



Nicklaus
Children's
Hospital

Volume 14, Issue 6
November 2024

Milestones

in Medical Education



Special points of interest

- Faculty Development - Feedback Fundamentals
- Compliments & e-Recognitions
- Staff Recognition
- National Recognitions & Designations
- Scholarly Activities
- Celebrations
- CME Events



From the Editor

Academic Year Fall Celebrations

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This **November** issue of *Milestones in Medical Education* comes at a busy time in the academic year's timeline. The Fall season is not only a busy high-volume time in term of workload, it is the beginning of the recruitment season for the Pediatric and Child Neurology Residencies and the winding down of the fellowship recruitment season. However, despite the busy times, this time of the year brings many holiday celebrations that provide an opportunity for reconnecting together. From Halloween celebrations, to early Thanksgiving gatherings, to preparations for the upcoming Holidays, this time is a time to reflect, give thanks, and appreciation to each others and re-energize to welcome a new year.

In this issue of *Milestones in Medical Education*, we highlight several of the achievements of our Medical Education community of faculty and trainees including:

- ◆ Trainees compliments and e-recognitions by staff, peers, colleagues, and patients/parents
- ◆ NCH Trainees and faculty continue to contribute to the peer-reviewed published literature
- ◆ Medical Education CME offerings are part of the department's mission
- ◆ The Departmental celebrations are part of our family values and team-building efforts

I hope that you enjoy this *Milestones* issue. We give thanks to our patients and their families, to our peers and colleagues, and to our own families and friends for being by us. HAPPY THANKSGIVING!!!

Rani S. Gereige, MD, MPH,
FAAP - DIO



Milestones in Faculty Development

Nuts & Bolts: Feedback Fundamentals: Practice Makes Habits; Practice + Feedback Makes Perfect Improvement

The *Academic Pediatrics* Journal started a micro-faculty development section called “Nuts & Bolts”. In each of the Milestones in Medical Education Issues, we will begin featuring one of the Nuts & Bolts short articles or snips its from the articles.

NUTS AND BOLTS

Faculty Development for the Busy Clinical Educator



Teri L Turner MD MPH MEd, Martha S Wright MD MEd, Shannon E Scott-Vernaglia MD, John D Mahan MD
On Behalf of the Association of Pediatric Program Directors Faculty and Professional Development Task Force

FEEDBACK FUNDAMENTALS

Practice makes habits; Practice + plus feedback makes perfect improvement

IN THIS EDITION:

- What is feedback?
- Why give feedback?
- Why is it so hard to give feedback?
- How to give feedback that learners can and will use.



Consider this situation...

One of the interns on your inpatient team has difficulty prioritizing tasks and managing their workflow. On more than one occasion, you have seen them work on a trivial issue when there are more pressing things that need to be done. This afternoon, you heard them tell a nurse who called about a patient with worsening post-op pain that they would “be there as soon as I could” and then watched as they went back to entering routine lab orders for a patient who was electively admitted earlier in the day.

How will you provide feedback to this intern about the behavior you just observed?

What is feedback?



Feedback is the information shared between a teacher and learner that builds the foundation for improvement in performance. Ideally, feedback is a dialogue that includes both objective, non-judgmental assessment of an observed performance, behavior, decision or action AND discussion of how to close gaps in the performance. At its most effective, feedback has the potential to improve trainee performance from “just OK” to “better”, “good” and even to “great.” Without both steps, however, “feedback” is just a compliment (“good job”) or a criticism (“that was terrible”), that does little to help the learner reflect on and strategize “next steps” for advancing to competent performance or remedying a poor one.

Why give feedback?

Simply put, without feedback to learners, patients may ultimately suffer. When learners are not given effective feedback by teachers, they are left to assume that they are performing appropriately or may take the word of others who are not competent to provide assessment or improvement strategies.



Why is it so hard to give feedback?



