



POWER
PROGRAM
PREVENT
IMPACT



Stony Brook Medicine

YEAR-END
REPORT

POWERING PROGRESS ELEVATING IMPACT



What a year 2024 has been!

From expanding access to world-class care, pioneering innovative research, and training the next generation of healthcare leaders, to strengthening our workforce and financial sustainability, each milestone has reinforced our reputation as a premier academic medical center.

For me, personally, being named executive vice president of Stony Brook Medicine has been the honor of a lifetime.

Throughout 2024, Stony Brook Medicine (SBM) focused on driving meaningful progress and elevating the impact of our healthcare services, education and research engagement. As we look back on this past year, let's celebrate our achievements and the real difference they've made in the lives of our patients and communities.

We look forward to the year ahead as we work to create the future of health, together!

- William Wertheim, MD, MBA

Executive Vice President, Stony Brook Medicine

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Becoming the Preferred Choice: Clinical Care and Healthcare Workforce Education

Our continued and unwavering commitment to clinical excellence, and training the health leadership and healthcare workforce, has improved access to exceptional patient experiences and strengthened our position as Long Island's premier healthcare destination.



Accomplishments

Accolades

Throughout 2024, SBM enhanced our brand reputation by highlighting the innovative work accomplished by teams and individual providers across our system.

The result of these efforts has led to numerous prestigious accolades.



U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES



School of Nursing NCLEX PASS RATES **96.15**, AMONG THE HIGHEST IN NYS



More than 100 physicians named across 47 specialties



All four hospitals



AMERICAN SOCIETY FOR MICROBIOLOGY

MILESTONES IN MICROBIOLOGY

Renaissance School of Medicine's Department of Microbiology & Immunology

Successful Joint Commission Triennial Survey Visit

After nine surveyors reviewed 265 standards, 1,403 elements of performance and 12 National Patient Safety Goals across our network (almost 1,700 touchpoints), all of our hospitals repeatedly impressed the surveyors with the pursuit of delivering high-quality, safe and compassionate care to the patients we serve.

We heard the following from the surveyors:



"You have inspired us."

"We [JC] pride ourselves on presenting best practices, but here, instead we walked away with best practices. You are leading the way."

"Best we have seen ..."

Stony Brook University Hospital (SBUH) saw dramatic improvement in patient safety by advancing best practices, bolstering recruitment and committing to high reliability principles. This led to an

"A" rating from the Leapfrog Group.

Stony Brook Southampton Hospital (SBSH) was one of only 17 hospitals in NYS to achieve two consecutive A grades.

Vizient

Recognized as one of the five top performers nationally for outpatient care, SBM's Clinical Practice Management Plan was named a recipient of the **Ambulatory Quality and Accountability Award by Vizient, Inc.**, the nation's largest provider-driven healthcare performance improvement company.



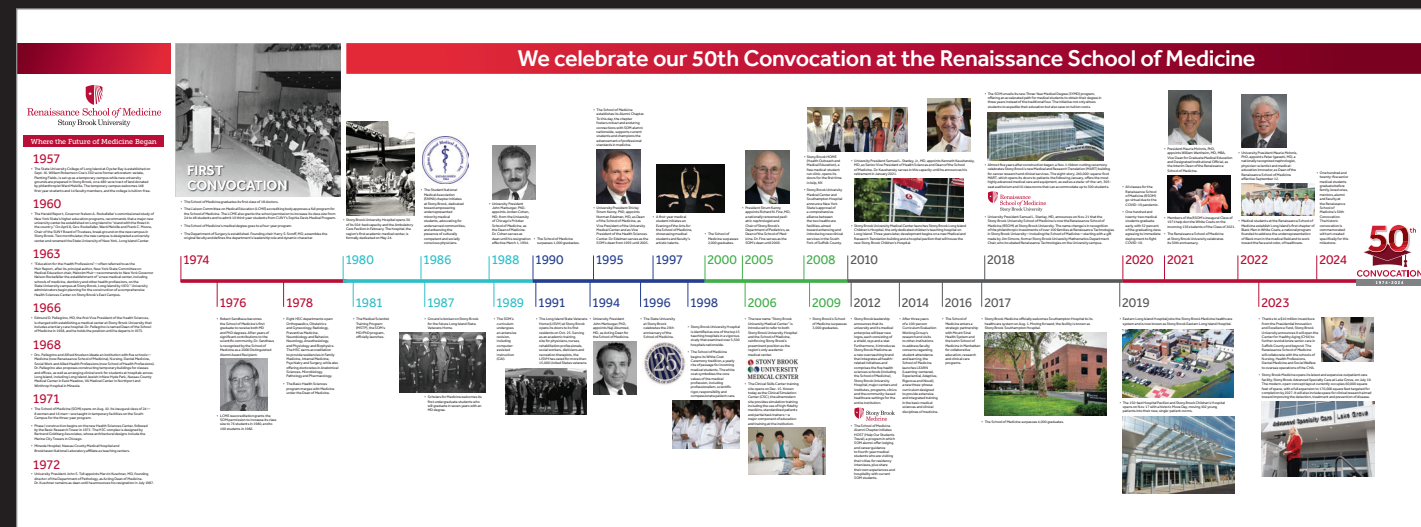
"Receiving the Ambulatory Quality and Accountability Award from Vizient, Inc., serves as a testament to our commitment to deliver accessible, equitable and high-quality care to the patients we serve and highlights the meaningful difference we make in the lives of our patients every day."

Carol Gomes, MS, FACHE, CPHQ
Chief Executive Officer,
Stony Brook University Hospital



Top: Anthony S. Fauci, MD, addresses graduates at the RSOM's 50th Convocation.

Below: Renaissance School of Medicine 50th Convocation anniversary mural



Stony Awards

The Stony Awards offer the Stony Brook community a way of publicly recognizing employees who go above and beyond to help us make a difference for our campus, local communities and the world in which we all live.



