

SALUTE TO PHYSICIANS

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EDUCATION: What Data Can Do

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THE REGION'S MONTHLY NEWSPAPER FOR HEALTHCARE PROFESSIONALS & PHYSICIANS

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Malpractice Insurance



Matt Gracey

Liability Protection Eroding for Expert Witnesses

BY VANESSA ORR

There are many reasons why physicians choose to become expert witnesses testifying on behalf of plaintiffs or defendants in the courtroom, but what they may not realize is that they face an increasing number of risks when they take on this role. While historically these witnesses had immunity under the law, today that is no longer the case.

"While these witnesses had great legal protections in the past, those protections are now eroding," explained Matt Gracey, managing director, Risk Strategies / Danna-Gracey. "It's important to note that while many physicians assume that they are covered by their malpractice insurance policies or that they have very little liability when they serve as expert witnesses, both of these are incorrect assumptions."

Why Become an Expert Witness?

According to Gracey, there are a number of reasons why physicians choose to become expert witnesses. As the average age of physicians is increasing, many older physicians follow this path as a way to alleviate the daily grind of patient care.

Continued on page 36

Healthcare Real Estate, Construction & Facility Planning

Collaboration Is Key to Building a Healthier Community

BY DAVID J. CLARK, FACHE

As Broward Health celebrates its 85th anniversary, the system is not only celebrating its history as a nonprofit, safety net hospital system, but is also looking forward to future initiatives that will enable Broward Health to keep meeting the evolving needs of the community it serves.

Despite the challenges created by the pandemic in the past three years, Broward Health has forged ahead with strategic capital improvements like our new cardiac catheterization labs, a Level III Neonatal Intensive Care Unit and even a new mobile health unit that drives healthcare to underserved members of our community.

We are also finalizing the build-out of a new stereotaxis robotic lab at Broward Health Medical Center.

Thanks to strategic investments in real estate near our hospitals over the years, Broward Health is well-positioned to expand its footprint and add new capacities through both vertical growth and the construction of new facilities ranging from a freestanding emergency department and outpatient surgical centers to rehabilitation, clinical research and medical education facilities.

In the pipeline now we have a new radiology suite at Broward Health Imperial Point, thanks to a generous donation. Plans are in the works for a housing development for our graduate medical education program as well as executive offices and other multi-purpose spaces near Broward Health Medical Center. Broward Health is planning

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Memorial Outpatient Behavioral Health Center to Expand Space and Services

At a time of increased need for mental health services, Memorial Outpatient Behavioral Health Center is expanding its space by 40% with a \$5 million initial investment by Memorial Healthcare System. The relocation and expansion of over 7,000 sq-ft will offer an additional 10,080 adult mental health and addiction visits—including psychiatry, behavioral health counseling and primary care services. This expansion will also include additional innovative services, all focused on helping patients achieve health and wellness in all areas of their lives.

Over the next year, the

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David J. Clark



Dr. Antonio Wong

New BCMA President Has Passion for Healthcare

BY LOIS THOMSON

"Doing nothing is not an option." That has been Dr. Antonio Wong's way of thinking throughout his decades of practice, and that is the thought process he is bringing to the Broward County Medical Association as its new president.

Dr. Vania Fernandez was the previous president, and Dr. Wong said as president-elect, he worked in a coordinated effort with her and the other members of the board of directors. Since stepping into his new position on Jan. 1, Dr. Wong has reflected on what happened in the recent past and what's important for moving into the future.

"My predecessor dealt with COVID," he said, "and we got exposed to the fragility of our healthcare delivery system – it gave us a vision of what we need to do in our society." He said COVID affected everyone, but the ones with the worst outcomes were those who did not have access to good healthcare. "They were more vulnerable to the chronic diseases from COVID."

Dr. Wong has a genuine passion that everyone should have access to healthcare. He commented, "In Broward County, we are lucky to have such great healthcare systems: Memorial Hospital, Cleveland Clinic, Miami Health System, Baptist Hospital, Broward Health and HCA. We have a tremendous amount of talent and research going on; all of these are great institutes for chronic diseases." However, he went on to say, "I think

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(l-r) Dr. Tammy Tucker, VP of Memorial Behavioral Health with Dr. Andrew Migliaccio, medical director, psychiatry, Memorial Outpatient Behavioral Health and Dr. Claudia Vicencio, Director, Outpatient Behavioral Health at the Center's Grand Opening

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Publisher's Note

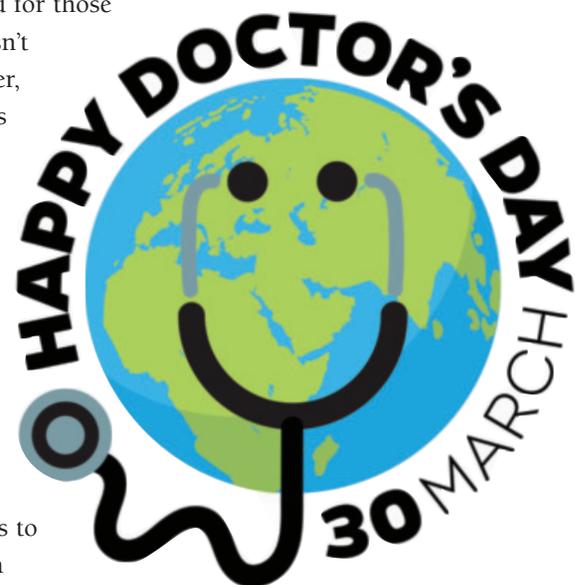
“The practice of medicine is an art, not a trade; a calling, not a business; a calling in which your heart will be exercised equally with your head.”

— Sir William Osler

I am speechless ... and for those who know me, that doesn't happen very often (if ever, according to Carol.) This is our 20th Annual Salute to Physicians and it never gets any easier to express just how important our doctors are to all of us. And never more so than these past few years.

Doctors around the world dedicate their lives to helping all of us. Heaven knows they've pulled me out of some potentially terrible situations. They endure many years of school and grueling residency work to gain training and board certifications, not to mention working long hours to treat their patients. It takes a special kind of dedication to embark on a medical career, and all of us are indebted to those who do.

So, whether you are an experienced physician, a fledgling medical student, or new practitioner, we can only say a simple heartfelt *Thank You* ... and hope you know and believe how much you mean to all of us.



Charles Felix 

You can reach Charles Felix at
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ACHE OF SOUTH FLORIDA MEMBER SPOTLIGHT: Jen Connelly-Rosati

BY VANESSA ORR



Jen Connelly-Rosati

Jen Connelly-Rosati has recently been taking on a lot of new challenges. Six months ago, she joined Broward Health Medical Center as its new chief financial officer, and just two months ago she became a member and treasurer-elect for ACHE of South Florida.

"I'm still the new kid on the block," she said about her tenure at Broward Health Medical Center, the largest hospital within the Broward Health System. "The last six months have been a bit of a blur—exciting and wonderful at the same time."

Connelly-Rosati, who previously worked at Memorial Healthcare System, has spent the past six months getting to know the team at Broward and finding her way through a large onboarding process. "I'm at the point where I feel settled most days, though there are still a few times when I'm not sure what direction is up," she laughed.

A CPA, Connelly-Rosati "fell into" healthcare, but wasn't sure that it was the right path for her after graduating from the University of Miami. She started her career at Ernst & Young as an auditor, and ended up working with a healthcare client who owned and operated 70 hospitals across the country.

"Total transparency—at the time, I decided I did not like healthcare from an accounting and finance perspective," she said. "I went into real estate and spent three months there as an auditor but then the market crashed."

Connelly-Rosati returned to healthcare, and as she invested more time in it—and had "truly amazing" mentors who taught her the industry—she fell in love with it.

"I love being part of a team dedicated to the greater good," she said. "I like the opportunity I get to partner with caregivers on the front lines who are taking care of patients and doing my part in the background to support them."

Connelly-Rosati first became involved with ACHE of South Florida two months ago when she was asked to speak on a panel. "I had a great time with the other panelists, the moderator and the participants who stayed afterward, and it really caused me to take a step back and realize the value in networking with and learning from peers from different organization who oftentimes were facing the same challenges that I was," she said.

Approached in the parking lot after the meeting, she was asked to join the board and to become the organization's next treasurer-elect. Having attended only one event and one board meeting so far, she says that she is just starting to dip her toe in the water.

"So far, what has impressed me the most is the camaraderie of the group; despite many of us being competitors or approaching challenges from different angles, we all come together for the benefit of our patients and coworkers," she said.

"Being able to learn from those around me who have more experience or different experiences or different perspectives enables me to be a better leader for my organization, for my team, and for myself."



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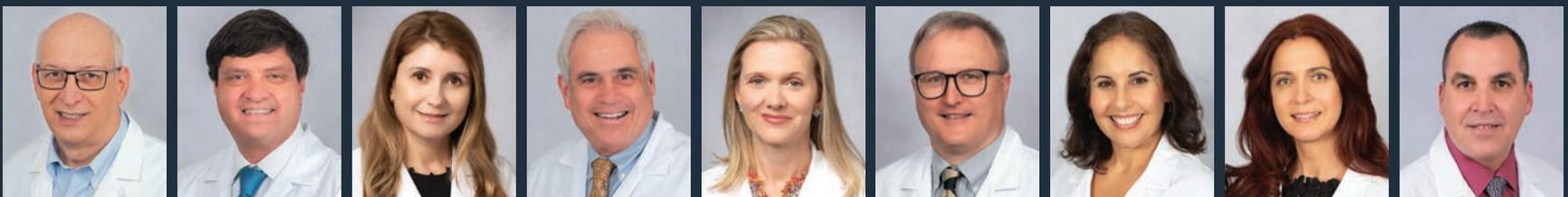


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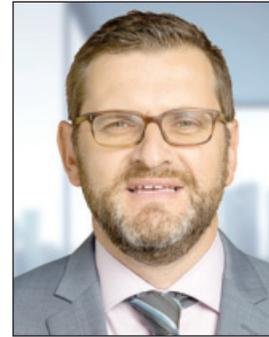
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Here's How Healthcare CFOs Are Strengthening Their Financial Positions This Year

It's no secret that the U.S. healthcare industry is in deep distress. According to BDO's 2023 Healthcare CFO Outlook Survey, the forces that made last year so tough for healthcare — including higher labor and supply costs — aren't going away in 2023. In fact, they could get worse. This begs the question: What are healthcare CFOs going to do to improve their organizations' finances this year?



BY STEVEN SHILL

2022 Patient Experience Survey, 87% of patients who had used patient portals report finding them helpful.

Neglecting to invest in digital front doors/patient portals could be a missed opportunity for healthcare CFOs. At the same time, a properly optimized EHR system can improve workflows and the patient experience, whereas an unoptimized system can actually create more work for clinicians.

1. They're shifting their investments.

This year, healthcare CFOs are significantly increasing investments in primary care, elder care and home care. Organizations that ramp up their elder care and home care capabilities will be better positioned to cater to the aging U.S. population and accommodate higher numbers of Medicare patients. At the same time, demand for primary care is increasing, meaning the right investments in this space could yield high returns for healthcare organizations.

And CFOs aren't just investing in service lines: this year, healthcare CFOs are doubling down on telehealth, with 47% planning to increase investment in telehealth platforms. But with patients increasingly returning to in-person care over virtual or even hybrid offerings, CFOs planning significant investments in telehealth may want to ask themselves whether it's really the best place to direct their capital this year.

2. They're eyeing add-on deals.

It looks like big deals are going out of style in healthcare, with more CFOs turning their attention to smaller add-on deals rather than mega-mergers. This trend is likely to solidify as the FTC continues to block large healthcare mergers with antitrust lawsuits.

At the same time, deals are slowing down as companies spend more time in the due diligence phase. Navigating the due diligence process is the top-cited deal challenge this year among healthcare CFOs planning a transaction. We expect to see greater scrutiny during this part of the process, leading to longer deal timelines. Ultimately, we may see a focus on quality over quantity as healthcare companies pursue fewer, higher-ROI opportunities.

3. They're pulling back on digital.

In this year's survey, just 34% of healthcare CFOs say they're pursuing digital transformation, down from 53% who said the same in last year's survey. CFOs seem to be replacing direct investment with dealmaking: enhancing digital capabilities is one of the top-cited deal drivers in healthcare this year.

In terms of specific technology solutions, healthcare CFOs seem to be underinvesting in digital front doors/patient portals and EHR optimization. In BDO's

What healthcare CFOs should do this year:

So, what should you be doing to strengthen your organization's financial position in the year ahead? Here are some ways you can prepare for the economic challenges on the horizon this year:

Reevaluate your budget and financial obligations. This year, just 24% of healthcare CFOs are concerned about violating their bond and loan covenants. As we saw last year, however, the actual number of violations could be much higher. That means that some CFOs are likely overestimating their financial positioning. Take a close look at your finances and identify any potential risk areas, even if you feel the risk is relatively low. Make sure you have a detailed plan of action should you discover you are heading for a violation.

Make sure you don't fall behind on digital. In times of hardship, it's tempting to reduce your investment in digital. At the same time, healthcare as an industry has traditionally been slow to adopt technology. Now that patients are driving a shift toward consumerism in healthcare, staying in the analog age is no longer an option. If you want to earn patient loyalty, you need to deliver digital experiences that align with patients' expectations. One way you can do this is to implement online or self-scheduling through your patient portal.

Consider making a transaction in tech or retail. Another way you can capitalize on the shift toward consumerism is exploring a transaction in the tech and retail spaces.

Tech add-ons can be a great way to enhance your digital maturity. Many patients are turning to retailers for quick and convenient care — working through a retailer to offer care allows you to reach patients where they are instead of waiting for them to come to you.

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First Sounds Newborn Hearing Screening Program: The Importance of Early Intervention for Hearing Loss

BY DANIEL CASCIATO

Hearing loss is one of the most prevalent congenital disabilities in America. Early identification is essential for a baby to develop speech and language. Newborn hearing screenings have become the norm in most states, including Florida, where legislation now requires hospitals to provide these screenings to all newborns.

KIDZ Medical Services (KIDZ) is a physician-owned healthcare network based in Coral Gables that adopted new technology and established the First Sounds Newborn Hearing Screening Program in 1996, long before it became mandatory.

"We were one of five centers in the state involved in its pilot study before becoming mandatory for all newborns," says Jorge E. Perez, M.D., co-founder of KIDZ Medical.

Dr. Perez was instrumental in convincing state legislators in the mid 1990's to make this test mandatory for all newborns born in Florida.

"I educated our legislators that hearing loss was much more common than metabolic disorders which was already a mandatory test for all newborns born in the state," he explains. "Recently, I've been involved in state committees establishing and implementing policies for congenital CMV testing on all newborns who failed the hearing screening."

The importance of newborn hearing screening is often overlooked, but it is an essential part of a baby's health and development, according to Barbara Greenberg-Cordero, Audiologist/Clinical Director at KIDZ.

The First Sounds Newborn Hearing Screening Program is offered to over 20,000 newborns annually at the hospitals in which KIDZ neonatologists serve. The impact of the program is significant, especially when it comes to early intervention.

"Early identification of hearing loss or atypical hearing is essential to a child's outcome," explains Greenberg-Cordero. "If a baby is screened by one month, identified by three months, and intervention begins by six months, any gaps in speech and language development can be closed."

Last year, Greenberg-Cordero recommended upgrading to the Maico EasyScreen devices, which offer faster, more accurate, and more portable screening capabilities. KIDZ subsequently acquired 15 of these state-of-the-art devices to replace their existing technology. This acquisition has significantly improved the efficiency and accuracy



Barbara Greenberg-Cordero



of the newborn hearing screening program, notes Greenberg-Cordero.

"The technology is much faster, so that parents receive results much quicker, alleviating their anxiety and concerns about their baby's hearing health," she says.

The Screening Program offered by KIDZ is different from other programs in the state. One of the most significant differences is that well-trained hearing screening technicians perform the screenings.

"Our First Sounds program avoids referring too many babies for follow-up," Greenberg-Cordero adds. "The program also emphasizes educating parents about how to monitor their baby's hearing health as they grow. This is essential because some programs do not discuss speech and language development or give parents examples of what signs to look for as their babies grow."

Another unique aspect of the program is that they have a specific protocol for babies at higher risk for hearing loss. They perform two different screenings on babies at higher risk, including those in the NICU and those with a family member with hearing loss in early childhood. This protocol ensures that at-risk babies can be flagged for follow-up more closely and have intervention earlier if needed.

"We hope to expand our program to more locations so that parents can receive the best service and information for their babies' hearing health," says Greenberg-Cordero.

This program is just one example of how KIDZ stays ahead of the curve, using the latest technology and innovative approaches to provide the best care possible for newborns. In addition, the organization's proactive approach has allowed it to set standards of care that others follow.

Ultimately, the First Sounds Newborn Hearing Screening Program is a model for how healthcare organizations can take the initiative and adopt new technologies and approaches to provide the best care possible for their patients. Early intervention for hearing loss is essential. The First Sounds Newborn Hearing Screening Program ensures that no baby goes undiagnosed.

"As you can see from its inception in the mid 90's to now, we have always been involved in piloting, policy making and implementation," adds Dr. Perez.

For more information, visit www.kidzmedical.com.

