



Healthcare Education:
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 Students and Leaders
 Skills to Transform
 Health Care Page 13

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THE REGION'S MONTHLY NEWSPAPER FOR HEALTHCARE PROFESSIONALS & PHYSICIANS

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Education



Dr. Salvatore Barbera

The Future of Healthcare Administration and the Evolving Role of Hospitals

BY DR. SALVATORE BARBERA,
 DHA, MSM, FACHE

There is not a better time to pursue a career in healthcare administration. The industry is slowly emerging out of the peak of a pandemic with major healthcare organizations attempting to reestablish their highly successful brand. Many will define the healthcare industry as being unstable and searching for direction. Even though the hospital is the centerpiece of our system, the evolution of non-traditional players will threaten the focal point shifting away from the traditional hospital. Hospitals are under siege as the pandemic has promoted the acceleration of inpatient care out of the hospital to more treatment delivered in the home and ambulatory care centers. Ambulatory surgery centers continue an aggressive growth spurt with approximately 5,800 ASCs in operation today performing an estimated 30 million procedures, according to a May 2022 analysis by *HealthLeaders* which also projects that by the year 2030 more than 50% of joint replacements would be performed in ASCs. The activity in the ambulatory surgery arena will remain daunting and create a formidable trend as surgical procedures continue to move out of the hospital setting. One of the more significant trends

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Leadership

Brackin Advises Future Leaders to Look Beyond Areas of Expertise

BY VANESSA ORR

Over the course of his career, Wayne Brackin, president and CEO of KIDZ Medical Services & Emergency Pediatric Services, has been exposed to many different facets of healthcare. From his time as a Medical Service Corps officer in the Navy to his roles as COO and CEO at a number of South Florida hospitals, he has always focused on one central mission.

"In healthcare, the most important thing is to understand the real role of healthcare management/administration/leadership, which is to serve the needs of the caregivers," he explained. "It is not uncommon for people in leadership positions to get confused about that and to lose sight of the fact that we exist to serve the cause of providing care to people who need it in our community. We really don't have another purpose."

Brackin, who joined KIDZ Medical Services almost three years ago, brings a wealth of experience to the organization, which provides a wide range of pediatric and neonatal healthcare services at more than 30 locations in South Florida. He was formerly the COO and executive vice president of Baptist Health South Florida.

Brackin first became interested in a healthcare career during his stint in the Navy while stationed at the Naval Medical Research Institute in Bethesda, Maryland.

"I got a really deep exposure to military medicine and research in that environment, which spurred my interest from a career standpoint," he explained. "When I got out of the Navy, I stayed in the Reserves for quite a few years, and was principally assigned to

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Wayne Brackin

Camillus Health Concern Adds Three New Board Members

BY LOIS THOMSON

About a year ago, Arjun K. Saluja stepped down as a member of the board of Community Health of South Florida (CHI), where he had served for nearly 15 years, the last three as chair. He said as soon as that happened, John Dubois, board chair of Camillus Health Concern (CHC) contacted him. "I've known John for some time, and when I retired he said, 'It's time for you to come onto Camillus.' He's been pushing me," Saluja said with a chuckle. "He saw the success we were having at CHI and said, 'We could use your talents.'"

"I told him to give me some time. So I took about a year off and realized that I most definitely loved the call of helping the uninsured and underinsured population, it was very satisfying to me."

Camillus Health Concern is a community health center whose purpose is to help indigent people and those experiencing homelessness (men, women, and children) in Miami-Dade County with healthcare services, including pri-



Arjun K. Saluja



Kionne L. McGhee



Dr. Steven E. Marcus

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Associations



Dr. Marie Sandra Severe

ACHE of South Florida Member Spotlight: Dr. Marie Sandra Severe

BY VANESSA ORR

Though Marie Sandra Severe, Ph.D., MPH, senior vice president and chief executive officer of Jackson North Medical Center, first considered a career in law, her decision to pursue a master's degree in public health before taking the LSAT changed her mind.

"I didn't know that I'd fall in love with the field; after earning my MPH, I let go of the law school plan and went directly into healthcare," said Severe, who had been introduced to the field as a high school student in HOSA (Health Occupations Students of America).

After moving back to Miami from New Orleans where she attended Tulane University, Dr. Severe began working at Miami Children's Hospital and says she hasn't looked back since. She joined Jackson Health System eight years ago and is now leading one of the system's four acute care hospitals toward a number of goals.

"I've spoken to community members, volunteers, and office holders in the area, and many tell me that they don't feel the presence of the hospital in the community," she said. "I want the hospital to reengage with the community and increase access to services; I want us to become the provider of choice for the

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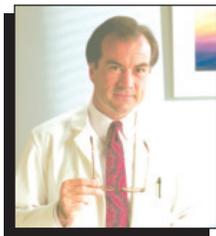


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Publisher's Note

Is It Time to Put My "Casual" Pandemic Wardrobe to Bed?

Like everyone else, my online shopping skills (always pretty good) were truly honed during the COVID pandemic. And BestBuy.com wasn't the only beneficiary. I'm a pretty casual guy at the best of times, but according to



"These informal meetings have become really informal."

Carol (our resident stylist) I've reached a new low. I discovered Walmart.com and found 100 percent polyester black or blue golf shirts for a mere \$10.99 and I've bought them by the dozen, over and over again. You can literally mush these shirts into a ball and presto – no wrinkles. Going on a trip – just toss them into a suitcase – no folding necessary. Trust me, Carol doesn't even think they merit a hanger.

Although she's all but given up getting me to "dress" for business meetings or shows, she does draw the line at me wearing them out to dinner on a "date" night. Unfortunately for me, last week I forgot and appeared on a Saturday night freshly showered and attired in my Walmart special. I know I can be pretty oblivious sometimes, but I couldn't escape her glare when I grabbed the car keys and said, "Let's go." Too late to change, needless to say it was a rather tense night.

Hence the memo I received the following Monday morning:

Attention: Charles

Re: Casual Attire

A seminar on how to casual dress will be held at 4 p.m. Friday in the cafeteria (aka Felix kitchen). A fashion show will follow.

Attendance is mandatory.

Love, Carol

Charles Felix



You can reach Charles Felix at
Charles@southfloridahospitalnews.com

FREE MED MAL EXPERT REVIEW



HOW HEALTHY IS YOUR MED MAL POLICY?

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.

ISN'T IT TIME YOUR MED MAL POLICY GOT A CHECKUP?

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:

- Are the policy exclusions outlined and clearly defined?
- Do you have full or just limited rights to consent to any lawsuit settlement?
- Is defense coverage offered outside or inside the limits of liability?
- What are the "tail" provisions upon termination of the policy?
- How is your corporation, professional association or other entity covered?

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

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Malpractice Insurance EXPERT ADVICE

House Bill 6011 Dies in Rules: Good News for Florida Physicians Facing Wrongful Death Suits

BY VANESSA ORR

For those physicians carrying medical malpractice insurance, there hasn't been a lot of good news lately. In addition to a millennial jury pool that is more likely to award plaintiffs money than juries in the past, huge awards—often called nuclear verdicts—are far more likely to go beyond the coverage that most physicians possess.

One bright spot in this area is the recent demise of House Bill 6011, which would have allowed parents of adult children to recover damages for mental pain and suffering in a medical negligence suit.

While ordinary wrongful death actions (such as a suit based on a death caused by an automobile accident) allow parents to recover pain and suffering for the loss of an adult child when there is no surviving spouse, suits based on medical malpractice claims previously did not allow parents to recover for mental pain and suffering for the loss of an adult child. This stipulation would have been changed had HB 6011 taken effect.

"House Bill 6011 was first indefinitely withdrawn from consideration on March 12, and it died in Rules on March 14, 2022," said Julie Danna, senior vice president, National Health Care Practice,

Danna-Gracey, a Division of Risk Strategies. "This is good news because had the bill passed, it would have caused even more opportunity for lawsuits with attorneys going after that money, causing chaos in Florida."

Physicians across the country are already reeling from nuclear verdicts: in March of this year, an Iowa City family was awarded \$97.5 million in a medical malpractice case, the largest award of this kind in state history. In May, a jury awarded a landmark \$111 million in damages to a patient in Minnesota when an orthopedic practice allegedly failed to diagnose and appropriately treat compartment syndrome. Florida verdicts include two 2017 verdicts for \$33 million in Orlando and \$30 million in Miami, and a 2018 verdict of \$109 million in a medical malpractice case in Tampa.

"Verdicts that used to be \$1 million are now \$10 million or higher," said Danna. "What this means for doctors is that their premiums are going up, because most carriers are running at a loss. For every dollar in, they are not bringing in enough to cover every dollar out."

Because the state of Florida did away with tort reform in 2017, it means that doctors are particularly at risk as caps on

non-economic damages in medical malpractice actions litigated in Florida courts have been eliminated.

"Since 2017, we have completely lost tort reform in Florida, which a lot of doctors are not even aware of," said Danna. "When we had tort reform, everything was stabilized, and premiums were drastically lower. However, since 2017, when it was decided that it was unconstitutional to put a cap on pain and suffering cases, these rates have been going up, despite the fact that Florida is already one of the highest in the nation for medical malpractice insurance costs."

Danna notes that while plaintiffs' attorneys used to pursue more lawsuits, causing a frequency problem, courts are now facing a severity problem, with attorneys going for fewer cases that will result in much higher awards.

Court cases are also being influenced by changing jury demographics, which now include younger millennials.

"Back in the day we had a jury of our peers, but now these younger millennials, who are very compassionate, tend to be more willing to award plaintiffs money," said Danna. "At meetings with carriers, we now discuss ways to prepare ourselves to



Julie Danna

work with the millennial mentality versus a jury of our peers. You have to consider how that age group thinks when sitting on a jury panel, and how to go to court with the younger generation making

decisions."

While many Florida doctors have chosen to carry low policy limits of \$250,000/\$750,000, believing that attorneys wouldn't pursue them if there wasn't as much of a reward, with out-of-court claims settling at an average of \$400,000, this still leaves them at risk.

"A lot of doctors share their \$250,000 limits with their corporations and allied professionals, which leaves them even more vulnerable," said Danna. "I strongly suggest that they consider a separate policy for the corporation and put the allies under that. Doctors need a pure policy for themselves, where they are not sharing their limits."

Danna advises physicians to carry at least \$500,000 per claim/\$1.5 million aggregate per year limit to meet the national threshold. "We are seeing a lot of surgical groups going for \$1million/\$3 million," she added.

For more information on policy limits, contact Julie Danna at julie@dannagracey.com, call (850) 530-3924 or visit www.dannagracey.com.



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Care Combined With Compassion Spurs Successful Outcomes

Dr. Jason Hechtman's treatment approach treats patients like family, while offering world-class cancer care

BY CHRIS CURTLAND

Dr. Jason Hechtman has wanted to fight cancer since he was a little boy, and a beloved family member's bout with the disease still inspires him today. His grandmother was diagnosed with breast cancer while he was young, and Hechtman felt helpless that he couldn't take care of her.

"My grandma was filled with life and vitality, and it was hard for me to watch the life slowly get taken out of her as she got more tired and became sicker and sicker," he said. "I didn't know how to help her, so as I grew up, I knew I wanted to become a doctor."

Dr. Hechtman, is now on the medical staff at Tampa General Hospital as part of TGH's Cancer Institute, and was an assistant professor of breast surgery at the University of South Florida (USF) Health Morsani College of Medicine. He recently moved to Florida's East Coast and sees patients from across West Palm Beach, Palm Springs, Wellington and Jupiter.

Dr. Hechtman specializes in the treatment of breast cancer and breast diseases. He blends cutting-edge treatment options with advanced surgical interventions to ensure patients not only receive

the best medical care possible, but also feel beautiful and confident with the result. With more than 16 years of experience, Hechtman is an expert in breast lumpectomy, mastectomy, axillary dissection, sentinel lymph node procedures, breast ultrasound, ultrasound-guided breast interventions, partial breast radiation therapy, Savi Scout-guided breast resections, breast oncoplastic surgery, hidden scar technique and other minimally invasive breast interventions that maximize aesthetic outcomes.

Inspired by his relationship with his grandmother, Dr. Hechtman has always focused on developing close relationships with his patients and their families, building trust and a system of support to improve patient outcomes and develop a continued road to success. He works with patients to develop individualized plans that incorporate mental health and positivity.

"What I try to do when I take care of patients is treat everybody as I would my grandma, mother or sister," Dr. Hechtman explained. "I focus on how to talk and relate in that way, because family is the most important thing in everybody's life. If you treat your patient like you would treat your family, you can't go wrong."



Dr. Jason Hechtman and patient

The fused relationship between TGH and USF has allowed Hechtman to seize on the research, expertise and "environment of learning" that the university structure offers.

"This environment breeds new avenues and openings, but patients don't always want to be bombarded with the science because it gets confusing," Dr. Hechtman explained. "So instead, I really enjoy getting to know my patients, their

parents, their children, what they do, what their likes and dislikes are. Because we're going on a journey together, and that journey is not going to be for a short time. When I take care of my patients, I take care of them forever."

To refer a patient to Dr. Hechtman or to schedule a consultation, please call (561) 644-0125.

Cover Story: Brackin Advises Future Leaders to Look Beyond Areas of Expertise

Continued from page 1
developing field hospitals for the Marine Corps."

