

South Florida Hospital NewsTM and HEALTHCARE REPORT

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THE REGION'S MONTHLY NEWSPAPER FOR HEALTHCARE PROFESSIONALS & PHYSICIANS

Nursing



Henry Henao

FIU's STAR Center ... Immersive Simulation Training Clinical Skills and Critical Thinking

BY BARBARA R. FALLON

Nursing education has come a long way from the prototype Resusci-Annie used in early CPR training, but that was the beginning of Clinical Assistant Professor Henry Henao's interests in blending technology with health care education and training.

As an EMT he grew up (career-wise) in the mid 80's and appreciated the hands-on 'feel' of the CPR manikins. He moved on to other career opportunities but returned to health care, inspired by 9/11 heroics of first responders. He earned his BSN, MSN nursing degrees and is a PhD candidate. He was motivated toward forward thinking about challenges for the future. Now, Director of the Simulation Teaching and Research Center (STAR) at Florida International University (FIU), he oversees an immersive experience in a variety of hospital settings and training scenarios for future nurses and other health care professionals.

The STAR Center was recently recognized as South Florida's only fully accredited simulation education facility to give students real-world practice with

Continued on page 39

Salute to Nursing

CNOs with Executive Experience Easily Transition to Interim Co-CEO Role at Jupiter Medical Center

BY DANIEL CASCIATO

In mid-March, Jupiter Medical Center appointed Joanne Miller and Steven Seeley as interim co-CEOs, giving the hospital's board of trustees time to select a new president and CEO.

"The board of trustees made the decision to appoint two people because they thought it was in the best interest of the organization," says Miller. "It allows for a smooth interim period of time with two leaders that our team members and physicians trust."

Seeley agrees and adds, "Our vision is to keep moving forward with the strategic plan."



Joanne Miller



Steven Seeley

Continued on page 41

Nursing



Karen Meador

A Path for Unleashing Nurse-Led Innovation

BY KAREN MEADOR, MBA

I've seen firsthand the powerful impact of nurse innovators.

Nurses, the front line to direct patient care, spend significantly more time with an individual patient than the attending physician or subspecialty consultant and can in turn recognize and address issues that may otherwise go unnoticed.

Take Penn Nursing's Kathy Bowles, for instance. Bowles, PhD, RN, FAAN, noticed a trend: Elderly patients were all too often ending up back in the hospital soon after being discharged.

After conducting research into the discharge process and readmission rates of elderly hospital patients, she pinpointed a group of high-risk variables that pre-

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Leadership Roundtable: Broward Health Executives



(l-r) Alan Goldsmith, Executive Vice President/CAO; Alex Fernandez, Senior Vice President/CFO; and Gino Santorio, President/CEO.

BY DANIEL CASCIATO

In the dynamic healthcare industry, today's leaders must equip themselves with the ability to guide their organizations through times of change. Nowhere has that been more evident than at Broward Health, which in the past six months appointed through internal promotion a new CEO, CAO and CFO. This dynamic new team's ability to keep their organization focused and motivated in a quickly evolving industry is the catalyst for long-awaited change.

"Organizational culture drives a health system, and that starts with character," says

Continued on page 13

Salute to Nurses
See pages 14-41

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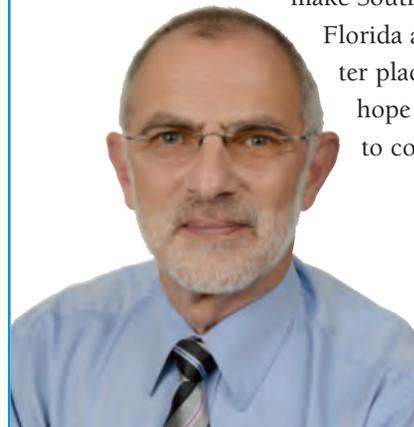
MAY 2019 DOWNSIZED AGAIN!

It's May so I really shouldn't have been surprised when Carol gleefully reminded me to make it short and sweet. In fact this year with all the Nurses' Salutes and Health Care Heroes contained within these pages, she even threatened to leave me out altogether! But I've managed to snatch at least 100 words of space to send my congratulations and thanks to all of you who



make South Florida a bet-

ter place to live each and every day and give us all hope and anticipation for even better tomorrows to come.



Charles Felix



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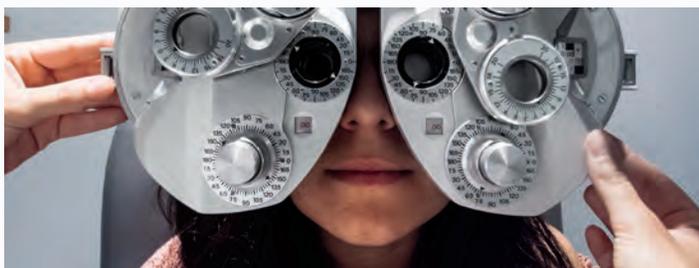
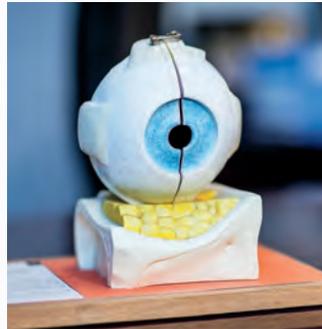
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Not Everyone Who Calls 911 Needs to Go to the ER

BY LOIS THOMSON

Medicare is proposing to implement a new program called Emergency Triage, Treat and Transport, or ET3. The idea is to determine whether a person who calls the 911 emergency line can be taken to a more suitable place than automatically being sent to an emergency room. Matt Johnson, general manager of Century Ambulance Service, explained the patients could be going to different locations that are more appropriate – even the patient's physician's office, if they could handle the patient. Medicare will pay for them to be transported to an urgent care center that accepts Medicare so they can get treated at a lower price, or even be treated on-scene. Medicare would save money because not everyone will be going to the hospital for treatment.

Applications to participate in the model are expected to be released in a few months, and Johnson said that while everything is just being proposed at this point, his company is considering applying. "They announced it earlier this year but not all of the details are out yet, we will have more specifics this summer." He added, "In the past, whenever someone would call 911, the only option for whoever was going to transport them was to send them to an emergency room



Matt Johnson

that was attached to a hospital. But not everyone who calls 911 needs an ER with all of its resources and price."

As an example, Johnson pointed out that previously, someone with a sprained ankle who called 911 would have automatically been taken to an emergency room, when a trip to an urgent care center would have been sufficient.

"Now you can take them to urgent care. It's a big paradigm shift in the way emergency care in the field has been treated in the past. Before, you were just picked up and taken to the hospital and somebody would get reimbursed for taking you to the ER. Now it's changing

because you can transport the person to the most appropriate location." However, he added that if the person insists on going to the ER, they will be taken there. "Yes, absolutely. None of this trumps the patient's choice."

Because of the potential importance of this program, Johnson believes Century Ambulance should seek to be a part of it. "As a large ambulance provider in the state of Florida, I think it's important for us to participate in this program because it is the direction that health care is heading – providing more appropriate care where it's not so expensive and when it's not necessary. It's reshaping the direction of the way pre-hospital emergency care is being delivered. We want to help drive that change as a positive thing, so it just makes sense to be a part of it."

In addition, Johnson believes the idea behind the program will be effective, calling it a step in the right direction. "Twenty years from now, will it look like it will next year? Probably not. It will evolve, but I believe it's the right type of evolution to occur." He said people in the pre-hospital fields have known for a long time that for many of the transports they do, the patients don't need to go to the ER. "But transporting them to the ER was basically the only choice."

Another recent, front-line aspect of medicine that could be incorporated into

the care is telemedicine, which Johnson said is a means of bringing the hospital to patients in the field. Telemedicine has become a big part of health care, with monitors being brought in and doctors video-streaming and speaking to patients. He said part of the ET3 model allows for this.

"Somebody might be experiencing something that they perceive to be an emergency, but telemedicine can be used on-scene to help diagnose whether the ER is appropriate; or perhaps they should go to an urgent care or see the family physician, and both the family physician and the EMS providers will be reimbursed for the service. It's a whole new level of care that could be administered in the field that really hadn't been done in the past. If you think about it, it's kind of like a modern version of a doctor making a house visit."

In summarizing Medicare's proposed ET3 program, Johnson said, "It allows us to take the patient to a more appropriate location for more appropriate care at the right price. Ideally, at the end of the day, Medicare believes it will reduce the amount of money it will spend on people going to the ER."

For more information, call (905) 356-0835 or visit centuryambulance.com.

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A message from our President

13th Annual Healthcare Summit Promises To Be One of Our Best!



Jaime Caldwell

Mark your calendars and register for the SFHHA Healthcare Summit coming up on June 12th and 13th. The title for this year's Summit is "Innovations & Market Disruptors" where we will be exploring healthcare innovation as it makes changes to the status quo and healthcare disruptors who are totally changing the healthcare delivery/finance paradigm.

We will open our Healthcare Summit on Wednesday, June 12th with a keynote presentation by Dr. Farzanna Haffizulla, M.D., Assistant Dean for Community & Global Health at Nova Southeastern University. In addition to being at Nova's medical school, she also runs her own hybrid private medical practice, and is the host, anchor, and clinical editor

for the nationwide health program, Mission Critical Health. Dr. Haffizulla will discuss the role of disruptive innovations, their importance, and their impact on healthcare delivery.

On Thursday, June 13th, our session will open with a presentation on statewide market innovation and disruption with one of our governmental leaders talking about the vision of the Legislature and the Governor in terms of healthcare payment and organization.

This session will be followed by four breakout sessions dealing with health information technology, nurse innovators, financial innovations, and our first ever, by invitation only, CEO Exchange.

Our financial innovations session will open with a keynote from Gordon Phillips, a consultant with Numerof & Associates, a strategy development firm working across the healthcare industry with providers, manufacturers, and payers. He will discuss the movement from fee-for-service to alternative payment models and what

EVENTS	
May 8 4:00 - 6:30 pm Provider Spotlight	August 14 HIT Educational Event
May 22 12:00 - 2:00 pm Academic Talks	September 4 5:30 - 7:30 pm Networking Event
June 7 Educational Roundtable (Participant Only Event)	September 11 4:00 - 6:30 pm Provider Spotlight
June 12 & 13 Annual Healthcare Summit	September 25 12:00 - 2:00 pm Academic Talks
July 9 New Member Breakfast	November 4 27th Annual Golf Tournament
July 10 4:00 - 6:30 pm Provider Spotlight	November 7 4:00 - 6:30 pm Provider Spotlight
July 24 12:00 - 2:00 pm Academic Talks	November 20 12:00 - 2:00 pm Academic Talks
August 9 Educational Roundtable (Participant Only Event)	December 5 5:30 - 8:30 pm Annual Meeting & Dinner

the implications are as we try to link payment to performance.

Our lunch time speaker will be Andy Shin, JD, MPH, and Chief Operating Officer of the American Hospital Association's Center for Health Innovation. Andy is a graduate of Syracuse University, Harvard University, and the Massachusetts Institute of Technology – Sloan School of Management. He will be talking about the need to reconfigure your organization to be competitive in this rapidly changing healthcare environment.

This Summit is going to be memorable, so register to sponsor, exhibit, or attend now!

<https://sfhha.com/events-page/#!event/2019/6/12/sfhha-13th-annual-healthcare-summit-disruptors-innovations-in-healthcare>

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ScrubVAULT System, Part of Quadruple Aim Approach, Ranks High with Healthcare Staff

BY VANESSA ORR

Healthcare systems are made up of thousands of moving parts, and when any one of them doesn't work efficiently, it causes frustration for staff and takes the focus away from where it should be—on the patient. Being able to quickly and easily access scrubs, for example, makes it easier for healthcare providers to do their jobs, and gives them one less area of concern.

The ScrubVAULT System from ImageFIRST, which launched in select markets last year, has earned high praise from medical staff as well as hospital and ambulatory center administrators. A recent survey of staff at the Cleveland Clinic Florida in Coral Springs, for example, showed a 95 percent approval rate among users, who gave it very high marks.

Survey comments included the fact that the program was easy to implement, and inventory was easily manageable. Not only was the staff happy with it, but it was a big hit with those who transferred from other Cleveland Clinic Florida locations that didn't have a ScrubVAULT System.

According to the survey, respondents liked the ease and simplicity of the system, the large amount of inventory, and the flexibility to select the size scrub they wanted.

"When asked what we should change, every single person said 'nothing,'"



explained Jay Juffre, vice president of operations and national service director of ImageFIRST. "The great thing about this is that when they're not worrying about little things, like where and when to get scrubs, they are better able to focus on patient care."

The ScrubVAULT System makes it easy for staff to get the garments they need. "Traditionally, scrubs would be stored in a locker room, where staff had to hope that they could find their size, and then they would return the scrubs at the end of the day," explained Juffre. "The more modern approach is to have a scrub vending machine in the basement, where

it has to be kept because it's pretty large, which dispenses one set of scrubs. If a person wants more than one set because they have a number of procedures that day, they have to go down to get new scrubs each time they want to change."

Because of the ScrubVAULT System's compact size, multiple units can be placed throughout a facility and do not have to be relegated to the basement, saving staff the time and effort of having to travel to a single unit. It scans each employee's unique QR code, opens in less than two seconds, and the user can select as many scrubs as they need.

"Because all of the scrubs are UHF RFID-chipped, the facility knows who took what when," said Juffre. "When staff turn the scrubs back in, there is a record of it, which increases accountability."

So much so, in fact, that facilities that have been using the ScrubVAULT System have seen a decrease in overall scrub costs. "People used to walk out with scrubs all the time; there was no way to keep track," said Juffre. "Now that they are being tracked, people are more apt to return them, which means that our clients are controlling losses and reducing costs."

Administrators also appreciate the easily accessible inventory and usage reports that are available at any time via ImageFIRST's online customer portal.

Since introducing the ScrubVAULT System a year ago, ImageFIRST has

deployed more than 100 units in six major markets. "When people see it, they want it," said Juffre, adding that the innovative technology is designed to meet healthcare's quadruple aim approach.

"The goal is to control costs, keep patients and staff safe, take great care of patients, and keep staff engaged and happy," said Juffre. "In the last decade, patient care and staff engagement have taken on a higher priority, and the ImageFIRST program hits all four of these goals."

ImageFIRST's dedicated representatives, called customer advocates, make sure that all of the products they provide are clean, safe and infection-free, and meet the needs of their clients.

"Patients are never happier than the staff is, so you want to make sure that you keep the staff happy," said Juffre. "Sheets with holes, missing lab coats, or gowns that aren't clean or have missing strings are frustrating. Dealing with these problems takes away from time with patients."

"Do you want your staff focused on the linen program or on patient care?" he added. "Our linen and scrub programs align with what is important to our customers."

To learn more about ImageFIRST or the ScrubVAULT System, call 800-932-7472 or visit www.imagefirst.com.

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Miami Cancer Institute Opens Multidisciplinary Skin Cancer Clinic

Miami Cancer Institute announces the opening of its Multidisciplinary Skin Cancer Clinic, including the region's first (1 of only 12 in the world), 3D whole body photo-imaging system designed to improve the accuracy of diagnosing melanoma and other skin cancers.

The new technology, also known as the Vectra, uses 92 cameras that take simultaneous photos of the body in one second, and then creates a 3D view of the surface of the skin. This allows the dermatologist to potentially evaluate every suspicious lesion on the skin, both by physical exam and with the use of other sophisticated technology available in the clinic.

The Multidisciplinary Skin Cancer Clinic at Miami Cancer Institute will focus on early detection and treatment of melanoma, in addition to treating patients with all types of skin cancer, including basal cell carcinoma, squamous cell carcinoma, Merkel Cell tumors and other rare tumors of the skin. The program's team of experts includes dermatologists, surgical and medical oncologists, radiation oncologists and plastic and reconstructive surgeons.



E-mail Your Editorial Submissions to
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HHS Guide: Steps Toward Cybersecurity

Cybersecurity continues to be top of mind these days, especially as we continue to rely on technology and technologies become more sophisticated. On December 28, 2018, a Task Group that includes U.S. Department of Health and Human Services (“HHS”) personnel and private-sector health care industry leaders published new guidance for health care organizations on cybersecurity best practices. The guide – Health Industry Cybersecurity Practices: Managing Threats and Protecting Patients – is just that, a guide for health-care organizations as they begin to navigate the cybersecurity world. This is a start to helping your facility take the steps to becoming cyber secure and helps answer those nagging questions keeping you up at night.

As mentioned in the guide, the Task Force does not expect the practices cited to become a de facto set of requirements that all organizations must implement. Such a dogmatic approach is not effective given the dynamic nature of cybersecurity threats and the fast pace of technology evolution and adoption. Furthermore, they do not guarantee that the suggested practices will aid organizations in meeting their compliance and reporting obligations, but do answer the prevailing questions, “Where do I start and how do I adopt certain cybersecurity practices?”

While it is impossible to address every cybersecurity challenge, the Task Group identifies five prevalent cybersecurity threats.

1. Email phishing attacks – an attacker masquerades as a trusted individual, dupes a victim into opening an email and



BY JOSEPH RICCIO

sending private information – such as wiring money, sending passwords or personal details.

2. Ransomware attacks – malicious software that threatens to publish one’s data or block access unless a ransom is paid

3. Loss or theft of equipment or data

4. Insider, accidental or intentional data loss

– from employees

5. Attacks against connected medical devices that may affect patient safety

The Task Group also established a set of voluntary best practices and created 10 categories. Each of these categories is detailed within two supplementary technical volumes – one addressing the needs of small organizations and the other addressing the requirements of medium and large organizations – and added resources, including templates and toolkits for determining the cybersecurity practices that would be most effective for your organization.

So what does this all mean? The healthcare industry is one of the most heavily-regulated industries when it comes to cybersecurity practices. Within the Guidance by the HHS Task Force, there are compelling metrics that should lead you to understanding the need for change within your own cybersecurity practices and defenses, and Withum’s Cyber and Information Security Team has the experience you need to keep your healthcare organization protected.

Joseph Riccio, Partner, WithumSmith+Brown, PC, can be reached at jriccio@withum.com.

St. Mary’s Medical Center and the Palm Beach Children’s Hospital Becomes First Hospital in the Region to Use Flow Diverter for Treatment of Unruptured Intracranial Aneurysms

St. Mary’s Medical Center is the first hospital in Palm Beach and Broward counties to use the Surpass Streamline Flow Diverter to treat unruptured large and giant wide neck intracranial aneurysms. The device is the second flow diverting stent to gain FDA approval in the U.S. It is also approved and available in many markets around the world.

“We’re honored to be the only hospital in the region with the capacity to treat patients requiring this innovative treatment,” said hospital CEO Gabrielle Finley-Hazle. “For more than 10 years, the team at our Comprehensive Stroke Center, has made it their mission to continue bringing the most advanced services to our community.”

The tight wire mesh of the device restricts blood from entering the sac of the intracranial aneurysm, which helps to promote clotting. The Surpass Streamline Flow Diverter is indicated for the treatment of brain aneurysms in patients 18 years of age and older. The device is intended to treat large or giant saccular intracranial aneurysms with a wide-neck (neck width 4 mm or wider or dome-to-neck ratio less than 2) or fusiform intracranial aneurysms (an elongated, spindle shaped aneurysm involving the entire vessel wall) in the internal carotid artery (which supplies blood to the brain) with a diameter between 2.5 mm and 5.3 mm.

VITAS® Healthcare Redesigns VITAS.com to Enhance User Experience

VITAS Healthcare has launched its redesigned VITAS.com website with enhanced content, a cleaner design and improved functionality. The goal of the website redesign is to provide quicker and easier access to end-of-life information for the millions of healthcare professionals and families who use the site every year.



Configuration of the first phase of the new mobile-friendly site is the

result of more than 18 months of extensive design and development work, including in-depth user testing, quantitative research, and qualitative review and reconfiguration of content to provide optimal user experiences.

This thoughtful approach resulted in improved navigation and an intuitive approach to content flow for patients, families, healthcare providers, VITAS partners and employment candidates.

Streamlined navigation enables website visitors to explore end-of-life information, find helpful resources, refer a patient, get in touch with a VITAS representative or apply for a career at VITAS. Content is continuously updated so that visitors have access to leading-edge VITAS resources about hospice and palliative care.

A seamless user interface and new key features help users access information on hospice and palliative care:

- **Clean and Responsive Web Design:** Cleaner look and feel across mobile and desktop platforms.
- **Robust Search Function:** Quick and easier access to key information for healthcare professionals, patients, families, consumers, journalists, job candidates and more.
- **Hospice Eligibility Reference Guide:** Clearly delineated hospice eligibility guidelines, clinical hospice guidelines by diagnosis and more.
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PLEASE VISIT: www.sfhef.org for more details and to register

How Loans Impact Career Decision Making for Physician Residents

Physician residents deal with a lot of debt. For some residents and medical students it can range from \$200K-\$500K or more in debt. According to the 2016 Association of American Medical Colleges (AAMC) Medical School Graduation Questionnaire, 4 out of 5 medical students borrow from student loan institutions to finance their studies. Some studies show that high student loan debt burden influences medical students on what specialty they consider and they are least likely to choose specialties with lower salaries. In 2016 the Journal of the American Board of Family Medicine, noted that high debt has been "correlated with callousness, stress, suicidal thoughts, failing medical licensing exams, and leaving or being dismissed from medical school."



BY JACQUELINE LEVA, DO

The average Medical School debt is \$206,000 for those who attend private medical school according to the Association of American Medical colleges (AAMC) survey study conducted in 2017. Although earning potential is high among physicians, the years spent in residency are often times marked with low pay, \$51,000 on average. There are some Loan Forgiveness Program (LFP) options for residents in certain specialties like family medicine.

For some physicians with federal student loans the LFP grants provide relief on certain loan balances after ten years of work in public service. The years spent in residency qualify for part of the program requirements if you are employed at a non-profit institution. Almost every academic hospital is a non-profit allowing residents this opportunity. According to a student loan planner at a consulting firm, the best path for a resident who is unsure would be to choose a revised Pay as You Earn loan to receive the interest subsidies while keeping the door open to repayment options. It is imperative for residents and students to conduct their own investigation on what loan payment plan works for them or risk drowning in debt.

For more information, contact the Dade County Medical Association at (305) 324-8717.

When It Comes to Patient Care, What Can We Learn from the Symphony?

If you were hanging out with a group of friends and trying to decide what your next fun event together would be, I doubt anyone would jump to suggest going to a symphony orchestra. Even if you are a fan, when the words symphony orchestra are presented, words like formal, sophisticated, and maybe even dry come to mind.



BY JAY JUFFRE

However, do not tell that to the Andre Rieu - Johann Strauss Orchestra. Some of you know exactly what I am talking about, but for the others, over the past couple decades, this orchestra has been selling out stadiums around the world. In 2018 they were ranked 15th in the list of top 20 global concert tours, just ahead of acts like Brittany Spears and Shakira (no other show of its kind even came close).

If you have not seen them in action, feel free to YouTube them. You'll see a fun, exciting show with fans of all ages literally dancing in the aisles having a great time. Fireworks, lasers and smoke effects are also part of the pro-

duction. They took a traditional, predictable experience and made it remarkable – different in a good way.

The same should be true for patient care. If someone is sitting around talking to their friends about an upcoming doctor visit or overnight stay in the hospital, what words typically come to mind then? Imagine for a second, despite the cir-

cumstances, if your organization was able to also make the experience extraordinary. What if, people left motivated to tell their friends and family about how great they were treated, how it was not what they expected, and how others would be crazy not to switch health care providers immediately.

Try to look at things through an Andre Rieu lens, your present and future patients will thank you.

Jay Juffre is Executive Vice President, ImageFIRST. For more information on ImageFIRST, call 1-800-932-7472 or visit www.imagefirst.com.



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Let's Connect: SFHEF Spotlight

Physicians Transitioning Careers Benefit from SFHEF Support

BY VANESSA ORR

The South Florida Healthcare Executive Forum, Inc. (SFHEF) is an international professional society of more than 30,000 healthcare executives who lead hospitals, healthcare systems and other healthcare organizations. While its members come from many different backgrounds, board member-at-large Simone Fearon, MD, would like to see more participation from physicians, whom she believes could benefit from the support that the group offers.

"I joined the organization after returning to school to work on my MBA," explained the noninvasive cardiologist, who for the past eight years has served as co-founder, chief operating officer and senior consultant cardiologist for Florida Heart and Vascular Consultants in Miami and Fort Lauderdale. "I was exploring the idea of taking on a more administrative-type role, and was looking for organizations that supported hospital and other healthcare leaders. The South Florida Healthcare Executive Forum dominates in that area.