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Palm Beach County Resident Experiences the Academic Medicine Advantage of Tampa General Hospital

Tampa General Hospital (TGH) is bringing world-class academic medicine and research to Florida's East Coast

Cilette Morris, a West Palm Beach resident, had been on a kidney transplant list with a local hospital and the process was dragging. "A family member in Tampa suggested I try TGH. It was a fast and straightforward process compared to the other hospital," Morris said. "TGH was very caring and very efficient; there's a whole institute dedicated to transplants. The team keeps in touch and keeps you up to date, making sure you're doing what you're supposed to do when you're supposed to. They almost put more interest into everything than the patients do!"

Since the transplant procedure, Morris has been participating in an observational research study, thanks to the academic medical institution. The study uses a mailed blood test to analyze how well patients are receiving their donor organs and to detect early signs of possible organ rejection.

"I decided to take part in the research not only because I stood to benefit, but also because I was grateful and saw an opportunity to help other people," explained Morris. "The testing tracked my bloodwork and let the team correct anything wrong very early. Fortunately, everything went well for me, so most of my follow-up care has been through telehealth appointments."

When patients need care for rare or

complex medical conditions, they look for the latest treatments and technologies and highly experienced doctors. Those are often found at academic medical institutions, and TGH is bringing that level of care and service to Florida's East Coast. Palm Beach County and Treasure Coast patients who need a higher level of care now have a direct connection to TGH's academic and research resources; they don't have to leave the state to receive world-class medical care.

TGH has been the primary teaching hospital of the USF Health Morsani College of Medicine since the school was created in the early 1970s. TGH patients have access to cutting-edge academic medicine and resources, which include a wider variety of clinical trials, research studies and breakthroughs, options for advanced immunotherapy procedures, enhanced personal treatment plans, and a convenient path to complex surgeries.

"As a research and academic hospital, we're not just practicing medicine. We're defining how it is practiced," said John Couris, president and CEO of TGH.

More than 700 medical school residents and fellows receive specialty training at TGH in areas ranging from general internal medicine to neurosurgery. In addition, University of South Florida medical, nursing, pharmacy and physical therapy stu-



Palm Beach County physicians, like Dr. David Amrose of TGH Advanced Kidney Care, connect patients in need of transplants with experts, like Dr. Kiran Dhanireddy, vice president and chief of the TGH Transplant Institute.

dents all receive part of their training at TGH. Faculty of the USF Health Morsani College of Medicine admit and care for patients at TGH, as do private practice physicians, many of whom also serve as adjunct clinical faculty at USF Health.

TGH is one of the highest-ranked hospitals in Florida by U.S. News & World Report for 2022-23 and the USF Health Morsani College of Medicine is ranked among the best grad schools in medical research for 2023. The college is committed to converting discoveries into best-practice clinical care by building meaningful, applicable research programs. It has made significant strides in increasing the quality and diversity of research, helping drive USF's record growth in federally sponsored research and recruiting preeminent scientists who secure funding from the National Institutes of Health.

"Our sustained rise in national rankings reflects the rapidly increasing strength of our educational, research and clinical mission," said Dr. Charles Lockwood, executive vice president of USF Health and dean of the Morsani College of Medicine. "We are now competing with the nation's most storied and respected programs. These outstanding metrics also position us to

attract the highest-caliber students and faculty, further advancing our program into the national spotlight for its outstanding education, exceptional research and world-class clinical care."

TGH has created a framework of state-of-the-art services for patients on Florida's East Coast, with the expertise and innovation of a preeminent academic medical center. The initiative began with an alliance with the Cancer Center of South Florida, which is now the TGH Cancer Institute. Since then, TGH has also established TGH Concierge Health, TGH Digestive Health Center (formerly TGH Gastro Group of the Palm Beaches), TGH General Surgeons of the Palm Beaches, TGH Advanced Kidney Care and TGH Imaging.

"We are the state of Florida's hospital. We want to support, complement and augment current care in the community, so patients can get what they need without leaving the state," Couris added. "TGH is building a patient-centered system to deliver world-class care."

To learn more, please visit TGH.org/ThePalmBeaches.

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Hospital Medical Executive Committee and the Peer Review Investigation and Hearing Process

What is the role of a Medical Executive Committee?

Few physicians understand the role of a Medical Executive Committee (MEC), if they did, more would want to be a part of it. Hospitals, surgery centers, PPOs and MCOs are all required to have a MEC, because they are the watchdog to safety, quality and success of their program. Through the delineation of services, the MEC is often involved in turf wars that everyone tries to carry out fairly, but it is difficult to give everyone what they want. The committee makes recommendations regarding quality of care, space, equipment, staffing, planning, medical staff appointments, clinical privileges, credentialing, and most importantly they assess the ethical conduct and professional performance of all members of the medical staff. The MEC is a very powerful committee, but few realize that. So what is the scope of responsibility for a MEC member?

Medical Executive Committee's Power, Role and Responsibilities

In general, the MEC Member is expected to:

- 1) To represent the medical staff;



BY BEN ASSAD MIRZA, ESQ., LLM, MPHA

- 2) To report to management and the medical director the group's recommendations;

- 3) To implement and enforce policies and procedure pertaining to the medical;

- 4) To make recommendations on the management of the facility and the its members and sub-committees;

As it pertains to other physicians, a MEC Member is expected to:

- a) To review medical staff applications and delineation of privileges and make recommendations to the governing board;

- b) To review, analyze and make reasonable recommendations from observing the peer review performance and activities: including clinical competence, quality assurance, utilization review, risk management concerns, adherence to policy and procedures, and corrective actions necessary to improve the facility and the medical staff that operates within it;

- c) To take all reasonable steps to ensure and improve professionalism, ethics and competence of the medical staff and facility.

- d) To take part in MEC ad hoc committees to carry out the obligations

including peer reviews and continuous quality improvement initiatives.

While the role on an MEC does not sound very financially rewarding or "sexy", it is one of the main doorways for physicians who wish to become administrators. Most Medical Executive Committee's will allow for guest non-members to sit-in and observe in general open meetings. The more involved a physician is in the MEC, the more likely they will understand its functions and the more likely they will be successful in what they choose to do as a career.

If you are interested in learning more, there is an upcoming seminar hosted by the South Florida Hospital News and Healthcare Report:

How to Navigate - Hospital Medical Executive Committees, Peer Reviews, Investigations, and Bylaws

Date and Time: Tuesday, March 21, 6:30 - 8 p.m.

Link to Register: charles@southfloridahospitalnews.com

If you are trying to understand how MECs work, feel free to reach out to Mirza | Healthcare Law Partners with any questions you have. Protect your Professional and Financial Interest by getting proper legal representation. Ben Assad Mirza can be reached by calling or texting (954) 445-5503 or email at bam@MirzaHealthlaw.com.

Lee Health's New Blood Mobile Hits the Road



The Lee Health Blood Center has a new state-of-the-art blood mobile.

The new blood mobile was built completely from the ground up, and it's larger and roomier than its predecessors, giving donors a more comfortable experience. This new addition will help the blood supply remain at a healthy level and ensure the health and safety of the Southwest Florida community. All blood donations will stay within Lee County. This new blood mobile will join Lee Health's three other blood mobile buses, which is how the blood center collects 70-80% of its blood donations.

Location is often a primary barrier to collecting blood donations. The buses make donating easier by meeting people at sites in the community, including churches, retirement facilities and high schools.

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The Health Care Industry Conference is specifically Designed for CPAs, CFOs, and other financial officers working in Florida's health care industry. With health care finance constantly evolving, this event keeps you up-to-speed on new rules and regulations.

Emerging issues covered include:

- Economic Outlook in Elder Care Facilities
- STARK
- Fraud in Health Care
- Cybersecurity in Health Care - Ransomware
- 340B Program & Technology Updates

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When It Comes To Patient Care, Look To Fascinate

When I was young (and before they stopped their shows in 2017 after 100+ years), my parents would often take my younger brothers and me to the Ringling Brothers and Barnum & Bailey Circus. As a kid I remember the spectacle of the three rings and must admit, my brothers and I, for the most part, were like, 'eh...it is ok'. Then I counter that with the first time I saw Cirque de Sole as an adult. I was literally blown away. That show is something that is hard to take your eyes off of. What does it mean to fascinate someone? It is more difficult to describe than it seems. Fascination is one of those, we know it when we see it things. It is also difficult to pick up on why something we see, or experience resonates more than others in this category. When Ringling ceased its performances, they cited every excuse in the books. People don't like animal acts anymore. It's too expensive to put on a circus. We can't fill the seats like we used to. And so on. Meanwhile Cirque continued to gain popularity around the world and sells out night after night.

When it comes to patient care, look to give people an experience like no one else. Avoid falling into the same traps that others do by looking to be different in a good way. Believe it or not there are things you and your team can do that will leave your patients and their families looking to come back again and again. It doesn't have to be over the top. If you look at Cirque, they did simple things better: live music, more artistry, themes, and no aisle concessions to name a few. After a six year hiatus to regroup, Ringling Brothers announced they would resume shows in the fall of 2023 - minus the animals. Something tells me that won't be enough. Avoid your organization going the way of the circus. Look to fascinate your patient experience every day!

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



BY JAY JUFFRE

Legislative Session Is An Opportunity to Prioritize Florida's Hospitals

When the Florida legislature officially gavels in on March 7, it will have just under two months to pass a state budget. While the budget is the only must-pass item, lawmakers also will debate numerous other proposals governing everything from the environment and education to health care and transportation.

This session is vitally important for Florida hospitals. After three years of the pandemic and resulting economic losses and workforce shortages, hospitals need relief and support.

Fortunately, the state is in a position of economic strength. With robust economic growth, Florida ended 2022 with a budget surplus of \$21.8 billion, the highest ever. Reserves exceed \$15 billion.

Investing in our state's hospitals – the bedrock of the health care system – must be a priority. Florida residents deserve strong hospitals. Florida communities need them. And the state's economy depends on them. Hospitals are a key factor in Florida's economic success story. Florida hospitals had an annual economic output contribution of \$177.8 billion in 2021, employing more than 322,000 Floridians with a total payroll of more than \$28 billion. Each hospital job supports 1.73 additional jobs in the state, and every \$1 spent by a hospital supports \$1.25 in additional business activity.

There's a saying in health care attributed to Sister Irene Kraus, CEO of the Daughters of Charity National Healthcare System, "No margin. No mission." It means that without a positive financial margin, hospitals cannot do the work for which every Floridian relies on them. That sentiment can be extended to the relationship between hospitals and the state economy. Florida's economy would not be the envy of the nation without the contribution, output, and investments of its hospitals.

Governor DeSantis' proposed budget, released last month, recognizes this relationship. His budget proposes no Medicaid payment cuts to hospitals, maintains nurse workforce funding secured during the last legislative ses-



BY MARY MAYHEW

sion, and invests in maternal and mental health programs and services – all priorities for Florida hospitals. Lawmakers would do well to follow this health care- and economy-friendly roadmap and prioritize similar funding and investments.

In addition to protecting funding, improving access to timely, community-based behavioral health care and growing and

retaining the health care workforce are two of Florida hospitals' biggest challenges and priorities. The state faces a shortage of nearly 60,000 nurses by 2035. Too many health care workers are experiencing violence at work. A growing number of Floridians of all ages are experiencing behavioral health crises and lack of access to needed care outside of hospitals' emergency departments. Solving these challenges requires long-term policy investment.

This session, Florida hospitals will advocate for:

- Continuing nurse education and workforce funding.
- Strengthening criminal penalties against perpetrators of violence against health care workers, no matter where in the hospital they work.
- Funding to increase the number of psychiatric beds for those who are involuntarily admitted for treatment.
- Holding health plan partners accountable for contract standards governing payment, care authorizations, and network inclusion.
- Building on existing community-based mental health programs, such as Community Action Teams, to help more Floridians get care they need more quickly.

Legislative sessions are always about choices. What lawmakers choose to fund, change, or require reflects their choices and priorities. It's difficult to imagine a greater priority than health care and the institutions and individuals who work in them caring for all of us.

Mary Mayhew is President and CEO, Florida Hospital Association

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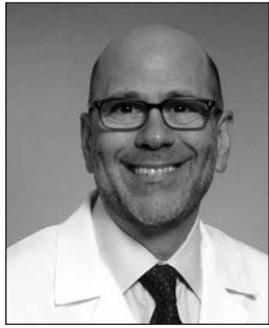


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Cleveland Clinic Florida Launches Machine Perfusion Program for Liver Transplantation

A record-breaking 9,528 life-saving liver transplants were performed in the United States in 2022. While laudable, transplant surgeon David J. Reich, M.D., never loses sight of the thousands who die while waiting for a transplant, who never achieve wait-list eligibility, and those who are removed from the list due to declining health.



Dr. David J. Reich

recipients. “In particular, DCD livers result in higher rates of graft non-function and biliary complications, demonstrating the need for better preservation techniques,” notes Dr. Reich.

Organ preservation with machine perfusion

“We’ve made great strides improving access to transplant care in recent years by expanding the donor pool, but many potentially viable organs are still going to waste,” says Dr. Reich, who recently joined Cleveland Clinic Florida’s Transplant Center as Surgical Director of the Liver Transplant Program and Chief of the Innovative Technology and Therapeutics Program. “That’s why machine perfusion is such a game-changer and has the potential to further expand the supply of donor organs.”

Dr. Reich is a pioneer in the modern use of donation after circulatory death (DCD) organ transplantation and has spent much of his career investigating innovative technologies for artificial liver support and organ preservation. He published one of the first successful series on DCD liver transplantation in 2000 and has shepherded widespread, international adoption of DCD over the past two decades.

Donation after circulatory death

Deceased organ donation is the main form of liver transplantation. While the majority are donation after brain death (DBD) organs, there is a growing trend in using DCD organs.

“Originally, all donor organs came from individuals who experienced cardiac or circulatory death,” explains Dr. Reich. “But in the 70s, this practice was abandoned in preference of organs from donors who experienced brain death because the organs do not suffer the effects of warm ischemic injury and are less prone to poor graft function.”

DCD organs experience lack of oxygen and damage due to anaerobic metabolism, as well as greater ischemia and reperfusion injury impacting organ

Static cold storage (SCS) has been used for decades with good outcomes to preserve and transport standard criteria donor (SCD) organs. It entails placing organs on ice with a preservation solution. This method, however, does not achieve ideal post-transplant results with DCD or other extended criteria donor (ECD) organs.

Recently, ECD organs are increasingly preserved with machine perfusion technologies to circulate oxygenated blood and fluids through the donor organs before transplantation. Normothermic devices just gained FDA approval and hypothermic devices have completed or are close to completing clinical trials in the United States.

“With machine perfusion, we are working to improve how we preserve organs from donors who are older or with comorbidities and from DCDs,” says Dr. Reich. “Studies have demonstrated that both forms of machine perfusion can outperform SCS, providing better preservation, ability to test, treat and repair organs, increased access to transplant, and safer outcomes.”

Cleveland Clinic’s transplant centers in Weston, Florida, and Cleveland, Ohio, have implemented normothermic and hypothermic machine perfusion preservation for certain liver transplants, using the OrganOx Metra normothermic device and the Bridge to Life VitaSmart hypothermic device. Only a few liver transplant programs have experience using both approaches to dynamic preservation.

HOPE versus SCS

Dr. Reich is continuing to add to this body of research as the national lead investigator for the Bridge to HOPE Liver



Clinical Trial, which is evaluating the clinical safety and efficacy of SCS compared to cold storage followed by hypothermic oxygenated perfusion (HOPE) with the VitaSmart™ Liver Machine Perfusion System.

Cleveland Clinic’s transplant centers in Florida and Ohio are two of the 15 study sites currently enrolling patients undergoing liver transplantation with DBD and DCD organs. The study launched in December 2021 and is enrolling up to 244 patients over 2 years. Researchers are looking at the rate of early allograft dysfunction between treatment groups, rates of ischemic cholangiopathy, and patient and graft survival post-transplantation.

Dr. Reich presented early results from the multicenter, randomized, controlled trial last November at the American Association for the Study of Liver Diseases 2022 Meeting. Based on the first 61 enrolled patients, a lower rate of early allograft dysfunction was observed in the HOPE arm (22%) compared to the SCS arm (34%).

Patients in the HOPE arm also experienced a shorter median hospital stay post-transplantation than in the SCS group, 9.5 days compared to 11.4 days, respectively. “These and our more recent results are very encouraging and give us great optimism about HOPE,” says Dr. Reich.

What's Next?

www.bdo.com/healthcare

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JUPITER MEDICAL CENTER

Shanel Bhagwandin, DO, FACS, MPH

Shanel Bhagwandin, D.O., FACS, MPH, is Medical Director of the Gastrointestinal Surgical Oncology Program and Program Director of the National Pancreas Foundation Pancreatic Cancer Center of Excellence at Jupiter Medical Center. Dr. Bhagwandin is a board-certified fellowship-trained surgical oncologist with the expertise available to diagnose and surgically treat complex malignancies of the liver, pancreas, and gallbladder, in addition to stomach and esophageal cancer, colon and rectal cancer, sarcoma, and melanoma.



With his expertise, Dr. Bhagwandin is recognized for the high volume of liver and pancreas surgeries he performs at Jupiter Medical Center with nationally ranked outcomes. He often treats patients with cancer that has metastasized from the colon to the liver and was integral to Jupiter Medical Center being ranked as a High Performing Hospital for Colon Cancer Surgery by U.S. News & World Report. Despite these aggressive cancers, he can offer patients an excellent chance of long-term survival and in many cases, cure.

