collaborative Review Group comparing the novel protein containing synthetic surfactants to existing surfactants and published a comprehensive article on this subject in *Biology of the Neonate*. Shortly thereafter, he developed an interest in neonatal cerebral monitoring that led to a study utilizing amplitude integrated EEG technology. Concurrently, he has been an active participant in reviewing qualitative improvement efforts in Vermont Oxford Network. He is currently, an attending neonatologist and Assistant Professor of Pediatrics at the University of Vermont. He continues his work with the Vermont Oxford Network as a post-doctoral fellow. His interests include resident medical education, evidence based decision making in the intensive care unit, neuroprotective interventions, and environmentally-sound physical microsystem quality initiatives. For NICQ 2009, Dr. Pfister has contributed to the design and content of the Quality Improvement Toolkits.

### **Jan "J" Schriefer, DrPH**

J Schriefer is Assistant Professor of Pediatrics in the Division of Critical Care and Assistant Director of Pediatric Medical Quality for the Golisano Children's Hospital at Strong. She is part of the NICU team responsible for maintaining the VON database at University of Rochester. She is the co-editor of *Evidence-Based Quality Improvement in Neonatal and Perinatal Medicine - The NIC/Q 2000 and 2002 Experience*, vol. 111, no .4 and vol. 118, no 2. She has been a facilitator for VON since 2001. Previously, she was the Director of Outcomes Management at Spectrum Health/Devos Children's Hospital. She established the clinical value compass work at Spectrum. At Fletcher Allen Health Care in Burlington, VT J did cost accounting and quality improvement and facilitated the SICU early extubation QI project at Fletcher Allen 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 the University of Vermont and is an Adjunct Professor there. J is co-author of the VON NICU Smoking Cessation Tool Kit Version 1.0 (2008).

### **Eileen Steffen, RN**

Eileen has been a NICU nurse for 25 years in the Saint Barnabas Medical Center in Livingston, NJ. 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, the Saint Barnabas Medical Center participated in VON's "Your Ideal NICU (YIN)" Project and Eileen functioned as the coordinator of this project for her center. 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 has coordinated and led staff at all levels to facilitate quality improvement and safety of care to the neonates they care for. She continues to coordinate the VON 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.

### **Gautham Suresh, MD**

Gautham Suresh, MD, DM, MS, is an Associate Professor of Pediatrics and a neonatologist at Dartmouth-Hitchcock Medical Center, Lebanon, New Hampshire. He is a graduate of the Masters Program at The Dartmouth Institute (previously called the Center for Evaluative Clinical Sciences) at Dartmouth Medical School, Hanover, NH 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 for four years and was a postgraduate fellow at the Vermont Oxford Network. He is the author of several peer reviewed scientific publications, presentations and book chapters, including Cochrane systematic reviews. He has worked closely with the Vermont Oxford Network for several years and is currently conducting research on 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. He is a faculty member of the Vermont Oxford Network's quality improvement collaborative, the Neonatal Intensive Care Quality (NICQ) project, and was an advisory board member for NICQ.

### **Nancy White, BA**

Nancy has utilized her facilitation, marketing, communications and management abilities for over 25 years in the broadcast media, not-for-profit and business communities. As founder of Full Circle Associates, a communications and collaboration consultancy, she helps non-profits and businesses connect through online and offline strategies with a particular interest in the application of online interaction tools and techniques to virtual teams, communities of practice, in international community development, and with all types of learning communities.

Nancy is recognized internationally for her leadership and expertise in the emerging field of online group facilitation and interaction, seeking to understand "what works and why." She has innovated new online and blended interaction formats for groups. She considers herself an addicted life-long learner, and uses her work as a learning lab for online facilitator and coaching for distributed communities of practice, online training and education, distributed teams and online communities.

Nancy is an active presenter, chronicler and was one of the first to document and collect online facilitation resources (<http://www.fullcirc.com/community/communitymanual.htm>).

She has taught the original online workshop, Facilitating Online Interaction, since 1999 (<http://www.fullcirc.com/ws/onfaccourse.htm>) and hosts the "Online Facilitation" email list. She blogs (<http://www.fullcirc.com/>) and maintains a large collection of "how to" resources on online communication at

<http://www.fullcirc.com/community/communitymanual.htm>. Nancy has a chapter in

**Knowledge Networks: Innovation through Communities of Practice,**

<http://www.cs.york.ac.uk/mis/KNICOP/Chapters/Introduction.html>, an entry in the

**Encyclopedia of Online Communities** ([<http://www.idea-group.com/encyclopedia/details.asp?ID=4459>\) and a chapter in the 2007 "Change](http://www.idea-</a></p></div><div data-bbox=)

**Handbook.”** She has a forthcoming book on “**Digital Habitats: stewarding technology for communities**” with Etienne Wenger and John Smith. Nancy frequently presents at conferences, online gatherings and meetings about the integration of online communications tools and techniques into overall communications strategies, particularly for non-profit and social change organizations.

