

**The Faculty of Medicine of Harvard University
Curriculum Vitae**

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Name: Sarah A. Teele, MD, MSHPEd

Office Address: Department of Cardiology, Bader 662
Boston Children's Hospital
300 Longwood Avenue
Boston, MA 02115
United States of America

Home Address: 64 Farm Road
Sherborn, MA 01770
United States of America

Work Phone: (617) 355-4023

Work Email: sarah.teele@cardio.chboston.org

Place of Birth: Boston, Massachusetts

Education:

05/1994	BA	Art History/French	Middlebury College
05/2001	MD	Medicine	Boston University School of Medicine
08/2021	MSHPEd	Health Professions Education	Massachusetts General Hospital Institute of Health Professions

Postdoctoral Training:

07/01-06/04	Resident	Pediatrics	Boston Combined Residency Program
07/04-06/07	Fellow	Pediatric Cardiology	Boston Children's Hospital
07/06-06/07	Chief Fellow	Pediatric Cardiology	Boston Children's Hospital
07/07-06/08	Senior Fellow	Pediatric Cardiac Intensive Care	Boston Children's Hospital
07/17-06/18	Scholar	Boston Children's Hospital Teaching Certificate Program	Boston Children's Hospital

06/18	Scholar	Harvard Macy Institute “Leading Innovations in Healthcare and Education”	Harvard Medical School
01/19, 05/19	Scholar	Harvard Macy Institute “Program for Educators in Health Professions” Part I & Part II	Harvard Medical School
10/20	Scholar	Harvard Macy Institute “A Systems Approach to Assessment in Health Professions Education”	Harvard Medical School
11/21-06/22	Fellow	Kern Faculty Fellowship for Leading Change for Humanistic Healthcare	Boston Children’s Hospital

Faculty Academic Appointments:

07/08-05/15	Instructor	Department of Pediatrics	Harvard Medical School
06/15- present	Assistant Professor	Department of Pediatrics	Harvard Medical School

Appointments at Hospitals/Affiliated Institutions:

07/08- present	Assistant	Department of Cardiology	Boston Children’s Hospital
04/10-02/16	Clinical Associate	Pediatric Service	Massachusetts General Hospital
04/22-present	Term lecturer	Department of Health Professions Education	MGH Institute of Health Professions
05/22-present	Clinical Associate	Pediatric Service	Beth Israel Hospital
05/22-present	Clinical Associate	Pediatric Service	Mass General Brigham

Other Professional Positions:

06/19, 06/20, 06/21, 06/22	Faculty Harvard Macy Institute “Leading Innovations in Health Care and Education”	Harvard Medical School	6 days per year
10/21	Faculty Harvard Macy Institute “A Systems Approach to Assessment in Health Professions Education”	Harvard Medical School	6 days per year

Major Administrative Leadership Positions:

Local

07/16-present	Director, Senior Fellowship in Cardiac Intensive Care Medicine	Boston Children's Hospital
07/16-present	Associate Director, Fellowship in Pediatric Cardiology	Boston Children's Hospital

Committee Service:

Local

2006-2014	Aortic Stenosis/Aortic Regurgitation Standardized Clinical Assessment and Management Plan (SCAMP) Committee	Boston Children's Hospital
2008-present	Cardiovascular Program Resuscitation Review Committee	Boston Children's Hospital
2014-2020		Chair
2008- 2018	Cardiac Intensive Care Unit (CICU) Curriculum Development Committee	Boston Children's Hospital
2008-present	CICU Practice Committee	Boston Children's Hospital
2009-2017	CICU Ethics Committee	Boston Children's Hospital
2009-2012	Children's Hospital Applications Maximizing Patient Safety (CHAMPS) Committee	Boston Children's Hospital
2009-2010	Influenza Testing CICU	Boston Children's Hospital
2009- 2020	Continuous Renal Replacement Therapy Practice and Review Committee	Boston Children's Hospital
2009-present	Fellowship in Pediatric Cardiology Applicant Committee	Boston Children's Hospital
2011-2014	Myocarditis SCAMP Committee	Boston Children's Hospital
2012-2014	CICU Neonatal Working Group	Boston Children's Hospital
2015-2017	CICU Nosocomial Infection Committee	Boston Children's Hospital
2015-2016	Boston Children's Hospital Pharmacy and Therapeutics	Boston Children's Hospital
2015-present	CICU Safety Event Reporting System Committee	Boston Children's Hospital
2015-2019	CICU Family Advisory Council	Boston Children's Hospital
2015-2020	CICU Representative to the New England Organ Bank	Boston Children's Hospital
2016-2019	Organ Donation and Decedent Affairs Council	Boston Children's Hospital
2016-2018	CICU Fast Track Committee	Boston Children's Hospital
2016-2017	Severance Plan Replacement Committee	Boston Children's Hospital

2017-present	Medical Surgical Conference Fellow Education and Patient Preparation	Boston Children's Hospital
2018-2019, 2021-present	Physicians' Organization Congress	Boston Children's Hospital
2021-present	Women Faculty Careers Advisors	Boston Children's Hospital
2021-present	Medical Surgical Conference Fellowship Working Group	Boston Children's Hospital
2022-present	Moderator, Cardiovascular Program Medical Surgical Conference	Boston Children's Hospital