Lee A. Fox, MD

Lee A. Fox, M.D., is in his second term as Chief of Staff at Jupiter Medical Center where he provides leadership and guidance to the over 700 physicians and 250 advance practice providers on medical staff as well as oversight of the Medical Staff Peer Review and Quality committees. Dr. Fox joined Jupiter Medical Center in 2004 and previously served as the Chief of Radiology.



Dr. Fox is fellowship-trained and board-certified in Diagnostic and Interventional Radiology. He earned his bachelor's degree in Neurobiology from Duke University in Durham, NC. This was followed by his Medical Doctorate and master's degree in biomedical imaging from Washington University School of Medicine in St. Louis, MO. Dr. Fox continued his medical training as a Resident in Diagnostic Radiology at Brigham and Women's Hospital / Harvard Medical School, followed by a Fellowship in Vascular and Interventional Radiology at the Miami Cardiac and Vascular Institute.

LAKESIDE MEDICAL CENTER

Ishan Gunawardene, MD

Dr. Ishan Gunawardene is the Chief of Staff Elect/Hospitalist Medical Director at the Health Care District's rural, acute care teaching hospital, Lakeside Medical Center. He is board certified in internal medicine.



Dr. Gunawardene attended St. Georges University School of Medicine in Grenada, West Indies and completed his internal medicine residency at Coney Island Hospital, an affiliate of SUNY in Brooklyn, NY. He is a member of the Palm Beach Medical Society, American Medical Association and American College of Physicians.

During his more than 25-year medical career, Dr. Gunawardene served as a staff physician at medical clinics in Arkansas and Florida, including West Palm Beach and Wellington. As a volunteer preceptor for the Wellington Regional Medical Center Residency Program, he won the Golden Apple Award for best teacher three times. He also taught as an adjunct clinical associate professor of internal medicine at Lake Erie College of Osteopathic Medicine.

Bryan Dawkins, MD

Dr. Bryan Dawkins is the VP of Hospital Services of Elite Medical Services and a board-certified family physician at the Health Care District's rural, acute care teaching hospital, Lakeside Medical Center. He specializes in family and geriatric medicine and is certified in advanced cardiac life support (ACLS). Dr. Dawkins also serves as a faculty member for Lakeside Medical Center's Family Medicine Residency Program.



Dr. Dawkins attended Howard University College of Medicine in Washington, DC. He completed his internship and family medicine residency at St. Luke's Hospital - Warren Campus in Phillipsburg, NJ. Dr. Dawkins is a member of the Society of Hospital Medicine.

Dr. Dawkins has nearly 10 years of experience as a hospitalist at health care facilities in central and southern Mississippi, South Florida and the Florida Treasure Coast. He also taught as an adjunct clinical professor at William Carey University, College of Osteopathic Medicine in Hattiesburg, MS.

HOLY CROSS HEALTH

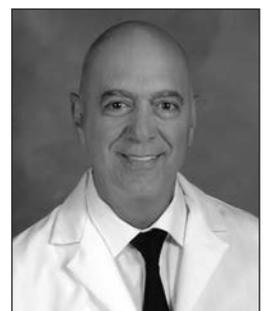
Michel Velez, MD

Michel Velez, M.D., is a board-certified hematologist and oncologist at the Michael and Dianne Bienes Comprehensive Cancer Center at Holy Cross Health. Dr. Velez was previously a hematologist and oncologist at Florida Cancer Specialists at the UCF Cancer Center in Orlando. He served as principal investigator with the Sarah Cannon Research Institute Phase I Drug Development Unit. He was also assistant professor of internal medicine at the UCF College of Medicine. Previously he was medical director of quality initiatives and co-chair of the pharmacy and therapeutics committee at Memorial Cancer Institute in Hollywood, Florida and served as medical director of quality initiatives and co-chair of the pharmacy and therapeutics committee at Memorial Cancer Institute in Hollywood. He is an affiliate assistant professor of clinical biomedical science at Florida Atlantic University's Department of Integrated Medical Science and an assistant professor at Florida International University's Herbert Wertheim College of Medicine. Dr. Velez earned his Doctor of Medicine from Universidad del Norte in Barranquilla, Colombia. He completed his internal medicine residency at University of Miami Miller School of Medicine at JFK Medical Center and Veterans Affairs Medical Center Regional Campus in West Palm Beach, followed by his hematology-oncology fellowship at Jackson Memorial Hospital/University of Miami Miller School of Medicine, where he was Chief Fellow his final year.



Francisco G. Bermudez, MD

Francisco G. Bermudez, M.D., is a surgeon with Holy Cross Health Medical Group. Certified by the American Board of Surgery and fluent in both English and Spanish, Dr. Bermudez specializes in general, laparoscopic, vascular and trauma surgery. Prior to joining the Holy Cross Health Medical Group, Dr. Bermudez was an attending general and vascular surgeon at Holy Cross Health and Broward Health Imperial Point. He earned his Doctor of Medicine from Instituto Superior de Ciencias de La Habana in Havana, Cuba and did his residency in general surgery at Hospital General "Salvador Allende" in Havana and Drexel University College of Medicine in Philadelphia.



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SALUTE TO PHYSICIANS

BROWARD HEALTH IMPERIAL POINT

David A. Torres, MD

David A. Torres, M.D., is a former teacher who pursued a career in medicine after a missionary trip in Colombia out of a desire to do more to help people. Now board certified in internal medicine, Dr. Torres works primarily at Broward Health Imperial Point, where he is known for his compassionate, caring demeanor with patients and going above and beyond to ensure they receive outstanding care.

"I like the broad scope of internal medicine because it gives me a chance to learn a little about virtually everything, and I enjoy the wide variety of patients that I see," Dr. Torres said. "I also enjoy connecting patients with specialists to meet their individual needs."

Dr. Torres, who speaks both English and Spanish, earned his medical degree from San Juan Bautista School of Medicine in Puerto Rico, then completed his residency at Florida Atlantic University.



Alexander Parr, MD

Alexander Parr, M.D., is board certified in general surgery and fellowship trained in minimally invasive surgery, including both bariatric and a variety of abdominal and gastrointestinal surgeries, including robotic surgery.

"I fell in love with surgery while I was in medical school doing clinical rotations, and I still love how surgery makes such an immediate change in people's lives and well-being," said Dr. Parr. "It's very gratifying to see patient benefits so quickly." In his current practice at Broward Health Imperial Point, he feels his bariatric patients benefit from a multi-disciplinary approach at the hospital which includes interaction with a dietician, bariatric coordinator and psychiatrist.

Dr. Parr is bilingual, speaking both English and Spanish. He received his medical degree from Ponce Health Sciences University in Ponce, Puerto Rico and completed both a residency in general surgery and a fellowship in advanced GI, bariatric and minimally invasive surgery at the University of Florida in Gainesville.



BROWARD HEALTH NORTH

Mehmet F. Hepgur, MD

Mehmet F. Hepgur, M.D., serves as the medical director of Broward Health North's cancer center and chairs the hospital's cancer committee. In addition to providing individualized treatments for patients, he oversees 11 clinical trials and recently launched a three-year hematology/oncology fellowship program to train the next generation of physicians.

"With the shortage of doctors in this subspecialty, there's a critical need for training," Dr. Hepgur said. "With Broward Health's high patient volume and the advanced treatment options we offer, our fellows will get robust training and a wide range of experiences."

Board certified in medical oncology, hematology and internal medicine, Dr. Hepgur received his medical degree from Istanbul University School of Medicine. He completed a residency in internal medicine and family medicine at SUNY at Buffalo in Buffalo, NY before completing his fellowship in hematology and oncology at USC Keck School of Medicine in Los Angeles, CA.

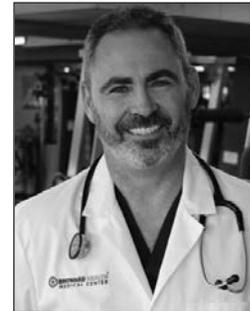


BROWARD HEALTH MEDICAL CENTER

Kenneth Zelnick, MD

Kenneth Zelnick, M.D., is an interventional cardiologist at Broward Health Medical Center. Dr. Zelnick's love for medicine started at a young age inspired by his father who is an OB-GYN. "I enjoyed the combination of science and compassion," Dr. Zelnick said. With nearly 20 years of experience, Dr. Zelnick serves as the medical director of the Cardiac Rehabilitation program and is committed to offering world-class patient care. "I'm passionate about making a tangible difference in my patient's life daily," Dr. Zelnick said. "Cardiology allows us to deal with acute intervention as well as long-term interactions with patients."

Dr. Zelnick earned his medical degree from the University of Miami School of Medicine. He completed his internal medicine residency at Mount Sinai School of Medicine in New York and returned to the University of Miami School of Medicine to train in cardiology and concluded his second fellowship in interventional cardiology.



Labib Ghulmiyyah, MD

Labib Ghulmiyyah, M.D., is an obstetrician-gynecologist specialized in maternal fetal medicine. The Lebanon native has over 20 years of experience and serves as the medical director of the Maternal Fetal Medicine Division at Broward Health Medical Center. "Helping mothers with complicated pregnancies is challenging and rewarding," Dr. Ghulmiyyah said. "It's satisfying to watch families grow and put a smile on couples' faces."

In addition to his clinical duties, Dr. Ghulmiyyah co-hosted and produced the first Middle Eastern medical show about sexual health. "My academic achievements and aspirations are a reflection of my journey and the needs of the patient populations I served along the way," Dr. Ghulmiyyah said.

Dr. Ghulmiyyah received his medical degree from the American University of Beirut. He completed his obstetrics and gynecology residency at Atlanta Medical Center and his fellowship in maternal-fetal medicine at the University of Cincinnati in Ohio and the University of Texas Medical Branch in Galveston, Texas.



BROWARD HEALTH CORAL SPRINGS

Gary Lai, DO

Gary Lai, D.O., was inspired to become a doctor as a child through his own medical condition. "Suffering from asthma as a child, I landed in the emergency room and would observe what the physicians did to help me," he said.

With nearly 20 years of experience, Dr. Lai serves as the chief of emergency medicine at Broward Health Coral Springs. "What lured me into the profession was the wide medical knowledge and advanced procedural skills that are necessary to perform at a high level," Dr. Lai said.

Dr. Lai was on the frontlines during COVID-19 and played a pivotal role in treating patients. "I enjoy being at the bedside, helping patients feel safe and comfortable, and ensuring they get prompt appropriate care," Dr. Lai said.

Dr. Lai earned his bachelor's degree in biology from Florida Atlantic University in Boca Raton and received his medical degree from Nova Southeastern University in Davie. He completed his emergency medicine residency at Mount Sinai Medical Center.



Heather Gabai Hernandez, MD

Heather Gabai Hernandez, M.D., is an obstetrician-gynecologist and the vice chair of OB-GYN at Broward Health Coral Springs.

Dr. Gabai Hernandez became fascinated with being a doctor at age 9. Years later, she took her first job as a patient transporter which reaffirmed her love for the medical field. "It was working in the ER that I realized I loved the thrill of the unexpected," Dr. Gabai Hernandez said.

Dr. Gabai Hernandez is an advocate for nurses, passionate about mentoring women physicians and an extraordinary caregiver. "It's an incredible honor to care for patients in the same community I grew up in," Dr. Gabai said. "There is nothing more thrilling than delivering a friend's baby."

Dr. Gabai Hernandez earned her bachelor's degree from the University of Florida majoring in psychology. She received her medical degree from the University of Miami School of Medicine and completed her OB/GYN residency at Orlando Health-Winnie Palmer Hospital.



SALUTE TO PHYSICIANS

GOOD SAMARITAN MEDICAL CENTER

Anastasiya Quimby, MD

Dr. Anastasiya Quimby is a skilled and compassionate head and neck oncology and microvascular reconstruction surgeon at Good Samaritan Medical Center. She graduated with distinction as the top student in her class from the University of Illinois at Chicago, where she earned her Doctorate of Dental Surgery. After dental school, she went to medical school at the University of Florida in Gainesville. Following this, she completed her residency in oral and maxillofacial surgery at the University of Florida in Jacksonville. She was the first woman ever accepted into the program. Dr. Quimby went on to pursue a fellowship in head and neck oncology and microvascular reconstruction, where she developed expertise in treating complex head and neck tumors and performing intricate reconstructive procedures.

Dr. Quimby is dedicated to providing her patients with the best possible care, and her favorite part of the job is helping her patients recover from devastating diseases. She is passionate about offering her patients not only functional recovery but also aesthetic recovery, so they can continue to enjoy their family and friends. Her commitment to her patients and her expertise in her field make her a valuable member of the Good Samaritan Medical Center team.



Tanya Hoke, MD

Dr. Tanya Hoke is a fellowship trained Urogynecologist practicing in West Palm Beach. She attended the University of California, San Diego for her undergraduate education and went on to obtain her medical degree from Jefferson Medical College in Philadelphia. She completed her OB/GYN residency at Christiana Care in Delaware and Female Pelvic Medicine and Reconstructive Surgery fellowship at the University of Alabama at Birmingham. After moving from South Carolina, she has been practicing at Good Samaritan Medical Center for the past year.

Dr. Hoke is passionate about her work and her patients. She finds great joy in helping women who suffer from pelvic floor disorders such as pelvic organ prolapse and urinary incontinence. She believes in working closely with her patients to understand their concerns and develop a treatment plan that will allow them to get back to doing what they love.

For Dr. Hoke, restoring her patients' quality of life is the best part of her job. She feels fulfilled knowing that she has made a positive impact on someone's life and has helped them get back to feeling like themselves again. She cannot imagine doing anything else and is committed to providing exceptional care to all of her patients.



WEST BOCA MEDICAL CENTER

Ashish Sahai, MD

Dr. Ashish Sahai is a highly skilled orthopedic surgeon with over 22 years of experience. He attended medical school at the University of Iowa and went on to complete his fellowship in spine surgery at Stanford University and orthopedic surgery residency at Tufts University. With a focus on back and neck problems, Dr. Sahai has dedicated himself to improving the quality of life for his patients. He believes in providing high quality, research-based care with predictable treatment options. His extensive training and experience make him an expert in both operative and non-operative treatments for the spine.

For Dr. Sahai, treating the spine is a challenging but rewarding endeavor. He takes great satisfaction in helping his patients become free of pain and able to enjoy life to the fullest. With 14 years of experience at West Boca Medical Center, Dr. Sahai is committed to providing exceptional care to all his patients.



PALM BEACH GARDENS MEDICAL CENTER

Harvey E. Montijo, MD

Dr. Harvey E. Montijo is a highly experienced orthopedic surgeon who specializes in total joint arthroplasty as well as ankle and foot reconstruction. With his extensive training and experience, he has become a valuable member of the staff at Palm Beach Gardens Medical Center.

Dr. Montijo received his medical degree from Duke University and completed his orthopedic surgery residency at Carolinas Medical Center. He then pursued further training in foot and ankle reconstruction in Vancouver, British Columbia. His passion for helping people led him back to his hometown of Palm Beach County, where he has been practicing for many years.

As an orthopedic surgeon, Dr. Montijo takes great pride in helping his patients regain their mobility and independence. He is dedicated to providing personalized care that is tailored to each patient's specific needs. His favorite part of the job is seeing the positive impact his work has on his patients' lives.



Lloyd Zucker, MD

Dr. Lloyd Zucker is a highly experienced neurosurgeon with over 35 years of experience, including 28 years in the Palm Beach Health Network. He is currently on staff at Palm Beach Gardens Medical Center, as well as Delray Medical Center, Good Samaritan Medical Center and Boca Regional.

Dr. Zucker obtained his medical degree from Rutgers Medical School and completed his neurosurgical residency at the University of Connecticut. He also completed a fellowship in complex spine surgery at the University of South Florida.

Dr. Zucker's favorite part of his job is being able to provide his patients with the best possible care during the most challenging times of their lives. He takes pride in offering his patients empathy and encouragement, as well as utilizing the most advanced technologies available to ensure they receive the best opportunity for a cure. Dr. Zucker is committed to providing care for patients with both brain and spine problems within the community, so they do not have to travel away from their support network.



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HEALTH CARE DISTRICT OF PALM BEACH COUNTY

C. L. BRUMBACK PRIMARY CARE CLINICS – WEST PALM BEACH

Germaine Noukelak, MD

Dr. Germaine Noukelak is an internal medicine physician with the C. L. Brumback Primary Care Clinics' West Palm Beach Clinic, part of the Health Care District's Federally Qualified Health Centers which serve all patients, regardless of ability to pay.

Dr. Noukelak attended Howard University College of Medicine, where she was a National Health Service Corps Scholar. She completed her medical residency at Howard Hospital in Washington, DC. Dr. Noukelak is a member of the American Medical Association, the American College of Physicians, T. Leroy Jefferson Medical Society and the American Cancer Society.

Dr. Noukelak is a founder of several nonprofit organizations providing medical, educational and emotional support services to the less privileged in Cameroon and other parts of Africa and to women, girls and family in the U.S. In 2022, she founded Renaissance Grace Services LLC, Inc. and raised funds to feed the homeless at West Palm Beach shelters.



Kisha Marzouca, MD

Dr. Kisha Marzouca is a primary care pediatrician with the C. L. Brumback Primary Care Clinics' West Palm Beach Clinic. She is board certified by the American Board of Pediatrics.