Winners from SBM are:

Rewa Thompson
School of Nursing,
President's Award for
Nurturing a Welcoming,
Inclusive Campus Culture

Poonamdeep Gill, MD
Director of Hospital
Psychiatric Services,
President's Award for
Excellence in Patient Service

Celebrating Milestones

As much as we as a system strive to continually improve, it's essential to also stop and celebrate our successes. Throughout 2024, we marked major milestones for several of our areas: Renaissance School of Medicine (RSOM) 50th Convocation, 50th anniversary of the Department of Surgery and 20th anniversary of our Program in Public Health (PPH).

Practice Greenhealth Awards

Stony Brook University Hospital's Sustainability Committee celebrated the hospital's recognition from Practice Greenhealth for earning both the Greenhealth Emerald Award and the Greening the OR Recognition Award.



The Greenhealth Emerald Award is presented to the top 20% of hospitals nationwide that demonstrate an ongoing commitment to improving environmental performance and efforts to build sustainability into their operations and culture, while the Greening the OR Recognition Award honors facilities that have made substantial progress in the surgical environment and environmental performance in the operating room.

2024 Lantern Award

Stony Brook University Hospital's Emergency Department (ED) was one of only 94 emergency departments nationally to be named as a recipient of the Emergency Nurses Association's (ENA) 2024 Lantern Award. The award serves as a visible symbol of a commitment to quality, safety and a healthy work environment.

Silver Beacon Award of Excellence

Stony Brook University Hospital's Neurocritical Care Unit (NCCU) was one of only five NCCUs in New York State to receive the Silver Beacon Award of Excellence (2024-27) from the American Association of Critical-Care Nurses (AACN).

This three-year award recognizes unit caregivers who successfully improve patient outcomes and align practices with AACN's six Healthy Work Environment Standards.

"This achievement recognizes the exemplary efforts of our NCCU nursing staff to provide excellent, safe, patient-centered care to patients and their families," said Carolyn Santora, MS, RN, Chief Nursing Officer, Stony Brook University Hospital.

Journey to Magnet Excellence

SBUH embarked on the journey to American Nurses Credentialing Center's (ANCC) Magnet designation. This hospital-wide designation is awarded for achievement in nursing excellence through high-quality patient care and innovations in nursing:



SBUH RNs achieved an RN engagement score of 55.4%, surpassing the goal of 51%.

SBUH RN vacancy rate is less than 5%.

Only 5% of hospitals in the country achieved this metric.

SBUH is currently an applicant hospital with full document and data submission set for October 2025 for ANCC review. Pending on-site visit for Q1 of 2026.

Patient Centric

We continued our efforts to make care more efficient and convenient for our community, both in person and online.

Care Close to Home

Advanced Specialty Care at Lake Grove

The second opening phase of SBM's Advanced Specialty Care at Lake Grove was officially completed in October 2024. Located at the former Sears department store in the Smith Haven Mall, the facility offers patients across Long Island a comprehensive, integrated, single-site experience to meet most of their healthcare needs. Additionally, the facility is conveniently located in the center of a busy commercial corridor and is on several public transportation routes, ensuring that patients can easily reach the facility.

Expansion of Pediatric Surgery

To make our world-class surgical expertise more accessible throughout the community, six new locations opened in 2024, supported by a full marketing campaign.

New Practices

With practices joining SBM in new communities across Suffolk County, care is more accessible and connects more communities to our full range of specialized services, facilities and research.

Recovery Homes

Stony Brook Eastern Long Island Hospital (SBELIH) expanded its commitment to compassionate care with the opening of two new recovery homes on the East End dedicated to supporting women and LGBTQ individuals. Funded by a Suffolk County Opioid Grant, these homes, alongside the existing residence for men, provide safe, supportive housing

and comprehensive services to up to 34 residents, including medical and mental healthcare, substance use counseling and vocational guidance. This milestone strengthens our community's framework of accessible care, addressing housing and health disparities while empowering individuals to achieve stability and independence.

Virtual Care

Various departments have optimized their telehealth offerings and improved access to virtual care solutions. Additionally, we continue to expand our consultation services available to our East End hospitals to allow patients to remain in their medical home without needing to be transferred to SBUH. This endeavor has been especially important for our neonatal population with the expansion of our virtual consultation services by neonatology and pediatric cardiology to SBSH, significantly decreasing the need to transfer babies since these programs began in late 2023. We successfully launched tele-stroke to SBELIH. Staffed by our stroke attendings at SBUH, this program is another step forward in SBELIH's journey for primary stroke center certification.

East Hampton Emergency Department

Construction was completed in October and plans are underway to open the 22,000-square-foot state-of-the-art facility at 400 Pantigo Place in Spring 2025. The facility has a dedicated resuscitation room, cardiac monitoring, fast-track treatment rooms, two isolation rooms and imaging (MRI, CT, ultrasound, x-ray) to provide access to critical health services to those furthest east on Long Island.

SBM Patient Portal

The improved patient portal, **MyHealthLife**, went live in late 2023. Taking patients' input and experiences into account, we continued to make refinements and improvements in 2024.

Website Improvements

The Web team is working on an interim Web redesign that will provide a more streamlined, user-friendly experience for consumers/patients while optimizing our content for better Google rankings and updating outdated content. The new websites have been designed to shorten our patients' path to care, and to deliver a coherent brand experience. The first sites to go through the upgrades will be our Children's Hospital, Neurosciences Institute and Academic Nursing domains.

Health Hub

The SBM Health Hub launched in March 2024 and features easy-to-read content that answers those middle-of-the-night questions being asked by prospective patients. To date, more than 75 articles have been posted on a wide range of topics, from when to see a doctor for a child's fever to early signs of stroke. Health Hub articles, which are shared on our social media platforms and appear during Google searches, direct readers to SBM service line and expert pages, driving traffic while building brand trust and awareness.



Stony Brook Eastern Long Island Recovery Homes



East Hampton Emergency Department



Patient Experience

In 2024, SBM made some key improvements to the experience of care for our patients.

Across SBM, our Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey measures in nurse communication, doctor communication and overall rating of care improved both in top box score and national percentile ranking. Patients can now also receive surveys via text messaging, which helps with a quick return of survey data.

Compassionate Connected Care (CCC)

is our model to drive the key behaviors to deliver a safe, high-quality, compassionate and equitable care experience. CCC training and education continued this year throughout the system, including physician and nurse teams using scenario-based training in the simulation lab.

