



Radiosurgery Experts Meet in Miami to Discuss Important Treatment Developments

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Year End Strategies for 2023 and 2024 Tax Planning

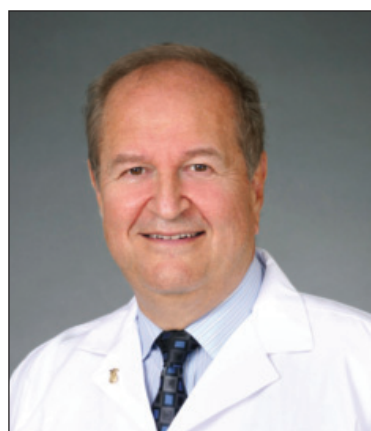
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Dr. Anthony Miniaci

Orthopedic Surgeon Brings Out-of-the-Box Thinking to Baptist Health Expansion

BY VANESSA ORR

Anthony Miniaci, MD, FRCSC, orthopedic surgeon and deputy chief medical executive of Baptist Health Orthopedic Care, has been nicknamed 'MacGyver' by his operating room staff for being able to come up with innovative solutions to work around problems and get the job done. This skill especially will come in handy as he leads Baptist Health's initiative to bring the highest quality of orthopedic care to patients across South Florida.

"I've always been an out-of-the-box thinker; I have a very inquisitive mind," said Dr. Miniaci, who joined Baptist Health 1-1/2 years ago. The doctor was recruited to join Baptist Health after its acquisition of Boca Raton Regional Hospital and Bethesda Hospital to help bring together the whole of the system as one.

"My goal is to build up the orthopedic program in the Palm Beach County area so that it matches what's happening in the rest of the system," he added. "Then we will integrate the program across Miami-Dade and Broward counties."

Dr. Miniaci came to Baptist Health from the Cleveland Clinic's Center for Sports Health, and has practiced in Toronto, Ontario, Calgary, Alberta and Bern, Switzerland. Ranked in the top 1 percent of orthopedic surgeons in the U.S. by *U.S. News and World Report*, he was most recently appointed to the presidential line

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Holy Cross Health's Virtual Nursing Program: A New Frontier in Patient Care and Nursing Careers

BY DANIEL CASCIATO

The healthcare landscape is evolving with innovative care models that redefine patient engagement and professional nursing practices. At the vanguard of this evolution is Holy Cross Health's Virtual Nursing program, known as the "Together Team." This program enhances patient care and broadens career prospects for nurses. Taren O'Brien, Vice President and Chief Nursing Officer at Holy Cross Health, provides insights into this cutting-edge initiative.



Virtual Nurse Lucienne Morency Saint Cyr at a workstation

The Virtual Nursing Model

The Together Team is a collaborative care model integrating bedside RNs, PCTs or LPNs, and a virtual nurse operating remotely. This trio operates with the virtual nurse stationed within the hospital but on a different floor.

"The virtual nurses connect with the patient via the TV in their room and the camera, which is fixed on the walls," explains O'Brien.

This innovative approach allows for high-resolution monitoring and immediate med-

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Francis Afram-Gyening

Camillus Health Concern Receives \$1.9 Million Gift

BY LOIS THOMSON

"Super excited!" exclaimed Francis Afram-Gyening. And how can you blame him? Afram-Gyening is CEO of Camillus Health Concern (CHC), and he was describing his reaction to the \$1.9 million gift CHC received from Yield Giving at the end of October.

CHC is a community health center located in Miami whose mission is to help men, women, and children in Miami-Dade County who are experiencing homelessness, by providing health care services, including primary care, behavioral health, oral health, and social services. Because of this work, and the organization's stellar fiscal and organizational management, it was awarded the grant from Yield Giving, a foundation established by MacKenzie Scott to distribute a fortune that is described as having been created through the effort of countless people.

Afram-Gyening was surprised to learn about the award, saying, "We had no idea it was coming. We received a telephone call from one of the charitable trusts in Chicago, that a donor was trying to reach me. So when I connected with the staff of the Charitable Trust, they told me we had been chosen to get the \$1.9 million donation."

He went on to say that after the call, CHC received the award letter on October 17, "and by Friday, October 20, the money was already in our account; everything they said was right. We were elated."

Evan Piper, Chairman of the Board of Directors, commented, "We are really excited to have received this unexpected donation and are looking forward to finding the

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Marketing

Anatomy of a Milestone Anniversary Broward Health celebrates 85 years of serving the community's healthcare needs

BY JENNIFER SMITH, APR

By definition, an anniversary commemorates a significant or memorable milestone. For Broward Health, recognizing 85 years as a pillar of quality healthcare in the community provided us with an exceptional opportunity to tell the story of our legacy of service to the community.

"Then, Now, Forever" became our tagline for a campaign that not only celebrated Broward Health's legacy but renewed our commitment to our community.

Our fully integrated strategic communications and marketing campaign supported a widescale and comprehensive year-long celebration that was developed based on research and careful planning. Our primary objectives were to share our reimagined Broward Health story in a manner that highlighted our history of care, our commitment to the community and to drive consumer and employee confidence.

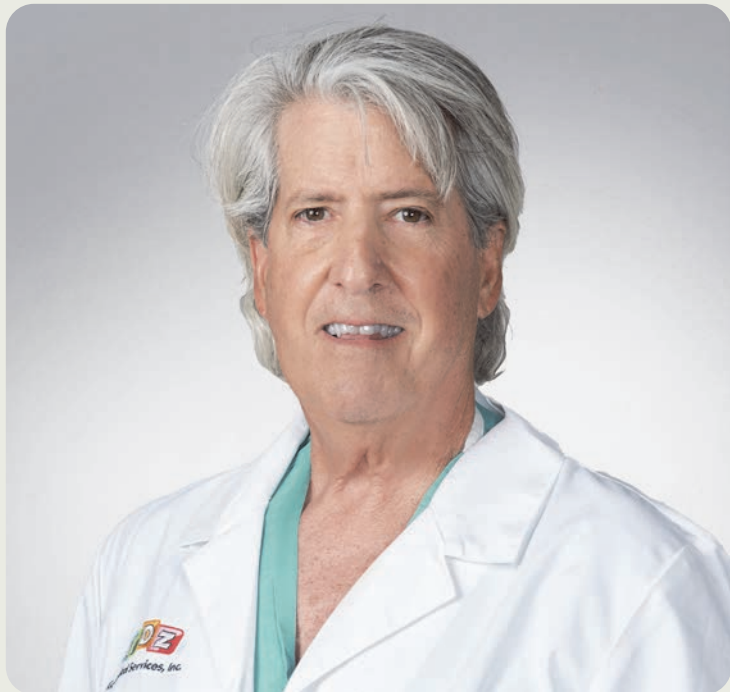
The campaign launched in early January with a bevy of coordinated initiatives, including a new 85th-anniversary themed landing page for the system's website, robust advertis-



Jennifer Smith

Continued on page 23

Celebrating a Servant Leader



Jorge E. Perez, M.D.
South Miami Hospital's
2023 Physician of the Year

The more than 400 clinicians and staff at KIDZ Medical Services congratulate our co-founder and renowned neonatologist, Dr. Jorge Perez, for being named the 2023 Physician of the Year at South Miami Hospital.

Dr. Perez' physician peers voted to recognize his many contributions, including the introduction of innovative therapies and procedures, medical staff leadership, personal philanthropy, and for being a driving force behind the advancement of South Miami Hospital's Women's and Infants Service into a premier program in Florida.

We honor Dr. Perez, whose dedication to our community's children and families continues to transform lives.



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Publisher's Note



My goal for 2024 is to accomplish the goals of 2023 which I should have done in 2022 because I promised them in 2021 and planned them in 2020.

Perhaps if I were a "more" goal-oriented individual, the prospect of resolutions for 2024 wouldn't seem so daunting. However as Carol delights in reminding me, my brain is like a butterfly on Red Bull and never quite reaches solid ground. So for this totally non-denominational holiday season, I leave you all with our simple thanks and hopes for a peaceful 2024. Thanks for being our friends, our clients, our community of readers, and most of all our caregivers.

To all, as we enter December, whether you celebrate with a Christmas Goose or Potato Latkes, say Feliz Navidad or Happy Kwanzaa, have a wonderful holiday season. May all your troubles last as long as my New Year's resolutions!

Charles Felix



You can reach Charles Felix at
Charles@southfloridahospitalnews.com

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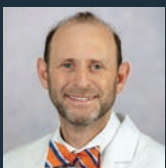
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Talya Schwarzberg, MD



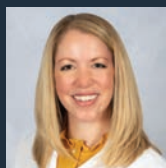
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Empowering Women in Medicine Dade County Medical Association Steps Forward

In the ever-evolving landscape of healthcare, the indispensable role of women in medicine cannot be overstated. As we navigate through the 21st century, it is imperative to recognize and champion the pivotal contributions of women in both medical practice and leadership roles.

The Dade County Medical Association (DCMA) established the Women in Medicine Committee six years ago to share opportunities and resources, connect experts, enhance leadership, and find solutions to common challenges. “When we established the Women in Medicine group six years ago, the vision was to give women a space to relax, interact with other women physicians, and converse about non-medical topics, while acknowledging the importance of gender diversity in shaping the future of healthcare,” says DCMA Vice President, Adriana Bonansea-Frances, M.D., who, along with Barbara Montford, M.D., gave life to the initiative. Soon after, COVID-19 put meetings into a stall, and now the group is up for a renewed start and welcoming female doctors and medicine students.

On November 2nd, the group met at the Comprehensive Medical Aesthetics, a state-of-the-art facility led by Rudolph Moise, D.O., dedicated to providing high-quality advanced aesthetics using technologically advanced non-surgical procedures. Attendees discussed issues that ranged from mentoring, mental health, and community resources, to compassionate care and the need for further research.

The multifaceted responsibilities that women in medicine bear require a balance between professional and personal life. Striking this equilibrium fosters personal well-being and enhances the overall effectiveness of the healthcare system. Women bring unique perspectives, such as empathy, and collaborative skills to the medical field, enriching patient care and promoting a holistic approach to health.

The DCMA envisions a healthcare landscape where gender equality is not just a goal but a reality. The association aims to empower women in medicine by creating an environment that fosters professional growth, leadership development, and work-life integration. By recognizing challenges faced by women in the medical field, the DCMA strives to implement initiatives that support career advancement while addressing the specific needs related to balancing personal and professional commitments.

To strengthen this initiative, the DCMA is committed to providing mentorship programs, networking opportunities, and educational resources tailored to the unique challenges faced by women in medicine. By facilitating a supportive community, the association’s goal is to strengthen leadership skills, amplify women’s voices, and bridge the gender and diversity gap in medical leadership positions.

In fact, Dr. Montford, co-founder of the Women in Medicine Committee, served as the first African-American female physician of our association. As part of this ongoing effort, our Board of Directors will appoint female presidents for the next two consecutive periods.

The DCMA’s commitment to championing women in medicine aligns with the broader vision of creating a healthcare system that thrives on diversity, equity, and inclusion. By recognizing the invaluable contributions of women in both clinical practice and leadership roles, the association steps forward to enhance the professional lives of its members while contributing to the advancement of healthcare as a whole. As the Women in Medicine initiative evolves, the DCMA will continue paving the way for a more inclusive and resilient medical community, where the collective strength of both men and women propels the field toward greater heights of success and innovation.



BY CARMEL J. BARRAU, MD

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

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Radiosurgery Experts Meet in Miami to Discuss Important Treatment Developments



(l-r) Dr. L. Dade Lunsford, Dr. Juan Arturo Fridman, and Dr. Ajay Niranjana



Dr. Gene Barnett and Dr. Manmeet Ahluwalia

BY ADRIENNE SYLVER

Advances in radiosurgery are making it possible for more patients with benign and metastatic brain tumors, vascular malformations and functional brain disorders to receive lifesaving and life-prolonging less invasive treatments.

To discuss this rapidly evolving field and review the newest outcomes data, Baptist Health Miami Cancer Institute recently partnered with the International Radiosurgery Research Foundation (IRRF) to host the International Radiosurgery Research and Education Meeting in Coconut Grove.

“The summit brought together renowned international thought leaders sharing their expertise on stereotactic radiosurgery, science-backed strategies for treating benign and metastatic brain tumors and emerging trends with radiosurgery innovations,” said Manmeet Ahluwalia, M.D., MBA, FASCO, meeting director and deputy director, Fernandez Family Foundation Endowed Chair in Cancer Research, chief of medical oncology and chief scientific officer of Miami Cancer Institute. “The meeting highlighted the need for multidisciplinary collaboration to drive further research and innovation.”

At the conference, Dr. Ahluwalia was joined by speakers from Cleveland Clinic, the University of Pittsburgh Medical Center, Mayo Clinic, New York University, Ruber International Hospital in Madrid, Yale University, Cornell University, the Ohio State University and Taipei Veterans General Hospital in Taiwan along with radiation oncologists, neurosurgeons and physicists from other top-ranked cancer centers.

Founded in 2008, the IRRF unites academic and clinical centers of excellence that use stereotactic radiosurgery devices. The group facilitates clinical trials and assists researchers with pooling data to help evaluate and improve outcomes something that can be difficult to do when individual centers may only see small numbers of patients with these relatively rare conditions.

Radiosurgery plays a pivotal role in the treatment of brain tumors, harnessing high-energy radiation to precisely target and destroy abnormal tissue while reducing damage to healthy brain tissue. Stereotactic radiosurgery (SRS), stereotactic body radiation therapy (SBRT) and ablative radiotherapy (SABR), along with complementary therapies such as laser interstitial thermal therapy (LITT) and focused ultrasound (FUS) were among the meeting topics.

Physician-researchers also discussed:

- Combining immunotherapy and SRS
- Radiomics
- The application of artificial intelligence in radiosurgery
- Pre-operative and post-operative SRS
- Medical and surgical management of radiation necrosis
- Management of recurrent brain metastases

Keynote speaker L. Dade Lunsford, M.D., distinguished professor of neurological surgery at the University of Pittsburgh Medical Center spoke on “The Meningioma Project.” Keynote speaker Gene Barnett, M.D., director of the



Dr. Manmeet Ahluwalia and Dr. Jason Sheehan

Burkhardt Brain Tumor and Neuro-Oncology Center at Cleveland Clinic spoke on “Radiosurgery in the Time of a Pandemic.”

With innovations driving device and drug development and a focus on expanding the use of minimally invasive procedures, Miami Cancer Institute is able to offer alternatives to surgery for more patients. A number of the clinical trials offered at the Institute involve treatment for brain cancer.

“It was particularly gratifying to see the progress made in brain metastases in the last decade or two, from an average survival of six to nine months to an average survival today of two to three years. As clinical trials and science continue to advance, the future of cancer care holds promise and better outcomes for patients. Sharing our knowledge and working collaboratively is helping us gain traction on this devastating illness,” Dr. Ahluwalia said.

Other Baptist Health physicians on the meeting faculty were radiation oncologist Rupesh Kotecha, M.D., chief of radiosurgery and director of the Central Nervous System Metastasis Program at Miami Cancer Institute, and Alonso N. Gutierrez, Ph.D., MBA, the chief of medical physics at Miami Cancer Institute.



Dr. L. Dade Lunsford

Hospitality at Heart of World Class Parking

BY VANESSA ORR

When Ray Lainez was 16, he began working in the hospitality industry, which taught him about the importance of customer relationships. Now the owner of World Class Parking, he makes it a priority to ensure that every client's need is met.

"I live, breathe and bleed hospitality, and it's important to me that our clients feel that they are receiving the appropriate level of service for their return on investment (ROI)," Lainez explains of the business that he has run for the past 11 years.

"I understand what the client wants, what the customer needs, and ensure that our associates are well taken care of," he added. "We strive to be completely transparent, and we use technology to ensure that high level of service."

Lainez began in the business in 2012, and the company now serves a range of clients including hospitals, healthcare companies, the hospitality industry, HOA condominiums, property management companies, retail, malls and more. They also provide valet services for special events at private homes.

Originally created to serve the needs of South Florida businesses, Lainez is now looking to expand throughout Central and North Florida and expects to grow outside the state in the next two years.

Keeping Customers Happy

World Class Parking's ticketless system makes it easy for drivers to use their services, and its revenue reporting, 24/7 customer support and quality management program ensures that companies that hire them can trust that they are working with a reputable firm.

