

# SEPTEMBER 2024 BOARD TRAINING

## PROGRAM SPEAKERS

Children's Hospitals'  
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**Sandip Godambe, MD** is the Senior Vice President and Chief Medical Officer (CMO) at CHOC, where he oversees medical staff, quality, safety, risk, regulatory affairs, accreditation and clinical operations across the organization's hospitals, ambulatory network, and virtual health programs. He also serves as Vice-Chair and Professor of Pediatrics and Emergency Medicine at UC Irvine. Dr. Godambe holds an MD-PhD from Washington University School of Medicine, completed his pediatrics residency at Harvard Medical School, and pursued a fellowship in pediatric emergency medicine at the University of Tennessee. Additionally, he earned an MBA with a focus on healthcare quality. A respected leader in patient safety and quality improvement, Dr. Godambe has played key roles in state and national committees, served as a senior examiner for the Baldrige Performance Excellence Program, and actively participates in several professional organizations, including Solutions for Patient Safety (SPS) and Institute for Healthcare Improvement (IHI). He is a co-chairperson and clinical steering team member for the Child Health Patient Safety Organization. He has delivered over 200 presentations and published more than 75 works in emergency medicine, quality, and immunology, including five textbooks. Dr. Godambe is committed to enhancing CHOC's interconnectivity among providers and departments, with a focus on co-designing healthcare with patients, families, and communities to improve care efficiency and achieve better, more equitable outcomes.



**Theresa He, MD**, is the Vice President of Quality and Safety for Advocate Children's Hospital in Chicago, IL. In this executive leadership role, she has oversight of quality, safety, and risk programs across Pediatrics at Advocate Health. After graduation from Harvard College with *magna cum laude* in Economics, Theresa spent a year teaching at an International Baccalaureate boarding school in Switzerland. She received her medical degree from the University of Chicago Pritzker School of Medicine and completed her Pediatric residency and Chief residency at Massachusetts General Hospital. She joined Advocate Children's Hospital in 2007 as a Pediatric Hospitalist and have worked clinically across the Advocate Health system in both tertiary and community-based hospital settings. She was the Associate Residency Program Director, Medical Director of general inpatient unit, and Division Director for the hospitalist program. Theresa has completed various executive leadership programs including the inaugural Pediatric Physician Leadership Development Program at ACH, Physician Leadership Program through The Health Management Academy, and Improvement Advisor training through Institute for Healthcare Improvement. She is board certified in General Pediatrics and Pediatric Hospital Medicine. She is passionate about providing the highest quality and safest care to her patients, and excited for the opportunity with SPS to positively impact care delivery on a broader level.



**James M. Hoffman PharmD, MS**, is the Senior Vice President for Quality and Safety and a faculty member in the Department of Pharmacy and Pharmaceutical Sciences at St. Jude Children's Research Hospital in Memphis, Tennessee. In his role, Dr. Hoffman oversees St. Jude's quality and safety programs. Before taking on his current role in 2022, he was St. Jude's Chief Patient Safety Officer for seven years. He helps St. Jude conduct robust improvement projects to improve patient care, and he is particularly focused on helping St. Jude become an academic leader in quality, patient safety, and improvement science for children with catastrophic diseases. Through work at St. Jude (PG4KDS [www.stjude.org/pg4kds](http://www.stjude.org/pg4kds)) and nationally through the Clinical Pharmacogenetic Implementation Consortium (CPIC <https://cpicpgx.org>), he is devoted to implementing pharmacogenetics as a patient safety strategy. He has been involved in various SPS workgroups over the years and contributed to multiple SPS publications.

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**Raed Khoury, MA, MPH, FACHE**, is the Vice President of, Quality, Patient Safety, and Clinical Value, at Valley Children's Hospital. He oversees Quality, Performance Improvement, Risk Management, Infection Prevention, Clinical Value, Clinical Research, IRB, Medical Library, and Patient Safety for the Health System. Raed has held a variety of leadership positions over his career, including the Director of Accreditation & Regulation and Licensing, Quality & Medical Staff, and a Vice President of Safety at Kaiser Permanente in Fresno, California. He also held the position of System Director of Quality and Patient Safety at John Muir Health in Walnut Creek, California. Raed has completed a master's degree in microbiology and public health from California State University, Fresno and is board certified in Healthcare Management as an American College of Healthcare Executives (ACHE) Fellow. Raed has a clinical license as a Clinical Laboratory Scientist, and holds additional credentials in Healthcare Quality, Safety, Infection Control, Accreditation, Six Sigma, and Risk Management.



