

CURRICULUM VITAE

Part I. General Information

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Education:

1978	B.S.	Stanford University
1983	M.D.	Harvard Medical School
1983	M.P.H.	Harvard School of Public Health -Concentration: Health Policy and Management

Post Doctoral Training:

1983-84	Intern in Medicine, Pediatrics	Children's Hospital, Boston, MA
1984-85	Junior Assistant Resident, Pediatrics	Children's Hospital, Boston, MA
1985-86	Senior Assistant Resident, Pediatrics	Children's Hospital, Boston, MA
1986-87	Chief Medical Resident, Pediatrics	Children's Hospital, Boston, MA
1987-90	Fellow in Neonatology	Joint Program in Neonatology: Children's Hospital, Boston, MA Brigham & Women's Hospital, Boston, MA Beth Israel Hospital, Boston, MA

Licensure and Certification:

1987-	Massachusetts License Registration
1987-	American Board of Pediatrics
1989-2003	American Board of Pediatrics, Sub-Board-Neonatal-Perinatal Medicine
2003-	American Board of Pediatrics, Sub-Board-Neonatal-Perinatal Medicine (re-certification)

Academic Appointments:

1983-90	Clinical Fellow in Pediatrics	Harvard Medical School
1990-99	Instructor in Pediatrics	Harvard Medical School
1999-	Assistant Professor of Pediatrics	Harvard Medical School

Hospital or Affiliated Institution Appointments:

1987-90	Fellow in Neonatology	Children's Hospital, Boston, MA Brigham & Women's Hospital, Boston, MA Beth Israel Hospital, Boston, MA
1989-	Courtesy Staff	Winchester Hospital, Winchester, MA
1990-	Active Staff	Newton-Wellesley Hospital, Newton, MA
1990-91	Associate Pediatrician	Beth Israel Hospital, Boston, MA
1990-	Associate Neonatologist	Brigham & Women's Hospital, Boston, MA
1990-	Assistant in Medicine	Children's Hospital, Boston, MA
1991-95	Senior Pediatrician, Physician-in-charge	Beth Israel Hospital, Boston, MA
1995-	Neonatologist-in-Chief	Beth Israel Deaconess Med. Ctr., Boston, MA
1999-	Associate Staff	Beverly Hospital, Beverly, MA
2000-	Associate Pediatrician	Metro West Medical Center, Framingham, MA
2005-	Staff	Boston Medical Center, Boston, MA

Hospital and Health Care Organization Clinical Responsibilities:

1990-98	Attending Neonatologist	Joint Program in Neonatology, Boston, MA
1998-	Attending Neonatologist	Beth Israel Deaconess Med. Ctr., Boston, MA Children's Hospital, Boston, MA

Major Administrative Responsibilities:

1986-87	Chief Resident in Medicine	Children's Hospital, Boston, MA
1988-90	Medical Director, Newborn Transport	Children's Hospital, Boston, MA
1991-95	Director of Newborn Services	Beth Israel Hospital, Boston, MA
1992-	Co-Director, Neonatal Nurse Practitioner Program	Beth Israel Deaconess Med. Ctr., Boston, MA
1995-	Neonatologist-in-Chief	Beth Israel Deaconess Med. Ctr., Boston, MA
1999-03	Chair, Medical Executive Committee	Beth Israel Deaconess Med. Ctr., Boston, MA
2000-	Member, Board of Trustees	Beth Israel Deaconess Med. Ctr., Boston, MA
2000-02	Member, Executive Comm., Board of Trustees	Beth Israel Deaconess Med. Ctr., Boston, MA

Major Committee Assignments:

Harvard Medical School:

1978-82	Admissions Committee
1985-87	New Pathway Project Pediatric Clerkship Committee
1990-99	Working Group on Early Life and Adolescent Health Policy
1991-00	Pediatric Curriculum Committee
1991-00	Steering Committee: Women's and Children's Health Clerkship
1993-94	Admissions Review Task Force
1996	Third World Caucus Planning Committee
1996-01	Council on Education, Institute for Education and Research Harvard Medical School - Beth Israel Deaconess - Mt. Auburn
1999-02	Alumni Council- Councilor, Fourth Pentad
2003-	Financial Aid Committee
2004-	Faculty Diversity Committee

Harvard School of Public Health

1999-	Advisory Committee: Department of Maternal and Child Health
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Beth Israel Deaconess Medical Center, Boston, MA:

