



Jochen Profit

Associate Professor of Pediatrics (Neonatology) at the Lucile Salter Packard Children's Hospital

Pediatrics - Neonatal and Developmental Medicine

CLINICAL OFFICES

- **Neonatology**

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ACADEMIC CONTACT INFORMATION

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Bio

BIO

My primary research interest is the effect of health system design on quality of care and outcomes for sick newborns. This interest includes health care delivery design at the macro-system level as well as organizational context at the hospital and neonatal intensive care unit level. In addition, I am interested in the use of information technology to support families, care professionals, and policy makers in their efforts to provide optimal care to sick infants.

CLINICAL FOCUS

- Neonatology

ACADEMIC APPOINTMENTS

- Associate Professor - Med Center Line, Pediatrics - Neonatal and Developmental Medicine
- Member, Child Health Research Institute

ADMINISTRATIVE APPOINTMENTS

- Chief Scientific Officer, California Perinatal Quality Care Collaborative, (2017- present)
- Chair, Data Analysis Committee, California Perinatal Quality Care Collaborative, (2015-2017)
- Core Lead For Health Organization Performance, Center for Policy, Outcomes and Prevention, Department of Pediatrics, Stanford University, (2014- present)
- Director, Perinatal Health Systems Research, Department of Pediatrics, Stanford University School of Medicine, (2013- present)

HONORS AND AWARDS

- Marie McCormick Lectureship in Health Services Research and Epidemiology, Harvard Newborn Medicine (10/19/2017)
- Social Disparities in NICU Care, NICHD (R01) (04/01/2016)
- Dashboard of Racial/Ethnic Disparity in the Care Provided by NICUs, NICHD (R01) (12/01/2015)
- WISER Study, NICHD (R01) (08/01/2015)

BOARDS, ADVISORY COMMITTEES, PROFESSIONAL ORGANIZATIONS

- Member, Academy Health (2010 - present)
- Member, Society for Pediatric Research (2009 - present)
- Fellow, American Academy of Pediatrics (2006 - present)

PROFESSIONAL EDUCATION

- Fellowship: Harvard Medical School (2005) MA
- Certificate, Rice University, Houston, TX , Medical and Healthcare Management (2010)
- Residency: Tufts Medical Center Graduate Medical Education (2002) MA
- Certificate, Intermountain Healthcare , Advanced Training Program in Quality Improvement (2008)
- Board Certification: Neonatal-Perinatal Medicine, American Board of Pediatrics (2005)
- Board Certification: Pediatrics, American Board of Pediatrics (2002)
- MPH, Harvard School of Public Health (2005)
- Neonatologist, Harvard University, School of Medicine, Boston, MA (2005)
- Residency: St Josefskrankenhaus (1999) Germany
- Pediatrician, Tufts University, School of Medicine, Boston, MA (2002)
- Medical Education: Albert-Ludwigs-University Freiburg (1997) Germany
- MD, Albert-Ludwigs-University, Freiburg, Germany (1997)

COMMUNITY AND INTERNATIONAL WORK

- Vermont Oxford Network
- California Perinatal Quality Care Collaborative
- Improving NICU Care in Mexico, Monterrey, Mexico

Research & Scholarship

CURRENT RESEARCH AND SCHOLARLY INTERESTS

Funded by NIH R01 grants:

- 1) Development and application of composite measure of NICU quality - Baby-MONITOR
- 2) High reliability, safety culture and caregiver resilience as modifiers of care quality
- 3) Modifiable racial/ethnic disparities in quality of care delivery
- 4) Effectiveness of regionalized care delivery systems for preterm newborns

CLINICAL TRIALS

- Web-based Implementation for the Science of Enhancing Resilience Study, Not Recruiting

