



TO: University Senate
FROM: William Wertheim, MD, MBA
Executive Vice President for Stony Brook Medicine
DATE: December 1, 2025
SUBJECT: SBM EVP Report

ACADEMIC REPORT

[New Mobile Dental Care Center to Improve Smiles — and Lives — on Long Island](#)

Ushering in a new chapter in pediatric dentistry outreach, Stony Brook School of Dental Medicine (SDM) held a special ribbon-cutting ceremony for its new Mobile Dental Care Center (MDCC). Its creation resulted from a \$750,000 grant from the Mother Cabrini Health Foundation to continue the school's commitment to delivering comprehensive dental care and oral health education to underserved youth throughout Long Island.

Patrick Lloyd, SDM Dean, welcomed senior university leadership and administrators, staff, students and faculty, as well as legislators in the region, to officially launch the new 45-foot vehicle, through which faculty, residents and students at the school can provide crowns and extractions, as well as preventive care such as cleanings, fluoride treatment and sealants.

RSOM Hosts Women in Healthcare Leadership Summit

On October 27, the RSOM Office of Faculty Affairs and the Group for Women in Medicine and Science held their second annual Women in Healthcare Leadership Summit at the MART Auditorium, created and hosted by Aleksandra Krajewski, Associate Professor of Surgery and Director of the Integrated Plastic Surgery Residency Program. The event brought together faculty, staff, researchers, and students from across SBM for a day of collaboration and learning focused on supporting women in leadership. Highlights included an inspiring keynote on transformational leadership by Stony Brook University Hospital (SBUH) CEO Carol Gomes, along with engaging talks from senior leaders on authenticity, mentorship, compliance and leading with influence. The summit concluded with dynamic panel discussions on faculty development, leadership pathways and advancing equity, reinforcing SBM's commitment to cultivating the next generation of female leaders.

SHP Alumni Committee Hosts Event Honoring National Veterans and Military Friends

On November 6, The School of Health Professions (SHP) hosted "Honoring Service, Celebrating Impact," a celebration of distinguished SHP veteran alumni who have made remarkable contributions in both service and healthcare. Panelists included:

Afton Hughes '18, '21, Clinical Laboratory Sciences, Medical Molecular Biology
Kenneth Harbert '75, Physician Assistant
Major Jacqueline Christine Smith '12, '16, Athletic Training, Physical Therapy

RSOM and Black Men in White Coats Chapter Host Youth Summit

The Renaissance School of Medicine, in partnership with its Black Men in White Coats chapter, hosted its 3rd Annual Youth Summit, welcoming more than 500 students from Long Island and New York City for a day of

mentorship, hands-on learning, and career exploration across medicine and the health professions. Sponsored by RSOM, the Simons STEM Scholars program, and University and Medicine Community Relations, the event featured interactive sessions ranging from ultrasound and CPR training to surgical simulations, alongside panels on admissions, financial aid, and diverse healthcare pathways. More than 100 faculty, staff and student volunteers guided participants, emphasizing representation and belonging in a field where only 5.7 percent of US physicians identify as Black or African American. Inspiring remarks from university leaders and a keynote address by cardiothoracic surgeon Allison McLarty, MD, reinforced the summit's central message: Young people from all backgrounds can envision themselves in white coats, pursue their passions, and help shape a more diverse, inclusive future for healthcare.

SHP and Southampton Hospital Symposium Supports Parkinson's Disease Care Partners

On Saturday, November 8, at the Southampton campus, the SHP and Stony Brook Southampton Hospital's (SBSH) Center for Parkinson's Disease hosted a one-day symposium designed specifically for care partners of people living with Parkinson's disease. The day included educational lectures from Parkinson's experts, relaxing services to support well-being, and opportunities to connect, share, and reset.

RSOM Hosts Faculty Awards and Recognition Celebration

The Office of Faculty Affairs at the Renaissance School of Medicine hosted its annual Faculty Awards and Recognition Celebration on October 30 in the Zodiac Gallery of the Charles B. Wang Center, honoring faculty whose exceptional achievements embody the school's mission in research, teaching, clinical care, mentoring and humanism. Each year, colleagues nominate and celebrate their peers whose work advances excellence across these vital areas. This year's event recognized 12 Faculty Award recipients, along with faculty who earned induction into the Academy of Clinical and Educational Scholars, received promotions or fellowships, were named Distinguished Professors, or honored with SUNY Chancellor's Awards for Excellence. Special appreciation goes to Dr. Stella Tsirka, Vice Dean for Faculty Affairs; Dr. Susan Lane, Associate Dean for Clinical Faculty Development, and their staff for organizing an inspiring evening of recognition and community.

