

CURRICULUM VITAE

Todd Dorman, MD, FCCM

September 2007

DEMOGRAPHIC INFORMATION

Current Appointments

Associate Dean and Director, Continuing Medical Education (CME)
Vice Chair for Critical Care Services
Professor
Departments of Anesthesiology/Critical Care Medicine
Joint Appointment, Department of Medicine and Department of Surgery
Associate Professor School of Nursing

Personal Data

The Johns Hopkins University School of Medicine
Department of Anesthesiology/Critical Care Medicine
720 Rutland Avenue, Turner 17
Baltimore MD 21205
phone: 410-955-5928; fax: 410-614-7302; email: tdorman@jhmi.edu

Education and Training

BS	1976–1980	Wofford College Spartanburg, South Carolina	Biology
MD	1980–1984	Tulane University School of Medicine New Orleans, Louisiana	
Internship	1984–1985	Charlotte Memorial Hospital and Medical Center Charlotte, North Carolina	Internal Medicine
Resident	1985–1987	Charlotte Memorial Hospital and Medical Center Charlotte, North Carolina	Internal Medicine
Resident	1988–1991	The Johns Hopkins Hospital Baltimore, Maryland	Anesthesiology/ Critical Care Medicine
Fellow	1991–1992	Surgical Intensive Care Unit The Johns Hopkins Hospital Baltimore, Maryland	Critical Care Medicine

Professional Experience**Academic:**

- 1992–2000 Assistant Professor, of Anesthesiology/Critical Care Medicine
The Johns Hopkins University School of Medicine, Baltimore, Maryland
- 1994–2000 Assistant Professor, Department of Surgery
The Johns Hopkins University School of Medicine, Baltimore, Maryland
- 1998–2007 Associate Professor
Johns Hopkins University School of Nursing, Baltimore, Maryland
- 2000–2007 Associate Professor, Department of Anesthesiology/Critical Care Medicine
The Johns Hopkins University School of Medicine, Baltimore, Maryland
- 2000–2007 Associate Professor, Department of Surgery
The Johns Hopkins University School of Medicine, Baltimore, Maryland
- 2000–2007 Associate Professor, Department of Internal Medicine
The Johns Hopkins University School of Medicine, Baltimore, Maryland
- 2007– present Professor, Department of Anesthesiology/Critical Care Medicine
The Johns Hopkins University School of Medicine, Baltimore, Maryland
- 2007- present Professor, Department of Surgery
The Johns Hopkins University School of Medicine, Baltimore, Maryland
- 2007- present Professor, Department of Internal Medicine
The Johns Hopkins University School of Medicine, Baltimore, Maryland
- 2007- present Professor, Johns Hopkins University School of Nursing, Baltimore, Maryland

Clinical:

- 1998–2005 Medical Director, Adult Post-Anesthesia Care Units
The Johns Hopkins Hospital, Baltimore, Maryland
- 1998–2005 Co-Director, Surgical Intensive Care Units
The Johns Hopkins Hospital, Baltimore, Maryland
- 2002–2005 Medical Director, Respiratory Care Service
The Johns Hopkins Hospital, Baltimore, Maryland

Administrative:

- 1994–2005 Director, Multidisciplinary Critical Care Fellowship Program
The Johns Hopkins University School of Medicine, Baltimore, Maryland
- 1996–2005 Medical Director, Critical Care Information Systems
The Johns Hopkins Hospital, Baltimore, Maryland
- 1998–2005 Director, Division of Adult Critical Care Medicine
The Johns Hopkins University School of Medicine, Baltimore, Maryland

2004–2005	Acting Associate Dean and Director for Continuing Medical Education The Johns Hopkins University School of Medicine, Baltimore, Maryland
2004–present	Vice-Chair for Critical Care Services Department of Anesthesiology & Critical Care Medicine The Johns Hopkins University School of Medicine, Baltimore, Maryland
2005–present	Associate Dean and Director for Continuing Medical Education The Johns Hopkins University School of Medicine, Baltimore, Maryland

RESEARCH ACTIVITIES

Publications

Peer-reviewed articles: Original research

1. Mark LJ, Beattie C, Ferrell CL, Trempey G, **Dorman T**, Schauble JF. The difficult airway: Mechanisms for effective dissemination of critical information. *J Clin Anesth* 4(3):247–51, 1992.
2. Rosenfeld BA, Bosnjak ZJ, Shapiro RM, **Dorman T**, Ligier B, Breslow MJ. Negative chronotropic factor in patients with fungemia. *Crit Care Med* 20(3):327–31, 1992.
3. Rosenfeld BA, Faraday N, Campbell D, **Dorman T**, Clarkson K, Siedler A, Breslow MJ, Bell W. Perioperative platelet reactivity and the effects of clonidine. *Anesthesiology* 79(2):255–61, 1993.
4. **Dorman T**, Clarkson K, Rosenfeld BA, Shanholtz C, Lipsett PA, Breslow MJ. Effects of clonidine on prolonged postoperative sympathetic response. *Crit Care Med* 25(7):1147–52, 1997.
5. Swoboda S, Castro JA, Earsing KA, Lipsett PA, Breslow, MJ, **Dorman T**, Rosenfeld B, Campbell K, Pronovost P, Dodd-o J. Road trips and resources: There is a better way. *Crit Care* 1:105–10, 1997.
6. Dodd-o JM, Breslow MJ, **Dorman T**, Rosenfeld BA. Preserved sympathetic response to hypotension despite perioperative alpha2 agonist administration. *Anesth Analg* 84:1208–10, 1997.
7. **Dorman T**, Swoboda S, Zarfeshenfard F, Trentler B, Lipsett PA. Impact of altered aminoglycoside volume of distribution on the adequacy of a 3 mg/kg-loading dose. *Surgery* 124:73–8, 1998.
8. Balser JR, Martinez EA, Winters BD, Perdue PW, Clarke AW, Huang W, Tomaselli GF, **Dorman T**, Campbell KA, Lipsett PA, Breslow MJ, Rosenfeld BA. Beta-adrenergic blockade accelerates conversion of postoperative supraventricular tachyarrhythmias. *Anesthesiology* 89(5):1052–9, 1998.
9. **Dorman T**, Breslow MJ, Lipsett PA, Rosenberg JM, Balser JR, Almog Y, Rosenfeld BA. Radial artery pressure monitoring underestimates central arterial pressure during vasopressor therapy in critically ill surgical patients. *Crit Care Med* 26(10):1646–9, 1998.
10. Pronovost P, Jenckes M, **Dorman T**, Garrett E, Breslow MJ, Rosenfeld BA, Lipsett PA, Bass E. Organizational characteristic of intensive care units related to outcomes of abdominal aortic surgery. *JAMA* 281(14):1310–7, 1999.
11. Yelken B, **Dorman T**, Erkasap S, Dundar E, Tanriverdi B. Clonidine pretreatment inhibits stress-induced gastric ulcer in rats. *Anesth Analg* 89:159–62, 1999.
12. Pronovost P, **Dorman T**, Sadovnikoff N, Garrett E, Breslow M, Rosenfeld B. The association between preoperative patient characteristics and both clinical and economic outcomes after abdominal aortic surgery. *J Cardiothorac Vasc Anesth* 13(5):549–54, 1999.
13. **Dorman T**, Breslow MJ, Pronovost PJ, Rock P, Rosenfeld BA. Bundle-branch block as a risk factor in noncardiac surgery. *Arch Intern Med* 160(8):1149–52, 2000.

14. Lipsett P, Swoboda S, Dickerson J, Ylitalo M, Gordon T, Breslow M, Campbell K, **Dorman T**, Pronovost P, Rosenfeld B. Survival and functional outcome after prolonged ICU care. *Ann Surg* 231:262–8, 2000.
15. Rosenfeld BA, **Dorman T**, Breslow MJ, Pronovost P, Jenckes M, Zhang N, Anderson G, Rubin H. Intensive care unit telemedicine: alternate paradigm for providing continuous intensivist care. *Crit Care Med* 28(12):3925–31, 2000.
16. Lipsett PA, Swoboda SM, Campbell KA, Cornwell E 3rd, **Dorman T**, Pronovost PJ. Sickness impact profile score versus a modified short-form survey for functional outcome assessment: acceptability, reliability, and validity in critically ill patients with prolonged intensive care unit stays. *J Trauma* 49(4):737–43, 2000.
17. **Dorman T**, Thompson DA, Breslow MJ, Lipsett PA, Rosenfeld BA. Nicardipine versus nitroprusside for breakthrough hypertension following carotid endarterectomy. *J Clin Anesth* 13(1):16–19, 2001.
18. Faraday N, Scharpf RB, Dodd-o JM, Martinez EA, Rosenfeld BA, **Dorman T**. Leukocytes can enhance platelet-mediated aggregation and thromboxane release via interaction of P-selectin glycoprotein ligand 1 with P-selectin. *Anesthesiology* 94(1):145–51, 2001.
19. Berenholtz S, Pronovost P, Lipsett P, Dawson P, **Dorman T**. Assessing the effectiveness of critical pathways on reducing resource utilization in the surgical intensive care unit. *Intensive Care Med* 27(6):1029–36, 2001.
20. Sery-Ble OR, Taffe ER, Clarke AW, **Dorman T**. Use of and satisfaction with a browser-based nurse teaching tool in a surgical intensive care unit. *Computers, Informatics, Nursing* 19(2):82–6, 2001.
21. Pronovost P, Garrett E, **Dorman T**, Jenckes M, Webb III TH, Breslow MJ, Rosenfeld B, Bass E. Variations in complications and opportunities for improvement in quality of care for patients having abdominal aortic surgery. *Langenbecks Arch Surg* 386(4):249–56, 2001.
22. Pronovost PJ, Berenholtz SM, **Dorman T**, Merritt WT, Martinez EA, Guyatt GH. Evidence-based medicine in critical care. *Intensive Care Med* 92(3):787–94, 2001.
23. Pronovost PJ, Dang D, **Dorman T**, Lipsett PA, Garrett E, Jenckes M, Bass EB. Intensive care unit nurse staffing and the risk for complications after abdominal aortic surgery. *Eff Clin Pract* 4(5):199–206, 2001.
24. Pronovost PJ, Waters H, **Dorman T**. Impact of critical care physician workforce for intensive care unit physician staffing. *Curr Opin Crit Care* 7(6):456–9, 2001.
25. Pronovost PJ, Miller MR, **Dorman T**, Berenholtz SM, Rubin H. Developing and implementing measures of quality of care in the intensive care unit. *Curr Opin Crit Care* 7(4):297–303, 2001.
26. Berenholtz SM, Pronovost PJ, Mullany D, Garrett E, Ness PM, **Dorman T**, Klag MJ. Predictors of transfusion for spinal surgery in Maryland 1997–2000. *Transfusion* 42(2):183–9, 2002.
27. Berenholtz SM, **Dorman T**, Ngo K, Pronovost PJ. Qualitative review of intensive care unit quality indicators. *J Crit Care* 17(1):1–15, 2002.
28. Pronovost PJ, Jenckes M, To M, **Dorman T**, Lipsett PA, Berenholtz S, Bass EB. Reducing failed extubations in the intensive care unit. *Jt Commission Journal of Quality Care* 28(11):595–604, 2002.
29. Pronovost PJ, Wu AW, **Dorman T**, Morlock L. Building safety into ICU care. *J Crit Care* 17(2):78–85, 2002.
30. Pronovost PJ, Angus DC, **Dorman T**, Robinson KA, Dremsizov TT, Young TL. Do intensivists improve the outcome of critically ill patients? *JAMA* 288(17):2151–62, 2002.

