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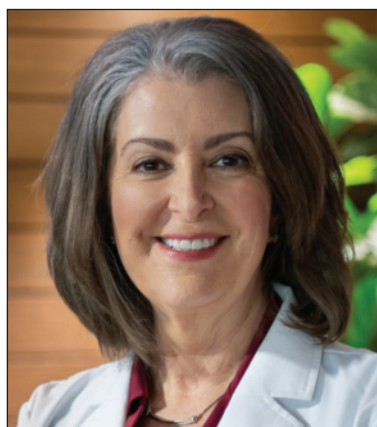
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September 2023

THE REGION'S MONTHLY NEWSPAPER FOR HEALTHCARE PROFESSIONALS & PHYSICIANS

OUR 20TH YEAR SERVING THE HEALTHCARE COMMUNITY!

## Alzheimer's Disease



Dr. Ileana Leyva

### Quality Next-Level Care for Patients With Alzheimer's and Related Dementias

BY DR. ILEANA LEYVA

As a progressive neurodegenerative disease, Alzheimer's requires substantial help from caregivers. From bathing to feeding to other activities of daily living (ADLs), caregivers stepped in to provide an estimated 18 billion hours of care last year for loved ones with Alzheimer's and related dementias. These 11.4 million caregivers were unpaid.<sup>1</sup>

How do we lighten the burden for family caregivers without shifting it to already-stressed healthcare settings? For patients who no longer respond to optimized therapies and show increased functional decline, hospice may be the answer.

Hospice supports caregivers by offering clinical and psychosocial expertise to manage patient symptoms. This next-level care provides complex modalities for those who require high-acuity care and includes integrative services to enhance their quality of life.

The hospice team works alongside caregivers to provide psychosocial support, community resource connections, and respite services. Caregivers receive immediate, ongoing grief and bereavement support, reducing depression and anxiety and contributing to better overall health.

Continued on page 21

## Healthcare Real Estate

### Intergenerational Design Is the New Normal

BY CHARLES MICHELSON, AIA, ACHA, LEED AP

As the children of the greatest generation reach retirement age, there has been a significant shift in the age of our country's demographics. There is extensive discussion about designing environments for an aging population. However, I believe it is probably an unfortunate undertaking to try to compartmentalize and humanize any population group to rationalize a design solution that addresses their specific needs. Truthfully, their needs are global needs for all ages and hold true for an aging population, millennial population, or Gen X or Z.

All designs need to create stimulating spaces that promote physical, mental, and emotional wellbeing, and encourage social and technological interaction. Buildings will continue to accommodate changing needs and healthcare's ever-changing capacity to heal at an expedited pace.

Operational efficiency and economical quality design solutions are universal requirements. Our designs will continue to move in a responsible social direction to improve compatibility among generations. It is the intergenerational support structure that addresses many of the needs of the elderly.

Whatever spaces we design – from restaurants, apartment buildings, to homes and assisted living facilities – intergenerational interaction will be the norm. Our architec-



Charles Michelson

Continued on page 16

### Angel Bosch: A Beacon of Innovation and Leadership in Florida's Medical Society

BY DANIEL CASCIATO

In the heart of Miami, Angel Bosch has emerged as a paradigm of resilience, innovation, and leadership. Recently elected Chair of the Conference of Florida Medical Society Executives (CFMSE) and appointed to the Florida Medical Association (FMA), his story is an exemplary chronicle of a vision coming to fruition.

A Puerto Rican native, Bosch's journey began amidst the devastation of Hurricane Maria in 2017. The harrowing five-month experience without power, as he describes, compelled him to seek a new horizon. Florida became that beacon of hope. "After living close to 5 months without power we took the painful decision of starting a new adventure in Miami," Bosch reminisces.

He began his Florida journey with Cobbe Consulting and Management (CCM) in 2018 and soon took the reins of the Dade County Medical Association (DCMA). The following year, he further expanded his managerial repertoire by overseeing the Miami Orthopaedic Society (MOS). These accomplishments weren't just professional milestones; they broke historical barriers as Bosch became the first Hispanic, specifically Puerto Rican, to hold these positions.

What sets Bosch apart? His bilingual proficiency, he believes, adds an edge, espe-



Angel Bosch

Continued on page 13

## Medical Cannabis



Dr. Melanie Bone

### Medical Cannabis Being Studied for Issues Related to Aging

BY VANESSA ORR

Now that cannabinoids, both psychoactive (THC) and non-psychoactive (CBD, CBG, THCA, CBN, etc.), have been made available to seniors with certain medical conditions, studies have shown that it can help to manage issues related to aging including chronic arthritic pain, anxiety and insomnia. And while the hope is that it can someday be used to help those diagnosed with Alzheimer's disease and other dementia, not enough research has been done in the United States to verify its use for dementia treatment.

"There have been studies that underscore the way that cannabinoids can help with agitation, anxiety and insomnia, all of which can accompany dementia, and there is also observational data showing that cannabinoids help, but randomized prospective controlled trials have not been done," explained Melanie K. Bone, MD, FACOG, director, Medical Cannabis Therapies, MorseLife Health System and clinical affiliate assistant professor, Charles E. Schmidt College of Medicine, Florida Atlantic University. "For some scientists, this is the gold standard to prove that it might work, and the rest is considered anecdotal."

While there has been one US-based pre-clinical study in mice demonstrating that THC can reverse some of the decline

Continued on page 10

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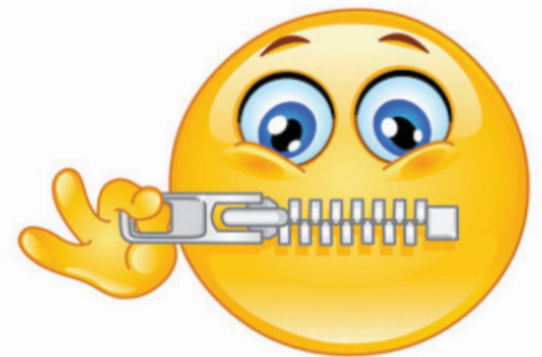
**It's Monday, or as I like to call it "Day 7 of the hostage situation."**

Things have been pretty quiet around the Felix household the last few weeks, figuratively and literally. After the successful removal of an annoying (but most importantly, benign) vocal cord growth last week, I was sentenced to 7 days of total

voice rest. (Carol's applause was deafening.)

According to the resident "warden," my speaking privileges return tomorrow at 12:01 a.m. and not one second (or one little word) before then. I know many of you think – how tough could the last week possibly have been? Well, if you're like I am and tend to talk a lot and extremely loudly, this past week felt like months. And to make matters worse, my typing and spelling both leave a lot to be desired, so even my "type to voice" app was frustrating. Carol blames it on all my Zoom meetings and phone calls, often mentioning that even Alexander Graham Bell understood that increased volume didn't necessarily equal clearer communication.

But alas, in a few short hours I get to consign my trusty white board, pen and eraser to the storage closet, while Carol breaks out her earplugs once again.



Charles Felix



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# Tampa General Hospital's Aeromed™ Program Saves Lives

## TGH helicopters are emergency rooms in the sky for residents in the Treasure Coast and Palm Beach County areas — and beyond.

Tampa General Hospital (TGH) is one of the state's only Level I trauma and comprehensive burn centers. As part of its Aeromed Regional Transport Program, the hospital operates five aeromedical helicopters, each outfitted with advanced life-support equipment and specially trained medical teams. Aeromed helicopters transport patients from a vast region, including the state's East Coast and all South Florida.

Critical injuries and illnesses can strike anywhere, including locations far from hospitals and health care professionals. That's when TGH's Aeromed program can make the difference between life and death. Last year, the program completed 1,916 transports. That included more than 800 adult trauma and 140 pediatric trauma patients, as well as people who suffered burns, heart attacks, strokes and other emergencies.

For the health care providers aboard, these emergency flights challenge their skill-sets in the best way.

"I love my job," said Jimmy Holt, a veteran flight nurse and a TGH chief flight nurse of seven years. "You get up in the morning and you don't know if you'll be 40 miles away or in the middle of nowhere on a two-lane highway at an accident, giving blood while transporting someone to a surgeon. You have to be prepared for everything, every day."

Holt recalled a Mother's Day when his helicopter crew was called to help a 20-year-old man with a stab wound to the chest. A ground ambulance team was the first to respond and provided basic life support. The ground ambulance crew requested Aeromed with blood, breathing equipment and advanced medications. Holt provided critical care while transporting the patient to the nearest trauma center, where a cardiothoracic surgeon was successfully able to stop the bleeding, saving the patient's life. He was discharged a week later, thanks to the close integration of the ground ambulance, the Aeromed crew and the ever-ready trauma center.

"Every shift, there's something like that," Holt said. "That's the fulfilling part, getting to affect somebody else's life and that of their family's as well."

The medical teams on the Aeromed flights must have advanced critical care training and experience, and be able to treat patients of all ages, including infants. Neonatal intensive care unit (NICU) patients are among those transported, often to TGH, for advanced care.

"It is imperative that our air transport medical services function at this high level," said Kelly Cullen, TGH's executive vice president and chief operating officer.

Aeromed teams are also qualified to transport patients requiring a form of artificial life support called extracorporeal membrane oxygenation (ECMO). ECMO machines keep blood pumping and oxygenated when the heart and lungs aren't functioning properly. This type of advanced treatment is not typically available in ground ambulances or other air medical programs, and focuses on stabilizing patients and getting them to advanced car-



Air transport services provided by Metro Aviation, Inc.

diac centers, like TGH, as quickly as possible.

"I have great respect for all our ground partners," Holt said. "We serve different purposes. We are a tiny emergency department out in the field. We do a lot of what emergency room doctors do to alleviate problems that would cause someone to perish."

TGH's Aeromed program has been a four-time recipient of a full, three-year accreditation from the Commission on Accreditation of Medical Transport Systems (CAMTS). This recognition is considered the gold standard for patient care in the transport setting. Operating a service like this is costly but vital, noted Michele Moran, TGH's senior director of emergency services.

"John Couris, our president and CEO, is a big believer in taking care of everyone, every day, no matter the circumstances," she said. "A lot of communities really rely on us because of our training and expertise. If it were someone I loved out in an area that doesn't have a large medical center but needed care, I would want a team of experts like this to bring it to them."



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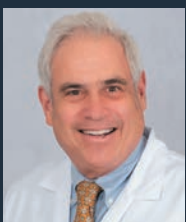
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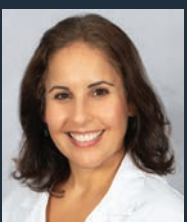
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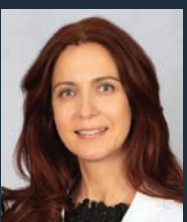
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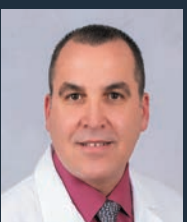
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# Malpractice Insurance

EXPERT ADVICE

## Physicians Earning Outside Income Need to be Aware of Policy Exclusions

BY VANESSA ORR

In August, *The Washington Post* ran an article that reported on how much money doctors in the U.S. make each year. Based on a paper published by the National Bureau of Economic Research, the article also showed how much income doctors made from wages versus other sources of income.

While the amount of money that physicians earn garnered quite a bit of attention, the fact that doctors were making a good part of their living from outside business activities may have been lost in the shuffle. But doctors need to ensure—especially if much of their income is derived outside of their practice salary—that they are protected in case of a lawsuit.

“The interesting part of this article to me and to many doctors is that overall, when you look at the total population of doctors studied, 94 percent of their income came from wages,” said Matt Gracey, Managing Director, Risk Strategies / Danna-Gracey. “However, if you look at the top 10 percent of earners in the medical world, that number drops to 69 percent.”

He noted that within the top 5 percent of doctors studied, only 49 percent of their total income comes from wages, and that in the top 1 percent, that amount decreased to only 15 percent of their income coming from wages.

“This is a stark reminder that doctors who make much more than the average physician are doing so with what we assume are outside business activities,” said Gracey. “A lot of very successful doctors—and we know this from our experience insuring doctors—are doing different things to make money outside the normal course of practice, seeing patients and the like.”



Matt Gracey

This is important, according to Gracey, because doctors often believe that these outside income-producing activities, many of which involve medicine, are covered by their malpractice insurance. Examples of these activities may include serving as expert witnesses, providing independent medical exams (IMEs), taking part in product sales to patients, and becoming involved in clinical trials and other research.

involved in clinical trials and other research.

“What these doctors need to understand is that malpractice insurance only covers direct patient care and administrative duties associated with direct patient care,” Gracey said.

While the article does not denote how physicians are earning money outside of wages, for example, if they receive real estate income, if the activity involved is linked to medicine, it’s imperative that they know what is and isn’t covered through their malpractice insurance.

“I am always surprised with the questions I get from doctors about the excluded activities in their malpractice insurance coverage,” said Gracey. “As these top wage earners are not relying solely—or in some cases—very much at all on wages, it raises the fact in the medical and insurance communities that doctors are taking part in activities other than medical practices that involve patient care.

“This is why they need to consult with a malpractice insurance expert to make sure that any activities they are doing are either covered by malpractice insurance, or seek out advice on how to get coverage for those outside activities,” he added.

For more information, contact Matt Gracey at (800) 966-2120 or visit [www.dannagracey.com](http://www.dannagracey.com).

## Four Ways Technology Can Help Support Your Healthcare Staff

The talent shortage in the healthcare industry is a serious problem — and may continue to worsen before it gets better.

According to BDO’s 2023 Healthcare CFO Outlook Survey, 71% of healthcare CFOs reported the talent shortage as a top threat this year. As regular visits to primary care physicians have risen to pre-pandemic levels and fewer clinicians are entering the industry, provider organizations must get creative to address labor shortages and increase workforce resilience.

Investing in technology can help alleviate talent shortages and potentially retain current employees. With the right technology, provider organizations can automate certain tasks, streamline care, increase patient access and optimize clinician scheduling to prevent burnout.

While overhauling or evaluating current technology systems, software and processes may seem like a daunting task, it could be the difference between struggling to staff your provider organization or thriving with a workforce that has the tools it needs to succeed.

Here are a few ways to use technology to increase workforce resilience:

### Automate wherever possible to improve the patient experience and reduce the burden on staff.

Any task that can be automated should be when it can reduce the burden on staff. For example, can your organization use robotics to deliver medication from the pharmacy to the nurse’s station? Or to bring water to patients? While these tasks may seem small, the time spent on them adds up quickly for clinicians that are caring for multiple patients at a time.

### Integrate the patient care experience.

Health systems must find ways to seamlessly integrate the in-person, virtual and home care experiences. Integrating your virtual platform with your in-person system can free up beds, improve patient outcomes and reduce the need for additional staff. Integration may require establishing a digital command center to manage the system and reskilling or upskilling current staff. Once rolled out, organizations can provide services such as remote patient monitoring for visits that typically must happen in person, such as pre- and post-op care. Remote monitoring or virtual visits can be led by physician assistants or nurses, in addition to physicians, to ease staffing shortages.