After his military experience, Brackin attended graduate school at George Washington University, followed by a one-year administrative residency at South Miami Hospital. Three years later, he became the CEO of Homestead Hospital, and later the CEO of South Miami Hospital, where he guided the merger of both hospitals with Baptist Health South Florida.

One of Brackin's strengths lies in being able to find common ground with other healthcare professionals throughout hospital systems.

"I grew up in a very diverse environment in Virginia, and between that and my military experience, I have developed the ability to communicate and relate to people of many different backgrounds, similar to the diversity you find in South Florida's healthcare teams," he explained. "I am just as comfortable talking to physicians as I am to environmental service workers or engineering guys or lab techs. This has been invaluable to me over the years to really understand what's going on in organizations from different viewpoints."

Brackin also attributes his success to his ability to place the right people in the right roles. "I believe that I am a good judge of talent," he said. "Throughout my career, I have selected people for leadership roles who have taken the opportunity to grow and make bigger contributions to the organizations. If you look around the South Florida community, there are many people that I've had the pleasure to work with, particularly earlier in their careers, who have done well and made significant

marks on the community in a positive way."

As a former mentor to many up-and-coming healthcare professionals, Brackin advises those looking to grow to move beyond their comfort zones and explore other areas.

"Look for opportunities to participate in projects or initiatives outside your area of expertise—if you're a physical therapist, for example, get involved in quality improvement initiatives in clinical areas beyond yours. If you're working in finance, get involved in HR initiatives or initiatives to improve morale. Seek out areas where you're not the most comfortable, but have the most opportunity for growth," he said.

Being able to adapt to any situation is also a big plus, as healthcare is a continually evolving field.

"Anybody in a leadership role for any period of time knows that you have to be prepared for change," said Brackin. "We've had some kind of major upheaval practically every five to seven years for as long as I've been working. At times, the upheaval comes at you unexpectedly, but this creates growth opportunities, and you have to adjust quickly to extreme circumstances, whether it's a hurricane or COVID."

He noted that healthcare professionals in South Florida need to be more readily adaptable as a result of dealing with so many natural disasters.

Brackin added that no matter how successful a leader becomes, it's important to stay grounded as well.

"One thing I tell all of the up-and-coming rising stars that I've mentored over the years is to stay humble," he said.

When It Comes to Patient Care, Are You Capitalizing on New Opportunities?



BY JAY JUFFRE

Are we there yet? As of this writing, it seems like we are almost, maybe, perhaps, we hope, putting COVID in the rearview mirror. I think headlines, variants and unfortunately some more hospitalization and death will continue to haunt us for months to come, but overall, most people are returning to pre-COVID lifestyles. For most organizations, this is a tremendous opportunity. No matter how your associate, staff or patient experience was like pre pandemic, there is a limited window to implement changes which will make things even better. A quick example, I have a colleague who grew so frustrated (because of supply chain issues) that his dealer could not locate brakes for the vehicle he had purchased just 18 months earlier, that he went to a competitor and traded the vehicle in for a new one. Much to his surprise, when he showed up to take possession of the new sedan, after signing some paperwork, he walked out to find his new fully detailed car pulled right up front. Not that impressive yet, but there is more. A red carpet had been rolled out and velvet ropes lined each side of the pathway he would take from the exit to the car. The salesperson and dealership had gone out of their way to make the purchase a big deal. My friend felt like a million bucks and more importantly, he went out of his way to tell everyone about his experience. Was the dealer doing this pre-COVID? Who knows? But they are doing this now. If you were great at creating a wonderful human experience pre-COVID but put some of those activities on hold out of safety concerns, get back to them quickly. If you were only good, you now can be great. There are some who are looking carefully at ways to impress visitors, patients and employees and others who are stuck in neutral. The companies who reconnect with patients, their teams, and the community the quickest will be the ones who win in this post-COVID era.

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

Local Teacher and Musician Undergoes Robotically Assisted Mitral Valve Repair Surgery

Cleveland Clinic Weston Offers Minimally Invasive Approach New to South Florida Region

When Joe Santoro, 57, began experiencing shortness of breath and difficulty maintaining normal activity, he knew something was wrong and pursued medical advice. After having already been diagnosed with mitral valve disease eight years ago, he was informed he had atrial fibrillation and would need to undergo traditional heart surgery.



Dr. Jose Navia

Traditional heart surgery typically involves a long and painful recovery due to the six- to eight-inch incision made through the middle of the chest, through the breastbone, so Santoro sought a second opinion from Dr. Jose Navia, Regional Director of the Cleveland Clinic Florida Heart, Vascular and Thoracic Institute and Minimally Invasive Valve Program.

Santoro shares, "After seeing Dr. Navia, I knew there were more options." Instead of a traditional procedure, Santoro chose a robotically assisted approach to his mitral valve repair surgery, as it is much less invasive and would heal faster. Dr. Navia performed the operation using Cleveland Clinic Weston's state-of-the-art and FDA-approved robotic surgical system, allowing the first-grade teacher and musician to return to normal activity within only three weeks. This operation involves an

endoscopic, closed chest approach that repairs heart valves that are working incorrectly, often caused by valve stenosis (stiff, fused, inflexible leaflets, limiting flow of blood) or valve regurgitation (leaky heart valve, which occurs when the leaflets do not close completely).

"A robotically-assisted approach for valve repair surgery is the ultimate new use for technology," Dr. Navia says. "This approach provides the patient with a better option to have a durable repair or replacement of the valve."

While traditional heart surgery is still usually suggested for patients needing to undergo complex aorta or multiple coronary artery bypass procedures, reoperations, and complicated heart surgeries, robotically assisted minimally invasive heart surgery is often recommended for those needing mitral or tricuspid valve repair like Santoro, removal of cardiac tumors, ablation of atrial fibrillation, atrial septal defect repair, and patent foramen ovale repair.

During the minimally invasive procedure, a surgeon operates a robot from a console in an operating room that provides a high definition and magnified view of the patient's valve. This unob-

structed, 3D view provided by a high-power camera and combined with a lateral thoracic approach gives the surgeon a clear view into not only the mitral valve, but leaflets and sub-valvular structures, as well.

The surgeon uses the robot's thin arms to mirror his own arm and wrist movements, carefully controlling the movement and placement of operating instruments to make incisions no larger than two inches that are much more precise and smaller, with less pain and less trauma for a shorter hospital stay and overall faster healing process that requires fewer pain medications. This is largely attributed to the fact that the breastbone does not need to be opened and the ribs do not have to be spread, in order to successfully perform the procedure even though the same steps as traditional heart surgery are performed, including any repair techniques or valve replacements.

Other benefits of the robotically assisted, less invasive heart valve surgery include minimal scarring, less bleeding, decreased risk of infection, and no specific activity restrictions post-surgery. Patients like Santoro can often return to work within a few days or one week after the operation.

Santoro's procedure was the fourth performed by Cleveland Clinic Weston after the Cardiac Robotic Program was launched in January of 2022. In South Florida, Cleveland Clinic Weston is the

only center that offers robotically assisted mitral valve repair.

As heart disease remains the leading cause of death for men, women, and people of most racial and ethnic groups in the United States, according to the Centers for Disease Control and Prevention, it is imperative that the public is aware of and takes the risk of heart disease seriously. Treatment for heart disease is based on a series of diagnostic tests that can determine whether an individual is an ideal candidate for robotically assisted heart valve surgery, which is dependent on the type and severity of the individual's heart disease, age, medical history and lifestyle.

As with most other medical procedures, lifestyle changes are still strongly encouraged to ensure continued cardiovascular health. These changes can include quitting smoking, treating high cholesterol, managing blood pressure and diabetes, and participating in a cardiac rehabilitation program.

With any surgical procedure, risks do exist, such as the age of the patient, lifestyle habits, other preexisting medical conditions, and the number of procedures performed in an operation. However, overall, this technology has forever changed the way heart surgery is performed, both procedurally and with improved patient outcomes.

To learn more about Cleveland Clinic Florida, visit my.clevelandclinic.org/florida.



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A message from our President Career Path Influences Outlook

My family and I moved down to South Florida in September of 1994 as my career had taken a dramatic turn. Moving from a leadership role in what is now known as the Florida Department of Health to working for a national private ambulance company; the future was full of possibilities.

I even remember the impetus for this change. I attended an American Ambulance Association annual meeting in Orlando (I think at one of the SeaWorld hotels, maybe the Renaissance) and one of the speakers at that event looked into their crystal ball and shared a list of ten future changes that would affect the ambulance industry. The presentation was eye-opening (mind opening) and from that point, I wanted to be part of that change.

I think back to those days and I remember the excitement and the conversations that came from that presentation. Today, I look at headlines and the articles written about healthcare and I get that same excitement. The big difference is that I am well along my career path, yet I am excited for those early careerists who can explore the many opportunities in healthcare.

As I have shared, I am an unrepentant fan of Paul Keckley's writings. While we don't always totally agree, I think his "crystal ball" writings about, in particular, the future role of hospitals in healthcare, is very telling. Moreover, I couple that with other notable presentations like one that Dr. Wael Barsoum, former head of Cleveland Clinic Florida, gave at the groundbreaking for their new tower in Weston and many conversations that I have had with other local hospital leaders and my sense is that the old hospital paradigm is in the midst of change.



Jaime Caldwell

In the July 11 edition of "The Keckley Report," Paul talks about the American Hospital Association's Leadership Summit (July 17-19) and some of the ideas that he saw being discussed at the event. You can reach out to find "The Keckley Report" to read all of what he has to say. But there were one or two that I thought, if I were an early careerist, I would keep my eyes on.

While there will always be a need for hospitals to treat the sickest of the sick, research, financial pressure, and acceptability will drive where much of healthcare will be delivered in the future. In Paul's opinion, "Transformation" will be a frequent theme: most hospitals recognize their future is not a repeat of their past." Paul

talks about two plans of action. I guess one plan is the status quo where COOs and CFOs focus on the cost side of the equation. I was part of that and it always reminded me of the process of hypovolemic shock. As the body loses fluid or blood, the brain and the heart decide to pump faster to compensate. Without significant intervention, the result is inevitable.

Paul argues that hospitals need to change their paradigm and this paradigm shift presumes, "a shift of care from facilities to homes and self-care devices. These presume an orientation shift from patients to consumers. These presume interoperability and data-driven decision-making by individuals in collaboration with their coaches. These presume a bigger role of federal regulation and heightened transparency."

Early careerists take note, anticipate these changes, and plan your careers accordingly.

Cancer and Trauma Registry a 'Niche Industry'

BY LOIS THOMSON

"It's a very niche industry," says Betsy Johnson, and she should know. Johnson is referring to cancer and trauma registry, and she and her partner, Emily Stinner, have founded theHIMpros, a consultant staffing firm that manages the data of the patients who have cancer or trauma cases.

Johnson explained that the work involves reviewing the history of what's happening with a patient – including the treatment, and any surgeries or procedures that were performed. "The registrars load the data into the hospital's registry software, which is then downloaded into state and national registries, for the purpose of keeping track of the patients moving forward."

For example, Johnson said that after cancer patients are treated and/or have surgery, the hospital will do follow-up. "They will keep track every year – is the patient in remission, has the patient passed away, do they have a recurrence? Anywhere the patient moves, the hospital is still in charge of following up with that record." She further explained there may be a thousand patients in a particular area who have cancer. "The registrar's job is to document the surgeries, the type of cancer, and what happened, and the physician will use that information to run reports on why people in this area are getting this type of cancer. Is there something in the water, is there anything that's a common ground? They take the abstracts of all of the different patients and use them to work on treatments and care plans."

She also said a multidisciplinary approach will often be used, where the surgical, radiology, and oncology teams will all come together to meet with the patient to see what type of treatments work best, based on their datapoints. They will take the information they've collected from others who have had similar types of cancer and use that to help in the treatment plan for new patients.

According to Johnson, the work the registrars do is very specific, and they must have a certification. "There's not a lot of them – perhaps 6,000 nationwide – and many are retired even though they still hold their credentials. The number for trauma registrars is higher because there are nurses who have transitioned over to do more of the data management work."



Betsy Johnson



Emily Stinner

However, Johnson and Stinner worked together at a previous company, and they bring that knowledge to theHIMpros. "There aren't a lot of people who do it but being in the field for 13 or 14 years, Emily and I both had a lot of contacts. We know people who do this work – both the experts and the newer people in the field. When we decided to start the company – we're a women-owned business – we wanted to use our knowledge and connections to do it our way; so, we're doing what the clients need, what our consultants need, and trying to do it the best way possible."

The importance of recording this data can be found in the fact that hospitals, in order to maintain their status, must be reaccredited by the Commission on Cancer or the American Trauma Society, and they must complete a survey every three years for cancer registry, and every other year for trauma. A backlog can occur if there's just not enough help for some reason. When that happens, the hospitals can contact theHIMpros. "They will come to us and say, 'We have a 2,000-case backlog, and we have our survey next year, we need some help to get the cases caught up, and make sure the data is correct and the quality is good.' We help with that, so they qualify to stay accredited."

Because the work can be done remotely, theHIMpros provides services nationwide. The registrars are able to log into the hospital network, and in compliance with HIPAA guidelines, are able to find the information they need within the network, do the work, collect the data, and record the results directly into the hospital system.

Stinner said that in addition to the registry work, "We also offer concierge placement services. It's no secret that it's challenging to hire right now, and even more challenging to hire good talent. So our concierge placement services offer custom-tailored solutions for healthcare facilities and hospitals to find the next radiologist, the director of nursing, etc. And all of those are customized to the hospitals' specific needs."

theHIMpros provides vital services to the healthcare industry, and as Johnson concluded, "It's a very amazing field to be in."