31. Kim LJ, Martinez EA, Faraday N, **Dorman T**, Fleisher LA, Perler BA, Williams GM, Chan D, Pronovost PJ. Cardiac troponin 1 predicts short-term mortality in vascular surgery patients. *Circulation* 106:2366–71, 2002.
32. Krenzischek DA, Shaefer J, Nolan M, Bukowski J, Twilley M, Bernacki E, **Dorman T**. Phase I collaborative pilot study: Waste anesthetic gas levels in the PACU. *J PeriAnesthes Nurs* 17(4): 227–39, 2002.
33. Cope KA, Merritt WT, Krenzischek DA, Schaefer J, Bukowski J, Foster M, Bernacki E, **Dorman T**, Risby TH. Phase II collaborative pilot study: Preliminary analysis of central neural effects from exposure to volatile anesthetics in the PACU. *Journal of PeriAnesthes Nursing* 17(4):240–50, 2002.
34. Pronovost PJ, Wu AW, **Dorman T**, Morlock L. Building safety into ICU care. *J Crit Care* 17(2): 78–85, 2002.
35. Nilsson KR, Berenholtz SM, **Dorman T**, Garrett E, Lipsett P, Kaufman HS, Pronovost PJ. Preoperative predictors of blood transfusion in colorectal cancer surgery. *J Gastrointest Surg* 6(5):753–62, 2002.
36. **Dorman T**, Pronovost PJ. ICU errors: Detection and reporting to improve outcomes for the intensive care unit. *Current Opinion in Anesthesiology* 15(2):147–51, 2002.
37. Thompson DS, Oberteuffer R, **Dorman T**. Sepsis Alert and Diagnostic System (ADS): Integrating clinical systems to enhance study coordinator efficiency. *Comput Inform Nurs* 21(1):22–6, 2003.
38. Rockey Moore MB, Holzmueller CG, Milstein A, **Dorman T**, Pronovost PJ. Updating the Leapfrog Group intensive care unit physician staffing standard. *J Clin Outcomes Mgt* 10(1): 31–7, 2003.
39. Martinez EA, Kim LJ, Faraday N, Rosenfeld B, Bass EB, Perler BA, Williams GM, **Dorman T**, Pronovost PJ. The sensitivity of routine intensive care unit surveillance for detecting myocardial ischemia. *Crit Care Med* 31(9):2302–8, 2003.
40. Kozlow JH, Berenholtz SM, Garrett E, **Dorman T**, Pronovost PJ. Epidemiology and impact of aspiration pneumonia in patients undergoing surgery in Maryland, 1999–2000. *Crit Care Med* 31(7):1930–7, 2003.
41. Pronovost PJ, Berenholtz SM, Ngo K, Holzmueller CG, Haraden C, Resar R, Rainey T, Nolan T, **Dorman T**. Developing and pilot testing quality indicators in the Intensive Care Unit. *J Crit Care* 18(3):145–55, 2003.
42. Pronovost PJ, Berenholtz SM, **Dorman T**, Lipsett PA, Simmonds T, Haraden C. Improving communication in the ICU using daily goals. *J Crit Care* 18(2):71–5, 2003.
43. Maccioli GA, **Dorman T**, Brown BR, Mazuski JE, McLean BA, Kuszaj JM, Rosenbaum SH, Frankel LR, Devlin JW, Govert JA, Smith B, Peruzzi WT, *Am Coll Crit Care Med, Society Crit Care Med*. Clinical practice guidelines for the maintenance of patient physical safety in the intensive care unit: Use of restraining therapies. *Crit Care Med* 31(11):2665–76, 2003.
44. Pronovost P, Weast B, Schwartz M, Wyskiel R, Prow D, Milanovich S, **Dorman T**, Lipsett P. Medication reconciliation: A practical tool to reduce the risk of medication errors. *J Crit Care* 18(4):201–5, 2003.
45. Berenholtz SM, Milanovich S, Faircloth A, Prow DT, Earsing K, **Dorman T**, Pronovost PJ. Improving care for the ventilated patient. *Jt Comm J Qual Saf* 30(4):195–204, 2004.
46. **Dorman T**, Angood PB, Angus DC, Clemmer TP, Cohen NH, Durbin CG Jr, Falk JL, Helfaer MA, Haupt MT, Horst HM, Ivy ME, Ognibene FP, Sladen RN, Grenvik AN, Napolitano LM, *Am Coll Crit Care Med*. Guidelines for critical care medicine (CCM) training and continuing medical education. *Crit Care Med* 32(1):263–72, 2004.

47. Berenholtz S, Pronovost P, Lipsett P, Hobson D, Earsing K, Farley J, Milanovich S, Winters B, Rubin H, **Dorman T**, Perl T. Eliminating catheter-related blood stream infections in the ICU. *CCM Crit Care Med* 32(10):2014–20, 2004.
48. Faraday N, Martinez EA, Scharpf RB, Kasch-Semenza L, **Dorman T**, Pronovost PJ, Perler B, Thompson R, Gerstenblith G, Bray PF, Fleisher LA. Genetic polymorphisms improve cardiac risk assessment in vascular surgery patients. *Anesthesiology* 101(6):1291–7, 2004.
49. Pronovost P, Hobson DB, Earsing K, Lins ES, Rinke ML, Emery K, Berenholtz SM, Lipsett PA, **Dorman T**. A practical tool to reduce medication errors during patient transfer from the intensive care unit. *J Clin Outcomes Manage* 11(1): 26, 29–33, 2004.
50. Lubomski LH, Pronovost PJ, Thompson DA, Holzmueller CG, **Dorman T**, Morlock LL, Dickman F, Fahey M, Wu AW. Building a better incident reporting system: Perspectives from a multisite project. *J Clin Outcomes Manage* 11(5):275–280, 2004.
51. Pronovost PJ, Needham DM, Waters H, Birkmeyer CM, Calinawan JR, Birkmeyer JD, **Dorman T**. Intensive care unit physician staffing: financial modeling of the Leapfrog standard. *Crit Care Med* 32(6):1247–53, 2004.
52. Needham DM, Thompson DA, Holzmueller CG, **Dorman T**, Lubomski LH, Wu AW, Morlock LL, Pronovost PJ. A system factors analysis of airway events from the Intensive Care Unit Safety Reporting System (ICUSRS). *Crit Care Med* 32:2227–33, 2004.
53. Holzmueller C, Pronovost P, Dickman F, Thompson D, Wu A, Lubomski L, Fahey M, Steinwachs D, Engineer L, Jaffrey A, Morlock L, **Dorman T**. Creating the web-based ICU safety reporting form system. *J Am Med Inform Assoc* 12(2):130–9, 2005.
54. Shermock KM, Horn E, Lipsett P, Pronovost PJ, **Dorman T**. Number needed to treat and cost of recombinant human erythropoietin to avoid one transfusion-related adverse event in critically ill patients. *Crit Care Med* 33(3):497–503, 2005.
55. Thompson DA, Lubomski LH, Holzmueller CG, Wu AW, Morlock LL, Fahey M, Dickman F, **Dorman T**, Pronovost PJ. Integrating the intensive care unit safety reporting system with existing incident reporting systems. *Jt Comm J Qual Saf* 31(10):585–93, 2005.
56. Thompson DA, Duling L, Holzmueller CG, **Dorman T**, Lubomski LH, Dickman F, Fahey M, Morlock LL, Wu AW, Pronovost PJ. Computerized physician order entry, a factor in medication errors: Descriptive analysis of events in the ICUSRS. *J Clin Outcomes Mgt* 12(8):407–12, 2005.
57. Needham DM, Sinopoli DJ, Thompson DA, Holzmueller CG, **Dorman T**, Lubomski LH, Wu AW, Morlock LL, Makary MA, Pronovost PJ. A system factors analysis of "line, tube, and drain" incidents in the intensive care unit. *Crit Care Med* 33(8):1701–7, 2005.
58. Thompson DA, Lubomski L, Holzmueller C, Wu A, Morlock L, Fahey M, Dickman F, **Dorman T**, Pronovost P. Integrating the intensive care unit safety reporting system with existing incident reporting systems. *Jt Comm J Qual Patient Saf* 31(10):585–93, 2005.
59. Pronovost PJ, Needham DM, Waters H, Birkmeyer CM, Calinaw JR, Birkmeyer JD, **Dorman T**. Intensive care unit physician staffing: Financial modeling of Leapfrog standard. *Crit Care Med* 34(3supp):S18–24, 2006.
60. Thompson DA, Markary MA, **Dorman T**, Pronovost PJ. Clinical and economic outcomes of hospital acquired pneumonia in intra-abdominal surgery patients. *Ann Surg* 243(4):547–52, 2006.
61. Pronovost PJ, Thompson DA, Holzmueller CG, Lubomski LH, **Dorman T**, Dickman F, Fahey M, Steinwachs DM, Engineer L, Sexton JB, Wu AW, Morlock LL. Toward learning from patient safety reporting systems. *J Crit Care*. 2006 Dec;21(4):305-315.

62. Nilsson KR, Berenholtz SM, Garrett-Mayer E, **Dorman T**, Klag MJ, Pronovost PJ. Association between venous thromboembolism and perioperative allogeneic transfusion. *Arch Surg* 2007;142:126-132.
63. Sinopoli DJ, Needham DM, Thompson DA, Holzmueller CG, **Dorman T**, Lubomski LH, Wu AW, Morlock LL, Makary MA, Pronovost PJ. Intensive care unit safety incidents for medical versus surgical patients: A prospective multicenter study. *Journal of Critical Care*; Feb 2007. epub ahead of print, then 2007;22:177-183.
64. Amarasingham R, Pronovost PJ, Diener-West M, Goeschel C, **Dorman T**, Thiemann DR, Powe NR. Measuring Clinical Information Technology in the ICU Setting: Application in a Quality Improvement Collaborative JAMIA Feb 2007; epub ahead of print.
65. Pronovost PJ, Thompson DA, Holzmueller CG, **Dorman T**, Morlock LL. The organization of intensive care unit physician services. *Crit Care Med*. 2007 Oct; 35(10):2256-61.
66. Pronovost PJ, Thompson DA, Holzmueller CG, **Dorman T**, Morlock LL. Impact of the Leapfrog Group's intensive care unit physician staffing. *J. Crit Care* 2007 Jun; 22(2) 89-96.
67. Ratanawongsa N, Thomas PA, Marinopolous S, **Dorman T**, Wilson LM, Ashar BH, Magaziner JL, Miller RG, Prokopowicz GP, Qayyum R, Bas E. The reported validity and reliability of methods for evaluating continuing medical education: a systematic review. *Acad Med* 2008;83:274-283.

