

SALA INSTITUTE
FOR CHILD & FAMILY
CENTERED CARE



HASSENFELD
CHILDREN'S
HOSPITAL
AT NYU LANGONE

2024 Sala Institute Impact Report for Our Community

Dear Friends,

In the following pages, we hope you will see and feel, as we do, the remarkable impact that Sala has on the lives of children, families, and the staff that care for them. Sala is a culture of care that touches everyone with support, respect, and compassion. This coupled with the expertise of the clinical, surgical, and support staff creates the best environment for health, healing, and recovery. Like a great caregiver, Sala continually renews and improves its programs and services to keep apace with the needs of families and the extraordinary advances in medical care.

We sincerely appreciate our partnership with you, which allows Sala to be the best partner for the children and families who come to Hassenfeld Children's Hospital for their care.

Very best,

Trudy and Bob

Trudy Elbaum Gottesman and Bob Gottesman
Co-founders, Sala Institute for Child and Family Centered Care



Table of Contents

- 3 **Leadership Message**
- 4 **Sala Impact Highlights**
- 12 **Philanthropic Support**

- 20 **Appendix**
- 20 Sala Institute Leadership
- 26 Sala Institute Team
- 28 Presentations, Publications, and Professional Committee Memberships



Dear Friends of Sala,

We are incredibly proud to share the 2024 annual impact report for Sala Institute for Child and Family Centered Care with you. Thanks to our community of support, we have created a uniquely robust culture of care that vastly improves each child and family's experience at Hassenfeld Children's Hospital at NYU Langone. This translates into more comfort, less stress, safer care, and better outcomes. Ultimately our patients and their families go home sooner, feeling supported and cared for.

This year's report shines a light on Sala's profound impact through the perspectives of children, families, faculty, and staff.

Firsthand experience

Barely 25 weeks into her pregnancy, Kelly Carr gave birth to her daughter, Isla. During the two months that followed, Kelly and her husband, Zack, held vigil in the neonatal intensive care unit (NICU) at Hassenfeld Children's Hospital, watching over Isla while the medical team cared for her around the clock.

At the same time, Kelly and Zack received their own ongoing support from Sala Institute. They received comfort and guidance from social workers, child life specialists, and music therapists for several weeks. In the last few days of Isla's life, Danielle

Key, PsyD, remained by the couple's side until Isla passed away 57 days after her birth.

In addition to this story about the Carr family, our report presents two additional profiles that highlight the effectiveness of Sala's new family resource navigators and of Sala's nurse quality specialists partnering with parents to promote children's safety.

On behalf of Sala Institute and the children and families we care for, thank you for your ongoing generosity and leadership.



Catherine Manno

Catherine S. Manno, MD
Founding Physician, Sala Institute
Chair, Department of Pediatrics



Rachel Ramsey

Rachel Ramsey, MHA
Director, Sala Institute



Elizabeth Haines

Elizabeth J. Haines, DO
Chief of Quality, Sala Institute



Support in the Storm

Sala's Infant-Family Psychologist Program provides comprehensive psychological care to support families of preterm and critically ill newborns in the neonatal intensive care unit (NICU) and the congenital cardiovascular care unit (CCVCU), working with families that a medical team or provider identifies as requiring another layer of support. This care can extend from pregnancy through postpartum. Over the past year, the program has expanded to include families in the pediatric intensive care unit and acute medical/surgical unit. Kelly and Zack were among the first NICU parents to work with Danielle Key, PsyD, who began in the infant-family psychologist role just two days prior to meeting them. Danielle recently sat down with Kelly and Zack for an interview to reflect on their journey together.

Danielle: Kelly, Zack, I know your journey has been incredibly intense and emotional. Would you mind sharing how it all started with Isla?

Kelly: We had just gotten back from our babymoon in Europe—everything seemed perfect. Then, at 24 weeks and six days, I went into labor. Isla came into our world much earlier than we ever expected. It felt like our lives turned upside down overnight.

Zack: As chaotic as it was, the NICU became like a second home for us. We were there every day, for hours. We got to know the staff so well. They really became our family.

Kelly: Isla left us after being with us for 57 days. Losing her was the hardest thing we've ever faced, but the support we received from the team made such a difference. They were such a crucial part of our support system.

Danielle: I remember meeting you both on my second day at work. It's incredible how open and welcoming you were, even amidst such pain.

Zack: We needed someone who could handle all our emotions. You provided that space for us. You understood what we were going through in a way that even some of our closest friends couldn't. You helped us process Isla's passing, not just emotionally but in practical ways—how to communicate with our families, how to manage our grief.

Kelly: And then, three months after Isla, we found out we were expecting again. The delivery didn't

go as planned—another C-section, and Rio got stuck because of scar tissue. But the NICU team swooped in like superheroes. They made sure everything was okay with Rio, even taking extra precautions just because of our history. When we finally brought Rio home, it felt like this perfect full-circle moment, like a kind of healing.

Danielle: I remember visiting you after Rio was born. The emotions were so raw. There was a sense of relief but also the weight of everything you'd been through with Isla. It was such a privilege to share that space with you.

Kelly: Those moments helped us, Danielle. You just being there, letting us be honest about our grief, made a huge difference. It's been almost a year, but it still feels like it was yesterday. We talk about Isla all the time—we want to keep her memory alive, especially for Rio.

Danielle: The two of you have been through so much, and it's clear how much you've grown as a family. I'm grateful to have been a small part of that journey with you. You've taught me as much as I hope I've helped you.

Kelly: We're just thankful, really. And we want to keep sharing our story, keep honoring Isla, and never forget what the NICU, and people like you, have done for us.

Zack: This place will always be a part of our lives. It's shaped who we are and how we live. And we're forever grateful.