BY ALFREDO CEPERO

### Enhance the staff experience.

While nearly three-quarters of CFOs are worried about the talent shortage, only 34% plan to invest in digital transformation this year, which could be a missed opportunity to address staffing challenges. Optimizing your organization’s electronic health record (EHR) system, streamlining systems with multiple logins or disparate data and providing flexible work options are all opportunities to better support your workforce.

### Include your staff in technology changes.


Involving staff that will use new technology each day is a crucial step many organizations overlook. Whenever a health system wants to change or integrate new technology, staff members from each department that will be impacted should be included in the decision-making process with IT. This step ensures their input is considered when determining what changes are necessary, whether the changes will improve their workflows and the best ways to roll out new systems to their teams.

Finding a professional service firm that has the experience to help you alleviate workforce shortages, increase financial resilience and enhance innovation through digital transformation is key. The interdisciplinary team at The BDO Center for Healthcare Excellence & Innovation understands how the healthcare industry is constantly evolving and what it takes to be competitive.

Alfredo Cepero, Assurance Market Leader, BDO, can be reached at (305) 420-8006 or [acepero@bdo.com](mailto:acepero@bdo.com).

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# Betsy Johnson: Building Authentic Connections in the World of Healthcare

BY DANIEL CASCIATO

In the sun-drenched corridors of West Florida, an ambitious entrepreneur has been carving a path that bridges the gap between the veterans and newbies in the world of Cancer Registrars. Betsy Johnson, the dynamic founder of HIMpros, has created a blueprint for an authentic business in the heart of the corporate world.

Starting in a small company before its absorption into a giant corporation, she saw a rapidly changing landscape. A landscape where value and authenticity were sacrificed in the name of progress. From her intimate understanding of recruitment, sales, and grassroots business growth, she longed to create a place where she would want to work. In her own words, she yearned for an environment that was "authentic and true."

Johnson's voice resonates with authenticity and a keen understanding of her niche. Founder of HIMpros, a woman-owned healthcare staffing firm, Johnson's journey from a small company to a corporate entity is what spurred her entrepreneurial spirit.

"I was in a small company, and then we got bought out by a big corporation, and things changed," she recalls. "I wanted to be authentic and have a company where I felt good about what was happening daily."

The genesis of HIMpros is intertwined with her desire for genuineness. It's not just about staffing; it's about creating a culture where people would aspire to build their careers, where they would receive the services they need, and where clients could genuinely find the assistance they were looking for.

But Johnson didn't stop at HIMpros. Her vision extended to creating a unique networking platform named "The Pros Network." Delving into the core of this initiative, Johnson shares, "The Pros Network was created to provide an avenue for Cancer Registrars to connect, collaborate, and cultivate mutually beneficial relationships."

The platform, which will launch in October, is a revolutionary space explicitly meant for Cancer Registrars to voice their insights, challenges, and aspirations.

The platform's focus, Johnson adds, isn't merely about "educating on how to abstract the chart" but understanding the professionals' pulse. She emphasizes, "Because you're not in our business, what we're saying might not make sense." The discussions, she assures, are slated to be "current and relevant," presented in an interactive ask-and-answer format.

The Pros Network will meet on the 4th



Betsy Johnson

Thursday of every month at 2:00 pm ET. The topics will be generated by the group and presented by peers. All meetings will have a posted agenda and start and end on time, with the recorded session available for those unable to join. According to Johnson, the Pros Network will balance learning, fun, and building peer connections.

Building on this foundation of connection and collaboration, Johnson has grand visions for the future of HIMpros.

Her foresight for HIMpros and The Pros Network extends well into the future. She envisions a future where The Pros Network isn't limited just to Cancer Registrars but expands to other fields like trauma and coding. She dreams of a healthcare staffing network where professionals can find their niche, pose questions, and share experiences. As she aptly puts it, her mission is to build a foundation over the next five years, cultivate relationships and offer support across niche areas in healthcare.

Her dedication extends to ensuring the platform remains inclusive. The Pros Network will rely heavily on feedback from its community. The aim is to evolve based on the actual needs of the field constantly, addressing pain points and providing actionable solutions.

But it's not all just about networking. Johnson recognizes the importance of professional growth. While structured educational sessions are available elsewhere, The Pros Network offers something unique – a relaxed environment where peers can discuss challenges, share insights, and navigate their career paths. The initial discussions will showcase the varied roles within the cancer registry domain, revealing the multitude of career avenues available.

Her response resonates deeply when reminded of Albert Einstein's words about striving for value over success. For her, it's about making a difference within one's circle. Through HIMpros and The Pros Network, she seeks to be the conduit that facilitates success for every stakeholder in the wheel, ensuring everyone benefits.

As Johnson continues to pave the way in healthcare staffing and networking, her motivation remains clear: building platforms of genuine connection, collaboration, and support. Through her dedication to HIMpros and The Pros Network, Betsy Johnson is redefining what it means to be a leader in the healthcare community of West Florida and setting a remarkable example for future leaders in the industry.

For more information, visit [thehimpros.com](http://thehimpros.com).

## IN MEMORIAM LINDA SLOTE QUICK 1948-2023

As the president of South Florida Hospital & Healthcare Association (SFHHA) for 22 years, Linda Slote Quick earned a reputation as a collaborator and coalition builder and a staunch supporter of those working in the healthcare industry. She once said that it was an honor to be in the same room with the people she represented—and they, in turn, felt the same.

On July 31, 2023, Ms. Quick, 75, passed away at her home, leaving behind a legacy that not only encompasses South Florida's health and human services systems, but state and national health policy as well.

A lifelong Floridian, Ms. Quick received her bachelor's degree in psychiatry from Newcomb College of Tulane University in 1970, and her MSM from Florida International University in 1974. In her role as president of the South Florida Hospital & Healthcare Association (SFHHA), she worked with more than 50 hospitals, association members and affiliates in Broward, Dade, Monroe, and Palm Beach counties providing advocacy at the local, state and national levels and educational programs for members.

During her tenure, Ms. Quick took on a number of leadership roles, including serving on the Governing Council of the American Public Health Association, as the president of the American Health Planning Association, and as the chairperson of the Conference of Metropolitan Hospital Associations. She was on the Regional Policy Board of the American Hospital Association and served on several AHA committees and task forces.

After retiring from SFHHA, Ms. Quick formed the Quick Bernstein Connections Group, where in her role as president she helped to connect people and organizations in human services and worked with a wide array of clients ranging from educational institutions and policymakers to foundations, the business community, and the media.

Ms. Quick also took an active volunteer role in the community, working with the Greater Miami Chamber of Commerce, OneBlood of Florida, the Economic Council of Palm Beach County, Carrfour Supportive Housing, Camillus House & Health, the PACE program of Miami Jewish Health System, FIU's President's Council, and both the University of Miami and Barry University's graduate programs in Health Administration.

She is survived by her husband Jerry Bernstein and children Allison and Joe and their families.



## CORRECTION

On the cover of the August 2023 issue of *South Florida Hospital News and Healthcare Report*, the photo captions of Raymond Barrett and Rabbi Dr. Claudio Kogan were inadvertently placed under the wrong corresponding photos.

### Dade County Medical Association

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# Hospice Leaders Celebrate Former President Carter



On the 180th day since Former President Jimmy Carter entered hospice care, VITAS® Healthcare and other hospice providers from across the U.S. joined for a special celebration in Times Square in New York City to honor the life and continued legacy of America's 39th president. The event, hosted by the National Hospice and Palliative Care Organization (NHPCO), commemorated Carter's remarkable six-month milestone journey in hospice care at home.

"As the nation's leading hospice provider, VITAS is honored to join NHPCO and its member organizations in recognizing the impact that Former President Carter's end-of-life journey has had on our country," said Nick Westfall, President and Chief Executive Officer for VITAS. "Our hope is that his legacy continues to inspire people to discuss end-of-life care options more openly and encourages earlier referrals to hospice when appropriate."

As per Medicare hospice eligibility guidelines, patients qualify for end-of-life care with a prognosis of six months or less, based on the expected course of the terminal disease. Carter's journey emphasizes the unpredictability of illnesses and underscores the value of prioritizing quality of life.

Carter's decision to receive hospice care after a cancer diagnosis has brought significant attention to the importance of this specialized form of care. His journey has raised awareness about the benefits of hospice care and the comprehensive support it provides to patients and their families.

- Interdisciplinary care that addresses the physical, emotional and social needs of the patient and their loved ones
- Specialized services such as veteran care, pet visits, music and massage therapies, respiratory therapy and more
- Personalized care plans by serious illness condition
- Compassionate care informed by diversity

The celebration in the heart of New York City served as a reminder of the positive impact that hospice care can have on individuals facing serious illness and the importance of expanding access to these services nationwide. New research published earlier this year indicates that earlier enrollment and longer lengths of stay, like Carter's, help patients—and their loved ones—maximize the benefits of hospice.

The Carter family's transparency in sharing his end-of-life journey is an inspiration for hospice champions around the world.

## Let's Connect: ACHE of South Florida Spotlight



## ACHE of South Florida Member Spotlight: Aganette Parks

BY LOIS THOMSON

"As much as I would like to plan my day, it doesn't necessarily go that way." That's the way Aganette Parks, MHA, PMP, described her position as the associate administrator at Delray Medical Center.

"I oversee the daily operations for several ancillary departments," she continued, highlighting surgical services, pharmacy, food and nutrition services, therapy services, the inpatient rehabilitation facility, and environmental services as being among them. She doesn't do everything every day, but said, "A lot of my work is putting out fires. If any of my departments runs into any issues, I help remove any barriers, and provide them with the resources they need to do their job."

Parks became interested in healthcare at a young age. She said her parents were Haitian immigrants who came to America before she was born. "I watched at a very young age how my parents, who didn't speak much English, tried to navigate the healthcare system, and how complex it was." She noticed the lack of cultural competency within the field, and said, "Seeing that at a young age made me want to get into healthcare and health administration to see if I could make a positive impact, to reach not just the Haitian community, but others within the community and be a representative."

Parks said that was the main driver in seeking a leadership role, to have a seat at the table, and be able to directly influence decision-making that affects patients for all the right reasons. "I'm not clinical, I'm not an RN, but to help remove any barriers for our clinicians to provide the best care for patients – that's what I enjoy doing the most as an administrator."

Parks credits her current, and all of her previous positions under the Tenet umbrella, to her association with the American College of Healthcare Executives, an organization she became associated with when she was a student in graduate school in 2014. "I did my masters of health administration at the University of Florida, and we were introduced to ACHE as student members. I met some great people, fellowshipped, networked. Since then, I've



Aganette Parks

always continued to be a member and joined my local chapter."

For Parks, the membership has been a matter of building relationships, networking, getting education about her field. When she first joined, Parks said she understood healthcare executives to only be in hospitals and expected to just be connecting with other healthcare leaders. "But I've gotten more than that, I've been able to get so much more education, which has helped me to stay abreast of fresh topics in healthcare. That's probably the best thing I've gotten out of the organization."

Last year, Parks served on an ACHE panel on women in leadership, and said that as a black female administrator, it was a great opportunity to be able to showcase that. "Having a leadership role and being able to speak to others about the challenges I faced, and how I navigated the field, has probably been my biggest contribution to the organization so far."

Parks said she would "absolutely" recommend joining ACHE, especially as a student, and called it a great organization to be plugged into to meet other like-minded individuals. "ACHE covers more than just hospital administrators, they cover all different specialties in healthcare – outside of hospitals, clinics – they have such a wide spectrum of all the subspecialties of healthcare. You can see that in the education they provide, the different topics. So I recommend for anyone who has a speck of healthcare within their job, to be a part of this organization."

## What's Next?

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**Angelo Pirozzi**  
646-520-2870 / [apirozzi@bdo.com](mailto:apirozzi@bdo.com)

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# Volunteer Efforts at Healthy Mothers, Healthy Babies Latest in AmeriHealth Caritas Florida's Ongoing Support



As part of their long-standing relationship with Healthy Mothers, Healthy Babies Coalition of Palm Beach County, volunteers from AmeriHealth Caritas Florida recently visited the chapter's Basics4Babies emergency pantry for infants to help package and prepare diapers to distribute to families in need.

Healthy Mothers, Healthy Babies' Basics4Babies stocks diapers in multiple sizes, which are made available to low-income families in the community, along with other products to off-set some of the high costs associated with infant care. More than 10,000 expectant women are served through this, and other services provided by the nonprofit, each year.

"The board and staff of Healthy Mothers, Healthy Babies, extends our gratitude to AmeriHealth Caritas Florida for volunteering with us in our Basics4Babies emergency pantry and for the many ways they continue to invest in our programs," said CEO of Healthy Mothers, Healthy Babies Coalition of Palm Beach County Michelle Gonzalez.

The visit from AmeriHealth Caritas Florida is the most recent in several collaborative efforts with Healthy Mothers, Healthy Babies—a 40-year nonprofit committed to improving birth outcomes. AmeriHealth Caritas Florida has also contributed a total of \$5,000 to the nonprofit's Stronger Together initiative to provide doula certification to Black women, qualifying them to provide psychosocial, emotional, and educational support to mothers of similar racial backgrounds through the coalition's maternal health program.

Through its maternal support program for members, Bright Start®, AmeriHealth Caritas Florida also has referred expectant women to Healthy Mothers, Health Babies for educational and support services.

"Over the years, Palm Beach County has seen dramatic racial disparities in maternal deaths. Working in tandem with Healthy Mothers, Healthy Babies on these initiatives to create greater maternal health equity not only strengthens our communities today but creates a path for healthier and more prosperous communities tomorrow," said AmeriHealth Caritas Florida Market President Melody Bonomo.

## When It Comes to Patient Care – Incentivize

My wife and I took my son and his girlfriend to a newer Hibachi place. Despite some of the predictable antics like the onion volcano/"choo-choo train," it's always a good time when an entertaining chef prepares the food right in front of you. The place was packed. The place was really cool too! Complete with realistic looking cherry blossom trees and a koi pond winding in and out of the seating areas.

We were told by the hostess there's a wait of 20-30 minutes (also very predictable). After about an hour, we finally found ourselves seated in front of the giant skillet. Everyone was handed menus and my wife whispered to me, '18% gratuity included in every check'. 'Here we go,' I thought immediately. What was coming was in my mind again predictable. Slow service.

We all have enough experience to know that when there is little to no incentive for people to go the extra mile, they rarely do. And the staff were not disappointed. Twenty minutes to take our drink orders. Twenty minutes for the drinks to come. Fifteen more minutes to take our food orders. No exaggeration. The staff had two speeds, slow and stop. The hibachi chef was actually excellent. Entertaining, funny, cooked the food to perfection, and of course stacked the sliced onions neatly into a mountain.