Extramural Sponsorship

Research Grants

Current - none

Past

- 2005 -2006 Johns Hopkins University Evidence-based Practice Center II.
Contract #290-02-0018, Task Order #8.
Evidence Report on the Effectiveness of Continuing Medical Education.
Supported by the Agency for Healthcare Research and Quality. Project period: 11/1/05-11/30/06
Principal Investigators: Todd Dorman, MD (20%) and Spyridon Marinopoulos, MD (20%)
Total Cost: \$283,880; Total Direct Cost: \$215,060
The purpose of this project is to prepare a systematic review of the evidence on the effectiveness of continuing medical education.
- 2003–2005 Agency for Health Care Research and Quality
ICU quality and safety throughout the State of Michigan
Todd Dorman, MD, Co-Investigator (2% effort), \$914,646
- 2001–2005 Agency for Health Care Research and Quality (U01)
ICU Safety Reporting System (ICUSRS)
Todd Dorman, MD, Co-Investigator, 10% effort, \$4,265,607
- 1999–2000 Eli Lilly & Co.
PROWESS, Phase III randomized placebo, controlled trial of activated protein C in severe sepsis
Todd Dorman, MD, Principal Investigator, 10% Salary Support
- 1996–1997 Scios Nova, Inc. —
AA Randomized, Double-Blinded, Placebo-Controlled, Multicentered, Phase III Clinical Trial to Evaluate the Safety and Efficacy of AURICULIN⁷ Anaritide in the Treatment of Oliguric Acute Tubular Necrosis
Todd Dorman, MD, Principal Investigator, 10% Salary Support
- 1995–1996 Abbott Laboratories
Phase III, multi-centered, double-blinded, randomized, comparative study evaluating the effect of two doses of dexmedetomidine versus placebo in adult patients undergoing elective major abdominal surgery
Todd Dorman, MD, Principal Investigator, 10% Salary Support
- 1995–1996 IHC Hospitals, Inc. — *A Randomized Trial of Computerized ICU Protocols*
Todd Dorman, MD, Principal Investigator
- 1995–1996 CHIRON — *IGF-1 in Acute Renal Failure*
5% Salary Support
- 1994–1995 HOST Spoke Proposal — *Computer-Aided Transcription*
National Institute of Standards and Technology, 5% Salary Support
- 1993–1994 The Johns Hopkins University Clinical Research Award
Perioperative Cytokine Response and its Relationship to Perioperative Hormonal and Coagulation System Changes
Todd Dorman, MD, Principal Investigator

EDUCATIONAL ACTIVITIES

Educational Publications:

Peer-reviewed articles: Invited Expert Opinion

1. Berenholtz S, Pronovost PJ, **Dorman T**. Evidence-based anesthesiology. *Curr Anesth Reports* 2:425–31, 2000.
2. Pronovost PJ, Miller MR, **Dorman T**, Berenholtz SM, Rubin H. Developing and implementing measures of quality of care in the intensive care unit. *Curr Opin Crit Care* 7(4):297–303, 2001.
3. **Dorman T**. Telecardiology and the Intensive Care Unit. *Crit Care Clin* 17(2):293–301, 2001.
4. **Dorman T**. Herbal medicine and Anesthesia. *Curr Opin Anaesthesiol*. 2001 Dec;14(6):667-9
5. **Dorman T**. Emerging concepts in managing intensive care unit sedation. *Advanced Studies in Medicine* 2(9):330–1, 2002.
6. Fuchs R, Berenholtz S, **Dorman T**. How does an intensivist improve outcomes? *Contemporary Critical Care Medicine* 1(12):1–10, 2004.
7. **Dorman T**. Intensivists: Providing primary care for critically ill patients. *Crit Care Med* 33(2):446–7, 2005.
8. Fuchs R, Berenholtz S, **Dorman T**. Do intensivists improve outcome? *Best Pract Res Clin Anesthesiol* 19(1):125–35, 2005.
9. Michaels RK, **Dorman T**. Evidence-based medicine in the intensive care unit: Improving care for the septic patient. *Semin Anesthesia* 24(1):41–9, 2005.
10. **Dorman T**. The Unsustainable growth rate: Physician perspective. *Crit Care Med* 34(3 supp):S78–81. 2006.
11. **Dorman T**, Loeb L, Sample G. Evaluation and management codes: From current procedural terminology through relative update commission to Center for Medicare and Medicaid Services. *Crit Care Med* 34(3 Suppl):S71–7, 2006.
12. **Dorman T**, Pauldine R. Economic stress and misaligned incentives in critical care medicine in the United States. *Crit Care Med*. 2007 Feb;35(2 Suppl):S36-43

Peer-reviewed articles: Invited Reviews

1. **Dorman T**. Remote access to critical care. *Curr Opinion Crit Care* 6(4):304–7, 2000.
2. **Dorman T**. Telemedicine. *Anesthesiol Clin North America* 18(3):663–676, 2000.
3. **Dorman T**, Fackler, J. Automated information systems in anesthesiology. *Int Anesth Clin* 38(4): 105–13, 2000.
4. **Dorman T**. Telemedicine in the ICU: A cardiology focus. *Crit Care Clinics* 17(2):293–301, 2001.
5. Berenholtz S, **Dorman T**, Pronovost PJ. Improving quality and safety in the ICU. *Contemp Crit Care* 1(1):1–9, 2003.
6. Winters B, **Dorman T**. Patient-safety and quality initiatives in the intensive-care unit. *Curr Opin Anaesthesiol* 19(2):140–5, 2006.
7. Rodriguez-Paz J, **Dorman T**. Patient safety in the ICU. *Clinical Pulmonary Medicine* (Invited article, in press for May 2007 publication)

8. Marinopolous SS, **Dorman T**, Ratanawongsa N, Wilson LM, Ashar BH, Magaziner JL, Miller RG, Thomas PA, Prokopowicz GP, Gayyum R, Bass EB. Effectiveness of continuing medical education. *Evid Rep Technol Assess.* 2007 Jan;140:1-69.

Invited Editorials

1. **Dorman T**, Breslow MJ. Altered immune function after trauma and hemorrhage: What does it all mean? *Crit Care Med* 22(7):1069–70, 1994.
2. **Dorman T**, Faraday N. Do gene variants really explain the heterogeneous outcomes in sepsis? *Crit Care Med* 29(3):684–5, 2001.
3. Berenholtz SM, **Dorman T**. Component multiple organ dysfunction scores: Are we any closer to an ideal system. *Crit Care Med* 29(11):2223–4, 2001.
4. **Dorman T**, Intensivists: providing primary care for critically ill patients, *Critical Care Med* 33(2): 446–7, 2005.
5. Mendez-Tellez PA, **Dorman T**. Predicting patient outcomes, futility, and resource utilization in the intensive care unit: The role of severity scoring systems and general outcome prediction models. *Mayo Clin Proc* 80, 2:161–3, 2005.

Peer-reviewed articles: Case reports

1. Akinci SB, Pronovost P, **Dorman T**. Sequential compression devices can cause erroneous cardiac output measurements. *Anesthesiology* 95(4):1027–8, 2001.
2. Melli G, Chaudhry V, **Dorman T**, Cornblath. Perioperative bilateral median neuropathy. *Anesthesiology* 97:1632–4, 2002.

Non-peer-reviewed articles

1. Rosenfeld BA, Breslow MJ, **Dorman T**. Postoperative management strategies may obviate the need for most preoperative cardiac testing. *Anesthesiology* 84:1266–7, 1996.
2. **Dorman T**. Critical Care Anesthesiologists: The Law of supply and demand. *ASA Newsletter* 62(8):7–9, 1998.
3. **Dorman T**. Critical Care Billing: Fair recompense for a day's work. *ASCCA Interchange* 10(4):6–9, 1999.
4. **Dorman T**, Breslow MJ. Arterial Monitoring. *Johns Hopkins Student Handbook*. 1999.
5. **Dorman T**, Holzmüller C. A Leapfrog update. *Critical Connections SCCM Magazine*, 2003.
6. **Dorman T**, Allergies and anaphylaxis. *Audio Digest: General Surgery* 51(2), January 2004.
7. Berenholtz S, **Dorman T**. Anesthesiologist-intensivists: Improving quality & safety in the ICU. *ASA Newsletter*, 2004.
8. **Dorman T**, Maccioli GA. Further considerations regarding the effects of physical restraint in the intensive care unit. *Crit Care Med* 32(9):1977, 2004.
9. Pauldine R, **Dorman T**. The essentials of conflict management. *ICU Management* 5(3):48–49, 2005.
10. Pauldine R, **Dorman T**. Effective communication in the ICU. *ICU Management* 5(3):48–9, 2005.
11. **Dorman T**. Billing and documentation in the ICU. *ICU Management* 5(4):32–33, 2005.
12. Pauldine R, **Dorman T**. Motivating staff. *ICU Management*. (in press, Spring 2007 edition)
13. Pauldine R, **Dorman T**. Burn out syndrome in the ICU. *ICU Management*. (in press, Spring 2007 edition)

Book Chapters

1. **Dorman T**, Rosenfeld BA. Clotting status. In: *Current Practice in Anesthesiology*, 2nd edition, Rogers MC (Ed.), Philadelphia: B.C. Decker, 1990, pp. 486–92.
2. Ligier B, Breslow MJ, **Dorman T**. Airway management for the trauma patient. In: *Current Surgical Therapy*, 5th edition, Cameron JL (Ed.), Baltimore: Mosby, 1995, pp. 794–800.
3. **Dorman T**. Toxicology. In: *Anesthesiology Resident's Guide to Learning in the Intensive Care Unit, Volume I*. American Society of Critical Care Anesthesiologists, 1995.
4. **Dorman T**. Ventilator Management. In: *Anesthesiology Resident's Guide to Learning in the Intensive Care Unit, Volume I*. American Society of Critical Care Anesthesiologists, 1995.
5. **Dorman T**. Toxicology. In: *Anesthesiology Resident's Guide to Learning in the Intensive Care Unit, Volume II*. American Society of Critical Care Anesthesiologists, 1997.
6. **Dorman T**. Ventilator Management. In: *Anesthesiology Resident's Guide to Learning in the Intensive Care Unit, Volume II*. American Society of Critical Care Anesthesiologists, 1997.
7. **Dorman T**. Deep Vein Thrombosis. In: *Essence of Anesthesia Practice*. Roizen MF (Ed.), Philadelphia, W.B. Saunders Co., 1997, p. 102.
8. **Dorman T**. Postoperative Respiratory Failure. *Current Surgical Therapy*, 7th ed., Cameron JL (Ed.), Philadelphia: Mosby, 2001, pp. 1307–10.
9. **Dorman T**. Deep Vein Thrombosis. In: *Essence of Anesthesia Practice*. Roizen MF (Ed.), Philadelphia: W.B. Saunders Co., 2002, p. 106.
10. Rock P, Passannante AN, **Dorman T**. What is the Optimal Evaluation of the Patient with Obstructive Sleep Apnea? In: *Evidence-Based Practice of Anesthesiology*, Fleisher L (Ed.), Philadelphia: W.B. Saunders Co., 2004, pp. 47–56 (chapter 9).
11. Rock P, Passannante AN, **Dorman T**. What is the Optimal Intraoperative and Postoperative Management of the Obstructive Sleep Apnea Patient? In: *Evidence-Based Practice of Anesthesiology*, Fleisher L (Ed.), Philadelphia: W.B. Saunders Co., 2004, pp. 253–7 (chapter 40).
12. **Dorman T**, Berenholtz S, Mendez-Tellez P, Poe SS, Newhouse RP. Patient Safety as a Measure of Healthcare Quality. In: *Measuring Patient Safety*, Newhouse R, Poe S (Eds.), Sudbury, Massachusetts: Jones and Bartlett Publishers, 2005, pp. 1–12.
13. Berenholtz S, **Dorman T**, Mendez-Tellez P. Safer Care for Patients on Mechanical Ventilation. In: *Measuring Patient Safety*, Newhouse R, Poe S (Eds.), Sudbury, Massachusetts: Jones and Bartlett Publishers, 2005, pp. 79–87.
14. **Dorman T**. The Safety and Quality Agenda in Critical Care Medicine. In: *Intensive Care Medicine in 10 years*. Vincent JL (Ed.), New York: Springer Verlag, 2005, pp. 61–8.
15. Pronovost PJ, Morlock L, **Dorman T**. Creating Safe Systems of ICU Care. In: *Yearbook of Intensive Care and Emergency Medicine*. Vincent JL (Ed.), New York: Springer Verlag, 2001, pp. 695–708.
16. Mendez-Tellez P, **Dorman T**. Economics of Trauma and Critical Care In: *TRAUMA CRITICAL CARE*. Wilson W, Grandy T (Ed.) New York: Informa Healthcare USA, Inc. 2007, pp. 1241-1252.
17. Rodriguez-Paz J, **Dorman T**. Remote management of trauma and critical care. In: *TRAUMA CRITICAL CARE*. Wilson W, Grandy T (Eds.), New York: Informa Healthcare USA, Inc. 2007, pp. 1253-1265.
18. **Dorman T**, Nyhan D. Hemodynamic monitoring and management. *The handbook of cardiac surgical intensive care*. (in press)