Teaching

STANFORD ADVISEES

Postdoctoral Faculty Sponsor

Krista Sigurdson

Postdoctoral Research Mentor

Krista Sigurdson

Publications

PUBLICATIONS

- **Never judge a book by its cover: how NICU evaluators reach conclusions about quality of care.** *Journal of perinatology : official journal of the California Perinatal Association*
Dhurjati, R., Wahid, N., Sigurdson, K., Morton, C. H., Kaplan, H. C., Gould, J. B., Profit, J.
2018
- **Improving Uptake of Key Perinatal Interventions Using Statewide Quality Collaboratives.** *Clinics in perinatology*
Pai, V. V., Lee, H. C., Profit, J.
2018; 45 (2): 165-80
- **Disparities in NICU quality of care: a qualitative study of family and clinician accounts.** *Journal of perinatology : official journal of the California Perinatal Association*
Sigurdson, K., Morton, C., Mitchell, B., Profit, J.
2018
- **Network analysis: a novel method for mapping neonatal acute transport patterns in California.** *Journal of perinatology*
Kunz, S. N., Zupancic, J. A., Rigdon, J., Phibbs, C. S., Lee, H. C., Gould, J. B., Leskovec, J., Profit, J.
2017; 37 (6): 702-708
- **Factors Associated With Provider Burnout in the NICU** *PEDIATRICS*
Tawfik, D. S., Phibbs, C. S., Sexton, J. B., Kan, P., Sharek, P. J., Nisbet, C. C., Rigdon, J., Trockel, M., Profit, J.
2017; 139 (5)
- **Teamwork in the NICU Setting and Its Association with Health Care-Associated Infections in Very Low-Birth-Weight Infants.** *American journal of perinatology*
Profit, J., Sharek, P. J., Kan, P., Rigdon, J., Desai, M., Nisbet, C. C., Tawfik, D. S., Thomas, E. J., Lee, H. C., Sexton, J. B.
2017
- **Variation in quality report viewing by providers and correlation with NICU quality metrics.** *Journal of perinatology*
Wahid, N., Bennett, M. V., Gould, J. B., Profit, J., Danielsen, B., Lee, H. C.
2017
- **Trends in Patent Ductus Arteriosus Diagnosis and Management for Very Low Birth Weight Infants** *PEDIATRICS*
Ngo, S., Profit, J., Gould, J. B., Lee, H. C.
2017; 139 (4)
- **Burnout in the neonatal intensive care unit and its relation to healthcare-associated infections.** *Journal of perinatology*
Tawfik, D. S., Sexton, J. B., Kan, P., Sharek, P. J., Nisbet, C. C., Rigdon, J., Lee, H. C., Profit, J.
2017; 37 (3): 315-320
- **Got spirit? The spiritual climate scale, psychometric properties, benchmarking data and future directions.** *BMC health services research*
Doram, K., Chadwick, W., Bokovoy, J., Profit, J., Sexton, J. D., Sexton, J. B.
2017; 17 (1): 132-?
- **Relationship of Hospital Staff Coverage and Delivery Room Resuscitation Practices to Birth Asphyxia.** *American journal of perinatology*
Tu, J. H., Profit, J., Melsop, K., Brown, T., Davis, A., Main, E., Lee, H. C.

