



Annual Report

FISCAL YEAR 2025

NJII FY 2025 Table of Contents

- Executive Summary
- Operational Highlights
 - Letter from NJII President, Michael Johnson, Ph.D.
 - About NJII, NJIT
 - Mission, Vision, Core Values
 - A Modern Approach to Innovation
 - NJII Leadership
- Outcomes and Planning
 - Key Accomplishments
 - 2030 Strategic Plan Overview
 - People, Development, and Culture
 - Marketing
 - Notable New Projects
 - Team Recognition

- Operational Highlights
 - Letter from the COO
 - A Vision of What's to Come
- Financial Results
 - Letter from the CFO
- Annual Divisional Highlights
 - Division Overviews
 - Key Accomplishments for FY2025
- Appendix
 - Partnerships
 - 10 Year History
 - Locations
 - Socials



Executive Summary

Mission & Purpose

Bridge NJIT's R1 research capabilities with industry, government, and community partners to accelerate innovation, technology translation, and strengthen statewide economic and workforce impact.

FY25 Impact Highlights

- Launched NJIT Venture Studio and secured \$5.8M in external funding
- Launched AI Division and Expanded on Healthcare, Defense, and Entrepreneurship initiatives
- Achieved HITRUST re-certification and strengthened compliance, privacy, and security posture
- Expanded Healthcare state interoperability landscape

Strategic Focus

- Strengthened alignment and collaboration with NJIT
- Diversified revenue streams and expanded partnerships
- Advanced priorities of the 2030 NJIT Strategic Plan



Financial Stewardship

- \$19.93M in FY25 revenue with additional state funding commitments secured
- Continued focus on sustainability, forecasting, and disciplined growth

Looking Ahead

- Continue to scale impact responsibly, grow diversified revenue to strengthen financial sustainability, and deepen statewide and national reach through 2030



OPERATIONAL

HIGHLIGHTS

Letter from Michael Johnson, PhD

The New Jersey Innovation Institute (NJII) represents a novel solution to one of the most challenging problems that higher education faces in that it is very difficult for the outside world to access the vast resources of leading research universities. The mission of NJII is to bridge this gap and to be the conduit between a leading R1 research university and the outside world by operating as a standalone corporation that can move at the speed of business and develop novel solutions that leverage the resources of the New Jersey Institute of Technology (NJIT). As we reflect on the achievements and progress of the New Jersey Innovation Institute (NJII) over the past year, I recognize that FY25 was a challenging year and I am very proud of our team for weathering the storm and emerging stronger, which fills me with pride and optimism as we look toward 2030 and the opportunity to dramatically increase our impact within New Jersey and beyond. The organization has made a lot of progress over the last twelve months, and the team has set a strong foundation for our future success with several key accomplishments outlined in this Annual Report.

Together, these efforts will enable the organization to not only grow but to have a substantial impact on fostering innovation, accelerating translational research and advancing workforce development in New Jersey. We recognize that it is critical to foster active collaborates with NJIT and have mobilized roles to drive this need. Over the last year, we have worked to strengthen our relationship with NJIT at all levels of the organization including strategic alignment of AI and entrepreneurship activities.

Through this collaboration and our unique business model and operating structure, we are poised for success as we work to achieve the goals of our 2030 strategic plan. Let us embrace the challenges and opportunities ahead with confidence, determination, and a shared vision for a brighter, more innovative future for New Jersey.

Sincerely,
Michael Johnson, PhD



About New Jersey Innovation Institute

The Gateway to Innovation in New Jersey

NJII is designed to be the conduit between the vast resources of the state's R1 polytechnic university New Jersey Institute of Technology (NJIT) and the outside world. As an independent corporation, NJII is uniquely positioned to be agile, entrepreneurial and opportunistic. We currently do this through four divisions.



AI/ML



Defense



Entrepreneurship



Healthcare

About New Jersey Institute of Technology

Committed to academic excellence since 1881

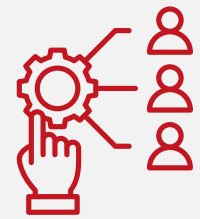
- #1 public university in New Jersey for alumni salaries and value, and #7 public in the U.S. for alumni salaries - The Wall Street Journal
- #27 Best Value Nationally and #1 in New Jersey among public universities - The Princeton Review
- U.S. News & World Report ranks NJIT #40 among public national universities (#80 overall) - a jump of more than 30 spots in the last five years.
- NJIT produces nearly \$200 million in research annually and is an R1 (most elite) research university in the Carnegie Classification, one of only three R1s in New Jersey.
- NJIT's annual economic impact on the State of New Jersey is more than \$2.8 billion.





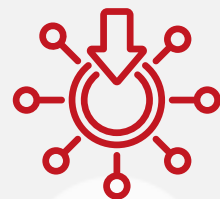
Our Mission

We are passionate about addressing a fundamental challenge with research universities which is that it is difficult for industry and governmental organizations to leverage their vast resources. NJII is designed to be the conduit between NJIT and the outside world while providing a significant economic impact for New Jersey. As a standalone corporation, NJII is uniquely positioned to accelerate technology translation, foster innovation and upskill workers by being able to move quickly and be nimble while leveraging the resources of NJIT.



How We Operate

- Organized into cutting-edge divisions that guide impact and initiatives: Artificial Intelligence, Defense, Healthcare, and Entrepreneurship.
- Generating revenue through various grants, contracts and fee-for-service relationships such as with the DOD, NJDHS/NJDOH and leading multi-national corporations.
- Focused on results, NJII has generated over \$330M in revenue during its ten years of operation and today has a team of 70+ employees.



How We Deliver

The unique structure of NJII enables the accomplishment of many things which are challenging for academia:

- Invest, accelerate and incubate for-profit companies
- Rapidly stand-up research and proof-of-concept projects for industry and government organizations
- Quickly develop and deploy solutions for businesses
- Monetize intellectual property and ideas
- Execute long-term and complex contract research projects

A Modern Approach to Innovation

NJII is the conduit between NJIT, the state's Polytechnic University, and the outside world to foster innovation, accelerate technology translation and drive workforce development. This collaboration addresses the fundamental challenge with academia -- it is difficult for the outside world to leverage the vast resources of research universities as illustrated below.