1991-92	Labor and Delivery Working Committee
1991-92	Obstetric Quality Assurance Committee
1991-92	Pediatric Quality Assurance Committee
1991-92	Perinatal Advisory Group
1991-94	Child Protection Team
1991-94	Integrated Clinical Practice Committee
1991-94	Resuscitation Committee
1992-	Medical Executive Committee (Chair, 1999-2003)
1992-	Patient Care Assessment Committee
1992-	NICU Leadership Committee (Co-Chair)
1992-	Newborn Nursery Working Committee (Co-Chair)
1997-99	Management and Policy Council
1998-99	Medical Records Committee
1998-	Harvard Medical Faculty Physicians at BIDMC
	▪ Board of Directors
	▪ Executive Committee
1999-	Beth Israel Deaconess Physician Organization
	▪ Board of Directors
1999-	Health Information Management and Policy Committee (Chair, 1999-2003)
	▪ Forms Sub-Committee (Chair, 1999-)
1999-02	Performance Improvement Steering Committee
2000-	Board of Trustees
	▪ Executive Committee (2000-2002)
2005-	Faculty Capital Campaign Committee (Chair)

Children's Hospital, Boston, MA:

1984-87	Residency Training Committee
1985-99	Internship Selection Committee
1986-87	Clinical Investigation Committee
1986-87	Quality Assurance Committee
1988-91	NICU Rotation Committee
1989-91	Residency Training Long Range Planning Committee
1990-92	Infant Mortality Working Group
1991-92	Residency Training Teaching Subcommittee
1992-95	Medical Student Education Committee
1993-95	Ethics Advisory Committee

Joint Program in Neonatology, Boston, MA:

1987-98	Clinical Working Group
1989-91	Beth Israel NICU Planning Task Force
1989-92	Transport Working Group
1989-94	Quality Improvement Group
1991-92	Billing and Collection Task Force
1991-95	Clinical Executive Committee
1991-94	Occurrence Review Committee
1992-94	Clinical Research Committee
1993-98	Steering Committee

City of Boston, Department of Health and Hospitals:

1990-94 Case Review Working Group, Case-by-Case: Boston's Infant Mortality Review Project
1994-97 Infant Death Review Working Group, The Boston Healthy Start Initiative

Massachusetts Department of Public Health:

1993-95 Technical Advisory Group, Cesarean Sections
1996-00 Technical Advisory Group, Neonatal Intensive Care Units, Determination of Need Program
2000- Perinatal Advisory Committee, Division of Health Care Quality

Care Stat, Inc.

1999-01 Data Safety Monitoring Board, Novatrix Labor Assister System

National Board for Respiratory Care

1999-01 Consultant, Perinatal/Pediatric Respiratory Care Examination Committee

CareGroup

2000 Physician Council

Professional Societies:

1986- American Academy of Pediatrics
1993- Section in Perinatal Pediatrics, American Academy of Pediatrics
• Executive Committee (2004-)
1999- Subcommittee on Practice Management,
Section in Perinatal Pediatrics, American Academy of Pediatrics
• Co-chair (2005-)

Community Service Related to Professional Work:

The Family Van: Compassionate Care for Boston's Families

1992- Board of Advisors. Description: a mobile program that provides health care and social service counseling, advocacy, and referral in the neighborhoods of Boston.

March of Dimes Foundation, Massachusetts Chapter:

1994- Board of Directors. Mission: improve the health of babies through the prevention of birth defects and infant mortality.
1996-01 Program Services Committee (Chair). Responsibilities include development of needs assessment, and oversight of education program and annual community service and education grants sub-committee.

Biomedical Science Careers Program:

1996- Mentor. Provide guidance, counseling, and access to clinical and research opportunities for New England minority and underprivileged students with interests in biomedical sciences.

YMCA, West Suburban

1998-2004 Board of Directors. Mission: Provide values-based experiences that nurture the healthy development of children and teens, support families, and strengthen communities.

Triplets, Moms, and More

2001-2003 Board of Directors. Description: a non-profit organization, which provides psychosocial and educational to New England families with higher order multiple children.

Red Sox Scholars Program

2003- Medical Mentor. Provide support, information, and health care-related experiences to underprivileged Boston middle school students.

Neighborhood House Charter School

2005- Board of Trustees. Description: an innovative public school in Dorchester, MA serving urban students from Pre-K to 8th Grade.

