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Development, Diversity
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THE REGION'S MONTHLY NEWSPAPER FOR HEALTHCARE PROFESSIONALS & PHYSICIANS
OUR 20TH YEAR SERVING THE HEALTHCARE COMMUNITY!



Jay Juffre

ImageFIRST: Innovating Linen Management to Enhance Patient Care and Staff Efficiency

BY DANIEL CASCIATO

In the dynamic world of healthcare, the efficient management of resources is crucial for enhancing patient care and staff productivity. ImageFIRST, a prominent linen and laundry service provider specializing in the medical industry, stands out as a beacon of innovation and reliability.

With a nationwide focus on hospitals and outpatient healthcare facilities, ImageFIRST has established itself as a leader in infection prevention, quality linen management, and patient satisfaction. Their comprehensive linen rental and laundry programs, characterized by a 97% customer retention rate and a hospitality-inspired service level, demonstrate their commitment to being a vendor and an integral extension of the healthcare teams they serve.

Below are several ways ImageFIRST transforms linen management to free up healthcare staff, allowing them to concentrate more on patient care and less on logistical concerns.

Innovative Linen Management Through RFID Technology

Part of ImageFIRST's strategy is the innovative use of RFID technology in linen management.

Jay Juffre, Executive Vice President and

Oncology

Pioneering Oncology Nursing: Dr. Jessica MacIntyre's Vision at Sylvester Comprehensive Cancer Center

BY DANIEL CASCIATO

In the intricate tapestry of modern healthcare, oncology nursing stands as a beacon of innovation, empathy, and resilience.

At the heart of this transformative journey is Dr. Jessica MacIntyre, whose distinguished role as the executive director for clinical operations at Sylvester Comprehensive Cancer Center and as the newly appointed president-elect of the Oncology Nursing Society (ONS) positions her at the vanguard of this field. Her insights and leadership not only illuminate the evolving landscape of oncology nursing but also underscore the pivotal role nurses play in shaping the future of cancer care.

In an era where medical advancements and patient-centered approaches are paramount, Dr. MacIntyre's perspective offers a compelling glimpse into the challenges, triumphs, and future directions of oncology nursing.



Dr. Jessica MacIntyre

Continued on page 24

Next-Generation Sequencing Making It Easier to Target Tumors

BY VANESSA ORR

Every day, new strides are being made in cancer treatment, including in the field of medical oncology. This not only provides patients with more treatment options, but may result in a better survival rate for those with the disease - including patients with later-stage cancers.

"Right now, if someone has an advanced cancer, we can use next-generation sequencing to test for over 800 different gene mutations, which potentially gives us 800 targets to go after," explained Kelley Kozma, D.O., a medical oncologist and the director of the Robert and Carol Weissman Cancer Center at Cleveland Clinic Martin Health. "We can use targeted therapy instead of chemotherapy, which can be much better tolerated than



Dr. Kelley Kozma

"For example, in lung cancer, if we find an EGFR or ALK mutation, we can provide patients with an oral treatment option instead of chemotherapy," she added. "In more advanced cases, such as Stage 3 lung cancer, patients can undergo chemotherapy followed by targeted therapy. Survival is better in those situations once we can target those specific mutations."

Dr. Kozma adds that even if there is not an FDA-approved therapy for a person's specific mutation, genetic testing also provides the opportunity to detect mutations for different cancers that have FDA-therapies that could benefit the patient's tumor. "Targeted therapy is allowing us to see options for patients that have potentially never



Mark Kent

Kent Focused on Creating Long-term Value at Cano Health

BY VANESSA ORR

In August 2023, Mark Kent, FACHE, FACMPE. was named chief executive officer of Cano Health, Inc., after serving as interim CEO since June. He was also named to the board of directors, replacing former CEO Dr. Marlow Hernandez.

A nurse by training, Kent founded three startup healthcare companies before joining Cano Health - Care Management Resources, Total Health Medical Centers, and Your Partners in Health. He also served as the CEO of Women's Health Care Hospital in Evansville, IN and as CEO and regional president of all Humana-owned, Floridabased primary care practices, now known as Conviva Care Centers.

Since becoming CEO of Cano Health, Kent has focused on a number of goals which include simplifying the business, operating more efficiently, strengthening patient engagement to improve health outcomes in local communities, and enhancing profitability for shareholders. Over the past several months, he has taken steps to restructure operations to better position the value-based primary care organization for long-term success by modifying the size of its workforce, divesting non-core assets, and refocusing on its core Medicare Advantage in Florida and ACO Reach lines of business.

"We continue to believe in our mission, platform, and opportunities for long-term value creation for all stakeholders," said Kent. "Though these steps

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Publisher's Note

One Baby Step for Charles ...



As I less than boldly step into 2024, it seems the only resolution I mastered in 2023 was a commitment to procrastination (and hence ignored the gym.) In lieu of actually going, I've perfected the art of scrolling through the various workout videos and quick weight loss ideas while still lounging on the couch.

As the calendar flips, my determination is to overcome this "avoidance syndrome," – or at least convince Carol that I'll start tomorrow. In this spirit, I even walked Loki this morning, hoping to add some extra steps to my routine.

My basic problem is that my commitment to healthy eating isn't quite as strong as my love of the couch and a "good" carb. And while all that kale and quinoa stares at me from the grocery store shelves, will it get its moment in my spotlight or on my plate? Especially when I'm busy orchestrating a symphony of takeout menus and conducting the Uber Eats delivery guy like Leonard Bernstein. (Yes, we saw *Maestro* over the holiday.)

As Carol likes to point out, my closet is like a graveyard of resolutions — many different sizes all looking for a permanent home. But the new year is still young, and I have 364 more days to conquer. So my idea of a good start would be lunch and perhaps the quest for a perfect nap (on my favorite couch).

Charles Felix



You can reach Charles Felix at Charles@southfloridahospitalnews.com





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3

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HOW HARD WILL YOUR MED MAL CARRIER FIGHT FOR YOU?

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

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

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

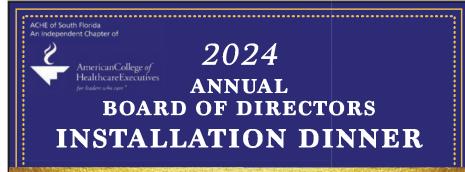
- Your insurer's record on fighting cases vs. just settling
- The financial strength of your insurer
- How experienced is the claims-defense team is in Florida courtrooms?
- Do you have the right to consent to any settlement or will they settle against your will?

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



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Time Is Running Out to Enroll in a 2024 Health Plan

BY CAROL NEWMAN

The holidays and end of the year are busy times, so it's easy to understand why some people might delay selecting a health insurance plan. But time is running out to enroll in 2024 health coverage!

While the deadline recently passed for a plan that starts in January - you can still sign up for a plan that would begin February 1, 2024. In other words, Open Enrollment on the Health Insurance Marketplace is not over. Open Enrollment for a 2024 Marketplace health plan runs through January 16. To try and simplify this year's shopping process, the federal government is reducing the number of plans offered on the Health Insurance Marketplace. So, some people may need to select a different insurance plan for 2024.

"You may have new choices for health coverage or may need to update your application in order to get the right savings," says Nick Tant, Florida Blue vice president of local commercial markets with Florida Blue, Florida's Blue Cross and Blue Shield health plan. "Everyone should take the time each year to revisit their care needs, budget, and health goals, and now is the time to do that."

To secure a health insurance plan that starts on January 1, 2024, you needed to enroll by December 15. If you enroll between December 15 and January 16, your plan will start on February 1, 2024.

One thing that's not changing is that financial assistance (also called a subsidy) is still available.

In fact, 94% of those who enrolled in a Marketplace health insurance plan in Florida this year received financial assistance.¹ So, even if you have the same job and income as last year, you'll want to check your eligibility. More than a third of Floridians got coverage for \$10 a month or less this year, after receiving their subsidy.²

Florida Blue, the state's leading health insurer, has a team of trusted agents in the community to walk you through the options that best meet your personal needs

and budget. They can tell you if you qualify for a subsidy and explore other ways to save you money. "We understand that health insurance can seem confusing or intimidating, and that's why we have licensed experts who make it easier and less stressful," says Tant. "They'll review your health care needs so you can pick the plan that works best for you."

Many agents are bilingual, so you're sure to find someone easy to speak with, especially since Florida Blue agents are available to assist shoppers in 20 different languages. In person, through a virtual visit, or by phone, you can also get assistance from your neighborhood Florida Blue Center. At more than 30 locations across Florida, local Florida Blue teams will take the time to answer all of your questions, and make sure your health insurance plan includes the doctors and hospitals you know and trust

A recent Gallup survey shows that 4 out of 10 Americans put off health care last year, worried about the cost. ³ None of us plans to get sick or hurt. Waiting until the last minute, or until it's too late, is not the answer — and can even make things worse. Tant says, "Health insurance is the peace of mind you need and deserve, for whatever happens at any stage in life."

So, don't delay! Protect your health and wellness and speak to someone about how you can enroll in a 2024 plan today. Florida Blue, your health solutions partner, makes it easier to get the help you need picking the best insurance plan for you. Just call Florida Blue at (877) 344-1458 or go to FloridaBlue.com/YourSolution to start shopping.

- 1 Health Insurance Marketplaces 2023 Open Enrollment Report (cms.gov)
- 2 2022 OEP State-Level Public Use File
- https://www.cms.gov/research-statistics-datasystems/marketplace-products/2022-marketplaceopen-enrollment-period-public-use-files
- 3 https://news.gallup.com/poll/468053/record-high-put-off-medical-care-due-cost-2022.aspx



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Charles Dimitroff, Ph.D.
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Guenther Koehne, M.D., Ph.D.Miami Cancer Institute

Leo Luznik, M.D.
Johns Hopkins University

Matthew Matasar, M.D. Rutgers Cancer Institute

Marcelo Pasquini, M.D. Medical College of Wisconsin

Speakers

Raajit Rampal, M.D., Ph.D. Memorial Sloan Kettering Cancer Center

Michel Sadelain, M.D., Ph.D. Memorial Sloan Kettering Cancer Center

Craig Sauter, M.D. Cleveland Clinic

David Scheinberg, M.D., Ph.D.Memorial Sloan Kettering
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South Florida ACOs on Downward Enrollment Spiral

South Florida accountable care organization (ACO) enrollment declined 24% between 2018 and 2021 year-end according to Centers for Medicare & Medicaid Services (CMS) data. Over the same period:

- Miami-Dade County showed the largest decline (40%) from 29,123 enrollees to 17,378.
 - Broward County enrollment dropped (21%) from 42,032 to 33,008.
 - Plam Beach county enrollment declined (21%) from 85,298 to 67,807.

The loss in ACO enrollment in South Florida is significantly higher than for the state (-5%) overall. Within the state's remaining two major population centers, Orange County enrollment declined by 39% between 2018 and 2022, but Hillsborough County enrollment grew by 58%.

ACO enrollment comprises only traditional/original Medicare fee-for-service patients. ACOs with service areas heavily penetrated by Medicare Advantage plans face significant growth headwinds. Consider as of July 2023, over three-quarters of Miami-Dade County's 496,000 Medicare beneficiaries have Advantage Plan health insurance. In contrast, 64% of Medicare eligibles have an Advantage Plan in Broward County and 47% in Palm Beach County.

There are about 100,000 Medicare fee-for-service patients in each South Florida county unaffiliated with an ACO. While there are many ACOs with South Florida enrollment, only five to six in each county are serious players; these entities have room to advance their enrollment, but the going is tough and getting harder.

Nationally, about 38% of physicians are associated with a Medicare related ACO.¹ Even with widespread physician participation, ACO growth is inhibited by several factors. The major barriers include requirements for organizational transformation such as adapting to a new patient care and financial reward paradigm and implementation of necessary information technology. Also, understanding and dealing with different risk models and accepting unknown downside financial risk is challenging.