Road show education

was also completed across 10 grand round sessions with Dr. Jonathan Buscaglia, CMO, and Nicole Rossol, CPEO.

Patient and Family Advisory Council

To show that we value the voice of our patients, we expanded the Patient and Family Advisory Council to include patients across the system, and we continued to highlight the gratitude our patients have for our staff and faculty with our "Voice of the Patient" videos.

Language Concordant Program

As part of our health equality efforts, our Language Concordant Program was successfully launched with 17 providers who have already completed the program. These licensed medical professionals are not interpreters but have been carefully evaluated and deemed competent in their foreign language to perform their assigned role and complete tasks with a patient who is limited English proficient (LEP) in the patient's preferred language.

The IRound electronic rounding platform was implemented at SBUH and will be available in 2025 at all hospitals to enhance our Nurse Leader, Quality, Regulatory and Environment of Care Rounds.

Brand Awareness

Our marketing extends beyond traditional media, sharing expertise and patient stories to align with strategic priorities and solidify our position as Long Island’s premier healthcare system.

Integrated Campaigns

Overall brand campaign: ‘All we do’

Throughout the year, our integrated campaigns were active for SBM, Neurosciences Institute, Heart Institute, Cancer Center, Children’s Hospital, Women’s Health and Orthopedics. Strategically timed, campaigns were staggered throughout the year to maintain a presence from a holistic level. The campaign’s mix included cable, digital, social, radio, print and search, with a goal of heightening awareness and increasing appointments.

Out-of-home advertising

From baggage claim displays at the Long Island MacArthur Airport to floor clings at the Tanger Outlets to posters on the Long Island Railroad, our out-of-home efforts brought Stony Brook Medicine messaging directly into neighborhoods and communities throughout Suffolk County.

Service-Specific Campaigns

Cerebrovascular and Comprehensive Stroke Center

Under the umbrella theme of “Stroke. Know the symptoms. Know about Stony Brook,” our marketing plan rollout that commenced in March, continues to a) educate the public about stroke signs and symptoms; b) enlighten the public about Stony Brook’s capabilities/expertise as a comprehensive stroke center; and c) empower people who may not know they have a choice in asking EMS to take their loved one to Stony Brook for their stroke. A true integrated marketing and combined digital and

traditional effort, the campaign features such tactics as print, radio and cable TV advertising, out-of-home mediums such as LIRR in-car posters, train trestle signage and movie theater on-screen messaging, while also leveraging digital media relations, paid and organic social media, podcasts and other videography efforts, including patient testimonials, as well as Web, internal communications, community relations and nonprofit alliance support.

American Heart Association (AHA)

With a new two-year sponsorship agreement with the AHA, the campaign complements the brand positioning of the cardiovascular service line with a cause marketing/grassroots approach, under the theme of “Live Fierce. Be Well.” The objectives were to educate the community about how improving psychological health can lead to a healthier heart; showcase Stony Brook’s expertise through third-party credibility; and mobilize people to take actionable steps to reduce chronic stress and improve their overall cardiovascular health and well-being.

Labor and Delivery Services

Considering St. Catherine’s Labor and Delivery closing in February, we acted quickly to create a multifaceted campaign emphasizing our commitment to providing compassionate and expert healthcare to women (and their families) in Suffolk County. Tactics included a mix of paid advertising and marketing efforts with additional messaging tailored toward Best of LI awards for Midwifery Practice, Maternity Ward and Hospital (SBUH).

Bariatric Services

To increase awareness for the Bariatric and Metabolic Weight Loss Center, an organic approach was taken. This included making substantial search engine optimization updates to the Bariatric home page. After one month, rankings improved drastically and continue to do so. Leveraging the organic success, a paid marketing campaign will begin running in January 2025 through late spring (with the goal of increasing surgical and non-surgical cases for the center).

Oncology Services

A print ad highlighted a full spectrum of radiation therapies for various cancers that are delivered by oncology experts. The focus on this service also helps raise awareness and promotes the Cancer Center’s comprehensive services. The print ad ran in *The New York Times*, *Newsday* and in local Suffolk County papers, and was complemented by an article in the Cancer Center newsletter and on News12 Long Island.

East End Care

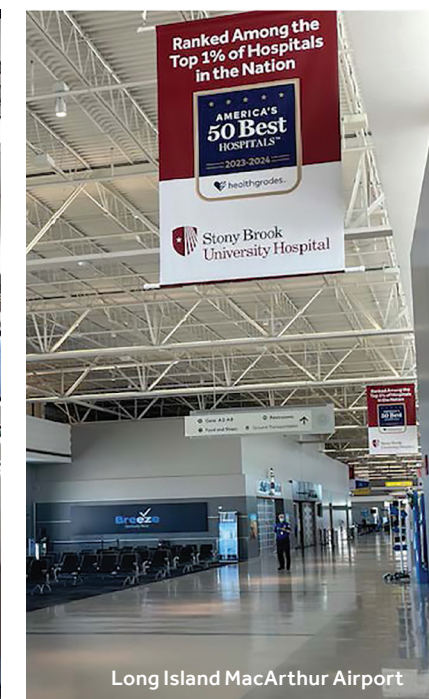
A directory including all SBM/Meeting House Lane Medical Practice (MHLMP) providers and their specialty areas (in English and Spanish) was printed and inserted into weekly local papers and patient discharge packets, and was also made available at ambulatory care sites and senior and community centers, resulting in a 58% Find-A-Provider increase vs. the same period in 2023.



