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THE REGION'S MONTHLY NEWSPAPER FOR HEALTHCARE PROFESSIONALS & PHYSICIANS
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Leadership



Scott Wester

CEO Credits Collaboration for Memorial Healthcare System's Success

BY VANESSA ORR

Since Scott Wester, FACHE, joined Memorial Healthcare System as its president and CEO in July of last year, he's spent a lot of time connecting with caregivers, physicians, business leaders, peers, elected officials, community members and more, as well as learning about the South Broward and greater South Florida markets.

"I told my leadership team that even after a year it still feels like a honeymoon because I'm so excited to lead this organization," he said of the immersive experience. "Memorial is a wonderful organization that has built its reputation based off the Memorial experience, the care we deliver, and how we deliver it. I'm pleased to be a part of the engaged culture we have with 15,000 people proud to wear the Memorial badge."

Over the last year, Wester and the health system have celebrated a number of milestone achievements including the opening of the \$166 million Joe DiMaggio Children's Hospital expansion.

"This expansion has completely transformed pediatric care," said Wester of a project that doubled the hospital from four to eight floors and includes a comprehensive cardiac floor and the Garth Brooks Tammates for Kids Child Life Zone.

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Baptist Health's Bioethics and Patient Rights Department 'Walks the Walk'

BY LOIS THOMSON

Raymond Barnett, R.N., Bioethics and Patient Rights Coordinator for Baptist Health South Florida, talked about three things that are specific to the field: bioethics, advance directives, and how to contact bioethics if you are in the hospital setting. He used the National Institute of Health's definition of bioethics: the study of ethical, social, and legal concerns in biomedicine and research. In other words, he said, "It's not only what's morally correct – what's right and wrong – but also legal, because sometimes they conflict."

Barnett's director, Rabbi Dr. Claudio Kogan, said, "The answer of what is bioethics is bio and ethics. Biology and ethics." As technology grows and we therefore grow in knowledge, conflicts and questions tend to arise, and it is important to make sure that patients' wishes are granted for any procedure. Rabbi Dr. Kogan called it "the informed consent," where patients sign papers before they see doctors, acknowledging the possibility of risk and the benefit of any treatment or procedure.

Barnett said the second part of bioethics, regarding how it affects patients who are either hospitalized, or are outpatients, or anyone who encounters the healthcare system,

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Raymond Barnett



Rabbi Dr. Claudio Kogan

Education



Dr. Katherine Chadwell

FAU's College of Nursing Offers Array of MSN Programs

BY VANESSA ORR

When Florida Atlantic University's Christine E. Lynn College of Nursing first created its MSN programs, the goal was to focus on concentrations that would meet industry needs. This not only meant graduating more nurses and nurse practitioners, but students excelling in administration, leadership and education, as well as holistic care.

"Our programs are highly rated and are based on sound curriculum and sound instructional methods, taught by a wonderful faculty that is very involved at all levels of student education," explained Katherine Chadwell, DNP, MBMSc, APRN, GNP-BC, CPHQ, associate professor, Assistant Dean for Graduate Practice Programs, co-coordinator Adult-Gerontological Nurse Practitioner Program, Christine E. Lynn College of Nursing, Florida Atlantic University.

"One of the things that sets us apart is our Caring Curriculum and Caring Focus, which translates into how our students practice," she continued. "We not only teach nursing science, but person-centered care. Our students are compassionate and empathetic, and these principles are integrated into our courses, making us a desirable component to students' educations."

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Education

MIAMI DADE COLLEGE-MEDICAL CAMPUS: New Advanced Technical Certificate in Magnetic Resonance Imaging (MRI) and Computed Tomography (CT) Programs to Meet Workforce Needs

BY DR. RON WINSTON

According to the Bureau of Labor Statistics, employment of Radiologic Technologists (i.e., CT and MRI) is projected to grow 9% from 2020 to 2030. Many of the openings result from the need to replace workers who transfer to different occupations or exit the labor force. The aging of the large baby-boom generation is expected to increase demand for imaging as a diagnostic tool due to medical conditions such as cancer and Alzheimer's disease. Likewise, employment projections from the Florida Department of Economic Opportunities and Workforce Development Area 23, consisting of Miami-Dade and Monroe Counties, indicate that there will be a need for approximately 993 employees in the Radiologic



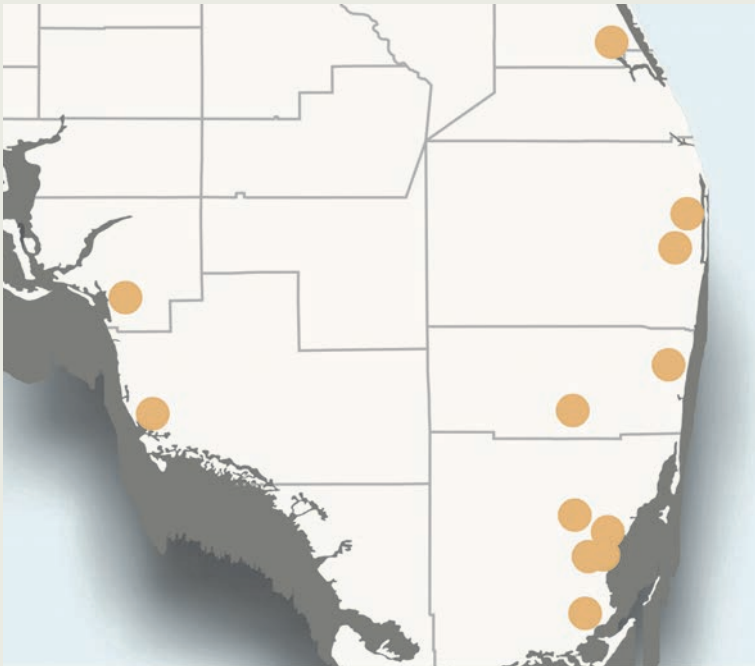
Dr. Ron Winston

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Publisher's Note

Welcome to the Hotel Felix

If I ever get the urge to expand my business "empire" (already I can picture the local innkeepers shaking in their boots), I have the perfect venture: The Felix "Motel 6 - where the food ain't great, but there's lots of it."

This revelation came to me around mid-July when I realized I could no longer tell one house guest from another without a scorecard. It all started in June, when our grandson Karter visited from Atlanta seeking some warm, sunny Florida weather poolside and some car keys. As I recall, Karter basked in that warmth for, oh, about an hour ... until he was drenched by nonstop South Florida monsoons. But hey, he's young, he's resilient; he's basically wash n' wear.

But no sooner had he arrived when, about 2 days later, his dad and our son Josh and family were standing at our door, suitcases in hand. Lots of beach, pool and food ensued. And even our perfect Doodle Loki loved it, cuddling up to the self-named Dog Whisperer (NOT) Josh and our youngest grandson Wyatt. And with Josh as resident Chef and Tori handling the clean-up detail, we were actually forced to relax a bit.

Everyone stayed through the Fourth of July holiday, and it all added up to the washer and dryer working overtime churning out clean towels, consuming way too much food (where did I put that treadmill, anyway?), and a genuinely wonderful time.

The kids soon bid us adieu and about 72 hours later my niece Ali and her son Brooks arrived. (Note to self: get to Home Depot ASAP and price revolving doors.) I sincerely adore all my grandchildren, nieces and nephews, but Ali always scores additional points with me because she is the true definition of a low-maintenance houseguest: all Brooks wants is a steady supply of pool, chicken fingers and Braves baseball on TV while Ali basically cleans up after all of us, always leaving the house in better shape than when she arrived.

But despite all my "amusing" hyperbole, Carol and I love having people in our house. We realized a long time ago that the best way to take the edge off such rapid-succession visits is to learn to relax and enjoy the moment. All family members and close friends know that we live by one credo, and it is similar to hurricane warnings: Be prepared and be flexible. We keep the fridge loaded, the pool clean, and we "suggest" that everyone pitch in. (Hey, you want room service? Next time you're coming to town, we'll provide you with a list of four-star hotels in the South Florida area, complete with rates. In lieu of a mint on a pillow, we provide a very large affectionate Doodle aka The Licker.)

After all if you live in Florida, you should expect your home to be the preferred getaway destination. And if some pesky hurricane ever forces Carol and me to evacuate for a few weeks, we've got some pretty nice places from which to choose.

So, to the ever-expanding Felix family and its affiliates, keep monitoring that Weather Channel, and if you see a big one heading toward South Florida, spread the word to the family that we're coming. And tell 'em to leave the light on.

Charles Felix



You can reach Charles Felix at Charles@southfloridahospitalnews.com

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Malpractice Insurance EXPERT ADVICE

Lower Risk of Medical Malpractice Claims with Proactive Approach

BY VANESSA ORR



Bill Gompers

Every physician wants to avoid lawsuits, yet more than 1,600 medical malpractice lawsuits were filed in Florida in 2022 - more than any other state except California and Texas. But by acting proactively, there are ways that physicians can reduce their risk of going to court.

"While there are many issues that lead to lawsuits - I could list 50, 100 or more - I believe that there are five main reasons that physicians find themselves at risk," said Bill Gompers, CFE, vice president, Risk Strategies Company | Danna-Gracey. "These include poor communication, lack of informed consent, patient dissatisfaction, a missed or delayed diagnosis, and inadequate or inappropriate medication.

"The good news is that there are at least 10 ways that physicians can reduce that risk, which can lead to fewer lawsuits," he added.

Poor communication is one of the main things that puts physicians at risk, whether it's poor communication with patients regarding their condition, prognosis, disease management or more, or communication with other specialists and subspecialists about the patient's treatment.

"You have to let the patient know that you are there to answer questions and do your best to keep them informed," said Gompers. "It's also important that primary care physicians and specialists work together to create a record of the patient's interactions. Not only do we often see poor communication between PCPs and consulting physicians, but there are also other providers who are not physicians, such as those who work at medispas, who may not do a good job of communicating what they have done. The patient may also not inform their physician."

Even if a patient signs all of the forms a practice provides, lack of informed consent can still be a problem if the patient has not been informed by the provider about the risks and benefits of treatment and given the opportunity to ask questions. "While it may seem that the patient is signing their rights away, it is not really true informed consent without the total knowledge and acknowledgement of the patient, and very few patients truly understand what they're signing in such voluminous documents," said Gompers.

The majority of patients will also avoid filing lawsuits if they like their caregivers and the practice environment. "The old adage, 'Patients that are content don't sue,' is true," said Gompers. "It's a big leap for them to formally accuse someone they like of doing something wrong.

If there is trust and open communication between a doctor and patient, a lawsuit is usually not going to happen."

One of the main reasons for a lawsuit from a technical standpoint is a miss or delay in diagnosis and/or treatment. This goes back to poor communication, and the lack of a formal mechanism in place to ensure that when a doctor

is communicating with another provider or the patient, that they follow up and request a response or some way to verify that the person received the information.

"If a physician tells a patient what to do and then fails to follow up, even though it's the patient's responsibility to get treatment in a timely manner, the physician still needs to document what they did," said Gompers. "Hindsight is 20/20."

When treating patients, medication, prescription, and non-prescription reconciliation is also extremely important as inadequate or inappropriate medication can cause drug interactions, which in turn can result in poor results and lawsuits. "This is not only when a specialist orders something and doesn't document and inform the primary care doctor, but also when patients are not forthright about what they are taking, such as over-the-counter medications that can interact with prescription medicines," said Gompers.

So how does a physician avoid these medical malpractice pitfalls? Gompers advises physicians to make the following 10 benchmarks a practice priority:

1. Communication
2. Documentation
3. Continuous education and training with staff.
4. Adherence to global best practices standards and guidelines.
5. Adequate staffing and supervision of staff.
6. Following a system where the staff feels confident reporting all issues, including mistakes, without fear of punitive actions.
7. Quality assurance and peer review. Have a process in place to review what you do.
8. Establish a culture that includes staff meetings to review policies and practices.
9. Have a qualified and experienced healthcare attorney.
10. Have a robust insurance program to protect you, and work with an agent or agency that knows healthcare liability insurance.

To learn more about how to proactively lower your risk of lawsuits, contact Bill Gompers at bill@dannagracey.com, (888) 777-7173 or visit www.dannagracey.com.

How to Ask Your Healthcare Employer for Production Numbers

As a healthcare professional, if you want to improve the efficiency of your work, then asking your employer for production numbers can be an effective strategy. Production numbers are a quantifiable measure of the amount of work you and your colleagues perform, and they can be used to identify areas for improvement and to ensure that you are meeting your quotas. However, asking your employer for production numbers can be a sensitive issue. Here are some tips on how to approach your employer respectfully. Healthcare providers with a National Provider Identifier (NPI) number have the right to request production numbers.



BY BEN ASSAD MIRZA, ESQ., LLM, MPHA

need and why you need it. Explain how it will help you in your job and how it will benefit your patients. Make sure to emphasize that you are trying to improve your performance and provide better care.

6. Offer to sign a non-disclosure agreement

Some organizations may understandably have a concern about sharing production numbers, especially if they are sensitive. In such a case, offering to

sign a non-disclosure agreement is a way to show that you won't share the information with anyone outside of the organization. This can go a long way in assuaging concerns and making your employer feel more comfortable in sharing production numbers.

7. Show appreciation

Your employer may be hesitant to release production numbers due to confidentiality concerns, so show appreciation for their willingness to share the information. Let them know that you understand their concerns and that you will use the data responsibly.

8. Be open to feedback

If your employer is hesitant to share production numbers, don't get discouraged. Listen to their concerns and be open to feedback. If they have concerns about sharing the information, ask what you can do to address them. Perhaps you can offer to use the numbers only for your personal improvement. Or maybe you can agree on a protocol to ensure that the information is kept confidential. Remember, this is a conversation - not a demand, and being adaptable to feedback will be key in finding a resolution.

9. Follow up

After you have received the production numbers, make sure to follow up with your employer and thank them for their assistance. Use the data to evaluate your performance and identify areas for improvement.

In conclusion, asking your healthcare employer for production numbers may seem daunting, but it is an important step in assessing your performance and improving your patient care. Asking your healthcare employer for production numbers is a legitimate request that can help you and your team be more efficient and improve your outcomes. However, it's important to approach the topic tactfully, respectfully and be open to feedback.

By keeping these tips in mind, there's a greater chance that your employer will comply and that you will gain the valuable insights you seek.

For more information, visit Mirza | Healthcare Law Partners' website at www.mirzahealthlaw.com.

If you have any questions, contact Ben Mirza at cell/text (954) 445-5503 or BAM@MirzaHealthLaw.com.

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Cover Story: CEO Credits Collaboration for Memorial Healthcare System's Success

Continued from page 1

Wester is also proud of MHS' strong adult and pediatric transplant program and accelerated heart, kidney, and pancreas transplant programs, whose outcomes have placed it in an elite class in transplant programs across the country. This past year, MHS opened a new mental health facility, as well as a medical home for sickle cell patients, and collaborated on workforce projects with Broward College and other community organizations to develop healthcare jobs.

Wester credits the health system's success to the fact that its board of commissioners, physicians, and employees are all very much aligned when it comes to reaching such lofty goals. "As a public health system, our main thrust is to deliver the best possible care to those that we serve, regardless of socio-economic conditions, social determinants of care, or economic conditions," Wester said.

He added that in 2023, Memorial Health System was named one of the best places to work in healthcare in the U.S. - a title that it has earned for more than a decade.

"As one of the largest health systems in the U.S., we have one of the most engaged workforces in the country, and that doesn't happen by accident," he explained. "It takes a commitment by the leadership team, as well as a level of transparency in our focus on the patients that we are privileged to serve."

Wester also takes a hands-on approach to running the health system, which at one point even had him sharing his expertise in the kitchen.

"When I interviewed, I was comparing notes with Memorial's extraordinary chef, Chef Pierre, who has roots in Haiti," said Wester. "Being from South Louisiana and the son of a caterer, I challenged him to a gumbo cookoff."

"One of the best parts of that experience was that I got to spend two days in the back kitchen with our folks who serve 1,500 meals a day, every day, and was able to talk to them about why they chose Memorial as a place to work, what they like about their jobs, and how they function as a team," he continued. "It was eye opening."