Limited Time



Limited Observation



Fear of Hurting Feelings



Fear of Mismatched Perception

Milestones in Faculty Development (Cont'ed)

Nuts & Bolts: Feedback Fundamentals: Practice Makes Habits; Practice + Feedback Makes Perfect Improvement (Cont'ed)



PRACTICAL PEARLS

Effective feedback¹ is:

- Focused on specific performance, decisions, behaviors or actions
- Based on direct observation
- Provided routinely and often
- Expected by learner
- Based on shared objectives
- Given in right place
- Given at right time for learner, in proximity to event
- Limited in quantity
- Best, when appropriate, as dialogue that encourages learner to reflect, self-assess and discuss strategies for continued good work and/or how to improve³
- Concluded with concrete plan for follow-up

¹Cantillon P, Sargeant J. Giving feedback in clinical settings. *BMJ* 2008;337:1292-94.

²Thomas JD, Arnold RM. Giving Feedback. *J Palliative Med* 2011;14:233-239.

³Ajjawi R, Regehr G. When I say ... feedback. *Med Ed* 2019;53:652-654.

3 Strategies for Giving Effective Feedback



Micro Feedback

The teacher provides a simple declarative statement that informs the learner about what they did well or could do better. Micro-feedback is short (typically <60 seconds) and often uni-directional. The message is succinct (ideal for time-limited real-time feedback), and classic 'reflection-in-action'.

Effective micro-feedback is facilitated by using a consistent 'template' or format.

- **Appreciative:** "What I appreciate about you/what you did is..."
- **Constructive:** "I feel you could be even more effective if..."

Ask-Tell-Ask-Tell

The learner is asked to reflect on a recent event (ASK). The learner then provides self-assessment (TELL). The teacher corroborates and elaborates on the learner's reflections, then asks the learner to identify improvement strategies (ASK). The learner and teacher discuss next steps (TELL).

The message is more complex and classic 'reflection-after-action'. This learner-centric dialogue requires both learner self-assessment and active involvement in identifying strategies for improvement



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SPIKES Model²

Modified from a framework of having difficult conversations, this approach can be particularly useful in *complex situations with potential high emotions and/or differences of opinion*.

Set up feedback using principles of psychological safety such as respect and trust in a safe environment. **Reflect** on **Pre-conceived Perceptions** you might have about the learner or situation. Approach feedback with curiosity about the situation. Obtain an **Invitation** to give feedback. Give **Knowledge** and information describing behaviors. (1) What did you see, (2) What was the effect, and (3) What is an alternative? Address [learner] **Emotions** with empathy and connection to your own personal experiences. Have learner **Strategize and Summarize** with an action plan.

Back to your intern

You describe the event you just observed and ASK the Intern for her impression of the event and how it could have gone better. She TELLS you that she should have prioritized the post-op patient's pain above order-entry but that she feels overwhelmed with all the tasks she has to do. You agree with her assessment, acknowledge her feelings and ASK for thoughts on how to get a handle on the many things that need to be done. She TELLS you that making lists has helped but that sometimes she loses her lists. You help her strategize about a system of prioritizing her to-do list and keeping it in a binder. You encourage her to discuss other options with her senior residents. You conclude with a plan to discuss her progress in a week.



Milestones in Humanism and Professionalism

NCH Trainees Compliments and e-Recognitions



Andres Vargas Espana, MD (PL1)

Dr. Andres Vargas Espana received an e-Recognition from Dr. Silvia Escudero; (PL3 Pediatric Resident) for his display of the **NCHS Values**. Dr. Escudero commented: **"Kudos: Your great work is appreciated"**. Congratulations Andres!!!!

Paola Torres, DO (PL1)



Dr. Paola Torres received an e-Recognition from Dr. Michelle Blumstein, PEM Attending for her display of the **NCHS Values**. Dr. Blumstein commented: **"Just wanted to send a note to compliment**

one of your amazing residents. I worked with Paola Torres in the ED yesterday. While she did a great job with all of her patients, one in particular stood out. There was a new mom who had come the ED a few times for normal newborn complaints. In the end, she simply needed a lot of reassurance and guidance (and some rest). Paola showed immense compassion and kindness. It is easy in the ED to focus on the complaint and overlook the deeper issues sometimes. She did an amazing job and helped this parent in more ways than simply medical. Having good clinical acumen makes a good physician, but coupling that with kindness makes a great one". Kudos Paola: Thank you for making a patient feel special.