Dr. Marzouca attended SUNY Downstate Health Sciences University College of Medicine in Brooklyn, NY, where she was a National Medical Fellowship Scholar. While there, she received a Ruth Achs, MD Memorial Pediatric Fund award for service in pediatric ambulatory care. She completed her pediatric medicine residency at SUNY Downstate and later served a one-year team as chief resident at Lenox Hill Hospital in New York, NY. She is certified in basic life support (BLS).

A career pediatrician, Dr. Marzouca has worked in both pediatric outpatient office settings, including the former Palm Beach County Department of Health clinics, as well as at Palm Beach Children's Hospital in West Palm Beach where she was a pediatric hospitalist.



C. L. BRUMBACK PRIMARY CARE CLINICS – BELLE GLADE

Michael Sofianos, Jr., DMD

Dr. Michael Sofianos, Jr. is a family dental physician with the C. L. Brumback Primary Care Clinics' Belle Glade Clinic in the Glades where he treats adult and pediatric patients. He provides preventive, diagnostic, restorative and emergency dental care. Dr. Sofianos received his Doctor of Dental Medicine at the University of Florida College of Dentistry in Gainesville, FL. He is a member of the Academy of General Dentistry and completed the General Dentist Training Program in Pediatric Dentistry at Jack Nicklaus Children's Hospital in Miami, FL.

Following in his father's footsteps into public health dentistry, Dr. Sofianos is passionate about rural dentistry and providing access to care for underserved populations. He enjoys educating patients about oral health, hygiene and prevention and finds it rewarding to restore his patients' confidence in their smiles.



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SALUTE TO PHYSICIANS

CLEVELAND CLINIC WESTON

Tolga Erim, DO

Tolga Erim, D.O., is Chair of the Department of Gastroenterology, Hepatology and Nutrition, a division of the Ellen Leifer Shulman & Steven Shulman Digestive Disease Center at Cleveland Clinic Weston Hospital, and Regional Director of Endoscopy for Cleveland Clinic Florida. After graduating from Vassar College, he received his medical education at New York College of Osteopathic Medicine. Dr. Erim completed internships at Palmetto General Hospital and Cleveland Clinic Florida, where he was Chief Resident of Internal Medicine. He completed a fellowship in gastroenterology at Cleveland Clinic Florida, as well as a fellowship in advanced therapeutic endoscopy at Beth Israel Deaconess Medical Center and Harvard Medical School.

Dr. Erim has been presented with numerous awards for his work in medicine, including the Florida ACP Resident for Excellence in Internal Medicine Award and the Jeffrey B. Shiroky, MD, Outstanding Research Award. His specialty interests include advanced endoscopy and motility, Barrett's esophagus, POEM and POP for gastro-paresis.



Tilak Shah, MD, MHS, FACG, FASGE

Tilak Shah, MD, leads the multidisciplinary Pancreas Center at Cleveland Clinic Weston Hospital as Medical Director and staff specialist in the Department of Gastroenterology, Hepatology and Nutrition, a division of the Ellen Leifer Shulman & Steven Shulman Digestive Disease Center. The Pancreas Center is a regional referral center for medical and surgical care for complex pancreatic and hepatobiliary conditions.

Before joining Cleveland Clinic Weston Hospital, Dr. Shah was an Associate Professor of Medicine at Virginia Commonwealth University Health Science Center, as well as Director of Endoscopy and Interventional Endoscopy at the Central Virginia VA Health Care System. He also served as Associate GI Fellowship Program Director at VCU and was a member of the Development and Therapeutics section at VCU Massey Cancer Center.

While working for the Veterans Affairs Health System, Dr. Shah established the first pancreas cyst ablation program, the first third space endoscopy program, and one of the first endobariatric programs in the United States. His clinical and research interests include pancreatic disorders, endoscopic approaches to diagnose and treat esophageal neoplasia, including advanced imaging, artificial intelligence, endoscopic resection and cryotherapy.



PALM BEACH

NEUROSCIENCE INSTITUTE

Sujai Nath, MD

Dr. Sujai "Ron" Nath is a neurohospitalist with the Palm Beach Neuroscience Institute (PBNI) and on-staff at Palm Beach Gardens Medical Center as well as Good Samaritan Medical Center. At Palm Beach Gardens Medical Center (PBGMC), Dr.



Nath works with PBNI epileptologists at the Epilepsy Monitoring Unit, and is a neurohospitalist with expertise in epilepsy at the hospital. Additionally, Dr. Nath has extensive experience in intraoperative monitoring, a process involving a board-certified neurophysiologist monitoring a patient's brain, spinal cord and nerves at risk during surgery as well as performing tests to measure central nervous system function during a procedure. Dr. Nath's previous work experience also includes as a neurologist in both the multi-specialty physician group and hospital setting. For his education and training, Dr. Nath completed a fellowship in medical informatics, residency in neurology and internal medicine internship from Yale University in New Haven, CT. Dr. Nath graduated medical school from the University of Minnesota and also holds a bachelor's of science in Biomedical Engineering from Northwestern University.



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Celebrating Doctors at Cleveland Clinic in Florida – and Everywhere



SALUTE TO PHYSICIANS

PALEY ORTHOPEDIC & SPINE INSTITUTE

Kaveh Asadi, MD, PhD, FAANS

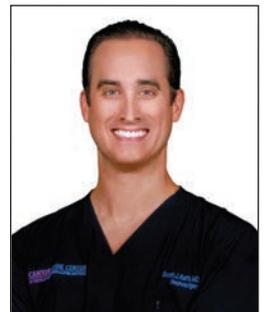
Dr. Kaveh Asadi joined the Paley Orthopedic and Spine Institute in 2022. He is a board-certified adult and pediatric neurosurgeon. He specializes in pediatric neurosurgery and brings extensive experience in minimally invasive surgery and neuroendoscopy. His unique skill set includes foramen magnum decompression, tethered cord releases, selective dorsal rhizotomy, intra-dural tumor and treatment, and craniofacial surgery for congenital anomalies. These neurosurgical services complement and expand the orthopedic treatment of patients with dysplasia, neuromuscular disorders, arthrogryposis, and other conditions treated at the Paley Institute.

Dr. Asadi was previously the Director of Pediatric Skull Base Surgery and Neurosurgical Oncology and Co-Director of the Craniofacial Surgery and Neurofibromatosis Center at AdventHealth for Children Hospital in Orlando. He completed his residency in Neurosurgery at Ohio State University, followed by a fellowship in pediatric neurosurgery at Cincinnati Children's Hospital in 2012. He graduated from the Julius-Maximilian-University Würzburg School of Medicine and received his Ph.D. from Heinrich Heine University, Düsseldorf, Germany, in 2004.



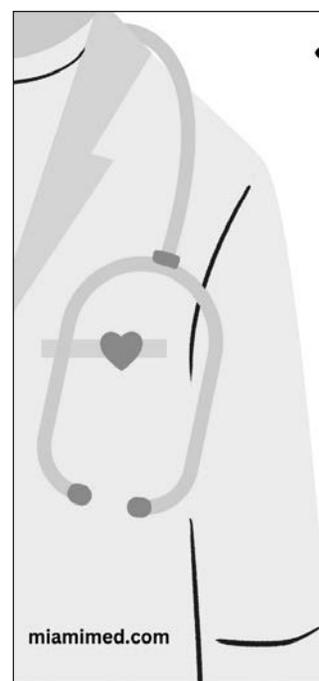
Scott Raffa, MD, MBA

As a board-certified and fellowship-trained neurosurgeon and spine surgeon, Scott Raffa, M.D., arrives at Cantor Spine Center at the Paley Orthopedic & Spine Institute to further serve his local hometown communities. Dr. Raffa attended medical school and residency in Neurological Surgery at the University of South Florida Morsani College of Medicine in Tampa. After completing his Master of Business Administration through the University of Florida, Dr. Raffa completed a post-graduate fellowship in complex and minimally invasive spine surgery at the University of Miami at Jackson Memorial Hospital. Disorders treated include neck and back pain, sciatica/pinched nerves, spinal stenosis, herniated and slipped discs, spinal stenosis, degenerative disc disease, spondylolisthesis, spondylolysis, pars defects, spondylolysis, spine trauma, spinal deformity, cervical myelopathy and kyphosis, tumors of the spine and spinal cord, spinal instability, spinal cord compression, and many more. Dr. Raffa also specializes in a variety of minimally invasive surgical techniques, including lateral and endoscopic approaches to the spinal column, complemented with use of the latest technologies such as intraoperative neuro-navigation imaging, neuromonitoring. Additional interests include minimally invasive and same-day spine surgery, outpatient, and ambulatory spine surgery. Dr. Raffa's "Safety First" approach is unwavering. This approach involves a larger discussion on quality of life and seeks to exhaust all options before surgery is discussed. Likewise, with this approach, patients and their families should come to expect an honest, transparent, and friendly conversation that yields an individual and tailored plan of care.



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SALUTE TO PHYSICIANS

VITAS® HEALTHCARE, PALM BEACH

Jamelle June Briones Mayugba, MD

Dr. Jamelle June Briones Mayugba, senior medical director for VITAS® Healthcare, leads the hospice and palliative care teams for patients in the Palm Beach program in Boynton Beach, Florida. Since 2010, she has served VITAS patients and families in the Palm Beach community.

Earning her medical degree from the University of the East Ramon Magsaysay Memorial Medical Center in Manila, Philippines, Dr. Mayugba is board certified in hospice and palliative medicine and internal medicine. She completed her clinical training at New York Methodist Hospital in Brooklyn. Dr. Mayugba speaks both English and Tagalog.

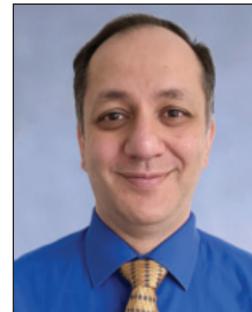


VITAS® HEALTHCARE, MIAMI-DADE

Andy Arwari, MD

As medical director for VITAS® Healthcare, Dr. Andy Arwari oversees hospice and palliative care for patients throughout Miami-Dade and Monroe counties. Dr. Arwari says, "Hospice brings together the resources necessary for the best possible care for patients nearing the end of life."

Dr. Arwari is board certified in hospice and palliative medicine and earned his medical degree at Facultad de Ciencias Medicas Universidad Nacional de Cuyo in Mendoza, Argentina. He completed his internal medicine residency at Lincoln Hospital in New York City. Dr. Arwari also holds a master's degree in palliative care and is currently working on his Ph.D.



VITAS® HEALTHCARE, BROWARD

John Zaravinos, MD

As a Broward County medical director for VITAS® Healthcare, Dr. John Zaravinos leads hospice care teams in ensuring patients receive quality end-of-life care. He is described as "always available for his patients, families, and staff no matter the time or day."

Dr. Zaravinos received his medical degree from St. George's University in Grenada. He also earned an MBA from the University of Massachusetts and a master's in Nutrition from Columbia University in New York City. He is board certified in hospice and palliative medicine and internal medicine. In addition to English, he is fluent in Greek and proficient in Spanish.



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[#DoctorsDay2023](#)



[MHS.net](https://www.mhs.net)

SALUTE TO PHYSICIANS

MEMORIAL HEALTHCARE SYSTEM

Terri-Ann Bennett, MD

Dr. Terri-Ann Bennett is a maternal-fetal medicine specialist and chief of Maternal-Fetal Medicine at Memorial Healthcare System. In that role, she believes one of her duties is to address the persistent disparity in maternal morbidity and mortality in minoritized populations.

“As physicians, we have an obligation to fix a broken system, overcome racism, and build trust with patients from ethnically-diverse backgrounds,” said Dr. Bennett, a native of Jamaica. “That’s why I joined Memorial, because it’s centered on safety, provides resources to address social determinants of health, seeks to overcome health disparities, and delivers equitable healthcare.”

Dr. Bennett says she is excited about the opportunity to impact Black and immigrant families. “I understand their background, culture, and am positioned to change how they may view physicians. I strive to show there’s a real person behind the white coat. I feel like I’m walking with them in faith and exactly where I need to be.”



MEMORIAL OUTPATIENT BEHAVIORAL HEALTH CENTER

Andrew Migliaccio, MD

A new location with significantly more space for Memorial’s behavioral health clinicians to serve an increased number of patients has got Dr. Andrew Migliaccio excited about the future. Dr. Migliaccio, the medical director of Memorial’s psychiatry outpatient program, says the facility, which opened in January of this year, impacts the nature of treatment and options psychiatrists have to treat mood and anxiety disorders, schizophrenia, PTSD, and other mental health issues.

“We’re better able to incorporate all the biological, psychological, social, and spiritual elements of a person’s health into our approach,” said Dr. Migliaccio, who completed a psychiatry fellowship at the University of Pennsylvania in 2018. “Our multidisciplinary teams develop treatment plans and follow through with collaborative care, helping patients on a path to wellness. It’s all consistent with Memorial’s mission to heal the mind, body, and spirit of those we care for.”



MEMORIAL NEUROSCIENCE INSTITUTE

Haris Kamal, MD

Dr. Haris Kamal believes he’s found a “jewel” in the short time he’s been part of Memorial’s neurosciences program. That’s how he describes the compassionate care, cutting-edge technology, excellent outcomes, and the collegial work environment within a comprehensive neurovascular program. “Patient-centric care and working together to deliver the best outcomes is our sole focus. That includes EMT services, neurointerventional suite staff, and all the members of the Emergency medicine, Neurology, and Neurosurgery teams,” said Dr. Kamal.

A neurointerventionalist that specializes in stroke and blood vessel disorders in the brain and neck, Dr. Kamal feels privileged to make an immediate and lasting impact on his patient’s lives. Many of Memorial’s minimally invasive, catheter-based procedures now use a tiny artery in the wrist to treat brain aneurysms, place stents or remove clots, a newer approach Dr. Kamal says is safer, efficacious, and more comfortable for patients who can now go home the next day.

“I love seeing patients walk into my clinic back to their normal self again after initially presenting to me with paralysis or loss of speech from a stroke. It’s that gratification that makes the sleepless nights and late hours worth doing.”



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We are inspired daily by the remarkable passion, dedication and professionalism of the physicians who comprise our 850-member medical staff. They all leave a lasting impact on the lives they touch.

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SALUTE TO PHYSICIANS

JOE DiMAGGIO CHILDREN'S HEALTH SPECIALTY CENTER

Herschel Scher, MD

For nearly 25 years, Dr. Herschel Scher, a pediatric pulmonologist, has treated patients with cystic fibrosis, a genetic disease that causes problems with breathing and digestion. When he began his medical career, life expectancy for those with CF was only 18 years. A decade ago, that number had more than doubled. Today, CF patients are living to 50 and beyond.

"Medications in the last five years have made a significant difference," said Dr. Scher, medical director of pediatric pulmonology at the Joe DiMaggio Children's Health Specialty Center in Wellington. "I'm optimistic we'll have a cure in the near future, with all the industry-sponsored drug studies and genetic engineering going on." That would be a life-changing development for those who battle the disease on a daily basis and constantly struggle with the production of thick, sticky mucus that clogs airways, causes infections, and makes it difficult to gain weight, among other effects.



MEMORIAL PRIMARY CARE

Foluso "Joy" Ogunsile, MD

Research and improvements in the medication used to treat sickle cell disease are positively impacting survivability and quality of life for patients battling the genetic blood disorder.

Dr. Joy Ogunsile, medical director at Memorial's sickle cell day center, says the advancements are providing hope to warriors who once believed their diagnosis was equivalent to a death sentence. "Now, people living with sickle cell disease have options for curative therapies," said Dr. Ogunsile, a hematologist that received fellowship training at Johns Hopkins Hospital.

A native of Nigeria, Dr. Ogunsile is currently working to build a comprehensive program that provides optimum, evidence-based care in an empathetic way. She says the empathetic approach is critical for patients who not only deal with chronic, sometimes debilitating pain, but are also at greater risk of blood clots, stroke, liver disease, heart, and kidney failure.



Oludara Amole, MD

The future Dr. Oludara Amole was led into medicine as a child by her father, a scientist. "Science was always a comfortable arena for me," she said.

Ultimately specializing in internal medicine, Dr. Amole works with patients with everything from common illnesses to chronic medical conditions. Her focus as a primary care doctor is to build trust that enables patients to feel comfortable sharing themselves and their experiences.

Dr. Amole, a graduate of and resident at the Medical College of Wisconsin, notes that empathy and communication are required to build the type of relationships that break down barriers and demonstrate her investment in a patient's health. "It's more rewarding than I could have imagined," said Dr. Amole, a physician for seven years, three of them within Memorial Healthcare System. "I feel supported and am given the tools to help patients achieve goals that are clearly outlined."



MEMORIAL TRANSPLANT INSTITUTE

Linda Chen, MD

As the surgical director of Memorial's Living Donor and Pediatric Abdominal Transplant program, Dr. Linda Chen is in the difference-making business. "Kidney transplants are inherently life-changing because we're able to give patients a quality of life they may have never had," said Dr. Chen, who has performed more than 2,000 transplants. "It frees them from the hardships of dialysis and enables them to participate in activities that would have been impossible before the surgery." Dr. Chen compares her role to that of a fireman who arrives with water to put out a fire. "It's the greatest feeling." In addition to her surgical responsibilities, the Dr. Chen focuses on educating people about the opportunity to save multiple lives by being a living kidney donor. She says the extraction is very safe and delivers the greatest gifts of all, love and hope.