The event was judged by local celebrities and the board of commissioners and



even became a fundraiser that raised more than \$60,000 for the employee relief fund.

Future Goals

Last year, MHS acquired an eight-acre property in Hollywood that is currently being looked at as a site for healthcare facilities and other community-oriented options. The system will also be opening urgent and/or primary care facilities in the Palm Springs North/Country Club of Miami area of northwest Miami-Dade County, Weston, and Plantation so that patients don't have to travel as far to get care. This fall, Memorial Cancer Institute will be opening a stand-alone facility in Pembroke Pines that will include Moffitt Cancer Center. Both organizations have been designated a "Florida Cancer Center of Excellence" by the Florida Department of Health.

Wester has some advice for leaders hoping to emulate his success.

"Become a subject matter expert in whatever field or job you're in—that's invaluable," he said. "Be able to educate those in your work area to provide them with the right tools and resources, and support them and educate them so that they can continue to excel in the work that they do."

"Healthcare is a team sport - not an individual sport - and it's important to make sure that the team understands the tasks ahead of them, whether in clinical roles, support services, or any other type of job."

Let's Connect:
ACHE of South Florida Spotlight



ACHE of South Florida Member Spotlight: Diana Gillogly

BY LOIS THOMSON

The demand for healthcare services continues to accelerate while pressure is being applied to provide those services on a "do more with less" basis. LeanTaaS offers a service that enables healthcare facilities to do just that.

Combining AI with prescriptive analytics, LeanTaaS is able to help providers be more efficient in scheduling and maximizing OR utilization, making the healthcare experience better for everyone involved. The company is currently working with 700 leading hospitals, 180 health systems - including 16 of the top 20 - and about 5,200 ORs.

As Manager, Solutions Executives at LeanTaaS, Diana Gillogly stated, "With all of the data that hospitals and facilities collect, in the absence of optimization of that data, organizations are frequently information poor." However, she went on, "Through our tools, and more importantly, our transformation as a service ethos, we help drive optimization of the OR. We address creating more capacity and advertising it to the right providers on the right days; using an innovative, surgeon centric approach to allocating and repurposing blocks more efficiently; increasing visibility and transparency of data for all stakeholders; and taking data for our partners to an information rich state, consistently driving change to improve KPIs."

In other words - all of those things you might imagine that come up when looking at OR efficiency and how to get more accomplished. "It really speaks to being able to do more with less resources, optimizing the resources you have, and realizing more through-put during prime-time business hours."

In her position, Gillogly manages a team working with prospective clients, connecting them to folks who are already benefiting from their partnership with LeanTaaS, and listening to the problems they're having operationally. "We are able to identify process improvement opportunities and point to best practices to help solve challenges they're currently facing in the OR state."

Gillogly, with her Masters in Global Health, has been in healthcare for more than 25 years - "I started in molecular biology research, studying mRNA and prostate cancer. This inspired me to develop a clinical documentation and outcomes research solution with surgeon specialists, incorporating outcomes measures into regular practice and flow" - becoming a member of the American College of Healthcare Executives (ACHE) before joining LeanTaaS.

Having been a member for several years, Gillogly has high praise for ACHE for a variety of reasons. "It is where I come for continued career development," she said. "I think it is important to collaborate with people, and it's a great place to come, conspire and share ideas, and hear people who are facing similar challenges and coming up with exciting solutions. I might not know the challenges somebody is facing today, but I've been around long enough to know that they will come around (to me and partners with whom I work)."

Gillogly said she also appreciates the fact that, while she travels a lot, no matter where she goes, she feels a connection with the local ACHE chapter. "You have very similar passions driving it - making sure we're doing things to take the best care of patients efficiently, in the most economical way, while still focusing on the quality-of-care people receive."

In encouraging others to join, she said she believes ACHE gives the best opportunity to collaborate with people who have a real passion for healthcare, who are identifying challenges, solving problems every day, searching for solutions, and are incredibly driven to find answers, "so that we can offer the best healthcare in the world in the U.S. That's why I love being a part of ACHE."



Diana Gillogly

What's Next?

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Tampa General Hospital's Transplant Institute Hits a Medical Milestone



Dr. David Amrose of TGH Advanced Kidney Care, with locations in Jupiter and West Palm Beach, collaborates with Dr. Kiran Dhanireddy, the vice president and chief of the TGH Transplant Institute, when patients on Florida's East Coast need world-class care for rare and complex conditions, including transplantation. About one year ago, the TGH Advanced Kidney Care practice aligned with the cutting-edge resources and specialists of Tampa General Hospital, one of the nation's leading academic health systems.

The TGH Transplant Institute team recently performed its 7,500th kidney transplant — and they're only getting started.

The Tampa General Hospital (TGH) Transplant Institute is leading the nation in meeting the growing demand for organ transplants, delivering groundbreaking advancements and shorter wait times for patients in need of these lifesaving procedures. TGH has the third-largest kidney transplant program in the country, has had the top living-donor kidney transplant program in Florida for the past three years and also has the top pediatric kidney transplant program in the state.

In December 2022, the TGH Transplant Institute performed its 7,500th kidney transplant.

"It's an important number and milestone because year after year it shows how Tampa General has been meeting a need for these patients," said Dr. Anthony Watkins, TGH's surgical director of kidney transplant and associate professor in the Department of Surgery at USF Health Morsani College of Medicine. "Thanks to our world-class team, thousands of patients have received this life-changing and, often, lifesaving surgery."

Since its inception nearly 50 years ago, the TGH Transplant Institute has performed more than 12,000 total organ transplant surgeries. Last year, TGH had a record-breaking 682 transplants and was ranked sixth in the nation by volume. That total included 404 kidney transplants, 167 liver transplants, and more than 100 heart and lung transplants. Kidney transplant is the most common transplant, with 85 percent of the national waitlist composed of patients waiting for the procedure.

"Because of our success, we have made a concerted effort to care for patients on Florida's East Coast who have relatively poor access to organ transplantation and advanced organ disease care," said Dr. Kiran Dhanireddy, vice president and chief of the TGH Transplant Institute. "Our partnership network with Palm

Beach County physicians now allows the full complement of TGH's advanced therapies to be funneled to those patients who otherwise may not have received adequate care."

The TGH Transplant Institute recently started a Hispanic Kidney Transplant program on Florida's East Coast. The goal of that program is to help create a clear, compassionate and personalized process for Spanish-speaking patients and their families. The TGH Transplant Institute has assembled a bilingual team composed of surgeons, physicians, social workers, financial coordinators and support staff.

In addition to proficiency and quantity, integrity and innovation are pillars of the TGH Transplant Institute's mission. "We're working hard to create equitable access for all patients in our state regardless of where that patient lives, their race, ethnicity, level of education or medical savvy," Dhanireddy added. "We've also gone back to our roots of innovation. We've been early adopters of new technologies, like machine perfusion of organs, that allow us to use more marginal organs — to transport them farther, and, therefore, provide more access to transplantation with shorter wait times. Our team is committed on a daily basis to provide greater and greater access to transplantation."

Every 10 minutes, a person is added to the overall national transplant waiting list, according to Donate Life America.

"Our goal is to provide patients with the most advanced, comprehensive, compassionate and personalized care possible," said Dr. Rajendra Baliga, TGH medical director of Kidney Transplant, clinical assistant professor for the USF Health Morsani College of Medicine and president of Florida Kidney Physicians. "There is a huge need for world-class kidney care, and we're providing it. Every kidney counts because every life counts."

For referrals and transfers to the TGH Transplant Institute, please call (561) 739-4TGH.

When It Comes to Patient Care and AI: Friend or Foe?

I was recently talking to a lawyer friend of mine. He was lamenting the fact that Artificial Intelligence (AI) could be a game changer for his entire industry. The ability for an AI program to pour through limitless volumes of case law and then develop a coherent, well thought out, legal strategy from the data in milliseconds would concern anyone in the legal profession (we are basically there now). Fast forward 10-15 years (or sooner) and given the opportunity to have a human being or a less expensive "all-knowing" AI robot represent you in court, which one would you go with? So how does this inevitably affect healthcare and overall patient care? It's anyone's guess but if I had to wager, I believe AI will be a very good thing if utilized properly. Most of us have heard the story (and I wrote about it here) about the robot doctor out west telling a patient they did not have long to live. Advanced AI used in this manner would be a disaster. However, if AI can lead to getting more information into the doctor and medical professionals' hands quicker, if it can improve the accuracy of pinpointing a diagnosis, if it can create more face time with patients, and heck if it can make WebMD more accurate, we may be on to something. With any new technology comes the question, how will society best utilize it? We can already predict that some health systems will look to use it to reduce human interaction with patients and their families. This would be a big mistake. Instead look for ways to utilize AI and other new technology to make things better for the patient, their families, your staff, and the community. If we can crack that code, Artificial Intelligence just might be the medical breakthrough we have been waiting for.



BY JAY JUFFRE

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

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Only Congress Can Reverse Our Health Care Death Spiral

The health care system in the United States is sick, and Congress is not helping. While health care delivery is complex, offering a multitude of second-order challenges, the ability of patients to access medical care is the foundation upon which everything is built. Once that foundation crumbles, health care systems collapse. Make no mistake that our system is collapsing because of policies that have fundamentally altered how patients access medical care. Only Congress can pull us out of this death spiral.

The timing of this article coincides with the release of the proposed Medicare Physician Fee Schedule for 2024, which proposes another 3.36% reduction in reimbursement for physicians unless Congress ends their pound-foolish budget neutrality policy. If the cuts are allowed to take place, the effective cumulative decrease in physician reimbursement since 2001 will reach 26%.

To put that into perspective, the average age of physicians completing their residency training in the U.S. is 30; therefore, generations of physicians practicing under the age of 53 have never seen the value of their services increased by the U.S. government.

We need to look no further than the United Kingdom to see the warning signs of the collapse of the health care system due to prolonged neglect of physician compensation. Doctors in the UK are on strike, protesting the reduction in real term pay levels of 35% since 2008-2009. While strike action by doctors in the National Health Service started with physicians-in-training, this summer, they were joined by Senior Physicians who voted in mass to join the strike. According to the Guardian, the 2-day walk-out will result in 350,000 cancellations of appointments adding to the additional 651,000 that have been cancelled since the start of the NHS strikes in December.

The possibility of strike actions hitting our shores are highly unlikely, however due to the fact the U.S. physicians still have greater mobility in the workplace. I would argue that this shifting landscape of physician practice patterns in the U.S. masks the visual of a system in decline and creates more long-term detrimental impacts to the health care system that ultimately will have much greater impact than short-term strikes in the UK.

The long-term consequences of this flawed Medicare policy will be a permanent shift in how patients access health care in the U.S. More health care will be delivered by hospitals, health systems, and corporations, which will drive health care costs higher, further exasperating the devastating impact of the affordability of health care insurance and treatment costs.

The situation for patients is dire. The expansion of high deductible plans in the U.S. comes at a time when fewer Americans have emergency savings to pay for unforeseen circumstances. And the consequences of getting sick when you are uninsured or on a high deductible plan with no emergency savings are catastrophic. According to RetireGuide, "In America, medical bills are the most common reason for bankruptcy. In fact, medical bankruptcy statistics suggest that 17% of adults with health care debt had to declare bankruptcy or lose their homes because of it as of 2022."

Admittedly, advocating for more spending as a means of lowering overall health care costs does require a degree of nuance and understanding. However, if Congress fails to act and restore sustainability to physician medical practice, the deterioration of our health care delivery system will continue unabashed causing permanent damage to health care delivery and negatively impacting countless Americans.

Dr. Carmel J. Barrau is President, Dade County Medical Association.



BY CARMEL J. BARRAU, MD

Agreement Signed for Tampa General Hospital to Acquire Bravera Health

Tampa General Hospital (an affiliate of Florida Health Sciences Center) has signed a definitive agreement to acquire the Bravera Health network, including Bravera Health Brooksville, Bravera Health Spring Hill and Bravera Health Seven Rivers and their related businesses, including physician clinic operations and outpatient services from subsidiaries of Community Health Systems, Inc..

"Tampa General Hospital is one of the nation's leading academic health systems," said John Couris, president and CEO of Florida Health Sciences Center. "With this acquisition, TGH is not only expanding its geographic footprint to meet the needs of our state's growing population, but TGH is also increasing access for Floridians to the world-class rare and complex specialized care we offer."

Currently, Tampa General's footprint spans from Tampa Bay to Palm Beach, and the system serves the critically injured or ill patients from 23 counties across Florida. The system is recognized as one of the nation's best hospitals, according to U.S. News & World Report, with seven specialties ranking among the best programs in the United States.

The transaction is subject to regulatory approvals and is expected to close later this year. Once the transaction is complete TGH will work with the local physicians on the medical staff and leadership to develop plans for the future.

Serving Citrus and Hernando counties, the hospitals, outpatient clinics and physician offices of Bravera Health provided care to more than 300,000 patients last year.

Navigating the Challenges and Embracing the Changes in Healthcare Staffing

BY DANIEL CASCIATO

The healthcare staffing industry has undergone significant changes post COVID-19, and one of the critical aspects affected by this transformation is attracting and retaining qualified staff.

According to data from Fitch Ratings, health care job openings reached an all-time high over 9.2% in September 2022 - more than double the average rate of 4.2% between 2010 and 2019. This trend is likely to continue, pushing organizations to find effective ways to attract and retain qualified workers.

To shed light on this topic, we had the privilege of interviewing Betsy Johnson, the Founder and CEO of HIMpros, a woman-owned niche healthcare staffing firm based in West Florida. In this interview, Johnson shares her valuable insights on the current state of healthcare staffing, emerging trends, strategies for attracting and retaining the best candidates, and her company's commitment to continuous improvement.

Staff shortages related to burnout, turnover and rising labor cost continue to be a considerable challenge for healthcare organizations. Furthermore, Johnson highlights the financial aspect, stating, "People want to earn top dollar, and wage growth is expected to continue to increase." She goes on to say attracting and retaining qualified talent in the post pandemic era will require a full understanding of what employees are looking for in their new employer. This means that healthcare organizations will need to put a plan in place to remove staff dissatisfiers in hopes of reducing turnover rates.

According to Johnson, one of the primary challenges in healthcare staffing is finding qualified individuals who possess the necessary skills, experience and work ethic. She emphasizes the rising expectations of employees, including the desire for remote work options, attractive benefits, flexible schedules, and competitive compensation.

Strategies for Attracting and Retaining Top Candidates

When asked, what can organizations do to improve candidate retention, Johnson stresses the significance in the feedback received through employee exit interviews and employee satisfaction scores, stating that "The reasons we most often hear are lack of support staff, unpredictable work schedule, the ability to take paid time off, not feeling valued, unmanageable workloads, and compensation."

According to Johnson, fluctuating workloads, seasonal or unpredicted needs, can be addressed through interim staffing. If organizations used an agency they trust during peak periods or during increased patient volume to stay current, they would be able to manage workloads



Betsy Johnson

without increasing turnover and burnout. Rather than paying current staff overtime costs, Johnson says, "strategic staffing is an effective way to manage productivity and high overhead and labor costs." By partnering with a staffing agency you trust, you can access their network of qualified employees who can hit the ground running and reduce burnout of your current team.

Regarding candidate retention, Johnson stresses the significance of the work environment and the importance of work life balance, stating, "Employees are turning to remote work, taking temp or flexible assignments to manage a work life balance." This can impact employers' ability to fill the permanent vacancies in their departments, due to rigid schedules, unpredictable workload and inability to use PTO.

Another effect of turnover is reactive versus proactive hiring. It is so important when making a new hire to ensure the candidate is qualified and the right fit for your team. Hiring too quickly may mean you don't have the right candidate who can meet the needs of your department, which hasn't solved your problem. Taking the time to source and screen potential candidates minimizes the possibility of a reactive hire.

Emerging Trends

Looking ahead, HIMpros plans to sustain its steady growth by recruiting exceptional consultants and staying updated on industry trends. Johnson reiterates, the best way to successfully manage your hiring challenges is through a partnership with a strategic staffing firm like HIMpros.

