

Pediatric Hospital Medicine

The Division of Pediatric Hospital Medicine (PHM) plays a vital role in caring of hospitalized children at Children’s Medical Center Dallas. Our mission is to provide the highest quality of care to hospitalized children in a safe and family-centered care model. Our vision is to be among the top-10 pediatric hospital medicine divisions with excellent reputation and world class programs for patient care, training and clinical research.

Since the establishment of the division in 2019, the Division is turning around into an academic model with establishment on an ACGME approved fellowship program in 2021. The division received funding to train two fellows per year and has started participating in NRMP Match program since 2021. In addition, 11 of 28 faculty are Specialty Board Certified in Pediatric Hospital Medicine through inaugural *American Board of Pediatrics* certification examination held in 2019. 17 other faculty are Board eligible. Division currently has only one fellowship trained faculty.



Vineeta Mittal, MD MBA
Professor
Division Chief & Program Director

To develop a strong operational foundation of our large clinical practice, in 2021 our division was approved for hiring 17 additional FTE to right size the current practice, add efficiency model and to start a 16-bed transition care unit. A large part of 2021-22 was spent managing the pandemic surge and recruiting future fellows and faculty and program development.

PHM practice involves caring for children from birth to 18 years of age in a 24/7 coverage model. PHM practice cares for both healthy and medically complex children. PHM is also the primary admitting service for neurology, rheumatology, immunology, infectious disease, genetic metabolic disease, and orthopedic service for musculoskeletal infection. In addition, PHM service cares for post-operative ENT, intervention radiology and urology service patients and provides a consultation service for both medical and surgical services. In 2021, our practice has expanded to care for children with technology dependent children such as those with tracheostomy, home positive airway pressure dependence, home mechanical ventilator dependence and gastrostomy tubes.

PHM faculty have diverse clinical and academic interests that range from student education, use of simulation and virtual education, residency education, administration in residency and clerkship program, operational leadership, quality improvement, implementing safety culture, utilization review management, complex care program development, clinical informatics, global health, transitions of care, point of care ultrasound, and ethics in practice. In addition, Division actively participates in *American Academy of Pediatrics* Value-In-Pediatric (VIP) network and Pediatric Research in the Inpatient Setting (PRIS) network. In 2021, a strong foundation was placed for our Quality and Safety program.

Starting a fellowship program has lifted the academic pursuits and program development within the division through collaboration with other divisions. In addition, faculty development, weekly case discussions and quarterly Morbidity and Mortality meetings and Journal Watch have formalized the division structure with a stronger foundation upon which future programs can be built.

NEW Pediatric Hospital Medicine Fellowship 2021

Inaugural Fellows



Lasya Challa, M.D.



Harita Katragadda, M.D.

Inaugural Fellowship Program Leadership



Program Director:
Dr. Vineeta Mittal



Associate Program Director:
Dr. Tiffany Lieu

NEW MILESTONE: ACGME APPROVED PHM Fellowship (July 2021)



After approval from ACGME, in 2021 the inaugural fellowship program was started. The Program was led by Dr. Vineeta Mittal (Program Director) and Dr. Tiffany Lieu (Associate Program Director). Drs. Lasya Challa and Harita Katragadda joined as inaugural fellows. Starting a new program led to development of formal structure for fellowship which included, development of educational curriculum based on national standards and ACGME requirements and formation of a core faculty committee. In addition, policies and procedures for the new program were developed in accordance with UTSW and ACGME requirements. ACGME required committees: 1) Scholarship Oversight Committee, 2) Clinical Competency Committee, and 3) Program Evaluation Committee were formalized within the division. In 2021, the program participated in NRMP MATCH and a recruitment committee was set up under the leadership of Dr. Sana Siddiqui. As a new Division and a new fellowship program, the program collaborated with division of emergency medicine and division of pediatric intensive care unit. Dr. Lawson Copley and Dr. Ayesha Zia are mentors for Drs. Challa and Katragadda, respectively. Fellows complete all rotations at Children's Medical Center Dallas except newborn nursery and community rotations which will be completed at Parkland Memorial Hospital and Children's Hospital, Plano.

Faculty

Division has twenty-eight faculty; three faculty are part-time, and five faculty are primarily nocturnist.

PHM Nocturnists



Drs. Divya Rajan, Lubna Hussain and Kathleen Vandiver primarily practice as nocturnists

“Rushing to the aid of a sick child in the middle of the night is the most undistracted and sincere practice of medicine that I have found.” – Dr. Lubna Hussain

Nocturnists are PHM faculty who provide care to hospitalized children at night. As a 24/7 practice, two pediatric hospitalists are in-house every night from 5 pm to 7 am. Having in-house experienced physicians at night allows us to provide high-quality safe care 24/7. Five PHM faculty work preliminary as nocturnists and 3 faculty spend 50% of their clinical effort as nocturnists. Nocturnists are experienced physicians and are the backbone of our program. 90% of night coverage is provided by our 8 nocturnists; this reduces the burden of night call for other faculty. Many of our female faculty with young children find nocturnist role a sustainable way to balance work and life. Our nocturnist faculty also teach and supervise residents and fellows at night and help them with escalation of care. Having a strong core of experienced nocturnists is a highlight of our program.

Honors / Awards

Dr. Ladan Agharokh

- Commencement Marshal, Class of 2021, UT Southwestern Medical Center
- Faculty Excellence in Teaching Award, Pediatric Residency Program, UT Southwestern Medical Center
- Texas Rising Star Doctors – Texas Monthly Magazine - 2021

Dr. Vineeta Mittal

- Promoted to Professor of Pediatrics
- D Magazine - Best Doctors – 2021

Dr. Ami Waters

- Navajo Area Director’s Award for Outstanding Volunteer, Navajo Area Indian Health Services

Invited Lectures (Local)

Dr. Vineeta Mittal

- Stanford Pediatric Hospital Medicine Fellows Lecture Series, Virtual, Sanford, CA, May, 2021
 - *“Developing your networking skills and personal brand management”*
- Annual Pediatric Hospital Medicine Fellows Conference. Sep, 2021
 - *Developing your leadership and networking skills*

Dr. Andrew Yu

- Table to Able Facilitator at Association of Pediatric Program Directors Meeting, Virtual, July 2021
 - *“Curriculum Issues: X+Y Scheduling”*
- Pediatric Grand Rounds, UT Southwestern Medical Center, (Virtual), Dallas TX, April, 2021
 - *“Early Outcomes and Side Effects After COVID-19-Associated Multisystem Inflammatory Syndrome in Children (MISC) Treatment – A Single Institution Case Series”*
- Pediatric Multidisciplinary Conference, UT Southwestern Medical Center, (Virtual), Dallas TX, April, 2021
 - *“Multisystem Inflammatory Syndrome in Children: An Overview of Evolving Diagnosis and Management”*

Conference Presentations

Annual Pediatric Academic Societies Meeting (Virtual) April, 2021

Bradley SV, Yates S, Burris R; Kreher A, Gosdin A, Volk, AP.