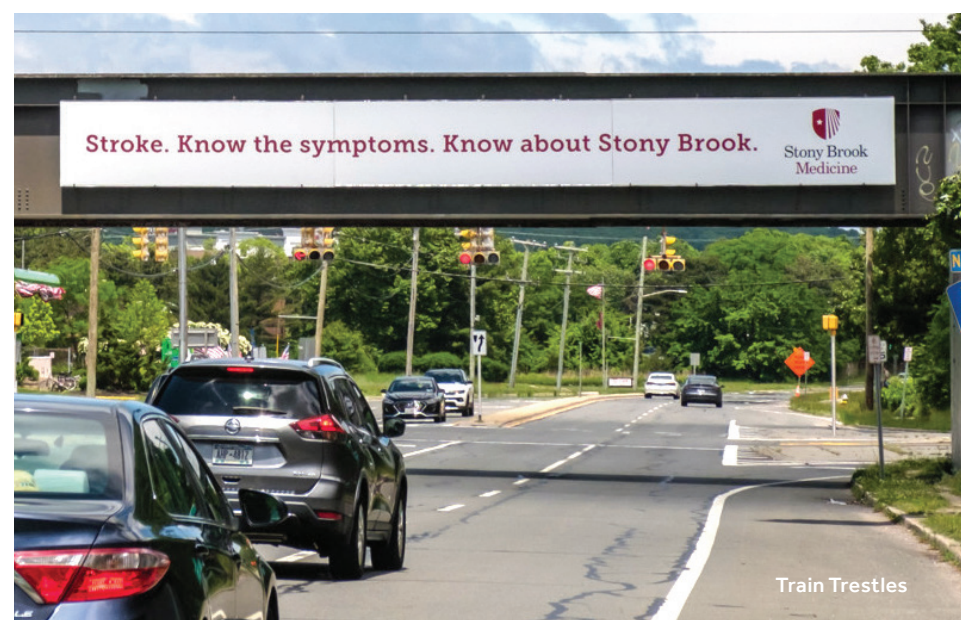
Hampton Hoppers – one route, Amagansett to Montauk; the other route Southampton to Bridgehampton



Long Island Railroad



Long Island MacArthur Airport



Train Trestles

DOXIMITY

In an effort to share our knowledge within the medical community, we expanded our content within the Doximity platform (a ‘LinkedIn’ for medical providers). Current focus includes Cancer Center, Children’s Hospital, Heart Institute, Neurosciences Institute, Orthopedics and Women’s Health.

Social Media and Video

We continue to engage our community across social media

through inspiring patient stories, healthcare hero spotlights, health system highlights, expert video clips, and, most recently, our newly launched podcast series, *Healthcast and HEALTH, Yeah!*



Patient Stories

Dr. David Fiorella/ Jerome Hiers

Drs. Georgios V. Georgakis and Julie Anne L. Gemmill/ Ed Murphy

Dr. Hormuz Nicolwala/ Jennifer Simmons

Dr. Edna Kapenhas/ Gloria Sheahan

Dr. Anthony Mitarotondo/ Robert McInnis

Community Engagement

Building relationships with and in the community — connecting our staff with the public where they live.



Interactive table at Hampton Classic Horse Show

Events/Sponsorships

Supporting our communities means more than providing world-class healthcare close to home. It also means

actively engaging with residents, groups and partners within our community.

Some events in 2024 included:

Hampton Classic Horse Show and Great South Bay Music Festival

Provided emergency care and interactive tabling.

Long Island Ducks Baseball



Set up interactive educational tables for children and had a major presence in the stadium with more than 5,000 fans at Stony Brook Children's Night.

The Herald's Senior Health & Beyond Expo



Provided an expert speaker and offered screenings.

Trauma Survivors Day Event

Supported and celebrated survivors and their families.

CommUniversity Day

Hosted 2,500 friends, employees, families, students and neighbors as they explored hands-on activities led by Stony Brook University and SBM employees and students at this annual celebration of all things Stony Brook.

SBU Athletics and the Staller Center

Presenting sponsor at events and activities throughout the year.

Mattituck Lions Strawberry Festival

Attracts more than 40,000 attendees, celebrating a beloved North Fork tradition while supporting the Lions' charitable initiatives, including their generous contributions to SBELIH.

Cutchogue Fire Department's Chicken BBQ

Attended by 3,000+ local residents, recognizes the vital role our first responders play in our community.

Rotary Clubs' Lobster Fest and Golf Outing

Engages hundreds of participants, aligns with our commitment to community service and the betterment of our region.

Maritime Festival

Draws more than 30,000 visitors, reflects our dedication to celebrating the heritage and culture that define the North Fork community.

Community Partnerships

Food Rescue US – North Fork

Through SBELIH's partnership with Food Rescue US (the only hospital partner), we helped to fight food insecurity by donating freshly prepared and packaged unused food and supporting local food banks.

New AAC Playground Board Unveiled at Greenport Union Free School District

SBELIH and the Greenport Union Free School District unveiled a new Augmentative and Alternative Communication (AAC) playground board at Greenport Junior Senior High School. This innovative tool, developed in collaboration with Smarty Symbols, offers an accessible way for individuals who face communication challenges to interact more easily.

Community Outreach

Cancer Center's Office of Community Outreach and Engagement

Worked toward its goal of reducing cancer burden and disparities in Suffolk and Nassau counties. Highlights include the Mobile Mammography Program (reached 10,000 patient milestone), Cervical Cancer Prevention Task Force, assisting with clinical trial enrollment, CPiA grant and activities, cancer education through CancerWise Cafe and more.

The School of Dental Medicine (SDM)

Supported the community with free screenings through Give Kids a Smile Day and its mobile dental clinic. Additionally, alumni contributed \$30,000-plus worth of dentistry technology to the Shinnecock Health Center dental clinic.

Interprofessional Education and Practice

The Center for Interprofessional Innovation (CII)



Supports training and collaboration across the health sciences and SBM to promote and foster interprofessional training. Several sustained interprofessional programs are making an impact led by Stony Brook faculty and clinical programs, including but not limited to the Stony Brook Health Outreach and Medical Education (Stony Brook HOME) and the SBM Healthy Libraries Program (HeLP). HeLP is a partnership between public libraries in Suffolk County and SBM (public health, social welfare, nursing, PA education, health sciences library) to offer blood pressure screenings, case management and public health education. HeLP received national recognition this year from the Interprofessional Education Collaborative and the United States Public Health Service Commissioned Officers Foundation as a 2024 Honoree (honorable mention: public health infrastructure) for the Excellence in Interprofessional Education Collaboration Award. The award showcases multidisciplinary efforts to impact community health.

SBM partners with Suffolk to offer health screenings at barbershops

Undergraduate nursing students recently took part in a clinical day with the Suffolk County Department of Health, Office of Minority Health and RSOM. In a program called "Styled Wellness," students conducted blood pressure screenings and delivered health information to patrons in Suffolk County.