In conclusion, Johnson's emphasis on transparency, human involvement, and building relationships exemplifies HIMpros' commitment to excellence. As the healthcare industry continues to evolve, HIMpros aims to adapt, leverage technology, and prioritize the needs of both consultants and clients to deliver top talent and maintain a leading position in the staffing landscape.

For more information, visit thehimpros.com.



E-mail Your Editorial Submissions to editorial@southfloridahospitalnews.com

7 Healthcare Private Equity Trends to Know

Healthcare continues to face a challenging economic and regulatory environment. Inflation and interest rates remain elevated, increasing both the cost of care and the cost of capital. At the same time, labor expenses remain elevated compared to pre-pandemic levels, placing continued strain on operating margins. On top of all that, healthcare is looking at a regulatory environment that complicates M&A deals, particularly for traditional health systems and academic medical centers.



BY ALFREDO CEPERO

In the face of these challenges, some healthcare organizations are turning to private equity (PE) for new sources of funding. How can these healthcare organizations prepare to pursue PE investment? The first step is understanding the current healthcare PE market.

In March 2023, BDO conducted a survey of 405 U.S. private equity fund managers and operating partners, 200 U.S. portfolio company CFOs, and 50 U.S. board members. Of the 405 equity fund managers and operating partners surveyed, 87 said they invest in healthcare (among other industries). We analyzed the data from this subgroup to identify the top healthcare PE trends that healthcare leaders need to know.

7 Healthcare Private Equity Trends

1. PE is buying up distressed healthcare facilities. When asked where their firms would direct the most capital over the next six months, 17% of respondents investing in healthcare say investing in distressed businesses, making it the top-cited answer for this group. For PE firms, turning the tide for a distressed healthcare facility represents a significant value creation opportunity. As financial challenges continue to destabilize healthcare organizations, we can expect to see an uptick in PE investment.

2. Heightened risk exposure is slowing down deals. In line with the full respondent pool, respondents investing in

healthcare cite risk exposure uncovered during due diligence as their top challenge to closing deals in the current investment environment. That's no surprise, given PE's interest in distressed healthcare assets — distressed M&A deals inherently come with more risk. At the same time, the general business environment is also riskier than usual due to heightened inter-

est rates and inflation. PE firms looking to make a healthcare deal in this environment will likely be hyperaware of potential risks and cautious about agreeing to take them on.

3. Asset prices are expected to increase. Eighty-six percent of respondents who invest in healthcare expect asset prices to increase in the next six months, with 43% expecting assets to trade as much as 10-24% higher. As a result, we may see PE firms hesitating to take on deals as valuations trend higher. This outlook among fund managers and operating partners also drives home PE's pre-pandemic thesis: that there's a lot of opportunity for value creation in healthcare. Healthcare organizations and PE firms can work together to tackle challenges like the needs of the aging U.S. population and the healthcare industry's hesitation to adopt new technologies, creating value for both patients and shareholders.

4. ESG assessments are integral to getting deals done. PE firms are evaluating ESG risk before making investment decisions. Eighty-four percent of respondents investing in healthcare say they have declined an investment opportunity because of ESG concerns. Surprisingly, respondents were more likely to report turning down an investment opportunity for environmental (33%) or governance (33%) reasons than for social reasons (26%). This may be due to the healthcare industry's focus on the "S" in ESG via improving health equity, making them more advanced in social areas than gov-

ernance and environmental. Overall, healthcare leaders need to recognize that private equity investors are looking for evidence of sound ESG practices as part of their criteria for evaluating investment opportunities.

5. PE is pushing top-line growth. Respondents investing in healthcare see top-line growth as more critical than bottom-line growth over the next 12 months. That's not surprising, as top-line growth can be a better indicator of free cash flow and EBITDA. EBITDA is particularly important due to its role in determining PE multiples. As such, top-line growth is more aligned with generally used valuation methodology. The top line is also easier to grow aggressively and can be used to demonstrate the value a PE firm brings to a company, whereas the bottom line reflects costs outside of the PE firm's control, such as labor expenses.

6. PE firms are prioritizing cost optimization in healthcare. Twenty percent of respondents investing in healthcare cite cash flow optimization as the value creation lever they deploy most frequently across their portfolios, making it their top response. At the same time, when asked where the private equity firm's guidance is most valuable in the area of operations, 33% of respondents investing in healthcare cite overhead cost reduction. Cost optimization may be more important than ever as healthcare companies fight to stay afloat in challenging economic conditions — PE firms can help healthcare companies optimize their

costs so they can continue to provide care to their communities. Cost optimization can also support the shift to value-based care, an approach to care that prioritizes achieving the best possible patient outcomes for the lowest cost, which is picking up steam as the COVID-19 pandemic subsides.

7. Inflation continues to concern PE firms. When asked which aspect of economic instability they are most concerned about, 44% of respondents investing in healthcare cite inflation, making it their greatest current concern. It's unlikely we'll see inflation slow until the labor market eases. High inflation may dampen PE's appetite for deals, especially as the Fed plans interest rate increases later this year.

Healthcare leaders looking to pursue PE investment need to understand investors' priorities and concerns in order to navigate the deal process effectively. The key is staying up to date on what's happening in PE so leaders can ensure they're making the best possible choices to capitalize on current trends.

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Cover Story: New Advanced Technical Certificate in Magnetic Resonance Imaging and Computed Tomography Programs to Meet Workforce Needs

Continued from page 1

Technologists field per year between 2021 and 2029. To meet this demand, Miami Dade College, a leader in addressing the workforce needs of the community, is dedicated to preparing students for the ever-changing field of health sciences.

The School of Health Sciences at Miami Dade College developed a 9-credit Advanced Technical Certificate (ATC) in Tomography (CT) and a 15-credit Advanced Technical Certificate in Magnetic Resonance Imaging (MRI). The ATC in CT will prepare an already licensed Radiologic Technologist, Nuclear Medicine Technologist, and Radiation Therapy Technologist to become a CT Technologist. Students will acquire knowledge of CT scanning technology to include history and development, equipment, terminology, patient preparation and care, principles of image formation, acquisition, and production. Furthermore, they will learn how to identify cross-sectional anatomy as it appears in CT scanning to include normal anatomic structures of the head, neck, thorax, abdomen, pelvis, spine, and extremities in multi-planar sections.

The ATC in MRI will prepare an already licensed Radiologic Technologist, Nuclear Medicine Technologist, Radiation Therapy Technologist and Ultrasound Technologist to become MRI Technologists. Students will acquire knowledge of MRI scanning technology to include history and development, equipment, terminology, patient preparation and care, principles of image formation, acquisition, and production.

Furthermore, students will gain knowledge on MRI pulsing sequence, gradient magnetic fields, and anatomic section orientation. The CT and MRI programs follow the American Society of Radiologic Technologists (ASRT) curriculum to prepare program completers for the American Registry of Radiologic Technologists (ARRT) certification examination in CT and MRI.

The responsibilities of the Radiologic

Technologist are both numerous and critical to the success of patient care. Both CT and conventional x-rays take pictures of internal body structures. In conventional x-rays, the structures overlap. In a CT image, overlapping structures are eliminated, making the internal anatomy more apparent. Radiologic Technologists trained in CT scanning will provide detailed information that can be used to determine if there is a medical problem, provide the extent and exact location of the problem, and reveal other important details that can help the physician determine the best treatment for patients.

Likewise, in an MRI image, overlapping structures are eliminated, making the internal anatomy more apparent. MRI provides better soft tissue contrast than X-rays and can differentiate better between fat, water, muscle, and other soft tissue than X-rays. Radiologic Technologists trained in MRI scanning will provide detailed information that can be used to decide whether a medical issue exists, show the size and precise position of the condition, and reveal other crucial information that can aid the doctor in choosing the best course of treatment for patients and direct various interventional procedures both before and after surgery.

With developing the ATC in CT and MRI to address the workforce needs in Miami Dade County, Miami Dade College's School of Health Sciences is preparing students to become highly skilled healthcare professionals, while improving their quality of life and allowing them to become an integral part of healthcare team. The School of Health Sciences turns health care career dreams into reality for thousands of students every year.

For more information, visit www.mdc.edu/medical/ or call (305) 237-4103. Dr. Ron Winston is Chairperson, School of Health Sciences at Miami Dade College.



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HCA Florida Lawnwood Hospital Launches Graduate Medical Education Program, Welcomes First Residents

HCA Florida Lawnwood Hospital announced the hospital's inaugural graduate medical education (GME) program.

With an initial class of 21 medical residents, Lawnwood Hospital launched its internal medicine and general surgery GME program in early July. The program offers an educational environment where residents are provided individualized learning opportunities by faculty and staff who support and sustain one another throughout quality care delivery.

"We are committed to ensuring our residents' clinical experience and educational needs are fulfilled," said HCA Florida Lawnwood Hospital chief medical officer Dr. Michael Bakerman. "In our program, residents learn to become compassionate and professional caregivers. Our program emphasizes not only the scientific aspects of medical practice, but also humanistic ones."

Both accredited GME programs are rigorous and designed to train the next generation of physicians and physician leaders.

"Our educational model is built around interactive small group teaching sessions," said HCA Florida Lawnwood Hospital chief executive officer Eric Goldman. "Our goal is to mold our residents into excellent physicians and individuals who will positively impact the field of medicine and the patients we serve."

HCA Florida Lawnwood Hospital's GME program is one of more than 300 residency and fellowship programs provided by HCA Healthcare and is part of the largest GME community in the United States.



(l-r) Dr. Alejandro Battistel, Dr. Anthony Della Rossa, Dr. Shanna Hutchins, Dr. Hamza Chaudhary and Dr. Natalie Viscomi

Lakeside Medical Center Graduates 11th Class of Family Medicine Residents

The Health Care District of Palm Beach County's teaching hospital, Lakeside Medical Center, recently graduated five new physicians. The hospital's 11th class of family medicine residents completed three years of rigorous training, the first of which was during the height of the pandemic in the underserved, rural Glades communities that were considered a hot spot.



2023 LMC Family Residency Grads (l-r) Dr. Giselle Falconi, Dr. Jennifer Hua, Dr. Nzingha Saunders, Dr. Heden Presendieu, and Dr. Anthony Hernandez

"This resident class was thrust onto the front lines of the COVID-19 pandemic, facing some of the toughest challenges that our hospital in Belle Glade has ever encountered," Darcy J. Davis, Health Care District CEO stated in her remarks to residents, family, friends and faculty attending the graduation ceremony on June 22nd. "Not only did they embrace the responsibilities of patient care, they also rose to the occasion by rapidly acquiring knowledge about a deadly pandemic and helped save lives."

Giselle Falconi, M.D.; Jennifer Hua, D.O.; Nzingha Saunders, D.O.; Heden Presendieu, M.D.; and Anthony Hernandez, M.D., completed rotations in emergency medicine, critical care, women's health, psychiatry, general surgery, inpatient, outpatient and community medicine, sports medicine, cardiology, geriatrics, and pediatrics. As part of the residency program, the residents treated patients at the Health Care District's C.L. Brumback Primary Care Clinics' Belle Glade Clinic, which shares space with the hospital. One of the program's goals is to cultivate physicians to practice locally. To that end, Dr. Hua and Dr. Hernandez plan to continue their careers in Palm Beach County.

Broward Health Expands GME Program to Meet Future Needs of the Community



BY PATRICIA ROWE-KING, MD

Earlier this summer, Broward Health proudly welcomed the largest Graduate Medical Education (GME) class ever in its 85-year history, with 113 future doctors set to begin their residency and fellowship training throughout the system, which is one of the 10 largest public healthcare systems in the U.S.

With a significant physician shortfall predicted in Florida and nationwide, Broward Health is focused on continuing to expand and enhance its GME program to meet the needs of our growing population.

Expanding Training Programs with Focus on Resident/Fellows' Wellness

In academic year 2023, Broward Health added three fellowship training programs - gastroenterology, pulmonary

critical care and surgical critical care - which brings the comprehensive list to 21 residency and fellowship programs. Several more programs and initiatives are slated for Broward Health in 2024.

As the GME program expands, we are also focused on improving support for the wellness of residents and faculty as they can experience high levels of stress. New initiatives and wellness events have been introduced that encourage outside group activities, mentorship and large and small group discussions. Residents and fellows have access to a serenity room, a gym, massage chairs, quiet spaces, and mental health professionals as needed.

Enhancing Safety Protocols, Quality Care and Cultural Competency

When residents first join the program, Broward Health residents participate in additional quality and safety rotations, to learn about hospital quality metrics and patient safety best practices and ensure the highest level of patient care.

The Back to Bedside initiative, now in its third year, was also recently expanded to enhance the physical diagnosis skills of cardiology fellows, internal medicine residents and family medicine residents. Residents and fellows are trained to better identify heart murmurs and other medical issues of concern, enhancing their clinical experience, manner and skill while potentially decreasing the need for additional patient tests and lengthy hospital stays, all of which leads to improved patient safety and satisfaction.

Recognizing the importance of cultural competency to effectively communicate and connect with patients, Broward Health's GME program offers valuable training to further support how residents and fellows relate to diverse populations. Enhancing trust between patients and caregivers often leads to better medical outcomes.



Supporting Future Generations of Physicians

Connecting with those within our community is a hallmark of the Broward Health system. To foster that spirit in residents, our innovative Desk to Docs initiative connects them with underserved high school students in Broward County who demonstrate an interest in STEM professions. This program provides local high schoolers the opportunity to meet with one of our residents or fellows on a monthly basis with the goal of fueling each student's career passion and encouraging them to believe that their dreams of becoming a doctor are attainable.

Residents guide, support and mentor students with an interest in medicine through a year-long planned curriculum. Topics such as resilience, college preparation, organizational skills, leadership and what a pre-medical curriculum entails are explored in their monthly meetings.

Where Students Come From

While we want to cultivate and support local students interested in pursuing medical careers, it's also important to attract residents from across the country to meet our local needs. This year's incoming class included many residents from out-of-state medical schools.

Looking to the future, Broward Health intends to further expand affiliations with local universities by creating academic partnerships that will continue to attract and retain talented new physicians from Florida and beyond.

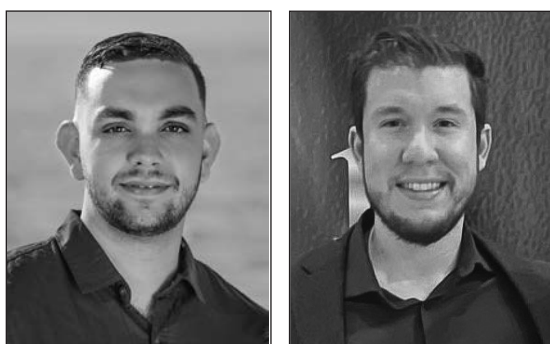
Dr. Patricia Rowe-King serves as the Designated Institutional Official for Broward Health, supervising all residency and fellowship training programs, and is a practicing pediatrician. For more information on Broward Health's GME program, visit www.BrowardHealth.org/GME.

Holy Cross Health Orthopedic Physical Therapy Residency Program Prepares the PTs of Tomorrow

Since its inception and accreditation in 2019, the Holy Cross Health Orthopedic Physical Therapy Residency Program has been paving the way for the next generation of physical therapists. So far, seven residents have completed the program and two more are currently enrolled in the 13-month curriculum.

To improve their clinical reasoning, manual interventions and patient outcomes, residents receive weekly structured one-on-one mentorship from experienced, board-certified clinicians who are fellowship trained. Additionally, residents participate in weekly didactic and clinical education activities in accordance with the most current edition of the American Board of Physical Therapy Residency and Fellowship Education (ABPTRFE) Description of Residency Practice: Orthopedics. The curriculum is separated into units including exercise prescription, differential diagnosis, evidence-based practice, upper extremity, lower extremity, lumbosacral, cervicothoracic, musculoskeletal imaging and more.