19. Mendez-Tellez P, **Dorman T**. Postoperative Respiratory Failure. *Current Surgical Therapy*, 9th ed., Cameron JL (Ed.), Philadelphia: Mosby, (in press)

Books

1. **Dorman T** and Sample G (eds): *Coding and billing for critical care: A practical tool*, 2nd ed. The Society of Critical Care Medicine (ISBN 0-936145-38-2)

Teaching

Departmental Teaching Lectures

- 2002 ACCM Resident Monday Case Conference, Metabolic Acidosis
- 2003 ACCM Resident Monday Case Conference, Perioperative Fluid Management
- 2004 ACCM Resident Monday Case Conference, Carcinoid Syndrome
- 2005 ACCM Resident Monday Case Conference, Metabolic Acidosis
- 2006 ACCM Resident Monday Case Conference, Metabolic Acidosis
- 2007 ACCM Resident Monday Case Conference, Cardiac Dysfunction
- 2007 ACCM AM Conference Series
- 2008 ACCM AM Conference Series

Institutional Teaching Lectures

- 2001 Informatics Fellow Lecture Series, Perioperative Information Systems
- 2002 Informatics Fellow Lecture Series, Perioperative Information Systems
- 2002 Orthopedic Resident lecture Series, Perioperative Fluid Management 101
- 2003 Informatics Fellow Lecture Series, Perioperative Information Systems
- 2004 Informatics Fellow Lecture Series, Perioperative Information Systems
- 2005 Informatics Fellow Lecture Series, Perioperative Information Systems
- 2007 PA resident Lecture Series, Cardiac Dysfunction
- 2008 PA resident Lecture Series, Cardiac Dysfunction

School of Nursing Teaching Lectures

- 2000 Acute Care Nurse Practitioner Program, Pulmonary Potpourri
- 2001 Acute Care Nurse Practitioner Program, Pulmonary Potpourri
- 2002 Acute Care Nurse Practitioner Program, Pulmonary Potpourri
- 2003 Acute Care Nurse Practitioner Program, Pulmonary Potpourri
- 2004 Acute Care Nurse Practitioner Program, Pulmonary Potpourri

ICU Classroom Instruction

1993–present

Provide lectures every week when on ICU rotation, typically, three per seven-day period. Topics are quite diverse, depending on patients in unit and have included: shock, cardiac dysfunction, sepsis, the surgical stress response, ventilator management, noninvasive ventilation, DIC, transfusion practice, aminoglycoside dosing and monitoring, oxygenation variables, oxygen delivery and consumption

In 2007, I have added talks on ICU models of care, Documentation, Coding & Billing, Critical Care Societies, Lifelong learning

ICU Clinical Instruction

1993–present

Provide clinical instruction in the OR and ICU. Clinical service time ranges from 25% to 60% each year. From 1993 to 1997, provided clinical instruction in the Preoperative Evaluation Clinic and on the in-patient Consult Service in addition to OR and ICU. The ICUs have included the SICU, WICU, and CSICU, and students are from JHU/SOM and residents from the Departments of Anesthesiology/Critical Care Medicine and Surgery.

Mentoring

(Primary mentor during years listed)

Postdoctoral

- 2005-2006 **Ron Pauldine, M.D.** Vice Chairman Department of Anesthesiology Johns Hopkins Bayview
- 2004-2005 **Banks, Michael, MD:** Assistant Professor at the University of Pennsylvania, Department of Anesthesiology.
- 2004-2005 **Giannakikou, Iosifina, MD:** Private Practice in Greece
- 2004-2005 **Kalra, Praveen, MD:** Cardiac Anesthesiology Fellowship, Johns Hopkins Hospital
- 2004-2005 **Minokadeh, Anushirvan, MD:** Assistant Professor at the University of California in San Diego
- 2004-2005 **Smith, Kenneth, DO:** Private Practice Atlantic City
- 2004-2005 **Wahab, Aziz, MD:** Assistant Professor at SUNY Stonybrook.
- 2004-2005 **Sawasdiwipachsi, Prasert, MD:** Fellowship in Children's Cardiac Anesthesiology at Boston's Children's Hospital before returning to Thailand.
- 2003-2004 **Durrani, Jaleel, MD:** Assistant Professor in the Department of Anesthesiology and Perioperative Medicine, University of Louisville.
- 2003-2004 **Pham, Julius, MD:** Assistant Professor of Anesthesiology and Critical Care Medicine Johns Hopkins University School of Medicine, completing GTPCI
- 2003-2004 **Fuchs, Ralph, MD:** Assistant Professor of Anesthesiology and Critical Care Medicine Johns Hopkins University School of Medicine.
- 2003-2004 **Nicholas, Shaytone, MD:** Emergency Medicine Attending and Intensivist, Bellin Hospital, Green Bay, Wisconsin
- 2002-2003 **Angelini, Giuditta, MD:** Assistant Professor, Department of Anesthesiology University of Wisconsin, Madison, WI
- 2003-2004 **Al-Baghdadi, Yasser, MD:** Clinical Associate Professor, Department of Anesthesiology, Wayne State University.
- 2003-2004 **Ghesmati-Koukarni, Ramin, MD:** Assistant Professor in the Department of Anesthesiology at Johns Hopkins University
- 2003-2004 **Yusufali, Taizoon, MD:** Private Practice in Arkansas
- 2002-2003 **Subbanna, Shahsidhar, MD:** Has accepted a faculty position at Medical College of Georgia, Department of Anesthesia.
- 2002-2003 **Grogan, Kelly, MD:** Assistant Professor, Dept. of Anesthesiology, Johns Hopkins University School of Medicine
- 2001-2002 **Hartsell, Theresa, MD, PhD:** Assistant Professor of Anesthesiology and Critical Care Medicine; Assistant, Division of Adult Critical Care Anesthesia Johns Hopkins University School of Medicine; Associate Director, Residency/Education and Multidisciplinary Surgical Critical Care Fellowship; Director, Medical Student Education; Program Co-Director, Weinberg Surgical Intensive Care Unit
- 2001-2002 **Stevens, Robert, MD:** Assistant Professor, Dept. of Anesthesiology, Johns Hopkins Univ, School of Medicine.
- 2001-2002 **Verde, Edward, MD:** Assistant Professor, Loma Linda University, Loma Linda CA.
- 2001-2002 **Roy, Tuhin, MD, PhD:** Assistant Professor, Department of Anesthesiology Mayo Clinic Rochester, Minn.
- 2001-2002 **Faulkner, Mike, MD:** Department of Anesthesiology, Beaumont Hospital Michigan, and part-time Faculty at the Johns Hopkins University School of Medicine

- 2000-2001 **Rodriguez-Paz, Jose:** Assistant Professor, Department of Anesthesiology/Critical Care Medicine, Johns Hopkins University School of Medicine.
- 2000-2001 **Haddadin, Ala, MD:** Assistant Professor, Department of Anesthesiology, Yale University School of Medicine.
- 2000-2001 **Akinca, Seda, MD:** Anesthesia-Intensivist in Ankara Turkey.
- 2000-2001 **Mullany, Daniel, MBBS-MMedSc(Clin Epi):** The Prince Charles Hospital Queensland Australia, The editorial board for the *Contemporary Critical Care Journal*.
- 1999-2000 **Berenholtz, Sean, MD, FCCM, MHS:** Assistant Professor of Anesthesiology and Critical Care Medicine Johns Hopkins University School of Medicine-ABISS Trials.
- 1999-2000 **Erdek, Mike, MD:** Assistant Professor, Department of Anesthesiology, Johns Hopkins University School of Medicine.
- 1998-1999 **Hamlin, Mark, MD:** Assistant Professor, Department of Anesthesiology, University of Vermont
- 1997-1998 **Epstein, Jay, MD:** Staff Anesthesiologist, Largo Medical Center, Largo FL.
- 1997-1998 **Shanker, Soma, MD:** Department of Anesthesiology, St. Barnabas Medical Center, New Jersey.
- 1997-1997 **Brown, Daniel, MD, PhD:** Assistant Professor, Director of Surgical Critical Care, Mayo Clinic, Rochester, Minn
- 1996-1997 **Winters, Brad, MD, PhD:** Assistant Professor of Anesthesiology and Critical Care Medicine Director of Medical Emergency teams project Johns Hopkins University School of Medicine.
- 1996-1997 **Martinez, Elizabeth, MD, MHS:** Assistant Professor of Anesthesiology and Critical Care Medicine, Medical Director, Adult Postanesthesiology Care Units Johns Hopkins University School of Medicine.
- 1995-1996 **Jodka, Paul, MD:** Assistant Professor, Department of Anesthesiology, Tufts University.
- 1994-1995 **Pronovost, Peter, MD, PhD:** Professor Departments of Anesthesiology and Critical Care, Surgery, and Health Policy and Management Medical Director, Center for Innovations in Quality Patient Care Medicine Johns Hopkins University School of Medicine.
- 1994-1995 **Kulkarni, Vivek, MD:** Anesthesia-Intensivist, Scotland.
- 1994-1994 **Balsler, Jeffrey, MD, PhD:** Associate Vice-Chancellor of Research- The James Tayloe Gwathmey Professor of Anesthesiology and Pharmacology.
- 1992-1994 **Dodd-o, Jeffrey, MD, PhD:** Assistant Professor of Anesthesiology and Critical Care Medicine The Johns Hopkins University School of Medicine.
- 1993-1994 **Miller, Guy, MD, PhD:** CEO, Edison Pharmaceuticals, Inc.
- 1993-1994 **Rosenberg, Jeffrey, MD, PhD:** Clinical Associate Professor, Department of Anesthesiology, Wayne State University.
- 1993-1994 **Almog, Yaniv, MD:** Associate Professor, Department of Internal Medicine, Ben Gurion University, Israel.

Predoctoral Candidates

Thompson, David: PhD Thesis Committee, School of Nursing Johns Hopkins Hospital
 Pham, Julius: PhD Thesis Committee, Bloomberg School of Public Health
 Dang, Debbie: PhD Thesis Committee, University of Maryland School of Nursing

Educational Activities:

2005–present Course Director, Certificate Program, Business of Medicine

2005–present Course Director, Masters of Business Administration, Business of Medicine

Educational: Extramural funding

1. 1998–1999 Merck — *Intensive care unit family educational tools*
Unrestricted Education Grant, \$5000

CLINICAL ACTIVITIES

Certification

Licensure

1984	Louisiana
1987	North Carolina
1991–present	Maryland (D#39826)

Specialty and Subspecialty Certification

1988	American Board of Internal Medicine
1992	American Board of Anesthesiology
1993	American Board of Anesthesiology, Special Competence in Critical Care

Elective Certification

1995–present	Fundamentals of Critical Care Support Instructor, Society of Critical Care Med.
2002	Hopkins Business of Medicine Graduate Certificate
2002	Leadership Development for physicians in academic health centers, Harvard School of Public Health
2005	Regional spokesperson training: American Society of Anesthesiologists
2005	Certificate program, Business of Meetings, American Society of Association Executives
2007	Basic Life Support- American Heart Association
2007	Advanced Cardiac Life Support- American Heart Association

Short summary of clinical responsibilities: In my approximately 14 years on faculty my clinical time has been as low as 25% and as high as 70%. During the last few years and presently I am 25% clinical. My responsibilities during these years have also been somewhat variable. In all of the years I have been on faculty I have always served as an Anesthesiologist in the Operating Rooms and as an ICU attending. My OR commitment has ranged from one day a month on average to 7 days a month and my ICU commitment has ranged from 8 weeks a year to 16 weeks a year. In addition I have also worked clinically as an attending in the Preoperative Evaluation Center and on the inpatient consult service (approximately 10 years at an average of about one week a month), as a Post Anesthesiology Care Unit Attending (approximately 10 years at an average of about one week a month) and as a daytime code responder (approximately 5 years at about one week a month). Presently I am 25% clinical and serve either weeks a year in the ICU (a mix between SICU, WICU & Cardiac SICU) and work in the Operating Room as an Anesthesiologist approximately 1-1.5 days a month.