Poster Presentation, *“Identification of high-risk patients in acute care services in a community pediatric hospital setting– creation of a watcher system”*

Siller A, Yarahuan J, Log HY, Bass L, Warlaumont K, Yu A, Hess L.

Poster Presentation, *“Not the Data We’re Looking For: A Needs Assessment for Providing Individualized Performance Data to Pediatric Residents..”*

Yu A, Oakman N, Gribbons M, Katragadda H, Bryne E, Patel R, Sharma K, Waters A.

Platform Presentation, *“Early Outcomes and Side Effects After COVID-19-Associated Multisystem Inflammatory Syndrome in Children (MIS-C) Treatment – A Single Institution Case Series.”*

Yu A, Williams D, Villani M, McKinney J.

Poster Presentation, *“X+Y Scheduling to Reduce Work Hour Violations – One Pediatric Residency Program's Experience.”*

Annual Pediatric Hospital Medicine Conference (Virtual) August, 2021

Agharokh L, Lieu T.

Clinical conundrum Poster, *“One Symptom, Two Diseases: The Dark Side of Bright Red Blood Per Rectum.”*

Regional Texas Pediatric Society Conference 2021

Farooqi Y, Agharokh L, Dalal S, Amin A, Lee M, Patel A

Electronic Poster Presentation, *“Critically Appraising COVID: Assessing Medical Student Knowledge and Skills Development in Critical Appraisal of Medical Literature During an Elective Rotation.”* 1st place winner in the resident medical education initiative category.

Other Conferences

Agharokh, L

Effective Teacher Series Program, UT Southwestern, Dallas, TX, 2021
“Unlocking the Secrets of Zoom for Teaching and Presenting”

Arar, S

Waxahachie Independent School District, Waxahachie, TX, Virtual, March 2021
“Pediatric Health Care in the School Setting: School Nurse Professional Development”

Waters, A

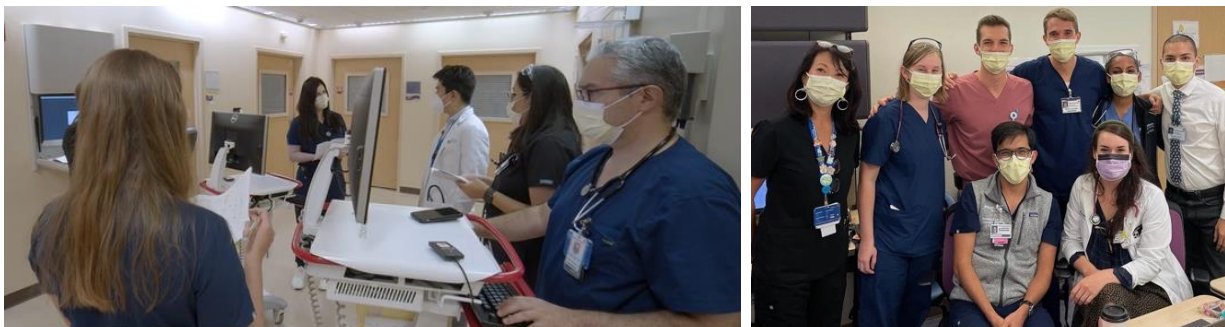
Conflict Management Strategies, Pediatric Residency Program, UT Southwestern, Dallas, TX, 2021
“Residents as Leaders”

Intro to Global Health Course, Global Health Track, UT Southwestern, Dallas, TX, October 2021
“Collaboration and Capacity Building in Global Health: Liberia Case Study”

Education and Training

Report from our PHM Residency Associate Program Directors (Dr. Andrew Yu and Dr. Mary Villani)

The Division of Pediatric Hospital Medicine is dedicated to the education of residents and plays a vital role in the educational mission of the UT Southwestern / Children’s Health Pediatric Residency. PHM faculty facilitate the clinical development of residents with the goal of preparing them for the *independent practice* of pediatrics with an emphasis on critical thinking, medical decision making, effective communication, application of evidence, and delivery of high value care. PHM faculty directly supervise residents on our robust inpatient teaching services with graduated responsibility accorded to trainees as they progress. As these ward services comprise core rotations for every intern and senior pediatric resident, PHM faculty have a unique *longitudinal* view of residents’ development.



PHM ward teams practice Family-Centered Rounds

Furthermore, our faculty directly engage in resident education through many formal and informal roles. Selected 2021 highlights are featured below.

Electives and Individualized Curricula

Through our *PHM elective*, coordinated by **Dr. Phuong Nguyen**, senior residents work one-on-one with an attending hospitalist and gain attending-level exposure to patient throughput, coordination of care across multiple disciplines, billing and coding, hospital administration, and quality improvement initiatives.

Through our *Neurosciences elective* coordinated by **Dr. Sarah Bradley**, senior residents gain exposure to the inpatient management of neurologic conditions as well as procedural experience, including simulated and live lumbar punctures.



Dr. Ami Waters has continued to serve as Interim Director of Global Health Education and facilitates a global health elective for the Pediatric residents to offer a foundation in global health.

Didactic and Small Group Education

A *Quality Improvement* series, covering QI essentials, is led by **Drs. Ameer Patel** and **Courtney Solomon**. Additionally, didactics on *common inpatient diagnoses* are delivered at noon conference by rotating faculty, including **Drs. Erika Ondrasek, Phuong Nguyen**, and **Kay Johnson** in 2021.



Drs. Andy Yu, Mary Villani, and other invited faculty facilitate weekly *Clinical Reasoning* case conferences during Academic Half Day. As facilitators, faculty engage residents in a resident-led case to stimulate and model diagnostic reasoning and problem solving with an emphasis on hypothesis generation, contextualization, probabilistic and physiologic reasoning, tradeoffs between management options, and operating under conditions of uncertainty.