Department of Pathology Hosts Marvin Kuschner Memorial Seminar & Research Retreat

The RSOM's Department of Pathology hosted its 16th Annual Marvin Kuschner Memorial Seminar & Research Retreat, featuring 46 poster presentations, distinguished judges, and a compelling keynote by Dr. Sanford Simon on fibrolamellar carcinoma. Organized by Dr. Jingfang Ju, Vice Chair for Experimental Pathology, the event showcased outstanding trainee research, with Emily B. Huang winning the clinical research poster competition, and Yinghuan (Lydia) Lyu and David Gruber tying for top basic science posters. Honorable mentions included Noah Brett, and Drs. Sogol Ghanbari, Yibo Xi and Elizabeth Lovelace. The retreat celebrated collaborative science, mentorship, and innovation, underscoring the department's vibrant research culture.

SHP Hosts Allied Health Week Event

Departments from the SHP hosted allied health week informational events on November 3, 4, and 6, with interactive demonstrations, games, and giveaways to introduce students on west campus to its program offerings. Additionally, students at the Southampton campus also had the opportunity to learn about our programs at a similar event held on November 3.

Eugene Serebryany Wins Early Career Cataract Research Award

The National Foundation for Eye Research has awarded its 2025 Early Career Cataract Research Award to Dr. Eugene Serebryany, Assistant Professor in the RSOM's Department of Physiology and Biophysics. This award recognizes his exceptional promise as an emerging leader in lens and cataract science and supports innovative early-career investigators whose work advances understanding of lens biology and cataract formation. Dr. Serebryany's research focuses on the biophysics of long-lived lens proteins, particularly how γ -crystallin misfolding, disulfide-bond-mediated aggregation, and other protein-conformation changes drive cataract development. His work bridges protein engineering with human lens biology to inform future therapeutic strategies. Congratulations

to Dr. Serebryany, who will be formally recognized at the 2025 International Conference on the Lens in Kona, Hawaii, December 7–12.

Debra Giugliano Included in Second Cohort of SUNY Nursing Simulation Fellows

Debra Giugliano, clinical assistant professor at the Stony Brook School of Nursing, has been included in the second cohort of SUNY Nursing Simulation Fellows. One of 10 returning fellows from last year's inaugural cohort, Dr. Giugliano will contribute to the SUNY-wide Simulation Shared Resource Library, advancing healthcare education in New York. Launched by SUNY Chancellor John B. King Jr. in 2024, this fellowship is part of a statewide initiative to enhance nursing education through simulation-based learning.

Professor Giugliano also recently earned her Certified Healthcare Simulation Educator (CHSE) certification, which recognizes an educator's ability to demonstrate their proficiency in designing, implementing, and evaluating healthcare simulation programs. As the School of Nursing's director of simulation education, Dr. Giugliano will play an integral role in the development of SBU as a SUNY Regional Nursing Simulation Center.

Carly Gomes Elected to American Academy of Pediatrics' National Nominating Committee

It has been a remarkable year for Dr. Carly Gomes, Assistant Professor in the RSOM's Department of Pediatrics. In addition to recently completing the SUNY Hispanic Leadership Institute, a transformational professional development program that strengthens leadership skills while deepening commitment to community, purpose and equity in medical education, Dr. Gomes has been elected to serve as the District II Representative to the American Academy of Pediatrics' National Nominating Committee (NNC). The NNC is a 10-member national body responsible for identifying candidates for senior AAP leadership positions and ensuring a fair, transparent election process. Dr. Gomes' participation on the NNC, beginning in January, positions her to advance diversity, equity and inclusion across both SUNY and the AAP, and help cultivate a leadership community that better reflects the populations served by pediatricians nationwide. Congratulations to Dr. Gomes.