By providing students with hands-on



BY CHRISTOPHER RANGEL, PT, DPT, OCS, SCS, COMT, AND MICHAEL BRAINERD, PT, DPT, OCS

practical experience with patients, the residency program assists in preparing enrollees for the American Board of Physical Therapy Specialties (ABPTS) Orthopedic Clinical Specialist (OCS) examination, which is necessary to become a board certified orthopedic physical therapist. Five residents who graduated from the Holy Cross Health program have already passed, with one having a dual specialization in sports and orthopedics. The board has found that students who complete a residency program have a

higher passing rate than students who don't pursue a residency.

With a focus on even more success stories in 2023 and beyond, Oron Fiksel, a new Fellow, and Doctor of Physical Therapy at the Lillian S. Wells Foundation Institute of Sports Performance and Orthopedic Therapy (iSPORT) at Holy Cross Health, South Florida's premier state-of-the-art sports medicine program providing evidence-based education, training and management, has joined the residency program. Fiksel is also working toward earning his Doctor of Science. He will join the residency program as one of the lead faculty and will assist in leading future residents in acquiring knowledge in orthopedic manual therapy, dry needling, pain science and advanced exercise interventions among other specialties.

Holy Cross Health is laying the foundation to encourage residents to be lifelong learners and educators and to contribute to and analyze literature about the field. Four of the therapists who graduated from the residency program are now faculty for the program, giving back to those who are

following in their footsteps.

Longevity and success in the field of physical therapy entails more than practical knowledge of patient recovery. Therapists also must be compassionate, supportive and empathic as they interact with patients through their treatments. The faculty relays to residents how to navigate the complexities of the relationship between therapists and patients.

Qualified candidates must obtain a physical therapy license from the State of Florida and have graduated from a physical therapy program accredited by the Commission on Accreditation in Physical Therapy Education (CAPTE) prior to beginning the residency. The Holy Cross Health Orthopedic Physical Therapy Residency Program is due for re-accreditation from ABPTRFE in 2024.

In addition to physical therapy, Holy Cross also offers residency programs for internal medicine, nursing and pharmacy.

Christopher Rangel is Interim Program Director, Holy Cross Health Orthopedic Physical Therapy Residency Program, and Michael Brainerd, is Curriculum Coordinator.

Healthcare Education in 2023

BY CATALINA CORTES

The University of Miami is approaching its centennial in 2025, celebrating 100 years of academic excellence and community engagement. It is well known that our mascot is the Hurricane due to the Great Miami Hurricane of 1926 that caused extensive destruction of the campus and necessitated resiliency and ingenuity for classes to continue. Resiliency and adaptability continue to serve us well, as the health care system experiences disruption from artificial intelligence, the pandemic, movement towards value-based care, and other challenges. The business school-based curricula we offer in our Health Executive Master of Business Administration (HEMBA) (which celebrates its 45th anniversary this year!), Master of Health Administration (MHA), MD/MBA, and undergraduate Health Management and Policy (HMP) programs provide our students and alumni with essential skills necessary to transform organizations while navigating disruption.

The Miami Herbert Business School has become the third business school in the nation to earn “triple crown status” with accreditation from the three most prestigious business school accreditation organizations. Triple crown status is achieved by less than 1% of the world’s business schools. This accreditation by the Association to Advance Collegiate Schools

of Business (AACSB), EFMD Quality Improvement System (EQUIS), and the Association of MBAs (AMBA) recognizes the high standards of achievement at Miami Herbert. In addition, our health care programs are accredited by the Commission on Accreditation of Healthcare Management Education (CAHME). The department continues to actively engage with the Business School Alliance for Health Management (BAHM), an elite, collaborative group of business school-based health management programs offering national and global resources.

Our Center for Health Care Management and Policy hosted its 12th annual conference, “The Business of Health Care: Managing Through Uncertainty.” Executives from major professional organizations, including America’s Health Insurance Plans, American Hospital Association, PhRMA, Healthcare Financial Management Association, Medical Group Management Association, National Medical Association, and the American Nurses Association, joined for a keynote panel discussion on strategies for navigating the uncertainty we face in health care in a post-pandemic world.

The conference offers our students, community, alumni, and supporters unparalleled access to industry experts who are actively shaping the landscape of the healthcare sector.

The students, alumni, and faculty in



Dr. Karoline Mortensen



Dr. Danielle Ellerbe

(Donna Shalala and Alex Azar)- perhaps the first time in history for such a collaboration, and they will co-teach again in spring 2024. Our new MHA director brought her experience as a nurse practitioner and the patient perspective to the business classroom in the MHA health and medical decision-making class.

The department hosted a monthly distinguished speaker series open to students and faculty throughout the academic

year, hosting researchers from across the nation to impart the latest findings from the HMP field. Dr. Mortensen brought in leaders from across South Florida’s health systems to impart experience and wisdom from their own paths to her professional skills class.

The department welcomed another astute practitioner, the Chief Marketing and Communications Officer of Baptist Health system, in addition to the Chief Marketing Officer at Jackson Health who also teaches in our programs, to bring her expertise from the field to the classroom.

the University of Miami Department of Health Management and Policy continue to achieve success. Both our graduate and undergraduate teams placed first in the South Florida Chapter of the American College of Health Executives (ACHE) case competition, and we will serve as host for the South Florida ACHE chapter career fair and networking event this fall. Our graduate and undergraduate students partook in internship experiences that span over fifteen health systems and organizations, located across three states and two countries.

From a faculty standpoint, the department welcomed Dr. Danielle Ellerbe as the new academic director of the MHA program. Dr. Steven Ullmann continues to serve as the academic director of the HEMBA and MD/MBA programs. Dr. Emma Dean presented her research at the International Health Economics Association conference in Cape Town, South Africa. Dr. French continues to serve as Department Chair, and Dr. Karoline Mortensen is serving as Associate Dean of Business Programs.

Dr. Mortensen and Dr. French are hosting the Southeastern Health Economics Study Group (SHESG) this fall on the UM campus. Our faculty continue to publish research and play editorial roles in high-impact journals, serve the community, and hold leadership positions in the department, school, and university.

Our courses continue to offer increasing interdisciplinary, experiential learning opportunities. Our HEMBA public health policy class was co-taught in spring 2023 by two former United States Health and Human Services Secretaries

In this era of artificial intelligence and disruption, the mission of the Miami Herbert Business School, to develop transformative scholarship and principled leaders for business and society, resonates more than ever and our commitment to advance and shape healthcare for a better tomorrow is unwavering.

For more information, visit www.bus.miami.edu.

Diversity in Cancer Research Internship Program Launched at Sylvester Comprehensive Cancer Center

Dylan Thompson is used to feeling out of place. In his hometown of Brandon, MS, he was one of the only Black students in his advanced high school classes. When he started at the University of Miami in 2021 with dreams of becoming a doctor, he again found himself as one of the only Black students in his pre-med classes.

“I feel like every person I talk to that is white, they’re like, ‘My mom is a surgeon, my dad is this, my grandfather is that,’” Thompson said. “To them it’s almost like a birthright, whereas I don’t know any of this stuff. I’m trying to figure this out day by day, I’m trying to get as much help as I can from people who look like me who are older than me and have done this.”



Dylan Thompson

Relief came for Thompson in the form of the Diversity in Cancer Research (DICR) Internship Program, which is funded by the American Cancer Society (ACS) and run by Sylvester Comprehensive Cancer Center, part of the University of Miami Miller School of Medicine. Launched in 2023, the program is designed to give undergraduate college students from under-represented communities exposure and experience in the hopes of increasing diversity among cancer researchers.

Diverse Interns

Sylvester received funding from the ACS to train eight interns from institutions throughout Florida. At first, Sylvester officials wondered if they’d get enough applicants to fill those slots. Then they received so many – more than 80 – that the center decided to fund four additional interns, bringing the inaugural class of DICR interns to 12.


“Our experience with this first application cycle demonstrated the incredible need and demand for this type of program,” said Sophia George, Ph.D., an associate professor of obstetrics, gynecology, and reproductive services and the first associate director of diversity, equity and inclusion (DEI) at Sylvester. “Until health equity is achieved, there will always be a need for more programs like this.”

Joseph Rosenblatt, M.D., professor of medicine and microbiology and immunology and the principal investigator overseeing the DICR program, hopes the program will push more minority students into cancer specialties because they can most directly help their communities. “Physicians and researchers from underrepresented groups are more likely to practice in and investigate issues that affect underserved communities,” he said.

Thompson is proof of that. The 20-year-old rising junior at UM said his goal is to become a urologist after seeing so many Black men and women in Mississippi suffer from urinary tract diseases but not seeking out medical care due to fear or financial limitations.

“They’re scared to go in because nobody looks like them,” Thompson said. “If I can be that face and treat these things that could easily be fixed, I feel like it’ll make a good impact on my community.”

The DICR program is the latest addition to the summer programs offered by the Sylvester Office of Education and Training. To learn more about DICR and other programs, visit <https://umiamihealth.org/en/sylvester-comprehensive-cancer-center/research/education-and-training/high-school-students-and-undergraduates>.




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Community Engagement: A Programmatic Approach to Healthcare Inequities

By providing opportunities that foster cultural humility and awareness, future healthcare providers can deliver care that addresses disparities and responds to the needs of underserved populations. Therefore, it is important for medical education programs to address healthcare inequities in vulnerable populations such as underserved black-American, AAPI, and Hispanic communities, religious minorities, LGBTQ+ persons, persons with disabilities, persons who live in rural areas, and persons affected by persistent poverty. Community engagement is a crucial component of this training, as it allows students to gain diverse perspectives and learn effective communication skills within the community we reside, ultimately furthering empathy and compassion, which are essential qualities for any competent healthcare professional.

Healthcare inequities can arise from unconscious bias, leading providers to provide care based on age, gender, sexuality, disability, and race. Exposure to various experiences through volunteerism, classroom education, exposure to an array of clinical settings, and community outreach projects leads to an increased sense of self-awareness and an increased ability to provide culturally sensitive care.

Educating Physician Assistant (PA) students about healthcare inequalities and



BY MONIQUE JAQUITH, DMSC, PA-C, AND
KIMBERLY DAWKINS, DMSC, PA-C

providing culturally sensitive healthcare is integrated throughout the curriculum at South University. Medical Interviewing and Documentation teaches students how to conduct medical interviews emphasizing cultural sensitivity, empathy, and compassion. As part of PA curriculum, participants learn how healthcare disparities and major historical violations in medical ethical standards have impacted healthcare for different cultural groups.

PA students take a Special Populations course that prioritizes how to care for vulnerable populations such as geriatrics, persons with disabilities, persons affected by persistent poverty, and LGBTQ+ individuals. This course is a series that includes a

cultural competency certificate through a partnership with Compass Community Center, an LGBTQ+ community center.

Exposure to real-life experiences outside the classroom enhances the curriculum within the classroom. Though the Applied Learning Experience course, students gain clinical experience and apply what they learn in the classroom during the didactic year. They rotate through various clinical sites where the students get exposure to individuals affected by healthcare disparities. The course

also includes activities, such as assisting low-income families with back-to-school needs by participating in a Back-to-School Fair.

Community engagement through volunteerism is integral to PA education and cultivating cultural humility. Students participate in culturally specific events such as the annual diversity potluck, where they bring a dish representative of their culture.


Students promote inclusion and awareness of individuals with disabilities by participating in the Special Olympics. In addition, students glean vegetables for donation to the food bank and sponsor families in need for the holidays.

Capstone projects are required for students to graduate. As part of this project, students assess the needs of a community partner and develop a plan to help them reach their goals. Some of the needs our students have addressed through their community partners include food insecurity, language barriers, access to medical education, and access to medical care. Students present a poster at the end of the project and reflect on how they impacted on the community.

As a result of combining these activities, empathy, and compassion towards those in need are enhanced, and awareness of healthcare inequities is developed.

Addressing healthcare inequities is one of the most important goals of medical education programs. Health outcomes for vulnerable populations can be improved by incorporating community outreach experiences during didactic education. Providing opportunities that foster cultural humility and awareness, PA programs aim to address healthcare disparities and meet the needs of underserved populations.

Monique Jaquith is Director of Admissions and Kimberly Dawkins is Director of Clinical Education, South University WPB PA Program.



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University of Miami Celebrates 75 Years of Excellence in Nursing Education

School Focuses on Advanced Degrees as the Future of Nursing Education

The University of Miami School of Nursing and Health Studies (SONHS) is celebrating 75 years of educational excellence in 2023. This legacy is built on a long-held vision of better health for all.

With this anniversary comes exciting news about educational programs the School has created to improve the health of the community while carrying the nursing profession into the future.

The School's educational journey started in 1948 with a handful of students taking Nursing 101 courses in UM's temporary post-war classrooms and gaining clinical experience at Jackson Memorial Hospital and other sites. Over the next 75 years, South Florida's first collegiate nursing program went on to pioneer and perfect many forward-thinking academic and clinical programs, adapting rapidly to trends in simulation, online learning, telehealth nursing, and virtual reality.

These firsts have included being the first nursing school awarded an NIH Comprehensive Research Center grant (P60) to launch the Center of Excellence for Health Disparities Research: El Centro in 2007 (renewed 2012-2017), implementing one of the nation's first executive-style M.S.N. to D.N.P. degree programs in 2009, introducing South Florida's first Bachelor of Science in Public Health degree program in 2011, hosting the first U.S. appearance of the Pan American

Nursing Research Colloquium in 2012 and again in 2022, launching Florida's first BSN-DNP degree program for nurse anesthetists in 2014, and being one of the first nursing schools anywhere in the world to build out a fully dedicated hospital replica for the express purpose of health care simulation education and research in 2017, among others.

Today SONHS has close to 1,500 students enrolled in a dozen accredited degree programs taught by more than 50 full-time faculty with a range of expertise that includes nursing, public health, epidemiology, statistics, medicine, psychology, and behavioral health. The School has national and international designations in everything from nursing and public health to simulation. Students participate in cutting-edge research opportunities at home and abroad and are supported by world-class buildings and educational resources.

The School has made strides in interventions designed to improve and expand health equity and community outreach. These advances have been greatly accelerated by prestigious research partners like the World Health Organization — which also turned 75 in 2023 — as well as the National Institutes of Health, and legions of clinical preceptors, community partners, major health systems, and generous donors.

In alignment with national efforts to

graduate more nurse practitioners and doctorally prepared nurses, SONHS has introduced pathways for BSN graduates to go directly on to earn DNP degrees in three new clinical specialty tracks: the acute care, family practice, and adult-gerontology primary care nurse practitioner tracks. The School has been offering a three-year BSN to DNP degree specializing in anesthesia for almost a decade; today that program has grown to become a highly regarded, selective program advancing the practice of educating top nurse anesthetists with innovative hands-on simulation strategies.

Recognizing the need to empower and develop more nurse leaders, SONHS joined forces with UM's prestigious Miami Herbert Business School to create a formalized roadmap to nurse leadership. The Master of Science in Leadership (MSL) / Doctor of Nursing Practice (DNP) joint degree program is a unique curriculum that blends the best resources of two stellar graduate-level programs. Tailored to nurse leaders, the curriculum covers organizational behavior techniques, management skills, negotiation expertise, marketing, healthcare finance, ethics, practice improvement, HR issues such as translational science, health policy, diversity, technology, and much more.

By educating the next generation of nursing professionals and educators,



We've Come a Long Way: The U celebrates 75 years of progress in nursing education

SONHS continues to play a key role in combatting the worldwide nursing shortage. Graduates go on to serve their communities as clinicians, researchers, administrators, and leaders who shape the future of health care and health policy in our region.

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For more information, visit sonhs.miami.edu/academics.

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These are just a few of the questions you should be asking in this volatile market. It's not too late for a no-obligation medical malpractice insurance review, just contact Risk Strategies at **800.966.2120** or matt@dannagracey.com.



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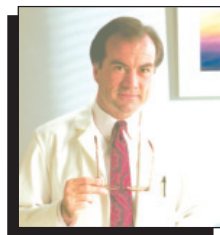


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HEALTHCARE EDUCATION HEALTHCARE

Cover Story: FAU's College of Nursing Offers Array of MSN Programs to Meet Industry Needs

Continued from page 1

The MSN program offers a variety of NP concentrations including Family Nurse Practitioner, Adult Gerontological Nurse Practitioner and Psychiatric Mental Health Nurse Practitioner, as well as non-NP concentrations including Nurse Educator, Nursing Administration and Financial Leadership, and Advanced Holistic Nursing. Students, many of whom continue their professional careers while they attend classes, can take part in full or part-time curriculums, with core courses offered face-to-face or through online learning.