"Their role is to help promote excellence in healthcare, and they accomplish this by providing educational opportunities for professional development as well as networking events for healthcare executives and potential healthcare leaders," she added. "For what they do, they're not just a leader in South Florida, but beyond, and this was really attractive to me."

Dr. Fearon specializes in general, non-invasive cardiology consultation, cardiac imaging, preventive cardiology and wellness and women's cardiology. She received her medical degree from the University of the West Indies and completed her post-doctoral training with an internship and residency in internal medicine, and a fellowship in cardiovascular diseases at Lenox-Hill Hospital, New York. In addition to being a member of SFHEF and the American College of Healthcare Executives (ACHE), she is a member of the American College of Cardiology and the American Society of Echocardiography.

According to Dr. Fearon, being a mem-



Dr. Simone Fearon

ber of SFHEF gives her insight into what is required of healthcare executives as she considers transitioning into a new role.

"As I'm nearing the completion of my MBA, I'm looking forward to taking on the challenges of medicine from a different platform," she explained. "I'm learning more about the opportunities available as I begin to shift my practice style, which was previously 100 percent clinical, to one that is more of a hybrid role that includes hospital administration."

Dr. Fearon believes that physicians, as well as other healthcare professionals, can benefit from the educational opportunities and networking that SFHEF provides.

"While I didn't know much about the organization before I began working toward my master's degree, I've since realized the benefits of the organization and joined the board to take on the role of physician champion so that I could educate other physicians about the types of support SFHEF offers," she said. "Our goal is to increase physician participation on a much larger scale.

"It's been a challenge, but we're getting there," she added. "I think the biggest reason for low physician engagement is really a lack of awareness of the organization and its numerous benefits relevant to the different phases of their careers."

To learn more about the South Florida Healthcare Executive Forum, visit www.sfhef.org.

Automated Technology Senses How Parkinson's Patients Respond to Medication

Parkinson's disease (PD) is a chronic, progressive neurological disorder affecting approximately 6 million people globally and is expected to double by 2040. PD leads to disabling motor features including tremor, reduced speed, and gait/balance impairment leading to falls, as well as non-motor symptoms such as cognitive impairment and sleep and speech disorders.

One of the most prevalent complications in PD patients is medication ON and OFF motor fluctuations, which occur in 50 percent of patients diagnosed within three to five years and 80 percent diagnosed within 10 years. The onset of these motor fluctuations is a critical point in managing the disease because it requires ongoing adjustments in treatment such as changing the frequency and dosage of medication or changing parameters for deep brain stimulation.

Currently, PD motor fluctuations are addressed with brief clinical examinations or appropriate history-taking and patient self-reports, which rely on extensive patient education. Even then, self-reports can be unreliable and clinical examinations may not be practical, especially in rural areas. Patients often require frequent follow-up visits with their neurologist.

Researchers from Florida Atlantic University's College of Engineering and Computer Science have developed an innovative way to automatically and reliably detect and monitor medication ON and OFF states in PD patients. They have combined an algorithm and sensor-based system that detects ON and OFF state patterns in PD patients using two wearable motion sensors placed on the patient's most affected wrist and ankle.

For the study, published in the journal *Medical Engineering and Physics*, these sensors collected movement signals while patients performed seven daily living activities such as walking or getting dressed in their medication ON and OFF phases. The algorithm was trained using approximately 15 percent of the data from four activities and tested on the remaining data. Data from the two sensors provided objective measures instead of a patient diary or self-report.

Results of the study reveal that the algorithm was able to detect the response to medication during the subjects' daily routine activities with an average of 90.5 percent accuracy, 94.2 percent sensitivity, and 85.4 percent specificity.

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Around the Region... Around the Region... Around the Region...

Lee Health Aging Life Care™ Manager Named to Florida Aging Life Care™ Board

The Florida Chapter of Aging Life Care Association has named Dawn Moore, RN, an Aging Life Care™ Manager with Lee Health, to its state board of directors for 2019-2020.

Moore has worked as an Aging Life Care™ Manager through the Lee Health Senior Care CHOICES Program for the past 25 years. Through this role, she provides guidance and advocacy for families and professionals who are caring for older relatives. With a specialized focus on issues related to aging, she assists with the challenges of aging, such as finding an appropriate placement, in-home care, referrals to medical providers or elder law attorneys, as well as the advocacy and support that provides families peace of mind.



Dawn Moore

Seasoned Community Leader to Head New Palm Beach County Behavioral Health Entity

Lauren Zuchman has been appointed as executive director of the recently launched BeWellPBC, a new initiative focused on advancing behavioral health for children and families.

Zuchman will be housed at Palm Health Foundation in West Palm Beach, the fiscal agent for BeWellPBC, and will work with all system partners and community members that have joined together to form the collective initiative.

Zuchman has extensive experience in leading community collaboratives to improve health. She was the first executive director of Healthier Delray Beach, a Palm Health Foundation Healthier Together initiative focused on supporting the behavioral health and well-being of Delray Beach residents. Prior to Healthier Delray Beach, she served at Henderson Behavioral Health in supervisory and management roles and provided care as a licensed social worker. She served as Chair of the Broward County Children's Systems Meeting for eight years and participated on various workgroups focused on human trafficking, domestic violence, diversion, infant mental health, child welfare, and behavioral health system gaps in Broward and Palm Beach Counties.



Lauren Zuchman

Tenet Healthcare and Delray Medical Center Name New Chief Nursing Officer of the Hospital and Palm Beach Group

Delray Medical Center appoints Mary Elizabeth "Libby" Flippo as its new Chief Nursing Officer (CNO). Flippo will also serve as the CNO for Tenet Healthcare's Palm Beach Group hospitals. Prior to joining Delray Medical Center, Flippo served as Senior Vice President, Patient Care Services and Chief Nursing officer for Cleveland Clinic Martin Health since 2013 - where she began as Assistant Vice President, Site Administrator and Chief Nursing Officer. She was promoted to Vice President, and System Chief Nursing Officer. Flippo also served as Senior Vice President. Prior to her time at Martin Health, Flippo served as Vice President and Chief Nursing Officer for Johnson City Medical Center in Tennessee. Flippo earned her Bachelor's in Nursing from the University of Alabama at Birmingham and holds a Master of Science degree in Nursing Leadership for Healthcare Systems from the University of Alabama in Huntsville.



Mary Elizabeth Flippo

Cleveland Clinic Weston's Director of Pharmacy Named 2019 ASHP Fellow

William Kernan, PharmD, MBA, Director of Pharmacy at Cleveland Clinic Weston, has been named a 2019 Fellow by the American Society of Health System Pharmacists (ASHP).

Kernan oversees the pharmacy services for Cleveland Clinic Florida which includes inpatient services, an outpatient pharmacy, two oncology infusion pharmacies, an ambulatory surgery center, and multiple surgical and medicine clinics. He has received numerous accolades such as the Florida Society of Health System Pharmacy (FSHP) Meritorious Service Award, FSHP Recruiter of the Year Award and Florida A&M University's Preceptor of the Year Award. In 2007, he established the Pharmacy Practice Residency (PGY1) program, an ASHP accredited, one-year, post-graduate program to advance the practice of pharmacy at Cleveland Clinic Florida and the South Florida community.



William Kernan

VITAS® Healthcare Appoints Jeffrey M. Kreger as Executive Vice President and Chief Financial Officer

VITAS® Healthcare has appointed Jeffrey M. Kreger as executive vice president (EVP) and chief financial officer (CFO). Kreger succeeds President and CFO David Wester who announced his retirement in early 2019 after a 22-year career at VITAS. Kreger brings to VITAS 30 years of financial, operational and administrative experience. In addition to leading all financial operations as CFO, Kreger serves as a strategic partner to executive and operational leadership teams, and oversees finance, accounting, facilities, revenue cycle management and risk management departments. Kreger comes to VITAS from positions as senior vice president, CFO and treasurer at two healthcare firms, including Dallas-based Aegis Therapies and Denver-based BioScrip. Previously, he worked in finance leadership roles at LHC Group in Louisiana, Sun Healthcare Group in California, American Habilitation in Texas and Sava Senior Care in Georgia. He began his career as a certified public accountant (CPA) and financial auditor at Ernst & Young.



Jeffrey M. Kreger

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CORRECTION:

On page 5 of the April 2019 issue of *South Florida Hospital News and Healthcare Report*, an incorrect photo of Marcia Rabinowits ran with the article *Cultural Sensitivity: Key to Care and Recovery*.



Marcia Rabinowits

Cover Story: Leadership Roundtable: Broward Health Executives

Continued from page 1

Gino Santorio, President/CEO, Broward Health. “I’ve been very direct that no matter what, we will do the right thing. Our success is contingent upon character, and I’m proud to be surrounded by 8,000-plus employees who have remained committed to acting in the best interests of our patients and community.”

Since Santorio was named the permanent CEO in December 2018 and Alan Goldsmith, former Broward Health CFO, was named Executive Vice President/CAO and Alex Fernandez named the Senior Vice President/CFO in January 2019, this leadership – with the support of the North Broward Hospital District Board of Commissioners – has hired a new Individual Review Organization (IRO), renegotiated numerous contracts for operational efficiency and been proactive in engaging elected state officials for Critical Care Funding.

Santorio, Goldsmith and Fernandez consider these types of complexities that are pressuring healthcare to now be the industry norm. Managing these issues demands a broader perspective than what once may have been required of leadership.

“The new model of a healthcare CFO is certainly different,” says Fernandez. “No longer does the CFO focus only on finance. Today’s healthcare leader has to be diverse and able to talk on all different levels and across skill sets. We all cross over to each other’s lanes, and it works well.”

“I would even go as far as saying that the healthcare system was much different less than five years ago,” says Goldsmith. “The constant change – and change is a guarantee in healthcare – is going to be rapid. Your ability to be nimble and think quickly to get ahead of the curve is essential.”

Santorio added that healthcare leaders must also now work with a greater number of players.

“A typical day for me can include strategizing our payer model with managed care partners, then educating Tallahassee on funding perspectives, before counseling staff on organizational matters and communicating with

patients and physicians to help them select the best value for care,” he says. “It’s complex, but Alan, Alex and I are excited about the challenges.”

Santorio, Goldsmith and Fernandez all came to Broward Health knowing there would be unique opportunities to rebuild a health system that was in need of strong management, impeccable ethics and a commitment to ensure high quality care for all those served.

Goldsmith was recruited by a former Broward Health CEO. Having started his career as an assistant in a human resources department, he quickly moved his way up the ranks and across organizations until joining Broward Health as CFO in 2017.

“I knew they were in the middle of a turnaround,” he says. “I live in Broward County and wanted to help be part of Broward Health’s change.”

Goldsmith quickly recruited Santorio, who says he was familiar with the turnaround environment Broward Health was facing, having just come from a similar environment.

“At that point in my career, I decided after speaking to Alan that I could help the organization and it was something I thought I would like to do,” Santorio notes, also joining Broward Health in 2017 as the COO.

While Fernandez arrived at Broward Health under different circumstances, he has been no less committed to fortifying the health system. He started as a staff accountant with a hospital in Palm Beach County and ultimately worked his way up to the role of COO, but he missed finance.

“There was a CFO position open at Broward Health Medical Center,” he explains. “I researched the hospital and its service lines, as well as the tertiary component of the hospital. I applied for the role and was offered the job. It was the best decision I’ve made in my career thus far.”

Santorio and Goldsmith share similar views, noting that while demanding, it’s an exciting time to lead Broward Health for many reasons. Steering a special taxing district, which essentially means the system is owned by the taxpayers of

Broward County, presents its own challenges. Broward Health hospitals are treating some of the most critical and complex medical cases.

“I could give a hundred reasons why I’m inspired to come to work each day,” says Santorio. “But it ultimately boils down to patient care. For example, if you show up to a Broward Health trauma center with any vitals, there’s a 98 percent chance that you’re going to survive. Those kind of survival rates are unprecedented, and that’s just one sample of the spectacular care we regularly provide for our patients.”

“We are caring for those who can’t care for themselves,” says Fernandez. “From hospitals and clinical care to community outreach, we are filling a void. Without Broward Health, there are a number of residents in Broward County who would not have medical care. As a leader, the significance of that drives you.”

The magnitude of this work might intimidate others, but for Goldsmith, there’s a simple reason they are willing to put in the hours they do: Broward Health is this leadership team’s passion.

“If you don’t love what you’re doing,” he says, “then you should reconsider what you’re doing.”

Santorio and Fernandez also cautioned future healthcare leaders to carefully consider their career development strategies.

“Young professionals need to determine what they want long term,” Santorio says. “They need to identify different avenues to achieve their career

goals, and finally, and this is the most critical component, they need to be willing to do the work.

“I know Alan, Alex and I have put in our time and punched our dance ticket, so to speak. We worked our way up through lower level positions. We put in the hours and were willing to go where other people weren’t. We took risks. That is something people need to decide if they’re willing to do.”

“You need to be open to accepting additional responsibilities,” adds Fernandez. “It’s not always going to be easy, because you’re going to have your current workload, plus additional responsibilities. But reaching your career aspirations will be worth the effort.”

Most importantly, Broward Health’s new leadership continued to stress the importance of doing the right thing.

“Treat people at all levels fairly,” says Fernandez. “Regardless of your role, that goes a long way. Be accountable and help grow the people around you.”

“Listen to people, understand expectations and act with integrity,” says Goldsmith. “When you know in your bones that you and your organization have acted in good faith, you will ultimately succeed.”

“I say this all the time,” says Santorio, agreeing with Goldsmith. “Do the right thing. It sounds easy, but it can be challenging. I promise you that if you do the right thing, you’ll never go wrong.”

For more information, visit www.browardhealth.org.

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The following nurses are some of South Florida's best!

VITAS HEALTHCARE IN BROWARD COUNTY

Ricky LeBaron, RN

His coworkers in the VITAS inpatient hospice unit at North Broward Medical Center praise Ricky LeBaron for his warm bedside manner, his compassionate care and his willingness to go above and beyond his regular nursing duties when a need arises.

"I always had an interest in hospice," says LeBaron, who graduated in 2013 with a degree in nursing from Broward College, worked as an intensive care unit nurse at Memorial Hospital Miramar and joined VITAS in 2017.

"My mother was a home healthcare nurse in Louisiana, so I've always been familiar with the nursing profession," he says. "Yes, hospice nursing can be very stressful, and it takes a lot out of you; but the interactions with the patients and their families—to me, it just feels like a really good thing to do."



Sheila Michel, RN

Most of Sheila Michel's nearly 20-year nursing career has involved pediatric nursing throughout Broward County. Three years ago, her search for a career change led her to a role as a home care hospice nurse for VITAS® Healthcare, where she provides end-of-life care to both adult and pediatric patients and their families in their homes.

"Caring for pediatric hospice patients can weigh very heavy on my heart," she acknowledges. "But I know nursing, and I know pediatric nursing and I love what I'm doing. I wouldn't change it for anything. It really makes me appreciate the value of living."

Families of her patients praise Sheila for her warmth and compassionate care, while her team members appreciate her ongoing support, including a recent fund-raiser for a teammate. "When someone is in need, you step up and you help," she says with humility. "And if you're not able, you rally everybody around and you help."



VITAS HEALTHCARE IN PALM BEACH COUNTY

Florence Toussaint-Bellegarde, RN

Florence Toussaint-Bellegarde knew she wanted to be a nurse when she was seven years old, as she watched her grandmother struggle with asthma and felt called to learn to care for her. Florence's father, however, had other ideas: He wanted her to be a dentist.

A sudden relocation shook up those plans and opened the door for Florence to pursue her childhood dream. In 2011, she joined VITAS as a home care nurse in Palm Beach, where she still works today.

For Florence, the best part of the job is the feeling of having helped someone at the end of the day, even if it's a single step out of bed.

"I love nursing," Florence says. "Nursing to me is second nature, it's what I've committed my life to. And I love what I do right now with hospice: bringing comfort to both patients and their families."



Lisa Powers, RN

After graduating from the University of Connecticut in 1989, Lisa Powers, RN, pursued her dream of working as a traveling nurse, spending five years in hospitals, emergency departments and intensive care units in Hawaii and Washington, D.C.

Hospice nursing had always intrigued her, especially after experiencing the death of her grandparents on hospice care. She switched to hospice nursing 25 years ago, and today she cares for VITAS patients in assisted care facilities in Palm Beach County.

"My grandparents' hospice nurses were wonderful," she says. "They put everyone at ease, got everyone on the same page. I knew then that hospice nursing was my calling, and I fell in love with it. In my personal life, I really like to get to know people, and I don't like fluff. In hospice nursing there's no fluff. People share their most personal secrets and thoughts with you, and you help them die at home. To be a nurse in the last stages of someone's life is just wonderful."



VITAS HEALTHCARE IN MIAMI-DADE COUNTY

Barbara Avila, LPN

Officially, Barbara Avila is a home care LPN for VITAS patients in the Dade-Monroe area, but her primary role is as a patient advocate. When a patient's status changes, it's up to Barbara to alert the team's primary nurse. This requires a careful eye, clinical expertise and a close relationship with the patient—and by all accounts, Barbara excels in all three skills.

“Barbara is vigilant in addressing any concerns of patients or families, and always adheres to our VITAS value, ‘Patients and families come first,’” said Raicely LeonRodriguez, her team manager.

Barbara has been commended by Agency for Health Care Administration (AHCA) surveyors for her strict observation of AHCA regulations when administering medication to VITAS patients. Barbara's sense of caring and compassion guide her in every interaction, whether with patients, families or fellow team members.

Eduardo Noriega, RN

The sign of a dedicated hospice nurse is evident in the comments and feedback from patients and families.

“Eduardo's patients and families do not want any other nurse!” says the VITAS team manager of Eduardo Noriega, RN, a VITAS home care nurse. Numerous letters and phone calls praise him for his compassion, positive attitude and hard work. “He is never in a rush and is open to listening at all times. He celebrates all of his patients' birthdays with cakes and balloons, and he participates in the preparation of VITAS veteran salutes at home.”

Around the office, Eduardo is known as “Team 139 Superman.” He volunteers to work weekends so a co-worker can attend school. When colleagues experience car problems, he steps in as a mechanic. He is a member of the VITAS team for the Mercedes-Benz Corporate Run, participates in Relay for Life events and volunteers for the Animal Society on his days off.



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Ellen Brown, EdD, MS, RN, FAAN



Ellen Brown is cultivating the future landscape of elder care with her nationally recognized research in Gerontological Nursing.

From the National Institute of Mental Health to local foundations, Brown has earned support for innovations in geriatric depression care, caregiver education, and service delivery. She has played a significant role in developing “CareHeroes,” an app designed to improve dementia care coordination, support family caregivers and increase utilization of community-based resources. She was recognized by the American Academy of Nursing's (AAN) Raise the Voice Edge Runner Program for creating the Training in the Assessment of Depression program to identify and treat depression of older adults in home healthcare settings.

Brown is currently an associate professor of nursing at Florida International University's Nicole Wertheim College of Nursing and Health Sciences. She is an elected member of the AAN and a founding editorial board member of the Research in Gerontological Nursing journal.




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**C.L. BRUMBACK PRIMARY CARE CLINICS,
HEALTH CARE DISTRICT OF PALM BEACH COUNTY**

Maria Chamberlin, RN, BSN

As a Nurse Manager at the C. L. Brumback Primary Care Clinics, Maria Chamberlin, RN, BSN, supervises clinic staff, provides staff training and education, and ensures patients receive high-quality care. After four years of working as a nurse at the University of Miami Hospital, Maria joined the Health Care District as a nurse in 2014. She was promoted to Senior Clinical Nurse three years later with the additional responsibility of training the clinical team. Maria graduated with a degree in nursing and a BSN from the University of Miami. She is a Mexican immigrant who sought medical care at a Federally Qualified Health Center (FQHC) similar to the Brumback Clinics shortly after moving to the U.S. Maria feels strongly about the Health Care District's safety net mission and the patients she serves.



**UTILIZATION MANAGEMENT, HEALTH CARE
DISTRICT OF PALM BEACH COUNTY**

Eileen Perry, RN

Eileen Perry, RN, is Director of Utilization Management at the Health Care District of Palm Beach County where she has dedicated the past nine years to providing quality care to the county's underserved. In her role, she provides leadership in the specialty areas of utilization review, case management, and Healthcare Effectiveness Data and Information Set (HEDIS) quality review. With over 20 years of experience as an RN, Eileen is certified in medical coding and auditing and has practiced in the areas of Case Management, Practice Operations, ICU, OR, and PACU. She is a member of the National Association for Healthcare Quality and the National Health Care for the Homeless Coalition. Eileen serves as a volunteer member of the Palm Beach County HIV Care Council Advisory Board.



Calalisa Olivier, LPN

Calalisa Olivier, LPN, has worked as a MAT (Medication Assisted Treatment) Nurse at the C. L. Brumback Primary Care Clinic in Lantana since 2017 when the MAT pilot program was launched. The maintenance therapy program for patients with substance abuse disorders combines the administration of FDA-approved medication along with behavioral health services, peer counseling and other social support services to help restore patients' overall health and lives. Calalisa is currently pursuing her RN degree at Palm Beach State College while working full-time and has worked in the field of substance use disorder treatment for the past decade. She has a passion for the behavioral health field and thrives on helping patients with mental health or addiction issues.



Samantha Nedd, RN, BSN

Samantha Nedd, RN, BSN, has been the Care Coordinator with the Utilization Management Department of the Health Care District of Palm Beach County for one year. She joined the Health Care District in 2015 as a Nurse Reviewer where she reviewed authorizations and inpatient stays. In her current role, Samantha trains new nurses in the department and reviews Healthcare Effectiveness Data and Information Set (HEDIS) measures for the C. L. Brumback Primary Care Clinics to help patients receive high-quality medical and dental care. She received her BSN in nursing from the City University of New York Lehman College and has over 28 years of nursing experience in the ER, home health, psychiatry and pediatrics. Samantha is committed to her profession of delivering quality, compassionate care and to her work family at the Health Care District.



**LAKESIDE MEDICAL CENTER, HEALTH CARE
DISTRICT OF PALM BEACH COUNTY**

Claudia Fuentes, RN

Claudia Fuentes, RN, has been an ER Nurse at Lakeside Medical Center since 2012. Claudia immigrated from Mexico when she was 12 years old and was guided to nursing by a personal experience. Her second son was born prematurely and died a week after birth. This opened her eyes to the medical field and the nursing profession. Claudia received her nursing degree from Keiser University in Fort Lauderdale and her bachelor's degree from Chamberlain University in Illinois. After two years on the surgical floors at the former Columbia Hospital in West Palm Beach, she was recruited as an ER Nurse at Lakeside Medical Center. For the past seven years, Claudia has loved being a part of the ER team. For Claudia, nursing is her calling and being an ER nurse is a privilege. Claudia is passionate about nursing and being a mother to her son and daughter.



**SCHOOL NURSES, HEALTH CARE
DISTRICT OF PALM BEACH COUNTY**

Donna Williams, RN, BSN

Donna Williams, RN, BSN, has been a registered nurse for the School Health Program at the Health Care District of Palm Beach County since 1999. She has over 20 years of experience in the nursing field in areas such as pediatrics, med-surgical medicine and geriatrics and has also worked with individuals with catastrophic injuries, long-term care, rehab and hospice care. Donna obtained her Associates Degree in Nursing from Concordia College/Mount Vernon School of Nursing in New York and her BSN from Florida Atlantic University. In 2009, she also expanded her entrepreneurial endeavors and helped open her family's first Assisted Living Home. Previously, Donna worked as a nurse/house supervisor for the Health Care District's skilled nursing facility, the Edward J. Healey Rehabilitation and Nursing Center, and at the former Columbia Hospital on the Medical Surgical floor. She enjoys living life to the fullest with her three children.



Georgia Burke, RN, RRT, BSN

Georgia Burke, RN, RRT, BSN, earned her degree in nursing from Excelsior College in New York and her BSN from South University in Georgia, where she graduated with the prestigious honor of Summa Cum Laude. Georgia's passion for health care has afforded her the privilege of working in various hospital specialties including ICU, CVICU, PCU, PACU, ER and dialysis at Davita Broward Health North Unit, Fresenius West Palm Beach and Westside Regional Hospital. Since 2015, Georgia has been working in the dialysis unit at Lakeside Medical Center where she educates patients on how to improve their quality of life and manage their medical needs. Outside of work, she likes to volunteer at her daughter's elementary school. Her heart for service is guided by her strong religious principles and faith.