Editorial Boards:

1996	Ad Hoc Reviewer	Journal of the American Medical Association
1998, 2001	Ad Hoc Reviewer	New England Journal of Medicine
2002-	Editorial Board Member	Pediatrics in Review

Awards and Honors:

1988 Farley Fellowship,
Medical Executive Committee, Children's Hospital, Boston, MA

1992 Minority Faculty Development Award,
Robert Wood Johnson Foundation, Princeton, NJ

1992 Black Achievers Award,
Greater Boston YMCA, Boston, MA

1995 *Prepare 21* Overall Team (Chair) Award for "...excellent achievement in collaboration,
education, innovation, and quality improvement . . ."
Beth Israel Hospital, Boston, MA

1997 Franklin Delano Roosevelt Award, for "... his personal commitment to mothers and babies, and
for his dedication to the March of Dimes' mission to improve the health of infants...."
March of Dimes, Massachusetts Chapter

2002 Top Doctors, Boston Magazine, one of five neonatologists named "...according to a survey of
hundreds of their peers and members of the Massachusetts Nurses Association, who answered
this question for us: To whom would you send a loved one who was sick?"

2002 Dean's Community Service Award in recognition of "outstanding personal efforts in serving the
local, national, or international community."
Harvard Medical School

Part II. Research, Teaching, and Clinical Contributions

A. Narrative Report

Since July 1990, I have been an attending neonatologist at the Beth Israel Deaconess Medical Center (BIDMC), Brigham and Women's Hospital, and Children's Hospital. I have been responsible for the supervision of care delivered to high-risk newborns. In this capacity I have directly supervised Children's Hospital neonatal-perinatal fellows,

Children's Hospital and Massachusetts General Hospital pediatric house officers, Harvard medical students, and advanced practice nurses. In addition, I have provided direct care in both the neonatal intensive care units and newborn nurseries. Over the last fourteen years, first as Director of Newborn Services, and currently as Neonatologist-in-Chief, I have been responsible for all aspects of newborn care at Beth Israel Deaconess Medical Center. I have used my authority to ensure that high quality newborn services are provided in a responsible manner. In conjunction with the Department of Nursing, I developed and now co-lead a group of nine masters-prepared neonatal nurse practitioners. Under the support and medical supervision of the attending neonatologists, this group has not only provided excellent patient care, but substantial training and leadership for the NICU staff as well. The incorporation of a nurse practitioner program in the daily care of NICU patients had not previously been executed in the Harvard teaching hospitals. Their presence has helped to ensure consistency of high quality practices, adherence to clinical practice guidelines, continuity during faculty and fellow changeover, and additional support during high volume/acuity periods.

The development of the Beth Israel Deaconess Medical Center Newborn Medicine Program, and its collaboration with the neonatal units of Children's Hospital and Brigham and Women's Hospital, has provided an opportunity to create a world-class health services research "laboratory". Under the leadership of Marie C. McCormick, MD, ScD, Professor of Pediatrics and former Chair of the Department of Maternal and Child Health at the Harvard School of Public Health, we have fostered a young health services research faculty that has rapidly gained a national reputation. Eight of the Beth Israel neonatology faculty are members of the Section on Neonatal Epidemiology and Health Policy. All have advanced degrees in management and epidemiology as well as experience in multi-center study, data system development, resource utilization analysis, and NICU graduate developmental evaluation. These researchers have focused on a variety of clinical and public health aspects of neonatal care. Several serve as mentors to fellows studying the epidemiology of neonatal diseases and therapies. Because of this existing strength, I have worked to secure the core resources and to develop a supportive research environment at Beth Israel Deaconess Medical Center. I have negotiated with the hospital for departmental space that has consolidated this powerful research group in a single location with appropriate computer facilities and support, conference space. I have provided departmental facilitation for research functions, and maintain an excellent working relationship with research administration. Data resource development has included the acquisition and preparation of multiple local, regional, and national vital statistics and clinical databases. The hospital's clinical data systems have been developed to track and assess more than 900 NICU and 4000 well-baby admissions per year. Our efforts have fostered collaboration with other hospital services including obstetrics, clinical pathology, ophthalmology, respiratory therapy, nutrition support, and nursing.