International

2022-present	Member, Program Committee	8 th World Congress of Pediatric Cardiology and Cardiac Surgery
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Professional Societies:

2008-present	Pediatric Cardiac Intensive Care Society	
2015-2018	Member, Quality Committee	Pediatric Cardiac Intensive Care Society
2016-present	Member, Fellowship Task Force for ACGME Accreditation	Pediatric Cardiac Intensive Care Society
2020-present	Member, CICU Fellowship Program Directors	Pediatric Cardiac Intensive Care Society
2021-present	Member, Education Committee	Pediatric Cardiac Intensive Care Society
2018-2020, 2021-present	Member, Program Committee	Pediatric Cardiac Intensive Care Society

Editorial Activities:

- **Ad hoc Reviewer**

Pediatric Critical Care Medicine

The Journal of Pediatrics

Pediatrics

Critical Care Nurse

- **Other Editorial Roles**

2014-present	Editorial Board Member	<i>Cardiology in the Young</i>
2020-present	Co-editor with EP Walsh, JE Mayer, D Brown	Nadas' Pediatric Cardiology, 3 rd Edition

Honors and Prizes:

2001	Alpha Omega Alpha Honor Medical Society Inductee	Boston University School of Medicine	National honor medical society
2001	Magna cum laude graduate	Boston University School of Medicine	2-3% of the awarded degrees from Boston University School of Medicine
2001	American Medical Women's Association Janet M. Glasgow Memorial Achievement Status	Boston University School of Medicine	Awarded annually to women in the top 10% of their graduating class
2001	Boston Medical Center Student Prize	Boston University School of Medicine	Given to one student in the graduating class who excelled in all of the eight core clerkships and who demonstrated outstanding humanistic qualities
2001	The Health Care Foundation of New Jersey Humanism in Medicine Award	Boston University School of Medicine	Given to one student in the graduating class who best demonstrates the Foundation's ideals
2001	Stephen R. Preblud, M.D. Memorial Award for Pediatrics	Boston University School of Medicine	Given to one student in the graduating class who exemplifies the competency and outstanding characteristics of Dr. Preblud.
2001	Esther B. and Albert Kahn Scholarship Award	Boston University School of Medicine	Awarded annually to top students or students enrolled at the School of Medicine
2001	Merck Manual Award	Boston University School of Medicine	Recognizes outstanding students in medical sciences
2001	Association of Pathology Chairs Honor Society	Boston University School of Medicine	Student members selected for scholastic achievement in the pathology curriculum, research accomplishments as a medical student, leadership potential, and overall excellence.
2004	Senior Resident Teaching Award	Boston Children's Hospital	The award is given to one graduating senior resident who has demonstrated a passion and talent for teaching and who has made a significant contribution to the learning of others.

2011	HMS Leadership Development for Physicians and Scientists	Harvard Medical School	Selected participant in three-day course designed for HMS and HSDM instructors, assistant professors, and associate professors to enhance their professional development as administrative leaders in academic medicine.
2016	Boston Children's Hospital Academy for Teaching and Educational Innovation and Scholarship	Boston Children's Hospital	Selected participant in BCH's Department of Education's Teaching Certificate Program.

Report of Funded and Unfunded Projects

Unfunded Current Projects

2017-present	Exploring factors contributing to morbidity, mortality, and hemodynamic failure in pediatric patients with congenital heart disease after biventricular repair. Contributor Retrospective analysis of Boston Children's Hospital data. Manuscript submitted to <i>Journal of Thoracic and Cardiovascular Surgery</i> May 2022, provisionally accepted.
2019-present	Evaluation of calcium administration during cardiopulmonary resuscitation in pediatric patient with heart disease using the American Heart Association's Get With The Guidelines-Resuscitation Registry. Contributor Manuscript submitted to <i>Pediatric Critical Care Medicine</i> , provisionally accepted, undergoing final revisions.
2019-present	Curriculum development for senior fellows in cardiac intensive care Creator/First author Gathering 3 years of data prior to publishing.
2020-present	Real-time continuous predictive analytics algorithm to optimize weaning of inotropic agents in post-operative pediatric surgical cardiac patients Co-investigator on primary study, primary researcher for human factors component, first author. Manuscript undergoing revisions with plan to submit to the <i>American Journal of Critical Care</i> .
2020-present	Informing decision making for children with clinical diagnosis of myocarditis: current epidemiology of mechanical circulatory support and non-survival. Middle author, multi-institution database Abstract presented at International Society for Heart and Lung Transplantation 42 nd Annual Meeting and Scientific Sessions, 4/29/22.

2021-present	Contemporary outcomes of pediatric patients with acute fulminant myocarditis supported with extracorporeal membrane oxygenation Senior author Abstract presented at International Society for Heart and Lung Transplantation 42 nd Annual Meeting and Scientific Sessions, 4/29/22.
2021-present	Validation of a novel noninvasive risk analytics algorithm with laboratory mixed venous oxygen saturation measurements in critically ill pediatric patients First author Manuscript undergoing revisions with plan to submit to <i>Journal of the American Informatics Association</i> .
2021-present	Faculty development series in medical education Gathering one year of experience and survey data prior to publishing.
2021-present	Standardized experience for neonatology fellows rotating through a pediatric cardiac intensive care unit Lead organizer, mentoring junior faculty to assume role Gathering at least one year of data and experience prior to publishing.