Leveraging the Vast Resources of Academia:

Industry
Government
Academia



New Jersey

Innovation Institute
An NJIT Corporation



NJIT

New Jersey Institute
of Technology



- 12,000 students
- 300 faculty
- State-of-the-art resources
- \$170M in research

NJII Executive Leadership Team



President

Michael Johnson, PhD



Chief Operating Officer

Jennifer D'Angelo



Chief Financial Officer

Tom Nehila

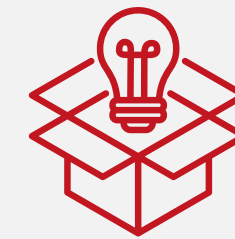
Our Vision

NJII is focused on spurring innovation, fostering translational research and upskilling workers in NJ and beyond. As we look out to 2030, we are focused on expanding the impact of our organization while diversifying our revenue streams, launching new initiatives and partnering closely with NJIT.

Our Values



Collaboration



Innovation



Integrity

Division Leadership



Jennifer D'Angelo

Chief Operating Officer &
Executive Vice President,
Healthcare, Security Officer



Darlene Carr

Vice President
Healthcare



Samuel Gatley

Vice President
Defense



Michael Van Ter Sluis

Vice President
Entrepreneurship



Dr. Tom Villani

Vice President
Artificial Intelligence &
Machine Learning

Centralized Services



Tom Nehila

Chief Financial Officer
Finance



Joseph Cauvin

Vice President
Operations



Michael Chirico

Compliance and Privacy
Officer & Legal Counsel



Michael Grinaway

Director, Information
Technology & Security



Lauren Baldino

Vice President People
Development & Culture



OUTCOMES &

PLANNING

FY 2025 Organizational Key Accomplishments

- Launched NJII Venture Studio as Strategic Innovation Center through a partnership with the NJEDA and secured \$5.8M in additional outside funding.
- Launched new division focused on AI to support small and mid-sized businesses.
- Strategic partnership with Cognome to bring AI/ML powered healthcare solutions.
- Won over \$1M in grants through the NJII grants team in partnership with NJIT.
- Healthcare expanded our interoperability footprint in NJ supporting several state initiatives
- Expanded corporate development and partnership efforts through expansions of NJII's offerings, on campus events and dedicated business development team.
- Best Places to Work in New Jersey – 93% Engagement rate.
- Achieved HITRUST Re-Certification for the next two years (2024-2026).
- 18 individual and company awards and accolades.



NJII Strategic Plan Overview

NJII is agile and efficient while being able to access the resources of a leading R1 research institution. With this innovative strategy, NJII's mission is positioned to have a positive economic impact within the state of New Jersey. The current NJII organization is comprised of four divisions: Artificial Intelligence, Defense, Entrepreneurship and Healthcare. As the organization looks out into the future toward 2030 it wants to enable NJIT to be a nexus of innovation and has three overarching goals:



Goals

1. Improve alignment and collaborations between NJII and NJIT.
2. Leverage the vast resources of NJIT as well as government and private industry relationships to accelerate technology translation, upskill workers and foster innovation.
3. Sustained revenue growth and revenue diversification.

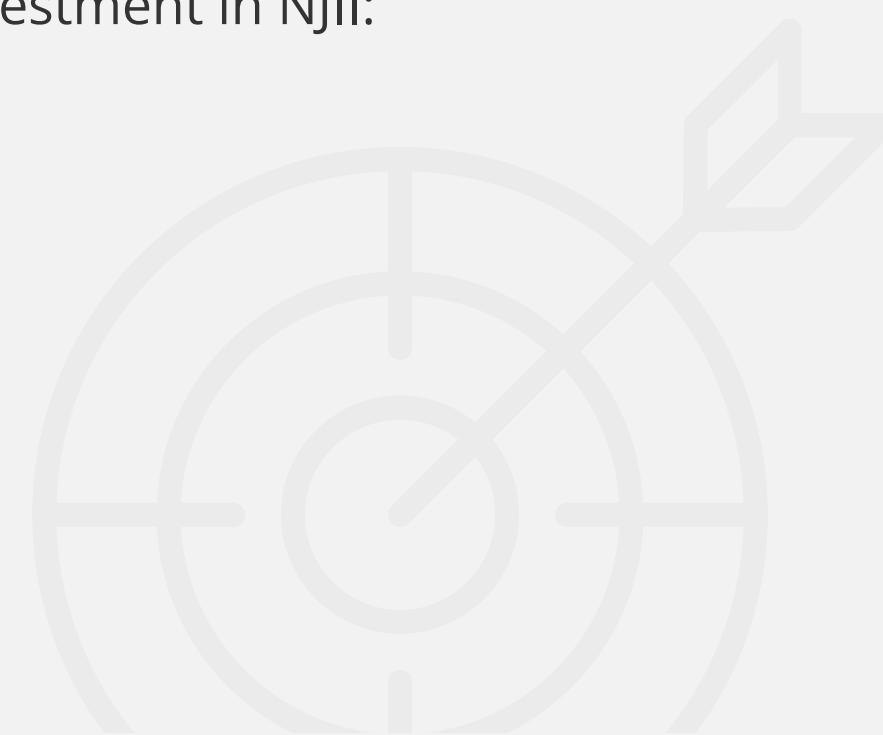
NJII Strategic Plan - Strategies & Tactics

There are several **key strategies** which will be employed to ensure that the organization continues to increase its economic impact in New Jersey as well as the overall size and scope of the organization as it achieves these goals:

1. Improving brand equity and brand recognition within New Jersey.
2. Diversifying revenue streams.
3. Reinvigorating the NJIT Incubator as a space for startups.
4. Improved alignment with NJIT focus areas.
5. Strategically prioritize and pursue large grant/contract opportunities.
6. Leverage regulatory affairs and government affairs to identify funding opportunities.
7. Activate NJIT alumni and NJII BOD to support efforts.