I have contributed to the education and training of students and physicians in both leadership and direct teaching capacities. As the Children's Hospital chief medical resident, I was responsible for the teaching of pediatric house staff and served on the Harvard Medical School New Pathway Women and Children's Health Clerkship Committee. As a neonatology fellow, with the assistance of the fellowship director, I developed and directed for eight years, a popular two-year curriculum focused on the scientific underpinnings of newborn medicine. More recently, I developed a completely new newborn medicine rotation for the Children's Hospital pediatric core clerkship- including the curriculum, goals, activities schedule, and instruction manual- that has offered medical students an experience in normal newborn care that previously did not exist. I have coordinated and taught for the Beth Israel Deaconess Patient-Doctor II newborn experience for the past ten years.

In addition to the educational leadership roles noted above, I have also contributed in more direct ways. These have included roles as preceptor and lecturer in various topics concerning newborn care and since 1989 as a lecturer in a neonatology core curriculum for pediatric residents. As an attending physician in the NICU for 2-3 months per year, in addition to nights and weekends, I have played an important role in bedside teaching for fellows, residents, medical students, and advanced practice nurses.

My broad clinical interests have been, in part, recognized by my invitation to contribute core chapters in pediatric textbooks with worldwide distribution. These have focused on identification and care of the high-risk infant and care of the healthy newborn. This has given me broad opportunities to share my knowledge, training, and experience with others.

Many of the most significant communication materials to which I have contributed involve the standard screening,

diagnostic, and treatment protocols now in routine clinical use. These documents, developed through literature reviews and consensus building, have an immediate, daily impact on patients and parents. When skillfully designed, they serve an important educational purpose. These include medical record and support documents to facilitate many aspects of newborn care, including response to neonatal emergencies, discharge and transfer planning improvements, parenteral nutrition ordering, bilirubin and hypoglycemia management, topical anesthesia for circumcision, a nursery early discharge program, QI bulletins, and the development of a newsletter to communicate more effectively with our pediatric and nursing colleagues.

B. Funding Information

1988-89	Farley Fellowship Medical Executive Committee Children's Hospital, Boston, MA	
1993-96	Robert Wood Johnson Foundation (Principal Investigator)	"Effect of Technology on Social Disparities in Infant Mortality"
1996-01	National Institute of Child Health and Human Development (Affiliated Faculty)	"Training in Epidemiology of Diseases of the Newborn"
1996-01	National Institute of Child Health and Human Development (Co-Investigator)	"Cooperative Multi-center Neonatal Research Network"
1994-98	Agency for Health Care Policy and Research (Co-Investigator)	"Illness Severity and Practice Variation Among Newborn ICUs" (# RO1 HS07015)
1996-99	National Library of Medicine (Co-Investigator)	"Telemedicine in the NICU and Beyond"
1997-98	Josiah Macy, Jr. Foundation, Harvard Medical School- Beth Israel Deaconess- Mount Auburn Institute for Education and Research (Co-Investigator)	"From the Beginning: An Innovative Approach to Medical Education in the Newborn Nursery"
1999-02	Stoneman Center for Quality Improvement Beth Israel Deaconess Medical Center	"Improving Safety in the NICU"

C. Report of Current Research Activities

"Characterizing Practice Styles in Neonatal Intensive Care"

This is a prospective epidemiologic study, funded by the Agency for Health Care Policy and Research, which compares risk-adjusted therapeutic intensity in seven neonatal intensive care units. Data analysis is complete and the manuscript is in the final stages of preparation. I am the primary author.

D. Report of Teaching

1. Local contributions

Harvard Medical School

- 1987- Patient-Doctor II / Introduction to Clinical Medicine
Preceptor (years 1-7) and Lecturer (years 8-9)
4 medical students (Preceptor), 60 medical students (Lecturer)
2 hours/year as Preceptor; 5 hours/year as Lecturer
- 1988-93 Health Professions Program
Preceptor and Lecturer
4 undergraduates (Preceptor), 30 undergraduates (Lecturer)
12 hours/year as Preceptor; 6 hours/year as Lecturer
- 1990- New Pathway Women's and Children's Health Clerkship
Lecturer
44 medical students/midweek lecture, 4 lectures/year
16 hours/year
- 1992-95 Newborn Rounds
Preceptor
4 medical students/session, 10 sessions/year
15 hours/year
- 2000 "On the Role of Diversity in the Study and Practice of Medicine"
Small Group Leader
7 students
2 hours

Harvard School of Public Health

- 1991-92, 99- Obstetric Epidemiology
Department of Maternal and Child Health
Lecturer (Co-director, 2003-)
10-20 graduate students
4 hours/year