There are two ACO risk models – one-sided and two-sided. Organizations enrolled in a one-sided risk model have no downside risk. This option allows new entities to gain experience in managing their patient population's health and related cost of care. They can receive a portion of savings so long as the ACO meets performance quality standards. In a two-sided arrangement, ACOs share with CMS both potential savings and losses as determined by care costs that are either less or more than expectations.

National data shows more ACOs participate in two-sided risk (~60%) versus one-sided (~40%) risk models. South Florida organizations report a similar participation distribution – about 55% take on two-sided risk versus 45% that participate in the one-sided risk option.²

However, CMS mandates ACOs to convert from one-sided to a two-sided risk option. In 2019, CMS cut the time an ACO may remain in a one-sided model. New physician and low-revenue organizations have three years to convert, down from six years; all other ACOs have only one year.³ CMS rationalizes giving physician-led entities more time in a one-sided program leads to greater competition and "allows more physician practices to remain independents and ensure that all ACOs generate savings." Yet, the mandate to move faster from one-sided to two-sided risk may:

- Give existing ACOs pause in growing enrollment. More assignees mean increased economic loss risk that some entities perceive as not worth the potential gain.
 - Inhibit formation of new ACOs.

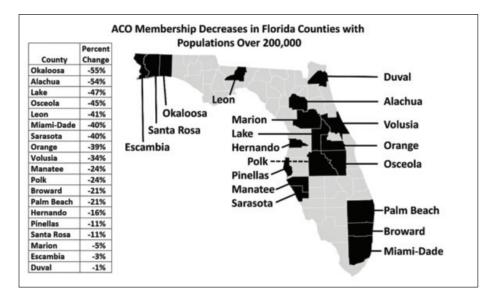
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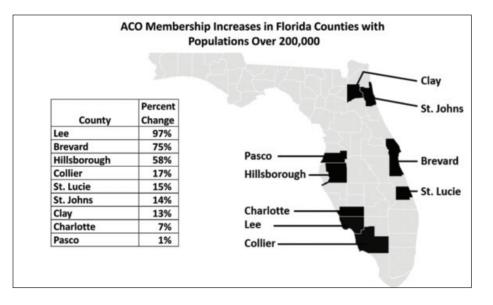
- 1 American Medical Association Survey
- 2 CMs, 2021 data, 482 entities
- 3 Federal Register, 12/31/2018
- 4 Seema Verma, Administrator, CMS, Blog Post, reported by Revenue Cycle Advisor





BY MICHELLE MARSH AND RICHARD KLASS









Revolutionizing Preventive Care: Unveiling MediKarma and Jill Al

In the dynamic landscape of healthcare, where the convergence of technology and patient care is paramount, MediKarma emerges as a pioneering force, reshaping the narrative of preventive care. Tailored for medical professionals and patients alike, this article delves into the essence of MediKarma, exploring why it exists, its proven track record in delivering preventive care, and the groundbreaking contribution of its AI companion, Jill AI, in managing daily well-being with unparalleled personalization.

MediKarma:

A Beacon of Preventive Healthcare

MediKarma (medikarma.com) is not just a platform; it's a paradigm shift in healthcare delivery. Harnessing the power of Artificial Intelligence (AI), MediKarma leverages a myriad



BY KRIS NARAYAN

of data points from electronic health records and daily routines to craft personalized wellness plans. These plans are not one-size-fits-all but tailored to meet the unique health goals of each individual – whether it's achieving better sleep, weight loss, or managing chronic conditions.

Why MediKarma Exists: Redefining Proactive, Hyper-Personalized Patient Engagement

At its core, MediKarma exists to redefine proactive patient engagement – on an individual, hyper-personalized level. In an era where preventive care is increasingly recognized as the cornerstone of a healthier society, this platform is at the forefront of innovation. By seamlessly integrating with the daily lives of patients by analyzing each individual's own medical records, MediKarma, powered by Jill AI, provides strategic nudges and personalized insights that guide individuals towards healthier choices. This approach acknowledges that small, consistent actions can lead to significant improvements in health outcomes.

The Power of Jill AI: Managing Your Daily Well-being.

Jill AI, the unique companion to MediKarma, is the linchpin of its success designed to answer the important, recurring question: "What do I do next?". Unlike generic health apps, Jill AI tailors a step-by-step wellness journey for users based on their medical history and habits. This personalized AI assistant doesn't just provide generic advice; it crafts insights and recommendations that resonate with the individual's unique profile, creating a truly bespoke experience and enabling an improved healthcare experience.

Preventive Care in Action: Nudges and Personalized Insights

What sets MediKarma apart is its strategic use of nudges – personalized prompts delivered by Jill AI. These nudges drive engagement, educate users about their health, and collect valuable insights. For instance, Jill might remind a user to stay hydrated on a hot day or provide insights into daily caloric intake. These seemingly simple nudges are underpinned by a profound understanding of individual patient profiles, making them highly effective in promoting patient engagement and education.

Empowering Patients, Transforming Outcomes

The impact of MediKarma's approach extends beyond individual well-being. Engaged patients become informed advocates for their health, leading to improved medication adherence and follow-up appointments. This active participation also fosters strong patient-provider relationships, ensuring continuity of care and informed decision-making.

Conclusion: A Glimpse into the Future of Preventive Healthcare

As we navigate the complexities of modern healthcare, MediKarma stands as a beacon of innovation. Its commitment to personalized preventive care, driven by the ground-breaking Jill AI, offers a glimpse into the future of healthcare – one where individuals actively shape their well-being. For doctors, nurses, and medical providers, embracing the transformative power of platforms like MediKarma means not just treating illnesses but proactively nurturing a culture of health and well-being, paving the way for healthier and more engaged communities.

Kris Narayan is CEO, MediKarma.



When It Comes To Patient Care - Celebrate the Staff

Recently I was speaking with a nurse who had simply abandoned the four walls of the hospital for an easier gig at a medical spa. I had asked her why and she said simply, 'I was completely burned out.' She explained that prior to COVID she and the other nurses could easily predict their manageable caseload. But since then, the number of patients they needed to care for would sometimes, as much as, double. She had had enough. She also commented on the lack of true appreciation from the health system she worked at. On the final day of my six-month battle with Lymphoma, I exited my hospital room for the very last time to find all the nurses who had taken care of me cheering. My



BY JAY JUFFRE

immediate thought was, "I should be celebrating them ..." Contrast that with this. On their first day of employment, all Apple Store employees are greeted on the showroom floor to applause (in front of customers) by the entire team (they also get the same gesture on their last day working there). At the end of the day, being a nurse or member of the staff in the medical field is stressful. People are talking with their feet as burnout and frustration gets to a breaking point. Add to this the fact that most experts site staffing and workforce needs as one of the biggest issues the health care community is facing. In 2024, ask how your organization can better show gratitude for the team you employ to take care of the patient. What can you do to better celebrate the staff and really show you care. In a nutshell, the best places to work tend to have less trouble filling vacancies than the places where people feel less appreciated. Make 2024 your best year yet in terms of employee retention and engagement. It may also become your best year financially as well. All the best in 2024.

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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Tampa General Hospital: Florida's Premier Academic Health System

Last year, experts with Harvard Medical School, the Harvard School of Public Health, Beth Israel Deaconess Medical Center, Brigham and Women's Hospital, and others, published findings that community medical centers associated with academic health systems provide better patient outcomes.

Through its alliance with the USF Health Morsani College of Medicine at the University of South Florida, Tampa General Hospital (TGH) is an academic health system evolving into a statewide center of excellence through partnerships with community hospitals and physicians across Florida.

"TGH is committed to partnering with physicians and community hospitals to provide enhanced access to complex care and clinical trials. This helps improve statewide patient outcomes," said Dr. Abraham Schwarzberg, executive vice president, chief of oncology, and president of the Tampa General Provider Network (TGPN), and vice president of clinical and translational research, TGH-USF Health Joint Office of Clinical Research.

There are two major reasons why TGH is becoming a center of excellence. First, TGH led the way in studies and trials for novel COVID-19 treatments. It also exhibited adaptability, handling patient overflow from overwhelmed local and regional hospitals, while continuing to offer necessary services to the community. The second reason TGH is leading the way is rooted in its commitment to providing care for underserved individuals



Dr. Eduardo Sotomayor and Dr. Abe Schwarzberg of Tampa General Hospital Cancer Institute.

and communities. "At its core, TGH is both a dedicated safety net hospital, and an independent, not-for-profit institution," said Dr. Schwarzberg. "When folks need access to care, regardless of insurance or socioeconomic background, TGH steps in and is committed to caring for that community."

This has caught the attention of physicians and patients alike and solidified TGH's reputation as an academic health system dedicated to prioritizing patient care over bottom lines.

Numerous physicians' groups on Florida's East Coast have expressed interest in becoming part of TGH's network, further enhancing its role as a leading Florida health care provider.

Through partnerships with practices elsewhere in the state, TGH has increased the breadth and scope of its offerings as an academic health system,

reaching a larger population. In effect, it has become an academic-regional health system, able to care for potentially millions of patients with diverse backgrounds and needs, while continuing to uphold the rigorous standards of excellence required of a teaching hospital at the forefront of medical research.

"TGH is really a hospital for the state of Florida," said Dr. Schwarzberg. "When you have complex,

major changes in the health care field like COVID created, TGH's infrastructure, access to clinical trials and nimble approach not only enabled us to care for ongoing patient needs, but also to provide subject matter expertise and unique offerings just being developed. As a large, tertiary medical system, TGH is really striving to provide that service."

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TGH Heart & Vascular Institute Boynton Beach Amy Mostafavi, MD

TGH General Surgeons of the Palm Beaches West Palm Beach Itzhak Shasha, MD

TGH Concierge Health Palm Beach Gardens Laurie Rothman, MD



South University Prepares for Inaugural Graduation from Anesthesiologist Assistant Program



BY MICHAEL MINGIONE

As South University prepares to celebrate the graduation of its first-ever class from the Anesthesiologist Assistant program in West Palm Beach, it marks not only a milestone for the institution but a significant moment for our health-care community. These graduates represent a new wave of highly skilled professionals ready to meet the increasing demand for anesthesia providers both locally and nationally

The journey to this moment has been one of immense dedication and perseverance. Each student has navigated a rigorous blend of academic and practical training, designed to prepare them for the complexities and challenges of a career in anesthesiology. Their hard work and resilience reflect not only their personal commitment but also the high standards of South University's program.

At a time when the healthcare industry is experiencing a

critical need for qualified anesthesia providers, these graduates stand ready to fill this gap. Their skills and knowledge will be instrumental in supporting surgeries and essential medical procedures, ensuring patient safety and comfort.

Moreover, the impact of these graduates extends beyond the operating room. They are set to make significant contributions to the local healthcare community in West Palm Beach, bringing their expertise and compassion to patients in need. As they step into their roles, they will also pave the way for future professionals in this field, inspiring others to pursue careers in anesthesiology.

As we congratulate this inaugural class, we celebrate not just their individual achievements but also the promise they hold for the future of healthcare. Their journey is a testament to the power of hard work, dedication, and a relentless pursuit of excellence. We look forward to seeing the remarkable contributions they will make to our community and the field of anesthesiology at large.

HEALTHCARE BANKING... HEALTHCARE BANKING... HEALTHCARE BANKING...

Healthcare Banking and Finance Post-COVID

In 2023, the post-COVID healthcare market presented its own challenges. While the federal support to the healthcare system was invaluable during COVID, once the support was gone many healthcare providers were faced with tremendous labor shortages and supply chain disturbances with essential PPE. COVID literally drove healthcare workers into retirement with nearly 100,000 registered nurses

leaving the workforce between 2020 and 2022. The supply chain issues have mostly been resolved but staffing shortages, particularly in nurses, medical technicians and support staff remain a material distraction and result in increased costs.

Despite staffing difficulties, the health-care industry continued to be an attractive investment, as investors and practices looked to build efficiencies through scale. According to the accounting firm PWC, in the last 12 months ending November 2023, total number of deals, involving investments and acquisitions in healthcare services, were more than 1,500 with a value of



BY BLAISE HEID

more than \$56 billion. While lower than prior years, due to higher interest rates, this remains one of the most active sectors in the market.