For more information, call (813) 798-2133, or visit www.thehimpros.com.

Public Beware of Shifting Care Paradigms

The corporate takeover of medicine continues to accelerate at an alarming pace. According to research conducted by the Physicians Advocacy Institute and Avalere Health, more than 75% of physicians are now employed by hospitals, health systems, and other corporate entities. The recent announcement of Amazon purchasing One Medical for \$3.9 billion may be the most glaring example of this paradigm shift.

In Florida, the takeover has been assisted by policy makers in Tallahassee who have expanded the role of non-physician practitioners in recent years including providing independent practice to Advanced Practice Nurse Practitioners and expanding the number of Physician Assistants a physician can supervise to 10.

Make no mistake that while these non-physician practitioners cheered their

expanded role in care delivery, it is corporate interests that are providing the muscle behind these efforts. The equation is simple, physicians are more expensive and difficult to replace than mid-level providers. But that calculation will only work if supervised or independent mid-level practitioners dispatched in larger numbers can produce with the same efficiency and effectiveness as physicians.

The training and skills that physicians and mid-levels bring to the table are not comparable.

Physicians are not allowed to diagnose, treat, or prescribe independently until they have logged 15,000 to 16,000 clinical hours. While Nurse Practitioner organizations promote that NPs are prepared to diagnose and prescribe independently after logging between 500 and 1,500 clinical hours.

And some initial performance data shows that the efficiencies are not materializing.

According to an article from the American Medical Association, "the 2017–2019 CMS cost data on Medicare patients without end-stage renal disease and who were not in a nursing home showed that per-member, per-month spending was \$43 higher for patients whose primary health professional was a non-physician instead of a doctor. This could translate to \$10.3 million more in spending annually if all patients were followed by APPs, says the analysis. When risk-adjusted for patient complexity, the difference was \$119 per member, per month, or \$28.5 million annually."



BY RAFAEL FERNANDEZ, JR., MD

The Dade County Medical Association has consistently argued that a physician-led team is the best way to enhance quality and appropriately utilize health care services. Unfortunately, as more physicians become middle managers to a growing army of mid-level providers, their decision making is more often compromised by limited time and influences dictated from above. The reality of

this shifting care paradigm should worry patients, policymakers, and those who purchase health insurance for themselves, their constituents, or their employees.

Dr. Rafael Fernandez, Jr. is President of the Dade County Medical Association.

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Associations... Associations...

Broward County Osteopathic Medical Association



Dr. Kayvan Amini, DO, FACC, the President of the Broward County Osteopathic Medical Association (BCOMA) and current Vice Chair of the State of Florida Drug Utilization Review Board along with the BCOMA Board of Governors attended the American Osteopathic Association (AOA) House of Delegates as voting member delegates representing the Florida Osteopathic Medical Association (FOMA). Pictured from left to right are: Dr. Eric Goldsmith, Dr. Anna Hayden, Dr. Kayvan Amini, Dr. Jorge Luna, and Dr. Joshua Lenchus. Dr. Amini is also on the Board of Trustees of (FOMA). The AOA House of Delegates convened in Chicago, July 15-17, to consider and take action on resolutions submitted by osteopathic specialty societies, state associations and other osteopathic affiliate organizations.

Cover Story: ACHE of South Florida Member Spotlight: Dr. Marie Sandra Severe

Continued from page 1
areas we serve.”

One challenge facing Dr. Severe is that Jackson North is still dealing with the effects of COVID, including increased hospital admissions and staffing issues.

“A lot of people left the industry during COVID; either for new careers or to travel for more money,” she said. “Although some are coming back, we’re still dealing with the fiscal impact of the past two and half years and figuring out how to sustain operations given these challenges.”

One of the places that Dr. Severe looks for ideas—as well as support and advice—is ACHE of South Florida, which she joined six years ago.

“I decided to join for the educational and resource aspects; networking is not my strong suit,” she said. “Yet support is innate within the organization.”

“It is really critical for healthcare executives to be able to exchange ideas, best practices, and issues that they are experiencing together,” she said. “It keeps me engaged as well.”

Dr. Severe, who is a professor at Florida Atlantic University, uses ACHE’s resources in her healthcare operations course. “I wanted the best support materials to help students grasp certain concepts, so I typed ACHE into a search to see what resources they’d recommend,” said Dr. Severe. “Their publishing branch had the perfect textbook. What I like most about this ACHE-approved text is that the information is translatable and practical.”

Dr. Severe also appreciates the access that membership provides. “It’s phenomenal; you’re not only interacting with operations executives; you’re meeting supply chain professionals, performance improvement professionals, healthcare finance experts—there is a plethora of opportunities to garner different perspectives on healthcare,” she said.

She adds, “ACHE also allows members to give back to the field by using their talent, skills, and lessons learned to help early careerists/up-and-coming professionals, and that’s really powerful.”

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Hospital Medical Executive Committee (MEC) and the Peer Review Investigation and the Hearing Process



BY BEN ASSAD MIRZA,
ESQ., LLM, MPHA

The Three Possible Reasons for An Investigation

There are typically three potential categories of reasons as to what the investigation is about: (i) Physical or Mental Impairment, (ii) Disruptive Behavior or (iii) Clinical Competence has come under question. Florida Statute – Chapter 395.0193 provides guidance on hospital licenses and the statutory peer review requirement. That combined with Chapter 458.337 (Medical Practice) and 459.016 (Osteopathic Medicine) requires the reporting of such within 30 days of such a finding to the Division of Health Quality Assurance, regardless of the pendency of an appeal. 42 C.F.R Section 482.12 and 482.22 require that there be a fair hearing process for all Medicare Conditions of Participation. Once it is reported, and if the state then notifies all other institutions that staff privileges have been revoked or terminated, all others are then required to respond accordingly, and it can be in unison. This also means that the peer review actions must be reported to the National Practitioner Data Bank (NPDB). These are severe and extreme consequences for many physicians that get tangled in MEC's web.

So what can you do to prevent or address a MEC investigation:

Informal Resolution of Physician Problems

Your first option is an Informal Resolution. Sometimes there are physician problems that can be addressed early on and the harsh repercussions avoided. There are progressive steps that can be taken, such as (i) collegial intervention, (ii) education, (iii) mentoring, (iv) counseling, (v) second opinion requirement, (vi) proctoring, and (vii) behavior boundaries courses. Typically a hospital department chair or the chief of staff can approach a physician and offer them counseling or a warning on the issue. Sometimes the physician will be asked to complete a performance improvement plan or some sort of remediation measures. When a physician is asked to take such measures, it is a great time to consult with an attorney and get an idea on how to navigate these waters. If the conduct is serious, the informalities will change to formalities quickly. A physician can be suspended for up to 14 days without notice; however, if the suspension is 30 days or more, it is then required to be reported to the NPDB and a disciplinary hearing process ensues.

Formal Due Process in Peer Review Hearings

In accordance with all hospital medical staff bylaws, the physician is entitled to due process. The fair hearing process goes something like this:

Phase I - Notice of Reasons is issued – where the notice must state with specificity the manner in which the physician failed to meet the requirements. HERE THE PHYSICIAN MUST INVOKE THE FORMAL HEARING PROCEDURES.

Phase II – Notice of Hearing is issued by the triggering of the formal hearing process, and there must be at least 30 days provided to allow preparation.

Phase III – Prehearing discovery is allowed such that a document exchange can take place and witness disclosure is afforded to both sides so they know whose testimony will be pertinent to the case.

Phase IV – A Hearing Officer is appointed by agreement from both sides, who presides like a judge and helps manage the presentation of evidence and the hearing panel members. A hearing officer can also help resolve discovery disagreements.

Phase V – The Hearing Panel then hears the case, and they evaluate it for sufficiency of evidence and reasonableness and disciplinary action.

Note that the hearing panel must not have a self interest at stake and cannot be a direct competitor of either side.

Once the case is heard by the Hearing Panel, and it is decided, the non-prevailing side can then take the case to court. A lawsuit then ensues, and the trial is had in a regular court of law. In certain ways, this ends up being the same case that is litigated twice over. The hospitals have done this time and again and they are well experienced. The individual physician is almost always at a disadvantage, but they have to navigate through this in a smart way.

If you are getting warnings or disciplined, we encourage you to engage an attorney who understands both how the inside of the hospital works and what your options are from a physician perspective.

If you would like to see additional information on this topic, visit <https://www.mirzahealthlaw.com/what-to-do-during-a-peer-review-process>

If you would like to find out more about the rights, responsibilities and obligations of a healthcare provider, our firm has the knowledge, experience and the background to guide you through that process.

Ben Assad Mirza, Esq., LLM, MPHA, Mirza | Healthcare Law Partners,
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Cover Story: Camillus Health Concern Adds Three New Board Members

Continued from page 1

mary care, behavioral health, oral health, and social services.

Dubois eventually got his wish as Saluja joined the board. Saluja said that while with CHI, he gained quite a bit of knowledge about the industry. "I learned what's important, how to expand our services – we expanded locations, we increased efficiencies. My tenure at CHI was a huge success for all those reasons, and I hope to repeat that at Camillus."

He believes there is even more of a need at Camillus because not only are the clients poor, but they are also homeless. Saluja said he hopes to expand and add even more services for CHC, and perhaps "provide mobile services for those who cannot come to us."

Dr. Steven E. Marcus also had a connection with a board member before he joined the CHC board. He said a good friend and colleague decided she did not want to continue on the board and also wanted to give others a chance to serve. "She said, 'I think I'd like to leave the board, what would you think about it?'" Dr. Marcus replied, "I think highly of Francis (Afram-Gyening, CEO of Camillus Health Concern); he has a lot of experience and he would be a good CEO to work with."

Having retired from the Health Foundation of South Florida at the end of 2020, Dr. Marcus said he is very happy to have joined with Camillus. One area that's of particular interest to him is "more philanthropic activity. I have spent some time in that field, and I've always been interested in seeing how we could make philanthropy more desirable for homeless people, so it's a good challenge."

Dr. Marcus said philanthropy is not just about asking people for money, but also about engaging people in a cause and, in this case, understanding the purpose of CHC. "It's a wonderful purpose and needs to create more opportunities for people to see how investing philanthropic dollars could do more for homeless people."

He added that he isn't sure yet what other opportunities might be available to inform people and raise the level of importance of Camillus Health Concern. "The only thing I can do is share what I've learned and see if any of that learning has a place where I think I can be of help."

Kionne L. McGhee, Esq., is the third new person to join the Camillus board. Having served as a member of the Miami-Dade County Commission for District 9 since 2020, he has a busy schedule, but said the work Camillus does "is very dear to my heart." He mentioned the importance of mental health and people having access to resources, and said, "When we're talking about that, it's easy for me to say yes (to joining the board) and move things out of the way to make time."

Commissioner McGhee said he first became familiar with Camillus when he met with CHC representatives in Tallahassee to discuss legislation and advocacy, and wanted to move forward following that. "I inquired over a year ago about being able to serve that community and the constituents there. A position did come open and I met with the board members and that's how I was able to get on the board."

He said he looks at his position as being a partnership. "What I can contribute to Camillus Health is advocacy, policy ideas, and, more than anything, being an asset for them and helping them maintain their status within the community as it relates to mental health and homelessness."

For more information, call (305) 374-1065 or visit www.camillus.org.

Around the Region... Around

NAMI Miami-Dade Announces Five New Appointments to Board of Directors

NAMI Miami-Dade, the local affiliate of the National Alliance on Mental Illness, announces the appointments of five new members to the nonprofit's Board of Directors.

Kevin Andrews has over 30 years of experience in the health care industry. He served as the CEO at Jackson Behavioral Health Hospital, collaborating with community partners to enhance mental health services in Miami-Dade County. Kevin is currently Executive Vice President of Integrated Outpatient Clinical Operations at Banyan Health Services.

Yuri Cordero is the Executive Producer of Univision's Primer Impacto, the iconic news magazine show in Spanish television, and has 30 years of experience in the television news industry.

Hector Hernandez, is a Merrill Lynch Financial Advisor with more than 20 years of wealth management experience, serving a loyal circle of clients. Hector joined Merrill Lynch in 1998 after a successful career in management accounting and internal financial reporting.

Susan O'Mahoney Holtzman is the Older Adults and Special Needs Advocate in the Office of Miami-Dade County Mayor Daniella Levine-Cava. Her experience in aging population, mental health and disability issues includes working with associations, advocates, county government and municipalities. Jorge Munilla is the former President of MCM, an international construction firm based in Miami, which at the time exceeded annual sales \$350MM and employed over 800 individuals. With over 30 years of leadership and business experience, Jorge provides a full spectrum of executive support

Dr. Juan C. Cendan Named Dean at FIU's Herbert Wertheim College of Medicine

Interim Dean and Professor of Surgery Dr. Juan C. Cendan has been appointed senior vice-president for health affairs and dean of the Florida International University Herbert Wertheim College of Medicine (HWCOM).

Dr. Cendan joined FIU last summer as vice-dean and executive associate dean for student affairs. He is a board-certified surgeon with a clinical focus on minimally invasive surgery and surgical disorders of the breast. He also has a lengthy career in academic medicine.

Following his medical training at the University of Florida, Dr. Cendan practiced as a general surgeon in Gainesville, Florida. He then returned to UF as faculty, where he developed an academic focus on simulation-based medical education.