Making the Hospital Experience Easier: The Family Resource Navigator Program

To enhance the child and family experience, the family resource navigators, either medical students or volunteers, visit inpatient children and families, welcoming them to Hassenfeld Children's Hospital. Most importantly, navigators show them how to access a variety of educational, communication, safety, and coping resources available on our existing technologies. Family resource navigators also coach children and families on how to voice any concerns they may have—emphasizing the concept of speaking up as an important way to partner with the care team. Family

resource navigator Vassilia (Lia) Plakas, PharmD, shared her insights into how this new program positively affects children, families, and the navigators themselves.

"It's all about creating a welcoming environment," Lia shared. "When families feel supported and informed, it makes such a difference during what can be a really tough time. Being able to offer that support has been one of the most rewarding parts of this experience."

Lia spent much of her life in hospitals—first in her youth as a surgical patient, then as a member of the Sala Youth Advisory Council, and today as a postgraduate year one pharmacy practice resident at NYU Langone.

These collective experiences inform her efforts as a family resource navigator, a volunteer role in which she connects on a personal level with inpatient children and families while helping them access and navigate tools such as MyChart, MyWall, and Sala Knowledge Library.

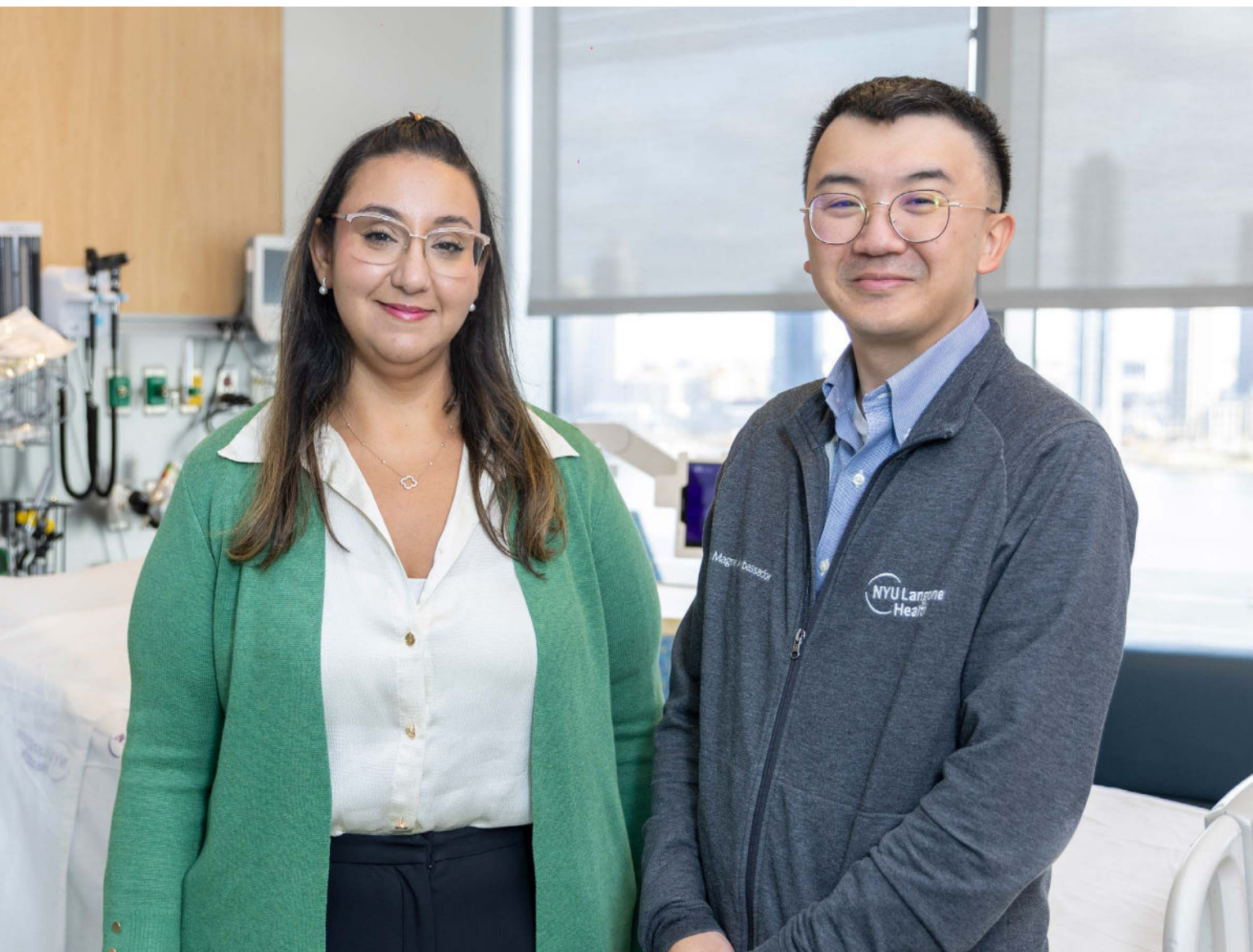
"When I was growing up, my family and I spent time at NYU Langone," Lia said. "We wished we had access to the kind of support offered by Hassenfeld Children's Hospital, and it's been amazing to see that it exists today—and that I can come full circle to help other families get the access they need. I want to make sure they feel seen and heard throughout their care journey."

One of the biggest resources Lia and the navigators help families with is MyChart, a platform that allows them to access their child's medical information from anywhere. "It's so helpful for parents who can't be at the hospital 24/7," Lia shared. "MyChart keeps them connected—they can see test results, track appointments, and stay in touch with their child's care team even if they're not at the bedside."

The family resource navigators also play a key role in encouraging families to share any concerns with the team about their child's care, an essential way for families to partner with the team.