Allison McLarty Appointed as Chief of the Division of Cardiothoracic Surgery

The Department of Surgery has appointed Dr. Allison McLarty as Chief of the Division of Cardiothoracic Surgery, effective November 17. In her new role, Dr. McLarty will also hold the General Ting Feng Cheng Endowed Chair in Cardiothoracic Surgery. A SBM faculty member since 1997, Dr. McLarty is a Clinical Professor of Surgery whose extensive leadership roles include serving as Chief of Surgery at the Northport VA Medical Center, Director of Mechanical Circulatory Support, and Surgical Director of the LVAD and ECMO programs. Trained at Columbia University and the Mayo Clinic, she specializes in adult cardiac and thoracic surgery, with clinical and research interests in ECMO, LVAD and aortic disease. Recognized with numerous honors, including Brookhaven Health Person of the Year in Medicine and a Castle Connolly Exceptional Woman in Medicine, Dr. McLarty brings deep expertise and institutional insight that will guide the division through its next chapter.

Syed Shah Appointed As Department of Anesthesiology Chair

Dr. Syed Shah has been appointed as Chair of the RSOM's Department of Anesthesiology, effective November 6. The appointment follows his successful tenure as Interim Chair since 2023, during which Dr. Shah expanded ambulatory surgical services, established 24/7 CTICU coverage, launched new perioperative pain and consultation services, and extended anesthesiology care to SBELIH and SBSH. Under his leadership, the department has flourished as a center of research excellence, currently ranking 21st nationally and 4th in New York State in NIH funding. It has also achieved remarkable educational milestones, including a 100 percent residency match rate for two consecutive years, developing an accredited Pain Fellowship Program, and gaining approval for an Obstetric Anesthesiology Fellowship beginning in 2026. Board-certified in anesthesiology with an MBBS from Dow Medical College in Karachi, Pakistan, Dr. Shah completed his residency and chief residency at New York Medical College and a cardiac anesthesiology fellowship at SBUH. He joined the faculty in 2002 and rose through the ranks to Professor while holding key leadership roles in perioperative and ambulatory care.

Diego Restrepo Named as Department of Physiology and Biophysics Chair

The Renaissance School of Medicine welcomes Diego Restrepo as its new Chair for the Department of Physiology and Biophysics, effective November 1. Dr. Restrepo joins Stony Brook from the University of Colorado Anschutz Medical Campus, where he held multiple leadership roles and advanced groundbreaking research on how brain circuits mediate decision-making and associative learning. He has authored over 175 publications, secured nearly \$40 million in research funding, and earned honors including the Max Mozell Award for Outstanding Achievement in the Chemical Senses. With this exceptional record of scholarship, collaboration and mentorship, Dr. Restrepo's leadership will further strengthen the department's impact in research, education, and training. Special thanks also go to Dr. Thomas White, whose guidance and service as the department's Interim Chair for the past two years has been invaluable and deeply appreciated.

CLINICAL REPORT

AWARDS, ACCOLADES & NEWS:

- Students, faculty staff, and community members attended the Stony Brook University's (SBU) annual "Anthony's Red Shoe Fund Run" on October 4 to support the construction of a new \$34M Ronald McDonald House at Stony Brook Children's Hospital (SBCH), which will serve the families of sick or injured children.

Hosted by Ronald McDonald House Charities® New York Metro, the event featured a 5K race and a 1-mile fun run/walk to raise money for the first Ronald McDonald House located in Suffolk County, and only the second on Long Island. The House, scheduled to open in 2027, will provide a safe, secure, and comfortable environment for families of children who are hospitalized at SBCH.

The event was organized in partnership with SBU's SHP, Program in Public Health, the Department of Family, Population and Preventive Medicine, Student Affairs, Auxiliary Services Association and SBCH.

The 60,000 square foot Ronald McDonald House will allow families to receive no-cost housing, respite, meals, and hospitality just across the street from their child's bedside. It will include 30 private bedrooms with ensuite bathrooms for families, a media center, outdoor playground, interactive playrooms, community kitchens and more. The Ronald McDonald House staff and volunteers will provide meals for families throughout their stay as well as fully stocked pantries, a fitness center, meditation room, and laundry facilities.

Governor Kathy Hochul visited the SBCH in September and presented a \$5M grant to help with construction costs.

- The Eastern Long Island Hospital Foundation's 9th annual "Walk to Recovery" 5K Walk/Run was held on Sunday, September 14, 2025, at Indian Island County Park in Riverhead. More than 100 participants took to the new course in support of SBELIH Behavioral Health Services, making a powerful stand against the stigma surrounding mental health during National Recovery Month.

