

Society of Hospital Medicine

Annual Report, 2024



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Originally incorporated in 1997 as the National Association of Inpatient Physicians, the organization changed its name to the Society of Hospital Medicine (SHM) in 2003. Last year, SHM defined a mission and vision to guide the organization and developed four organizational goals. These organizational goals continue to serve as guiding principles for the work we do on behalf of our members.

Vision

To be the professional home of hospitalists dedicated to exceptional and equitable care for acutely ill patients.

Mission

As the home for hospitalists, SHM activates and engages our community to:

- Advocate for our specialty, our members, and the diverse patients we serve.
- Promote high-value care and optimal outcomes for acutely ill patients.
- Meet the evolving educational needs of a dynamic specialty.
- Cultivate an inclusive community for hospitalists and support career growth and well-being.
- Advance the research and innovation of healthcare delivery, quality, safety, and experience across the care continuum.

Goals



Invest in a Diverse, Equitable, and Inclusive Culture



Advocate for members in the field of Hospital Medicine



The SHM Community - a place to Belong, Grow, and Partner



Advance healthcare delivery, quality, and experience through science and innovation.

The 2024 Annual Report was developed for SHM's membership and is a summary of our activities and accomplishments during this past fiscal year from September 2023 to September 2024.

SHM Board Members

Current Officers



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MD, MPH, SFHM
President
Baltimore, Maryland



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MD, SFHM
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MD, MMM, SFHM
Bend, Oregon

Letter from our CEO, Dr. Eric E. Howell



Dear SHM Members,

It has been our honor this past year to be your professional society. Some of you have just recently joined us and made SHM your home, while so many of you have been an integral part of the fabric of our home for hospitalists for years. Together we continue to persevere through an extraordinary time, navigating through what many would call our new normal. The landscape of acute care continues to endure remarkable change which is attributable to numerous factors including consistent human resource

constraints, the closure and consolidation of hospitals and health systems, clinical and technological advances, the proliferation of newer models of care, and a greater emphasis on meeting the needs of the whole patient by considering social risk factors and social needs. All of this is compounded as we bear witness to the world's events including global conflict, unprecedented national events, natural disasters, and environmental change. Even against this backdrop we, as hospitalists, work every day to provide exceptional care at the bedside of our patients, identify and implement operational and systems improvements, and articulate relevant research questions and areas of study to advance acute care, keenly aware of the timely opportunity to improve care for our patients.

Our specialty continues to undergo rapid, unprecedented, and transformational growth, solidifying the hospital medicine workforce and a future where patients continue to rely on and trust hospitalists to care for them while they are hospitalized. As your professional society, we remain committed to advocating on your behalf and that of the specialty with a focus on the future of medicine and acute care. More than ever, we continue to identify and anticipate your

professional needs and SHM strives to enhance your connection to fellow hospitalists and the larger hospital medicine community.

Last year SHM embarked on a strategic planning process with our leadership which was instrumental in defining four core strategic goals that serve as an organizational blueprint, defining the pillars for our priorities and initiatives for engagement with you, our members, and championing the profession and advancing the practice of hospital medicine. During this past year, these strategic goals informed how we supported the growth of a diverse, equitable workforce, and hospital medicine community, as well as identifying the best forums and mechanisms to assist hospitalists in all stages of their careers. SHM worked hard to amplify the contributions of the specialty and its physicians on the Hill, in our publications, and through various media channels.

My own experience has been that the road to improving acute care is anything but an easy path, but the payoff for those efforts is worth it. We are determined and we will persevere remembering *per aera ad astra ...* to the stars through hardship. We will champion acute care medicine, augment, and support our community and advocacy efforts to enhance our mission.

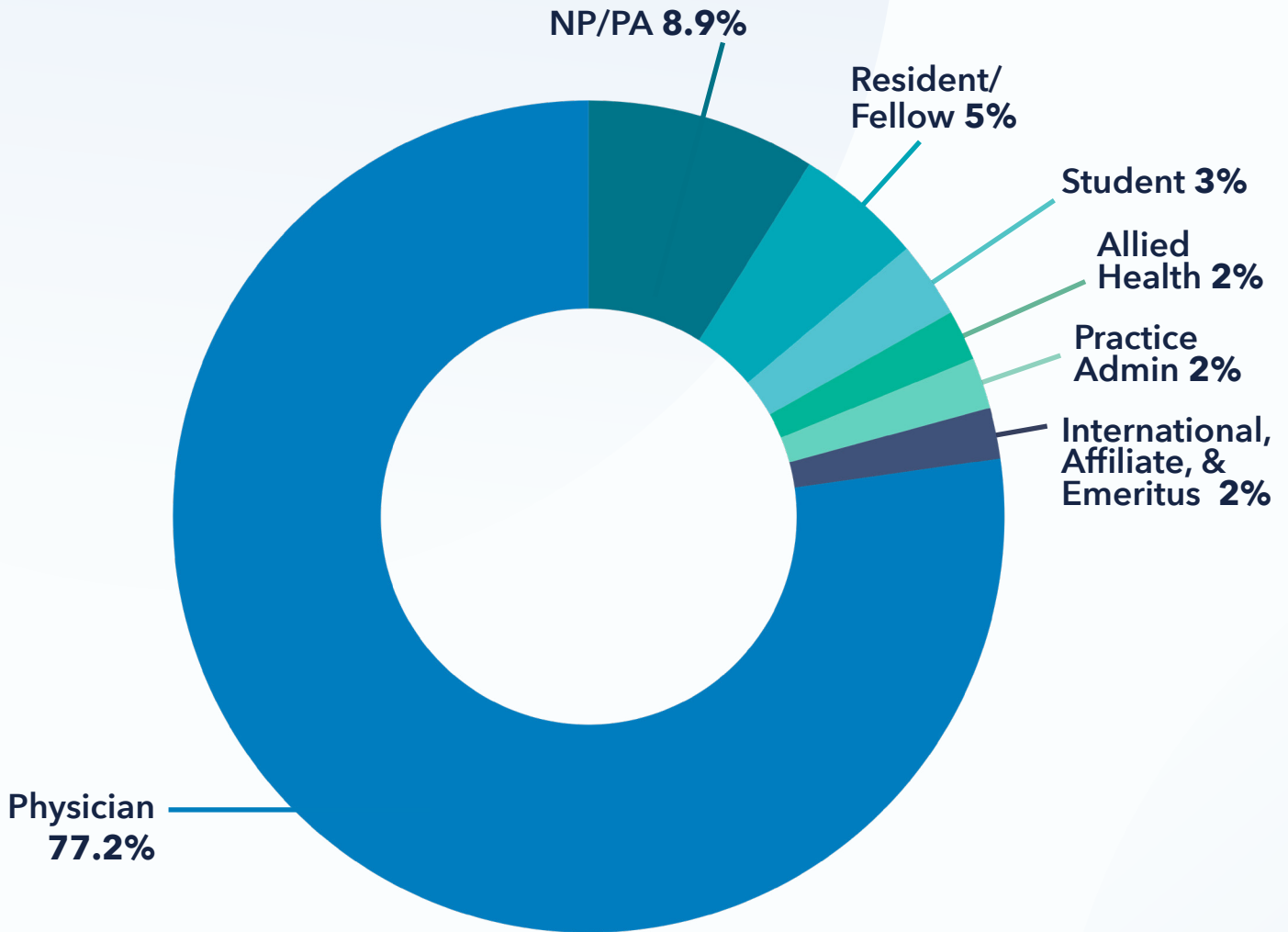
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We have always known that making the world a better place isn't easy. As we aim for the stars and work to advance acute care, inevitably there will be challenges, but by working together they are not insurmountable. Thank you for being the best part of the Society of Hospital Medicine. We are motivated by the opportunities ahead to enhance our profession, our specialty, and the care we provide for our patients to advance health outcomes.

