

BEEBE HEALTHCARE  
**COMMUNITY  
REPORT** FY 2023



## Dear Sussex County,

Change is something that is always present. Our community has changed in the past year, and it will continue to do so. Beebe Healthcare has changed in so many ways, too. COVID made it clear to see how important our mission is to Sussex County. Recognizing all the drivers of change, Beebe unveiled its strategic plan to the community in June 2022, outlining its strategic focus for the next five years.

Now in year two, strategic thinking and planning is starting to return dividends as Beebe continues to grow stronger as the healthcare system of choice for all people in Sussex County. We are so intently focused on the people who live, work, visit, and seek care here, and I'm proud to say that we are the only healthcare system in our area that can say that about Sussex County. This publication aims to show our progress, commitment, and vision as we continue this journey. Each goal has a specific purpose to guide the healthcare system into doing what is best for our community – while remaining agile enough to adapt to future needs.

In the past year, we've reduced the average length of stay at the hospital, streamlined pre-operative testing procedures so that our surgical teams can more efficiently care for patients in the operating room, and our human resources department continued to recruit and retain talented staff to support these services. And we will not rest. There is so much more to do for our community.

This is the transformation of Beebe Healthcare in the post-pandemic world. And, we are so proud of where we stand today.

## Thank you,

**DAVID TAM, MD, MBA, CPHE, FACHE**  
President & CEO, Beebe Healthcare



This video introduces you to our history dating back to 1916. It was created for the 186th Delaware State Chamber of Commerce dinner where Beebe was the presenting sponsor and Dr. Tam gave the keynote.

## WE'VE PLEDGED TO:

1

Deliver superior access to care and superior patient experience.  
p. 4-7

2

Enhance and expand core clinical services to better serve the community.  
p. 8-12

3

Develop programs based on patient centricity that are inclusive for all people.  
p. 13-16

4

Become the employer and partner of choice in Sussex County.  
p. 17-20

5

Steward resources and promote an agile business model to ensure our sustainability and success.  
p. 21-23

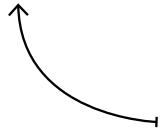
*To our community and staff,*

I want to thank and congratulate our Beebe team members for their unending dedication and commitment to our community. I know the past few years have been an incredible challenge for many. I think that is why I and my fellow board members serve so proudly – because Beebe team members not only care for the community but are also a part of it. Neighbors caring for neighbors is always a phrase that has stuck with me. Through all the changes in healthcare and the demand it has put on your local healthcare system, I see Team Beebe, our people, as our most critical asset.

A lot of thought and research has gone into Beebe's strategic plan. Work done over the past two years has been crucial in laying the foundation for what we believe is the future of healthcare in Sussex County – from the release of the strategic plan to executive leadership beginning the implementation. I am encouraged and excited for the future of your community, nonprofit health system.

*On behalf of the Board of Directors,*

**MIKE MEOLI**, Board Chair



## Celebrating the Kind, Caring Life of Terry Megee

Terry Megee made a point to shake everyone's hand. It was the kind of person he was – genuine and caring. It was a firm and warm handshake that was accompanied by kind eyes that remembered you the next time he saw you. He always asked, "How have you been?"

Team Beebe joined the community's outpouring of love and support for the Megee family after his unexpected passing. He was known for his empathy and compassion, humor and wit, and dedication and deep love for his friends, family, and community.

At Beebe, Terry was beloved for these same values. He cared deeply for Beebe Healthcare and his home, Sussex County. In the nine years he served on our Board, he supported the healthcare organization's efforts to grow and evolve to serve the community he loved. As Chair since 2021, Terry led the Board in creating a strong and agile strategic vision that will serve the people of Sussex County far into the future.

Terry was always present in the community, representing Beebe, and he and his wife, Vanessa (pictured alongside him above), were active and generous supporters of fundraising efforts. Alongside the Meoli family, Terry and Vanessa were co-chairs of the "I Believe in Beebe" campaign that raised more than \$46 million for Beebe's enhancement of the Margaret H. Rollins Lewes Campus and

expansion of the South Coastal and Rehoboth Health Campuses. He attended every ribbon cutting, open house, fundraiser, and groundbreaking ceremony – as he did for many organizations he was passionate about – spreading his cheer and kindness and, of course, shaking hands.

Whether it was strengthening his local healthcare system, supporting the Boys & Girls Club of Georgetown, building an extremely successful dealership, or countless other passions, Terry put his full heart and mind into what he did. It is why he will be missed by so many, because with a simple shake of the hand, you felt like you knew Terry Megee.

"I will miss Terry's kindness, compassion, and leadership at Beebe Healthcare," says Dr. Tam. "He was my friend, supporter, and mentor. I will miss him terribly, and Rebecca and I will keep Vanessa and the Megee family in our prayers."



# DELIVERING SUPERIOR ACCESS TO CARE AND SUPERIOR PATIENT EXPERIENCE

Delivering superior access to care for our community means providing healthcare however, whenever, and wherever people need it. Superior patient experience is achieved using technology to create pathways to care, specific to each patient, through a network of strongly-aligned physicians and clinical care providers.

Beebe will continue to make thoughtful investments in people, infrastructure, technology, innovation, partnerships, and comprehensive services.

We have recruited renowned medical experts, built new facilities, invested in innovative technologies, and continuously evolved our patient care programs and services, in line with what the people of Sussex County need in order to optimize their health and wellness.

At the heart of everything we do here at Beebe are our team members, who take the time to listen, hold hands, empathize, educate, encourage, and instill hope while delivering safe, high-quality, outcomes-based care.

We want Sussex County to know that Beebe is the place they can turn to for their healthcare needs throughout a lifetime.



“Beebe was the ideal choice for me because Delaware is an underserved area, and the need for more doctors to serve the people who live here is growing. I want to take what I learned in medical school into a community that can benefit from my knowledge and service, long-term. I want to train at a hospital where my work can really have a positive impact on the community. My goals align with who Beebe is.”

**HARRISON ECKERT, DO**, Class of 2026, Beebe Family Medicine Residency *(see more on page 6)*



## ACCESS AND GROWTH

When the ribbon fell to the asphalt in front of Specialty Surgical Hospital in May 2022, Beebe Healthcare's Next Generation of Care expansion was essentially complete. The South Coastal Health Campus Emergency Department and Cancer Center opened in May and June of 2020, and the new main entrance had opened in Lewes, alongside ongoing renovations at the Margaret H. Rollins Lewes Campus. These accomplishments would have not been possible without the support of donors to the "I Believe in Beebe" campaign.