Private equity continues to be the largest investor in healthcare services, with more than \$750 billion invested over the past decade. Private equity is often a driving force behind healthcare service roll-ups, providing capital to the founders and resources for

infrastructure investment and bolt-on acquisitions. The goal is greater efficiencies and resulting profits. At the same time, many privately held and non-profit providers are also pursuing both vertical and horizontal expansion in order to improve their service offering, resourcing, as well as expansion into new markets, with a goal to create operating efficiencies through volume. The shift by both government and certain providers toward value-based care is a motivator and driver toward greater operating efficiencies. According to the Health Care Payment Learning & Action Network's annual measurement of

participation in alternative payment models, slightly more than 60% of healthcare payments in 2020 included some form of quality and value component. That's a jump from 2011, when it was only 11%. There are many benefits to value-based care but whether it's an Accountable Care Organizations or another provider structure, improving efficiencies of medical delivery is key.

For 2024 with the expectation of declining interest rates, mergers and acquisitions activity in healthcare services is poised to rebound.

With all the consolidation and deal making, one would expect that the market is consolidating around only a few major players. However, there remains many sectors within healthcare which are currently quite fragmented, such as outpatient surgery centers and diagnostic imaging. HealthValue Group (April 2023) estimates the top 100 out-patient imaging operators in the U.S. only represent about 20% of the total market. Other sectors are more integrated. According to a study by Alvera Health (May 2022) fully 74% of physicians are affiliated with a hospital, heath system or corporate entity.

Banks continue to play an important role

in healthcare, including support for working capital, acquisitions and capital strategies, as well as support for specific capital growth initiatives and financing major equipment purchases. In the middle market alone, banks fund healthcare companies in the U.S. between \$2 billion to \$3 billion per annum. A significant amount of middle market loans are driven by private equity sponsor-based transactions involving strategic investments or acquisitions. In determining the value of these enterprises, banks will consider the economic improvements from such acquisitions through review of independently prepared quality of earnings reports and examination of synergistic adjustments to earnings before interest, taxes, depreciation, and amortization (EBITDA). For example, this could include increasing adjusted EBITDA to reflect owner compensation in excess of a market salary for a CEO, as well as cost savings from consolidating functions or facilities. As a result, banks can help in the success of a merger or acquisition through providing lower-cost funding, compared with equity.

Blaise Heid is Practice Leader – Healthcare Banking at BankUnited, N.A.

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Let's Connect: ACHE of South Florida Spotlight



ACHE of South Florida Member Spotlight: Haroula Norden

If you had to use one word to describe Haroula Norden, you couldn't find a better one than "passionate." As Chief Operating Officer of Boca Raton Regional Hospital, Norden holds the type of position she dreamed about when she was young.



Haroula Norden

"I started in healthcare when I was 19, and when I was in school, getting my masters degree, I always thought I wanted a position like this. I wanted a position that could affect large groups of people – the patients we serve, the community, our employees – and give me the opportunity to make big decisions on a large scale. I always thought being in a role like this would be something I would enjoy doing, something I would be passionate about."

In her position, Norden is responsible for the day-to-day operations of the hospital, including the centers of excellence, and overseeing the team that oversees the ancillary operations of the hospital. "I always liked that role," she said. "When I was young, I would look up (at the COO) and think, 'What a great job, that person has their hands in everything.'"

She went on to say that healthcare is something you have to be passionate about, because it's not an easy job, and you're making a number of decisions that are extremely important – because you're dealing with people's lives. "You definitely have to have a passion for it, and to me, it's always exciting, it's always something I liked to do, and I liked learning about it."

Along with the responsibilities themselves, Norden loves having the opportunity to work with what she calls the brilliant people in the healthcare field. "They're smart and creative, I love being able to learn from and collaborate with people who are so smart and have the same kind of passion that I do; they're here to provide good, quality, safe care for people."

But if you think Norden is passionate about her work at Boca, let her tell you about being a member of the American College of Healthcare Executives (ACHE), for which she will serve as president in 2024. "ACHE is an organization that helps healthcare executives keep up with what's going on. I've always been very active and involved in this organization. It's the only professional organization that gives healthcare executives the opportunity to get board certified, showing their commitment to the healthcare field."

She considers the important aspects to be the ACHE's focus on lifelong learning, networking with colleagues, furthering education, and early career development for young professionals. "I think those things are so important for someone starting out their career – or in the middle of their career or at the end of their career. Healthcare is a field where you constantly have to be at the top of your game, you constantly have to know what's going on because it changes so rapidly." Norden pointed out that ACHE is a national organization with more than 48,000 members, so members can connect with people across the country, and learn from them and what they're doing.

She has been a member of ACHE for nearly 15 years and has served on the board for seven years. This is her second turn at the presidency; the first was in 2020, during COVID, and she said that time gave the members an opportunity to rebrand the chapter

Norden has now agreed to run again because, she said, "The message I want to get out, the theme of the second year is the importance of stepping up and getting involved. As much as you benefit from (ACHE), people benefit from your leadership and from your ideas, and from you stepping up and saying, hey, I want to do this because I want to take this organization further. If it's important to you, you need to find the time and step into leadership, don't stay on the sidelines."

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2024 Legislative Session Puts Health Care at the Center

Health care is already front and center on lawmakers' agenda heading into the 2024 legislative session starting Jan. 9. With the unveiling of the omnibus "Live Healthy" health care package in early December, legislative leaders signaled their deep and abiding commitment to advancing a modern, sophisticated health care system to meet the increasing need for health care in Florida.

The first two bills in the Senate President's healthcare package will be championed by Sens. Colleen Burton and Gayle Harrell, and encompass numerous hospital priorities, including:

- \$152 million to enhance hospitals' Medicaid reimbursement rates for labor and delivery.
- Authorization of Medicaid reimbursement for Hospital at Home programs.
- \$170 million for Graduate Medical Education to train and retain the next generation of doctors.
- \$5 million to expand nurse education capacity through the Linking Industry to Nursing Education (LINE) program.
- Authorizing clinical psychologists and psychiatric nurses to practice to the fullest extent of their education by repealing and reducing the experience requirements to work in Baker Act facilities.
- \$750 million over 10 years for a revolving loan program to incentivize innovative health care solutions.

SB 7016 and SB 7018 passed through their first committee unanimously in mid-December, getting the state one step closer to incentivizing innovative health care solutions. The Florida Hospital Association worked regularly with the Senate President and was pleased to see that the bills included initiatives providing Medicaid reimbursement for Hospital at Home programs, increasing Medicaid reimbursement rates for labor & delivery, and making a significant investment in expanding the health care workforce.

While there are future legislative hurdles to clear before Live Healthy proposals become reality, the promise of Live Healthy is one of a state with a robust health care workforce, streamlined and efficient models of care, reduced costs, improved patient outcomes, and expanded access to care.

Live Healthy comes at a critical time to support a vision for Florida's health care delivery system focused on innovation, medical advancement, and improving timely access to health care services for all Floridians. Florida is already the third largest state in the country, and more than 1000 people are moving here every day as retirees, entrepreneurs, and young families alike seek out a thriving home to live, work, and play. Keeping the promise to Floridians that health care will be available wherever and whenever it is needed and provided by a world-class workforce requires investment and support.

Hospitals have a long history of innovation and investment in the service of continually improving patient care. With Live Healthy, they will have a long-term partner in that investment.

Mary Mayhew is President and CEO, Florida Hospital Association.



BY MARY C. MAYHEW

Live Healthy Proposal Advocating for Improved Health Policies

In the realm of public health legislation, the Florida Senate's Live Healthy Proposal has been the focal point within the healthcare sector since its announcement a few days ago.

On December 7, 2023, Florida Senate President Kathleen Passidomo (R-Naples) joined Senator Colleen Burton (R-Lakeland), Chair of the Senate Committee on Health Policy and Senator Gayle Harrell (R-Stuart), Chair of the Senate Appropriations Committee on Health and Human Services, to announce the Senate's Live Healthy proposal.

The legislation for the 2024 Legislative Session focuses on strengthening Florida's healthcare workforce, improving access to healthcare, and fostering innovation within the healthcare system. In short, this comprehensive package aims to address various aspects of healthcare delivery in the state.



BY CARMEL J. BARRAU, MD

The proposal emphasizes expanding Florida's healthcare workforce through investments in education, training, and retention programs. It promotes partnerships between hospitals, colleges and universities to enhance healthcare worker training, introduces more resident slots, and offers creative loan repayment options to incentivize healthcare providers to serve in underserved areas. In addition, the proposal seeks to attract out-of-state medical graduates to build their careers within Florida communities.

To encourage innovation, the proposal plans to establish a Health Care Innovation Council aimed at exploring advancements in technology, workforce development, and healthcare delivery models. Moreover, it introduces a loan program to fund innovative healthcare solutions, prioritizing rural hospitals and nonprofits attending underserved communities.

In terms of removing regulatory barriers and expanding access to care, the proposal outlines initiatives such as expanding clinical training sites in remote and underserved areas, and creating limited licensure for medical graduates awaiting residency placement.

Furthermore, the proposal includes appropriations totaling millions of dollars to support various healthcare initiatives, such as increasing Medicaid reimbursement rates for specific services, and investing in several programs.

As a medical association that advocates for improved healthcare policies, the Dade County Medical Association (DCMA), acknowledges the relevance of the Live Healthy Proposal, as it resonates with the association's mission to promote ethical, educational and clinical standards for the medical profession and advocate for the integrity of the patient-physician relationship.

The Live Healthy Proposal presents an opportunity to address pressing healthcare challenges in Florida. Its provisions aimed at empowering medical professionals, enhancing patient access, and fostering workforce development, signal a step toward a more robust and equitable healthcare system in the state of Florida.

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

If You Are a Surgeon or a Medical Specialist and Own a Disability Policy, This Is a Must Read!

You work extremely hard to make a good living. You decided to invest thousands of dollars a year to protect that good living if you could not provide the high level of care you committed to.

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• Is your contract pure Own Occupation and Working or modified Own



BY HOWARD WOLKOWITZ

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Expanding Indications for Aquablation Therapy?

Benign prostatic hyperplasia (BPH) is a very common urological condition affecting about 50% of men by age 60. The prevalence climbs to nearly 90% by age 85

Symptomatic patients experience voiding dysfunction that can progress without treatment to urinary tract infections, bladder stones, hematuria and kidney damage. "About

half of men with an enlarged prostate will develop symptoms that require treatment, but most can be treated with medication," says R. Carrington Mason, DO, FACS, a board-certified urologist with Cleveland Clinic Indian River Hospital.

If medicines do not relieve BPH symptoms, there are a number of surgical techniques to remove or destroy the prostate tissue around the urethra, including an alternative, minimally invasive treatment called Aquablation®. Approved by the FDA in 2017, the robotic waterjet ablation therapy has been gaining wider use in recent years as a treatment for enlarged prostates. Dr. Mason is the first urologic surgeon with Cleveland Clinic in Florida to offer this approach.



Dr. R. Carrington Mason

Alternative approach

Aquablation is an image-guided resective procedure that uses a heat-free waterjet controlled by robotic technology to remove the prostate tissue obstructing urine flow through the urethra. It is the only surgical procedure for BPH that combines a cystoscope with ultrasound imaging to allow the surgeon to see the entire prostate in real time.

"With this enhanced view I'm able to quickly debulk the prostate and avoid injury to the bladder neck, ejaculatory ducts, and external sphincter," says Dr. Mason, who has performed more than two dozen waterjet ablation procedures since July. "My patients have been very satisfied with their results."

According to clinical studies, patients who undergo aquablation therapy have very low rates of incontinence, retrograde ejaculation, and erectile dysfunction, complications associated with other BPH surgical treatments. Notably, one double-blinded, multicenter prospective randomized controlled trial published in 2022 demonstrated a larger safety and efficacy benefit for aquablation over transurethral resection of the prostate (TURP), the most com-

mon surgical treatment for small and medium-sized prostates.