Oramari McCarthy, RN, BSN

Oramari McCarthy, RN, BSN, received her nursing degree from Broward Community College and her BSN from Florida Atlantic University. In 1994, Oramari began her nursing career with Boca Raton Community Hospital in their School Nurse Pilot Program at Boca Raton Community High School. In 2008, she joined the Health Care District of Palm Beach County as a school nurse, remaining at the same high school in Boca Raton. Oramari is motivated by her commitment to the good health and well-being of her students. She provides education on a daily basis and feels it is necessary for high school students to be informed about the importance of living a healthy lifestyle, learning to be independent and taking charge of their health needs.



Salute to Nursing... Salute to Nursing... Salute to Nursing... Salute

EDWARD J. HEALEY REHABILITATION AND NURSING CENTER, HEALTH CARE DISTRICT OF PALM BEACH COUNTY

Claudette Miller-Garcia, BS, RN, LHRM

Claudette Miller-Garcia, BS, RN, LHRM, is the Director of Clinical Services at the Edward J. Healey Rehabilitation and Nursing Center in Riviera Beach. Claudette began her career there in 2013 as Risk Manager and was promoted to the Director of Clinical Services two years later where she oversees the nursing and therapy departments, medical records, risk management, education, and the infection control and Quality Assurance Performance Improvement (QAPI) programs. Claudette's career spans over 40 years in hospitals and long-term care facilities with experience in nursing, risk management, quality and performance improvement as well as regulatory compliance for the Agency for Health Care Administration (AHCA), The Joint Commission and The American Osteopathic Association. Claudette is a graduate of Kingston School of Nursing in Jamaica and she holds a Baccalaureate of Science in Health Care Administration from St. Joseph's College in New York. She is passionate about her role in regulatory compliance and committed to high-quality care, her faith and family.



Terretha Smith, RN, BSN, LHRM, CDONA

Terretha Smith, RN, BSN, LHRM, CDONA, was recently promoted to Director of Clinical Services after serving in the role of Risk Manager at the Edward J. Healey Rehabilitation and Nursing Center since 2016. Terretha has over 26 years of experience in long-term care nursing and is a member of the Florida Society for Healthcare Risk Management and Patient Safety (FSHRMPS), National Association of Directors of Nursing Administration (NADONA), and American Association of Nurse Assessment Coordination (AANAC). She was honored to be selected by the Florida Health Care Association to attend the first Executive Nurse Leadership Academy in February 2019. Terretha received her BSN from Chamberlain University in Illinois and started her career as a Certified Nursing Assistant at Jupiter Medical Center. She continued her passion for nursing as a Licensed Practical Nurse and received her nursing degree from the Academy for Nursing and Health Occupations. Terretha is an exemplary leader who is ardent about delivering quality care. She is also proud of her two children and granddaughter.



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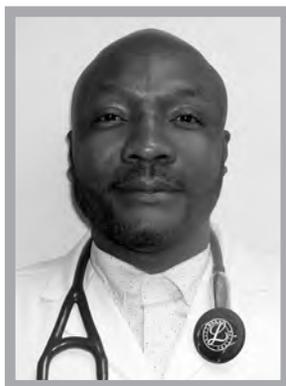
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PLAZA HEALTH NETWORK

JACKSON PLAZA REHABILITATION & NURSING CENTER

Sergo Colin, BSN

Sergo Colin is the Director of Nursing for Jackson Plaza Rehabilitation and Skilled Nursing and Center. He brings a wealth of experience and knowledge to his role as a certified nurse in the state of Florida who possesses basic life support, advanced cardiovascular life support, and pediatric advanced life support certifications, as well as medical-surgical, telemetry, and psychiatric nursing experience. In his current role, Sergo is responsible for ensuring that all nursing staff members at Jackson Plaza maintain high quality standards of patient care. As well, he monitors and maintains data that improves unit efficiencies. Sergo has a Bachelor's of Science in Nursing (BSN) and is currently completing his Masters of Science in Nursing (MSN).



Sabine Moise, RN

Sabine Moise is the Assistant Director of Nursing for Jackson Plaza Rehabilitation and Skilled Nursing Center. Sabine has long been dedicated to fulfilling a career in nursing having received her Licensed Practical Nurse (LPN) certification from the Board of Cooperative Educational Services (BOCES) of New York in 1997. She began working as an LPN at Jackson Plaza in 2001. As part of her educational and career advancement goals, Sabine went on to complete her registered nurse (RN) training in 2011 at Broward Community College while still serving in her role at Jackson Plaza. In 2012, she became a nurse manager; and, in 2016, she went on to become the Assistant Director of Nursing at Jackson Plaza, a role in which she currently serves.



SINAI PLAZA REHABILITATION & NURSING CENTER

Amanda Prophete, RN, MSN

Amanda Prophete is the Director of Nursing for Sinai Plaza Rehabilitation and Skilled Nursing Center. As the eldest child in her family, Amanda was in a caretaker role from early on. It's what prompted her to earn her certification in Practical Nursing from Sheridan Technical College, followed by a Licensed Practical Nurse (LPN) degree, an Associate of Science Degree in Nursing from Broward College, a Bachelor's Degree in Nursing Education from the University of Phoenix, and ultimately as Master's Degree in Nursing Education. Amanda started her nursing career at South Pointe Plaza before moving on to becoming an Assistant Director of Nursing at Vi in Aventura. She soon returned to the Plaza Health Network family to serve in her current role where she ensures that patients' needs are satisfied, safety measures are in place, and provides staff education. Amanda prides herself on staying abreast of innovative methodologies to patient care that are evidence-based and patient-centered.



Carlos Aurrecoechea, RN

Carlos Aurrecoechea is the Assistant Director of Nursing for Sinai Plaza Rehabilitation and Skilled Nursing Center. Carlos began his career in healthcare in 1988 as a patient representative at Palmetto General Hospital. His passion for healthcare led him to complete his Licensed Practical Nurse (LPN) certification in 2007 and then his Registered Nurse (RN) degree in 2010. During this time, Carlos gained experience in home health care, as a floor nurse, in an emergency room setting, risk management, and even as a nurse within the Broward County Jail before joining Sinai Plaza. In his current role, Carlos is valued as a nurse advocate and has been influential in inspiring his own children to seek out a career in the medical field. Carlos is currently working towards obtaining his Bachelor's of Science in Nursing from Aspen University.



AVENTURA PLAZA REHABILITATION & NURSING CENTER

Farah Claude, LPN

Farah Claude is the Director of Nursing for Aventura Plaza Rehabilitation and Skilled Nursing Center. She began her career as a phlebotomist and medical assistant. Her dedication and compassion for patient care lead her to pursue a degree as a Licensed Practical Nurse (LPN). In 2003, she joined the Plaza Health Network where she worked as a wound care nurse. Her diligence and detailed attention to patients resulted in the opportunity for her to take on various roles within the network including charge nurse, unit manager, supervisor, education coordinator, and Assistant Director of Nursing. Farah is certified as a Licensed Health Care Risk Manager and MDS coordinator. In her current role, she dedicates herself to providing optimal care to her patients by being a patient advocate.



Daphnee Darbouze, BSN

Daphnee Darbouze is a charge nurse at Aventura Plaza Rehabilitation and Skilled Nursing Center. Daphnee earned her Bachelor's Degree in Nursing in 2016 from Brown Mackie College before beginning her career as a patient case manager in 2014. In 2018, she joined the Plaza Health Network organization where she works to ensure the safety and wellbeing of the patients she cares for. Daphnee became a nurse because she receives great joy in serving the elderly community and providing them comfort in their time of need.



ARCH PLAZA REHABILITATION & NURSING CENTER

Nick Pana, RN

Nick Pana is the Director of Nursing for Arch Plaza Rehabilitation and Skilled Nursing Center. Nick has been part of the Plaza Health Network for 10 years having served in the roles of floor nurse and nurse supervisor at both Arch Plaza and Aventura Plaza. He became Director of Nursing at Arch Plaza in June of 2017. In his role, he manages a staff of expert nurses, is part of an interdisciplinary team that customizes care plans, and oversees the care of all patients within the 98-bed facility. Nick takes great pride in creating a compassionate environment at Arch Plaza where residents, families, and co-workers are treated as family.



Martine Azalee Morency, RN

Martine Azalee Morency is a nursing supervisor at Arch Plaza Rehabilitation and Skilled Nursing Center. Martine received her Associate of Arts Nursing degree in 2005 from Miami-Dade College followed by her Registered Nurse (RN) degree in 2013. She continues to remain focused on her professional development and, this year, began working towards her Bachelor's Degree in Nursing. Martine is MDS (Minimum Data Set) certified and has prior experience in medical-surgical and orthopedic nursing. In her role, Martine provides guidance to Arch Plaza's nursing department as well as manages patient data and medical records. She enjoys working alongside other compassionate nurses who are dedicated to improving the health of their patients. Martine is multilingual and speaks English, Creole, French, and some Spanish.



PLAZA HEALTH NETWORK

PONCE PLAZA REHABILITATION & SKILLED NURSING CENTER

David Lima, MSN

David Lima is the Director of Nursing for Ponce Plaza Rehabilitation and Skilled Nursing Center. David has a Master's of Nursing degree from the University of Miami and is certified by the American Academy of Nurse Practitioners (AANP). Throughout his eight years at Ponce Plaza, David has worked as an MDS plan coordinator, unit manager, facility supervisor, and assistant director of nursing before stepping into his current role. His objectives are to ensure patients receive the highest level of quality care and ensuring that his staff has the proper tools to achieve their goals.



Yaima Pargas, RN

Yaima Pargas is the Assistant Director of Nursing for Ponce Plaza Rehabilitation and Skilled Nursing Center. After receiving her Licensed Practical Nurse (LPN) certification in 2012, she began working as a staff nurse at Ponce Plaza. During that time, she also obtained her Registered Nurse (RN) Associate's Degree from Dade Medical College. Her attention to detail, dependability, and devotion to patients enabled her to work her way up to a nursing supervisor position and then her current role. She is currently pursuing her Advance Practice Registered Nurse Degree at Chamberlain University.



UNIVERSITY PLAZA REHABILITATION & NURSING CENTER

Yamile Rivero, BSN

Yamile Rivero is the Director of Nursing for University Plaza Rehabilitation and Skilled Nursing Center. Yamile earned her nursing degree from Barry University and Keiser University. She also obtained her Bachelor of Science in Nursing from South University. She has been with the Plaza Health Network organization since 2012 having been the MDS coordinator for Sinai Plaza for five years and, before that, as a floor nurse in other facilities.



Cristina Cueto, RN

Cristina Cueto is the Assistant Director of Nursing for University Plaza Rehabilitation and Skilled Nursing Center. She completed her Registered Nurse (RN) degree at Miami Regional College and has been with the Plaza Health Network organization for seven years. During that time, Cristina has served in various departments within the organization including activities, admission, and nursing. In her current role, Cristina prides herself on being able to provide education and training to the nursing staff.




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MEMORIAL HEALTHCARE SYSTEM

MEMORIAL REGIONAL HOSPITAL

Amanda Imler, RN, BSN, CNRN, SCRN

Amanda Imler is a nurse in the neurology unit at Memorial Regional Hospital, most often working with patients that have had strokes, traumatic brain and spinal cord injuries. While the clinical and rehabilitative aspects of getting those individuals back to their highest level of functioning is critically important, so too is the mental side of recovery.

"We care for patients in the acute setting, and it's rewarding to educate them and their families on what can be accomplished moving forward after a traumatic event," said Imler. "There is great satisfaction in seeing and hearing how we've helped them adapt to a 'new normal.'"

Imler has been part of the 7 South team at Memorial Regional for the past five years and considers the unit her second family. "Every day is different and our culture is what I most appreciate. I am continuing my education as a nurse practitioner and plan on staying in the neurology field, hopefully within the Memorial Healthcare System."



MEMORIAL HOME HEALTH SERVICES

Chakaya Lozano-Rexach, RN

Chakaya Lozano-Rexach had already been a nurse in hospitals for 18 years when her own daughter required a visit to an emergency room within the Memorial Healthcare System. It was an experience that changed the course of her career. "I was so impressed with the compassionate service we received. It was then I knew I wanted to be part of that."

A home health nurse for the past two years, Lozano-Rexach appreciates the opportunity to learn everything about her patients and treat more than just their medical condition. "They've invited you into their safe space, so it's important to develop trust and deliver great customer service. We do that by understanding their culture, needs, family dynamics, and living environment. It all has to be conducive to the patient's well-being."

Lozano-Rexach has won awards for her approach to care and now passes that knowledge to new nurses she onboard as a preceptor.



MEMORIAL HOSPITAL PEMBROKE

Amy Madison, RN, CWCA

Amy Madison has been a nurse at Memorial Hospital Pembroke for nearly two decades and has cared for patients in a variety of units, including telemetry, hospice, intensive care, and, for the past nine years, as an inpatient wound care specialist. In that role, she works with diabetics, those with pressure injuries, surgical wounds, circulation-related issues, and sickle cell patients, educating them about wound prevention, care strategies, and the importance of protein to the healing process.

Nursing has been top-of-mind for Madison since she was a child, when she witnessed the care her mother received before passing away. Of her nearly 20 years at Memorial Hospital Pembroke she says, "We treat patients how you'd want your own family to be cared for. Ours is a smaller hospital, the interaction between doctors and nurses is excellent, and we're all treated well."



Jennifer Schumacher, RN

Jennifer Schumacher has been part of the Memorial Healthcare System for three years, with the last 12 months coming as a home health nurse. She had previously worked in hematology/oncology.

The switch to caring for patients in their home has led to the development of new skills, with creativity required when resources are available but the hospital structure is not. The ability to assess an individual's overall health status is critically important as is the willingness to adapt a plan of care to what is being seen on-site.

"Accountability is the key to this type of nursing," Schumacher said. "You're your own case manager, patient and family advocate, and have to be a person who'll go the extra mile to ensure needs are met."

A nurse preceptor, Schumacher has won Memorial's Patient First Award twice, been a Daisy Award nominee, and a Memorial Angel.



MEMORIAL PRIMARY CARE HALLANDALE OFFICE

Tracey Borden, LPN

For 20 years, Tracey Borden, LPN, has served the healthcare profession in a variety of roles and all for the purpose of ensuring that patients were compliant with their treatment plans.

She joined Memorial Healthcare System 13 years ago and has enjoyed connecting with patients and being an intricate part of their treatment plans. She appreciates the whole continuum of care the healthcare system provides and its patient-centered care philosophy that involves patients and their families in health care decisions.

Borden, who serves at Memorial Primary Care's Hallandale Office, works the operational side now specializing in case management and emergency department diversion. She has been in that role for about 18 months.

"My goal is to make sure each patient has their annual exam, that I review the patient's social determinant of health to meet their access need to care, and to be cost effective for them," said Borden.

Her work has been recognized by Memorial Healthcare System with the Life Saver Award in previous years.



Mary Meneses, RN, MSN

Mary Meneses is a nurse manager in the surgical/telemetry unit at Memorial Hospital Pembroke, a place she has grown as a professional and calls home.

Meneses worked as a bedside nurse for two years before spending the same amount of time as a clinical manager. She says the transition to an administrative role has been a smooth one. "I know all the shifts, understand their workflow, and what the nurses need to be most efficient. That experience enables me to provide advice, fix problems, and help improve day-to-day operations."

Meneses, a graduate of the University of Florida and Florida Atlantic University, is most proud of the relationships she has with fellow nurses. "There's a family feel to our unit and we share our personal lives with each other. It's a safe place where everyone can learn and grow. There's a sense of community here."



NATIONAL NURSES WEEK 2019
AMERICAN NURSES ASSOCIATION



JOE DIMAGGIO CHILDREN'S HOSPITAL

Lina Puntervold,
RN, BSN, MPH, CIC, LSSGB

Lina Puntervold is an infection control preventionist who is often the bridge between administrative and clinical departments at Joe DiMaggio Children's Hospital (JDCH). It's a role she has embraced for nearly a decade. "I love collaborating with experts in different areas and learning from them for the benefit of our patients, families, and care providers." Puntervold, a former NICU nurse, is on the front lines of public health, working with her team to maintain control of communicable diseases in the children's hospital that include measles and other vaccine preventable diseases. They also focus on preventing hospital-acquired infections and analyze data to make recommendations that ensure JDCH continues to be among the safest medical facilities in the region.

A current challenge for Puntervold involves the four-story vertical expansion of the children's hospital and maintaining optimal conditions for patients and staff during a massive construction project. "This career requires our fingers to be on a lot of pulses. It's never boring," she said.

Lisette Kaplan, RN, BSN, CCRN

For the past 18 years, long before its home was a free-standing building, Lisette Kaplan has been having an impact for patients, families, and staff at Joe DiMaggio Children's Hospital. Starting as a critical care nurse before transitioning to a nursing educator, Kaplan has always made it a priority to bring positivity to challenging situations. Whether that's done through the classes she now teaches, in planning sessions, when onboarding new nurses, or working with clinicians, her focus is on uplifting people for the common goal of providing the best patient and family-centered care possible.

"I adore this place," Kaplan said about the children's hospital, "and love working with kids. Their innocence and desire to get better inspires me. It's a privilege to be around them and their families, helping navigate the difficult situations they are facing."



MEMORIAL HOSPITAL WEST

Lisandra Rodriguez, RN

Lisandra Rodriguez, RN, has a passion for helping patients and leaving a smile on their faces at the end of each day. She serves in acute care oncology at Memorial Hospital West. This recent graduate launched her career at Memorial Hospital West in November where it was her goal to be since the start of nursing school. Knowing that she wanted to explore many areas in nursing drove her ambition and dedication to start there. "What I like most about the nursing career is its versatility. There are so many roles you can fulfill for your patients as a nurse. Being a nurse is exciting to me because you are always learning and improving yourself as a professional and as a person." Her message to those who wish to pursue a career in healthcare is to love what you do and always give the best of yourself every time you are with a patient.

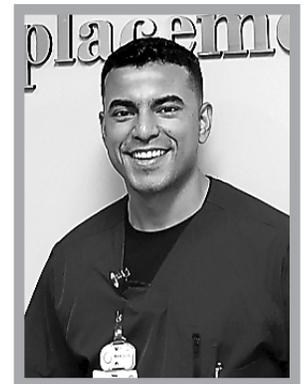


Miguel Hernandez, RN

Miguel Hernandez, RN, began his relationship with Memorial Healthcare System as a patient care associate five years ago. Today he serves as a nurse at Memorial Hospital West in the Joint Replacement Program. In that time, he has been recognized for his passion to the field as a Champion of Privacy, the High Performer award, and the Daisy Award.

"At nursing school, you can learn the techniques and protocols of evidence-based practice, but the courtesy, compassion, and dedication that comes with working in the health sector, is part of a personal decision of giving our best to impact a person for the rest of his/her life. To Hernandez, his passion is evident as he describes the extended role nurses perform with regard to the patient experience.

"My goal each day is to contribute to the formation of a work environment that favors the provision of a high quality healthcare service and that positively impacts the life of the patient and family as well as the outcome of the unit and the hospital."



MEMORIAL REGIONAL HOSPITAL SOUTH

Bianca Millien, RN

The unpredictability and pace of the operating room might make some hesitant to be a part of, but not for Bianca Millien, RN, who joined the O.R. team at Memorial Regional Hospital South a little over a year ago. "My number one goal is that my patients are safe because I am their advocate and I watch over everything that happens in the O.R. for the highest quality of care," said Millien. "I want to make sure all of their questions are answered before the surgery and that they feel comfortable and relaxed."

What's the best thing about being a nurse? Millien said, "That I can help my patients in their time of greatest need. It makes me happy to hear that they had a great experience at our hospital due to the effort and personalized care we provide as a team.

To be a successful O.R. nurse, Millien feels you need a combination of compassion, commitment and assertiveness. "You have to be passionate about what you do! A career in healthcare is not just a job, it is a commitment to your patients that every day you will give 110% to make sure they are safe."



Suvitha Chandran, RN, BSN

Suvitha Chandran, RN, BSN, serves as a clinical manager of acute care at Memorial Regional Hospital South, which is home to South Florida's largest provider of physical rehabilitation services known as Memorial Rehabilitation Institute. She specializes in telemetry, medical surgical and IMCU also known as intermediate care. Her 17-year nursing career started in India where she gained telemetry and ICU experience. In 2007 she transferred to the United States and joined Memorial Healthcare System in 2008.

"My goal is to provide safe and high quality service to all of my patients and families by exemplifying compassion," said Chandran. "As the first point of contact, nurses help uplift spirits and calm nerves contributing to positive patient outcomes." Chandra stresses that nurses are the cornerstone of healthcare systems because the profession is highly rewarding for individuals who genuinely care about people at every ages. "Providing emotional support and encouragement allows patients to feel uplifted and stay positive"



MEMORIAL HOSPITAL MIRAMAR

Jennie Wright-D'Orazio, RN, APRN

Jennie Wright-D'Orazio is the emergency room clinical manager at Memorial Hospital Miramar. Her responsibilities include bedside care, monitoring the flow of ER patients, coordinating patient needs and transfers with labs and other departments, and responding to all codes within the hospital.

Wright-D'Orazio has been part of the care team in Miramar for more than 14 years, beginning work the day the hospital opened, following time spent as an EMT after high school. She says the facility is very family-oriented and its many longtime employees work well together.

"I appreciate how active Memorial is in the community," said Wright-D'Orazio, a clinical manager since 2012. "We participate in events, collaborate with EMS, and improve the lives of residents in our area."



Mariagala Morales, RN

Mariagala Morales admits her job can be an "emotional rollercoaster," but her work in the cardiac telemetry area of Memorial Hospital Miramar also comes with major benefits.

"I'm selfishly selfless, so helping people on some of the worst days of their lives brings joy to my soul," said Morales, who most often works with those who have had heart failure. "I enjoy seeing them go from really sick to a much better place."

Morales has been involved in many aspects of care delivery in her two years in the Memorial system – including making assessments, implementing procedures, and administering medication – but feels being a patient advocate is her most important role. It's there that she can best bring skills and compassion learned from parents who were both nurses to relationships that bridge the space between the medical staff, patients, and families.



ST. MARY'S MEDICAL CENTER

Kaitlin Wilkerson, ADN, BSN, RN

Kaitlin Wilkerson has been close to medical field since she was five years old. Her sister was diagnosed with cancer as a two year old, and Kaitlin always remembers the nurses being so kind and caring during her sister's illness. She knew then that nursing was what she wanted to do. Kaitlin is a nurse at the Palm Beach Children's Hospital on the oncology unit. She loves meeting new and different people at her job. She finds it to be a very humbling experience, and really puts life into perspective when caring for the very sick. She thinks of the children she treats as family, and always says that people won't always remember you or your name, but they'll always remember how you made them feel. Outside of nursing, Kaitlin enjoys hanging out with her two Chihuahuas, Weezy and Willow. She also enjoys going to the beach with her friends and her husband.



Matthew Rynard, ADN, RN

Matthew Rynard has spent his entire career at St. Mary's Medical Center. Matthew felt he wanted a career where he could make a difference in someone's life on a daily basis, so nursing seemed like the perfect choice. Matt says he enjoys the sense of teamwork from his fellow nurses and working toward the same goal of helping others. For Matt, he feels he gets to work with his family every day. Being a nurse has allowed Matt to grow more as an individual, and it affords a perspective he wouldn't normally have the privilege of having otherwise. The biggest satisfaction Matthew gets out of being a nurse is when a patient returns many months later after being discharged to say thank you. In Matthew's words, "There is no other feeling like it."



PALM BEACH GARDENS MEDICAL CENTER

Carole Tordi, ADN, RN

Carole Tordi has been a nurse for 10 years, with four of those years spent at Palm Beach Gardens Medical Center. Carole cites the desire to help people and their families as to why she wanted to become a nurse. Carole says as a nurse, no matter who it is that you're taking care of, always apply kindness, love and compassion. Carole says it's the interaction, relationships, and making a difference in people's lives that she enjoys the most about being a nurse, as well as the unlimited opportunities. Carole's most memorable moment was running into a former patient at a grocery store who told her what a difference she made while he was being treated in the hospital. When Carole isn't working, she enjoys biking, going to the beach and volunteering at her son's school.