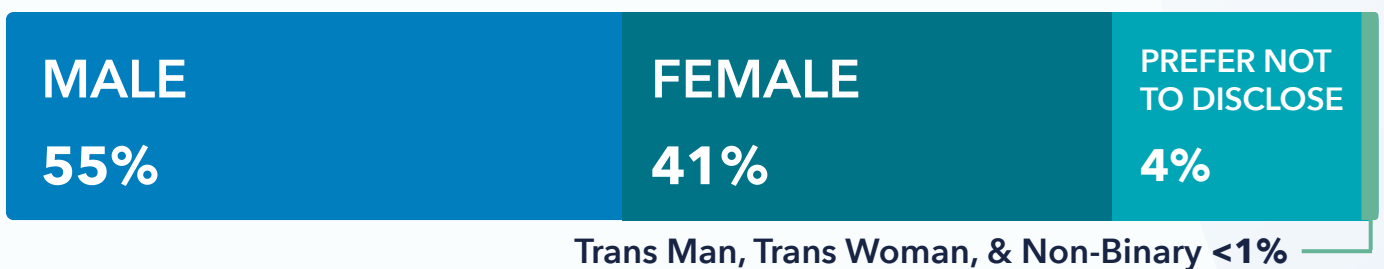


SHM Membership Demographics

MEMBERS BY PROFESSION



MEMBERS BY GENDER



A Look Back: SHM's Accomplishments in 2024

Invest in a Diverse, Equitable, and Inclusive Culture

SHM actively and purposefully champions its core values of equity and inclusion to support a diverse, vibrant, and thriving hospital medicine workforce and community.

Many of our members are reliably advocating for the patients in their hospitals and health systems and are committed to advancing equitable care to mitigate health disparities that threaten health outcomes for marginalized communities. We, too, want to enhance the pathway and smooth the path for individuals from underrepresented, and economically disadvantaged, groups in medicine who have also demonstrated tremendous potential and a commitment to improving care for acutely ill patients. At SHM Converge in San Diego this year, for the third year in a row, we awarded Diversity, Equity, and Inclusion Hospital Medicine scholarship awards. We developed the scholarship fund to support students demonstrating excellence in medical school and a commitment to health equity as well as a desire to become a hospitalist. Vituity has made this scholarship possible for three consecutive years, including this year, and is the fund's Keystone Sponsor. We are grateful that in 2024 SHM was able to provide a second scholarship made possible by Sound Physicians, our Visionary Sponsor. Each of our student awardees received \$25,000 in medical education scholarships.

Medical student Ricardo Crespo Regalado, the recipient of this year's first scholarship award, began his undergraduate volunteerism at University of North Carolina at Chapel Hill as a Spanish interpreter at the Student Health Action Coalition, a student-run free clinic, with a desire to help after his family's challenges accessing healthcare. Over the past six years, he progressed through various roles and is now co-CEO. He has a profound passion for serving underserved populations and advancing and researching health equity. He has devoted recent efforts to address language inequity in the hospital



admissions process by helping to identify patients who require language access services. Ricardo aspires to incorporate medical education and research into his future career. After graduation, he plans to use his training to provide care to underserved populations.

Our second scholarship recipient, Nnamdi Igwe, is a third-year medical student at Icahn School of Medicine at Mount Sinai. Throughout his medical school journey, he has been engaged in multiple successful quality improvement and patient safety initiatives that focus on improving quality of care for hospitalized patients with limited English proficiency, an underserved population. After his medical training, Nnamdi aspires to develop a career in academic hospital medicine, practicing in both the United States and Nigeria. He hopes to mentor and teach medical students and residents about ways to successfully implement system-wide quality improvement and patient safety projects in hospitals.

This year, at SHM Converge in San Diego, SHM once again partnered with its Diversity, Equity, and Inclusion Committee to provide meaningful engagement with students from underrepresented groups in medicine by inviting them to attend our conference and participate in a year of longitudinal mentored support from hospitalists. We hosted a total of seven students from two medical schools including the University of San Diego and the inaugural medical school class of Charles Drew University. Students participated in a roundtable with SHM's CEO, several Board members, and a few of SHM's DEI Committee members to learn more about careers in hospital medicine. They will have the opportunity to participate in regular virtual mentoring sessions with our DEI Committee members to solicit guidance about their careers in medicine. These students also recently participated in a clinical vignette workshop to learn more about how to facilitate scholarship opportunities. The students are SHM's third cohort of students. In previous years, SHM hosted medical students from Meharry Medical College and the Dell Medical School, offering each group mentoring for a year.