Size-independent?

Current American Urological Association (AUA) guidelines for the surgical management of lower urinary tract symptoms (LUTS) associated with BPH recommend robotic waterjet treatment for patients within the prostate volume range of 30 to 80 mL. Dr. Mason points out, however, that these guidelines do not reflect the latest research.

The final WATER II 5-Year clinical trial results, which were published earlier this year in The Journal of Urology, found the aquablation procedure to be "safe with durable efficacy and low rates of retreatment in men with large prostates (80-150 mL)."

"I anticipate future consideration will be made in extending the recommended prostate volume range for aquablation in light of the most recent WATER II trial findings," he explains.

Dr. Mason also notes a number of early adopters of the technology are using the approach independent of prostate size, though AUA guidelines currently recommend laser enucleation or simple prostatectomy for large (>80-150 mL) and very large (>150 mL) prostates.

"This procedure has been shown to be size-independent, and I wouldn't hesitate to recommend it for appropriate patients with larger prostates," adds Dr. Mason. "The largest prostate I've treated with waterjet ablation therapy was 260 mL, and the patient had an excellent outcome."

Age as a factor

In addition to individual symptoms, prostate size, excess tissue location, and tolerance of potential treatment side effects, age is another factor that may influence treatment recommendations for BPH.

Currently not all insurance providers approve aquablation for men over 80. This includes some Medicare Administrative Contractors, though efforts are underway in various states to broaden access. This is particularly relevant in Florida, the state with the second-highest percentage of 65+residents and nearly 5 million Medicare enrollees.

"Because prostate volume increases incrementally with age, older men in their 80s are more likely to be surgical candidates and to have large-volume prostate glands," notes Dr. Mason. "As the compelling data from the WATER II trial demonstrate, these individuals could and should benefit from access to this treatment option."

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<u>A message from our President</u>

We Made It To 2024

Happy 2024! I hope that everyone had a wonderful holiday season and an exceptional New Year. May 2024 be the year that some of your dreams become realities.

I usually use this January article to look forward to see what might be in store for us in 2024. While using my crystal ball includes some uncertainty, several trends may shape the healthcare landscape in 2024:

- Telemedicine: The use of telemedicine will continue to grow as it offers convenient and accessible healthcare options. I believe that telemedicine along with remote monitoring will become more integrated into mainstream healthcare deliv-
- Interoperability: Hooray, it finally seems like we are taking more than baby steps in making this a reality. This will enhance care coordination, reduce errors, and improve patient outcomes. Say no more!
- AI and Machine Learning Integration: Artificial intelligence (AI) and machine learning (ML) applications in healthcare are expanding. These technologies will assist in diagnostics, building personalized treatment plans, and predictive analytics for disease prevention.
- Focus on Mental Health: This is a "must" moving forward. There may be increased awareness and emphasis on mental health services, with healthcare providers addressing the growing need for mental health support.



Jaime Caldwell

- Precision Medicine Advances: I think that this goies hand-in-hand with AI and ML. Precision medicine, tailored to an individual's genetic makeup and specific health characteristics, will see further developments.
- Cybersecurity Measures: As healthcare systems increasingly rely on digital technologies, cybersecurity will be a top priority.
- Population Health Management: Healthcare organizations will be encouraged to place greater emphasis on population health initiatives, aiming to improve the overall health of communities. Preventive measures, health education, and community engagement could become integral components of their overall healthcare strategies.
- Value-Based Care Models: The shift towards value-based care models, focusing on

patient outcomes and cost-effectiveness, is likely to continue. This has lost some steam since the end of the Obama administration.

• Supply Chain Resilience: We need to continue to work on securing the healthcare supply chain. In the face of global disruptions like pandemics and military actions, work needs to continue to improve and enhance resilience.

Adaptability and strategic planning will be key for healthcare organizations to navigate the evolving landscape in 2024.



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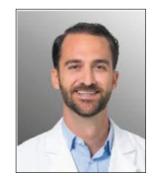


Unveiling New Horizons: Medical Cannabinoids in Oncology

The field of oncology is experiencing a transformative era with the integration of medical cannabinoid therapeutics (MCT), marking a new chapter in cancer care. This innovation is underscored by significant research advancements and educational progress, particularly in the areas of pain management for cancer patients and palliative care.

At the forefront of educational advancement in this field is the Master of

Science in Medical Cannabinoid Therapeutics program at Lake Erie College of Osteopathic Medicine (LECOM). This program, part of the LECOM School of Health Services Administration, is an innovative educational initiative designed to prepare healthcare professionals for the growing field of cannabinoid therapeutics. The 45-credit-hour program, delivered online for maximum flexibility, is designed for busy working professionals, allowing



BY NICHOLAS D. BOTTARO, DO, MHSA, MPH, MBA

completion over 24 months with 8-week courses. This curriculum provides a comprehensive understanding of medical cannabis policies, organizational management, social and behavioral implications, pharmacokinetics, and the business structures of the medical cannabinoid industry, both in the United States and internationally.

Cannabinoids, derived from the cannabis plant, have shown promise in

managing pain and mitigating symptoms associated with cancer and its treatments. Studies in the Journal of Pain and Symptom Management have validated the effectiveness of cannabinoids in pain relief, offering a viable alternative to traditional pain medications like opioids (Smith, et al., 2020).

Additionally, research into the antitumor properties of cannabinoids, as highlighted in a study in the British Journal of Clinical Pharmacology, points towards new possibilities in cancer treatment (Liu, et al., 2019).

Dr. Henry Lowe's work at Flavocure Biotech is particularly noteworthy in this context. His team is preparing for phase-one clinical trials of Caflanone, a flavonoid found in a unique Jamaican cannabis strain. This compound, also known as FBL-03G, has demonstrated promising results in pre-clinical studies at Harvard Medical School for treating pancreatic cancer, a notoriously difficult cancer to treat. The progression of Caflanone into clinical trials is a significant step in exploring the potential of cannabis compounds in oncology.

In palliative care, MCT enhances the quality of life for terminal cancer patients by alleviating symptoms such as nausea, appetite loss, and anxiety.

Despite these advances, integrating MCT into mainstream oncology is challenging due to legal and regulatory barriers and societal stigma. However, the growth in cannabinoid research and education, exemplified by LECOM's M.S. MCT program, indicates a positive trend towards wider acceptance and application

in cancer care.

In conclusion, the intersection of oncology and cannabinoid therapeutics signals a new era in cancer treatment. The ongoing research, clinical trials, and specialized educational programs like LECOM's M.S. MCT are paving the way for innovative and compassionate cancer care approaches.

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Dr. Nicholas D. Bottaro is Director,
Master of Science in Medical Cannabinoid
Therapeutics Program, Lake Erie College
of Osteopathic Medicine.

Reference

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Miami Cancer Institute to Host Fifth Global Summit on Immunotherapies for Hematologic Malignancies



BY BAPTIST HEALTH STAFF

Miami Cancer Institute, part of Baptist Health South Florida, announced it will host the Fifth Annual Global Summit on Immunotherapies for Hematologic Malignancies, to be held March 8-9, 2024, at the JW Marriott Hotel in Brickell, Miami, FL. Presenters at the summit will share updates on recent advances in the treatment of leukemia and myeloma, targeted therapies for acute myeloid leukemia, CAR-T cell therapies, as well as new approaches to treating lymphomas. In addition, there will be special presentations on unmet needs in Latin America and the role of haploidentical transplants.

"Our high-profile speakers at the 2024 summit represent a wide variety of leading-edge expertise in immunotherapies and hematologic malignancies. Those attending the two-day summit will learn about the latest research and treatment options in the field," said Guenther Koehne M.D., Ph.D., summit founder, deputy director of Miami Cancer Institute and chief of blood and marrow transplant and hematologic oncology. "I am very pleased to bring world-class experts to our region, benefitting healthcare and specifically oncology professionals in our region and beyond."

This educational summit is intended for hematologists, oncologists, pathologists, radiation oncologists, palliative care staff, oncology and hematology nurses, laboratory personnel, pharmacists, and other allied health care team members interested in the treatment of patients with hematologic malignancies. Baptist Health South Florida is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing medical education for physicians. Baptist Health has been re-surveyed by the ACCME and awarded Commendation for 6 years as a provider of CME for physicians. Participants of the Precision Medicine Symposium will be able to claim CME credits when attending the symposium.

Those interested in attending the symposium can register at: MiamiCancerInstitute.com/HematologicMalignancies

For updates about Miami Cancer Institute's Fifth Annual Global Summit on Immunotherapies for Hematologic Malignancies, follow Miami Cancer Institute on Twitter at @MiamiCancerInst.

About Miami Cancer Institute

Miami Cancer Institute brings to South Florida access to personalized clinical treatments and comprehensive support services delivered with unparalleled compassion. No other cancer program in the region has the combination of cancer-fighting expertise and advanced technology—including the first proton therapy center in South Florida, Latin America and the Caribbean, and one of the only radiation oncology programs in the world with each of the newest radiation therapies in one place—to diagnose and deliver precise cancer treatments that achieve the best outcomes and improve the lives of cancer patients. The Institute offers an impressive roster of established community oncologists and renowned experts, clinical researchers and genomic scientists recruited from the nation's top cancer centers. Selected as Florida's only member of the Memorial Sloan Kettering Cancer (MSK) Alliance, Miami Cancer Institute is part of a meaningful clinical collaboration that affords patients in South Florida access to innovative treatments and ensures that the standards of care developed by their multidisciplinary disease management teams match those at MSK. For more information, please visit https://cancer.baptisthealth.net/miami-cancer-institute.

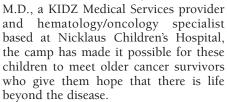
Miami Cancer Institute is part of Baptist Health Cancer Care, the largest cancer program in South Florida, with locations from the Florida Keys to the Palm Beaches.



KIDZ Physician Works to Help Provide a Safe, Fun Escape for Kids with Cancer

BY VANESSA ORR

For more than 30 years, Camp U.O.T.S. has been providing children who have cancer and are treated at Nicklaus Children's Hospital (NCH) with a chance to meet friends and make memories in a medically safe environment. Even more important, according to Camp Director Athena Pefkarou,



"A lot of our patients are on aggressive chemotherapy, and their parents would be scared to send them away to camp without having their doctors and nurses there," explained Dr. Pefkarou, who has been involved with the camp since its inception. "Our camp is located in the park right next to the hospital so the



Dr. Athena Pefkarou

children have access to our own doctors, nurses and child life specialists.

"More importantly, 75 percent of our counselors are cancer survivors who were treated at this institution," she added. "So when a child with a bone tumor comes to camp, for example, he or she will be assigned to a counselor who had the same disease. That child, who is now without hair, hardly goes to

school, and is still on chemo can look up to this 25-year-old survivor and say, 'That's what I'm going to be one day. I'm not going to die.' This is exceptionally important for the patient's morale and how they accept their disease."

Free and open to NCH hematology/oncology patients, Camp U.O.T.S. was founded with the support of the United Order of True Sisters (U.O.T.S.), a national philanthropic organization dedicated to raising money for cancer research and providing support to cancer patients. The brainchild of the late Eve Ruthfield (former president of the Miami

U.O.T.S. chapter), Dr. Pefkarou and a number of families including Tony and Giselle Morales, whose children were treated at NCH, worked together and the camp began welcoming kids in 1991.

Affectionately known as "Dr. P" among campers and staff, Dr. Pefkarou originally helped decide which patients were medically qualified to attend; today she runs the camp with the help of her family and numerous volunteers. In addition to serving as the primary physician for camp attendees, she has her hand in many of the day-to-day activities, including training volunteers, organizing event logistics and creating partnerships with community organizations and individual supporters.

"I do not run the camp on my own not by any means," Dr. Pefkarou laughed. "Eve Ruthfield's granddaughter, Fern Ruthfield Thomas and her husband, Michael, raise money for us, and my own daughters, son-in-law, granddaughter and grandson run the camp with the counselors - the survivor kids."

