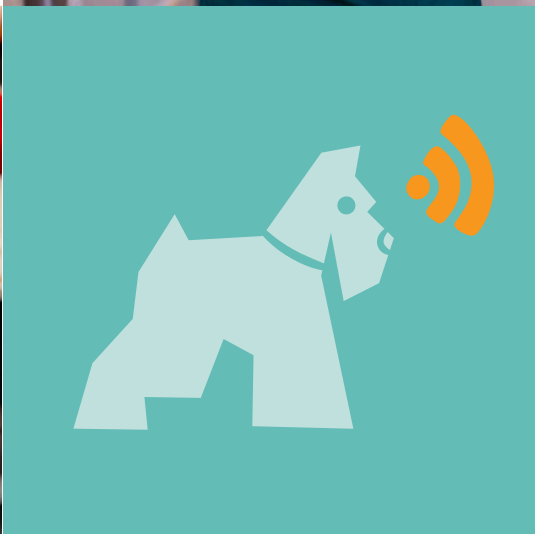




# 2023 Impact Report



# Dear Sala Family,

This year, as we celebrate Sala Institute's tenth anniversary, we are proud to share the meaningful impact Sala has had on the care of children, families, and the caregiving team. Sala's support services have contributed to better experiences and outcomes for the children we care for. Your interest and support are vital to providing these essential services, which transform the lives of children, families, and staff.

We invite you to read the enclosed 2023 impact report and hope you will join us in appreciating the growth and impact of Sala. While we are proud, we can't, and don't, rest on our accomplishments. Sala will continue to meet the needs of our therapeutic community by responding to innovations and advances in medical and surgical programs.

Your continued partnership is invaluable as Sala strives to help provide the best possible care at Hassenfeld Children's Hospital at NYU Langone.

With our deepest appreciation,



**Trudy Elbaum Gottesman**

**Robert Gottesman**

Co-Founders



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## Dear Friends,

This past year marked a tremendous milestone for Sala Institute! We successfully celebrated Sala's 10-year anniversary and a decade of delivering ever-evolving supportive services, resilience programs, and safety and quality initiatives for children and their families at Hassenfeld Children's Hospital at NYU Langone.

Ten years ago, we described Sala Institute as "initiating an institution-wide transformation of Children's Services that has already had a measurable positive impact on the pediatric healthcare experience at NYU Langone." Looking back on these past 10 years, we are in awe of the profound change Sala Institute ignited to form our culture that is deeply rooted in child- and family-centered care at Hassenfeld Children's Hospital. We can say with confidence that children and their families receive more robust psychosocial support, and the medical and surgical care they receive is much safer and more efficiently delivered thanks to Sala Institute.

Today, we are delighted to share this special 10th anniversary edition of the Sala Institute impact report with you and celebrate all that Sala has achieved for children, families, and staff. Your partnership, together with our team's expertise, have driven Sala's success from its early days to today and beyond.



# “Sala-brating”

## A Decade of Caring

On November 6, more than 200 guests came together to mark Sala Institute’s 10th anniversary. The festive “Sala-bration” celebrated Sala’s decade-long leadership and commitment to enhancing care, the patient experience, and quality and safety for children and families. The event raised more than \$2.1 million for Sala Institute, which will directly benefit children and their families.





# FY2023 Highlights

Our work encompasses the areas of supportive services, resilience programs, patient experience, safety and quality. This past year, Sala once again delivered on our aspirational mission and achieved numerous goals, launching new initiatives and enhancing existing programs and services to anticipate the growing needs of children and families.

## Enhancing Health Equity

As we began the year, we affirmed our commitment to leading pediatric health equity initiatives in partnership with colleagues across NYU Langone and with leading external collaborators. We continued to advance the measurement, tracking, and visibility of inequity in outcomes for safety and operational measures, and we partnered with Solutions for Patient Safety (SPS) to implement strategies designed to decrease harm among patient populations that have experienced increased safety events relative to the broader patient population. To achieve this aim, we operationalized targeted

language-equity approaches and, in alignment with NYU Langone's system-wide goals, sought to improve data collection from patients and families.

In December 2022, we began partnering with inpatient unit leadership at Hassenfeld Children's Hospital to implement language-equity rounds to systemically and consistently provide education to families who speak a language other than English. Our efforts focused on families of children with central lines or catheters who were at increased risk for infection. We discussed risks in their preferred language through

an interpreter, invited observations, and shared risk-prevention educational materials with the families.

To enhance language equity, we partnered with the Language Access Services Department to increase usage and effectiveness of interpreter services with patients and families. We also led initiatives to raise awareness of interpreter services and educate staff regarding current processes, technologies, and utilization guidelines.

## Safety and Quality

Since its inception, Sala Institute has led patient safety and quality initiatives across Hassenfeld Children's Hospital. Our program has evolved to meet the needs of patients and harness expanding technologies. In 2023, our efforts focused on improving efficiency of data usage to create customized dashboards that promote transparency in information and automate the processing of data for select hospital-acquired conditions (HACs).

This year, we established a comprehensive digital dashboard featuring quality, safety, operational, efficiency, and equity measures. The dashboard is fully automated and accessible to faculty and staff, giving them specially curated, up-to-date information about HACs affecting children within their units.

We also bolstered Sala's partnership with inpatient units. Our nurse

coordinators met with leadership and staff to share best practices in family-centered and language-equity rounds, conduct daily reviews of medication administration records, and train staff in a bootcamp on central line-associated bloodstream infections.



## Comfort Ability Program

Chronic pain can be a symptom of certain medical conditions and severe injuries. For children experiencing chronic pain at Hassenfeld Children's Hospital, the KiDS of NYU Foundation Integrated Behavioral Health team introduced the Comfort Ability Program, which was developed by Boston Children's Hospital. The program aims to help patients between the ages of 10 and 17 manage their pain through evidence-based psychological interventions, including cognitive behavioral therapy

strategies, parent training skills, and social support for families.