Report of Local Teaching and Training

Teaching of Students in Courses:

2006	Cardiovascular Pathophysiology (HST 090) 1 st year medical students	MIT 2 hrs. small group session
2007	Patient-Doctor II 2 nd year medical students	HMS 6 hrs. one on one instruction
2009, 2103	Human Systems Module I: Pediatric Cardiology 2 nd year medical students	HMS 2 hrs. small group session
2018-present	Core Faculty HMS for Clinical Skills Assessment Objective Structure Clinical Examination 1 st -4 th year medical students	HMS 20 hrs. per year

Formal Teaching of Residents, Clinical Fellows and Research Fellows (post-docs):

2009-present	Cardiac Intensive Care Unit Core Lecture Series Pediatric Cardiology, Pediatric Critical Care, Neonatology, Anesthesia Fellows	Boston Children's Hospital 2-3 one-hour lectures per year
2014	Pathophysiology of Congenital Heart Disease Neonatal Medicine Fellows' Core Lecture Series	Boston Children's Hospital One-hour lecture

2014- 2020	Heterotaxy Syndrome Fellows' Core Lecture Series, Department of Cardiology	Boston Children's Hospital One-hour lecture/year
2014-present	Cardiac Intensive Care Unit Core Lecture "Fellow Bootcamp" (orientation)	Boston Children's Hospital One-hour lecture/year
2018-present	Cardiovascular Program Conference Preparation and Teaching Session Department of Cardiology fellows	Boston Children's Hospital One-hour small group/ week
2019-present	Cardiac Intensive Care Unit Senior Fellow Seminar Cardiac Intensive Care Unit senior fellows	Boston Children's Hospital One-hour small group/ week
2022-present	Observation and feedback of fellow teaching sessions for residents and medical students on the Acute Care Service Department of Cardiology fellows	Boston Children's Hospital 4 hrs. per year

Clinical Supervisory and Training Responsibilities:

2008-present	Cardiac Intensive Care Unit Preceptor Pediatric cardiology, pediatric critical care medicine, and neonatology fellows Two-five senior CICU fellows per year are supported and mentored directly by me. This includes a one-hour seminar per week dedicated to high level decision making and professionalism, identification of learning objectives at the start of the year with complete 360 assessment summarized and provided as written feedback at 6 months, regular formal and informal mentoring including career guidance, research oversight when applicable.	Boston Children's Hospital 80-140 hrs. per year
2010-2016	Pediatric Intensive Care Unit Preceptor Pediatric critical care medicine fellows	Massachusetts General Hospital Three days/year

Research Supervisory and Training Responsibilities:

2008-present	Scholarship Oversight Committee	Boston Children's Hospital
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Mentored Trainees and Faculty:

- 2003-2008, 2012-2015 Matthew Jolley, MD/Assistant Professor of Anesthesiology and Critical Care Medicine, Perelman School of Medicine at the University of Pennsylvania; Attending anesthesiologist, Children's Hospital of Philadelphia
Career stage: pediatrics resident and pediatric cardiology fellow. Mentoring role: clinical, academic, and career development advisor. Accomplishments: first author manuscript, and faculty appointment.
- 2014-2017 Stephanie Chandler, MD/Assistant Professor of Pediatrics, Feinberg School of Medicine; Attending physician, Lurie Children' Hospital
Career stage: pediatric cardiology fellow. Mentoring role: clinical, academic, and career development advisor. Accomplishments: faculty appointment
- 2016-2017 Sarah Goldberg, MD/Instructor in Pediatrics, Harvard Medical School; Attending physician, Boston Children's Hospital
Career stage: CICU senior fellow. Mentoring role: clinical, academic, and career development advisor. Accomplishments: faculty appointment, transitioned role of Chair of CICU Core Curriculum Committee to Dr. Goldberg
- 2017-2018 Michael Goldsmith, MD/ Assistant Professor of Anesthesiology and Critical Care Medicine, Perelman School of Medicine at the University of Pennsylvania; Attending physician, Children's Hospital of Philadelphia
Career stage: CICU senior fellow. Mentoring role: clinical, academic, and career development mentor. Accomplishments: faculty appointment.
- 2017-2018 Renee Willett, MD/ Assistant Professor of Pediatrics, The George Washington University School of Medicine and Health Sciences; Attending physician, Children's National Hospital
Career stage: pediatric cardiology fellow. Mentoring role: clinical, academic, and career development advisor. Accomplishments: faculty appointment
- 2017-2020 Arene Butto, MD/Assistant Professor of Pediatrics, Emory University School of Medicine; Attending physician Children's Healthcare of Atlanta
Career stage: CICU senior fellow. Mentoring role: clinical, academic, and career development advisor. Accomplishments: first author multi-institutional manuscript, international meeting presentation (ISHLT), and faculty appointment.
- 2018-2020 Daniel Hames, MD/Instructor in Pediatrics, Harvard Medical School; Attending cardiologist Boston Children's Hospital
Career stage: cardiology fellow, CICU senior fellow. Mentoring role: clinical, academic, and career development mentor. Accomplishments: first author manuscript, oral abstract presentations (PCICS), faculty appointment
- 2018- 2021 Marie-Helene Gagnon, MD/Assistant professor, McGill University; Attending cardiologist Ste-Justine Hospital, Université de Montreal