"Through our ticketless system, our



Ray Lainez

valet receives a text from the client when they are ready to leave the premises so that they can have the car already in the queue for it to be retrieved for departure," explained Lainez. "Any time we are placing valets on site, we first do a logistic evaluation of the location to ensure that we have the amount of spaces needed for an event or property, and we consult with the client to ensure a smooth operation."

The company also documents all revenue to ensure that their services are transparent and aboveboard. "When you're dealing with cash, you want to make sure that there's no funny business going on, and that everybody is operating to their full potential," said Lainez.

By taking on this role, World Class Parking is able to free up their partners' inhouse employees to do other tasks, which results in increased productivity.

"Having worked with Ray Lainez and his team for over five years, I can attest to their exceptional service delivery," said CEO Shirley L. Martell, MBA-HCA, Select Specialty Hospital-Richmond. "They have consistently demonstrated a high level of professionalism and customer service, ensuring the safe handling and parking of clients' vehicles from arrival to departure. They are also adept at following procedures and protocols ensuring the safety of clients and their vehicles."

Lainez notes that as a "very hands-on" owner, he makes himself easily accessible to clients so they can reach him when they need him. Depending on the location, operation and amount of man hours needed, the cost of World Class Parking's services varies.

To find out more, email Ray Lainez at editorial@southfloridahospitalnews.com or call (786) 452-7153.

From Boardrooms to Living Rooms: Translating Health Speak for Every Audience

In the complex world of health care, specialized language may be second nature to those within the field, but it can sound foreign to outsiders. Take, for instance, "value-based care" – a term that garners nodding heads in hospital boardrooms and medical conferences. Yet when we step outside our echo chambers, we face a stark reality: Most health consumers – those we ultimately serve – have no idea what we're talking about when we use this industry jargon!

A recent survey by Sachs Media found that only 1 in 4 consumers could correctly identify "value-based care" as a health care model that pays providers based on patient outcomes, not just treatments provided. By comparison, an equal portion identified it – incorrectly – as a health system that offers low-cost care with a limited provider network.

This gap in understanding isn't about intelligence; it's a gap in translation, with these concepts creating a lexicon rift between those inside and outside of the health care bubble. Health leaders must reassess and refine how we communicate with those beyond our industry's walls. And it's not just about consumers. The policymakers who regulate our operations, the investors who fund our innovations, and the broader community also require messaging and a narrative they can understand and be moved by.

The evolution of "health speak" emerged for multiple reasons, ranging from the need for precise language to ensure an accurate diagnosis to the ego-driven sense among some practitioners that using grandiose language makes them seem smarter. Translating industry jargon into accessible language should not dilute the complexity and nuance required for favorable health outcomes, but it will improve comprehension and understanding.

When speaking with consumers, our messaging must shift from technicalities to tangible benefits that the audience can relate to. Instead of explaining "value-based care" in abstract terms, we could focus on the direct benefits: "It's an approach where your health and wellness guides how your care is planned and paid for."

Bridging this divide starts by changing perspectives. When we engage with the public, our internal narrative must morph into a personalized story that resonates with external audiences. To do this, we must first identify messaging that aligns with brand strengths, priorities, and values.

The topics that health leaders are talking about, such as innovation and digital



BY RYAN COHN

health, tend to be starkly different from what consumers want them to prioritize, such as clear and actionable information on mental health services – a topic that, despite its significance, often remains on the periphery of health care conversations.

From there, we must adapt our messages for each audience, which bring their own unique

expectations and experiences to the table. For example, when engaging with policymakers, we may explain how "value-based care" aligns with national health goals and cost reduction, using outcome-based data and patient stories. But for a discussion with investors, we'd accomplish more by explaining how "value-based care" lowers costs by aligning incentives, improving operational efficiency, and rewarding the delivery of high-quality care.

A corporate narrative is not just what we say, but how we say it. It involves crafting a story infused with human elements of health, like patient stories, caregiver insights, and the impact of our local communities. These stories provide the connective tissue between complex concepts and meaningful, relatable outcomes.

Furthermore, the tools we use to convey our messages can be as essential as the messages themselves. A newspaper guest column might suit an informed reader, while a social media campaign might reach a broader base of consumers, and town halls can engage community stakeholders – all working in conjunction to ensure our messages are heard and understood.

When developing public-facing narratives, we must recognize that our words have the power to inform, influence, and inspire. We can help build stronger connections with our audiences by embracing clear, relatable language.

This commitment to clear communication is about more than providing information – it's about building greater understanding and trust. And, in the end, the true measure of our success isn't found in the echo of our jargon but in the clear voices of those we've engaged and empowered. That's the narrative worth building and the message we must all strive to share.

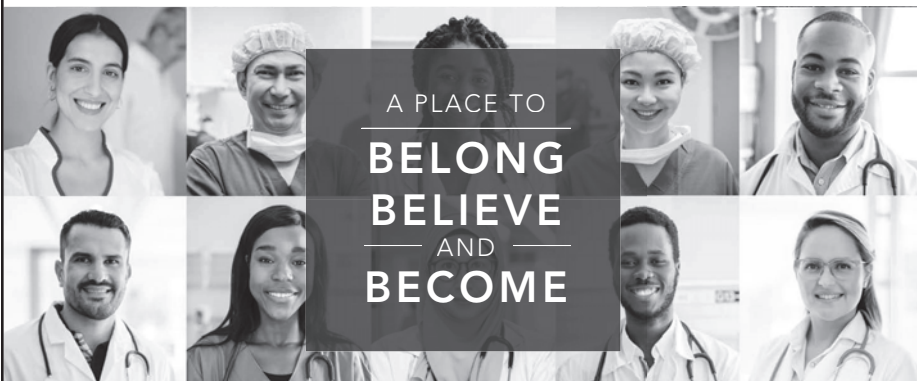
Ryan Cohn is Executive Vice President and Partner at Sachs Media. He advises several of the nation's most respected health care companies, nonprofits, and thought leaders on communications and media strategy.



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Cover Story: Orthopedic Surgeon Brings Out-of-the-Box Thinking to Baptist Health Expansion

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for the Society of American Shoulder and Elbow Surgeons.

"This is exciting for Baptist Health and a great honor for me," he said.

Dr. Miniaci came by his interest in orthopedics at an early age. As a high school soccer player in Canada, he injured his back, which curtailed his soccer career. "I took a real interest in what the doctors were doing and how they treated me," he said. "I thought it was cool."

After meeting Dr. JC Kennedy, a well-known sports medicine orthopedist, Dr. Miniaci was encouraged by the doctor to go to medical school. He graduated from the University of Western Ontario and pursued a career working with athletes, spending the last two decades treating professional hockey, football, and baseball players as well as Olympic athletes. He currently serves as the medical director for Florida Atlantic University's athletics program, and has also served as the head team physician for the Cleveland Browns and as an orthopedic consultant to the Toronto Blue Jays.

While working with these athletes, Dr. Miniaci realized that despite recovering from their injuries, a number were not able to return to their sports functioning at the same level as before.

"I did a lot of research on the anatomy of the shoulder and recognized that the shapes we were using were not quite right; they needed to be more anatomically cor-

rect than they were," he explained of his now-patented shoulder surgery technology. "After many years of work and research, I created a shoulder replacement which is a bit of a paradigm shift in how we've been doing shoulder replacements, and it's starting to catch on."

Dr. Miniaci will be taking the same innovative approach to patient care while expanding Baptist's orthopedic program. "Quality of care is the first and most important thing," he said, "and patients should also be able to walk into any Baptist Health hospital and get the same standard of care."

To this end, Baptist Health is creating multiple hubs and spokes across South Florida including one in Miami and Palm Beach County. In addition to standardizing care, Dr. Miniaci is also recruiting high-quality individuals to add to the current staff to round out the service line.

"One of the most important things in generating high-quality care is having surgeons and individuals who are interested in evaluating outcomes and doing research," he explained, adding that Baptist Health will be working with universities in South Florida to do outcomes-based research and establishing academic programs including residencies, fellowships and research programs.

"My goal is for Baptist Health to be recognized for the work that we are doing to bring the highest quality of orthopedic care to South Florida," said Dr. Miniaci.

When It Comes to Patient Care – Focus on Warm Transfers

I am at the age now where health is a key priority in my life. My one Grandfather lived to 102, the other one passed away shortly after his retirement. I am betting that I will be somewhere in between although I would prefer the former's longevity. Regardless, my routine checkups sometimes lead to referrals either within the health system or to an outside physician. When this happens, I inevitably, am asked to sign the HIPAA release form. This, I am told, is to allow them to pass all my information along to the doctor I will be seeing next. Sometimes this works out flawlessly. I show up for the appointment and the staff knows exactly why I am there and why they are seeing me. They have pulled my medical information and things go smoothly. Other times I question if the referring office even bothered to let them know I was coming. Bottom line is this, whenever you are transferring patients from one department or practice to another, there is a tremendous opportunity to not only impress them, but also to improve patient care and experience. Us non-medical professionals will always do our best to bring people up to speed on what is going on, but wouldn't it be much easier if the actual folks with the degrees had that conversation? Once you have the HIPAA release form authorized, use it. We are all busy, but training your team to let another team know not only who is being sent to them, but more importantly why is the key. When this does not happen, patients are left feeling alienated and usually will lay blame on the referring physician or health system. Inevitably there will be a satisfaction survey in their inbox and how they fill it out will have nothing to do with the care they received. Do right by your patients, practice warm transfers.



BY JAY JUFFRE

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

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Dabdoub Law: A Winning Roster for Disability Clients

BY BARBARA R. FALLON

Ever since Edward Dabdoub successfully litigated his initial disability insurance case as a law clerk for a man whose disability insurance benefits were wrongfully terminated, he was determined to build a firm dedicated to holding insurance companies accountable.

Dabdoub Law Firm, a nationally recognized disability insurance law firm headquartered in Coral Gables, has been building a reputation for winning and his team of lawyers provide clients more than 20 years of proven abilities championing disability insurance and ERISA claims.

In fact, according to Dabdoub, their business model differentiates itself by not competing with firms who 'race to the bottom' for an out of court settlement that typically does not provide the best outcomes for clients.

"We are in a profession based on contingency fees, and disability cases are high risk; however, we are not looking for the low hanging fruit simply because it is an easier path. Instead, we are primed to litigate and win our cases in a timely manner because we are familiar with all the nuances of disability policies. We have collected a reservoir of expert physicians, academics, health care institutions and researchers who support an appeals process, and have countered any bias from insurance company cases in our successful arguments before disability claims judicial experts," Dabdoub explained.

Most disability insurance claims are gov-



Edward Dabdoub

erned by Federal law and have enabled the law firm to build an impressive list of successful wins nationwide in support of the need for disability compensation.

In fact, the niche focus on disability has given each of the seven attorneys in the firm a breadth and depth of knowledge that allows them to move through the disability

insurance litigation at an accelerated pace resulting in outcomes beneficial to their clients. Dabdoub Law Firm has built its forte competence and expertise in every stage of the disability insurance claims' process from submitting an initial claim, to appealing a denial to the insurance carrier and into litigation. This includes building close relationships with professional authorities, particularly medical doctors and providers.

Expert Help for an Expert

A significant example of how this focused contractual expertise matters is the firm's recent win for a skilled liver transplant surgeon in a university teaching hospital. The client had 'own occupation' disability insurance designed to provide benefits specific to one's exact occupation. When a wrist injury prevented him from performing this highly specialized surgery the insurance company denied his request for total benefits because he was able to perform other related functions such as teaching and other surgeries. The insurance company's attorneys implied that he

had three occupations.

In contrast, Dabdoub argued that liver transplant surgery was indeed his pre-disability occupation, and those other duties were customary responsibilities of a liver transplant surgeon and not additional occupations. Therefore, since he was unable to perform his specialty surgical services he deserved total disability benefits regardless of his ability to perform faculty duties or other surgeries. In a summary judgment, the court ruled in favor of the specialty physician - a huge win for clinician clients protected by 'own occupation' policies.

Team Expertise

As an established expert in disability insurance law, Edward Dabdoub is a frequent speaker, lecturer and author on national and local stages of disability insurance benefits and ERISA for legal organizations. The Dabdoub team also shares expertise and strategy through podcasts, videos and educational counsel.

"We have represented the full spectrum of clients from high profile NFL players and academic physicians to blue collar working men and women - all of whom are simply deserving of benefits to support their families. More importantly, we win unique claims for our clients against some of the toughest opponents," Dabdoub noted, "We are prepared to argue and explain the barriers our clients with disabilities face - physical, psychological, technological - and then to win their claims, unlike many firms who are not willing to risk going to court," he explained.

The team of attorneys at Dabdoub Law

Firm have all been infused with a desire to advocate for deserving clients and defend their disability claims. They provide access to legal expertise as well as a thorough understanding of occupational demands and various medical conditions and feel absolutely confident in their professional ability to win what sometimes seems unwinnable.

Whether we think of disabilities from birth, work accidents or other acute or long-term causes - physical or psychological - Dabdoub Law is comprehensively schooled in the barriers clients face and uses that knowledge to accelerate a successful outcome. The law firm is home to experts who have effectively debated against formidable adversaries. They pride themselves on effective communications with clients at every turn in the process. Due to sheer volume and exposure to unique cultural workplace or occupational dilemmas, Dabdoub Law Firm uses hands-on legal, bilingual or professional and personal familiarity with issues to navigate a path through successful litigation.

Founding attorney, Edward Dabdoub's pedigree includes a family of five attorneys. Raised in Jamaica, he earned his MBA from Florida International University and graduated cum laude from the University of Miami Law School.

He and his firm have been recognized with several elite awards for expertise in his field along with client endorsed testimonials.

For more information, visit www.longtermdisability.net or call 1-800-969-0485.



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BE IN DEMAND

Malpractice Insurance

EXPERT ADVICE

Ramifications of Large Med Mal Judgments Spread Beyond Initial Claim

BY VANESSA ORR

As larger jury verdicts result in huge, sometimes multimillion-dollar payouts, it's important that physicians take a proactive approach to avoiding claims. These massive medical judgments have many ramifications to the parties involved, including healthcare professionals, institutions, insurance companies, whole health systems and even people's opinions about the medical profession.

For example, a recent case at the University of Michigan resulted in an \$8.5 million settlement when a spinal surgery patient was left paralyzed after treatment. New York Presbyterian lost a \$100 million case when a patient suffered a brain aneurysm following surgery, and a Johns Hopkins University patient was awarded \$190 million after undergoing a wrong-side amputation.

While some of these results could have been avoided, others may not have been foreseen, which is why every medical professional is at risk.

"No specialty is immune—there is always room for error," said Bill Gompers, CFE, vice president, Risk Strategies Company | Danna-Gracey. "Surgery is not a science; it is always improving with new innovations, but it's still a risky profession, especially when patients undergo general anesthesia."

He notes that all of the 'ologists,'—anesthesiologists, radiologists, cardiologists, neurologists, etc. are at risk of being sued, as are ob/gyns when they don't deliver a 'perfect' baby. Internists, emergency medical professionals, psychiatrists and pediatricians are also at risk, as is any medical professional who misdiagnoses a patient, provides improper treatment or harms a patient as a result of a medical error.

"When people are taking over-the-counter medicines or vitamins, there can be drug interactions that doctors should know about or the medical record should pick up, but sometimes that doesn't happen," said Gompers. "Psychiatrists are now being sued more frequently for patients' suicides, and pediatricians are being sued for failing to recognize child abuse, or for reporting it and then finding out the patient wasn't abused."

Far-reaching Impacts

If healthcare professionals do not have adequate coverage to cover their defense or any indemnity judged against them, they can easily find themselves in a position to lose money, medical practices, marriages and more.

"Physicians sometimes think that they don't need medical malpractice insurance; they just assume that if they are sued, they'll hire a good lawyer or declare bankruptcy if they have to. But that plan falls apart when the papers are served," said Gompers.



Bill Gompers

"Most doctors go into an emotional, financial tailspin," he added. "That's why it's really important to have a good attorney and a malpractice insurance carrier that includes qualified counsel to help guide them through the process. Their livelihood and license are on the line."