The Comfort Ability Program was piloted with a group of five pediatric gastroenterology patients and their families in June 2023. The program included patient and parent discussion groups and achieved 100 percent retention of all participants. A broadscale rollout commenced at select ambulatory locations in the late summer.



## Skyline Studio

Core to our purpose of helping kids be kids, Skyline Studio is our state-of-the-art broadcast studio that gives children an interactive space to explore radio, television, and digital media; share their on-air talents; and participate in entertaining programs. We began broadcasting from the studio in July 2019 with six shows daily. This past year, we doubled programming to produce 12 shows daily. Additionally, several Spanish-language stories have been added to the Skyline library, along with Skyline TV shows about Eid, Lunar New Year, Black History Month, Jewish traditions, and Pride Month.

Skyline Studio helps foster connections among children, their families, and our staff and provides a sense of community when it is needed most. Special events, such as musical performances, appearances by sports celebrities, and art-making workshops, are broadcast into clinical areas and inpatient rooms throughout Hassenfeld Children's Hospital. These interactions are especially important for patients who are unable to participate in group programming due to medical restrictions.



## Infant-Family Psychology

Preterm and critically ill newborns are some of the most vulnerable children we care for at Hassenfeld Children's Hospital. In late 2022, through the generosity of donors, Sala Institute introduced specialized psychological support for high-need families whose infants are receiving critical care. The program helps families presenting with postpartum mood disorders, traumatic stress, concerns about caregiver-

infant attachment, and grief and bereavement by supporting effective communication and strengthening coping mechanisms.

Additionally, the program provides specially designed support to staff in the neonatal intensive care unit (NICU) through a monthly discussion series and custom tip sheets.





## Together We Made It Happen

As we look forward to Sala's future, we are enthusiastic about the profoundly positive impact Sala will continue to have on children, families, faculty, and staff. Thank you for supporting Sala's mission of advancing the health and wellbeing of children and families. We are inspired each day by the resilience our patients demonstrate, the partnership with our families, and our team's dedication to delivering the safest, highest-quality care.

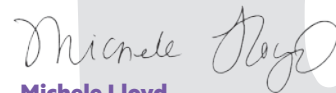
With continued gratitude,



**Nell Shanahan**  
Chair, Sala Circle



**Catherine S. Manno, MD**  
Pat and John Rosenwald  
Professor of Pediatrics  
Chair, Department of Pediatrics



**Michele Lloyd**  
Vice President, Hassenfeld Children's  
Hospital Operations and Sala Institute  
for Child and Family Centered Care

# A Decade of Comprehensive Care



## 2015 Health and Wellbeing

Launched innovative tools to help identify patients and families experiencing emotional distress who may need enhanced supportive services.

### Today

One hundred percent of patients with complex and chronic illnesses and their families benefit from Sala care.

## 2014 Partnership

Established Sala Family and Youth Advisory Councils as a foundational element of our child- and family-centered culture.

### Today

Our councils have addressed 300+ programs, resources, and processes that support the needs of future patients and families.

## 2013

Trudy Elbaum Gottesman and Robert W. Gottesman founded Sala Institute for Child and Family Centered Care to advance the health and wellbeing of children and their families.

### Today

Sala Institute profoundly influences and complements excellence in medical and surgical care across Hassenfeld Children's Hospital.

## 2016 Safer Care

Led critical patient safety initiatives designed to make medical and surgical care safer for children.

### Today

We are one of 21 children's hospitals recognized for achieving high performance in reducing patient harm.

## 2017 Education

Introduced family-centered care and communication skills curriculum at NYU Grossman School of Medicine.

### Today

Over 140 pediatric residents (and counting) have gained invaluable skills that will enhance communication with generations of patients.

## 2018 Health and Wellbeing

Created and expanded pain management, palliative care, and integrative health programs to comfort and support thousands of children.

### Today

Sala provides highly specialized, comprehensive care to meet the needs of more seriously ill children and their families than ever before.

## 2019 Safer Care

Launched the Safety Coach program with frontline faculty and staff to provide feedback to their peers about safe patient care.

### Today

Over 110 safety coaches share best practices with their peers to provide the safest care to patients.

## 2024 and Beyond

Sala Institute will leverage innovative technologies that improve the experience, quality, and safety of care for children and their families.

## 2023 Safer Care

Initiated Equity Rounds to improve health outcomes for patients and families who speak languages other than English.

### Today

Sala is making medical care safer by creating stronger partnerships with patients and their families.

## 2022 Health and Wellbeing

Introduced Eating Disorders Clinical Pathway to deliver comprehensive medical care and psychosocial support to patients with disordered eating.

### Today

Average length of stay decreased by 26 days for patients after Eating Disorders Clinical Pathway launched.

## 2021 Safer Care

Formed ongoing collaboration with 25 top children's hospitals to enhance equity of care for all patients.

### Today

New interventions implemented to make care safer and more equitable for all patients.

## 2020 Partnership

Accelerated the adoption of family-centered rounds on inpatient units by creating innovative tools for patients, families, faculty, and staff.

### Today

Families and the healthcare team meet daily for discussion and questions.

## Making Care Safer for All

Sala Institute has broken new ground in pediatric safety, quality, and health equity. Employing high-reliability concepts and quality improvement science, Sala has partnered with healthcare providers and families to reduce harm and improve patient outcomes.

In addition, Sala has led efforts to enhance pediatric health equity, which means that patients should not experience in-hospital harm at different rates based on race, language, insurance status, prior access to care, or other demographic variables.





- **Increased options** and rates for documenting race, ethnicity, language, sexual orientation, and other social determinants of health in each patient's health record.
- **Expanded language-concordant care**, partnership, and enhanced resources for families with language preferences other than English.
- **Reduced serious harm** events from 35 in FY22 to 26 in FY23—a 26 percent decrease.