Career stage: pediatric cardiology fellow, CICU senior fellow. Mentoring role: clinical, academic, and career development advisor. Accomplishments: faculty appointment

2019-2021 Colin Meyer-Macaulay, MD/ Assistant in Pediatrics Sidney Kimmel Medical College at Thomas Jefferson University, Attending physician Nemours/Alfred I. duPont Hospital for Children

Career stage: CICU senior fellow. Mentoring role: clinical, academic, and career development advisor. Accomplishments: first author manuscript, faculty appointment, invited speaker at PCICS 2022 international meeting

2019- 2021 Christopher Knoll, MD/Assistant in Pediatrics University of Arizona College of Medicine, Attending physician Phoenix Children’s Hospital

Career stage: CICU senior fellow. Mentoring role: clinical, academic, and career development advisor. Accomplishments: faculty appointment

2019- present Caitlin Milligan, MD, PhD/Clinical Fellow, Department of Cardiology

Career stage: pediatrics resident and pediatric cardiology fellow. Mentoring role: clinical, academic, and career development advisor. Accomplishments: first author manuscript.

2020- 2021 Eleonore Valencia, MD/ Instructor in Pediatrics, Harvard Medical School; Attending cardiologist Boston Children’s Hospital

Career stage: CICU senior fellow. Mentoring role: clinical, academic, and career development advisor. Accomplishments: faculty appointment

Local Invited Presentations:

x No presentations below were sponsored by 3rd parties/outside entities

Those presentations below sponsored by outside entities are so noted and the sponsor(s) is (are) identified.

2003	A light at the end of the tunnel: unrecognized foreign body aspiration in a toddler admitted to general pediatrics Mini-Grand Rounds Department of Medicine, Boston Children’s Hospital	Single presentation Boston
2004	The heart as an endocrine organ: the role of Brain Natriuretic Peptide (BNP) in salt and water homeostasis Division conference Division of Endocrinology, Department of Medicine, Boston Children’s Hospital	Single presentation Boston
2006	Sinus venosus defects; anatomy, imaging, and surgical management	Single presentation

	Division conference Division of Imaging, Department of Cardiology, Boston Children's Hospital	Boston
2008	Persistent postoperative chylothorax in pediatric patients after cardiothoracic surgery	Single presentation
	Morbidity and mortality conference Division of Cardiovascular Critical Care, Department of Cardiology, Boston Children's Hospital	Boston
2009	Myocarditis: pathophysiology and challenges of management	Single presentation
	Department Case Conference Department of Emergency Medicine, Boston Children's Hospital	Boston
2009, 2011	Interpretation of murmurs	Single presentation
	Advanced cardiac workshop for CICU RN staff Cardiovascular Program, Boston Children's Hospital	Boston
2011	Navigating end-of-life decisions in pediatric patients: foundation for decision-making and a case study	Single presentation
	Advanced cardiac workshop for CICU RN staff Cardiovascular Program, Boston Children's Hospital	Boston
2012, 2019	Chest radiograph interpretation in the CICU Nurse Practitioner education day Cardiovascular program, Boston Children's Hospital	Single presentation Boston
2013	Navigating end-of-life decisions in a pediatric hospital: foundation for decision making CICU RN Education Day Cardiovascular program, Boston Children's Hospital	Single presentation Boston
2014	Heterotaxy syndrome: guide to the genetics, nomenclature, & clinical manifestations	Single presentation
	Nurse practitioner education day Cardiovascular program, Boston Children's Hospital	Boston
2014	Heterotaxy syndrome: guide to the genetics, nomenclature, & clinical manifestations	Single presentation
	Cardiac Operating Room Staff Conference, Department of Cardiac Surgery, BCH	Boston
2015	Neonatal Management of Critical Congenital Heart Disease/Grand Rounds	Single presentation
	Department of Pediatric Newborn Medicine, Brigham and Women's Hospital	Boston
2019	Restrictive right ventricular physiology: recognition and management	Single presentation
	Nurse Practitioner Education Day, Boston Children's Hospital	Boston
2020	Peanut Butter, Jelly, and Implicit Bias	Single presentation
	Department of Cardiology Grand Rounds, Boston Children's Hospital	Boston

2021	Management of the “too blue” patient with tetralogy of Fallot Know it by Heart Lecture Series, Department of Cardiology, Boston Children’s Hospital	Single presentation Boston
2022	Complex Decision Making in an Intensive Care Environment: Perceived Practice Versus Observed Reality Department of Pediatric Newborn Medicine, Brigham and Women’s Hospital	Single presentation Boston

Report of Regional, National and International Invited Teaching and Presentations

x No presentations below were sponsored by 3rd parties/outside entities

Those presentations below sponsored by outside entities are so noted and the sponsor(s) is (are) identified.