When a settlement or claim is over a set amount of money, that claim is

reported to the national databank and the state's licensing board. Every time a doctor applies for privileges at a hospital, the databank is reviewed for claims, and in some states, three claims could result in the loss of the physician's license. Institutions facing medical malpractice suits may find that these suits affect their bond ratings, as well as ability to partake in capital improvement projects.

These high impact "shock" cases also affect individual practitioners' rates and can have an effect on how physicians practice medicine. "The fear of litigation stifles innovation—providers become more risk-averse and potentially won't work in the development and implementation of new methods or procedures," said Gompers.

And thanks to social media, he adds, physicians have to worry even more about their reputations with patients posting about their experiences. If a procedure was not performed within "standard of care," the physician could even be in for legal precedents brought by patient advocacy groups and more regulatory scrutiny.

Protecting the Practice

So how does a physician avoid these medical malpractice pitfalls?

"Communication is key," says Gompers. "Good bedside manner usually trumps good medical care. The better the relationship is between the doctor and patient, the less chance of getting sued."

He also recommends detailed documentation, continuous education and training with staff, adherence to global best practices standards and guidelines, and adequate staffing and supervision.

"Practices should follow a system where the staff feels confident reporting all issues, including mistakes, without fear of punitive actions," he added. "Physicians should have a process in place to review what they do and establish a culture that includes staff meetings to review policies and practices."

Of course, it's also wise to have a qualified and experienced healthcare attorney and to have a robust insurance program through an agent or agency that knows healthcare liability insurance.

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

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I'm a Fortunate Physician. My Job Allows Me to Truly Care for My Patients While Having Quality Time for Myself and My Family

At Conviva, I spend more time with patients, build strong relationships and address their complex health issues

I pursued a career in internal medicine because of my passion for helping my patients live their best lives.

That is why I'm grateful to work at Conviva, where I find caring for senior patients extremely rewarding, particularly when treating senior veterans. Because of our value-based, care team approach, I have a lower patient panel and extended time with them – up to 40 minutes a visit.

That's enough time to build strong patient relationships and understand their day-to-day needs, which enables the delivery of exceptional support to individuals who often have complex health needs and seek a more personalized approach to their well-being.

At Conviva, the holistic care team approach allows me to work seamlessly with social workers, pharmacists, nurses, care coordinators and behavioral health specialists to improve patient outcomes and their quality of life. With this expanded team support, we can address the many factors impacting our patients' health – from connecting them with food, housing, transportation and prescription drug assistance to providing mental health assessments and referrals.

One example of the impact of this approach is my patient who has diabetes, congestive heart failure, chronic kidney disease and recurring strokes. By dedicating extended time to this patient – which was made possible because of the smaller number of patients I treat – and coordinating with other specialists on our team, we have effectively managed the patient's condition, minimizing his emergency room visits and hospitalizations. There's nothing more fulfilling than playing a vital role in my patient's well-being by delivering this type of comprehensive care.

Conviva's approach also promotes a better work-life balance. There are reduced administrative burdens, minimal on-call duties and generous PTO packages so physicians have more time for themselves. There is a commitment at Conviva to



BY ROMEO REYES
LEGASPI, MD

improve continuously, not just the patient experience, but also the provider experience – a rarity in our field.

There are so many benefits to working at Conviva, but these factors stand out to me:

- **Mission-Driven Care:** Conviva believes in the importance of senior-focused primary care and going beyond the basics to help seniors stay as healthy as possible and thrive as they age.

- **Relationships:** The most rewarding part of my job is

working with seniors whose complex health and life issues require more attention and care. I have the opportunity to connect with these patients, hear their stories and, with the care team's assistance, provide needed support beyond medical treatment.

- **Care:** Because of the extended time I have with my patients and the trust that develops between us, they openly share their concerns, allowing me to gain critical insights into their values and challenges which helps me provide comprehensive, personalized care to address the entirety of their health concerns.

- **Growth:** Conviva Care Center, along with CenterWell Senior Primary Care, is part of the nation's largest senior-focused primary care network, with nearly 260 centers across 15 states with ongoing expansion. This growth provides me opportunities to consider working in different locations and for my fellow physicians to experience the benefits of working for an organization that supports a care team model.

I would encourage anyone looking for a change and who would like to practice truly effective and rewarding medicine to take a tour of our centers and talk with our providers to get a better understanding of how we deliver primary care. You'll find that Conviva does a great job of caring for patients while offering physicians the time and support we need.

To learn more about careers at Conviva, please visit ConvivaCareers.com.

Let's Connect: ACHE of South Florida Spotlight

ACHE of South Florida
An Independent Chapter of



ACHE of South Florida Member Spotlight: Brian Altschuler

BY LOIS THOMSON



Brian Altschuler

As Vice President of Ancillary Operations, Brian Altschuler is responsible for myriad support services at Boca Regional Hospital, including such areas as pharmacy, laboratory, imaging, construction, security, food and nutrition – in essence, as he said, "all clinical and non-clinical ancillary departments at the entity level." He acknowledged that encompasses a wide range and explained, for example, "We're working on a massive facility plan that's going to include a new bed tower, a new medical arts building, enhancing our infrastructure – basically redesigning our campus. My role on a day-to-day basis can be interacting with our corporate construction groups, and then the next hour I could be dealing with a family that has concerns about their loved one and needs assistance from one of our departments."

Altschuler likes it that way because, he pointed out, "It's a nice role because no day is the same, every hour is different." He said his current role has evolved over the past several years, that he originally worked in the hospitality industry – including for Marriott International and Walt Disney World – and spent much time in operations. He then worked in human resources and organizational development in areas of healthcare, and that eventually expanded into this current role. "My career path is a winding road, I have a lot of diverse work experience and it's really helped me evolve. I love what I'm doing. I've found my passion of interacting more with patients and families in my role, whereas my prior roles were wonderful because I worked a lot with the internal teams. Now I get to work with both."

With his experience in healthcare, Altschuler decided to join the American College of Healthcare Executives (ACHE) six years ago, saying he did so not only to grow as an individual, but also to be able to become part of a healthcare community. "I've always believed that we're stronger as one, and while we're all different healthcare systems, fundamentally we are here to provide better health to our community."

He said if he hadn't joined ACHE, he might be viewing others as competitors instead of as peers or people he can rely on. He reasoned, "In healthcare, we're not all good at everything, and the more we know about each other's personal expertise and learn from each other, the better our ability to help patients get better access to care. As a bonus, we all get to become friends and establish a strong network."

Altschuler admitted that when he first joined, he just viewed the decision as wanting to be a member. "But as the years went on and I learned more about the organization's capabilities and what was available through ACHE, including attending the Congress on Healthcare Leadership in Chicago, that made me want to get more involved." That also led to him considering becoming president with the purpose of helping to move the South Florida chapter forward.

Along the way, he decided to undertake the journey to become a fellow. "That really was well supported by ACHE, my leader, and my colleagues. I became certified as a fellow last year, and I've been very proud of that accomplishment. I give a lot of credit to the fact that I got more involved, and learned how to round out my skills by going through the process."

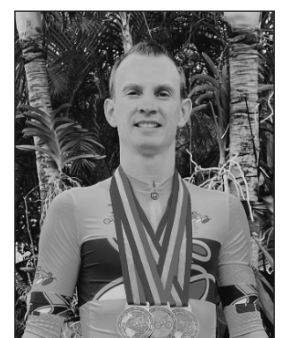
Altschuler said he finds great value in ACHE, and would highly encourage people both to join, and also to consider the value of becoming a fellow. "It brought me not only greater education that we can all gain from, but in this industry and in my hospital, it also raised a level of respect for achieving that accomplishment; it gave me credibility."

Now 2024 President-Elect of ACHE of South Florida, Altschuler said one of his biggest goals as president will be to continue to build bridges in a collaborative sense, making one healthcare community, where the local chapter is seen as that bridge. He wants to bring unity and create an impressive group of healthcare leaders – whether through education, community outreach, the supportive efforts of each other, or celebrating and highlighting key accomplishments. "I know it's an ambitious goal, but I also think it's a realistic one."

CEO of Palm Beach Health Network Physician Group Represents TEAM USA at Multi-National Cycling Championship

Palm Beach Health Network Physician Group CEO Eric McBride recently won two gold medals and a silver medal at the 2023 Pan-American Master's Cycling Championships. Eric represented TEAM USA in the 45-49 age group in four events at the Pan-American Championships during the week-long competition held in Santo Domingo, Dominican Republic. On the velodrome track, Eric claimed gold medals in both the 10KM scratch and 30KM points races. On the road, Eric earned silver in the 107KM Road Race and fifth in the 70KM circuit race. More than 300 athletes competed in the events from 15 countries.

Eric also represented TEAM USA in Master's Track Cycling World Championships in Manchester, England. He placed sixth in the points race and ninth in the scratch race at the World Championships.



Eric McBride

Why Doctors, Employers, and Insurance Companies Are Increasingly Focused on “Whole-Person Health”

BY CAROL NEWMAN

Instead of treating only a specific disease or illness, doctors, employers, and insurance companies are increasingly focusing on overall health by promoting wellness and resilience. They are helping to advance well-being and prevent disease through a whole-person health approach to health care.

“Whole health relates to overall health and well-being,” said Dr. Craig Hersh, vice president and chief medical officer for commercial business at Florida Blue, Florida’s local Blue Cross and Blue Shield plan. “There is no physical health without mental health, and there is no mental health without physical health.”

Approaching health holistically provides broad benefits for both the employees and their employers, by improving well-being, reducing costs, and avoiding more expensive care. “Whole health leads to a happier and more fulfilling life,” Hersh said.

“Not only do healthy employees experience more joy, but they also tend to be more productive,” Hersh said. In teaming with like-minded health care providers, insurers like Florida Blue are providing products, benefits, and other personalized solutions that focus on total care by supporting individual employees and employers.

Treating patients holistically and continually

Hersh added that it is important to treat people across their unique journey. For example, primary care doctors serve as the coordinator. They consider a patient’s family history and other social factors, are aware of any acute or other issues, and can partner with specialists and the patient to help prevent or plan for possible conditions like diabetes, depression, or heart disease.

Then, if a patient has an acute need, like a heart attack or pneumonia, doctors will layer in additional support within the context of that patient’s health and lifestyle. “We want to help all members, first and foremost, by eliminating knowledge gaps and lessening emotional burdens, so they know what to do to stay healthy and happy,” Hersh said.

If a patient does develop a chronic condition, doctors can intervene early to prevent it from worsening and to manage the condition. “At Florida Blue, we collaborate with doctors to make sure patients have the specialized local support they need at home, at work, and in their communities,” Hersh said.

Often there may be both physical and mental health issues associated with chronic illness. Whole-person care also includes screening for, and then treating, any mental health issues that can arise when someone’s physical health worsens, and vice-versa.

“Research shows that diagnosing and treating depression, anxiety, stress, and other mental health conditions can improve overall well-being, in addition to reducing a patient’s medical costs,” Hersh added.

Addressing determinants of health, like education, housing, and nutrition, is also part of whole-person care. “There are too many inequities affecting people when it comes to these determinants of health. We really saw that play out during the height of COVID-19. As a health care industry, we must act to effectively address these factors to improve everything that drives health,” Hersh said. An example of this is ensuring someone without transportation can get to the doctor. “If patients do not keep their appointments, they may have to go to the emergency room for care, and in some instances, this can lead to being admitted to hospitals. This creates a sense of fear, uncertainty, and doubt.”

Whole-person care even incorporates end-of-life issues like advanced-care plans, in which patients and providers work together to document health objectives and the steps needed to achieve those. For instance, if a patient wants to spend more time with their grandchildren or to travel, providers can help them develop a customized plan of care that considers the expected and the unexpected.

“These individuals are confronting issues that will impact their quality of life and overall state of well-being,” Hersh said. “Sorting out these difficult things before there



Approaching health holistically provides broad benefits for both the employees and their employers, by improving well-being, reducing costs, and avoiding more expensive care.

is a crisis can help put patients and their families at ease and help them feel more fulfilled.”

Adopting a whole-person care approach

“Employers can also help employees care for themselves holistically,” Hersh said. “While insurance companies do not discuss any individual employee’s health with employers, they can help businesses broadly address related challenges their workforce may face,” he said.

“For example, our nurses and care teams run seminars at workplaces on topics like smoking cessation, diabetes prevention, healthy eating, and the importance of mindfulness,” Hersh said. These can be part of an overall wellness campaign or may be just addressing a specific need across the workplace.

By focusing on whole-person care, rather than treating each medical appointment or illness as an isolated incident, costs should decrease and outcomes should improve, according to advocates. Florida Blue, for one, is focused on driving this evolution by encouraging annual wellness checkups, and by incentivizing providers for value-based care that centers around avoiding sickness and promoting wellness.

Putting customers at the center of it all, Florida Blue also measures members’ satisfaction with providers. “If people are unhappy, they are less likely to engage,” Hersh said. “The goal is a partnership between Florida Blue, the doctor, and each member — to understand and treat each member’s goals and needs, both physical and mental. That is what whole health is all about.”

Driven by its mission of helping people and communities achieve better health, Florida Blue serves more than 6 million members across the state. Headquartered in Jacksonville, Florida, Florida Blue, a trade name of Blue Cross and Blue Shield of Florida, Inc., is an independent licensee of the Blue Cross and Blue Shield Association.

For additional information about Florida Blue, please visit floridablue.com or call (877) 352-5830.

Cover Story: Camillus Health Concern Receives \$1.9 Million Gift

Continued from page 1

best uses where our patients and those experiencing homelessness can benefit from this generous gift.”

Afram-Gyening augmented that by saying CHC was looking forward to using the funds to further the work that enabled them to receive the money. “We will continue our work to provide the very best care to each patient, that is our goal.” He explained in more detail what that would entail: “We provide some services to our patients, but there are additional services we often wish we could provide, but lack sufficient resources. These include women’s health, radiology, and vision services.” He said, for example, an outsourced radiology company comes to CHC one day a week, but by bringing in-house radiology services, such as echocardiogram, ultrasound, and X-rays, “we could provide five days a week for these services. This means that patients will be able to access those services the same day as their appointment.”

Another example is that CHC has partnered with Lions Club International to provide vision screening services to their patients, and Afram-Gyening said it would be great to be able to bring those services in-house. “We could be a one-stop-shop for primary medical care, dental, podiatry, behavioral health, and a place for medical students to learn how to provide healthcare services to the least fortunate among us. There’s a lot more we could do for the population we care about, and it will be very appreciated.”

The Yield Giving website reports that its careful research identified CHC as one of the nonprofit organizations with a “high potential for sustained positive impact,

including stable finances, multi-year track records, measurement and evidence of outcomes, and experienced leadership representative of the community served.”

As to why CHC received it, Afram-Gyening said, “We had no idea it was coming until we were notified,” but he believes one reason is the way the organization is able to make such an impact in collaboration with other service providers in South Florida. He honed in on Miami Dade Homeless Trust as one group in particular that they work with for “anything related to homelessness. During COVID, we worked with them when they acquired hotels for quarantine and isolation centers to house people who had been affected by COVID, and we provided healthcare services for the residents.”

He also pointed out that HRSA (Health Resources & Services Administration) hands out quality awards, or quality badges, to honor health centers across the country that have achieved the best overall clinical quality performance. In November, of 1,400 health community organizations in the nation, the top 10 percent – or 144 – received the quality gold award as Health Center Quality Leader for achievements in improving health outcomes, and for providing high-quality care to patients in underserved communities. CHC was among that 10 percent receiving the literal gold standard.

Afram-Gyening concluded, “We’re truly humbled by this incredible recognition. It’s a testament to the board, leadership of Camillus Health, and our amazing staff.”

For more information, call (305) 577-4840 or visit www.camillusHEALTH.org.

Cover Story: Holy Cross Health's Virtual Nursing Program: A New Frontier in Patient Care and Nursing Careers

Continued from page 1

ical interventions, such as stroke alerts, enhancing patient safety and care.

The virtual nursing program at Holy Cross Health is a fresh addition, implemented early in November.

"Holy Cross is the fifth cohort in Trinity Health to go live," O'Brien remarks, indicating the program's recent inception and its broader adoption across the Trinity Health system.

Observed Benefits

Significant benefits have been observed since the program's inception across Trinity Health. O'Brien notes, "The RN at the bedside interacts more with the patient and the family. This allows the nurse more time to

spend with the patient."