Estera Tamas, DO (PL2)

Dr. Estera Tamas received an e-Recognition from Dr. Enrique Konstat Korzeny (PL3 Resident) for her display of the **NCHS Values: Collaboration**. Dr. Konstat Korzeny commented: **"Nancy demonstrated being a great team member during her days at the PCC. She was eager to see patients and always with a smile and great attitude. Her enthusiasm is contagious. She will be a great pediatrician, and NCH should be proud of having such a good resident"**. Congratulations Nancy!!!!

Save the Date

Class of 2024

Graduation

Friday June

13th 2025

Dr. Cunill-De Sautu Receives e-Recognition



Dr. Beatriz Cunill-De Sautu received an e-Recognition from Ms Olga Laurenti; Director of Physician Liaison & Physician Outreach for her display of the **NCHS Values: Collaboration, Responsibility**. Ms Laurenti commented: **"Dr. Cunill truly went above and beyond at the AAP conference, taking time out of her busy schedule to visit our booth multiple times after her sessions. She made sure to engage in individual conversations**

with every medical student and resident who patiently waited to speak with her. Dr. Cunill exemplified true teamwork and collaboration, and she was the NCHS celebrity everyone wanted to meet!

We're grateful for her dedication and presence! ". Congratulations Dr. Cunill for representing NCHS well!!!!



Milestones in Hospital Designations

NCH Ranked Among the Nation's Best by USNWR

Five specialty programs ranked in the top 50 for each of their respective areas

Nicklaus Children's Hospital once again ranked among the nation's best by **U.S. News & World Report** in its 2024-25 "Best Children's Hospitals" survey results.

Nearly 200 hospitals participate in the annual survey. The methodology is based on clinical outcomes such as patient survival, infection rates and complications; the level and quality of hospital resources directly related to patient care such as staffing, technology and special services; delivery of healthcare programs that prevent infections and adherence to best practices; and expert opinion among pediatric specialists and sub-specialists.

Nicklaus Children's Hospital was recognized as follows:

Neurology & Neurosurgery
Highest ranked in Florida

Orthopedics
Top 50

Pulmonology

Only ranked program in South Florida

Neonatology
Top 50

Cardiology & Heart Surgery

Only ranked program in South Florida



Milestones in Hospital National Recognition

NCH Named Receives Named in Newsweek's America's Top Most Loved Workplaces® List

On **October 2, 2024**, Nicklaus Children's Health System has been included in **Newsweek Magazine's list of America's Top Most Loved Workplaces®** for the third consecutive year. This recognition is the result of our commitment to offering the very best to our employees through competitive total rewards, perks, resources and work environment.

This year, 200 organizations were recognized. To identify the top 200 companies in this list, companies were evaluated and scored based on direct employee responses to BPI's Love of Workplace Index® assessment as well as an analysis of external public ratings from sites such as Comparably, Careerbliss, Glassdoor, Indeed, and Google. How positive workers

feel about their future at the company, career achievement, how much employer values align with employee values, respect at all levels, and the level of collaboration at the firm were the five critical areas measured to gauge employee sentiment.

Nicklaus Children's ranked **#59** out of 200 awarded organizations. We are especially proud to have achieved the recognitions noted below, among several others.

- ◆ Top Most Loved Workplaces for Parents and Caregivers
- ◆ Top Most Loved Workplaces for Career Advancement
- ◆ Top Most Loved Workplaces for Wellness
- ◆ Top Most Loved Workplaces for Diversity and Inclusion

We are very proud of this well-deserved Nicklaus Children's Hospital achievement.



Milestones in Trainees & Faculty Scholarly Activities

NCH Trainees & Faculty Continue to Disseminate Their Scholarly Work in Print & on National Stages

Strong Presence of PCCM Division Scholarly Products in National Conferences!!!