2017; 34 (3): 259-263

- **If Health Care Teams Had to Win Championships.** *American journal of medical quality*
Dhurjati, R., Salas, E., Profit, J.
2017: 1062860616686684-?
- **Do trials reduce uncertainty? Assessing impact through cumulative meta-analysis of neonatal RCTs.** *Journal of perinatology : official journal of the California Perinatal Association*
Hay, S. C., Kirpalani, H., Viner, C., Soll, R., Dukhovny, D., Mao, W. Y., Profit, J., DeMauro, S. B., Zupancic, J. A.
2017
- **Racial/Ethnic Disparity in NICU Quality of Care Delivery.** *Pediatrics*
Profit, J., Gould, J. B., Bennett, M., Goldstein, B. A., Draper, D., Phibbs, C. S., Lee, H. C.
2017
- **Context in Quality of Care: Improving Teamwork and Resilience.** *Clinics in perinatology*
Tawfik, D. S., Sexton, J. B., Adair, K. C., Kaplan, H. C., Profit, J.
2017; 44 (3): 541-52
- **Association Between Neonatal Intensive Care Unit Admission Rates and Illness Acuity.** *JAMA pediatrics*
Schulman, J., Braun, D., Lee, H. C., Profit, J., Duenas, G., Bennett, M. V., Dimand, R. J., Jocson, M., Gould, J. B.
2017
- **The associations between work-life balance behaviours, teamwork climate and safety climate: cross-sectional survey introducing the work-life climate scale, psychometric properties, benchmarking data and future directions.** *BMJ quality & safety*
Sexton, J. B., Schwartz, S. P., Chadwick, W. A., Rehder, K. J., Bae, J., Bokovoy, J., Doram, K., Sotile, W., Adair, K. C., Profit, J.
2016
- **Comparing NICU teamwork and safety climate across two commonly used survey instruments** *BMJ QUALITY & SAFETY*
Profit, J., Lee, H. C., Sharek, P. J., Kan, P., Nisbet, C. C., Thomas, E. J., Etchegaray, J. M., Sexton, B.
2016; 25 (12): 954-961
- **Characteristics of neonatal transports in California** *JOURNAL OF PERINATOLOGY*
Akula, V. P., Gould, J. B., Kan, P., Bollman, L., Profit, J., Lee, H. C.
2016; 36 (12): 1122-1127
- **Opportunities for maternal transport for delivery of very low birth weight infants.** *Journal of perinatology*
Robles, D., Blumenfeld, Y. J., Lee, H. C., Gould, J. B., Main, E., Profit, J., Melsop, K., Druzin, M.
2016
- **Estimating Length of Stay by Patient Type in the Neonatal Intensive Care Unit** *AMERICAN JOURNAL OF PERINATOLOGY*
Lee, H. C., Bennett, M. V., Schulman, J., Gould, J. B., Profit, J.
2016; 33 (8): 751-757
- **Impact of antenatal steroids on intraventricular hemorrhage in very-low-birth weight infants** *JOURNAL OF PERINATOLOGY*
Wei, J. C., Catalano, R., Profit, J., Gould, J. B., Lee, H. C.
2016; 36 (5): 352-356
- **The Association of Level of Care With NICU Quality.** *Pediatrics*
Profit, J., Gould, J. B., Bennett, M., Goldstein, B. A., Draper, D., Phibbs, C. S., Lee, H. C.
2016; 137 (3): 1-9
- **Postnatal growth failure in very low birthweight infants born between 2005 and 2012.** *Archives of disease in childhood. Fetal and neonatal edition*
Griffin, I. J., Tancredi, D. J., Bertino, E., Lee, H. C., Profit, J.
2016; 101 (1): 50-55
- **Optimal Criteria Survey for Preresuscitation Delivery Room Checklists.** *American journal of perinatology*
Brown, T., Tu, J., Profit, J., Gupta, A., Lee, H. C.
2016; 33 (2): 203-207
- **Neonatal networks: clinical research and quality improvement** *SEMINARS IN FETAL & NEONATAL MEDICINE*