According to O'Brien, virtual nurses at other locations across Trinity have been able to pick up neurological changes.

"For instance, they can zoom in to see the pupils on the patient and see that the pupils aren't reacting to light, and they were able to call a stroke alert or a stroke team so they could intervene," she says. "They can also call code blues and code rescues as well. This is a transformational change for us. It's going from a primary care model to a team nursing model. So we're taking care of a team of patients with more resources to take care of the patient."

The redistribution of tasks to virtual nurses has also improved patient experience scores and enhanced the efficiency of

bedside care. It enhances patient surveillance and meets patient needs more swiftly, maintaining the personal touch with the added advantage of technological assistance.

In addition, the virtual nursing model complements traditional in-person care by providing experienced virtual nurses as mentors to less experienced bedside nurses.

"The virtual nurses are more experienced and can help serve as a mentor to that bedside nurse," says O'Brien, highlighting the supportive role of virtual nurses.

Career Expansion and Training

The program has expanded career options for nurses, providing alternatives to traditional bedside roles. The virtual nursing program has also expanded career options within Holy Cross Health itself, offering a reprieve to nurses facing physical and mental fatigue. It has re-engaged nurses who might have left the bedside, providing them with rewarding virtual roles.

"This has been able to give them an opportunity to not really need to be at the bedside, but also be that mentor and that support for the newer nurses," says O'Brien highlighting the career flexibility offered by the program.

Training for virtual nurses is robust, involving classes and hands-on computer training, ensuring a smooth transition into this new care delivery model.

Adopting the virtual nursing program has not been without its challenges. O'Brien acknowledges the difficulties in staffing, particularly for PCT roles, and the organization's proactive approach to training and onboarding new staff.

"Holy Cross Health has addressed this by

offering comprehensive onboarding and training, even to individuals with less acute care experience," she says.

Patient and Family Response

All 112 beds across two floors at Holy Cross are equipped with the necessary technology for virtual nursing. "It's usually three or four virtual nurses working per shift," O'Brien states. "it's been more of a team-based approach over traditional patient-nurse ratios."

O'Brien notes that patients and families have responded positively to the virtual nursing model, impressed by its quick access to care and enhanced communication. The program also aims to improve discharge processes, potentially reducing readmission rates.

"The response from patients and families has been overwhelmingly positive," she adds. "We have been impressed with the transformational technology."

Holy Cross Health's virtual nursing program is a testament to the evolving landscape of healthcare delivery. It improves patient care and provides a sustainable and fulfilling career path for nurses. As the program grows, it promises to be a beacon of innovation and a model for other healthcare institutions.

O'Brien concludes by reflecting on the importance of teamwork and delegation within the nursing model. "That's really when we see that the model is going to be beneficial," she says, emphasizing the collective effort required to make the virtual nursing program successful.

For more information, please visit www.holy-cross.com.

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The effective rollout date was July 1, 2023.

Look for more information exclusively showcased at South Florida Hospital & Healthcare News.

For more information, email howard@lifeinsureassure.com

Health Care Excellence on the Rise for Nursing Education and Practice

The West Palm Beach VA Healthcare System (WPBVAHCS) proudly announces the recent Commission on Collegiate Nursing Education (CCNE) accreditation. The accreditation of the Nurse Residency Program highlights the commitment to top-tier nursing education and practice. Officially recognized by the U.S. Secretary of Education as a national accreditation agency, CCNE ensures the quality and integrity of baccalaureate, graduate, and residency/fellowship programs in nursing. The newly accredited Nurse Residency Program will allow for specialized training and continuous, streamlined recruitment for Registered Nurses, who serve as a pillar of healthcare delivery across the country.

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Three Ways Healthcare Is Taking on Clinician Burnout

It's no secret that clinicians across the U.S. are dealing with record levels of burnout. According to BDO's 2023 Clinician Experience Survey, 61% of healthcare leaders say their top clinician morale challenge in the past 12 months was compassion fatigue and burnout.



BY STEVEN SHILL

Fortunately, the data also showed that healthcare leaders are taking this challenge seriously and are exploring ways they can improve the clinician experience at their organizations. In this article, we'll take a closer look at these tactics, based on findings from our survey of 153 clinician leaders, including clinical and executive leaders.

Tactic 1: Streamline your technology.

One common pain point for clinicians is technology. When a healthcare organization has multiple different tools that are poorly integrated or that clinicians haven't been trained to use, it can make it that much more difficult for clinicians to do their jobs. It also makes administrative work even harder, which can take time away from patient care. Thirty-nine percent of healthcare leaders cite difficulties using digital solutions as a top morale challenge from the past 12 months.

Reevaluating your digital solutions and ensuring they're as easy as possible to use can significantly improve the clinician experience. It's also a good idea to see if

any of the tools at your organization are redundant and should be phased out. Finally, consider offering training sessions to ensure clinicians feel confident using their day-to-day technology, especially if the technology in question is new or has just been upgraded.

Tactic 2: Seek input from your clinicians.

Clinician burnout can have many sources, including demanding workloads, increasing administrative responsibilities, and poorly integrated technology. The best way to identify clinicians' top pain points is to ask them directly. That's what 49% of healthcare leaders plan to do in the next 12 months in order to boost clinician morale.

Beyond identifying the problems, engaging clinicians through surveys, focus groups, and one-on-one meetings can help providers secure buy-in for both large- and small-scale changes, ensuring they get morale improvement initiatives right the first time. These inputs can also help you design a change management plan that works for your clinician population, which is especially important when implementing a new tech solution.

Tactic 3: Increase access to wellness resources.

Addressing burnout isn't an easy fix—clinicians suffering from burnout may need access to mental health resources to

overcome it. That's why we're seeing 42% of respondents saying they'll invest in clinician mental health resources in the next 12 months.

When offering mental health and wellness resources, it's important to offer a broad range of support options. Every person is different, and what works for one person may not work for another. Diversity in your offerings can help you better serve more of your clinicians. It may also be necessary to take time to address the stigma surrounding mental illness and encourage clinicians to find a solution that works for them.

These are just a few tactics we're seeing healthcare leaders use to address clinician burnout. But there's much more to the story behind burnout, including the role emerging tech will play in addressing burnout long-term and how patient engagement levels can worsen clinician morale.

To learn more about the factors impacting the clinician experience — and how healthcare leaders are handling them — read our full survey report at [BDO.com](https://www.bdo.com).

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Breast Cancer Patient Undergoes Early-Stage Treatment While Holding Her Crown High

Decade-long Broward Health patient Maria Fahmie takes breast health seriously, particularly because her mother is a stage 3 breast cancer survivor. The Hollywood resident loves swimming in the ocean, riding her bike and dancing. She makes it a priority to schedule her annual routine mammograms and ultrasounds at the Lillian S. Wells Women's Health Center at Broward Health Medical Center.

"I could go somewhere closer to home, but I've been receiving my health screenings at Broward Health for the past 10 years and by going to the same health facility, I know that my mammograms and ultrasounds can be easily compared from year to year," said Fahmie.

Fahmie underwent a mammogram in February 2023 that indicated no presence of breast cancer, but an ultrasound revealed a small lump that prompted a biopsy. Fahmie did not worry too much at first, as previous procedures had shown no signs of cancer. However, it wasn't until a second biopsy was requested that she began to feel concerned.

Fahmie was diagnosed with stage 1 invasive lobular carcinoma, which can be cured if detected early.

"I am extremely thankful to the radiologist at Broward Health who reviewed my results because the mass was tiny," said Fahmie. "He had his good 'X-ray eyes' on that day. If my cancer hadn't been caught early, I would be looking at a very different medical scenario."



Maria Fahmie



Dr. Alia Abdulla

According to the National Breast Cancer Foundation, invasive lobular carcinoma is the second most common type of breast cancer, accounting for more than 10% of invasive breast cancers. This type of breast cancer, which starts in the milk-producing gland, or lobules, of the breast and spreads into surrounding breast tissue, isn't always clear on a mammogram, thus the need for additional testing.

"While invasive lobular carcinoma grows slowly, if left untreated it can spread to nearby lymph nodes and then to other areas of the body," said Alia Abdulla, D.O., a breast surgical oncologist with the Broward Health Physician Group who treated Fahmie. "Maria's experience serves as a critical reminder to women to schedule and attend their breast cancer screening appointments.

Early detection can save lives."

After having a lumpectomy, Fahmie underwent chemotherapy and radiation treatments. She has already completed four rounds of intensive chemotherapy and is handling her treatments with mindfulness focusing on being present each day.

"Everyone was very reassuring and comforting," Fahmie said. "I really felt like Dr. Abdulla was on this journey with me, which made all the difference."

Now in her second phase of chemotherapy, Fahmie is undergoing 12 additional weekly treatments. She will then undergo six weeks of radiation on her right breast and has high hopes of wrapping up her treatments and being cancer-free in February, just a year after her original diagnosis.

"Everyone at Broward Health has been very supportive," Fahmie said. "The incredible nurses at the infusion center work together as a team to offer patients the best possible care."

In the meantime, the 52-year-old mom is focused on regaining her strength and getting healthy again. She wears a signature ornate "bra crown" graciously gifted to her by a friend who is also a cancer survivor.

"It's called a boobie crown, made by The Boobie Queen Company, which is a non-profit with a mission to crown women who have been affected by breast cancer,"

Fahmie said. "The company inspires women to celebrate themselves through empowerment programs."


Fahmie isn't wasting any energy thinking about the past or the future. Instead, she holds her crown high, celebrating today.

"As with any life struggle, you just have to take one step at a time and live in the present," said Fahmie. "How well you live and take care of yourself in this moment will ensure your future."

To enhance early detection, Dr. Abdulla recommends the following:

- Pay attention to breast changes, including nipple discharge and changes in appearance, lumps, skin texture changes and pain.
- Perform breast self-exams.
- Receive a clinical breast exam during annual visits to gynecologists, family physicians, or breast specialists.
- Women 40 and older at risk of breast cancer should receive a mammogram every one or two years.
- Women who have an increased risk of breast cancer due to family and genetic factors, dense breasts or cysts may require additional annual tests such as ultrasound, MRI or biopsy.
- Speak to your healthcare provider to develop the best course of action for your individual circumstances.

To learn more about Broward Health breast cancer screenings, visit BrowardHealth.org/BreastCancer.



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USF Health, Tampa General Launch Anesthesiology Residency Program

Program will help address a national shortage in the crucial specialty

USF Health Morsani College of Medicine at the University of South Florida and Tampa General Hospital (TGH) announce the launch of a new medical residency training program in anesthesiology.

Based at the USF Health Morsani College of Medicine, the new program is accredited by the Accreditation Council for Graduate Medical Education. Residents in the four-year program will work at TGH and its other locations throughout the Tampa Bay region and be trained by USF Health faculty. Recruitment for applicants to the inaugural class has already begun.

The anesthesiology residents will add to the training positions already in place in the medical school's Graduate Medical Education (GME) program. As the new anesthesiology residency positions fill to 48 physicians – with 12 residents in each of the four years of training – USF Health's GME program will expand to support more than 780 residents and fellows in nearly 70 specialty programs.

"Our new Anesthesiology Residency program will help us address a national shortage of both anesthesiologists and residency positions to train future physicians in this crucial specialty," said Charles J. Lockwood, M.D., MHCM, executive vice president of USF Health, and dean of the USF Health Morsani College of Medicine. "We are delighted that Tampa General Hospital is collaborating with us to further expand our GME programs across a wide variety of specialties to ensure the most advanced care to the next generation of Floridians." Dr. Lockwood is also executive vice president and chief academic officer of TGH.

"This new Anesthesiology Residency program at Tampa General is an incredible opportunity for residents to train under the supervision of some of the nation's leading physicians," said John Couris, president and CEO of TGH. "In partnership with USF Health Morsani College of Medicine, we're continuing to expand training opportunities, strengthening the pipeline of talent to our region, and contributing to the exceptional care offered at Tampa General – now and for years to come. At the same time, we are fortifying a foundational element of academic medicine, educating the next generation of medical professionals."



The new Anesthesiology Residency program is being led by Dr. John Hodgson, an anesthesiologist with TeamHealth, a physician-led practice that supports select clinical services for the hospital. "We are thrilled to establish a residency with 48 individuals that will complement the complexity and size of TGH/USF," said Dr. Hodgson. "Recruiting is underway, and we are seeking top-notch medical school graduates who are poised to become leaders in our specialty through the pursuit of excellence in patient care, research and quality improvement."

"The Anesthesiology Residency program was developed to complement Tampa General Hospital's goal of being the nation's safest and most innovative academic medical center," said Dr. Jeffrey Weiss, chief of anesthesiology at TGH and assistant professor at the USF Health Morsani College of Medicine. "Its presence will positively impact the needs of our community, training the next generation of anesthesiologists in the setting of a national shortage that has impacted our region. As a

tertiary care regional referral medical center, we have both the breadth of facilities and acuity of cases to provide our residents with the highest caliber of both academic and clinical experience. We are very excited to get started training future national leaders in the field of anesthesiology."

TGH, the primary teaching hospital for the USF Health Morsani College of Medicine, also supports the certified nurse anesthetist program based at the USF Health College of Nursing. TGH and USF Health's current facilities and patient volume provide ample opportunities for training students and residents across many health-focused programs. TGH's future growth, including its recent acquisition of Bravera Health and its planned construction of the Surgical, Neuroscience and Transplant Pavilion, a 13-floor building adjacent to the main hospital on Davis Islands, will provide additional opportunities to support both anesthesia educational programs, among others.

For more information about the USF Health Anesthesiology Residency program at TGH, please visit <https://health.usf.edu/medicine/anesthesiology/residency>.

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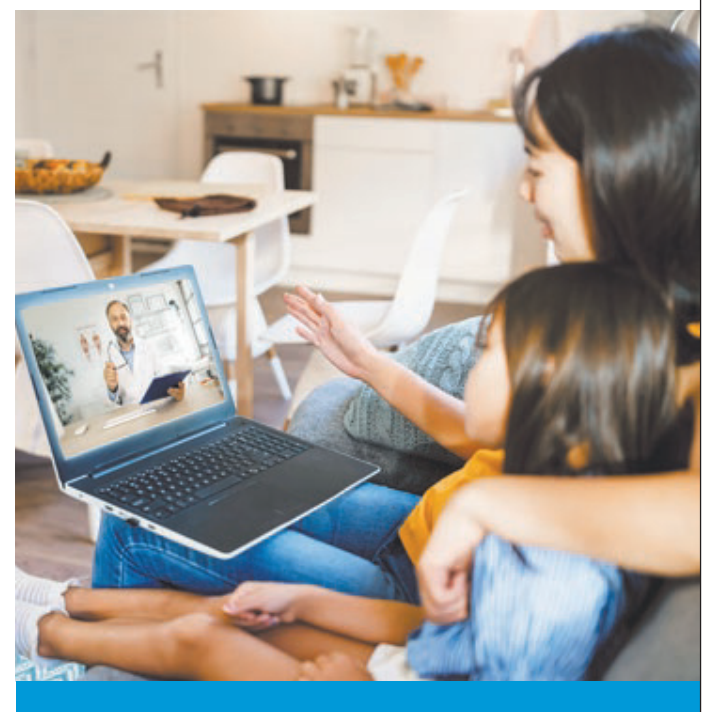


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The Future of Medical Real Estate

The landscape of healthcare is evolving at an unprecedented pace, and with it comes the transformation of medical real estate. Recognizing this, it is essential to shed light on the challenges faced by medical providers. As the demand for accessible and patient-centric care continues to rise, the need for innovative spaces for healthcare providers becomes paramount. Lina, a company dedicated to supporting independent health practitioners in private practice, stands at the forefront.



BY RACHEL PURI

Current Issues in Medical Real Estate

Medical providers, especially independent practitioners, often grapple with a multitude of challenges in the realm of real estate. Escalating rental costs, rigid lease terms, and limited customization options are some of the many hurdles faced by healthcare professionals. Additionally, the need for specialized infrastructure and compliance with stringent healthcare regulations further complicates finding suitable spaces for medical practice.