Regional

2004	Management of HIV in Pediatric Patient/Pediatric Grand Rounds Boston University School of Medicine
2021	Transposition of the Great Arteries: Diagnosis and Initial Management Neonatology and Maternal Fetal Medicine Cardiology Conference, The Robert Larner, MD College of Medicine at the University of Vermont Videoconference

National

2000	Ventricular Septal Defects: an overview/Invited lecture Northern Navajo Medical Center Shiprock, NM
2009	Outcome following admission to Cardiac Intensive Care Unit in pediatric patients with acute fulminant myocarditis/Plenary Talk (selected oral abstract) 82nd Scientific Sessions of the American Heart Association Orlando, FL
2010	Carotid artery cannulation and risk of neurologic injury following Venous-Arterial ECMO/Plenary Talk (selected oral abstract) 39th Critical Care Congress Miami, FL
2010	Single center outcomes for patients resuscitated with ECMO after surgery for congenital heart disease/Plenary Talk (selected oral abstract) 21st Annual ELSO Conference St. Petersburg, FL
2010	Extracorporeal Membrane Oxygenation support of patients with Bidirectional Cavopulmonary Anastomoses: The ELSO registry experience/invited lecture 8th International Conference Pediatric Cardiac Intensive Care Society Miami, FL
2012	Post-operative management of patients with CAVC/plenary Talk 9th International Conference Pediatric Cardiac Intensive Care Society

- 2014 Miami, FL
Extra-cardiac manifestations of heterotaxy syndrome/invited lecture
10th International Conference Pediatric Cardiac Intensive Care Society
Miami, FL
- 2015 Does cannulation site matter?
26th Annual ELSO Conference
Atlanta, GA
- 2016 Challenges with single ventricle patients on ECMO after bidirectional Glenn and Fontan/invited lecture
12th International Conference Pediatric Cardiac Intensive Care Society
Miami, FL
- 2018 ECMO and the brain
7th Annual Scientific Sessions of the Cardiac Neurodevelopmental Outcome Collaborative
Kansas City, MO
- 2018 ECPR for Cavopulmonary Shunt Patients: Useful or Futile?/invited lecture
14th International Conference Pediatric Cardiac Intensive Care Society
Miami, FL
- 2020 Peanut Butter, Jelly, and Implicit Bias
Virtual Visiting Professor Lecture, Division of Cardiology, Stanford University
Videoconference
- 2020 Mentorship
AAP-SPCTPD Cardiology Fellows Mentoring Session
Videoconference
- 2020 Peanut Butter, Jelly, and Implicit Bias/plenary talk
16th International Conference Pediatric Cardiac Intensive Care Society
Videoconference
- 2021 Peanut Butter, Jelly, and Implicit Bias
Faculty Engagement and Development Lecture, Department of Critical Care, Baylor College of Medicine
Videoconference
- 2021 Peanut Butter, Jelly, and Implicit Bias
Invited Lecture for the course “Personalism in an Age of Diversity and Inclusion”, Department of Liberal Studies, Southern Methodist University, Baylor University Medical Center
Videoconference: presentation and small group discussion
- 2021 Peanut Butter, Jelly, and Implicit Bias
Division of Cardiac Critical Care Medicine Distinguished Visiting Professor Annual Lectureship, The University of Pennsylvania Perelman School of Medicine
Videoconference: case conference, presentation, group discussion

International

- 2008 Peri-operative management of restrictive left ventricular physiology after Fontan takedown/invited lecture
Boston Children’s Hospital, Boston, MA and the Hospital for Sick Children Toronto, Canada
Videoconference

- 2011 Beyond systolic dysfunction: the left ventricle/plenary Talk
6th World Congress on Pediatric Critical Care
Sydney, Australia
- 2011 Influence of Timing of Neonatal Congenital Heart Surgery on Mortality/invited oral
abstract
6th World Congress on Pediatric Critical Care
Sydney, Australia
- 2020 Teamwork and Training/invited lecture
Congenital Heart Academy Special Virtual Lecture Series
Videoconference

Report of Clinical Activities and Innovations

Current Licensure and Certification:

- 2008 Massachusetts Medical License
- 2005, 2015 General Pediatrics Certification, American Board of Pediatrics
- 2008 Pediatric Cardiology Certification, American Board of Pediatrics

Practice Activities:

2008- present	Intensive Care Physician	Department of Cardiology, Boston Children’s Hospital	4-8 weeks/year
2010-2012	Inpatient Ward Physician	Department of Cardiology, Boston Children’s Hospital	2 weeks/year
2010-2016	Cardiac Intensive Care Consult Physician	Pediatric Intensive Care Unit, Massachusetts General Hospital	1-2 weeks/year
2013-2014, 2022- present	Inpatient Consult Physician	Boston Children’s Hospital, Brigham and Women’s Hospital, Beth Israel Hospital	1 week/year
2022- present	Inpatient Ward Physician, Acute Care Service	Department of Cardiology, Boston Children’s Hospital	8-12 weeks/year

Clinical Innovations:

Renal replacement initiative (2009-2020) I was the CICU physician representative on this multi-disciplinary team consisting of physicians and nursing staff from Boston Children’s Hospital’s ICUs (CICU, MSICU, NICU). We developed a systematic review process of the morbidities associated with Continuous Renal Replacement Therapy (CRRT) and identified areas for improvement. Existing documentation (such as order sets) have been modified and new protocols created based on this group’s critical evaluation of our combined experience. In its first two

years the institution experienced a two-fold increase in the utilization of CRRT and a simultaneous decrease in the number of circuit-related complications. Our work has been presented in abstract form at a meeting of the American Academy of Pediatrics in 2011.