Rachel Valentine, ASN, BSN, MSN, RN

Rachel Valentine has a big heart, and it shows when she cares for her patients at Palm Beach Gardens Medical Center. Rachel wanted to become a nurse after her experience as a patient-family volunteer in hospice. From there, Rachel never looked back, as she has spent the past three years at Palm Beach Gardens Medical Center. Rachel says what's most rewarding about being a nurse is the ability to help someone in their darkest and scariest day, and many times, see that person improve. She always loves when former patients and their families come back to visit once they've recovered. Rachel enjoys the close-knit bond among her co-workers. She credits the teamwork in the hospital as the thing that sets Palm Beach Gardens Medical Center apart from other hospitals. When Rachel isn't taking care of patients, you can find her enjoying the outdoors with her husband Matt, and her dog Remy.



WEST BOCA MEDICAL CENTER

Yasuko Henderson, BSN, RN

Yasuko Henderson takes care of the tiniest of patients in the Level III Neonatal Intensive Care Unit at West Boca Medical Center. Yasuko has been a part of the staff at West Boca for nearly 16 years. Yasuko always finds joy when she teaches a mom how to bond with their baby while they're being treated in the NICU. Helping that mom experience that wonderful moment for the first time is something she always gets the most satisfaction from. Yasuko says having the opportunity to get to know each patient allows her to teach the parents, and encourage them so they can be directly involved in the care of their baby. Yasuko's hobbies outside of nursing include reading romance and mystery novels, watching her daughter compete at gymnastics tournaments and practicing her Tae Kwon Do where she holds a 2nd degree black belt.



Julie Smith, MSN, BSN, ADN, RN

Julie Smith works in the emergency room at West Boca Medical Center. She loves being able to make a difference in someone's life. She also says there's nothing like saving someone's life who is in need of emergent care. Julie finds her job highly rewarding to help someone in need. No two shifts are alike, and there is always something exciting around the corner to learn. One of the most memorable experiences for Julie was when she worked during Hurricane Irma both during and after the storm. She really saw her team come together and work really hard through a difficult time. Julie is extremely active outside of working. She loves being in the water, including, swimming, snorkeling, scuba diving, collecting seashells, reading and running.



Kindred Hospital South Florida

Specializing in Medically Complex Patients

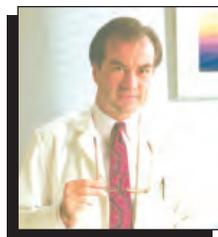


Kindred Hospitals are owned by Kindred Healthcare, Inc., a national network of Long Term Acute Care Hospitals (LTACH's).

Kindred Hospitals provide specialized, high quality care for acutely ill patients. For more than a decade, we have fine-tuned the art of medically complex care.

Our services range from complex catastrophic illnesses that require intensive care, post-surgical medical rehabilitation to patients suffering from chronic diseases requiring respiratory and rehabilitative therapies. Kindred Hospitals provide outcome-oriented cost effective care for patients with a wide spectrum of medical conditions.

Admissions to Kindred Hospitals may be recommended by physicians, acute-care hospitals, rehabilitation hospitals, managed care providers, case management companies or by the patient's family. In all cases family tours are encouraged.



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Hollywood, FL 33020
954-920-9000
www.khshollywood.com

Kindred Hospital Coral Gables
5190 Southwest Eighth St.
Coral Gables, FL 33134
305-448-1585
www.khcoralgables.com

Kindred Hospital The Palm Beaches
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Riviera Beach, FL 33418
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www.khthepalmbeaches.com

GOOD SAMARITAN MEDICAL CENTER

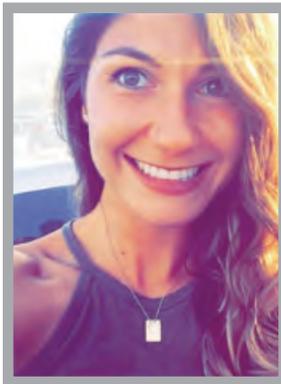
Rebecca Washam, ADN, RN

Rebecca Washam didn't always know she wanted to be a nurse. In fact, when she first attended college, she went to become a physical therapist. However, Rebecca started volunteering at a hospital, and that's what sparked her interest in becoming a nurse. Rebecca loves being able to spend time with her patients, and then at the end of the day, reflect on the impact and difference she made on them. Rebecca finds working with oncology patients the most rewarding. It allows her to realize that life is a gift, and to always appreciate what you have. When Rebecca isn't taking care of her patients, you can find her traveling, going to the beach, cooking, spending time with family and friends and her rescue dogs.



Jolee Tyler-Fried, BSN, RN

Jolee Tyler-Fried is one of Good Samaritan Medical Center's newest nurses. Jolee was inspired by her mother to be a nurse. Her mom has been in nursing for over 20 years. Jolee says she never finds her days boring, and that no two days are ever alike. Jolee feels that being a nurse is so rewarding, and the feeling of fulfillment she gets from encouraging her patients to get stronger and smile through the pain. She hopes that her care has a hand in how the patient ultimately recovers. When Jolee is away from the hospital, she loves being outdoors, rollerblading and having dinner on the beach.



DELRAY MEDICAL CENTER

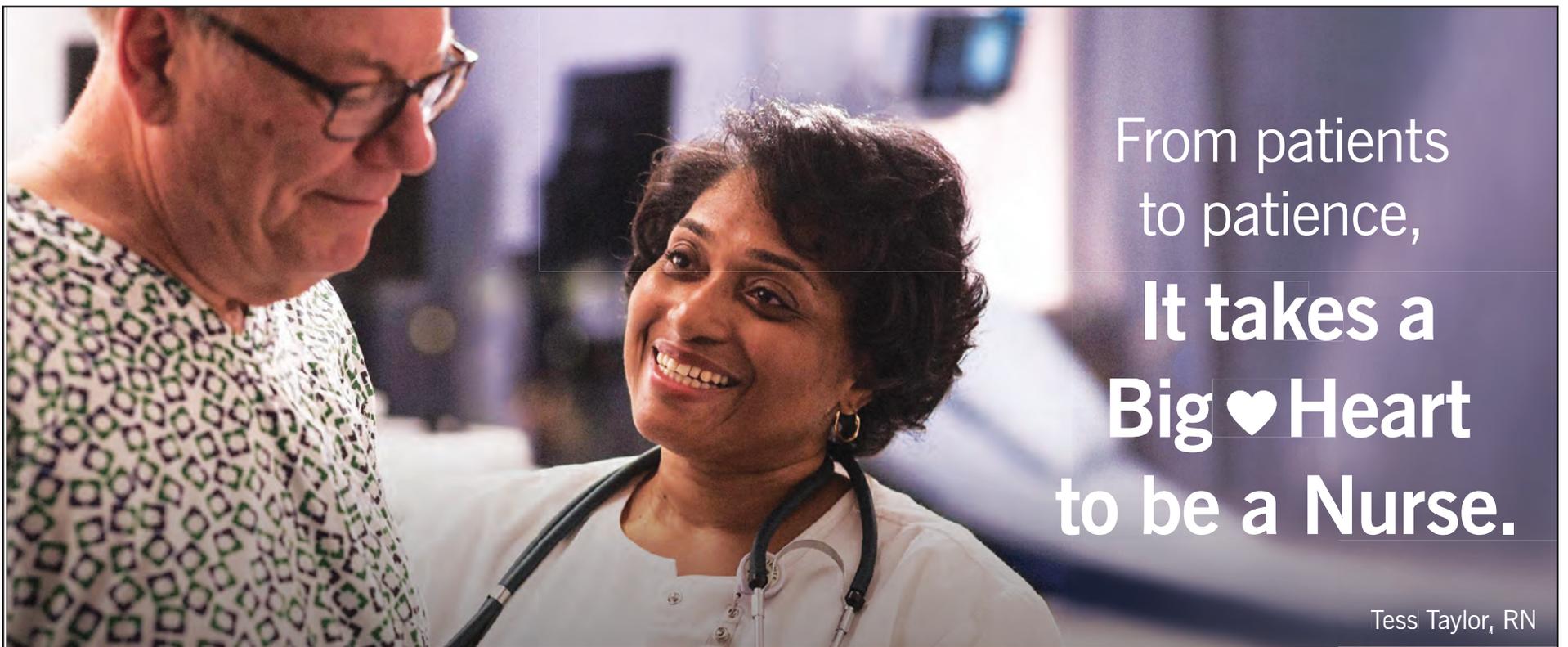
Jennifer Constanza, BSN, RN

Jennifer Constanza has been a nurse at Delray Medical Center for the past 9 years. Jennifer started to think about becoming a nurse in high school. Several of her loved ones got sick at the same time, and she felt compelled to help them during their difficult time of need. From there, she never looked back. Jennifer loves how every day is new, different and presents a challenge. She loves knowing she is able to make an impact on people when they're at their worst, and in turn, make their most difficult moments a little better. Outside of nursing, Jennifer is a mom to two children; a little boy who is 4 and a girl who is 1. As she says, "They definitely keep her on her toes!"



Grace Yousif, BSN, CRRN, CMSR, RN

Grace Yousif has been a part of the nursing staff at Delray Medical Center for 13 years. Grace became a nurse because of the most famous missionary of them all, Mother Teresa. Grace was a volunteer at the Nun's House, Sisters of Charity, in Sudan. There, the nuns took care of the poorest and sickest patients. Most of them were often abandoned and dying. What Grace enjoys most about being a nurse is advocating and taking care of those who are unable to advocate and take care of themselves. What's most rewarding for her is seeing the sick get healthy, to ease their suffering, and to help those who are dying to pass with dignity. Grace's most memorable experience was when she was the recipient of the DAISY Award in 2017. The award is given to skillful and compassionate nurses who provide care to patients each and every day. In her spare time, Grace loves to swim, watch the sun rise and set, and volunteers in Miami at a homeless shelter.



Tess Taylor, RN

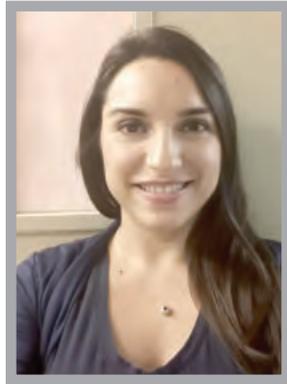
**In honor of National Nurses Week, we thank you.
For everything you do. For every care in the world.**

Join us in thanking a Cleveland Clinic nurse today at
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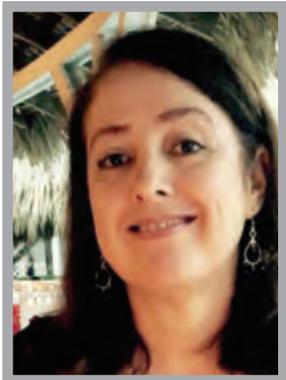
CORAL GABLES HOSPITAL

Karen Rodriguez, BSN, MSN



Friends and family always told Karen Rodriguez that she would make a great nurse. Her dream as she was growing up was to work in healthcare. As an assistant nurse manager in the ICU at Coral Gables Hospital, she oversees the department and makes sure that everything is going smoothly. She has a passion for helping her colleagues that she works with every day. Karen graduated from Miami-Dade College with her Bachelors in Nursing. She recently graduated with her ACNP from Barry University. In her spare time, her passion is travel. She also plans to start taking piano classes.

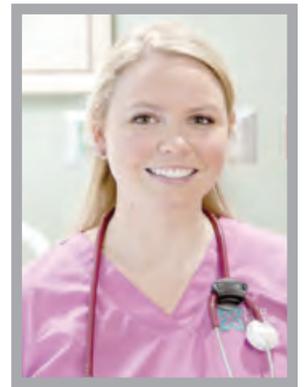
Rosa Martinez, RN, BSN



Rosa Martinez's passion is taking care of others. Rosa is the assistant nurse manager in the emergency room. She has been a nurse on staff at Coral Gables Hospital since 2005. Her responsibilities include coordinating patient flow so that everything is running smoothly. Rosa is a firm believer that she can make a difference when a person is at their most vulnerable time. At Coral Gables Hospital, she is also doing clinical education and helping with the new nurses that are coming on staff. She received her nursing degree from Miami Dade College. In her free time, she enjoys reading and travel.

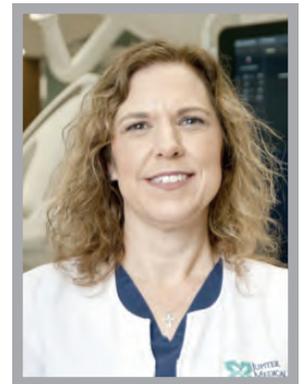
JUPITER MEDICAL CENTER

Aimee L. Hammond, RN, BSN, C-EFM

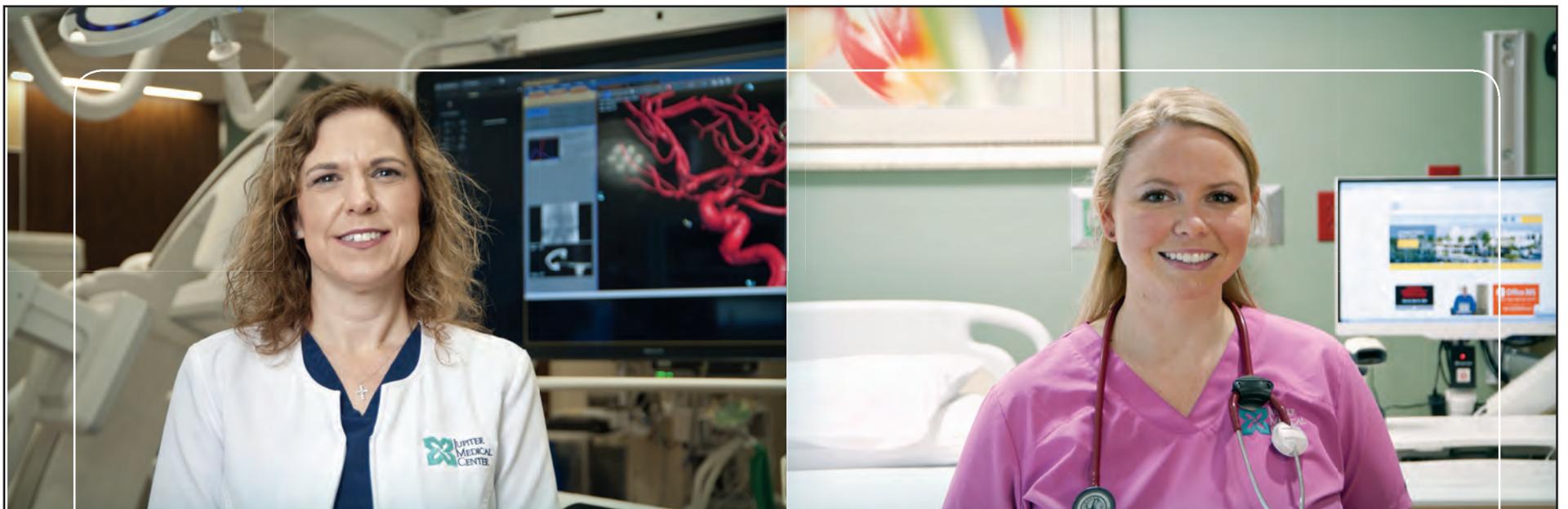


A graduate of the University of Florida, College of Nursing, Aimee L. Hammond has worked as a labor and delivery nurse for eight years. She is passionate about her work and shares each mother's joy of bringing new life into the world. Aimee is skilled in caring for high-risk antepartum, vaginal and cesarean section deliveries, and postpartum couplet care. Her primary responsibilities include assessment and management of labor progression, assisting in deliveries, and helping women feel comfortable and confident in their birth process. Aimee's commitment to her career goes beyond direct patient care. As chair of the hospital's Professional Development and Retention Council, Aimee is dedicated to helping the hospital recruit and retain outstanding nurses. Her work with the council includes promoting the DAISY Award for Extraordinary Nurses at Jupiter Medical Center, organizing certification opportunities for team members through the American Nurses Credentialing Center, and more. Aimee's team members appreciate her sunny disposition, ever-present smile and can-do attitude, no matter the circumstances.

Lisa Hanusin, RN, MSN, SCRNP



Lisa Hanusin, RN, MSN, SCRNP, has wanted to be a nurse since she was 7 years old. Today, she passionately pursues her profession with the goal of making a difference in the lives of her patients and nurses just beginning their career. Lisa is the program coordinator for the Comprehensive Stroke and Chest Pain programs at Jupiter Medical Center. Her responsibilities include ensuring that the hospital meets Joint Commission standards for Comprehensive Stroke Center designation and Chest Pain Center certification. She also develops team education on quality indicators and standards, and she meets with patients to ensure they understand their medical condition, as well as preventive measures. Lisa is a member of the Stroke and Chest Pain Advisory Councils. She received her Bachelor of Science of Nursing degree from Valparaiso University School of Nursing and her Master of Science, in nursing education from Western Governors University. Lisa is working toward a doctoral degree in nursing practice through Capella University.



Celebrating National Nurses Week



It takes great nurses to make a great hospital. And Jupiter Medical Center has the greatest of all. We are proud to have a team of talented and skilled nurses who provide compassionate care each and every day.

Thanks for caring for our patients, their loved ones and our community!

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NATIONAL MAY 6 - 12, 2019 NURSES WEEK

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Thank you to our alumni, students, faculty
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for your dedication to our profession!



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**NORTH SHORE
MEDICAL CENTER**



Pattie Kissoon, BSN, MSN, ARNP

Pattie Kissoon loves making people happy and caring for others. That is why she became a nurse. Pattie has been working at North Shore Medical Center for the last three years. She oversees two units, and is the Director of Telemetry. In this role, she supervises the nursing staff and she assists patients and family members with their needs. She graduated from Chamberland College with her Bachelors and Masters in Nursing. In her spare time, she loves to go to the gym, spend time with her family and go to the beach. The advice she has for people that want to enter the profession of nursing is that one must want to serve and care for others.

UNIVERSITY OF MIAMI MILLER SCHOOL OF MEDICINE

Gustavo Castillo, RN

Gustavo Castillo, RN, decided to become a nurse when he saw the difference nurses made for his father before he passed away. "That was the moment when I saw what nurses do at a difficult time for patients," he said. "That's why I realized that was what I'd like to do. We do that every day, not only for patients but for family members too – they go through difficult times and you have to be there for them."

Castillo now works with oncology patients of Sylvester Comprehensive Cancer Center, part of the University of Miami Miller School of Medicine, after they have surgery at UHealth Tower. He moved from Cuba to Greece for some of his education, and then he finished his nursing studies at Miami-Dade College and Chamberlain College of Nursing. Before coming to UHealth Tower, Castillo worked at West Gables Rehabilitation Hospital.

"He's extremely outgoing, he cares a lot about his patients, and they really feel a connection with him," said Allen M. Johnson, BSN, RN, nurse manager of the surgical oncology stepdown unit. "He makes everything a priority when it comes to the patient. He is certainly one of our stars."



Cristina Chong, RN

When Cristina Chong, RN, moved from Cuba to the United States at age 25, she saw a perfect opportunity to help people, and began studying to become a nurse. She earned an associate's degree at Miami-Dade College, became certified as a critical care nurse, earned a bachelor's degree, and is close to completing her master's. After several years at the University of Miami/Jackson Memorial Hospital, she now works in the intensive care unit at Sylvester Comprehensive Cancer Center, part of the University of Miami Miller School of Medicine.

Why the ICU? "I like the challenge of learning every single day," Chong said. "We are the ones who are 24 hours at the bedside. We're the first impression and the last impression for the patients – we do everything for them."

It is important to Chong to be part of a teaching hospital. "You learn from everybody, including the doctors and the fellows. Because they are at the bedside all the time, you can learn new procedures and new protocols to help patients."



Hospice Nurses Create Lasting Impressions

During National Nurses Week, May 6–12, 2019, VITAS® Healthcare celebrates the contributions of the nation's 4 million nurses.

We take unique pride in the dedication and compassion of our hospice nurses as they support quality of life near the end of life for seriously patients and their families throughout South Florida.



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you to know
how much
we appreciate
everything
you do.

YOU MAKE A DIFFERENCE EVERY DAY.
THIS WEEK, AND EVERY WEEK.

THANK YOU FOR BEING A PART OF
A COMMUNITY BUILT ON CARE

Coral Gables Hospital
Delray Medical Center
Florida Medical Center, a Campus of North Shore
Good Samaritan Medical Center
Hialeah Hospital
North Shore Medical Center
Palm Beach Children's Hospital
Palm Beach Gardens Medical Center
Palmetto General Hospital
St. Mary's Medical Center
West Boca Medical Center

In appreciation and honor we celebrate
NATIONAL NURSES WEEK MAY 6 - 12
NATIONAL HOSPITAL WEEK MAY 12 - 18



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FLORIDA MEDICAL CENTER

Leo Restrepo, BSN

Leo Restrepo is a nurse manager at Florida Medical Center in the emergency room. He became a nurse in 2006. He received his Bachelor's degree in Nursing from Florida International University. His duties in the emergency room are establishing rapport with the patients, making sure they are getting the best care, as well as overseeing the operations of the entire emergency room. He also maintains nursing staff by recruiting, selecting, orienting and training nurses. He works with all other departments and encourages everyone to work as a team for the same goal. For fun, he enjoys exercise and going to the movies.



Jessie Perez, RN

Jessie Perez is a registered nurse in the cardiac monitoring department. He started working at Florida Medical Center in 2016. He received his RN degree from Concord in 2015. He enjoys patient care and works as a charge nurse when needed. He is passionate about cardiology because he was a cardiac patient himself many years ago, so he understands exactly what his patients are going through. His advice to people who are studying to be a nurse is not to give up. Keep at it. It is a rewarding career. To be a great nurse one must have a heart for the patients. In his spare time, he enjoys playing basketball and baseball with his kids.



PALMETTO GENERAL HOSPITAL

Benjamin Benitez Santiago, RN

Benjamin Benitez Santiago is an RN in the Emergency Room at Palmetto General Hospital. Benjamin confidently covers different areas of the unit and he successfully completed Relief Charge Nurse training in order to take charge of the Emergency Department as needed. His critical thinking skills and strong clinical background have served him on numerous occasions. Benjamin was given a departmental internal "Life Saver" award for recognizing a life threatening arrhythmia and saving a patient's life by timely intervention. Benjamin also oversees new hires after their orientation period is over. Benjamin makes new employees feel at ease to ask questions and practice new skills, which helps them successfully transition into capable and confident team members of the ED team. Benjamin is always willing to assist others without hesitation.



Patricia Naranjo, RN

Patricia Naranjo started her career in Palmetto General Hospital in 1989 as an LPN on the Telemetry floor. She worked while pursuing her education as a registered nurse. Once she received her RN license, she transferred to SICU where she has been working for the last 29 years. Patricia takes pride in her unit, her hospital and her patient care. She is involved in many of the critical care committees and always available when needed. Physicians and patients rave about her care, and co-workers see her as a mentor. She has mentored many of the nurses throughout the years. She takes great pride in being the SICU charge nurse and the opportunity to guide new staff to be the best they can. Her assessment skills and critical thinking are an asset to Palmetto General Hospital.



THE STRENGTH OF
Human Touch

It's care given by those who realize that a lifetime, not a condition, is in their hands. It's expertise ever elevating the pinnacle of medicine...delivered by those who understand the timeless strength of human touch. The power to heal has its deepest roots here — at Boca Raton Regional Hospital. **To all of our nurses, during Nurses Week, May 6-12, we thank you.**

Amroutie (Routie) Ragoobar, RN

4th Floor Telemetry



BOCA RATON
REGIONAL HOSPITAL

We Our Nurses



Every year the dedicated nurses of the Health Care District of Palm Beach County provide care and compassion to tens of thousands of adults and children in our community.

In the health rooms at 166 public schools countywide, where our School Health program helps keep nearly 190,000 students healthy and ready to learn.

At the Edward J. Healey Rehabilitation and Nursing Center, where they provide 24/7 skilled nursing care to residents who have suffered traumatic injuries or live with debilitating illnesses.

As part of the lifesaving Palm Beach County Trauma System: on our two Trauma Hawk helicopter ambulances, in the Trauma Centers at St. Mary's Medical Center and Delray Medical Center, and within the Trauma Agency that oversees quality and conducts education and injury prevention programs.

At our Federally Qualified Health Centers, the C. L. Brumback Primary Care Clinics, which provide quality medical, dental, pharmacy and behavioral health services for adults and children with or without insurance.

At Lakeside Medical Center, our acute care, teaching hospital accredited by The Joint Commission serving the county's rural, western agricultural region known as the Glades.

Through our health plans that benefit eligible residents who cannot afford private health insurance and who do not qualify for any state or federal programs.