Nurse Practitioners

One of the most sought-after concentrations within the College of Nursing is the family nurse practitioner program, which focuses on providing primary care in the community, including to rural and underserved populations. "There is a huge need for nurse practitioners who can provide primary care, especially in our state," said Dr. Chadwell.

The nurse practitioner concentration includes a number of core courses, which all MSN students are required to take, focused on the college's caring philosophy, nursing research, leadership, policy and finance. NPs then take a number of direct care courses, as well as specific concentration courses geared to their particular areas of study.

"Each semester builds on the expertise of the prior semester, and by the end of the third term, students have had an array of experiences within the clinical setting," said Dr. Chadwell. "We provide placements for students working with preceptors in the community in various settings including primary care offices, community health clinics, and assisted living and long-term care facilities."

She added that students can also engage in a number of specialty practice hours, for example, working with cardiology and respiratory specialists.

Non-NP Concentrations

As healthcare continues to evolve, so do the needs of the industry, and FAU's College of Nursing has made it a priority to change with the times.

"As there's been a move toward holistic therapies and providing complementary care, we've focused on building an advanced holistic nursing program that allows students to create practices around nurse health coaching and holistic practice," said Dr. Chadwell, adding that students can sit for both the advanced holistic nursing certification and the health and wellness coaching certification after graduating.

"We've also seen a big need for new leadership as we've lost a number of leaders at retirement age and others have left the field over the past several years," she said of the Nursing Administration and Financial Leadership concentration. "It's not only important to have strong administrators in the hospital setting, but also in the community as healthcare expands beyond the hospital."

Dr. Chadwell adds that the College of Nursing is also looking at adding and enhancing educational opportunities in administration and leadership and is currently collaborating with the College of Business to develop a combined Doctorate of Nursing Practice (DNP) with an MBA or a Master's in Health Services Administration.

No matter what the MSN program, Dr. Chadwell encourages prospective students to see what FAU's College of Nursing has to offer. "The value that we bring as a state school and our per-credit-hour cost are very competitive, especially compared to private schools that are much more costly in terms of tuition," she said. "Our faculty's involvement in the administration of the curriculum adds even more value, ensuring that it aligns with current practice."

To learn more, visit www.nursing.fau.edu or call (561) 297-3000.



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Memorial Regional Hospital Celebrates 70th Anniversary With \$88m Investment in Patient-Focused Infrastructure

Prioritizing patient care and further elevating the health services it provides, Memorial Regional Hospital, the flagship facility of Memorial Healthcare System, is investing \$88 million to upgrade its infrastructure. Construction has begun at the Hollywood-based hospital and will include an all-new floor for its Memorial Family Birthplace, and significant upgrades to the Level I Trauma Center and Emergency Room.

Expanding the Family Birthplace

With more babies born at Memorial Regional Hospital than any other facility in Broward County, more than 75% of the investment (\$68 million) has been allocated to redesigning the Family Birthplace to create a state-of-the-art facility dedicated to delivering exceptional maternity care.

This labor of love is underway with expected completion in late 2024. Already a destination center for high-risk pregnancies, with specialized programs for high-risk obstetrics, maternal-fetal medicine, a Placenta Accreta Spectrum Program, and Joe DiMaggio Children's Hospital's Level IV Wasie NICU, the

enhanced Family Birthplace will offer expanded, private new rooms and specialty rooms, family lounge, cutting-edge technology, and a comprehensive range of services to support expecting mothers and newborns.

The redesigned fourth floor (59,150 sq. ft.) will include:

- All private rooms
- 54 Postpartum rooms, 18 Antepartum rooms
- Partner & Family lounge
- Specialty rooms for meditation and Kosher dietary needs
- Classroom for new parent classes
- Simulation lab to offer specialized training to promote quality and safety

Revamping the Level 1 Trauma Center and Emergency Room

Not stopping there, Memorial Regional Hospital is committed to being at the forefront of emergency medical services in South Florida, and is investing \$20 million to upgrade its Level 1 Trauma Center and Emergency Room. By upgrading and expanding the trauma center, which treats pediatric and adult patients who are critically wounded or suffer a traumatic injury, the hospital is



Marta McNab, Jon Pickett and James Mcfadden in the Family Birthplace construction site.

enhancing its capacity to handle the most critical cases and mass casualty situations efficiently and effectively.

With nearly 94,000 visits in 2022, the hospital's ER is the second largest in the state. Due to the high volume of patients in this area, construction is happening in numerous phases and is expected to be completed in early 2025.

The improvements include:

- Three redesigned trauma bays with built-in redundancy that can accommodate two patients per room if necessary
- Enlarged resuscitation room that could serve as a fourth trauma bay if needed
- Emergency room aesthetic upgrades
- Reconfigured and more functional triage workflow space

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Expertise, Innovation, Results: Johnathan Peavy on Healthcare Construction

Operations manager for the Miami office of construction firm Robins & Morton, Johnathan Peavy has nearly two decades of experience building complex healthcare facilities. However, the last decade of his career has been dedicated to becoming an expert in South Florida construction and growing Robins & Morton's presence in the area.



Johnathan Peavy

Peavy has also pursued – and earned – a host of advanced credentials, including U.S. Green Building Council's Leader in Energy Efficient Design (LEED AP), American Society of Healthcare Engineers Certified Healthcare Constructor, and the U.S. Army Corps of Engineers' Construction Quality Management (CQ-M).

In 2020, Peavy was promoted to lead the company's Miami office.

"The population in South Florida continues to boom, and there's been consistent demand for healthcare construction," Peavy said. "Not only does Robins & Morton know the area and how to build successfully here, but we also have great relationships with the trade contractor market and are extremely experienced healthcare builders."

Peavy's statements are impressive and are solidly backed by the company's resume and reputation. Robins & Morton ranks second on Modern Healthcare magazine's Top General

Contractors list and has specialized in healthcare construction for more than half of its 77-year history. Currently, healthcare sector projects account for 86% of the company's total revenue.

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With a background in both engineering and design, Peavy has always been captivated by the complex and specialized field of healthcare construction – a specialization that requires experts to constantly keep up with new technology, revise best practices, and adapt to changing standards for quality and safety. However, knowing that he is building structures that will have a lasting impact on his community makes Peavy proud to go the extra mile.

"I take pride in every project from start to finish," he says. "In healthcare construction, lives depend on a job well done – and I know there's a good chance



that I, or someone I love, could be receiving treatment there down the road."

Robins & Morton is currently working on eight medical campuses in South Florida, with construction contracts totaling nearly \$800 million, and Peavy has had a hand in bringing many of them to reality.

When Hurricane Irma struck the Florida Keys as a Category 4 storm in 2017, gusting winds destroyed the local Fishermen's Community Hospital. Over the next four years, Peavy and his team set to work with Baptist Health South Florida to build a new, 39,500-square-foot facility, restoring critical access to emergency, intensive and oncological care for area residents.

Continued on following page

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¹ Prescott, H., et al. (2015). Readmission Diagnoses After Hospitalization for Severe Sepsis and Other Acute Medical Conditions. *JAMA*, 313(10); 1055-1057.

² Rhee, et. al. (2017). Incidence and Trends of Sepsis in US Hospitals Using Clinical vs Claims Data, 2009-2014. *JAMA*, 318(13); 1241-1249.

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HEALTHCARE REAL ESTATE,

Continued from previous page

“In the Keys, you’re very isolated between healthcare options,” Peavy said. “You have Marathon, and you have Key West, but there’s an hour or two difference between them. So, building a standalone, full-service hospital for residents – raised to prevent flooding and resilient to storm damage – was something people really needed.”

No less remarkable was Peavy’s most recent project: the landmark three-year vertical expansion of the Joe DiMaggio Children’s Hospital. A four-story, 165,000-square-foot medical facility built directly onto an occupied children’s hospital below, the project was fraught with challenges – including the unexpected arrival of COVID-19 two weeks after construction began — and required approximately 800 targeted utility shutdowns.

“For kids, visiting a hospital can be scary,” said Peavy. “Our responsibility was to build a space where they could feel safe and have fun while receiving the best possible care. From day one, our team was motivated to go above and beyond.”

Looking to the Future

As new trends emerge in healthcare construction – from green building and carbon reduction efforts to cost-saving prefabrication – Peavy is committed to staying at the leading edge, utilizing the best tools available for the project at hand. His team practices that approach daily as they take on ambitious projects, from a 90,000-square-foot surgical institute at Jupiter Medical Center to the seven-story, 363,000-square-foot UHealth at SoLé Mia.

“When you hire Robins & Morton, you’re not only hiring a firm; you’re creating a true partnership,” he said. “From start to finish, we confront challenges together and build solutions together – and as competitive, experienced healthcare builders, we pride ourselves on being the best possible partners for our clients.”

Baptist Health Expands Heart and Vascular Services with New Cardiovascular Care Office in Kendall

Baptist Health Miami Cardiac & Vascular Institute announced that it will be expanding its services in South Florida with a new cardiovascular care office, located on the Baptist Health Baptist Hospital campus in Kendall. Upon completion this summer, the multidisciplinary office will provide streamlined cardiovascular care, with 30 exam rooms, more than 10 medical specialists and a new, innovative arrhythmia center.



Spanning 13,000 square feet, the new cardiovascular care office will be home to cardiologists, cardiothoracic surgeons, interventional cardiologists and electrophysiologists, as well as advanced practice providers. The completion of this new location will further eliminate the need for patients to visit multiple offices for their care, which, in some cases, can delay diagnoses and further treatment.

The office will also feature a dedicated arrhythmia center – the first of its kind in South Florida and one of the few in the United States – providing advanced care for patients with arrhythmias such as atrial fibrillation and ventricular tachycardia.

The new cardiovascular care office will be located on the sixth floor of the west tower of the Baptist Medical Arts Building on the Baptist Health Baptist Hospital campus.

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HEALTHCARE REAL ESTATE, CONSTRUCTION, DESIGN & FACILITY

**Leon Medical Centers Begins Work
 on State-of-the-Art Supercenter**

Leon Medical Centers Chairman and Founder Benjamin León, Jr., elected officials and community leaders held a project commencement ceremony to officially kick off the work on a state-of-the-art Leon Medical Centers in Homestead. The multi-million dollar facility is expected to generate around 200 jobs and provide a much needed option to meet the demands of a growing population moving into the area. The new 49,000-square-foot center promises to be one of the largest and most modern healthcare facilities in Miami-Dade County and will include primary, specialty and urgent care services, in-house pharmacy, fitness and wellness center, diagnostics, lab, dental, eyecare, and spacious waiting rooms and offices wired with the latest technology to serve the needs of the community.



“Our philosophy has always been to offer personal attention at all times by treating patients like they were our own family,” said Benjamin León, Jr. “This cutting-edge facility will provide our patients with everything they need in healthcare under one roof. They can see a doctor or dentist, get lab work, fill a prescription, get their eyesight checked, or improve their physical conditioning at our ‘Healthy Living Center,’ all while getting the attention, care and compassion that Leon Medical Centers is known for.”

Leon Medical Centers currently operates at 1440 NE 8 th Street in Homestead, which will continue to offer comprehensive services until the opening of the new supercenter.

The supercenter will be constructed at 2250 NE 8th Street, Homestead, the former address of the Flagship Cinema. The plan is to keep the walls of the structure but renovate, remodel and retrofit the interior to accommodate the medical equipment and needs of LMC. It is expected to contribute to the area’s economic development by, not only providing job opportunities, but by preserving and increasing property values. The work is scheduled to be completed by the fall of 2024.

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Profiles IN LEADERSHIP

ST. MARY'S MEDICAL CENTER AND THE PALM BEACH CHILDREN'S HOSPITAL

Michael Huempfer Associate Administrator

Michael Huempfer is an Associate Administrator at St. Mary's Medical Center and Palm Beach Children's Hospital. He joined the team in November 2022. Huempfer holds a Bachelor's degree in Health Administration from Florida Atlantic University and a Master's degree from Florida International University.

During his time at St. Mary's, Huempfer has achieved significant accomplishments, such as consolidating TV providers within the Palm Beach Health Network, resulting in annual savings of \$49,000 for St. Mary's. He has also successfully completed important inspections, including the AHCA Life Safety Survey, Fire Marshal Inspection, and DOH Biomedical waste inspection, with minimal findings.

Huempfer finds fulfillment in various aspects of his job, whether it's assisting patients in finding their way or working on long-term projects to enhance safety and morale for department staff. His favorite part of his role is being able to make a positive impact in the workplace for both employees and patients. With his results-driven mindset and administrative experience, his objective is to effectively utilize his skills to serve the organization.



DELRAY MEDICAL CENTER

Jennifer Shoemaker Chief Nursing Officer

Jennifer Shoemaker is the Chief Nursing Officer at Delray Medical Center. She joined Tenet in June 2007 and has held various roles, including Administrative Director and Clinical Manager in surgical services. Shoemaker obtained her Associate of Science in Nursing from Palm Beach Community College and is currently pursuing a Master of Science degree in Nursing Leadership and Management at Governors University. She is expected to graduate in December 2024.

In her role at Delray Medical Center, Shoemaker is responsible for developing initiatives that promote continuous performance improvement and align with organizational priorities. She is dedicated to supporting the growth of the hospital to better serve the community. Shoemaker finds great satisfaction in being able to influence the creation of a safe and positive environment for nurses, staff, and patients.



Bert Munoz Vice President of Academic Affairs and Administrative Director

Bert Munoz is the Vice President of Academic Affairs and Administrative Director at Delray Medical Center. He assumed this position in May 2013. Munoz has a strong clinical and hospital administration background having served as the Director of Pharmacy at Delray Medical Center from 2008 to 2014 and in various hospital administrative roles in his career.

Munoz holds a Bachelor of Science degree in Chemistry from the University of Miami and a Bachelor of Science degree in Pharmacy from the University of Florida. He furthered his education by obtaining a Master in Health Services Administration from Florida International University.

Throughout his career, Munoz has consistently made a positive impact in various areas, including hospital administration, budget management, program development, graduate medical education, and ensuring regulatory compliance. One of his greatest joys in his role is knowing that he plays a part in shaping the future of healthcare. By providing medical students and residents with comprehensive education and clinical training at Delray Medical Center, Munoz actively contributes to their development as compassionate and competent physicians who can effectively serve our communities.



PALM BEACH GARDENS MEDICAL CENTER

Dr. Jaime T. Snarski Administrative Physician Executive

Dr. Jaime T. Snarski is the Administrative Physician Executive at Palm Beach Gardens Medical Center, a position she has held since January. She has been a part of Tenet Healthcare since 2007, working with TeamHealth as an Emergency Medicine Attending. She served as the Assistant Medical Director in the Emergency Department for the past five years, prior to taking on her new role.

Dr. Snarski completed her Bachelor of Science degree in Biology at Boston College and obtained her Medical Doctorate from St. George's University Medical School. She went on to complete her Emergency Medicine Residency at Duke University Medical Center, where she was also Chief Resident.

During her career, Dr. Snarski has received several notable recognitions, including the Intern of the Year Award at Duke University Medical Center in 2004 and the Hero in Medicine International Award from the Palm Beach County Medical Society in 2012. She was also honored as a Hall of Fame Inductee at Manchester Memorial High School in 2022. Further, she is extremely proud of her medical mission volunteer work with Floating Doctors where she visits Panama annually to provide medical care and promote sustainable healthcare.



James Van Etten Controller

James Van Etten is the Controller at Palm Beach Gardens Medical Center. With over 25 years of experience in healthcare, he specializes in process improvement, financial management, revenue cycle operations, regulatory compliance, Medicare cost reporting, internal audit, and team building. Van Etten obtained his Bachelor of Science in Business Administration with a major in Accounting from Indiana University of Pennsylvania.