**Nick Lashutka** is president of SPS and also serves as president & CEO of the Ohio Children's Hospital Association (OCHA). Nick joined OCHA in 2007 and has nearly 28 years of public policy experience working in the private sector and state government. OCHA serves as the statewide advocacy leader for children focused on achieving the vision of making Ohio the best place for child health. The organization advocates in partnership with children's hospitals and their patients, families and communities for continuous child health improvement with a focus on bringing solutions to complex public policy challenges. Under Nick's leadership, OCHA has dramatically expanded its portfolio of work beyond advocacy to include specific efforts designed to save, protect, and enhance the lives of children in Ohio and beyond. In 2009, Nick was instrumental in the creation of Children's Hospitals' Solutions for Patient Safety (SPS). SPS was formed in partnership with Ohio's business community and the six members of OCHA in addition to the Cleveland Clinic Children's Hospital and Mercy Children's (Toledo) to eliminate serious harm in the hospitals. In 2013, the OCHA Research collaborative Task Force was formed under Nick's leadership and is the first statewide children's focused research collaborative of its kind. Currently four projects are underway that are dramatically improving outcomes for children. Prior to his work with OCHA, Nick served as the first ever director of external relations for the Ohio Business Roundtable (BRT), a partnership of the chief executives of the state's major businesses. Before joining the BRT, Nick represented organized medicine on behalf of the Ohio State Medical Association (OSMA) and their physician members. Nick is a 1990 graduate of the College of William and Mary in Virginia, where he studied both government and history. Nick and his wife, Megan, are the parents of four sons – Kuyper, Duke, Ike and Drake – and live in Upper Arlington, Ohio.

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**Anne Lyren, MD, MSc** is the Clinical Leader of the Children's Hospitals' Solutions for Patient Safety National Network. She is an Associate Professor of Pediatrics and Bioethics at Case Western Reserve University School of Medicine and a pediatrician at UH Rainbow Babies & Children's Hospital. Dr. Lyren received her Bachelor's Degree at Harvard University and a Master's Degree in Philosophy as a Rotary Scholar at the University of Edinburgh, Scotland. She then completed medical school at Case Western Reserve University School of Medicine, her residency and chief residency at Rainbow, and subsequently served as an attending and Director of Rainbow Center for Pediatric Ethics. At Rainbow, she has served in a number of additional roles including Medical Director of Quality, Vice Chair of Quality & Ethics, and Interim Co-Chair of the Department of Pediatrics. In 2010, she completed the IHI Improvement Advisor Course. Since that time, she led the successful Pediatric Surgical Site Infection Improvement Collaborative of the Ohio Children's Hospitals Solutions for Patient Safety and co-led the Ohio hospitals in their efforts to eliminate serious harm. In 2011, she assumed the role of Co-Clinical Director and in 2016 became Clinical Director of the Children's Hospitals' Solutions for Patient Safety National Network, a collaborative of over 130 children's hospitals working together to eliminate serious harm to hospitalized children, employees and staff. In this role, she leads efforts to eliminate the most common hospital-acquired conditions as well as efforts to address cultural barriers to consistently performing practices that keep hospitalized patients and hospital employees safe.



**Charles Major** is the Sr. Director of Operational Excellence and Human Performance at Vistra and President of the Community of Human & Organizational Learning. Charles is on a mission to help leaders change how they see work, workers, error, violation, and the role of the leader to improve operational learning and resilience. Charles is an alchemist/evangelist/connector by nature and is passionate about big and disruptive ideas to improve the system/human interface as well as the leadership required to inspire discretionary effort. He leads the Operational Excellence & Human Performance efforts for Vistra; the largest competitive power generator in the nation. Charles helps leaders see the capabilities within their organization and the synergies provided by bringing together process improvement, behavioral science, organizational & cognitive psychology, and workforce engagement methodologies.