While there was excitement for the completion of the largest expansion in the hospital's 100-plus year history, Sussex County's rapid growth and evolving healthcare needs demonstrated the need for more.

Since that ribbon cutting, Beebe has opened five new outpatient locations, unveiled a Community Mobile Health Clinic, broke ground on a new Health Center in Milton, and received approval for a hybrid freestanding adult and pediatric emergency department in Millsboro.

Underscoring Beebe's commitment to Sussex County, the strategic plan released in July 2022 outlined Beebe's future growth goals and strategies during the next five years.

## CENTER FOR BREAST HEALTH

Shortly after the opening of the Specialty Surgical Hospital on the Rehoboth Health Campus off Route 24, Beebe's Walk-In Care Center on the other side of the campus moved into its suite in the new facility.

The former space of the walk-in, between the Tunnell Cancer Center and Beebe Outpatient Surgery Center, was then renovated to become the new Center for Breast Health, which opened in October 2023 with the support of Beebe Medical Foundation donors.

To deliver a superior patient experience, the Center is a unified location for all patients' breast health and cancer needs. What makes this Center special is the design, which merges services and technologies in a centralized location with an emphasis on diagnosis and treatment by Beebe's compassionate team of experts. Patients have access to timely appointments, breast surgeons, nurse navigators, medical and radiation oncologists, diagnostic imaging and lab, and social services.

## BEEBE BEHAVIORAL HEALTH

Recognizing the need for more behavioral health services, Beebe Medical Group opened a new practice in Lewes, and hired three board-certified psychiatrists. The doctors and social workers see patients at outpatient locations, in the hospital, and in collaboration with providers working in the Community Mobile Health Clinic, to provide more access to service and reduce barriers to care. The program continues to grow.

## BEEBE PRIMARY CARE SELBYVILLE

In December 2023, Beebe's newest primary care location opened in "Bayside Corner" at the intersection of Routes 54 and 20 in Selbyville. The new office demonstrates Beebe's growth in the South Coastal area and adds much-needed primary care resources.



BEEBE PRIMARY CARE SELBYVILLE'S FIRST PATIENT

## FUTURE PROJECTS

The hybrid freestanding adult and pediatric emergency department in Millsboro received approval in December 2022. The project is currently in the design phase and leaders are working closely with DelDOT to ensure a smooth connection with the new construction of the Millsboro bypass. The facility is just north of Millsboro, on the corner of Dupont Boulevard and Hardscrabble Road.

In July 2022, Beebe leaders joined other community officials for the groundbreaking of the Jerry Ann McLamb Pavilion. Beebe's Milton Health Center will be housed within the pavilion and will provide outpatient health services to the community in 2024.

# CULTIVATING THE NEXT GENERATION OF PHYSICIANS TO SERVE OUR COMMUNITY

## Introducing Beebe's Family Medicine Residency Program



In 2019, Beebe Healthcare embarked on a three-year plan to implement comprehensive and dynamic medical education programs, including the introduction of a Family Medicine Residency program. The vision was to increase and streamline access to primary care services, while building a pipeline of physicians to serve the people of Sussex County for years to come. Three years of planning later, in October 2022, Beebe proudly announced that its Family Medicine Residency program had earned accreditation from the Accreditation Council for Graduate Medical Education (ACGME). The Beebe Medical Foundation also received a \$3 million gift from the Ma-Ran Foundation to establish the R. Randall Rollins Center for Medical Education in the historic Shaw Building.

A total of 503 candidates applied to Beebe's Family Medicine Residency Program, all vying for one of just four available residency positions. Program administrators and clinical leaders interviewed 72 candidates who they felt were best qualified for consideration. March 17, 2023, marked an incredibly important and special milestone for the R. Randall Rollins Center for Medical Education, as the names of the four inaugural residents to join the program were announced during Beebe's "Match Day" celebration.

"Match Day was such a special day for our team as we celebrated all of the progress that had been made, with so

much momentum for what is yet to come," said Joyce Robert, MD, FAAFP, Family Medicine Residency Program Director. "You could feel the energy in the room as the names of the four residents who would be joining us were announced."

The inaugural residents – Jacob Valvis, DO, Sofia Perez Delgado, DO, Harrison Eckert, DO, and Monica Javadian, MD – see patients at Beebe Primary Care Long Neck, as they pursue a diverse range of specialty experiences including: emergency medicine, general surgery, obstetrics and gynecology, cardiology, pulmonary, pediatrics, intensive care, geriatrics, palliative, orthopaedics, ENT, ophthalmology, urology, and sports medicine. Over time, the Family Medicine Residency Program is expected to allow for scheduling of up to 7,000 additional primary care appointments each year, which translates to increased access to timely care for patients with a wide range of medical issues and needs.

"We feel that the residents we chose, and who chose us, are among the best of the best," said Tanya Ray, Administrative Director of Graduate Medical Education. "The Family Medicine Residency Program is off to a phenomenal start, as we aim to not only increase access to care for the community but also provide a deep and valuable learning experience for physicians who train at Beebe. We believe the experience our residents have here will give them many reasons to consider staying and building their careers in Sussex County."

# Nursing Shared Governance at Beebe Healthcare

When you receive care at Beebe, every team member contributes to a part of the experience. We are all committed to providing the best patient experience in every interaction with our community.

And if you have ever stayed in the hospital, you know that so many people are a part of the care team. Often times, leading the way are the nurses, who provide clinical excellence, comfort, kindness, and compassionate care to patients every day.

Nurses are one of Beebe's most valuable resources within the healthcare system and community, and as the world transitioned post-pandemic, nurse leaders at Beebe recommitted to this team – wanting to leverage their experience and expertise.

Many hospitals, large and small, have what is called Nursing Shared Governance, which is a shared decision-making model that allows frontline

nurses to contribute to patient care decisions made by nurse leaders. Shared Governance empowers and engages nurses to bring evidence-based solutions to patient care by promoting teamwork, improving patient outcomes and boosting team morale. It empowers nurses who are at the bedside every day to help make the decisions which affect their work and their ability to provide excellent nursing care.

With a refreshed model at Beebe, the nursing team at all levels is collaborating now more than ever to ensure the best care for our patients with an emphasis on safety and quality. Nurse leaders have also redesigned a Professional Advancement Program, known as the Clinical Ladder, for nurses who complete and participate in requirements outside of their normal job duties. The points-based system, that aligns with Beebe's strategic plan, received an overhaul

to be more comprehensive and more prescriptive, detailing how nurses can advance their careers and achieve top performance. The Clinical Ladder highlights and rewards nurses who are highly-engaged at Beebe and within the community in hopes that their colleagues will be inspired to do the same.