In his role at Palm Beach Gardens, Van Etten is responsible for forecasting and budgeting the facility's anticipated revenue, expenses, and productivity for the upcoming years. He diligently monitors variances and collaborates annually with a team to develop the facility's business plan, ensuring effective goal completion. Van Etten particularly enjoys the opportunity to work with the caring and dedicated team at Palm Beach Gardens Medical Center.



GOOD SAMARITAN MEDICAL CENTER

Taylor Guittap Chief Financial Officer

Taylor Guittap is the Chief Financial Officer at Good Samaritan Medical Center. She has been with Tenet Healthcare since 2010 and assumed the CFO position in July 2019. Guittap holds a Bachelor of Arts and Sciences in Economics from the University of Miami and a Master of Business Administration from Palm Beach Atlantic University.

She is responsible for overseeing financial operations specific to Good Samaritan Medical Center, ensuring effective departmental operations and optimal resource utilization to enhance productivity and cost reduction.

Guittap finds great satisfaction in discovering new ways to enable the staff to provide top-quality care to the community while maintaining fiscal responsibility. She also takes pleasure in exploring and implementing innovative technologies to enhance healthcare delivery.



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Profiles IN LEADERSHIP

BROWARD HEALTH MEDICAL CENTER

Jennifer Rosati Chief Financial Officer

Jennifer Rosati serves as the chief financial officer for Broward Health Medical Center. She oversees the hospital's fiscal operations including administration, development, and implementation of the financial plans, policies, programs, and accounting processes at the 723-bed hospital.

Rosati, who has worked in healthcare for 17 years, believes leadership is about empowering, inspiring, and motivating those around you to be the best version of themselves while creating a team that is stronger together.

"Being a leader means building the environment where each person can achieve his or her personal and professional goals, learn and develop new skills, take chances and try something new, succeed and be celebrated," Rosati said. "Yet at times, fail, while always continuing to grow."

Rosati earned her bachelor's degree in business administration with a concentration in accounting and finance from the University of Miami. She completed her MBA with a concentration in complex health from Nova Southeastern University.



BROWARD HEALTH NORTH

Eileen Manniste, MSN, RN Chief Nursing Officer

Eileen Manniste, chief nursing officer (CNO) at Broward Health North, was inspired to become a nurse as a teenager when her parents faced life-changing health conditions.

As a nurse leader, she says it is her connection to purpose and commitment to patients that motivates her each day. She focuses on inspiring others and creating supportive environments where they can thrive.

"My most cherished accomplishments center around witnessing the success and growth of my teams as they've changed healthcare for the better," Manniste said. "It's rewarding to see their collaboration and passion as they care for our patients."

Manniste started her nursing career at Broward Health, where she worked for more than two decades, and rejoined the system as CNO in November of 2022.

She has a bachelor's degree in nursing and a master's in nursing from Nova Southeastern University.



BROWARD HEALTH CORAL SPRINGS

Michael Leopold Chief Operating Officer

Michael Leopold, Chief Operating Officer (COO) of Broward Health Coral Springs since 2017, leads with a genuine passion for helping others, stemming from his earlier days as a physical therapist. Having experienced sports-related injuries as a young adult, he was motivated to give back and help others facing similar challenges.

With a successful track record spanning over 25 years in healthcare management, Leopold is a seasoned executive leader who excels in strategic operational initiatives, process improvement and fostering a high-performing team culture.

His approach to leadership embodies authenticity, compassion, and a receptive attitude, encouraging others to freely express their opinions. By prioritizing relationship-building, leading by example, and maintaining open communication, he ensures a harmonious and productive work environment.

Leopold earned an MBA from South University and a bachelor's degree in physical therapy from Daemen College.



BROWARD HEALTH IMPERIAL POINT

Ayana Miller, MBA, FACHE Regional Revenue Cycle Manager

As regional revenue cycle manager at Broward Health Imperial Point, Ayana Miller's responsibilities include directing all of her department's various duties, from account management to communications with insurance providers, collections, contract analysis and more.

She chose a career in the healthcare industry because of the countless career paths it offers and the opportunity to have a lasting impact on people's lives. She has worked for the Broward Health system since 2008, first as a manager of business operations before accepting her current position.

Miller believes that leadership means helping others realize their full potential through encouragement, direction, and goal setting.

"I would describe my leadership style as one that focuses on authenticity and open communication," Miller said.

A fellow of the American College of Healthcare Executives (FACHE), Miller received her bachelor's degree in biology from Florida State University and her master's in health service administration from Nova Southeastern University.



BROWARD HEALTH PHYSICIAN GROUP AND BROWARD HEALTHPOINT

Christina Grove Chief Operating Officer

Christina Grove is the chief operating officer of Broward Health's ambulatory division. She oversees Broward Health Physician Group services and Broward HealthPoint, an affiliate of Broward Health.

The Brooklyn native has more than 25 years of healthcare experience and is a proven dedicated leader. She focuses on the strategic growth of Broward Health's physician practices with an emphasis on producing positive change.

"As a leader, I feel honored to empower others to reach their goals and drive the mission of our team," Grove said. "Making a difference in the lives of our patients, while mentoring others to do the same, seeing the success of others, and leaving a legacy of future leaders is my personal goal in life."

Grove completed her bachelor's degree in organizational management at Palm Beach Atlantic University. She earned both of her master's degrees in healthcare administration and business administration from Columbia Southern University.



CLEVELAND CLINIC MARTIN HEALTH

Federico Serrot, MD Medical Director, Bariatric and Metabolic Surgery

Cleveland Clinic Martin Health is pleased to welcome Federico Serrot, MD, FACS, FASMBS, as Medical Director, Bariatric and Metabolic Surgery. As part of Cleveland Clinic Florida's Bariatric & Metabolic Institute, Dr. Serrot joins a team of specialists across southeast Florida, from Weston and Stuart to Vero Beach.

"Our goal is to improve access to weight management care that will change the lives of our patients forever," Dr. Serrot said. "By creating partnerships with our primary care physicians, as well as providers in other subspecialties, we will provide the best care possible for patients needing to lose weight and improve their health."

With extensive experience in robotic surgery, Dr. Serrot's clinical specialties include metabolic and bariatric surgery; gastric bypass surgery; sleeve gastrectomy; foregut surgery; anti-reflux surgery; hernia surgery; gallbladder surgery; and peritoneal dialysis access.

A teacher and lecturer, Dr. Serrot has co-authored more than 40 abstract national and international presentations and 33 journal publications and book chapters.



Profiles IN LEADERSHIP

WEST BOCA MEDICAL CENTER

Austin Wratchford Chief Operating Officer

Austin Wratchford is the Chief Operating Officer at West Boca Medical Center, a position he has held since December 2020. He completed his Bachelor of Science degree at the University of Florida and obtained his Master's in Health Administration from Virginia Commonwealth University.

Throughout his career, Wratchford has overseen various multi-million dollar business initiatives, including the implementation of a new Interventional Radiology Suite, Orthopedic Unit, Imaging Equipment, ER Renovation, and a comprehensive refurbishment of the Labor and Delivery Unit.

He is a Fellow of the American College of Healthcare Executives and actively participates on the boards of the Fuller Center in Boca Raton and the Boca Chamber's PULSE Committee.

What Wratchford finds most fulfilling about his role is the opportunity to enhance the quality and experience of healthcare for the communities and individuals served by West Boca Medical Center. He has also contributed to physician recruitment by introducing new surgeons to the facility.



Ricardo Ramirez Chief Nursing Officer

Ricardo Ramirez is the Chief Nursing Officer at West Boca Medical Center, where he has been serving since 2020. He joined Tenet Health in 2014 and has an extensive background in nursing and leadership. Ramirez holds a Bachelor of Science in Nursing from the University of North Florida and a Master of Science in Nursing Leadership and Management from Western Governors University.

Prior to his current role, Ramirez served as the Assistant Chief Nursing Officer and ADA Coordinator at St. Mary's Medical Center and Palm Beach Children's Hospital. With 17 years of critical care experience and 13 years of progressive leadership in the healthcare sector, he brings a wealth of knowledge to his position.

At West Boca Medical Center, Ramirez oversees the operations of the Nursing departments, Respiratory, OR and ED. He is passionate about mentoring and collaborating with his team members to overcome obstacles and enhance the delivery of healthcare services to the community.



HOLY CROSS MEDICAL GROUP

Jim Moffett President

Jim Moffett is president of Holy Cross Medical Group, a multi-specialty physician employed group of more than 130 physicians providing services throughout Broward County, and also serves on the Holy Cross Health Senior Leadership team. Moffett is an experienced leader with a strong operational background, developing winning formulas for improving business performance in rapidly evolving value driven, consumer focused healthcare markets. Moffett has a proven track record of building and revitalizing integrated medical groups. He is passionate about developing a talented team that shares a consistent vision and builds trusting relationships with one another and those they lead. As an advocate for community programs, Moffett, who has held leadership and fundraising roles for non-profit organizations including American Diabetes Association, YMCA and local sports leagues, earned a Bachelor of Science in Industrial Engineering from Geneva College in Pennsylvania and an MBA from the University of Scranton.



Keith A. Myers President and CEO

Keith A. Myers, president and CEO, has served at the helm of MorseLife Health System since 2007. Ranked by Fortune as among the nation's "Best Workplaces in Aging Services," MorseLife serves over 3,600 seniors daily in a full continuum of care. Recent accomplishments include: receiving full licensure for MorseLife's hospice care; constructing a new 24,000-sq.-ft. building to serve its fastest-growing PACE program in the country; generating national support for a healthcare and hospitality workforce training program; establishing the Holocaust Learning Experience to provide Holocaust education to students from grades 5 through 12; and producing an international film festival as an innovative community partner. He holds a Master's degree in Health Services Administration from George Washington University and an undergraduate degree from the Medical College of Virginia.



Nora Powell, DHSc, CRDH, CDA Dean of Health Sciences

Nora Powell, DHSc, CRDH, CDA, is the dean of health sciences at Broward College, where she teaches medical terminology and introduction to health sciences and promotes academic, administrative and fiscal leadership in accordance with the College's strategic and institutional effectiveness plans. She plans and assesses programs and processes that promote academic achievement at all levels of the Health Sciences Pathway and is responsible for implementing initiatives and evaluating healthcare education trends and workforce needs. Dr. Powell focuses on establishing a positive rapport and building trust with students by listening and helping solve their challenges and assisting them in getting the most out of their education. Since beginning her career at Broward College in 1992, Dr. Powell has taught courses in dentistry, dental hygiene, nutrition, periodontology and pharmacology and served as an associate dean of academic affairs and manager of the Broward Dental Research Clinic. Dr. Powell earned an Associate of Arts in Business Administration from Broward College and an associate degree in Science from Palm Beach Junior College's School of Dental Hygiene. She has a Bachelor of Arts in Human Resource Management from Florida Atlantic University and both a master's and Doctor of Health Science from Nova Southeastern University.



Paola Pouponneau-Nisbett, MSW, MBA SVP of Home & Community Based Services

As Senior Vice President of Home & Community Based Services for MorseLife Health System, Paola Pouponneau-Nisbett is directly responsible for the overall growth strategy of all entities within the multi-million-dollar division including implementing operational policies and procedures, overseeing compliance and quality methods within each program, reviewing and assessing financial projections and providing mentorship opportunities. She first joined MorseLife in 2010 as director of social services supervising a team of 10 social workers before serving for 10 years as program director of the PACE program. With more than two decades of experience including positions with Whitehall of Boca Raton, University Hospital in Tamarac and Fort Lauderdale Hospital, she combines high-level scholastic and field knowledge with deep operational experience. Pouponneau-Nisbett holds an executive MBA in healthcare administration from FAU, a master's degree in clinical social work from Barry University and an undergraduate degree in social psychology from Carleton University in Ottawa.



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Cover Story: Baptist Health's Bioethics and Patient Rights Department 'Walks the Walk'

Continued from page 1

is a document instrument called an Advance Directive. These are legal documents that provide instructions for medical care in the event one cannot communicate their wishes about end-of-life care to the healthcare team. The three most common types are the Living Will, Power of Attorney or Durable Power of Attorney, and healthcare instructions.

He clarified that the living will specifies the type of medical treatment you would or would not want in the event you are in a terminal condition or persistent vegetated state; POA specifies healthcare wishes, including designating a healthcare surrogate; and healthcare instruction also specifies a healthcare stand-in and a medical treatment you would or would not want in the event you are unable to communicate your wishes.

Rabbi Dr. Kogan followed up by saying, "The idea is that someday each of us may not have the capacity to express our own wishes, so it is important that we use this document – called an Advanced Directive – to delegate them to somebody we trust and believe that he or she will do the best for us when we do not have that capacity."

He said it is particularly important in South Florida because of the different cultures that exist. "I come from a Hispanic culture, and Hispanic people try to avoid discussing end of life. The first step is to help them understand and make them aware that this is important, so that when situations are difficult, their loved ones will know what they want." Rabbi Dr. Kogan said it is not just a question of the quality of life and how people want to spend their last days, but also the idea that they might want to donate organs. He pointed out, "You can save at least seven or eight lives by doing that," so he encourages people to share those thoughts with loved ones.

The third topic is how to get ahold of an ethics consultant when you are in the hospital, and who can make the request. Barnett said, "Anyone from the healthcare team, or the patient or family who has concerns about an ethical issue, can reach out to any hospital ethics team." He said that whereas most hospitals must put together a committee to help resolve ethical issues, Baptist Health has a Bioethics department.

"We have a full-time team that addresses ethical concerns with physicians, in collaboration with pastoral care services, social work, case management, to come to a rapid resolve for issues that occur with our patients. It's a faster resolution when an ethical situation arises, and that's important because sometimes the issues can be very time sensitive."

Rabbi Dr. Kogan added, "We have to be clear at Baptist Health System, to have Bioethics in which we are calling out the hospital to make sure the patient has the best treatment, and we focus on the patient's rights because our title is Bioethics & Patient Rights."

He said studies have shown that when there is a team inside the hospital – one that knows the community and the medical team – the solution is much more proactive, and goals are accomplished in a very professional way. "That is what makes Baptist Health South Florida a very special place. This is what we do here, in a very team-based, patient-oriented way; everybody is part of the treatment that helps the medical team and of course, the patient, achieve a good ending."

Rabbi Dr. Kogan concluded, "At Baptist we talk the talk and walk the walk."

For more information, call (833) 692-2784 or visit www.baptisthealth.net.

Health Care District of Palm Beach County Enlists Initium Health for Behavioral Health Services Study

As part of ongoing efforts to address unmet mental health and substance use disorder needs in Palm Beach County, the Health Care District of Palm Beach County has engaged Initium Health to conduct a behavioral health service delivery and feasibility study to improve access to crisis care and recovery services for county residents.

"Together, the Health Care District of Palm Beach County and Initium Health are committed to accelerating and enhancing crisis care, educating residents on the resources available to them, and positively affecting our community's increasing need for holistic, comprehensive behavioral health care across the population," said Darcy J. Davis, the Health Care District's Chief Executive Officer.

The Health Care District's identification of unmet needs for behavioral health, including crisis care, emerged from public health data and discussions with public officials, local businesses, service providers, and residents. This hands-on effort, guided by senior Health Care District leadership and a core team of experienced staff, has identified and adopted national models and best practices as guiding principles. Under Initium's guidance, the behavioral health feasibility study is set to begin this month with a final report due later this year. The study includes service gap and needs analysis, financial analysis, workforce considerations, facility programming, design concept recommendations, regulatory and policy analysis, and community engagement — all leveraging national guidelines and best practices for crisis systems framework.

During and After Hurricane Season, Hospitals are Ready

Hurricane season is officially here. Since June 1, there have already been four named tropical storms, and last month forecasters raised their estimates for the Atlantic hurricane season.

The best estimates for this season are 18 named storms, producing nine hurricanes.

As health care providers with a commitment to remain open and accessible to deliver safe, high-quality, 24/7 care to anyone who



BY MARY MAYHEW

needs it, hospitals are unique in the health care ecosystem. While prioritizing the health and safety of their patients and staff, hospitals do everything possible to stay open, available, and operational before, during, and after major storms.