Partnership with Long Island Library Programmers (LILP)

Brought monthly Zoom lectures with physician and medical specialists from SBSH and SBUH to 13 libraries in South Fork communities.

Community Opportunities

Black Men in White Coats



The RSOM, with Stony Brook's Black Men in White Coats chapter, hosted its second annual Black Men in White Coats Youth Summit, inspiring more than 600 young students from schools throughout Long Island and NYC to envision themselves in the fields of healthcare through hands-on experiences, mentorship and motivational insights.

School of Health Professions' (SHP) Center for Community Engagement



The school and center hosted the second annual Inclusion Done Right! conference, providing an integrated bridge between Stony Brook University and community partners to promote inclusive community-based opportunities that align with best practices and optimize participation for people with disabilities.

Health Occupations Partnership for Excellence (HOPE) Program

Since 2005, the HOPE Program has created pathways to college and healthcare and medical careers for more than 250 high school students from underserved and underrepresented communities on Long Island. In 2024, a fourth high school, William Floyd High School, joined the program.

Media Coverage

The media relations team supported a number of SBM initiatives aimed at promoting the health and wellness of our patients and our Long Island communities. This included the groundbreaking on Suffolk County's first **Ronald McDonald House**, coming to Stony Brook in 2026. New York media outlets covered the ceremonial groundbreaking event in April, as well as the **"Anthony's Red Shoe FUNd Run"** in October to support construction of the \$30 million house. Our media team also secured segments on News12 Long Island during **Breast Cancer Awareness Month** with our experts, to educate the public on the second most common cancer diagnosed in US women, and to cover the new, 22,000-square-foot **East Hampton Emergency Department** (opening Spring 2025).

Ronald McDonald House Groundbreaking



CBS News



News12



Anthony's Red Shoe FUNd Run

Times Beacon Record



News12



News12



News12



WLIW-FM/NPR



East Hampton ED

News12

Optimizing Impact by Unifying and Improving Operations

By implementing innovative solutions, advancing practices and bolstering recruitment, we took significant strides in enhancing efficiency, improving coordination and delivering more seamless care to our patients.



Recruitment/Retention

HRbie

In April, Human Resources unveiled HRbie (pronounced Herbie), SBUH's chatbox/virtual HR assistant, to assist employees 24/7 and answer a variety of questions related to HR benefits, time off, employee recognition programs, HR policies, forms and more. You can chat using many methods, including recent text!

Nursing Expo: Pathways to Care Event

SBM Talent Acquisition hosted soon-to-be nursing graduates from across the region at this exclusive event. Held on January 17, it allowed nursing students to get a true sense of what it means to be a nurse at SBM. Our leadership team from all hospitals and nurses, including nurse managers from units across the system, provided insight into what it's like to work at Stony Brook, showcasing our

supportive work culture, unique sense of camaraderie and endless opportunities for growth. More than 100 students attended, and the following week, a similar event was held for our soon-to-graduate School of Nursing students.

Community Outreach

Job fairs were held in local libraries and other community centers across Suffolk County to support our efforts to recruit diverse, high-caliber talent.

Systemization

Discharge Improvements

We developed a systematic approach to discharge planning, leading to a nearly 0.5 day reduction in length of stay for our patients. This allows us to have capacity for the sickest patients. Additionally, we ensured this reduction in length of stay was done safely. We achieved better than top quartile performance in readmissions, demonstrating the throughput improvements were accomplished while improving the quality of care the patients received.

Electronic Health Record (EHR) SBSH

We have made great strides in unifying our EHR, registration and scheduling systems across the SBM network. As of July 2024, registration and scheduling have moved to a common platform for most of our ambulatory practices. In December 2024, SBSH will join SBUH and a majority of ambulatory practices on a shared EHR platform. Moving into 2025, we will focus on converting Meeting House Lane and Stony Brook Community Medical practices to our common EHR platform.

Policies

We have created a conceptual framework to align hospital policies across the network. Our admin includes representation from all three hospital campuses and outpatient services to ensure the policies reflect evidence-based practice at all sites.

Outpatient Processes

A standardized approach to operational processes is being implemented across all practices, creating consistency in the patient experience. This includes unified protocols for patient greeting, rooming procedures and overall clinic operations, ensuring that patients receive the same high-quality experience regardless of which facility they visit within the system.

Operational Access

Significant improvements in patient access were implemented through multiple initiatives, including optimizing department templates and schedules to ensure adequate new appointment availability and we are working to refocus Advanced Practice Provider (nurse practitioners and physician assistants) roles on direct patient care rather than administrative tasks. New policies for vacation requests and emergency cancellations were established to minimize patient disruption and ensure timely rescheduling when necessary. We are currently in the design and integration phase of a consolidated

contact center, which will streamline the appointment and referral process.

Stony Brook Community Medical (SBCM) and Meeting House Lane (MHL)

We combined these under one leadership structure to streamline recruiting and growth. Konstantinos Spaniolas, MD, was appointed President of SBCM and MHL, with Dara Brener, MD, as Medical Director of SBCM, and Lara DeSanti-Siska, MD, as Medical Director of MHL. Jennifer Crema will expand her role as Executive Director of Stony Brook Administrative Services and MHL, while Michelle Mullin will continue as Practice Administrator of MHL.

Compliance Effectiveness

The Office of Compliance, Audit and Privacy Services continued to enhance the culture of compliance and ethical behavior throughout the health system. Key achievements included enhanced and engaging education and training modalities; institution of tailored in-person training initiatives; in-person rounding across units; weeklong compliance and ethics activities with in-person and virtual engagement; timely completion of audits with collaborative responses and actions; and implementation of the Executive Compliance Governance Committee integrating compliance activities across all areas within the SBM communities.



Pathways to Care Event



HRbie

3

Empowering Innovation and Expansion: Research, Education and Partnerships Achieve Financial Growth

Prudent financial management, strategic investments, fundraising and footprint expansion positioned us for sustainable growth while strengthening our ability to provide advanced medical care.



Managed Care Incentives

SBM is on track to secure approximately almost \$2 million in managed care incentives for calendar year 2024.