This year SHM's Board of Directors approved the founding of the SHM Global and Rural Health Foundation. We will excitedly launch the foundation during 2025. The foundation represents a unique opportunity to support SHM members who are currently addressing inequitable patient care by partnering with organizations to meet the needs of patients internationally as well as in rural communities across America. SHM will award microgrants to SHM members who are working with aid organizations or non-profits with the objective of offsetting travel and other costs to mitigate impediments to participation in these activities. We plan to share the inspiring stories of our members who are volunteering their time to advance acute care in underserved communities around the world and around our country.

The SHM Community-a Place to Belong, Grow, and Partner

You are an integral part of our hospital medicine community.

Our incredible community comprises more than 18,000 members and having quantified the growth of the hospital medicine workforce year over year, we know it continues to grow¹. Our community continues to be a vital part of the healthcare system with hospitalists and hospital-based clinicians practicing in large urban centers, VAs, community health systems, and safety net hospitals all over the country. In April we convened our annual conference, SHM Converge, and were fortunate to see many of you in San Diego, California. The meeting provided so many opportunities to connect with one another during educational sessions, Committee meetings, plenary sessions, and in the halls of the convention center, all while experiencing the numerous, diverse educational offerings and sessions. We celebrated the accomplishments of some of our members honoring the SHM 2024 Masters in Hospital Medicine, as well as Senior Fellows and Fellows. We also recognized our SHM Awards of Excellence Winners. The plenary sessions proved to be a source of connectivity for our community, from our keynote speaker and advocate Parul Somani who delivered a message of empowerment and helped us think about embracing uncertainty and leading with intention in our professional and personal lives, to hearing the President's address from Dr. Flora Kisuule, MPH, SFHM, as we look ahead to the future of hospital medicine and aspire to challenge the status quo, think big, shatter conventions, and inspire our community. We welcomed our friends, the Curbsiders, who recorded their medical podcast live and enhanced our knowledge about caring for patients with heart failure.

SHM Converge 2024 attendees derived educational content from 18 tracks including two new tracks, Optimizing Care of Hospitalized Patients and Late Breaking (a track addressing topics featured in the news and academic journals). They attended more than 130 educational sessions and 18 interactive workshops. The educational sessions addressed diverse topics including overcrowded hospitals, starting and running a clinical trial as a hospitalist, challenging anticoagulation scenarios, examining the impact of early discharge on throughput, and inpatient management of opioid use disorder (OUD). We conducted 32 Special Interest Forums, which were dedicated informal sessions for

¹Lapps J, Flansbaum B, Leykum LK, Bischoff H, Howell E. Growth trends of the adult hospitalist workforce between 2012 and 2019. J Hosp Med. 2022 Nov;17(11):888-892.

discussion about topics and issues our members and distinct constituencies care about most.

National Hospitalist Day is an annual celebration of our members and our specialty. This year we marked March 7 once again as a community with a focus on celebrating the human in hospitalist. SHM highlighted the opportunity for hospitalists to recognize the human in themselves by reflecting on the things and activities that bring them joy or spark interest outside of work.

SHM's Special Interest Groups (SIGs) represent more than 30 unique constituencies among our membership. SHM's SIGs provide robust networks for discussion, collaboration, and exploration of topics of special importance to hospitalists and hospital-based clinicians. Our SIGs include a Rural Hospitalist SIG, an Academic Hospitalist SIG, a Global Health SIG, a Hospital at Home SIG, an Interhospital Transfers SIG, and a Value-Based Care SIG, among others. SHM's SIGs have led numerous initiatives and virtual networking sessions over the last year to foster connection to the larger constituency. For example, the Point of Care Ultrasound (POCUS) SIG created a recurring series of "simulive" sessions where they pre-record the didactic presentation and the creators of that recorded session are then present for a live Q&A with attendees. Topics have included "Which Device is Right for You," "Learning POCUS on Your Own," "Starting a POCUS Education Program," and "Credentialing and Billing." The meetings often allow for interaction and rich discussion and sharing of ideas.



SHM's 65 local chapters continue to provide an additional venue for community, networking, and education. Many of you have been present at one or more of our 153 in-person and virtual meetings. There were countless enriching events including our New Hampshire/Vermont Chapter's inaugural winter conference with CME education and dedicated networking time featuring skiing and resort activities.

SHM continued to develop and augment its educational content to provide resources that specifically meet the needs of hospitalists and hospital-based clinicians. SHM's collection of 70 downloadable chalk talks moved to a new platform that may be accessed via web or app. SHM also developed a collection of quick talks in a new, ready-to-go teaching script format. The teaching scripts are available free to all members and were designed with new teachers in mind. New attendings and hospitalists taking on new residency programs in the community setting will find ready-to-go scripts on syncope, delirium, and community



acquired pneumonia, as well as teaching tips and guidance for providing feedback. Rapid Clinical Updates, SHM's live, monthly webinar series, has been designed to provide hospitalists with the latest information on clinical updates and treatment when they need it most. A new topic is featured every month, and the series includes actionable education that can help improve case delivery and outcomes both during hospital stay and after discharge. Popular topics this year included inpatient management of chronic obstructive pulmonary disease (COPD), updates on anticoagulation for hospitalists, and syncope simplified.

SHM's Learning Portal hosts a variety of online CME modules, most of which are free for members to access. The modules most accessed included SHM's curated curriculum of modules that meet Drug Enforcement Agency (DEA) requirements. The SHM Consults perioperative curriculum, SHM's LGBTQ+ Health series, and the Critical Care for the Hospitalist series were the most commonly accessed resources.

The Point-of-Care Ultrasound Certificate of Completion (COC) program continued to serve hospitalists looking to advance skills like image acquisition, interpretation, and hands-on use of POCUS. In exit surveys, participants highlighted the direct feedback and communication with faculty, especially through the Image Portfolio component. The POCUS COC program is presented in partnership with CHEST Physicians.