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SALUTE TO PHYSICIANS

MOUNT SINAI MEDICAL CENTER

Micheal Ayad, MD

Chief, Division of Vascular Surgery; Director, Vascular Institute; Co-Director, Aortic Center

Mount Sinai is once again helping to put South Florida on the map for medical advancements, thanks to our Aortic Center — the first and only aortic center in South Florida. Among the many complex procedures performed are those that use custom-made grafts, designed and fabricated at Mount Sinai, whose aortic surgeons perform the most aortic graphs in Miami-Dade County.

Originally hailing from Egypt, Dr. Micheal Ayad is one of the co-directors of the center. As a vascular surgeon with over a decade of experience, patient care is at the heart of his work. Living in rural Egypt, Dr. Ayad saw health disparities within his community firsthand, and his experience prompted his decision to pursue a career in medicine.

When he is not treating patients, Dr. Ayad spends time with his wife and two children (both of whom were born at Mount Sinai) and is an avid runner.



Rodrigo Arrangoiz MS, MD, FACS, FSSO

Assistant Professor at the Columbia University Division of Surgical Oncology

As an expert in head and neck surgery, thyroid and parathyroid surgery, and breast surgery, Dr. Arrangoiz is leading the charge when it comes to complex surgical oncology. As part of a larger strategic effort to expand the Comprehensive Cancer Center's offerings, Dr. Arrangoiz is actively expanding the center's head and neck service, and is an integral part of the team of physicians who are growing the center's care team in anticipation of Mount Sinai's new Braman Cancer Center—set to open in 2025.

In addition to teaching the next generation of surgical oncologists, Dr. Arrangoiz is a medical leader in treating malignant thyroid disease, benign thyroid diseases, and hyperparathyroidism, and is actively doing clinical research on the molecular workup of thyroid cancer. He is also an expert in minimally-invasive, radio-guided, parathyroidectomy.

When he's not treating patients, the former professional tennis player spends time with his three children, who are all competitive tennis players.



Luis Javier Peña-Hernández, MD, FCCP

Luis Javier Peña-Hernández, M.D., FCCP, is a lung and sleep health specialist at Lung MD, an online patient-centered resource and telemedicine practice in South Florida. Focusing on providing convenient, expert, and bilingual options to patients, Dr. Peña is available for sleep and pulmonary-related appointments.

Areas of expertise include clinical research in lung function monitoring, immunotherapy for asthma and COPD, lung cancer, exercise physiology and sleep disorders. Dr. Peña performs invasive diagnostic techniques including endo-bronchial ultrasound and diagnostic bronchoscopy. He is one of the few experts in cardiopulmonary exercise testing and exercise physiology in Palm Beach County.

Dr. Peña obtained his degree from Pontificia Universidad Javeriana and completed residency at Henry Ford Hospital, where he also received sub-specialty training with a Pulmonary and Critical Care medicine fellowship. He is certified in Critical Care Medicine, Pulmonary Medicine, and Internal Medicine through the American Board of Internal Medicine and a member of the American College of Chest Physicians and the American Thoracic Society.



Honoring South Florida Physicians

Every day—and especially on National Doctors' Day on March 30—we value your clinical expertise.

VITAS® Healthcare is grateful for all you do to care for patients and their families throughout our South Florida communities.

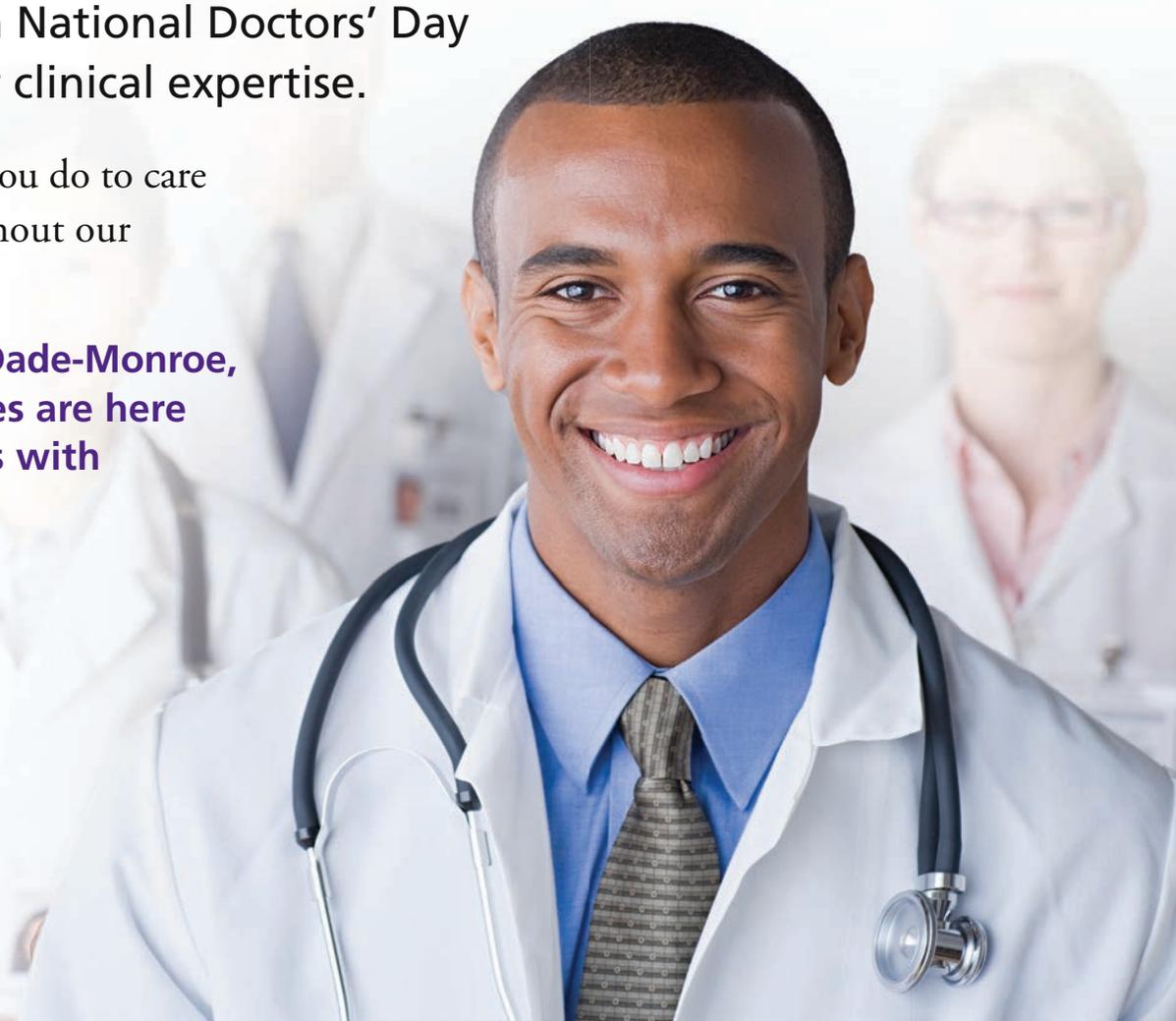
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SALUTE TO PHYSICIANS

PALM BEACH SURGICAL

Zahra Khan, MD

Dr. Zahra Khan is a fellowship-trained endocrine surgeon with Palm Beach Surgical, a general surgery practice with Palm Beach Health Network Physician Group (PBHNP) in Delray Beach. Dr. Khan is on-staff at Delray Medical Center and she specializes in thyroid cancer, parathyroid disease, thyroid nodules, adrenal tumors, functional adrenal adenomas, calcium disorders and Graves' disease. For her education and training, Dr. Khan completed a fellowship in endocrine surgery, served as Chief Administrative Resident and completed her general surgery residency at Jackson Memorial Hospital University of Miami Health System. Dr. Khan graduated medical school from the University of Miami School of Medicine. Prior to joining PBHNP, Dr. Khan worked as an instructor at the University of Miami School of Medicine. In addition, Dr. Khan has presented her medical research at regional, national and international general surgery meetings. Dr. Khan is a member of the American Association of Endocrine Surgeons and American College of Surgeons.



Mariano Faresi, MD, FACS, FASMBS

Dr. Mariano Faresi is a fellowship trained colorectal surgeon with Palm Beach Surgical, a general surgery practice with Palm Beach Health Network Physician Group (PBHNP) in Delray Beach. Dr. Faresi is on-staff at Delray Medical Center. In addition, Dr. Faresi is board-certified by the American Board of Surgery in colorectal and general surgery. Dr. Faresi specializes in diverticulitis, anal fistula, fissure and warts, fecal incontinence, rectal prolapse, Crohn's disease, ulcerative colitis, hemorrhoids, minimally invasive and robotic surgery, colorectal cancer surgery, colorectal polyps, high risk and advanced endoscopy, and wound care. Dr. Faresi graduated with honors in 1996 from the School of Medicine at Buenos Aires University. Continuing his education and training, Dr. Faresi completed a general surgery residency and internship in kidney and pancreas transplant at Jackson Memorial Hospital in Miami and finished a colorectal surgery fellowship at UT Physicians Colon & Rectal Clinic – Texas Medical Center. Having more than 24 years of diverse experience in colorectal and General Surgery Dr. Faresi strives to provide the best patient care.



Marc Matarazzo, MD

Marc Matarazzo, M.D., is a board-certified and fellowship-trained orthopedic surgeon specializing in sports medicine and related injuries with over 20 years of experience. His scope of practice ranges from minimally invasive to complex reconstructions and joint replacements of the shoulder and knee. He is also certified in the MAKO robotic-assisted knee replacement system and has a special interest in cartilage restoration and preservation.

Dr. Matarazzo earned his medical degree from The Lewis Katz School of Medicine and completed general surgery internship and orthopedic surgery residency at the Medical College of Pennsylvania and Hahnemann University. He completed a sports medicine and arthroscopy fellowship at Lenox Hill Hospital, where he served as Assistant Team Physician for the New York Jets, New York Islanders, and the Hofstra University and Hunter College Athletic Departments. Dr. Matarazzo recently returned to South Florida and is now accepting patients in his Jupiter and Port St. Lucie locations.



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Kindred Hospital South Florida

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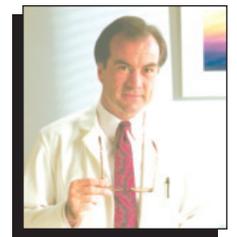


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FREE MED MAL EXPERT REVIEW



HOW HARD WILL YOUR MED MAL CARRIER FIGHT FOR YOU?

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

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?

- Your insurer's record on fighting cases vs. just settling
- The financial strength of your insurer
- How experienced is the claims-defense team in Florida courtrooms?
- Do you have the right to consent to any settlement or will they settle against your will?

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

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Lee Health's Cape Coral Hospital Expands Emergency Department with Six New Vertical Bays

The Cape Coral Hospital Emergency Department has installed six new vertical ED bays to help facilitate shorter wait times and support the growing Cape Coral population.

Located next to the emergency department's waiting area, the fast track vertical bays will provide a more comfortable and private space for patients to be seen. They will help expedite the ability to treat patients with non-urgent medical needs and begin treatment for higher-acuity patients.

The vertical bays have enough space for the patient and a family member to sit upright in a chair rather than lie down on a bed. There are soothing beach scenes on the wall to help put patients at ease and a curtain dividing the bays for ample privacy.

There will be a dedicated team working the fast track area on a daily basis. Patients may start in one of the bays and move back into the waiting area while they wait for tests and lab work to process or be admitted to the hospital. This allows more people to be seen and move through the emergency department.



Liberty Senior Living Holds VIP Grand Opening and Ribbon-Cutting Celebration of Wellington Bay Senior Living

Liberty Senior Living recently held its official VIP grand opening and ribbon-cutting celebration for its new luxury rental senior living community, Wellington Bay.

Wellington Bay, a rental senior living community, features luxury independent living options, including upscale apartments, garden flats and villas. Wellington Bay offers peace of mind by providing assisted living and memory care in its Lisbet Health Center.

Like other Liberty Senior Living communities, Wellington Bay is designed to provide residents with luxury amenities and concierge services. The community is located on 40 acres boasting expansive grounds and trails with outdoor recreational areas, including pickleball and bocce ball courts and an outdoor zero-entry pool. Wellington Bay has multiple fine and casual dining venues and lounges. Its 65,000-square-foot clubhouse includes an indoor pool, spa, library, movie theater, meditation room, club room, art room, and more.



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Jupiter Medical Center's New Surgical Institute Marks Milestone with Topping Off Ceremony

Jupiter Medical Center leadership, lead donors and construction partners recently gathered to witness the placement of the final structural beam for what will soon be the Johnny and Terry Gray Surgical Institute. The topping-off ceremony signifies progress for the construction project, which broke ground less than one year ago and is expected to be completed by the end of 2023.

The highly anticipated 90,000-square-foot Surgical Institute will feature 16 smart operating rooms and two hybrid operating suites. Through the community's generous support, \$52 million has been raised towards the \$100 million project. In December, the not-for-profit hospital announced a transformative \$25 million lead gift from Jupiter-based philanthropists Johnny and Terry Gray to name the institute. The Grays joined the hospital's leadership team and others in signing the beam before a crane raised it into place. Their gift is complimented by other seven-figure gifts from The Mastroianni Family Foundation, Michael and Elizabeth Ruane, Steven and Kathrine Pinard, Joseph and Barbara Charles and Nelson and Nathalie Ferreira.

The facility's "smart" operating rooms will accommodate complex surgeries, while the hybrid suites offer surgeons the ability to transition from a minimally invasive surgery to an open procedure, enhancing the patient experience and improving outcomes. The "operating rooms of the future" will use state-of-the-art equipment that is digitally integrated. The surgical team will be able to access and transmit a patient's images from the operating room to additional specialists for real-time consultation, resulting in a multi-disciplinary, comprehensive



Johnny and Terry Gray.
Photo credit: Tracey Benson Photography

approach to care.

In addition to advanced operating rooms, the Institute will provide a spacious reception area for loved ones along with private consultation rooms to meet the surgeon before or after a procedure. Recognizing the importance of real-time communication, leading-edge technology will be integrated into the Institute's design, providing seamless updates from the care team to a patient's family.

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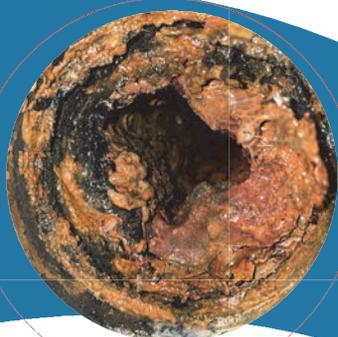
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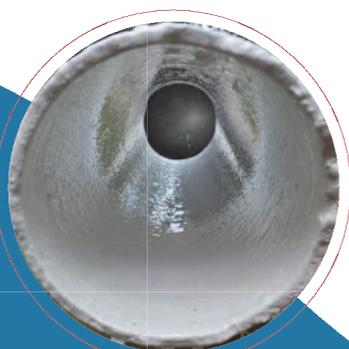
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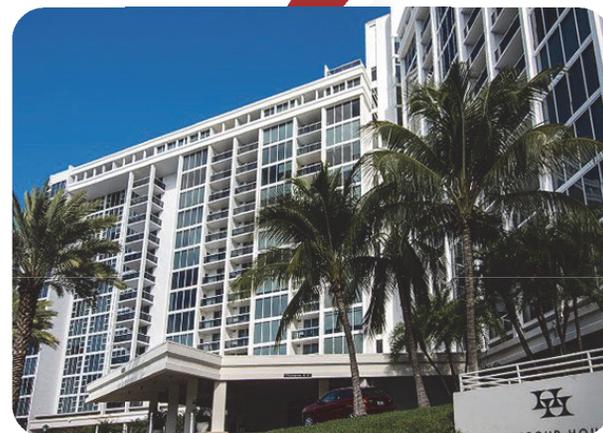


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AI and Architecture

In the past few years, artificial intelligence has been at the forefront of many industries that are looking to innovate and optimize their processes. One industry that is beginning to see the potential of artificial intelligence is architecture. Architects traditionally have relied on their knowledge and experience to design and construct buildings and other structures. However, artificial intelligence (AI) in the near future will be embraced to help shape and optimize architectural design, allowing for more efficient and cost effective designs.

AI can potentially be used to automate many of the tedious tasks that go into designing a building, such as drafting, calculating, and modeling. AI powered software can accurately generate 3D models that are both visually appealing and structurally sound. This helps architects save time, as they no longer have to manually create models or use third party software. Additionally, AI can help architects to identify patterns and trends in their designs, as well as uncover potential problems and solutions. This helps to optimize the design process and ensure that the final product is of better quality.

AI can also be used to create an environment in which architects can col-



BY CHARLES A. MICHELSON, AIA, ACHA, LEED AP

laborate more efficiently. AI powered software can provide architects with a virtual workspace in which they can share and discuss ideas and concepts. This enables architects to work together in real time, regardless of their physical location, and can help to speed up the design process. AI can also be used to analyze the data from these conversations, helping to identify potential issues and solutions that may not have been previously considered.

Finally, AI can help to optimize the construction process by providing architects with a better understanding of the materials and components that are needed for each project. AI powered software can analyze information about the building's design and the environment in which it will be built, helping to identify, or suggest the best materials for the job. This helps to ensure that the construction process runs smoothly and that the final product is of improved quality.

Charles Michelson is President of Saltz Michelson Architects. For more information, visit www.saltzmichelson.com.

