Department of Pediatrics
Faculty Meeting
June 27, 2019

• The Year in Review
Mary Leonard, MD, MSCE
• Robbie Majzner  
  Assistant Professor  
  Division of Hematology/Oncology
Natalia Gomez-Ospina, MD

2019 William K. Bowes Jr. Award in Medical Genetics
American Pediatric Society Honors
Dr. David K. Stevenson
2019 APS John Howland Recipient

Pediatric RESEARCH

COMMENT
APS Presidential Plenary 2019: the way of science: serendipity and the illusion of linearity

David K. Stevenson¹
Thank you

Pediatrics Appointment and Promotion Committee
• Louanne Hudgins (Chair)
• Steven Alexander
• Manuel Amieva
• Suzan Carmichael
• Michael Cleary
• Ronald Cohen
• Ann Dubin
• Bonnie Halpern-Felsher
• Susan Hintz
• Korey Hood
• Michael Jeng
• Joseph Kim
• Grace Lee
• Tzielan Lee
• Crystal Mackall
• Alison Marsden
• Julien Sage
• Gary Shaw
• David A. Stevenson

Pediatrics Academic Affairs Team
• Sumitra Krishnan
• Shumi Khan
• Sarah Wright
• Abhi Singh
• Mary Le Rivera
• Elaine Wilhelm
• Kristi Townsend
Sumitra Krishnan
Chief Human Resources Officer
School of Humanities and Sciences

Reception in the Bing Dining Room
August 6 @ 4:30 PM
Assistant Professor Promotions

- Christine Acuna  
  *Hospital Medicine*

- Claudia Algaze-Yojay  
  *Cardiology*

- Aurelia Balan  
  *Hospital Medicine*

- Kathleen Boyd  
  *Hospital Medicine*

- Eric Foote  
  *Hospital Medicine*

- Dena Matalon  
  *Medical Genetics*

- Suzanne Nourmand  
  *Neonatology*

- Xinshu She  
  *Hospital Medicine*

- Terrell Stevenson  
  *Hospital Medicine*

- Aimee Sznewajs  
  *Hospital Medicine*

- John Tan  
  *Hematology/Oncology*

- Bradley Zerweck  
  *Hospital Medicine*
Associate Professor Promotions

- Cristina Alvira  
  Critical Care Medicine

- Jennifer Everhart  
  Hospital Medicine

- Sarah Hilgenberg  
  Hospital Medicine

- Shazia Kazi  
  Cardiology

- Alaina Kipps  
  Cardiology

- Anne Liu  
  Immunology

- Clara Lo  
  Hematology/Oncology

- Shiraz Maskatia  
  Cardiology

- Kara Motonaga  
  Cardiology

- Hayden Schwenk  
  Infectious Diseases

- Lillian Su  
  Cardiology
Professor Promotions

- Christopher Almond  
  *Cardiology*

- Lisa Chamberlain  
  *General Pediatrics*

- Hayley Gans  
  *Infectious Diseases*

- Matthew Porteus  
  *Stem Cell Transplantation and Regenerative Medicine*

- Scott Sutherland  
  *Nephrology*

- Theresa Tacy  
  *Cardiology*

- Cynthia Wong  
  *Nephrology*
The Academic Mission

Education  Research  Clinical Care  Community Engagement
Highlights: Critical Care Medicine and GI

Paul Fisher                                Steve Roth                                Tim Cornell
Dan Bernstein                              Dan Murphy                                Sohail Husain
Highlights: Neonatology

Lucile Packard Children's Hospital
Stanford
Palo Alto, CA 94304-1614

#6 in Children's Neonatology Hospitals

Lucile Packard Children’s Hospital Stanford in Palo Alto, CA is nationally ranked in 10 pediatric specialties.

<table>
<thead>
<tr>
<th>Overall Score</th>
<th>Reputation Score</th>
<th>Volume Score</th>
<th>See Neonatology Scorecard</th>
</tr>
</thead>
<tbody>
<tr>
<td>86.7/100</td>
<td>15.9%</td>
<td>20/33</td>
<td></td>
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Congratulations to Lisa Bain, Alexis Wright, Susan Hintz, Michelle Rhein and Dionne Margallo
Associate Chair of Education Activities

- **Fellowship Program Development**
  - 2016-2017
  - 2017-2018
  - 2018-2019

- **Postdoc Program Development**

- **Diversity and Inclusion**

- **Educational Community Development**
NIH Career Development Grants
Department Investment in Research

![Graph showing the investment in research for Postdocs and Instructors from 2016 to 2019 (YTD).]