"I understand firsthand how important it is for families to feel empowered," she said. "I always encourage them, 'You know your child best. Don't be afraid to speak up if you have questions or concerns.' Families are often grateful to hear that it is not only okay for them to advocate for themselves and their children but that it is welcomed and expected in order to provide the best possible care."

Ultimately, the Family Resource Navigator Program fosters stronger partnerships between families and healthcare teams, providing families with the tools and knowledge they need to navigate a hospital stay.



A Team Approach: Families as Partners in Safety

Last April, two-year-old Abby suddenly fell ill. Her parents originally thought she had a stomach infection, and the ultimate diagnosis of cancer was beyond what either of them could fathom and resulted in a lot of worries: Will she get better? How will Abby tolerate chemotherapy? Can we shield her from infections and serious side effects?

“Despite my medical background, watching Abby suffer was incredibly challenging,” said her father, David Omar, MD. “I had to trust the care team with the big decisions while managing the daily challenges of her care.”

Dr. Omar shared that over time, he and his wife became more involved in tasks like maintaining Abby’s central line, a crucial part of her treatment.

“The care team was patient in partnering with us on this task,” Dr. Omar said. “We got better at it each day as they gave us the confidence that we could help care for her central line effectively.”

That team included Sala’s nurse quality specialists Patrick Yam, MSN, RN, and Marianne Youssef, MBA-HCM, MS, RN, who regularly worked with Abby’s parents on central line care and on minimizing the risk of a central line–associated bloodstream infection (CLABSI).

“To prevent central line infections, we review a report of all patients with central lines and increased risk factors,” said Marianne. “Abby had experienced a mucosal barrier injury infection during a prior hospital stay, so when she was readmitted, we wanted to put measures in place to prevent any adverse outcomes happening again.”

Prevention measures included Marianne and Patrick partnering closely with Abby’s parents to provide ongoing support and education, and frequently visiting Abby’s hospital room to look for opportunities to further reduce infection risk.

“For example, we recommended reducing the amount of toys in the room, which can carry germs, and frequently wiping down high-touch surfaces,” Patrick said.

Patrick also educated Abby’s parents about the importance of oral hygiene in preventing infection.

“I explained that because she was more prone to infection, consistent tooth-brushing would help—even though doing so was not easy, given Abby’s age and circumstances,” Patrick said. “By increasing her tooth-brushing, Abby’s parents significantly increased her safety in the hospital and at home.” The combined efforts of Abby’s parents and Sala’s nurse quality specialists helped her to leave the hospital infection-free.

“Now Abby is a vibrant toddler and seeing her adapt has been both a relief and a reminder of how far we’ve come,” Dr. Omar said. “As her chemotherapy nears its end, we’re looking forward to a life with more ordinary routines—school, playdates, and the simple joys of childhood.”

In parting, Dr. Omar offered a helpful perspective for other parents with a seriously ill child. “My advice is simple: take things one day at a time. You don’t become an expert overnight, but you do learn something new each day,” he said. “With the medical and Sala team members, we learned that it’s important and okay to ask questions and advocate for your child, even when it’s difficult. These small efforts can make all the difference in ensuring the best care in partnership with the providers.”

How We Define Quality, Safety, and Experience in Pediatric Care at Sala Institute



Quality

Pediatric health care quality means delivering the most advanced, child- and family-centered medical care—led by an expert team using the latest treatments and technologies. It ensures that every child receives the right care, at the right time, to achieve the best possible outcomes.

Safety

Safety means doing everything we can to protect children from harm. It involves consistent, deliberate actions to prevent errors, infections, delays, and accidents, and to ensure that every medication and treatment is delivered with precision and care.

Experience

Experience is about creating a welcoming, comforting environment for children and families. It includes compassionate staff who listen closely, communicate with empathy, and partner with parents throughout the care journey.

At Hassenfeld Children's Hospital, Sala Institute brings these three pillars—quality, safety, and experience—together to provide exceptional pediatric care in a healing, supportive environment.

We have numerous outcomes to be proud of. With Sala's leadership, Hassenfeld Children's Hospital led the nation in observed to expected length of stay ratio, achieving a ratio of 0.90, the lowest among comparable children's hospitals, according to Vizient, Inc.

A ratio of less than 1.0 indicates that a child's length of stay is shorter than expected, indicating efficient care—ensuring children are discharged home to their families sooner and that hospital beds are available for those who need them.

Hassenfeld Children's Hospital also excels in our overall patient family rating of care, as well as overall rating of care for babies within our NICU.

We have achieved all of this while experiencing a 66 percent increase in procedures for children and a 72 percent increase in pediatric inpatient discharges over the past 10 years.