Northeastern University

- 1993- Neonatal Nurse Practitioner Program
Lecturer, Clinical Instructor
8 students
4 hours/year

Children's Hospital

- 1989- AHA/AAP Neonatal Resuscitation Program
Regional Trainer
4 physicians, 1-4 sessions/year
4-16 hours/year
- 1989- Neonatology Core Curriculum
Lecturer
2-5 residents/lecture, 12 lectures/year
18 hours/year

- 1990- Neonatal Intensive Care Unit Attending Physician
Consult and NICU Attending
0-1 medical students; 0-4 residents; 1 neonatal-perinatal fellow;
7 neonatal nurse practitioners; 0-1 neonatal nurse practitioner students
2-3 months/year
- 1990-94 AHA/AAP Pediatric Advanced Life Support Program
Lecturer and Preceptor
60 physicians and nurses
8 hours/year
- 1997- Basic Science and Clinical Correlation Conference
Lecturer
12 neonatal-perinatal fellows
6 hours/year

Boston University School of Public Health

- 1997- Department of Maternal & Child Health
Lecturer
20 students
6 hours/year

Invited Presentations

- 1989 “Confronting Racial Disparities in Infant Mortality in the City of Boston”
Boston Perinatal Center Grand Rounds,
St. Margaret’s Hospital, Boston, MA
- 1990 “Update: Infant Mortality”
Department of Medicine Grand Rounds,
Children’s Hospital, Boston, MA
- “Neonatal Intensive Care in the 1990's”
Clinical Conference, Department of Anesthesia,
Beth Israel Hospital, Boston, MA
- 1992 “Neonatal Intensive Care in the 1990's”
Department of Obstetrics/Gynecology Grand Rounds,
Beth Israel Hospital, Boston, MA
- 1993 “Can We All Get Along . . . *Yes We Can*”
Martin Luther King Day Celebration,
Beth Israel Hospital, Boston, MA
- “How Small Is Too Small: Neonates at the Boundaries of Viability”
Department of Obstetrics/Gynecology Grand Rounds,
Beth Israel Hospital, Boston, MA
- “Neonatal Intensive Care: Where Technology and Care Unite”
Major Donor Celebration
Beth Israel Hospital, Boston, MA

- 1995 “Neonatal Intensive Care”
Department Head Meeting,
Beth Israel Hospital, Boston, MA
- 1998 “NICU Benchmarking”
Board of Trustees Meeting,
Beth Israel Deaconess Medical Center, Boston, MA
- “Update: Meconium Aspiration”
Department of Anesthesia Grand Rounds,
Beth Israel Deaconess Medical Center, Boston, MA
- “Newborn Protocols”
Pediatric Practice Seminar,
Children’s Hospital, Boston, MA
- 1999 “Diversity, Talent, and Opportunity: Faculty Perspectives”
Faculty and Trainee Diversity Committee
Beth Israel Deaconess Medical Center
- “Beginning Life’s Journey”
Major Donor Celebration
Beth Israel Deaconess Medical Center
- “Birth and Infant Outcome at the End of the Millennium”
“Respiratory Care: 1999 and Beyond”
Respiratory Care Department
Beth Israel Deaconess Medical Center
- 2000 “Social Disparities in Infant Mortality: We All Have Something to Give”
Martin Luther King Celebration
Beth Israel Deaconess Medical Center
- “Elective Primary Caesarian Section: Neonatal Perspective”
Department of Obstetrics/Gynecology Grand Rounds
Beth Israel Deaconess Medical Center
- 2001 “Residency Training at Children’s Hospital and Beyond”
(Lovejoy FH, Pursley DM, Emans SJ, Crigler JF)
Department of Medicine Grand Rounds,
Children’s Hospital, Boston, MA
- 2002 “Improving Infant Outcomes in the United States”
Department of Pediatrics Grand Rounds
Mount Auburn Hospital, Cambridge, MA
- 2003 “Rising Prematurity Rates- Why?”
Advisory Board Presentation
March of Dimes Foundation, Massachusetts Chapter
- “A Call to Arms: Prematurity and Its Prevention”
Boston Medical Center, Boston, MA
- “The Challenge of Prematurity”