Is this the same thing going on in your organization? Despite the main reason patients are coming, the doctor, surgeon, etc. being great, the supporting staff is letting you down? The question is how are you incentivizing them? Many times, like service at a restaurant, you get what you pay for. It doesn't take much. Encouraging and rewarding the team to limit wait times, over-communicate, explain delays and generally ensuring that from the time the patient arrives until the time they leave, the experience is consistent and positive. This will go a long way to patient satisfaction, more referrals, and driving revenues.



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](http://www.imagefirst.com).

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# Memorial Primary Care Brings Mobile Health Resources and Services to Underserved Community

Memorial Healthcare System continued its “One City at a Time” community outreach program with a kickoff event at C.W. Thomas Park in Dania Beach. Broward County’s oldest city now joins Hallandale Beach in receiving ongoing mobile health services from Memorial, making it easier for individuals with limited resources to access care.

The event featured free health screenings for adults and children, with numerous parents using the opportunity to get kids a school-required physical before classes resumed. Elizabeth Justen, chair of the South Broward Hospital District Board of Commissioners, helped distribute healthy food packages, and there were also giveaways to those who qualified of Wi-Fi-enabled tablets that can be used for telehealth visits. Memorial Primary Care representatives and vendors offered nutritional counseling, Medicaid eligibility/insurance enrollment information, and connections to social services, while attendees also enjoyed music, lunch, and kid’s activities.

Leaders from Memorial Healthcare System and the City of Dania Beach spoke about the importance of a partnership that will have adult and pediatric mobile health centers on-site at the park on a regular basis for the next two years. “We know that not having easy access to care is one of the social determinants that impact a person’s overall health,” said Melida Akiti, chief community officer for Memorial Healthcare System. “Our ongoing efforts are about removing barriers and helping people proactively manage their health.”

‘One City’ primarily assists those who are uninsured or underinsured, with outreach to communities in Hollywood and Miramar planned for the near future. It’s all part of Memorial Primary Care’s commitment to proactive health that can prevent or more easily treat chronic conditions before they become a crisis for an individual and his or her family



**South Broward Hospital District Board Chair Elizabeth Justen delivers food**

# Cover Story: Medical Cannabis Being Studied for Issues Related to Aging

*Continued from page 1*

related to dementia, it has not yet been proven in humans, according to Dr. Bone, who notes that in Israel, research about using cannabis for dementia is ongoing.

She adds that until 2021, all cannabis used for studies in the U.S. had to be obtained from one source, the University of Mississippi, and though the DEA now permits approved private growers to supply products to facilitate studies, institutional review boards (IRBs) have to approve all human studies looking at safety parameters.

“I had such a study, but the IRB raised legitimate concerns about dizziness and falls since the study was going to be on a locked memory care unit where falls already happen with more frequency than elsewhere, and it would be difficult with a small study to determine if the intervention caused more falls,” said Dr. Bone. “Additionally, the patients were unable to provide informed consent so it was up to the families who may or may not have wanted their loved ones to participate.”

Though Dr. Bone’s study was finally approved, the number of patients available to take part in the study has decreased during the interim, making the number of patients she was going to study too few to make any substantive conclusions.

As the director of medical cannabinoid therapies at MorseLife Health System, Dr. Bone continues her research into the use of cannabis for residents and those using the health system for palliative and hospice care and affiliated therapies. MorseLife is the only senior care provider authorized by the state of Florida to offer cannabis-based therapies in a variety of care settings as part of a pilot program.

Those using THC-containing products at MorseLife must have a medical marijuana card, order and pay for it themselves and self-administer the product. Those who use CBD only can have it administered with their regular medica-

tions, provided that Dr. Bone writes the orders and follows their progress.

“At MorseLife, we have had the same success that is typical for cannabis use by patients in my private practice and elsewhere—it seems to help people about 70 percent of the time,” said Dr. Bone. “The rest stop for a few reasons: either it is not working well enough, it is too hard to navigate the system or the expense is too much.”

“We could make it better if we figured out a way to mainstream cannabis and get it covered by insurance,” she added. At this time, no federal funds will cover resources associated with cannabis-based therapies including those for medical marijuana patients.

Dr. Bone notes that after doing this type of work since 2016, while not all patients with dementia have an overwhelmingly positive change with cannabinoids, there is little to no downside to trying it.

“There may be rare gastrointestinal upset, and in some cases, patients have had difficulty with swallowing or chewing the products which has led to the need to stop, but the underlying ailment did not get worse,” she said.

Dr. Bone adds that senior patients do need a lot of guidance to get to efficacy without side effects, and sometimes become frustrated when the first recommendation is not the perfect one.

“Because their metabolism is changing and they are often on many other medications, it is imperative to take the time to try to determine possible drug-drug interactions and risk of dizziness, falling, and impaired perception, especially if they are dosing themselves,” she said.

“Usually, the older the patient, the more challenging it can be to initiate a new intervention, including cannabis. In addition, if there is age-related cognitive impairment, it can add to the challenge,” she continued. “But many seniors are still sharp and do very well with cannabis.”

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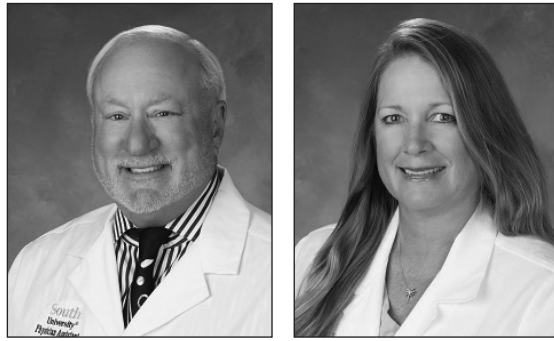
Guests can select a tailored program from options including water fasting, juice cleansing and nourishing plant-based lifestyle reboot, all under the guidance and support of Balance for Life director Dr. Frank Sabatino, DC, Ph.D. He will present daily in-person wellness talks focused on healthy lifestyle goals, as well as in-depth guidance on food, nutrition, healthy weight management and more. Each guest is instructed, monitored and guided through the programs by Dr Sabatino.

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## Nurturing A Profound Understanding Mental Health at South University

Physician Assistants (PAs) have an increasingly important role in changing the behavioral health landscape. Their contributions help address the growing demand for mental health services, help reduce the shortage of mental health providers across the nation, and improve patient care and outcomes. According to the Association of PAs in Psychiatry (APAP), approximately 4% of PAs nationwide practice exclusively in psychiatry, and work as part of a collaborative team, including psychiatrists, social workers, and other health care professionals, to ensure that patients receive comprehensive care that addresses mental and physical needs. Since providers encounter patients with mental health challenges in all practice specialties, PAs have extensive education including behavioral medicine. The significance of understanding and addressing behavioral health conditions is reflected in the curriculum of the PA Program at South University West Palm Beach. Training in behavioral medicine begins in the didac-



BY JEFFREY M. BISHOP, DO, AND CAITLIN SPAULDING, MMS, PA-C

tic year in the Essentials of Behavioral Medicine course, and continues throughout the didactic year as part of other courses such as Essentials of Emergency Medicine, Clinical Medicine and Pharmacotherapeutics, and Clinical Medicine and Pharmacotherapeutics Lab.

The Essentials of Behavioral Medicine stands as a foundational pillar in educating PAs about evaluating and managing

patients grappling with mental and behavioral health challenges. This course equips students with effective interviewing techniques, comprehensive assessment methods, and essential pharmacotherapeutic principles, to develop appropriate treatment plans for various behavioral and mental health conditions across our lifespan. Pharmacological teachings enable students to create individual treatment plans by educating on major drug classes, mechanisms of action, adverse effects, and population-specific modifications using evidence-based medicine including American Psychiatric Association guidelines.

The course curriculum includes social and behavioral sciences applicable to clinical practice, covering topics such as human sexuality, substance abuse detection and treatment, violence and neglect identification and prevention, and response to stress and trauma. The Essentials of Behavioral Medicine course aims to equip PA students with essential skills and knowledge.

Education in this area extends beyond the didactic year and into the clinical year, where all PA students do a five-

week core rotation in Behavioral Medicine. Students are placed at inpatient or outpatient behavioral health facilities and are paired with clinical preceptors to perform various assignments to strengthen their clinical skills in practice. South University PA students gain experience with patients of all ages and mental health conditions, preparing them for real-world clinical settings.

South University PA students are also fortunate to have Medical Director Dr. Jeffrey Bishop who is board certified in both Family Medicine and Addiction Medicine. He is a graduate of the Philadelphia College of Osteopathic Medicine and spent 10 years as a USN CWO2 Physician Assistant prior to medical school. He is on the Board of Directors for Trustbridge, and is the Medical Director for several SUD Centers, and SKYKARE, Medical Transport company.

Starting on June 23, 2023, all DEA prescribers are required to complete eight hours of education on the treatment and management of patients with opioid or other substance use disorders. Dr. Bishop will be teaching this course at South University for all students, faculty, and alumni, and this will be an annual course offered to South University PA program graduates to support our community.

## Tampa General Hospital, Lifepoint Behavioral Health and USF Health Break Ground on New Behavioral Health Hospital

Leaders of Tampa General Hospital (TGH), Lifepoint Behavioral Health and USF Health were recently joined by elected officials, board members and other key stakeholders to break ground on the TGH Behavioral Health Hospital, a new four-story hospital in the heart of Tampa's Medical and Research District. The TGH Behavioral Health Hospital, which is expected to open in late 2024, will be the first and only freestanding academic medical behavioral health hospital in Florida.

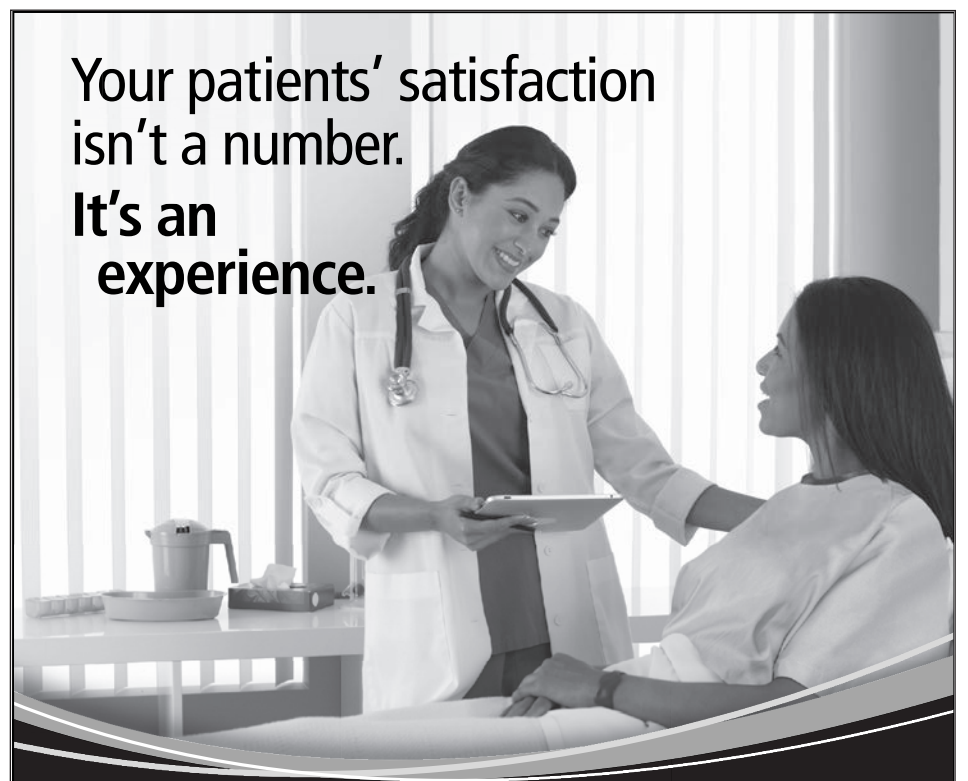
"As the community continues its trajectory of unprecedented growth, the demand for mental and behavioral health services is higher than ever before," said John Couris, president and CEO of Tampa General Hospital. "Today marks the start of construction on the first and only freestanding academic behavioral health hospital in the state, and we are proud to have the support of our state lawmakers, local leaders and community in this endeavor. The TGH Behavioral Health Hospital will significantly expand Floridians' access to mental health services, and our patients can expect the world-class care we consistently deliver at TGH."

The new hospital is the result of a joint venture partnership between Tampa General and Lifepoint Behavioral Health, a business unit of Lifepoint Health, announced last year. Tampa General Hospital will provide a number of facility and medical support services, while Lifepoint Behavioral Health will manage the day-to-day operations. Physicians with the Department of Psychiatry and Behavioral Neurosciences in the USF Health Morsani College of Medicine will provide a full range of inpatient and outpatient care in specialized units for pediatrics, adolescents, adults and geriatrics. The hospital, which is planned to be approximately 83,000 square feet with 96 to 120 inpatient beds, will feature dedicated units for treating patients with behavioral health issues compounded by other medical conditions.

The facility was made possible in part by funding from the state of Florida to address the state's growing mental health crisis. This past legislative session, Senator Jay Collins and Representative Lawrence McClure secured \$10 million in the state budget to support the construction of the TGH Behavioral Health Hospital.

"The demand for mental health services is greater than ever before," said Senator Collins. "Tampa General Hospital is taking the lead to expand access to high-quality care and fulfill our greatest needs. Right here in the heart of the Tampa Medical and Research District, the patients of the new TGH Behavioral Health Hospital will benefit from the world-class care that TGH provides, the latest innovations and research findings, and the newest technologies."

At the TGH Behavioral Health Hospital, psychiatrists on the faculty with USF Health Morsani College of Medicine will also offer learning opportunities for USF medical students and resident physicians. The hospital will be directly linked to Tampa General's nationally recognized Neuroscience Institute, through which best-in-class physicians provide a full spectrum of care to patients of all ages with neurological disorders.



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# Fortifying Healthcare System Cybersecurity: It's Everyone's Responsibility

In today's healthcare landscape, cybersecurity is an interweaving of people, process, and technology. While technology propels modern healthcare, the human element is of paramount significance. Human interaction is a core principle in the mission to heal the body, mind, and spirit of patients. Nevertheless, the substantial number of personnel involved, multiplied by a myriad of processes and enabling technology creates significant cybersecurity risks.

The intersection of healthcare and cybersecurity has never been more critical, as the healthcare sector becomes an attractive target for malicious criminals seeking to exploit vulnerabilities in its digital infrastructure.

Safeguarding patient data and ensuring continuity of care is everyone's responsibility. It requires a multifaceted approach that encompasses three principles: security and privacy first culture, Zero Trust and not "if" but when mentality.

## Robust training and education

The phrase "it takes a village" is more relevant and poignant in healthcare than any other industry. The care journey of every patient is driven by expert clinicians and healthcare workers who follow a host of processes that usually involve technology and handling of private information.



BY RICHARD LEON

Each healthcare employee who interacts with the patient, either physically or digitally, should understand cybersecurity implications and risks. Whether it is an email that can contain ransomware/malware or a medical device that has a software vulnerability, the end user should have a working knowledge to support their responsibility and protect the patient.