That capacity doesn't happen by chance. The availability of care 365 days a year, no matter the hour of the day or night, for anyone who needs it, is the result of intensive, long-term planning and major financial investments in infrastructure, human resources, supplies, and operations.

FHA surveyed hospitals in 2022 about their hurricane season preparedness activities and found that hospitals have taken precautionary measures to safeguard water supplies, reduce the risk of flooding, and protect emergency power systems before the start of hurricane season. They have also created mitigation strategies to secure resource and supply chain needs before a storm's landfall.

All hospitals, no matter their size or location, have an operational, comprehensive, and all-hazards emergency management plan. Such plans are a legal requirement of the Centers for Medicare and Medicaid Services and the Agency for Health Care Administration. These plans reflect regulatory changes and requirements and new best practices in health care emergency management, as well as lessons learned from the response to previous crises. County emergency management officials review these plans annually for comprehensiveness and accuracy, and hospitals are required to conduct at least two exercises a year to test, drill, and practice their plans with community partners to identify any areas of needed improvement and to ensure their teams understand how to operationalize the plan in an actual emergency.

When a major storm threatens, we have the advantage of foresight. We know when storms are brewing, and we have models to predict where they may hit. Based on this modeling, hospitals

activate their emergency response plans including their activation of command centers. In the best interests of patient safety and care, evacuation is not generally the default decision. However, sometimes the decision to evacuate and transfer patients to higher ground ahead of storm landfall is the best action. When forecasting models predicted that Hurricane Ian

would make landfall in Tampa, for example, some hospitals in that region decided to transfer patients before the storm made landfall, following the guidance of local and state officials, and based on the direction of their emergency response plans. This was the prudent decision based on weather models and the prioritization of patient care and safety. Evacuating after landfall would have been much more treacherous.

Yet, forecasting models aren't perfect. When Ian took a different path than predicted, hospitals in areas that took a direct hit had to respond in real-time. Hospitals in Lee County, for example, needed to transfer patients to other facilities across the state when the public utility infrastructure, including the electrical grid and water supply, went down after Ian significantly impacted the region. Ensuring continuous, safe patient care was the prevailing principle. Their emergency response plans governed those transfers, and hospitals acted based on practiced and known protocols with local, state, and federal response partners.

In addition to response plans, hospitals are proactive in their capital investments to strengthen and harden their infrastructure and physical plants against potentially damaging wind, rain, or other natural forces. They have replaced roofing, relocated critical systems to higher floors, elevated parking lots, erected water barriers, built on-site wells, and installed impact-resistant windows.

Crises can't be avoided. They can only be anticipated and planned for. Hospitals are doing their part in creating, implementing, and practicing a robust emergency response to whatever comes. They have repeatedly proven their reliability and resiliency in crisis after crisis. And they'll do so again.

Mary Mayhew is President and CEO, Florida Hospital Association.

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

Broward Health Names Chief Financial Officer for Broward Health North and Chief Human Resources Officer for Broward Health Coral Springs

Broward Health is pleased to announce Brenda Baker, M.B.A., to its executive leadership team as Chief Financial Officer for Broward Health North and Katie Kato, M. ED., SPHR, SHRM-SCP, as Chief Human Resources Officer for Broward Health Coral Springs.

Prior to joining Broward Health, Baker served as Chief Financial Officer/Executive Vice President for Flagler Health. Before that, she served as Chief Financial Officer for Riverview Health. In addition, Brenda has also served as Controller at Terre Haute Regional Hospital.

Baker earned her Bachelor of Science in accounting from Ball State University in Muncie, IN, and her Master of Business Administration in healthcare from Indiana Wesleyan University in Marion, IN.

Kato will oversee the development, implementation, evaluation, and management of all human resources services at Broward Health Coral Springs.

Prior to joining Broward Health, Katie served as President and Chief Human Resources Strategist for The Human Resources Factor, LLC. Prior to that, she served as Senior Vice President/Chief for Promises Healthcare/Success Healthcare, Inc.

Kato earned her Bachelor of Science and her Master of Education from the University of Florida. She is also a certified Senior Professional in Human Resources and a Senior Certified Professional in Human Resources (SHRM-SCP).



Brenda Baker



Katie Kato

HCA Florida Kendall Hospital Welcomes Lizette Otero as New Chief Nursing Officer

HCA Florida Kendall Hospital is pleased to welcome CNO Lizette Otero to HCA Florida Kendall Hospital, effective August 7th. Lizette is a Nursing Executive with over 25 years of nursing experience and 16 years of HCA experience in leading clinical operations. She's a transformational leader with a proven ability to identify opportunities, envision positive change, communicate the vision, develop strategies, turn strategies into actions, and achieve service excellence. Lizette is skilled in managing operational and capital budgets to ensure long-term fiscal viability. She is known for motivating diverse teams to work collaboratively, achieving business objectives while inspiring, empowering, coaching, and mentoring one another. Lizette leads by example, with a focus on purpose, service, and accountability. Lizette earned her MBA/MHA from Saint Leo University, and her BSN from Alverno College.



Lizette Otero

HCA Florida Woodmont Hospital Names New Executive Officer

HCA Florida Woodmont Hospital has named Cory Mead as its Chief Executive Officer. Mead has spent the last three years at Overland Park Regional Medical Center, part of HCA Healthcare's MidAmerica Division, serving as the Chief Operating Officer for the 343-bed acute care facility. Prior to serving as COO at Overland Park, Mead served in many HCA Healthcare leadership roles over the past 12 years, including Chief Operating Officer at TriStar Southern Hills Medical Center in Tennessee, Associate Chief Operating Officer at Reston Hospital in Virginia, and Director of Operations at Research Medical Center in Missouri. Mead earned a bachelor's and master's degree in health administration from the University of Iowa. He is an active leader in his community, having partnered with Ronald McDonald House Charities, Habitat for Humanity, the American College of Healthcare Executives, and the American Heart Association, where he currently serves as the Kansas City chapter's Co-Chair of the Executive Leadership Team for the Heart Walk.



Cory Mead

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Accolades Accolades Accolades Accolades

Tampa General Hospital Named One of Americas Top Cancer Hospitals by Newsweek

Tampa General Hospital (TGH) is in the top 3% of cancer hospitals in the United States, according to *Newsweek* and *Statista*. Listed in the news magazine's new America's Best Cancer Hospitals 2023 rankings, Tampa General is also ranked in the top 10 Florida cancer facilities that appear on *Newsweek's* list.

"This recognition is a testament to the incredible oncology team that leads the TGH Cancer Institute to deliver world-class, cutting-edge and compassionate cancer," said John Couris, president and CEO of Tampa General. "The team is continually focused on strengthening our expertise in cancer prevention, treatment, research, education and clinical investigations."

According to *Newsweek* and *Statista*, inclusion on this list is symbolic of patient and employee trust in the organization, Tampa General's leadership, and outcomes performance in the delivery of cancer care.

Good Samaritan Medical Center and St. Mary's Medical Center Earn Awards for Low C-section Rates

Good Samaritan Medical Center and St. Mary's Medical Center, both part of the Palm Beach Health Network, are recognized by the State of Florida for reducing the rate of unnecessary cesarean sections (C-sections) for low-risk births. The hospitals are being honored by the Florida Department of Health and the Agency for Health Care Administration. At a recent Florida Hospital Association Quality Conference, they both received the 2021 Award for Excellence in Maternity Care.

HCA Florida JFK North Hospital CEO Ashley Vertuno Named to South Florida Business Journal's 40 Under 40 List

Ashley Vertuno, FACHE, chief executive officer of HCA Florida JFK North Hospital in West Palm Beach, has been named to South Florida Business Journal's 40 Under 40 list recognizing 40 of the best and brightest young professionals in South Florida who have excelled both in the business world while also giving back to the local community.

In addition to serving as the top executive at HCA Florida JFK North Hospital, the 35-year-old Vertuno is the past chairperson for the 2022 and 2023 Palm Beach County Go Red for Women initiative to elevate awareness of women's heart health.

Recognizing the importance of inspiring the next generation of healthcare leaders, specifically women in leadership, she serves as an advisory board member and mentor for Women in Healthcare Florida, FIU Business Women in Leadership and as an executive sponsor of the HCA East Florida Division Women's Colleague Network. Vertuno also gives back to her profession by serving on committees with the American College of Healthcare Executives.

In November 2020, then 32-year-old Vertuno became HCA Healthcare's youngest-ever hospital CEO. Since then, she has assembled a highly diversified leadership team made up mostly of experienced women healthcare executives.

She also was named to Modern Healthcare's prestigious list of the Top 25 Emerging Leaders for 2023 honoring the healthcare industry's rising stars age 40 and under who contribute to a culture of innovation and help their organizations achieve and exceed financial, operational and clinical goals.



Ashley Vertuno

Renowned Palm Beach County - Based Surgeon Joins Tampa General Hospital Heart & Vascular Institute

As part of its commitment to connecting the Palm Beach County and Treasure Coast communities to cutting-edge care, Tampa General Hospital (TGH) has welcomed a Palm Beach County-based surgeon to the TGH Heart & Vascular Institute.

Amy Mostafavi, M.D., FACS, is board-certified in general and vascular surgery, and is a fellow of the American College of Surgeons. She has been serving Palm Beach County and Treasure Coast patients for 25 years. She received her general surgery and vascular fellowship training at Massachusetts General Hospital in Boston.

Prior to joining Tampa General Hospital, Dr. Mostafavi served as the chief of the Department of Surgery, as well as on the board of trustees at JFK Medical Center. She was also a clinical instructor in surgery and radiology for Harvard Medical School at Massachusetts General Hospital, as well as an assistant professor of surgery for the University of Miami's Miller School of Medicine.



Dr. Amy Mostafavi

Cleveland Clinic Martin Health Welcomes Federico Serrot, MD, Medical Director, Bariatric and Metabolic Surgery

Cleveland Clinic Martin Health is pleased to welcome Federico Serrot, MD, FACS, FASMBS, as Medical Director, Bariatric and Metabolic Surgery.

Upon earning his medical degree at Universidad del Salvador in Buenos Aires, Argentina, Dr. Serrot completed the general surgery residency at the University of Arizona College of Medicine. He went on to complete three fellowships: the esophageal function test and surgical research fellowships at the University of Minnesota Medical School; and a minimally invasive, endoscopic, foregut and bariatric surgery fellowship at Cleveland Clinic Florida.

With extensive experience in robotic surgery, Dr. Serrot's clinical specialties include metabolic and bariatric surgery; gastric bypass surgery; sleeve gastrectomy; foregut surgery; anti-reflux surgery; hernia surgery; gallbladder surgery; and peritoneal dialysis access.



Dr. Federico Serrot

Urology Icon Chooses Miller School's Desai Sethi Urology Institute

One of the nation's most accomplished and decorated urologists, Alan J. Wein, M.D., Ph.D.(hon), has joined the Desai Sethi Urology Institute (DSUI) at the University of Miami Miller School of Medicine as professor of clinical urology and director of business development and mentoring.

Dr. Wein retired from Urology at Perelman School of Medicine at the University of Pennsylvania, where he held several leadership positions, including chief of urology. He went to medical school of Penn, and except for two years from 1972 to 1974 when Dr. Wein was a major in the United States Army, he did his training, practiced and taught at Penn for the last 60 years.

His various leadership roles at Penn are but a part of Dr. Wein's distinguished career. Among his numerous accomplishments, Dr. Wein received the Edward L. Keyes Medal from American Association of Genitourinary Surgeons, a medal recognized as the greatest individual citation in the specialty. He received many important honors from the American Urological Association, including the coveted Hugh Hampton Young Award, presented annually to an individual for outstanding contributions to the study of genitourinary tract disease. Dr. Wein was recognized for his contributions to urologic education, his research on bladder dysfunction, and voiding physiology.

He has been honored with the Lifetime Achievement Awards by International Continence Society and the Society of Urodynamics, Female Pelvic Medicine and Urogenital Reconstruction.



Dr. Alan J. Wein

Mount Sinai Medical Center Welcomes Dr. Irma Forghani

Mount Sinai Medical Center welcomes Dr. Irma Forghani to their Comprehensive Cancer Center team. Dr. Forghani received internal medicine residency training as a physician, and subsequent to that specific fellowship training to become a geneticist.

Dr. Forghani is double-boarded in medical genetics and internal medicine. She completed her residency in internal medicine at the University of Oklahoma, and her fellowship in Medical Genetics at the University of California, Los Angeles.

She has authored and co-authored multiple scientific articles and abstracts in reputable peer reviewed medical journals. She is a co-investigator in the Undiagnosed Diseases Network (UDN) research study, funded by the National Institutes of Health.

Dr. Forghani worked at the University of Miami for several years, rising to the level of Associate Professor and now will be helping lead Mount Sinai's efforts in a newly formed genetics program. She has an interest in cancer and also connective tissue disorders.



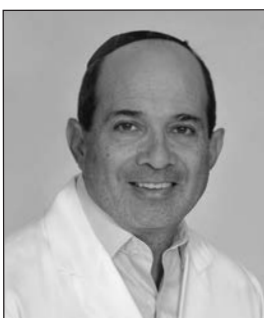
Dr. Irma Forghani

Experienced Cardiac Electrophysiologist Joins Palm Beach Health Network Physician Group

David S. Kleinman, M.D., a cardiac electrophysiologist, recently joined the Cardiovascular Care - Palm Beach Health Network Physician Group with offices in Delray Beach and Boca Raton. Dr. Kleinman specializes in heart arrhythmias including ventricular tachycardia and supraventricular tachycardia. He is on-staff at Delray Medical Center and West Boca Medical Center.

Prior to joining Cardiovascular Care - Palm Beach Health Network Physician Group, Dr. Kleinman worked as a clinical cardiac electrophysiologist at Cardiology Consultants of Philadelphia. Dr. Kleinman also served as Director, Electrophysiology Lab, Crozer-Chester Medical Center, Upland, PA, as well as on-staff at Riddle Memorial Hospital, Media, PA, and Lankenau Hospital, Wynnewood, PA.

For his education and training, Dr. Kleinman completed fellowships in cardiac electrophysiology from both Alleghany University Medical Center in Philadelphia and Long Island Jewish Medical Center, New Hyde Park, NY, and a fellowship in cardiology from Beth Israel Medical Center, New York, NY. Dr. Kleinman finished his internal medicine residency at Mount Sinai Medical Center, New York, NY, and graduated medical school from New York



Dr. David S. Kleinman

Dr. Jose Garcia Joins Memorial Cardiac & Vascular Institute

Jose P. Garcia, M.D., a Harvard-educated and fellowship-trained cardiothoracic surgeon, has been named Chief of the Adult Heart Transplant Surgery and Mechanical Circulatory Support programs at Memorial Healthcare System. A longtime educator, Dr. Garcia has held leadership positions at multiple institutions, including Indiana University (Methodist Hospital), Harvard University (Massachusetts General Hospital), and the University of Maryland Medical Center.

Dr. Garcia was named one of "America's Top Surgeons" five consecutive years by the Consumer's Research Council of America and has also been principal investigator on numerous research studies. He has transplanted approximately 300 hearts and 400 lungs through the United Network for Organ Sharing (UNOS), the nonprofit that oversees the U.S. transplant system for the federal government. Additionally, Garcia has personally implanted more than 700 VADs during a 25-year career.



Dr. Jose P. Garcia

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Dr. Malissa Wood Appointed as Lee Health's Heart Institute's Vice President and Chief Physician Executive

Widely respected throughout the national and international cardiovascular community, Dr. Malissa Wood has been selected to serve as Lee Health's new vice president and chief physician executive of the Lee Health Heart Institute.

Dr. Wood comes to Lee Health from Massachusetts General Hospital, where she was a staff physician in the Cardiac Ultrasound Laboratory as well as the co-director of the Corrigan Women's Heart Health Program and an associate professor at Harvard Medical School. She was the principal investigator of the Happy Heart Trial, a primary prevention study designed to improve the cardiovascular health of high-risk, low-income women. Dr. Wood has also conducted clinical research for the U.S. Olympic Committee, Harvard University athletes, marathon runners and rowers and has published extensively on cardiac adaptations to exercise.