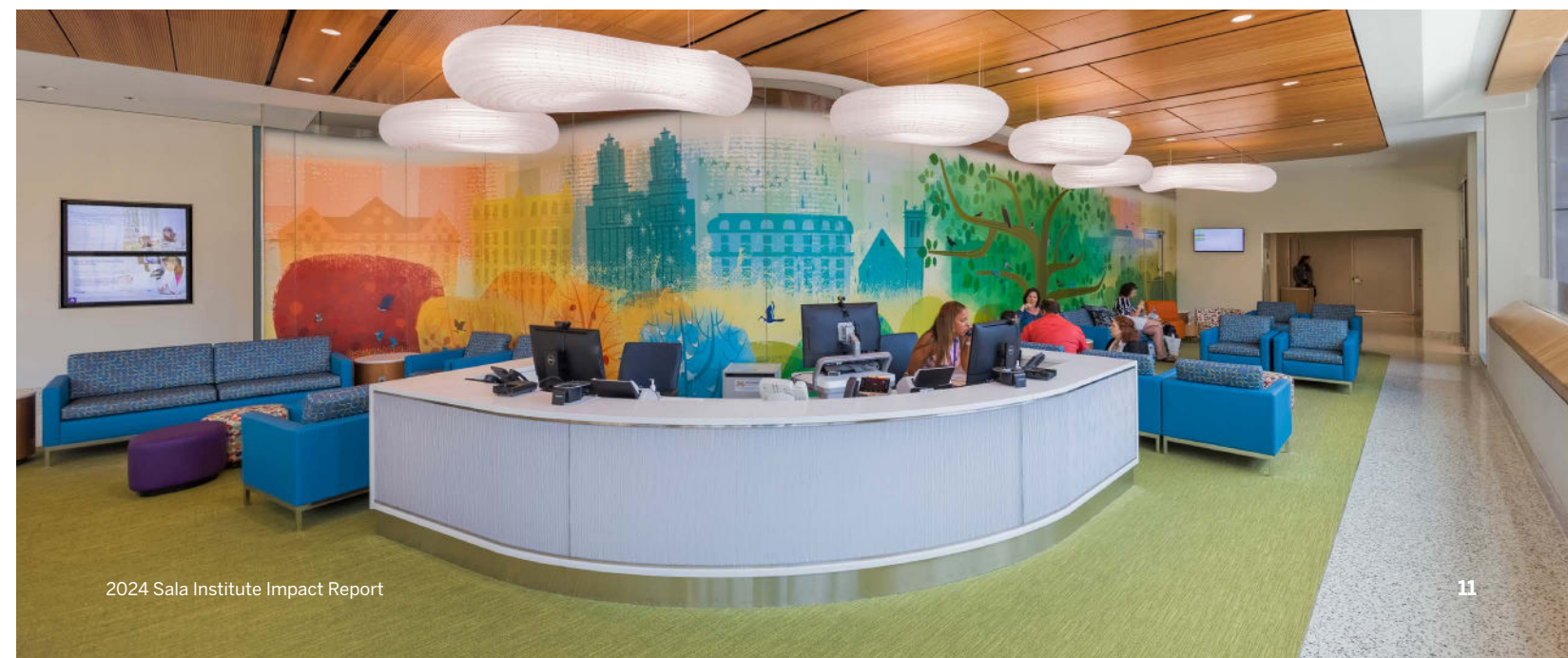
Sala's tremendous commitment to the entire family is reflected in the accolades our team members receive.



In April, **Becky Lois, PhD** received the Society of Pediatric Psychology's Wright Ross Salk Award for Distinguished Service in Pediatric Psychology, which honors outstanding service to the field of pediatric psychology.



In June, the Courageous Parents Network presented the Margaret S. Lindsay Courageous Provider Award to **Zeena Audi-Saba, MD**, for her leadership in palliative care.





Philanthropic Support

Thanks to the generous support of our Sala community of friends, we continue to make strong gains in our ability to build and sustain our programs and services. All of what we do is essential and is made possible through the partnership of philanthropy and NYU Langone's deep dedication to our children and families. The following section highlights our efforts to build and engage with all of you.