Training programs should emphasize the importance of strong password hygiene, recognizing suspicious emails, and adhering to established security protocols. By fostering a culture of cyber vigilance, healthcare organizations can create a formidable defense against external threats.

## Security and Privacy First Culture

Cybersecurity professionals should work with clinicians and other cross functional teams to develop and implement cybersecurity guidelines and governance supported by robust training and awareness programs.

To build and truly adopt a security and privacy first culture and avoid gaps that create risks, the whole "village" must be involved.

Cybersecurity strategy should include provisions for managing the security of every person and device with a Zero Trust mentality. The Zero Trust concept is about

controlled and managed inclusion with a goal to provide everyone safe and secure access to data needed to perform their job duties or manage their health condition.

A Zero Trust cybersecurity program uses authentication, identification and classification to identify anomalous activity which may indicate impermissible access to patient data.

Documenting and classifying where data is stored and how it is used is vital to developing a cybersecurity posture that enhances patient care. Active surveillance and protection of data can only be provided when we understand the acceptable use cases for that data.

The technology stack to support security and privacy controls is complex and unfortunately expensive but vital as the cloud-based industry and Artificial Intelligence become mainstream.

## New era of patient interactions

The healthcare industry's rapid adoption of electronic health records (EHRs), like Memorial's MyChart, and other digital platforms has transformed patient care, streamlining processes and enhancing communication. This digital revolution, while beneficial, has also exposed the sector to potential breaches, data theft and ransomware attacks.

The rise of telehealth services further amplifies the urgency of healthcare cybersecurity. The widespread adoption of remote medical consultations and data sharing requires secure platforms. As telehealth continues to evolve, so must the

strategies to protect it.

Robust encryption and secure authentication methods must be integrated into EHRs and other medical systems to safeguard patient data. Regular security audits and vulnerability assessments are essential to identify weak points and address them promptly. Simultaneously, partnerships with cybersecurity firms can provide access to cutting-edge tools and expertise, enabling healthcare systems to stay ahead of emerging threats.

## Conclusion

Data is a valuable asset. The consequences of inadequate cybersecurity in healthcare are dire. A breach not only compromises sensitive patient information, such as medical records and personal identification, but it can also disrupt critical medical equipment and services, leading to life-threatening situations. Cyberattacks can halt patient care, delay surgeries, and result in medication errors, putting lives at risk.

Be prepared for the eventually of a cyber-incident. The "it will never happen to us" philosophy is flawed and will result in negative outcomes. Be prepared, perform drills and tests to ensure everyone is involved and understands what to do when a cyber-event occurs.

Understand the challenges, collectively find solutions, everyone is in this together.

*Richard Leon is Chief Information Security Officer, Memorial Healthcare System.*



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## BE IN DEMAND



# Cover Story: Angel Bosch: A Beacon of Innovation and Leadership in Florida's Medical Society

Continued from page 1

cially in a locale where Spanish is pre-dominant.

"We have to take in consideration that in Miami 67% of the people speaks Spanish and less that 30% speaks only English," he says, underscoring his unique vantage point. "In CFMSE's case, my nature and origins will help broaden the perspective of my colleagues across the state as well as in the FMA, especially these days when people are talking about inclusion, equity and diversity."

This linguistic competence, married to his Hispanic-American dual perspective, holds promise for fostering inclusion, equity, and diversity in the CFMSE and FMA.

In his inaugural speech, Bosch laid out a clear vision: Education, Advocacy, and Financial Stability.

**Education:** Bosch believes in harnessing the power of technology and artificial intelligence to bridge generational gaps within the medical community. By equipping members with tools to cope with rapid advancements and challenges, such as burnout, Bosch aspires for CFMSE to be a beacon of support and knowledge.

**Advocacy:** Bosch underscores the need for CFMSE to be proactive in voicing its members' concerns, ensuring that the medical community is represented and heard, especially in matters related to healthcare policies. "CFMSE has to be part of the solution to be relevant," Bosch states emphatically.

**Financial Stability:** Recognizing the necessity of external partnerships, Bosch envisages forging win-win alliances that would reinforce the organization's fiscal standing while reciprocating benefits.

Bosch has also emphasized the importance of addressing generational gaps, artificial intelligence, and emotional intelligence.

"We have to emphasize education at all levels, not just the technical aspects of the business such as payroll, accounting, and membership," he says. "We need to fill the gaps that the different generations have within the same groups. Among our members we have physicians in different cohort groups. As Medical Society Execs, we have to know how to deal with that in order to recruit and retain members."

Bosch also explains the importance of knowing about the latest in technology to help members to deal with all the changes in treatments and procedures (medical and administrative processes).

"With the growth of technological

advances, we have to support our members with tools—education in emotional intelligence or how to deal with burnout—that can help them to cope with changes, among others. We have to do that in order to be relevant to our actual and future members."

Bosch's past roles provide a rich tapestry of experience to draw from. His 9-year stint as the Executive Director of the Puerto Rico Orthopaedic Society (SPOT) furnished him with an in-depth understanding of organized medicine, while his entrepreneurial venture, A Planners—a Public Relations, lobbying, and event planning small business—honed his business acumen.

"Thanks to the business relations I developed during my time with SPOT, I got the opportunity of working in Miami," he says. "That experience provided me with the experience and know-how of working with physicians in the organized medicine environment."

Having his own PR shop helped develop his skills in managing a business and further develop his leadership skills, Bosch notes.

"Being part of Puerto Rico Chamber of Commerce during a period of 7 years as an employee gave me perspective and the experience to see the benefits of joining the Greater Miami Chamber of Commerce at the Board level and its Government Affairs and Healthcare Committees," he says.

Perhaps the cornerstone of Bosch's leadership philosophy is collaboration. Echoing Dr. Carmel Barrau's sentiments at the FMA Annual Meeting, Bosch champions active participation and engagement. "Your participation and engagement remain crucial to the success of our organization," he says, challenging every CFMSE member to amplify the society's strength by attracting new members and sponsors.

Moreover, his inclusion in the Greater Miami Chamber of Commerce and its Government Affairs and Healthcare Committees underscores his commitment to strengthening the symbiosis between healthcare and governance. Bosch's journey from Puerto Rico, through the harrowing aftermath of Hurricane Maria, to Florida's medical leadership echelons is a testament to his resilience, innovation, and vision. As he steers CFMSE and FMA into the future, the medical community awaits transformative change.

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# Conviva Care Centers Provide Physicians with a Great Work/Life Balance and Significant Opportunities for Growth

Just as Baby Boomers are aging into their senior years, America is facing a growing shortage of qualified physicians.

The initial catalyst for the decline was the COVID-19 pandemic, as doctors left practices nationwide in response to long hours and burnout. Currently there are more than 54 million adults aged 65 and older, and that is projected to reach more than 80 million by 2040.

## Burnout

According to the Medscape 2023 "Physician Burnout and Depression" report, 57% of the physicians felt burned out, with internal medicine, emergency medicine and pediatric physicians among those most affected. Contributing factors included too many bureaucratic tasks, too many patients and too many work hours.

Even with an assembly-line mentality at work for many overworked physicians, it's still not enough. In fact, a 2022 study from the University of Chicago found doctors would need 26.7 hours each day to provide guideline-recommended primary care



BY ROMEO REYES LEGASPI, MD

for their patients.

If only there were a way to rethink the status quo, giving physicians more time with each patient, and making the work of a physician more satisfying.

There is.

At its heart is value-based care, a system that rewards good health outcomes rather than how many patients you can see and how many procedures you can get them to undergo. In other words, quality takes precedence over quantity. Also critical is working with an integrated care team, in which health care professionals such as pharmacists, nurses, behavioral-health specialists and care coordinators work together to see that all the patients' needs are met. Back-office support, too, helps ensure that all the i's are dotted and the t's crossed. As an internal medicine physician with Conviva Care Center Deerfield Beach West, I am fortunate to have each of these advantages at my disposal, so I have time to develop deeper relationships with my patients that benefit their wellbeing as well as mine. There is a distinct work/life balance that I find very appealing.

I can relate to my professional colleagues, but my experience with Conviva has opened my eyes to a better way of practicing medicine that allows me to retain my passion for helping patients and maintain that work-life balance. My goal is to not only learn about my patients, but to make sure they are on the path to better health. I love what I do.

There's a personal standpoint that I find fulfilling as well. As a native of the Philippines, I appreciate members of the "Greatest Generation" who helped save my country from oppression during World War II. Some of my senior patients are veterans, and for me it's an instant connection, because when I talk to them it reminds me every day of the sacrifices they made and how important it is to provide them with the best possible care.

## Stability

Conviva doctors work in a stable environment. I like being part of an established, secure business organization that continues to expand in the South Florida market, while offering great benefits and opportunities for personal growth. Conviva's network is growing, and this provides physicians opportunities to work at different locations and experience the benefits of an organization that

supports a care team model.

Conviva has met and surpassed my expectations, because it's a care model that offers holistic, senior-focused care, and every member of the team is engaged in a patient's life.

Medical teams at Conviva enjoy a long list of patient referrals. In fact, it's not uncommon for a physician to treat the son or daughter of someone they treated many years before. I value this continuity. Our life's work is our patients, and any day we help a patient is a good day.

Seniors seeking care at a Conviva Care Center will see a physician experienced in caring for senior patients. Our staff genuinely cares about every patient's well-being and routinely goes above and beyond to meet their needs.

Our patients trust how we manage their care. Smaller patient panels and longer appointments allow me to build better relationships, and I feel more satisfaction, because I know my patients are being cared for in every way.

To learn about positions available at Conviva today, visit [www.ConvivaCareers.com](http://www.ConvivaCareers.com), email [PCOCareers@CenterWellPrimaryCare.com](mailto:PCOCareers@CenterWellPrimaryCare.com) or call Senior Physician Recruiter Valerie Myers at (305) 898-5394.

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## HOW HARD WILL YOUR MED MAL CARRIER FIGHT FOR YOU?

It's no longer just a matter of signs hinting at a hardening market. Indisputable evidence is now at the forefront. Malpractice rates are going up across the board. Weaker malpractice carriers are being placed into receivership or sold. Juries in Florida are making shockingly high awards. And this is only the beginning.

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Risk Strategies will perform a no-obligation comprehensive review of your current malpractice coverage. Few doctors and administrators have an in-depth knowledge of their coverage or insurer and may not be asking all the right questions. For instance, do you know the following about your coverage?

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- The financial strength of your insurer
- How experienced is the claims-defense team in Florida courtrooms?
- Do you have the right to consent to any settlement or will they settle against your will?

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](mailto:matt@dannagracey.com).

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# Hospitals' Workforce Investments Are Paying Off

The verdict is in.

The monumental effort and resources Florida's hospitals poured into addressing the unprecedented workforce challenge of 2021 and 2022 are yielding positive results.

The results from the Florida Hospital Association's vacancy and turnover workforce survey for 2023 reveal a dramatic 38 percent decrease in hospitals' nurse vacancy rate from 2022 to 2023. Hospitals also saw a dramatic decrease in the nurse turnover rate. That figure has also dropped 38 percent from last year.

Florida also excels when comparing the state's nurse vacancy and turnover rates to the overall national rates. Florida's nurse vacancy rate of 13 percent is lower than the national vacancy rate of 16 percent. Florida's turnover rate of 20 percent is also lower than the national turnover rate of 22 percent.

During 2021 and 2022, hospitals' labor expenses increased more than any other as they increased salaries, instituted new hiring bonuses, and relied on more costly travel and contract labor to fill workforce shortages more than in any other year. While hospitals' patient admissions increased just three percent from 2019 to 2022, overall workforce costs increased by 45 percent, and costs associated with overtime, incentives, premium pay, and salary market share adjustments combined increased more than 245 percent.

Those unsustainable figures were the backdrop for the hospital industry's commitment both to growing the health care workforce and to supporting the existing workforce. Increasing retention, increasing the number of students interested in health care careers, and reducing turnover all were priorities for a multi-pronged workforce investment strategy.

Individually and collectively, Florida hospitals worked to improve retention and turnover rates across the state. From deploying organizational strategies to increase job satisfaction and meaningfully address employee expectations and



BY MARY MAYHEW

needs to implementing technology that reduces inefficiencies and administrative burdens, hospitals of all sizes across the state did everything they could to demonstrate and reward the value they have for their workforce.

Coming together as an industry, Florida's hospitals also advocated for meaningful policy solutions and public investments to grow and support the health care workforce. Florida's hospitals worked alongside policymakers to grow Florida's health care workforce and make Florida's health care institutions the first choice for a medical career. With hospital industry advocacy, lawmakers created and funded new health care workforce programs like LINE and PIPELINE to provide state funds for scholarships, residencies, and career ladder support and appropriated funds for the Hometown Hero Housing Program for health care professionals to purchase a home. Similarly, lawmakers funded professional apprenticeship programs such as the Department of Education's Apprenticeship Accelerator, which benefit both hospitals and health care career seekers.

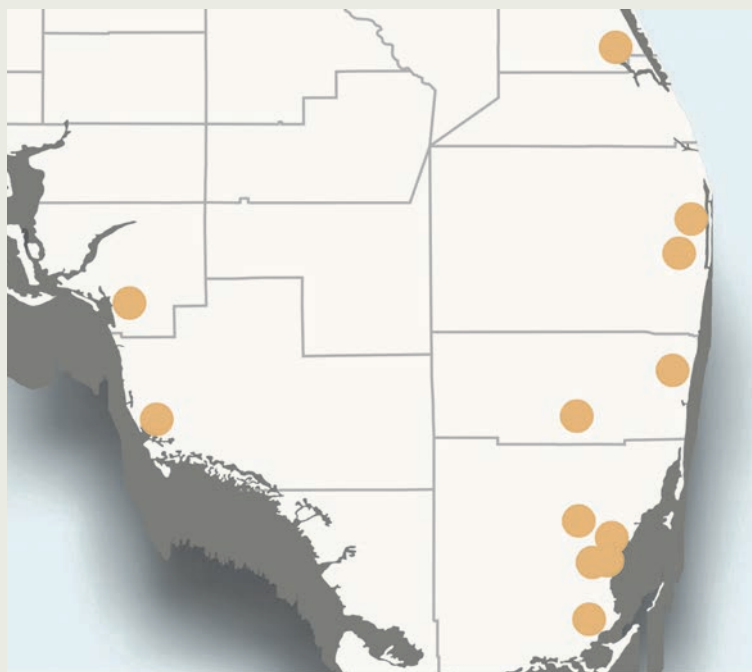
Florida's hospitals met the workforce challenges of 2021 and 2022 with the determination, resolve, and creativity they bring to every challenge. Solving the workforce challenge for the long term takes a multi-faceted approach as well as sustained investment and attention. It would be short-sighted to think that the crisis no longer requires attention. With a projected nurse shortage of nearly 60,000 and a physician shortage of 36,000 by 2035, the continued need to invest in both the current and future health care workforce is clear. The good news is that Florida's hospitals, as always, are committed to partnering with others, engaging in advocacy, and speaking up to make sure Florida has the health care system it deserves.