ORGANIZATIONAL ACTIVITIES

University

- 1990–1997 Quality Assurance Committee, Department of Surgery, The Johns Hopkins University School of Medicine, Baltimore, Maryland
- 1995–1997 Security and Access Task Force, The Johns Hopkins University, School of Medicine Baltimore, Maryland
- 1995–2006 Information Systems Advisory Committee, The Johns Hopkins University School of Medicine, Baltimore, Maryland
- 1997–2002 Committee on Education Imaging, The Johns Hopkins University School of Medicine, Baltimore, Maryland
- 1999–present Committee on Continuing Education, The Johns Hopkins University School of Medicine, Baltimore, Maryland
- 2000–present Government Affairs Committee, The Johns Hopkins Clinical Practice Association, Baltimore, Maryland
- 2001–2005 Chair, Continuing Medical Education (CME) Advisory Board, The Johns Hopkins University School of Medicine, Baltimore, Maryland
- 2004–2006 Preparation Committee, Liaison Committee on Medical Education (LCME), The Johns Hopkins University School of Medicine, Baltimore, Maryland
- 2004–present Part-Time Education Committee, The Johns Hopkins University, Baltimore, Maryland
- 2005–2006 Member, Search Committee, Pulmonary Critical Care Medicine Chief , The Johns Hopkins University School of Medicine, Baltimore, Maryland
- 2005–2006 Mini-medical School Program Committee, The Johns Hopkins University School of Medicine, Baltimore, Maryland
- 2005–2006 Masters of Medical Education Committee, The Johns Hopkins University School of Medicine, Baltimore, Maryland
- 2006 present Marketing Committee for University Part-Time Programs, The Johns Hopkins University, Baltimore, Maryland
- 2006-present Educational Policy Committee, The Johns Hopkins University School of Medicine, Baltimore, Maryland
- 2006-present JHM Use of Name and Brand Committee, The Johns Hopkins University School of Medicine, Baltimore, Maryland
- 2006 – present Simulation Center Advisory Board, The Johns Hopkins University School of Medicine, Baltimore, Maryland
- 2006-2007 Chair, Conflict of Interest Task Force. The Johns Hopkins University School of Medicine, Baltimore, Maryland
- 2008-present Co-Chair, Conflict of Interest, Commitment, and Industry Relationships Task Force. The Johns Hopkins Health System, Baltimore, Maryland

Hospital

- 1992–1997 Director, Quality Assurance Committee, Surgical Intensive Care Unit, The Johns Hopkins Hospital, Baltimore, Maryland
- 1992–1997 Quality Assurance Committee, Department of Surgery, Division of Trauma, The Johns Hopkins Hospital, Baltimore, Maryland
- 1993–1994 Patient Satisfaction Work Group, Anesthesiology/Critical Care Medicine, The Johns Hopkins Hospital, Baltimore, Maryland

- 1994–present Electronic Patient Records Committee, The Johns Hopkins Hospital, Baltimore, Maryland
- 1995–present Computer Services Advisory Committee, The Johns Hopkins Hospital, Baltimore, Maryland
- 1996–2000 Chairman, Monitor Committee, The Weinberg Comprehensive Cancer Center, The Johns Hopkins Hospital, Baltimore, Maryland
- 1997–2000 Information Systems Executive Committee, The Weinberg Comprehensive Cancer Center, Johns Hopkins Hospital, Baltimore, Maryland
- 1998–present Chairman, Critical Care Committee, The Johns Hopkins Hospital, Baltimore, Maryland
- 1998–present Medical Care Evaluation Committee, The Johns Hopkins Hospital, Baltimore, Maryland
- 2002–2006 Products Working Group, The Johns Hopkins Hospital, Baltimore, Maryland
- 2003–2006 Benchmark Executive Committee, The Johns Hopkins Hospital, Baltimore, Maryland
- 2003–2006 Benchmark Patient Care Area Comm., The Johns Hopkins Hospital, Baltimore, Maryland
- 2004–present Hospital Capacity Oversight Group, The Johns Hopkins Hospital, Baltimore, Maryland
- 2004–present Active Bed Management Committee, The Johns Hopkins Hospital, Baltimore, Maryland
- 2005–2006 Chair, Central Line Committee, The Johns Hopkins Hospital, Baltimore, Maryland
- 2006- present Achieving Competence Today (ACT) Committee, The Johns Hopkins Hospital, Baltimore, Maryland
- 2006-present Senior Executive for Quality & Safety, Endoscopy Units, Johns Hopkins Hospital, Baltimore, Maryland

Departmental

- 1990–present Quality Assurance Committee, Department of Anesthesiology/Critical Care Medicine, The Johns Hopkins University School of Medicine, Baltimore, Maryland
- 1990–present Clinical Competency Committee, Department of Anesthesiology/Critical Care Medicine, The Johns Hopkins University School of Medicine, Baltimore, Maryland
- 1993–present Education Committee, Department of Anesthesiology/Critical Care Medicine, The Johns Hopkins University School of Medicine, Baltimore, Maryland
- 1994–1996 Call Committee, Department of Anesthesiology/Critical Care Medicine, The Johns Hopkins Hospital, Baltimore, Maryland
- 1995–2004 Anesthesiology Information Systems Advisory Committee, Department of Anesthesiology/Critical Care Medicine, The Johns Hopkins University School of Medicine, Baltimore, Maryland
- 1997–2004 Compliance Committee, Department of Anesthesiology/Critical Care Medicine, The Johns Hopkins University School of Medicine. Baltimore, Maryland
- 2001–2004 Chair, Billing Compliance Task Force, Department of Anesthesiology/Critical Care Medicine, The Johns Hopkins University School of Medicine, Baltimore, Maryland

Editorial Activities

Editorial Board Activities:

1987–1989	Editorial Board, <i>Journal of Critical Illness</i>
1993–1996	Editorial Board, <i>SICU Pharmacy Newsletter</i>
1993–2002	Editorial Board, <i>Adult Multidisciplinary Critical Care Knowledge Assessment Program</i>
2004	Evaluation Board of the Faculty of 1000 Medicine, Anesthesiology & Pain Management, Section on Perioperative Critical Care
2005–present	Editorial Board, <i>ICU Management</i>
2006 – present	Editorial Board, <i>Critical Care Medicine</i>
2007 – present	Consulting Editor, <i>Journal of Continuing Education in the Healthcare Professions</i>

Journal Editorships:

2000–2002	Administrative Editor, <i>Cochrane Collaborative Audio Digest</i>
2000–present	Administrative Editor, <i>Practical Reviews Critical Care Medicine</i>
2001–2003	Section Editor, Co-existing Medical Diseases, <i>Current Opinion in Anesthesiology</i>
2002	Guest Editor, <i>Advanced Studies in Medicine: Emerging concepts in managing intensive care unit sedation</i>
2003–present	Originator & Editor, <i>Contemporary Critical Care Medicine</i>

Journal Reviewer Activities:

1991–2006	Reviewer, <i>Critical Care Medicine</i>
1992–1997	Reviewer, <i>Anesthesia and Analgesia</i>
1994–1997	Reviewer, <i>Chest</i>
1998–present	Reviewer, <i>Anesthesiology</i>
2000–present	Reviewer for <i>Chest</i>
2001–present	Reviewer, <i>European Journal of Anesthesiology</i>
2002–present	Reviewer, <i>Computers in Nursing</i>
2004–present	Reviewer, <i>Mayo Clinic Proceedings</i>
2005- present	Reviewer, <i>Archives of Surgery</i>
2006 –present	Reviewer, <i>Annals of Surgery</i>
2006 – 2007	Reviewer, <i>Journal of Continuing Education in the Healthcare Professions</i>

Book Editorial Activities:

1993	Contributing Editor: <i>Yearbook of Critical Care Medicine</i> . Rogers MC, Parrillo JE (Eds.), St. Louis, CV Mosby Co.
1994	Contributing Editor: <i>Yearbook of Critical Care Medicine</i> . Rogers MC, Parrillo JE (Eds.), St. Louis, CV Mosby Co.
2002–2006	Section Editor, <i>TRAUMA Critical Care</i>
2004	Contributing Editor: <i>Yearbook of Critical Care Medicine</i> . Dillenger, Parrillo JE (Eds.), St. Louis: CV Mosby Co.
2004	<i>The Johns Hopkins Critical Care Medicine Journal Reference</i> , 2004 edition. Todd Dorman & Henry Fessler (Eds.), Birmingham, AL: Oakstone Publishers
2005	Contributing Editor: <i>Yearbook of Critical Care Medicine</i> . Dillenger, Parrillo JE (Eds.), St. Louis: CV Mosby Co.
2005	Co-Editor, <i>The Johns Hopkins Manual of Cardiac Surgical Care</i> , Elsevier

- 2006 Contributing Editor: *Yearbook of Critical Care Medicine*. Dillenger, Parrillo JE (Eds.), St. Louis: CV Mosby Co.
- 2007 Contributing Editor: *Yearbook of Critical Care Medicine*. Dillenger, Parrillo JE (Eds.), St. Louis: CV Mosby Co
- 2008 Contributing Editor: *Yearbook of Critical Care Medicine*. Dillenger, Parrillo JE (Eds.), St. Louis: CV Mosby Co
- Grant Reviews:
- 2004 Reviewer, National Medical Research Council Grants, Singapore
- 2004–present Reviewer, FAER Grants

Professional Societies

- 1988–present Society of Critical Care Medicine
- 1992–present American Society of Anesthesiologists
- 1992–present American Society of Critical Care Anesthesiologists
- 1992–present Maryland Society of Anesthesiologists
- 1997–2006 American Medical Informatics Association
- 1997–present American College of Critical Care Medicine
- 2000–present National Healthcare Cost & Quality Association
- 2001–present American Association of Respiratory Care
- 2001–present Association of University Anesthesiology
- 2001–2006 National Association for the Management of Respiratory Care
- 2003–present International Anesthesiology Research Society
- 2004–present Alliance of Continuing Medical Education
- 2004–present Society of Academic Continuing Medical Education

Professional Society Activities

- 1993–2001 Resident Education Committee, American Society of Critical Care Anesthesiologists
- 1994–1997 ICU Indicator Joint Task Force, Society of Critical Care Medicine/Joint Commission on Accreditation of Healthcare Organizations, American Society of Anesthesiologists
- 1994–1997 Fellow Education Committee, American Society of Critical Care Anesthesiologists
- 1994–1999 Membership Committee, Society of Critical Care Medicine
- 1996–1998 Chairman, Fellow Education Committee, American Society of Critical Care Anesthesiologists
- 1997–1999 Vice Chairman, Quality Indicators Committee, Society of Critical Care Medicine
- 1997–2002 Chairman, Membership Committee, Anesthesiology Sect., Society of Critical Care Medicine
- 1997–2003 Chairman, Communications Committee, American Society of Critical Care Anesthesiologists
- 1997–2004 Multidisciplinary Critical Care Knowledge Assessment Program (MCKAP) Editorial Committee, Society of Critical Care Medicine
- 1998–2003 Chairman, Task Force on Documentation and Billing Compliance, American Society of Critical Care Anesthesiologists
- 1998–present National Critical Care Working Group, representing the American Society of Critical Care Anesthesiologists (ASCCA)
- 1999–2000 Secretary–Treasurer, Anesthesiology Section, Society of Critical Care Medicine
- 1999–2002 Combined Society of Critical Care medicine and American College of Chest Physicians Critical Care Course Committee, Society of Critical Care Medicine
- 1999–2004 Chairman, Guidelines Committee for Advanced Training for Physicians in Critical Care Medicine, American College of Critical Care Medicine

1999–2006 Chairman, Public Policy Committee, Anesthesiology Sect., Society of Critical Care Med.