To facilitate these strategies, NJII is pursuing the **following tactics** which are supported through a \$10M investment in NJII:

1. Launched for-profit NJII Venture Studio to build 1- for-profit companies per year.
2. Built a grant writing team to pursue grant opportunities across divisions.
3. Create a new division for AI.
4. Focus on NJII entrepreneurship efforts on post company formation activities.
5. Create new revenue streams across the divisions.



NJII Strategic Plan FY2030 Outcomes

Through pursuing these tactics among others, the NJII organization will be primed to achieve growth through 2030. Through growth and revenue diversification, NJII will be able to expand its footprint within New Jersey and to pursue cutting-edge opportunities as they present themselves.

1. <65% of FY2030 revenue coming from Healthcare.
2. Sell a second for-profit business.
3. Sustained cash flow positivity.

In achieving these outcomes, NJII will have a significant positive economic impact within New Jersey and in the process will further strengthen NJIT as a leading research institution. Success in achieving these outcomes will also position NJIT and NJII locally as well as nationally as a leader in innovation and technological advancement.

People, Development, and Culture Update

- **Active Full Time Employees:** 73
- **Female Full Time Employees:** 51%
- **Full Time Employees self-identifying as members of racially and ethnically diverse backgrounds:** Over 52%
- **Retention Rate:** 21 people, or almost 30% of our employees, have been with us longer than 5 years
- **Team Activities:** We have a variety of activities and events for our team:
 - Monthly celebrations, where we recognize years of service and birthdays, celebrating various cultures, groups and seasonal events
 - Bring Your Child to Work Day, Mother's Day & Father's Day Celebrations, Diwali, Halloween Contest, Holiday Door Decorating Contest
 - Health and wellness sessions, Wellness Contests, Financial Wellness Education
- **Community Engagement Initiatives:** We are proud partners with several local organizations
 - Yolanda's L.O.V.E.: Food Drive, Coat Drive, Baby Shower Drive
 - Portuguese Firefighters: Annual Holiday Toy Drive
 - Making Strides Fundraising Walk



Marketing Updates



- **Website Traffic:** 70,000 Total Visitors; Average Website Engagement has improved 6% from prior year.
- **LinkedIn Followers:** 38% Growth from prior year; Impressions have also improved.
- **Newsletter Subscribers:** 54,650
- **NJII – In The News:**

Nov 2024

[NJII Defense team signs up with Foundry Lab to help re-shore metal casting manufacturing, Purchases DMC-3 Digital Metal Casting System - NJII](#)

Dec 2024

[Transformative Partnership to Advance Equity and Care Coordination for Chicago's Underserved - NJII](#)

Dec 2024

[Lieutenant Governor Tahesha Way Signs Memorandum of Understanding between New Jersey Innovation Institute and T-Hub Foundation | Choose New Jersey](#)

Mar 2025

[Is Newark the Next Silicon Valley? NJII's Michael Johnson Weighs In](#)

Apr 2025

[New Jersey Innovation Institute and Cognome Announce Strategic Partnership to Advance AI-Powered Healthcare Solutions - NJII](#)

May 2025

[Murphy, NJIT and NJEDA Unveil NJII Venture Studio](#)

Conference Attendance & Association Membership

- **Bio-NJ** – BioPartnering Conference
- **Civitas Networks for Health** – Annual Conference
- **Commerce and Industry Association of New Jersey (CIANJ)** – Annual Meeting
- **Healthcare Association of New Jersey (HCANJ)** – Annual Convention & Expo
- **Healthcare Institute of New Jersey (HINJ)** – Member Events
- **HLTH** – Annual Conference
- **Leading Age New Jersey & Delaware** – Annual Meeting + Expo
- **New Jersey Association of Mental Health and Addiction Agencies (NJAMHAA)** – Spring & Fall Conferences
- **New Jersey Healthcare Information Management Systems Society (NJHIMSS)** – Spring & Fall Conferences
- **New Jersey Hospital Association (NJHA)** – Annual Meeting
- **TechUnited New Jersey** – Member Events
- **ViVE** – Annual Conference



Notable New Projects



AI/ML Division
Healthcare AI Solutions
- Launch



Entrepreneurship Division
Venture Studio -
Launch



Entrepreneurship Division
Venture Studio -
PureTrace Labs Launch



Defense Division
DEVCOM-AC

Healthcare Division
Behavioral Health Promoting
Interoperability Program



Healthcare Division

Healthcare Division
State Psychiatric Hospital
Technology Modernization

Healthcare Division
Chicago Community
Information Exchange (CIE)

Healthcare Division
NJHIN Modernization

Healthcare Division
Organ Transplant Study for
the NJ DOH

Team Recognitions

NJII Company Recognition

December 2023: NJBIZ Companies to Watch

June 2024: NJBIZ Best Places to Work

October 2025: NJBIZ Empowering Women Honoree
– 3rd Year in a Row



**Michael Johnson,
President**

Oct. 2023:

ROI Healthcare Influencers

Jan 2024:

ROI Power List Economic Development

March 2024:

NJBIZ Healthcare Power 50 List

April 2024:

Innovation + Innovate 100

Sept 2025:

NJBIZ Education Power 50 List – 2nd
Year in a Row



**Thomas Murphy
Director of Defense Manufacturing Technology**

March 2024:

AMUG DINO Award



**Samuel Gatley
Executive Director, Government and Military
Relations, Defense Division**

2024:

Innovate 100 Honoree

2004:

NJBIZ Leader in Digital Technology



**Tom Villani
Assistant VP, AI and ML**

July 2024

NJBIZ 40 Under 40



**Jennifer D'Angelo,
COO & EVP**

Aug. 2023

Commerce & CIANJ
Enterprising Women in
Commerce

Dec 2023

Women We Admire The Top
Women Leaders of New Jersey

March 2024

NJBIZ 2024 Women who Lead

May 2024

NJBIZ Healthcare Heroes

June 2024

Movers & Shakers – Jennifer

D'Angelo

July 2024

NJBIZ People to Watch in
Healthcare

Aug 2024

Commerce & CIANJ Enterprising
Women in Commerce

Aug 2024

NJBIZ Leading Women in
Business

Aug 2025

NJBiz Inaugural Executive
Excellence Honoree

November 2025

ROI Influencer Healthcare



OPERATIONAL

HIGHLIGHTS

Letter from Jennifer D'Angelo

It is with deep pride and gratitude that I reflect on another year of significant progress for NJII. I am honored to support an organization that continues to evolve, strengthen its impact, and demonstrate what is possible when innovation, execution, and mission come together. We strengthened operational alignment across all divisions, sharpened our strategic priorities, and advanced several initiatives designed to enhance our capabilities, scalability, and financial resilience. NJII's mission to accelerate technology translation and drive innovation is gaining momentum.