*Mary Mayhew is President and CEO, Florida Hospital Association.*



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## HEALTHCARE REAL ESTATE

### Tampa General Hospital Opens Infusion Center at TGH Cancer Institute Satellite Location



In an endeavor to expand cancer care for the rapidly growing communities of south Hillsborough County, Tampa General Hospital (TGH) opened a state-of-the-art, 26-bay Infusion Center in the TGH Cancer Institute's Brandon location. Additionally, a Radiation Oncology Center will open at the Brandon location this fall.

The TGH Cancer Institute satellite location in Brandon is part of Tampa General's \$550 million master facility plan, the largest in the hospital's almost 100-year history. Once completed, TGH will bring more of the most advanced technology and leading-edge care to the academic health system's patients in Florida and beyond.

The TGH Cancer Institute in Brandon means that residents in south Hillsborough will no longer have to travel to the Tampa General Hospital campus near downtown Tampa for infusion treatments, radiation oncology and doctor visits. Its location in the outpatient center means that patients can also receive lab work, standard imaging exams as well as visit the pharmacy for prescriptions and over the counter medications.

The addition to the TGH Cancer Institute's Infusion Center will offer seven more chemotherapy areas for the treatment of cancer. This will bring the total number of infusion areas to 26, which is expected to make scheduling treatments more efficient.

Designed to encourage therapeutic connection and camaraderie, the Infusion Center at TGH Cancer Institute in Brandon is equipped with advanced technology and offers spacious semi-private, private, and shared treatment bays, as well as a separate space with beverages and light snacks for patients' family members. At the infusion center, patients can receive treatments ordered by their doctor including chemotherapy, immunotherapy, blood transfusions and more.

### Cover Story: Intergenerational Design Is the New Normal

*Continued from page 1*

tural designs will force social generational interaction by creating spaces to engage and empower each other through any variety of collaborative project components.

Flexibility in design will be key, since change is constant, and the ability to reconfigure easily for different activities will represent the most successful projects. Technological changes are becoming more user-friendly every day and will bond generations and services together. Telemedicine advancement is just one more example of technology enhancing interactivity and services between people of all ages.

As architects, we design spaces for people. Away from generic design, we create buildings that represent best practices along a mix of cultural and individual preferences. We also incorporate elements that engage the senses – such as music, lighting, textured surfaces, and even fragrances from plants or other natural elements.

Another global design consideration for all ages is respect – respect for individuality, cultures, religions, and preferences. Looking at an assisted living facility designed 20 years ago, versus the ALFs we're designing today, we are adapting spaces and rooms in the facility to have a variety of colors and experiences that coincide with the needs and character of the occupants. Our design responsibilities include understanding the human condition.

It's no more difficult a concept to understand than a group of people ordering different meals from a restaurant.

*Charles Michelson is President of Saltz Michelson Architects.  
For more information, visit [www.saltzmichelson.com](http://www.saltzmichelson.com).*



## HCA Florida Opens Multispecialty Clinic in Belle Glade



**Palms West Hospital CEO Jason Kimbrell and physician Dr. Martin Harland cut the ribbon on the new multispecialty clinic.**

HCA Florida, through HCA Florida Palms West Hospital, has opened a multispecialty clinic in Belle Glade. The expansion of services will bring the professional medical care to the Glades communities. The newly-opened office has board-certified specialists in general surgery, heart and vascular care and gastroenterology who will see patients on a rotating basis in the shared clinic which features three exam rooms.

To celebrate the opening, a ribbon cutting and reception was held which included Belle Glade Mayor Steve Wilson, Dr. Martin Harland, who has been practicing medicine in the Glades since the 1980s and Palm Beach County School and Palms West Hospital board member Marcia Andrews.

## Holy Cross Rehabilitation Institute of Rio Vista Now Open

Improving and regaining physical mobility and functionality is a vital step in a patient's recovery process from illness and injury. To meet the needs of those patients, Holy Cross Health has opened the Holy Cross Rehabilitation Institute of Rio Vista in Fort Lauderdale. The physical therapy clinic previously located at 1309 S. Federal Highway in Fort Lauderdale relocated to this new, upgraded facility.

The Holy Cross Rehabilitation Institute, located near the Rio Vista neighborhood, offers a wide range of physical therapy specialties to treat a variety of conditions including post-operative and nonsurgical orthopedic conditions; sports medicine injuries; balance conditions and gait dysfunction; as well as vestibular and concussion rehab.



**Patient Maria Mora of Victoria Park, Florida receives therapy on her arm from Nicole Laureand, PT, DPT, at the Holy Cross Rehabilitation Institute of Rio Vista in Fort Lauderdale.**



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## Empowering Independent Healthcare Practitioners in Private Practice

In a rapidly evolving healthcare landscape, the role of independent health practitioners has never been more crucial. These dedicated professionals often find themselves navigating a complex web of challenges, from managing overhead costs to maintaining a strong online presence. Recognizing these needs, Lina has emerged to provide space, community and support for healthcare practitioners in private practice so they can focus on what they do best - high quality patient care.



BY RACHEL PURI

orative workspace tailored to the needs of medical, mental health, and wellness practitioners. The driving force behind Lina's creation was a deep understanding of the hurdles faced by independent practitioners, coupled with a desire to provide them with a space where they can focus on delivering exceptional care to their patients.

### Flexible Spaces for Diverse Needs

One of Lina's strengths lies in its ability to cater to a diverse array of healthcare specialists. From medical doctors to mental health practitioners to wellness experts, Lina is designed to accommodate various specialties under one roof. Their private, customizable, and turnkey office suites provide a flexible solution, enabling practitioners to mold their work environment to align with their unique requirements.

Additionally, the space encourages a multidisciplinary approach to patient care. When allied health professionals interact regularly, they can easily exchange knowledge, discuss cases, and seek advice, ultimately leading to improved patient out-

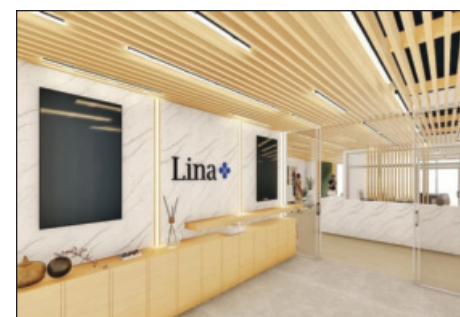
comes and the growth of their private practice. This collaborative environment fosters a sense of community among healthcare professionals, which translates to better-coordinated care for patients.

With locations currently spanning across New York City and Aventura, Lina's presence is growing. Their innovative approach has resonated with practitioners seeking a space that supports their needs.

### Reducing Overhead, Enhancing Practice Support

The rising costs of establishing and maintaining a private medical practice have become a major obstacle for many healthcare providers. According to Doctorly, consultants estimate that the cost to launch a small primary care practice ranges from \$70,000 to more than \$100,000. Flexible medical office spaces, such as Lina, offer a viable and cost-effective alternative that benefits practitioners, allowing them to easily launch, expand, and grow their medical practice.

One of the most significant advantages Lina brings to its physicians is the substantial reduction in overhead costs. Operating a private practice often comes with financial burdens, from leasing office space to managing utilities and administrative sup-



port. Lina's membership plans alleviate these pressures, allowing practitioners to focus their resources on patient care rather than logistics.

### A Future-Focused Approach

As the healthcare industry continues to evolve, Lina remains at the forefront of innovation, poised for further expansion and growth. By reimagining the traditional private practice model, Lina is driving positive change, enabling physicians to embrace the future with confidence.

In a world where patient-centered care is paramount, Lina's approach aligns seamlessly. By removing barriers, streamlining operations, and fostering a collaborative environment, Lina empowers healthcare practitioners to practice on their terms.

### A Vision of Support and Empowerment

Lina's vision is clear: to support the practice needs of independent health practitioners and empower them to thrive in private practice. Their approach challenges conventional thinking, offering a comprehensive solution that tackles some of the most pressing challenges faced by healthcare professionals.

Established in 2017, Lina offers a collab-

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## HEALTHCARE REAL ESTATE,

# Baptist Health and the Miami Dolphins Announce the Opening of New Orthopedic Complex

Baptist Health is pleased to announce the opening of its new, state-of-the-art orthopedic complex across the street from Hard Rock Stadium, home of the Miami Dolphins. Serving Dolphins players and the public alike, the new location offers comprehensive orthopedic care with a full range of diagnostic imaging, physical therapy and rehabilitation services all under one roof.



The expansive, 17,000-square-foot facility is located adjacent to the Baptist Health Training Complex, the Dolphins' training facility, with clinical areas overlooking the team's practice field. The new location will provide the public with high-quality orthopedic care, featuring cutting-edge technology and renowned Baptist Health medical experts.

"This new facility serves as a symbol of Baptist Health's dedication to both our community and our partnership with the Miami Dolphins," said Javier Hernandez-Lichtl, CEO of Baptist Health's Doctors Hospital and Baptist Health Orthopedic Institute. "With its ideal central location, the orthopedic complex will provide even more members of the community with our trusted care, and we look forward to inviting our patients in."

The new orthopedic complex commemorates the decades-long relationship between the Miami Dolphins and Baptist Health, which serves as the Official Medical Team and Official Wellness and Sports Medicine Provider for the team. In July 2023, the two entities celebrated the two-year anniversary of the unveiling of the Baptist Health Training Complex where the team, coaching staff and football support staff are headquartered year-round.

"We are excited for the community to 'go where the pros go' and experience the same level of expertise we provide the exceptional athletes of the Miami Dolphins," said John Uribe, M.D., orthopedic surgeon and Chief Medical Executive with Baptist Health Orthopedic Care and head team physician of the Miami Dolphins. "This orthopedic complex is the pinnacle of medical expertise, advanced treatment options and expedient care for all patients."

"Baptist Health has been an incredible partner for many years, and it's a privilege for us to join them in serving both our community and the players alike by bringing this world-class facility to our backyard," said Jeremy Walls, Chief Revenue Officer of the Miami Dolphins and Hard Rock Stadium. "We're excited that the public will be able to step foot on our campus and experience the same standard of care as our team in this new, innovative space."

Baptist Health is also a proud partner of the Miami Dolphins Foundation, working together on a series of initiatives around the health and safety of South Florida students, coaches and parents to grow youth football participation in the region.

## Memorial Primary Care to Open Weston Location

Expanding on the high-quality, patient-centered health services it provides throughout South Florida, Memorial Healthcare System has opened its 13th primary care office in Weston.

Dr. Natalie Jorge-Rodriguez will be the facility's attending physician. She is family practitioner who specializes in caring for adult patients with hypertension, diabetes, hyperlipidemia, obesity, mental health concerns, and thyroid conditions. She will also provide preventive medicine, including annual physical exams and screenings, for individuals 18 and over.



Dr. Natalie Jorge-Rodriguez

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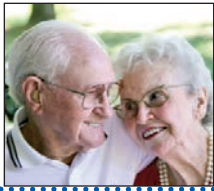
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# alzheimer's

## GUIDE Model Aims to Improve Delivery of Alzheimer's and Dementia Care

Following an April 2023 presidential executive order directing federal agencies to work toward increasing access to high-quality care and caregiver support for both children and older adults in long-term care, the Centers for Medicare & Medicaid Services (CMS) on July 31, 2023, introduced the Guiding an Improved Dementia Experience (GUIDE) Model, a new initiative designed to improve the way care is delivered for people living with Alzheimer's disease and other dementia, as well as enable them to stay in their homes and communities longer through a package of care coordination, caregiver education and support, and respite services.

This long-term Federal strategy focuses on three major challenges: improving care and support for those currently



BY KEITH A. MYERS

dealing with dementia; advancing research for effective medical treatments; and encouraging healthy people to make effective choices to reduce their risk of developing Alzheimer's disease later in life. In addition to finding viable solutions to the day-to-day challenges of living with dementia and pursuing a medical breakthrough, progress is

also being made in the often-daunting requirements associated with Medicare and Medicaid billing and payment.

The GUIDE Model, which will be tested nationwide by requesting organizations on a voluntary basis for eight years beginning July 1, 2024, will provide patients and their caregivers with a care navigator and 24/7 access support line for care coordination and clinical and non-clinical services such as meals and

transportation through community-based organizations.

GUIDE is also designed to improve access to resources caregivers desperately need, such as respite services, which enable them to take temporary breaks from their caregiving responsibilities—an action proven to prevent or delay the need for their loved ones to enter facility-based care. The GUIDE Model has both bipartisan Congressional support and the enthusiastic endorsement of the Alzheimer's Association, which noted that the program would save the federal government nearly \$21 billion over 10 years by simply better coordinating how care is delivered.

A devastating Alzheimer's diagnosis is often compounded by the financial impact on those who can least afford it. While some are fortunate enough to have a family member or loved one to provide the needed care, the obligations associated with being a caregiver are unpaid and without respite. In addition to providing

24/7 home care, being a caregiver involves coordinating appointments and fulfilling the often confusing and time-consuming billing requirements.

Once fully phased in, the GUIDE program would cover close to 1.8 million Medicare beneficiaries (about 20 percent of the population with dementia) by the end of the decade. For those living with dementia and suffering from multiple chronic conditions, it is also expected to decrease the fragmented care that can lead to otherwise-unnecessary hospitalizations and emergency department visits, as well as improve equitable access to healthcare.

With researchers suggesting that the number of people living with Alzheimer's will likely increase from an estimated 57 million in 2019 to 153 million by 2050, the GUIDE program is a step in the right direction.

*Keith A. Myers is President & CEO, MorseLife Health Care System.*

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- Recurrent falls with injury
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<sup>1</sup> Shega, J., et al. (2008). Patients Dying with Dementia: Experience at the End of Life and Impact of Hospice Care. *Journal of Pain and Symptom Management*, 35(5), 499-507.

Is your patient ready for hospice? Support your patients' healthcare journeys with VITAS as your partner.





# alzheimer's

## Annual Alzheimer's Public Education Forum Focused on New Treatments for Alzheimer's Disease

This Spring, the Wien Center for Alzheimer's Disease & Memory Disorders co-hosted their Annual Public Information Forum, a virtual event presented by Mount Sinai Medical Center Miami Beach, the University of Florida, and the IFlorida Alzheimer's Disease Research Center. This year's theme was "Recent Advances in the Treatment of Alzheimer's Disease."

The forum featured presentations and panel discussions with various medical experts including co-host Dr. Ranjan Duara, Director of the Wien Center at Mount Sinai.

Presenters focused on the underlying changes in the brain that are caused by Alzheimer's disease, how Lecanemab (latest FDA approved monoclonal antibody medication) works to remove amyloid protein (following successful clinical trial results), non-pharmacological treatment options, and the potential impact of choosing Lecanemab on patients and their families.