Across the Health Care District, our nurses help maintain quality, patient safety, compliance, and risk management.

For more information about the Health Care District of Palm Beach County and our nursing career opportunities, visit us at:

www.hcdpbc.org



**FLORIDA ATLANTIC UNIVERSITY
CHRISTINE E. LYNN COLLEGE OF NURSING**

Charlotte D. Barry, PhD

Dr. Charlotte Barry, professor, has made sustained and outstanding contributions to nursing as a result of her expertise in community nursing practice, education and research. She has been on the leading edge of developing community-based programs that focus on overcoming barriers in the delivery of quality care to children and families in the U.S. and globally. In Haiti, Dr. Barry is collaborating with other scholars in developing community-based, culturally sensitive mental health services; in Thailand, she is participating in the development of multidisciplinary participation programs for caring for patients with diabetes mellitus; and in Uganda, she is helping promote policies that focus on preventing the transmission of the ebola virus to nurses. The positive outcomes of Dr. Barry's community-based scholarship are transforming nursing practice through curricula change, community immersion and policy development.



Susan Bulfin, DNP, ARNP, FNP-BC

Dr. Susan Bulfin has been a Family Nurse Practitioner for over 37 years with recent positions as Director of the DNP Programs at Florida Atlantic University and Mercer University. She actively explores compelling issues around nurse practitioner education and has worked with the American Association of Colleges of Nursing and National Organization of Nurse Practitioner Faculties in planning programs to promote excellence in didactic and clinical education. She attended the National Human Genome Research Institute Genomics Short Course and served as a guest lecturer on genomics for nurse practitioners in Georgia. Through her work with the CDC and the Institute for Health Care Improvement, she has advanced improvement science as a guiding framework for nurse practitioners to enhance health outcomes. Her currently HRSA funded programs are aimed at preparing nurse practitioners for employment in underserved settings.



COLOWELL AMERICA

Dr. Johanna Alvarez Ortiz

When you visit ColoWell America in Tampa, FL you are greeted by a professional and experienced team. ColoWell America proudly introduces Dr. Johanna Alvarez Ortiz: a distinguished bilingual medical graduate from Venezuela, who is currently studying for her USMLE board exams.

She is the Nurse and Office Manager for this specialty colorectal and medical marijuana practice. While handling her roles, she has helped the clinic grow from the ground up, bringing sunshine to all of its patients with her uplifting and smiling personality. Contact Dr. Johanna for questions and appointments at ColoWell America - where hemorrhoid treatment, anorectal and colorectal surgical procedures, as well as routine colonoscopies and endoscopies are performed.

Dr. Johanna also helps with medical marijuana recommendation inquiries and certification. ColoWell America patients love coming to see Dr. Johanna. She makes compassionate care simple and accessible.



NATIONAL NURSES WEEK 2019
AMERICAN NURSES ASSOCIATION



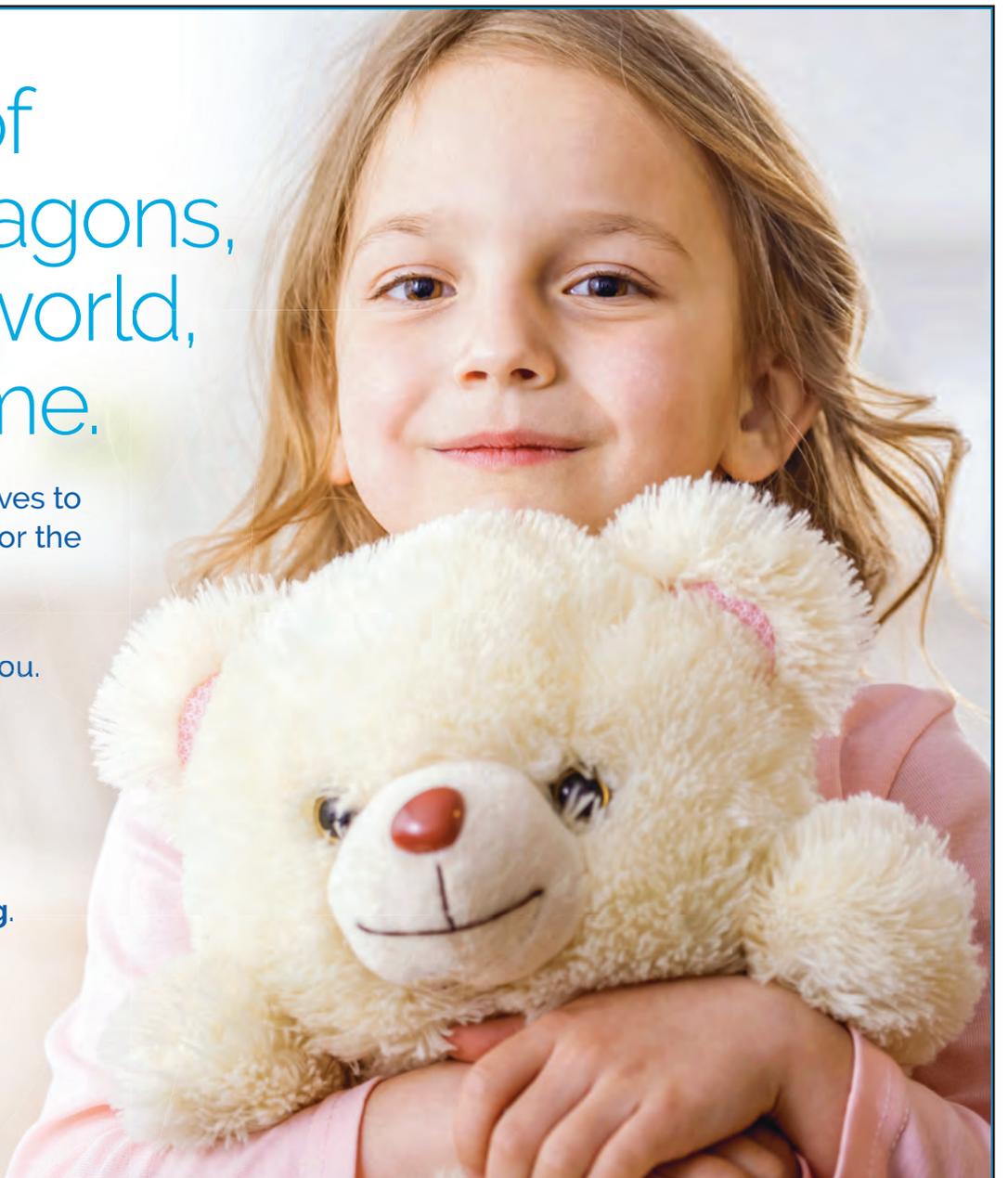
She dreams, not of princesses and dragons, but of saving the world, one patient at a time.

It is because of those who have dedicated their lives to helping others that so many are inspired to care for the sick and comfort the weary.

No matter your role in healthcare, you impact countless lives each day. And for that, we thank you.

CELEBRATING:
National Nurses Week - May 6-12
National Hospital Week - May 12-18

To join our team, visit Careers.BrowardHealth.org.





Kyle, who had a brain tumor,
with **Wanda Chacon, MSN, APRN**

Ariana, who had a heart transplant, with **KC Mijon, CVICU RN,**
Christine Goordeen, CVICU RN and **Megan Zakrewski, APRN**

Debra, who had a broken hip,
with **Maria Radutiu, RN**

Our Patients and Families Thank You

These are just a few of the many lives our Memorial nurses have touched this year. Your expertise saves lives, and your compassionate care provides hope and comfort during the most challenging of times.

What you give of yourselves makes all the difference and moves health forward in our community. We thank you for your commitment to patient- and family-centered care and your focus on quality, safety, service and value.

Happy National Nurses' Week 2019



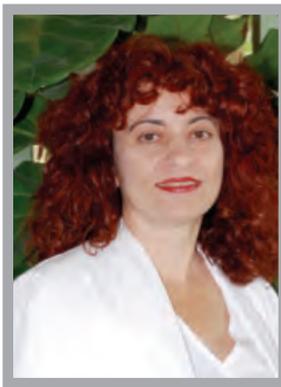
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CLEVELAND CLINIC FLORIDA

Santa De La Torre, RN

Santa De La Torre joined Cleveland Clinic Weston in 2003 as a Registered Nurse. She is an outstanding leader who delivers compassionate care to her patients and is dedicated, loyal and consistently models Cleveland Clinic's values in her daily work. In fact, Santa was one of the first nurses to complete bio-therapy/chemotherapy courses to better serve Cleveland Clinic's patients and the community.

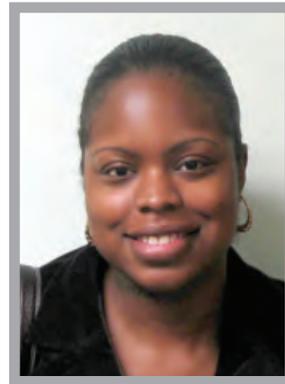
Over the years, Santa has forged strong relationships with multidisciplinary teams to improve health outcomes for patients, in addition to juggling multiple responsibilities as a staff nurse, charge nurse and relief assistant nurse manager. Santa is also a leader in joint commission readiness, conducting environmental rounds, enforcing safety measures and providing education to staff members as needed. She has been instrumental in the onboarding of new nurses during Cleveland Clinic's expansion, sharing best practices to improve patient care.



ST. JOHN'S NURSING CENTER

Yvonne A. Deveaux, LPN

Yvonne Deveaux is a dedicated hardworking individual whose patients are visibly happier when she's on shift. She rises to the occasion and solves problems as quickly as they develop. She always has a big smile on her face. She is a great team player as well as a team leader.



CLEVELAND CLINIC WESTON

Janie Renaud, RN

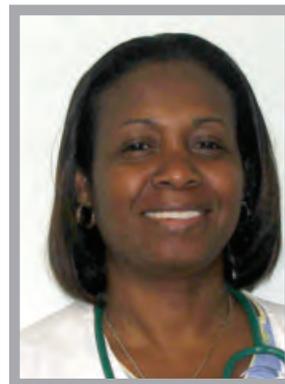
Janie Renaud has been with Cleveland Clinic Weston since 2003. She began her career as a patient care technician, crossed trained as a hospital unit coordinator and continued to pursue her education to become a registered nurse, while balancing work and home life. Janie consistently displays exceptional service behaviors and cares for patients with compassion and integrity.

Janie has developed a wealth of knowledge while working in the Medical/Surgical unit, where she leads the skin champion team to impact quality, safety and patient outcomes. She has also taken the lead in working with the Quality department in the inpatient areas, focusing on skin prevention and education. Janie takes a collaborative approach to patient care, as well as encourages and educates peers to deliver a positive patient experience. She is an engaged caregiver and is committed to Cleveland Clinic's mission and values.



Cherrylee White, LPN

Cherrylee White was made for nursing. She is bright, committed, organized and quite knowledgeable. She is an efficient worker with a warm welcoming smile and a great team player.



NATIONAL NURSES WEEK 2019
AMERICAN NURSES ASSOCIATION



**SFHHA'S 13th Annual Healthcare Summit:
INNOVATIONS & MARKET DISRUPTORS**

June 12-13, 2019 • Signature Grand, Davie, FL

Love it or hate it, the healthcare industry is not immune to disruptive innovators. Our industry is evolving with innovators working within the existing framework to improve operational efficiency, develop new drugs, medical devices, and reimbursement schemes. Disruptors on the other hand, seek to shift the healthcare paradigm by changing the current way we operate and displacing incumbents. The question is "will innovation and disruption lead to improvements in the quality of care, reduce cost through operational efficiency, and impact population health?" This conference explores innovations and disruptors in our market with the intent to provide our members an opportunity to look past their own ecosystems to anticipate change and evolve.

Who Should Attend?

- Chief Executive Officers
- Chief Compliance Officers
- Chief Information Officers
- Chief Information Security Officers
- Chief Operating Officers
- Chief Nursing Officers
- Chief Medical Officers
- Chief Financial Officers
- Vice Presidents
- Finance Directors
- Information Technology Directors
- Doctors and Nurses
- Pharmacy Directors
- Directors
- Managers
- Community Leaders

START & END TIMES:

- June 12.....3:30 pm to 6:45 pm
- June 12.....VIP Dinner (invitation only)
6:45 pm to 8:30 pm
- June 13.....7:30 am to 11:50 am

Member: \$125 (for both days) SFHHA, SFHIMSS, ACHE, DCMA, BCMA, PBCMS
Non-Member: \$200 (for both days)
VIP Dinner Ticket on June 12: \$250

The amount of your contribution to this event that is tax deductible for federal income tax purposes is limited to the excess of any money (and the value of any property other than money) contributed over the value of goods or services you received. The value of the goods and/or services you will receive at this event is estimated to be \$125.00 per attendee. Therefore, the excess of your contribution over \$125.00 is deductible for federal income tax purposes. Please consult your tax preparer for questions regarding Internal Revenue regulations.

Keynote Speaker

June 12

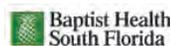


Farzanna Sherene Haffizulla, M.D., FACP, FAMWA

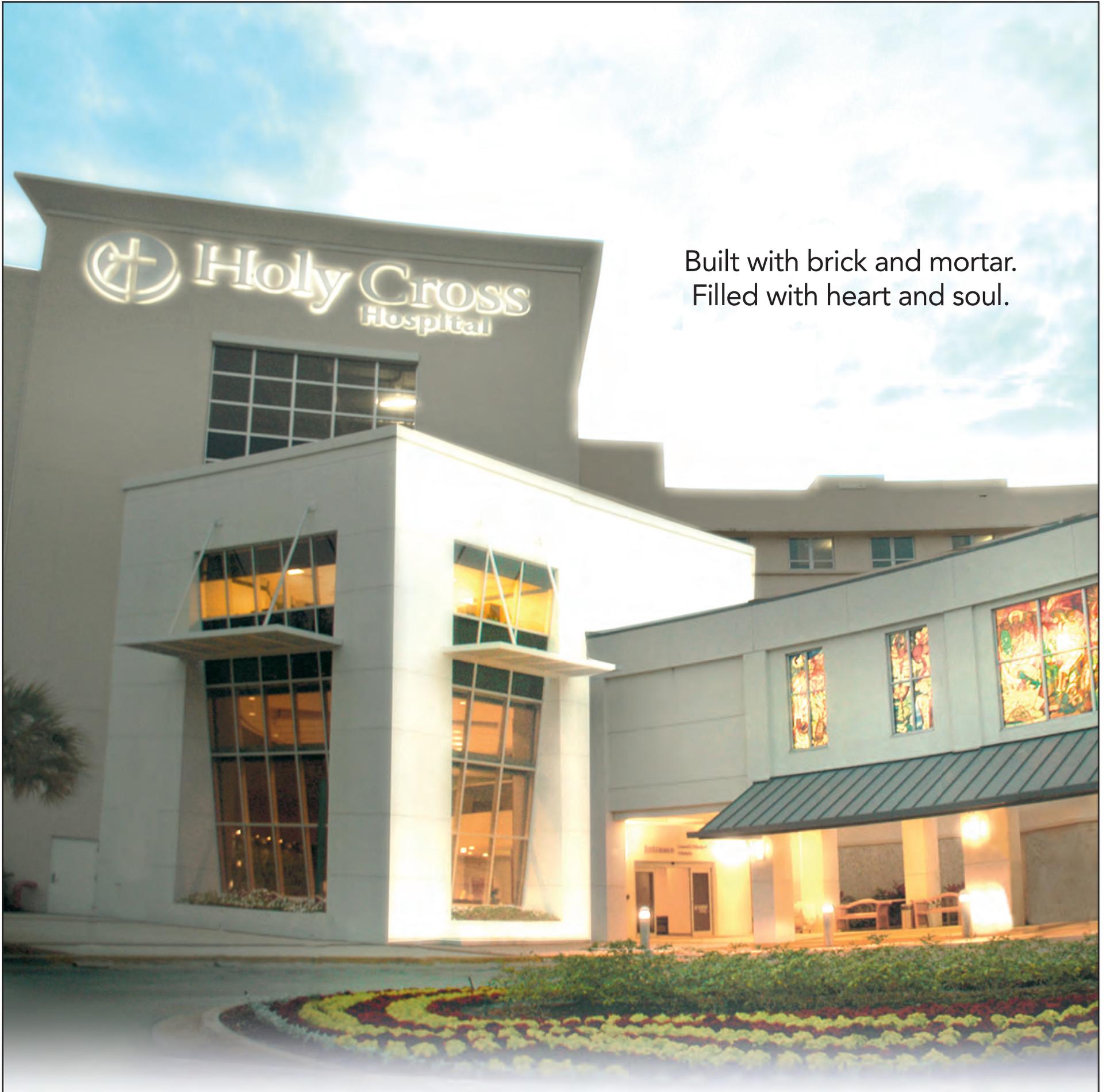
Assistant Dean for Community & Global Health, Nova Southeastern University, Dr. Kiran C. Patel College of Allopathic Medicine (NSU MD)
Assistant Professor of Medicine, NSU, Dr. Kiran C. Patel College of Allopathic Medicine (NSU MD)

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CLEVELAND CLINIC MARTIN HEALTH

Tanya Carbonell, RN, BSN, MHA

Tanya Carbonell, RN, BSN, MHA, joined Cleveland Clinic Martin Health in 2009 as a staff nurse in the free-standing emergency department (ED) in west Port St. Lucie. Since that time, she has benefited from Martin Health scholarship programs and tuition assistance, as well as the organization's Emerging Leaders program.

After receiving her bachelor's degree from Indian River College, Carbonell completed her master's at Florida Atlantic University. She served in several supervisory positions before taking on her current role as director of patient care services in the ED at Cleveland Clinic Martin North Hospital in Stuart.

"As a nurse, I discovered the joy of helping people," Carbonell said. "As an administrator, I still help our patients, but I do that by supporting our incredible ED team and providing them with what they need to provide exceptional care to the patients we serve."

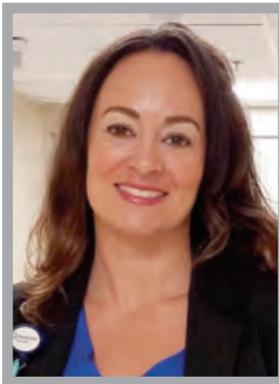


Kathlyn McGlynn, RN, BSN

Kathlyn McGlynn, RN, BSN, began her career in health care as a patient sitter at Cleveland Clinic Martin North Hospital in Stuart. Soon after, she chose to pursue a career in nursing; she completed her bachelor of science degree in nursing at Indian River State College. As her experience and knowledge broadened, McGlynn worked her way up from graduate nurse, to clinical coordinator and into her current position as nurse manager of labor and delivery at Cleveland Clinic Martin North Hospital.

"Labor and delivery is such a happy place," McGlynn said. "Our patients choose to have their baby here and we want to make sure they receive the best care possible."

McGlynn views her labor and delivery team like a family. "We have a lot of experienced nurses who have a lot to contribute" she said. "As a team, we are committed to keeping the patient front and center."



CATHOLIC HOSPICE

**Cecile Scott, RN
Linda Millar, BSN, RN, CHPN**

Leadership that transcends from theory to practice. Cecile Scott, RN is the Senior Manager for Quality Assurance and Performance Improvement at Catholic Hospice. Cecile joined our team in 2008 and has led the charge on developing, coordinating and implementing our QA/PI program. "Cecile is a treasure, her process improvement generates steady outcomes which support our organization's regulatory compliance" says Rochelle Clarke, PhD, LMFT, MSHR, Director of Quality and Organizational Development. Cecile coordinates our monthly Orientation, develops ongoing Education and creates our annual Skills Fair. While directing the education department Cecile is assessing and planning the ongoing needs for all our clinical employees as she keeps compliance, competence and performance improvement at the forefront. Linda Millar, BSN, RN, CHPN, Nurse Mentor works collaboratively with Cecile to provide one on one education and skill support to our clinical team members. Linda joined the team in 2009, certified as a Hospice and Palliative Nurse, she is responsible for providing monthly in-services and assess and evaluates nursing competencies. Both Cecile and Linda participate in professional organizations and committees with a combined total of over 80 years of direct patient care experience. These two nurses utilize their knowledge and expertise to guide the way we deliver compassionate care and train our team to deliver excellent service to meet the needs of our patients and families.

We are honored to have Cecile and Linda on our Catholic Hospice Team!



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Salute our Nurses



The Camillus Health Concern family salutes our wonderful nurses for their unwavering commitment, compassion, dedication, and hospitality to the medically underserved population in Miami-Dade County.

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(305) 577-4840
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TO OUR OUTSTANDING NURSES

Happy Nurses' Week!

Nothing compares to the feeling of being cared for — of knowing that your well-being is a priority. This Nurses' Week, we recognize the hard-working professionals that go out of their way to create meaningful bonds each day. By serving others with compassion, they make miracles happen in the lives of everyone they come in contact with. We thank our Jackson nurses for the essential care they provide to our community.

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UNIVERSITY OF MIAMI SCHOOL OF NURSING AND HEALTH STUDIES

Cindy L. Munro, PhD, RN, ANP-BC, FAAN, FAANP, FAAAS



Cindy L. Munro, PhD, RN, ANP-BC, FAAN, FAANP, FAAAS, dean and professor of the University of Miami School of Nursing and Health Studies, is an innovative nursing leader whose focus on preventing complications in critically ill adults has been supported by more than \$18 million in research funding. Her study of oral care in the ICU changed national practice guidelines. Her National Institutes of Health-funded study to prevent ICU delirium is ongoing. Dr. Munro has published more than 170 articles and is the co-editor-in-chief of the American Journal of Critical Care. She belongs to the National Academy of Inventors, and is a Fellow in the American Association for the Advancement of Science, the American Association of Nurse Practitioners, and the American Academy of Nursing, serving on the Academy's Acute and Critical Care Expert Panel. She earned her PhD in Nursing and Microbiology and Immunology at Virginia Commonwealth University.

Juan M. González, DNP, ARNP, AGACNP-BC, FNP-BC, CEN



Assistant Professor of Clinical Juan M. González, DNP, ARNP, AGACNP-BC, FNP-BC, CEN, has received numerous nurse educator awards since joining the University of Miami School of Nursing and Health Studies in 2011. Most recently he was named UM's Outstanding Graduate Program Director of the Year 2018-19. He calls himself "a student advocate" whose role is to "identify and remove any barriers students have, and make every moment a teaching moment." He balances teaching with serving as director of the School's Family Nurse Practitioner program and working in South Miami Hospital's emergency department. He also helps run the School's health care outreach in Haiti and the Dominican Republic. A board-certified adult gerontology, family, and emergency room nurse practitioner, Dr. González conducts research on ways to advance emergency care through new knowledge and protocols, educating nurse practitioners on methods for using ultrasound to improve diagnosis and treatment in the emergency department.

Denise C. Vidot, PhD



Denise C. Vidot, PhD, is an assistant professor at the University of Miami School of Nursing and Health Studies whose pioneering work into cardiovascular and metabolic outcomes among marijuana users has gained widespread attention as states and localities around the country debate legalizing marijuana for medical and recreational use. Dr. Vidot's research has centered on marijuana use and its impact on cardiovascular risk, metabolic health, and physical activity. She also has looked at the effect of marijuana use among bariatric surgery patients and eating behavior disorders among adolescents who use marijuana. She is currently conducting a study funded by the National Institutes of Health on the use of medical marijuana to manage HIV comorbidities in the context of cardiovascular disease risk. She has a PhD in epidemiology from the University of Miami.

BROWARD HEALTH MEDICAL CENTER

Marlo Proctor, RN, MSN



Over the past 32 years, Marlo Proctor, RN, MSN, has worked as a nurse at Broward Health Medical Center.

"I became a nurse because I wanted to learn about caring for people and to help heal the human body," she said, adding that her passion for nursing began when a relative became infected with the AIDS virus and was treated at Broward Health. "The nurses were treating patients with respect and dignity. They cared for him in a way I knew I would want to."

Since her first day at Broward Health Medical Center on November 6, 1986, Proctor has worked in a number of units. For the past 13 years she has held the role of nurse manager of the Intermediate Respiratory Care Unit, which cares for respiratory, trauma, liver transplant and stroke patients.

Proctor earned her master's degree with honors in nursing with a specialty in health-care administration in 2010 from Nova Southeastern University. She completed her Bachelor of Science in Nursing from Florida Atlantic University in 2001 and associate degree from Broward College's nursing program in 1985.