Standardized approach to ECMO stand-by (2014-present)

I developed a standardized checklist following patient-related interdisciplinary discussion at Resuscitation Review. This document is designed to improve communication amongst ICU, interventional cardiology, surgical, anesthesia, operating room, and nursing staff with regards to high-risk patients that may require urgent mechanical circulatory support. This document necessitates pre-procedure planning and allows for immediate identification of available necessary personnel in case of an emergency. Its implementation has strengthened communication regarding our most at risk patients and streamlined delivery of complex medical and surgical care.

Massive hemorrhage management guidelines (2018-)

In my role as Chair of the Resuscitation Review Committee and in direct response to a patient event in the CICU, I worked with CICU nursing staff and the BCH blood bank to develop this protocol. The majority of patients in the BCH CICU are surgical and are at risk for massive hemorrhage. This protocol streamlines communication with the CICU and the blood bank which allows for timely blood product replacement in high-risk patients. These guidelines continue to be in use at Boston Children's Hospital.

Indications for surgical feeding tube in infants with hypoplastic left heart syndrome (2021-)

Our original research evaluating indications for surgical feeding found vocal cord dysfunction to be a significant risk factor for need for enteral tube feeds. As a direct consequence of these findings, a protocol was developed to screen all high risk infants for vocal cord dysfunction following cardiac surgery.

Report of Teaching and Education Innovations

CICU Core Curriculum (2016-present)

In 2016, I brought together a committee of Cardiology Fellows in the creation of a high quality CICU curriculum which incorporates anatomical aspects of congenital heart disease, CICU physiology, practical tools for optimal patient care, and Simulation Training focusing on specific lesions and common physiologic emergencies. Current and frequently cited literature is included in the curriculum. This approach, specifically including trainees from across the spectrum of experience, is a way to engage fellows in their own learning, accurately address learners' needs, and encourage interest in our field with potential future CICU faculty for the Department. In 2018, I handed over the leadership role to one of our junior faculty who has continued to develop the curriculum driven by the demonstrated interests of the trainees.

CICU Senior Fellowship Curriculum (2016-present)

Created a rigorous CICU senior fellowship curriculum that supports both the individualized vulnerabilities and strengths of a trainee and maintains the goals of the evolving national standards (see unfunded current projects and publications). In addition to clinical expertise, these senior trainees are educated in aspects of professionalism/leadership, andragogy, and humanism in medicine. The curriculum includes, but is not limited to, one on one mentorship, a weekly seminar, and 360 formative and summative feedback. This curriculum was presented to the Division, was included in the international invited lecture “Teamwork and Training” (see International Invited Presentations above) and has been discussed as a national initiative at PCICS committee meetings to which I belong (see National Committees above).

Transition to online curriculum during a pandemic (2020-2021)

The COVID-19 pandemic and subsequent quarantine rendered the established approach to educating graduate medical trainees obsolete literally overnight. I was able to anticipate the impact on multiple facets of trainee and faculty professional and personal lives and utilize my technology in education skills to put adaptive and novel teaching strategies in place with efficiency. I enlisted co-administrators and chief fellows during the initiative to support the intervention and elicit valid feedback. We published a manuscript of this work including a description of the learners and environment, the pedagogical principles that guided the approach, and technological tools used in implementation (see Teele et al., *Prog Pediatr Cardiol*, 2021 in “Research Investigations”). This work was featured in the Boston Children’s Hospital Summer 2020 Graduate Medical Education Newsletter and was the topic of a Podcast created by the Harvard Macy Institute. This article used as the key reference at the MGH IHP Master of Science in Health Professions Education Innovation Seminar in September 2021 and for which I was a faculty facilitator.

Recognizing one’s own implicit bias (2019-present)

In 2019 I was asked to speak on implicit bias at the Pediatric Cardiac Intensive Care Society’s 2020 meeting. The events of 2020 followed, and the topic became one of great interest at a much larger level. My approach to the topic has been from the perspective of self-awareness, leadership, and education. The anonymized feedback I have received has been overwhelmingly excellent. Consequently, my public speaking on implicit bias has been in high demand. In addition to the planned PCICS international meeting, I have spoken to trainees and faculty at Boston Children’s Hospital, Lucile Packard Children’s Hospital Stanford, Texas Children’s Hospital, and the Children’s Hospital of Philadelphia. I have participated in a PCICS hosted podcast as part of a panel discussing diversity, equity, and inclusion (see below under “Professional educational materials or reports, in print or other media”).