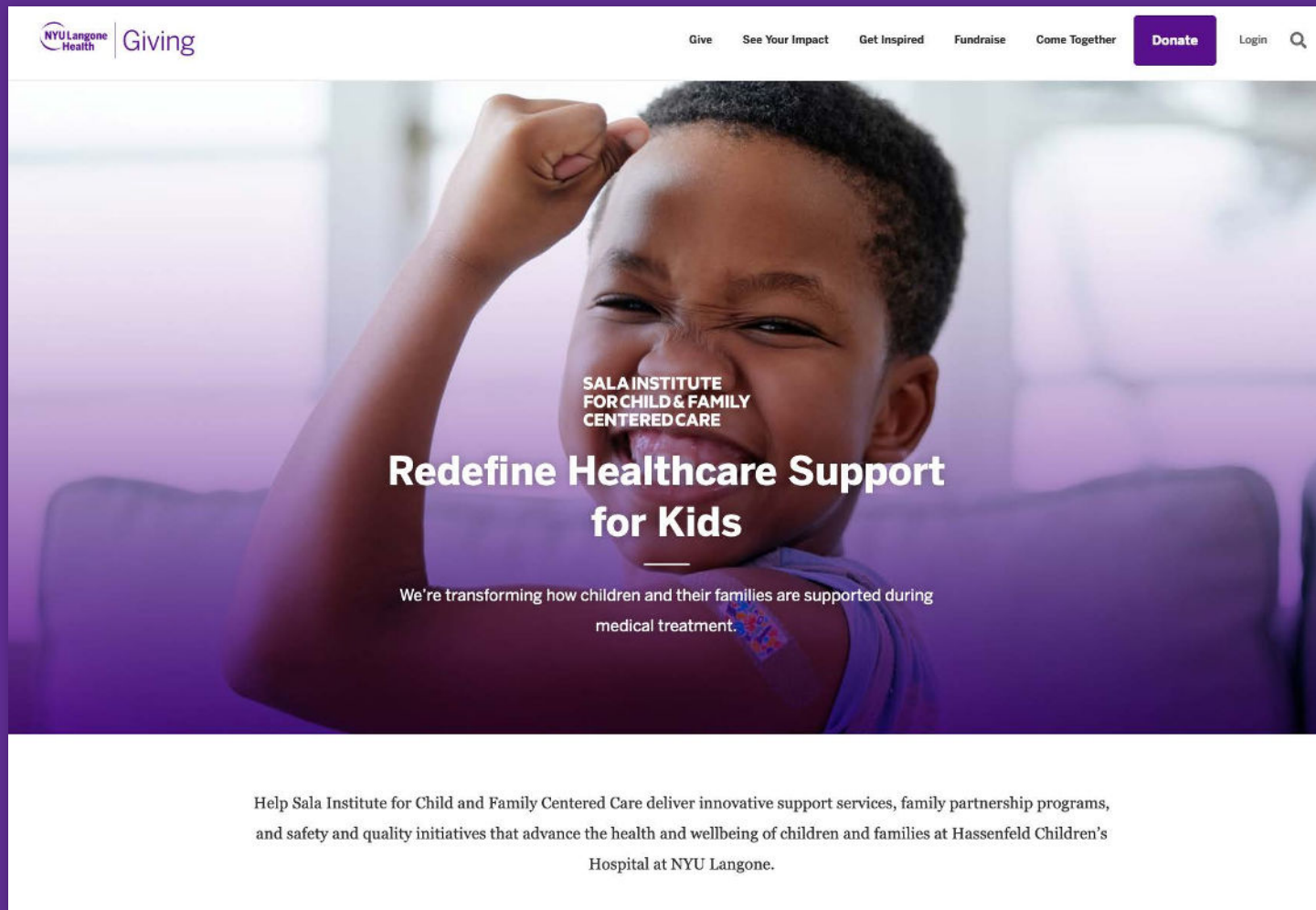
Sala Circle Advisory Board

The Sala Circle's lay and physician leaders continued to serve as powerful thought partners and motivators, advancing the mission, reputation, and philanthropic goals of Sala Institute. In FY24, Trudy Elbaum Gottesman stepped down from her role as chair, and Nell Shanahan was appointed to the position. The Sala Circle also added two new members: Jacquelin Kim and Jonathan Kim.

The Sala Circle was instrumental to the success of the 10th anniversary Sala-bration event, the main fundraising activity for FY24, sharing it widely with their friends, families, and colleagues to expand Sala Institute's community of supporters. The Sala Circle met three times over the year and gained a deeper understanding of Sala's impact through presentations by faculty and administrative leaders.

Thanks to the energetic and forward-thinking leadership of Sala Circle Chair, Nell Shanahan, we have continued to leverage and grow our strong relationships with our friends and the philanthropic community.





Digital Engagement

We launched a new Sala Institute-specific page on NYU Langone's giving site (<https://give.nyulangone.org/sala-institute/>) featuring articles, videos, and statistics on Sala's impact, along with a link to download the most recent Sala Impact Report. We also grew our peer-to-peer giving through our giving site. We made thank-you calls and sent thank-you letters to every donor.

Building and Strengthening Relationships

Our increased donor stewardship and communications efforts have resonated with existing Sala donors and supported our efforts to engage new donors. Jay Eisenstadt has been a long-time donor, and since becoming a member of the Sala Circle in 2021, he has been instrumental in fostering new opportunities to raise Sala's profile among his far-reaching network of associates and in building successful new relationships with corporate donors. Underpinning his efforts is his care and concern for children and families, as well as his deep appreciation for Sala's work and impact.



Being part of the Sala Circle is deeply meaningful to me. It allows me to support the incredible work at Sala and Hassenfeld Children's Hospital, bringing comfort and hope to children and families during their most challenging times."



Jay Eisenstadt
Sala Circle Member





Sala-bration!

On November 12, 2024, our community came together to celebrate Sala Institute and honor Jason C. Fisher, MD, at the second annual Sala-bration. As a champion for Sala's culture of care, Dr. Fisher is profoundly committed to providing the very best surgical care to children and their families. On a night filled with hope and joy, we shared the story of a young family whose newborn daughter's life was saved by Dr. Fisher and a team of experts at Hassenfeld Children's Hospital. The evening featured opening remarks from Robert I. Grossman, MD, CEO of NYU Langone Health and dean of NYU Grossman School of Medicine, along with heartfelt reflections from Sala Institute co-founders Trudy Elbaum Gottesman and Robert W. Gottesman. One hundred and thirty guests attended the event and celebrated Sala Institute's vital mission in support of children, families, faculty, and staff.





Thank You

Every day, your philanthropy deeply impacts the lives of children and families. From helping parents cope with unimaginable loss to ensuring that families can access the many educational and supportive resources available to them, Sala Institute lifts people up in times of great need. Thank you for your continued leadership and vision in allowing us to place children and families at the center of everything Sala does.

For more information about Sala Institute and how you can make an impact in the lives of children and families, please visit give.nyulangone.org/sala-institute or email us at salainstitute@nyulangone.org.

Sala Institute Leadership Team

Catherine S. Manno, MD

Founding Physician, Sala Institute
Chair, Department 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 in 2008 as chair of the Department of Pediatrics and physician-in-chief of Hassenfeld Children's Hospital. She provides senior leadership to Sala Institute.

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.

Elizabeth J. Haines, DO

Chief of Quality, Sala Institute
Clinical Associate Professor, Ronald O. Perelman
Department of Emergency Medicine
Clinical Associate Professor, Department of Pediatrics

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, she 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.

Rachel Ramsey, MHA

Director, Sala Institute
System Senior Director, Hassenfeld Children's Hospital

Rachel Ramsey leads Sala Institute and is responsible for ensuring integration of programs and services for children and their families within Hassenfeld Children's Hospital. In collaboration with the children's services leadership team, she oversees, develops, and implements key priorities in the areas of child and family experience, child and family support programs, and patient safety and quality.

Rachel has been with NYU Langone since 2013, beginning her career as an administrative fellow in the office of the chief of hospital operations.

She received her master of health administration and bachelor of science in policy analysis and management from Cornell University.



Ryan Calhoun

Vice President, Hassenfeld Children's Hospital

Ryan Calhoun leads Hassenfeld Children's Hospital and is responsible for the oversight of hospital operations as well as inpatient and ambulatory care. In collaboration with the children's services leadership team and numerous NYU Langone Health system leaders, he oversees the day-to-day operations and the hospital's quality, safety, patient experience, efficiency, and financial performance. Additionally, he partners with clinical and administrative leaders to advance strategic growth and expansion plans for children's services at NYU Langone.