In many urban areas, prime medical real estate is scarce, leading to fierce competi-

tion among practitioners. This often results in compromises on location, size, or amenities, which can negatively impact the patient experience and overall efficiency of the practice. Furthermore, the COVID-19 pandemic has highlighted the importance of flexible and adaptable spaces that can accommodate changes in patient volume and treatment modalities.

The State of Commercial Real Estate

Recent years have witnessed significant shifts in the commercial real estate landscape, particularly in medical properties. In 2022, U.S. inflation rates surged to worrisome heights, peaking at 6.5%. While the inflation rate has since receded, it continues to be a critical factor for the healthcare real estate industry. Inflation exerts a notable influence by increasing construction and purchasing costs. With prices soaring, the expenses associated with building new healthcare facilities skyrock-

et. This drives up office prices, affecting those seeking spaces for purchase or investment in medical real estate. Simultaneously, aspiring practitioners face financial hurdles in launching private healthcare practices.

The commercial real estate market is further complicated by the effects of the COVID-19 pandemic, which accelerated a shift towards remote work. According to a recent article in Bloomberg News, more than one-fifth of office space remained empty across several US Cities at the end of Q3 2023. Landlords grapple with empty buildings, struggling to repay loans, marking an entrance into a complicated future for commercial real estate that may be here to stay for the long haul.

The dual challenges of inflation-driven cost increases and the pandemic-induced shift in work dynamics create a complex environment for commercial real estate stakeholders, requiring adaptive strategies and innovative solutions.

Pioneering the Future of Medical Real Estate

In response to these challenges, Lina has emerged as a pioneer in the field of medical real estate. Understanding the unique needs of independent health practitioners,

Lina offers collaborative workspaces tailored to the requirements of medical, mental health, and wellness practitioners.

Despite the prevailing availability of office space options healthcare providers are continuing to choose Lina as a home for their practice. Lina's approach eliminates headaches tied to lease agreements, upfront and overhead costs, operational logistics and so much more.

In an environment with abundant office space, Lina continues to provide viable solutions for healthcare professionals and landlords alike. Unlike typical office tenants, Lina serves healthcare providers who cannot work remotely, ensuring consistent demand for dedicated office space. As a vital amenity for commercial office spaces, Lina establishes a symbiotic relationship, positioning itself as a strategic partner for practitioners and landlords.

Key Features of this Innovative Approach

Flexibility and Customization: A one-size-fits-all approach does not suffice in healthcare. Practitioners have the freedom to customize their private office space, ensuring that it aligns seamlessly with their unique practice needs.

Continued on following page



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Healthcare Design

Continued from previous page

State-of-the-Art Infrastructure: Equipped with cutting-edge technology and infrastructure, ensuring that practitioners have access to the tools they need to deliver high-quality care.

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Community and Collaboration: spaces are designed to foster a sense of community among practitioners. By bringing together diverse healthcare professionals, they encourage collaboration and knowledge-sharing, ultimately benefiting both practitioners and patients.

A Bright Future for Medical Real Estate

As the healthcare industry continues to evolve, the importance of innovative and adaptable medical real estate is key. Lina, with its visionary approach, stands as one solution for independent health practitioners, offering them a space where they can thrive in private practice. By addressing the current challenges faced by medical providers and redefining the standards of medical real estate, companies, such as Lina, pave the way for a brighter future in healthcare delivery.

As part of the ever-changing landscape of healthcare design, new technologies and products contribute to and improve the design of healthcare buildings.

The focus of healthcare design continues to shift towards patient-centered care. This approach considers the comfort and well-being of patients as a top priority. New behavioral health products, such as comfortable furniture, soothing color schemes and noise-reducing materials, are used to create environments that promote healing and reduce stress.

The use of modular and flexible design elements, including moveable partitions and furniture, allows healthcare buildings to be easily reconfigured to accommodate new treatment modalities and technology, and the changing needs of the patient.

While better technology is used to improve patient care, there is a sophisti-



BY CHARLES MICHELSON, AIA, ACHA, LEED AP

cation of the systems that require different interactions and knowledge of the public receiving healthcare. Patient portals, patient navigators, instructional information, and process assistance become components of the design in order to improve the process and maximize the effectiveness and efficiency of medical treatment.

Health projects are often designed with compliance in mind, meeting specific regulations and standards related to health care. Every healthcare facility design must ensure compliance with these standards to provide appropriate care and support.

Our design work doesn't stop there.

Additional therapeutic opportunities come from incorporating elements from nature, art, and other therapeutic aspects into healthcare design that can enhance the healing process. Therapeutic and behavioral health products may include art installations, interactive computer systems, natural lighting, and therapeutic

gardens to create a calming and supportive atmosphere.

New healthcare design projects will pay special attention to accessibility, diversity and inclusion. There are healthcare design elements, spatial arrangements, and process analysis that contribute to the creation of inclusive spaces with furniture, sensory-friendly design elements and environmental controls that can be adjusted on an individual basis.

Privacy and dignity continue to be a premier design consideration. The layout of spaces and the selection of furniture and equipment can improve primary areas for consultation and treatment ensuring that patients feel respected and valued.

Ultimately, by staying current on design trends for medical facilities, our healthcare facilities will better meet the evolving needs of patients and healthcare providers will promote healing and well-being.

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

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



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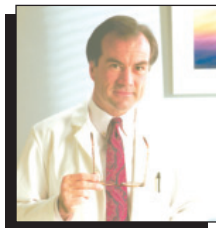


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HEALTHCARE REAL ESTATE,

Belmont Village Senior Living Opens Coral Gables Community in Collaboration with Baptist Health South Florida

Belmont Village Senior Living and Baptist Health South Florida recently celebrated their landmark partnership at the ribbon cutting ceremony for Belmont Village Senior Living Coral Gables, Miami's newest luxury senior living community. Vince Lago, Mayor of the City of Coral Gables, joined many other notable attendees and contributors to this effort such as Patricia Will, CEO and Founder of Belmont Village Senior Living, Ana Lopez-Blazquez, Executive Vice President and Chief Strategy Officer of Baptist Health South Florida, and Bo Boulenger, President and CEO of Baptist Health South Florida. Belmont Village Coral Gables will offer direct access to the highly anticipated Live Healthy by Baptist Health, featuring comprehensive care and quick access to medical professionals with Baptist Health Primary Care on-site. The location will promote healthy living through innovative approaches that put residents and community members on the right path to making healthier choices.

"Our partnership with Baptist Health, which was formed in 2019, showcases the future of senior living," said Will. "It serves as a perfect example of how novel approaches and collaborations between best-in-class health care companies can help community members achieve optimal health as they age. Through thoughtful design, our communities integrate everything seniors need, from cognitive programming to our signature 24/7 health and wellness support. The Baptist Health collaboration takes that to the next level at our Coral Gables community, as the Live Healthy center will integrate clinical support into seniors' daily lives."

Belmont Village Coral Gables provides independent living, assisted living and memory care options with 232 apartments of varying floorplans that allow residents to choose the option that best fits their needs. Designed by Corwil Architects and built by Moss Construction, the 10-story, mixed-used building will include retail stores on the ground floor. The community boasts luxury amenities including indoor and outdoor spaces for socialization and a resort-style pool surrounded by a full-service bistro/bar with a separate outdoor lounge, dining area and barbeque kitchen. Josephine's Kitchen features five-star dining complete with an integrated wine wall set below a hand-blown glass chandelier. Additional amenities include a specialized state-of-the-art fitness room, outdoor movie lawn, a putting green, a screening room, a dog park, and a beauty salon. The community is licensed to the highest level of care so residents can age in place and couples with differing care needs can continue to live together and receive the care each needs. The building is also National Green Building Standard Gold certified, having met environmental standards for energy, water and resource efficiency as well as indoor air quality.

"Belmont Village and Baptist Health share a common goal of focusing on the needs of seniors to enhance their quality of life and provide compassionate care through innovative programming and collaborations," said Ana Lopez-Blazquez, Executive Vice President and Chief Strategy Officer of Baptist Health South Florida. "Belmont Village offers a wellness-centered environment that focuses on healthy aging, giving seniors the care they need right in their own home. This partnership will transform how our South Florida community members live and age, and we are excited to welcome in both residents and the community."



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Broward Health Expands Footprint in Broward County to Meet Community Needs

New facilities and services planned to improve convenience to high quality healthcare

For more than 85 years, Broward Health, one of the 10 largest public healthcare systems in the country, has been focused on the future to fulfill the healthcare needs of our county. With strategic investments in real estate, Broward Health is expanding its footprint to provide healthcare to underserved areas.

First Freestanding Emergency Department in Sunrise

In October, Broward Health broke ground on a new freestanding emergency department in Sunrise, an area long recognized as a “medical desert” because of limited healthcare services available to residents. The new 18,000-square-foot emergency department, built in collaboration with Memorial Healthcare System’s Joe DiMaggio Children’s Hospital, will ensure exceptional emergency care for both adults and children.

“This project is a key step in Broward Health’s overall strategic plan to increase accessibility to healthcare in underserved areas,” said David Clark, Senior Vice President of Operations for Broward Health. “The partnership between Broward Health and Joe DiMaggio Children’s Hospital is a huge win for the entire community.”

When it comes to emergency care, time is of the essence and proximity to a medical facility is vital. The freestanding emergency department will provide the same level of care as any hospital-based emergency room and be equipped with 15 exam rooms.

Patients will have round-the-clock access to board-certified emergency medicine doctors, nurses and pediatric specialists. The facility will also offer diagnostic

imaging and a full-service laboratory, as well as specialized pediatric care and advanced diagnostics and radiology services, including mammography, ultrasound, CT scan, bone density and X-rays.

The freestanding emergency department aims to reduce discharge times from 220 minutes in hospitals to a range of 90-120 minutes. Patients who require further care can access transfers to high-quality treatments and specialties available throughout the Broward Health system.

The freestanding emergency department is expected to create 40 to 60 new jobs and have a \$10.8 million economic impact on the community. The facility is scheduled to open in 2025. For more information about the Sunrise freestanding emergency department, visit BrowardHealth.org/Sunrise.

Expanding Maternity Care

Broward HealthPoint, an affiliate of Broward Health, aims to establish a maternity care center for uninsured and underinsured women in the Lauderhill and Lauderdale Lakes area due to the absence of OB-GYN services.

Women in Lauderhill and Lauderdale Lakes have traditionally had limited access to appropriate preventive, prenatal and postpartum care, which is a critical component of maternal health and positive birth outcomes. The new facility aims to bridge this gap by providing convenient and reliable healthcare services to women in the area.

“The prenatal center will provide women with resources developed in partnership with Healthy Start and group prenatal care programs known as centering pregnancy, the first program of its kind in Broward



County,” said Rose McKelvie, administrator for Salah Foundation Children’s Hospital at Broward Health Medical Center. “Centering programs typically decrease the rate of preterm births among at-risk women.”

This project, in partnership with Community Care Plan, was made possible in part through an \$850,000 grant from the Health Foundation of South Florida. The Broward HealthPoint maternity care center is expected to open in early 2024.

“One glaring example of the critical need for education and prenatal care is the fact that Broward County has one of the highest incident rates in Florida for congenital syphilis, according to the Florida Bureau of Community Health Assessment and Vital Statistics,” said McKelvie. “Syphilis is a severe, disabling and often life-threatening

infection in infants that spreads from pregnant mother to her unborn infant but is easily treated with antibiotics if caught early.”

These two projects are just the beginning. As the calendar page turns to the New Year, Broward Health will continue to focus on the future wellness and healthcare needs of South Florida’s growing population through strategic planning, innovation, state-of-the-art technology, the highest quality care and ease of access to physicians and services.

For more information, visit BrowardHealth.org/HealthPoint.

For the latest developments, visit BrowardHealth.org.

VITAS® Healthcare Expands Inpatient Hospice Care at Broward Health Medical Center

Broward County residents now have easier access to quality end-of-life care with the expansion of the VITAS Healthcare Inpatient Hospice Unit (IPU) at Broward Health Medical Center in Fort Lauderdale. The nation’s leading provider of end-of-life care completed construction in October 2023, increasing its capacity from eight to 12 patient beds to provide high-acuity care to patients with serious illness. The new VITAS hospice wing expects to serve approximately 550 patients each year.

“At Broward Health Medical Center, we remain steadfast in our commitment to comprehensive healthcare, encompassing the crucial aspects of medical treatment and the invaluable comfort of palliative and end-of-life care,” said Aurelio Fernandez III, interim president and CEO of Broward Health. “Through the expansion of this VITAS hospice floor, we’re better equipped to extend compassionate services to more patients, ensuring smoother transitions to the specialized care they deserve.”

The Miami-based hospice provider began serving patients at the Broward Health Medical Center in February 2022 in an eight-bed IPU.

The facility is located on the 2nd floor of the hospital’s west wing. The 12-bed IPU features rooms with televisions and internet access, a private quiet room and a shared kitchen and family gathering area. It is open to guests 24/7 with overnight accommodations for visiting loved ones. Service animals are welcome at all times, and VITAS Paw Pals® friendly pet visits are available upon request.

A ribbon-cutting ceremony was hosted by VITAS on October 19 to commemorate the official opening of the expanded wing. The event was attended by Broward Health leadership and clinicians who were invited to tour the new home-like center.



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2023: A YEAR IN REVIEW

Year End Strategies for 2023 and 2024 Tax Planning

Tax planning for 2023 can help you minimize your tax liability and make the most of available tax-saving opportunities. Keep in mind that tax laws can change, so it is important to stay updated and consult with a tax professional for personalized advice. Here are some common tax planning items to consider for 2023:



BY MARC EGORT, CPA

table contributions to eligible organizations and consider using appreciated assets for donations.

Education Expenses:

Take advantage of tax credits and deductions for education expenses, such as the American Opportunity Credit or the Lifetime Learning Credit.

Small Business Deductions:

If you have a small business, take advantage of deductions and tax credits specific to your industry and structure.

Keep Good Records:

Maintain organized financial records and receipts to support your tax deductions and credits.

Flow Through Business (i.e., Multimember LLC or Sub Chapter S Corporation):

If you own a business, ensure you are maximizing business expense deductions and taking advantage of any available tax credits.

Consult with a Tax Professional

Work with a qualified tax advisor or CPA to create a customized tax plan tailored to your specific financial situation.

Tax planning is a complex and highly individualized process, so it is essential to consider your unique financial circumstances when making decisions. Tax laws can change, so staying updated and seeking professional advice is crucial to optimizing your tax situation in 2023 and 2024.

For more information, contact Marc Egort at (754) 301-2183 or email marc@egortcpa.com.

Review and Adjust Your Withholding:

Ensure that your withholding on your W-4 is accurate to avoid overpaying or underpaying taxes throughout the year.

Contribute to Retirement Accounts:

Maximize contributions to tax-advantaged retirement accounts like 401(k)s, IRAs, or self-employed retirement plans.

Take Advantage of Health Savings Accounts (HSAs) and Flexible Spending Accounts (FSAs):

Contribute to HSAs for tax-deductible health savings or FSAs for pre-tax health-care expenses.

Invest in Tax-Efficient Funds/ Capital Gains and Losses:


Review your investment portfolio and consider realizing capital losses to offset gains or carry forward losses for future years.

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2023: A YEAR IN REVIEW

Jupiter Medical Center: A Year-in-Review

Jupiter Medical Center is keenly focused on growing the depth and breadth of its services to increase access to top-rated care while focusing on what sets it apart as the region's only independent, not-for-profit hospital – its quality, safety and patient experience. This year, several significant milestones were achieved, reinforcing the hospital's mission of providing world-class health care.

The Johnny and Terry Gray Surgical Institute Is Complete

The Johnny and Terry Gray Surgical Institute is officially open. The highly anticipated 90,000 square-foot Surgical Institute features 16 smart operating rooms to accommodate complex surgeries and two hybrid operating suites, which offer surgeons the ability to quickly transition from a minimally invasive surgery to an open procedure when performing cardiac and vascular procedures. The Institute also features three state-of-the-art DaVinci Xi robotic operating rooms, expanding access to best-in-class minimally invasive technology.

Recognizing the critical role that communication plays in the patient experience, each room and suite is equipped with the latest digitally integrated equipment. This leading-edge technology will ensure that team members can provide real-time communication to a patient's family, near or far.