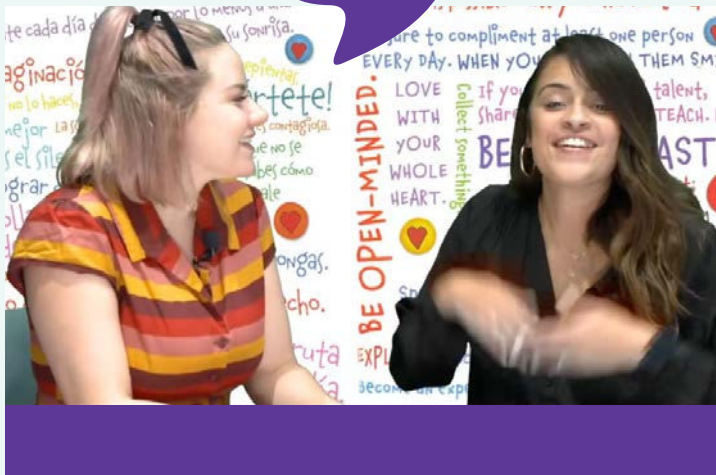
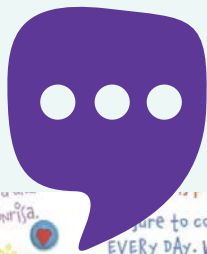


## Supporting Health and Wellbeing

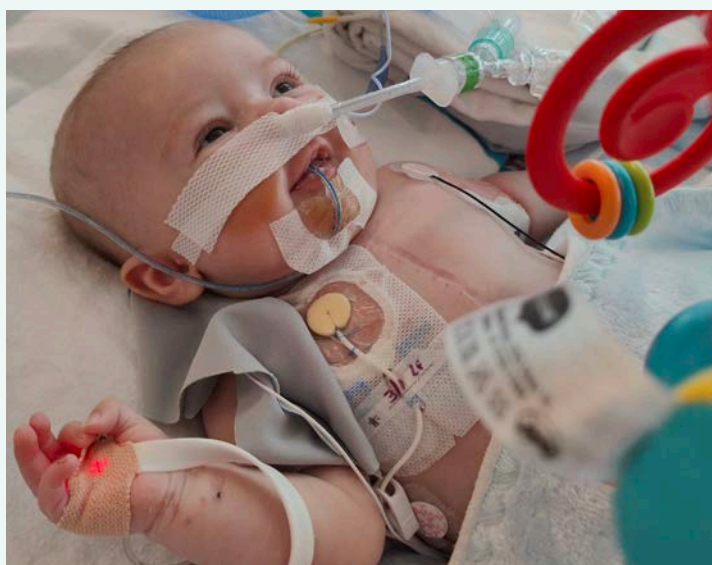
Sala provides essential care for children and families. This work includes a wide range of highly coordinated services and supports—pain management, palliative care, nutrition, social work, spiritual support, child life and creative arts therapies, and more.

We also support the care teams whose efforts promote stronger emotional health and lead to better outcomes for every child we encounter.