We continued the tradition of the popular Prez Room which included engaging discussions with SHM's leadership, Drs. Kris Rehm, Flora Kisuule, and Eric E. Howell. We invited you to attend to learn more about how SHM is working to fulfill our strategic goals and to support discussion about your professional needs and the various ways the society can support you as a member of the specialty. We met to talk about the practice and advancement of hospital medicine internationally as well as overcoming challenges in the practice of acute care, among several other topics. We look forward to meeting many more of you in this unique forum in the year ahead. Your insights and perspectives are invaluable to us.



Advocate for Members and the Field of Hospital Medicine

We will articulate the role of the hospitalist in caring for acutely ill patients. SHM is your advocate.

SHM advocates on federal policy matters, representing the perspectives of hospitalists to legislators on Capitol Hill and policymakers at federal agencies. We articulate the vital role of hospitalists in the healthcare system and use the collective voice of hospitalists to advocate on the issues that matter most to you and your patients.

When the Centers for Medicare & Medicaid Services (CMS) created new rules around split/shared billing in the hospital, SHM rapidly and forcefully pushed back on the implementation of time-based criteria for determining whether the physician or NP/PA should bill for the hospital visit. Late in 2023, CMS finalized, at our urging, a revised policy allowing either time or medical decision making (MDM) to determine who should bill for visits, preserving different structures of interprofessional relationships and team-based care in hospital medicine. We heard from members, responded to policymakers, and secured changes to the rules – that is why we are here.

SHM also works to make sure hospitalists have a seat at the table as policy is discussed. This year, we secured two seats for hospitalists on the Partnership for Quality Measurement's committees, which helps review and inform quality measure priorities for CMS' pay for performance programs. SHM also responded to Congressional requests for information, like from the Senate Finance Committee on the future of the Medicare payment system and bolstering primary care. This ensures that as lawmakers develop and consider legislation, hospitalists can provide input and be heard.

The arc of policymaking can be long, and SHM is dedicated to being in it for the long haul. We continually work on policy priorities for hospitalists and patients — from pushing for reforms to observation care policy and bolstering the hospital medicine workforce through commonsense immigration reform, to addressing onerous Medicare Advantage prior authorization policies and working to mitigate harmful cuts to reimbursement rates.



RECENT ADVOCACY HIGHLIGHTS

SHM HILL DAY

Hospitalists from 16 states visited 43 Congressional offices to educate policymakers on the needs of hospital medicine.

WINS



Secured partial Medicare payment cut relief



SHM supports the Dr. Lorna Breen Health Care Provider Protection Reauthorization Act and is working to get it signed into law

SPLIT/SHARED BILLING WIN

After years of concerted advocacy from SHM, CMS finalized a new split/shared policy **that allows the use of either time or medical decision making (MDM)** to determine who performed the “substantive” portion.

A SEAT AT THE TABLE

SHM secured **two** appointments for hospitalists on the Partnership for Quality Measurement’s Pre-Rulemaking Measure Review (PRMR) Committees.



600+
Messages sent to Congress

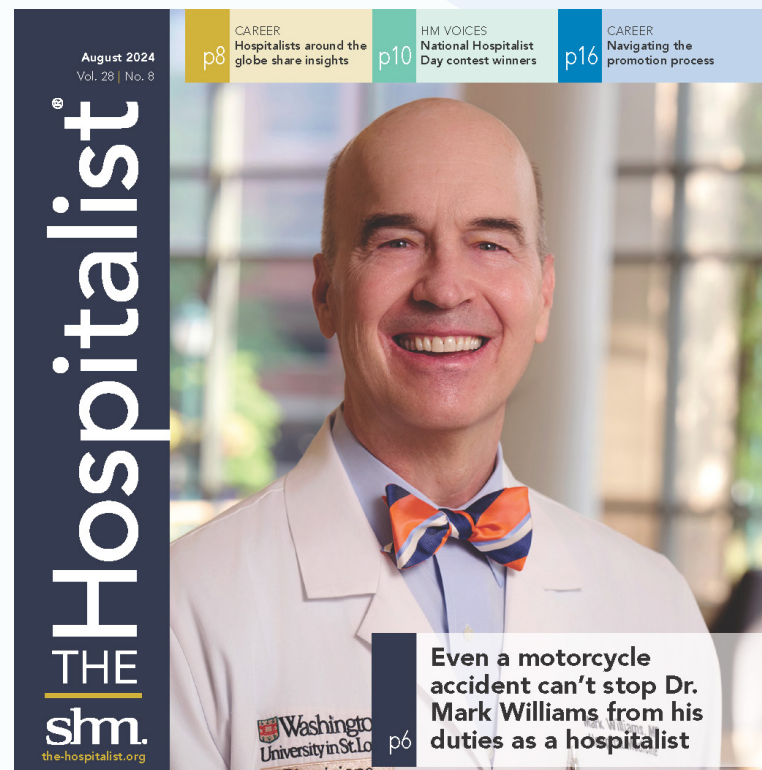
Advance Healthcare Delivery, Quality, and Experience through Science and Innovation

We will advance the specialty and the practice of acute care medicine.

SHM recognizes the enormous opportunity to support enhanced quality and delivery of acute care. We have identified multiple mechanisms for facilitating this objective.

Our publications, the Journal of Hospital Medicine and The Hospitalist, continue to be a reliable source of information, perspectives, and reference. These publications are an incredible testimony of your contributions to academic and hospital medicine research and thought leadership about the specialty, its practitioners, clinical conundrums, operational challenges, and the opportunities that lie ahead. The journal continued to feature the Things We Do for No Reason™ series. One of the top articles included “Things We Do for No Reason™: Discharge Before Noon,”² which reviewed the rationale for the widespread practice. A clinical guideline highlights for the hospitalist update addressing strategies for diagnosis, management, and prevention of COPD was among the most read articles this year underscoring the value derived from

evidence-based published guidance.³ The contributions of the writers and editors of The Hospitalist were recognized again for a second year in a row. We were awarded the APEX Award of Excellence, Magazines, Journals & Tabloids-Writing for the June 2023 issue. In 2024, our President’s inaugural article, “Hospitalists as Disruptors in Healthcare,” became the top article in SHM’s periodical. Dr. Kisuule cited SHM’s mission and vision and the call for hospitalists to be disruptive and advocate for change inside and outside the hospital walls.