Every day, more than 250 people in the United States lose their lives to drug overdoses — over 90,000 lives annually. The opioid crisis continues to devastate communities nationwide, including right here on the East End. Events like the "Walk to Recovery" bring much-needed awareness, hope, and resources to those impacted, while reminding us that treatment and recovery are possible.

SERVICE LINE UPDATES:

Emergency Medicine:

- SBM, in conjunction with the Suffolk County Police Department, provides medevac service to the residents of Suffolk County with four helicopters located at two separate bases. Within the next few months, SBUH will be adding blood products to the helicopters that will allow the flight paramedics to administer blood to patients in

critical condition before arriving at the hospital. The early administration of blood is considered a lifesaving intervention and can make a significant difference in a patient's outcome.

- The final permits have been approved to begin building a Riverhead EMS facility to house vehicles and staff for operations at SB Southampton Hospital, SB Eastern Long Island Hospital, SB East Hampton Free Standing ED and the third Mobile Stroke Unit. The facility has space for 10 vehicles and is expected to be ready at the end of this year.
- SBM is taking delivery this week of three new ambulances to support operations at our four hospitals and eight community locations. The ambulances are outfitted with the latest equipment including power stretchers and traffic preemption devices to enhance safety.
- On October 7, 2025, the Emergency Management team held an annual flu POD. Over 1,300 hospital and HSC faculty, staff, and students received the flu vaccine.

Heart Institute:

- The Heart Institute Structural Heart team has performed its first Transcaval access TAVR, a fully percutaneous, alternative route for transcatheter aortic valve replacement (TAVR) for patients with small or severely diseased femoral arteries who are not candidates for standard femoral artery access or transthoracic TAVR. The technique involves creating a connection between the inferior vena cava (IVC) and the aorta in the abdomen, allowing the TAVR delivery sheath to be advanced through the venous system and into the aorta for a retrograde approach. After the valve is placed, a nitinol cardiac occluder device is used to close the aorto-caval connection, preventing bleeding.

Neurosciences:

- The SBUH Psychiatry Consult/Liaison (C/L) team has taken telepsychiatry coverage to SBSH and East Hampton emergency departments during daytime hours, with plans to expand to 24/7 coverage. New recruitment efforts have been underway for CPEP to take over the services, alongside SBSH, for additional social work support for behavioral health patients.
- The development of a coordinated effort to serve patients with concussion is underway, led by Dr. Anne F. Ambrose of the Department of Neurology. Leadership and clinical faculty from across the institution have come together to establish a process for triaging, treating, and following up with patients who present for care. There is support from Department Chairs from Neurology, Emergency Medicine, and Orthopedics to name a few. Once a process is operationalized successfully to launch a Concussion Program, subsequent marketing and branding will begin. Leveraging community and school district communications will assist with building awareness.
- In partnership with the University Office of Equity and Access (OEA), a series of lectures and workshops are underway to acknowledge National Disability Employment Awareness Month (NDEAM), a national effort to support the employment of people with disabilities across the United States.

Surgical Services:

- Stony Brook welcomed a former Fellow back as its newest Director of Endoscopy this month. Dr. Vivek Kesar is an experienced Interventional Gastroenterologist and arrives at an extremely exciting time for the Digestive Services service line as it expands in two new spaces later this year.
- The Kidney Transplant Program has moved into an aesthetically pleasing and expanded space on Belle Meade Road. This dedicated clinic will serve both pre- and post-transplant patients and allow us to further expand the living donor program here at SBUH.

Women's/Children's Services:

- On Sunday, September 28th, SSBCH resumed the Stony Brook Children's Remembrance Event under the direction of Dr. Grace Ker, Director of Pediatric Palliative Care and multi-disciplinary team of Children's faculty and staff. The first such event to be hosted since the pandemic, over 50 patient-family members attended the event at the Old Field Club; verbal feedback from the attendees was overwhelmingly positive and they shared wishes that the

tradition continue in the future to honor and remember their loved ones. They appreciated the effort to make the event a supportive and meaningful environment, and one family said it was extremely helpful to be around other families who have suffered the loss of a child. We hope to host a remembrance event regularly to honor these family's ordeals.