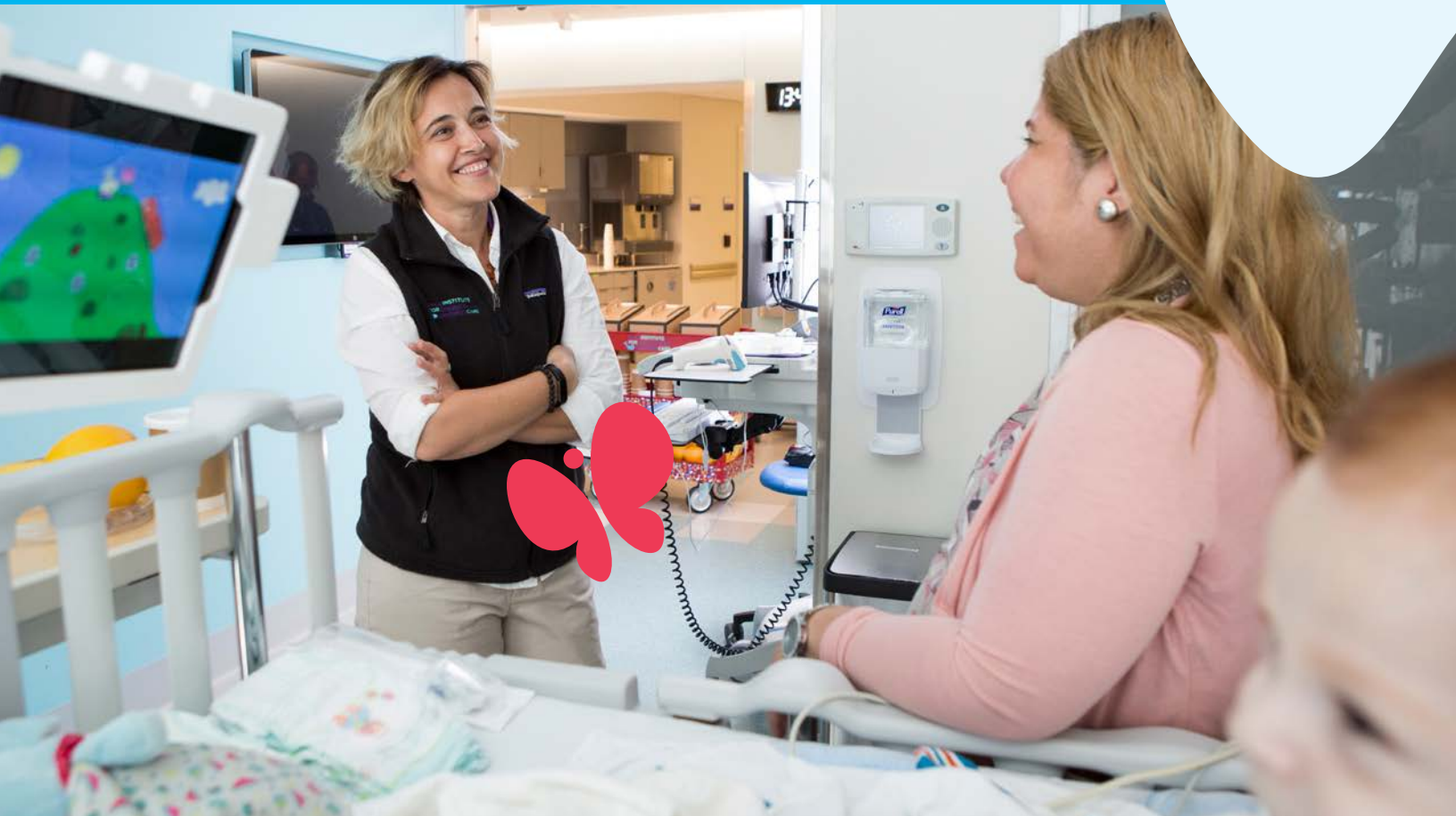


- **Launched in 2019**, Skyline Studio is our state-of-the-art broadcast studio where children can explore digital media, radio, and television. Today, it produces 12 shows daily and is on the air 24/7.
- **As part of Sala**, KiDS of NYU Integrated Behavioral Health introduced infant-family support in 2022 to provide psychological care to families of preterm and critically ill newborns. Families receive one-on-one and small group support for needs ranging from postpartum mood disorders to grief and bereavement.



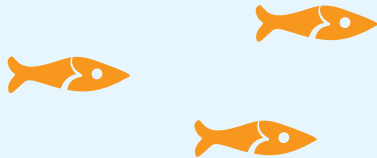
## Partnering for Tomorrow

We partner with families at the child's bedside and in the boardroom. Working collaboratively with children and families has been key to Sala's success, and it's more important than ever as our patients' needs evolve. This work includes Sala Family and Youth Advisory Councils, Sala Patient and Family Faculty Program, educational resources and materials, advisor participation in committees and projects, and safety in the moment of care.





- **We currently benefit** from 40 family advisors and 15 youth advisors on Sala's Family and Youth Advisory Councils.
- **Since launching** in 2014, these councils have participated in discussions on more than 300 topics.
- **Over 500 educational** materials created in partnership with council members help families understand their child's medical condition, treatments, and best practices for safe care.



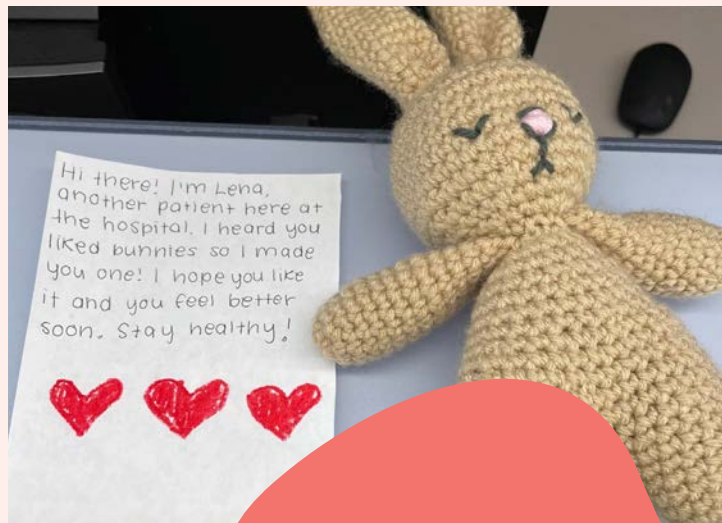
## Educating for Excellence

Sala's educational initiatives include high-reliability organizational culture, child- and family-centered care, and staff education for safety and experience initiatives. For example, high-reliability organizations operate without incidents of harm in complex, risky environments through the adoption of safety behaviors and tools.





- **Members of the Sala** team served as master trainers in high-reliability and patient safety training sessions to more than 700 pediatric care providers.
- **Hassenfeld Children's Hospital** has been named Hospital of the Month twice by Solutions for Patient Safety.
- **Through our innovative** curriculum, 140+ pediatric residents have been trained to practice family-centered communication.





# Philanthropic Support

Thank you for your generous support of Sala Institute for Child and Family Centered Care. Your gift enables the Sala team to provide care that helps children heal and families feel supported. Our programs and services are absolutely essential and are made possible through philanthropy.

The following section highlights our accomplishments to build and engage with a community of friends and supporters.





## Engagement and Outreach

The 106.7 LITE FM's Hope for the Holidays Radiothon has grown tremendously since its launch in 2018, and it continues to be the centerpiece of our community engagement endeavors. The event reached over 13 million listeners and featured a Sala Power Hour, with stories showcasing Sala's impact on children and families and an interview with Nell Shanahan, our newly appointed chair of the Sala Circle.

Corporate and family foundations remained a priority area in support of Sala's mission. Our team continued to engage and submit new grant applications to select foundations.

Our efforts culminated in the planning of Sala-bration, a 10-year anniversary milestone event uniting communities across NYU Langone Health, Hassenfeld Children's Hospital, and Sala Institute.

**Sala Circle**

The Sala Circle is a dedicated group of lay and physician leaders who serve as advisers and who support the mission and philanthropic goals of Sala Institute.

## Sala Campaign Cabinet and the Annual Campaign for Sala

Building on the previous year's momentum, the Sala Circle Advisory Board launched the Sala Campaign Cabinet and a multiyear annual campaign to provide essential funding for Sala Institute's programs and services in partnership with the Sala Circle and the development team. The annual campaign goal was to secure \$1.5 million in cash gifts.

The cabinet launched the campaign with a calendar year-end fundraising call-to-action, which engaged the Sala Circle in building a larger community of supporters. Their efforts were immensely successful and achieved the annual campaign goal, ensuring that Sala will continue delivering supportive care, partnership programs, and safety and quality initiatives for children and families.

## Sala-bration Committee and 10th Anniversary Event

Following the year-end push, the Campaign Cabinet turned its sights to further expand our community by leveraging the 10th anniversary Sala-bration. The event, held at Bohemian National Hall in New York City, raised vital funds to support and expand Sala's services, resources, and knowledge.