“While these internal efforts might not be noticeable to our patients and visitors, they set a foundation for how Beebe is always trying to improve and create the best environment for our team of future leaders,” said Karen Pickard, DNP, MSN, RN, CNE, NEA-BC, Director of the Margaret H. Rollins School of Nursing and Clinical Professional Development. “Everything we do at Beebe always comes back to delivering a superior patient experience for our community, while inspiring excellence within our team.”



# ENHANCING AND EXPANDING CORE CLINICAL SERVICES

Every person served by Beebe Healthcare is unique, and so are their healthcare needs. For this reason, we are continuously working to build, grow, and diversify our core clinical service lines – from primary care and behavioral health to surgery, cardiovascular, musculoskeletal, and oncology services.

Growth of Beebe’s clinical services, in alignment with proven community need, is an ongoing strategic priority. It’s about putting the right people, tools, and systems in place to ensure we can deliver high-quality care, as well as an excellent experience for every patient who turns to Beebe during their lifetime. Meeting your needs means keeping your care close to home for you and your loved ones.

It also means expanding services outside of the acute care setting on the Margaret H. Rollins Lewes Campus. Beebe’s Specialty Surgical Hospital and Center for Breast Health are two examples of new facilities, built to serve patients with specific medical needs in centralized and easy-to-access locations. Additionally, strategic alliances and partnerships allow our community to have a smooth path to receive care at the tertiary and quaternary level, while Beebe remains focused on being the best in our core clinical areas.

## STRATEGIC PARTNERSHIPS IN ACTION

Since 2021, an affiliation between Beebe Healthcare and Nemours Children’s Health has flourished at the Margaret H. Rollins Lewes Campus. The affiliation brings Nemours world-class pediatric specialists to Beebe’s existing pediatric services at the Lewes Campus. Nemours pediatric hospitalists work alongside the Beebe Women’s and Children’s Services team to provide care to infants in the newborn nursery and at the time of high-risk deliveries in collaboration with Beebe’s specialized neonatal nurse practitioners. Nemours pediatric hospitalists are also a resource for parents and children during inpatient admission and care and provide consultations in the emergency department.

This strategic affiliation was critical last winter, when respiratory syncytial virus (RSV) surged throughout the region, sickening children and filling up hospital beds. This affiliation provided a multidisciplinary approach that included specialty trained nurses and respiratory therapists at Beebe, and the Nemours pediatric hospitalists working together to care for high-risk pediatric patients, keeping treatment close to home for families.



[Read Rachel’s full letter about the care her daughter received thanks to Beebe and Nemours.](#)

“ This is a letter of thanks and gratitude to Beebe Healthcare for its partnership with Nemours Children’s Health that facilitated and streamlined care for my 3-month-old daughter when she was hospitalized with RSV. As a Beebe Team Member, this is also a letter to express my gratitude to each and every one of my fellow team members whose compassion, kindness, and care for both my daughter and me was beyond exceptional and so very appreciated. ”

**RACHEL DUNCAN**





# Surgical Services

In May 2023, Beebe celebrated a significant milestone. It had been one year since the healthcare system announced the opening of its 135,000-square-foot Specialty Surgical Hospital, located on the Rehoboth Health Campus. The organization’s \$125 million investment in this state-of-the-art facility was one of the largest in Beebe’s history and time has proven it was a worthwhile investment. Today, Beebe’s surgical teams have ample space and an array of high-tech tools to deliver the highest quality care. And patients are experiencing a streamlined and optimized process when the need exists to go to the operating room.

“The Specialty Surgical Hospital symbolizes a rapid evolution in healthcare,” said David A. Tam, MD, MBA, CPHE, FACHE, President and CEO of Beebe Healthcare. “As the need for surgical services continues to grow, having space dedicated exclusively to surgical care is key, and ensures that we can continue providing our neighbors with the highest quality care and best possible experience, for years to come.”

In line with proven community need, breast, bariatric, and orthopaedic surgical cases are the core clinical services offered at Beebe’s Specialty Surgical Hospital.



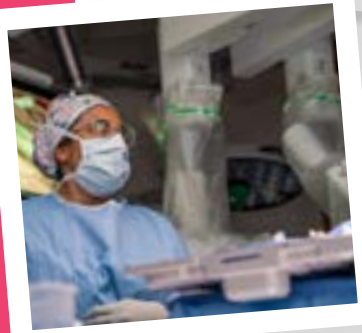
## BREAST SURGICAL SERVICES

*Offered through Beebe’s Center for Breast Health*

Beebe’s breast health team performs a wide range of breast surgical procedures, including Sentinel node and excisional biopsies and bilateral nipple sparing preventive mastectomies with immediate reconstruction. The Center for Breast Health is led by breast surgeon Diana Dickson-Witmer, MD, FACS, who is known for her leadership in trailblazing the advancement of breast health and surgical care in the state of Delaware for more than 25 years. Practicing alongside her are fellowship-trained breast surgeons Matthew Richards, MD, and Karen Barbosa, DO, FACOS, who specializes in oncoplastic breast surgery.

The Center is the only breast center in Delaware accredited by the National Accreditation Program for Breast Centers (NAPBC)– an American College of Surgeons distinction. Additionally, the Center is accredited by the Commission on Cancer and the American College of Radiology.

**Read about how Beebe and the Center for Breast Health team was there for Maria after her diagnosis.**



Research shows that population growth in Sussex County will more than double national averages by 2027. With that growth comes an expected uptick in the number of patients who will require surgery. Beebe projects that its surgical volumes will increase by more than 60% by 2025.



### **BARIATRIC SURGICAL SERVICES**

*Offered through Beebe's Center for Weight Loss Surgery*

Beebe's fellowship-trained bariatric surgeons offer gastric bypass surgery, sleeve gastrectomy, and the duodenal procedure. Regardless of which procedure is determined to be the most appropriate for each patient, our team applies the latest evidence-based medicine and holistic approaches to care that integrate support, behavior therapy, and nutritional counseling – before, during, and following surgery.

Beebe's Center for Weight Loss Surgery is led by Tarek Waked, MD. Practicing alongside him is Christopher Manieri, DO. As a result of their clinical experience and commitment to personalized patient care, the Center has earned designation as a Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program (MBSQIP). This program recognizes bariatric surgery centers that set national standards for care with quality and safety measures in place to optimize patient outcomes.