After more than three decades, her advice to fellow nurses is to never stop learning. "Nurses can learn something new every day," she said. "We also need to share our experiences with each other so that the art of nursing is carried on for decades to come."

BROWARD HEALTH NORTH

Ruth Chibis, RN



Ruth Chibis, RN, has been a nurse for 40 years and still loves bedside nursing.

"I love helping people," she said. "I love my patients."

Chibis, who works in surgical telemetry at Broward Health North, has also nursed in medical surgical and pediatrics, and she worked in a group home for medically-fragile children, many of whom were on ventilators

"We took the children to Disney World, on cruises and family vacations," she said.

Chibis said that as a nurse she is always learning, which is why she also instructs others. Chibis is adjunct faculty at Broward College, where she is an instructor in the simulation lab for the critical care course. She is also a BLS instructor.

If there is one piece of advice she could give to fellow nurses, Chibis said it would be to love God and love your patients. Treat every patient with love, respect and compassion.

BROWARD HEALTH CORAL SPRINGS

Nicole Concepcion, RN



Nicole Concepcion, RN, is an intensive care nurse at Broward Health Coral Springs. She was motivated to become a nurse by her aunt, who was a registered nurse.

"I was inspired by the experiences she shared with me and her apparent love and dedication to the nursing profession," she said. "At that point, I knew nursing would provide me with a profession that I could commit to."

Concepcion graduated in 2002 with an Associate in Applied Science and earned her Bachelor of Science in Nursing in 2013. Her career started in a cardiac unit in a hospital in New York.

"Specialty care nursing was a great choice for me," she said. "After leaving New York In 2004, I continued my career at Broward Health Coral Springs, where I worked on the Progressive Care Unit for 10 years."

Concepcion is proud to be part of a dynamic team that is essential to the recovery of patients. Her advice to someone considering a career as a nurse is to strive to understand the needs of the patients as well as the families.

"Nursing is a challenging profession that requires compassion and empathy to help others endure difficult times," she said. "The reward is in every life touched by the unique and special care that a nurse delivers."

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CAMILLUS HEALTH CONCERN, INC

Anna Ferguson, BSN, RN

As a Registered Nurse Leader with over 15 years of experience in Patient Care, Clinical Informatics, Information Technology, and Leadership, Anna Ferguson is a result driven professional with a passion for utilizing technology to improve the delivery of patient care. Her passion for nursing and a strong aptitude for technology provided an opportunity to enhance clinical operations and serving as the Chief Nursing Officer and Operations for Camillus Health Concern, Inc. since 2016.



Her roots in nursing have allowed her to serve in several progressive roles at Mercy Hospital, University of Miami and several healthcare facilities. Anna is currently pursuing an MBA in Healthcare at Lynn University, Boca Raton. As a nurse leader, she provides clinical and operational oversight and serves as the Quality Leader for the organization. Anna has been recognized for leading several CHC quality initiatives leading to several national recognition by HRSA and NCQA.

LaDonna McNealy, LPN

LaDonna is part of the team at Camillus Health Concern, or more locally known as the Clinic at NCL campus. When not in the clinic as the nurse on duty she can be seen smiling and conversing with our Day Center clients in the Courtyard.



LaDonna has been with Camillus Health for 3 years - 2 years working with the clients of Jail Diversion, ISPA and Phoenix before coming to the clinic. Asked what she likes best about being with Camillus - the ability to freely give back what was so freely given to her! This is a reflection from her being in recovery, and as she says of working in the clinic, she is with "her people" knowing the struggles and joys of where they come from.

LaDonna has 2 other blessings in her life - one daughter and one son, of whom she hopes for their continued health and happiness.

Nurses Put Heart, Soul, Hope Into Special Care Packages



When it comes to giving back to their community, the Clinical Ladder Committee of Memorial Regional Hospital South in Hollywood tends to think outside of the box to make a difference. The team, comprised of more than 20 registered nurse leaders in their respective fields and specialty areas, departed from that approach for a good cause – the homeless in Broward County.

In an effort to bring much needed supplies to the homeless they joined the United Way in what is called the Shoebox Project.

The team banded together to collect and assemble more than 100 shoe boxes, collected hundreds of items and packaged them for the project. Focusing their efforts on the less fortunate, they put their hearts into each shoe box by conducting a hospital-wide collection for items, and personally decorating each care package. Items collected were dozens of basic essentials including pre-paid phone cards, toiletries, socks, first aid supplies and much more.

"The shoeboxes are distributed to vulnerable members of the community to help with their personal care needs," said Valarie Grumme, PhD, RN, CCRN, Director of Education at Memorial Regional Hospital South. "The response from the hospital units was overwhelming."

Hazel Selorio, RN III, Clinical Ladder Chairperson, presented this project to the committee earlier this spring and the idea was met with unanimous response.

"As soon as we saw the flyer from United Way about this project we were fired up and motivated to take on the task," said Seloria.

Selorio and the RN Clinical Ladder Committee went unit-to-unit to promote Project Shoebox as a way to help those in need in our local community. Initially, the Clinical Ladder Committee hoped to receive 30 to 50 shoeboxes to present to United Way. There were 108 boxes assembled with a personal touch from each of the nurses by the end of March.

NATIONAL NURSES WEEK 2019
AMERICAN NURSES ASSOCIATION



VITAS® Healthcare Partners in Support of Nurses and Patients

At VITAS Healthcare, nurses are at the core of everything we do. They're a fundamental part of every hospice team, caring for our patients and families. Nurses are also integral to our origin: In 1978, a registered nurse, Esther Colliflower, and a Methodist minister, Hugh Westbrook, founded the hospice company that would become VITAS Healthcare.

VITAS celebrates its 40th anniversary this year, and we're proud to be the nation's leading provider of end-of-life care, caring for an average of 18,000 terminally ill patients each day and their families.

We wouldn't have made it far without nurses. Over 40 percent of VITAS' 12,000 employees are nurses, and some of our strongest partnerships are with nursing organizations, such as Florida Nurses Association, Hospice and Palliative Nurses Association, National Black Nurses Association, National Coalition of Ethnic Minority Nurse Associations, American Association for Men in Nursing, Nurses on Boards Coalition, National Association of Licensed Practical Nurses, American Nurses Association, Hispanic Nurses Association and Black Nurses Rock.



BY PEGGY PETTIT, RN

Empowering nurses to empower patients

We take great steps to equip our nurses to best serve patients and families. Our nurses often work independently, traveling between patients' homes, nursing facilities and VITAS offices, so every nurse is given a secure cell phone to streamline communication.

Our nurses can further their education with VITAS' tuition reimbursement program and sign up for classes at VITAS.com/webinars, where all professionals are invited to learn about topics related to end-of-life care. We recognize that when nurses aren't caring for patients' families, many are caring for their own, so VITAS offers flexible schedules for full-time, part-time and per-diem employees.

Many VITAS nurses—myself included—have gone on to hold higher positions within the company and beyond it. In South Florida, Patty Husted, RN, joined VITAS in 1989 as a team manager and is now senior vice president of operations throughout Florida.

Betty Bel started as a patient care administrator in 2003 and is vice president of operations in Dade-Monroe and Broward counties.

Lasting partnerships, proud legacies

Partnerships with nursing organizations provide our nurses with additional opportunities for professional growth and access to useful resources. As we continually invest in our employees so they may become the healthcare leaders and influencers of tomorrow, we also invest in the organizations committed to supporting healthcare professionals and improving outcomes for patients and families.

Since 1978, VITAS has had a strong commitment to South Florida communities. We are proud to make a difference and honor and support nurses everywhere. I cannot imagine a more fulfilling career than the one I have had in hospice with VITAS.

Peggy Pettit is executive vice president of VITAS® Healthcare.

Collaboration Helps Nurses Navigate a Shifting Landscape

As a nurse serving South Florida for over 25 years, I have witnessed sweeping changes in healthcare. From changes in policy, to the rise of debilitating health conditions, nurses have always been on the front lines, managing the care that impacts our families and our communities.

When I became a chief nursing officer, I felt it was my duty to volunteer my time serving nonprofit organizations that had their finger on the pulse of how we as a community are caring for all our residents, especially the underserved. I joined the board of trustees at Palm Health Foundation because of its leadership in developing innovative solutions for emerging health challenges and advancing the nursing profession.

As our healthcare system continues to evolve, collaborating with local partners like Palm Health Foundation helps us prepare nurses to deliver care in an ever-changing environment. The foundation relies on the insight of nursing leaders throughout Palm Beach County to determine the funding, education and initiatives needed to promote better health.

One of the most evident challenges is how the residents of Palm Beach County are aging at faster-than-ever rates. In the next decade, one out of



BY RUTH SCHWARZKOPF

every five people in our community will become a senior citizen, and 80% of those seniors will have chronic health conditions.

We know our aging population will require new ways for healthcare to be delivered, particularly in community-based settings and through home visits utilizing new technologies. Anticipating this trend early on, Palm Health Foundation established and funded the Volunteer Nurse Corps of Palm Beach County (VNC-PBC). Administered by Palm Beach Atlantic University, the VNC-PBC uses retired, volunteer and student nurses to help manage community care and home visits.

Responding to the changes in our population's ethnic diversity is another area

where nurses can make an impact. Data suggests that a more diverse nursing workforce is part of the solution to achieving health equity. When nurses understand a patient's culture and community, they can establish better trust, comfort and overall patient satisfaction.

Nursing leaders can do their part through minority nurse recruitment. As a trustee at Palm Health Foundation, I am encouraged to see efforts to grow our nursing workforce and its diversity by providing annual scholarships to students who pledge to stay in Palm Beach County and work locally after they graduate. The foundation has awarded nearly \$3 million in nursing scholarships since 2001.

Once hired, it is the nursing leader's job to retain nurses. One important way is through gratitude. In a 2004 survey*, 84% of respondents stated that they do not feel respected and appreciated in some capacity within their organization. Palm Health Foundation, with co-sponsors Tenet Health and VITAS Healthcare, is giving all healthcare organizations a platform for recognizing their nurses through May's Thank a Nurse campaign. I encourage my fellow nursing leaders to join us by encouraging their nurses to take part in two upcoming events:

- **Nurses Night Out** at Delray Marketplace on Thursday, May 2nd from

5:00 p.m. to 8:00 p.m., a free event sponsored by Hubbard Media for all Palm Beach County area nurses.

- **Heart of Gold Reception** on Thursday, May 9th from 6:00 p.m. to 8:00 p.m. at Quail Ridge Country Club in Boynton Beach. The event will honor the extraordinary work of local nurses and recognize Palm Beach County's 2019 "Nurses of the Year."

There are many things that we can do as nursing leaders to anticipate trends and overcome challenges. Collaborating with our healthcare partners and recognizing our nurses for their tireless efforts are both positive ways to help us, our patients, and our community reach their full health potential.

To learn more about Palm Health Foundation's nursing programs, Thank a Nurse and other initiatives, visit PalmHealthFoundation.org.

Ruth Schwarzkopf is the chief nursing officer at West Boca Medical Center and a Palm Health Foundation trustee. She is also an active member of the Florida Atlantic University Nursing Leadership Advisory Council and Palm Beach State College Advisory.

*Source: <https://www.legalnurse.com/wp-content/uploads/2014/06/RN-Stress-Survey-Results-2014-VickieMilazzoInstitute.pdf>

TRENDS IN NURSING

The nursing profession has grown tremendously in the areas of respect, accountability, and impact on patient and organizational outcomes. Several significant challenges, however, must be addressed so that the difference nurses can make is fully realized and the joy and fulfillment that the practice can bring to nurses is fully appreciated.

External forces impacting the healthcare business, including governmental regulation, changes in reimbursement, and complex requirements for serving sicker and older populations, all directly influence nursing practices. Historically, nurses could focus on facilitating the healing process, educating patients, and reducing suffering.

Today's nurses must also participate in time-consuming initiatives to enhance healthcare value as defined by the government, incorporate complex technology in diagnostic and treatment processes, and reduce costs, all while performing their traditional care-oriented functions. Exacerbating this problem is the fact that physicians, who are intended to partner with nurses, are burning out at a rate high enough to be considered a public health crisis.

The pressures from these factors can be exhausting, and leaders must address



BY MAGGIE HANSEN

the associated disengagement that continues to climb. To combat these pressures and enhance nursing retention and productivity, successful organizations are implementing measures to improve nurse engagement and emotional health.

Healthcare reform also left nurses with hope that patients would seek regular care at local access points that would be more health-promoting, leaving only the sickest patients to be treated in hospital settings. This has not yet been realized. Patients continue to seek episodic care in hospitals rather than primary care sites, and highly acute patients still compete for nursing care in the same hospital settings. This pushes nurses to ration care

so they can provide for everyone, and although stressful, they do it well. Many nurses are even seeking advanced degrees to better influence care at all touchpoints on the continuum, while assisting leaders in driving care to the appropriate access points. As a result, nurses are more relied upon and respected now than ever for their contributions both inside and outside of the hospital.

Consumer experience also matters differently now. In the past, patients' expectations were primarily related to healing and reduced suffering, and nursing interventions were carried out accordingly. Today, patient experience is measured by the government and publicly reported. Those published reports frequently do not correlate with what nurses really believe their patients need, but the same nursing professionals are held responsible for the results because of the nature of their interactions with the patients evaluating the care they've received from a wider range of professionals.

Further, organizations count on nurses to influence scores that are measured by tools that don't necessarily give nurses appropriate credit for the very complex, highly technical, and scientific care they must deliver with compassion.

Lastly, one of the most significant

trends that nursing leaders are addressing today is the widening gap between an experienced nursing workforce and the complexity of care required by the population served.

An experience shortage is developing because the knowledge and skill of baby boomer nurses is disappearing as they retire, while the complexity of the patient population is simultaneously increasing. The gap driven by these two countervailing forces needs to be recognized and urgently addressed.

To do so, progressive organizations are quickly implementing nurse residency programs and formal onboarding programs that seek to bridge the gap and advance the practice of nurses.

Overall, nurses are more recognized for the impact they make on the survivability of healthcare organizations, and nurse leaders are increasingly becoming active members of the executive teams. Nursing contribution at all levels of the organization and well-organized nursing strategic plans greatly influence healthcare system success.

Maggie Hansen, Senior Vice President and Chief Nursing Executive at Memorial Healthcare System, can be reached at (954) 265-3451 or mhansen@mhs.net.

Sylvester's Nurse Practitioner Oncology Fellowship Program Earns Accreditation

The American Nurses Credentialing Center (ANCC) has issued an Accreditation with Distinction to the oncology fellowship program developed for nurse practitioners at Sylvester Comprehensive Cancer Center. This program, launched in November of 2016, was the first of its kind in Florida. It is now being recognized for its "programmatic excellence" by the ANCC Commission on Accreditation.

"Nurse practitioners play an essential role in the care of the oncology patient," said Sylvester Director Stephen D. Nimer, M.D. "They provide caring, compassion and education, and they are dedicated advocates for exemplary patient care, guiding patients through their treatment process. We are proud to provide such an important program at the cancer center."

Sylvester's program entails a year-long rotation through hematology/oncology and other specialties that interact with oncology patients to provide a multidisciplinary curriculum. The program has expanded to include a psychosocial oncology, stem cell transplant and cellular therapy fellowship track for nurse practitioners.



Maritza Alencar, D.N.P., MBA, APRN, (left) with Jessica MacIntyre, MSN, APRN

"Unfortunately, many nurse practitioners are not specialized after graduation or lack experience in areas like oncology," said Jessica MacIntyre, MSN, APRN, Sylvester's executive director of clinical operations and co-director of the new fellowship program.

"Oncology is a highly specialized field of medicine, and formal training is fundamental in order to provide quality, efficient care," said Maritza Alencar, DNP, MBA, APRN, Director, Clinical Operations at Sylvester and the fellowship program's other co-director.

An article published in April 2018 the Clinical Journal of Oncology Nursing, written by

Alencar, MacIntyre and other Sylvester authors, points out that there are less than a dozen oncology nurse practitioner fellowships in the United States. Accreditation is important in establishing national standards.

Sylvester is only the second nurse practitioner oncology fellowship program to receive accreditation by ANCC, which can be renewed every three year. To date, Sylvester's program has graduated three nurse practitioner oncology fellows.

Cover Story: FIU's STAR Center ... Immersive Simulation Training Clinical Skills and Critical Thinking

Continued from page 1

patient care – without real world consequences, through technology.

The 20,000 sq. foot STAR Center at the FIU Nicole Wertheim College of Nursing & Health Sciences, provides multimodal settings including emergency, pediatric, med-surg and obstetrical opportunities in hospital, ambulatory and family settings. Students practice with high-fidelity lifelike patient responses amplified with mixed reality learning lenses, robotics and other augmented reality techniques for first response to surgical and rehabilitation protocols. However, while the advanced 'bells and whistles' are incredibly impressive, they are the tools that the faculty uses to help tease out the advanced clinical thinking that prepares an exceptional practitioner.

In addition to overseeing clinical expertise via technology, faculty provide students with monitoring, video capture and intensive debriefing to review, evaluate and discuss outcomes of clinical simulations.

According to Henao, facilitators help students to suspend disbelief. "Communications are important in setting up

emotionally raw background scenarios so that the education goes beyond the technical skills and theatrical remedies into identifying the clinical reasoning to unfold the rationale as to why an approach was utilized in terms of patient safety, family interactions and other psychological impact factors," he explained.

For example, in mental health scenarios actors are specifically trained to present a variety of psychiatric disease markers to help students identify subtle changes in mood behavior and learn how to approach agitated and suicidal patients in a real-world likeness while interacting with family and displaying empathy.

This enlightened real-world thinking was envisioned beginning in 2008 when FIU Administration supported an investment in space and dollars and staff for simulation education. This forethought is threaded throughout Florida International University health care education which strives to provide the bridge from academic concepts to contemporary practice encouraging faculty to share current strategies and on-the-job tactics in classroom and experiential industry

residencies.

Recently the STAR Center participated in a showcase of faculty innovations designed for student success.

"Experiential learning supports traditional academic lectures, by using that knowledge to hone skills in small clinical control groups. This post-book-learning skills application helps students explore the thinking behind their appropriate clinical response," Henao explained.

The STAR Center was also included in a landmark study published in nursing journals analyzing hybrid simulation and OTJ observations. The study indicated that up to 50% of simulation training improves clinical observation practicums for new nursing students. Henao favors a hybrid of simulation and clinical internships to optimize nursing aptitude and marketability of FIU students. FIU has received positive feedback from CNOs who acknowledge a deeper understanding and readiness for nursing care along with enhanced confidence of FIU students who graduate with this immersive simulation education.

"Nurses are the 24/7 eyes and ears for their health care colleagues; and, having

a safe experience in a simulated environment that mimics the actual uncontrolled circumstances of patient care integrates evidenced-based practice and hands-on exposure," Henao said.

Beyond nursing education, the STAR Center provides mobile and in-situ training including disaster response, aeromedical evacuation for the FIU Florida Advanced Surgical Transport (FIU-FAST) team and education to providers at their place of work for certification, continuing education or professional advancement purposes.

Henao credits the recent accreditation as acknowledgement of FIU's early adapter lead and current maturity in simulation innovation but doesn't want to stagnate. "We now share our knowledge with partners in industry who manufacture the robotic technology to help them design patient responses to the pinnacle of quality which enhances patient care education in the future," he said.

For more information, tours or information regarding upcoming seminars, visit <https://cnhs.fiu.edu/facilities/star-center> or email HHenao@fiu.edu.

NATIONAL NURSES WEEK 2019

AMERICAN NURSES ASSOCIATION



FAU Launches New Second-degree, Part-Time BSN for Working Professionals

Many nurses are retiring and with the aging population of South Florida, a critical nursing shortage is anticipated. Florida Atlantic University's nursing program is responding to this call from the community to educate more nurses. Identifying a need in the community, FAU's Christine E. Lynn College of Nursing has launched a new second-degree part-time track in the Bachelor of Science in Nursing (BSN) program at FAU's Davie campus. The College of Nursing currently has an accelerated track for those with a previous B.S. or B.A. degree, but those admitted must quit their jobs due to the intensity of the program. This part-time program accommodates those who need to continue working while studying.

FAU's new BSN degree is designed to prepare working professionals with a bachelor's degree or higher in another discipline, as professional nurses who are eligible to take the National Council Licensure Examination for Registered Nurses (NCLEX-RN®) to secure licen-



BY MARLAINE SMITH, R.N., PH.D.,
AND KARETHY EDWARDS, DR.PH, APRN

sure as a registered nurse.

The new program will commence in August, and FAU's College of Nursing already started accepting applications. The application period closes on Monday, July 15. This program is two years in length and will enroll 50 students every fall semester.

Course scheduling formats for the program will include a live class one evening a week, labs, classes and clinicals on weekends, as well as online and live-streaming video course formats. With enrollment during six consecutive

semesters, students can complete their BSN degree in two years.

Features of the program include a dedicated state-of-the-art education facility on FAU's Davie campus, clinical experiences in Broward County, and a dedicated program adviser who guides the students in the working professional BSN track through their program of study and provides educational support from admission to graduation. The VIP concierge service is a full-service, all-inclusive BSN track specifically designed for those who have busy personal and professional commitments, as well as those who prefer the convenience of a full-service, structured cohort program.

Program tuition is \$719.84 per credit hour and is the same rate for Florida residents, out-of-state residents and international students. The tuition covers assessment technology fees (approximately \$1,500), testing fees, a parking permit, student ID card, catered refreshments and snacks, uniforms and lab coat, equipment, graduation regalia, recording of select courses, a pre-program orientation and a graduation banquet.

FAU's College of Nursing methods of payment include financial aid, tuition reimbursement for students who receive

tuition payments from employers and a self-pay option. A convenient installment payment plan is available to students who choose the self-pay option. Tuition is deferred pending payment of financial aid and/or tuition reimbursement, if paperwork is submitted.

FAU's Christine E. Lynn College of Nursing is nationally and internationally known for its excellence and philosophy of caring science. The college is ranked No.1 in online graduate nursing programs in Florida and No. 23 in the nation by U.S. News and World Report. With a 97 percent pass rate on the NCLEX-RN licensure examination in 2018, FAU BSN graduates, first-time test takers, ranked among the highest (No.1) in Florida and the United States.

FAU's Christine E. Lynn College of Nursing is fully accredited by the Commission on Collegiate Nursing Education (CCNE). For more information, visit nursing.fau.edu.

Dr. Marlaime Smith is Dean, FAU's Christine E. Lynn College of Nursing. Dr. Karethy Edwards is Associate Dean of Academic Programs, FAU's Christine E. Lynn College of Nursing

Cover Story: A Path for Unleashing Nurse-Led Innovation

Continued from page 1

dicts which elderly patients are likely to need post-discharge skilled care: their walking ability, length of hospital stays and presence of a caregiver at home.

Her findings evolved into a decision-support methodology to ensure patients have the post-acute support they need after discharge. The methodology then informed a software product, and later spawned a company, to help hospitals determine how to optimize their care coordination.

I've worked alongside nurse innovators like Bowles and have seen them create or improve processes and solutions to improve patient care experience and health outcomes at lower costs. Too often, stakeholders in the health system leave nurses completely out of the process—and much to their own detriment.

That's why, BDO embarked on a mission with Penn Nursing to survey clinical and business leader stakeholders on how they're elevating nurse innovators today—and where they hope to get the most value from them by 2025.

We found that though both clinical and business leaders value the innovation and clinical acumen skills nurses bring to their organizations at most levels, they don't yet value them fully at the highest leadership levels.

Changing that is a care imperative and business imperative.

Read "Unleashing Nurse-Led Innovation" where we outline how health systems and businesses can do so. Visit www.bdo.com/healthcare.

Karen Meador, MBA, is a board-certified pediatrician with 25 years of healthcare experience, having served in numerous clinical and administrative leadership roles within health systems and primary care organizations. She is managing director and senior physician executive in The BDO Center for Healthcare Excellence & Innovation and can be reached at kmeador@bdo.com.



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Baptist Health Nurse Scholars Program Innovative Solution to Nursing Shortage

BY VANESSA ORR



Maria A. Suarez

Nineteen years ago, when the nursing shortage was hitting Florida hard, Baptist Health decided to take action by creating the Baptist Health Nurse Scholars Program. Today, this innovative program—which to date has graduated more than 3,300 nurses—is continuing to contribute to building a stable, professional nursing community in South Florida.