In the year ahead, the development team, along with the Sala Circle, will continue to focus on expanding and growing the Sala Circle.



# Appendix

## Sala Institute Leadership

### **Erin Collins, MSW, LCSW**

Assistant Director,  
Social Work Department

Erin Collins, MSW, LCSW, received her master's degree in social work from Columbia University School of Social Work in 2006 with a specific focus on health, mental health, and disability services. As a pediatric medical social worker at various New York City hospitals, Erin has devoted her practice towards helping children, adolescents, and families cope with and adjust to chronic and life-threatening illnesses.

She is currently the assistant director in the Social Work Department for Sala Institute for Child and Family Centered Care at Hassenfeld Children's Hospital at NYU Langone and oversees Pediatric and Perinatal Bereavement Programs. Erin has a special interest in the psychological, emotional, and social effects of childhood illness, grief and bereavement, and family-centered care.

### **Dimitri Dimakis**

Administrative Director, Operations

Dimitri Dimakis joined Sala Institute for Child and Family Centered Care in July 2016 and has overall responsibility to plan, organize and direct the administrative and financial operational activities of Hassenfeld Children's Hospital and Sala Institute. His oversight includes: facilitating and leading the development and implementation of targeted operational strategic plans and annual operating plans; planning for and providing adequate human and capital resources; and the development and implementation of policies, procedures, and systems to support the design and implementation of operational initiatives at Hassenfeld Children's Hospital.

Dimitri completed a post-graduate Administrative Fellowship in the office of the Chief of Hospital Operations at NYU Langone Health. He received his master of public health in Health Care Management from Yale University and bachelor of science in Health Policy Management from Providence College.

### **Jami Egorow, MS, CCLS**

Clinical Manager,  
Therapeutic Recreation,  
Child Life & Creative Arts Therapies

Jami Egorow is a Certified Child Life Specialist and the Clinical Manager of Therapeutic Recreation, Child life & Creative Arts Therapies for Sala Institute for Child and Family Centered Care at Hassenfeld Children's Hospital at NYU Langone. She is responsible for managing therapeutic recreational and creative arts programs and services provided to children in pediatric inpatient units and outpatient locations across Hassenfeld Children's Hospital. In her new role, Jami is looking forward to helping grow and support the department, and all of the exciting work at Sala Institute and Hassenfeld Children's Hospital.

In August 2014, she joined the department as an inpatient child life specialist at Hassenfeld Children's Hospital helping children to express themselves and better understand their illness or treatment. In this role, she aimed to facilitate children's positive experiences, build confidence, and ease anxiety. Previously, she worked for one year as a child life fellow at Maria Fareri Children's Hospital at Westchester Medical Center in New York.

Jami graduated from the University of Michigan in 2011 with her undergraduate degree in psychology. In 2013, she graduated from Bank Street College with her master's degree in Child Life and passed the certification exam to become a Certified Child Life Specialist (CCLS).



**Elizabeth J. Haines, DO**

Clinical Associate Professor,  
Ronald O. Perelman Department  
of Emergency Medicine  
Clinical Associate Professor,  
Department of Pediatrics  
Director, Patient Safety  
and Quality

Elizabeth J. Haines, DO, chose to specialize in emergency medicine because she was drawn to the fast-paced environment of the emergency department and treating people with urgent needs and conditions. Later, the combination of wanting a more specialized field and love of pediatrics led her to pursue a fellowship in pediatric emergency medicine.

Dr. Haines treats children and adults in emergency settings at multiple NYU Langone locations, including the KiDS ED, Tisch Hospital, NYU Langone Hospital—Brooklyn, and NYU Langone Health—Cobble Hill. She also sees patients at NYC Health + Hospitals/ Bellevue. She enjoys working with the different patient populations at each site, and treats patients who have any condition or symptom that they consider an emergency, such as fevers, infections, and abdominal pain.

Dr. Haines conducts research on the use of point-of-care ultrasound, and more recently, started a national project on neonatal infections in babies. Additionally, she is a member of the Medical Society of the State of New York, the Kings County Medical Society, and the American College of Emergency Physicians.

Dr. Haines joined Sala Institute in 2020 and leads pediatric patient safety and quality initiatives.

**Michele Lloyd**

Vice President for Hassenfeld  
Children’s Hospital Operations and  
Sala Institute for Child and Family  
Centered Care

Michele Lloyd has been the senior leader of Hassenfeld Children’s Hospital at NYU Langone since 2012. She is responsible for ensuring the strategy and operations for the seamless integration of programs and services for children and their families across Hassenfeld Children’s Hospital. In collaboration with the Hassenfeld Children’s Hospital leadership team, she oversees the key priority areas of patient safety and quality, child and family experience, program growth, and financial sustainability. Along with Dr. Catherine S. Manno, she provides senior leadership to Sala Institute for Child and Family Centered Care.

**Rebecca Lois, PhD**

Clinical Associate Professor,  
Department of Child and  
Adolescent Psychiatry  
Co-Director, KIDS of NYU Foundation  
Integrated Behavioral Health

As the co-director of the KiDS of NYU Foundation Integrated Behavioral Health Program, part of Sala Institute for Child and Family Centered Care at Hassenfeld Children’s Hospital at NYU Langone, Rebecca Lois, PhD, supports patients who have chronic health conditions, including cystic fibrosis, diabetes, asthma, heart disease, and gastrointestinal conditions. She works closely with the medical teams at several ambulatory locations where she oversees the psychosocial support programs to ensure that patients and families receive care that addresses their emotional needs.

Dr. Lois earned a PhD from Fairleigh Dickinson University in 2011 and a bachelor’s degree from the University of Pennsylvania. She is a member of the Society of Pediatric Psychology and serves on several special interest groups within that Society, including solid organ transplant, adolescent and young adult health, adherence, and caregiver wellbeing.