Cover Story: Memorial Outpatient Behavioral Health Center to Expand Space and Services

Continued from page 1

Behavioral Health Center, now located in Davie, FL, will recruit three additional mental health providers, increase psychiatry resident rotations, and pursue additional federal, state and county grant funding. The plan also includes the creation of a teen and young adult program in partnership with Joe DiMaggio Children's Hospital.

"On the heels of the pandemic, we have seen an increase in patients experiencing mental health crises in our community, evident also by an influx of patients into our emergency rooms seeking help," said Tammy Tucker, PsyD, VP, Memorial Behavioral Health. "The expansion of Memorial's outpatient behavioral health services is happening just at the right time to respond to the needs of our community and provide a safe space where our mental health professionals can empower even more patients and their families and provide them the tools they need to achieve wellness."

"We believe our new Behavioral Health Center will be a beacon of hope for those who need mental health and substance abuse services and will have a tremendous impact on the well-being of our patients, caregivers, families and more," said Claudia Vicencio, PhD, LCSW, LMFT, Director, Outpatient Behavioral Health. "We are proud to offer this expanded space and services and we want people to know that we are here to help."

In addition to offering traditional mental health services, Memorial offers unique and renowned adult services and treatments including:

Mothers in Recovery, an award-winning, inpatient and outpatient program for pregnant women who are addicted to drugs and/or alcohol to help achieve mother and baby health outcomes.

Rebel's Drop-In Center, a safe space for adults with behavioral health conditions seeking support and connection. Rebel's provides free services 365 days a year, including self-help support groups, arts and craft activities, wellness and recreational activities, peer mentoring, and recovery coaching.

Trauma Program for adults who have experienced traumatic events, including: physical and sexual abuse, and other threats to one's life and/or physical, emotional or spiritual integrity.

Medication-Assisted Treatment evidence-based program for adults struggling with addiction to opioids. Offering comprehensive services, combining the use of opioid agonist medications (buprenorphine/naloxone and naltrexone) with structured group and individual therapy.

Dialectical Behavior Therapy (DBT) to treat adults with complex behavioral health conditions, including borderline personality disorder, suicide attempts and ideation, trauma and multiple mental health diagnoses. The 6-month, structured program includes weekly psychotherapy sessions and skills groups with specially trained clinicians who teach the core concepts of mindfulness, emotion regulation, distress tolerance and interpersonal effectiveness skills.

Mind/Body Wellness Clinic, a primary care clinic, integrated in the Outpatient Behavioral Health Center that provides compassionate, patient- and family-centered care that integrates primary care and behavioral healthcare to meet the complete needs of the patient.

Esketamine Clinic at Memorial. The first certified esketamine treatment center in South Florida to offer SPRAVATO™ for adults who have tried multiple oral antidepressants with little to no relief in their symptoms.

And coming soon, Transcranial Magnetic Stimulation (TMS), a noninvasive technological breakthrough that involves applying a series of short magnetic pulses to stimulate nerve cells in areas of the brain known to be associated with major depression. The electromagnet painlessly delivers a magnetic pulse that stimulates nerve cells in the region of your brain involved in mood control and depression. This new technology and treatment has been funded by generous donors through the Memorial Foundation.

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Jupiter Medical Center: Innovation and Expansion

BY BETH MOTSCHENBACHER

For some institutions, innovation is a goal. A promise. A vision.

At Jupiter Medical Center, innovation is all of those factors and so much more. Innovation is the driving force of the health care we provide today and the transformative vision of health care we are building for the future.

In a year marked by innovation, Jupiter Medical Center takes pride in its commitment to excellence in quality, safety and patient experience. Together, we continue to grow and innovate by providing world-class health care, expanding access to leading-edge technologies, and recruiting nationally renowned clinicians to our community across the Palm Beaches and the Treasure Coast.

Innovation is realized daily through the expertise of our exceptional clinicians and dedicated support team members. It is powered by our faithful community partners and generous donors who embrace the value and impact of providing exceptional care while continuing to expand to meet the future health care needs of our growing community.

Here's what innovation looks like at Jupiter Medical Center in 2023.

Johnny and Terry Gray Surgical Center: Under construction and opening this fall, the 90,000-square-foot Johnny and Terry Gray Surgical Institute, offers 16 "smart operating rooms" to accommodate complex surgeries, complemented by two hybrid suites that support the ability to transition seamlessly from minimally invasive surgery to an open procedure, enhancing the patient experience.

The center's "operating rooms of the future" will use state-of-the-art digitally integrated equipment, allowing surgical teams to access and transmit patient images from the operating room to a team of multidisciplinary specialists for real-time consultations. Recognizing the importance of real-time communication, leading-edge technology will be integrated into the institute's design, providing seamless updates from the



care team to a patient's family.

Expanded Emergency Department: The newly-unveiled Petrocelli Emergency Center capacity has increased by 30%, meeting the health care needs of even more members of our community. It features advanced clinical equipment, spacious patient and triage areas, and expansive waiting areas for loved ones. The center provides the community with new technology that includes a dedicated CT scanner featuring True Fidelity technology that leverages Artificial Intelligence to perform deep learning image reconstruction.

Next Day Oncologist Appointments: At Jupiter Medical Center, we believe that no one should wait for cancer care. Our Next Day Oncologist Appointment program provides newly-diagnosed patients access to leading cancer specialists, empowering them and their families to jump start their journey to beat cancer. The additional support of an oncology nurse navigator provides

compassionate and patient-focused cancer care while coordinating all logistics throughout the treatment journey.

Expanded care for cardiac and stroke patients: Patients with heart disease, including atrial fibrillation and valve defects, can take advantage of innovative procedures at the Robson Heart & Vascular Institute and our Atrial Fibrillation Center of Excellence. Working in conjunction with our Thrombectomy-Capable Stroke Center, which was awarded High-Performing status by U.S. News & World Report, Jupiter Medical Center's clinicians treat heart disease and the underlying conditions that cause strokes. Additional treatment options include transcatheter aortic valve replacement (TAVR) and endovascular aneurysm repair (EVAR).

There has never been a more exciting time for Jupiter Medical Center. As we remain focused on our mission, we prepare for the brightest of futures. Never losing sight of our commitment to advancing health care, we adopt innovative strategies that increase access to the highest quality care for our region and beyond.

Cover Story: Collaboration Is Key to Building a Healthier Community

Continued from page 1

additional projects including:

- Exterior facility improvements
- Signage and wayfinding improvements
- Interior patient care and ancillary area modernizations
- Patient bed expansion
- Service line upgrades, replacements, and improvement projects

For Broward Health, innovation and collaboration with industry partners, business leaders and local government is the name of the game. That's why, through an unprecedented partnership, Broward Health is proud to work with Joe DiMaggio Children's Hospital toward the common goal of expanding the availability of quality and accessible care.

Together, our systems will soon introduce adult and pediatric emergency services through a new, freestanding emergency department in Sunrise, Florida, an area recognized as medically underserved.



We know that access to nearby emergency care leads to better health outcomes, particularly for those with critical needs. This new 19,000-square-foot facility will be located in the northwest vicinity of Oakland Park Boulevard and North Pine Island Road and will have a significant positive impact on the adults and children who live, work and play in the surrounding areas.

Set to open in 2024, the facility will offer a full range of Emergency Department services including corresponding imaging services for adults and children.

There is much to do as Broward County's population continues to grow larger, older, and more diverse. But we know working smart and working together, we can enhance the health of the people and the communities we serve.

David J. Clark, FACHE is Senior Vice President, Operations at Broward Health.

He can be reached at (954) 473-7000 or djclark@browardhealth.org.



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HCA Florida Palms West Appoints Chief Medical Officer

Dr. Alex Gumiroff has been appointed Chief Medical Officer of HCA Florida Palms West Hospital, effective May 15, 2023.

After finishing his residency training at New York Presbyterian/Cornell University Lower Manhattan Hospital, Dr. Gumiroff relocated to Florida and has been a practicing OB-GYN for a Federally Qualified Health Center in Fort Myers, caring for the underserved population.

During that time, he also supervised the training of Medical, Physician Assistant and Nurse Practitioner students in both outpatient and inpatient settings.

In 2017, he joined Gulf Coast Medical Center as an Associate Medical Director, where he worked closely with the executive team.

After consolidation of obstetrical services, Dr. Gumiroff was appointed OB-GYN Chair at HealthPark Medical Center. At the same time, he transitioned from an outpatient practice into an inpatient career as an OB Hospitalist, where he had also assumed a position of a Clinical Site Director for OB Hospitalist Group.

Shortly after, he was promoted to a System Medical Director of Obstetrical Services at Lee Health, where he oversaw services and operations across the five hospitals.



Dr. Alex Gumiroff

Jupiter Medical Center Welcomes Breast Surgical Oncologist Julian K. Berrocal, MD, FACS

Jupiter Medical Center leadership is pleased to announce that Breast Surgical Oncologist Julian K. Berrocal, M.D., FACS, has joined the esteemed not-for-profit Comprehensive Breast Care Program

Board Certified in General Surgery, Dr. Berrocal completed his residency in New York City and an Interdisciplinary Breast Fellowship at Yale University. He attended the University of Miami before obtaining his doctorate at the Medical College of Wisconsin. Prior to joining Jupiter Medical Center, Dr. Berrocal was the Associate Program Director of the General Surgery Residency for the University of Miami Miller School of Medicine Regional Campus. He is a member of the American College of Surgeons and the American Society of Breast Surgeons.



Dr. Julian K. Berrocal

Mount Sinai Medical Center Appoints Dr. Alon Weizer as Chief Medical Officer and Senior Vice President

Mount Sinai Medical Center (MSMC) is pleased to announce the appointment of Dr. Alon Weizer as Chief Medical Officer (CMO) and Senior Vice President (SVP). Dr. Weizer joins the organization after serving as Chief Medical Officer and Professor of Urology at the University of Michigan Health's St. Joseph Mercy Chelsea Hospital.

Dr. Weizer earned his medical degree at Baylor College of Medicine in Houston, TX and completed his residency in urology at Duke University School of Medicine in Durham, NC. He also completed fellowships in urologic oncology and minimally invasive surgery at University of Michigan Health System in Ann Arbor.

Dr. Weizer has over 200 peer-reviewed publications focused on improving care for patients with urologic cancers, and has presented his work at both national and international meetings.



Dr. Alon Weizer

Dr. Jaime T. Snarski Named Administrative Physician Executive at Palm Beach Gardens Medical Center

Palm Beach Gardens Medical Center is pleased to announce the appointment of Dr. Jaime T. Snarski as its new Administrative Physician Executive. With over 15 years of experience as an attending physician in the Emergency Department at Palm Beach Gardens Medical Center and five years as the assistant medical director, Dr. Snarski brings a wealth of knowledge and expertise to her new role.

Dr. Snarski attended St. George's University Medical School and completed her emergency medicine residency at Duke University Medical Center, where she was chief resident. She has a passion for volunteering in Third World countries and has been donating her time and medical expertise with Floating Doctors for more than eight years.



Dr. Jaime T. Snarski

Cleveland Clinic Indian River Hospital Welcomes Mary Leslie Oberst, MD, and Hemali Patel, DO

Cleveland Clinic Indian River Hospital welcomes cardiologist Mary Leslie Oberst, M.D., and family medicine physician Hemali Patel, D.O.

Upon earning her medical degree at the University of Louisville School of Medicine in Kentucky, Dr. Oberst completed the Internal Medicine Residency at Rush University Medical Center in Chicago. She went on to complete the Cardiology Fellowship Program at Baylor College of Medicine in Houston, and an additional year of training in cardiovascular MRI at Texas Heart in Houston.

Prior to joining Cleveland Clinic Indian River Hospital, Dr. Oberst was Cardiology Director of Cardiac MRI and CT with Owensboro Health Hospital in Kentucky.

Dr. Patel earned her medical degree from Lake Erie College of Osteopathic Medicine in Pennsylvania and completed her Family Medicine Residency at Inspira Health Network in New Jersey.



Dr. Mary Leslie Oberst



Dr. Hemali Patel

Cleveland Clinic Martin Health Welcomes Brooke Kulp, DO, and Ankit Patel, MD

Cleveland Clinic Martin Health is pleased to welcome two new physicians: Brooke Kulp, D.O., pediatrician, and Ankit Patel, M.D., internal medicine specialist.

Dr. Kulp earned her medical degree at the Philadelphia College of Osteopathic Medicine, and completed the pediatrics residency at Loyola University Medical Center in Illinois. Prior to joining Cleveland Clinic Martin Health, Dr. Kulp was a general pediatrician with Lehigh Valley Health Network & Valley Health Partners Children's Clinic and Children's Hospital in Pennsylvania.

Dr. Patel earned his medical degree at American University of Antigua College of Medicine in New York and completed the internal medicine residency at Prime Healthcare/Lower Bucks Hospital in Pennsylvania. He holds professional membership in the American College of Physicians.



Dr. Brooke Kulp



Dr. Ankit Patel



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

Catholic Health Services Offers Onsite Dialysis



Catholic Health Services provides high-quality and compassionate care that helps our patients achieve life-changing results. Kidney failure is a growing crisis in the United States. According to the CDC, more than 1 in 7 Americans are living with ESRD (end stage renal disease) and 80% are 65+. March is National Kidney Month raising awareness to the numerous ways of treating and reducing the impact of kidney failure.

CHS dialysis clinics offers treatment provided by an onsite registered dialysis nurse. This treatment eliminates outpatient drawbacks, such as infection risk and the need to travel to a clinic which is also disruptive, confusing and time consuming. Catholic Health Services on site-dialysis can better deliver patient care with fewer hospital admissions.

Dialysis is needed when your own kidneys can no longer take care of your body's needs. As a result, wastes and toxins build up in the bloodstream. Dialysis does the work of your kidneys, removing waste products and excess fluid from the blood. Hemodialysis is a type of dialysis which consists of a machine that filters and cleans the blood then returns it to a cleaned body. Our skilled nursing and rehabilitation hospital patients who are receiving this treatment need it 3 times per week and it that takes around four hours.

"By providing dialysis treatments on site, we eliminate the need for frequent to and from dialysis clinics. It lets us focus on improving the lives of our residents" states Julia Shillingford, Director of Nursing for St. Anne's Nursing Center, Catholic Health Services South Campus.

Falcon Cove Middle School Students Aid Patients and Families at Joe DiMaggio Children's Hospital

National Junior Honor Society students at Falcon Cove Middle School in Weston have been busy selling Domino's coupon cards, but it's not because they're hungry for pizza.

The students recently embarked on a fundraising campaign, using the Domino's discount cards to raise

\$5,000 for Joe DiMaggio Children's Hospital Foundation. The dollars, which were given at a ceremonial check presentation, underwrote the cost of kid-sized, electric cars younger children can drive throughout the Garth Brooks Teammates for Kids Child Life Zone.

"The Falcon Cove students continue to do beautiful, give back, kindness-oriented activities that really show our families and children how much they care," said Caitlin Stella, CEO of Joe DiMaggio Children's Hospital. "We're so proud of them because they're great examples of kids who look at Joe DiMaggio as their own children's hospital and try to find ways to give back, whether it's their time or through fundraising."

The check presentation was the centerpiece of an event in the child life zone that was attended by Stella Stringer, the advisor to Falcon Cove's honor society students, top fundraisers, and parents. "With the pandemic, this group of students see the need to give back because they've seen their siblings go through a tough time when they were in elementary school or their neighbors. So, when Joe DiMaggio asked us, once again, to step up, they didn't hesitate," said Stella.

This is the third consecutive year Falcon Cove honor society students have made a \$5,000 gift to the children's hospital's foundation, with previous donations supporting art and bibliotherapy programs.



Delray Medical Center Is First Hospital in Florida to Treat Alzheimer's Patient with Non-invasive Focused Ultrasound Technology

Delray Medical Center is the first hospital in Florida to treat an Alzheimer's disease patient using non-invasive focused ultrasound technology as part of a groundbreaking study being conducted in collaboration with Florida Atlantic University's (FAU) Institute for Human Health and Disease Intervention.

In the FDA-approved clinical trial, focused ultrasound technology is used to disrupt the blood-brain barrier in participating Alzheimer's patients. Alzheimer's may be caused by a buildup of certain proteins in the brain. Precisely guided by magnetic-resonance imaging, ultrasound waves are directed at specific areas of the patient's brain to create a temporary opening in the blood-brain barrier where the protein buildup may be reduced. The Delray Medical Center patient enrolled in the clinical trial received the first of three treatments at the hospital on Feb. 15.

"Delray Medical Center is proud and excited to be a leader in this effort to determine the safety and efficacy of this potentially revolutionary treatment for Alzheimer's patients," said Lloyd Zucker, M.D., FAANS, a board-certified neurosurgeon and Medical Director of Neurosurgery at Delray Medical Center. "The study will help determine whether the use of this non-invasive focused ultrasound technology can lead to cognitive improvement in patients with Alzheimer's disease."

"Drug passage through the blood-brain barrier is perhaps one of the greatest challenges in neurology," said Gregg Fields, PhD, Executive Director, Florida Atlantic University's Institute for Human Health and Disease Intervention (I-Health), a professor of chemistry and biochemistry in FAU's Charles E. Schmidt College of Science, and the program director for the project. "The treatment of the first patient in Florida with the non-invasive focused ultrasound technology represents a significant advancement for potential drug delivery and treatment of Alzheimer's disease and other neurological disorders. In tandem, we are also working on non-invasive, blood-based monitoring to determine if treatments are effective."