### **ORTHOPAEDIC SURGICAL SERVICES**

Beebe's orthopaedic surgeons offer a wide range of procedures, including a full array of joint replacement and spine surgeries. They are part of an interdisciplinary team that includes nurses, rehabilitation specialists, and discharge planning counselors. Together, they guide patients through their journey of care, toward better health and pain free living.

U.S. News & World Report named Beebe "High Performing" in seven specialty areas for procedures and conditions, including hip replacement. This is the highest distinction a hospital can earn in these ratings. Patients participate in an Early Mobility Program, which encourages them to mobilize within hours after surgery– allowing many to be discharged the same or next day. The orthopaedic team also applies Enhanced Recovery After Surgery (ERAS) protocols, proven to expedite post-operative recovery and improve patient outcomes.

[Read about prostate cancer patient, Robert, as he reflects back on his positive robotic surgical experience.](#)



## Primary Care

At Beebe, we believe everyone should have a primary care physician; a doctor you can turn to when you are ill or injured and who also monitors your health over time to ensure you are taking the right steps to get and stay well. Increasing access to primary care and family practice physicians is a significant priority at Beebe, and the healthcare system is accomplishing that goal by continuously adding new practice locations and additional providers across Sussex County.

“We are working to position primary care practices in locations that are convenient and accessible for our patients so we are continuously pursuing opportunities for expansion,” said Matthew Corrozi, MBA, Director of Primary, Virtual, and Walk-In Care Services at Beebe.

In 2023, those opportunities presented in both Selbyville and at the Historic Lodge of Lewis, opening doors for Beebe to grow its primary care presence from 13 to 15 locations. Recruitment of new physicians, physician assistants, and nurse practitioners to provide care for nearly 130,000 patient encounters by those who rely on Beebe’s primary care practices was an equally important priority. And, a new trend has been noted with the return of Sussex County natives, now trained to practice medicine and returning to the area. Be sure to thank your local neighbors, Trevor Aldred, MD, and Erin Royal, DO, who have chosen to come home to deliver care for their local friends and neighbors.

## Behavioral Health

The need for comprehensive mental health care services has increased tremendously in recent years. Beebe has responded by continuously growing and expanding its behavioral health service line, with providers positioned and ready to serve at both the Margaret H. Rollins Lewes Campus as well as at a newly-introduced practice location – Beebe Behavioral Health Lewes.

In 2023, board-certified psychiatrists Jennifer Yoon, MD, and Davis Yunis, MD, joined Beebe’s Medical Staff, along with board-certified psychiatric mental health nurse practitioner Dawn Knowles, PMHNP-BC, and licensed clinical social worker Jude Johnson-Shupe, LCSW. They, along with psychiatrists James Ellison, MD, and Leonard Lev, MD, are committed to making Beebe a hospital that people of all ages can turn to for help with a wide range of mental health challenges and disorders. Along with that, they share a vision to personalize the process of care for all patient – from young adults through seniors, who face mental health challenges.

“I am committed to building rapport with each patient,” said Dr. Yunis. “I have a vested interest in community-based medicine and am excited to be part of an organization that is growing its behavioral health services based on community needs.”



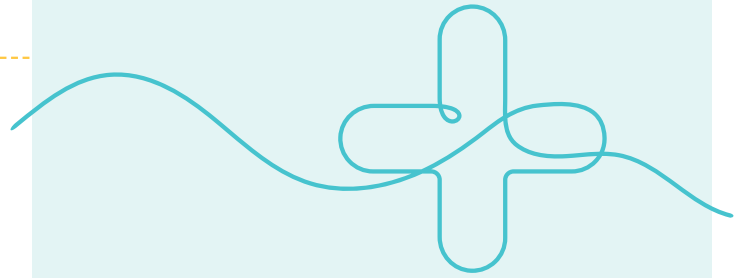
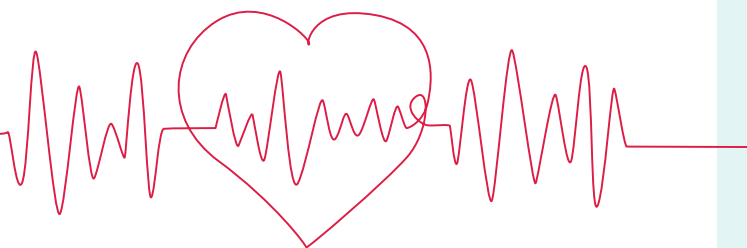
## Cardiovascular Services

Beebe has invested in a team of skilled and experienced heart specialists who leverage the latest, most innovative technologies, and apply research and evidence-based practices in their day-to-day work. Together, they have built and grown a cardiovascular program that is robust and sophisticated, making it possible for those who live in Sussex County to receive the most advanced heart care, close to home.

Beebe's cardiovascular team recently celebrated a number of milestones, underscoring its commitment to transformative, quality-centric care. The cardiology team marked completion of its 100th Transcatheter Aortic Valve Replacement (TAVR) procedure. U.S. News & World Report named Beebe as "High Performing" for heart attack care – the highest distinction a hospital can earn in the ratings.

The first cardiac patient in the state of Delaware to receive the Micra AV2 leadless pacemaker underwent the procedure at Beebe. And once again, three "Get with the Guidelines" quality awards from the American Heart Association were earned, affirming that Beebe applies the latest scientific guidelines in the patient care environment and is achieving measurable patient outcome improvements as a result.

"We are fortunate to have a team of leaders and providers who are truly committed to doing what is best for our patients," said Thomas Trobiano, DNP, FNP-C, MAPC, Executive Director of Beebe's Cardiovascular and Neurosciences Services. "Holistic, patient-centric care is at the heart of everything we do as we grow our interventional cardiology, structural heart, cardiothoracic surgery, and general cardiology programs in line with what the people of Sussex County need."



## Oncology Services

Cancer can be a scary, life-changing diagnosis. Beebe staffs a team of oncology specialists who understand, and who are dedicated to providing comprehensive clinical care along with the physical, mental, and emotional support that cancer patients and their families often need.

"Our patients have access to the latest, most advanced cancer treatments, including research-based medicine and clinical trials. But equally important is that each time they come in for treatment, they will see the faces of friendly, familiar people who genuinely care about them," said Maurice Winkfield, Executive Director of Oncology Services. "We are passionate about helping each patient along the way on their personal journey of cancer care, from their day of diagnosis, through treatment, and into remission and survivorship."