**Catherine S. Manno, MD**

Chair of the Department of Pediatrics  
Pat and John Rosenwald Professor  
of Pediatrics

Catherine S. Manno, MD is an internationally recognized pediatric hematologist who helped to develop pioneering approaches for the treatment of bleeding disorders. She was recruited to NYU Langone Health in 2008 as Chair of the Department of Pediatrics and Physician-in-Chief of Hassenfeld Children’s Hospital at NYU Langone. Along with Michele Lloyd, she provides senior leadership to Sala Institute for Child and Family Centered Care.

Dr. Manno came to NYU Langone from the Children’s Hospital of Philadelphia, where she had been a faculty member for over 20 years. She is a fellow of the American Academy of Pediatrics, a member of the American Pediatric Society, a former Chair of the NIH-NHLBI Program Project Review Committee, and a member of the Board of the American Medical School Pediatric Department Chairs.

**Katherine Ort, MD**

Assistant Professor, Department of Child and Adolescent Psychiatry and Pediatrics  
Co-Director, KIDS of NYU Foundation Integrated Behavioral Health

Katherine Ort, MD, is an Assistant Professor of Child and Adolescent Psychiatry and Pediatrics at Hassenfeld Children’s Hospital at NYU Langone and co-director of the KiDS of NYU Foundation Integrated Behavioral Health Program, part of Sala Institute for Child and Family Centered Care.

As a triple-boarded pediatrician and child and adolescent psychiatrist, her passion is in supporting medically ill children and their families. She is an attending physician on the Consultation-Liaison service at Hassenfeld Children’s Hospital and Chief of Service, Child and Adolescent Psychiatry, at Hassenfeld Children’s Hospital. She also provides collaborative mental health care within the Robert I. Grossman, MD, and Elisabeth J. Cohen, MD, Pediatric Diabetes Center and in the Stephen D. Hassenfeld Children’s Center for Cancer and Blood Disorders.

Dr. Ort earned her medical degree from NYU Grossman School of Medicine in 2013. She completed a pediatric residency and an adult psychiatric residency at UC San Francisco, followed by a fellowship in child & adolescent psychiatry at Stanford University Medical Center.

**Rachel Ramsey**

Administrative Director, Programming

Rachel Ramsey joined Sala Institute for Child and Family Centered Care in October 2016. In her current role as administrative director for programming, she is responsible for facilitating the development, implementation, and measurement of initiatives within the domains of partnership, experience, quality, and safety. She works with clinical and operational leaders and front-line staff to ensure the successful design and realization of key programs and operational initiatives across Hassenfeld Children’s Hospital.

Rachel was previously in hospital operations at NYU Langone. During this time, she completed a post-graduate Administrative Fellowship in the office of the Chief of Hospital Operations and had the inaugural Project Management role in the Hospital Operations Project Management Office.

She received her master’s degree in Health Administration and bachelor of science in Policy Analysis and Management both from Cornell University.

**Alon Shertzer, MD**

Clinical Assistant Professor, Department of Anesthesiology, Perioperative Care, and Pain Medicine Director, Pain Management

Alon Shertzer, MD, is a Clinical Assistant Professor of Anesthesiology, Perioperative Care, and Pain Medicine at Hassenfeld Children’s Hospital at NYU Langone, and Medical Director of Pain Management, part of Sala Institute for Child and Family Centered Care.

He is focused on pediatric acute pain and pediatric regional anesthesia, developing and instituting new protocols for surgical and medical pain management. Additionally, he works with the pediatric anesthesiology team, residents, and fellows, to teach peripheral and neuraxial nerve block techniques as part of the mission of helping pediatric patients with pain management after surgery.

Dr. Shertzer earned his medical degree from Northwestern University in 2016. He completed a residency in anesthesiology and fellowship in pediatric anesthesiology from Columbia University Medical Center. He is a member of numerous professional organizations including the American Society of Anesthesiology, Society for Pediatric Anesthesiology, Society for Pediatric Pain Medicine, and the New York State Society of Anesthesiologists.

**Deborah Tagliareni, MS, RD,  
CDN, CLC**

Clinical Nutrition Manager

Deborah Tagliareni oversees Pediatric Nutrition for Sala Institute for Child and Family Centered Care, and Clinical Nutrition Services at Hassenfeld Children's Hospital. She supports pediatric nutrition education through activities and events for patients, families, and the professional community.

Deborah previously worked as an inpatient dietitian at NYU Langone Health. She graduated from Northwestern University and completed her masters of science in Clinical Nutrition at New York University.

**Christine A. Zawistowski, MD**

Clinical Associate Professor,  
Department of Pediatrics  
Medical Director, Pediatric  
Palliative Care

Christine A. Zawistowski, MD, is a board certified and practicing pediatric intensivist and palliative care physician. Since joining NYU Langone in 2012, she has been an active member of the Pediatric Palliative Care team for Sala Institute for Child and Family Centered Care. She credits her passion for improving quality of life for children with serious illness from her previous experiences at St. Jude Children's Research Hospital, Kravis Children's Hospital at Mount Sinai, and the Bristol Meyers Squibb Children's Hospital at RWJUH, where she served as the Medical Director of their pediatric palliative care team.

In 2019, she completed a fellowship in Integrative Medicine from the Arizona Center for Integrative Medicine and was the physician lead for the Pediatric Integrative Medicine Program at Hassenfeld Children's Hospital. She is a graduate of the Annual Pediatric Master Pain Class at Children's Hospital of Minnesota and is an EPEC-Pediatrics trainer. She is currently the medical director of the Pediatric Advanced Care Team.