Charles' focus at Luminant is to help leaders see the capabilities within their organization and the synergies provided by engaging the full workforce in utilizing process improvement techniques, behavioral science, and organizational & cognitive psychology to transform work and outcomes. Charles also serves as President of the **Community of Human and Organizational Learning** ([cholearning.org](http://cholearning.org)). The Community brings together a variety of cross-industry practitioners and thought leaders in a yearly conference and monthly webinars. The Community's mission is to share best practices and add to the human and organizational performance body of knowledge.

Prior to his generation career, Charles served with the Department of Commerce and worked as a performance improvement consultant. Charles holds a Master's Degree in Organizational Dynamics and has completed all the coursework toward a Ph.D. in Human Resource Development. **Certified Manager of Quality and Organizational Excellence- American Society of Quality.** Certified Manufacturing Engineer (CMfgE)- **Society of Manufacturing Engineers.** In his downtime, Charles restores and collects automobiles.

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**Laurel Moyer, MD, MPH**, completed her bachelor's program of study at Hamilton College and received an MD degree from the University of Vermont at Burlington. She completed her residency in Pediatrics at the University of Massachusetts at Worcester. She then moved to Chapel Hill, North Carolina where she completed her fellowship in Neonatal-Perinatal Medicine and her Master of Public Health. She joined the faculty of Cincinnati Children's Hospital in the division of Neonatology where she was active in quality improvement efforts and medical director of Good Samaritan Hospital NICU. In 2016, she moved to San Diego, CA where she joined the neonatal faculty of University of California San Diego at Rady Children's Hospital. She is currently the Vice President and Chief Quality and Safety Officer at Rady Children's Hospital San Diego and the Director of the RCHSD Quality Improvement Leaders (QIL) program. She is a California regional champion and lead for SPS UE NICU cohort.



**Holly O'Brien, MSN RN CPPS**, Director of Quality and Safety at Children's Wisconsin (CW) is responsible for the development of, sustainability of, and measures for a comprehensive Enterprise Quality Program with an aim at reduction of preventable harm throughout the organization. Holly oversees CW's participation in Solutions for Patient Safety (SPS), including hospital-acquired conditions, error prevention, leadership methods, just culture training, and cause analysis. Holly is a member of the SPS Steering Team and assists with the SPS safety culture work stream and teaches just culture training for the network. Holly has been with Children's Wisconsin for 24 years. She began her career as a float nurse in 2000, became a unit-based Advance Practice Nurse in 2006, transitioned to Quality in 2013 as the Safety Advance Practice Nurse, became the Safety Program Manager in 2015, the Director of Safety in 2019, and expanded her role to Director of Quality in 2023. She is the operational leader for Quality Improvement, Safety, Infection Prevention, Policies and Procedures, Clinical Guidelines, and Antimicrobial Stewardship. Holly received her Bachelor's degree in 2000 from Carroll/Columbia College of Nursing in Milwaukee, Wisconsin and her Master's degree in Nursing from the University of Wisconsin-Milwaukee in 2006. She has completed the IHI Patient Safety Executive Development Program, Just Culture Certification, Lean Management for Healthcare Certificate, Prosci Change Management Training, APIC Epi 101 Infection Prevention Training, and is a Certified Professional in Patient Safety.



**Linda Rose, ED.D.**, is Board of Director's Member and Board Quality Committee Chair at CHOC Children's Orange. Dr. Linda Rose, Ed.D. recently retired as President of Santa Ana College after serving from July 2016 to 2020. During her tenure, she focused on educational policy, curriculum development, budget management, and building partnerships with local businesses, government, and educational institutions. Dr. Rose continues her work in higher education. She is currently a part-time lecturer and coordinator of the doctorate program in Educational Leadership, Community College emphasis, at California State University, Fullerton. A community college graduate herself, Dr. Rose is passionate about supporting all students in their educational journeys. She began as a part-time English instructor at Cerritos College, where she later earned tenure, coordinated programs for underrepresented students, and served as Dean of the Liberal Arts Division. Dr. Rose then became Vice President of Academic Affairs at Santa Ana College and later served as President of Los Angeles Southwest College before returning to SAC. Dr. Rose has been an active speaker and facilitator at various conferences, including the Asilomar Leadership Skills Seminar, NASPA, and LIFT. She also led Santa Ana College in the California Community Colleges Guided Pathways initiative to improve student outcomes. Her board service included the Santa Ana Chamber of Commerce and Workforce Development Board. Dr. Rose received numerous honors, including the 2018 Woman of the Year from the National Hispanic Business Women Association and the 2020 OC Influencer for Good Award. She holds a doctorate in Educational Leadership from UCLA, a master's degree in English Literature, and a bachelor's degree in Interdisciplinary Studies from California State University, Dominguez Hills, as well as an associate degree from West Los Angeles College. She is content producer and host of the "I Can Do This Show Me How" Podcast.