Over the past year, I have continued to support the Healthcare Divisions expansion strategy, which remains a pillar of NJII's statewide and national reputation. Together, we advanced critical work in interoperability, public health data exchange, innovation partnerships, and digital transformation for healthcare organizations. Our teams continue to deliver measurable value to providers, payers, and state agencies across New Jersey through the New Jersey Health Information Network and our healthcare interoperability programs.

As COO, I focused on strengthening enterprise-wide operations, optimizing internal processes, and building structures that support growth while enabling our staff and leaders to operate with clarity and purpose. From enhancing cross-divisional collaboration to improving financial and operational workflows, our collective efforts have positioned NJII to scale sustainably and strategically. This work is essential as we enter the next phase of our strategic plan and continue to pursue transformational opportunities across our portfolio.

My career has always been rooted in a passion for healthcare technology, organizational leadership, and mission-driven innovation. This year reaffirmed that passion and deepened my commitment to advancing NJII's vision. I am energized by the talent and dedication of our teams, the trust of our partners, and the possibilities ahead as we continue building an organization that serves New Jersey with impact and integrity.

I look forward to the year ahead and am confident in our collective ability to deliver on our goals, strengthen our communities, and drive meaningful innovation across every division of NJII. Together, we will continue shaping an organization that leads with purpose, partnership, and excellence.

With gratitude and forward momentum,

Jennifer D'Angelo



Vision of What's to Come

We continue to focus on scaling the organization through stronger operational alignment, deeper collaboration, and disciplined execution. Our operational vision is to take the proven strengths and successes across each division and intentionally apply them organization-wide. This includes standardizing core processes, enhancing cross-functional communication, modernizing systems and tools, and building repeatable frameworks that enable efficiency and scalability. By unifying best practices, strengthening internal infrastructure, and empowering teams with clearer pathways to deliver value, NJIT is positioning itself to accelerate growth, expand revenue, and deepen its impact across New Jersey and beyond.

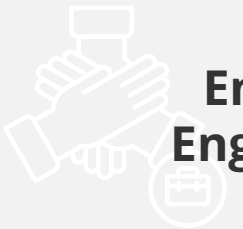
Operational Excellence



**Digital
Transformation**



**Stakeholder
Engagement**



**Employee
Engagement**



**Service
Quality**



**Superior Customer
Service**



**NJIT
Collaboration**



FINANCIAL

RESULTS

Letter from Tom Nehila

We continue to build a strong, agile, and predictive financial foundation by establishing clear financial targets/budgets and operational measures (OKR's) that we use to evaluate performance beyond traditional monthly reviews. We begin with performance targets in total, for each of our divisions, and sub-units as well as increased visibility of performance reporting & analytics; what, who, and how value is delivered. Additionally, the education of our teams in the language of finance and how to interpret financial results and the variations associated with a non-profit organization. This includes a defined approach to "predict" the future by forecasting both our revenue streams, new opportunities, and the resultant impact to cash flow.

NJII had a challenging year financially; we had planned to de-risk our focus on Government funded Grants with a blend of Grants and Non-Governmental funded Recurring Revenue streams. We targeted upwards of 40% of our Healthcare revenue from these recurring revenue programs. Unfortunately, and due primarily to delays with Governmental approvals, minimal revenue was realized from either of these programs. Both internal and external resources were engaged in the preparation and launch of these programs; the expenses associated with these activities were not billable and thus were determined to be sunk cost.