Ryan joined NYU Langone in September 2024 after serving as chief strategy officer at Connecticut Children's and working previously at Children's Hospital Colorado.

He received his master of health administration and master of business administration degrees from University of North Florida. He received his bachelor of arts in journalism and mass communication from the Walter Cronkite School of Journalism at Arizona State University.

Erin Collins, MSW, LCSW

Assistant Director, Social Work Department

As a pediatric medical social worker at various New York City hospitals, Erin Collins, MSW, LCSW, has devoted her practice to 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 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.

Erin received her master of social work degree from Columbia University School of Social Work in 2006 with a specific focus on health, mental health, and disability services.

Dimitri Dimakis

Administrative Director, Operations and Financial Planning

Dimitri Dimakis joined Sala Institute 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 developing

and implementing policies, procedures, and systems to support operational initiatives at Hassenfeld Children's Hospital.

Dimitri completed a postgraduate administrative fellowship in the office of the chief of hospital operations at NYU Langone. 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 and Creative Arts Therapies

Jami Egorow, MS, CCLS, is a certified child life specialist and the clinical manager of therapeutic recreation, child life and creative arts therapies for Sala Institute. She is responsible for managing the 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 the exciting work at Sala Institute and Hassenfeld Children's Hospital.

In August 2014, she joined the department as an inpatient child life specialist helping children to express themselves and better understand their illness or treatment. In this role, she aims 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 an undergraduate degree in psychology. In 2013, she graduated from Bank Street College with a master's degree in child life and passed the certification exam to become a certified child life specialist.

Rebecca Lois, PhD

Director, KiDS of NYU Integrated Behavioral Health
Director of Psychology, Hassenfeld Children's Hospital
Clinical Associate Professor, Department of Child and Adolescent Psychiatry

As the director of the KiDS of NYU Foundation Integrated Behavioral Health Program, 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 well-being.

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 and co-director of the KiDS of NYU Foundation Integrated Behavioral Health Program.

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 and adolescent psychiatry at Stanford University Medical Center.

Alon Shertzer, MD

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

Alon Shertzer, MD, is a clinical assistant professor of anesthesiology, perioperative care, and pain medicine at Hassenfeld Children's Hospital and medical director of pain management.

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 a fellowship in pediatric anesthesiology from Columbia University Medical Center. He is a member of numerous professional organizations, including the American Society of Anesthesiology, the Society for Pediatric Anesthesiology, the 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. 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. She graduated from Northwestern University and completed her master of science in clinical nutrition at New York University.

Christine A. Zawistowski, MD

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

Dr. Zawistowski 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. She credits her passion for improving quality of life for children with serious illness to 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 Robert Wood Johnson University Hospital, where she served as the medical director of its pediatric palliative care team.

In 2019, she completed a fellowship in integrative medicine at 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