Dr. Cendan joined the University of Central Florida College of Medicine as founding faculty in 2010, where he served several institutional roles, including assistant dean for simulation, medical director of the simulation laboratory, and chairman of the department of medical education. As provost chair and associate dean in residence alongside UCF's provost, he developed the framework for founding the UCF Academic Health Center.



Dr. Juan C. Cendan

Miami Dade College: Surgical Technology Program to Meet Workforce Needs

According to the Bureau of Labor Statistics, surgical technologists are projected to increase by 12% from 2016 to 2026, faster than the average for all occupations. Advances in medical technology have made surgery safer, and more operations are being performed to treat a variety of illnesses and injuries. The need for health care professionals like surgical technologists is growing in tandem with the aging population of the baby-boom generation. Workforce Development Area 23, which includes Miami-Dade and Monroe Counties, will need approximately 682 employees in the Surgical Technology field per year between 2018 and 2026, according to the Florida Department of Economic Opportunities. To meet this demand, Miami Dade College, a leader in addressing the workforce needs of the community, is dedicated to preparing students for the ever-changing field of health sciences.

Surgical technologists, also called "operating room technicians," assist in different surgical procedures. Surgical technologists are an integral part of the team of medical practitioners providing surgical care to patients in a variety of settings. Surgical technologists prepare operating rooms, arrange equipment, and help surgeons during surgeries. Surgical technologists are responsible for preparing the sterile field using sterile techniques; assembling, counting, and passing surgical instruments; and making sure there are no breaks in sterile techniques to prevent patients from getting an infection in the surgical site.

Surgical technologists are vital members of the surgical team during surgery, as they assist in the operating room under the direct supervision of surgeons.



BY DR. ALWYN LEIBA

According to the Association of Surgical Technologists (AST), the primary role of the surgical technologist is the first scrub role. In this role, the Certified Surgical Technologist (CST) has the knowledge and technical skills needed to handle the surgical instruments and supplies that are necessary to perform the specific surgical procedure. Therefore, the

CST must have detailed knowledge of the surgical procedure to meet the needs of the surgeon. Students completing this program will be eligible to sit for the Certified Surgical Technologist Exam through the National Board of Surgical Technology and Surgical Assisting (NBSTSA). Obtaining this associate degree and passing the certification exam demonstrates that the student is competent to perform entry-level job duties of a Surgical Technologist.

Miami Dade College, School of Health Sciences offers a 64-credit hour Florida Department of Education (FLDOE) approved Associate in Science (AS) degree in Surgical Technology. The degree in Surgical Technology is designed to educate and prepare graduates with the skills required for entry-level employment as a member of the surgical healthcare team. By training the next generation of healthcare providers, the Miami Dade College, School of Health Sciences turns health care career dreams into reality for thousands of students every year.

For more information, visit www.mdc.edu/health-sciences/programs/ or call (305) 237-4103. Dr. Alwyn Leiba is Dean, School of Health Sciences at Miami Dade College.

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Building a Stronger Nursing Workforce Pipeline

The COVID-19 pandemic has demonstrated in stark terms that skilled, compassionate nurses are critical to our health and wellbeing. Yet, current data indicate we are not moving in the right direction to prepare and retain nurses to address health emergencies and treat a growing population of older adults. The Florida Hospital Association (FHA) projects that Florida will face a shortage of more than 59,000 nurses by 2035. The latest Physician and Nursing Workforce study sponsored by FHA and the Safety Net Hospital Alliance of Florida (December, 2021) shows that we need approximately 2,300 additional Registered Nurse (RN) FTEs and an additional 1,700 Licensed Practical Nurse (LPN) FTEs entering the workforce each year in Florida. Among the reasons for this current state of affairs, burnout, stress, retirement, job dissatisfaction, and a shortage of nursing faculty.

A joint study conducted in 2021 by the Christine E. Lynn College of Nursing at Florida Atlantic University and Cross Country Healthcare, Inc. found that nearly 37% of nurses nationwide reported being burnt out, stressed or overworked. Moreover, 29% of nurses said that their desire to leave the profession was dramatically higher in 2021 versus pre-pandemic, citing the nursing shortage and inadequate staffing levels as top contributors to the low satisfaction. A significant percentage of respondents agreed that pay increases and other incentives would attract and retain nurses, telehealth should be a cornerstone of care delivery and improvements in cross-training nurses are key to adapt to crisis events.

The good news is several entities have come together to address areas where nurses can have a greater impact on health care delivery. The Future of Nursing 2020-2030 report, commissioned by the National Academy of Medicine (National Academies Press, 2021), calls for the entire nursing industry, including healthcare institutions, organizations, government agencies and nursing programs to support the vital role of nurses in helping to achieve health equity. The previous report called for an increase in the number of baccalaureate prepared nurses to 80% of all nurses and to double the number of nurses with doctoral degrees, however, the current nursing workforce



BY SAFIYA GEORGE,
PHD APRN-BC,
FAANP

includes only 64% of registered nurses with a Bachelor of Science in Nursing (BSN) degree or graduate degree and less than 1% of all nurses in the U.S. hold a doctorate degree in nursing (PhD or DNP).

The Christine E. Lynn College of Nursing is doing its part to train and prepare nurses by offering accredited programs at all levels, including a variety of tracks for students to achieve a BSN, Master of Science in Nursing (MSN), PhD and DNP focused on Caring Science. Additionally, we offer both a post-graduate Psychiatric Mental Health Nurse Practitioner certificate program and a BSN-DNP program with a concentration in Psychiatric Mental Health Nurse Practitioner option, a post-graduate Dermatology Certificate and a telehealth certificate course that intersect innovation and technology to address healthcare provider shortages.

In response to the Future of Nursing 2020-2030 report, we recently launched a Health Equity Nursing Scholars Program, in collaboration with Florida Blue and the DeLuca Foundation, which provides ten undergraduate BSN student scholars with monthly seminars focused on topics such as health equity, social determinants of health, the Culture of Health Framework and healthcare quality improvement. It also allows them to complete a portion of their clinical rotations in primary care settings such as our college's nurse-led Federally-Qualified Health Center Look-a-Like in West Palm Beach operated in partnership with the Northwest Community Health Alliance.

The pandemic has shone a light on the complex issues that have existed within our health care system and educational institutions for years, and at the same time, has propelled us to build a stronger nursing workforce pipeline to meet the growing demand for health care professionals.

Dr. Safiya George is Dean and Professor, Christine E. Lynn College of Nursing, Florida Atlantic University. For more information, visit www.nursing.fau.edu or call (561) 297- 6261.

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Both programs are accredited by the Association to Advance Collegiate Schools of Business (AACSB International) and the Commission on Accreditation of Healthcare Management Education (CAHME). The Health Executive MBA is also one of the few such programs nationwide that is accredited by both AACSB International and CAHME and is a member of the Business School Alliance for Health Management (BAHM).

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Graduate Clinical Education: Essential to the Diversification of the Workforce

Healthcare education is an essential element to assuring all patients have access to medical care. We continue to see the supply in physicians is not meeting the patient demand with staffing shortages and appointments booked out 3-4 months as studied by the Association of American Medical Colleges. In order to advance patient access to medical care in the health professions of Physician Associates/ Physician Assistants (PAs) and Anesthesiologist Assistants (AAs) South University, West Palm Beach launched corresponding graduate level programs in 2021. The programs have recruited more than 50% of their cohorts from out-of-state to support the needs of the Palm Beach community with the first cohorts graduating in 2023.

PAs are licensed clinicians who practice medicine in every specialty and setting. PAs are dedicated to expanding access to care and transforming health and wellness through patient-centered, team-based medical practice. AAs work under the supervision of an anesthesiologist while providing anesthesia care in the operating room. Students train in various settings, encompassing a comprehensive span of surgical procedures performed on patients throughout the life spectrum.

AA and PA students come from diverse educational and healthcare backgrounds such as paramedics, respiratory therapists, medical assistants, sonography, finance, hospitality, and even Broadway performers. The collective cohort experience allows the students to explore calmness and vigilance in stressful situations with a variety of patient simulations across the curriculum. They develop a compassionate approach to patients in their most vulnerable states as cultivated by the clinical community during clinical rotations.

Without the administrative and physician clinical support of student training



BY ILARIA GADALLA, DMSC, PA-C, FHM, AND MIKE MINGIONE, MHSC, CAA

within inpatient, outpatient, emergency rooms, and operating room facilities, graduate health professional programs cannot competently train students. Education is the path to providing an additional pair of healing hands to care for patients. Along this path, students prompt critical thinking and problem-solving skills. Evidence-based medicine is explored and discussed to support comprehensive patient management by all team members involved.

As we increase diversity in healthcare education, we find further gaps in matching our diverse student body with healthcare clinicians of similar backgrounds, ethnicities, and race to support student growth. Consider mentorship and preceptorship of PA and AA students to transform the future of healthcare. Clinical educators are essential to ensuring patients have access to medical care in an economically viable model.

Ilaria Gadalla is Interim Dean, College of Health Professions, South University. Mike Mingione is Program Director, Anesthesiologist Assistant Program, South University. For more information, visit www.southuniversity.edu.

Programs, credential levels, technology, and scheduling options vary by school and are subject to change. Not all programs are available to residents of all U.S. states.

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University of Miami Programs Provide Students and Leaders Skills to Transform Health Care

The students, alumni, faculty, supporters, and staff in the Department of Health Management and Policy at the University of Miami Herbert Business School continue to excel and demonstrate remarkable resilience and leadership through uncertainty. Uncertainty over the past three years of the COVID-19 pandemic, shifting economic forces, and workforce issues have emphasized the importance of teamwork, human resource management, supply chain efficiency, compassionate leadership, and strategic alignment with core business principles. The business school-based curricula we offer in our undergraduate, Master of Health Administration (MHA), Health Executive Master in Business Administration (HEMBA), and MD/MBA programs provides our students and alumni with essential skills necessary to navigate uncertainty and transform organizations.

The successes and accomplishments of our students continue to impress and make an impact. Our undergraduate team placed first again in the South Florida



BY KAROLINE MORTENSEN

Chapter of the American College of Health Executives (ACHE) case competition. Our MHA students set a new program record for the number of prestigious administrative fellowships, residencies, and internships, including opportunities at Vanderbilt Medical Center, UNC Health, Nicklaus Children's, and other impactful organizations. Our Health Executive MBA is ranked the #1 Health

Executive MBA program by *U.S. News and World Report*, and the #1 program overall in Florida. Our alumni span the nation and the world, offering students access to an expansive network.

It is with great honor we announce that our Public Policy in Health class in our Health Executive MBA will be co-taught in spring 2023 by two former United States Health and Human Services Secretaries—perhaps the first time in history for such a collaboration. Secretary Donna E. Shalala (also former member of Congress in the U.S. House of Representatives and former University of Miami president) will be joined by the Honorable Alex M. Azar (former president of the U.S. division of Eli

Lilly) in the classroom. In addition to leading this class together, they guest lecture in all of the courses in our health management and policy curricula.

Our master's degree programs are accredited by the Association to Advance Collegiate Schools of Business (AACSB) and the Commission on Accreditation of Healthcare Management Education (CAHME). The rigorous standards of these organizations ensure our curricula adhere to the highest quality standards. We actively participate in the Business School Alliance for Health Management (BAHM), an elite, collaborative group of business school-based health management programs offering national and global resources.

Our Center for Health Care Management and Policy hosted its 11th annual conference, "The Business of Health Care: Technology, Access, and the New Normal." Over one thousand participants joined in person and via livestream. Top leadership from major professional organizations, including the Medical Group Management Association, National Medical Association, America's Health Insurance Plans, the American Hospital Association, the American Nurses Association, the Healthcare Financial Management Association, and Guidewell-

Florida Blue joined for a keynote panel discussion on technology and access. Hosting the event offers our students, alumni, and supporters unparalleled access to industry experts.

Our faculty continue to publish research and play editorial roles in high-impact journals, serve the community, and hold leadership positions in the department, school, and university.

This glimpse into a sample of the rich set of activities occurring in our department and programs suggests that the reach of the Department of Health Management and Policy is local, national, and global.

Leading through this uncertainty has challenges. The mission of Miami Herbert Business School resonates now more than ever: to develop transformative scholarship and principled leaders for business and society.

Karoline Mortensen is a Professor in the Department of Health Management and Policy at the University of Miami Herbert Business School. She is Associate Dean for Business Programs, Associate Director of the Center for Health Management and Policy, and was the founding Director of the Master of Health Administration (MHA) program.