Below is a listing of abstracts accepted or presented from the Division of CCM for the current academic year:

1. **Andrea Montano Ballesteros**, Nicole A. McElroy, **Balagangadhar R. Totapally**, Jeffrey N. Bernstein. *"Successful Management of Aluminum Phosphide Poisoning in a Pediatric Patient"*. North American Congress of Clinical Toxicology 2024.
2. **Pooja Musuku**, Keith Meyer, Felipe E., Pedroso, Fuad Alkhoury, **Balagangadhar Totapally**. *"Clinical Characteristics and Outcomes of Neonates with Respiratory Failure Referred for Extracorporeal Membrane Oxygenation Support"*. 35th Annual ELSO Conference. 9/28/2024-10/1/2024, Detroit, MI.
3. **Abhinav Totapally**, Keith Meyer, Paul Martinez, Felipe Pedroso, Lian Santiago, Fuad Alkhoury, **Balagangadhar Totapally**. *"Comparison of Outcomes, Complications, and Clinical Characteristics Between Neonatal and Pediatric Venovenous, Peripheral Venovenous, and Central Venovenous ECMO Patients"*. 35th Annual ELSO Conference. 9/28/2024-10/1/2024, Detroit, MI.
4. **Anushree Malhotra-Hans**, **Pooja Musuku**, **Balagangadhar Totapally**. *"Herpes Simplex Virus Encephalitis with Intracerebral Hemorrhage in a Child"*. 2025 Critical Care Congress. 2/23/2025-2/25/2025, Orlando, FL.
5. **Anushree Malhotra-Hans**, Prithvi Sendi, Keith Meyer, **Balagangadhar R. Totapally**. *"The Use of Tissue Plasminogen Activator in Children in the United States from 2000 – 2019"*. 2025 Critical Care Congress. 2/23/2025-2/25/2025, Orlando, FL.
6. **Andrea Montano Ballesteros**, Hugh Ladd, **Balagangadhar Totapally**. *"Discordance of Fractional Excretion of Sodium and Uric Acid in a Child with Severe Hyponatremia"*. 2025 Critical Care Congress. 2/23/2025-2/25/2025, Orlando, FL.
7. **Andrea Montano Ballesteros**, Hugh Ladd, **Balagangadhar Totapally**. *"Epidemiology and Trends of Hyponatremia in Hospitalized Children in the United States"*. 2025 Critical Care Congress. 2/23/2025-2/25/2025, Orlando, FL.
8. **Victoria Waskiel**, Paul Martinez, **Balagangadhar Totapally**. *Persistent Pulmonary Hypertension of the Newborn and Extracorporeal Membrane Oxygenation in the U.S.* 2025 Critical Care Congress. 2/23/2025-2/25/2025, Orlando, FL.
9. **Pooja Musuku**, **Anushree Malhotra-Hans**, **Balagangadhar Totapally**. *"Hypernatremia in Children Following Discontinuation of Vasopressin Used for Hemodynamic Support"*. 2025 Critical Care Congress. 2/23/2025-2/25/2025, Orlando, FL.
10. **Nicole Sather**, **Balagangadhar Totapally**. *"The Impact of AAP Guidelines on Brief Resolved Unexplained Events: A National Database Study"*. 2025 Critical Care Congress. 2/23/2025-2/25/2025, Orlando, FL.
11. **Nicole Sather**, Keith Meyer, Kaitlin Kobaitri, **Balagangadhar Totapally**. *"A Quality Improvement Initiative to Decrease the Prevalence of Hyperoxia in Critically Ill Children"*. 2025 Critical Care Congress. 2/23/2025-2/25/2025, Orlando, FL.
12. **Ghanavi Kumaran**, Fuad Alkhoury, **Balagangadhar Totapally**. *"Traumatic and Non-traumatic Compartment Syndrome in Children: a National Database Study in the U.S"*. 2025 Critical Care Congress. 2/23/2025-2/25/2025, Orlando, FL.
13. **Silvia Carolina Escudero**, **Maria Daniela Godoy**, **Ghanavi Kumaran**, Keith Meyer, **Balagangadhar Totapally**. *"Influenza-associated Hospitalizations, ECMO use Before, During and After H1N1 Pandemic in Children"*. 2025 Critical Care Congress. 2/23/2025-2/25/2025, Orlando, FL.
14. **Maria Daniela Godoy**, **Silvia Carolina Escudero**, **Ghanavi Kumaran**, Kaitlin Kobaitri, **Balagangadhar Totapally**. *"Trends, Complications, and Interventions of Children with Immune Thrombocytopenia in the US"*. 2025 Critical Care Congress. 2/23/2025-2/25/2025, Orlando, FL.
15. **Melanie Hew**, **Ghanavi Kumaran**, Michael Leoncio, **Balagangadhar Totapally**. *"Epidemiology and Trends of Hospitalization with Febrile Seizures Children in the United States"*. 2025 Critical Care Congress. 2/23/2025-2/25/2025, Orlando, FL.
16. **Camila De Avila**, Keith Meyer, Lian Santiago, Felipe Pedroso, Fuad Alkhoury, **Balagangadhar Totapally**. *"Oxygen Challenge Test in Neonates on VA ECMO"*. 2025 Critical Care Congress. 2/23/2025-2/25/2025, Orlando, FL.