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- Profit, J., Soll, R. F.
2015; 20 (6): 410-415
- **Needs assessment to improve neonatal intensive care in Mexico** *PAEDIATRICS AND INTERNATIONAL CHILD HEALTH*
Weiss, K. J., Kowalkowski, M. A., Trevino, R., Cabrera-Meza, G., Thomas, E. J., KAPLAN, H. C., Profit, J.
2015; 35 (3): 213-219
 - **Regional variation in antenatal corticosteroid use: a network-level quality improvement study.** *Pediatrics*
Profit, J., Goldstein, B. A., TAMAREISIS, J., Kan, P., Lee, H. C.
2015; 135 (2): e397-404
 - **Hospital variation and risk factors for bronchopulmonary dysplasia in a population-based cohort.** *JAMA pediatrics*
Lapcharoensap, W., Gage, S. C., Kan, P., Profit, J., Shaw, G. M., Gould, J. B., Stevenson, D. K., O'Brodovich, H., Lee, H. C.
2015; 169 (2)
 - **Effect of deregionalized care on mortality in very low-birth-weight infants with necrotizing enterocolitis.** *JAMA pediatrics*
Kastenber, Z. J., Lee, H. C., Profit, J., Gould, J. B., Sylvester, K. G.
2015; 169 (1): 26-32
 - **Postnatal growth failure in very low birthweight infants born between 2005 and 2012** *ARCHIVES OF DISEASE IN CHILDHOOD-FETAL AND NEONATAL EDITION*
Griffin, I. J., Tancredi, D. J., Bertino, E., Lee, H. C., Profit, J.
2015; 101 (1): 50-55
 - **The smallest of the small: short-term outcomes of profoundly growth restricted and profoundly low birth weight preterm infants.** *Journal of perinatology : official journal of the California Perinatal Association*
Griffin, I. J., Lee, H. C., Profit, J., Tancredi, D. J.
2015
 - **Exposure to Leadership WalkRounds in neonatal intensive care units is associated with a better patient safety culture and less caregiver burnout** *BMJ QUALITY & SAFETY*
Sexton, J. B., Sharek, P. J., Thomas, E. J., Gould, J. B., Nisbet, C. C., Amspoker, A. B., Kowalkowski, M. A., Schwendimann, R., Profit, J.
2014; 23 (10): 814-822
 - **Burnout in the NICU setting and its relation to safety culture** *BMJ QUALITY & SAFETY*
Profit, J., Sharek, P. J., Amspoker, A. B., Kowalkowski, M. A., Nisbet, C. C., Thomas, E. J., Chadwick, W. A., Sexton, J. B.
2014; 23 (10): 806-813
 - **Baby-MONITOR: A Composite Indicator of NICU Quality.** *Pediatrics*
Profit, J., Kowalkowski, M. A., Zupancic, J. A., Pietz, K., Richardson, P., Draper, D., Hysong, S. J., Thomas, E. J., Petersen, L. A., Gould, J. B.
2014; 134 (1): 74-82
 - **Consequences of the Affordable Care Act for Sick Newborns.** *Pediatrics*
Profit, J., Wise, P. H., Lee, H. C.
2014
 - **Effects of Individual Physician-Level and Practice-Level Financial Incentives on Hypertension Care A Randomized Trial** *JAMA-JOURNAL OF THE AMERICAN MEDICAL ASSOCIATION*
Petersen, L. A., Simpson, K., Pietz, K., Urech, T. H., Hysong, S. J., Profit, J., Conrad, D. A., Dudley, R. A., Woodard, L. D.
2013; 310 (10): 1042-1050
 - **Variations in Definitions of Mortality Have Little Influence on Neonatal Intensive Care Unit Performance Ratings** *JOURNAL OF PEDIATRICS*
Profit, J., Gould, J. B., Draper, D., Zupancic, J. A., Kowalkowski, M. A., Woodard, L., Pietz, K., Petersen, L. A.
2013; 162 (1): 50-U320
 - **Nurse-to-Patient Ratios and Neonatal Outcomes: A Brief Systematic Review** *NEONATOLOGY*
Sherenian, M., Profit, J., Schmidt, B., Suh, S., Xiao, R., Zupancic, J. A., DeMauro, S. B.
2013; 104 (3): 179-183
 - **Correlation of Neonatal Intensive Care Unit Performance Across Multiple Measures of Quality of Care** *JAMA PEDIATRICS*
Profit, J., Zupancic, J. A., Gould, J. B., Pietz, K., Kowalkowski, M. A., Draper, D., Hysong, S. J., Petersen, L. A.
-