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**Emma Sandhu, MSN RN CPPS** is the VP, Chief Quality & Patient Safety Officer at CHOC Children's Orange. Emma's distinguished career in pediatric healthcare began at Rady Children's Hospital and expanded across key roles at the University of California, Irvine, St. Joseph's Hospital in Phoenix, and ultimately at CHOC. With over 30 years of experience, Emma has made a profound impact as a Chief Nursing Officer and Executive C-suite leader. Renowned for her genuine leadership style, compassionate approach, and transformative influence, she is committed to advancing improvement and safety through a transparent, data-driven, and system-oriented methodology. Emma's leadership shines through her local initiatives, such as spearheading the Joy in Work collaborative and guiding the CHOC Mentorship program, highlighting her dedication to cultural transformation and strategic workforce planning. She is also a respected voice at national conferences, having presented at the Children's Hospital Association and the Institute for Healthcare Improvement. Emma's boundless energy, deep humility, and innovative mindset are crucial to driving CHOC toward new levels of excellence. As the VP, Chief Quality & Patient Safety Officer, Emma leads CHOC's commitment to evolving as a learning organization, continuously enhancing quality and safety standards to support CHOC's mission of nurturing, advancing, and protecting the health and well-being of children.



**Rahul K. Shah, M.D., M.B.A.** Dr. Shah obtained a combined B.A./M.D. from Boston University School of Medicine (2000) thereafter completing an Otolaryngology residency (Tufts University) and a Pediatric Otolaryngology fellowship (Children's Hospital Boston, Harvard University). He joined the faculty of Children's National Medical Center (2006), rising to the rank of Professor at George Washington University School of Medicine and Health Sciences and he completed his M.B.A at George Washington University School of Business. Dr. Shah's research interests include resource utilization and outcomes, patient safety, and medical errors; he has received numerous awards for his research. He has chaired and served on myriad national committees related to patient safety and quality improvement. He was the inaugural Associate Surgeon-in-Chief at Children's National Medical Center and the Medical Director of Peri-operative Services from 2011-2014. He served as President of the Medical Staff at Children's National Medical Center from 2012-2014. In 2014, he was appointed the inaugural Vice-President, Chief Quality and Safety Officer for Children's National Health System and in 2018 appointed the Vice-President, Medical Affairs as an additional executive responsibility; he has served as the acting Chief Medical Information Officer (July – December 2019). He has authored over 130 articles and three books, has given hundreds of national and international presentations, and has created and taught dozens of courses. Under his leadership, Children's National has received numerous safety and quality distinctions and is a recognized leader in pediatric safety and quality. In November 2021, he transitioned to the Senior Vice President, Hospital-Based Specialties with oversight of seventeen divisions and institutes at Children's National Hospital.



**Lara Wood, MN, RN, CPN, CPPS** is the Associate Clinical Director of Children's Hospitals' Solutions for Patient Safety (SPS). Lara is a pediatric nurse leader within the Center for Quality and Patient Safety at Seattle Children's in addition to her role with SPS. Lara holds a Bachelor of Science in Nursing from Pacific Lutheran University and a Master of Nursing from University of Washington Tacoma. She has worked in pediatric healthcare for over eighteen years, including roles as an acute care pediatric nurse, Clinical Nurse Specialist, and quality and safety leader at Mary Bridge Children's Hospital and Seattle Children's Hospital. Lara is a Certified Pediatric Nurse and Certified Professional in Patient Safety. Over the past ten years, Lara has been involved in SPS as a hospital participant, member of the Clinical Steering Team, Chair of the New Work Subcommittee, and co-leader of the Getting Started Course. Lara was honored to join the SPS team as the Associate Clinical Director in July 2023.