## Sala Institute Team

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### **Therapeutic Recreation, Child Life & Creative Arts Therapies**

**Jami Egorow**, Clinical Manager  
**Ingrid Olsen-Gallagher**, CCLS Supervisor  
**Elena Savvides**, CCLS Supervisor  
**Elyssa Auerfeld**, Child Life Specialist  
**Karissa Fischer**, Child Life Specialist  
**Jessa Flowers**, Child Life Specialist  
**Gretchen Greenlee**, Child Life Specialist  
**Jennifer Holohan**, Child Life Specialist  
**Olivia Marzovilla**, Child Life Assistant  
**Lauren Maxwell**, Child Life Specialist  
**Molly McClure**, Child Life Specialist  
**Stephanie Mejia**, Child Life Specialist  
**Juniper Monypenny**, Creative Arts Therapist  
**Joseph Mueller**, Child Life Specialist  
**Katharine Nedder**, Child Life Assistant  
**Isabel Rodriguez**, Child Life Specialist  
**Hannah Rosenberg**, Creative Arts Therapist  
**Stacey Schneider**, Child Life Specialist  
**Shifra Srolowitz**, Child Life Specialist  
**Diana Vasquez**, Child Life Assistant  
**Sheeba Wajih**, Child Life Specialist  
**Melissa Wasserman**, Creative Arts Therapist  
**Jennifer Weil**, Media Coordinator  
**Katie Williams**, Child Life Specialist  
**Lucrezia Zanca**, Child Life Assistant

### **Palliative Care**

**Christine Zawistowski, MD**,  
Medical Director, Palliative Care  
**Zeena Audi-Saba, MD**  
**Daniel Eison, MD**  
**Julia McBee, NP**

### **Pain Management**

**Alon Shertzer, MD**, Medical Director,  
Pain Management

### **KiDS of NYU Foundation Integrated Behavioral Health**

**Rebecca Lois, PhD**, Co-Director,  
KiDS of NYU Foundation Integrated  
Behavioral Health  
**Katherine Ort, MD**, Co-Director,  
KiDS of NYU Foundation Integrated  
Behavioral Health  
**Jessica Becker, MD**  
**Julia Gomez**, Education Coordinator  
**Danielle Key, PhD**, Psychologist  
**Kelsey Largen, PhD**, Psychologist  
**Moshe Maiman, PhD**, Psychologist  
**Despina Petsagourakis, PhD**, Psychologist  
**Sarah Powell, PhD**, Psychologist  
**Katya Viswanadhan, PhD**, Psychologist

### **Social Work and Spiritual Support**

**Erin Collins, MSW, LCSW**, Assistant  
Director, Social Work  
**Jessica Aceste**, Social Worker  
**Monique Armstrong**, Social Worker  
**Denisse Ballinas**, Social Worker  
**Ashley Brennan**, Social Worker  
**Kaytlin Butler**, Pediatric Chaplain  
**Jessica Cabrera**, Social Worker  
**Melanie Celestine**, Social Worker  
**Marberth Coulanges**, Social Worker  
**Deborah Dore**, Social Worker  
**Chantal Emile**, Social Worker  
**MaryAnn Harris**, Social Worker  
**Allison Hennessey**, Social Worker  
**Kendra Hunte**, Social Worker  
**Lindsay Levine**, Social Worker  
**Emily Mashberg**, Social Worker  
**Jennifer McNally**, Social Worker  
**Angela Mitchell**, Social Worker  
**Ashley Roman**, Social Worker  
**Sasha Silber**, Social Worker  
**Sydney Tattle**, Social Worker  
**Nicole Tran**, Social Worker  
**Shailyn Vanburch**, Social Worker  
**Nancy Vilbrun**, Social Worker  
**Erin Villani**, Social Worker  
**Laura Weber**, Social Worker  
**Dara Weiss**, Social Worker

### **Pediatric Clinical Nutrition**

**Deborah Tagliareni, MS, RD, CDN, CLC**,  
Clinical Nutrition Manager  
**Amanda Buthmann**, Nutrition & Wellness  
Coordinator  
**Megan Emery**, Registered Dietician  
**Mallory Grubler**, Registered Dietician  
**Brooke Kealy**, Registered Dietician  
**Shannon Kim**, Registered Dietician  
**Colleen Salcines**, Registered Dietician  
**Meri Scheiner**, Registered Dietician  
**Holly Winfield**, Registered Dietician

### **Patient Experience, Safety and Quality**

**Elizabeth Haines, DO**, Co-Director,  
Sala Institute, Chief Quality Officer  
**Rachel Ramsey**, Co-Director, Sala Institute,  
Director, Strategy and Programs  
**Liza Cooper**, Manager, Family and  
Youth Partnerships  
**Joan Cutrone**, Clinical Coordinator  
**Dimitri Dimakis**, Director, Operations and  
Financial Planning  
**Mary Pat Gallagher, MD**, Ambulatory  
Safety and Quality  
**Vincent Li**, Data Analyst  
**Rebecca Malizia**, Program Manager  
**Meaghan McGrath**, Program Manager  
**Patrick Yam**, Quality and Safety Specialist  
**Marianne Youssef**, Quality and  
Safety Specialist



# Presentations, Professional Committee Memberships, and Publications

Fiscal Year 2023



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## Presentations

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“Before Me Up to Age 3: Addressing Maternal Mental Health Concerns in a Novel 2-Generational Approach to Care, Zero to Three.” 2023.

“Bringing Light to the Dark Through Music and Art: Creating Meaningful Connections with Caregivers Within the Critical Care Environment.” NYU Langone Health Creative Arts Therapy Conference, Culture of Connection & Care Through the Creative Arts Therapies, September 2022.

“Implementing Integrated Mental Health Care in the Pediatric Subspecialty Setting: Where We Are Going and How We Can Get There.” Session Co-Chair and Presenter. American Academy of Child and Adolescent Psychiatry/Canadian Academy of Child and Adolescent Psychiatry Annual Meeting, October 2022.

“Type 1 Diabetes Care Team Panel” at Greater New York City Type One Nation Summit, Juvenile Diabetes Research Foundation, April 2023.

“This Workshop Will Be Improvised: How the Principles of Improvisational Theater Can Set Your Educational Potential Free!”