To improve future performance, efforts are underway to centralize data capture processes across physician enterprises. This centralization aims to address current challenges, such as ensuring proper documentation within specific EMR fields, rather than relying on individual office-level workflows, which have led to missed incentive opportunities.

Accountable Care Organization (ACO)

The Medicare ACO program proved highly successful in calendar year 2023, generating \$4.8 million in shared savings returns. Additionally, the organization secured a significant 2.02% increase in Medicare reimbursement rates for professional billing, set to take effect in January 2025. This rate adjustment is expected to generate an additional \$2–3 million in revenue for physician practices. Overall, the ACO efforts have saved Medicare more than \$35 million since inception and have generated approximately \$15 million in additional revenue for SBM.

Financial Stability

SBM implemented a comprehensive financial governance structure under Dr. Bill Wertheim's leadership, establishing a unified committee that oversees finances across hospitals, physician practices and the RSOM. This enabled the enterprise, for the first time, to develop a consolidated budget across all entities. In addition, two subcommittees were created: one focusing on optimizing revenue cycle management across SBM, and another dedicated to analyzing and leveraging managed care contracts to ensure optimal reimbursement.

Mission-Based Funds Flow Process

We're working across the system to develop a mission-based funds flow process to ensure that we're using our healthcare system dollars to support all of SBM's missions — including the clinical, research and teaching missions.

Grateful Patient Program

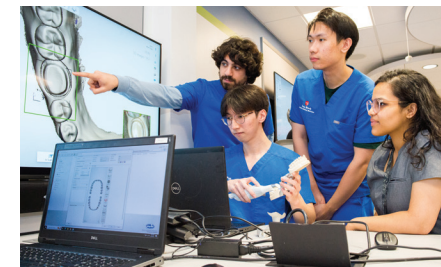
Our Grateful Patient Program is a fundraising initiative that aims to foster a culture of gratitude and raise philanthropic support from our patients. It creates an opportunity for patients and their families to recognize their care providers after a meaningful experience through gifts that can be used as current-use funding, endowed or even included in estate plans.

There was a 335% increase in new gifts in fiscal year 2024 from the previous year.

We want to express our thanks to Stony Brook Medicine faculty and staff for providing referrals throughout the year!



Learn more about the Grateful Patient Program.



School of Dental Medicine residents



Carol M. Baldwin Breast Care Center



Arthur Grollman, MD



Long Island State Veterans Home

Fueling Healthier Communities Near and Far

Philanthropy is the fuel for unstoppable progress. Investing in Stony Brook Medicine makes a lasting impact on healthier communities near and far for years to come. Some of our generous support in 2024 included:



\$2.7 million combined gifts from four Stony Brook Medicine faculty members.



\$5.5 million endowment that will be used to continue breast cancer research.



Endowed pharmacology fund to honor the late Dr. Arthur Grollman.



Established first endowment fund at the Long Island State Veterans Home.

Scan the QR codes to read the full stories.

Primary Stroke Center Call-to-Action

SBELIH is making great strides toward becoming a Primary Stroke Center, thanks to the success of a dedicated fundraising campaign. This effort, which launched at our Summer Gala and gained momentum through press coverage and a compelling call-to-action editorial in East End newspapers, has already raised more than \$400,000.

The Suffolk Times.

Support SBELIH'S Life-Saving Efforts

September 5, 2024

Last summer, Southold resident Jonathan Tibbet experienced firsthand the exceptional care provided by Stony Brook Eastern Long Island Hospital when his father, Art Tibbet, faced a life-threatening heart issue. Thanks to the swift action of the hospital's emergency room staff, Art's life was saved, and he continues to be a cherished member of our community.

Jonathan and his wife, Magdalena, have since become substantial supporters of SBELIH, recognizing the hospital's critical role in our lives. They were honored at the hospital's annual gala, where they joined the efforts to raise \$1.5 million for the creation of a primary stroke center.

With our community's unique demographic needs, a dedicated stroke center will provide timely and specialized care to those most at risk, improving outcomes and saving lives. It is crucial for our community. The funds raised will not only make this a reality but also support the purchase of new medical equipment, including a CT scanner, telemedicine technology and essential resources necessary for its success. These advancements will help us provide comprehensive, high-quality care to all who need it, close to home.

Join us in supporting SBELIH's mission to enhance the health and safety of our community. Together, we can make a real difference. You can help by donating directly to our fundraising campaign, by sharing this story with others to raise awareness of the hospital's needs and by participating in upcoming fundraising events to show your support.

This is not just about one family. It's about ensuring a safer, healthier future for all of us on the North Fork. Let's come together to provide SBELIH with the resources needed to continue its vital, life-saving work.

To donate, visit elhfoundation.org or email linda.sweeney2@stonybrookmedicine.edu.

Paul Connor
Chief Administrative Officer

Linda Sweeney
Foundation Vice President

Paul Romanelli
Chair, ELIH Foundation

4

Growing and Cultivating a High-Performing Workforce

From educating the next generation of healthcare workers and health administration leaders, to investing in professional development, to fostering a culture of camaraderie and excellence, we created moments that attracted and empowered our greatest strength — our people.



Town Hall



Employee Engagement

SBM's engagement score moved from the 7th percentile in 2021 to the

40th percentile in 2023

compared to our National Healthcare benchmark.

In fact, 100% of survey items improved from the 2021 survey. To continue our progress, these are some of the actions we've taken in 2024.

Town Halls and Town Hall Unplugged

This year, we enhanced our Town Halls by making each event more engaging and incorporating feedback from staff. We introduced panel-style events with live, real-time Q&A throughout the program. For those joining virtually, we improved production value, ensuring a professional viewing experience. We also launched Town Hall Unplugged, which provides a deeper dive into critical topics. Additionally, we increased the visibility of Employee Awards and Achievements.

Organization-Wide Recognition Events

This year, SBM celebrated organization-wide recognition events, including Hospital Week, Doctors' Day, Nurses Week, Employee Appreciation Day and Patient Experience Week, as key opportunities to honor the extraordinary contributions of our employees. These events recognized the dedication and hard work of our teams and strengthened our sense of community and pride in our shared mission.