“In 2000, as a result of the nursing shortage, Baptist Health partnered with Miami Dade College to offer funding, faculty, and classroom and clinical space for associate degree nursing programs,” explained Maria A. Suarez, DNP, MSN, ARNP, ACNP-BC, assistant vice president of academic affairs and

advanced clinical practice. “In 2007, the program evolved to begin providing scholarships and training for entry-level, bachelor-degree nurses through Barry University and Nova Southeastern as well.”

“Each year, Baptist Health awards scholarships to approximately 200 nursing students. In addition to providing scholarships, Baptist Health provides full-time faculty for Miami Dade College, Barry University and Nova Southeastern.

Students can apply for scholarships through the program in return for a work commitment. The Nurse Scholars Program provides students with an intensive training internship, exposing students to real-life situations and allowing them to work on a dedicated, multidisciplinary team with nursing mentors.

“Through this paid internship, nursing students make an easy transition from a student nurse to a professional nurse,” said Suarez. “They become part of that unit, and often end up working there after they graduate.”

The Nurse Scholars Program provides many advantages for students, such as free tutoring and access to lectures each month, in addition to the curriculum, where students learn Baptist Health policies, procedures and culture.

“We are committed to the success of each and every nursing scholar,” said Suarez.

Students who want to pursue further education after their four-year commitment and are employed by Baptist Health can apply for scholarships to earn a graduate nursing degree.

Since its inception, the Nurse Scholars Program has awarded more than \$44 million



Kelly Delgado, MSN, RN, Clinical Nurse Educator and MacKenzie Van Heusen, who is currently a BHSF Nurse Scholar student and Scholar Nurse Partner (Barry University, graduating June 2019)

worth of scholarships. An average of 94 percent of Baptist Health scholars pass their state boards the first time, compared to 87 percent of nursing students nationally and 73 percent statewide.

“The Nurse Scholars Program provides financial assistance to students pursuing a career in nursing who otherwise may not have been able to afford the required education,” said Suarez. “As a result, Baptist Health has access to a consistent pipeline of well-trained nurses who share the same values at the core of its mission.”

To learn more about the Baptist Health Nurse Scholars Program, visit www.BaptistHealth.net or call (786) 596-4194.

Cover Story: CNOs with Executive Experience Easily Transition to Interim Co-CEO Role at Jupiter Medical Center

Continued from page 1

“Our strategic plan is to be a growing, world-class regional medical center, and we’re increasing the intensity and acuity of the services that we are providing,” he explains.

As part of its strategic plan, Jupiter Medical Center launched a new Comprehensive Stroke Center in December, followed by the James J. Felcyn and Louise Brien Felcyn Observation Unit in January. On April 30, the hospital celebrated the opening of its new Mastroianni Family Pediatric Emergency Department. Later this year, the hospital will unveil the Timothy and Jayne Donahue Cardiac Surgery program; a new five-story patient tower that will include the Level II De George Neonatal Intensive Care Unit, the Tansky Concierge Suites, patient rooms and office space; and the Anderson Family Cancer Institute.

“That’s a lot happening at once,” Seeley says. “Since we’re in implementation mode for these projects, we don’t want to skip a beat during this transition.”

Both Miller and Seeley have nursing backgrounds. From 2011 to 2018, Seeley was the hospital’s chief nursing officer. Prior to joining Jupiter Medical Center,

he held numerous executive positions in nursing and patient care services, including interim CNO at Holy Cross Hospital in Fort Lauderdale. Seeley also served as interim CEO at Jupiter Medical Center nearly two years ago.

Miller joined Jupiter Medical Center as chief nursing officer last June. She previously was CNO and vice president of patient care for Sibley Memorial Hospital/Johns Hopkins Medicine, a not-for-profit in Washington, D.C., that is in the Johns Hopkins Health System. She has 28 years of nursing and health care executive experience.

It’s not difficult for nurses to make the shift from the clinical side to the C-suite, comments Miller. Rather, she looks at it as a journey that for her began many years ago.

“I’ve been in the C-suite for 18 years and reported to two CEOs who were nurses,” she says. “They coached and mentored me throughout my career. Having a clinical background lends credibility to your relationships with physicians and team members. It’s really been a mindset paradigm shift.”

Seeley notes that as a nurse, one becomes intertwined with most departments throughout the hospital.

“You’re dependent on other departments, so you have to have strong working relationships with them to do your job and make sure you are providing the best patient care possible,” he says.

The transition to their roles as co-leaders of Jupiter Medical Center has been a seamless one.

“It’s important that we keep communication open and collaborate on decisions,” says Seeley. “We talk on a regular basis about issues and tap into each other about decisions. Most are no-brainers because they are strictly in our specific areas of focus, but since there is a lot of overlap, we want to make sure we are cohesive decision makers.”

Miller says they complement each other well.

“It’s been fabulous,” she says. “Steve and I meet informally a couple of times a day and formally twice a week. We meet with the senior leadership team formally every week and informally, multiple times a day. The good news is, we are in the same suite and so we are in and out of each other’s offices all day.”

For nurses who may be thinking of a career in management, Miller’s advice is simple.

“You absolutely must continue your

education through advanced degrees,” she says. “I would also advise aspiring nurse leaders to hire an executive coach and to meet regularly with a formal mentor. Also, networking is extremely important, and you need to continue that throughout your career.”

An advanced degree will open more doors, and nurses learn a great deal with the additional training, notes Seeley.

“It will make you a better nurse, whether you want to stay at the bedside or get into a leadership position,” he says. “There are tremendous leadership opportunities with the growth of health care, but it is competitive. So, your degrees and education can help.”

Seeley also warns that, while management and leadership positions can be rewarding, it also pays to be patient.

“You won’t get the immediate satisfaction that you do when you are taking care of a patient directly, but you can have a much larger and greater impact on more people and patients,” he says. “It just takes a little longer to get there. You need more patience when you are in these roles.”

For more information, visit www.jupitermed.com.

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It Is Time for Florida to Consider a BSN-in-10 Law

As Floridians celebrate Nurses Week, May 6-12, it is an opportune time to consider BSN-in-10 Law for the state of Florida. It took 14 years of lobbying for New York to pass this law on December 20, 2017. The BSN-in-10 New York statute requires all nurses to obtain a Bachelor of Science in Nursing (BSN) degree within 10 years of receiving their initial RN license. Although New York may be the first state to pass the law, many other states have plans to enact similar legislation.

In 2010, the Institute of Medicine reported on the future of nursing, making a strong recommendation that 80 percent of the nursing workforce have a BSN by 2020. Currently, the Bureau of Labor Statistics projects that nursing is among the top occupations in terms of job growth. The nursing workforce is expected to grow from 2.71 million in 2014 to 3.24 million in 2024, an increase of 439,000 or 16%. Approximately 60% of U.S. nurses have BSN degrees.

Florida has the educational infrastructure to support a BSN-in-10 legislative initiative. Many Florida schools offering ASN programs also offer BSN programs. These schools are re-designing their ASN to BSN programs in order to facilitate the academic progression of ASN students who wish to earn a BSN degree. Florida schools offer RN to BSN programs specially designed for working nurses through online programs. Most of these online programs can be completed in about a year of full-time study to two years of part-time study. Employers offer tuition reimbursement as an incen-



BY LINDA SIMUNEK, RN, PHD, JD

tive for ASN nurses to pursue their BSN degree. A BSN degree opens the door to better salaries, marketability, professional advancement, and greater job satisfaction.

Professional nursing organizations such as the American Nurses Association (ANA) and the American Association of Colleges of Nursing (AACN), are pushing for the BSN degree. They view nurses as the heart of professional collaborative practice, maintaining 24/7 continuity in the day-to-day care of patients.

Nurses are not only direct care givers but are managers and coordinators of care. In these roles, nurses work with physicians, pharmacists, social workers, physical therapists, diet therapists, spiritual advisers, and other members of the health care team, most of whom are required to have educational credentials that go beyond the bachelor's degree. Thus, the call for nurses to have a minimum of a BSN degree for nursing licensure in Florida, is a fitting salute not only to Florida nurses but to the 3.6 million nurses in the U.S.

A member of the Broward County Bar Association, Dr. Linda Simunek is Associate Dean and Professor of Nursing at Broward College and has served in the Florida Board of Nursing

She may be reached at lsimunek@broward.edu and at (954) 201-4880.

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FAU Appoints Safiya George, Ph.D., as Dean of the Christine E. Lynn College of Nursing

Florida Atlantic University has named Safiya George, Ph.D., as the new dean of the Christine E. Lynn College of Nursing. She is only the third dean to be appointed in the college's 40-year history. George previously served as a member of the faculty at Emory University's Nell Hodgson Woodruff School of Nursing until she was recruited in 2015 to the Capstone College of Nursing at the University of Alabama, where she has served as assistant dean for research, director of the Office of Scholarly Affairs, and a member of the advisory board of the Alabama Life Research Institute. She also has served as faculty in the Honors College and faculty-in-residence for residential honors students at the University of Alabama.



Dr. Safiya George

George will assume her role as dean effective July 8, where she will spearhead FAU's College of Nursing, which is nationally and internationally known for its excellence and philosophy of caring science.

George earned her Ph.D. and MSN degrees from Emory University and completed a postdoctoral fellowship at Duke University in religion and health. Since 2015, under her leadership, Capstone College of Nursing has experienced tremendous growth in scholarly activities, including significant increases in extramural funding. She is described as a great mentor, role model and colleague by executive leadership, faculty, staff and students at the Capstone College of Nursing.

In 2017, George was elected to serve on the international board of directors for Sigma Theta Tau, the International Honor Society for Nursing, where she also has held numerous leadership roles, including chair of the International Service Taskforce, elected member of the Leadership Succession Committee and vice president of the Epsilon Omega Chapter.

George is a board certified adult nurse practitioner (ANP). In 2018, she was inducted as a fellow of the American Academy of Nurse Practitioners.

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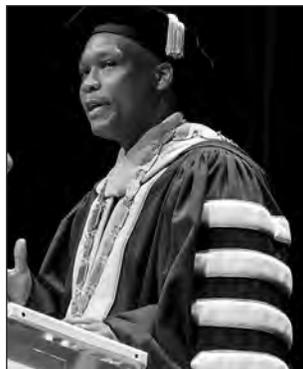
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Broward College President Gregory Adam Haile Commits \$100,000 to Launch Broward UP™ at Investiture Ceremony

Broward College President Gregory Adam Haile, Esq., was formally installed as the institution's seventh president during an investiture ceremony on March 29. During his investiture speech, President Haile announced the launch of Broward UP™, a community-centric program designed to improve the quality of life for residents in zip codes with little exposure to postsecondary opportunities. The announcement culminated with a personal commitment of \$100,000 from President Haile, his wife Chae Haile, and his two daughters.

While Broward County's unemployment rate is approximately 3.8 percent, it soars to an average of more than 10 percent in the areas targeted by Broward UP™, with some zip codes reaching unemployment levels nearing 15 percent. Through Broward UP™, which stands for "unlimited potential," the College has partnered with more than a dozen community organizations to help residents in these communities access programs that will lead to meaningful careers.

"We believe that every individual and every community in our county has Unlimited Potential," said President Haile. "We are committed to developing com-



**President Gregory
Adam Haile**

munity partnerships in which we can leverage our resources to improve the quality of life starting with communities in zip codes with high unemployment and where relatively few people attain certificates and degrees. These are our Broward UP™ communities. These are the communities with Unlimited Potential."

To tap Unlimited Potential, Broward UP™ focuses on student success, including tutoring, career counseling, social and family services; outreach to promote student awareness and enrollment; and program, course offerings covering expenses related to faculty, curriculum, materials, space and equipment.

Before his presidential appointment in July 2018, President Haile served as Broward College's general counsel and vice president of public policy and government affairs. A public servant, community leader, and accomplished educator, he has served on more than 35 boards and committees. He has also repeatedly spent time in Cambridge Massachusetts to teach a self-designed, 4-credit course titled Higher Education Law and Policy at Harvard (Summer School).

Board-Certified Surgeon Appointed as New Director of University of Miami at Holy Cross Hospital's General Surgery Residency Program

Holy Cross Hospital announced the addition of Handel R. Robinson, M.D., as the new director of the University of Miami at Holy Cross Hospital's general surgery residency program.

Dr. Robinson also will serve concurrently as an associate professor in the department of surgery at the University of Miami Miller School of Medicine. Previously, he served as chief of the vascular surgery division at Mercy Medical Group/Dignity Health in Sacramento, California, for two years. Prior to that position, Dr. Robinson served as an assistant professor of surgery at the University of Miami Miller School of Medicine for five years.

Dr. Robinson received his bachelor's degree from the University of Albany in New York and his medical degree from the Emory University School of Medicine in Atlanta, where he also served as a teaching assistant and completed his surgical internship. He then completed a general surgery residency at Beth Israel Medical Center in New York and a fellowship in vascular surgery at the University of Albany / Albany Medical Center.

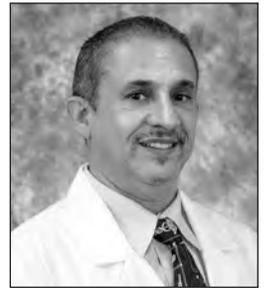


Dr. Handel R. Robinson

Dr. Julio Pagan Joins Cleveland Clinic Indian River Hospital

Cleveland Clinic Indian River Hospital welcomes Julio Pagan, MD, FACP, MBA. Dr. Pagan earned his medical degree at the University of Tennessee and later a Master of Business Administration at Florida Institute of Technology. He completed his medical internship and residency at Baptist Memorial Hospital in Memphis.

Dr. Pagan is board certified in internal medicine and is a member of the American College of Physicians and American Medical Association. He has special interests in infectious disease, geriatrics, cardiovascular medicine, chronic disease management and preventative medicine. Throughout his career, Dr. Pagan served on numerous medical committees and has held the title of medical director, chief of staff and chief medical information officer.



Dr. Julio Pagan

Three Doctors Join Holy Cross Medical Group in Fort Lauderdale

The Holy Cross Medical Group has added three new doctors who will be practicing at Holy Cross facilities in Fort Lauderdale.

Willy G. Davila, M.D., joins the team at the Holy Cross Dorothy Mangurian Comprehensive Women's Center as a specialist in urogynecology and reconstructive pelvic surgery. Dr. Davila was the chairman of the department of gynecology at Cleveland Clinic Florida, where he was also the director of the pelvic floor center. Dr. Davila is an affiliate professor at the Florida Atlantic University School of Medicine and a clinical associate professor at the University of South Florida.

Logan Kaleta, PsyD., joins the Holy Cross Orthopedic Institute from Emory Rehabilitation Hospital in Atlanta, where he served as the attending inpatient rehabilitation psychologist and an assistant professor of rehab medicine in the division of rehabilitation neuropsychology at Emory University's School of Medicine.

William Ward Jr., M.D., joins the Holy Cross Orthopedic Institute from the University of Miami Miller School of Medicine/Jackson Memorial Hospital, where he received his medical degree and completed his residency in physical medicine and rehabilitation. Prior to his time at the University of Miami, Dr. Ward received a Bachelor of Science degree in microbiology and cell science, cum laude, from the University of Florida.



Dr. Willy G. Davila



Dr. Logan Kaleta



Dr. William Ward Jr.

Cardiac Surgeon Jose Navia, MD, to Lead Cleveland Clinic Weston's Heart and Vascular Center

Cardiac surgeon Dr. Jose Navia, has been appointed Chairman of Cardiothoracic Surgery and Center Director of Cleveland Clinic Weston's Heart and Vascular Center.

Dr. Navia joins Cleveland Clinic Weston from Cleveland Clinic in Ohio where he was a cardiothoracic surgeon and Vice Chairman for Innovations at the Heart and Vascular Institute and the Department of Cardiothoracic Surgery. He was also Professor of Surgery at the Cleveland Clinic Lerner College of Medicine of Case Western Reserve University in Cleveland, OH.

Dr. Navia received his medical degree from the School of Medicine at the National University of La Plata in Buenos Aires, Argentina. He completed internships and residencies in general surgery, cardiovascular surgery and cardiothoracic surgery in Argentinian hospitals.



Dr. Jose Navia

Tolga Erim, D.O., Named Chairman of Cleveland Clinic Weston's Gastroenterology Department

Tolga Erim, D.O., has been appointed Chairman of the Department of Gastroenterology at Cleveland Clinic Weston, which is part of Cleveland Clinic's Florida region.

Board certified in Gastroenterology, Dr. Erim, who has been Director of Endoscopy since 2015, specializes in advanced endoscopy.

Dr. Erim received his undergraduate degree in biochemistry from Vassar College in Poughkeepsie, NY and his osteopathic medical degree from New York College of Osteopathic Medicine in Old Westbury, NY. He completed his internal medicine residency and chief residency at Cleveland Clinic's Weston hospital. Dr. Erim also completed a gastroenterology fellowship at Cleveland Clinic and Advanced Endoscopy training at Beth Israel Deaconess Medical Center and Harvard Medical School in Boston, MA.



Dr. Tolga Erim

Holy Cross Medical Group Adds Two Neurologists

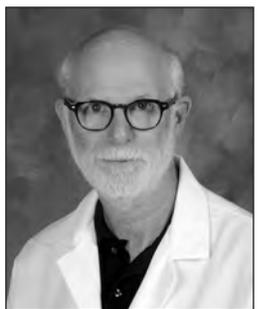
Two neurologists have joined the Holy Cross Medical Group.

Gustavo J. Alameda, M.D., joins the Holy Cross Medical Group as a neurologist at the Phil Smith Neuroscience Institute, where he specializes in spinal cord injuries, spinal cord disorders and multiple sclerosis. He is board-certified in neurology by the American Board of Psychiatry and Neurology. Prior to joining Holy Cross, Dr. Alameda served as a neurologist at the Veterans Affairs Medical Center in Miami and as the director of the facility's Multiple Sclerosis Center. Dr. Alameda received his bachelor's degree from Cornell University in Ithaca and his medical degree from the University of Miami Miller School of Medicine. Dr. Alameda then completed his internship, residency and fellowship at Jackson Memorial Hospital and the Miami Veterans Affairs Medical Center. In addition to his role at Holy Cross, Dr. Alameda also volunteers as an assistant professor at the University of Miami Miller School of Medicine's department of neurology.

Richard N. Kishner, M.D., joins the team at the Holy Cross Phil Smith Neuroscience Institute as a neurologist specializing in headaches, movement disorders and peripheral nerve injury after spending almost 40 years in private practice. Dr. Kishner received his Bachelor of Science degree and his medical degree from the University of the Witwatersrand in South Africa followed by several months of a psychiatry residency at Johannesburg General Hospital. He then completed his residency in neurology at Bellevue Hospital in New York. Dr. Kishner is board-certified in neurology by the American Board of Psychiatry and Neurology.



Dr. Gustavo J. Alameda



Dr. Richard N. Kishner



E-mail Your Physician Appointments to
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Why Should Health Systems Care About the Local Economy?

Armed with a mountain of evidence that shows building wealth is linked to improving health, a new South Florida group sets out to do something about it.

Those of us charged with improving the health and well-being of people and communities across America are navigating what I'd call a "new era" in health care, a critical crossroad between innovation and a new way of thinking that has us looking at the root causes behind what ails us as a nation. In doing so, many working the front lines of health have reached a consensus: we cannot do it alone. Health is intrinsically tied to too many other factors — how we live, work and play to name just a few — and solutions must start prior to a patient receiving clinical care. Three years ago, administrators at a Chicago medical system came to this same conclusion and took a bold step.

Rush University Medical Center had been growing increasingly frustrated that efforts to address deep health disparities among certain residents were proving ineffective: for a staggering 70 years, the average life expectancy in low-income neighborhoods was 69, while in wealthier neighborhoods just a few miles away it was 85. Nothing they'd done — not the educational and community programs nor the interventions — chiseled away at that nagging statistic. It was time to take a different approach: they adopted an "anchor mission," using the hospital as a powerful economic engine that could invest its resources into its surrounding community. Rush invested in the everyday factors that profoundly impact opportunities people have (or don't have) to make healthy choices, even more so than their ability to access a doc-



BY DR. JANISSE SCHOEPP

tor: job training and education, contracts for local small businesses, and nearby affordable housing developments. Soon after, they recruited other local hospitals, government agencies and nonprofits to join the anchor institution effort.

Propelled by this new purpose, the Rush administrators and their colleagues gave themselves an audacious goal: by the year 2030, cut in half the disparity gap that had for so long dodged them. They're still on their way to doing that, of course, but what's most encouraging is they're not alone on the journey. In fact, Rush is among a growing number of health systems nationwide taking on similar economic development challenges, with the clear understanding that it is impossible to improve health without first building wealth and opportunity, especially for people who for too long have lacked both.

This year, South Florida is joining those ranks with the launch of the South

Florida Anchor Alliance, a collaborative of regional institutions — hospitals and healthcare systems, education enterprises and municipalities — that will come together to harness their collective multi-billion-dollar spending power and vast human and intellectual capital in order to create a more just and inclusive local economy. Health Foundation of South Florida is leading the effort as the initiative's backbone organization, thanks to support from our partners at Citi Community Development. Already, a number of regional institutions are actively engaged in exploring how to partner with the Alliance.

You might wonder how exactly a hospital would — or could — go outside the traditional boundaries of its medical services to affect something as broad and encompassing as a complex local economy. In South Florida, across Miami-Dade and Broward counties alone, public and non-profit educational and health institutions spend \$3.7 billion a year procuring goods and services. Only a small percentage of that goes to small, locally and minority-owned businesses, especially those operating in historically under-represented communities. Imagine what could happen if just a small percentage of that overall spend was shifted to benefit the local economy? As has happened in other cities — such as Cleveland, where similar efforts were pioneered more than a decade ago by the area's world-renown medical institutions — it would infuse entire sectors of our community with unprecedented capital, and it would fuel

community transformation.

The true power of the South Florida Anchor Alliance lies in its members coming together to take action. While individual institutions can and do have existing initiatives and programs that benefit the communities in which they operate, it's when they join forces to address identified opportunities that they are able to accomplish much more. Collectively, they can scale existing efforts and increase impact. They can lend their voice to an intentional conversation focusing specifically on efforts to improve health outcomes and leverage new opportunities and resources exclusively available for collective action models. Ultimately, they will gain the recognition they deserve for being leaders at the forefront of a movement to make our region healthier, stronger and more resilient.

Now, as Health Foundation of South Florida makes plans to hold the first Anchor Alliance convening this fall, where our charter members will begin to design an actionable blueprint together, we are driven by a simple, but powerful belief: that everyone in South Florida should have the opportunity to lead a prosperous and healthy life, with access to good health care, nutrition, education, employment and housing. We look forward to you joining us in this effort.

Dr. Janisse Schoepp is the Vice President of Operations and Strategy at the Health Foundation of South Florida. For more information, visit www.hfsf.org.

DATEBOOK

May 9 South Florida Healthcare Networking Group Meeting

You are invited to the monthly meeting of the South Florida Healthcare Networking Group (SFHNG) hosted by Encompass Health Rehabilitation Hospital of Miami on Thursday, May 9 from 7:45 to 10 a.m. Download the reservation form at www.southfloridahospitalnews.com or call (561) 368-6950.

May 10 Tee Off for a Cause

A Safe Haven for Newborns will hold their 3rd Annual Tee Off for a Cause golf tournament on May 10 at the Trump National Doral Resort's Red Tiger golf course with a 1 pm shotgun start. Call (305) 882-1304 ext. 105 or visit www.asafehavenfornewborns.com.

May 16 SFHEF Education Event

South Florida Healthcare Executive Forum, Inc. presents Legalized Possession and Use of Cannabis in Healthcare: The Legal & Ethical Dilemma on May 16 from 5:30 – 8:00 pm at Florida Atlantic University. For more information, visit www.sfhef.org.

May 17 Heroes in Medicine Awards Luncheon

The 16th Annual Heroes in Medicine Awards presented by the Palm Beach County Medical Society and Services will be held May 17 at Kravis Center's Cohen Pavilion in West Palm Beach. For information and tickets, contact Katherine Zuber, at (561) 433-3940, email Heroes@PBCMS.org or go to www.pbcms.org.

May 21 Health Care Heroes Awards Luncheon

The 22nd Annual Health Care Heroes Awards Luncheon presented by the Greater Miami Chamber of Commerce will be held May 21 at Jungle Island, Bloom Ballroom. For information, contact Tania Valenzuela at (305) 577-5491 or tvalenzuela@miamichamber.com or visit www.miamichamber.com.

May 23 South Florida Healthcare Networking Group Meeting

You are invited to the monthly meeting of the South Florida Healthcare Networking Group (SFHNG) hosted by Hialeah Hospital on May 23 from 7:45 to 10 a.m. Call (561) 368-6950 or download the reservation form at www.southfloridahospitalnews.com.

