



Joseph Schulman, MD, MS, is a neonatologist and Director of Neonatal Intensive Care Unit (NICU) Quality Measurement and Improvement, and Public Health Medical Officer (grade III), at the California Department of Health Care Services / California Children's Services (CCS). Dr. Schulman evaluates clinical care and outcomes at more than 120 CCS-approved NICUs across California, with more than 50,000 annual admissions.

Dr. Schulman holds a M.D. degree from the University of Pennsylvania and a M.S. degree in the Evaluative Clinical Sciences from Dartmouth College, Dartmouth Institute for Health Policy and Clinical Practice. He completed his neonatal-perinatal medicine fellowship at Duke University Medical Center.

Dr. Schulman's peer-reviewed publications center on NICU performance evaluation and quality improvement, clinical informatics, and infection prevention/antibiotic use. He is the author of two books: *Evaluating the Processes of Neonatal Intensive Care*; and *Managing Your Patients' Data in the Neonatal and Pediatric Intensive Care Units*; each published by BMJ Books/Blackwell/John Wiley. Dr. Schulman's approach to clinical performance improvement straddles knowledge domains of clinical neonatology, database design and implementation, analytical and enumerative statistical methods, quality improvement, and claims data analysis.

Recent work describing the landscape of NICU resource use led to substantial declines in antibiotic use and identified knowledge gaps in NICU use for the majority of such admissions: newborns not meeting high illness acuity criteria.