1999–2005 Reimbursement Committee, Society of Critical Care Medicine

2000–2001 Chair-elect, Anesthesiology Section, Society of Critical Care Medicine

2000–2006 Board of Directors, American Society of Critical Care Anesthesiologists

2001–2002 Chair, Anesthesiology Section, Society of Critical Care Medicine.

2001–2002 Chair Elect, MCKAP Editorial Committee, Society of Critical Care Medicine

2001–2004 American College of Critical Care Medicine Task Force on Restraints, American College of Critical Care Medicine

2001–2006 American Board of Anesthesiology Written Exam Committee

2002–2003 Chair, MCKAP Editorial Committee, Society of Critical Care Medicine

2002–2003 American Society of Critical Care Anesthesiologists Strategic Planning Committee

2002–2005 Secretary-Treasurer, Maryland Society of Anesthesiologists

2002–2007 Graduate Medical Education Committee, Society of Critical Care Medicine

2002–2006 Electronic Communications Committee, Society of Critical Care Medicine

2002–present Society of Critical Care Medicine Relative Update Commission (RUC),
Advisory Board Representative

2003 Co-Chair, Advocacy Committee, Society of Critical Care Medicine

2003–2004 ASA/ASCCA Program Committee for CCM Track for 2004 Annual Meeting

2003–2006 Chair, Advocacy Committee, American Society of Critical Care Anesthesiologists

2003–2006 Society of Critical Care Medicine Critical Care Review Course Committee

2003–2006 Society of Critical Care Medicine Team Model Implementation Working Group

2003–present American College of Chest Physicians Critical Care Review Course Committee

2003–2006 ASA Task Force on the Future of Critical Care in Anesthesiology

2003–2006 Member, JCAHO Sepsis Advisory Board

2004–2006 Chair, Advocacy Committee, Society of Critical Care Medicine

2004–2005 ASA/ASCCA Program Committee for CCM Track for 2005 Annual Meeting

2004–2006 Treasurer, American Society of Critical Care Anesthesiologists

2005–2006 Vice Chair, Graduate Education Committee, Society of Critical Care Medicine

2005–present Member, Program Committee, Society of Academic CME

2005–2006 Chair, Critical Care Caucus, Washington DC

2005–present Cognitive Work Group, AMA RUC

2006-present ASA Task Force for AMA Working Group on Pay for Performance Improvement

2006-present Society of Critical Care Medicine Pay for Performance Committee

2006-present American College of Chest Physicians Evidence-based Medicine CME Committee

2006-present President-elect, American Society of Critical Care Anesthesiologists

- 2007–present Chair, Critical Care Working Group
- 2007-present Council, Society of Critical Care Medicine
- 2007–present Council Liaison to Education and Training Steering Committee, Society of Critical Care Medicine
- 2007-present Council Liaison to Respiratory Care Section, Society of Critical Care Medicine
- 2007-present House of Delegates, American Society of Anesthesiologists, Representative for ASCCA
- 2007-present Anesthesiology and Respiratory Therapy Devices Panel. Food & Drug Administration (FDA)
- 2007-present Conflict of Interest Committee, Institute of Medicine, National Academy of Science
- 2007-present Physician Accountability for Physician Competency, Federation of State Medical Boards
- 2008-present Council Liaison to Billing & Coding Oversight Committee. Society of Critical Care Medicine
- 2008-present Council Liaison to Critical Care Work Group, Society of Critical Care Medicine
- 2008-present Council Liaison to Pay for Performance Subcommittee. Society of Critical Care Medicine
- 2008-present Council Liaison to The American Thoracic Society Task Force on Quality Indicators and Improvement Task Force, Society of Critical Care Medicine
- 2008-present Vice president, Society for Academic Continuing Medical Education (SACME)
- 2008-present Member, CME Consensus Conference
- 2008-present Founding member of the Medical School Consortium 5 in alliance with the AAMC
- 2008-present Memner, Council for Medical Specialty Societies (CMSS) Task Force on Professionalism and Conflict of Interest in Medicine

Conference Organizer, Session Chair, Invited Lectures

- 1993 Perioperative Management, Johns Hopkins University School of Medicine, Department of Continuing Medical Education, Marco Island, FL: "Rational Use of Blood Products"
- 1994 Course Co-Director, Perioperative Management, Johns Hopkins University School of Medicine, Department of Continuing Medical Education, Marco Island, FL: "Rational Use of Blood Products" and "Physiologic Approach to the Geriatric Patient"
- 1995 Course Co-Director, Perioperative Management, Johns Hopkins University School of Medicine, Department of Continuing Medical Education, Marco Island, FL: "Rational Use of Blood Products," "Physiologic Approach to the Geriatric Patient," and "Preoperative Evaluation of the Patient with Liver Disease," March
- 1995 Course Co-Director, Perioperative Management, Johns Hopkins University School of Medicine, Department of Continuing Medical Education, Aspen, CO: "Rational Use of Blood Products," "Physiologic Approach to the Geriatric Patient," and "Preoperative Evaluation of the Patient with Liver Disease," August
- 1996 Course Co-Director, Perioperative Management, Johns Hopkins University, School of Medicine, Department of Continuing Medical Education, Marco Island, FL: "Rational Use of Blood Products," "Physiologic Approach to the Geriatric Patient," "Preoperative Evaluation of the Patient with Liver Disease," and "Preoperative Evaluation of the Patient with Allergies," March
- 1996 Course Co-Director, Perioperative Management, Johns Hopkins University, School of Medicine, Department of Continuing Medical Education, Aspen, CO: "Rational Use of Blood Products," "Physiologic Approach to the Geriatric Patient," "Preoperative Evaluation of the Patient with Liver Disease," and "Preoperative Evaluation of the Patient with Allergies," August

- 1996 Hemodynamic Monitoring and Patient Care, Johns Hopkins University School of Medicine, Department of Continuing Medical Education, Baltimore, MD: "Oxygen Delivery and Consumption"
- 1996 Fifth Annual Update on Obstetric Anesthesia, Johns Hopkins University School of Medicine, Department of Continuing Medical Education, Baltimore, MD: "Intensive Care of the Obstetric Patient: What and Where"
- 1997 Course Co-Director, Perioperative Management, Johns Hopkins University School of Medicine, Department of Continuing Medical Education, Marco Island, FL: "Rational Use of Blood Products," "Physiologic Approach to the Geriatric Patient," "Preoperative Evaluation of the Patient With Liver Disease," and "Allergies and Anaphylaxis: PCN to Latex," March
- 1996 Course Co-Director, Perioperative Management, Johns Hopkins University School of Medicine, Department of Continuing Medical Education, Aspen, CO: "Rational Use of Blood Products," "Physiologic Approach to the Geriatric Patient," "Preoperative Evaluation of the Patient With Liver Disease," and "Allergies and Anaphylaxis: PCN to Latex," August
- 1997 Course Co-Director, Perioperative Management, Johns Hopkins University, School of Medicine, Department of Continuing Medical Education, Marco Island, FL: "Rational Use of Blood Products," "Physiologic Approach to the Geriatric Patient," "Allergies and Anaphylaxis: PCN to Latex," and "Electronic Patient Records and Computers in Perioperative Medicine," March
- 1998 Course Co-Director, Perioperative Management, Johns Hopkins University, School of Medicine, Department of Continuing Medical Education, Aspen, CO: "Rational Use of Blood Products," "Physiologic Approach to the Geriatric Patient," "Allergies and Anaphylaxis: PCN to Latex," and "Electronic Patient Records and Computers in Perioperative Medicine," August
- 1999 Course Director, Perioperative Management, Johns Hopkins University School of Medicine, Department of Continuing Medical Education, Marco Island, FL: "Rational Use of Blood Products," "Physiologic Approach to the Geriatric Patient," "Electronic Patient Records and Computers in Perioperative Medicine," and "Allergies and Anaphylaxis: PCN to Latex," March
- 1999 Course Director, Perioperative Management, Johns Hopkins University School of Medicine, Department of Continuing Medical Education, Aspen, CO: "Rational Use of Blood Products," "Physiologic Approach to the Geriatric Patient," "Electronic Patient Records and Computers in Perioperative Medicine," and "Allergies and Anaphylaxis: PCN to Latex," August
- 1998 "When things go bad: Coagulopathy and CPR during pregnancy" 8th Annual Update on Obstetric Anesthesia. Johns Hopkins University School of Medicine, Department of Continuing Education. Baltimore, MD

Conference Organizer, Session Chair, Invited Lectures

- 2000 Course Director, Fundamentals of Critical Care Support (FCCS). Johns Hopkins Department of Anesthesiology & Critical Care Med. and The Johns Hopkins School of Nursing, Baltimore, MD
- 2000 Course Director, Perioperative Management, Johns Hopkins University School of Medicine, Department of Continuing Medical Education, Marco Island, FL: "Rational Use of Blood Products," "Physiologic Approach to the Geriatric Patient," "Electronic Patient Records and Computers in Perioperative Medicine," and "Allergies and Anaphylaxis: PCN to Latex," March
- 2000 Course Director, Perioperative Management, Johns Hopkins University School of Medicine, Department of Continuing Medical Education, Aspen, CO: "Rational Use of Blood Products,"

- "Physiologic Approach to the Geriatric Patient," "Electronic Patient Records and Computers in Perioperative Medicine," and "Allergies and Anaphylaxis: PCN to Latex", August
- 2001 Course Director, Perioperative Management, Johns Hopkins University School of Medicine, Department of Continuing Medical Education, Marco Island, FL: "Rational Use of Blood Products," "Physiologic Approach to the Geriatric Patient," "Electronic Patient Records and Computers in Perioperative Medicine," and "Allergies and Anaphylaxis: PCN to Latex," March
- 2001 Course Director, Perioperative Management, Johns Hopkins University School of Medicine, Department of Continuing Medical Education, Aspen, CO: "Rational Use of Blood Products," "Physiologic Approach to the Geriatric Patient," "Electronic Patient Records and Computers in Perioperative Medicine," and "Allergies and Anaphylaxis: PCN to Latex," August
- 2002 Course Director, Perioperative Management, Johns Hopkins University School of Medicine, Department of Continuing Medical Education, Marco Island, Florida: "Rational Use of Blood Products," "Physiologic Approach to the Geriatric Patient," "Electronic Patient Records and Computers in Perioperative Medicine," and "Allergies and Anaphylaxis: PCN to Latex," March
- 2002 Course Director, Perioperative Management, Johns Hopkins University School of Medicine, Department of Continuing Medical Education, Aspen, CO: "Rational Use of Blood Products," "Physiologic Approach to the Geriatric Patient," "Electronic Patient Records," "The Management of Common Nosocomial Infections," "Surgical Antibiotic Prophylaxis," "Computers in Perioperative Medicine," and "Allergies and Anaphylaxis: PCN to Latex," August
- 2003 Course Director, Perioperative Management, Johns Hopkins University School of Medicine, Department of Continuing Medical Education, Marco Island, FL: "Rational Use of Blood Products," "Physiologic Approach to the Geriatric Patient," and "Allergies and Anaphylaxis: PCN to Latex," "Preoperative Concerns of the Hypertensive Patient," "Bioterrorism: A Primer," March
- 2003 Course Director, Perioperative Management, Johns Hopkins University School of Medicine, Department of Continuing Medical Education, Aspen, CO: "Rational Use of Blood Products," "Physiologic Approach to the Geriatric Patient," and "Allergies and Anaphylaxis: PCN to Latex," "Preoperative Concerns Of The Hypertensive Patient," "Bioterrorism: A Primer," August
- 2004 Course Director, Perioperative Management, Johns Hopkins University School of Medicine, Department of Continuing Medical Education, Marco Island, FL: "Rational Use of Blood Products," "Physiologic Approach to the Geriatric Patient," and "Allergies and Anaphylaxis: PCN to Latex," "Preoperative Concerns Of The Hypertensive Patient," "Bioterrorism: A Primer," "Surgical Antibiotic Prophylaxis," "Nosocomial Infections," "Obstructive Sleep Apnea" March
- 2004 Course Director, Perioperative Management, Johns Hopkins University School of Medicine, Department of Continuing Medical Education, Aspen, CO: "Rational Use of Blood Products," "Physiologic Approach to the Geriatric Patient," and "Allergies and Anaphylaxis: PCN to Latex," "Preoperative Concerns Of The Hypertensive Patient," "Bioterrorism: A Primer," "Surgical Antibiotic Prophylaxis," "Nosocomial infections," August
- 2005 Course Director, Perioperative Management, Johns Hopkins University School of Medicine, Department of Continuing Medical Education, Marco Island, FL: "The Surgical Stress Response," "Physiologic Approach to the Geriatric Patient," and "Allergies and Anaphylaxis: PCN to Latex," "Perioperative Concerns of The Hypertensive Patient," "Cardiac Dysfunction," "Surgical Antibiotic Prophylaxis," "Nosocomial Infections," March
- 2005 Course Director, Perioperative Management, Johns Hopkins University School of Medicine, Department of Continuing Medical Education, Aspen, CO: "Cardiac Dysfunction," "Physiologic Approach to the Geriatric Patient," and "Allergies and Anaphylaxis: PCN to Latex," "Preoperative Concerns of The Hypertensive Patient," August
- 2005 Course Director, "The ABCs of RSCs," Johns Hopkins University School of Medicine, May–Dec