²Dunn AN, Lu EP. Things We Do for No Reason™: Discharge before noon. J Hosp Med. 2024 Apr 13. doi: 10.1002/jhm.13367.

³Cornelius T. Clinical guideline highlights for the hospitalist: GOLD COPD update 2024. J Hosp Med. 2024 May 26. doi: 10.1002/jhm.13416.

SHM's Center for Quality Improvement and Practice Management departments support members in their research and practice and develop robust resources to enhance patient and operational outcomes. SHM's State of Hospital Medicine Report continues to provide important reference data for many hospital medicine groups. This year we once again deployed the SHM Hospital Medicine Workforce Experience Survey that contains individual hospital data on topics including patient census, backup systems, and well-being. The survey data confirms that clinician wellness continues to be an ongoing challenge for hospitalists. Lower rates of burnout and higher rates of professional fulfillment were associated with engaged leadership working to address well-being. SHM remains committed to developing resources to help hospitalists and hospital medicine leaders address burnout and increase opportunities for professional fulfillment in hospital medicine. We also developed a practice management webinar series that addressed topics of relevance and significance to hospitalists. Sessions included "An Integrated Approach to Workplace Violence in Hospitals" and an overview of the 2024 Medicare Physician Fee Schedule Rule and its implications for hospitalists as well as how to implement a patient behavior agreements program.



SHM continues to convene academic and hospital medicine researchers with the objective of supporting discussion about the opportunity to define and advance a hospital medicine research agenda. We welcomed several members of our research community in two summits, one in Philadelphia in October 2023 and another in San Diego in April 2024. Our objective is to assist in defining priorities to advance care that adheres to the principles of

patient safety and is also evidence-based and equitable. The Center for Quality Improvement regularly supports government grants which are led by hospitalist investigators. During this past year, SHM continued to support National Institutes of Health (NIH) grants which included the mentored implementation of four cohorts of hospital teams implementing bundles of care interventions and pathways to improve care for acutely ill patients with pediatric airway diseases including asthma and bronchiolitis as well as adult patients with COPD. SHM will serve as a dissemination partner upon conclusion of the research studies to support translation of evidence-based and best practices into better patient outcomes across the country.

Conclusion

What a year it has been for SHM and for hospitalists! We continue to celebrate our community, our work, and our accomplishments in 2024. We aspired to the brightest future for hospital medicine even when the path was ardent and at times unpredictable. The state of our community and specialty is strong. We look forward to all we will accomplish together in the year ahead to advance our mission. You remain a vital part of the Society of Hospital Medicine and we thank you for all you do on behalf of acutely ill patients everywhere.



hospitalmedicine.org





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Goals



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Advocate for members in the field of Hospital Medicine



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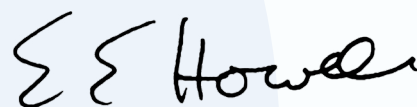
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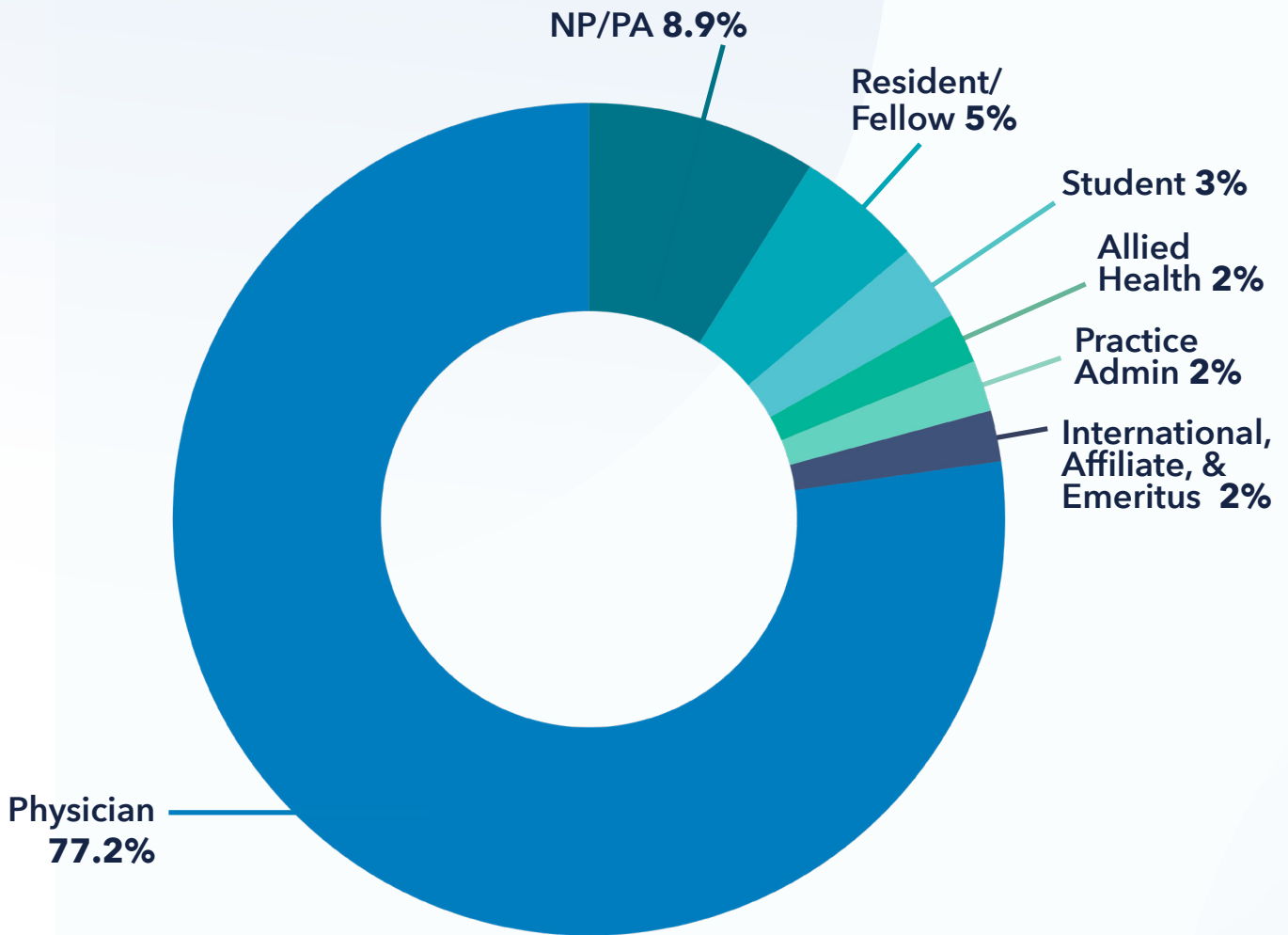
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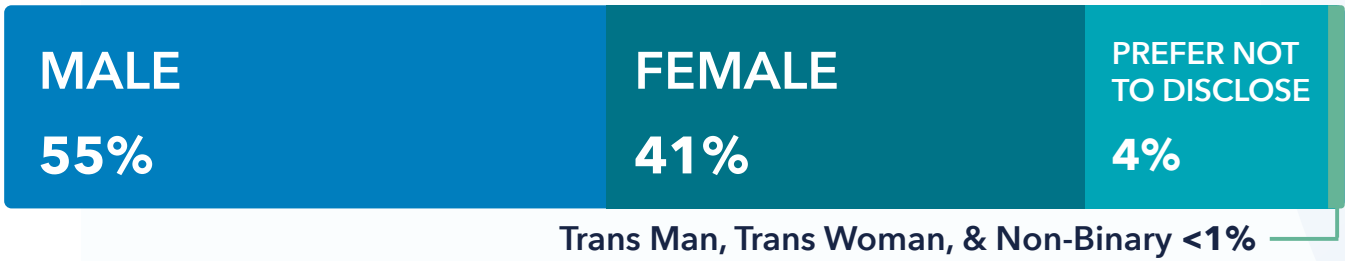