Resident Advising

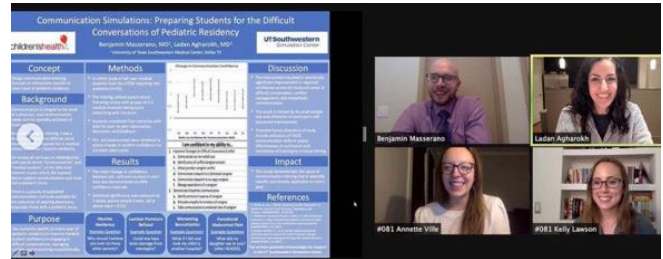
PHM faculty provide formal advising and longitudinal oversight of residents' development as integral members of the residency *Clinical Competency Committees* (CCCs). In 2021-22, PHM faculty included **Drs. Mary Villani** (PGY-1 CCC), **Stephanie Arar** and **Andy Yu** (PGY-2 CCC), and **Kay Johnson** (PGY-3 CCC).

Scholarship Mentorship

Our faculty mentor many residents' scholarly projects. Highlighted projects and faculty in 2021 include:

Dr. Courtney Solomon mentored senior residents in a project, *Audit and Feedback with Education to Reduce Continuous Pulse Oximetry Use in Stable Bronchiolitis*. **Dr. Vineeta Mittal** mentored residents on *Reducing Asthma Length of Stay with a Multidisciplinary Effort*. This QI project focused on a multidisciplinary reassessment of institutional asthma guidelines. **Dr.**

Ladan Agharokh mentored residents in a project on *Communication Simulations: Preparing Students for the Difficult Conversations of Pediatric Residency*, which was presented at Innovations in Medical Education and Pediatric Academic Societies national conferences, as well as a project on *Medical Student to Pediatrician: A Focus on Telemedicine and Primary Care*, also presented at the Innovations in Medical Education Conference. **Dr. Judy Lee** has mentored several residents through involvement with the BASiC (Better Antibiotic Selection in Children) project that guides institutional quality improvement in antibiotic stewardship.



Recruitment

Our faculty are actively involved in recruitment efforts to attract a talented and diverse group of residents to our program. In 2021, **Andy Yu** oversaw efforts to implement holistic review of candidates and **Drs. Ameer Patel, Mary Villani, Amit Mehta, and Andy Yu** completed over 50 candidate interviews.

We Treasure Our Residents!

Working with our residents is one of the highlights of our job. We pride ourselves as excellent clinician educators and nothing makes us prouder than watching new interns blossom into skilled pediatricians. This (unsolicited) quote from one of our PGY-3s encapsulates what we strive to deliver every day.



Why UTSW? I wanted to do residency at a large academic program with high volume that sees everything under the sun and cares for everyone. Basically, I wanted my training to prepare me for anything and everything before I would have to practice independently. My favorite things about our program are the hospitalist group and my co-residents. To me, the hospitalist group provide the foundation to our general pediatrics education---they are compassionate, kind attendings who are amazing teachers and create the most nurturing learning environment practicing the most current evidence based medicine. I am also totally humbled to be surrounded by the smartest, hardest working, funny and caring group of doctors that are my co-residents.

Report from our PHM Medical Clerkship Directors (Dr. Benjamin Lee and Dr. Ladan Agharokh)

Pediatric Hospital Medicine's Role in Medical Student Education (2021)

Clerkship:

The 6-week pediatric clerkship is a required clerkship during the second or third year of medical school. Each year, about 240 students obtain fundamental pediatric knowledge and participate in the care of children via experiences in the Emergency Room (one week), newborn nursery (one week), specialty service (two weeks), and hospital medicine service (two weeks).

During their time on service with clerkship students, hospital medicine faculty focus on students' ability to perform physical exams on children, interpret medical data, create patient assessments, formulate management plans, and communicate to others, both verbally and via documentation. Family centered rounds emphasize the importance of shared decision-making using layman language. Interactions between the primary team, consultants, and nursing staff promote multi-disciplinary collaboration. Faculty teach during rounds and in the afternoon in various formats, such as bedside physical exam findings, journal article reviews, chalk talks, and case vignettes. They also review progress notes and supervise a history and physical.

Hospital medicine teams care for patients from newborns to teenagers with both common and rare diagnoses. Younger patients who are non-verbal or uncooperative allow students to learn new ways to obtain histories or complete physical exams. Medical students are required to perform certain skills and care for patients with certain conditions via their Required Clinical Experiences passport. Students directly care for 2-4 patients a day but are encouraged to learn from every patient on service.

Advising:

Historically, 8-10% of UTSW medical students choose to pursue a career in pediatrics. Benjamin Lee is the Clerkship Director and meets with many prospective students to help individualize their guidance during the Match process. He assigns students with faculty with common interests or backgrounds to provide 1-on-1 input. Hospital medicine faculty have worked closely with many students and are letter writers for applications. They also serve as mock interviewers prior to interview season. The mock interview program has been highly appreciated and valued by students. Medical students have successfully matched at many top programs and several aspire to be pediatric hospitalists based on their experiences with our faculty during their pediatric rotations.

Report from our PHM Quality and Safety Leaders (Dr. Ameer Patel and Dr. Courtney Solomon)

After the initial need's assessment in 2020, in 2021 our quality program focused on improving patient safety and developing initiatives to recognize early clinical deterioration with the goal of ZERO harm. These include, formal program for Morbidity and Mortality conference (led by Dr. Ameer Patel), monthly review of all METs and pattern recognition for improvement initiatives, early controlled transfer to PICU and a post MET de-brief program (led by Dr. Solomon). In addition, our quality

leaders started an educational lecture series of pediatric residents. National leaders were invited to talk about “value-based care”. A QI council to streamline QI projects in being developed within the division and family grievances are directly reviewed by primary physician.

Escalation: Conceptual Model (Events Prevention Governance)