Regional Neonatology and Pediatric Cardiology Consortium (2020-present)	The Boston Children’s Hospital CICU hosts the neonatology fellows from four outside institutions (University of Vermont, Dartmouth, University of Massachusetts, and Tufts Medical Center) in addition to its own large neonatology training program. To improve the educational experience and to strengthen the relationships between institutions, I organized a consortium of Program Directors. We have identified core concepts needed by neonatologists in the care of the neonate with congenital heart disease. We have also created a biannual on-line teaching session in which trainees and faculty from each of the institutions present relevant cases for learning and discussion. This is also an opportunity to develop relationships between these regional institutions which we hope will serve to improve patient care and physician satisfaction.
Faculty development in medical education (2021- present)	In response to requests from Departmental faculty, a curriculum was developed to introduce core concepts, evolving ideas, and innovative approaches in medical education. It consists of monthly sessions by diverse faculty across the hospital organized by me and my co-Associate Program Director. Real-time feedback is acquired through a brief survey offered to the audience at the end of each session. In addition, faculty can request future topics. Our intention is to gather a year’s worth of data and publish these efforts.
Certificate and MS Program with Boston Children’s Hospital and MGH Institute of Health Professions (2022-present)	Proposed Certificate and MS program for BCH clinicians who want to build on the interprofessional education established by the BCH Academy. Goals include re-enforcing a community of medical educators, a hybrid approach incorporating the strengths of the two institutions as well as the option of Harvard Macy Institute, and synergy across offerings to allow for biggest impact and long-term flexibility. Currently in development with members of both institutions. I have been asked to spearhead this initiative.

Report of Scholarship

Peer-Reviewed Scholarship in print or other media:

Research Investigations

<https://orcid.org/0000-0002-4399-7256>

**designates co-author on a paper first authored by a mentee

1. Bautista-Hernandez V, Thiagarajan RR, Fynn-Thompson F, Rajagopal SK, Nento DE, Yarlagadda V, **Teele SA**, Allan CK, Emani SM, Laussen PC, Pigula FA, Bacha EA. Preoperative extracorporeal membrane oxygenation as a bridge to cardiac surgery in children with congenital heart disease. *Ann Thorac Surg.* 2009 Oct;88(4):1306-11. doi: 10.1016/j.athoracsur.2009.06.074. PMID: 19766826; PMCID: PMC4249921.
2. **Teele SA**, Allan CK, Laussen PC, Newburger JW, Gauvreau K, Thiagarajan RR. Management and outcomes in pediatric patients presenting with acute fulminant myocarditis. *J Pediatr.* 2011 Apr;158(4):638-643.e1. doi: 10.1016/j.jpeds.2010.10.015. PMID: 21195415.
 - *Selected as one of the top one hundred useful references in cardiac intensive care.* Axelrod DM, Klugman D, Wright GE, Chang A, Bronicki R, Roth SJ; Board Members of the Pediatric Cardiac Intensive Care Society. One hundred useful references in pediatric

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Narrative Report

Introduction

I am a trained pediatric cardiac intensive care physician scientist and medical educator specializing in the management of neonates, infants, children, and adults with congenital and acquired heart disease. After completing my residency in pediatrics, categorical fellowship in pediatric cardiology, and senior fellowship in cardiac intensive care at Boston Children's Hospital (BCH), I joined the faculty in the Department of Cardiology as a staff cardiac intensivist. The Division of Cardiovascular Intensive Care suffered a staffing shortage from 2013 to 2018 which required a skeleton crew of faculty to cover a high acuity 31 bed CICU. Although this was detrimental to my research career, I rapidly became one of the most experienced pediatric cardiac intensivists in the world. This expertise has resulted in clinical leadership opportunities, invited presentations, and research informed by aptitude. As our staffing models improved, I sought additional training in medical education to support my growing administrative roles in our Department of Cardiology fellowship programs. At first, I was involved with local offerings through BCH and the Harvard Macy Institute, most recently I completed a Master of Science in Health Professions Education. As my roles in medical education continue to expand, I am simultaneously addressing the question of how to sustain a career in intensive care as one ages. I currently have appointments on the teaching faculty at Harvard Medical School, the Harvard Macy Institute, and the Massachusetts General Hospital Institute of Health Professions (MGH IHP). My area of excellence is Clinical Expertise and Innovation with a Significant Supporting Activity Special Merit in Education.

Area of Excellence: Clinical Expertise and Innovation

A significant portion of my professional time is spent in the clinical setting supervising the care of patients in our Cardiac Intensive Care Unit (CICU) and Acute Cardiac Care Unit (ACCU). I oversee the care of critically ill neonates, infants, children, and adults with congenital and acquired heart disease in clinical units recognized internationally for their size, quality of care, and complex patient population. I am an expert at balancing high acuity and high patient volume while delivering exceptional care and educational objectives for trainees.

I currently serve alongside two senior members of BCH Cardiovascular Program to oversee the BCH Heart Center Medical Surgical Conference. In this role, I review the pre-operative data for ~20 patients/week under consideration for cardiac surgery. Appropriate patients are presented at twice a week at multidisciplinary conference in which the surgical, cardiology, and anesthesia staff reach consensus on a surgical plan. As an organizer and moderator of this meeting, I can impact the clinical decision making for all surgical patients in the program, while also guiding educational data and expertise driven discussions.

My clinical research has focused primarily on the sickest patient cohort, namely those who have complex hospital courses and often require innovative therapies. These are patients for whom optimal delivery of care can significantly impact length of stay and outcomes. My main research interests as a junior faculty member were in myocardial recovery, neurological outcomes, and long-term quality of life of our patients. As my expertise and educational leadership roles expand, my research has transitioned into more abstract concepts such as how physicians make decisions in the critical care environment and the impact of the system on families and healthcare delivery. This interest in human factors has dovetailed with my experience exploring implicit bias and teamwork. My research in medical education prioritizes the adult learner and interdisciplinary teams.