She received her Doctorate of Medicine from the University of Missouri Kansas City, and she completed both her Internal Medicine and Cardiology training at Beth Israel Deaconess Medical Center/Harvard Medical School, where she served as chief medical resident.



Dr. Malissa Wood

Dr. Thomas Hunt Appointed as Lee Health's Vice President and Chief Physician Executive of Musculoskeletal Services

An internationally renowned hand and wrist surgeon, Dr. Thomas Hunt has been selected to serve as Lee Health's new vice president and chief physician executive of musculoskeletal medicine, a medical specialty that includes injuries and diseases affecting the muscles, bones and joints of the limbs and spine.

Dr. Hunt has held influential academic leadership positions throughout his career, including endowed professor and chair of orthopedic surgery at the University of Alabama Birmingham and the Baylor College of Medicine. His most recent clinical leadership positions include chief of the musculoskeletal service line at Baylor St. Luke's Medical Center in Houston and chief physician executive for

CommonSpirit Health's Texas Division orthopedic service line. Dr. Hunt served as a team physician for the Houston Texans and the Arizona Cardinals, and remains senior advisor to the NFL's Musculoskeletal

Committee, official second opinion physician for the NBA, and medical advisor for the Titleist Performance Institute.

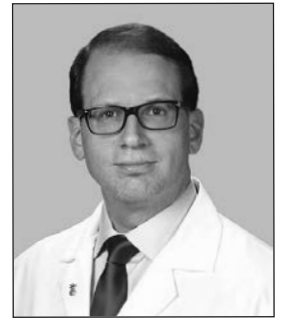
Dr. Hunt earned a Bachelor of Science degree from Stanford University, a Doctorate of Medicine from the Vanderbilt University School of Medicine and a Doctorate of Healthcare Leadership from the University of Alabama Birmingham School of Health Professions. Dr. Hunt completed his orthopedic surgery residency training at the University of Kansas Medical Center in Kansas City and his fellowship in hand and upper extremity surgery at the Hospital of the University of Pennsylvania in Philadelphia. He is also a fellow in the American College of Healthcare Executives.



Dr. Thomas Hunt

Harold Huss, DO, Joins Baptist Health as Surgical Oncologist

Board-certified surgeon Harold Huss, D.O., joins Lynn Cancer Institute, part of Baptist Health, at Boca Raton Regional Hospital, as a specialist in surgical oncology. Prior to joining Lynn Cancer Institute, Dr. Huss served as an associate clinical professor at City of Hope and worked as a surgical oncologist at the Cancer Treatment Centers of America. Dr. Huss completed research fellowships at Harvard Medical School and Memorial Sloan-Kettering Cancer Center. He earned his osteopathic medicine degree from Midwestern University and completed his general surgery residency at University of Massachusetts Memorial Medical Center. He continued his education with a surgical oncology fellowship at the University of Pittsburgh Medical Center.



Dr. Harold Huss

William Davis, III, MD, Joins Baptist Health as a Board-Certified Orthopedic Surgeon

William Davis, III, M.D., recently joined Baptist Health as a board-certified orthopedic surgeon and sports medicine physician. Before joining Baptist Health in 2023, Dr. Davis worked for the Musculoskeletal Institute at Duly Health and Care as an orthopedic sports medicine surgeon. He served as the academic lead for Duly Health Care's Sports Medicine group and as the head team physician and medical director for North Central College Athletics. Dr. Davis is a faculty instructor at the Florida International University Herbert Wertheim College of Medicine. After earning his medical degree from Georgetown University School of Medicine, where he was elected to the Alpha Omega Alpha Honor Medical Society, Dr. Davis completed his orthopedic surgery residency at Medstar Georgetown University Hospital. He completed his orthopedic sports medicine fellowship at Baptist Health Doctors Hospital UHZ Sports Medicine Institute and a foot and ankle surgery fellowship at Baptist Health Orthopedic Institute.



Dr. William Davis, III

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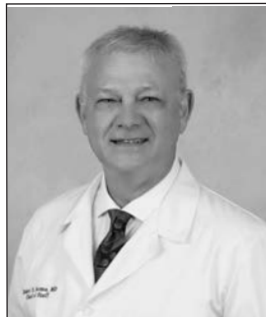
WHAT'S NEW...WHAT'S NEW...WHAT'S NEW...

Dr. Robert Scoma Becomes First Thoracic Surgeon in Palm Beach County to Complete 1,000 Robot-Assisted Surgeries

The Tampa General Hospital (TGH) Cancer Institute's Dr. Robert Scoma has become the first thoracic surgeon in Palm Beach County, and one of the first in South Florida, to complete 1,000 robot-assisted surgeries. Thoracic surgery involves the organs of the chest, as well as the esophagus, the trachea, rib cage, and breastbone.

By completing his first robotic-assisted surgery in 2009, Dr. Scoma has performed more than 100 per year, with 40 already completed in 2023. Most of the procedures have been pulmonary lobectomies (removal of an entire lobe of the lung). Dr. Scoma has also used the da Vinci Surgical System to perform lung wedge resection, mediastinal (area between the lungs) mass resection, thymectomy (removal of the thymus gland), repair of hiatal hernia (part of the stomach pushes into the chest cavity), and other oncological procedures.

With nearly three decades of experience, Dr. Scoma is a board-certified thoracic surgeon, and is also certified in basic, advanced cardiac, and advanced trauma life support. He is an associate fellow with the American College of Surgeons, as well as a member of the Society of Thoracic Surgeons, the American Board of Thoracic Surgery, the Florida Medical Society, and the American Medical Association. His practice includes all aspects of thoracic surgical oncology, including lung cancer, esophageal cancer, mesothelioma, and mediastinal tumors. He also treats pleural disorders, hernias of the diaphragm, and thoracic outlet syndrome (blood vessels or nerves are compressed in the space between the collarbone and the first rib).



Dr. Robert Scoma

Amavita Heart and Vascular Health Celebrates Exemplary Cardiovascular Care and Innovative Treatment Approaches

Amavita Heart and Vascular Health™ have made tremendous efforts to build a full-spectrum independent cardiovascular practice focusing on minimally invasive procedures and cardiovascular diseases from treatment to diagnosis. It is dedicated to advancing heart and vascular wellness and proudly highlights its commitment to exceptional patient care and groundbreaking treatment methodologies. Amavita continues to be at the forefront of medical advancements, focusing on delivering outstanding cardiovascular services.

Led by Dr. Pedro Martinez-Clark, Amavita's highly skilled medical professionals and cutting-edge facilities are central to the clinic's success and its dedication to employing innovative treatment modalities that consistently yield superior outcomes for patients battling heart and vascular diseases. Under his guidance, Amavita has become a beacon of hope for individuals seeking top-notch care for various heart conditions, from coronary artery disease and heart failure to arrhythmias and congenital heart defects.

"Our mission is to improve cardiovascular outcomes in all our patients using state-of-the-art technology and interventions while providing compassionate care to all patients," said Dr. Pedro Martinez-Clark, founder of Amavita and interventional cardiologist. "Fulfilling this mission is of the utmost importance to Amavita Heart and Vascular Health™"

Dr. Martinez-Clark has been globally recognized for excellence in medical care, research efforts, and medical innovation contributions. He and his team actively participate in groundbreaking research and clinical trials as a testament to its commitment to innovation. Through these initiatives, the clinic has contributed to significant advancements in interventional cardiology, cardiac imaging, electrophysiology, and other critical areas of cardiovascular medicine.

In addition to caring for patients, Dr. Martinez-Clark works very closely with several public and private organizations to improve the healthcare innovation ecosystem in South Florida. He aims to empower individuals to take proactive steps toward maintaining their cardiovascular health by raising awareness about heart disease prevention, risk factors, and early detection.



Dr. Pedro Martinez-Clark


Nicklaus Children's Implements Smileyscope to Help Children Feel More at Ease During Needle Procedures

Nicklaus Children's Hospital has implemented use of Australia- and Texas-based Smileyscope Holding Inc's (Smileyscope™) state-of-the-art virtual reality (VR) therapeutics to soothe children during needle procedures in the hospital's Emergency Department. Nicklaus Children's is among the first children's hospitals in the nation and the first in South Florida to offer this child-friendly, immersive technology.

"Needle procedures can be very stressful for children of all ages," said Dr. David Seo, senior vice president and chief information and digital officer for Nicklaus Children's Health System. "The Smileyscope virtual reality tool supports our Emergency Department clinicians in providing the artful distraction that is so beneficial to children during such procedures. Families can request VR support to reduce their child's discomfort and anxiety."

One of the most requested VR experiences sought by children is the underwater adventure, which features waves washing over the injection site and a fish nibbling on the child's arm during the injection. Clinical trials have shown this VR program can safely and effectively reduce pediatric needle pain by up to 60 percent and anxiety by 40 percent, allowing for a more comfortable and positive patient experience.



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FACE TO FACE CREDITS


Thursday, September 21

TOPIC.....Hospital Foundations –
Strategic Planning and Best Practices

PLACE... Baptist Health Bethesda Hospital East
Boynton Beach, Florida

TIME.....5:30 pm

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WHAT'S NEW...WHAT'S NEW...WHAT'S NEW...

FAU Receives \$11.5 Million Gift to Combat Life-Threatening Illness, Amyloidosis

Currently, there is no cure for amyloidosis, a life-threatening disease that can be present throughout the body, including the heart, kidneys, liver and brain. The most common localized form of amyloidosis, which is seen significantly more often, is in the brain. Cerebral amyloidosis, when symptomatic, usually manifests in one of two ways: in Alzheimer's disease and related dementias and in brain bleeds, which have consequences such as a stroke.

Because amyloidosis does not affect a specific organ, unraveling the underlying cause of amyloid fibril creation – a hallmark of this disease – is complex and challenging.

A monumental \$11.5 million gift from Boca Raton philanthropists Ann and John Wood of the FairfaxWood Scholarship Foundation, will enable Florida Atlantic University's Charles E. Schmidt College of Medicine to create a game-changing infrastructure that will combat amyloidosis using a collaborative, whole-body approach.

This transformational gift will establish the FairfaxWood Health & Innovation Technology Initiative, which will focus on the FAU Amyloidosis Project. The initiative will be built on a collaboration model comprising clinicians, researchers and world-class institutes. The multi-disciplinary team will work collectively to uncover the root causes of the formation of amyloid fibrils throughout the body, including the brain, which can be difficult to treat.

Harnessing the power of artificial intelligence and cutting-edge data science, the initiative will de-silo single organ-focused researchers and clinicians who will conduct research to seek treatments and ultimately find a cure for amyloidosis. In the distant horizon, the unique infrastructure created through this initiative could evolve into a permanent research resource to provide opportunities for vital work on other devastating illnesses.



Ann and John Wood

James and Marta Batmasian Make \$1 Million Gift to Boca Raton's Keeping the Promise Capital Campaign

Philanthropists James and Marta Batmasian have made a \$1 million gift to Keeping the Promise. The Campaign for Boca Raton Regional Hospital. The gift will be acknowledged with the naming of an iconic sculpture to be located within the new Hagerty Courtyard entitled "Drift."

The Batmasians are founders of one of the largest family-owned real estate investment firms in the United States. Investments Limited, a sole proprietorship, has grown throughout the decades to encompass retail, residential and commercial properties. The company originated in Cambridge, Massachusetts, expanding into South Florida in the 80s. After relocating to Boca Raton in 1983, the Batmasians had the foresight to begin investing in local shopping centers, amassing properties within their first few years in town. Today, they are among the largest landowners in the County. With a billion-dollar empire reaching from New England to South Florida, the Batmasians have made their mark as two of the country's most dedicated and successful entrepreneurs.

James and Marta Batmasian currently support more than 65 organizations. They dedicate their personal time and efforts and serve as Board members for several nonprofits, including some outside the U.S.; they also serve on a variety of committees. Causes near and dear to their hearts include helping youth living in economically depressed areas get an education, with many going on to college, and improving the plight of the homeless.



Marta and James Batmasian



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A message from our President

Can Artificial Intelligence (AI) Change the Healthcare Industry?

Healthcare providers are working on solutions that will allow them to maintain or improve healthcare quality while at the same time trying to reduce or keep costs constant. Can it be done? And, is AI one of the answers?

We have all been reading articles over the last few years about how AI will change the face of healthcare. Articles that have alarmed healthcare employees that their jobs are going away other articles expressing the thought that AI will be just one more tool in the tool chest and that human employees will assigned other jobs focused on more serious, unique problems.

As AI continues to develop, have those earlier suggested uses changed? Have they grown? Have the potential impacts changed?

As I think about articles that I have read about the coming of AI, I can remember that using "big data" will allow AI to be used to predict disease outbreaks. Using one of AI's strengths, that being data analysis, to plow through data and to draw conclusions from it. That is still a strength.

I have read about using AI to analyze medical images, such as MRI, CT scans, and X-rays, for early disease detection. AI can also help to diagnose conditions from the patterns in a patient's medical history and health records. In addition, we have heard about the 360-degree body scanner that will be driven by AI, looking for skin anomalies.

And, we have also heard about AI being used for robotic surgery, giving it more precision, and for telehealth where chatbots can provide medical consultation, triage patients, monitor patient's health, and provide reminders about medications.

So, what are some of the newer frontiers where we are hearing that AI might be helpful?



Jaime Caldwell

One is precision medicine where AI can help doctors understand patient's genetics, lifestyle, and environment to tailor treatments at an individual level. This approach has the potential to improve treatment outcomes (quality).

I hadn't even considered that AI could help develop treatment plans by analyzing a patient's unique symptoms, medical history, and then consult and compare them to the latest medical research.

In an updated "Operation Warp Speed" scenario, AI can be tasked to accelerate the discovery and testing of new drugs. AI can analyze large databases of existing medicines and diseases to identify potential new applications or to create entirely new medicines. AI has the power to bring all that data together and identify relationships and probabilities.

relationships and probabilities.

I should have probably mentioned this above, because it tends to cause the most human concern, AI can streamline administrative tasks such as scheduling appointments, billing, and patient pre-screening, thereby freeing up time for healthcare professionals to focus on patient care.

AI can also be used to train our physicians and other healthcare providers of tomorrow by simulating complex surgical/medical procedures or rare medical cases. And, given our current mental health crisis, AI chatbots and apps can provide basic mental health support, direct users to appropriate resources, or provide therapeutic interventions such as cognitive behavioral therapy (CBT).

All of these potential benefits do not come without cost. With access to all those big databases and with the ability to analyze them and to draw conclusions, privacy concerns, the need for explanation, potential biases in AI algorithms, and ensuring that human oversight and empathy remain a central part of patient care are key.

We are seeing the next generation of healthcare developing before our very eyes. The benefits are immense and the guardrails are a must!



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NEAVE FAMILY LAW, P.A.

Neave Family Law, P.A., provides legal services in the area of marital and family law. When family law matters must be decided by the legal system, the process can be complicated by heated emotions and financial turmoil. It is the goal of Neave Family Law, P.A., to guide you through the legal process and remove as much financial stress as possible. For a consultation, please call (954) 981-2200 or visit our website at www.divorcelawyerfortlauderdale.com.

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BoardroomPR is a full-service PR and integrated marketing agency, leveraging the skills of our staff of former journalists, PR and marketing pros and multimedia specialists to provide visibility across numerous platforms to our healthcare clients. We combine PR with digital and branding campaigns to build brand and business. Contact Don Silver at donsil@boardroompr.com.

MEDICAL ASSOCIATION DADE COUNTY MEDICAL ASSOCIATION

Dade County Medical Association (DCMA) – "The voice of Physicians in Miami Dade County." Supporting its members in all aspects of the practice of medicine; to serve physicians and their patients by establishing and promoting ethical, educational and clinical standards for the medical profession, and to advocate the highest principle of all, the integrity of the patient/physician relationship. For more information: visit the website www.miamimed.com or please call Angel Bosch at (305) 324-8717 or email Angel@abosch@miamimed.com

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