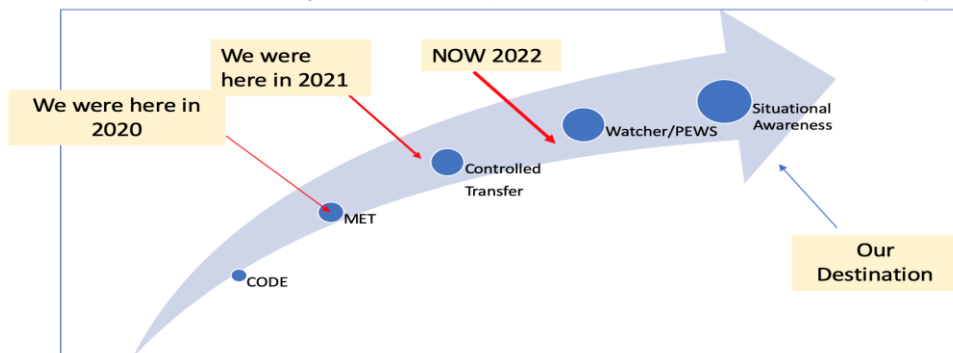
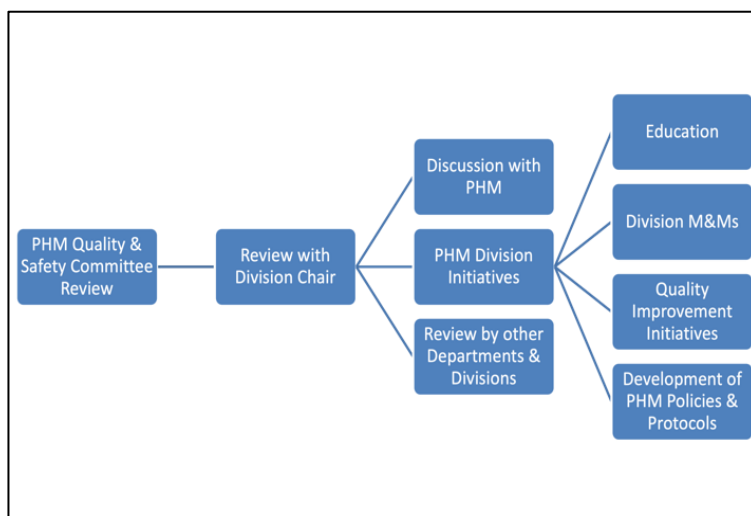
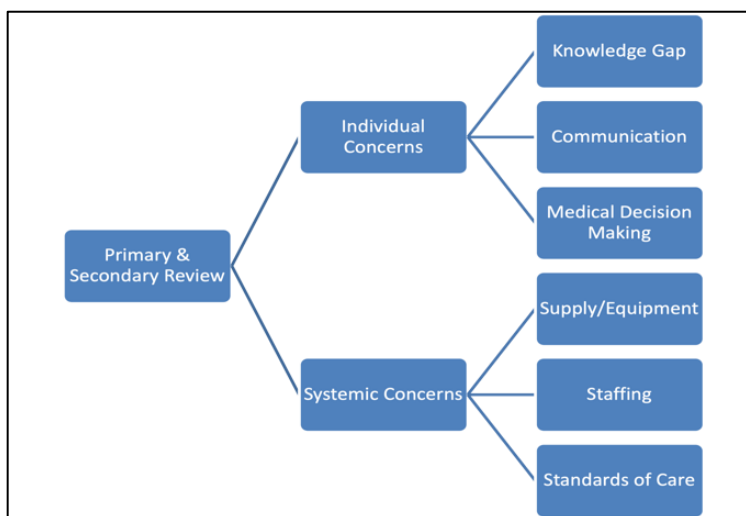


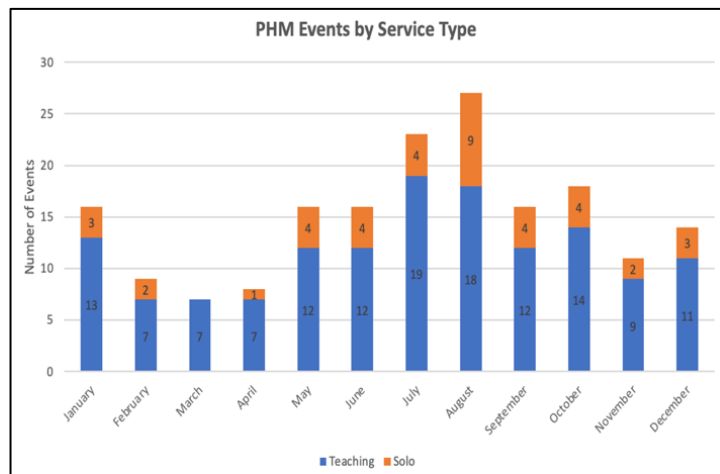
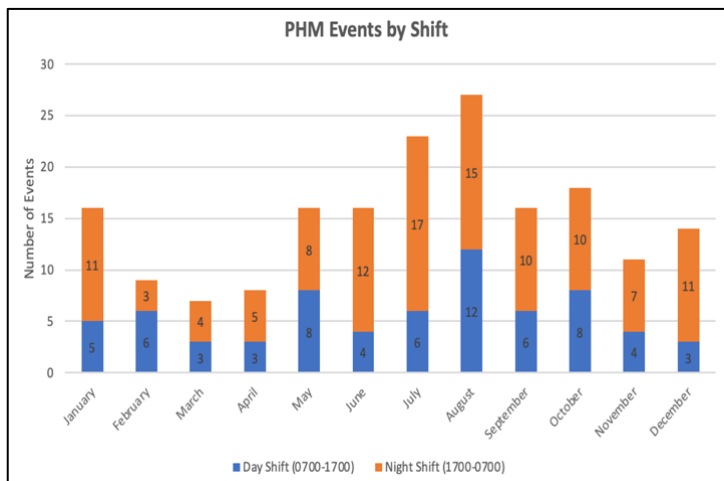
Figure: Shows PHM Model of Safety to get to Situational Awareness Model

PHM Met and Code Data Analysis

In 2021, our division developed and implemented a review process for all of the METs and CODEs that occur on our service lines to better understand events leading up to escalation of care, identify areas of improvement in patient care and management, standardize practice within our division, and collaborate with our colleagues to improve patient care and safety in the hospital. The figures below outline our review process:



PHM had a total of 181 METs/CODEs in 2021. 62% of our METs/CODEs occurred during our night shifts and 78% of our METs/CODEs occurred on our teaching services as seen below:

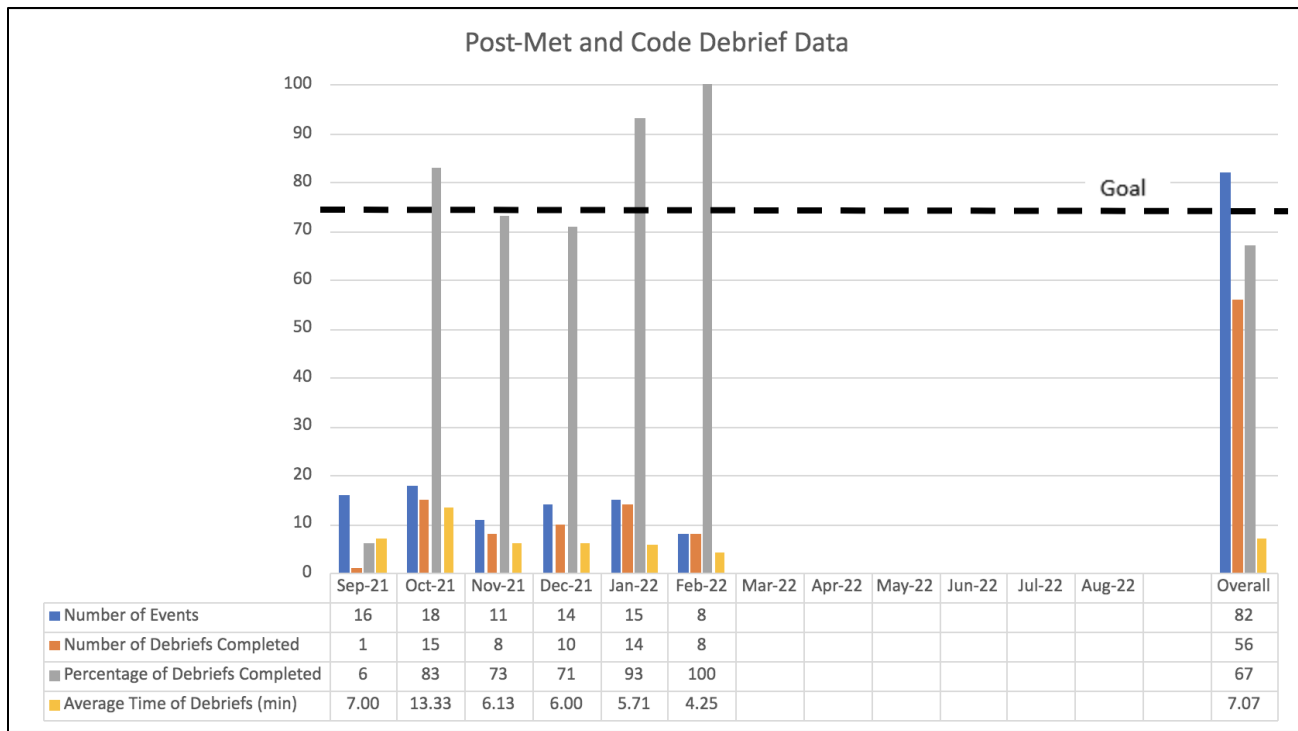


We plan to use this and future data to identify ways to improve escalation of care and identify high-risk patients prior to a MET or CODE being called when possible.

Post-MET and Code Debrief Program

The Post- MET and Code Debrief Program launched in September 2021, and later implemented on all PHM services by Oct 1, 2021. Currently there are no established post clinical event debriefing programs in the field of Pediatric Hospital Medicine. The goal of our program is to develop and implement a standardized debrief process for all MET and Code activations that occur on PHM service lines. This program is unique to other safety initiatives at Children’s Health in that it promotes safety awareness by reviewing the actions and behaviors of medical staff as individuals and as a team. Other benefits include: opportunity to address immediate needs of patients, care givers, or medical staff; opportunity to address system or process issues; and alignment with the ACGME’s 6 core competencies needed by a resident to graduate.

Within 6 months of implementation, the debrief completion rates have increased from 6% in 1st month to 100% in 6th month. The duration of debriefs have also improved from an average of ~13 minutes to ~4 minutes, and have consistently been maintained under the 10-minute goal for the past 4 months. Our future steps will be to assess how debriefs optimize team performance and improve clinical outcomes. In addition, we hope to expand the program hospital-wide.



Research Activities

Health Service Research Academy

Division’s Health Services Research Academy is a partnership with Children’s Health Association (CHA) where faculty meet every two weeks with a national PHM mentor, a CHA leader, statistician with access to national databases such as PHIS, HCUP, Medicare Claims database etc. Based on faculty interest, faculty are paired with a national mentor who guides faculty through a clinical research project including, brainstorming about research design, use of database, inclusion/exclusion criteria, research methods, statistical methods and manuscript and abstract writing. In 2021, four faculty successfully participated in this program.

Their projects include:

1. Cost consciousness and accuracy among hospitalists at children’s hospitals across US. **Dr. Benjamin Lee**, Matt Hall, **Ladan Agharokh**, **Andrew Yu**, Kavita Parikh, Samir Shah
 2. Neighborhood opportunity and rehospitalization for common diagnosis at US children’s hospital. **Andrew Yu**, Matt Hall, **Ladan Agharokh**, **Benjamin Lee**, Karen Wilson, Derek Williams
 3. Pediatric rhabdomyolysis and renal failure: A 10-year population-based study. **Dr. Ladan Agharokh**, Matt Hall, **Andrew Yu**, **Benjamin Lee**, Derek Williams, Karen Wilson.
 4. Sustaining long-term asthma outcomes at a community and tertiary care pediatric hospital. **Dr. Sarah Bradley**, **Matt Hall**, **Divya Rajan**, **Jennifer Johnston**, **Erika Ondrasek**, **Clifford Chen**, **Vineeta Mittal**.
- Other clinical, educational and quality improvement research projects
 - Post-discharge outcomes and side effects after treatment of MIS-C infection. **Drs. Andy Yu**, **Ami Waters**, **Megan Gribbons**, **Harita Katragadda** and **Nicole Oakman**.
 - Cryptosporidium Infections in Immunocompromised Pediatric Patients. PI **Dr. Mary Villani**.

- Long acting reversible contraception or intrauterine devices and contraception implants in hospitalized children with medical complexity. **Drs. Megan Gibbons** and Jenny Francis. Funded project.
- As the site lead for AAP's Value-in-Pediatrics (VIP) network and APA's PRIS (Pediatric Research in the Inpatient Setting) network, division faculty have participated in national networks.
 - BaSiC Project Better Antibiotic Selection for Children. VIP network. Project lead **Dr. Judy Lee**
- Improving MET vs. Controlled transfers. **Dr. Vineeta Mittal, Ameer Patel, Courtney Solomon, Judy Lee, Natalie Denson, Marshall Stephenson, Cindy Bowens, Jessica Morelanj**
- Implementing post-MET Debriefs program. Drs. **Courtney Solomon** (lead), Jenny Reipma, **Ameer Patel**, Rachel Borders, **Vineeta Mittal**
- Sustaining asthma length of stay through timely discharges. **Drs. Lasya Challa**, Gerald Moody, **Ankita Gupta, Vineeta Mittal**
- Critically Appraising COVID: Assessing Medical Student Knowledge and Skills Development in Critical Appraisal of Medical Literature During an Elective Rotation. Dr. Yomna Farooqi, **Dr. Ladan Agharokh**, Dr. Shanup Dalal, Dr. Amin Amin, Min Lee, and **Dr. Ameer Patel**.
- Fellows research projects
 - Dr. Challa
 - Vancomycin toxicity in children with musculoskeletal infections. Mentor: Dr. Copley
 - Reducing NPO time for hospitalized children requiring surgery. Mentor: Dr. Lehman
 - Dr. Katragadda: Thromboprophylaxis Practices in Children with MIS-C. Mentor Dr. Ayesha Zia

Clinical Practice

Division's clinical practice is based at Children's Medical Center Dallas since July 2020. Children's Medical Center Dallas is licensed for 487 beds and is among the top-10 Children's hospitals across US. Children's Health System (CHST) is the main referral center for north Texas, east Texas, southern Oklahoma, and northern Louisiana. Division faculty care for 20,000+ admissions per year and 35% of all hospitalized children at Dallas campus. Approximately 25% of admissions are direct admission from pediatricians' offices or are referrals from regional Emergency Departments. The daily patient census varies by season from 80-110 patients/day.