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## Professional Committee Memberships

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Lead, American Academy of Child and Adolescent Psychiatry (AACAP)—Physically Ill Child Committee Outpatient CL Working Group

Co-Lead, PHARES (Patient Harm Associated with Race & Ethnicity) Pioneer Workgroup, Solutions for Patient Safety

Leadership team, Society of Pediatric Psychology—Caregiver Wellbeing Special Interest Group

Chair, Solutions for Patient Safety Family Engagement Committee, New York State

Member, American Academy of Child and Adolescent Psychiatry

Member, American Music Therapy Association

Member, Academy of Consultation-Liaison Psychiatry

Member, Academy of Nutrition and Dietetics

Member, American Psychological Association—Society for Child and Family Policy and Practice and Society for Health Psychology

Member, American Society of Anesthesiology

Member, American Society for Parenteral and Enteral Nutrition (ASPEN)

Member, Association of Behavioral and Cognitive Therapies

Member, Association of Child Life Professionals

Member, Association for Contextual Behavioral Science

Member, Child Life Greater New York

Member, National Network of NICU Psychologists

Member, National Perinatal Association

Member, New Jersey Academy of Nutrition and Dietetics

Member, New York City Pediatric Palliative Care Consortium

Member, New York State Academy of Nutrition and Dietetics

Member, New York State Society of Anesthesiologists

Member, North American Drama Therapy Association

Member, Society for Pediatric Anesthesiology

Member, Society for Pediatric Pain Medicine

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## Publications

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A Closer Look: Examination of Suicide Risk Screening Results and Outcomes for Minoritized Youth in Subspecialty Pediatrics. Lois, Becky H; Mournet, Annabelle M; Menz, Reagan; King, Mya; Malizia, Rebecca; Haines, Elizabeth; Coble-Sadaphal, Chanelle; Liaw, K Ron-Li. *Academic Pediatrics*. 2023 May.

COVID-19-related Outcomes Among Group Home Residents with Serious Mental Illness in Massachusetts in the First Year of the Pandemic. Fung V, Levison JH, Wilson A, Cheng D, Chau C, Krane D, Trieu H, Irwin K, Cella E, Bird B, Shellenberger K, Silverman P, Batson J, Fathi A, Gamse S, Wolfe J, Holland S, Donelan K, Samuels R, Becker JE, Freedberg KA, Reichman J, Keller T, Tsai AC, Hsu J, Skotko BG, and Bartels S. Accepted for publication at *Administration and Policy in Mental Health and Mental Health Services Research*.

Emerging Evidence: A Systematic Literature Review of Disordered Eating Among Transgender and Nonbinary Youth. Campbell, L., Viswanadhan, K., Lois, B., & Dundas, M. *Journal of Adolescent Health*. 2023.

Group Home Staff Experiences with Work and Health in the COVID-19 Pandemic in Massachusetts. Donelan K, Wolfe J, Wilson A, Michael C, Chau C, Krane D, Silverman P, Becker JE, Cheng D, Cella E, Bird B, Levison JH, Skotko BG, Bartles SJ. *JAMA Health Forum*. 2023 Apr 7.

Longitudinal relationships among posttraumatic stress disorder symptom clusters in response to positive memory processing. Caldas, S. V., Fondren, A\*, Natesan Bately, P., & Contractor, A. A. *Journal of Behavior Therapy and Experimental Psychiatry*. 2022.

Measurement of psychological flexibility in the context of parenting: A scoping review. Caldas, S. V., Antonsen, L. R., Hamilton, A. S., & Moyer, D. N. *Journal of Contextual Behavioral Science*, 30, 61-69. 2023.

Pediatric Consultation and Liaison Psychiatry. Becker JE, Smith J, De Souza C, Hazen E.. In: Tasman A, Riba MB, Alarcón RD, Alfonso CA, Kanba S, Ndeti DM, Ng CH, Schulze TG, and Lecic-Tosevski D, *Tasman's Psychiatry*, 5th Edition. Springer, 2023.

The Persistent Impact of the COVID-19 Pandemic on Pediatric Emergency Department Visits for Suicidal Thoughts and Behaviors. Junewicz, Alexandra; Wachtel, Jonathan M.; Okparaeke, Eugene; Guo, Fei; Farahmand, Pantea; Lois, Rebecca; Li, Annie; Stein, Cheryl R.; Baroni, Argelinda. *Suicide & Life-Threatening Behavior*. 2023 Jan 01.

Psychiatric Consultation to Children and Adolescents on Pediatric Units: A Primer. Becker JE and Smith JS. *The Carlat Hospital Psychiatry Report*. July/Aug/Sep 2023.

Racial and Ethnic Disparities in Common Inpatient Safety Outcomes in A Children's Hospital Cohort. Lyren, Anne; Haines, Elizabeth; Fanta, Meghan; Gutzeit, Michael; Staubach, Katherine; Chundi, Pavan; Ward, Valerie; Srinivasan, Lakshmi; Mackey, Megan; Vonderhaar, Michelle; Sisson, Patricia; Sheffield-Bradshaw, Ursula; Fryzlewicz, Bonnie; Coffey, Maitreya; Cowden, John D. *BMJ Quality & Safety*. 2023 Jul 17.

Rapid Resolution of Prolonged Benzodiazepine-Refractory Catatonia with ECT in an Adolescent Patient: A Case Report. Luccarelli J, Fernandez-Robles C, Winninger B, Becker JE, Hazen EP, Henry ME. *The Journal of ECT*. 2022 Sep 01.

Virtual Care Across the Neonatal Intensive Care Continuum. Desai P, Kazmi SH, Schneider S, Angert R. *Cureus*. 2023 Feb.

Zoom Objective Structured Clinical Exams: Virtually The Same As The Real Thing? Desai, Purnahamsi V; Howell, Heather B; McGrath, Meaghan; Ramsey, Rachel; Lebowitz, Jonathan; Trogen, Brit; Cha, Christine; Pierce, Kristyn A; Zabar, Sondra. *Academic Pediatrics*. 2023 Mar.



Sala and Izak Elbaum walk with their young children, Trudy and Steve, along Central Park South in New York City. Sala's name epitomizes a caring, healing presence in a child's life and today that spirit is at the heart of Sala Institute.

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