2006 Research in Medical Education Symposium, Johns Hopkins University School of Medicine, Mt. Washington, MD. September

RECOGNITION

Awards, Honors

1991–1992 Assistant Chief of Service, Department of Anesthesiology/Critical Care Medicine The Johns Hopkins Hospital, Baltimore, Maryland

1996 Presidential Citation, Society of Critical Care Medicine

1997 Presidential Citation, Society of Critical Care Medicine

1997–present Fellow, American College of Critical Care Medicine

1998 Presidential Citation, Society of Critical Care Medicine

1999 Presidential Citation, Society of Critical Care Medicine

2000–present Alpha Omega Alpha

2000–present Association of University Anesthesiologists (AUA)

2000 Presidential Citation, Society of Critical Care Medicine

2001–2002 Team Member, Idealized ICU Design, Institute for Healthcare Improvement

2001 Executive Team Member, National Coalition on Health Care's "Accelerating Change Today (ACT)-For America's Health. Best ICU Practices"

2002 Presidential Citation, Society of Critical Care Medicine

2002–present Leapfrog Group Clinician Advisory Board

2003 Presidential Citation, Society of Critical Care Medicine

2003 Agency Seal Medallion, Central Intelligence Agency

2004 Presidential Citation, Society of Critical Care Medicine

2005 Presidential Citation, Society of Critical Care Medicine

2006 Presidential Citation, Society of Critical Care Medicine

2006--present Board of Visitors, The Bolles School, Jacksonville, FL

2007 Presidential Citation, Society of Critical Care Medicine

2007 Best Doctor's in Baltimore, Baltimore Magazine

2007 Fox Award, Research in Continuing Medical Education

Invited Lectures

1993 "Rational Use of Blood Products," Franklin Square Hospital, Baltimore, MD

1993 "Rational Use of Blood Products," **Visiting Professor**, Georgetown University, Washington, DC

1994 "Nitric Oxide in the Critical Care Environment," **Visiting Professor**, University of Pennsylvania, Philadelphia, PA

1995 "Adrenergic Receptors and Critical Illness," Sinai Hospital, Baltimore, MD

1995 "Aminoglycoside Pharmacokinetics: The Key to Therapy," Presented at the Annual Meeting of the American Society of Critical Care Anesthesiologists, Atlanta, GA

1996 "Rational Use of Blood Products," Medical College of New Jersey, Voorhees, NJ

1999 "Rational Use of Blood Products," The Reading Hospital and Medical Center, Reading, PA

1996 "Rational Use of Blood Products," Franklin Square Hospital, Baltimore, MD

1996 "Nitric Oxide in the Critical Care Environment," **Visiting Professor**, Columbia-Presbyterian Hospital, New York, NY

1997 "Aminoglycosides: From Acceptance to Avoidance and Back Again", NeXstar Pharmaceuticals, Boulder, CO

- 1997 "Remote Management of Intensive Care Unit Patients," TeleMed III, Anaheim, CA
- 1997 "Is Healthcare Ready for the Internet—The Bandwidth Story," Host National Conference, Washington, DC
- 1997 "Anesthesiology-based Critical Care Medicine: Education and Market Updates," American Society of Critical Care Anesthesiologists Fellowship Directors Dinner, San Diego, CA
- 1998 "Perioperative Allergies," Detroit Medical Center, Detroit, MI
- 1998 "Age-related Perioperative Risk," Sinai Hospital, Detroit, MI
- 1998 "Perioperative Transfusion Therapy," Anesthesia Grand Rounds, Lancaster General Hospital, Lancaster, PA
- 1998 "Perioperative Transfusion Therapy," Multidisciplinary Grand Rounds, Lancaster General Hospital, Lancaster, PA
- 1998 "2010-A Medical Odyssey," Anesthesiology Grand Rounds, Johns Hopkins Hospital, Baltimore, MD
- 1998 "2010: A Medical Odyssey," Pediatric Grand Rounds, Johns Hopkins Hospital, Baltimore, MD
- 1998 "2010: A Medical Odyssey," Grand Rounds, Department of Anesthesiology/Critical Care Medicine, The Johns Hopkins Hospital, Baltimore, MD
- 1998 "The Role of the Academic Health Center in the Future of Telemedicine," Telecon XVIII/ TeleMed IV, Anaheim, CA
- 1999 "Using Information Systems to Improve Critical Care Services," **Visiting Professor**, Anesthesiology Grand Rounds, Beth Israel-Deaconess, Boston, MA
- 1999 "Perioperative cardiovascular evaluation: Best practice paradigms," Surgery Grand Rounds, Queens Medical Center, Oahu, HI
- 1999 "Perioperative management: Best practice paradigms," Orthopedic Grand Rounds, Queens Medical Center, Oahu HI
- 1999 "Perioperative cardiovascular evaluation: Best practice paradigms," Cardiology Grand Rounds, Rush-Presbyterian Hospital, Chicago IL
- 2000 "Using Information Systems to Improve Critical Care Services," **Visiting Professor**, Department of Cardiology and Critical Care Medicine Grand Rounds, Rush-Presbyterian Hospital, Chicago, IL
- 2000 "Benefits of remote ICU management," Telemedicine session, Society of Critical Care Medicine Annual Meeting, Orlando, FL
- 2000 "AAA with Complications," Postgraduate course on Documentation and Coding, Society of Critical Care Medicine Annual Meeting, Orlando, FL
- 2000 "Evaluating and implementing new devices in the ICU," Postgraduate course on ICU administration and management, Society of Critical Care Medicine Annual Meeting, Orlando, FL
- 2000 "Allergies & Anaphylaxis: Penicillin to latex," Department of Anesthesiology, Reading Hospital, Reading, PA
- 2000 "Intensivists: Why bother?" **Visiting Professor**, Departments of Anesthesiology & Surgery, Vanderbilt University, Nashville, TN
- 2000 "Perioperative evaluation and management of cardiopulmonary disease," Combined Society of Critical Care Medicine and the American College of Chest Physicians Annual Critical Care Medicine Review Course, Pittsburgh, PA
- 2000 Protagonist: "Patients do not require preoperative cardiac testing," American Society of Nuclear Cardiology, Chicago, IL, September
- 2000 "Documentation, Coding, Billing & the Audit Process for Critical Care Medicine," St. Louis Barnes Hospital, St. Louis, MO, November

- 2000 "Establishing Critical Care Medicine Services in a Department of Anesthesiology," American Society of Anesthesiology Annual Meeting, San Francisco, CA, October
- 2000 "Quality and Informatics in Healthcare," Improving Quality in the 21st Century Conference, Baltimore, MD, October
- 2001 "ICU Billing and Documentation," Society of Cardiovascular Anesthesiology Annual Meeting, Vancouver, BC, May
- 2001 "Age-related perioperative risk," "Allergies and anaphylaxis: Penicillin to latex," and "Rational use of blood products," Alaskan Anesthesia Adventure: Summer 2001. The Western Pennsylvania Hospital, Departments of Anesthesiology and Continuing Medical Education, Girdwood, AK, June
- 2001 "Preoperative testing: What is really needed?" and "Modulation of the perioperative stress response," Carolina Refresher Lectures: Care of the surgical patient. University of North Carolina, Departments of Anesthesiology and Continuing Medical Education, Boca Raton FL, June 2001
- 2001 "Perioperative evaluation and management of cardiovascular disease" and "Perioperative evaluation and management of pulmonary disease," Combined Society of Critical Care Medicine and American College of Chest Physicians Annual Critical Care Medicine Review Course, Orlando, FL, August
- 2001 **Moderator**, "ICU Safety and Errors," American Society of Critical Care Anesthesiologists Annual Meeting, New Orleans, LA, October
- 2001 "Waste Anesthetic Gases in the PACU," American Society of Anesthesiologists, New Orleans, LA, October
- 2001 "To swan or not to swan: That is the question," Combined Grand Rounds Franklin Square Hospital, Baltimore, MD, December
- 2001 "ICU management during a biological or chemical disaster," Conference on Medical Preparedness for Biological & Chemical Atrocities, Baltimore, MD, December
- 2002 "Flail chest," Society of Critical Care Medicine Congress, San Diego, CA, January
- 2002 "The teaching physician" and "Concurrent care," Billing and documentation postgraduate course, Society of Critical Care Medicine Congress, San Diego, CA, January
- 2002 **Moderator**, "Medical Informatics," Society of Critical Care Medicine Congress, San Diego, CA, January
- 2002 **Moderator**, "Artificial Intelligence," Society of Critical Care Medicine Congress, San Diego, CA, January
- 2002 "To Swan or Not to Swan," **Visiting Professor**, Hospital of the University of Pennsylvania, Philadelphia, PA, May
- 2002 "Perioperative Testing: What is really needed?", "Allergies and anaphylaxis: Penicillin to latex," and "Rational use of blood products," Alaskan Anesthesia Adventure: Summer 2002. The Western Pennsylvania Hospital Departments of Anesthesiology and Continuing Medical Education, Girdwood, AK, June
- 2002 "Preoperative testing: What is really needed?" and "Modulation of the perioperative stress response," Carolina Refresher Lectures: Care of the surgical patient, University of North Carolina Departments of Anesthesiology and Continuing Medical Education, Amelia Island, FL, June
- 2002 "Building an Intensive Service in a Community Hospital," Holmes Regional Medical Center, Melbourne, FL, September
- 2002 "Family presence during CPR," Good Samaritan Hospital, Baltimore, MD, October
- 2002 "To Swan or not to Swan," **Visiting Professor**, New York Univ. Hosp., New York, NY, December
- 2003 "The teaching and concurrent care rules," Coding and Billing Postgraduate Course, Society of Critical Care Medicine, San Antonio, TX, January