The seven-night, eight-day camp is funded in part by an endowment created by U.O.T.S, Nicklaus Children's Hospital Foundation, and through public and pri-

vate donations. Recently, the camp counselors and staff formed their own U.O.T.S. Camp 501c3 in order to raise funds.

"Our goal is to use the money raised to help us meet expenses and to establish small scholarships for our cancer survivors," said Dr. Pefkarou, adding that the next U.O.T.S camp is scheduled to run July 20-27, 2024.

While at camp, young patients have the opportunity to be like any other campers, taking part in a wide range of activities from mini-golfing to kayaking to arts and crafts and laser tag. The camp also includes a three-day trip to Orlando, FL where kids visit Universal Studios. To date, more than 1,100 children have gotten to enjoy a week of camp, and Dr. Pefkarou is looking forward to continuing this much-beloved tradition.

"We provide these children with an exceptional experience that they have never had before," she said. "And we couldn't do it without all of the survivors, counselors, doctors, nurses and child life specialists who make it happen, as well as the hospital, which provides us with the support."



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Cancer Patients Pampered By Local Businesses and the **Broward Health Foundation in Preparation for the Holidays**

The Broward Health Foundation collaborated with EllaRae Boutique on December 15 for an amazing day, pampering 20 cancer patients at Broward Health Medical Center. The local boutique gifted cancer patients with personalized wigs and fittings. Patients also had their make-up done by the Cosmix School of Makeup Artistry.

It was an emotional experience for many, as women saw themselves in the mirror for the first time after their makeovers. Patients even cheered each other on while trying on

"We want you to know how beautiful and strong you are," said Priscilla Diaz, coowner of EllaRae Boutique. "We know that facing cancer can impact self-confidence, and we hope that these wigs will not only enhance your outer beauty but also serve as a reminder of the strength within you."

During the event, the women also got a chance to relax by doing yoga with Jill Adler and making bracelets with Letty donated by Marta's beads, and Boston Proper held a raffle for a \$250 gift card to be used for purchases from their clothing store. Images of the event were captured by Jaxton Photography.

"Broward Health cherishes its patients and understands that chemotherapy treatments can be a physical and emotional struggle for women who are battling cancer," said Eileen LaMarca with Broward Health Foundation. "It is a privilege to honor these women for their resilience and strength, and to contribute to their journey of self-con-

The patients, who are currently undergoing breast and colon cancer treatment, are in varying stages of their cancer journeys, although some are considered terminal. Events like this provide patients with an opportunity to temporarily forget their diagnoses and instead laugh and feel empowered. Funding for the event was provided via generous donations to the Broward Health Foundation.

> If you'd like to support Broward Health patients, consider donating at BrowardHealthFoundation.org.





At Jupiter Medical Center, cancer patients have access to some of the most renowned physician experts and the most advanced technology in the region.

The Anderson Family Cancer Institute offers medical, surgical, and radiation oncologists, patient navigation, a vast array of support services, and the expertise and technology rivaling that of any academic medical center including:

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- Intraoperative Electron Radiation Therapy
- Varian TrueBeam[™] Linear Accelerator
- Minimally Invasive and Robotic Surgery
- Chemotherapy and Infusion Services
- Risk Assessment and Genetics Counseling
- Clinical Research Trials









ONCOLOGY UPDATE in South Florida ... ONCOLOGY UPDATE in South Florida

Leading-edge Technology, World Class Facility Position Memorial to Better Serve The Cancer Community

The use of radiation as a treatment option for the many forms of cancer has been described as a "tool in the toolbox." If that's so, Memorial Healthcare System has significantly upgraded both its tools and toolbox with the completion of the \$125 million, 125,000 square foot Memorial Cancer Institute on the campus of Memorial Hospital West in Pembroke Pines.

Radiation Oncology

Radiation has traditionally been used in 50-60% of cancer cases, either by itself or in combination with chemotherapy, surgery, immunotherapy, and other medications. We make decisions on usage based on the type of cancer the patient has been diagnosed with, its molecular profile, and how far the disease has advanced. It has been a critical piece of the treatment regimen for many years and recent advancements have enabled radiation oncologists to be more precise with its use, treating smaller areas with lower doses to normal tissues.

with its use, treating smaller areas with lower doses to normal tissues. The results have been a game-changer for many patients, allowing them to resume their former lives with all the functionality they previously had.



BY IGNACIO CASTELLON, MD

Poised for Growth

That's why I'm excited and proud to be sharing an update on the technical upgrades in our program and new facility that will enable us to meet the needs of more cancer patients in the community. South Florida's growing and aging population, and the increased number of cases due to each of those factors, make the high-quality, multi-disciplinary

approach we deliver, in a healing environment close to home, so important to the future health of the region.

Advancements in technology and equipment enable our teams to deliver more precise and effective radiation treatments:

• CyberKnife® S7: The latest version of a cutting-edge robotic system that is versatile enough to radiate tumors anywhere in the body, often avoiding the need for invasive surgery. Its exceptional accuracy is ideal for the treatment of small tumors, and it adapts to patient movements in real-time, ensuring optimal outcomes.

• HalcyonTM Radiation Therapy System: Rapidly produces high-quality images to precisely locate tumors. This technology expedites radiation treatments up to four times faster than conventional methods, so patients spend less time in treatment, significantly improving their experience.

• Varian TrueBeam®: An advanced radiotherapy with intelligent features that synchronize radiation delivery with a patient's breathing in a process called "respiratory gating." This is particularly important in treating breast and lung cancers, preserving healthy tissues from unnecessary radiation exposure.

• Elekta Flexitron system: An innovative approach to delivering high-dose radiation brachytherapy. This system also directly targets tumors while safeguarding surrounding healthy tissues.

While having these tools in one location makes receiving the highest-quality cancer care easier and more accessible to larger numbers of people, it's the coordinated care provided by teams of professionals that makes Memorial Cancer Institute a beacon of hope for so many. That's something I knew from the work we do but was reinforced when my wife was diagnosed with and treated for breast cancer.

Cancer Gets Personal

Being the spouse of a cancer patient provided a different perspective than my training and professional experience had given me. Whether an individual has knowledge of the disease and its treatments or not, there is fear and dread of the unknown. Following that initial reaction, however, was a calmness that came from understanding how far cancer care has come. There was also the confidence that the teams of specialists at Memorial would provide the appropriate care and deliver the best possible outcomes, which is something I hope every family that walks through our doors can feel. With a coordinated care plan, it is possible to return to a normal life that doesn't involve the disease.

In addition to the expertise, technology, clinical trials, and latest treatments, it's peaceof-mind Memorial Cancer Institute can deliver to families, whether that's mine or yours.

Dr. Ignacio Castellon is the chief of the Division of Radiation Oncology at Memorial Cancer Institute.

Providing hope through world-class care for children like Gianna

Gianna was treated at Nicklaus Children's for an aggressive form of bone cancer that presented in her knee called osteosarcoma.

She is now thriving.

At Nicklaus Children's, we understand the unique physical, emotional and psychological needs of critically ill children. Our team works tirelessly throughout your child's journey to offer compassionate, comprehensive and evidence-based care. We offer the most current diagnostic tools and treatment plans with research at the forefront of all we do, because here, your child matters most.



Cancer & Blood Disorders Institute

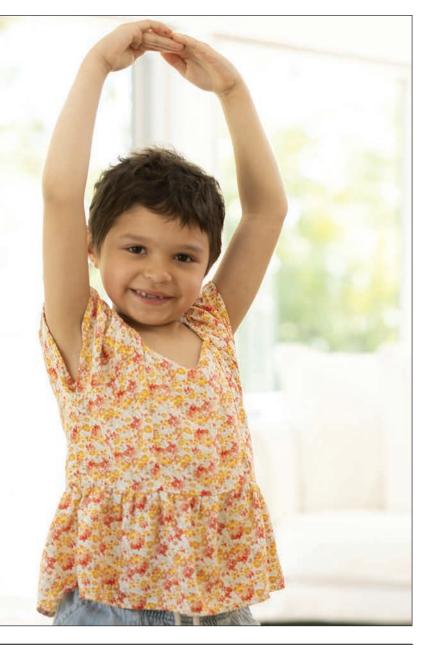
Where Your Child Matters Most

nicklauschildrens.org/Cancer











We Lead for the lives we touch.

Cancer doesn't rest — and neither do we.

That's why we're taking cancer care to the next level with a new Memorial Cancer Institute facility opening January 2024.

As a Cancer Center of Excellence, Memorial Cancer Institute never stops raising our quality of care — advanced treatments, clinical trials, research, strategic partnerships — along with personal, compassionate care for the lives we touch.

When it's cancer, we do whatever it takes. For each patient. For each family. For our entire community.



MHS.net/Cancer



Cleveland Clinic is Florida's destination for cancer care

After a century of caring for patients, including more than three decades in Florida, Cleveland Clinic knows what matters most to patients facing a cancer diagnosis. Patients want to have access to high-quality, comprehensive cancer services close to home.

Cleveland Clinic's five-hospital regional health system spanning southeast Florida is part of a global, physician-led organization that provides outstanding patient care guided by a "Patients First" philosophy. The nonprofit, multispecialty, academic medical center integrates clinical and hospital care with research and education.



Commitment to industry standards

Cleveland Clinic's three cancer centers in Florida include the Maroone Cancer Center at Cleveland Clinic Weston Hospital, the Robert and Carol Weissman Cancer Center at Cleveland Clinic Martin Health, and the Scully-Welsh Cancer Center at Cleveland Clinic Indian River Hospital. They work together to ensure patients receive the care they need, including access to leading treatment options and clinical trials.

The Florida-based cancer care team also harnesses the full resources of the Cleveland Clinic enterprise, including collaboration with the Cleveland Clinic Cancer Institute in Cleveland, Ohio, which is one of the top cancer centers in the country and part of the NCI-designated Case Comprehensive Cancer Center.

Each Florida cancer center has independently earned recognition for providing quality cancer care, including accreditation by the American College of Surgeons' Commission on Cancer® and designation as Radiation Oncology Accredited Facilities by the American College of Radiology.

Collaboration across specialties

Comprehensive cancer care is delivered by experts and clinicians representing multiple specialties from medical oncology, radiation oncology, radiology, pathology, surgery and multiple subspecialties, plus experienced technicians, registered oncology nurses, social workers, patient navigators and support staff working together to provide patient-centered care.

Teams of specialists conduct weekly cancer conferences to review and discuss cases and develop personalized treatment plans that may include:

- Expert surgical care with access to minimally invasive and robotic-assisted approaches
- Chemotherapy or immunotherapy treatments delivered in infusion suites focused on patient safety and comfort
- · Advanced radiation therapies using state-of the-art technology, including intensitymodulated radiation therapy and intraoperative radiation therapy
- · Participation in clinical trials and cancer research under the direction of leading physician scientists

Patient navigation services

Cleveland Clinic has a team of specially trained patient navigators deployed across three Florida cancer centers who work closely to support regional care coordination. They streamline care team communication and provide patients with step-by-step guidance. They enhance the patient experience and the delivery of cancer care by increasing cancer treatment adherence, reducing care delays, promoting education and lifestyle changes, and providing emotional and psychosocial support throughout a patient's cancer journey. Combined, they guide thousands of patients a year through their treatments for solid tumor and blood cancers.

Compassionate, holistic care

Cleveland Clinic patients across the Florida region also have access to an array of cancer support services that promote well-being during treatment and beyond. These services include:

- Arts in Medicine enrichment program Psychosocial and spiritual support services
- Cancer support groups
- Medical nutrition therapy
- Therapy dog encounters
- · Patient resource and education center
- · And more

Advanced cancer treatments

Cleveland Clinic's multidisciplinary team of cancer specialists in Florida work together to address malignancies in virtually every part of the body using evidenced-based modalities and the latest research. They treat most forms of solid tumor and blood cancers, including

- Breast cancer
- Prostate cancer
- Colorectal cancer
- · GI cancer
- Gynecologic cancer
- · Head and neck cancer
- · Leukemia and lymphoma

As a leading cancer care team serving South Florida and the Treasure Coast, Cleveland Clinic provides patients the compassionate, comprehensive care they deserve close to home. And that makes all the difference. Learn more at ClevelandClinicFlorida.org/Cancer.