2013; 167 (1): 47-54

- **Do practicing clinicians agree with expert ratings of neonatal intensive care unit quality measures?** *JOURNAL OF PERINATOLOGY*
Kowalkowski, M., Gould, J. B., Bose, C., Petersen, L. A., Profit, J.
2012; 32 (4): 247-252
- **The Safety Attitudes Questionnaire as a tool for benchmarking safety culture in the NICU** *ARCHIVES OF DISEASE IN CHILDHOOD-FETAL AND NEONATAL EDITION*
Profit, J., Etchegaray, J., Petersen, L. A., Sexton, J. B., Hysong, S. J., Mei, M., Thomas, E. J.
2012; 97 (2): F127-F132
- **Neonatal intensive care unit safety culture varies widely** *ARCHIVES OF DISEASE IN CHILDHOOD-FETAL AND NEONATAL EDITION*
Profit, J., Etchegaray, J., Petersen, L. A., Sexton, J. B., Hysong, S. J., Mei, M., Thomas, E. J.
2012; 97 (2): F120-F126
- **Perils and Opportunities of Comparative Performance Measurement** *ARCHIVES OF PEDIATRICS & ADOLESCENT MEDICINE*
Profit, J., Woodard, L. D.
2012; 166 (2): 191-194
- **Treating Chronically Ill People with Diabetes Mellitus with Limited Life Expectancy: Implications for Performance Measurement** *JOURNAL OF THE AMERICAN GERIATRICS SOCIETY*
Woodard, L. D., Landrum, C. R., Urech, T. H., Profit, J., Virani, S. S., Petersen, L. A.
2012; 60 (2): 193-201
- **Formal selection of measures for a composite index of NICU quality of care: Baby-MONITOR** *JOURNAL OF PERINATOLOGY*
Profit, J., Gould, J. B., Zupancic, J. A., Stark, A. R., WALL, K. M., Kowalkowski, M. A., Mei, M., Pietz, K., Thomas, E. J., Petersen, L. A.
2011; 31 (11): 702-710
- **Clinical Benefits, Costs, and Cost-Effectiveness of Neonatal Intensive Care in Mexico** *PLOS MEDICINE*
Profit, J., Lee, D., Zupancic, J. A., Papile, L., Gutierrez, C., Goldie, S. J., Gonzalez-Pier, E., Salomon, J. A.
2010; 7 (12)
- **Improving benchmarking by using an explicit framework for the development of composite indicators: an example using pediatric quality of care** *IMPLEMENTATION SCIENCE*
Profit, J., Typpo, K. V., Hysong, S. J., Woodard, L. D., Kallen, M. A., Petersen, L. A.
2010; 5
- **Patient-to-Nurse Ratios and Outcomes of Moderately Preterm Infants** *PEDIATRICS*
Profit, J., Petersen, L. A., McCormick, M. C., Escobar, G. J., Coleman-Phox, K., Zheng, Z., Pietz, K., Zupancic, J. A.
2010; 125 (2): 320-326
- **Delayed Pediatric Office Follow-up of Newborns After Birth Hospitalization** *PEDIATRICS*
Profit, J., Cambric-Hargrove, A. J., Tittle, K. O., Pietz, K., Stark, A. R.
2009; 124 (2): 548-554
- **Pay for performance is growing up** *ARCHIVES OF PEDIATRICS & ADOLESCENT MEDICINE*
Profit, J., Petersen, L. A.
2007; 161 (7): 713-714
- **Implementing pay-for-performance in the neonatal intensive care unit** *PEDIATRICS*
Profit, J., Zupancic, J. A., Gould, J. B., Petersen, L. A.
2007; 119 (5): 975-982
- **Neonatal intensive care unit census influences discharge of moderately preterm infants** *PEDIATRICS*
Profit, J., McCormick, M. C., Escobar, G. J., Richardson, D. K., Zheng, Z., Coleman-Phox, K., Roberts, R., Zupancic, J. A.
2007; 119 (2): 314-319
- **Moderately premature infants at Kaiser Permanente Medical Care Program in California are discharged home earlier than their peers in Massachusetts and the United Kingdom** *ARCHIVES OF DISEASE IN CHILDHOOD-FETAL AND NEONATAL EDITION*
Profit, J., Zupancic, J. A., McCormick, M. C., Richardson, D. K., Escobar, G. J., Tucker, J., Tarnow-Mordi, W., Parry, G.
2006; 91 (4): F245-F250

PRESENTATIONS

- The Baby-MONITOR - Vermont Oxford Network Annual Quality Congress Workshop (October 5, 2015)
- Applied Measurement for Quality Improvement - Vermont Oxford Network Annual Quality Congress Workshop (October 4, 2015)
- Racial/ethnic disparity in NICU quality of care delivery - Vermont Oxford Network Annual Quality Congress Workshop (October 3, 2015)
- Resilient NICUs - Vermont Oxford Network, Annual Quality Congress (October 2, 2015)
- Performance Measurement in the NICU - Hot Topics (December 7, 2014)
- Caregiver Burnout in the NICU - Vermont Oxford Network, Annual Quality Congress (October 2, 2014)
- Regional Variation in Antenatal Steroid Use in California - Pediatric Academic Societies' Annual Meeting (May 3, 2014)