As the primary attending physician for hospitalized children, PHM faculty provide 24/7 care through two types of services: teaching service (traditional service with direct supervision of residents and medical students) and solo service (direct patient care by attending-only service). Division of PHM staffs 3 teaching services year-round and a fourth teaching service is added to accommodate for winter census. Three year-round solo service include two general PHM service and a neurosciences service. At any given time in the day, there are 6-7 daytime attendings staffing the PHM services. At night, 2 in-house attendings provide care from 5 pm-7 am. We care for a broad range of patients up to 18 years of age that include previously healthy children and children with medical complexity presenting with varying degree of acuity with general medical conditions. We provide general medical consultation to medical and surgical services.

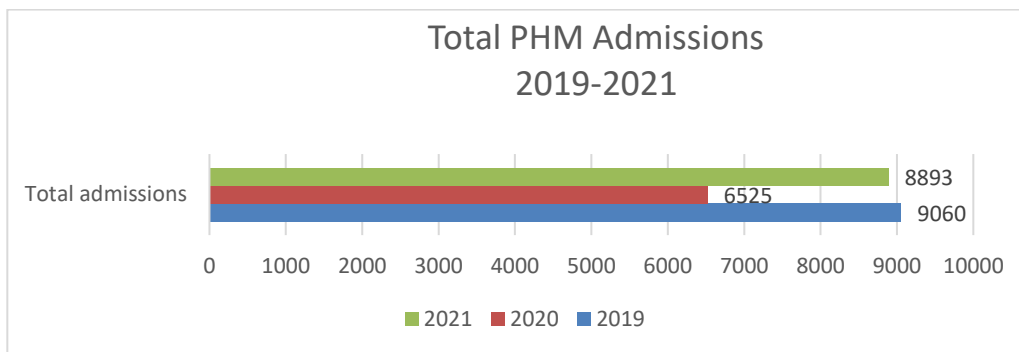
New in 2021: Transition Care Unit

A Transition Care Unit was trailed in FY21 for three months to care for children with complex medical conditions and those requiring intermediate care unit care. 8 bed unit was piloted with PICU consultation and was successfully managed by PHM faculty through direct patient care. Patient population included children with tracheostomy, BIPAP requirement, children on home ventilators, children requiring continuous albuterol treatment and children with multi-system problems that cannot be cared for by one primary specialty service. The success of this service has led to funding for a 16 bed transition care unit to be staffed 24/7 starting October 2022.

PHM Service Lines

Service Lines	Census (max)	2019 encounters	2020 encounters	2021 encounters
Teaching-Red	20	2068	1418	2245
Teaching-Green	20	1979	1524	2257
Teaching-Blue	20	1505	1003	1515
Teaching-Brown	18	738	716	708
Purple-Solo	12	997	621	1098
Yellow-Solo	10	971	678	1070
%CMC Dallas admissions		37%	35%	37%
Admission Source ED/Direct		77%/22%	76%/24%	75%/25%
LOS Inpatient days)		5.5	5.6	5.08
LOS Observation (days)		1.37	1.3	1.3
7-day all cause readmission rate		2.5%	2.2%	

Associate Director for Clinical Operations, Dr. Judy Lee, manages day-to-day clinical operations and she has developed several processes and policies to streamline care. In her role, she participates in monthly meetings with leaders from Emergency Department, Pulmonary and Sleep Medicine and PICU. She is member of PHM leadership committee with nursing managers and leaders and leads the bi-weekly meeting to ensure smooth flow and transitions of care for patients.



Other Programs: Children Health System Utilization Management Program

Dr. Katherine Johnson is an Assistant Professor of Pediatrics in the Division of PHM. In 2019, she joined the Children’s Health Systems Utilization Management program as the Physician Advisor. In her role, she is the medical lead of the program and offers valuable guidance to medical necessity of care, assess resource utilization, champions compliance and guides physicians about clinical documentation. Within a short span of two years, Dr. Johnson has set a strong foundation of Children Health Systems Utilization Management program and has developed a solid peer-to-peer review process, leading to expansion of the program to include four additional physicians. In addition, she has developed a robust curriculum for PHM fellows elective and has written two book chapters about utilization management for American Academy of Pediatrics Textbook on *Caring for Hospitalized Children*.

Committees and Leadership Role

Division Committee/leadership

- Associate Director for Clinical Operations
- PHM Fellowship Committee: **Drs. Vineeta Mittal and Tiffany Lieu**
- Lead, PHM Fellowship Recruitment, UT Southwestern Medical Center, **Dr. Sana Siddiqui**
- PHM Operations Leadership Committee: **Drs. Stephanie Arar, Ameer Patel, Courtney Solomon, Judy Lee, Vineeta Mittal**
- PHM WHIP (Weekly Hospitalists Intake Committee): **Drs. Katherine Johnson (lead), Judy Lee, Benjamin Lee, and Kathleen Vandiver**
- PHM Schedule Committee: **Drs. Phuong Nguyen (lead), Eron Linver, Jennifer Johnston, Stephanie Arar**
- PHM Quality Committee: **Drs. Ameer Patel and Dr. Courtney Solomon (co-Leads)**
- PHM Morbidity/Mortality Conference lead: **Dr. Ameer Patel**
- PHM Journal Watch Lead: **Dr. Megan Gribbons**
- PHM MIS-C Committee: **Drs. Andy Yu, Nicole Oakman, Ami Waters, and Megan Gribbons**
- PHM Resident elective Lead: **Dr. Phuong Nguyen**
- PHM co-Directors of faculty development: **Drs. Benjamin Lee and Sarah Bradley**
- Virtual Rounds Committee Children's Dallas: **Dr. Ladan Agharokh (Division Lead) and Vineeta Mittal**
- Course Director, PHM Neurosciences elective: **Dr. Sarah Bradley**
- Coordinator, PHM Multidisciplinary Clinical Conference: **Dr. Katherine Mamola**