Therapeutic Recreation, Child Life, and Creative Arts Therapies

Jami Egorow
Clinical Manager

Ingrid Olsen-Gallagher
CCLS Supervisor

Elena Savvides
CCLS Supervisor

Elyssa Auerfeld
Child Life Specialist

Sari Brust
Child Life Assistant

Cammie Clute
Child Life Specialist

Karissa Fischer
Child Life Specialist

Susana Flores
Child Life Assistant

Jessa Flowers
Child Life Specialist

Alison Hellman
Child Life Specialist

Jennifer Holohan
Child Life Specialist

Elizabeth Ingram
Creative Arts Therapist

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

Emma Rabinowitz
Child Life Specialist

Isabel Rodriguez
Child Life Specialist

Hannah Rosenberg
Creative Arts Therapist

Shifra Srolowitz
Child Life Specialist

Grace Sullivan
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

Palliative Care

Christine Zawistowski, MD
Medical Director,
Palliative Care

Zeena Audi-Saba, MD

Daniel Eison, MD

Pain Management

Alon Shertzer, MD
Medical Director,
Pain Management

KIDS of NYU Foundation Integrated Behavioral Health

Rebecca Lois, PhD
Director

Katherine Ort, MD
Co-Director

Jessica Becker, MD, MPH
Psychiatrist

Bryanna Blanchet, PhD
Psychologist

Madeline Bono, PsyD
Psychologist

Julia Gomez
Education Coordinator

Danielle Key, PsyD
Psychologist

Moshe Maiman, PhD
Psychologist

Despina Petsagourakis, PhD
Psychologist

Helen Tam, PhD
Psychologist

Katya Viswanadhan, PsyD
Psychologist

Social Work and Spiritual Support

Erin Collins, MSW, LCSW
Assistant Director
Social Work

Jessica Acest
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

Deborah Dore
Social Worker

Chantal Emile
Social Worker

MaryAnn Harri
Social Worker

Allison Hennessey
Social Worker

Kendra Hunte
Social Worker

Cassidy Khan
Social Worker

Lindsay Levine
Social Worker

Emily Mashberg
Social Worker

Jennifer McNally
Social Worker

Angela Mitchell
Social Worker

Ashley Roman
Social Worker

Katelyn Sclafani
Social Worker

Sasha Silber
Social Worker

Sydney Tattle
Social Worker

Shailyn Vanburch
Social Worker

Nancy Vilbrun
Social Worker

Erin Villani
Social Worker



Laura Weber
Social Worker

Dara Weiss
Social Worker

Josh Zimmerman
Social Worker

Pediatric Clinical Nutrition

Deborah Tagliareni, MS, RD, CDN, CLC
Clinical Nutrition Manager

Amanda Butthmann
Nutrition and Wellness
Coordinator

Megan Emery
Registered Dietician

Mallory Grubler
Registered Dietician

Isabella Herold
Registered Dietician

Brooke Kealy
Registered Dietician

Shannon Kim
Registered Dietician

Colleen Salcines
Registered Dietician

Meri Scheiner
Registered Dietician

Patient Experience, Safety, and Quality

Elizabeth Haines, DO
Chief of Quality, Sala Institute

Rachel Ramsey
Director, Sala Institute

Liza Cooper
Manager, Family and
Youth Partnerships

Joan Cutrone
Clinical Coordinator

Dimitri Dimakis
Director, Operations and
Financial Planning

Erica Duff
Program Manager,
Children's Surgical Services

Catherine Fazio
Project Manager

Mary Pat Gallagher, MD
Ambulatory Safety
and Quality

Vincent Li
Data Analyst

Rebecca Malizia
Program Manager

Meaghan McGrat
Program Manager

Bridget Toy
Program Director,
Children's Surgical Services

Patrick Yam
Nurse Quality Specialist

Marianne Youssef
Nurse Quality Specialist

Presentations, Publications, and Professional Committee Memberships

Presentations

“Addressing Pediatric Readmission Rates through the Lens of Social Disparities of Health and Discharge Readiness.” Rakoczy, K., Silverman, S., Fazio, C., Malizia, R., Li, V. NYU Langone Health Quality and Safety Day, November 19, 2024.

“Beyond the Seizure: Coping with Epilepsy in the Family System.” Johnson, E., Caldas, S. V., Becker, J. Finding a Cure for Epilepsy and Seizures (FACES) Annual Epilepsy Conference, NYU Langone Health, June 2024.

“Communicating a Cancer Diagnosis to Children.” Flowers, J., Srolovitz, S. PCC Survivorship Webinar, September 2024, and Advanced Practice Provider In-Service, November 2023.

“Creating a New Patient Education Bundle for Management of the Pediatric Patient Discharged with a Central Line.” Murray, J., Pontieri, J., Yam, P., Cooper, L., Evanovich Zavotsky, K. NYU Langone Health Quality and Safety Day, November 19, 2024.

“Discharge Planning & Nutrition Monitoring for Single-Ventricle Patients During the Interstage Period.” Co-Presenter. NeoHeart, July 2024.

“Examining Demographic Characteristics and Patient Satisfaction in a Telemedicine Intervention for Youth with Chronic Pain.” Accepted Poster, Society of Pediatric Psychology Annual Conference, New Orleans, LA, April 2024.

“Filling the Coping Gap: A Novel Tool for Behavioral Planning in the Pediatric Hospital Setting.” Johnson, E., McGrath, M., Ort, K., Donnelly, L., Baker, L., Krasnoff, K., Caldas, S. V. Department of Child and Adolescent Psychiatry 11th Annual Poster Conference, August 16, 2024.

“First Episode Psychosis Protocol: A Standardized Evaluation for Underlying Treatable Conditions in Pediatric Patients.” Becker, J., Wibecan, L. International Child Neurology Congress 2024.

“Hassenfeld Children’s Hospital Integrated Behavioral Health: Across the Continuum of Care.” Ort, K., Lois, B. H. Invited Speaker, Grand Rounds, Department of Child and Adolescent Psychiatry, NYU Grossman School of Medicine, November 2023.

“Implementation of a Pediatric Behavioral Emergency Response Team.” McGrath, M., Dolah, I., Amer, K., Caldas, S. V. NYC Regional Pediatric Hospital Medicine Collaborative, November 2023.

“Integrating Interdisciplinary Collaboration and Technology to Reduce Non-Central Venous Catheter Venous Thromboembolisms.” Rajagopalan, L., Yam, P., Youssef, M., Haines, E., Li, V., Malizia, R., Schufreider, C., Fields, L., Oleas Astudillo, J., Witcher, R., Albania, L., Roncoli, T. NYU Langone Health Quality and Safety Day, November 19, 2024.

“Let’s Work Together: Formulating a Data Collaborative to Advocate for Integrated Care.” Becker, J. American Academy of Child and

Adolescent Psychiatry Annual Meeting, October 18, 2023.

“Leukemia: Inside & Out, A Diagnostic Teaching Tool.” Flowers, J. Hope for Henry Team of Innovators Advisory Group, October 2023.

“The Mental Health Impact of Food Allergies.” Invited Speaker, Pediatric Allergy and Immunology Grand Rounds, Department of Pediatrics, NYU Grossman School of Medicine, June 2024.

“Ongoing Efforts for Improving Depression Screening at a Pediatric Diabetes Center.” Abstract #17, T1D Exchange QI Collaborative Learning Session, November 14, 2023.

“Optimizing Medication Safety Review Behaviors and Adverse Drug Events: A Quality Improvement Study.” Haines, E., Malizia, R., Shabbir, R., Benton, S., Salinas, K., Glick, A. NYU Langone Health Quality and Safety Day, November 19, 2024.

“Parenteral Nutrition Case Study for CHD Infants and Children.” NeoHeart, July 2024.

“Pediatric Coping Plan: Pilot Project to Assess Feasibility of Screening for and Completing the Pediatric Coping Plan in the Pediatric ED.” Frianela, J., Hokugo, M., Luongo, P., Gomez, I., Prenmath, K., Rosenfelt, T., Ward, S., Nair, V., McGrath, M., Ramsey, R., Ort, K., Helfand, A., Wright, D., Wiener, E. NYU Langone Health Quality and Safety Day, November 19, 2024.

“Recognizing Psychogenic Nonepileptic Seizures: Implications for Providers and Families.” Caldas, S. V., Becker, J. NYU Langone Child Neurology Grand Rounds, June 2024.

“Sherlock Holmes-ing It: C-L Psychiatrists as Neuropsychiatric Detectives Across the Lifespan.” Becker, J. Academy of Consultation-Liaison Psychiatry Annual Meeting, November 2023.