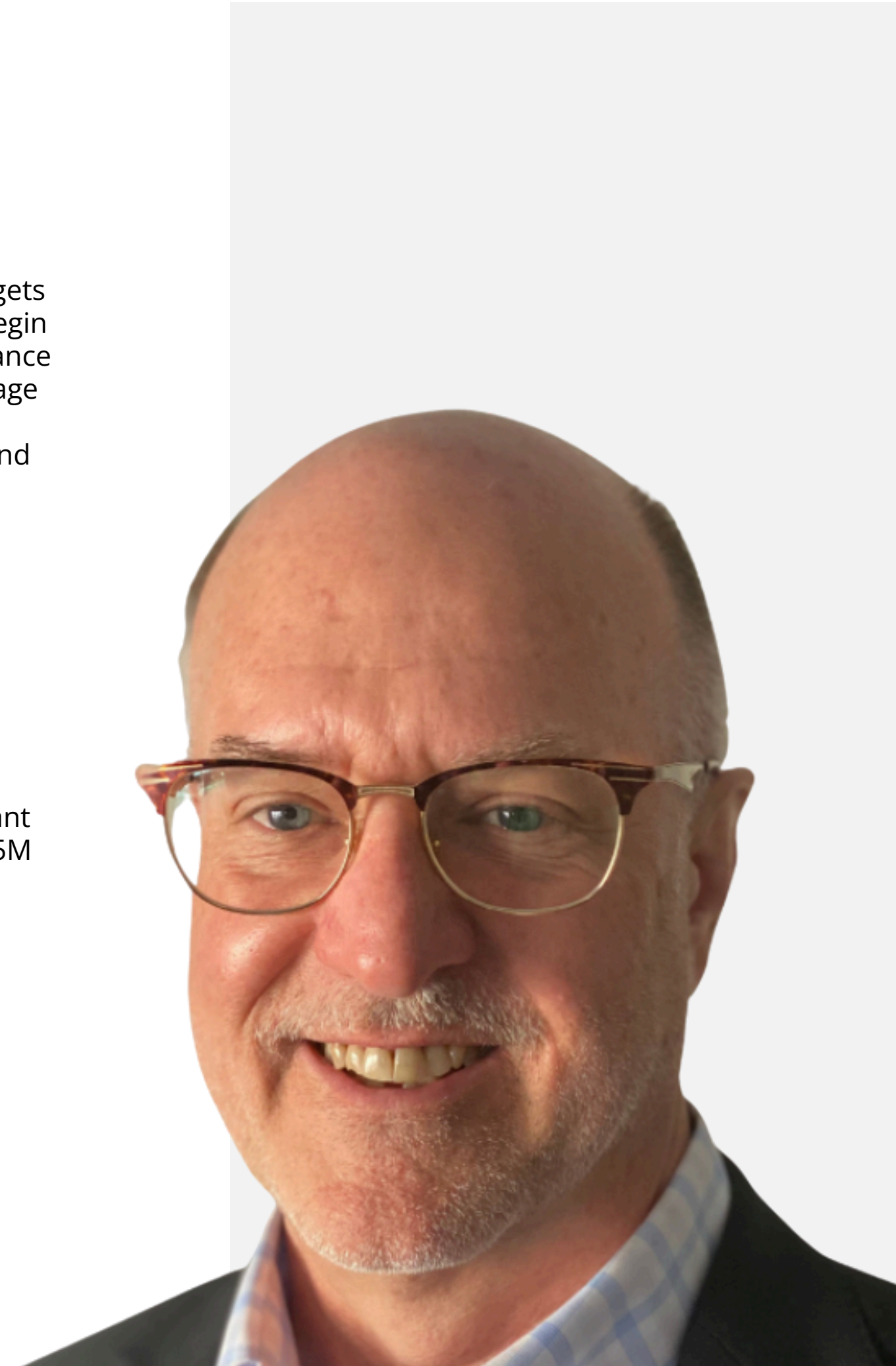
We finished the year with \$19.93M in Revenue but did close the year on a positive note. NJII received an additional \$1M in State funding and a formal commitment for an additional \$3.5M in funding that will cover NJII's unbilled grant expenses for the year ended June 30, 2025. We also received a commitment for an additional and incremental \$8.5M in funding to manage the modernization of our largest state funded grant in fiscal year 2026.

Sincerely,

Tom Nehila



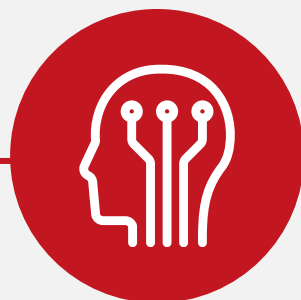
Total Revenue
\$19.93M





ANNUAL DIVISION

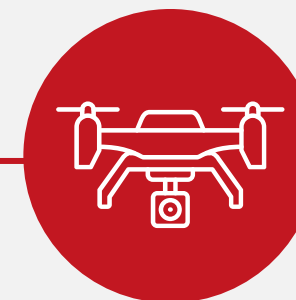
HIGHLIGHTS



Artificial Intelligence

The AI/ML Division identifies, builds, and operationalizes secure, compliant, outcome-driven AI by turning R&D into deployed solutions for healthcare, public sector, and enterprise.

We deliver design and integration services, model governance, and workforce enablement to drive new revenue, improve clinical quality and operational efficiency, enhance public safety intelligence, and protect data privacy.



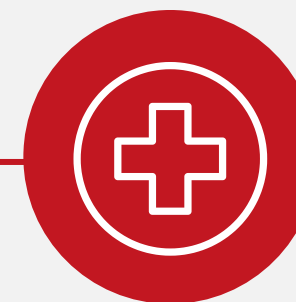
Defense

The Defense Division's focus is to identify, build, and implement innovative solutions that identify and operationalize advances in technology. NJII works to support program objectives by providing design capabilities, workforce training development and field test support. The key outcomes are workforce development, improved protection of military personnel and critical assets, and improved efficiency of military operations.