ONCOLOGY UPDATE in South Florida

South Florida Residents Facing Cancer Have Greater Access to Specialty Care as the Region's **Leader in Oncology Continues** to Expand Its Multidisciplinary **Cancer Program**

BY CAROL NEWMAN

Jupiter Medical Center's multi-pronged approach to the growth of its oncology program focuses on strategic recruitment of physicians, integration of innovative technology, clinical trial expansion and streamlining access points for

Rogerio C. Lilenbaum, MD, FACP, FASCO, Senior Vice President and Chief Physician Executive, who joined Jupiter Medical Center in 2022, has spearheaded the expansion efforts and continues to drive the medical center's focus on cancer care. "We continue to build upon our reputation in cancer care." As a destination cancer center in South Florida, the Anderson Family Cancer Institute provides leading-edge cancer services and technology all under one roof.



Dr. Rogerio C. Lilenbaum

In the past year, the Anderson Family Cancer Center at Jupiter Medical Center has undergone a strategic initiative to make cancer care more readily accessible, providing cancer patients and their families a more seamless experience. Recognizing the challenge that newly diagnosed patients have in seeking timely access to an initial appointment with an oncologist, Jupiter Medical Center has implemented Next Day Oncologist Appointments. Patients are now able to see an oncologist the next day after their diagnosis. The initiative is a crucial step in giving cancer patients peace of mind and support from the very beginning of their cancer journey. "We are proud of our efforts in being able to see patients when they need us most," says Dr. Lilenbaum.

Ensuring that patients have the right expertise for their specific cancer diagnosis is another important focus. In the past year, Jupiter Medical Center expanded its exceptional multidisciplinary team of specialists. "We have recruited exceptional physicians who are experts in a number of cancer fields," says Dr. Lilenbaum. Cancer patients have the collective expertise of a team of specialists collaborating to provide personalized treatment plans for each patient.

The integration of technology is a third key focus for Jupiter Medical Center. In October, the medical center introduced 3D contrast-enhanced digital mammography at its Margaret W. Niedland Breast Center, building upon its industry-leading breast cancer diagnostics, which also include Hologic's 3D Quorum Imaging Technology, powered by Genius AITM. Jupiter Medical Center is one of only three facilities in Florida to use AIpowered analytics to generate enhanced breast imaging.

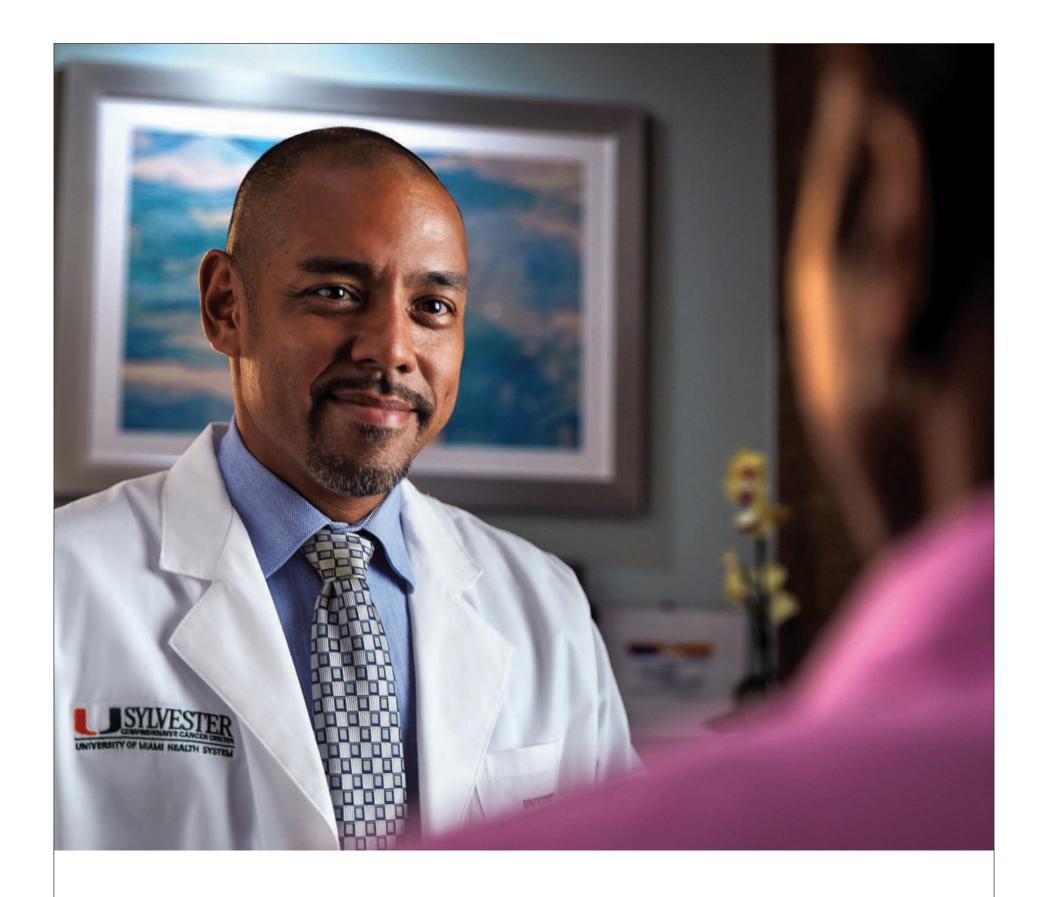
Jupiter Medical Center also continues to expand patient access to clinical trials, giving cancer patients a pipeline to emerging cancer treatments that offer improved quality of life and survival rates. "Clinical research is not just an aspiration for Jupiter Medical Center; it is an integral component of high-quality care," says Dr. Lilenbaum. "Every new discovery in medicine reaches the patient through clinical trials."

The new year will bring a continuation of Jupiter Medical Center's growth and expansion in oncology with the focus, as always, on meeting the needs of the people we serve. "We will continue to develop specialties, expand our research portfolio, and work diligently to ease the cancer experience for patients and their families," says Dr. Lilenbaum.

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ONCOLOGY UPDATE in South Florida ... ONCOLOGY UPDATE in South Florida



BROWARD HEALTH IMPERIAL POINT

Luis R. Barreras, MD, FACP

Luis R. Barreras, M.D., vice chief of medicine at Broward Health Imperial Point, is board-certified in internal medicine, hematology and oncology and focuses his practice on both internal medicine and medical oncology.

"For more than 36 years helping people has been a pleasure and a privilege to take care of so many people," Dr. Barreras said.

Dr. Barreras has served as a principal investigator in multiple clinical trials evaluating treatment for cancer, leukemia,

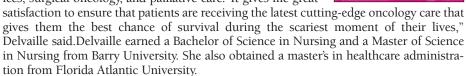
and sickle cell anemia. Fluent in English and Spanish, Dr. Barreras received his medical degree from the University of Miami. He completed a residency in internal medicine at Northwestern Memorial before completing fellowships in hematology and oncology at Sylvester Comprehensive Cancer Center of University of Miami Hospital.

BROWARD HEALTH MEDICAL CENTER

Pia Delvaille, APRN

For the last 40 years, Pia Delvaille, APRN, has worked at Broward Health Medical Center. She rose through the ranks and now serves as the regional manager of oncology at the system's flagship hospital. "It's a privilege to establish relationships with patients and their families," Delvaille said. "I get to make a positive impact during one of our patient's most vulnerable times of their lives."

The Jamaican native oversees the clinical operations for medical oncology, radiation oncology, infusion therapy services, surgical oncology, and palliative care. "It gives me great





Hector Rodriguez-Cortes, MD

For more than two decades, Hector Rodriguez-Cortes, M.D., has dedicated his career to caring for pediatric cancer patients. He serves as the medical director of pediatric hematology-oncology services at Broward Health Medical Center.

During his residency, Dr. Rodriguez-Cortes had an unexpected encounter with children with cancer saying, "That rotation left a significant impression on me and inspired me to pursue a career in the field."

As a passionate healthcare provider, he is inspired by being able to make a difference in his patient's lives. "My driving force is providing kids with the opportunity to experience

the simple joys of life once again," Dr. Rodriguez-Cortes said. "Families face many challenges, but children are remarkably resilient." Dr. Rodriguez-Cortes received his bachelor's and medical degrees at the University of Puerto Rico. He completed his pediatric residency at Centro Medico Universidad de Puerto Rico and his fellowship in hematology-oncology at LIT Southwestern's Children's Medical Center Dallas



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Loren Walker, RN

Loren Walker, R.N., has worked for Broward Health for 26 years. She currently provides direct nursing care in the infusion room at Broward Health North's cancer center, which includes maintaining IV central lines and administering infusion therapy for oncology and hematology patients. She was the first oncology nurse to achieve the hospital's clinical ladder, inspiring others to do the same.

"My job is truly a dream job; I literally love coming to work every day," said Walker. "I work with amazing nurses who provide the best possible patient care and always help

and support each other. Seeing what we do for patients is amazing. It's an honor to get to know our patients and their families and to provide support as they go through treatment."

BROWARD HEALTH NORTH

Mehmet F. Hepgur, MD

Mehmet F. Hepgur, M.D., is board-certified in medical oncology, hematology and internal medicine, and serves as the chair of the cancer committee at Broward Health North.

Dr. Hepgur is currently involved in a number of cancerrelated clinical trials and is a member of the Florida Cancer Connect Collaborative, an initiative to advance the way Florida approaches cancer research, diagnosis and treatment.

"It's an exciting time to be involved in research as we find better ways to detect and treat cancer," said Dr. Hepgur. "But nothing is more rewarding than seeing how the recent advancements being made in this field are benefitting our patients."



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

JUPITER MEDICAL CENTER

Jon S. Du Bois, MD

Board certified, fellowship trained, in medical oncology and hematology, Dr. Jon Du Bois joins the multidisciplinary team of cancer experts at Jupiter Medical Center's Anderson Family Cancer Institute. Dr. Du Bois practices general oncology, seeing all types of cancer, with a subspecialty focus on gastrointestinal, neuroendocrine, and cutaneous cancers.

Dr. Du Bois graduated Magna CumLaude from the Medical College of Pennsylvania, and completed his residency, internship, and fellowship at Tufts Medical Center in Boston. MA.



Prior to joining Jupiter Medical Center, he served as Medical Director of Massachusetts General Hospital Cancer Center at Emerson-Bethke, and Chief, Division of Hematology & Oncology at Emerson Hospital. Dr. Du Bois was also a Clinical Associate in Medicine for the Department of Medicine, Division of Hematology-Oncology at Massachusetts General Hospital, Harvard Medical School.

Michael J. Worley, Jr, MD

Dr. Michael Worley Jr. is a board-certified, fellowship-trained, gynecologic oncologist. He is a women's cancer specialist with expertise in complex open surgery, as well as minimally invasive surgery. Before joining Jupiter Medical Center, he served as the Director of Ovarian Cancer Surgery at Brigham and Women's Hospital/Dana Farber Cancer Institute in Boston, MA.

He received his medical degree from Florida State University College of Medicine, completed his internship

and residency at New York Presbyterian Hospital-Weill Cornell Medical College in New York, NY, and his fellowship training took place at Brigham and Women's Hospital, Harvard Medical School, Boston, MA.

While in Boston, he was an assistant Professor of Obstetrics, Gynecology and Reproductive Biology at Harvard Medical School. In addition, he established the first Hyperthermic Intraperitoneal Chemotherapy (HIPEC) protocol for ovarian cancer at Brigham and Women's Hospital.