Department Committee

- Pediatric faculty advocacy committee (PFACT): **Dr. Jennifer Johnston and Benjamin Lee**
- Pediatric Representative, Clinical Informatics Fellowship Advisory Group: **Dr. Andrew Yu**

Residency/Clerkship/Medical School Committee/Course

- Resident small group mentor, *Clinical Competency Committee*: **Dr. Katherine Johnson**
- Residency Essentials: **Drs. Katherine Johnson, Judy Lee, Kathleen Vandiver, Stephanie Arar, Megan Gribbons, Tiffany Lieu, Stephen Dietz**
- Transitions to Clerkship Handover Simulation & Resident Simulation Curriculum: **Dr. Ladan Agharokh**
- Clinical Competency Committee, Lead, Class of 2023, Pediatric Residency Program: **Drs. Andrew Yu, Stephanie Arar**
- Program Evaluation Committee, Pediatric Residency Program: **Dr. Andrew Yu**
- ACGME Site Visit Preparation Committee, Pediatric Residency Program: **Dr. Andrew Yu**
- Member, Resident Simulation Curriculum (Drs. *Blake Nichols and Ali McMichael* awarded *UT Provost's Office Simulation Innovation Award for curriculum*): **Dr. Ladan Agharokh**
- Member, Medical Students Promotions Committee: **Dr. Benjamin Lee**
- Member, Clerkship Directors Committee: **Drs. Benjamin Lee, Ladan Agharokh**
- Chair, Post-Clerkship Committee: **Dr. Benjamin Lee**
- Member, Post-Clerkship Committee: **Dr. Ladan Agharokh**
- Member, Medical Education Curriculum Committee: **Dr. Benjamin Lee**
- GME Committee, *UT Southwestern Medical Center*: **Dr. Vineeta Mittal**
- GME Diversity and Inclusion Sub-Committee, *UT Southwestern Medical Center*: **Dr. Andrew Yu**
- UT Southwestern GME Taskforce on 2020-21 Recruitment – Helping GME Programs – **Dr. Andrew Yu**
- Member, UTSW Global Health Student Advisory Committee: **Dr. Ami Waters**
- Faculty Advisor for Global Health Competition, UTSW Competition Team, Emory University, Atlanta, GA: **Ami Waters**

Hospital Committee

- Co-Chair, Events Prevention Governance Council, Children's Health System of Texas, **Dr. Vineeta Mittal**
- Member, Events Prevention Governance Council, Children's Health System of Texas, **Dr. Judy Lee, Ameer Patel, Amit Mehta and Courtney Solomon**
- Member, Credentials Committee, M/D Staff, *Children's Medical Center Dallas*: **Dr. Judy Lee**

- Member, Peer Review Committee, M/D Staff, *Children’s Medical Center Dallas*: **Dr. Vineeta Mittal**
- Member, Ethics Committee, *Children’s Medical Center Dallas*: **Dr. Eron Linver**
- Member, Emergency Oversight Committee, COVID-19 Operations Oversight 2020-2021– **Dr. Vineeta Mittal**
- Member, CPR Committee, *Children’s Medical Center Dallas*: **Dr. Ameer Patel and Courtney Solomon**
- Member, Safe Sleep Workgroup and Nursing Safe Sleep Policy, *Children’s Medical Center Dallas*: **Dr. Tiffany Lieu**
- Member, Credentials Committee, *Children’s Medical Center Plano*: **Drs. Phuong Nguyen, Sarah Bradley (Imm. Past President)**
- Member, Infection Control Committee, *Children’s Medical Center Dallas* : **Dr. Benjamin Lee**
- Member, Medication Safety Committee, **Dr. Ameer Patel**
- Member, Record of Care Committee. **Dr. Clifford Chen**
- Member, Hospital Acquired Condition (HAC) Prevention Committee **Dr. Clifford Chen**
- Member, Falls HAC subcommittee co-chair. **Dr. Clifford Chen**
- Member, Clinical Decision Support Committee. **Dr. Clifford Chen**
- Member, Point of Care Ultrasound (POCUS) Committee. **Dr. Lubna Hussain**
- Member, Inpatient Operations Governance Council – **Dr. Vineeta Mittal**
- Member, Pharmacy and Therapeutics Committee *Dallas/Plano/OCH*: **Drs. Phuong Nguyen and Sarah Bradley**
- Member, Physician Advisory Council, *Children’s Medical Center Dallas*: **Drs. Amit Mehta, Clifford Chen, Judy Lee (Division lead)**
- Member, Quality and Safety Committee, *Children’s Medical Center Dallas*: **Drs. Vineeta Mittal, Courtney Solomon**
- Physician Advisor, Utilization Management Review, *Children’s Medical Center Dallas* **Dr. Johnson**
- Member, TRACH QI Committee, *Children’s Medical Center Dallas*: **Dr. Judy Lee**
- CLABSI steering committee, *Children’s Health*: **Dr. Courtney Solomon**

Administrative Leadership

- Associate Director, PHM Clinical Operations: *Children’s Medical Center*: **Dr. Judy Lee**
- President for M/D Staff, *Children’s Medical Center Plano 2020-23*: **Dr. Sarah Bradley**
- M/D Staff Representative-at-Large, *Children’s Medical Center Plano* :**Dr. Monica Peng**
- Physician Advisor, Utilization Management, *Children’s Health System*: **Dr. Katherine Johnson**
- Associate Program Director, Pediatric Residency, *UT Southwestern*: **Drs. Andrew Yu, Mary Villani**
- Core Clerkship Director **Dr. Benjamin Lee** and Associate Director **Dr. Ladan Agharokh**
- Interim Global Medical Director, Last Mile Health: **Dr. Ami Waters (Sep 2020-present)**
- Director of Clinical Excellence Health Systems Strengthening, Last Mile Health: **Dr. Ami Waters (Sep 2021-present)**
- Co-Director, Pediatric Hospital Medicine Pediatric Resident Neurology Rotation, *Children’s Medical Center*: **Dr. Sarah Bradley**

Regional and State

- Dallas County Medical Society Delegate to TMA: **Dr. Benjamin Lee**
- Member, Council on Science and Public Health, Texas Medical Association: **Dr. Benjamin Lee**