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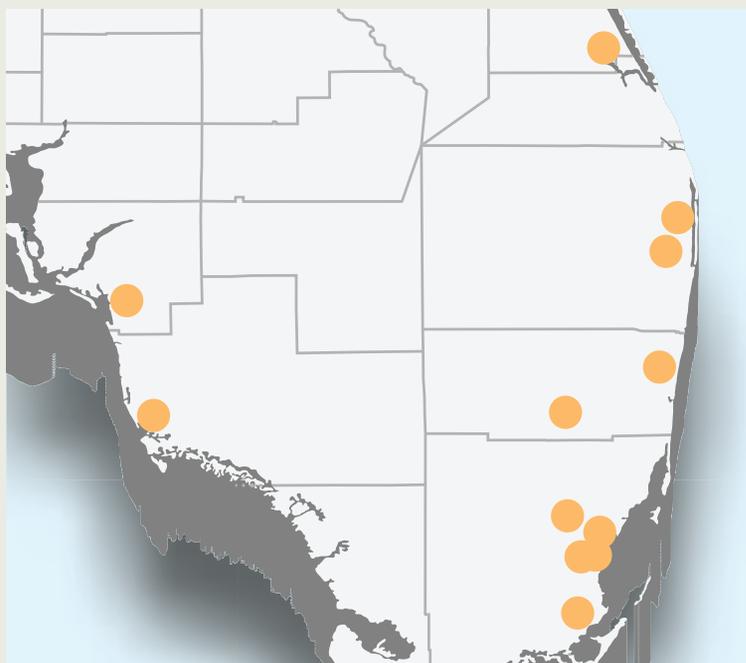
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Cover Story: The Future of Healthcare Administration

Continued from page 1

impacting the industry, and hospitals, is the development of the acute care hospital at home. These programs on the rise and supported by CMS will offer acute care services delivered in the home and monitored by a hospital. Monitoring hospitals will provide several physical visits in the home a day from multidisciplinary staff. In addition, these programs will have 24/7 remote monitoring, ongoing daily video visits, and rapid response capabilities. These threats are not all that are targeted to impact hospitals and must be recognized. In a time when hospitals are coming out of a pandemic and desperately looking to restore financial footing, they are attracted to merger and consolidation opportunities. These options and moves by hospitals are being carefully monitored by the FTC as they enforce antitrust laws protecting healthcare consumers. In fact, recently the FTC thwarted a major consolidation in Utah that disrupted the planned merger of HCA and Steward Health Care based on its perceived anticompetitive posture. If this is not enough, the hospital price transparency rule went into effect on January 1, 2021 and requires all hospitals to report complete pricing data for common services. This initiative is designed to lower hospital costs by stimulating the healthcare consumer to shop around for various healthcare services. Only time will tell if this measure will indeed impact overall healthcare costs.

Non-traditional players are poised to continue to make a move in healthcare. Amazon has made a decision to buy OneMedical for almost \$4 billion. OneMedical is a concierge primary care provider that operates 188 clinics in 29 markets. Amazon is not a shy company and will make noise in the industry and likely be a disruptive force. Four billion dollars is a significant investment suggesting this may be just the beginning. Walmart and CVS are proceeding forward with their healthcare agenda and could add to hospital woes in select markets. Finally, mega-entrepreneur Mark Cuban, recently opened his company, Mark Cuban Cost-Plus Drug Co. that presented CMS with a proposal to save over \$3.5 billion in generic drug costs for Medicare subscribers. This is not a direct threat to hospitals but supports the overall activity currently underway in healthcare.

What does all of this mean for students preparing academically to pursue a career in health services administration? It means OPPORTUNITIES! This is why my opening statement suggests “there is not a better time to pursue a career in health

services administration.” The healthcare landscape has opened far beyond the hospital sector and will require leadership to provide the vital direction needed during these turbulent times. Since I follow healthcare history and know many of the students preparing to lead our healthcare system, I am confident the country is in good hands and healthcare will continue to be led by the brightest and most innovative executives who have always been the trademark of our healthcare system. In addition to our centerpiece, hospitals, students will also have the opportunity to explore well beyond our acute care traditional healthcare into enhanced long-term care, healthcare technology, a more sophisticated mental health system, a highly focused and targeted outpatient arena, hospital care delivered at home, and of course, the non-traditional players such as Walmart, CVS, Amazon, to name a few. This new breed of non-traditional players has what most in the past didn't have and that is significant financial resources.

To take advantage of these opportunities, students and all future leaders must prepare themselves by being academically qualified to lead in today's dynamic and fast-growing healthcare industry. There is no better academic program available than Florida Atlantic University which provides the most contemporary educational experience attainable with the most highly qualified faculty committed to student success and future healthcare leaders.

FAU has developed its programs with the best interest of students a priority. These programs include an undergraduate, a traditional Master of Health Administration (MHA) with courses offered in a face-to-face format or online, and an executive program (EMHA) that meets every third weekend on campus and designed for students with healthcare experience and working in a healthcare organization needing a graduate degree to pursue promotional opportunities.

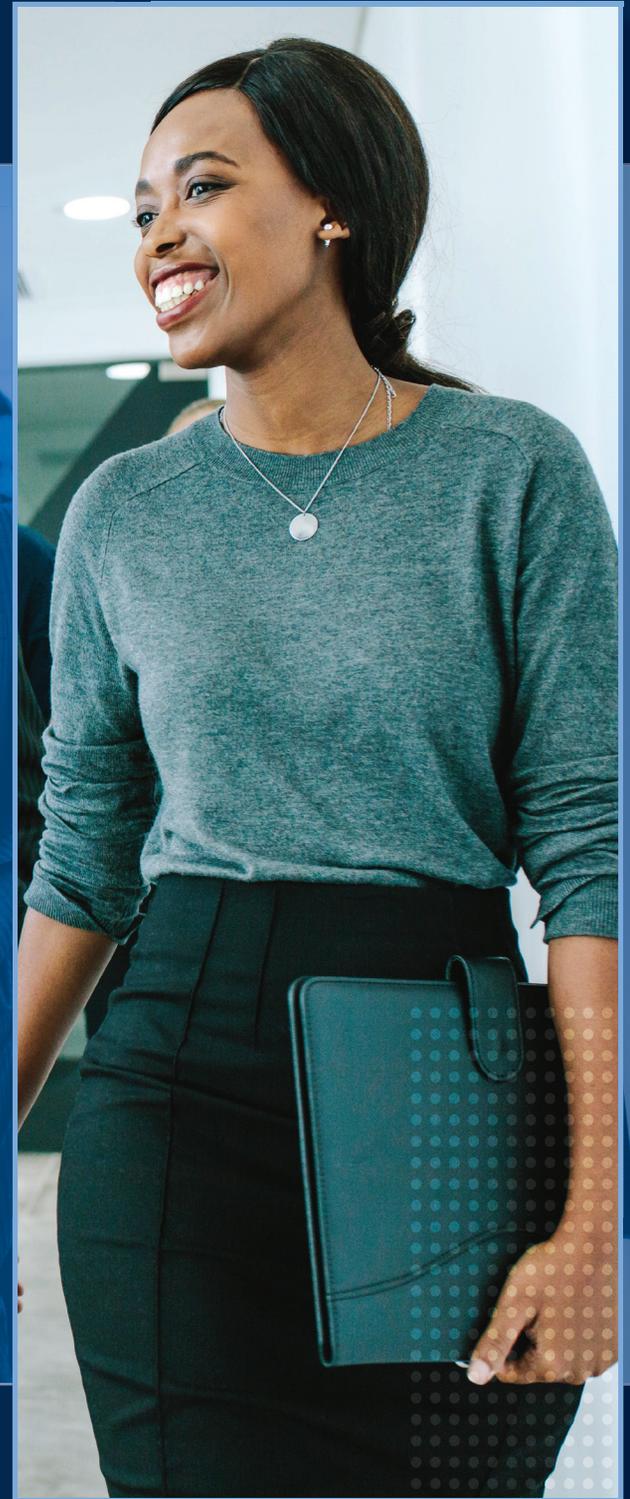
Please feel free to contact me should you want to discuss a career in healthcare administration. I am available to share my 35 years of healthcare executive experience and guide students on an academic course that will best suit your needs and maximize your educational and professional experience.

Dr. Salvatore Barbera, Associate Program Director, Health Administration Programs, College of Business, Florida Atlantic University, can be reached at (561) 297-4444 or Sbarber2@fau.edu





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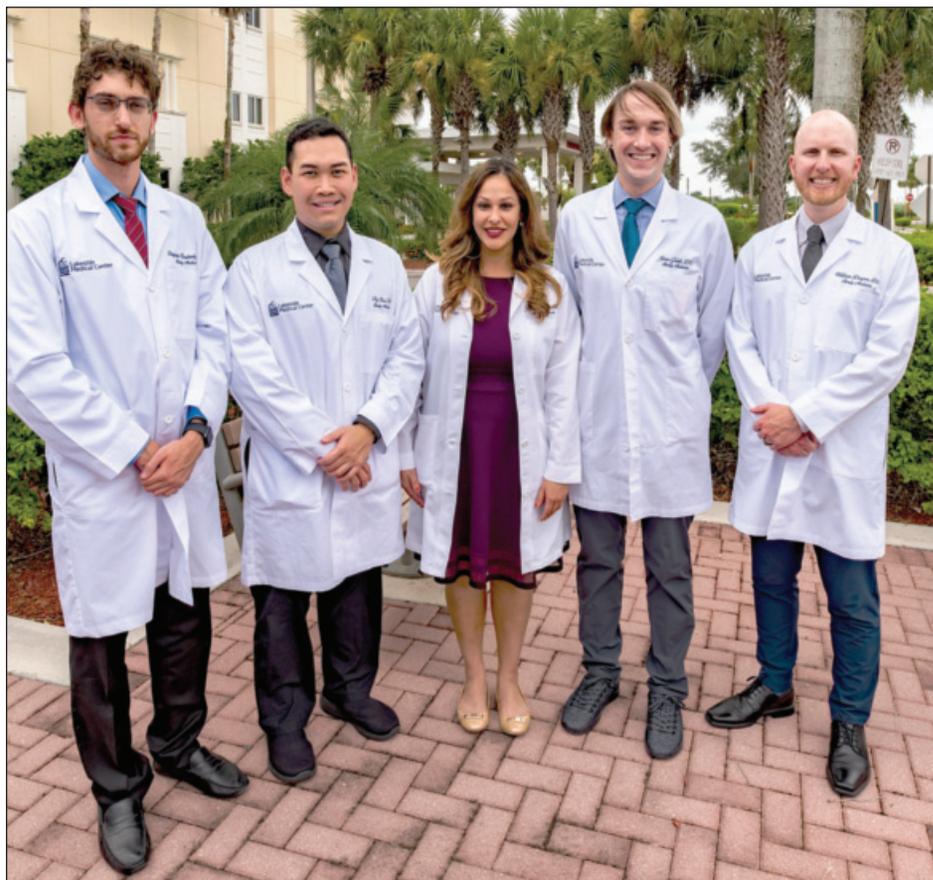
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Lakeside Medical Center Graduates 10th Class of Family Medicine Residents

As the need for new doctors grows nationally, the Health Care District of Palm Beach County's teaching hospital, Lakeside Medical Center, recently graduated five new physicians. The hospital's 10th class of family medicine residents completed three years of intense training during the pandemic in the underserved, rural Glades communities that were considered a hot spot for COVID-19.

"I applaud these graduates for their dedication to our hospital's patients and the health of Glades' residents during an unprecedented time in medicine," said Darcy J. Davis, CEO of the Health Care District of Palm Beach County. "Their quality care and commitment have helped improve the health of the Glades region."

Benjamin Kosubevsky, DO; Thy Hoang Bui, DO; Janaki Saoji Juma, MD; Jesse Carl Grieb, DO and William Carson Draper, DO, completed rotations in emergency medicine, critical care, women's health, psychiatry, general surgery, inpatient, outpatient and community medicine, sports medicine, cardiology, geriatrics, and pediatrics. One of the program's goals is to cultivate physicians to practice locally. To that end, Dr. Bui will join the Health Care District as a primary care provider with the C. L. Brumback Primary Care Clinics. Dr. Grieb, who along with Dr. Draper served as Chief Residents, will also practice in Palm Beach County.



(l-r) Dr. Benjamin Kosubevsky, Dr. Thy Hoang Bui, Dr. Janaki Saoji Juma, Dr. Jesse Carl Grieb, and Dr. William Carson Draper

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Dr. Jeffrey Innis Joins Lee Health

Lee Health is pleased to announce Dr. Jeffrey Innis as the health system's new pediatric genetic specialist. Dr. Innis has more than 35 years of experience with human medical and molecular genetics and is the region's first pediatric geneticist. Dr. Innis will be based at Lee Physician Group Pediatrics – Coconut Point and Golisano Children's Hospital of Southwest Florida. Before joining Lee Health, Dr. Innis simultaneously held multiple roles at the University of Michigan, including division chief of Pediatric Genetics, Metabolism and Genomic Medicine, director of the University of Michigan ABMGG Programs, founder and medical director of the Michigan Medical Genetics Laboratories, medical director of the Genetic Counseling Program for the Department of Human Genetics, and professor of Human Genetics and Pediatrics and Communicable Diseases. Dr. Innis earned his Doctor of Medicine and Doctor of Philosophy in Biochemistry degrees from the University of Miami School of Medicine in Miami, FL.



Dr. Jeffrey Innis

Miami Orthopaedic Society Announces Gilbert D. Beauperthuy-Rojas, DO, FAAOS, as President

Miami Orthopaedic Society announced the new Board of Directors, and Gilbert D. Beauperthuy-Rojas, D.O., FAAOS, as the new President. Dr. Beauperthuy-Rojas is a board-certified orthopedic surgeon and international leader in treating sports injuries and degenerative conditions of the shoulder, hip, and knee. Dr. Beauperthuy-Rojas has been serving the Miami community for over 25 years and is the Medical Director of the Orthopedic Center at Coral Gables Hospital. The new Executive Committee of the Board of Directors of MOS is composed of doctors Michele D'Apuzzo, M.D., FAAOS, President-Elect; Victor H. Hernandez, M.D., Secretary/Treasurer; and Giovanni Paralicci, M.D., and Christopher W. Hodgkins, M.D. as Directors, and Steven Gorin D.O., MEd, MBA, FAAOS, Immediate Past President.