Cancer patients are treated at one of two Beebe Oncology locations in Sussex County. The Tunnell Cancer Center, located on Beebe's Rehoboth Health Campus, has been present for decades, and has been the trusted place to turn for thousands of patients over the years. The South Coaster Cancer Center, located in Millville, opened more recently, and has quickly earned a reputation for excellence in the delivery of patient-centric care. Both locations are equipped to treat patients who have been diagnosed with breast, skin, colon and rectal, lung, prostate, and women's cancers. In 2023, U.S. News & World Report named Beebe "High Performing" in colon and lung cancer surgeries. That is the highest distinction a hospital can earn in the ratings.

# BUILDING PROGRAMS WITH FOCUS ON PATIENT CENTRICITY AND INCLUSIVITY

One of Beebe Healthcare’s most significant strategic goals is to build, deliver, and expand services to meet the needs of every person who lives, works, or visits Sussex County.

“Through the ongoing diligence of the Beebe team, we are putting systems in place to make healthcare services more accessible, allowing Beebe to meet people where they are, rather than expecting that they will (or can) always come to us – when they need us.”

**WILLIAM CHASANOV II, DO, MBA, FACP**  
Chief Health System Design Officer



It is our responsibility to do everything we can to meet the needs of our patients, physicians, providers, employees, payers, and community at-large. Beebe is taking steps to better understand and elevate the voices and expectations of those groups to inform valuable programs, resources, and services needed to promote wellness, disease prevention, and overall healthy living in Sussex County

This is the essence of what “putting the needs of our patients first” is truly all about.

So much of what we do at Beebe focuses on the achievement of health equity, with ongoing efforts to address social determinants of health and reduce barriers to healthcare. We are putting systems in place to make healthcare services more accessible and inclusive, and to meet people where they are when they need us the most. Our commitment to diversity, equity, inclusion, and belonging in our day-to-day work is clear; now we are working hard to ensure members of our community understand the programs and resources available to them and the steps to take to access them.

# MEETING PEOPLE WHERE THEY ARE with Healthcare Services They Need

In late 2022, Beebe Healthcare unveiled its new Community Mobile Health Clinic, underscoring the organization’s commitment to making healthcare accessible and convenient, and meeting the needs of the community in new ways. Operated collaboratively by Beebe’s Population Health, Community Outreach, and Behavioral Health teams, the Mobile Health Clinic aims to address the physical, social, and behavioral healthcare needs of people across Sussex County, with particular emphasis on care for under-resourced populations.

“Since we introduced this service, the Mobile Health Clinic has made it possible for Beebe to deliver care when and where patients need it,” said David A. Tam, MD, MBA, CPHE, FACHE, President and CEO. “We are bringing our services out into the community in a way that reduces barriers to healthcare, expands Beebe’s presence in the community, and promotes the establishment of trusting relationships

between our care teams and the patients we are here to serve.”

The Mobile Health Clinic is staffed by a multidisciplinary team of care providers focused on addiction medicine and behavioral health services. The mobile clinic’s dedicated team offers these services to patients and communities literally where they are, rather than requiring them to come to a medical office or emergency department, as well as a series of preventive screenings, education, and connection to health and wellness resources.

“This is about bringing care to the community, and the community to care,” said **KIM BLANCH, BSN, RN**, Director of Community Outreach. “It makes it possible for people to get the care they need by removing certain barriers



to care like transportation and offering resources or support before it rises to the level of needing emergency care.”

Many layers of philanthropy have made the Community Mobile Health Clinic and its programs and services possible. In August 2021, the Delaware Division of Substance Abuse and Mental Health awarded Beebe Medical Foundation a State Opioid Response grant to expand its treatment capacity and to engage and serve high-risk populations.

The \$550,000 in funding enabled Beebe to purchase this first mobile unit.

One of the very first donors to partner with Beebe was Michelle Freeman, Owner and CEO of the Carl M. Freeman Companies and President and Chair of the Carl M. Freeman Foundation. In April 2022, the Carl M. Freeman Foundation awarded a three-year matching grant of \$370,000 in support of Beebe’s mobile health initiative. Many individual donors have graciously helped support the project, too.

“The Mobile Health Clinic exemplifies our organizational commitment to helping people achieve health and wellness, and we are incredibly grateful to those who have supported Beebe philanthropically, to make it a reality,” said Tom Protack, President of Beebe Medical Foundation.





# Caring for People Holistically Through the Power of Partnership

Beebe is committed to providing holistic, patient-centered care. Often times, clinical providers must look beyond the medical issue a patient is presenting with, and identify what resources an individual needs to get well and stay well. Challenges such as food insecurities, housing instabilities, financial stress, and lack of transportation often must be addressed, and through the power of partnership, they can be – and are.

“It is through our deep and longstanding partnerships with other community-based organizations, independent facilities, and state agencies, that Beebe is creating an equitable continuum of care, with connection to other services our patients need,” said Kim Blanch, BSN, RN, Director of Community Outreach at Beebe. “Beebe provides medical care in the service delivery equation and partners with community champions who are also working to create effective strategies to address health inequities. We work with organizations who share our mission and goal to improve the

overall health and wellbeing of our demographically diverse population.”

With focus on achievement of its health equity goals, Beebe has collaborated with local partners to build and launch a wide range of community-based services. Collectively, they focus on meeting people where they are and simplifying access to the resources they need. Among them:

- + Launch of a behavioral health consultation line
- + Establishment of a Peer Program
- + Scheduling of community mobile health clinics to bring healthcare services into local neighborhoods that traditionally struggle with access
- + Reinvigoration of self-management education programs to improve management of chronic disease
- + Expansion of social care networks
- + Growth of post-acute care relationships to ensure proper healthcare follow-ups and solidify the continuum of care

- + Continuation of food programs to provide families in need with access to daily essentials
- + Integration of health literacy into patient and community education programs
- + Increased training and distribution of Narcan
- + Alignment with community-based initiatives that aim to reduce social determinants of health, to ensure all local residents have access to food, transportation, quality care, and culturally competent care

“Through partnership, we are able to better understand the diverse needs of our community, and then work together to tailor our outreach and services accordingly,” said Blanch. “It is through this targeted and personalized approach to community-based care that we are maintaining focus on Beebe’s health equity goals, and moving the needle forward in the right direction.”



# DESIGNING EQUITABLE HEALTHCARE FOR THE NEEDS OF THE PEOPLE

Led by the newly formed Health Systems Design Office, continuum of care and value based care are becoming more integrated into Beebe Healthcare. The Office is focused on developing and implementing innovative strategies to design, optimize, and streamline care delivery systems within the organization.

This could involve reimagining processes, workflows, and structures to enhance patient care, operational efficiency, and outcomes. Data shows when a patient sees their primary care doctor, they get their screenings and wellness checks, and typically if they end up in the hospital, they're not here long.