- Postdoc:
  - 2016: 60
  - 2017: 65
  - 2018: 80
  - 2019 (YTD): 83

- Instructor:
  - 2016: 12
  - 2017: 24
  - 2018: 22
  - 2019 (YTD): 23
Department Investment in Research: F32 Awards

Stephanie Leonard  
*Understanding Severe Maternal Morbidity, Predictors, Trends and Disparities*

Vidya Pai  
*The Referral Pattern and Follow-Up of High Risk Infants*
# Department Investment in Research: Bridge to K Program

<table>
<thead>
<tr>
<th>Awardees</th>
<th>Divisions</th>
<th>External Grant Applications</th>
<th>Funding Awarded To Date</th>
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<tbody>
<tr>
<td>2017 Awardees</td>
<td>Critical Care Medicine</td>
<td>15</td>
<td>$2,343,339</td>
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<tr>
<td></td>
<td>Critical Care Medicine</td>
<td></td>
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<td></td>
<td>Genetics</td>
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<td></td>
<td>Infectious Disease</td>
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<tr>
<td>2018 Awardees</td>
<td>Gastroenterology</td>
<td>9</td>
<td>$631,750</td>
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<tr>
<td></td>
<td>Pulmonary</td>
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</tr>
<tr>
<td>2019 Awardees</td>
<td>Developmental &amp; Behavioral Pediatrics</td>
<td>4</td>
<td>$210,000</td>
</tr>
<tr>
<td></td>
<td>Cardiology</td>
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<tr>
<td></td>
<td>Nephrology</td>
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</table>
Career Development Programs in Diabetes Research for Endocrinologists
Program Project and Center Grants

- CDC U01: California Center – Finding Causes and Preventives of Birth Defects
- CMQCC: The Mother and Baby Substance Exposure Initiative; a project of the California State Opioid Response
- California Birth Equity Collaborative
- Bill and Melinda Gates Foundation (testing MoD PRC discoveries in Bangladesh, Tanzania, Pakistan and Zambia)
- CVS Health Foundation Tobacco Prevention Toolkit (Halpern-Felsher))
- PPG Years 29-33: Bone Marrow Grafting and Cellular Therapy for Leukemia and Lymphoma: Regulatory T Cells Generated by Gener Transfer to prevent GVHD (Roncarolo and Bachetta)
- U54: Congenital and Perinatal Infections Consortium (Maldonado)
- U01 Undiagnosed Diseases Network (Bernstein)
Sponsored Funding
Problem Analysis: Research at SCH

1. EMR
   - Hospital compliance restrictions and challenges implementing research-related functionality
   - Study funding & “Approval”
   - Opportunities to document and/or clarify workflows with ancillary departments such as Interpreter services

2. Study Finance
   - Lack of oversight & training of research teams in study finance set-up and compliance
   - Need a comprehensive research cost reimbursement structure at SCH

3. Clinical Lab
   - Improved documentation of and compliance with processes related to clinical research labs
   - Need to identify in-patient beds for research and develop guidelines and governance around their use

4. Pharmacy
   - Improved documentation and understanding of processes related to communication, study initiation and execution
   - Develop process for providing and tracking required research-related training for SOM/SCH staff
   - Remove barriers and develop processes and policies to enable nurses to serve as PI for research studies

5. Ancillary Services
6. Research Beds
7. Human Resources
   - Develop intake process for all new research efforts at SCH; ongoing inventory of current projects/programs
   - Develop mechanism for tracking in-kind support for research provided by the hospital

8. Research Administration
Policy and Community Engagement
Department of Pediatrics Policy Structure

- Individual Career Path
- Division Level
- Department Level

- Policy Coordination at Department Level
- Improvements in Practice and Awareness
- Policy Engagement as Career Foundation
Rapid Response Team

Medicaid

Family Separation
Departmental Level
Culture of Policy Engagement

LPCH Advocacy
Three Advocacy Actions!
- acampo3@stanford.edu, adessa2@stanford.edu, Anne Elizabeth Stuart, Anu Gorakanti, AJ Fletcher, Allison Rubin & 146 more

Hello incredible child advocates!
In the next few days we have THREE important opportunities for our community to lend our voices to stand up for kids' health.