Dr. Gilbert D. Beauperthuy-Rojas

Otolaryngologist Ashley C. Mays, MD, Joins Cleveland Clinic Indian River Hospital

Cleveland Clinic Indian River Hospital welcomes otolaryngologist Ashley C. Mays, M.D. Dr. Mays is board certified and fellowship trained in head and neck surgical oncology and total body microvascular reconstruction. After earning her medical degree at the Brody School of Medicine at East Carolina University in Greenville, North Carolina, Dr. Mays completed her otolaryngology residency at Wake Forest University in Winston Salem, North Carolina. She went on to complete a two-year fellowship in Head and Neck Surgical Oncology and Total Body Microvascular Reconstruction at the University of Texas MD Anderson Cancer Center in Houston, TX. Prior to joining Cleveland Clinic Indian River Hospital, Dr. Mays was assistant professor and Director of Quality at the Louisiana State University Department of Otolaryngology.



Dr. Ashley C. Mays

Matthew Moore, M.D., Joins Marcus Neuroscience Institute as Director of Integrated Neurosurgery

Board-certified neurosurgeon Matthew Moore, M.D., joins Marcus Neuroscience Institute, established at Boca Raton Regional Hospital, a part of Baptist Health. Dr. Moore specializes in complex neurological issues, such as benign and malignant brain and spine tumors. His expertise also includes treating neck and lower back pain. Dr. Moore joins Marcus Neuroscience Institute from Neurological Surgery Associates where he was a partner. He also served as the director of neurosurgery at Holy Cross Hospital and Broward Health North. For 10 years, he worked as a Miami Dolphins team neurosurgeon. Dr. Moore founded the first JACHO Spine Center in South Florida. He is an active member of the American Association of Neurological Surgeons, Society of Brigham Surgeons and Congress of Neurological Surgeons.



Dr. Matthew Moore

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Profiles IN LEADERSHIP

BROWARD HEALTH NORTH

Frosina Taneva
Nurse Manager



Frosina Taneva is the nurse manager of Broward Health North's cardiac telemetry and stepdown units, where she has successfully advanced the delivery of patient care in quality, safety and service.

The hospital leadership team recognizes Taneva as a constant source of strength and comfort for her staff. She is a hands-on leader, personally invested in the success and development of her teams.

Taneva is the first person to volunteer for improvement projects. She sets the example for service by doing more than expected, and her work ethic is contagious.

She doesn't just go above and beyond at work as a nurse leader. In her free time, Taneva volunteers for the American Heart Association and has coordinated several outreach programs with homeless shelters in Broward County.

Taneva completed a Bachelor of Arts in Macedonia, prior to immigrating to the United States. As Taneva describes it, she was following her "passion and purpose" when she pursued an associate nursing degree from Broward College in 2005, and her Bachelor of Science in nursing at Florida Atlantic University in 2016.

**BROWARD HEALTH
MEDICAL CENTER**

David Gidley
Associate Administrator



As the person responsible for the daily operations of Broward Health Medical Center, Broward Health's largest hospital, Associate Administrator David Gidley is a dedicated leader who is committed to patient care. Gidley oversees environmental services, nutritional services, radiology, pharmacy, rehabilitation, security, transportation, facilities, and the division of life safety and environment of care for the 723-bed hospital.

"Although I don't play a clinical role, there is nothing more rewarding than seeing patients get better, and the smiles from their families as the patients leave our hospital," Gidley said.

Gidley, who has worked in healthcare for 13 years, believes leadership is about demonstrating compassion and empathy while empowering staff to do the right thing. "Great leadership is building a superb team focused on the vision for the end goal," he said.

Gidley is a member of the Florida Healthcare Engineering Association. He earned both his bachelor's degree in health administration with a minor in business administration and his Master of Business Administration from Florida Atlantic University.

BROWARD HEALTH CORAL SPRINGS

Melissa Leamon, RN
CNO



Melissa Leamon, the chief nursing officer at Broward Health Coral Springs, started her career in 2004 as a patient care assistant while in nursing school. She currently leads all nursing operations at the community hospital, working closely with managers to consistently provide highly reliable care and assist in developing service lines based on community needs.

When asked what leadership means to her, Leamon said: "Being a leader is celebrating successes and reminding employees of the purpose of their work when feeling discouraged."

Leamon welcomes the bedside staff to directly impact decisions making at Broward Health Coral Springs.

"Listening to people, cultivating collaboration, removing the barriers for employees so they can do the job they are passionate about is my responsibility," she said.

Leamon has been recognized twice as Nurse of the Year. She earned her Bachelor of Science in Nursing and has a master's degree in business administration from Florida Atlantic University.

**BROWARD HEALTH
IMPERIAL POINT**

Jerry Capote, MD
Chief Medical Officer



Jerry Capote, M.D., who most recently was a critical care physician, is passionate about making a difference for the medical staff and patients as the hospital's chief medical officer.

"I've always felt there is nothing bigger than one person helping another one when they are vulnerable," Dr. Capote said. "I got into healthcare administration because I want to take that idea and implement it on a grander scale."

At the 204-bed hospital where he serves as CMO, Capote acts as a liaison between the administration and the medical staff and helps ensure that patients receive high-quality and individualized medical care.

"Leadership to me means you encourage others to take the actions they need to succeed," Dr. Capote said.

Dr. Capote completed his bachelor's degree in biological sciences from Florida State University and earned his medical degree from St. Matthew's University School of Medicine in Grand Cayman.

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Profiles IN LEADERSHIP

HOLY CROSS HEALTH

Angie L'Heureux, MT, SBB (ASCP), MBA

Director of Laboratory Services

As Director of Laboratory Services at Holy Cross Health, Angie L'Heureux, MT, SBB(ASCP), MBA, oversees specimen collections, specimen processing, and specimen testing for both in-patient and out-patient at the hospital and at Holy Cross Medical Group offices. Working closely with Holy Cross Health leadership, she is most proud of the fact that the lab has expanded annual services from 800,000 tests to more than 1.4 million in six months. Today it is affectionally called "Angie's Lab." L'Heureux's focus is on improving patient care and providing a timely continuum of care in all areas of the lab. Her work in the lab and her passion, dedication and attention to quality control were among the reasons she was named Director of the Year at Holy Cross in 2021. L'Heureux earned her Bachelor of Science in Medical Technology from Michigan State University. She is certified as a specialist in blood banking and in medical technology from the American Society for Clinical Pathology and received her MBA from University of Phoenix.



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Dr. Ileana M. Leyva

Regional Medical Director

Dr. Ileana Leyva is the Regional Medical Director and top oncology expert for the VITAS Healthcare hospice program in South Florida. In addition, she educates healthcare clinicians and business leaders on the value of palliative and end-of-life care. Board-certified in hospice and palliative medicine, Dr. Leyva was previously medical director for Northwestern Medicine Central DuPage Hospital's Palliative Medicine Program in Winfield, Illinois. She also worked for Mount Sinai Hospital and Criticare System. Dr. Leyva earned her medical degree from Central Eastern University in the Dominican Republic and a bachelor's degree in biology from the University of Miami. She completed a residency at Lutheran General Hospital in Park Ridge, Illinois, and is a fellow of the American Academy of Hospice and Palliative Medicine (AAHPM). On the faculty at the University of Miami Hospital, Dr. Leyva trains medical students, residents, and fellows in hospice and palliative medicine.





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Profiles IN LEADERSHIP

TENET HEALTHCARE

Maggie Gill Group President

Maggie Gill, Group President for Tenet Healthcare, oversees the company's South Carolina and Massachusetts markets, in addition to the Palm Beach Health Network and the Florida Coast Health Network in Florida. She provides leadership, helps extend best practices, ensures operating standards and supports quality and growth priorities across the three states. Gill began serving as the Group CEO of the Palm Beach Health Network, as well as the CEO for Delray Medical Center, in 2018. Over her tenure, the Palm Beach Health Network has grown, including the development of the Florida Coast Health Network and the announcement of plans to build a new hospital in Port St. Lucie. The Palm Beach Health Network also recently announced an \$150 million capital investment which will bring new technologies, facility upgrades, and education programs across the five Palm Beach hospitals. In addition, the Network has achieved many firsts over the last four years, and brought many advancements in healthcare to the area under her leadership, including the first LARIAT/Convergent Hybrid AF™ procedure for patients who have atrial fibrillation (A-Fib), at Palm Beach Gardens Medical Center, the first hospital based focused ultrasound incisionless procedure for Parkinson's & essential tremors in the region at Delray Medical Center, and the first hospital in Florida to remove a blood clot in the brain using Rapid Medical's new TIGERTRIEVER device – the only clot removal tool that is adjustable inside the brain.



PALM BEACH GARDENS MEDICAL CENTER

Tiffany Berry CFO

Tiffany Berry serves as the Chief Financial Officer of Palm Beach Gardens Medical Center. In her role, Berry oversees the financial operations and revenue cycle management of the hospital, as well as funding of capital investments. These investments include a recently upgraded cardiac catheterization facility as well as advanced operating room technologies for cardiac and vascular services. The hospital is adding new neurosurgery capabilities. Berry comes to Palm Beach Gardens with 20 years of healthcare financial leadership experience. Most recently, she served as the CFO of Northwest Health-Porter Hospital, a 301-bed hospital with multiple campuses in Indiana. There, she was known as a process and metric oriented leader who contributed to the growth and development of initiatives for the highly acute and specialized services the hospitals offer. Prior to that, she served in various other healthcare leadership roles where she successfully led the evaluation and turnaround of a surgical hospital, prepared and coordinated annual budgets and collaborated on the development of new service lines. Berry received her Bachelor's Degree from Austin Peay State University in Business Administration, and went on to earn her Master's Degree in Business Administration from University of Saint Francis.



DELRAY MEDICAL CENTER

Daniel Listi CEO

As chief executive officer of Delray Medical Center, Daniel Listi is responsible for overseeing all strategic, operational and clinical activities at the hospital. Under his leadership, Delray Medical Center's award-winning cardiovascular program is about to add a new, state-of-the-art cardiac catheterization and EP (electrophysiology) lab. Additionally, Listi will be leading the charge on the hospital's plans to add additional private rooms to provide a more comfortable space for patients. Listi came to Delray Medical Center from Tenet's Shelby Baptist Medical Center in Alabaster, Alabama, where he served as the Chief Executive Officer for the last four years. Prior to that, he was the Chief Operating Officer of Valley Baptist Medical Center, Harlingen, Texas, and the Market Chief Operating Officer of the El Paso/RGV hospitals, overseeing six Tenet Healthcare hospitals. Before that, he served as the Valley Baptist Health System's Chief Business Development Officer responsible for cultivating a platform of growth for the system in addition to other leadership positions within the Tenet organization. Listi holds a bachelor's degree in business administration from Texas A&M University and a master's degree in healthcare administration from Texas A&M, Health Science Center-School of Rural Public Health. He is a Fellow of the American College of Healthcare Executives.



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

Jessica Miller CNO

Jessica Miller is the chief nursing officer at St. Mary's Medical Center and the Palm Beach Children's Hospital. She has extensive healthcare leadership experience, and a demonstrated focus on patient-centered care, and performance improvement. She is responsible for supervising and coordinating the daily operations of the hospital's various nursing units to ensure high-quality care is delivered to all patients. With many signature services designed to elevate healthcare offerings in Palm Beach County, she oversees nursing care at the Level 1 Trauma Center at the hospital, as well as the Comprehensive Stroke program, and Level 3 NICU, the highest level of care available in the state. St. Mary's is also home to the Paley Orthopedic & Spine Institute, and Miller supports the nursing care provided there and its mission of improving the lives of those who suffer from congenital, developmental, and post-traumatic orthopedic conditions. During her tenure, the hospital also expanded its orthopedic capabilities with additional surgical suites, expanded physical therapy services, and new technology. Prior to St. Mary's, she was the chief nursing officer at North Shore Medical Center and Florida Medical Center. She was also the lead CNO for Tenet Healthcare's Miami-Dade Group. She received her Bachelor of Science in Nursing and her Master of Business Administration from Florida International University. Miller is bilingual in English and Spanish.



Aganette Parks, MHA, PMP Associate Administrator

Aganette Parks, MHA, PMP, is the Associate Administrator at Delray Medical Center. In her role, she is responsible for planning, overseeing and directing support services at the hospital including environmental services and food and nutrition. She also provides administrative direction for the operations, program development and growth, staffing and construction projects for surgical services. With a robust orthopedics and minimally invasive surgical programs at the hospital, she also manages several of the key service lines including orthopedics, spine, and bariatrics. She also leads several hospital operational initiatives including capital investments, cost-containment, and facility projects and renovations. Prior to this role, Parks was the Surgical Service Line Leader for the Palm Beach Health Network, of which Delray Medical Center is a member. She also led surgical, neurological and neuroscience services at a sister hospital, Desert Regional Medical Center, in California. She received her Bachelor of Health Science and her Master of Healthcare Administration degrees from the University of Florida. She is a National Association of Healthcare Executives member as well as an American College of Healthcare Executives member.