My scholarly and administrative accomplishments support and reflect my expertise in the field of pediatric cardiac critical care and have led to invitations to speak nationally and internationally. I am

one of four editors responsible for the 3rd edition of Nadas' Pediatric Cardiology, recognized internationally for its educational merit.

Significant Supporting Activity Special Merit in Education

I teach a diverse group of medical students, residents, fellows, nurse practitioners, and ancillary staff rotating through BCH from around the country and the globe. I have instructed small group tutorials on congenital heart disease at HMS and have been on the OSCE faculty at HMS since 2018. In the hospital, I provide interdisciplinary teaching through didactic lectures, at the bedside, and during Departmental meetings such as Medical Surgical Conference and morbidity and mortality.

I am responsible for leading the largest pediatric CICU training program in the world. This one-year senior fellowship demands diverse learners to acquire a consistently complete set of skills that includes clinical knowledge, procedural competence, and transition to practice concepts such as leadership, adult learning, and humanism in medicine. Each year I have strengthened the experience for trainees by adding curriculum elements to the program which now includes a one hour/week senior fellow seminar, ongoing formative and formal written 360 feedback, and a structured approach to procedural competence. I participate in national and international committees on senior fellow training. I am currently part of an authorship team that recently published standardized training guidelines in *Pediatric Critical Care Medicine* with a goal toward achieving ACGME accreditation.

In response to interest reported in our annual fellowship program survey, my co-Associate Program Director and I developed a faculty medical education curriculum consisting of monthly interactive sessions which provide foundational theory and relevant teaching strategies. We have demonstrated through objective real-time feedback data that the sessions have altered the faculty's teaching mindset from a cognitive apprenticeship approach to one that intentionally incorporates science of learning concepts. These sessions are currently part of an observational study in which my team will further assess efficacy of the intervention.

Following completion of the BCH Department of Medical Education's Teaching Certificate Program, I obtained a Master of Science in Health Professions Education through the MGH IHP. I applied my learning in real time by rapidly developing an online curriculum during COVID-19 that was anchored in backwards design and andragogical principles. During the pandemic, we were able to offer both synchronous and novel asynchronous learning opportunities for the trainees which maintained competencies during this unprecedented period. We published this work in March of 2021. My capstone project was a mixed methods research project identifying and exploring factors that impact decision making during rounds in a cardiac intensive care unit. I expect our findings to contribute to a new frontier of research that informs our understanding of expertise and clinical practice in high complexity environments.

Since graduation, I have been invited to join the MGH IHP faculty as a term lecturer. I am currently working with BCH and MGH IHP to develop a Master of Science program that would build on the work of the BCH Academy for Teaching and Educational Innovation and Scholarship. This is an opportunity to bring together the interprofessional medical education expertise of two institutions and strengthen the medical education community across the city of Boston.

Leadership

Following my participation in the Harvard Medical School (HMS) Leadership Development for Physicians and Scientists, my administrative and leadership responsibilities within the Heart Center increased significantly. I assumed the role of Senior Fellowship Director for the CICU as well as Associate Fellowship Director for the Department of Cardiology. In those roles I am involved in local and national initiatives to assess and improve medical education as a representative of BCH.

I have served as faculty for four years at the Harvard Macy Institute (HMI) “Leading Innovations in Health Care and Education” course which is a joint venture with the Harvard Business School. Several of the clinical and educational innovations listed above were inspired by this work. In addition, I feel it is critically important to develop the next generation of physician leaders. I have therefore transitioned mentored projects with potential for continued growth (e.g., CICU Core Curriculum, Regional Neonatology and Pediatric Cardiology Consortium) to junior faculty. This approach provides them with clinical, leadership, and research opportunities while providing oversight and mentoring in support of their careers. Consistent with my focus on interdisciplinary models of care delivery and acknowledging the importance of role modeling, I have recently completed the Kern Faculty Fellowship for Leading Change for Humanistic Healthcare.

Recognition

In recognition of my clinical expertise and research, I have been invited to serve on the executive planning committee for the Pediatric Cardiac Intensive Care Society (PCICS) international meeting in 2020 and 2022. I am a leader in the CICU Fellowship Program Directors and Education Committees. My invited talks on mentorship, teamwork and training, implicit bias, and decision-making have led to an invitation to organize and moderate a session on “Teamwork, culture change, and strategy” at the 8th World Congress of Pediatric Cardiology and Cardiac Surgery in 2023.

In summary, I am a fellowship-trained pediatric cardiologist with expertise in cardiac critical care medicine and medical education. I have a local, regional, and national presence as an expert in my field and hold leadership positions which reflect this expertise. My commitment to medical education is evident in my selection to serve on national education committees, my development of curricula for a range of learners, and my publications in the field. My clinical, research, educational, and leadership activities are advancing the field by conducting research and formulating innovative solutions grounded in clinical experience, educational principles, and an understanding of human factors in the delivery of medical care. It is my hope that my greatest accomplishments will be a legacy of successful mentorship and impact on the training of future generations of clinicians.