1) URGENT for Thursday 6/3: Call a California State Assembly Conference Committee member to support strong Medicaid reimbursements for pediatric care
2) Make a video for WeAreOrange Weekend for gun violence prevention June 1-3: https://weareorange.org/
3) #FamiliesBelongTogether Day of Action June 1 to continue opposing the separation of parents and children at the border

Please find all the details and talking points below for each of these actions!
Divisional Level Policy: Seamless Practice to Policy Continuum

Continuous Glucose Monitor
Home Blood Pressure Monitoring

Autism Treatment
Early literacy

Juuling
LGBTQ discrimination
Mental Health Access

Home BP Monitoring
Albumin Stick Access
Adult Care Transition

Environmental teratogens
Transition Care
Mental Health Access

Support for Non-English Families
Food Insecurity Screening
Housing Insecurity

Cobalamin C deficiency treatment

Policy Response Team

Endocrine
Adolescent
Cardiology
Nephrology
DB Peds
Hospitalists
Genetics
Individual Career Paths to Promotion

The Advocacy Portfolio: A Standardized Tool for Documenting Physician Advocacy


Abstract

Recent changes in health care delivery systems and in medical training have primed academia for a paradigm shift, with strengthened support for an expanded definition of scholarship. Physicians who consider advocacy to be relevant to their scholarly endeavors need a standardized format to display activities and measure the value of health outcomes to which their work can be attributed. Similar to the Educator Portfolio, the authors here propose the Advocacy Portfolio (AP) to document a scholarly approach to advocacy.

Despite common challenges faced in the arguments for both education and advocacy to be viewed as scholarship, the authors highlight inherent differences between the two fields. On the basis of prior literature, the authors propose a broad yet comprehensive set of domains to categorize advocacy activities, including advocacy engagement, knowledge dissemination, community outreach, advocacy teaching/mentoring, and advocacy leadership/administration. Documenting quality, quantity, and a scholarly approach to advocacy within each domain is the first of many steps to establish congruence between advocacy and scholarship for physicians using the AP format.

This standardized format can be applied in a variety of settings, from medical training to academic promotion. Such documentation will encourage institutional buy-in by aligning measured outcomes with institutional missions. The AP will also provide physician-advocates with a method to display the impact of advocacy projects on health outcomes for patients and populations. Future challenges to broad application include establishing institutional support and developing consensus regarding criteria by which to evaluate the contributions of advocacy activities to scholarship.
Advocacy Update
Children on the Border
Situation Update

Clint, Texas: Entrance of Border Patrol station where immigration attorneys interviewed children

Ninth Circuit hearing: DOJ argues the definition of “safe and sanitary” conditions
Opportunities to Respond

- Legislative
- Hospital Task Force
- Volunteer or donate
Legislative
Raise Your Voice

• AAP makes it easy
• Login to AAP
• Letter supporting HR 3239 requires “humanitarian standards for children in federal custody”
• Grand Rounds Letter

Dear [Recipients],

As a pediatrician and member of the American Academy of Pediatrics, I am urging you to include requirements for humanitarian standards for children in federal custody as part of any final emergency funding package.

Children are not just small adults, and their signs of illness are subtle. They need to be screened by providers who can recognize the differences between a mildly ill child and a seriously ill child.

At a minimum, children must be guaranteed basic humanitarian standards when they are in federal custody, such as those outlined in the Humanitarian Standards for Individuals in Customs and Border Protection Custody Act (H.R. 3239).

All Customs and Boarder Protection facilities that hold children must provide medical care, adequate nutrition, including clean drinking water, shelter, infant formula and baby food, access to hygiene, including showers and handwashing, and essential items like diapers.

Please include require these humanitarian standards for children in any final emergency funding package.

Thank you for all you do for children.