GOOD SAMARITAN MEDICAL CENTER

Michele Thoman, RN, MBA COO

Michele Thoman, RN, MBA, is Good Samaritan Medical Center's Chief Operating Officer. In this role, Thoman is responsible for many of the hospital's ancillary departments including the laboratory, imaging, respiratory, plant operations, food service, environmental services and surgical services. In addition, Thoman provides general oversight for all construction and renovation projects. The hospital recently remodeled the Norma & Miles M. Zisson Comprehensive Breast Center of the Palm Beaches to provide high-end technology in a more modern, comfortable atmosphere for patients being treated for breast health. Good Samaritan also partnered with Lilly Pulitzer to create two VIP suites redesigned with the signature "Lilly aesthetic," to offer new mothers and their families a unique, joyful experience. Good Samaritan is also upgrading emergency services and enhancing facilities for robotic and orthopedic surgeries, a project Thoman is leading. She has broad administrative knowledge and experience in organizations that include the Cleveland Clinic, Naples Community Health System and for the last five years, Palmetto General Hospital where she served as the Chief Nursing Officer and subsequently their Chief Operating Officer. Thoman holds a Nurse Executive Advanced Certification and is a Fellow of the Johnson and Johnson Wharton Fellows Program in Management. She is published in both Nursing Administration Quarterly and The Florida Nurse for her insight in innovation and safe staffing.



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

Lee Health's Regional Cancer Center Expands Program; Plans to Build Out New Locations Underway

As the most comprehensive cancer program in Southwest Florida, the Lee Health Regional Cancer Center is bolstering its services in an effort to keep cancer care close to home for community members.

To be able to care for even more community members, Lee Health is expanding its oncology program with plans to open new cancer center locations in Cape Coral and Bonita Springs.

Lee Health will first build-out the Coconut Point location to include oncology and infusion services, which will be located at the Bonita Health Center. The anticipated timeline to open this location is summer of 2023.

Plans to expand in Cape Coral are currently underway. While an exact location hasn't yet been identified, the intent is to add services to the Cape in 3-4 years.

"Our goal is to meet the needs of our community, and as the population in Southwest Florida continues to grow, so does the need for more oncology services in the region," said Debra Wilson, vice president of oncology for Lee Health. "By expanding our program, we are going to be able to keep our patients in their neighborhoods and community so they can be treated closer to home."

North Broward Hospital District Board of Commissioners Elects Officers

The North Broward Hospital District Board of Commissioners, which oversees Broward Health, elected its officers at the July board meeting. Stacy Angier was re-elected chair, Christopher Pernicano was elected vice chair and Paul Tanner was elected secretary/treasurer. Additional board members serving the board of commissioners are Nancy Gregoire-Stamper, Ray Berry, Jonathan Hage and Levi Williams.

"I am very honored to serve alongside such a tremendous board," said Angier. "Collectively, I know that we will bring innovation, growth and change to our system and the community we serve."

Stacy Angier, a Margate resident, has served on the North Broward Hospital District Board of Commissioners since 2018. She is principal of Abundant Life Christian Academy, an accredited, college preparatory school in the city of Margate.

Christopher Pernicano, a Fort Lauderdale resident, has served on the North Broward Hospital District Board of Commissioners since 2021. He is chief technology officer of Tellus, a leading provider of mobile care delivery, Electronic Visit Verification (EVV), and claims processing technology.

Paul Tanner, a Fort Lauderdale resident, has served on the North Broward Hospital District Board of Commissioners since 2022. He is the owner and founder of Las Olas Capital Advisors and has sourced and raised more than \$2.5 billion in capital via private equity funds, private investors, and institutional investors over the last 10 years.

"Broward Health has an exceptional board that is collaboratively moving our system forward," said Broward Health President & CEO Shane Strum. "I am confident that our officers will capture and drive the vision of our board and leadership team."

Darcy J. Davis, CEO of the Health Care District of Palm Beach County, Honored as One of Florida's Top Women-Led Businesses



Darcy J. Davis

The Commonwealth Institute Florida (TCI-FL), a network of successful business and professional women driving our community recently came together to honor Florida's Top 100 Women-Led Businesses at its 17th annual luncheon. The event celebrated the achievements of women who are leading the charge to the top of their industries in companies across the state. Darcy J. Davis, CEO of the Health Care District of Palm Beach County, was among the honorees. Ranked eleventh on the list of 100, Davis is among the 15 percent of healthcare CEO's nationwide who are women.

"It's a tremendous honor to be recognized for this statewide award," said Davis, who has led the unique safety net health care system for the past six years. "I'm proud to empower women and promote gender equity and diversity within our 1,300-member workplace. In fact, diversity as an organization and among those we serve is one of our biggest strengths."

Palm Beach County Medical Society and Services Presents Venetian Masquerade Ball and 5th Annual Festival of Trees and Lights at Its Annual Gala

The Palm Beach County Medical Society and Services Annual Gala will honor Dr. Claudia Mason, the 2022 Palm Beach County Medical Society president, welcome Dr. Martha Rodriguez, the 2023 incoming Palm Beach County Medical Society president, and celebrate all Palm Beach County physicians for their selfless commitment to the health and safety of the community. This year's unique celebration will be a Venetian Masquerade Ball with live entertainment performed by The Dereck Mac Band and exciting surprises throughout the evening. A silent and live auction will round out the evenings festivities with the traditional Festival of Trees and Lights — a visually exciting array of nearly forty decorated four foot lighted trees.

A variety of sponsorship and advertising opportunities are available and can be customized. The Venetian Masquerade Ball cocktail party and Festival of Trees and Lights will be held from 6:30 to 7:30 p.m. with dining and entertainment from 7:30 to 10:00 p.m. Black tie. Proceeds will benefit Palm Beach County Medical Society Services 501c3 programs. Purchase tickets online at www.pbcms.org. For additional information, contact Katherine Zuber at (561) 433-3940 ext. 106 or KatherineZ@pbcms.org.



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AUG 2022

SOUTH FLORIDA HEALTHCARE NETWORKING GROUP

ZOOM MEETING

DATE: Thursday, August 11

TIME: On-line Networking begins at **8:00 am** Eastern Time (US & Canada)

For registration information, contact charles@southfloridahospitalnews.com

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Back Cover Story: Trulieve's Cultivar Collection

Continued from back cover

"Our rooms are small craft-style setups designed around individual cultivars so each can grow in the perfect environmental setting," adds Soreng. "All of this, combined with our state-of-the-art LED lighting, allows all flower in the Cultivar Collection to not only achieve its full genetic potential, but thrive."

Trulieve launched Cultivar Collection in 2020 because it strives to provide the best possible products to its customers. To do this with flower, the company knew it had to define a unique and unrelenting process in the pursuit of quality - one that empowered the men and women behind the plants to achieve this next level.

"It's our process, and the passion we pour into it, that makes our product extraordinary," says Soreng. "The greatest art in the world is not celebrated for the paint used, but for the genius and brushstroke of the artist. We're constantly looking for additional ways to ensure every customer can find the relief they're looking for."

Cultivar Collection has a unique focus on the whole picture of beneficial cannabis chemistry. Soreng notes that they look at THC, TAC, terpene levels, and more for every product and every batch. This combined with Trulieve's extremely high standards helps them to provide a level of consistency in potency and flavor that may not be found elsewhere.

"Cultivar Collection firmly stands behind the idea that wellness through cannabis is a deeply personal journey and are proud to have incredible genetics across indica, sativa, and hybrid cultivars in eighth and 1g pre-roll options," he explains.

The effects of cannabis vary widely. Some people may feel very relaxed, while other users may report they feel dizzy or confused when trying cannabis. Being educated and gaining personal experience on proper dosing strategies can help limit these side effects.

Here are some descriptions for two of the collection's best-sellers in Florida:

- **Rae Bae:** Rae Bae is a unique indica that was created by crossing Double OG and Sour Diesel. The aroma of this exceptional cross has undertones of earth and spice but presents citrus and the gassy diesel notes known only to sour to your nose immediately. Don't let the natural structure fool you, Rae Bae hits like a champ. If you have anxiety steer clear, Rae Bae can have very racy effects before the cerebral calmness and deep relaxation sets in.

- **Siberian Peach Cake:** Siberian Peach Cake is a uniquely flavorful indica cultivar created from crossing a Black Russian female from Delicious Seeds with pollen from an exceptional Wedding Cake male known as Trophy Wife. As the name suggests, Siberian Peach Cake has rich fruity flavors on both the inhale and exhale that is sweet, cakey, and reminiscent of classic peach rings. While Siberian Peach Cake is an indica it tends to stray to the relaxing side over being an outright sedative. This can make this cultivar a powerful choice for those who look for options to switch their days from rushed to relaxed.

Follow @thecultivarcollection on Instagram for the latest news, updates and product drops!

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▼ AUGUST ZOOM MEETING ▼

Florida Cannabis Community Educators Group

Tuesday, August 9 • 6:30 pm



Purpose: To gather best practices information from all sectors of the medical cannabis industry that will benefit patient outcomes.

Who: Community Cannabis Educators from MMTCs, Physician Offices and Individuals who want to learn more about the medical cannabis industry.

Registration in advance is required.
Registration is FREE. After registering, you will receive a confirmation email containing information about joining the Zoom meeting.

For registration information, contact
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Florida Medical Marijuana Physicians Group

**ZOOM
Meetings**

**Wednesday, August 10 &
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6:30 PM Eastern Time (US and Canada)



A bimonthly Zoom meeting exclusively
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Registration in advance is required.

Registration is **FREE**

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Cannabis Administration and Opportunity Act (CAOA) Introduced in Congress

As written, legislation would federally legalize marijuana and promote social equity

BY VANESSA ORR

On July 21, 2022, Senate Majority Leader Chuck Schumer (D-NY), U.S. Senator Cory Booker (D-NJ), and Senate Finance Committee Chair Ron Wyden (D-OR) introduced the Cannabis Administration and Opportunity Act (CAOA) in Congress. This comprehensive legislation would remove cannabis from the federal list of controlled substances and empower states to implement their own cannabis laws. HELP Committee Chair Patty Murray (D-WA) and HSGAC Committee Chairman Gary Peters (D-MI) also cosponsored the legislation.

According to a press release by Sen. Booker's office, the legalization bill, which incorporates feedback received from more than 1,800 comments submitted after the draft's release, establishes a federal regulatory framework to protect public health and safety, prioritizes restorative and economic justice to help undo the decades of harm caused by the failed War on Drugs,

ends discrimination in the provision of federal benefits on the basis of cannabis use, provides major investments for cannabis research, and strengthens worker protections.

By decriminalizing cannabis at the federal level, the CAO A also ensures that state-legal cannabis businesses or those in adjacent industries will no longer be denied access to bank accounts or financial services simply because of their ties to cannabis.

The bill contains a number of key provisions, including:

- Requiring the attorney general to finalize a rule removing marijuana from the Controlled Substances Act (CSA) within 180 days of enactment.

- Imposing a 5 percent federal excise tax on small- to mid-sized cannabis producers, which would gradually increase to 12.5 percent after five years. The tax would start at 10 percent and increase to a maximum of 25 percent for large businesses.

- Only those 21 and older would be

allowed to purchase recreational marijuana products.

- Expunging the records of people with low-level, federal cannabis convictions within one year of enactment, while allowing those currently incarcerated over marijuana to petition the courts for relief.

- Separate Equitable Licensing Grant and Equitable Licensing Grant programs would provide funding for states and localities to promote participation in the industry by minority and low-income people.

- The Financial Crimes Enforcement Network (FinCEN) would update or issue new guidance clarifying to banks and credit unions that the policy change means that they can lawfully service legitimate cannabis businesses.

- States could choose to continue prohibiting marijuana production and sales, but cannot prevent transportation of cannabis products between legal states through their jurisdiction.

To see the full bill as introduced, visit www.democrats.senate.gov/imo/media/do

[c/caoa_final_introduction.pdf](#)

Despite working across the aisle to create this bill, its passage hinges on reaching the 60-vote threshold needed to pass the measure through the Senate, and Republican senators are expected to oppose the measure to remove cannabis from the CSA. They may also take issue with imposing a federal tax on marijuana sales and automatic expungements for prior cannabis convictions. The bill may also be in danger if not all Democratic senators support the legislation.

The bill moved to a Senate Judiciary subcommittee on July 27, 2022, where lawmakers will continue to work on the bill with the goal of bringing it to the floor. If the broad-reaching CAO A doesn't gain enough support for enactment, an alternative omnibus cannabis reform package has been discussed within both chambers that would consist of incremental marijuana reforms—such as cannabis banking protections—while still stopping short of removing cannabis from the CSA.



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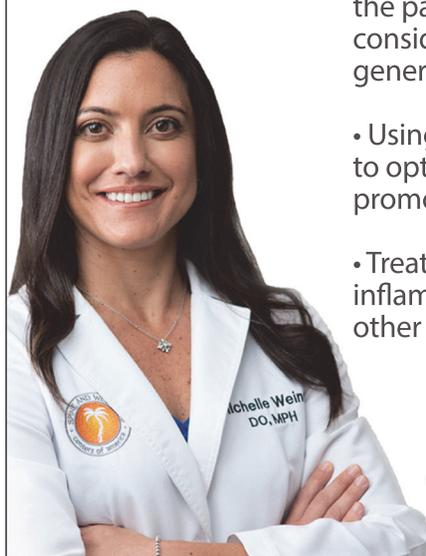
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**Back Cover Story: Women's Cannabis
Chamber of Commerce**

Continued from back cover

WCCC is determined to create an ecosystem that equips women to become self-sufficient contributors. That sometimes means if there isn't a seat at the table we make our own table.