National Committees/Programs/Boards/Research Network

- Medical Editor (Content Expert), PHM Sub Board, *American Board of Pediatrics*: **Dr. Vineeta Mittal**
- Member, Credentials Committee, PHM Sub-Board, *American Board of Pediatrics*: **Dr. Vineeta Mittal**
- Editorial Board, *Hospital Pediatrics (Peer Reviewed PHM Journal)*, American Academy of Pediatrics: **Dr. Vineeta Mittal**
- Member, Executive Committee, American Academy of Pediatrics Section of Hospital Medicine **Dr. Vineeta Mittal**
- Project Participation in PRIS network on inpatient immunization and Kawasaki disease management. *Pediatric Research in the Inpatient Setting (PRIS) network*: **Dr. Katherine Johnson**
- Invited faculty, Harvard Macy Program for Educators in Health Professionals. Harvard Macy Institute: **Dr. Ladan Agharokh**
- Texas Pediatric Society- Hospital Care Committee -co-chair: **Dr. Clifford Chen**
- Editorial Board, *Hospital Pediatrics (Peer Reviewed PHM Journal)*, American Academy of Pediatrics: **Dr. Vineeta Mittal**

- Member, PHM Directors Council for PHM Program Directors: **Drs. Tiffany Lieu and Vineeta Mittal**
- Member, PHM Division Directors Council: **Dr. Vineeta Mittal**
- Associate Editor, Caring for Hospitalized Children, AAP Textbook of Pediatrics **Dr. Vineeta Mittal**
- Pediatric Research in Inpatient Setting- Site Lead **Dr. Vineeta Mittal & Megan Gribbons**
- Value-In-Pediatric Network: Site lead: **Dr. Erika Ondrasek**

International Committees:

- Member, COVID-19 Operational and Programmatic Response, Community Health Impact Coalition. **Dr. Ami Waters**

Peer-Reviewed Publications

1. Antoon JW, Hall M, **Mittal V**, Parikh K, Morse RB, Teufel RJ 2nd, Hogan AH, Shah SS, Kenyon CC. [Intravenous Magnesium and Hospital Outcomes in Children Hospitalized With Asthma](#). *Hosp Pediatr*. 2021 Aug;11(8):785-793. PMID:34210764
2. Downey J, McKenna AH, Mendin SF, **Waters A**, Dunbar N, Tehmeh LG, White EE, Siedner MJ, Panjabi R, Kraemer JD, Kenny A, Ly EJ, Bass J, Huang KN, Khan MS, Uchtmann N, Agarwal A, Hirschhorn LR. [Measuring Knowledge of Community Health Workers at the Last Mile in Liberia: Feasibility and Results of Clinical Vignette Assessments](#). *Glob Health Sci Pract*. 2021 Mar 15;9(Suppl 1):S111-S121. PMID:33727324
3. Hamilton EC, **Villani MC**, Klosterman MM, Jo C, Liu J, Copley LAB. [Children with Primary Septic Arthritis Have a Markedly Lower Risk of Adverse Outcomes Than Those with Contiguous Osteomyelitis](#). *J Bone Joint Surg Am*. 2021 Jul 7;103(13):1229-1237. PMID:33844667
4. Kern-Goldberger AS, Rasooly IR, Luo B, Craig S, Ferro DF, Ruppel H, Parthasarathy P, Sergay N, **Solomon CM**, Lucey KE, Muthu N, Bonafide CP, PEDIATRIC RESEARCH IN INPATIENT SETTINGS (PRIS) NETWORK.. [EHR-Integrated Monitor Data to Measure Pulse Oximetry Use in Bronchiolitis](#). *Hosp Pediatr*. 2021 Oct;11(10):1073-1082. PMID:34583959
5. Leigh A Stubbs, Michael Price, Daniel Noland, Jennifer Fuchs, Laura Filkins, Erin McElvania, Hung S Luu, Michael Sebert, **Ami Waters***, Michelle S Hsiang*, [Transfusion-Transmitted Malaria: Two Pediatric Cases From the United States and Their Relevance in an Increasingly Globalized World](#), *Journal of the Pediatric Infectious Diseases Society*, Volume 10, Issue 12, December 2021, Pages 1092–1095, <https://doi.org/10.1093/jpids/piab083> * co last authors
6. Luu HS, Filkins LM, Park JY, Rakheja D, Tweed J, Menzies C, Wang VJ, **Mittal V**, Lehmann CU, Sebert ME. [Harnessing the Electronic Health Record and Computerized Provider Order Entry Data for Resource Management During the COVID-19 Pandemic: Development of a Decision Tree](#). *JMIR Med Inform*. 2021 Oct 18;9(10):e32303. PMID:34546942
7. Most ZM, Warraich GJ, James L, Costello K, **Dietz S**, Lamb GS, Evans AS. [Missed Opportunity Encounters for Early Diagnosis of HIV Infection in Adolescents](#). *Pediatr Infect Dis J*. 2021 Mar 1;40(3):e106-e110. PMID:33165279
8. Schondelmeyer AC, Bettencourt AP, Xiao R, Beidas RS, Wolk CB, Landrigan CP, Brady PW, Brent CR, Parthasarathy P, Kern-Goldberger AS, Sergay N, Lee V, Russell CJ, Prasto J, Zaman S, McQuiston K, Lucey K, **Solomon C**, Garcia M, Bonafide CP, Pediatric Research in Inpatient Settings (PRIS) Network.. [Evaluation of an Educational Outreach and Audit and Feedback Program to Reduce Continuous Pulse Oximetry Use in Hospitalized Infants With Stable Bronchiolitis: A Nonrandomized Clinical Trial](#). *JAMA Netw Open*. 2021 Sep 1;4(9):e2122826. PMID:34473258

9. **Villani MC**, Hamilton EC, Klosterman MM, Jo C, Kang LH, Copley LAB. [Primary Septic Arthritis Among Children 6 to 48 Months of Age: Implications for PCR Acquisition and Empiric Antimicrobial Selection.](#) *J Pediatr Orthop.* 2021 Mar 1;41(3):190-196. PMID:33417393

Book Chapters

1. **Waters, A**, Downey J, Subah, M, Ly EJ, Hirschhorn L, Panjabi R (2021). [Community Health Workers in the COVID-19 Response and Continuation of Primary Health Care.](#) In: Basu S, Alpert JL, Phillips RS, Applebaum W (Eds.), *Primary Care in the COVID-19 Pandemic Harvard Report* (pp. 163-177). Boston, MA: Harvard Medical School for Primary Care, Milbank Memorial Fund, CareQuest Institute for Oral Health