- We were honored to receive a tribute at the 29th Annual Black & White Ball to benefit the Kiwanis Pediatric Trauma Center Foundation. The Kiwanis Foundation has been supporting the Stony Brook Children's Pediatric Trauma program for over 15 years, and their funding has provided critical access to community-facing programming, new equipment for the Pediatric Emergency Department, education and skills training for our trauma staff, and support for expanded programmatic development for the Pediatric Injury Prevention Team. The Stony Brook Children's Trauma team and our regional impact have grown over the past year with the support of our Senior Executive team and the American College of Surgeons, and we are grateful for the financial support of the Kiwanis Foundation and for their continued passion for trauma prevention in our community.

SERVICE LINE UPDATES:

Essential Services:

- The Respiratory Care Department has just initiated the use of Bubble CPAP (continuous in the Neonatal Intensive Care Unit (NICU)), a non-invasive respiratory support modality used primarily with preterm and low birth weight infants experiencing respiratory distress in the NICU. These patients may have various respiratory disorders including respiratory distress syndrome (RDS), transient tachypnea of the newborn (TTN), meconium aspiration, and apnea of prematurity. The device delivers heated, humidified air and/or oxygen through either nasal prongs or a mask. The expiratory limb of the circuit is immersed in water creating bubbles. The bubbling creates pressure oscillations which promote airway opening and enhances alveolar recruitment, improving lung function and reduces the work of breathing. This intervention can decrease or eliminate the need for invasive ventilation in many patients. Compared to mechanical ventilation, studies show this system reduces the risk of lung injury and chronic lung disease.
- The Pharmacy Department is going live with the first step in our sterile compounding automation project this month. This will significantly improve safety by decreasing the possibility of error in the sterile compounding operation. This go-live coordinates with the Oracle EMR and extends bar code scanning verification to each component of a multi-ingredient IV preparation.
- The Pharmacy is prepared for this season's influenza and RSV season with enough flu vaccine for both employees and patients. We continue to participate in the Vaccines for Children and the Hepatitis B Birth dose program by helping to ensure that all babies born at SBUH can be vaccinated against both hepatitis and RSV prior to leaving the hospital.
- Additional Histology staff will start to be cross trained in Digital Pathology to allow for full incorporation of digital into the Histology workflow allowing for continuous full coverage in the digital pathology laboratory for primary sign-out of cases. Improved review of IHC (Immunohistochemical) screening quality for histotechnologists to ensure sufficient quality for pathologist slide review reducing the number of "re-cuts" and "re-stains" by ensuring adequate staining processes. The department implemented email correspondence between pathologists and histotechnologists ensuring IHC requests are received and documented.
- The Central Core Labs multi-year plan to upgrade to a new automation system continues and includes a new automated sample processing line and three new multiplexed analyzers (Abbott Alinity, chemistry, hematology, immunology testing). The validation of the new Abbot Alinity analyzers is underway. The go-live date with the new analyzers is early to mid-November. Next, the existing automation line system will be removed to prepare the space for the new automation system.
- The new contract with the ARUP Laboratories was approved. The Laboratory's send out testing team continues to work with the SBUH Finance team to implement the price list according to the new contract which impacts the interface send-out tests for the entire Department of Laboratories.
- Through the work of the Supply Chain division, SBUH was awarded the Vizient Executive Savings Award for outstanding contributions to the Impact Standardization Program. Vizient states "Stony Brook's efforts were

recently honored with the \$50K–\$250K Executive Savings Award, a testament to the significant value delivered. This program rewards members for aligning spending with preferred vendors in high-spend categories - unlocking additional rebates and driving greater efficiency. Vizient values its partnership with SBUH and appreciates the impactful work being done.”

- The week of October 6th was “National Healthcare Supply Chain Week.” To honor the occasion, display tables were available in The Brook Hallway on October 6th where hospital staff participated in games including “Guess the Price of the Item” and “Supply Chain Division Jeopardy.” The hardworking Supply Chain Division team ensures every day of the year that millions of dollars of supplies and equipment appear at the right time, at the right place and at the right price.