Sincerely,
Lisa Chamberlain
Help Here in the Hospital

Karen Wayman, Paul Wise, Vicki Ward, Christy Sandborg and Ivette Becerra-Ortiz

Protocol for families from the border

Protocol for faculty & staff who care for families from the border

We need people to join both groups – please let me know if you are interested
Volunteer in Tijuana

TENTATIVE

• Exploring possible partnership with a non-profit group in San Diego

• Refugee Health Alliance (RHA) has organized trips every Saturday since November when a caravan of approximately 7,000 migrants arrived to Tijuana.

• Providing medical care at overcrowded shelters throughout Tijuana.

• Clinical teams of volunteers are deployed / see between 80-120 patients each Saturday.
A Saturday Team: medical (docs, EMTs) mental health, social workers, and lawyers heading out
Next Steps

• Stay tuned for a town hall meeting early July
• Pick up a resource sheet today – QR links to resources
• Email me with ideas, if you want to help, anything at all.
• As always – join the Policy Rapid Response Team listserve to stay up to date! (to be added email me)
OUR MISSION
Improving Human Health through Discovery and Care
Through innovative discovery and the translation of new knowledge, we improve human health locally and globally. We serve our community by providing outstanding and compassionate care. We inspire and prepare the future leaders of science and medicine.

OUR VISION
Predict, Prevent, Cure, Precisely
Heal humanity through science and compassion by leading the biomedical revolution in Precision Health.

OUR VALUES
Excellence and Service
Innovation and Impact
Leadership and Integrity
Diversity and Respect
Collaboration and Partnership

Human Centered and Discovery Led

PRIORITY: Value Focused.
Embrace a value-based culture that delivers unparalleled quality care in a zero-harm environment at a competitive cost.

Provide a highly personalized patient experience and engage with families, employers, and payers to ensure enduring relationships.

Optimize our state-of-the-art on-campus facilities and our destination service lines, develop an intentional ambulatory footprint, and integrate our provider network to ensure a seamless Stanford Medicine experience.

PRIORITY: Digitally Driven.
Amplify the impact of Stanford innovation globally as we prepare the next generation of leaders in health and science.

Deliver human-centered, high-tech, high-touch care and revolutionize biomedical discovery enabled by digital advances.

Lead in population health and data science to advance health and wellness.

PRIORITY: Uniquely Stanford.
Accelerate discovery in and knowledge of human biology through interdisciplinary team-based science and education, training the biomedical revolutionaries of the future.

Discovered here, used everywhere: Harness the power of our basic sciences and Stanford University’s seven schools to advance fundamental human knowledge, translational medicine, and global health.

Unveil proximities across all of our mission areas to remain an indispensable provider of world-class care.

ENABLER: Invest in our people and community
Foster a compassionate, diverse, and inclusive culture that empowers and develops our people and strengthens our community.

Embody value-driven operations: Maintain a steadfast commitment to operational performance excellence in research, education, and clinical care, creating a cohesive culture with aligned goals for collective success.

ENABLER: Build systems of intelligence
Coordinate and deploy technology and processes that support data-driven decision-making and provide access to the organization’s collective intelligence.

Optimize our collaborative environment: Enhance our physical and virtual environment to encourage seamless collaboration and connectivity and allow our entrepreneurial spirit to thrive.

ENABLER: Strengthen organizational alignment
Strengthen coordination and aligned decision-making across Stanford Medicine to maximize impact within and across our mission areas.

Seek innovative partnerships and philanthropic support: Engage donors and seek vibrant partnerships in health and science to strengthen and expand our influence and expertise across our research, teaching, and clinical missions.

KEY PERFORMANCE INDICATORS

- Reputation and Reach
  - External rankings
  - Consumer rankings
  - Physician/patient rankings
  - Patient volumes

- Diversity
  - Research
  - Education

- Education
  - Admissions and matriculation rates
  - Education outcomes

- Research
  - Research funding
  - NIH rankings
  - Clinical trials

- Value
  - Quality outcomes
  - Cost of care
  - Experience/service/access

- Financial
  - Revenues by source
  - ERD/margin
  - Fundraising activity
Value Focused: Leveraging the EHR to Redesign Clinical Effectiveness