At its core, Alzheimer's disease involves the accumulation of brain amyloid, which can lead to a multitude of pathological changes, including progres-



Dr. Ranjan Duara

sive deterioration of cognitive and functional abilities. With the development of game changing diagnostic tools, researchers and clinicians are now able pinpoint the buildup of amyloid protein through various tests, involving spinal fluid, brain PET scans, and most recently, blood tests. These tests lead to accurate diagnoses of Alzheimer's disease, which allow clinicians to monitor the amount of amyloid present in the brain, while determining the effectiveness of certain drugs on the removal process. Tests can

also confirm whether brain amyloid may resurface in the future.

So far, two drugs — Aducanumab and Lecanemab have received FDA approval based on their success in removing amyloid protein. Aducanumab (ADUHELM), which is manufactured by U.S. biotech company, Biogen, is recognized as the first treatment therapy to display the effects of removing beta-amyloid from the brain to delay neurological decline.

Through the Clarity AD Clinical Trial, Lecanemab successfully removes amyloid protein from the brain and does slow down the effects of Alzheimer's on a patient's ability to perform complex day-to-day tasks. However, Lecanemab is not a cure for Alzheimer's disease and does not lead to temporary or permanent improvement in memory or the ability to performing everyday tasks.

Currently, Lecanemab is administered in the form of intravenous infusions every four weeks, usually in a hospital-based infusion center, for at least a year to 18 months, along with repeated MRI scans to monitor any serious side effects. Simpler methods of delivering Lecanemab, e.g., via subcutaneous infu-

sion are being investigated, although it is challenging to deliver a sufficient and effective dose of the drug with this method.

Patients and their families must also weigh the pros and cons of monoclonal antibody treatments (such as Lecanemab) as they can cause adverse effects, including infusion-related reactions, ARIA E, and rare brain hemorrhages. Also, with regard to retail pricing, treatments can be rather costly, but medical coverage is currently under evaluation.

Lecanemab is likely to benefit patients experiencing mild impairment from the initial stages of Alzheimer's disease and will hopefully receive full FDA approval by the end of 2023 or early 2024.

Donanemab, another promising monoclonal antibody drug (manufactured by U.S. pharmaceutical company, Eli Lilly and Company), is currently in the final stages of clinical trials to treat Alzheimer's.

Overall, we cannot wait to see the eventual impact of monoclonal bodies in targeting amyloid protein and treating Alzheimer's disease.

## Cover Story: Quality Next-Level Care for Patients With Alzheimer's and Related Dementias

Continued from page 1

### Reducing Hospital Readmissions and Saving Significant Costs

Evidence supports the benefits of hospice for patients with dementia and their caregivers.<sup>2</sup> The patient is more likely to die at home and have greater satisfaction with their care. Research indicates a 50% reduction in hospitalizations, with better pain and symptom management and fewer care transitions.

Studies also show that hospice-enrolled people living with dementia had a higher quality of life compared to those without hospice, and end-of-life transitions were significantly lower. For those in hospice in the last month of life, 68% reported their anxiety/sadness as managed, and 55% believed they received excellent quality of care.<sup>3</sup>

At the same time, hospice yields significant savings. A recent NORC at the University of Chicago study found that patients who chose hospice care saved Medicare approximately \$3.5 billion in a single year.<sup>4</sup> Further, patients with neurodegenerative disease who had hospice stays of 180 days or greater reduced Medicare costs by 4% compared to non-hospice users.

With the rise in Alzheimer's diagnoses, these savings multiply. By 2025, the Alzheimer's Association projects 7.2 million people ages 65 and older will have Alzheimer's disease.<sup>1</sup>

### Discovering Preferences: Initiating Goals-of-Care Conversations

For Alzheimer's and dementia patients, poorly defined goals lead to unwanted treatments, undue suffering, and misuse of resources.

While clinicians in busy settings like hospitals have limited time, it's possible to conduct rapid palliative assessments and have efficient goals-of-care conversations when patients are initially diagnosed—while they have decision-making capacity.

Involve their family caregivers as well. As the disease progresses, these caregivers will make the decisions as they seek to fulfill the patient's wishes and values.

### What Makes a Patient With Alzheimer's/ Dementia Hospice Eligible?

Patients become eligible for hospice when they receive a prognosis of six months or less to live. Those with Alzheimer's disease who lose the ability to communicate meaningfully, and other dementia patients who become dependent in three of six ADLs (bathing, dressing, continence, transferring, ambulation, feeding), plus have either of the following, may be eligible for hospice:

- A comorbidity resulting in structural/functional impairment (e.g., heart disease/advanced lung disease)
- A clinical complication indicating disease progression (e.g., febrile episode, infection requiring antibiotics, pressure ulcers, dehydration, weight loss, eating difficulties, delirium, feeding tube)

In these cases, hospice enables patients to remain in the comfort of their home—while easing the strain on family caregivers.

Experts at VITAS can help guide goals-of care conversations. To make referrals or find out more, contact VITAS at (800) 93-VITAS or [VITAS.com/referrals](https://www.vitas.com/referrals).

Dr. Ileana Leyva is Regional Medical Director, VITAS® Healthcare.

1 Alzheimer's Association. (2023). 2023 Alzheimer's Disease Facts and Figures. Retrieved from <https://www.alz.org/media/Documents/alzheimers-facts-and-figures.pdf>

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3 Harrison K., et al. (2022). Hospice Improves Care Quality For Older Adults With Dementia In Their Last Month Of Life. *Health Affairs*, 41(6), 821-830.

4 NORC at the University of Chicago (2023). Value of Hospice in Medicare. Available at: [https://www.nhpco.org/wp-content/uploads/Value\\_Hospice\\_in\\_Medicare.pdf](https://www.nhpco.org/wp-content/uploads/Value_Hospice_in_Medicare.pdf)

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CHARLES FELIX, CAROL FELIX  
Publishers

NANCY LAMMIE, Editor

JUDY GRAMM  
Editorial Manager & Webmaster

JMC GRAPHICS  
Art/Production  
[lammienancy@aol.com](mailto:lammienancy@aol.com)

CONTRIBUTING WRITERS  
Daniel Casciato, Barbara Fallon  
Vanessa Orr, Lois Thomson

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# Holy Cross Health Recognized By American Heart Association and American Stroke Association for 13th Year in a Row

For the 13th year in a row, Holy Cross Health has received an award from the American Heart Association's Get With The Guidelines® Program. This year, Holy Cross Health received the Target Stroke: Honor Roll Elite Gold Plus quality achievement award. To qualify for this recognition, hospitals must meet specific criteria that reduce the time between an eligible patient's arrival at the hospital and treatment with an IV Thrombolytic.

For the second year in a row, Holy Cross Health received an additional honor, the Advanced Therapy award, for performing successful thrombectomies in less than 90 minutes after the patient's arrival to the hospital.

"These awards are a result of the hard work and dedication of our team and their commitment to delivering advanced stroke treatment to our patients quickly, efficiently and safely," states Mark Doyle, CEO of Holy Cross Health. "Get With The Guidelines makes it easier for our teams to put proven knowledge and guidelines to work on a daily basis, which studies show can help patients recover better. The end goal is to ensure more people in South Florida can experience longer, healthier lives."

These awards recognize Holy Cross Health's commitment to ensuring stroke patients receive the most appropriate treatment according to nationally recognized, research-based guidelines, ultimately leading to more lives saved and reduced disability.



**Holy Cross Health stroke team**



**Holy Cross Health Interventional Radiology (IVR) team**

## If You Know Your Chassis; You Know How Your Life Insurance Policy Works

BY HAROLD WOLKOWITZ

Life insurance policies are built on five different chassis, each with sub-components. The subcomponents consist of length of coverage, enhancements, underwriting considerations, what aspects of your policy are guaranteed and which are not, and range from aggressive to conservative options. If you would like a confidential and complimentary review of your current life insurance policy, go to [lifeinsureassure.com](http://lifeinsureassure.com) and send a message to contact you.

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## A message from our President

### Drug Pricing: “I’m as mad as hell, and I’m not going to take this anymore!”

([www.youtube.com/watch?v=ZwMVMbmQBug](https://www.youtube.com/watch?v=ZwMVMbmQBug))



Jaime Caldwell

For those of you older than “a minute,” it will be well worth your while to take a second and watch the film clip from the movie *Network* (1975). The premise of the movie is that a television network cynically exploits a deranged former anchor’s ravings and then find themselves unable to control his message (if you have time, a great movie and, even though it was produced in 1975, it is still timely). As I was writing this article, I kept hearing the voice of Howard Beale (Peter Finch) exhorting his viewers to scream out their windows, “I’m as mad as hell, and I’m not going to take this anymore.”

As healthcare providers over the last couple of years have dealt with salary inflation, though it still continues to eat into their earnings, they are now shifting gears to focus on managing rapidly escalating drug prices. Those drug prices that are, seemingly, enjoying this inflationary period with drug price increases occurring at dizzying rates. So, how has the United States gotten itself into this mess and what are some of the reasons why we seem to be facing higher drug prices than other countries?

Putting on my economics hat, prescription medications in the United States tend to be more expensive than in other countries for several reasons. First, believe it or not, unlike many other countries, the U.S. does not have direct price controls on prescription medications. Until very recently in the U.S., governments in other countries are negotiating directly with pharmaceutical companies to establish prices for their national health systems, or they may regulate the price that can be charged for a drug. In a previous article, I talked about how the U.S. is moving forward, albeit slowly, in being able to negotiate Medicare’s drug prices.

Pharmaceutical companies often argue that the high prices of drugs in the U.S. are necessary to fund expensive research and development (R&D) processes. Why the U.S. has to bear the excess burden of those costs while the pharmaceutical companies sell these drugs worldwide is a quandary. While it’s true that developing a new drug can cost billions of dollars, it is also worth noting that these same companies also spend substantial amounts of money on marketing and administration.

The U.S. patent system is also a source of higher prices. The patent system gives market exclusivity preventing competitors from producing generic alternatives for a number of years. This allows the company that developed the drug to set the price

without competition. While patents are a global phenomenon, the U.S. patent system can sometimes allow for longer periods of monopoly pricing compared to other countries.

We also have to understand that drugs pass through many hands. For instance, in the U.S., the system of drug pricing involves multiple intermediaries, such as Pharmacy Benefit Managers (PBMs). These entities negotiate drug prices with manufacturers on behalf of insurance companies. While PBMs can secure discounts, they also introduce another layer of complexity and cost into the pricing structure (unsure if there is any value added).

I will mention the high cost of litigation in the U.S. and the attempt to recoup legal costs and potential liabilities with no further discussion.

Consumers are also not without guilt in this pricing cycle. The American consumer often demands and expects to receive the newest treatments, which may not always be the most cost-effective. This can drive up demand for higher-priced drugs even when cheaper alternatives are available. (Caduet that includes amlodipine and atorvastatin (\$500/\$250 generic) when you can get the generic equivalents of the two drugs for about \$6.00 and \$12.00, respectively).

The government is also not without blame. The process of getting a drug approved by the U.S. Food and Drug Administration (FDA) is rigorous, which can add to the cost of drug development. While rigorous approval processes exist in other countries too, the specific requirements and length of the process in the U.S. impacts pricing.

And, we have to look at the cost to administer the U.S.’s healthcare system. Because of our system’s fragmentation, we have many players, private insurers and various plans, attempting to negotiate the best results for their companies instead of streamlining the process to reduce some of the administrative burden making the negotiated results available for all. This complexity can add to the cost of drugs.

It all adds up to a lot of finger pointing! The answer/solution/change of paradigm might require that all the parties sit down and draft a solution that “splits the baby.” A solution that disadvantages all the parties yet preserves the system. Maybe a larger role for government to fund R&D and retaining all or some property rights over the drugs/devices that find themselves to market. There are many options to be considered.

What I know is that none of the players want to start hearing, “I’m as mad as hell, and I’m not going to take this anymore.” For it is at this point that congressmen and legislators become experts and start developing healthcare policy that has political facing but fails to reach the goal of mutual reasonableness.

## Accolades Accolades Accolades Accolades

### Taylor Baker of the Tampa General Hospital Foundation Honored for Healthcare Philanthropy Leadership



Taylor Baker

Tampa General Hospital (TGH) has announced that Taylor Baker, senior director of development for the Tampa General Hospital Foundation, has been recognized by the Association for Healthcare Philanthropy (AHP) as a member of their “40 Under 40” class. Baker’s recognition by the AHP reflects her leadership in advancing the Tampa General Hospital Heart & Vascular Institute and Women’s and Children’s Institute through philanthropic outreach and engagement.

Baker joined Tampa General in 2019 and has since grown philanthropy for the TGH Heart & Vascular Institute from \$50,000 a year to more than \$6 million over four years. In her current role as the senior director of Development, Taylor supports the implementation and scaling of novel programs with funds raised through the TGH Foundation, including various centers of excellence within the Heart & Vascular Institute and the Neonatal Exposure program which helps babies born with Neonatal Abstinence Syndrome, a group of conditions caused when an infant withdraws from certain drugs following exposure in the womb before birth.

### Tampa General Hospital Board Chairman Phil Dingle Earns National Recognition for ‘Excellence in Governance’



Phil Dingle

Tampa General Hospital (TGH) is celebrating the recognition of Phil Dingle, chairman of the academic health system’s Board of Directors, on *Modern Healthcare’s* “Excellence in Governance” 2023 list. Dingle is just one of 12 leaders of hospitals from across the nation recognized by the publication this year and is honored for his outstanding leadership and commitment to advancing Tampa General’s innovation, growth, team member engagement and financial viability.

Dingle joined the Tampa General Hospital Board of Directors in 2007 and has served as chairman since 2020. Over the course of his service, he has taken an active role in engaging, supporting and collaborating with Tampa General leaders and team members, making a significant and lasting impact on the development of the academic health system, its team and the community it serves.



## Conference of Florida Medical Society Executives Elects Angel Bosch as Chairman

County Medical Association (DCMA) President Carmel Barrau, M.D., announced that DCMA Managing Director Angel Bosch was elected Chair of the Conference of Florida Medical Society Executives (CFMSE) and appointed to the Florida Medical Association (FMA) during the FMA Annual Meeting. Angel Bosch came to Florida in 2018 to work for Cobbe Consulting and Management, LLP (CCM), after living through the experience of Hurricane Maria in 2017 in his country of Puerto Rico. As a Managing Director, he started managing the Dade County Medical Association (DCMA) in 2018. In 2021 he added the Miami Orthopaedic Society (MOS) as part of his responsibilities, making him the first Hispanic to manage these organizations. Moreover, he is the first Puerto Rican-Hispanic to Chair the Conference of Florida Medical Societies Executives since its foundation.

Besides being elected Chair of the CFMSE, Bosch was appointed to the FMA Board of Governors by the incoming President, Dr. Jason Goldman, as Medical Society Executive of all Medical Societies in the State of Florida.



Angel Bosch

## Elizabeth Justen Elected Chair of South Broward Hospital District Board

The South Broward Hospital District's Board of Commissioners elected officers at its annual meeting in July. Elizabeth Justen was chosen as chair, Steven Harvey will serve as vice chair, and Douglas Harrison becomes secretary/treasurer. The board, whose seven members are appointed by Florida's governor to provide governance for Memorial Healthcare System, also includes Jose Basulto, Brad Friedman, Dr. Luis Orta, and Laura Raybin Miller. Justen is executive director of the Sheriff's Foundation of Broward County. She is also a manufacturer's representative at OFB Marketing and the owner at The Marketing Experience. She was appointed to the board in 2020 for a four-year term.