The WCCC is a national organization founded in Denver, CO with a mission to move women beyond empowerment and propel them into powerful result-driven career strategies, executive positions, and business ownership. Chapters across the nation are committed to providing members with resources, education, and support for financial success and expansion. We go far beyond your typical networking group. Members receive free and discounted courses, inclusion in coveted industry events or discussions, and free publicity through individual chamber participants or sponsors. All while having the ability to cultivate authentic and reliable relationships.

Dorri C. McWhorter, a board member of Green Thumb Industries recently said, "Women have been experiencing the cumulative effect of being denied economic opportunity and that has put [them] at a significant disadvantage throughout years in being able to influence and advance [their] interests." What gives me hope is that she made this comment at the Illinois Women in Cannabis Annual Conference, a critical type of forum that I'm seeing more and more of across the U.S. And this makes sense given Gen Z women are now the fastest-growing consumers of legal cannabis, increasing year-over-year sales by 151%, according to a report by Headset. We need more women leaders, particularly diverse women lead-

ers, to navigate the development of goods and services that better attract this demographic. Most people won't need to explore further than their nearest head shop to confirm that cannabis is still predominantly presented through the male gaze.

The WCCC fights for real representation, not the check-the-box variety. Jessica Passman writes in *How to Actually Empower Women in Cannabis*, "Having more women in leadership roles is essential, but it shouldn't be at the expense of women." I believe the best way to effect change is through the support and education of our current and future leaders. This is part of the reason The WCCC puts heavy emphasis on the continued education of its members through partnerships with nationally recognized Cannabis Course providers. That and the other services mentioned above are our way of creating the change we want to see. The cannabis industry has seen a dramatic transition as our economy and culture has found new homes, products, and a renewed sense of purpose. With user and CPG diversification, aided by a steady chipping away of stigma, The WCCC is committed to ensuring that the future of Cannabis is not just inclusive and equitable, but female.

For more information on The WCCC, please contact Brianna Bowes at brianna@womenscannabischamberofcommerce.com or find the next event at www.bluntsbrunch.org or www.womenscannabischamberofcommerce.com.

Back Cover Story: Cannabis Spotlight

Continued from back cover

which means I manage a team that educates physicians about the benefits of medical cannabis, how the various products impact a patient's health and the latest information from the Department of Health.

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

Trulieve has more than 115 dispensaries in Florida, making it the largest and most accessible in the state. In addition, Trulieve patients in Florida can choose from the largest selection of THC and CBD products available in a variety of consumption methods.

How did you get started within the cannabis industry?

I first started in alternative medicine more than 12 years, because I had a pas-

sion for helping others and found the perfect opportunity for me. In 2016, I joined the business development team of another medical cannabis company and helped them grow before moving to Trulieve in 2018.

Are you personally a MJ card holder?

I am a medical marijuana card holder due to a few symptoms and conditions that I have. I mainly use cannabis for insomnia, anxiety, and stress.

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

I think adult use will happen one day. It is clearly something that Floridians want, as poll after poll shows that 70% of voters in the state would vote to allow it.



Back Cover Story: Advising the Advisors

Continued from back cover

awareness of these products. That, coupled with knowledge of the best resources in their area, as well as on-line will give them enough information to make educated recommendations.

Who's advising who?

In order for us to consider how medical providers are advising potential cannabis customers/patients, let's peel back a few layers of the health care delivery system onion to find out who is who. It's not only physicians who advise on cannabis use. With the figurative weaving of hemp products into the fabric of our society thanks to the 2018 Farm Bill, a major barrier to entry has been eliminated. Consumers know what CBD is ... or they think they do. And since they heard their co-worker, partner, teammate, teacher, or family member gush about how a hemp product helped ameliorate their pain, inflammation, disordered sleep, anxiety ... they are curious now too. But they may not make an appointment with a Card-providing physician just yet. They see a chiropractor weekly, so maybe they'll ask that person. The chiropractor is part of a wellness center. There are nurses, athletic trainers, physical therapists, mental health counselors there too. Those professionals work with patients every day. Perhaps they have some knowledge about how CBD can help. And since medical marijuana is legal in Florida, maybe there's an ongoing pathology that qualifies for a Card. Do they know about cannabis too?

There's not enough evidence

Talk to some of the medical professionals mentioned above, the ones from the wellness center, and ask them about cannabis use to treat post-operative pain after a total shoulder replacement. Or to treat insomnia secondary to anxiety about a missed promotion at work. Many of them will explain that there's not enough research to support cannabis use in those situations, and while they've heard that it helps too, they wouldn't feel comfortable endorsing it or counseling someone to see a Card-approving physician. The reality of this very real-life scenario is that it happens all the time. Medical providers don't know what they don't know. They weren't taught about the endocannabinoid system in school. CB1 and CB2 receptors weren't on their radar. But that doesn't mean that the ECS, CB1 and CB2 aren't here to stay. What is true is that peer-reviewed studies in high-level journals absolutely do exist ... but not in the most mainstream journals medical providers are reading. As such, the research isn't familiar to them. There's a chasm here that needs to be spanned for healthcare providers (HCPs) to be able to fairly, and ethically provide current and accurate information to the patients, clients, and athletes seeking their care and counsel.

I'm not an HCP, can I help fix this problem?

This isn't a quick fix, but YES, you absolutely can. Perhaps you're a dispensary owner or employee. Maybe you're a cannabis advocate by profession. Or maybe you're a current or former cannabis user who wants to shout from the rooftops that cannabis use helped your post-operative pain and allowed you to skip the opioids completely. HCPs, as a group, want to help people. They want to do it safely and within the confines of their scope of practice and ethical standards. The Card-approving physicians are already on board. They understand the ECS, CB1 and CB2, and the landscape of cannabis and hemp products. They're not your target audience. The "there's not enough research" folks are your audience. You're going to need to put together a cannabis dossier of sorts. It needs to be "medical enough" that it has high-level information that they can use. We're talking studies. I mean real studies. Like double-blind, placebo-controlled studies. Maybe a meta-analysis. Most of the best cannabis-related research is happening external to the United States. That's ok. This is a global issue not limited to domestic patients and providers. Skip the case reports. They're interesting, but that's one of the lowest levels of research. Lastly, consider the specific person you're addressing. Are they an athletic trainer or physical therapist working in an out-patient orthopedic surgery practice? If so, they'll really respond to the studies comparing post-operative outcomes and pain measures using CBD v a CBD and THC combo v a traditional opioid. But if you're addressing a physician assistant or nurse practitioner working in a VA hospital with PTSD patients, you can skip the post-op knee pain articles and focus on those addressing mental health and wellness, anxiety-related insomnia, and emotional trauma. It's all out there, you just have to look. What's that adage about leading a horse to water?

Will anything else help? Or is it just studies and research papers?

Tread lightly here because if you trend toward magazines and articles on websites written by non-scientific outlets, you may lose some traction and a whole lot of credibility. In today's content-rich environment, no, you don't have to limit your dossier to articles and journals. But you better vet everything you choose to provide. There are some incredible lectures available on TED Talks and YouTube. There are some very informative documentaries on Netflix, Hulu, and other streaming services. Repetition matters. If the NP from the VA center or the athletic trainer from the orthopedic surgery office gets this content in front of them, and they take the time to digest it, the repetitive explanation of the ECS, how it affects homeostasis, the explanation of terpenes

and flavonoids, the clarification of isolate v broad-spectrum v full spectrum products will start to make sense. You'll plant a (cannabis) seed, and you'll give it time to bloom (flower?).

Where do I start?

That's the best part, you can start wherever you want. It's all about baby steps. If you have access to HCPs in the sports medicine or orthopedics space, start your "Cannabis in Sports Medicine" dossier. If your neighbor is a clinical psychologist and has welcomed you into their social circle, then maybe your "Cannabis Use in Mental Health Care" dossier is a better first step. Once you've gained entry into the medical community, you're off to the races. Acknowledging that the spectrum of HCPs is broad, and their collective influence is nearly infinite will open your

eyes to a large swathe of potential cannabis educators and enthusiasts who can be your biggest cheerleaders in the current paradigm of medical cannabis use, and in future expansion to adult-use.

Dr. Kevin Morley is the head athletic trainer for the Nashville Predators of the National Hockey League and a researcher in the Global Initiative for Cannabinoid Research and Education at Florida International University. To learn more about FIU's cannabinoid research and education initiative you can visit their website at <https://go.fiu.edu/GlobalCannabis>.

Views represented in this column do not reflect that of the Nashville Predators, the National Hockey League, or Florida International University and are solely attributed to Dr. Kevin Morley.

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CANNABIS BUSINESS DIRECTORY

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Legislative Update:
Cannabis Administration and Opportunity Act (CAOA) Introduced in Congress

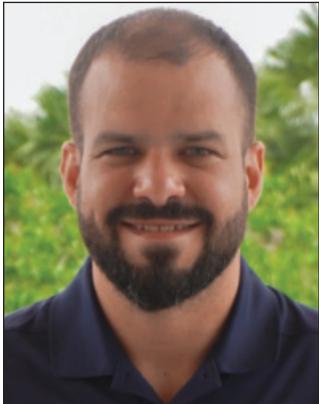
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August 2022

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Claucous Alfaro

Cannabis Spotlight:

CLAUCOUS ALFARO
Physician and Community Engagement Manager, Florida Trulieve

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

Access to clean, safe, and lab tested medical cannabis products is a great advantage and positively impacting the way these patients live. Trulieve grows safe, high-quality medical cannabis and continually innovates to provide a wide variety of products to medical patients in Florida. This assortment of available products allows us to meet patients where they are. For instance, a preference in how to receive the benefits of cannabis – drops, capsules, edibles, flower, cremes – and in different levels of strength. This allows patients to replace narcotics and other prescription medications that may have harsh side effects versus the natural alternative of medical cannabis.

What motivates you to be a part of the cannabis industry?

Multiple factors drive and motivate me to be a part of this industry, but first and foremost, witnessing first-hand the positive impact medical cannabis has on patients. Whatever ailment that is impacting their way of life, it's an incredible feeling to help others and watch their progress.

What field are you in within the cannabis space?

Medical Education and Marketing

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Women in Cannabis and Self-Sufficiency Through The Women's Cannabis Chamber of Commerce

According to MJBizDaily's most recent Women & Minorities Industry report, female executive representation in the cannabis industry is 22 percent, down from 36.8 percent in 2019. This places female representation in our industry lower than the national average of roughly 30 percent. The decrease in representation from 2019 to today isn't limited to the c-suite, we see lower percentages of women across our sector. From budtenders to community outreach to medical markets, women's representation appears to be declining while the industry itself is ascending. Cannabis keeps acquiring more money, more relationships, and more power. My concern is that what has happened in other once-niche industries will happen to us; women create space and innovate within it and then are pushed to the fringes when traditional well established (read mostly male) funding sources arrive. So what are we doing about it?

In my role, I meet female leaders every day. In that sense, I occupy a very privileged position because I'm surrounded by the best and brightest women working in the cannabis industry. Many have worked in cannabis for decades, navigating landscapes far more complicated than today's. Others have joined more recently, often compelled by a desire to do good and right old wrongs while still making a healthy profit. The Women's Cannabis Chamber of Commerce (WCCC) appeals to legacy and new leaders. As its Executive Director, my responsibility is to help ensure our industry is one where women thrive. As a woman and a person of color, it's a responsibility I don't take lightly. The

Continued on page 26



Brianna Bowes



Kevin Morley

Advising the Advisors

BY KEVIN MORLEY, DAT, ATC

While adult-use cannabis remains prohibited in Florida, similar regulations are changing throughout the country on a regular basis. Although the Florida Marijuana Use and Growth Legalization Initiative continues to be left off of the ballot as an initiated constitutional amendment this coming November, the push by Florida residents for legalization persists. Until adult-use legalization, Floridians who meet medical criteria for use will continue to rely on access to cannabis by use of a Medical Marijuana Card allowing purchase at an approved dispensary. Apart from the medical provider who approves the Card, who is guiding these purchases? In truth, many customers don't need much guidance. They have personal, first-hand knowledge about what works for them, so once they have their Card in hand, their treatment can begin. But what about first-time Cardholders? Or those who qualify for a Card, but don't know that cannabis could benefit them? Other than word-of-mouth, anecdotal evidence, where are potential customers getting their cannabis-related advice? The need for education in the physician and non-physician medical provider communities is gargantuan. Let's take a look at a few areas where medical providers can elevate their knowledge surrounding cannabis, cannabinoids, and the endocannabinoid system. Keep in mind they don't need to be cannabis experts, but some basic insight into the endocannabinoid system, its effects on homeostasis and basic physiological functions will help elevate their

Continued on page 27

Trulieve's Cultivar Collection: Representing the Elevation of Craft Cannabis

BY DANIEL CASCIATO

The Cultivar Collection is an artisan brand of small batch, top-shelf cannabis featuring unique genetics that are rich in potency and flavor. Grown and overseen by Trulieve's Master Growers and its most Senior Cultivators, Cultivar Collection represents the elevation of craft cannabis.

According to Tyler Soreng, Cultivar Collection Brand Manager at Trulieve, the Cultivar family has decades of combined growing experience, much of which comes from before cannabis was mainstream.

"We care about our customers, the plants and the people who grow them," explains Soreng. "We're growing craft cannabis in a way that puts the needs of customers and their communities first."

The genetics are sourced directly from legendary breeders. Trulieve's dedicated team spends quality time with every plant. All flower in the Cultivar Collection is trimmed and jarred gently by expert hands--never a machine.



Continued on page 23