FDR Humanitarian Award Gala
March of Dimes Foundation

2004 “Balancing Teaching, Research, and Clinical Responsibilities”
Career Enrichment: What’s Negotiable
Center for Faculty Development
Beth Israel Deaconess Medical Center

“Creating A Departmental Research Enterprise:
Achieving Balance in Mission Responsibilities”
Newborn Epidemiology and Clinical Research Seminar Series
Division of Newborn Medicine
Children’s Hospital

“One Family, Two Babies, Two Paths”
Ethics Case Conference
Ethics Support Service
Beth Israel Deaconess Medical Center

2005 “We Remember: Reflections of Alvin Poussaint”
Alvin F. Poussaint, MD Lecture and Scientific Symposium
Harvard Medical School

“Characterizing Practice Styles in Neonatal Intensive Care”
Newborn Epidemiology and Clinical Research Seminar Series
Division of Newborn Medicine
Children’s Hospital

“Productivity and Compensation”
The Business of Medicine: The Importance of a Balanced Budget
Center for Faculty Development
Beth Israel Deaconess Medical Center

Advising Responsibilities

Children’s Hospital Residency Program Advisor

1991-92	Christine Kim
1991-94	Ruben Diaz Bruce Horowitz Wanda Gonzalez
1992-94	Scott Cameron
1992-95	Leslie Higuchi Robert Kahn
1993-96	Mel Almodovar
1994-96	Andrew Kung
1995-98	Glen Rosenbaum Kevin Hibbert
1996-99	Luc Joseph
1997-00	Olutoyin Fayemi Vincent Smith

Children’s Hospital Fellowship Program Advisor

1998-01	May Al-Khunaizi
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Harvard Medical School Student Advisor

1994-98 David Cooke
1996-00 Bryan Hwang
1997-01 Michelle Charfen
Jean Raphael

Leadership Roles

1985-87 Member, New Pathway Project Pediatric Clerkship Committee,
Harvard Medical School
Assisted in development of concept and curriculum for innovative medical
school program pediatric clerkship

1986-87 Chief Resident in Medicine,
Children's Hospital, Boston, MA
Responsible for teaching curriculum and training of 65 pediatric residents

1987-94 Director, Basic Science and Clinical Correlation Conference,
Joint Program in Neonatology, Boston, MA
Co-developed and directed two-year curriculum focused on scientific
underpinnings of neonatal care for neonatal-perinatal fellows

1989-92 Director, Pediatric and Neonatal Transport Conference,
Children's Hospital, Boston, MA
Organized bi-monthly conferences addressing clinical issues in pediatric
transport

1991-94 Associate Director, Pediatric Core Clerkship,
Children's Hospital, Boston, MA
Assisted in organization and development of curriculum

1991-99 Director, Newborn Medicine Rotation,
Pediatric Core Clerkship,
Children's Hospital, Boston, MA
Developed curriculum; coordinate educational program in Newborn Medicine

1992- Coordinator, Newborn Examination,
Patient-Doctor II / Introduction to Clinical Medicine,
Beth Israel Deaconess, Boston, MA; Brigham & Women's Hospital, Boston
Coordinate teaching program; select and recruit faculty preceptors

1996-00 Member, Council on Education
Institute for Education and Research
Harvard Medical School - Beth Israel Deaconess - Mt. Auburn
Assist in the monitoring, coordination, maintenance, development, and
improvement of educational programs at two teaching hospitals

1996-97 Member, Steering Committee
Integrated Year III Clerkship
Institute for Education and Research
Harvard Medical School - Beth Israel Deaconess - Mt. Auburn
Assist in development of a single-site integrated third year medical school
curriculum

1996-99 Co-Chair, Minority Recruitment and Support Committee

Boston Combined Residency Program in Pediatrics
Boston Medical Center - Children's Hospital
Established a process for improving recruitment, selection, and retention of
underrepresented minority physicians in a pediatric residency program

2003- Course Co-Director
Obstetrical Epidemiology
Department of Maternal and Child Health
Harvard School of Public Health
Coordinate curriculum and lecture