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challenges accessing healthcare. Over the past six years, he progressed through various roles and is now co-CEO. He has a profound passion for serving underserved populations and advancing and researching health equity. He has devoted recent efforts to address language inequity in the hospital admissions process by helping to identify patients who require language access services. Ricardo aspires to incorporate medical education and research into his future career. After graduation, he plans to use his training to provide care to underserved populations.

Our second scholarship recipient, Nnamdi Igwe, is a third-year medical student at Icahn School of Medicine at Mount Sinai. Throughout his medical school journey, he has been engaged in multiple successful quality improvement and patient safety initiatives that focus on improving quality of care for hospitalized patients with limited English proficiency, an underserved population. After his medical training, Nnamdi aspires to develop a career in academic hospital medicine, practicing in both the United States and Nigeria. He hopes to mentor and teach medical students and residents about ways to successfully implement system-wide quality improvement and patient safety projects in hospitals.

This year, at SHM Converge in San Diego, SHM once again partnered with its Diversity, Equity, and Inclusion Committee to provide meaningful engagement with students from underrepresented groups in medicine by inviting them to attend our conference and participate in a year of longitudinal mentored support from hospitalists. We hosted a total of seven students from two medical schools including the University of San Diego and the inaugural medical school class of Charles Drew University. Students participated in a roundtable with SHM's CEO, several Board members, and a few of SHM's DEI Committee members to learn more about careers in hospital medicine. They will have the opportunity to participate in regular virtual mentoring sessions with our DEI Committee members to solicit guidance about their careers in medicine. These students also recently participated in a clinical vignette workshop to learn more about how to facilitate scholarship opportunities. The students are SHM's third cohort of students. In previous years, SHM hosted medical students from Meharry Medical College and the Dell Medical School, offering each group mentoring for a year.

This year SHM's Board of Directors approved the founding of the SHM Global and Rural Health Foundation. We will excitedly launch the foundation during 2025. The foundation represents a unique opportunity to support SHM members who are currently addressing inequitable patient care by partnering with organizations to meet the needs of patients internationally as well as in rural communities across America. SHM will award microgrants to SHM members who are working with aid organizations or non-profits with the objective of offsetting travel and other costs to mitigate impediments to participation in these activities. We plan to share the inspiring stories of our members who are volunteering their time to advance acute care in underserved communities around the world and around our country.

The SHM Community—a Place to Belong, Grow, and Partner

You are an integral part of our hospital medicine community.

Our incredible community comprises more than 18,000 members and having quantified the growth of the hospital medicine workforce year over year, we know it continues to grow¹. Our community continues to be a vital part of the healthcare system with hospitalists and hospital-based clinicians practicing in large urban centers, VAs, community health systems, and safety net hospitals all over the country. In April we convened our annual conference, SHM Converge, and were fortunate to see many of you in San Diego, California. The meeting provided so many opportunities to connect with one another during educational sessions, Committee meetings, plenary sessions, and in the halls of the convention center, all while experiencing the numerous, diverse educational offerings and sessions. We celebrated the accomplishments of some of our members honoring the SHM 2024 Masters in Hospital Medicine, as well as Senior Fellows and Fellows. We also recognized our SHM Awards of Excellence Winners. The plenary sessions proved to be a source of connectivity for our community, from our keynote speaker and advocate Parul Somani who delivered a message of empowerment and helped us think about embracing uncertainty and leading with intention in our professional and personal lives, to hearing the President's address from Dr. Flora Kisuule, MPH, SFHM, as we look ahead to the future of hospital medicine and aspire to challenge the status quo, think big, shatter conventions, and inspire our community. We welcomed our friends, the Curbsiders, who recorded their medical podcast live and enhanced our knowledge about caring for patients with heart failure.

SHM Converge 2024 attendees derived educational content from 18 tracks including two new tracks, Optimizing Care of Hospitalized Patients and Late Breaking (a track addressing topics featured in the news and academic journals). They attended more than 130 educational sessions and 18 interactive workshops. The educational sessions addressed diverse topics including overcrowded hospitals, starting and running a clinical trial as a hospitalist, challenging anticoagulation scenarios, examining the impact of early discharge on throughput, and inpatient management of opioid use disorder (OUD). We conducted 32 Special Interest Forums, which were dedicated informal sessions for discussion about topics and issues our members and distinct constituencies care about most.