The clinical trial, called ExAblate Blood-Brain Barrier (BBB) Disruption for the Treatment of Alzheimer's Disease, is designed to evaluate the safety and efficacy of Insightec's ExAblate Model 4000 Type 2.0 System as a tool for disrupting the blood-brain barrier in probable Alzheimer's patients. The study, part of Florida's Brain State initiative, is being conducted at up to eight sites in the country. Patients who meet the specific study criteria receive three focused ultrasound treatments, two weeks apart, and will be followed for five years after the final procedure.

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Since COVID-19, the world has drastically changed in terms of where we work and how we work. Many companies shifted to fully remote work, which caused people to change their views on the workplace. Many are thriving off the benefits of working from home such as work-life balance, control over commute, access to more opportunity and choosing where they want to work. Some people do not thrive in an environment where they're isolated and must rely on themselves to stay on track with deadlines and projects.

This is where a hybrid schedule may play a keen role for some. This helps them maintain the schedule they're used to, but still offers the flexibility that so many desire. Because of the virtual distance, people had to readjust how they interacted and maintained relationships with employees and clients.

Various companies are providing things such as huddles, happy hours, and are continuously searching for new ways to encourage more personal relationships within the workplace. Arranging weekly check-ins, virtual lunches, company contests/ challenges and coffee chats can motivate employees to take regular breaks and stir up conversation. Social groups can help remote employees connect with people who may have similar interests. This may provide an opportunity to learn about other departments and more about the company they work for.

According to LinkedIn data, remote work listings increased by 357% between May 2020 and May 2021. Even before the pandemic, 25% of people considered switching jobs in hopes to pursue a better work-life balance and avoid productivity pressure in an office setting (Hogan Assessments). A few challenges surrounding working from home are staying on track and managing time. Creating daily or weekly routines can help alleviate pressure and help people stay proactive. Some employees may feel like it is more mentally taxing to collaborate on projects in remote work environments, then walking down the hall to a conference room.

To prevent burnout associated with those feelings, people should focus on quality over



Remote Work: The New Normal

BY BETSY JOHNSON

quantity when it comes to communicating with colleagues, consider consolidating meetings and maintain healthy boundaries. Working remotely isn't one size fits all; this is where the topic of hybrid work comes to surface.

Organizations should recognize the factors that contribute to the ample difference in an employee's approach to work and relationships. Employees can establish and maintain workplace relationships while still holding onto flexibility and time at home. In retrospect, this provides higher productivity and less time spent commuting. Office space can now be used for collaborative projects, team meetings and can help reduce office footprints and overhead.

Remote work leaves organizations with expanded talent pools, which grants them access to the global workforce. In today's world, we are constantly searching for more ways to improve mental health, wellbeing and overall job satisfaction. Lowering turnover, burnout, uncertainty and workplace anxiety should be every organization's goal. Reconfiguring benefits systems, hosting virtual happy hours and providing regular one-on-one meetings with managers, are great ways to get ahead of any problems, share thoughts and keep employees engaged. There are many work from home models available, with their relevance depending on the specific business and employee needs. As work from home options expand, companies will continuously have to adapt to the new work from home reality, listen to their employees and ensure their needs and mental health are being taken care of to ensure a safe, healthy and very productive future.

HIMpros offers excellent work from home options in a variety of non-clinical health-care roles.

Betsy Johnson is Founder & CEO, HIMpros. For more information, visit www.thehimpros.com

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Cover Story: Liability Protection Eroding for Expert Witnesses

Continued from page 1

Doctors are also natural learners and natural teachers, both of which serve them well by being expert witnesses.

"On the stand, they get to teach the judge and jury about different aspects of interesting cases, and that really appeals to them," said Gracey.

COVID has also affected the medical profession, and doctors who had to close or limit their practices are looking for something else to do with their expertise. Becoming an expert witness doesn't require any new licenses, though some states, including Florida, require them to register. The pay is good, too - expert witnesses can make \$500-\$1,000 per hour, which serves as a good primary or side income.

"In the highest form of expert witness practice, doctors are really furthering the practice of good medicine," said Gracey. "If they are completely objective and ethical, they will often opine on bad medicine that needs to have light shined upon it, and in legal terms, be punished.

"They also don't have to speak in legalese; they are asked to give their medical - not legal - opinions, and that fits hand-in-glove with what many doctors have the expertise to do."

The Laws Have Changed

While there is a lot of literature written about recruiting expert witnesses, there is very little mentioned about the increasing liability faced by doctors taking this role.

"When you look at English law, for the last 400 years expert witnesses have had immunity," said Gracey. "In 2011, the

United Kingdom removed those immunities, and this was a huge move on their part.

"What has happened in the U.S. is that states are now chipping away at the longstanding doctrine of expert witnesses having immunity," he continued. "Six states officially allow expert witnesses to be sued in some fashion, and it appears that many more are considering it."

Some medical societies have also weighed in on the practice, with both the neurosurgical and orthopedic professional societies establishing programs to sanction members who give false testimony in courts of law or binding arbitration hearings.

"All around the country, we are seeing either a decrease in protections or discussions about decreasing protections," said Gracey. "Many doctors believe that they have no liability whatsoever because of longstanding laws, but as society changes, so will the laws. It will start with egregiously false testimony, then chip away at erroneous false testimony."

Because physicians are not covered under traditional liability insurance, they should look for stand-alone policies that specifically cover the role of an expert witness, noted Gracey. "With the amount of money they are able to make as expert witnesses, these policies, which are not costly, are only a small expense."

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

Cover Story: New BCMA President Has Passion for Healthcare

Continued from page 1

we've dropped the ball for preventive diseases; how do we have access to affordable and accessible preventive care for the community. It's an insane system that favors the chronic diseases that cost trillions of dollars."

We have a tremendous amount of talent and research going on; all of these are great institutes for chronic diseases." However, he went on to say, "I think we've dropped the ball for preventive diseases; how do we have access to affordable and accessible preventive care for the community. It's an insane system that favors the chronic diseases that cost trillions of dollars."

Because of his passion, he said he has been involved with the BCMA for many years. "I got enamored with the philosophy of protecting the health of the people of Broward; we have limited resources, but we are able to work collectively for the agenda of healthcare."

Dr. Wong has spent 30 years at Pembroke Pines My Care, where he is medical director and practices in primary care and family medicine. He gave an example of a patient who walked into his office, and when he checked his sugar he discovered it was 400. "I see this and I think, 'Where were you 10 years ago?' So that's a problem."

He believes one answer is to help get patients engaged and get them more educated about their illnesses. "When you have those components, you have power. Things like telehealth and intelligence platforms help us educate and empower our patients and that maximizes compliance and minimizes cost. That's my goal. It's value-based care, and I'm very interested in that."

Dr. Wong also expressed his concern for young doctors who are entering the system, saying the journey of becoming a doc-

tor is so incredibly hard - not only do they make life and death decisions, but they also face the challenges of insurance and malpractice. However, he said, "When you help a patient in that most necessary moment and they give you a hug, that is priceless. That keeps your passion going, but it gets harder every year to continue that passion. Medicine is a vocation, it's a calling that touches your heart."

With all of this in mind, Dr. Wong has a mission for the BCMA during his year as president, and he refers to it as "CPT." He explained: "C - I want them to connect, to connect with themselves, to connect with the community, to connect with patients, to be better physicians. I think a better doctor is a better person, and I want them to collaborate and communicate their ideas with compassion." The P is for protection. Dr. Wong wants them to protect their health, protect their profession, and protect the patients' rights, to be advocates.

"And T is for transformation of the mindset - go from why to why not, from good to better to best. To embrace new ideas, because in medicine now the only thing constant is change, so embrace it. Use technology to engage patients, because an engaged patient is a better person, a better patient. Those are the values I'm trying to move forward."

He mentioned again why his involvement in the BCMA is so important: "I'm 60 now and I have to give something back. I've been in this community for almost 50 years, 30 years practicing down here, and it's the right thing to do because we've got to move forward." He added, "I might need those services someday! And doing nothing is not an option."

For more information, visit www.bcma.com or call (954) 714-9477.



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What Data Can Do

The New Department of Informatics and Health Data Science seeks to redefine how data can power patient care, education, research and outreach – and catalyze innovation.

BY JOSH BAXT

The phrase “big data” can have vastly different meanings. To fundamental discovery researchers, it could be the readout from whole genome sequencing. For clinicians, it could mean deidentified patient data from electronic health records. For telemedicine specialists, it could indicate aggregated information streams from remote devices. Population health researchers might say all of the above.

This diversity can be a blessing and a curse. Data offers great promise to help address some of the world’s most intractable health issues. Still, the medical and research communities are just beginning to figure out how to manage these data streams and translate them into coherent information.

To help overcome these issues, and elevate big data’s impact on education, research, outreach and patient care, the University of Miami Miller School of Medicine recently launched the Department of Informatics and Health Data Science. The new department seeks to become a nexus, where new thinking, and collaborations between disparate interests, can align to achieve common goals.

“Our gift as a clinical institution is that we care for people,” said Azizi Seixas, Ph.D., interim chair of the department. “To improve how we provide that care, we must adopt a precision approach, but what does that even look like? Each individual is a constellation of different factors: their biology, DNA, behavior, psychology, environment – and we have to understand all of it. To truly provide personalized care, we must embrace a continuously learning health system.”

Reimagining How Information Is Acquired and Used

The department seeks to refine academic medicine and health care across five pillars: research, clinical care, education, private venture, and service and outreach.

- In research, the department will integrate lab and clinical research findings, electronic health records and population health studies, ultimately translating that information into new therapies.
- On the clinical side, the team will advance telemedicine, smart devices and other remote health applications.
- In education, the department seeks to expand collaborations with life sciences and tech companies to build internship programs and develop a new generation of innovators who thrive on information.
- Private venture governs how the Miller School interacts with the larger life sciences and tech communities to catalyze the thoughtful exchange of ideas and more rapidly advance therapeutic innovations.
- Outreach is developing new collaborations with South Florida’s many communities, such as partnering with minority-serving institutions to help them advance their



Dr. Azizi Seixas

research.

“We want to generate a free exchange of intellectual capital, ideas and technologies,” said Dr. Seixas, “to dive into traditional informatics, while also elevating understudied areas, such as population health.”

Embracing a Wiser Health Care System

Dr. Seixas believes these and other approaches will help create a health care system that freely shares knowledge and experience and relies on data to provide the best possible clinical judgment.

This emerging system would better integrate current technologies, and share data throughout the ecosystem, as well as accelerating how new technologies are vetted and ultimately adopted. The primary goal is to leverage data to better understand biology, clinical care and communities.

Sharing the Intellectual Wealth

Dr. Seixas and colleagues believe the Miller School and the department are in an ideal position to accumulate new knowledge and share it in the community. This process has already begun, as the Miller School and Institute of Data Science and Computing have joined the National Institutes of Health’s AIM-AHEAD program, which supports efforts to build machine learning infrastructure at Historically Black Colleges and Universities, Hispanic-serving institutions and tribal colleges.

“We currently have two pilot programs,” said Dr. Seixas, “with Florida Atlantic University, Florida Memorial University, Miami Dade College, and Caridad Health Center, the largest free clinic in Florida. We are building up their AI infrastructure to process and deidentify electronic medical records. It will give them more data for their own research, as well as attracting pharmaceutical companies and clinical trials.”

But the Miller School community extends far beyond South Florida. Miami is a gateway to the Caribbean, Central and South America, Africa and North America, and all these regions will be part of the equation.

“There’s already a free exchange of commerce and culture, and we’d like to share technology as well,” said Dr. Seixas. “Whatever we can build in South Florida, we can build anywhere in the world.”



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South University offers all levels of degrees: Associate, Bachelor, Master, and Doctorate, and SU is Regionally Accredited by the Southern Association of Colleges and Schools (SACS). The South difference is easy to explain: small classes and personalized attention make South University a unique learning experience, offering all learning modalities, including online, on-campus, virtual, and the ability for our students to blend these modalities to meet their busy schedules while earning their degree.

Although South University has an administrative team to help students be successful, the charge into the community is led by a cooperative effort of the Community Outreach and Admissions Departments. These individuals work to host and attend every opportunity to educate our community about South University Programs and collaborate with students from initial meeting through graduation.

Once a student has enrolled with South University, the support and encouragement of Admissions and Outreach does not stop, as Student Services and Academic Support continue to serve the ever-changing needs of our students. South University champions our students' efforts with an outstanding Academic Support Coordinator to tutor and counsel students with technical support, eBook support and the course-by-course tutors needed to be successful.

South offers our students a rolling admissions process with fresh new 10-week starts every 5 weeks to allow the student to begin or renew their academic goals when they're ready. This allows a student to start sooner, and with five 10-week sessions per year, the student may complete up to 20 classes in one year and set a pace toward graduation much faster than traditional semester-based institutions.

Our undergraduate programs include Associate of Science in Allied Health and Associate of Science in Physical Therapy Assistant. The Physical Therapist Assistant graduates boast a 100% pass rate on their boards. Our Bachelor programs include the traditional Business, Criminal Justice, Psychology and Healthcare Management, along with the high demand of the Bachelor of Science in Nursing. Our nurses are found in every hospital in Palm Beach County and beyond. Our master degree programs are designed to be com-

pleted in 6 10-week terms (Master of Business Administration, Master of Healthcare Administration, Master of Criminal Justice, and our combination Master of Business Administration/Master of Healthcare Administration). With our Clinical Mental Health Counseling being a 2-year program.

The Master of Medical Science in Anesthesia Science and the Master of Science in Physician Assistant Program here at South University, West Palm Beach offer an exceptional, instructive journey in which the chief focus is to advance each cohort into becoming successful, innovative, skillful clinical leaders. We are so excited to announce that the inaugural class of the South University West Palm Beach MSPA program is set to graduate in March 2023! These students have paved the way for our future PA cohorts, and will undoubtedly make a positive impact to society and the community as newly certified Physician Assistants.

As fairly new programs, the cohorts are growing, and our reputation is becoming well known in the community. Our students represent a level of professionalism, adaptability, and grit that contest the long-established programs. We advocate to recruit diverse student cohorts and faculty that is reflective to the surrounding community and progressively advances these professions. This is done by understanding the immense importance of taking a holis-



BY MALLORIE WILLIAMS AND MICHAEL DUDECK

tic approach when reviewing candidates and therefore matriculating cohorts that are multiculturally, socio-economically, ethnically, and intellectually diverse.

The uniqueness of the Anesthesiologist Assistant Program, is the full simulation lab/mock operating room that has all of the equipment and supplies you would find in a real-world operating room. Our AA faculty sometimes joke that we could open someone up right here at the campus and perform a full-blown operation!

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Healthcare Administration Education

Careers in healthcare administration continue to grow as the overall industry attempts to work through the post-pandemic transitional challenges. These challenges include severe labor issues that necessitate a closer look at staff shortages both today and for the immediate future. Options may be limited but identifying this issue as a priority is a must. Most healthcare organizations need to devote time and resources into the future training and academic preparation of staff, including those at the bedside. These front door initiatives are essential and remain a critical component of any successful intervention geared toward effective human resource management. At the same time, appropriate oversight must be provided to retain staff already employed. A "revolving door" situation will not be successful in the long or short term.

To manage this human resource opportunity and challenge efficiently, healthcare management needs to be given the proper tools and resources. Considering the current environment, raising prices is not an option to address this ongoing cost pressure. Value-based reimburse-



BY DR. SALVATORE BARBERA

ment will create more pressure on providers by highlighting the cost of care even more. Healthcare consumers are finding themselves with rising out-of-pocket exposure even as they have decent insurance, drawing more attention to the industry-wide cost of care growth.

Current mid- and executive-level management must be educated in current human resources management practices that will encourage and support success. Determining the resources available in the community and those offered through educational formats created and provided by local higher education institutions is essential. These institutions must have experts to challenge and educate current management teams; they provide contemporary and advanced approaches for excelling within our existing competitive and ever-changing environment.

The Health Administration Program within the College of Business at Florida Atlantic University has both the expertise and understanding needed and serves as an invaluable resource for the community. In addition to FAU's undergraduate

and graduate programs in health administration, we have the ability to work with teams and organizations as well as individuals to design needed educational support through corporate training and certificate programs. Our health administration degree programs are guided by cutting-edge curriculum routinely evaluated to ensure industry relevance and compatibility. Courses are taught by highly qualified and experienced faculty who consistently receive recognition from the healthcare field and our students. We offer an industry leading, highly regarded executive program attractive to working executives with its weekend and online class formats.

Healthcare is a dynamic industry with unlimited opportunities and currently experiencing intense volatility that will bring about unprecedented change. Stay relevant and count on the Health Administration Program at Florida Atlantic University to provide your learning needs with either a degree-focused format or a certificate program or with custom-developed trainings to upskill your teams and organizations.

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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Around the Region... Around the

Mount Sinai Medical Center Elects Barry L. Skolnick as Chairman of the Executive Board of Trustees



Barry L. Skolnick

Barry L. Skolnick, a prominent local entrepreneur and philanthropist, has been elected as the chairman of the Executive Board of Trustees at Mount Sinai Medical Center in Miami Beach.

Skolnick has been a passionate supporter of Mount Sinai since 2013. He later served as vice chairman of the board from 2019 to 2022 and as president of Mount Sinai Medical Center Foundation in 2022.