That's where improving the continuum of care begins. It's the focus of treating patients outside of the hospital and providing them resources, so they can get the treatment they need in the appropriate care setting. It aims to enhance patient satisfaction, improve care quality, and reduce healthcare costs.

Learn more about the team that is ensuring patients have the right care, at the right time, in the right place.

## **WILLIAM CHASANOV II, DO, MBA, FACP**

### **Vice President, Chief Health System Design Officer**

Dr. Chasanov provides executive leadership with focus on improving the health of the community through strategic planning and the deployment of public health outreach programs, designed to reach underserved populations across Sussex County.



## **LORETTA OSTROSKI, MSN, RN, NE-BC**

### **Vice President of Integrative Care, Continuum of Care**

Loretta Ostroski's priority is to build, bridge, and align the continuum of care Beebe offers patients and the community at large. She focuses on the development of care coordination, community health, and health equity programs, with a goal to reduce social determinants of health, improve health outcomes, and build healthier communities, locally.



## **DANIELLE SOCRATES, MBA, CPXP**

### **Vice President of Value-Based Care**

Danielle Socrates' work aims to strategically transform the way healthcare is delivered across Sussex County, with focus on value, quality, and experience. She is building an infrastructure to ensure all local citizens have the means to see primary care physicians on an annual basis, schedule preventive screenings, and have access to coordinated care when specialty healthcare services are called for.





# STRIVING TO BE THE LOCAL EMPLOYER AND PARTNER OF CHOICE

Beebe Healthcare offers exciting career and leadership opportunities within a culture that *puts people first*.

As a healthcare organization, the patients who turn to Beebe for care are obviously among those we aim to serve. But equally important are the people who choose to work at Beebe – from young professionals just starting out in their careers and looking for opportunities to grow, to tenured professionals who have devoted their entire working lives to the field of medicine. We are incredibly focused on serving our team and promoting a nurturing environment and culture that is diverse and inclusive, where everyone is deeply connected to the purpose and committed to providing remarkable, compassionate care.

Our team is made up of service providers, strategic thinkers, and problem solvers, who work in both clinical and non-clinical roles. We share a unified vision and goal to make Beebe the healthcare provider of choice in Sussex County and strive to continually develop a culture where all employees feel empowered, valued, and included as primary contributors to Beebe's success.



## FY23 TOTAL RECRUITMENT:

- + 1497 Hired
  - 967 External Hires (64.6%)
  - 529 Internal Hires (35.4%)
- + 335 Clinical RN Hires – Internal & External

“Beebe Healthcare has thousands of talented and dedicated caregivers working tirelessly to serve the needs of Sussex County. It’s an honor to lead this team of highly skilled professionals, who I work alongside everyday as we adapt to the rapidly changing healthcare landscape. I was drawn to Beebe’s long history of compassionate care, deep-rooted community partnerships, and the commitment to continuously seek new and better ways to care for the community.”



**ASHLEY FOSTER**, Senior Vice President, Chief People Officer

# CARING FOR OUR CAREGIVERS

Everyone has heard the saying: “Do as I say, not as I do.” This can apply to many things, but for healthcare professionals, sometimes it is difficult adopting the clinically sound advice they share every day with patients for themselves.

Life is hard and messy, and things get in the way! At Beebe, we’re committed to caring for our caregivers to make sure they have the resources necessary to cope with everyday life challenges, but also the ones that come associated with working in healthcare.

## TRAUMA-INFORMED CARE

Trauma-informed care shifts the focus from “What’s wrong with you?” to “What happened to you?”

A trauma-informed approach to care acknowledges that healthcare organizations and care teams need to have a complete picture of a patient’s life situation — past and present — in order to provide effective healthcare services with a healing orientation. Adopting trauma-informed practices can potentially improve patient engagement, treatment adherence, and health outcomes, as well as provider and staff wellness.

The approach is twofold – being trauma aware authentically creates a culture of support for staff. Current and past traumatic experiences of team members need to be met with compassion and empathy to have a safe workspace where everyone is collaborative and supportive of one another.

Trauma-informed guides round throughout the organization to provide support, resources, and education to our team and patients.

“We know from an ever-growing body of research that it is quite common to experience and be impacted by traumatic events or toxic stress,” says Kim Blanch, MSN, RN, Director of Community Outreach. “As a community healthcare system, it’s essential we

recognize our patients have stories that can potentially influence their behaviors and health outcomes, and each of us has a story of our own. Walking through our days with this awareness increases our capacity for compassion and connection.”

“As we continue on our trauma-informed journey, our focus on knowledge and skill building through education and practical application will move us along the continuum to becoming a trauma-informed organization.”

In June 2022, Beebe Healthcare was recognized by the Governor’s Office and Trauma Matters Delaware as a Compassionate Champion for the educational opportunities and outcomes provided in our first year of becoming Trauma Aware.

Beebe is in the second phase of its journey.

- + Phase I = Trauma Aware
- + **Phase II = Trauma Sensitive**
- + Phase III = Trauma Responsive
- + Phase IV = Trauma Informed

## BE WELL PROGRAM

Part of Beebe’s wellness resources includes the Be Well program, which connects team members with Beebe’s Integrative Health and Population Health team. It includes one-on-one health coaching, programs around healthy eating, movement classes such as yoga, and health lifestyle change workshops for managing chronic conditions. The programs offered are evidence-based, patient/team member-centered health education, promotion, and prevention interventions that assist along the continuum of behavior change.

“The Be Well Program team is a deeply committed partner in a person’s journey to improved overall health and wellness, offering positive encouragement, motivation, compassion, caring, accountability, and unwavering support,” says Sharon Mack, MS, Health Coach/Integrative Health at Beebe Healthcare. “Be Well programming encourages goal setting, intrinsic motivation, sustainable healthy habits, and prevention and self-management of many chronic medical conditions. As we work to offer support and cultivate wellness, we act respectfully, honor professionalism and privacy, are inclusive and non-judgmental, and offer navigation of Beebe services to team members.”

Both programs were funded, in part, by community philanthropy through the Beebe Medical Foundation. Additionally, Beebe offers an Employee Assistance Program and counseling services through Meru Health.



“There is great alignment and synergy between my personal vision and professional goals, and Beebe’s. Beebe is not holding back. This is an organization that is always striving to do more for the people it serves, and I am excited to have an opportunity to be part of that.”

**KAREN BARBOSA, DO, FACOS**  
Oncoplastic Breast Surgeon

“It is exciting to relocate to Sussex County after spending the past 25 years getting to know the area, as a vacationer. I am comfortable and happy here. I love what I do and feel honored to take care of patients and help them reach their health goals.”