¹Lapps J, Flansbaum B, Leykum LK, Bischoff H, Howell E. Growth trends of the adult hospitalist workforce between 2012 and 2019. *J Hosp Med.* 2022 Nov;17(11):888-892.

National Hospitalist Day is an annual celebration of our members and our specialty. This year we marked March 7 once again as a community with a focus on celebrating the human in hospitalist. SHM highlighted the opportunity for hospitalists to recognize the human in themselves by reflecting on the things and activities that bring them joy or spark interest outside of work.

SHM's Special Interest Groups (SIGs) represent more than 30 unique constituencies among our membership. SHM's SIGs provide robust networks for discussion, collaboration, and exploration of topics of special importance to hospitalists and hospital-based clinicians. Our SIGs include a Rural Hospitalist SIG, an Academic Hospitalist SIG, a Global Health SIG, a Hospital at Home SIG, an Interhospital Transfers SIG, and a Value-Based Care SIG, among others. SHM's SIGs have led numerous initiatives and virtual networking sessions over the last year to foster connection to the larger constituency. For example, the Point of Care Ultrasound (POCUS) SIG created a recurring series of "simulive" sessions where they pre-record the didactic presentation and the creators of that recorded session are then present for a live Q&A with attendees. Topics have included "Which Device is Right for You," "Learning POCUS on Your Own," "Starting a POCUS Education Program," and "Credentialing and Billing." The meetings often allow for interaction and rich discussion and sharing of ideas.



SHM's 65 local chapters continue to provide an additional venue for community, networking, and education. Many of you have been present at one or more of our 153 in-person and virtual meetings. There were countless enriching events including our New Hampshire/Vermont Chapter's inaugural winter conference with CME education and dedicated networking time featuring skiing and resort activities.



SHM continued to develop and augment its educational content to provide resources that specifically meet the needs of hospitalists and hospital-based clinicians. SHM's collection of 70 downloadable chalk talks moved to a new platform that may be accessed via web or app. SHM also developed a collection of quick talks in a new, ready-to-go teaching script format. The teaching scripts are available free to all members and were designed with new teachers in mind. New attendings and hospitalists taking on new residency programs in the community setting will find ready-to-go scripts on syncope, delirium, and community acquired pneumonia, as well as teaching tips and guidance for providing feedback.

Rapid Clinical Updates, SHM's live, monthly webinar series, has been designed to provide hospitalists with the latest information on clinical updates and treatment when they need it most. A new topic is featured every month, and the series includes actionable education that can help improve case delivery and outcomes both during hospital stay and after discharge. Popular topics this year included inpatient management of chronic obstructive pulmonary disease (COPD), updates on anticoagulation for hospitalists, and syncope simplified.

SHM's Learning Portal hosts a variety of online CME modules, most of which are free for members to access. The modules most accessed included SHM's curated curriculum of modules that meet Drug Enforcement Agency (DEA) requirements. The SHM Consults perioperative curriculum, SHM's LGBTQ+ Health series, and the Critical Care for the Hospitalist series were the most commonly accessed resources.

The Point-of-Care Ultrasound Certificate of Completion (COC) program continued to serve hospitalists looking to advance skills like image acquisition, interpretation, and hands-on use of POCUS. In exit surveys, participants highlighted the direct feedback and communication with faculty, especially through the Image Portfolio component. The POCUS COC program is presented in partnership with CHEST Physicians.

We continued the tradition of the popular Prez Room which included engaging discussions with SHM's leadership, Drs. Kris Rehm, Flora Kisuule, and Eric E. Howell. We invited you to attend to learn more about how SHM is working to fulfill our strategic goals and to support discussion about your professional needs and the various ways the society can support you as a member of the specialty. We met to talk about the practice and advancement of hospital medicine internationally as well as overcoming challenges in the practice of acute care, among several other topics. We look forward to meeting many more of you in this unique forum in the year ahead. Your insights and perspectives are invaluable to us.



Advocate for Members and the Field of Hospital Medicine

We will articulate the role of the hospitalist in caring for acutely ill patients. SHM is your advocate.

SHM advocates on federal policy matters, representing the perspectives of hospitalists to legislators on Capitol Hill and policymakers at federal agencies. We articulate the vital role of hospitalists in the healthcare system and use the collective voice of hospitalists to advocate on the issues that matter most to you and your patients.

When the Centers for Medicare & Medicaid Services (CMS) created new rules around split/shared billing in the hospital, SHM rapidly and forcefully pushed back on the implementation of time-based criteria for determining whether the physician or NP/PA should bill for the hospital visit. Late in 2023, CMS finalized, at our urging, a revised policy allowing either time or medical decision making (MDM) to determine who should bill for visits, preserving different structures of interprofessional relationships and team-based care in hospital medicine. We heard from members, responded to policymakers, and secured changes to the rules – that is why we are here.

SHM also works to make sure hospitalists have a seat at the table as policy is discussed. This year, we secured two seats for hospitalists on the Partnership for Quality Measurement's committees, which helps review and inform quality measure priorities for CMS' pay for performance programs. SHM also responded to Congressional requests for information, like from the Senate Finance Committee on the future of the Medicare payment system and bolstering primary care. This ensures that as lawmakers develop and consider legislation, hospitalists can provide input and be heard.

The arc of policymaking can be long, and SHM is dedicated to being in it for the long haul. We continually work on policy priorities for hospitalists and patients — from pushing for reforms to observation care policy and bolstering the hospital medicine workforce through commonsense immigration reform, to addressing onerous Medicare Advantage prior authorization policies and working to mitigate harmful cuts to reimbursement rates.



RECENT ADVOCACY HIGHLIGHTS

SHM HILL DAY

Hospitalists from 16 states visited 43 Congressional offices to educate policymakers on the needs of hospital medicine.

WINS



Secured partial Medicare payment cut relief



SHM supports the Dr. Lorna Breen Health Care Provider Protection Reauthorization Act and is working to get it signed into law

SPLIT/SHARED BILLING WIN

After years of concerted advocacy from SHM, CMS finalized a new split/shared policy **that allows the use of either time or medical decision making (MDM)** to determine who performed the “substantive” portion.