Publications

The following manuscript was published by NCH Alumni, Trainees, and Faculty:

Ahmad A, Henley K, Asencio J,

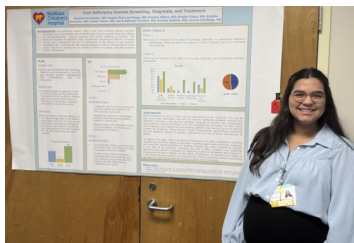
Milestones in Trainees & Faculty Scholarly Activities

NCH Trainees & Faculty Continue to Disseminate Their Scholarly Work in Print & on National Stages (Cont'd)

Gupta A, and Totapally B. **"Hypoglycemia Among Young Children Presenting with Metabolic Acidosis"**. October 23; 2024. *Cureus*. 16(10): e72232. DOI 10.7759/cureus.72232

Poster Presentations

Dr. Dianelis Hernandez (Chief Resident) presented her QI Project titled: **"Iron Deficiency Anemia Screening, Diagnosis, and Treatment"** as a poster presentation at the NCH Quality Week Celebration event.



Dr. Paul Khalil (PEM Attending) delivered teaching sessions at the AAP NCE 2024 Pediatric Emergency Medicine Section's POCUS Advanced Course, Critical Care Course, and Management Course & **Dr. Cloty Toro** (PEM Attending) participated as a faculty in the hands-on POCUS workshop at the AAP NCE 2024 Emergency Medicine Section Program in Orlando.

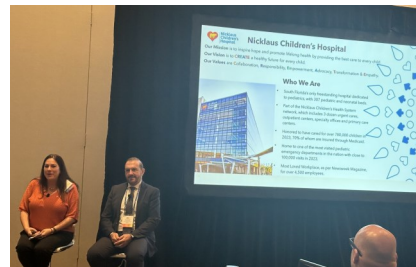
Drs. Callie Alt and **Barbara Ximenes Braz** (PEM Fellows) represented their fellowship program by competing at the **SonoFest** held at the **2024 AAP NCE** in Orlando and won **second place**. Congratulations!!!

Dr. Rani Gereige & Julie Katz presented at the CHA DEI Learning Collaborative as part of a panel on the DEI Efforts at NCHS navigating the climate.



National Presentations

Drs. Magi Dickinson (PHM Alumnus) & **Dr. Gereige** (DIO) presented their poster titled: Dickinson M; Mahmoud F; and Gereige RS. **"Towards a Global Health Track: A Qualitative Needs Assessment of Pediatric Trainees"** as a poster at the AAP NCE 2024, AAP Section on Global Health in Orlando in September.