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ONCOLOGY UPDATE in South Florida ...ONCOLOGY

HOLY CROSS HEALTH

Michel Velez, MD

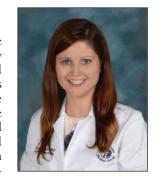
A board-certified hematologist and oncologist at The Michael and Dianne Bienes Comprehensive Cancer Center at Holy Cross Health in Fort Lauderdale, Michel Velez, M.D., is also an affiliate assistant professor of internal medicine at the University of Central Florida. Previously, he was a hematologist and oncologist at Florida Cancer Specialists at the University of Central Florida Cancer Center, served as principal investigator with the Sarah Cannon Research Institute Phase I Drug Development Unit and was a principal investigator and sub investigator for the Office of Human Research Memorial Cancer Institute, where he also served as medical director of Quality Initiatives and chair of Pharmacy and Therapeutics committee. Dr. Velez earned his Doctor of Medicine from the Universidad del Norte in Barranquilla, Colombia. He completed his internal medicine residency at University of Miami Miller School of Medicine at JFK Medical Center and Veterans Affairs Medical Center Regional



Campus in West Palm Beach, followed by his hematology-oncology fellowship at Jackson Memorial Hospital/University of Miami Miller School of Medicine, where he was Chief Fellow his final year.

Jessica L. Burgers, MD, FACS

Jessica L. Burgers, M.D., FACS, is the Director of the Breast Program and Vice Chief for the Department of Surgery at The Michael and Dianne Bienes Comprehensive Cancer Center at Holy Cross Health in Fort Lauderdale. A board-certified general surgeon specializing in breast surgical oncology, she works closely with the multidisciplinary team to develop customized treatment plans based on a patient's specific cancer type, stage and prognosis. Dr. Burgers graduated magna cum laude from University of Notre Dame before graduating cum laude with her medical doctorate from The Ohio State University. She completed her general surgery residency at Riverside Methodist Hospital and earned the resident research award for two consecutive years. She completed her breast surgical oncology fellowship at University of Southern California, focusing on caring for patients with benign and malignant breast disease. Dr. Burgers is at the forefront of the latest developments in breast surgery. During her time in California, she trained with Dr. Melvin Silverstein, one of the pioneers of



oncoplastic breast surgery, which combines cancer and plastic surgery principles. With this technique, patients can look forward to being cancer-free while also having aesthetically pleasing results following recovery.

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ONCOLOGY UPDATE in South Florida ... ONCOLOGY UPDATE in South Florida

Cover Story: Pioneering Oncology Nursing: Dr. Jessica MacIntyre's Vision at Sylvester Comprehensive Cancer Center

Continued from page 1

The Evolution of Oncology Nursing

The landscape of oncology nursing has undergone a profound transformation, evolving far beyond its traditional confines to embrace a broader, more dynamic role in cancer care.

At the helm of this evolution at Sylvester Comprehensive Cancer Center, Dr. MacIntyre sheds light on this significant shift. "Oncology nursing has transcended its traditional bedside role," she remarks, emphasizing the move toward diverse ambulatory settings and preventative initiatives.

This evolution is evident in the increased involvement of nurses in community outreach and education, particularly focusing on high-risk groups for cancer prevention. The rise of nurse scientists actively engaged in evidence-based research, further underscores this transformation.

She also highlights the growing significance of oncology nurse practitioners, especially in the increasing cancer survivor population. "With 5% of our population now cancer survivors, their role in providing comprehensive care has become more pronounced," she adds

Influence of the Oncology Nursing Society

ONS has emerged as a formidable force in shaping the landscape of cancer care and nursing standards. Dr. MacIntyre views ONS as an organization, a pivotal influencer, and a beacon of advocacy in the oncology nursing community.

"Advocacy is more than a practice at ONS; it's a foundational pillar," she emphasizes, highlighting the society's proactive involvement in legislative processes and its collaborative efforts with other nursing organizations. These endeavors involve voicing concerns and actively shaping policies impacting the nursing profession and patient care.

She also sheds light on the significant contributions of ONS in developing comprehensive standards, competencies, and educational resources. These guidelines and learning tools have become instrumental for institutions like Sylvester Comprehensive Cancer Center, particularly in refining chemotherapy administration and enhancing overall care practices.

The influence of ONS, extends beyond mere recommendations; it sets a benchmark for excellence and innovation in oncology nursing. This leadership and vision ensure that organizations across the spectrum of cancer care are equipped with the knowledge and standards necessary to provide the highest quality of care to their patients.

Challenges and Solutions in Oncology Nursing

Addressing the challenges at Sylvester Comprehensive Cancer Center, Dr. MacIntyre identifies nurse retention as a primary concern.

"The complexity of patient care and novel treatments necessitates support for our nurses," she explains. Strategies to combat compassion fatigue and burnout and meet evolving educational requirements are crucial.

Patient-Centered Care and Oncology Nursing

In oncology nursing, patient-centered care has evolved from a guiding principle to a transformative practice, deeply embedded in every aspect of patient interaction and decision-making.

With her fervent commitment to this approach, Dr. MacIntyre is part of leading this charge at Sylvester Comprehensive Cancer Center. She explains, "At Sylvester, we don't just treat diseases; we care for individuals. This means placing patients and their families at the core of every decision."

This philosophy is exemplified through the Patient and Family Advisory Council, an innovative initiative spearheaded by Dr. MacIntyre. This council actively involves patients and their families/caregivers in decision-making, significantly influencing the care processes and the design of healthcare facilities.

Doing so ensures that the services provided are both medically sound and empathetically aligned with the needs and experiences of those receiving care. This patient-centric approach, championed by specialized oncology nurses, plays a crucial role in not just treating cancer but enhancing patients' overall survival and quality of life, marking a paradigm shift in how oncology care is delivered.

Technological Impact and Future Vision

Technology's role in oncology nursing is undeniable, as Dr. MacIntyre observes. From precision medicine to telemedicine, nurses must stay updated with advancements.

"Artificial intelligence and patient-reported outcomes platforms are revolutionizing how we address patient needs," she notes. Sylvester's proactive approach in integrating technology with nursing care is a testament to its commitment to future-ready healthcare.

Preparing for Future Advancements

As the medical landscape rapidly evolves, Dr. MacIntyre foresees a future in oncology nursing that is as dynamic as it is promising. She envisions a world where rapid advancements in treatments, increases in cutting-edge technology, and further personalization of medicine are not just possibilities but realities to reaching a cure.

"At Sylvester Comprehensive Cancer Center, we are actively preparing for this future," she says.

Dr. MacIntyre emphasizes the center's commitment to strategic initiatives and continuous education, ensuring that the nursing staff is not only equipped to adapt to these changes but also to be at the forefront of innovation.

This forward-thinking approach underscores the critical role of oncology nursing in advancing cancer care. Her vision is one where adaptability and innovation are not merely embraced but are integral to the ethos of oncology nursing, guaranteeing that the field remains a pivotal and progressive force in the ever-changing healthcare landscape.

Conclusion

Dr. MacIntyre's insights shed light on the dynamic and integral role of oncology nursing in cancer care. Her leadership at Sylvester Comprehensive Cancer Center and the Oncology Nursing Society is steering this crucial field toward a future marked by innovation, compassion, and excellence. As oncology nursing continues to evolve, it remains a beacon of hope and care for those embarking on the challenging cancer treatment journey.

For more information, please visit https://news.med.miami.edu/ons-president/

Cover Story: Next-Generation Sequencing Making It Easier to Target Tumors

Continued from page 1

been known before," she said.

The cost of next generation sequencing has decreased, which has led researchers to begin testing many different areas of tumor DNA so that new, novel therapies can be developed to target these mutations. "The field is really exploding," said Dr. Kozma. "There are new studies going on all time.

"This is the direction that oncology is headed," she added. "Chemotherapy is like a shotgun approach to go after any cells that are dividing; gene sequencing allows us to pinpoint the mutation and target it with a specific drug used for that mutation."

Currently, next-generation sequencing is utilized for almost all of the cancer center patients with advanced cancer, as well as patients who are elderly or who have other comorbidities that would make it difficult or impossible for them to tolerate chemotherapy.

Dr. Kozma adds that the center is also testing for PD-L1 expression in earlier stage tumors to determine how well they would respond to immunotherapy.

"Different than targeted therapy, immunotherapy is a therapeutic agent that stimulates a patient's own immune system to fight cancer cells," Dr. Kozma explained. "Genetic testing is where we look for mutations in a patient's DNA within their healthy cells."

This technology is especially well developed in the area of ovarian cancer, where if a patient has a genomic mutation in the BRCA gene, they can take a specific pill that

targets the tumor. These drugs are called PARP inhibitors. Patients with breast and pancreatic cancer also respond well to PARP inhibitors.

"When patients with BRCA mutations receive targeted therapy, they do better and have more therapeutic options," said Dr. Kozma. "That's why it's so beneficial to know if patients have that mutation or not."

The Cleveland Clinic Robert and Carol Weissman Cancer Center also offer patients the option to enroll in certain clinical trials to study other aspects of the disease. There are 18 clinical trials currently underway at Cleveland Clinic Martin Health, and more than 60 clinical trials at Cleveland Clinic Florida at Weston. The two centers often share resources, according to Dr. Kozma, as they continue to build up the research program in Martin County.

In the next five to 10 years, Dr. Kozma expects to see even more progress made in screening early-stage cancers, including the use of circulating tumor DNA (CTDNA).

"We know that in the early-stage cancers, we can detect tiny pieces of tumor DNA in peripheral blood," she explained. "In the future, we may be able to do blood tests that detect that circulating DNA and screen for cancers, like ovarian and pancreatic cancers, that are unfortunately often found at stage 3 or 4.

"It also enables us to follow patients after treatment as well," she added. "After a patient with colon cancer completes adjutant chemotherapy, for example, we can test their CTDNA through a blood test to see if the cancer has come back."

For more information, visit www.clevelandclinicflorida.org.

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

Philanthropy Was in Full Swing at 44th Annual JMCF Charity Golf Classic

Charity was in full swing on Monday, November 13, when golfers at two different esteemed golf clubs raised their clubs to support the Jupiter Medical Center Foundation's 44th Annual Charity Golf Classic presented by Palm Beach Kennel Club and The Rooney Family. The multi-day, multi-location event started the Saturday before with an "Evening on the Range with Brad Faxon and Tom Fazio," the event's chairman and honorary chairman,



Tom Fazio and Brad Faxon
Photo credit: Tracey Benson Photography

respectively. The fun pre-tournament celebration was hosted at Old Marsh Golf Club and included delectable cuisine from the area's favorite food trucks and competitive golf contests. The main event was hosted at Jupiter Island Club and Medalist Golf Club. Funds raised are earmarked to support Jupiter Medical Center's new Patient Care Tower.

"We are grateful to everyone who supported this event and joined us out on the green," said Amit Rastogi, MD, MHCM, President and CEO of Jupiter Medical Center. "The funds raised from this tournament will help us to expand access to the highest quality health care in our region with the creation of our new Patient Care Tower. This is an exciting project for our growing community."

The new Patient Care Tower project comes amid significant expansions and renovations to the independent, not-for-profit medical center's main campus in the heart of Jupiter. The five-story, 92-bed \$110 million project will break ground in early 2024.

Florida International University's Nicole Wertheim College of Nursing & Health Sciences Establishes New Jorge M. Pérez and Darlene Boytell-Pérez 50th Anniversary of Nursing Scholarship Endowment

Florida International University (FIU) announced a generous gift from Jorge M. Pérez and Darlene Marie Boytell-Pérez '89, MS '96 to establish a new endowment at FIU's Nicole Wertheim College of Nursing & Health Sciences (NWCNHS). The Jorge M. Pérez and Darlene Boytell-Pérez 50th Anniversary of Nursing Scholarship Endowment will serve to redress the shortage of nursing professionals throughout Florida by establishing a permanent source of funding to help nursing students pay for tuition and related educational expenses.