**DARLENE HAUPT, DO, Family Practice Physician**

“I love being a nurse because I get to help people get better and have a good quality of life. It’s in my heart. I was built to do this. We moved to Delaware many years ago and have never looked back. I am so proud to be part of Beebe Healthcare for all of these years.”

**JENNIFER WHALEY, BSN, RN, CCRN**  
Critical Care Nurse

“I am committed to providing patient-centered and personalized care for women of all ages, and at all stages of life. I am excited to be part of Team Beebe because this is where I began my career and gained my nursing foundation.”

**SHAUNTEY SINGLETARY, WHNP-BC, APRN, MSN**  
Women’s Health Nurse Practitioner

“I want people to know about the expertise of the specialists and surgeons who practice here. Our surgical teams truly provide quality and safe care to the people of Sussex County. You don’t need to travel far to get the highest quality specialty care. I promise – it’s available right here in your backyard, at Beebe.”

**JOHN TYSON, MD, FACS, General Surgeon**

“It is wonderful to join a health system that shares and supports my view that mental health is an important part of a patient’s overall health. I look forward to joining in Beebe’s efforts to meet the need for psychiatric services in our community.”

**JENNIFER YOON, MD, Psychiatrist**

“I am incredibly grateful to be living and practicing once again in Sussex County – a place that has always been near and dear to my heart. It’s an exciting time to be part of Beebe Healthcare. The organization is committing to continuously growing its programs and services in line with the community needs. I am proud to be here and to have an opportunity to be a part of that growth.”

**CLARA HIGGINS, DO, FACOS, General Surgeon**

“Our commitment to rethinking the ways we provide value-based healthcare services centers around doing what is best and right for the patients we serve, and how we can care for them in a coordinated and streamlined manner. It is a true honor to be in a position to lead the development and expansion of programs to accomplish that.”

**DANIELLE SOCRATES, MBA, CPXP, Vice President of Value-Based Care**

Working for Beebe, you’ll have supportive and progressive leadership, a patient-focused environment, and access to leading-edge technology. [See all open opportunities.](#)

# Diversity, Equity, Inclusion, and Belonging at Beebe



Alina Ferrer oversees interpreting at Beebe Healthcare. She recently celebrated 20 years of relaying critical information to Spanish-speaking patients. Cuban-American, she is committed to enhancing language access in healthcare, and she serves as board president of La Esperanza Community Center.

“Not only am I a part of the Latino community here in Sussex County, I am also part of the LGBTQ community. The community is very open and welcoming. I don’t think we realize that until we go elsewhere and feel stigmatized or fearful in some cases. Living here has really nurtured that part of me because it is so inclusive. Even though I come from an urban area, I think that what you find in Sussex County is a true gem.”



Brittany Carney: “On May 20, 2023, my now wife, Rebekah Collins, and I tied the knot! Rebekah and I have been together almost 10 years and we are both PROUD Beebe Team Members! Rebekah is a surgical technician in the operating room, and I am the lead EKG technician on the Margaret H. Rollins Lewes Campus.”

Beebe Healthcare is unequivocally committed to providing the best care to our patients and all people in our diverse Sussex County community. Our culture of empathy and excellence represents a critical part of that mission. Please know that we see you and we support you. You can be yourself with us. We will continue to hold space for staff, both members and supporters of the LGBTQ+ community, to speak about their experiences. Together, we’re fostering a community that strives for acceptance, equity and a sense of belonging for all. #BeebePride



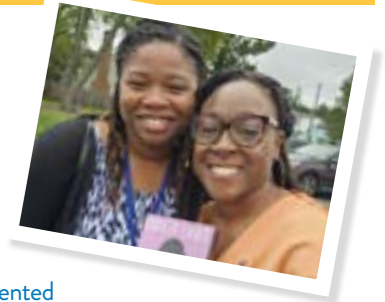
Beebe Healthcare has implemented a long-term Diversity, Equity, Inclusion, and Belonging (DEIB) strategy, with focus on fostering an inclusive culture, bolstering results and growth, improving patient outcomes, creating and sustaining high-performance teams, and advancing the organization’s position as a valuable community leader and partner.



We believe our ability to succeed relies on our PEOPLE, as we seek to attract and retain high-performing employees who are demographically and culturally diverse; our CULTURE, built to promote the value of diversity, inclusion, belonging, and well-being; and our COMMUNITY, through the creation of partnerships with others who are working to address and resolve health equity disparities across Sussex County.

As Beebe’s first DEIB Director, Elizabeth Campbell, JD, develops plans to bring people and teams together, with respect for all perspectives and with appreciation for the establishment of equitable practices. Her work centers around building high-performance teams, fostering creativity in the workplace, improving business results, promoting growth, and optimizing patient outcomes and experience.

Joyce Robert, MD, FAAFP, Family Medicine Residency Program Director, in partnership with Jasmine Brown, author and medical student at the Perelman School of Medicine at the University of Pennsylvania, presented at the Lewes History Book Festival at the Lewes Public Library. They facilitated a discussion about the book “Twice as Hard: The Stories of Black Women Who Fought to Become Physicians, from the Civil War to the 21st Century.”



# STEWARDED RESOURCES TO ENSURE BEEBE'S SUSTAINABILITY AND LONG-TERM SUCCESS

It's no secret that healthcare changes rapidly. For this reason, like all hospitals and healthcare organizations across the country, Beebe must maintain constant focus on what lies ahead, and what steps must be taken now, to prepare.

Beebe's leadership team continuously analyzes what kinds of investments should be made today, to assure the healthcare system is equipped to care for what patients in the future will need. Plans for new and updated facilities, the acquisition of the latest technologies, recruitment of renown physicians and clinical experts, and development of transformative hospital and community-based programs are among the resources that are considered, as we aim to sustain our position as the local healthcare provider of choice.

None of this could be possible without the support from our philanthropic community and Beebe Medical Foundation. As Sussex County grows, Beebe is committed to growing with it.

“Our family is filled with so much gratitude for the multidisciplinary team that provided the coordinated and compassionate care our father needed, leading up to, during, and after his transcatheter aortic valve replacement (TAVR) procedure. Various physicians, nurses, care coordinators, social workers, respiratory therapists, the dialysis team, and certified nursing assistants, as well as his personal support network, made up his team.”

*With gratitude on behalf of our family and for all you do for our community,*

**RITA WILLIAMS AND TANYA BHASIN, and our parents, KISAN AND PRABHAT KARAPURKAR**



Read the Karapurkar's full letter of gratitude and why they joined the Foundation's 1916 Club as thanks.