- 2003 "The ICU directors role in quality and safety," The Fellowship Development Conference, Society of Critical Care Medicine, San Antonio, TX, January
- 2003 "Quality initiatives in the ICU," The Global Medical Conference, San Antonio, TX, January
- 2003 "The teaching and concurrent care rules," Coding & Billing Course, Society of Critical Care medicine, Chicago, IL, May
- 2003 **Moderator**, ICU Summit, Society of Critical Care Medicine, Chicago, IL, May
- 2003 "Reimbursement for Critical Care Services," ICU Summit, Society of Critical Care Medicine, Chicago, IL May
- 2003 "Preoperative testing: What is really needed?" and "Modulation of the perioperative stress response," Carolina Refresher Lectures: Care of the surgical patient, University of North Carolina Departments of Anesthesiology and Continuing Medical Education, Kiawah Island, SC, June
- 2003 "Allergies and anaphylaxis: Penicillin to latex," "Rational use of blood products," "Quality & Safety," and "Bioterrorism: A primer," Alaskan Anesthesia Adventure: Summer 2003. The Western Pennsylvania Hospital Departments of Anesthesiology and Continuing Medical Education, Girdwood, AK, June
- 2003 "Perioperative evaluation and management of cardiovascular disease" and "Perioperative evaluation and management of pulmonary disease," American College of Chest Physician Annual Critical Care Medicine Review Course, Phoenix, AZ, August
- 2003 "Intensivist-led teams in the ICU," Swedish Medical Center, Denver, CO, August
- 2003 "Perioperative evaluation and management of cardiovascular disease" and "Perioperative evaluation and management of pulmonary disease," Society of Critical Care Medicine Annual Critical Care Medicine Review Course, Chicago, IL, September
- 2003 "Perioperative cardiac evaluation: What is the right test?" North Carolina State Society of Anesthesiologists Annual Meeting, Asheville, NC, September
- 2003 "Safety science and its real world implementation," and "ICU reimbursement," 25th Annual Educational Symposium, New Jersey Chap., Soc. of Crit. Care Med., New Brunswick, NJ, October
- 2003 "Safety and quality initiatives in the ICU," American Society of Critical Care Anesthesiologists Annual meeting, San Francisco, CA, October
- 2003 "Leapfrog Initiatives," Ass. of Cardiac Anesthesiologists Annual Mtg., San Francisco, CA, October
- 2003 "Safety science and its real world implementation," University of Louisville, Department of Anesthesiology, Louisville, KY, October
- 2003 "Safety science and its real world implementation," **The Irving B. Perlstein Lecturer**, Jewish Hospital, Louisville, KY, October
- 2003 "The background for safety," Measuring Safety Outcomes, Johns Hopkins School of Nursing. Baltimore, MD, November
- 2004 **Moderator**, "Ideal ICU Administration," Society of Critical Care Medicine Congress, San Diego, CA, January
- 2004 "Clinical considerations in the face of changing fungal epidemiology," Critical Care Congress, Society of Critical Care Medicine, Orlando, FL, February
- 2004 "Safety science & its real world implementation," Upper Chesapeake Health System, White Marsh, MD, March
- 2004 "ICU Leadership" and "Catheter-related blood stream infection prevention," Keystone Project, Detroit, MI, February
- 2004 "Oxygenation pearls," Yale Anesthesiology Dept. Yale School of Medicine, New Haven, CT, May
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- 2004 "A passion for safety" Grand Rounds, **Visiting Professor**, Yale Department of Anesthesiology, Yale School of Medicine, New Haven, CT, May
- 2004 "Preoperative testing: What is really needed?", "Modulation of the perioperative stress response," "Bioterrorism," and "Patient safety: How performance improvement makes a difference," Carolina Refresher Lectures: Care of the surgical patient. Univ. of North Carolina, Departments of Anesthesiology and Continuing Medical Education. Amelia Island, FL, June
- 2004 "The Anesthesiologists role as an Intensivist in the XXI century," **The Keynote Address**, 10th International Meeting for CME in Anesthesia, Pamplona, Spain, July
- 2004 "Preoperative cardiopulmonary evaluation," 10th International Meeting for CME in Anesthesia, Pamplona, Spain, July
- 2004 "Perioperative evaluation and management of cardiovascular disease" and "Perioperative evaluation and management of pulmonary disease," Society of Critical Care Medicine Annual Critical Care Medicine Review Course, Chicago, IL, August
- 2004 "A passion for safety," **Visiting Professor**, Grand Rounds Department of Anesthesiology, University of Vermont, Burlington, VT, September
- 2004 "A passion for safety," **The Keynote Address**, 2nd Annual Northern New England Critical Care Conference, Stowe, VT, September
- 2004 "A passion for safety," Updating, Redesigning, and Reengineering the ICU, International Productivity Center, Washington, DC, September
- 2004 "A passion for safety," Dept. of Anesthesiology, St. Joseph's Hospital, Baltimore, MD, October
- 2004 "Quality perioperative care: When reality meets science," Maryland Medical Society (Med Chi) Annual Convention, Cambridge, MD, October
- 2004 "How CRBSI fits into our divisional plan," ASCCA Journal Club, American Society of Anesthesiology Annual Meeting, Las Vegas, NV, October
- 2004 "Cardiovascular Outcomes," Critical Care: Outcomes/safety Session at American Society of Anesthesiologists Annual Meeting, Las Vegas, NV, October
- 2004 "The Leapfrog standards: Incorporating critical care into an anesthesia practice session," American Society of Anesthesiologists Annual Meeting, Las Vegas, NV, October
- 2004 "A passion for safety," **Plenary**. "Perioperative Allergies," "Bioterrorism," and "Blood Product Use," Anesthesia Update: Western Penn Hospital," Nemacolin, PA, Nov
- 2005 "A Passion for Safety," Grand Rounds, Department of Surgery, Washington Hospital Center, Washington, DC, February
- 2005 "So, you want to start an Intensivist service?" Keystone Project Annual Mtg., Detroit, MI, March
- 2005 "My ICU in the year 2015," **Expert Roundtable** Participant, 25th Annual International Symposium on Critical Care & Emergency Medicine, Brussels, Belgium, March
- 2005 "Safe systems improve ICU care," **Plenary**. "Improving cardiovascular outcomes for surgical patients," "Keeping staff energized," and "Lessons learned from ICUSRS," 25th Annual International Symposium on Critical Care & Emergency Medicine, Brussels, Belgium, March
- 2005 "How to improve care for the critically ill and injured," Health system-wide Grand Rounds, Pinnacle Health System, Harrisburg, PA, April
- 2005 "How to improve critical care through performance improvement," NIH Critical Care Board Review, Washington, DC, April
- 2005 "The Relative Update Commission process," Critical Care Caucus, Society of Critical Care Medicine, Washington, DC, May
- 2005 "ICU economics," Critical Care Caucus, Society of Critical Care Med., Washington, DC, May
- 2005 "Preoperative testing: What is really needed?" "Modulation of the perioperative stress response," "Update on the safety of blood products," and "Patient safety: How performance improvement

- makes a difference." Carolina Refresher Lectures: Care of the surgical patient. University of North Carolina, Depts. of Anesthesiology and Continuing Medical Education, Kiawah Island, SC, June
- 2005 "The ICU as a Flagship service," Grand Rounds, Mary Washington Hosp., Fredericksburg, VA, August
- 2005 "A passion for safety," **Plenary**, Mexico Crit. Care Med. Soc., Puerto Vallarta, Mexico, September
- 2005 "Lessons from self-reporting," **Plenary**, Mexico Critical Care Medicine Society, Puerto Vallarta, Mexico, September
- 2005 "Maintaining a passion for safety," MedChi Annual Convention, Cambridge, MD, October
- 2005 Moderator: Critical Care Poster Session, American Society Anesthesiologist Annual meeting, Atlanta October 2005
- 2005 "BIS does not improve ICU outcome," A Pro:Con debate. American Society Anesthesiologist Annual meeting, Atlanta, GA, October
- 2005 "eCME: Ready for primetime?" POC-IT Point of Care Information Technology, Johns Hopkins University School of Medicine, Baltimore, MD November
- 2006 "How to improve critical care through performance improvement," NIH Critical Care Board review, Washington DC, April
- 2006 **Visiting Professor**, "Patient safety," Grand Rounds; "Parameters of oxygenation," Resident lecture. Mayo Clinic Department of Anesthesiology, Rochester MN, April
- 2006 "Improving outcome through the science of safety," Anesthesiology Grand Rounds and Institutional Multidisciplinary Grand Rounds, Scott and White Memorial Hosp., Temple, TX, May
- 2006 "Preoperative testing: What is really needed?"; "Modulation of the perioperative stress response" "Update on the safety of blood products," Carolina Anesthesia Refresher Course, Amelia island, FL, June
- 2006 **Visiting Professor**, "Every health system can improve: Lessons learned from ICU-based safety programs," Department of Surgery, University of Southern California, Los Angeles CA, July
- 2006 **The Daher Cutat Memorial Lecture**: "Building a safe system," "ICU models of care," "Maintaining motivation," "Developing performance measures," and "ICU in 35 years," Sao Paulo Critical Care Society, Sao Paulo, Brazil, August
- 2006 "Patient Safety" Internal medicine Grand Rounds and "Perioperative cardiovascular evaluation and management," Internal medicine resident conference, Carolina Healthcare Institute, Charlotte, NC. August
- 2006 Panelist for "Playing Nice in the ICU Sandbox" SCCM Practice Management in the ICU: Appropriate Coding & Administration for Efficient Critical Care Conference, Baltimore, MD. September
- 2006 "BIS in the ICU: Does it impact outcome?" and "Update on patient safety," Mexican Critical Care Society, Ixtapa, Mexico, October 31-November 3
- 2006 "Are patients in ICUs safer than 10 years ago?", Grand Rounds, Harford Memorial Hospital, Harford Maryland
- 2006 "Surgical Stress Response", "Cardiac Dysfunction," "Physiologic Approach to the Geriatric Patient," and "Allergies and Anaphylaxis: PCN to Latex," "Preoperative Concerns of The Hypertensive Patient," Perioperative Management, Johns Hopkins University School of Medicine, Department of Continuing Medical Education, Marco Island Florida
- 2007 Perioperative cardiovascular diseases: Risk assessment or risk management, St Francis Hospital, Chicago April 27

- 2007 SCCM Board Review Course. Perioperative evaluation and management of patients with cardiovascular disease and Perioperative evaluation and management of patients with pulmonary disease. Chicago August
- 2007 Pro stance in a Pro:Con debate. The daily wake up test: fad or fancy. San Francisco ASA Annual Meeting October
- 2007 Process versus Outcomes in Critical Care, American Society of Critical Care Anesthesiologists, San Francisco, CA. October
- 2007 Quality implementation: Hurdles and challenges, Harvard Critical Care and Trauma Symposium. Boston. November
- 2007 Hand Hygiene and avoidance of hospital infections, Harvard Critical Care and Trauma Symposium. Boston. November
- 2007 "Surgical Stress Response", "Cardiac Dysfunction," "Physiologic Approach to the Geriatric Patient," and "Allergies and Anaphylaxis: PCN to Latex," "Preoperative Concerns of The Hypertensive Patient," Perioperative Management, Johns Hopkins University School of Medicine, Department of Continuing Medical Education, Marco Island Florida
- 2008 "Surgical Stress Response", "Cardiac Dysfunction," "Physiologic Approach to the Geriatric Patient," and "Allergies and Anaphylaxis: PCN to Latex," "Preoperative Concerns of The Hypertensive Patient," Perioperative Management, Johns Hopkins University School of Medicine, Department of Continuing Medical Education, Marco Island Florida
- 2008 The effectiveness of CME, SACME Fall meeting in concert with the Fall AAMC meeting. Washington DC