“Strategic Proactive Rounding: A Framework for Reducing Central Line-Associated Bloodstream Infections in Pediatrics.” Haines, E., Yam, P., Youssef, M., Hodo, L., Malizia, R. NYU Langone Health Quality and Safety Day, November 19, 2024.

“Technology to Enhance Patient Care.” Haines, E., Deland, E., Law, T. GDS Healthcare Summit, March 27, 2024.

“This Workshop Will Be Improvised.” Ort, K., Lewis, L., Taveras, G. AACAP Annual Meeting, October 18, 2023.

“Very Young and Severely Underweight: International Perspectives on Treatment for Prepubertal Youth with Anorexia Nervosa.” Campbell, L., de Oliveira, R. Annual Meeting, October 18, 2023.

“Visualization of Hospital Acquired Condition Process and Outcome Data by Race, Ethnicity, and Language.” Li, V., Malizia, R., Haines, E. NYU Langone Health Quality and Safety Day, November 19, 2024.



Publications

COVID-19–Related Outcomes Among Group Home Residents with Serious Mental Illness in Massachusetts in the First Year of the Pandemic. Fung, V., Levison, J. H., 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, J., Freedberg, K. A., Reichman, J., Keller, T., Tsai, A. C., Hsu, J., Skotko, B. G., Bartels, S. *Adm Policy Ment Health*, January 2024.

Emerging Evidence: A Systematic Literature Review of Disordered Eating Among Transgender and Nonbinary Youth. Campbell, L., Viswanadhan, K., Dundas, M., Lois, B. H. *Journal of Adolescent Health*, October 3, 2023.

Mental Health and Addictions in Pregnancy: Feasibility and Acceptability of a Computerized Clinical Pathway and Prevalence Rates. Carmona Camacho, R., Chamorro Delmo, J., Alvaro Navidad, M., Lopez Carpintero, N., Estrella Sierra, N., Guimaraes de Oliveira, R., Baca Garcia, E., et al. *European Psychiatry*, 2024.

The Parallel Chart as Medico-Literary Practice. In A. Elsner and M. Pietrzak-Franger (Eds.), *Literature and Medicine* (pp. 221–237). Cambridge University Press, 2024.

Pediatric Consultation and Psychiatric Aspects of Somatic Disease. Hazen, E., Becker, J. In *Rutter’s Child and Adolescent Psychiatry and Psychology*, 7th edition.

Pediatric Renal Nutrition Pocket Guide. Pediatric Renal Dietitians of North America, 2023.

The Persistent Impact of the COVID-19 Pandemic on Pediatric Emergency Department Visits for Suicidal Thoughts and Behaviors. Junewicz, A., Wachtel, J. M., Okparaek, E., Guo, F., Farahmand, P., Lois, B., Li, A., Stein, C. R., Baroni, A. *Suicide & Life-Threatening Behavior*, 2024.

Predictors of COVID-19 Infection and Hospitalization in Group Homes for Individuals with Intellectual and/or Developmental Disabilities. Levison, J. H., Wilson, A., Cheng, D., Donelan, K., Oreskovic, N. M., Samuels, R., Silverman, P., Batson, J., Fathi, A., Gamse, S., Holland, S., Becker, J., Freedberg, K. A., Iezzoni, L. I., Donohue, A., Viron, M., Lubarsky, C., Keller, T., Reichman, J., Bastien, B., Ryan, E., Tsai, A. C., Hsu, J., Chau, C., Krane, D., Trieu, H. D., Wolfe, J., Shellenberger, K., Cella, E., Bird, B., Bartels, S., Skotko, B. G. *Disabil Health Journal*, June 2024.

Promoting Validation and Acceptance: Clinical Applications of Dialectical Behavior Therapy with Pediatric Populations and Systems. Petsagourakis, D., Viswanadhan, K., Driscoll, C., Lois, B. H. *Cognitive and Behavioral Practice*, 2024.

Psychosocial Barriers to Completion of Speech Home Exercise Programs. Torres, J., Gayner, S., Aceste, J., Lico, M. *ASHA Journal*, June 2024.

Racial and Ethnic Disparities in Common Inpatient Safety Outcomes in a Children’s

Hospital Cohort. Lyren, A., Haines, E., Fanta, M., Gutzeit, M., Staubach, K., Chundi, P., Cowden, J. D. *BMJ Quality & Safety*, 33(2), January 2024.

Using Simulation Modeling to Inform Intervention and Implementation Selection in a Rapid Stakeholder-Engaged Hybrid Effectiveness-Implementation Randomized Trial. Becker, J. E., Shebl, F. M., Losina, E., Wilson, A., Levison, J. H., Donelan, K., Fung, V., Trieu, H., Panella, C., Qian, Y., Kazemian, P., Bird, B., Skotko, B. G., Bartels, S., Freedberg, K. A. *Implementation Sci Commun*, June 24, 2024.

Professional Committee Memberships

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 and Ethnicity) Pioneer Workgroup, Solutions for Patient Safety

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

Board Research Chair Eating Disorder SIG, Society of Pediatric Psychology, American Psychological Association

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

Member, Academy of Consultation-Liaison Psychiatry

Member, American Academy of Child and Adolescent Psychiatry

Member, American Music Therapy Association

Member, American Psychological Association

Member, American Society of Anesthesiology

Member, APA Division 54 Society of Pediatric Psychology

Member, Association for Behavioral and Cognitive Therapies

Member, Association of Child Life Professionals

Member, Association for Contextual Behavioral Science

Member, Child Life Greater New York

Member, North American Drama Therapy Association

Member, Social Work Hospice and Palliative Care Network

Member, Society of Pediatric Psychology

Member, Society of Transplant Social Workers



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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