Entrepreneurship

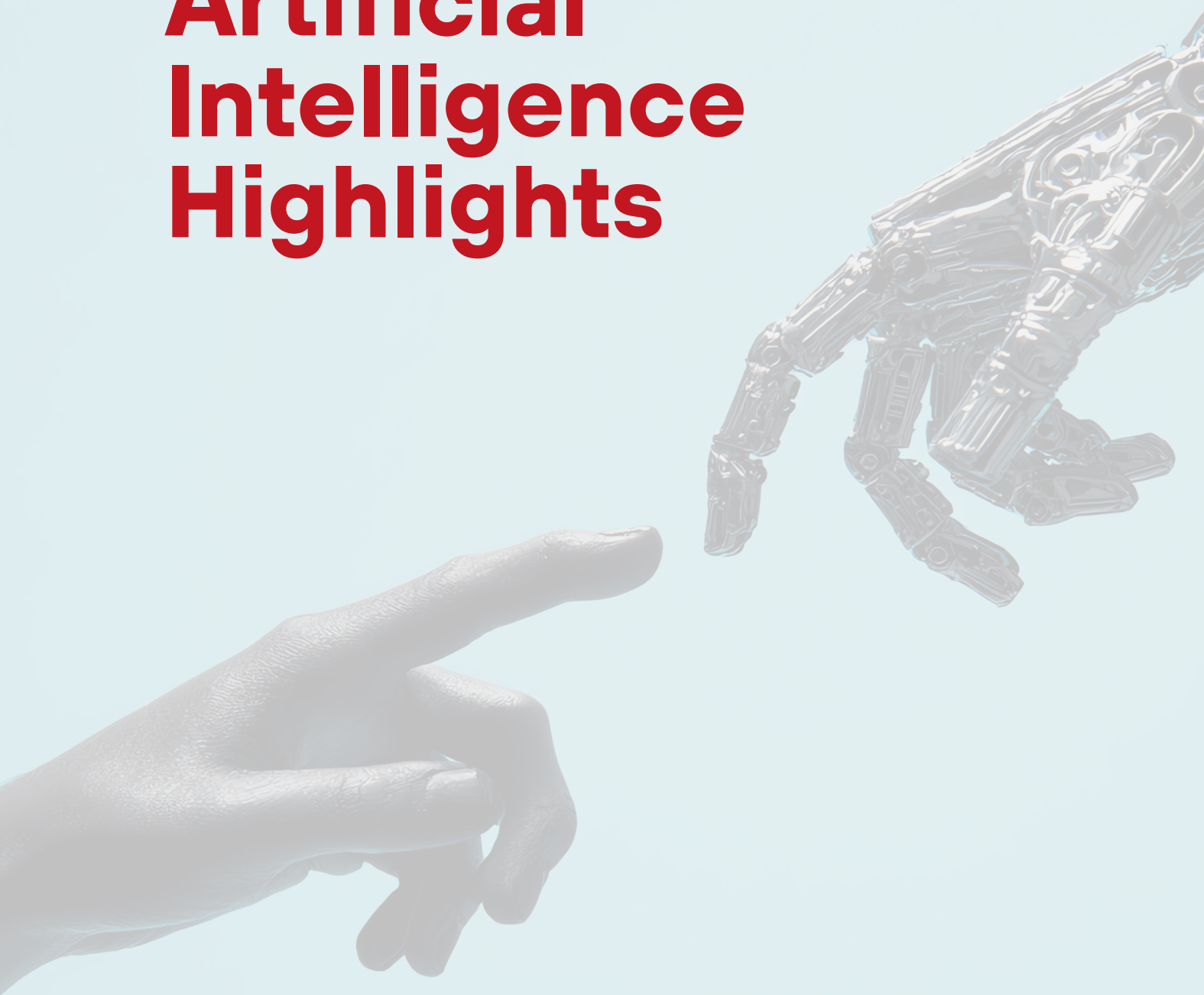
The Entrepreneurship Division, anchored by the NJII Venture Studio, is an integral part of the NJIT's technology commercialization pathway. The Studio is the final stage on the lab-to-market journey, where the NJII team of builders will create, capitalize and scale new ventures based on NJIT Intellectual Property. The NJII Entrepreneurship Division also supports NJII in its role as an anchor innovation institutions for Newark and the State by offering entrepreneurship support services to our corporate, government, community partners.



Healthcare

The Healthcare Division is dedicated to transforming healthcare through innovative digital solutions. Our data-driven approach prioritizes enhancing patient experience and improving population health, all while effectively managing healthcare costs through advanced technology and metrics. We are committed to supporting the needs of healthcare providers and patients by offering comprehensive clinical data operations support.

Artificial Intelligence Highlights



- Developed AI-solution for analysis of **Body-Worn Camera** video
- In partnership with Healthcare, secured revenue-sharing partnership agreement with **Cognome Inc** to offer their pre-trained Healthcare-specific AI models as NJII service
- Developed **ChatNJII** an internal and controllable tool for public consumption as SaaS/license
- Developed **ClearComplyAI** which is a legal/compliance chatbot for healthcare information exchange for 24 CFR Part 2 support
- Spoke at and hosted multiple AI events in NJ to raise market awareness (**UVEye, Nokia Bell Labs, TechUnited**; hosted **UVEye** event at NJIT).

Defense Highlights

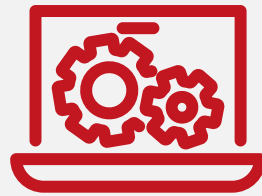
- Met contractual obligations with **DEVCOM-AC**. Ran successful internship, with 19 students, through COMET at Landing 360 and placed up 5 interns on post at Picatinny Arsenal. Attracting new companies to NJ that support defense.
- **Collaborations:** Built and maintained strategic partnerships across government agencies, academic institutions, and industry leaders to advance innovation, workforce development, and defense-related initiatives. These collaborations broadened NJ's national presence and created pathways for continued engagement.
 - **Gov:** NJEDA, DEVCOM AC, DEVCOM-C5ISR, ATF, NSIN
 - **Academia:** NJIT, Ramapo College, Montclair State University Emergent Futures Lab, Harrisburg University, USMA West Point
 - **Industry:** Merck, KBR, ASTM – ISO, IPC, Stryker, SAMTEC, Henkel, IS4S, Phillips Corporation, Xact Metal, Nano Dimension, Sciperio
- **Milestones:** Led a major facility launch event with participation from elected officials and senior federal leadership, elevating visibility and credibility for ongoing defense initiatives.
- **Alignment to NJII Growth Objectives:** Worked collaboratively across NJII divisions to identify and advance cross-organizational opportunities. Successfully transitioned several early-stage companies to the Entrepreneurship division for further support and partnered with internal learning and development programs to enhance workforce and training initiatives connected to Department of Defense priorities.

Entrepreneurship Highlights



- Launched the Venture Studio as well as built our first portfolio company, PureTrace Labs, Inc. – a PFAS detection services company based on NJIT IP.
- Graduated the third cohort of startups for the Merck Digital Sciences Studio – an accelerator supporting pre-clinical drug development tools and services – and revealed impact metrics that place MDSS with the world’s top performing accelerators.
- Established Newark Demo Day, in partnership with our anchor Newark partners (Audible, Invest Newark, Equal Space, and others), as the premier showcase for Newark-based startups – including NJIT spinouts.
- Awarded funding the Small Business Administration’s Growth Accelerator Fund to launch an NJIT IP pre-accelerators that strengthen the idea funnel into the NJIT Venture Studio and continue to build the culture of entrepreneurship at NJIT.
- Building more VentureStudio companies
- To be a team of people that builds companies with NJIT IP; at NJIT we are entrepreneurs. We might dole out some lessons along the way, but we are not teachers. In the future the division will be endowed with the future proceeds from the NJIT Venture Studio – freeing up resources from the development cycle and providing a self-sustaining team and investment vehicle to support startup-led tech transfer.
- Drive impact for broad-based, shared income growth – for businesses and families – together with a steady stream of employment opportunities provides stability for our communities. At the NJIT entrepreneurship division, we harness world-class NJIT technologies to achieve the innovation-driven productivity gains necessary for secure and sustainable income gains and economic prosperity.
- Entrepreneurship is the vehicle that drives two of NJIT’s core tenets: NJIT technology transition and fostering innovation.