Programs

The Stony Brook Stars Recognition and Rewards Program is now in place at all SBM hospitals and CPMP to express appreciation to our valued staff. SBUH also continues to implement and enhance its other recognition programs for career service milestones, retirement, iCARE, Employee of the Month and Patient Experience to thank employees for their dedication and contributions.

Onboarding Programs

An effective, supportive onboarding experience is critical to the engagement, performance and retention of new employees. We are pleased to have rolled out a 90-day onboarding plan for managers, employees, buddies and teams; New Employee Buddy Program; 90-Day Survey; and 90-Day Hooray celebratory events (SBUH, SBSH and SBELIH).

Physician and APP Expo

The inaugural Physician and APP Expo, held on July 31, was well attended by SBM physicians (full-time, voluntary and residents), nurse practitioners and physician assistants. Attendees had a chance to engage with internal SBM teams and connect with representatives from external vendors to discover the many support systems and tools available for continued growth and success.



Patient Experience Week



Town Hall Unplugged

Employee Development

Leadership Development

Leadership Development Academy

This new program provides a diverse group of SBM staff and faculty an opportunity to participate in a nine-month educational experience that focuses on best practices in leadership. The first cohort of 29 employees graduated in April and the second cohort began in June.

Leadership Institute Workshop

More than 200 department heads and executives from our hospitals attended our second Leadership Institute Workshop, which focused on Crucial Conversations.

Leadership Education and Development (LEAD)

As part of the hospital's commitment to best practices in leadership and employment engagement, all supervisors are required to attend LEAD within six months of hire or promotion into a leadership position. Approximately 125 leaders have completed or are expected to complete LEAD in 2024.

Employee Development

Continued

Achievement Program

To build a more capable and effective healthcare workforce, we created a faculty leadership development program called the Achievement Program. Aimed at mid-career physicians, the program is a collaboration between the RSOM and the College of Business that will provide faculty with the skill sets to build on their successes, with the ultimate goal of building future leaders for SBM.

Vizient®/AACN Nurse Residency Program™

SBUH continued to train new nurses in our Entry-to-Practice Nurse Residency Program. This one-year program helps nurses to elevate their nursing expertise, build leadership skills and foster

camaraderie with colleagues within the organization. In 2024, more than 250 nurses participated and a graduate of the program received the first-ever Vizient/AACN Nurse Residency Program Nurse Resident of the Year Award! Additionally, projects from the program were presented at the national conference.

Reinstated Nursing Grand Rounds

In 2024, Nursing Grand Rounds were reinstated through the Department of Nursing Professional Development & Education. This program aims to explore and disseminate healthcare issues pertinent to the nursing practice and energize the nursing workforce to promote clinical excellence.

All Staff Education – Diversity, Equity & Inclusion

As part of the organization's commitment to increase employees' cultural awareness and competence, particularly as they relate to health equity and foster an environment in which all practice cultural humility, a multipronged educational program was developed and launched. More than 98% of SBUH employees have completed this training and the training content is now part of new employees' 90-day orientation.

Enhancing Education



Interprofessional Education Day

Renaissance School of Medicine (RSOM)

- Expanded opportunities for students to explore healthcare through new electives.
- Enhanced the Scholarly Concentrations Program with the addition of a specialized track in Medical Innovation & Technology.
- Supported graduate students and postdoctoral researchers with the addition of new training grants.
- Launched earlier career advising through identifying and assigning specialty advisors, enhancing advising PODs for personalized academic support in Phase I of the LEARN Curriculum and increasing alumni involvement.

School of Dental Medicine (SDM)

- The second annual Dental Educators Day is an event that started at Stony Brook's SDM in 2023 to show students the many benefits of working in academia and to assist with the nationwide dental educator shortage.
- Expanded facilities, including multimillion dollar upgrades for new student and resident laboratories and renovated research space.
- The SDM is offering scholarships to help address the shortage of healthcare professionals throughout NYS to help the financial burden, allowing graduates to go back to these communities and practice.

School of Health Professions (SHP)

- Launched Occupational Therapy Entry-Level Doctorate (OTD) Program to prepare students to become licensed occupational therapists.
- Partnered with the School of Professional Development in mid-July for the inaugural 2024 Pre-College Summer Program.
- Hosted its third annual Interprofessional Education Day with more than 300 students from the School of Health Professions and School of Social Welfare.
- Hosted its second annual Diversity Day in October, under the theme of "The Intersectionality of Disability & Diversity." This event welcomed SHP faculty, staff and students, serving as a catalyst for promoting and celebrating diversity within the SHP learning communities and preparing them to effectively provide compassionate and culturally competent care for diverse populations.

School of Nursing (SON)

The Long Island State Veterans Home, in collaboration with the SON, continues the "Earn While You Learn" fellowship funded in part by the U.S. Department of Veterans Affairs. This program offers 100% funding to associate degree nurses for their education through the SON Registered Nurse Baccalaureate Program, in exchange for a three-year commitment to work at the Veterans Home. The inaugural class maintained a 100% employment and academic retention rate.

School of Social Welfare (SSW)

- Established a partnership with the New York State Office of Addiction Services and Supports (OASAS) to expand workforce capacity and strengthen addiction services in New York.
- Developed additional strategic partnerships and programs that create avenues to support the Addiction and Substance Use Workforce.
- Expanded the school social work pipeline to address the significant increase in mental health issues among children and adolescents, as well as started a pathway through the MSW program that includes a specialized trauma-responsive curriculum, practicum placements in schools, and a student stipend funded by the Island Outreach Foundation.

Program in Public Health (PPH)

- Celebrated its 20th year since it was established.
- Had its largest total student body across all degree programs in 2024, with 230 new and continuing students enrolled in the MPH, MHA, PhD in Population Health or Clinical Outcomes Research, or the MS in Epidemiology and Clinical Research.
- Launched the Climate Solutions and Health concentration in the MPH program, the first in the SUNY system and on the leading edge for MPH programs nationally to offer a concentration in this timely and high-priority area.

RSOM Scholarly Concentrations Program in Clinical Simulation Center



5

Elevating Transformative Research

Our researchers achieved significant advances in medical science and new treatments that promise to transform patient care. These moments of discovery and innovation reinforced our position as a leading academic medical center.