A SEAT AT THE TABLE

SHM secured **two** appointments for hospitalists on the Partnership for Quality Measurement’s Pre-Rulemaking Measure Review (PRMR) Committees.



600+
Messages sent to Congress

Advance Healthcare Delivery, Quality, and Experience through Science and Innovation

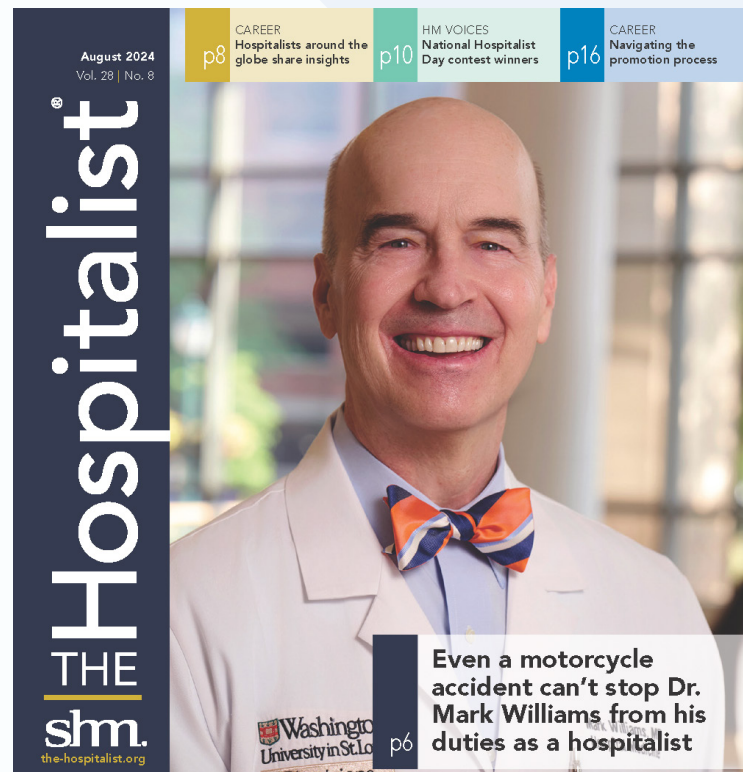
We will advance the specialty and the practice of acute care medicine.

SHM recognizes the enormous opportunity to support enhanced quality and delivery of acute care. We have identified multiple mechanisms for facilitating this objective.

Our publications, the Journal of Hospital Medicine and The Hospitalist, continue to be a reliable source of information, perspectives, and reference. These publications are an incredible testimony of your contributions to academic and hospital medicine research and thought leadership about the specialty, its practitioners, clinical conundrums,

operational challenges, and the opportunities that lie ahead. The journal continued to feature the Things We Do for No Reason™ series. One of the top articles included “Things We Do for No Reason™: Discharge Before Noon,”² which reviewed the rationale for the widespread practice. A clinical guideline highlights for the hospitalist update addressing strategies for diagnosis, management, and prevention of COPD was among the most read articles this year underscoring the value derived from evidence-based published guidance.³ The contributions of the writers and

editors of The Hospitalist were recognized again for a second year in a row. We were awarded the APEX Award of Excellence, Magazines, Journals & Tabloids-Writing for the June 2023 issue. In 2024, our President’s inaugural article, “Hospitalists as Disruptors in Healthcare,” became the top article in SHM’s periodical. Dr. Kisuule cited SHM’s mission and vision and the call for hospitalists to be disruptive and advocate for change inside and outside the hospital walls.



²Dunn AN, Lu EP. Things We Do for No Reason™: Discharge before noon. J Hosp Med. 2024 Apr 13. doi: 10.1002/jhm.13367.

³Cornelius T. Clinical guideline highlights for the hospitalist: GOLD COPD update 2024. J Hosp Med. 2024 May 26. doi: 10.1002/jhm.13416.

SHM's Center for Quality Improvement and Practice Management departments support members in their research and practice and develop robust resources to enhance patient and operational outcomes. SHM's State of Hospital Medicine Report continues to provide important reference data for many hospital medicine groups. This year we once again deployed the SHM Hospital Medicine Workforce Experience Survey that contains individual hospital data on topics including patient census, backup systems, and well-being. The survey data confirms that clinician wellness continues to be an ongoing challenge for hospitalists. Lower rates of burnout and higher rates of professional fulfillment were associated with engaged leadership working to address well-being. SHM remains committed to developing resources to help hospitalists and hospital medicine leaders address burnout and increase opportunities for professional fulfillment in hospital medicine. We also developed a practice management webinar series that addressed topics of relevance and significance to hospitalists. Sessions included "An Integrated Approach to Workplace Violence in Hospitals" and an overview of the 2024 Medicare Physician Fee Schedule Rule and its implications for hospitalists as well as how to implement a patient behavior agreements program.



SHM continues to convene academic and hospital medicine researchers with the objective of supporting discussion about the opportunity to define and advance a hospital medicine research agenda. We welcomed several members of our research community in two summits, one in Philadelphia in October 2023 and another in San Diego in April 2024. Our objective is to assist in

defining priorities to advance care that adheres to the principles of patient safety and is also evidence-based and equitable. The Center for Quality Improvement regularly supports government grants which are led by hospitalist investigators. During this past year, SHM continued to support National Institutes of Health (NIH) grants which included the mentored implementation of four cohorts of hospital teams implementing bundles of care interventions and pathways to improve care for acutely ill patients with pediatric airway diseases including asthma and bronchiolitis as well as adult patients with COPD. SHM will serve as a dissemination partner upon conclusion of the research studies to support translation of evidence-based and best practices into better patient outcomes across the country.

Conclusion

What a year it has been for SHM and for hospitalists! We continue to celebrate our community, our work, and our accomplishments in 2024. We aspired to the brightest future for hospital medicine even when the path was ardent and at times unpredictable. The state of our community and specialty is strong. We look forward to all we will accomplish together in the year ahead to advance our mission. You remain a vital part of the Society of Hospital Medicine and we thank you for all you do on behalf of acutely ill patients everywhere.



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