June 12-13 SFHHA Annual Healthcare Summit

South Florida Hospital & Healthcare Association's 13th Annual Healthcare Summit: Innovations & Market Disruptors will be held June 12-13 at Signature Grand, Davie. Register online at sfhha.com.

June 29 DCMA Presidential Inauguration and Banquet

The Dade County Medical Association 2019 Presidential Inauguration and Annual Banquet will be held Saturday, June 29 at Douglas Entrance, 800 Douglas Rd, Miami. More information at www.miamimed.com.

E-mail Your Calendar

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Dr. King is a Board Certified Internal Medicine Physician. A graduate of the University of Tennessee, School of Medicine, she received her residency training at Alameda County Medical Center, in Oakland, California.
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SOL Global to Spin Off Cannabinoid Drug Therapy Research and Development Subsidiary

SOL Global Investments Corp. is pleased to announce that it intends to spin off its wholly-owned subsidiary, Scythian Biosciences Inc. ("SBI"), into an independent, publicly-traded company (the "Spin-off"). Upon closing of the Spin-off, which is expected to occur on or before September 30, 2019, SOL shareholders will own shares of both companies.

In connection with the Spin-off, SBI will be renamed "Impact Biosciences Corp" ("Impact") and will continue to pursue a drug development in the United States for the treatment of concussions and traumatic brain injury with its proprietary Cannabinoid combination drug candidate, which is being developed under contract with the University of Miami. Impact's mission is to become the first accepted drug regimen for concussive treatment. Impact has a collaboration with the University of Miami and its world-renowned neuroscientific team to conduct pre-clinical and clinical trials of its drug regimen.

Impact's Traumatic Brain Injury (TBI) Combination Therapy is currently in the pre-clinical research phase and is undergoing animal testing. Upon completion of this pre-clinical phase and applicable IND enabling studies, Impact will prepare and file an investigational new drug ("IND") application with the FDA, which, if granted, would permit Impact to begin human testing.

Impact has applied for two patents related to its TBI treatment strategy, involving the combination of multiple chemical pathways into a therapeutic regimen targeted at reducing post-injury inflammation and inhibiting the resultant gliosis and the immune cascade. Impact has found a unique way to apply several pre-existing drugs in a way not previously done to target these processes.



Brady Cobb

Jonathan Gilbert, a cannabis industry veteran, and founder and former CEO of SOL, has agreed to join Impact as President effective with today's announcement. Mr. Gilbert founded SBI in 2014 and was one of the early pioneers in the sector. Mr. Gilbert's experience will be of great value as he embarks on this next important venture. In addition to his prior experience with SOL, Mr. Gilbert currently serves as Executive Chairman of Exactus, Inc. (OTCQB: EXDI), a healthcare company pursuing opportunities in hemp-derived CBD.

"We believe this transaction will unlock value for all of our current SOL shareholders and also remains consistent with SOL's investment strategy in the cannabis space. We welcome Jonathan back and are in full support of his effort to lead our spinoff of Scythian Biosciences into an independent, research-focused entity," said Brady Cobb, CEO of SOL Global.

"We remain dedicated to the critical mission of the University of Miami project, and we believe it is in the best interest of SOL Global shareholders to maintain a large equity position while bringing in other equity partners, due to the sheer size and scope of the research process."

"I am thrilled to be rejoining the team and am excited to get to work on our important drug development program at the University of Miami," said Gilbert. "I believe we can build around Impact's Cannabinoid study by bringing in additional complementary research and drug development opportunities that mitigate risk and add value and growth potential to our company.

Research on our combination drug regimen - which has been ongoing for over two years at the University of Miami - has shown promising results, and we are now in discussions with a clinical site as well as with CROs and CMOs to initiate a Phase II human trial in Israel. Positive efficacy results from such a trial would put us in a strong position to finally be able to provide substantial relief to those suffering from concussions and other head trauma."

As a condition to the completion of the Spin-off, SBI intends to issue and sell subscription receipts, or such other class

of securities of SBI, on a brokered, private placement basis subject to terms and conditions to be determined by SBI, the net proceeds of which will be used to fund the Spin-off (the "SBI Private Placement").

SBI intends that the securities will be offered and sold in Canada, the United States and such other jurisdictions in accordance with applicable exemptions from prospectus and registration requirements.

Completion of the Spin-off is subject to a number of conditions, including the successful completion of the SBI Private Placement, approval from all applicable regulatory authorities and approval of the listing of Impact's shares on a recognized Canadian stock exchange. SOL intends to maintain a material investment in Impact and provide Impact with ongoing support following the closing of the Spin-off. There can be no assurance regarding the timing or completion of the Spin-off.



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Back Cover Story: *Trulieve* —
Providing Natural Relief

Continued from back page.

In addition, its low-THC/CBD products are available for patients who need non-euphoric care. Trulieve's plants are hand-grown in an environment specially designed to reduce unwanted chemicals and pests, keeping the process as natural as possible at every turn.

Like others who have dedicated their careers to working in the cannabis industry, Walker has a personal stake in it. When she was in college, her stepdad was diagnosed with stage 4 brain cancer. In addition to brain surgery, chemo and clinical trials, Walker and her family researched many other natural therapies.

"I can't even imagine what having safe, legal access to cannabis could have done for him," she says.

Unfortunately, he only lived one year after diagnosis. This past year, Walker lost another close family friend to cancer. Cannabis was available in the state where she lived but still refused to try it.

"For me, I have two critical goals that

are in the back of my mind everyday—to help make cannabis accessible and educate people on the benefits so they become comfortable considering it as an option for treatment," Walker says. "Most of our employees have similar stories that drive them to be a part of this industry."

Trulieve currently has 27 stores, six in the South Florida area and is aggressively continuing to build out stores to support its rapidly growing patient base.

One of Walker's favorite initiatives at Trulieve is its "TruStory" testimonials where patients tell others about their experience using cannabis and how it helped.

"I hope there are so many TruStories someday that YouTube can't hold them all!" she says. "The more people who hear firsthand accounts of the benefits of cannabis, the more successful we will be making an impact."

For more information, visit www.trulieve.com.



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Back Cover Story: Florida Law Firm Provides Guidance for Cannabis Companies to Navigate Regulatory Complexities

Continued from Back Page

"I knew medical marijuana would be one of the fastest growing industries with a wide range of impacts to existing legal practice areas, so I was interested from a business and academic perspective," she recalls.

As a land use attorney, Tedrow was already used to representing clients' controversial development projects that drew opposition from the community. With medical marijuana dispensary approvals, that dynamic was no different, she notes.

"I've never shied away from engaging on controversial issues that I believed would significantly benefit our community and knew the key to getting everyone to embrace medical marijuana businesses was compassion and education," she says. "It's been a pleasure ever since to work with clients in this industry and

help move the needle forward in the medical community."

One key factor that distinguishes Lowndes from others that offer similar services is value, according to Tedrow.

"Our firm brings an incredible value to our clients," she says. "We represented the first medical marijuana dispensary in the state of Florida and our experience representing cannabis businesses from seed to sale provides a solid platform for us to assist clients in navigating the business, regulatory and legal complexities facing this emerging market."

She adds that her firm also truly understands its clients' businesses and the intricate details of their operations. For example, "it's not enough to just know that your client cultivates marijuana indoors pursuant to state law," she says.

"You need to understand the specific

technology utilized for their grow operations, be able to predict problems they may face because of their operational model and to provide referrals to outside industry experts who can assist if problems arise," Tedrow says. "Having taught the first Marijuana Law and Policy course at the University of Florida Fredric G. Levin College of Law, I have a deep understanding of this area and have been able to work with incredible thought and industry leaders from around the country. The network of referrals and advice our firm provides to clients helps to reduce costs and increase efficiency, both critical components in an increasingly competitive market."

There are still some legal struggles faced by marijuana businesses in the state of Florida. Putting aside the obvious struggles caused by existing antiquated federal regulations of medical

marijuana, simple operational issues arise for cannabis businesses that other companies don't face.

"From IRS 280E provisions prohibiting the deduction of certain operating expenses for tax purposes, to the inability to obtain title insurance on properties intended to be used for marijuana operations, these businesses face unique challenges every day," says Tedrow. "Until there are sustainable solutions for issues such as banking, financing and payment options, medical marijuana companies will continue to face unnecessary hurdles to growth and productivity."

For more information, visit <https://lowndes-law.com/services-and-industries/industries/cannabis-and-controlled-substances/>

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**HEALTHCARE
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AROUND THE REGION

Back Cover Story: BioTrackTHC Provides Transparent, Customizable Software Solutions for Business, Government Clients

Continued from Back Page

software is designed to follow customized workflows. "In some states, they follow a pharmacy workflow, for example, so that software needs to track disease states and physicians' recommended amounts," said Dr. Afaneh. "That's why we created a very robust system—it can accommodate everyone from small mom-and-pop operations with three stores to massive multibillion dollar companies with 100 different locations."

While state-level tracking wasn't such a big deal five years ago, Dr. Afaneh says that today's growers understand the need for technology that can help streamline their workload. "Some markets, like New Mexico, Illinois or New York, absolutely require commercial-level software—the amount of manpower that is needed to do the manual work simply isn't cost-effective," he said. "The product's functionality saves time and money, and reduces repetitive tasks and activities. It also integrates and scales with different systems, including state monitoring systems."

An added advantage is that the software is built around a set of controls that protect licensees from making mistakes. "It is geared to drive a licensee down a specific workflow in order to keep the data clean," said Dr. Afaneh, adding that security controls also prevent the addition of dummy data or others breaching the system.

Government Solutions

Dr. Afaneh first came up with the concept of the monitoring software after working in the pharmaceutical industry. There, he partnered to launch the company's original venture, BioScriptRX, working on the development of a product to track prescription drugs and methamphetamine precursors. While demonstrating the software to lawmakers, the concept of tracking cannabis was raised, and in 2010, BioTrackTHC was born.

The software provides a secure, online traceability portal that provides detailed analytics for regulatory agencies and law enforcement, who can track cannabis transportation and inventory in real-time. Lawmakers also receive detailed financial reports, ensuring compliance and adherence to industry standards and state laws.

"We work in a consultative role with state clients, addressing potential issues in advance and guiding them with best practices," said Dr. Afaneh.

As for the future, since merging with Helix TCS this year, BioTrackTHC is in the process of building the next generation of software, which will include a security grade camera system, access control system, and an analytics dashboard.

To learn more about BioTrackTHC, visit www.biotrackthc.com.

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Much like Carmen Sandiego, where in North Florida will the Tour and the Cannabis News Florida Hummer land? Stay tuned ...

**Florida Grants Medical
Marijuana Licenses to Eight
Additional Florida Operators**

BY CAROL NEWMAN

In addition to the existing 14 medical marijuana licensees currently selling medical cannabis in Florida, the state has added eight more operators. The operators were derived from applicants (known in the industry as “one-pointers”) originally denied licenses during the first round of licensing in 2015. As a result of this second round, all original applicants are now approved as medical marijuana treatment centers.

The new licensees include Bill’s Nursery, Inc.; DeLeon’s Bromeliads, Inc.; Dewar Nurseries, Inc.; Hart’s Plant Nursery Inc.; Perkins Nursery, Inc.; Redland Nursery, Inc.; Spring Oaks Greenhouses, Inc.; and Tree King-Tree Farm, Inc.

According to Jim McKee, an attorney for Perkins Nursery, Governor DeSantis and the Department of Health have “resolved significant and expensive litigation surrounding the 2015 application process” through these settlements.

The new agreement worked out by Florida Governor DeSantis requires that these new licensees agree “to provide enhanced patient access by locating a percentage of dispensaries within impoverished communities and rural areas that have been adversely affected by extraordinary economic events or natural disasters.” In addition, all employees are required to undergo more stringent background checks and operators must “adopt security and anti-diversion policies that are more stringent than required under Florida law.”

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For more information, visit VidaCann.com



Accounting Advice from Seed to Sale Moss, Krusick & Associates LLC

BY BARBARA R. FALLON

Who hasn't heard the adage 'No guarantees in life except death and taxes.'? Well, it's not that simple for those on the cusp of the cannabis industry boom and there are many legitimate reasons to contact a trusted CPA firm.

Experienced in accounting, tax, audit, finance and business operations Moss, Krusick & Associates LLC, (MKA) design and maintain accounting systems that provide valuable management guidelines and keep businesses in compliance with state and federal regulations.

Jennifer Aros, Quality Control/Audit Manager, urges cannabis business entrepreneurs in this booming industry where governmental regulations seem to evolve with each business day, to put accounting on the front burner during their business planning and operations phases. "Seek an experienced accounting firm that is willing to work in the cannabis market to ensure expert advice on reporting obligations and tax liabilities – sooner rather



Jennifer Aros

than later," she advises.

MKA, a boutique firm well established in the state of Florida, is knowledgeable about standards in the non-profit, government, real estate and medical professional niches and can contrast the similarities and unique differences from the cannabis industry. As one of the pioneer firms serving Florida cannabis clients, they are a member of the BDO Alliance, USA, BDO is the 5th largest accounting firm nation-

wide, which backs MKA with the acumen of a network of professionals, which includes firms who are in front of the curve of the cannabis industry.

Unique to the cannabis industry is a base of contradictory laws and regulations between state and federal rules. This presents difficult challenges in banking and tax liabilities for the industry, for instance. While there is still a national hesitancy within the banking industry to work with the cannabis industry, this is a positive opportunity for local Florida banks. MKA brings a referral database of knowledgeable banking, legal and other professionals to support cannabis entrepreneurs from the start.

According to Ms. Aros, it is vital to work with an accounting firm that not only has experience in the accounting world but also the bold self-assurance to participate in the unique challenges of the cannabis industry. In order to engage in the market, MKA keeps abreast of constant changes and contradictions between state and federal laws and the impact on accounting procedures. As one of the few Florida accounting firms willing to tally cannabis clients in their portfolio, MKA is involved in many aspects of the cannabis-related enterprises from conducting inventory observations, full inventory counts for companies, to recommending related professionals to provide guidance in navigating new waters.

Florida is poised to be among the most highly regulated states in the U.S. so MKA staff is involved with on-going educational programs to be aware of the specific laws, guidelines and restrictions that the state of Florida has recommended.

Detailed recordkeeping can put extra strain on small business owners but is a vital requirement. MKA can customize a

process to meet client needs whether that requires day-to-day management of the business accounting function or assistance through a temporary crisis.

MKA client services can staff for daily accounting functions, monthly financials, and year-end activities to enable clients to spend more time building the business and less on bookkeeping, recordkeeping and report filing. Experienced accounting professionals work on recordkeeping and help navigate robust rules and regulations which is vital to assure compliance from the ground floor.

In 2018, Florida elected a new Commissioner of Agriculture who is tackling the confusion over medical marijuana regulations with the creation of a Director of Cannabis position. The position will provide a knowledgeable formal governmental liaison to share information, highlight issues and participate in solutions to insure a safe, robust market.

As activists, politicians, business professionals, investors, law enforcement, clinicians and patients engage in the cannabis industry, the debate over cannabis remains heated but promises to lend clarity and credibility to diminish some of the social and cultural stigmas. There may be further revolutionary changes in the landscape and one can anticipate the ancillary industry will continue to grow. Skilled professional accountants can help position their clients with useful management tools to make business decisions that will sustain profitability during the inevitable turbulence of this new and unique industry growth curve.

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Cannabis Spotlight

Heather Schieferle Preysz
Buds for Vets, Inc.



Heather Schieferle Preysz

What benefits do you see for patients throughout Florida within this space?

Giving patients the option to experience natural relief without fear of governmental overreach is a must for our beautiful state. I feel strongly that Florida should lead the way out of the opiate epidemic. Statistically speaking, Florida holds an incredible amount of responsibility for the opiate crisis in our country and allowing cannabis to be used freely as risk reduction therapy is imperative.

What motivates you to be a part of the Cannabis Industry?

I am a relatively new cannabis patient myself. I voted for medical marijuana as a resident of California in 1996, but I had only purchased marijuana once in my life. Upon being recommended medical marijuana under the table by my then specialist in Jacksonville 5 years ago, it took me three months to even try using it because I just did not believe it would be able to help me. I was 43 and weary. It has changed my life in such an amazing way that I feel absolutely compelled to help as many patients as possible.

What field are you in within the Cannabis space?

I founded and am the Executive Director for Buds for Vets, Inc. a Florida nonprofit.

How can people in Florida benefit from the company you represent?

We have been very fortunate to partner with medical marijuana doctors all over the state who provide free first time MMJ patient appointments to our pre-qualified veterans who are rated 70% disabled or higher. We are actually celebrating 500 Veterans served this month!

How did you get started within the cannabis industry?

I am the daughter of a Vietnam era Combat Marine and the sister of an Army Special Ops Veteran and was medically ineligible for service myself. I had my first ovarian cyst rupture at 17 and by 19 I was diagnosed with PTSD. I struggled with night terrors and debilitating panic attacks, GAD (general anxiety disorder) and insomnia until finding cannabis and I realized that though I could not serve my country in the same way as my dad or brother, I could help my Veteran brothers and sisters who are suffering.

Are you personally a MJ card holder?

Yes absolutely.

Do you see Florida moving forward with recreational Marijuana/Cannabis and how will that affect your business?

I am not focused on recreational cannabis at this time. My priority is patient access which has a long way to go here in Florida. It is of utmost importance to me that our veterans are allowed affordable access and our current system is absolutely unaffordable for most of our neediest veterans. We believe being able to grow your own cannabis flower is a natural right and if our government can entrust our military men and women to protect our country, they absolutely should be entrusted with growing a few cannabis plants for their personal medicine. I will not rest until this is a reality here in Florida.

I do have some fun ideas in the works for cannabis tourism businesses once legal. I live in not only the most beautiful town in Florida, but the oldest city in the country and cannot wait for tourists to experience St. Augustine while elevated!

Cannabis News Florida Hummer Wrap

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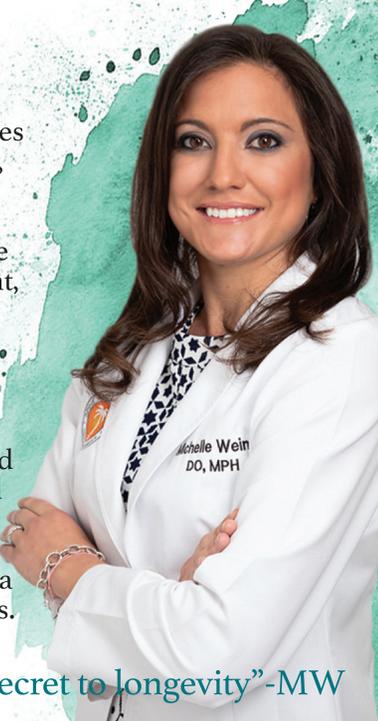
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MAY 2019

CANNABIS NEWS FLORIDA

FLORIDA'S RESOURCE FOR MEDICAL & BUSINESS CANNABIS DEVELOPMENTS

BioTrackTHC Provides Transparent, Customizable Software Solutions for Business, Government Clients

BY VANESSA ORR

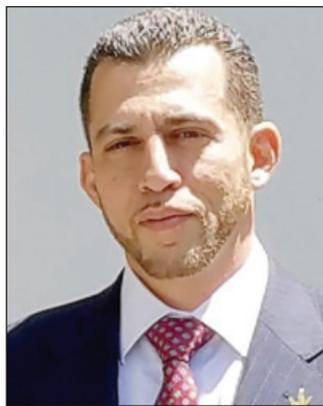
As the cannabis industry has evolved, so has the need for technology to keep track of everything from seed to sale. Depending on the state, the reporting requirements and the types of information that need to be kept can differ widely, which is why it's so important to have a secure, comprehensive, customizable software product to stay compliant.

BioTrackTHC offers cannabis licensees all of this and more. For the past 10 years, the company has been helping growers, manufacturers, and dispensaries track the lifecycle of each plant, simplifying record-keeping, and in turn optimizing future yields and sales. It also provides software tracking solutions to government clients, ensuring that law enforcement agencies can enforce requirements, collect taxes and prevent illegal activities.

Business Solutions

According to BioTrackTHC COO Dr. Moe Afaneh, there are many advantages for businesses that use the software, which covers cultivation operations, processing and manufacturing, and dispensing at the point of sale.

"Our flexible software accommodates all different types of workflows, tracking all seeds, clones and tissues until the inven-



Dr. Moe Afaneh

tory is transformed into oil or another final product," he explained, adding that the technology was created by growers for growers.

"Our software is designed for the way that growers think," added Dr. Afaneh, who traveled to Colorado to research the industry before launching the product. "We not only have a true insight and understanding of the growing process itself, but also the regulatory side, compliance, enforcement, and everything that goes into the business side of the license."

The software program assigns a unique 16-digit identifier to each plant or clone that records and archives plant phases, additives and employee interactions to ensure accountability. After the plant is harvested, the batched material receives a

new 16-digit identifier that contains the plant's history since propagation. Test results, including potency, are automatically assigned and printed on product labels, and a detailed manifest is created before the product is transported, displaying the entire chain of custody. Each sale is also tracked to the patient or customer.

In addition to tracking the evolution of plant-to-product, the software also helps growers improve their operations by providing comprehensive reports, data-driven marketing tools, and integrated hardware for minimal data entry.

Different states require different types of information, so the

Continued on page 50



Victoria Walker

Trulieve — Providing Natural Relief

BY DANIEL CASCIATO

After it was awarded the first license in the state of Florida following Florida voters' supermajority approval of Amendment 2 in 2016, Trulieve immediately hit the ground running and hasn't stopped.

"Trulieve has a passion and responsibility to grow as quickly as possible which has been our focus over the last three years," says Victoria Walker, director of marketing and community relations for the medical marijuana company.

Last month, Trulieve also became the first in the state to sell smokable cannabis legally. It will offer smokable flower buds in several strains and plans to expand its offerings to including pre-rolled marijuana. Patients with smokable cannabis on their recommendations will be allowed to be dispensed up to 2.5 oz every 35 days. In addition, patients with smokable cannabis recommendations may possess up to 4 oz of cannabis flower at one time.

The company has 1,500 employees dedicated to serving the patients of Florida. Walker notes that it provides the highest quality medication backed by transparent 3rd party lab reports.

"We offer the most innovative and largest variety of medication to serve all patient needs," she says. "Patient access is critical which drives us to quickly expand locations and offer next day home delivery."

Its products are designed to alleviate seizures, severe and persistent muscle spasms, pain, nausea, loss of appetite, and other symptoms associated with serious medical conditions such as cancer. In

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Florida Law Firm Provides Guidance for Cannabis Companies to Navigate Regulatory Complexities

BY DANIEL CASCIATO

Tara L. Tedrow believes that Florida can be a good model for emerging marijuana markets. One of the reasons is that the robust regulatory standards in place have helped minimize many of the mistakes other states made in failing to regulate more on the front end.

"Though the state's delays in licensing new companies has stymied the industry's growth, Florida has also shown why ensuring strict standards for operating a business can better protect product quality and patients," says Tedrow, shareholder and chair of Cannabis & Controlled Substances Group at Lowndes, a large law firm headquartered in Orlando, FL. "I am hopeful that between Governor [Ron] DeSantis and FDACS Commissioner [Nicole] Fried, Florida will be one of the strongest cannabis markets in the U.S."

The Cannabis & Controlled Substances Group at Lowndes provides support and guidance to companies, individuals, and investors who are engaged in or considering entry into the cannabis market. Clients of Tedrow's firm include businesses involved in the cultivation, processing, distribution, and dispensing of cannabis across the U.S. and abroad.



Tara L. Tedrow

"We advise clients on the wide range of legal, business and public policy issues surrounding the cannabis industry, as well as questions about entity formation, supply agreements, investments, land use and permitting, environmental compliance, regulatory compliance, intellectual property, real estate, employment contracts and policies, and non-disclosure and confidentiality issues," she says.

Lowndes' attorneys have handled hundreds of mergers and acquisitions, public offerings, public debt placements, balance sheet and asset-based financings, and cross-border transactions. Some have served as general counsel to public and private companies and many have appeared before administrative and regulatory agencies at local, state and federal levels.

"Our team brings together a diverse group of lawyers to address many business issues in the medical cannabis industry," says Tedrow.

Tedrow was first hired by one of the original medical marijuana licensees in Florida to assist in getting their dispensaries approved statewide. From there, her career in medical marijuana took off.

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