Jupiter Medical Center Physician Group Is Growing

The Jupiter Medical Center Physician Group is growing to complement the area's access to clinicians and provide seamless care to the Palm Beaches and Treasure Coast. The integrated group of high-caliber physicians comprises primary care, concierge medicine, and other specialties designed to meet the growing community's needs. For more information on the Jupiter Medical Center Physician Group, visit jupitermedpg.com.

Jupiter Medical Center Adds More Tech for Greater Accuracy

This fall, JMC launched Contrast Enhanced Mammograms (CEM). The innovative technology provides improved and non-invasive diagnostic accuracy compared to a standard mammogram and is especially helpful for women with dense breast tissue. CEM is an excellent addition to Jupiter Medical Center's best-in-class Hologic's 3D Quorum Imaging Technology, powered by Genius AI™ and aids in early detection of cancer.

Notable Recognitions

Jupiter Medical Center earned several notable recognitions this year, including:

"A" Hospital Safety Grade from The Leapfrog Group in Spring and Fall

Jupiter Medical Center was the only hospital in its region to receive an "A" Hospital Safety Grade from The Leapfrog Group in both the spring and fall. The consistent rating is a testament to the quality of care provided by the hospital's medical and support teams, who consistently perform at a high level to ensure the best possible patient outcomes.



The Johnny and Terry Gray Surgical Institute

U.S. News & World Report Named JMC a High Performing Hospital in Six Categories

In August, *U.S. News & World Report*, the trusted source in hospital rankings and consumer advice, named Jupiter Medical Center a 2023-2024 High Performing hospital for Stroke, Colon Cancer Surgery, Lung Cancer Surgery, Heart Failure, Knee Replacement, and Leukemia Lymphoma & Myeloma.

Newsweek Named JMC an "America's Best-in-State Hospitals" for 2024

Newsweek recently compiled a list of the 600 leading hospitals across the nation to help consumers navigate the best care in their region. The noteworthy list was a result of an online survey of tens of thousands of health care professionals, including doctors and hospital managers. JMC was the only hospital in its region to make the list.

Becker's Healthcare Recognized Jupiter Medical Center for its Oncology and Orthopedics Care

Becker's Healthcare recently recognized Jupiter Medical Center as a "Great Oncology Program." The annual list features only 100 hospitals and health systems across the country, and Jupiter Medical Center was one of only five in Florida to achieve the stand-out recognition.

Quickly following, Becker's recognized Jupiter Medical Center for its exceptional orthopedics care on the "Great Orthopedic Program" list. Jupiter Medical Center was one of only eight hospitals in Florida to be recognized.

For more information about Jupiter Medical Center, visit jupitermed.com or call (561) 263-2234 or follow Jupiter Medical Center on Facebook and Instagram @jupitermedicalcenter or on Twitter @JupiterMedCtr.



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A message from our President **Years' End**

It has been a pleasure being with you over 2023. Once a month, I have gotten the opportunity to share some thoughts with you about what's happening locally and, more generally, in healthcare overall.

There will be one more opportunity to share with us this year and that will be on December 7th at the Signature Grand in Davie. This is our annual meeting and dinner where we recognize our current Board members and ask you, our members, to support our changes in leadership for 2024. You can go to our website (www.SFHHA.com) and click on our events tab to register to attend.

At this time of year, it is nice to take a breath and ask, "Where are we going?" So, here is my view.

The future of hospitals in providing healthcare will be marked by a dynamic shift toward a more patient-centric and technology-driven approach.

As the traditional healthcare paradigm shifts, hospitals are anticipated to play a central role in integrated care systems, fostering collaboration among various



Jaime Caldwell

healthcare entities. (Moving forward, patient care must be more than just the treatment of episodic care. Rather, we must do a better job to holistically care for these patients by more efficiently coordinating their totality of care.)

Patient care will increasingly extend beyond traditional hospital settings, with a focus on preventive measures, outpatient services, and community-based initiatives. Telemedicine and remote patient monitoring will become integral components, allowing hospitals to reach a wider demographic and provide ongoing care.

Moreover, advancements in data analytics and artificial intelligence will enhance diagnostic accuracy, personalized treatment plans, and overall operational efficiency. Hospitals will likely serve as hubs for innovation, research, and medical education, fostering a culture of continuous improvement.

So, as we move forward, embracing these changes will be crucial for member institutions to allow them to remain at the forefront of delivering comprehensive and accessible healthcare services.

The next ten years will be amazing!

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2023: A YEAR IN REVIEW

Broward Health: Year in Review

Broward Health kicked off 2023 by celebrating its 85th anniversary with multiple initiatives, including its first-ever State of the System address at which leaders honored the healthcare system's 85-year legacy and shared their vision for the future.

Throughout the year, the system made significant strides toward achieving that vision by entering a partnership to bring academic medicine to Broward County, expanding its reach into underserved areas, and introducing innovative medical technology to advance patient care.

Academic Medicine

The presence of an academic medical center in a community not only benefits healthcare providers but the people being served. Broward Health and Florida Atlantic University announced a monumental partnership agreement to introduce academic medicine to Broward County. In addition to creating an expanded healthcare network, this partnership will enhance physician training and the opportunity for joint research that can advance medicine and patient care. More information on the partnership will be announced in the new year.

Expanding Footprint

Broward Health began developing two new facilities to address medical deserts that exist in several Broward County communities where care is not available close to home.

This includes the city of Sunrise, where Broward Health broke ground on a freestanding emergency department that the system expects to complete in 2025. For this facility, Broward's two public safety net healthcare systems, Broward Health and Memorial Healthcare System, entered a first-of-its-kind collaboration to provide care. Through this partnership, Broward Health will deliver adult emergency care and Joe DiMaggio's Children's Hospital will provide pediatric emergency care.

Addressing another area of concern, Broward HealthPoint, a Broward Health affiliate, is collaborating with Community Care Plan and other community partners to open a maternity care center to serve areas in the 33311/33313 zip codes, currently known as maternity care deserts. The project, funded in part through an \$850,000 grant from the Health Foundation of South Florida, will include a prenatal center offering a centering pregnancy program. Research shows that women who participate in centering pregnancy programs have a 2% lower preterm birth rate than the national average.

Investment in Technology

Broward Health continues to lead in the introduction of innovative medical technology to the community.

In March, Broward Health Medical Center was the first hospital in Florida to adopt the Genesis Robotic Magnetic Navigation system by Stereotaxis. Used



Broward Health Coral Springs expanded its state-of-the-art cardiac services in March.



**"Our community
was there for us
these past few
years, but now it's
Broward Health's
turn to return the
favor and give back."**

**-Shane Strum, Broward Health
President & CEO**

for cardiac ablation procedures, this technology expands capabilities to treat the most complex heart arrhythmias.

Broward Health Medical Center was also the first hospital in Broward County equipped with the da Vinci single-port robotic surgical system. Designed for single-incision or natural orifice surgery, the system is currently used to advance offerings in head and neck surgery as well as urologic surgery.

Broward Health Coral Springs expanded its state-of-the-art cardiac services in March by adding a second cardiac catheterization lab, a bi-plane lab that

can capture two sets of images simultaneously with just one injection of contrast. In October, the hospital also acquired the AquaBEAM robotic system used to perform Aquablation therapy, a minimally invasive treatment for benign prostate hyperplasia.

Strong Financial Position

Improved operational and financial performance have borne fruit and contributed to Broward Health's strategic growth. Thanks to the leadership's focus on performance, this year Broward Health received higher financial ratings from Moody's Investor Services as well as S&P Global Rating.

Broward Health's strengthened financial position also enabled its governing board, the North Broward Hospital District Board of Commissioners, to reduce taxes paid by North Broward property owners by reducing its millage rate for 2024.

Recognizing the financial challenges so many residents are facing, Broward Health President & CEO Shane Strum said, "Our community was there for us these past few challenging years, but now it's Broward Health's turn to return the favor and give back."

During the past eight decades, Broward Health has been an integral part of Broward County and matched South Florida's explosive growth, becoming one of the ten largest public healthcare systems in the U.S. Looking forward, the system will use the region's growth and evolving healthcare needs as a guide for future strategies, so that Broward Health continues to deliver the care the community needs, where it needs it.

To keep apprised of the latest developments at Broward Health, visit www.BrowardHealth.org.

2023: A YEAR IN REVIEW

Holy Cross Health 2023 Year in Review

It's been a year of expansion and advancement at Holy Cross Health in Fort Lauderdale. Here are some of the top accomplishments from 2023:

New Facilities: The Holy Cross Health Center at the YMCA on Sistrunk Boulevard opened and Congresswoman Sheila Cherfilus-McCormick took a tour. Led by a family nurse practitioner, the center offers primary care, physicals, immunizations, preventive care, diabetes education and prevention, on-site lab work and more, to address social determinants and health inequities in communities of greatest need.

The Holy Cross Rehabilitation Institute of Rio Vista relocated to a new, upgraded facility at 12 S.E. 12th St. in Fort Lauderdale, offering treatments for post-operative and nonsurgical orthopedic conditions; sports medicine injuries; balance conditions and gait dysfunction; and vestibular and concussion rehab.

New Programs: This summer we launched the University of Miami / Holy Cross Health Summer Surgical Scholars (S³) Program. Five high school students, who are related to a Holy Cross Health team member, participated in this two-week pilot program, where they observed surgeries in the operating room, learned how to do suturing and knot-tying, used the laparoscopic simulator, made rounds with residents and attendings, interacted



BY MARK DOYLE

with patients in the emergency department and attended resident lectures.

Holy Cross Health also launched a Culinary Medicine Program to help the community learn about nutrition, cooking techniques and kitchen equipment. In partnership with Florida Health and Nutrition Coalition and the South Florida Hunger Coalition, we hosted the inaugural Food is Medicine Jumpstart Session featuring keynote speaker Dr. Scott

Angle, University of Florida interim provost and nationally recognized food is medicine pioneer, and guest Congresswoman Debbie Wasserman Schultz, a supporter of Florida's Food is Medicine Bill.

Recognitions: Administered by the American College of Surgeons, the National Accreditation Program for Breast Centers again granted accredited status to our Michael and Dianne Bienes Comprehensive Cancer Center.

For the 13th consecutive year, Holy Cross Health received an award from the American Heart Association's Get With The Guidelines® Program. We received the organization's Get With The Guidelines® - Heart Failure Gold Plus and Target Stroke: Honor Roll Elite Gold Plus quality achievement awards and were recognized on the Target: Heart FailureSM Honor Roll and Target: Type 2 Diabetes Honor RollTM. For the second consecutive year, Holy Cross received the Advanced

Therapy Award for performing successful thrombectomies in less than 90 minutes after the patient's arrival to the hospital.

Based on how Holy Cross performed in mortality, safety of care, readmissions, patient experience and timely and effective care, the Centers for Medicare & Medicaid Services awarded us four out of five stars in its Overall Hospital Quality Star Ratings system.

U.S. News & World Report named Holy Cross a High Performing hospital for Diabetes, Heart Attack, Heart Failure, Hip Replacement, Knee Replacement and Stroke on its 2023-2024 Best Hospitals list, the highest distinction a hospital can earn for U.S. News' Best Hospitals Procedures & Conditions ratings. Holy Cross also made Newsweek's lists of America's Best-In-State Hospitals 2024 and America's Best Ambulatory Surgery Centers 2024.

Our longstanding partnership with ArtServe was recognized with an Impact Award. Since 2018, we have displayed the works of South Florida female artists at the Dorothy Mangurian Comprehensive Women's Center at Holy Cross HealthPlex.

Fundraising Success: The Outpatient Rehabilitation Center was renamed the Jon and Helaine Ayers Rehabilitation Institute in honor of the couple's generous \$2 million donation. With this gift, we'll renovate and invest in state-of-the-art equipment to provide specialized care for patients with neurological, oncologic and orthopedic conditions.

The estate of former Holy Cross Health patient Michael A. Close pledged more than \$1 million to advance cardiac and vas-

cular care and Audrey Millsaps and the Millsaps Charitable Trust's donation of \$250,000 supports the Institute for Nursing Excellence, enabling us to enhance educational and leadership programs.

The Guerrieri Family Foundation's latest donation brings their total donation to more than \$7 million. This new gift will fund the renovation of the Holy Cross Medical Complex at 4701 N. Federal Highway, which will be renamed the Guerrieri Family Medical Complex. Renovations include multiple primary care physician offices and exam rooms designed to enhance the patient and physician experience.

Technological Advancements: Holy Cross Health debuted a new bronchoscopy suite designed to accommodate the state-of-the-art Ion endoluminal system, a robotic bronchoscopy machine used to get biopsy samples of lung nodules. We also purchased a fluoroscope, which enables physicians to do a 360-degree real-time scan of the patient while performing a biopsy using the Ion system.

Mark Doyle is Chief Executive Officer, Holy Cross Health.

Cover Story: Anatomy of a Milestone Anniversary

Continued from page 1

ing, social media outreach, feature stories secured with local news media, and several events such as the "Broward Health Day" event at our flagship hospital, Broward Health Medical Center. All initiatives were shared on social media.

Our community ties were both celebrated and reinforced at the Broward Health Day event, where city, county and state officials, including the mayors of Fort Lauderdale and Broward County, made proclamations. Honoring special guests, including the first baby ever born at the hospital in 1938 and a 60-year employee, added a heartwarming personal touch.

Additional celebrations held in January included an 85-anniversary-themed community Panther watch party hosted in partnership with the Florida Panthers, as well as an in-game takeover. The launch phase of the campaign then culminated with Broward Health's first-ever State of the System address at which hospital leaders shared an update on current initiatives and our vision for the future with an audience of approximately 500 community leaders, elected officials, physicians and other partners.

Internal components for Broward Health's approximately 10,000 employees and physicians were a critical component of the campaign and ran in tandem with external initiatives. The tactics we utilized ranged from internal celebrations to videos, signage and screensavers with anniversary messaging. A variety of eblasts built awareness and engagement, including Fun Fact Friday messages sharing interesting historical tidbits by the decade.

Perhaps most unique, our internal campaign included a traveling historical display with ten banners describing and celebrating major milestones through the decades. The museum traveled around the system to each hospital, raising awareness of our rich history and instilling a sense of pride across the workforce.

The results have been impressive and are a testament to the hard work of our entire department. The metrics include a total attendance for five major community events and four internal events totaling over 25,000. We experienced an overall publicity value of \$250,000 for news coverage generated by the campaign. On social media, there was a 2000% increase in impressions on Facebook, an 886% increase in Instagram and a nearly 500% increase in impressions on LinkedIn. Marketing sparked more than 33 million impressions via TV, billboards and advertisements, and more than 50,000 unique visitors navigated the campaign landing page.

As we evaluated the results of this campaign, we noted five key strategies to consider when planning future campaigns:

1. **Consider your audience.** Your plan should reflect the different perceptions and needs of your various stakeholder groups.
2. **Utilize research.** Lean in on research to recognize and address core issues that could be impacting your organization and your perceived role in your industry and community.
3. **Be proactive.** Identify opportunities and milestones well in advance. These are the moments that will create the fabric for your culture and reputation, internally externally, but they take significant lead time to identify and create.
4. **Words matter.** Deliberate language throughout a campaign sets a standard.
5. **Create excitement.** Don't just message the moment, instead incite an emotional response that ultimately will be memorable through events and other engagement tactics.

As our campaign comes to a close this month, we invite you to experience the campaign one last time at BrowardHealth.org/85.

Jennifer Smith is Vice President, Corporate Communications and Marketing, Broward Health.

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The Role of Hip Resurfacing in Orthopaedic Care

BY CAROL NEWMAN

Total hip arthroplasty (THA) is the gold standard treatment for end-stage degenerative hip osteoarthritis, but Cleveland Clinic orthopaedic surgeon Peter Brooks, M.D., FRCS, would like to see that change, at least for one subset of the population – younger, active males.

Dr. Brooks is an orthopaedic surgeon at Cleveland Clinic Indian River Hospital in Vero Beach, and the senior author of the first large single-surgeon report of long-term outcomes for metal-on-metal (MoM) hip resurfacing in the United States.

Bone-preserving procedure

“Hip resurfacing was developed as an alternative to hip replacement with younger patients in mind, as they are more likely to outlive their first implant,” explains Dr. Brooks. “This approach preserves more bone and allows for easy hip replacement down the road.”