Milestones in State Appointments

Dr. Gereige Appointed to AAP Florida Chapter Executive Board

Dr. Rani Gereige (DIO) was appointed effective September 18 2024 to the AAP FL Chapter Executive Board to serve as **FCAAP Treasurer**. Dr. Gereige will serve his term until 2026. Congratulations!



Milestones in Celebrations

The NCH Department of Medical Education Family Celebrates Halloween and an Early Thanksgiving

Part of the yearly tradition of the Department of Medical Education is to celebrate Halloween in themes costumes. The GME & Med Administration Offices were the Minions and the trainees went with the Nintendo Video Game theme. HAPPY HALLOWEEN!!!!



The Departments of Medical Education & Medical Administration celebrated an early Thanksgiving luncheon. Thanks for the members of the Departments for all you do.

Medical Education Celebrates a Baby Shower in the Family

The Department of Medical Education held a baby shower celebration for its Pediatric Chief Resident; Dr. Dianelis Hernandez. Wishing mom and baby all the best!



Milestones in National Presence

Nicklaus Children's Hospital at AAP National Conference

Nicklaus Children's Hospital had a strong presence at AAP 2024 NCE Conference in Orlando. From featuring NCHS' services at the exhibit booth, to several faculty, trainees, and alumni presenting at the conference, and answering questions for interested future potential residents/fellows. This event helped showcase NCH to over 13,000 attendees.



@RGereigekidsdoc

Come and hop on the #AAP2024 education train 🚂 @AAPexperience ... always fun, colorful, and exciting to be at the intersection of Pediatric Place & True Colors Blvd

Milestones in CME News

The 60th Annual Pediatric Post-Graduate Course

Hotel room reservations opened for the **60th Annual Pediatric Postgraduate Course (PPGC)** - The course will be held on **March 28-30, 2025** at the **Hilton Fort**

Lauderdale Marina Hotel, in beautiful Fort Lauderdale. The course will provide **16 Hours of CME Credits and 16 Points of ABP MOC part 2 Points**. The 2025 course marks the 60th

Anniversary of the PPGC and the 75th Anniversary of Nicklaus Children's Hospital. Regis-

PART 2 MOC Approved by the ABP as a part 2 Activity for General Pediatrics Maintenance of Certification (MOC) – 16 points

- Come join us in sunny Florida on the beautiful beaches of Fort Lauderdale!
- New resort waterfront venue 2 miles from Fort Lauderdale/ Hollywood International Airport!
- Enjoy up-to-date pediatric education designed with your practice in mind.
- Participate in the celebrations of Nicklaus Children's Hospital's 75 years of excellence in pediatric clinical care.
- Join supporters and alumni as we celebrate 60 years of the PPGC course carrying the educational mission of Nicklaus Children's Hospital to Pediatricians locally, nationally, globally, and beyond.

Nicklaus Children's Hospital
Where Your Child Matters Most™

Celebrating 75 Years



Medical Education Birthdays

November

Christina Perez-Arche	7
Natalia Figueroa Ramos	9
Stacey Podkovik	11
Pavneet Sandhu	13
Andres Rodriguez	14
Natalie Fernandez	14
Ameer Al-Hadidi	15
Adarsh Shetty	18
Amal Chowdhary	20
Santiago Campos Abad	26
Maya Hadeed	27
Jose Ugarriza Mendoza	29

WISHING
YOU A
VERY
HAPPY
BIRTHDAY



December

Maria Badino	3
Pooja Musuku	6
Arelis Seijo Lebron	7
Mark Pilarski	7
Aqsa Khan	8
Grecia Rivera Rodriguez	10
Sara Echeverri	11
Trenton Rivera	11
Maria Henriquez Abramuk	11
Omar Fonseca	12
Alicia German Dihmes	17
Jasmine Gonzalez-Castillo	18
Natalia Cardona	18
Samantha Shear	18
Gabriela Lins	22
Taimy Falcon Rodriguez	25
Son-Isha Coetzee	25
Ariel Collazo Lamb	25



Alumni Network
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SINCE 1962



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To Teach is To Touch a Life Forever