# FUNDING FOR THE FUTURE

## Spotlighting the Work of Beebe Medical Foundation

Beebe Medical Foundation raises money to fulfill Beebe Healthcare's mission to encourage healthy living, prevent illness, and restore optimal health for the people residing in, working in, or visiting the communities we serve. The Foundation team works with donors in a variety of ways to ensure gifts are donated in a way that is important to them – whether restricted to a specific fund or unrestricted and directed toward the areas of greatest need.

The work of the Foundation is apparent both on and off hospital grounds. It has led to the opening of new, state-of-the-art facilities, as seen through the recent opening of Beebe's Specialty Surgical Hospital and the new Center for Breast Health, as well as the South Coastal Emergency Department and Cancer Center in 2020. It has allowed for the investments in innovative technologies as our surgical, cardiac and vascular, and oncology service lines have continued to evolve and grow. It has made it possible for Beebe to take much-needed healthcare services out into the community, through the development and deployment of sophisticated population health programs that meet patients where they are. And, it has supported Beebe's commitment to advancing medical education, with the launch of the Family Medicine Residency program in 2023.

"What greater thing to support than the greatest asset in Sussex County – our local, not-for-profit healthcare system," said Thomas Protack, President of Beebe Medical Foundation. "This is a healthcare system that is focused on creating change and saving lives, and we can do that by continuously investing in our future with support from our partners in philanthropy."

Beebe Medical Foundation is working to educate people about its goals and opportunities for engagement through its "Sussex Supports Beebe Healthcare" campaign. It promotes Beebe's current service offerings, with emphasis on plans to establish new programs and strengthen core service lines in the future. The campaign began in July 2021 and already shattered its \$22.5 million goal, which has been raised to \$30 million.



**2023 was a memorable year for Beebe. This short video showcases our collaborative projects from the past year, featuring everything from social media posts to TV commercials.**

"We are so grateful for those who have support Beebe in the past, and who have made it possible for this hospital to grow into the phenomenal healthcare institution it stands as, today," said Protack. "We believe our Sussex Supports Beebe Healthcare campaign will educate people even further about the exciting things that are happening here, and inspire them to get personally involved."

COMMUNITY BENEFIT COST	FY23
Charity Care (at cost)	4,345,185
Bad Debt (at cost)	5,115,505
Government-sponsored Healthcare	
Medicare	99,091,144
Medicaid	3,499,601
Total Net Expense	102,590,745
Community Benefit Program (net loss)	
Health Promotion and Wellness Programs	1,136,070
Behavioral Health Services	336,122
Sexual Assault Nurse Examiner Programs	163,151
Oncology Research Program	215,729
Interpreter Services	577,608
Physician Services Recruitment	221,557
Physician Practice Guarantees	8,017,600
Workforce Development with Educational Institutions	2,107,079
Sponsorships	343,831
Subtotal Community Benefits	13,118,748
Beebe Medical Group	35,155,339
Total Cost of Community Benefits	48,274,087
<b>TOTAL COMMUNITY BENEFIT</b>	<b>160,325,522</b>

# COMMUNITY BENEFIT & PATIENT CARE DATA



## OUTPATIENT PROCEDURES:

OP EKG Procedures	20,815
OP Cardiac Lab Procedures	17,697
OP Lab Procedures	1,073,144
OP Radiation Oncology Procedures	15,203
OP Medical Oncology Patients	7,302
OP Medical Oncology Visits	18,139
Home Health Visits	53,996

	Current Actual	Prior Year Actual	% Variance
Discharges	10,687	9,599	11.33%
Average Length of Stay (Discharge days)	4.91	5.21	-5.76%
Births	721	704	2.41%
IP Emergency Visits - Hospital	6,802	6,330	7.46%
IP Emergency Visits - South Coastal	575	438	31.28%
OP Emergency Visits - Hospital	35,885	33,390	7.47%
OP Emergency Visits - South Coastal	18,378	16,833	9.18%
<b>TOTAL EMERGENCY VISITS</b>	<b>61,640*</b>	<b>56,991</b>	<b>8.16%</b>
<b>TOTAL WALK-IN VISITS</b>	<b>66,935</b>	<b>72,390</b>	<b>-7.54%</b>
<b>TOTAL OPERATING ROOM CASES</b>	<b>17,193</b>	<b>15,116</b>	<b>13.74%</b>
<b>TOTAL IP + OP CARDIAC CATH PROCEDURES</b>	<b>5,830</b>	<b>4,490</b>	<b>29.84%</b>

\*30% of visits go to South Coastal

## HEALTH SYSTEM LEADERSHIP

### EXECUTIVE MANAGEMENT TEAM

**David A. Tam, MD, MBA, CPHE, FACHE**, *Beebe President & CEO*  
**Kathleen Tregear, RN, BSN, MSN, MBA, JD, NEA-BC**, *Interim Senior Vice President and Chief Nursing Officer*  
**Anthony Buonanno, MD, MBA**, *Vice President, Chief Medical Officer, Beebe Medical Group*  
**Bill Chasanov, DO, MBA, FACP**, *Vice President, Chief Health Systems Design Officer*  
**Christina Deidesheimer, MS-IMC**, *Vice President, Communications and Outreach, Chief Communications Officer*  
**Ashley Foster, MBA**, *Senior Vice President, Chief People Officer*  
**Marcy Jack, JD, BSN, CPHRM, CPHQ**, *Vice President, Chief Quality Officer*  
**Bruce Leshine, Esq.**, *Vice President, Chief Legal Officer*  
**Michael J. Maksymow, CPHIMS, FHIMSS**, *Vice President, Chief Information Officer*  
**Loretta Ostroski, MSN, RN, NE-BC**, *Vice President, Integrated Care and Continuum of Care*  
**Tom Protack**, *Beebe Medical Foundation President*  
**Steve Quiriconi**, *Vice President, Interim Chief Financial Officer*  
**Paul Sierzenski, MD, MSHQS, CPE, FACEP**, *Senior Vice President, Chief Physician Executive*  
**Danielle Socrates, MBA, CPXP**, *Vice President, Value-Based Care and Operations*  
**Diane Taylor**, *Vice President, Chief Strategy Officer, Chief of Staff*

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**Alberto R. Rosa, MD**, *Vice President of the Medical Staff*  
**Madhu Prattipati, MD**, *Secretary of the Medical Staff*  
**Kevin D. Bristowe, MD**, *Treasurer of the Medical Staff*  
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