While THA involves removing the entire femoral head and neck and replacing it with a ceramic head and long metal stem set deep into the femur, hip resurfacing requires removing only a few millimeters of bone from the femoral head. It is then covered with a metallic cap attached to a smaller stem drilled into the bone.

Dr. Brooks has performed more than 4,600 resurfacing procedures since MoM hip resurfacing was approved by the FDA in 2006, making him one of the highest volume practitioners in the United States. Most of his cases were performed in Ohio, where he was a staff physician in the Center for Adult Reconstruction in the Department of

Orthopaedic Surgery at Cleveland Clinic’s Euclid Hospital and Chief of Surgery, prior to his move to Florida in 2022.

Study findings

In a MoM hip resurfacing study published in *The Journal of Arthroplasty*, researchers at Cleveland Clinic determined implant survivorship, analyzed patient-reported outcomes measures, and gauged patient satisfaction. The study included 350 patients (389 hips) who underwent hip resurfacing from September 2006 through November 2009 and were followed a minimum of 10 years. Dr. Brooks performed the hip resurfacings using a modified anterolateral approach with traditional instrumentation.

The median patient age was 53 years, and 258 were male (73%). Out of 389 hips resurfaced, 377 (96.9%) did not require revision surgery. Implant survivorship was 99% among males and 90.9% among females.

“The relationship between gender and survivorship we observed is mirrored in larger multicenter and international studies and the reason this device was withdrawn for females in 2015,” says Dr. Brooks, noting females accounted for 27% of the study population but represented 75% of revisions. “Though implant survivorship is not unreasonable, today I very rarely perform hip resurfacing for female patients.”

Further, of the 350 study participants, 330 (369 hips, 94.8%) reported being satisfied with their surgery. Males had a higher proportion of satisfaction scores and a higher modified Harris Hip Score, which is

used to measure pain and functional status following THA. “Our study supports the role of metal-on-metal hip resurfacing as an attractive alternative to total hip arthroplasty for active, younger males,” he says.

Clinical advantages

In addition to high implant survivorship rates, Dr. Brooks points to other clinical advantages of hip resurfacing over THA. These include lower dislocation rates, less leg length inequality, and more natural biomechanical loading of the femur. “Dislocation is the most common reason for hip replacement revision, but we had zero cases in our resurfacing cohort,” says Dr. Brooks.

Citing another institutional study that looked at midterm outcomes of MoM hip resurfacing versus modern, non-MoM cementless THA in younger patients, Dr. Brooks notes that young males do better with resurfacing than with total hip replacement in terms of both implant survivorship and function.

“With hip resurfacing, our patients are permitted to return to full, unrestricted activities after one year, which is one of the most attractive features of the procedure,” says Dr. Brooks. “Even professional athletes have been able to return to their careers after resurfacing, which does not happen with total hip replacement.”

He also points to the ability to perform easier femoral side revisions, without the need for long stem devices, as another advantage of this approach. “There is an



Dr. Peter Brooks

adapter that allows the surgeon to keep a resurfacing socket while changing to a total hip stem, so the second surgery may be even less than a primary total hip,” he adds.

A surprising benefit

According to Dr. Brooks, one of the more surprising benefits of hip resurfacing is decreased long-term mortality. In a

separate study published in the journal *Annals of Translational Medicine*, Dr. Brooks’ team demonstrated that patients 55 and younger who undergo hip resurfacing have a significantly lower mortality rate than those undergoing THA (1.6% vs. 8.9%). This difference persists even after statistical corrections for age, gender, and other patient factors.

“The reason behind this mortality benefit is unclear, but it is consistent with previously published large database studies,” says Dr. Brooks. For example, in a retrospective cohort study out of England, patients with hip osteoarthritis undergoing MoM hip resurfacing had a reduced 10-year mortality rate compared with those undergoing both cemented and uncemented total hip replacement.

“Resurfacing patients are able return to regular physical activities and achieve a more normal stride length and faster walking speeds, which may be a factor at work,” offers Dr. Brooks. “Other studies have demonstrated the occurrence of cerebral microembolisms during THA but not during hip resurfacing, which could be another potential contributor.”

RECOGNIZING THE BEST OF THE BEST IN THE HEALTH CARE COMMUNITY



The Greater Miami Chamber of Commerce is now accepting nominations for the 2024 Health Care Heroes® Awards Program; deadline is December 15. The 25th Annual Health Care Heroes® Awards Luncheon will take place May 15, 2024.

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Around the Region... Around

Lourdes A. Boue Assumes New Leadership Role at Baptist Health

Baptist Health announced that Lourdes A. Boue has been appointed chief executive officer of Baptist Health Doctors Hospital. She will also continue in her existing position as chief executive officer of Baptist Health West Kendall Baptist Hospital, expanding her role as the leader of both community hospitals.

Boue's previous positions include vice president of operations for West Kendall Baptist Hospital, vice president of Baptist Outpatient Services and corporate director of strategic planning and business development for Baptist Health.

Boue is a graduate of Florida International University with a Bachelor of Business Administration. She also holds a Master of Science in Leadership from the H. Wayne Huizenga School of Business and Entrepreneurship at Nova Southeastern University.



Lourdes A. Boue

VITAS Healthcare Promotes Three Executive Roles: Husted, Nygaard, Hayes

The nation's leading provider of end-of-life care proudly announces the promotion of three of its executive leaders to advanced roles within the organization. Patty Husted, Jennifer Nygaard and Mark Hayes are tenured VITAS Healthcare employees who have demonstrated excellence in their leadership roles and will continue to strengthen the company through further development.

A 34-year VITAS veteran, Husted is taking on a new role within the organization to advance the companywide goal of providing world-class care and support to every patient, family and community that VITAS serves. As executive vice president of patient and family supportive services,

Husted is responsible for identifying areas of opportunity for improvement in volunteer and bereavement services to elevate the overall experience of VITAS patient care. She will play a critical role in enhancing practices and processes to ensure a clear focus on the delivery of patient- and family-centered care, evolving and maturing the volunteer and bereavement programs that have helped establish VITAS as the nation's leader in end-of-life care for more than four decades.

A 26-year VITAS veteran, Nygaard has been promoted to senior vice president of operations for the Northern and Central regions of Florida. Nygaard has had an impressive career at VITAS over the past two-plus decades. Most recently serving as the vice president of operations and special projects, her contributions have been vital to growth in Central Florida and beyond. Joining VITAS in 1997 as an admissions coordinator,

Nygaard held several positions in the company's call centers in her first decade before transitioning to program management in 2007. She has since served as general manager, senior general manager and vice president of operations across northern and central Florida service areas.

A 10-year VITAS veteran, Hayes has been promoted to senior vice president of operations for the Southern region of Florida. Over the past decade, Hayes has led his teams to deliver patient and family care with excellence while expanding their reach to serve even more patients in those communities. His focus on improvements through efficient and effective management practices earned him the VITAS Region of the Year award in 2021 and other VITAS leadership awards for multiple years. Joining the company in 2013, Hayes served as general manager in Jacksonville and Atlanta before his promotion to vice president of operations in 2017.



Patty Husted



Jennifer Nygaard



Mark Hayes

Hospital at Home: The Future of Care, But Policy and Payment Must Keep Up

Among other impacts, the pandemic served as a catalyst to skyrocketing adoption and use of telemedicine as well as to reimagining how healthcare can be delivered. The Acute Hospital at Home programs quickly advanced during the pandemic to allow hospitals to safely and successfully support certain hospital patients in the comfort of their own homes.

More than 300 hospitals in 37 states have permission from the Centers for Medicare & Medicaid Services to provide home-based inpatient-level care. This number has grown exponentially since CMS first authorized the Hospital at Home program in November 2020. Fifteen Florida hospitals have Hospital at Home programs.

Many hospitals were at capacity during the worst days of the COVID-19 pandemic, meaning they had no additional staffed beds to care for patients with COVID-19 or other conditions. A temporary Centers for Medicare & Medicaid Services waiver in November 2020 of several Medicare Conditions of Participation made hospital care at home possible, adding capacity to the overloaded system, increasing emergency department throughput, and improving patient outcomes and satisfaction. While this innovative model was beneficial during the pandemic, it continues to be a transformative opportunity for how hospital care can be effectively supported, especially with the availability of new and emerging technologies.

Although patient care is delivered in the patient's home, Hospital at Home programs require patients to need an inpatient hospitalization level of care. The features of each Hospital at Home program vary from hospital to hospital, but patients receive at least daily physician visits, which can be conducted via telemedicine, and twice daily in-person nurse visits (one of these visits may be by a mobile integrated health care – community medicine provider, i.e., a qualified EMS provider working as part of the hospital's coordinated care team). Nurses can also deliver meals if needed. In addition,



BY MARY MAYHEW

telemicine visits are established with members of the pharmacy, care coordination, spiritual care teams, or other resources as needed. Studies have shown that Hospital at Home programs can reduce the length of patient stays, reduce readmissions, improve health care outcomes, and deliver higher patient satisfaction. The ability to assess a patient's home environment for risk of falls, to evaluate their nutrition by

reviewing their food supply, and the opportunity to directly engage with the patient and their family caregivers in their homes is incredibly important to improving the treatment plan, reducing readmissions and building greater confidence for the patient and in their caregivers.

Post-pandemic state and federal regulation and payment policies, however, are not keeping up with the growing use and success of the care model. While federal authorization of the programs is in place temporarily through December 2024, it is imperative that Congress make this authorization permanent. Additionally, while Florida regulators have provided significant support to hospitals for the Acute Hospital at Home program, it is critically important that the Florida Medicaid program and the Medicaid Managed Care plans provide reimbursement for this model of care. Hospitals will be prioritizing advocacy during the 2024 legislative session to secure a budget directive for the Agency for Health Care Administration to provide Medicaid reimbursement to the Hospital at Home Program.

Hospital at Home programs are a shining example of hospital innovation. As the saying goes, "Necessity is the mother of invention," and hospitals responded to the unprecedented need for care during the pandemic with creativity and agility to maintain clinical excellence and patient satisfaction. Today, hospitals need policy support, so the innovative gains of Hospital at Home aren't lost.

Mary Mayhew is President and CEO, Florida Hospital Association.

What's Next?

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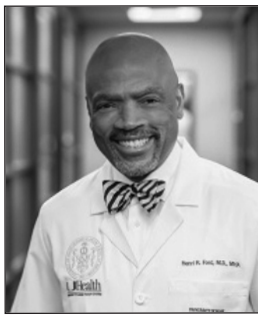
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Miami Pediatric Surgeon and Leader Henri R. Ford, MD, MHA, Is Next President of the American College of Surgeons

World-renowned pediatric surgeon, prolific physician-scientist, and dean and chief academic officer of the University of Miami Miller School of Medicine, Henri R. Ford, M.D., M.H.A., was installed for a one-year term as the 104th President of the American College of Surgeons (ACS) on October 22. Reflecting his commitment to building a diverse professional workforce that embraces the concept of inclusive excellence, Dr. Ford has chosen the theme, "Achieving Our Best Together," to guide his time as president of the ACS.

Since joining the Miller School of Medicine in 2018, Dr. Ford has focused on developing the next generation of transformational leaders who will shape the future of medicine. Under Dr. Ford's leadership, the Miller School has increased its research funding from the National Institutes of Health from \$128 million in 2018 to more than \$175 million in 2022.

Dr. Ford graduated cum laude from Princeton in 1980 with a bachelor of arts degree in public and international affairs, then earned his medical degree from Harvard Medical School. Dr. Ford completed his surgical internship and residency at New York/Presbyterian-Weill Cornell Medical College and — inspired to pursue a career in academic surgery — he also completed a research fellowship in immunology at the University of Pittsburgh School of Medicine and a clinical fellowship in pediatric surgery at the Children's Hospital of Pittsburgh.



Dr. Henri R. Ford

Jose David Morgan, MD, Joins Baptist Health as Internal Medicine Physician

Board-certified Jose David Morgan, M.D., joins Baptist Health as a primary care physician, specializing in internal medicine. Prior to joining Baptist Health, Dr. Morgan served as a primary care physician at Steward Medical Group in Doral, FL, and he offers more than 12 years of internal medicine experience.

Dr. Morgan earned his medical degree from Cuba's Instituto Superior de Ciencias Medicas. He then completed his internal medicine residency at Raritan Bay Medical Center/Robert Wood Johnson University Hospital and a hematology fellowship at the University of Havana.



Dr. Jose David Morgan

Pioneering Sylvester Physician Elected to Society of Neuro-Oncology Board

Macarena de la Fuente, M.D., chief of neuro-oncology at Sylvester Comprehensive Cancer Center at the University of Miami Miller School of Medicine, has been elected to the Society of Neuro-Oncology (SNO)'s board of directors.

She will serve as the neurology representative and becomes the first Hispanic elected to the multidisciplinary board, which strives to advance brain tumor research, education and collaboration.

Dr. de la Fuente has been an SNO member for over a decade and previously served as chair of the society's membership and women and diversity committees. During her three-year term, she will be the voice of neurology on a board representing several other specialties, including neurosurgery, medical oncology, radiation oncology, pathology, pediatrics and basic science.

She plans to use her leadership platform to advance long-overdue coordination between basic and clinical neuro-oncology research that



Dr. Macarena de la Fuente

Mark Kelly, MD, Joins Baptist Health Miami Cancer Institute as Board-Certified Urological Oncologist

Board-certified urological oncologist Mark Kelly, M.D., joins Baptist Health Miami Cancer Institute. Dr. Kelly specializes in multidisciplinary prostate cancer care.

Prior to joining Miami Cancer Institute, Dr. Kelly served as chief of urology at Providence Saint John's Health Center and assistant professor of urological oncology at Saint John's Cancer Institute, both located in Santa Monica, CA.

Dr. Kelly earned his medical degree from Albert Einstein College of Medicine and completed his residency in urology at the Kaiser Foundation Hospital.



Dr. Mark Kelly

Rochelle Samarasekera, DO, Joins Holy Cross Health Family Medicine Practice

Rochelle Samarasekera, D.O., has joined the Holy Cross Health Medical Group. Prior to joining Holy Cross, Dr. Samarasekera worked as a family medicine physician at Osceola Medical Center in Osceola, WI, where she provided outpatient adult and pediatric care and gained valuable experience as a hospitalist and in obstetrics. During her time there, she served on multiple committees including medical/surgical hospital, diabetes, clinic, obstetrics and quality metrics.

Dr. Samarasekera earned a Bachelor of Arts in Biology and English from Saint Louis University in St. Louis, Missouri and completed her Doctor of Osteopathic Medicine at Nova Southeastern University's Dr. Kiran C. Patel College of Osteopathic Medicine in Fort Lauderdale. Dr. Samarasekera then pursued a three-year residency at Hennepin County Medical Center in Minneapolis, where she co-created monthly "Residents Best Practices" presentations to help fellow residents learn how to streamline practices for clinic and inpatient family medicine services.



Dr. Rochelle Samarasekera

Endocrinologist Sebastián Pérez-Martínez, MD, Joins Holy Cross Health

Endocrinologist Sebastián Pérez-Martínez, M.D., has joined the Holy Cross Health Medical Group.

Dr. Pérez-Martínez completed the University of Miami Internal Medicine Residency Program at Holy Cross Health. Most recently, Dr. Pérez-Martínez completed a fellowship in endocrinology and metabolism at Vanderbilt University, where he served as chief fellow in his final year.

While in the residency program at Holy Cross Health, he served as chief resident and was a Sound Physician as an independent hospitalist with privileges at Holy Cross. In 2018, he co-founded the Cardiometabolic Clinic at Holy Cross Health to provide personalized treatment to patients with metabolic syndrome by helping them make positive behavioral changes in their dietary and exercise habits.

While in the residency program at Holy Cross Health, Dr. Pérez-Martínez served as the residency program's treasurer and was a member of the wellness and recruitment committees. During that time, he also raised money and recruited participants for Step Out: Walk to Stop Diabetes.



Dr. Sebastián Pérez-Martínez

Cardiothoracic Surgeon James Wudel, MD, Joins Cleveland Clinic Indian River Hospital

James Wudel, M.D., has joined the medical staff as Director of the Heart, Vascular & Thoracic Institute at Cleveland Clinic Indian River Hospital in Vero Beach. Dr. Wudel graduated from Emory University Medical School and completed his internship and residency in general surgery at Vanderbilt University. He completed residencies in cardiac and thoracic surgery at the University of California-San Francisco and the Cleveland Clinic Foundation. He is board certified by the American Board of Thoracic Surgery and is a Fellow of the American College of Cardiology.