Elizabeth Justen

## Cleveland Clinic Names First Chief Analytics Officer

Cleveland Clinic has appointed Albert Marinez as its first Chief Analytics Officer.

Marinez has two decades of experience leading various analytics and data science functions at large health systems and technology service providers. He most recently served as the Chief Analytics Officer at Intermountain Health in Salt Lake City. Prior to Intermountain Health, Albert held executive leadership roles at Swisslog Healthcare – a pharmacy and transport automation company – and KenSci – a healthcare startup specializing in AI and machine learning. His health system experience also includes prior roles at MultiCare Health System in Tacoma, WA, and AdventHealth's Central Florida Division in Orlando, FL.

Marinez holds a Master of Business Administration from the University of Central Florida. In 2022, he served as a board member on the Microsoft Artificial Intelligence Industry Innovation Coalition for Healthcare.



Albert Marinez

## Kelly Marmol Named Vice President of Philanthropic Services at Community Foundation of Broward

Kelly Marmol has been named Vice President of Philanthropic Services at Community Foundation of Broward. Marmol brings more than 20 years of financial services and nonprofit development experience to her new role. After a decade working as a financial advisor, her passion for helping others led to a career fostering philanthropy to education, social and economic mobility, the environment and health care. Prior to joining the Community Foundation, she held senior development positions at Florida Atlantic University and the University of Miami in South Florida, as well as Methodist Children's Home Society and Oakland University, both located in suburban Detroit, Michigan.



Kelly Marmol

## North Broward Hospital District Board of Commissioners Elects Officers

The North Broward Hospital District (NBHD) Board of Commissioners, which jointly supervises Broward Health, unanimously elected its officers at the July board meeting. Christopher Pernicano was elected chair, Paul Tanner was elected vice chair and Jonathan Hage was elected secretary/treasurer. The board has additional commissioners, including immediate past chair Stacy Angier, Nancy Stamper, Ray Berry and Levi Williams.

Pernicano has served on the North Broward Hospital District Board of Commissioners since 2021. He is the founder and CEO of Fiberr USA, a national distributor that specializes in eco-friendly fiber-reinforced plastic products.

Tanner has served on the North Broward Hospital District Board of Commissioners since 2022. He is the owner and founder of Las Olas Capital Advisors.

Hage has served on the North Broward Hospital District Board of Commissioners since 2021. He is the founder and CEO of Charter Schools USA.



Christopher Pernicano



Paul Tanner



Jonathan Hage

## Lee Health Appoints Duke Walker as Vice President of Operations for Musculoskeletal Medicine

Lee Health has selected Duke Walker to serve as the new vice president of operations for musculoskeletal medicine throughout the health system. Walker joins Lee Health from Ascension Columbia St. Mary's Hospital in Milwaukee, WI, where he served as the interim chief operating officer. Previously, Walker was the vice president of operations at Our Lady of Lourdes Regional Medical Center in Lafayette, LA. He also served as the director of rehabilitation, spine and orthopedic services at HCA/Osceola Regional Medical Center in Kissimmee. Walker earned a Master of Business Administration with a specialization in Healthcare Management from King University, a Master of Science in Physical Therapy from the University of Central Arkansas, and a Bachelor of Health Science from the University of Central Arkansas. He is also board certified in healthcare management as a fellow of the American College of Healthcare Executives.



Duke Walker

## Palm Beach Gardens Medical Center Announces Christina Rasmussen Joins Executive Team

Palm Beach Gardens Medical Center is excited to announce Christina Rasmussen has joined their executive leadership team as an Associate Administrator. Prior to joining their team, Rasmussen held the position of Senior Director of Enterprise Operations, where she showcased her leadership acumen within the Tenet Healthcare organization. Over her career, Rasmussen has acquired a wide range of skills, such as managing partnerships with national provider groups, directing strategic initiatives, negotiating hospital-based provider contracts, and providing healthcare advice and quality control. Rasmussen completed her Bachelor of Science in Business Administration, Finance and Management and her Master of Science in Healthcare Administration at Trinity University.



Christina Rasmussen

E-mail Your Editorial Submissions  
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## MorseLife Health System Announces Promotions

MorseLife Health Systems has announced the promotions of Randy T. Wolan, CPA, CFE, to Senior Vice President of Finance and Chief Financial Officer and Paola Pouponneau-Nisbett, MSW, MBA, to Senior Vice President of Home & Community Based Services.



**Randy T. Wolan**



**Paola Pouponneau-Nisbett**

Wolan first joined MorseLife as controller in 2014 and during his nine-year tenure in that role the organization saw 350% revenue growth and 90% asset growth. A certified fraud examiner and certified public accountant, Wolan received a bachelor's degree in accounting from Lake Erie College in Ohio. Pouponneau-Nisbett first joined MorseLife in 2010 and for the past 10 years served as program director of the PACE program. 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.

## Sylvester Researcher Begins Prestigious Leadership Role with NRG Oncology

Tracy Crane, PhD, RDN, co-lead of Cancer Control at Sylvester Comprehensive Cancer Center at the University of Miami Miller School of Medicine, was recently named to a leadership role with NRG Oncology.

Dr. Crane, who also is Sylvester's director of Lifestyle Medicine, Prevention and Digital Health, was appointed vice chair of NRG Oncology's Cancer Prevention and Control Committee at the organization's Summer 2023 Meeting in Philadelphia last month. Prior to joining Sylvester in 2021, Dr. Crane served as co-lead of Behavioral Measurement and Interventions Shared Resource at the University of Arizona Cancer Center.



**Dr. Tracy Crane**

## Broward Health Names Chief Operating Officers for Broward Health Medical Center and Broward Health North

Broward Health is pleased to announce Gonzalo Solís as Chief Operating Officer for Broward Health Medical Center and Madison Workman as Chief Operating Officer for Broward Health North.

Prior to joining Broward Health, Solís was vice president of operations at University of Maryland Medical System. Solís also previously worked for a decade in roles of increasing responsibility at Yale New Haven Health system, which included the primary teaching hospitals for Yale School of Medicine.

Solís earned his Master of Health Services Administration, as well as a Bachelor of Science in Brain, Behavior & Cognitive Sciences, from the University of Michigan.

Prior to joining Broward Health, Workman served as COO at HCA Florida University Hospital. Before joining HCA, he was the COO at North Shore Medical Center and the Group COO for Tenet Healthcare's Miami-Dade market. Workman also previously served as the COO at Coral Gables Hospital.

Workman earned his Bachelor of Science in Health Sciences and his Master of Health Administration from the University of Florida.



**Gonzalo Solís**



**Madison Workman**

## R. Vincent Apicella, Vaneli Bojkova, and Kevin DiLallo Appointed to Wellington Regional Board of Governors

Wellington Regional Medical Center is pleased to announce the appointment of Dr. Vincent Apicella, Vaneli Bojkova and Kevin DiLallo to the Board of Governors. These esteemed individuals bring a wealth of experience and expertise to further strengthen the governance and strategic direction of the medical center. Dr. Vincent Apicella, President and Founder of Premier Family Health is a distinguished osteopathic family medicine physician and a recognized expert in lifestyle medicine and cardiovascular disease prevention. Vaneli Bojkova, currently serving as the Executive Vice President of Wellington International, has been instrumental in managing the logistics and teams that execute a wide array of venue operations, events, and hospitality elements at the renowned Winter Equestrian Festival. Kevin DiLallo, a seasoned healthcare executive with over 30 years of experience, joins the Board of Governors as the VP of Development for Universal Health Services.

## HCA Florida JFK North Hospital Names Carey Estes Vice President of Quality

HCA Florida JFK North Hospital has added Carey Estes as Vice President of Quality responsible for quality improvement, patient safety and accreditation at the 280-bed full-service acute care hospital.

With more than a decade of quality improvement experience, Estes has worked on several valuable projects, including redesigning medication administration process; standardizing the use of high-risk medications; and decreasing interruptions and distractions during high-risk processes.

Most recently, she served as Director of Quality at Mission Hospital in Asheville, NC.



**Carey Estes**

## Janisse Schoepp, PhD, Promoted to Chief Strategy Officer

The Health Foundation of South Florida report that Janisse Schoepp, Ph.D., has been promoted to Chief Strategy Officer for the Health Foundation of South Florida. This promotion reflects Janisse's exceptional expertise, dedication, and invaluable contributions to the Foundation and to the South Florida community since first joining the organization in 2004.

During her tenure with the Health Foundation, she has served in a variety of leadership capacities and has consistently played a leading role in shaping the strategy, investments and focus of the Foundation. This has included providing oversight over the adoption of a racial equity agenda for the Foundation. In her most recent role as Vice President of Strategy she has been leading the Foundation's strategy, grants and major initiatives including the South Florida Anchor Alliance, a groundbreaking collaborative effort that leverages the collective power of anchor institutions to create a more thriving community as well as our recently announced investments in Health Equity Collaboratives, which aim to improve health by integrating economic and social needs into health care delivery.



**Janisse Schoepp**

## HCA Florida Aventura Hospital Welcomes Onel Rodriguez

HCA Florida Aventura Hospital has named Onel Rodriguez as its chief financial officer.

Onel joins HCA Florida Aventura Hospital from HCA Florida Palms West Hospital, where he served as chief financial officer since 2020 and greatly contributed to HCA East Florida Division's success, including managing multiple expansion projects related to surgical, emergency room and NICU services. Prior to joining HCA Florida Palms West, Rodriguez served as the chief financial officer at Broward Health. He also served as the assistant chief financial officer at HCA Florida JFK Hospital and HCA Florida JFK North Hospital and as controller with Tenet Health.

Rodriguez earned his bachelor's degree in business administration from St. Thomas University and his master's degree in accounting from Kaplan University.



**Onel Rodriguez**



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## Dade County Medical Association Announces 2023-2024 Leadership



*(l-r) Dr. Jorge L. Marcos, Dr. Patricia Ares-Romero, Dr. Carmel J. Barrau, Dr. Rafael J. Fernandez, Jr., Dr. Adriana Bonansea-Frances, and Angel Bosch, Managing Director of the DCMA.*

The Dade County Medical Association (DCMA) presents the new Executive Committee for 2023-2024 under the leadership of President, Dr. Carmel J. Barrau, M.D. This year the Executive Committee is led by Dr. Carmel J. Barrau, whose specialty is Internal Medicine. Dr. Barrau has been recognized for a number of notable achievements in medicine including being one of the founding members of the Florida International University Herbert Wertheim College of Medicine and a member of the Dean's Advisory Committee; Past President of the Haitian Medical Association Abroad – AMH; and previously served as a member of the Florida Board of Medicine.

Other members of the Executive Committee include: Patricia Ares-Romero, M.D., Psychiatrist and Neurologist, President-Elect; Adriana Bonansea-Frances, M.D., Allergist and Immunologist, Vice-President; Jorge L. Marcos, M.D., Neurologist, Secretary/Treasurer; and Rafael J. Fernandez, Jr. M.D, Orthopedist Surgeon, Immediate Past President.

## Orthopedic Surgeon Specializing in Robotic Assisted Total Hip and Knee Replacement Joins Palm Beach Health Network Physician Group

David G. Deliberato, D.O., an orthopedic surgeon specializing in joint reconstruction and robotic-assisted minimally invasive hip and knee replacement, has joined Palm Beach Health Network Physician Group (PBHNPG) in Boca Raton. Dr. Deliberato is on-staff at West Boca Medical Center and Delray Medical Center.

Prior to joining PBHNPG, Dr. Deliberato worked as an orthopedic surgeon at the Miami Institute for Joint Reconstruction. For his education and training, Dr. Deliberato completed a fellowship in joint reconstruction at SUNY Buffalo, located in Buffalo, NY. Dr. Deliberato finished his residency in orthopedic surgery at OhioHealth, Columbus, OH. He graduated medical school from Lake Erie College of Osteopathic Medicine – Bradenton Campus located in Bradenton, FL.



**Dr. David G. Deliberato**

## Rabiya Kazmi, DO, Joins Baptist Health as a Family Medicine Physician

Rabiya Kazmi, D.O., joins Baptist Health as a family medicine physician.

Prior to joining Baptist Health, Dr. Kazmi completed her residency at Baptist Health/Florida International University. She earned her medical degree from the Edward Via College of Osteopathic Medicine.

Committed to making a difference in her community, Dr. Kazmi was the co-director of Project Downtown Miami, a nonprofit organization that provides meals, clothing and other necessities to the homeless.

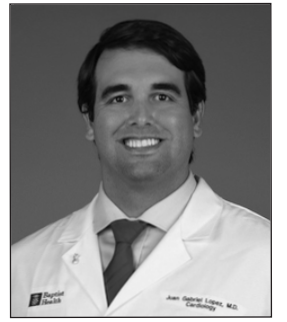


**Dr. Rabiya Kazmi**

## Juan Lopez, MD, Joins Baptist Health Miami Cardiac & Vascular Institute as Medical Cardiologist

Board-certified Juan Lopez, M.D., joins Baptist Health Miami Cardiac & Vascular Institute as a medical cardiologist. Dr. Lopez earned his medical degree from the Florida International University Herbert Wertheim College of Medicine. He completed his internal medicine residency and cardiology fellowship at University of Miami/Jackson Memorial Hospital.

He received the Intern of the Year award in 2018 and the Derek J. Sayfie, M.D., Research Day Top Clinical Research award in 2019. Dedicated to research, Dr. Lopez coauthored a chapter in the 2023 book *Mastering Structural Heart Disease* and published his work in journals such as *Circulation Research* and the *American Journal of Cardiology*. He is a member of the American College of Cardiology/American Heart Association.



**Dr. Juan Lopez**

## Holy Cross Medical Group Welcomes Urologist Mohammed T. Azaiza, DO

Urologist Mohammed T. Azaiza, D.O., has joined Holy Cross Medical Group.

Dr. Azaiza recently completed his urological surgery residency at Franciscan Health in Olympia Fields, IL. He earned his Doctor of Osteopathic Medicine from the Lake Erie College of Osteopathic Medicine in Bradenton, FL and graduated from University of Florida with a B.S. in Biology, where he made the dean's list.

During his time in medical school, Dr. Azaiza gained extensive research experience. He served as a research assistant studying hemorrhagic cystitis at the Detroit Medical Center in Detroit, MI; interstitial cystitis at the Pelvic and Sexual Health Institute in Philadelphia; and prostate cancer patients who were undergoing cryotherapy at Urology Specialists in Hialeah, FL. He was also a teaching assistant in the University of Miami Miller School of Medicine's Minority Students in a Health Career Motivation Program within the Office of Diversity.