2. Regional, National and International Contributions

Invited Presentations

- 1990 "The Etiology of Elevated Normal Birth Weight Neonatal Mortality in a Total
Population with High Access to Tertiary Care"
New England Conference on Perinatal Research, Chatham, MA
- 1994 "The Effect of Technology on Social Disparities in Infant Mortality"
Minority Medical Faculty Development Program,
Robert Wood Johnson Foundation
- 1996 "Racial Differences in Infant Mortality: Common Goal, Common Ground"
Annual Malcolm Hecht, Jr. Lecture,
Children's Hospital, Boston, MA
- "Identifying and Responding to Discrimination in Health Care Settings: Race,
Culture, Gender, and Sexual Orientation"
International Conference on Health and Human Rights,
Harvard School of Public Health, Boston, MA
- 1997 "Declining Infant Mortality Rates: Are We There Yet?"
Robert Bruce Miller Memorial Lectureship,
Department of Obstetrics and Gynecology,
Beth Israel Deaconess Medical Center, Boston, MA
- 1999 "Fetus and the Newborn Infant"
PREP the Course, Savannah, GA
Division of Continuing Medical Education,
Department of Education,
American Academy of Pediatrics
- "Care of the Multiple Gestation Newborn"
Practical Pediatrics CME Course, Boston/Cambridge, MA
American Academy of Pediatrics
- "Birth and Infant Outcome at the End of the Millennium"
Practical Pediatrics CME Course, Boston/Cambridge, MA
American Academy of Pediatrics
- "I Have a Baby With...."
Practical Pediatrics CME Course, Boston/Cambridge, MA
American Academy of Pediatrics

"Fetus and the Newborn Infant"
PREP the Course, Chicago, IL
Division of Continuing Medical Education,
Department of Education,
American Academy of Pediatrics

"The Multiple Gestation Newborn"
Problems and Controversies in Newborn Medicine
Norwalk Hospital, Norwalk, CT

"Birth and Infant Outcome at the End of the Millennium"
Problems and Controversies in Newborn Medicine
Norwalk Hospital, Norwalk, CT

2000 "Improving Continuity and Outcomes of Care"
Multiple Birth Summit
Harvard Medical School, Department of Continuing Education

2001 "Neonatology Practice Management: The Hospital Perspective"
Braden E. Griffin, MD Memorial Symposium
New England Association of Neonatologists
Marlborough, MA

2002 "Improving Infant Outcomes in the United States: The Last Hundred Years"
1st China-USA Conference in Obstetrics and Gynecology
Beijing, China

"Neonatal Intensive Care: Necessary But Not Sufficient"
1st China-USA Conference in Obstetrics and Gynecology
Beijing, China

"Neonatal Parenteral Nutrition: Ensuring Nutritional Safety & Effectiveness in a
Specialized Population"
Redefining Hospital Nutrition in Modern Medicine: Enhancing the Safety of
Parenteral and Enteral Nutrition
Harvard Medical School, Department of Continuing Education,
Harvard Medical School, Division of Nutrition

- 2003 “Variations in Prevalence of Vasopressor Use in NICUs”
(Issa Al-Aweel)
Colloquium on Dobutamine Use in Neonates
The National Institute of Child Health and Human Development
National Institutes of Health
- 2004 “The Very Low Birth Weight Infant: An Update”
Douglas K. Richardson Memorial Lecture
Department of Obstetrics and Gynecology,
Beth Israel Deaconess Medical Center, Boston, MA
- “Improving Infant Outcomes: The Role of Neonatal Intensive Care”
Pediatric Grand Rounds
Boston Medical Center, Boston, MA
- “The Long Term Impact of Prematurity”
Prematurity Summit: A Community Call to Action
March of Dimes, Massachusetts Chapter

Leadership Roles

- 2000 Coordinator, Moderator
Plenary Session: Current Topics in Newborn Medicine
“Advances in Pediatric Health Care”
Children’s Hospital, Boston
Harvard Medical School
Dedham, MA
- 2000-2001 Course Director
“Workshop on Perinatal Practice Strategies”
Section on Perinatal Pediatrics
American Academy of Pediatrics
Scottsdale, Arizona

2003-	Expert Consultant Annual List Prioritization Committee Best Pharmaceuticals for Children Act National Institute of Child Health and Human Development
2004-	Executive Committee Perinatal Pediatrics Section American Academy of Pediatrics
2005-	Program Director Perinatal Pediatrics Section Program 2006 National Conference and Exhibition American Academy of Pediatrics
	Planning Committee “Workshop on Perinatal Practice Strategies” Section on Perinatal Pediatrics American Academy of Pediatrics Scottsdale, Arizona

E. Report of Clinical Activities

1. Description of Clinical Practice

Since July 1990, I have been an attending neonatologist at the Beth Israel Deaconess Medical Center (BIDMC), Brigham and Women’s Hospital, and Children’s Hospital. I have been responsible for the supervision of care delivered to high-risk newborns. Beginning in 1991, my attending role expanded to taking leadership for newborn medicine at Beth Israel Deaconess Medical Center (then Beth Israel Hospital) with responsibility for the development of a new neonatal intensive care program and for improvement in newborn nursery care. This effort includes both clinical service *per se* and the organization of these services to encourage excellent care by staff physicians and to nurture medical training and research.