Healthcare Division Highlights



- **Technology Modernization**

- Led a comprehensive modernization of the statewide health information infrastructure, including the design, development, and deployment of a modernized data exchange platform that strengthens reliability, scalability, and interoperability across the healthcare ecosystem.
- Enhanced system performance, service availability, and the ability to support emerging data-sharing use cases for state agencies, providers, payers, and community organizations.



- **Security & Compliance**

- Successfully earned a two-year HITRUST recertification, demonstrating adherence to the highest standards of data privacy, security, and risk management for protected health information and critical state systems.
- Began our CMMC certification



- **Cross-Institution Collaboration**

- Strengthened collaboration with academic partners and strategic stakeholders to support innovation, research opportunities, and operational excellence across multiple statewide initiatives, including data-driven quality improvement and workforce development programs.



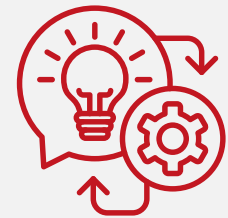
- **Alignment to Organizational Growth Objectives**

- Deepened collaboration across all NJII divisions to pursue integrated growth opportunities, expand service offerings, and align emerging initiatives with broader organizational strategy and statewide health priorities.



- **Program & Service Expansion**

- **Primary Care First (PCF) Notification Services:** Launched a statewide encounter notification service enabling Primary Care First practices to receive real-time alerts on patient admissions, discharges, and transfers to improve care coordination and patient outcomes.
- **Behavioral Health Promoting Interoperability Program:** Introduced a program supporting behavioral health providers in adopting interoperable technology, enhancing their ability to exchange clinical data, meet regulatory expectations, and improve continuity of care.
- **Managed Care Organization Participation Model:** Onboarded a managed care organization onto the statewide health information network under a pay-to-participate model, establishing a sustainable funding approach and expanding value to Medicaid and commercial populations.
- **Acute Care Data Exchange Expansion:** Achieved near-universal statewide participation of acute care hospitals, with 99% engaging in bi-directional ADT and CCD exchange—enabling more complete patient records, improved care transitions, and enhanced public health reporting.



- **Statewide & Regional Initiatives**

- **Medicaid Redetermination Program Extension:** Secured a two-year extension of the Medicaid Redetermination Program, ensuring continued support for eligibility verification, member engagement, and the protection of coverage for vulnerable populations.
- **State Psychiatric Hospital EHR Modernization:** Launched a multi-year modernization initiative to upgrade the electronic health record systems across state psychiatric hospitals, improving clinical documentation, care coordination, and data analytics capabilities.
- **Chicago Regionwide Community Information Exchange (CIE):** Initiated a regional CIE project to support cross-sector data sharing between healthcare, social services, and community partners—advancing whole-person care and addressing social drivers of health.

Healthcare Division Expansion

Key Initiatives for FY2026

Position NJII Healthcare as the Health Innovation Hub for NJ by driving digital transformation in healthcare technology

- Identify and submit for new grant opportunities.
- Sustain our role as the Health Information Network in NJ while connecting with other states nationally.
- Implement eConsent for SUD and BH facilities.
- Implement Interoperability and Patient Access on the new NJHIN Modernized technology.



Long term goals

- **Grants:** maintain MOAs and funding streams that maintain NJIT R1 status.
- **Technology Enhancements:** Increase marketable services through comprehensive HIE technology enhancements with our new NJHIN modernized environment.
- **Diversified Revenue:** Diversify revenue streams and implement new funding sources based on providing services



Alignment to NJII growth objectives

- Continued NJHIN Onboarding: Ongoing efforts to FHQCs and enhancing the connections with LTC facilities with bi-directional ADT & CCD exchange with ingestion into their EHR

HCIS – for-profit subsidiary



Quality & Value-Based Care

- Delivered another successful year of MIPS performance support for the 2024 measurement year, helping providers improve quality scores and reduce reporting burden.
- Supported seven hospitals in completing QIP-NJ MY4 submissions with strong analytics and project oversight.
- Presented at NJDVHIMSS on advancing quality programs using AI/ML, reinforcing our leadership in innovative quality improvement.



AI Solutions & Innovation

- Closed three Prime Health hospitals as our first AI Solutions clients, marking a major milestone with a large national health system.
- Advanced development of new AI/ML-driven quality and performance solutions, including predictive analytics and automated quality reporting capabilities.
- Began building a sales and marketing LLM and advanced efforts to rebrand HCIS as an AI-first quality improvement company.



Market Expansion & Growth

- Developed the FY2026 Go-to-Market strategy and initiated targeted outreach to NJ health systems and national provider groups.
- Built a strong pipeline focused on AI Solutions, MIPS/MVP reporting, and expanded quality improvement offerings.
- Strengthened partnerships and elevated brand awareness through integrated marketing and business development alignment.



Performance & Alignment to NJII Objectives

- Met all required MIPS and QIP reporting deadlines with high-quality submissions.
- Improved profit margins through strong cost control and strategic resource allocation.
- Established a scalable foundation for innovation-led growth, supporting NJII's broader strategy around digital health, quality improvement, and AI-driven population health.



APPENDIX

Industry Partners

Healthcare Division



Defense Division



Artificial Intelligence



Entrepreneurship Division



Ten Years of Innovation in New Jersey

2014

NJIT launches New Jersey Innovation Institute (NJII) a non-profit spinoff of NJIT, allowing more flexible collaboration with private corporations.

2015

Advanced Data System Corp (ADS) partners with NJII to offer a new service (run by NJII's NJ-HITEC division) helping ADS clients comply with federally mandated programs from CMS. NJII awarded \$2.9 million federal grant.

2016

NJII wins \$46.9 million federal grant To improve clinical care practices in New Jersey.

2017

NJII receives Transforming Clinical Practice Initiative Award. Hackensack Meridian Health and NJII launch a program to support new healthcare procedures and strategies. NJII opens Agile Strategy Lab in renovated building.