**Dr. Mohammed T. Azaiza**

## Lee Health's Dr. Paul DiGiorgi Selected as President of the Florida Society of Thoracic and Cardiovascular Surgeons

Lee Health's Dr. Paul DiGiorgi has been named the incoming president of the Florida Society of Thoracic and Cardiovascular Surgeons. Dr. DiGiorgi was previously secretary/treasurer. He will replace immediate past president Dr. Gregory J. England from Panama City Beach.

Dr. DiGiorgi is part of the largest and longest-running cardiothoracic program in Southwest Florida, Lee Health's Shipley Cardiothoracic Center.

Dr. DiGiorgi is also the Department of Surgery Chairman. He has been with Lee Health for 15 years and served as the co-chair for Lee Health's Medical Staff Quality Committee, the chair of the Robotic Steering Committee and Atrial Fibrillation Working Group. He is also a past Lee Memorial Foundation board member.

He received his Doctorate of Medicine from New York University and completed his general surgery residency at the University of Connecticut Health Center, cardiothoracic surgery residency at the New York School of Medicine and his fellowship in cardiothoracic surgery at Columbia Presbyterian Hospital in New York City.



**Dr. Paul DiGiorgi**

## Daniel Ramon, MD, Joins Baptist Health as Primary Care Physician

Daniel Ramon, M.D., joins Baptist Health as a family medicine-trained primary care physician, providing comprehensive primary care in adult medicine, pediatrics, geriatrics, gynecology and sports medicine. Dr. Ramon earned his medical degree from the University of South Florida Morsani College of Medicine. He completed his family medicine residency at the Baptist Health/Florida International University program, serving as the program's chief resident for one year.



**Dr. Daniel Ramon**



## MAKINGROUNDS...MAKINGROUNDS...

### Tampa General Hospital Advanced Kidney Care Grows Team by Adding Dr. Ramon Alberto Ortiz

Tampa General Hospital (TGH) Advanced Kidney Care as expanded its team by adding Dr. Ramon Alberto Ortiz. Dr. Ortiz is a board-certified internal medicine specialist and is fellowship-trained in nephrology.

Dr. Ortiz brings more than a decade of patient care experience to his role at TGH Advanced Kidney Care. He was a hospitalist at Florida Flagler Hospital (now AdventHealth) in Palm Coast, FL, and Good Samaritan Medical Center in West Palm Beach, FL. He received his medical degree from Universidad Iberoamericana in Santo Domingo, Dominican Republic. From there, Dr. Ortiz completed an internship in psychiatry, as well as a residency in internal medicine at Maimonides Medical Center in Brooklyn, NY, before completing his fellowship in nephrology in June 2023 at the University of Florida College of Medicine in Gainesville, FL.



**Dr. Ramon Alberto Ortiz**

### Sergio Tierrablanca, DO, Joins Baptist Health as Family Medicine Provider

Sergio Tierrablanca, D.O., joins Baptist Health as a family medicine physician. Prior to joining Baptist Health, Dr. Tierrablanca completed his family medicine residency at Broward Health Medical Center. He earned his medical degree from the Nova Southeastern School of Osteopathic Medicine in 2020. Dedicated to helping train future physicians, he teaches physical exam skills to Nova Southeastern University Medical students. He is also a member of the American College of Osteopathic Family Physicians, American Academy of Family Physicians and the American Osteopathic Association.



**Dr. Sergio Tierrablanca**

### Baptist Health Announces Warren R. Selman, MD, as Chief Medical Executive for Marcus Neuroscience Institute

Baptist Health South Florida announces the appointment of Warren R. Selman, M.D., as its new chief medical executive for Marcus Neuroscience Institute, a part of Baptist Health, at Boca Raton Regional Hospital.

Dr. Selman comes to Baptist Health from University Hospitals Cleveland Medical Center where he serves as Emeritus Chair of the Department of Neurosurgery and professor of neurosurgery at Case Western Reserve University School of Medicine.

Previously, Dr. Selman served as the Chair of Neurosurgery at University Hospitals Cleveland Medical Center and as the Harvey Huntington Brown, Jr., Professor of Neurosurgery at Case Western University School of Medicine. Dr. Selman also established the Neurological Institute at University Hospitals and served as the inaugural director of the institute.

Prior to his entry into medicine, Dr. Selman attended the University of Toledo where he graduated summa cum laude. He then attended and graduated from Case Western University School of Medicine in Cleveland, Ohio. After his surgical internship, he conducted two years of research on focal cerebral ischemia at University Hospitals in Cleveland. Dr. Selman completed his neurosurgical residency training at Case Western Reserve University School of Medicine and University Hospitals Cleveland. During his residency, he received specialty training in transsphenoidal surgery at the Mayo Clinic.



**Dr. Warren R. Selman**

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<b>LOCATION</b>	Bethesda Hospital East 2815 S. Seacrest Boulevard Boynton Beach, Florida 33435
<b>REGISTRATION INFORMATION</b>	<a href="https://www.acheofsouthflorida.org/events.php">https://www.acheofsouthflorida.org/events.php</a>

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# WHAT'S NEW...WHAT'S

## Lee Health's Cape Coral Hospital Now Offers the ARTIS Icono Ceiling Angio System for the Most Advanced Imaging Techniques Available in the Country

Lee Health has acquired the Siemens ARTIS Icono Ceiling Angio System, making it the first health system in the Southern United States and the second in the country to have this technology. The system, which is now available at Cape Coral Hospital, gives physicians the ability to perform more complex procedures, helps them provide more specialized and targeted care and improves outcomes for patients.

With the addition of the Siemens ARTIS Icono Ceiling Angio System, Cape Coral Hospital can now perform interventional and vascular procedures, such as interventional oncology procedures, liver-targeted therapies, embolization procedures, and aortic endo leak procedures.

This advanced system provides patients with access to the latest technology for image-guided procedures. It offers 3D images that are rendered faster than any other system, performing more complex procedures while increasing quality care outcomes. It also helps operators navigate complex anatomies more consistently and predictably, which ensures accuracy in device positioning.

The Siemens ARTIS Icono Ceiling Angio System offers movement flexibility and faster rotational speed, resulting in shorter time for 3D images. It also features self-adjusting algorithms that regulate image quality at the lowest possible dose, customizable procedure workflows, and user-friendly tableside controls.

The system's contrast-based exposure control, OPTIQ, enhances visibility of small vessels and devices in 2D imaging. The system is also equipped with Omni Spin, which optimizes flexibility, speed, and precision.



## UHealth Launches Convenient 'One-Stop' Women's Health and Wellness Program

South Florida women can benefit from a new “one-stop” Comprehensive Women's Health Alliance offered by UHealth – University of Miami Health System, the first such fully coordinated program in the region.

What makes UHealth's Comprehensive Health Alliance unique in South Florida is its convenient, integrated approach with nurse coordinators who will help women assess their needs and coordinate care with UHealth's high-quality physician providers based on the patient's multiple medical needs.

Many women who are juggling personal, family and career commitments find it difficult to take time for their own health care, said program director Morgan Allyn Sendzischew Shane, M.D., MSCTI, assistant professor of gastroenterology at the University of Miami Miller School of Medicine.

“It is so important for women to be able to connect with physicians, therapists and other specialists in a streamlined and efficient manner,” Dr. Shane said. “That's why coordinated care through our program can make a huge difference in the lives of young, middle-age and older women.”

“This is a tremendous benefit for women who are balancing daily responsibilities,” added Laura Martin, D.O., a gynecologist with a subspecialty in urogynecology and co-director of the new program. “Rather than spending hours online or on the phone making appointments with multiple physicians, our nurse coordinator helps busy women access preventive screenings, diagnostic assessments and referrals to specialists who understand women's special health issues.”

With UHealth's Comprehensive Women's Health Alliance, South Florida women can fill out an online questionnaire about their health issues and concerns, and then connect with a nurse navigator for a personal conversation.

“This will be very helpful for women, particularly those with multiple health issues,” said Dr. Martin, whose urogynecology practice focuses on female pelvic medicine, including surgical treatments for urinary incontinence, fistulas, vaginal prolapse and other pelvic floor disorders.

Along with access to gynecology and urogynecology services, the Comprehensive Women's Health Alliance will include gastroenterology, breast health, bone health, behavioral health, dermatology care and nutrition services. The program's nurse navigators will expedite referrals to other UHealth specialists as needed.





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

## Delray Medical Center Unveils Ion Robotic Bronchoscopy Program

Delray Medical Center is proud to announce the launch of its Ion Robotic Bronchoscopy Program, bringing some of the latest technology to the forefront of lung cancer care. This program represents a step forward in the diagnosis and treatment of lung cancer, solidifying Delray Medical Center's commitment to providing exceptional patient care.

Under the guidance of Delray Medical Center CEO Daniel Listi and a team of leading medical professionals, the Ion Robotic Bronchoscopy Program aims to revolutionize the way pulmonary conditions are diagnosed and treated. The innovative Ion robotic platform allows for enhanced precision, improved access to hard-to-reach areas of the lung, and minimally invasive procedures.

The Ion robotic platform combines advanced robotics, real-time imaging, and artificial intelligence to enable bronchoscopic procedures with exceptional accuracy and safety. With its potential to improve diagnostic yields and reduce the need for more invasive interventions, the Ion Robotic Bronchoscopy Program can have a significant impact on the lives of patients suffering from lung diseases.



## New Equipment to Benefit Children with Epilepsy and Other Conditions at Nicklaus Children's Hospital

Nicklaus Children's Hospital recently unveiled a new high-density electroencephalogram (HD EEG) system and transcranial magnetic stimulation (TMS) machine, becoming one of the first in the nation to offer this equipment for the care of pediatric patients. The equipment was made possible thanks to State Senator Ileana Garcia and House Health Care Appropriations Chairman Bryan Avila who championed \$500,000 of state funding to support the care of children with neurological disorders, including epilepsy. The HD EEG supports precise and accurate localization of seizure activity in a child's brain, while the TMS is a noninvasive technological breakthrough that involves applying a series of short magnetic pulses to stimulate nerve cells in areas of brain to treat an array of neurological disorders, including anxiety and depression.



## St. Mary's Medical Center First Hospital in Florida to Adopt Portable MRI Technology

St. Mary's Medical Center is the first hospital in Florida to acquire the Swoop® Portable MRI unit, capable of providing critical brain images at the patient's bedside, to help doctors diagnose and treat patients. The unit will also serve Palm Beach Children's Hospital patients.

This device is ideal to treat young patients, who might be intimidated by the conventional MRI system, which is louder and bigger than the portable MRI. It has the ability to perform a shorter scan with a family member in the room to hold their hand if they are not able to remain in one place long enough to obtain clear images. It can also help if a patient is too ill to travel to the MRI suite. With the Swoop system, brain imaging occurs at the patient's bedside, where the patient is overseen by the primary care team, without traveling out of the care environment. Bedside imaging with the Swoop system means most patient support equipment can remain in place.



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# Introduction to Water-Only Fasting

By definition, water-only fasting means the abstinence from all food and liquids except water for some extended period of time. I myself have fasted thousands of people over the past 45 years for a wide variety of health concerns, and there is an extensive body of evidence supporting the use of water-only fasting in a wide range of health problems, including obesity.

The loss of appetite and fasting are natural to all animals, including humans, in response to disease and stress. If you observe animals in the wild or even your own house pets, you will notice that when they are injured or diseased they will often retire to a quiet and comfortable place, stop the intake of all food and continue drinking water only. When less energy is required for eating, digesting and procuring food, more energy is available for healing and repair.

When you stop eating, blood sugar levels begin to drop, and the body is forced to satisfy its blood sugar and energy needs with protein in our muscles and fat in our fat cells. There is more protein metabolism and lean muscle breakdown in the first few days of fasting, but within a few days, protein loss begins to slow down as the body shifts to fat metabolism. The ketones produced by fat metabolism in the fast are used directly by the brain as primary source of energy during extensive periods of fasting.

The loss of protein and the depletion of blood sugar is more comfortably regulated by ensuring that the fasting person maintains maximum rest. In fact, it is important to see fasting as a deep physiological resting process.

In fasting, the body shifts from a typical phase of growth to a phase of energy conservation maintenance and repair. As evidence of this, the insulin-like growth factor (IGF-F), which is abnormally increased by eating refined foods and animal products and can promote cancer and tumor growth in adults, is reduced during fasting.

Not only is fat an available energy reserve in the body, but it also serves as vehicle for the storage of waste and toxic fat-soluble chemicals that we are routinely exposed to. Many of the environmental toxins, and even internal toxic waste products, are typically dissolved in our fat cells. So not only do fat cells of the body provide a primary source of energy, but they also work like a garbage dump, hiding and storing our toxic load.

The energy that is harbored in the fasting process can enhance the mobilization of waste stored in body fat and remove this waste through organs and tissues of elimination like the skin and lungs in a process of detoxification. In fasting, the body demonstrates an intelligent control over the processes of detoxification and elimina-



BY DR. FRANK SABATINO

tion. So that the body will utilize what it needs least to provide support for organs it needs most and through autophagy, a process of self-digestion and housecleaning that is increased in fasting, it can dissolve tumors or cysts and support the vital organs of the body.

What makes fasting even more beneficial is that while many pathological conditions are improved, there is also significant fat and weight loss, as much as one to two pounds a day. I have had people lose 20 pounds in two weeks of fasting, and as much as 30 pounds or more in a month.

Fasting is not a mystical process. Although it has been used by a variety of spiritual traditions as a tool for introspective evaluation and spiritual growth, fasting is truly just a simple process of deep physiological rest. The goal is to harbor as much energy as possible for the healing work at hand. That means rest on every level, including all the senses. The more time spent being quiet, serene and introspective, the better. For this reason, fasting is also a profound tool for creating a more mindful, self-aware life, and resolving compulsive addictive behavior.

Fasting promotes fat breakdown, weight loss, detoxification and repair like nothing else, and is one of the most powerful approaches for resolving inflammation and the complications of autoimmune disease. The body-mind changes evoked by the fasting process make it one of the most efficient and powerful tools to jumpstart any new health program in general, and a significant and successful long-term weight loss program in particular.

*Dr. Frank Sabatino is a chiropractic physician with a Ph.D. in cell biology and neuroendocrinology from the Emory University School of Medicine. He is the author of the book WEIGHTLESS: Compassionate Weight Loss for Life and the online course: Lean for Life: The Science of Effective Weight Loss. He serves on the medical advisory board of the T Collin Campbell Center for Nutritional Studies and is the Director of Health Education for The National Health Association as well as a research consultant for the True North Health Foundation and the Complementary Medical Association (CMA) in England.*

*Balance for Life Florida is a retreat center where people can experience supervised water-only fasting. Call (954) 947-5888 or visit [BalanceForLifeFlorida.com](http://BalanceForLifeFlorida.com) for program and reservation information.*

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## **MARKETING & PUBLIC RELATIONS BOARDROOMPR**

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](mailto: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](http://www.miamimed.com) or please call Angel Bosch at (305) 324-8717 or email Angel at [abosch@miamimed.com](mailto:abosch@miamimed.com)

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