Skolnick has launched successful businesses in the residential and commercial real estate realm. He is currently owner and founder of Ikonick Holdings, an arts and motor company, home to some of the world's finest automobiles and an extensive collection of artwork.

Palm Beach Gardens Medical Center Announces 2023 Governing Board and Medical Staff Appointments



Michael V. Mitrione

Michael V. Mitrione has been named as the new Chair of the Palm Beach Gardens Medical Center Governing Board. Abbas Rabiei, M.D., FASN, a board-certified nephrologist and internist, was appointed as the hospital's new Chief of the Medical Staff.

Mitrione, who has served on the hospital's Governing Board since 2015, is a shareholder of Gunster, one of Florida's oldest and largest full-service business law firms. He chaired Gunster's Corporate Law practice for more than three decades, as well as served on the firm's Board of Directors. He holds a number of other roles within the community, including serving on the Board of Trustees for the Max Planck Florida Institute for Neuroscience, and on the Board of Directors and Executive Committee for Children's Healthcare Charity (Honda Classic) and Quantum House. Mitrione earned his Bachelor of Arts degree and law degree from Fordham University in New York City.

Dr. Rabiei, who has been a member of the Palm Beach Gardens Medical Center Medical Staff since 2004, served as the hospital's Chief of Medicine in 2007 and 2008. He is the President of Coastal Nephrology & Hypertension Center and Coastal Internal Medicine of Jupiter. He has been a Medical Director at DaVita Lake Worth since 2004, and Medical Director of Coastal Dialysis Center since 2012. Dr. Rabiei earned his medical degree from Ross University School of Medicine. He attended residency and earned his fellowship MCP Hahnemann University Hospital in Philadelphia, PA.



Dr. Abbas Rabiei

Dr. Peter B. Licata Joins Delray Medical Center's Governing Board



Dr. Peter B. Licata

Delray Medical Center is pleased to announce the appointment of Dr. Peter B. Licata to its Governing Board. Dr. Licata currently serves as the Regional Superintendent of the South Region of the Palm Beach County School District, overseeing 60 schools. He brings extensive leadership and educational experience to the board, having served in various district leadership roles and as the Principal of Olympic Heights High School and Boca Raton Community Middle School.

Dr. Licata earned his Ph.D. in Global Leadership from Lynn University with a focus on preparing students for the 21st century workforce. He also served as adjunct professor at Florida Atlantic University in Boca Raton, where he taught courses preparing future school administrators.

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ChenMed's Stephen Lytle Honored with Prestigious Human Resources Award

Stephen Lytle, SHRM-SCP, director of human resources for ChenMed, is the proud recipient of the 2023 Excellence in Human Resources Award from South Florida Business & Wealth (SFBW) magazine. As a seasoned HR leader in strategy and operations, the publication honored Lytle as one of the region's outstanding professionals in health care.

SFBW cited Lytle for his work helping lead ChenMed's innovation and strategic initiatives. It also recognized his accomplishment as President-Elect of the HR Association of Broward County.

Lytle is one of more than 30 honorees this year from the fields of health care, accounting, banking and finance services, education, hospitality, insurance, legal, marketing and public relations, real estate and construction, technology and transportation, and logistics.

Prior to joining ChenMed, Lytle worked for retail giants, Target and Walmart, supporting retail healthcare operations and leading teams that supported enterprise-wide HR operations within pharmacy, vision and primary care clinics. Lytle also has experience in talent acquisition, professional relations, talent development and employment branding.



Stephen Lytle

Housing Is Healthcare

It's easy to say that "Housing Is Healthcare" is a slogan or quip, like many politicians who use the phrases "Increase Jobs, Improve Education, or Be Tough on Crime", when in fact most of those slogans don't amount to any substantial action to solve those problems. But housing does improve healthcare and healthcare agency outcomes.

TaskForce Fore Ending Homelessness (TaskForce) encountered 5,388 people experiencing homelessness on the streets of Broward County in 2022. Of those, 34% (1,831) of them suffered from a physical health condition that required medical attention. This may seem like a small number when dealing with thousands of patients a year, but as uninsured individuals, with no regular physician for follow up care, the emergency room becomes their "family doctor" and hospital beds become recovery beds. They have no other choice. Using the old 80/20 business rule, by repeatedly accessing the ER with simple and sometimes not so simple procedures, 20 percent of patients who are homeless and uninsured in Broward County can result in 80 percent of emergency room costs.

There are multiple models across the country that show cost savings gained when hospitals partner and invest in housing with non-profits that serve the homeless population.

Our collaborative programs provide a roof over their heads and Case Management services. Case Managers are trained to connect people in housing with employment or disability benefits, medical insurance, and doctors who



BY CARL W. FALCONER

can start practicing medical management and preventive health with our clients. These combined services lead to better medical outcomes, less visits to the hospital, and more payments for the medical services they receive.

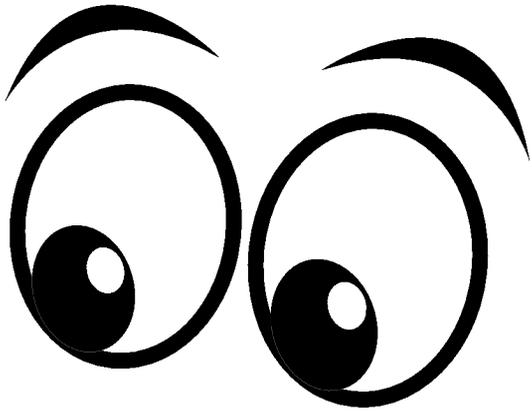
A recent study by one of our prominent housing providers showed a 97% reduction in hospitalizations and an 87% improvement in overall health per year for people who were placed into housing compared to when those same clients were homeless on the streets.

There are three overlooked opportunities for hospitals and healthcare systems to save money and improve patient care:

- 1) Collaborate with a non-profit partner that works with the homeless population to understand what is needed to house more people.
- 2) Encourage local legislators to invest in policies and initiatives that will house people with serious health concerns.
- 3) Analyze the data to determine how many patients are homeless, how often they are using the hospital inappropriately for primary care and how much money could be saved by helping them access housing?

Housing means a lot of things to the people we get off the streets, but for those that are suffering from health issues there is no greater reality than their Housing Is Healthcare.

Carl Falconer is the CEO of the TaskForce Fore Ending Homelessness with 28 years of experience working with the Homeless Response System. For more information about the TaskForce, visit www.taskforceoutreach.org or call (954) 525-3494.



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A message from our President

Continuous Enrollment ...

I was explaining to a potential member about the South Florida Hospital & Healthcare Association and said about our knowledge that it was “several miles wide, but only an inch deep.” As a small hospital and healthcare trade association with tight staffing, it is not possible for us to gain depth of knowledge at the expense of not doing other things required by the Association. Therefore, periodically, I like to do a swim around the pond and identify areas of current or growing importance.

Medicaid continuous enrollment. Since mid-2020 states that accepted enhanced Medicaid funding agreed to not do annual Medicaid redetermination process to assure that all the persons on the state Medicaid rolls are still eligible. With the wild swings in the labor market during the strong COVID-19 years of 2021-22, it made sense as people found themselves employed and unemployed with some frequency. Recent Congressional action has negated that requirement for no redeterminations and now states are in the process of doing redeterminations and they must be completed by May 2024.

Why is this important? Well, it is estimated that anywhere between 15 and 18 million people will lose coverage. Worse, an estimated 6.7 million children will lose their CHIP coverage! A Georgetown University Center for Children and Families study, “found that 72 percent of children will likely lose coverage



Jaime Caldwell

because of state bureaucratic issues, not because of ineligibility. According to the report, the nation's uninsured rate for children (5 percent in 2021) could more than double if states do not re-determine eligibility correctly.” [Becker's]

Texas board charges 23 nurses in fake degree. Sadly, we are likely going to see more issues involving the issuance of fake degrees. While this headline was from Texas, Florida already had its scandal (likely more to come). This has implications for the students, some who claimed they were duped, and to healthcare providers who hired these candidates in good faith. There will be more.

And, on some lighter notes ...

COVID vaccines. A new global strategy was just released, “for developing vaccines that are broadly protective against future coronavirus threats.” Arguing that three times over the last 20 years a “coronavirus has emerged to cause a public health crisis,” it seems about time that we took a more exhaustive look. Amazon closes \$3.9B One Medical deal. Primary care subscription service ... add it to your PRIME membership! And, yes, CBS has renewed Ghosts, Young Sheldon, The Neighborhood, Bob Hearts Abishola, Night Court, and several of the NCISs.



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S.R. Construction is a turnkey, division 1, FL statewide General Contractor invested in the Medical industry holding 4 licenses including PCC. SRCS specializes in traditional outpatient and specialty offices (Urgent Care, Dialysis, Dental, Pharmacy, MRI, etc.), hospital up-grade renovations and large-scale, multi-level medical park facilities. S.R. Construction offers our clients the best design build and pre-construction project services to assure a faster speed-to-market, single-sourced process. Our time-tested construction pricing models offer our clients multiple platforms ranging from traditional competitive bid, cost-plus or hybrid programs, which are tailored to your specific needs. Check out www.S-R-Construction.com and contact us to discuss your upcoming project at (561) 290-0402 or please email Eric@S-R-Construction.com

EDUCATIONAL OPPORTUNITIES

FLORIDA ATLANTIC UNIVERSITY MASTER OF HEALTH ADMINISTRATION / ON-SITE

Florida Atlantic University is home to the 15-month Executive Master of Health Administration (EMHA) program designed for working professionals looking to enhance their career. The program offers the convenience to complete the master's degree in a structured 15-month cohort program offered on Monday and Wednesday evenings. The EMHA program will expand student's qualifications for challenging leadership positions in various healthcare sectors. Students are given the tools to help foster change in a dynamic, ever-changing environment. For more information, call (561) 297-6000 or visit www.business.fau.edu/emha.

MIAMI DADE COLLEGE - MEDICAL CENTER CAMPUS

Students at the Medical Campus learn as they build their experience in state-of-the-art facilities. Students practice their skills on human patient simulators - manikins capable of mimicking more than 200 illnesses and conditions. The Campus offers a variety of disciplines in nursing and allied health. There are more than 20 options, including bachelor's degree programs and training certificates that can put you on the fast track to an exciting career in healthcare. For more information, contact 305-237-4141 or visit <http://www.mdc.edu/medical/academic-departments> for more information.

SOUTH UNIVERSITY

South University is a nonprofit institution offering educational opportunities for intellectual, social and professional development. With a 120-year story, our community is one where you can belong, believe and become. Providing excellent student services since 1981, the beautiful West Palm Beach Campus, with its landmark Clock Tower, is ideally located in the Palm Beaches of Florida. Regardless of pursuing an associate degree, baccalaureate, masters, or doctorate, our campus offers something for all. † South University - West Palm Beach University Centre 9801 Belvedere Road Royal Palm Beach, FL 33411 (561) 273-6500 Toll-free 1-866-242-1840 www.southuniversity.edu/westpalmbeach

FULL SERVICE PRODUCTION COMPANY

CROWN STREET FILMS

Crown Street Films is a full-service, bi-coastal production company with locations in Miami and Los Angeles. Crown Street Films produces premium content for any medium, social channel, or network. We work with healthcare providers to showcase the Who, What, When, Where, Why, and How compellingly and creatively. Crown Street Films understands the needs and goals of providers and can quickly understand a project's scope, making everything run smoother from conception to completion. For more information, visit the website www.crownstreetfilms.com.

HEALTHCARE ACCOUNTING AND ADVISORY

BDO

BDO, one of the nation's leading accounting and advisory firms, understands the unique accounting, financial, and advisory requirements that deserve experienced attention in the healthcare sector. The BDO Center for Healthcare Excellence & Innovation brings together healthcare professionals with the knowledge, expertise and necessary resources to help organizations of all kinds navigate risk, make informed investment decisions, and seize opportunities. With offices in South Florida and across the U.S., we stand ready to deliver fresh insights and help you prosper in this ever-changing healthcare environment. For more information, visit bdo.com or contact Angelo Pirozzi, apirozzi@bdo.com.

HEALTHCARE STAFFING SAFEGUARD HEALTHCARE

Safeguard Healthcare, a hospital and healthcare staffing company based in South Florida, provides contracted healthcare personnel resources, as well as contract-to-hire, and permanent placements. Areas of Support include: Information Technology, Medical Records, Business Office, Nursing, Clinical Departments, Central Supply and Food Services. Please email gthompson@safeguard-healthcare.com, or call (954) 412-2075, visit the website www.safeguard-healthcare.com

HEALTH CENTER-CONTROLLED NETWORK HEALTH CHOICE NETWORK

A Family of Health Centers Health Choice Network, Inc. (HCN) is a successful nation-wide collaboration among health centers, health center-controlled networks and partners. For over 25 years, HCN has been improving the quality and accessibility of medical, dental and mental health care provided in underserved and uninsured communities. HCN is a mission driven organization seeking talented, qualified individuals to join a first-class team as we continue to advance our mission. If you are interested in joining our HCN Team, visit www.hcnetwork.org to discover over 30 career opportunities. For more information, contact communications@HCNetwork.org.

HOSPICE

VITAS® HEALTHCARE PATIENTS AND FAMILIES COME FIRST

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INSURANCE SPECIALISTS RISK STRATEGIES

Danna-Grace, the largest independent medical malpractice insurance agency in Florida, dedicated to providing insurance coverage placement for doctors and other health care providers over the past 20 years, is now a part of Risk Strategies. Risk Strategies is a leading national specialty insurance brokerage and risk management firm offering comprehensive risk management advice and insurance and reinsurance placement for property & casualty, and employee benefits risks. With more than 30 specialty practices, Risk Strategies serves commercial companies, nonprofits, public entities, and individuals, and has access to all major insurance markets. For more information, contact Matt Gracey at matt@dannagracey.com, or you can call (561) 276-3553.

MARITAL AND FAMILY LAW ATTORNEY

NEAVE FAMILY LAW, P.A.

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

MARKETING & PUBLIC RELATIONS BOARDROOMPR

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

MEDICAL ASSOCIATION DADE COUNTY MEDICAL ASSOCIATION

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

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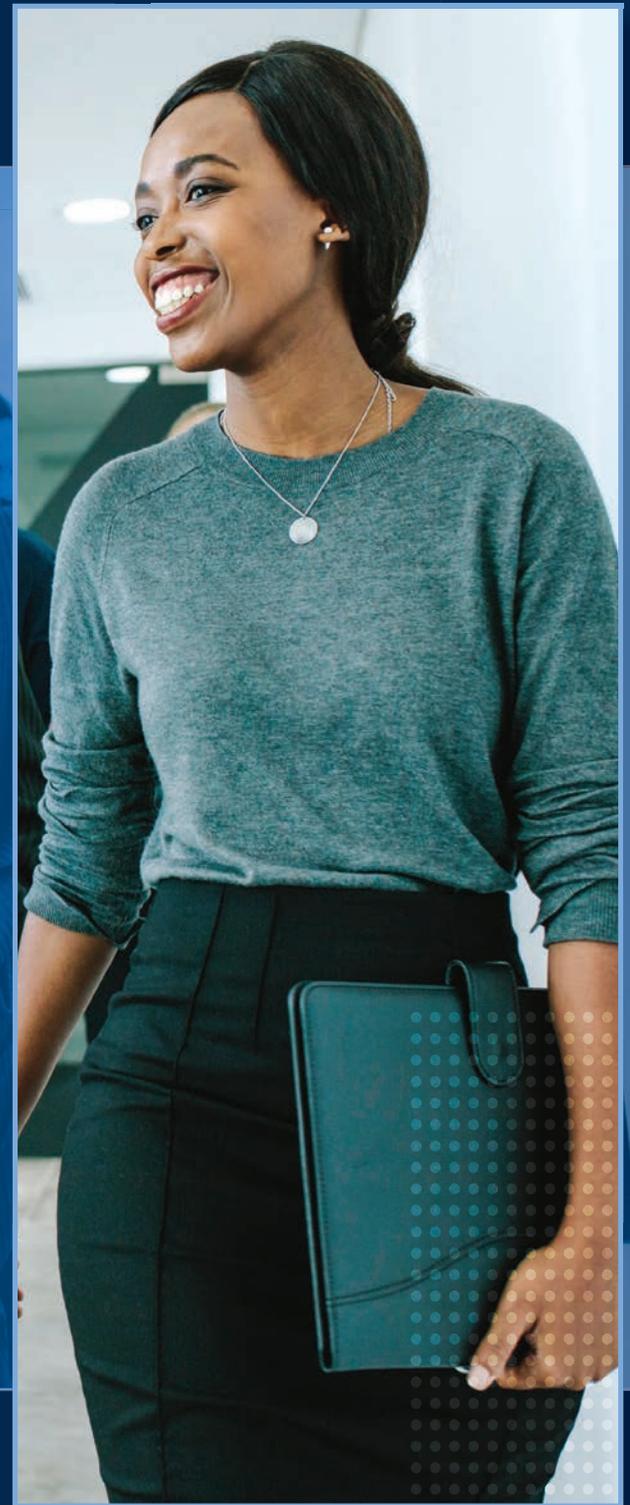
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Florida Atlantic University's Executive Master of Healthcare Administration (EMHA) program prepares students to master the current landscape and key trends of the healthcare industry.



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