Nancy brings both depth and breadth of experience, having run an Internet start-up company and held positions including marketing, public relations, maternal and child health, government relations, project management, and video production. Her Emmy award-winning communications experience includes KIRO Inc.’s “A World of Difference Campaign,” numerous health and social service education campaigns and event marketing. Her media experience includes CBS affiliate KIRO TV and radio. She was a programs and communications manager at the March of Dimes for seven years. Nancy graduated from Duke University and is a confirmed chocoholic. She is proud to learn daily from her two nearly grown sons and husband in Seattle, Washington.

### **Robert White, MD**

Dr. White is a neonatologist at Memorial Hospital of South Bend, Indiana. He has had a long-standing interest in the effect of the NICU environment on babies, families, and caregivers leading to several publications on that topic, as well as co-chairing of the annual Gravens Conference on the Physical and Developmental Environment of the High-Risk Newborn and chairing the Consensus Committee to Establish Recommended Standards for Newborn ICU Design. He also chairs an annual conference on brain monitoring and neuroprotection in the newborn, and has appointments at the University of Notre Dame and the Indiana University School of Medicine.

Dr. White is a member of the American Institute of Architects Guidelines Revision Committee, the American Academy of Pediatrics representative to the AAMI Committee on Incubators, and the US representative to the International Electrotechnical Equipment Working Group for Paediatric Equipment.

### **Terry Wilson-Malam, BA, CPCC**

Terry Wilson-Malam provides expert consulting, training and facilitation to help hospitals make quality process improvements that matter. Ms. Wilson-Malam has experience working with hospitals to make measurable clinical improvements using evidence-based processes and team building techniques. She combines a strong management background in business, experience with systems, quality improvement and teams to facilitate positive changes. Terry Wilson-Malam is a Certified Professional Co-Active Coach (CPCC). She earned her certification through several years of rigorous training, mentoring and practice from The Coaches Training Institute (CTI). Terry is a certified member of The International Coaches Federation (ICF) and is also certified through that organization (ACC), the reigning professional group for coaches worldwide. She marries her 25 year career managing extremely large and complex software development projects and quality improvement training with her coaching tools to awaken leadership in individuals and teams.

Terry has worked with Vermont Oxford Collaborative since 2004 including two iNICQ seminars, the Food For Thought (Nutrition Improvement) of NICQ 2005. She has consulted for Boston’s Children Hospital and served on the Patient Safety Council for the Nashoba Valley Hospital in Ayer, MA.

Terry resides outside of Boston, MA with her husband, Larry, and her three children.

**Ekhard Ziegler, MD**

Current position: Professor of Pediatrics, Director of the Fomon Infant Nutrition Unit, Department of Pediatrics, University of Iowa, Iowa City, Iowa, USA

Dr. Ziegler received his medical education and pediatric training at the University of Innsbruck, Austria. He obtained training in infant nutrition under Dr. Samuel J. Fomon at the University of Iowa. Dr. Ziegler has conducted research on various aspects of nutrition of normal infants as well as premature infants. Areas of investigation included body composition of term infants and the growth of normal infants. Efforts to define the protein requirements of infants included a series of studies with formulas of varying protein content. Dr. Ziegler has a long-standing interest in the renal solute load of infant diets and has conducted several studies on cow milk-induced intestinal blood loss. With the use of stable isotopes he has studied zinc absorption and, more recently, the absorption and excretion of iron. In the area of the premature infant Dr. Ziegler's main concerns are meeting protein and iron requirements and improving the fortification of human milk. In collaboration with investigators at the University of Pennsylvania he has conducted a follow-up study of young adults who were fed soy formulas during infancy. He is currently studying methods for the prevention of vitamin D and iron deficiency in breastfed infants.

In the area of premature infant nutrition, Dr. Ziegler's interests concern mainly the infants' requirements for protein, energy and iron. Because these requirements are frequently not met by current feeding methods, he investigates ways in which nutrient intakes can be made to meet needs more closely, especially through improved methods for the fortification of breast milk.

Dr. Ziegler's research is funded mainly by the National Institutes of Health. He is cofounder of the Mother's Milk Bank of Iowa.