2018

NJII becomes a Certified Registry for MIPS. 1988 Enterprise Development Center rebranded as VentureLink, an entrepreneurship and innovation center. Healthcare Innovation Solutions established. Defense & Homeland Security (DHS) Division founded.

2021

NJII launches the Digital Capability Center for Cell & Gene Therapy on NJIT campus. BioCentriq, a cutting-edge Cell & Gene Therapy manufacturing center, opens in Newark, NJ.

2020

Data & Technology Division created. Goal: Build an ecosystem of technology hubs connecting clients, industry, and tech. NJII & Pall Corporation form agreement. To advance Cell and Gene Therapy Manufacturing. Pall to invest \$3.5 million in the partnership.

2019

NJII partners with Corris to foster digital HealthIT innovation. Professional & Corporate Education Division created (after the closure of NJIT's Office of Continuing & Professional Education). Reorganization: Innovation Services (NJII), Commercialization and Tech Transfer (NJIT), and Entrepreneurship (NJII & NJIT) become three distinct groups.

2022

NJII announces the sale of BioCentriq for \$73 million. Data & Technology Division closes.

2023

NJII achieves HITRUST Risk-based 2-Year Certification. NJII receives Centers for Medicare & Medicaid Services Certification for the New Jersey Health Information Network.

2024

Michael Johnson named President of NJII.

2025

2024 HITRUST Announcement expected.

NJII Locations



NJII Headquarters are located on the NJIT campus in Newark, NJ. NJII divisional and operational offices, as well as the Venture Studio, are housed at this location.

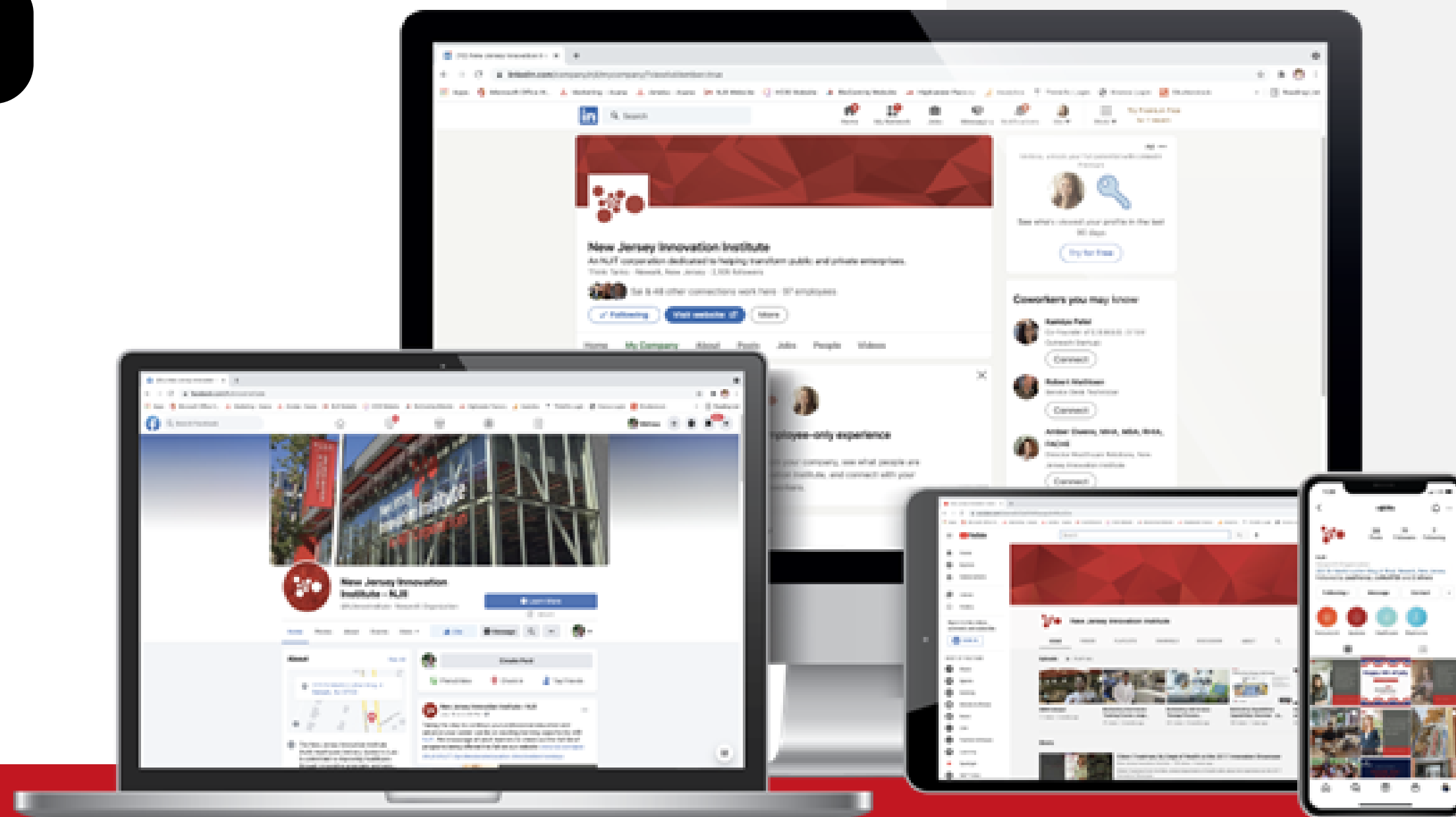
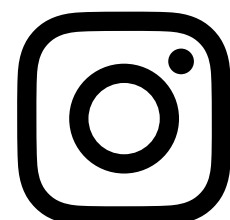
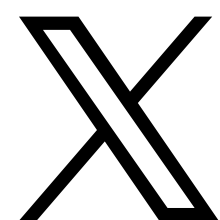
Address: 211 Warren Street, Newark, NJ - The Paul Profeta Center for Innovation and Entrepreneurship



The NJII Advanced Manufacturing Center is located at **Landing 360**. This location is home to Collaborative Operationalized Manufacturing Engineering and Training (COMET) as well as other initiatives.

Address: 360 N. Frontage Road, Landing, NJ

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