2. Patient Load

My primary clinical site is at Beth Israel Deaconess Medical Center. In October 1992, the Beth Israel Hospital 12-bed intermediate special care nursery was upgraded and licensed as a 20-bed neonatal intensive care unit (NICU). In 1995, five additional intensive care beds were added. In 1997, an 8-bed transitional care unit was opened. In 2002, a new 34-bed NICU was opened. In 2003, the BIDMC NICU had an average daily census of 33 patients, and one-third of these required the highest level of newborn intensive care. More than 1200 newborns received care in the NICU during this period. I continue to provide care supervision in the Children’s Hospital NICU, which has a population of complicated newborns with both medical and surgical conditions. Finally, I provide direct care in Children’s community hospital affiliated special care nurseries.

3. Clinical Contributions

The Newborn Service represents the third largest service at Beth Israel Deaconess Medical Center. The administrative efforts focused on this patient group over the last fourteen years reflect these numbers. Several initiatives over this period have been developed and implemented to ensure that high quality, efficient, and family-centered care are delivered.

Among the initiatives developed, the following are particularly noteworthy:

- **Early Discharge Guidelines for the Newborn Nursery.** This document of principles and practice was

designed to address the challenges of shortened postnatal stays for mothers and their newborns by ensuring the consistent application of high quality standards and procedures. In these guidelines, we determined criteria, which addressed issues including maternal readiness, infant feeding, physiologic transition, prenatal and neonatal laboratory data, and follow-up care.

- **Newborn Summary Form.** We created a unique, collaborative, nursing and physician medical record form to consolidate relevant antenatal, intrapartal and postnatal information, and allow every mother to leave the hospital with a complete summary of her baby's hospital course.
- **Hypoglycemia Protocol.** This is a standardized diagnostic and therapeutic regimen for the management of nursery newborns at risk for hypoglycemia with the creation of flow diagrams of the procedure to facilitate its application by clinicians. This approach, developed with the input of several primary care pediatricians, ensured consistency in the management of these infants by guiding the nursing staff through a system of scheduled blood glucose testing, feeding intervention, and NICU transfer without communication delays.
- **Circumcision Analgesia Protocol.** This is an innovative combined protocol and administration record for the safe application of EMLA (eutectic mixture of lidocaine anesthetics) for circumcision analgesia.
- **Department Newsletter.** A monthly publication, *Neonatology News*, is distributed to members of the neonatal nursing and pediatric staffs to educate and inform about newborn medicine and neonatal clinical practice at BIDMC. These newsletters review AAP practice committee statements relevant to newborn care, feature reviews of neonatal care issues written by department staff, offer informative quizzes on clinical issues relevant to the practicing pediatrician, provide opportunities for feedback on clinical policies in development, and support the department's academic mission by informing the pediatric community about ongoing research and training.
- **Newborn Screening Transfer Form.** This new medical record form was developed to ensure the appropriate screening of babies transferred from the BIH NICU to other hospitals. This has improved our ability to inform receiving clinicians of the need to perform mandated screening.
- **Neonatal Resuscitation Flow Sheet.** This neonatal code form was designed to facilitate immediate documentation of neonatal resuscitation events and later peer review of management.
- **Publications.** Finally, as seen in the bibliography, I have contributed to both original articles and several chapters focused on varying aspects of newborn care.

4. Other Relevant Information About Clinical Role

In 1995, two clinical committees for which I have provided leadership, the NICU Leadership Committee (co-chair) and the Newborn Nursery Working Group (chair), received hospital-wide recognition with their receipt of the PREPARE/21 Overall Team Award for excellent achievement in collaboration, education, innovation and quality improvement.

In 1997, together with the Beth Israel Deaconess Medical Center, I was the recipient of the March of Dimes Franklin Delano Roosevelt Award, for "...his personal commitment to mothers and babies, and for his dedication to the March of Dimes' mission to improve the health of infants..."

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