Facilities:

- A new Ambulatory Surgery Center will begin construction at the Advanced Specialty Care Center at Commack in November 2025. Construction completion is scheduled for early fall 2026. The Center will open with two operating rooms and will have the ability to add an additional two operating rooms, when needed. The Surgical, Orthopedics and Imaging outpatient suites in the Commack facility are undergoing expansions to support the surgical growth in this market. The expanded Surgical suite will open in November 2025, and the Imaging and Orthopedic expansions will be completed in January and February, respectively.
- Stony Brook Medicine (SBM) marked a major milestone on November 10 with the opening of its new 6,000-square-foot Clinical Trials Unit at Commack, bringing innovative research into the heart of the community. As part of the Renaissance School of Medicine's research infrastructure, the new CTU features 12 exam rooms, a cardiopulmonary exercise lab, an infusion bay, a procedure room, and a wet lab, enabling therapeutic studies for participants of all ages and abilities. Susan Hedayati, Vice Dean for Research, highlighted that the RSOM currently manages 260 active clinical trials, a number that's expected to grow with this dedicated space. Peter Igarashi, Knapp Dean of the RSOM, emphasized that this unit bridges laboratory discovery and patient care, underscoring the School's commitment to expanding access to innovation in the community.
- The third phase of Advanced Specialty Care at Lake Grove is nearing completion. A new Surgical Suite (to include General Surgery, Otolaryngology, and Plastic Surgery) is scheduled to open in November, as is a new Neurosurgery suite. Finally, a new procedure suite will open in early 2026 to round out the third phase of construction. Phase four is currently in design and will begin construction in 2026.
- Design of a new Specialty Pharmacy is underway. The pharmacy will be located on the fifth floor of the hospital and will be accessible to patients for discharge medications and will provide a variety of other specialty pharmacy services for SBM.
- The Radiation Oncology Department will undergo renovation for the addition of a new Linear Accelerator. Design is nearing completion, and the new accelerator is planned for completion in 2026.
- The Kidney Transplant Center relocated to a new, larger facility in Technology Park in Setauket in October, which also is home to the full transplant staff from the Health Sciences Center. This new suite is built to meet the growing needs of the Transplant program and provides a space for team collaboration and training as well as to continue superior patient care.

Human Resources:

Employee and Physician Engagement Survey Planning

- The employee engagement survey was distributed to approximately 14,000 SBM staff on September 15 and ran through October 6. This year's survey's theme was “Share Your Voice – Shape Our Future.” Staff and clinical faculty across all SBM hospitals, the Renaissance School of Medicine, and the Clinical Practice Management Plans were invited to participate. Survey response rates for most entities and for SBM overall exceeded goals and exceeded prior year response rates. As with previous surveys, we will partner with department leaders to develop targeted action plans based on areas identified for improvement.

Nursing:

- SBUH has officially submitted the Magnet document for review by the American Nurses Credentialing Center

(ANCC) Magnet Recognition Program as of September 25, 2026, one week earlier than the deadline. This marks a significant milestone in our journey toward Magnet Designation—an honor reserved for healthcare organizations that exemplify excellence in nursing, outstanding patient care, and innovation in professional practice. Magnet is widely recognized as the gold standard in nursing. Achieving Magnet status will affirm that SBUH delivers superior patient outcomes thanks to the exceptional skill, compassion, and dedication of our nursing team. It reflects an environment that not only values nurses but actively supports them in reaching the highest standards of care. Globally, only 613 hospitals hold this prestigious designation, and fewer than 10% of U.S. hospitals have earned it. The Magnet document showcases the extraordinary care we provide and the strong culture of collaboration that defines our nursing community.

Patient Experience:

- The Chaplaincy Team have joined the night shift nursing staff support program, Carpe Noctem, rounding on the units to offer emotional and spiritual support.
- Rani Goldman, Bereavement Coordinator, facilitated nine support group sessions during September at SBM and Lake Grove outpatient locations. In addition, she assisted in developing and facilitating the Children's Hospital Memorial Service held on Sunday Sept. 28, 2025.
- Stephanie Parra, MSHRM, Medical Interpreter, was nominated for the President's Award for Excellence in Patient Service and is now a finalist.
- Doriana Magliocchi, Patient Advocate, is now providing Saturday coverage for the Department of Patient Advocacy from 10:00 am to 6:30 pm. The department currently has advocacy coverage 7 days a week.
- Sophie McHeffey, Assistant Director for Patient Experience was selected for a poster presentation focused on Nurse Leader Rounding improvements using the iRound application. at the Institute for Healthcare Improvement Conference in December.