Research: Advancing Innovation and Discovery

Dr. Susan Hedayati: Bridging Research and Patient Care

How can we efficiently and effectively enhance our national and international reputations? Hire the best. In late 2023, the RSOM appointed Dr. Susan Hedayati as vice dean for research. Dr. Hedayati aims to transform patient care on Long Island by integrating frontline research with clinical trials, while building a robust infrastructure for groundbreaking medical studies and physician training programs.

Cross-Disciplinary Research Advancement and Support

The RSOM has prioritized fostering collaboration among schools and disciplines to unlock new insights, drive innovation and achieve impactful breakthroughs.

Center for Healthy Aging

This collaboration aligns with the missions of both SBM (including the five health sciences schools and the PPH) and Stony Brook University, encompassing patient care, education, research and community service. It has hosted symposia and research seminars and awarded \$900,000 in pilot grants.

LINCATS

The Long Island Network for Clinical and Translational Science (LINCATS) — an initiative involving Stony Brook, Brookhaven National Laboratory, Cold Spring Harbor Laboratory and the Northport VA Medical Center — has built a robust infrastructure and submitted its Clinical and Translational Science Award (CTSA) application, further advancing our research endeavors.

Stony Brook Cancer Center

In addition to adding new faculty, creating a search committee for a new director and reorganizing to integrate clinical and research enterprises, the center secured \$8 million in research funding.

Funding for Basic Science Departments

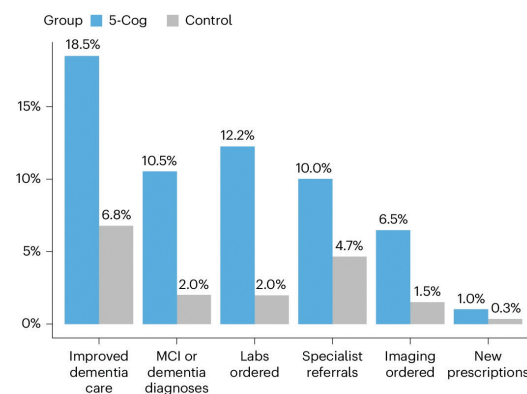
More than \$1.2 million in support was allocated to the RSOM's basic science departments, alongside the introduction of a Dean's incentive to stimulate new NIH grants. Additionally, there was an \$8 million capital investment on the building and upgrading of animal research facilities.

Elevating Patient Care Through Transformative Research

RSOM researchers have driven significant advances in medical science and developing treatments that hold the potential to greatly transform patient care. These and other innovations and discoveries reinforce our position as a leader in academic medicine.

5-Cog Paradigm

Dr. Joe Verghese, the RSOM's new Chair of Neurology, published a groundbreaking study in *Nature Medicine* demonstrating that the 5-Cog paradigm — a clinical assessment tool for attention, memory, visuospatial, language, and reasoning — tripled the odds of improvement when patients with cognitive concerns received dementia-related care as opposed to standard care. The findings also support adoption of the 5-Cog paradigm in primary care settings, which could reduce barriers and improve dementia follow-up care.



Middle Meningeal Artery Embolization

Dr. David Fiorella, from the Department of Neurosurgery, led a study in *The New England Journal of Medicine* showing that this minimally invasive procedure reduces the risk of treatment failure in patients with symptomatic chronic subdural hematoma (a type of brain bleed) without increasing the risk of disabling stroke or death.

Expanding Clinical Research Units Across Key Sites

The RSOM is committed to strengthening its clinical research infrastructure at three major practice sites. This includes construction on a dedicated inpatient research unit for Stony Brook University Hospital, the addition of neurology and cardiology clinical research for our Advanced Specialty Care facility in Commack, and identifying preliminary space for our rapidly growing Advanced Specialty Care in Lake Grove.

Nursing Research

SBUH nurses have partnered with the SON and physician colleagues to build our nursing research program. Some of the projects we are working on include nursing workflow related to use of the Bispectral Index Monitor in ICUs, testing an EMR automatic fall risk score calculator to improve our ability to identify hospital patients at risk for falling, and assessing the state of nurses' well-being in a post-COVID era.

Population Health Research

The PPH has grown significantly in research activities with several new faculty hires focused in strategic areas including climate solutions and health, aging and health disparities. PPH faculty are currently PIs on 12 NIH grants (including 7 R01 awards and 2 R21 awards), ranging in total awards from \$100,000 to \$8 million. Federal grant awards are sponsored by a range of NIH centers and institutes, including:

- National Institute of Environmental Health Sciences
- National Institute on Arthritis Musculoskeletal & Skin
- National Institute on Aging
- Eunice Kennedy Shriver National Institute of Child Health & Human Development
- National Institute on Mental Health
- National Institute on Minority Health & Health Disparities
- Center for Disease Control and Prevention

Empowering Nurses to Lead Evidence-Based Practice Through Education and Mentorship

SBUH's Nurse Residency Program has collaborated with the Nursing Science Council to mentor nurse residency projects through implementation. Some projects that have undergone mentorship include implementation of a nurse-driven electrolyte replacement protocol, changes to policy guiding practice for peripheral IVs, and an LPN turn team. A Nursing Evidence-Based Practice Fellowship Program is under development. This year-long program, set to launch in April 2025, will pair nurses with a mentor and help them to develop, implement and disseminate an evidence-based practice project.

Media Coverage

Each year, ideas pioneered by researchers at SBM are making significant advances in medical science and improving outcomes for patients on a daily basis.

In 2024, scientists made great strides in treatment for diseases like ALS and Lyme disease, resulting in media coverage in both local and national news outlets. Another major research story was a new study out of the Stony Brook WTC Health and Wellness Program connecting 9/11 toxins and dementia. The findings generated more than 100 media clips from television, radio, newspaper and online outlets.

World Trade Center Study



CBS News



UPI

Lyme Disease Study



U.S. News & World Report



Genetic Engineering & Biotechnology News

ALS Study



Times Beacon Record



ALS News Today



Stony Brook Medicine

POWERING
PROGRESS
HEALTH
IMPACT

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2024 YEAR-END REPORT**

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