Candidate Operation

Historical Cohorts From Aggregate Patient Data

- Ventilator Days
- Intensive Care Days
- Hospital Duration

Target Based Care

- Set Goal Extubation Time
- Set Goal Transfer Date
- Set Goal Discharge Date

Frontline Providers

Achievable Targets at Stanford Children's Health

- Extubate within POD 6
- Transfer to acute care on or before POD 4
- Discharge from hospital on or before POD 6

Targets are established based on the median performance of similar patients undergoing the same operation at Levine Children’s Hospital.
Technology and the Future of Patient-Centered Diabetes Care
Uniquely Stanford: Solutions Science Laboratory

Stanford GOALS
NHLBI-funded RCT of a 3-year multi-level, multi-component, multi-setting intervention to reduce weight gain in 286 low-income Latino children

Stanford Precision Health for Racial and Ethnic Equity Multi-Omics
Mike Snyder, Carlos Bustamante, David Rehkopf, Manisha Desai
School of Medicine

GOALS Behavioral Science Intervention Think Tank
Mark Lepper, Albert Bandura, Carol Dweck, Geoff Cohen, Greg Walton, Ellen Markman, Sam McClure
School of H&S (Psychology), Graduate School of Education and Graduate School of Business

Physical Activity and Sleep Measurement
Bill Haskell, Clete Kushida, Scott Delpe, Ram Rajagopal, Manisha Desai
School of Medicine and School of Engineering

Screenomics
Byron Reeves, Russ Altman
School of H&S (Communications), Graduate School of Education, and School of Medicine

Health Literacy
Lee Sanders
Graduate School of Education, and School of Medicine

Children’s Health Exposure Analysis Resource
School of Earth, Energy and Environmental Sciences
Growth in the Department
MIE Female Faculty Lunches
Networking Lunches For Female Faculty

• Goal – networking & sharing perspectives
• Monthly small group *discussions* (N=12)
• Varying topics
  – time management
  – everyday leadership
  – mentoring – finding one; being one
  – work-life
  – mindfulness
  – decluttering your life
  – bringing back the joy of learning
 Networking Lunches For Female Faculty

• Discussion leaders – a spectrum of lines & ranks
  – Laura Bachrach
  – Sharon F Chen
  – Jessica Gold
  – Saraswati Kache
  – Lucy Lee
  – Meera Sankar
  – Ami Shah
  – Gail Wright
Networking Lunches For Female Faculty

• Feedback from attendees – what was valued most
  – Sharing common experiences
  – Connecting/meeting with other faculty
  – Advice from discussion leaders & peers

• 95% would likely attend again if offered!

• Future plans
  – Recruit interested discussion leaders
  – Offer career skill-building sessions
Looking Forward

- Department End of Year Financial Report (October)
- Presentation on Bonus Redesign
- Advocacy Town Hall
- Task Force Updates
- Associate Chair Reports
Scholarship in Emerging Academic Disciplines

• Many faculty want to engage in scholarly activities beyond direct patient care.

• There is particular interest and need in emerging academic disciplines
  • Advocacy
  • Education
  • Quality Improvement

• Targeted Intervention with Goals:
  • Facilitate scholarly excellence in these disciplines
  • Align scholarship with Departmental G&A and SoM A&P processes
  • Identify existing and as-of-yet-not-existing-but-essential resources
  • Provide promotional & career development guidance within these disciplines
Scholarship in Emerging Academic Disciplines

Working Group Leadership

Becky Blankenburg (Education)  
Lisa Chamberlain (Advocacy)  
Andrew Shin (QI)  
Henry Lee (Clinical Research)  
Sumitra Krishnan (Academic Affairs)  
Shumi Khan (Academic Affairs)
Research Advisory Committee

Chaired by Gary Shaw

Grace Lee
Carlos Millia
Jeff Feinstein
Robby Parkman
Anisha Patel
Julien Sage
Christin Kuo
Marlene Rabinovitch
Katja Weinacht
Rajni Agarwal
Mingxia Gu
Elizabeth Burgener
Mary Chen
Sijo Thomas
John Whitin
Pediatrics
Promoting
Opportunities
and Diversity

Good Things Come from Small Groups
Thank you
Have a wonderful summer
No Faculty Meetings in July or August