Dr. Wudel focuses on the latest advances in care to treat adult patients. His areas of interest include multi-arterial coronary artery bypass grafting, the surgical treatment of atrial fibrillation, and the surgical treatment of valvular heart disease including transcatheter therapies.



Dr. James Wudel



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Tom C. Nguyen, MD, Named Chief Medical Executive of Baptist Health Miami Cardiac & Vascular Institute

Baptist Health South Florida announced it has named Tom C. Nguyen, M.D., Chief Medical Executive and Barry T. Katzen Endowed Chair of Baptist Health Miami Cardiac & Vascular Institute.

Dr. Nguyen comes from the University of California San Francisco (UCSF), where he is the Charles Schwab Distinguished Professor of Surgery, Co-Director of the Heart and Vascular Center, and Professor and Chief of the Division of Adult Cardiothoracic Surgery. At UCSF, he flourished in a productive practice with nearly 300 pump cases/year. While at UCSF, Dr. Nguyen transformed the division of cardiothoracic surgery helping to double the volume in cardiac surgery and set milestones in quality, outcomes, and research. He is an internationally recognized surgeon with expertise in performing high-risk heart operations through the smallest possible incision. He has a particular interest in minimally invasive mitral repair and aortic valve surgery, atrial septal defect (ASD) closures, septal myectomies for hypertrophic cardiomyopathy, and robotic heart surgery. He is also an expert in transcatheter procedures.



Dr. Tom C. Nguyen

Cleveland Clinic Weston Hospital Welcomes Interventional Pulmonologist John Woytanowski, MD

John Woytanowski, M.D., has joined the medical staff at Cleveland Clinic Weston Hospital. An interventional pulmonologist, Dr. Woytanowski uses minimally invasive techniques including robotic-assisted bronchoscopy to diagnose and treat lung diseases and disorders, and is board certified in pulmonary disease, internal medicine, and critical care medicine. "As an interventional pulmonologist, I provide several advanced procedures of the lungs and pleural space, many of which only a small number of doctors worldwide are trained in," says Dr. Woytanowski. "In conjunction with the lung cancer screening program at Cleveland Clinic in Florida, we utilize a variety of tools – including robotic assisted bronchoscopy – to make the diagnosis of lung cancer at a very early stage, which allows for much better patient outcomes. For more advanced disease and other benign conditions, I am able to offer various therapeutic options to help patients breathe better."

Dr. Woytanowski completed his residency in internal medicine at Drexel University followed by a fellowship in pulmonary disease and critical care medicine at Cleveland Clinic Weston Hospital, where he gained expertise in managing complex cases of asthma, COPD, lung cancer and interstitial lung disease. He completed an additional fellowship in interventional pulmonology at Duke, where he learned advanced skills from leading experts in the field.



Dr. John Woytanowski

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

Marc J. Leder Foundation Makes Two Million Dollar Gift to Boca Raton Regional Hospital's Keeping the Promise Capital Campaign

Philanthropist Marc Leder has made a two-million-dollar gift on behalf of the Marc J. Leder Foundation to Boca Raton Regional Hospital helping to push the near-concluded Keeping the Promise capital campaign further over its goal. The gift will be recognized with a naming opportunity with the Toby and Leon Cooperman Medical Arts Pavilion.

Marc Leder has long been a personal supporter of Boca Raton Regional Hospital and has also undertaken a mission to support outstanding local businesses to promote sustainable and positive change. The Sun Capital Partners Foundation has donated more than \$17 million to more than 700 local, national, and international organizations.

"Boca Raton Regional Hospital has dedicated itself to delivering exceptional healthcare to our community for over 50 years, and I am truly privileged to contribute to their noble mission," expressed Marc Leder. "Having resided locally and operated a global business from within this community for almost three decades, I am profoundly grateful for the unwavering dedication of this esteemed institution. Their tireless efforts to protect the health and well-being of our community's residents every single day is truly remarkable, and it is an honor to stand by their side."



Marc Leder

FAU and Cross Country Launch New Nursing Certificates in Compassionate Care of Adults with Dementia and Telemetry/Progressive Care

Florida Atlantic University's Christine E. Lynn College of Nursing, in partnership with Cross Country Healthcare, has launched two new continuing education certificate courses designed to train health care professionals and caregivers on compassionate care of persons with dementia and nurses caring for patients in telemetry/progressive care units.

"Compassionate Care of Older Adults at Risk for or Experiencing Dementia," is a fully online, self-paced, on-demand six-week program for certified nursing assistants, home health aides, patient care assistants and caregivers. The 20-hour course certificate program integrates the "The Six Cs of Caring," in all its components so that participants gain an understanding and the true meaning of caring as well as new skills to apply – when caring for individuals at risk for and/or experiencing symptoms of Alzheimer's disease and related dementias (ADRD).

"Telemetry/Progressive Care," is a fully online, self-paced, on-demand 10-week course designed for registered nurses, advanced practice registered nurses, and licensed practical nurses, and is open to the general public. This 35-hour course is a virtual learning certificate program that will increase the understanding and clinical judgment of nurses when caring for patients with health conditions that require them to be admitted to the telemetry/step down/progressive care units. The caring science principles of competence, compassion, comportment, confidence conscience and commitment are woven throughout the video and written content of each module.

Upon completion of the Compassionate Care of Older Adults at Risk for or Experiencing Dementia program, participants will develop new skills to differentiate between the basic disease process and more commonly seen symptoms of ADRD and evaluate risk factors for ADRD. Participants also will learn to choose caring language that promotes positive attitudes toward aging and older adults and those with dementia and develop effective communication techniques and interventions. In addition, participants will learn how to implement dementia-friendly ways to assist individuals with completing their daily living activities and identify the best resources in community care.

Upon successful completion of the Telemetry/Progressive Care program, participants will know how to use electrocardiogram (ECG) to identify underlying cardiac conditions including cardiac rhythms and dysrhythmias, health blocks and pacemaker rhythms. They also will be able to use ECG to identify different types of myocardial infarction and determine and/or carry out appropriate treatments for these cardiovascular conditions including drug therapy. Participants will learn to apply the principles of pharmacokinetics, pharmacodynamics and neuropharmacology for selected cardiovascular conditions.

Memorial Facilities Earn Teaching Hospital Designation from State Agency

Memorial Regional Hospital (including Joe DiMaggio Children's Hospital), Memorial Regional Hospital South, and Memorial Hospital West have all achieved statutory teaching hospital designation from the State of Florida's Agency for Health Care Administration (ACHA).

The statutory teaching hospital designation is granted to hospitals with at least 100 or more full-time resident physicians in seven or more graduate medical education programs accredited by the Accreditation Council for Graduate Medical Education (ACGME) or the Council on Postdoctoral Training of the American Osteopathic Association.

"We were able to secure these designations after only five years as a graduate medical education (GME) program, solidifying our standing as a major academic medical center," said Saima Chaudhry, MD, Memorial Healthcare System's chief academic officer. "It also makes our program more attractive to residents, fellows, and teaching faculty as we maintain our commitment to train South Florida's next generation of physicians and specialists."

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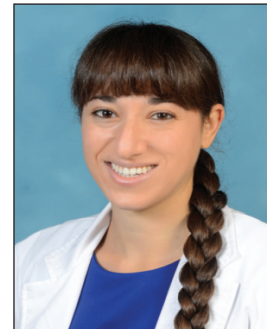
A Chaplain's Approach: Integrating Spiritual Care at End-of-Life

When patients are at end-of-life, my greatest prayer is for their sacred transition to be one of peace and not of physical suffering or spiritual distress. It is one thing if a loved one is dying with dignity in the comfort of their own home or in a hospice facility, but what about when a loved one makes their transition in the hospital setting? How do we ensure a respectful environment for a time of such importance?

This year, I implemented "The Butterfly Project" - an indicator of life transitions. As butterflies symbolize transition, a laminated butterfly symbol serves as an indicator that is placed by the nurse on the doorframe of a room. It alerts staff, prior to entering a room, that the patient is near end-of-life or has already passed away.

In the fast-paced Cardiovascular Intensive Care Unit (CV-ICU), where a patient's status can quickly shift, I saw a need for a more immediate way to inform the multidisciplinary team of a status change. If we were truly going to create and maintain a respectful environment for end-of-life patients and their loved ones, we would need to inform staff of this update in a timely manner. Only then could we prevent the shock to loved ones entering a room that they were not adequately prepared to enter. Only then could we prevent accidental intrusions from hospital services that were no longer necessary (e.g., nutritional services, labs, environmental services). Researcher Rana Sagha Zadeh, Ph.D., has affirmed that "lack of patient privacy was shown to subject patients to stress, compromise their dignity, and diminish their personhood, as well as prevent family from properly grieving and gaining closure" at the hospital bedside (Zadeh 2018). I felt there was a way we could do better.

At Holy Cross Health, "The Butterfly Project" has been piloted in the CV-ICU and is currently being expanded to the rest of the hospital. It has helped staff adapt their demeanor before entering such a



BY RABBI ALLISON B. COHEN, BCC

sacred space and has provided families and patients with a calmer environment during a time of transition and grief. When a butterfly is put up onto a doorframe, staff have been trained to contact the Spiritual Care Department, if they have not done so already. This is perhaps the primary outcome of the indicator itself: the integration

of spiritual care into the clinical setting. Still, the butterfly indicator can only serve as a universal hospital symbol if everyone is knowledgeable of its meaning. I partnered with the nursing staff to provide in-service training to the Critical Care Team. In addition, an education sheet was sent out to all ancillary services so that they too could identify and understand the butterfly indicator. Continuing education will help to promote the use of the butterfly, as well as foster an environment of holistic healthcare.

Over the past few months, the nursing staff has increasingly called upon the Spiritual Care Department to provide support, even before it has been time to place a butterfly indicator. They are the liaisons to Spiritual Care. They enable chaplains to help nurture wholeness where physical healing is no longer obtainable. As the integration of spiritual care is strengthened, together, may we strive to safeguard sacred transitions through "The Butterfly Project."

Rabbi Allison B. Cohen, BCC, is Manager of Spiritual Care at Holy Cross Health.

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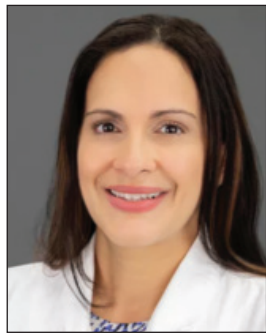


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Plan for a Joyful Holiday Season This Year

The holidays are a time for family and tradition, a special time when seniors can recall celebrating with family and friends. The season can also bring a sense of loneliness as lives have changed, but there are ways to make sure this time of year remains joyful, while creating new memories.



BY BETTY FORTE, MD

idea, but never press the issue. Present the positives, never the negatives, and encourage seniors to take advantage of every opportunity available to them to stay active. Sometimes they may not want to go out, and if that's the case, accept their decision. Always strive to be encouraging.

Tips for a Joyful Holiday

Participation is always the key; the more seniors participate, the better their state of mind. If they can't decorate the house, a family member can come over and give them a helping hand. It's also great when family members sit down to look at old photos of holidays past and talk about the traditions that continue. Some of those traditions may have been started by the elder member of the family, and it gives him or her a great sense of pride knowing that tradition they started continues. There are also activities available to seniors throughout the community to keep them involved, including as toy collections, gift wrapping, food bank collections and more. Cooking together can provide a sense of contact and involvement—especially when it's a traditional family recipe.

Warning Signs of the Holiday Blues

One of the foremost signs of depression is when a person withdraws and shows little or no interest. Another red flag is a change in eating habits. Some seniors tend

to eat more, while others greatly reduce their food intake. Since the holidays are a traditional time for great food and goodies, not eating is a telltale sign of depression. Another warning sign is a lack of concentration causing the senior to not want to engage in conversation. A common thread among seniors is becoming depressed over a task that was once easy but is now more difficult. There is a sense of being overwhelmed which creates a loss of confidence. This may be one of the reasons why seniors—especially men—tend to withdraw. Sadly, loneliness is also associated with an increased risk of dementia.

Conviva Wellness Centers

Being active is extremely important for seniors physically and mentally. To that end, Conviva has wellness centers that offer opportunities to participate in activities, have fun, and enjoy interacting with others. At the Miami Lakes center, we offer Zumba classes twice a week—based on the physical capacity of our senior participants. Conviva centers also offer Tai Chi and various courses to keep the senior's brain sharp. All the physicians and care team are willing to chat with patients about their feelings and what they can do to have a better, more joyful holiday season. Conviva also has access to mental health providers to help those in need of more assistance.

Putting joy back into the holidays takes a unified effort by both seniors and family. It can be done with understanding and patience by both parties.

For information about Conviva Miami Lakes, call (786) 751-5687.

Certain things make seniors feel lonely during the holidays: maybe they are unable to go out and meet family members or friends, help decorate, or go from store to store to buy presents. Studies have shown that loneliness increases the risk of high blood pressure, diabetes, and dementia, but there are things family and loved ones can do to make sure seniors enjoy the experience, along with everyone else.

Reaching Out

During the holidays it is very important for seniors to reach out to their families and vice versa. Seniors who are tech savvy can use Zoom, Skype, or FaceTime to talk to their children, grandchildren, and friends. This interaction brings about a feeling of cohesiveness and bonding and makes seniors feel included.

The holidays can be a fun time again—if families understand the importance of reaching out. Knowing that a senior member of their family has limitations, such as a lack of mobility or health concerns, act accordingly and with patience. Encourage them to get out of the house and join other members of the family. Treating him or her to a special holiday dinner is an excellent

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Introduction to Water-Only Fasting

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



BY FRANK SABATINO,
DC, PHD

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

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

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

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

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

but they also work like a garbage dump, hiding and storing our toxic load.

The energy that is harbored in the fasting process can enhance the mobilization of waste stored in body fat and remove this waste through organs and tissues of elimination like the skin and lungs in a process of detoxification. In fasting, the body demonstrates an intelligent control over the processes of detoxification and elimination. So that the body will utilize what it needs least to provide support


for organs it needs most and through autophagy, a process of self-digestion and housecleaning that is increased in fasting, it can dissolve tumors or cysts and support the vital organs of the body.

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

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

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

Dr. Frank Sabatino is a chiropractic physician with a Ph.D. in cell biology and neuroendocrinology from the Emory University School of Medicine. Balance for Life Florida is a retreat center where people can experience supervised water-only fasting. Call (954) 947-5888 or visit BalanceForLifeFlorida.com for program and reservation information.




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ATTORNEYS

DABDOUB LAW FIRM

Dabdoub Law Firm specializes in physician disability insurance claims, appeals, and litigation. Dabdoub Law has a track record of success in helping physicians get paid disability benefits. This includes winning a case for a liver transplant surgeon with their own occupation policy who was no longer able to perform liver transplants.

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S.R. Construction is a turnkey, division 1, FI 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 from traditional competitive bid, cost-plus or hybrid programs, tailored to your specific needs. Check our website at www.S-R-Construction.com, contact us at (561) 290-0402, Eric@S-R-Construction.com.

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LAKE ERIE COLLEGE OF OSTEOPATHIC MEDICINE SCHOOL OF HEALTH SERVICES ADMINISTRATION / ON-LINE GRADUATE DEGREES

LECOM is the largest medical college in the U.S. and teaches the business of healthcare. Programs are licensed, accredited, designed for busy working professionals seeking to elevate their careers. Masters in Health Services Administration (MHSA), Masters in Public Health (MPH), Master of Science in Biomedical Ethics (MSBE), Master of Science in Medical Cannabinoid Therapeutics (MS MCT) and Doctor of Healthcare Administration (DHA) terminal degree. BE IN DEMAND (941) 405-1533, SHSA@lecom.edu, <https://lecom.edu/school-of-health-services-administration/>

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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. Email gthompson@safeguard-healthcare.com, (954) 412-2075, or visit the website www.safeguard-healthcare.com

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MORSELIFE HOME HEALTH CARE

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NEAVE FAMILY LAW, P.A.

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

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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@bosch@miamimed.com

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