"Students from FIU's Nicole Wertheim College of Nursing & Health Sciences represent the next generation of nurses, set to sustain our healthcare system for years to come. It's an incredible honor for us to support their journeys through this endowment," says Boytell-Pérez, a two-time Florida International University nursing alumna. "A thriving healthcare system holds immense importance in fostering a stronger, more resilient South Florida. My family and I look forward to the positive impacts these individuals will create as they progress at FIU and become integral parts of our community."

The \$250,000 endowment will provide scholarships of up to four years for full-time nursing students who demonstrate outstanding scholastic aptitude and accomplishments and financial need, especially those expressing a desire to stay in the South Florida community after graduation.

The support of Jorge M. Pérez, Chairman, Chief Executive Officer and Founder of the Related Group, and his wife, Darlene Boytell-Pérez, have has been integral to FIU's growth in multiple areas. FIU established the Darlene & Jorge Pérez Collection—100 Years of Cuban Art, after a donation of Cuban art from the Pérezes to the university's Patricia and Phillip Frost Art Museum and the Steven J. Green School of International & Public Affairs. Notably, their support led to the establishment of the university's Jorge M. Pérez Metropolitan Center, an applied research institute that provides policy solutions to public, private and non-profit organizations in South Florida. They have also established the Jorge and Darlene Pérez Scholars Endowment in the university's Honors College.

Palm Beach County Medical Society and Services Annual Gala, A Celestial Affair

The Palm Beach County Medical Society (PBCMS) and Services held its annual gala, A Celestial Affair, on Saturday, December 2, 2023. More than 250 guests enjoyed an elegant evening of dinner and dancing at PGA National Resort and Spa. The black-tie event honored the 2023 PBCMS president, Martha Rodriguez, M.D., and installed the incoming 2024 PBCMS president, Dawn Davanzo, M.D. Special guests included Jason M. Goldman, M.D., president of the Florida Medical Association, State Representatives Katherine Waldron and Peggy Gosset-Seidman, as well as Palm Beach County Mayor, Maria Sachs. Entertainment was provided by the Derek Mac Band, Music Works Talent, and the American Fundraising Foundation travel auction.

The event raised \$100,000 to help support PBCMS and Services programs, including Project Access, theHealthcare Emergency Response Coalition (HERC), the Medical Reserve Corps (MRC), Community HealthWorker Care Coordination training through the PBCMSS Institute for Learning, the Physician Leadership Academy, Physician Wellness, and the Opioid Task Force.



2023 Palm Beach County Medical Society and Services Board Members and Past Presidents

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WHAT'S NEW...WHAT'S

Joel and Beverly Altman Make \$2.5 Million Gift to Keeping the Promise Capital Campaign

Corporate leaders Joel Altman and Beverly Raphael-Altman have made a \$2.5 million gift to Boca Raton Regional Hospital as the Keeping the Promise capital campaign celebrates historic fundraising success. The gift is in memory of Sydney Altman and will be recognized with the naming of the East Courtyard on the Boca Raton Regional Hospital campus.

Joel Altman recently sold Altman Companies, a full-service development, construction and management company specializing in luxury multifamily apartment communities, which he founded in 1968. Joel is also a past member of the Boca Raton Regional Hospital Foundation and past Chairman of the Strategic Planning Committee of the Hospital Board. Joel's father, Sydney Altman, was the first President of the Hospital Foundation Board.

Beverly Raphael-Altman is the CEO and chairwoman of RCC Associates, the nationally renowned general contractor with headquarters in Deerfield Beach, FL. It was launched in 1971 behind the leadership of Beverly's late husband, Richard. Beverly took over the reins of RCC, a company that already has brought more than a thousand projects to fruition through the decades, most notably in the culinary



Joel and Beverly Altman

sector. Along the way, Beverly remarried, to husband Joel and enlisted her daughter, Robyn, who is currently the President and COO of RCC. She is proud they are female entrepreneurs in an industry typically devoid of them. Beverly was recently named the Lifetime Achievement Award Recipient for the South Florida Business and Wealth Prestigious Women Awards. Joel and Beverly have been staunch philanthropists in South Florida for many causes, including Baptist Health, and stand steadfastly behind Boca Raton Regional Hospital's vision.

Baptist Health and FIU Join Forces to Elevate Care, Address Doctor Shortage and Boost Medical Research in South Florida

Baptist Health and Florida International University announced a collaboration that will expand physician training, research, and patient care for the benefit of the South Florida community.

Under the new enhanced affiliation with FIU, Baptist Hospital is on track to become a statutory teaching hospital with expanded undergraduate and graduate medical education programs, clinical research, and patient care.

"This enhanced clinical and academic collaboration between Baptist Health and FIU's Herbert Wertheim College of Medicine will be transformative in reshaping healthcare in the region," said Baptist Health President and CEO Bo Boulenger. "The designation as a statutory teaching hospital will launch Baptist Hospital into a pivotal role to attract the most highly specialized physicians to our Institutes, where they lead disease-curing research and clinical innovation to advance medical care in our community."

Teaching hospitals offer world-class care by attracting groundbreaking physicians and scientists who also are interested in teaching the next generation of doctors.

This alliance builds on years of collaboration between Baptist Health and the Herbert Wertheim College of Medicine. The two organizations have worked together for more than a decade to offer clinical rotations to medical students and an accredited medical residency program at Baptist Health West Kendall Baptist Hospital. Some of Baptist Health's top experts serve as medical school faculty, including department chairs in surgery, orthopedics, interventional radiology, radiation oncology, and radiology. With the support of Baptist Health, the College of Medicine provides free primary care and behavioral health services to underserved communities in South Miami and West Kendall as part of FIU's Green Family Foundation NeighborhoodHELP program.

HCA Florida Healthcare Announces Opening of New Free Standing Emergency Room, Cutler Bay Emergency



HCA Florida Kendall Hospital is pleased to announce the opening of a new freestanding ER as part of HCA Florida Healthcare's continued expansion across the state. The new freestanding ER offers 24/7/365 emergency care for adults and children.

This new, state-of-the-art ER will be staffed with board-certified emergency medicine physicians and nurses, 24-hours a day, 365 days a year, just like an emergency room that is housed within the walls of a hospital. Physicians and colleagues will treat a range of general and specific conditions including infections, chest pain and injuries.

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

Jupiter Medical Center Celebrates Completion of the Johnny and Terry Gray Surgical Institute



Photo credit: Tracey Benson Photography

Jupiter Medical Center and Jupiter Medical Center Foundation leadership, along with donors, board members, world-class physicians and community leaders, recently gathered for a special ribbon cutting in honor of the Johnny and Terry Gray Surgical Institute. The celebration signified the culmination of the highly anticipated facility, which broke ground less than two years ago in April 2022 and is on track to open for patients after the holidays.

The 90,000-square-foot Surgical Institute features 16 smart operating rooms to accommodate complex surgeries and two hybrid operating suites, allowing the not-for-profit hospital's renowned, highly-trained team of surgeons and clinicians to offer minimally invasive surgery as well as open procedures. Included in each of the rooms will be the latest digitally integrated state-of-the-art equipment. Leading-edge technology will ensure that team members can provide real-time communication to a patient's family, near or far.

The Surgical Institute is in direct response to the significant growth of the community. Once open, the new facility will allow more procedures, complex cases and cutting-edge care. The expansive sterile processing department will ensure the highest level of patient safety. This translates to clinical excellence and better patient outcomes.

Holy Cross Health Surpasses \$7 Million in Gifts from The Guerrieri Family Foundation

The Guerrieri Family Foundation, in an ongoing commitment to the mission of Holy Cross Health, has announced that its latest donation brings the foundation's total giving to more than \$7 million.

"We are so grateful to the Guerrieri family for their incredible support of Holy Cross over the years," Holy Cross CEO and President Mark Doyle said. "Because of their commitment and generosity, we continue to serve



(I-r) Dr. Karan Munuswamy, Sandra Hatch and Alan Guerrieri

our community with healthcare excellence, cutting edge treatment, and compassionate and comprehensive care."

The generous gift will fund the renovation of the three-story Holy Cross Medical Complex at 4701 N. Federal Highway, which will be renamed the Guerrieri Family Medical Complex.

In 2001, the Guerrieri Family Foundation made a transformational gift to Holy Cross, and in recognition, the non-profit hospital's soaring two-story main lobby featuring the Holy Cross Health and Sisters of Mercy History Wall was named the Guerrieri Family Foundation Lobby.

Then in 2012, the Guerrieri Family Foundation donated a substantial gift to name the Patricia R. Guerrieri Pavilion at the Dorothy Mangurian Comprehensive Women's Center at Holy Cross HealthPlex, which offers community education rooms; a café and teaching kitchen; medical spa; lifestyle counseling rooms; health education lobby; volunteer office; and physician suites.

Tampa General Hospital Performs First Pediatric Sleep Apnea Implant Surgery in Florida

Tampa General Hospital (TGH) has achieved a significant milestone for its comprehensive and nationally recognized TGH Ear, Nose & Throat (ENT) Institute, and the successful completion of an InspireÆ implant surgery on a pediatric patient diagnosed with Down syndrome and sleep apnea. The groundbreaking procedure is the first of its kind in Florida.

The surgery was performed by University of South Florida (USF) Health otolaryngologist Dr. Abhay Sharma, assistant professor and director of the Division of Interventional Sleep Surgery at the USF Health Morsani College of Medicine. He



Dr. Tapan Padhya (right) implanting Inspire device

was assisted by Dr. Tapan Padhya, chief of the TGH ENT Institute; professor, chair, and chief of the Division of Head and Neck Oncology; professor and chair of the Department of Otolaryngology-Head & Neck Surgery, USF Health Morsani College of Medicine; and founder and co-director of the USF Health ENT Sleep and Snoring Center. Both are full-time academic faculty members in the Department of Otolaryngology-Head & Neck Surgery, USF Health Morsani College of Medicine.

TGH ENT Institute will accept referrals from Floridaís East Coast for pediatric patients with Down syndrome between the ages of 12 and 18. TGH recently expanded into Floridaís East Coast to create a framework of state-of-the-art services that connect patients in the Palm Beach County and Treasure Coast areas. Patients who undergo surgery at Tampa General Hospital will receive postoperative care at home with their network of local experts and health care services in Palm Beach and Martin counties.

iMore than half of children with the genetic disorder Down syndrome have sleep apnea,î Padhya said. iThis implantable device marks a substantial improvement in obstructive sleep apnea care for preteens and teenagers with Down syndrome, and provides greater peace of mind for their parents





Session is FREE via ZOOM. **Register Today!** The session will be one hour with a presentation on current issues facing healthcare professionals.

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How Experienced Physicians Negotiate Employment Agreements

Register in advance for the meeting: charles@southfloridahospitalnews.com

After registering, you will receive a confirmation email containing information about joining the meeting.

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

Allison Baker Appointed VP of Development & President of the Nicklaus Children's Hospital Foundation

Allison Baker has been named vice president of development for Nicklaus Children's Health System and president of the Nicklaus Children's Hospital Foundation. In this role, Baker leads a team of development professionals who work with donors and supporters to raise funds that support

Nicklaus Children's mission of delivering world-class pediatric care to children in South Florida, throughout the region and across the globe.

With more than 25 years of fundraising experience in principal, major gift, and annual giving, Baker joins Nicklaus Children's from Johns Hopkins University & Medicine where she served as executive director of development for Women's & Children's Health. She previously worked at Bon Secours of Maryland Foundation, Baltimore International College, and American Foundation of Urologic Disease where she served in senior leadership roles overseeing development and institutional advancement.

Jessica MacIntyre Selected as 2024-2026 Oncology **Nursing Society President**

Jessica MacIntyre, DNP, MBA, APRN, NP-C, AOCNP®, executive director of clinical operations at the University of Miami Sylvester Comprehensive Cancer Center in Miami, will serve as the next Oncology Nursing Society (ONS) president. MacIntyre is a long-standing ONS member and has served the organization's Board of Directors as a director-atlarge for the past year. She developed and leads the only



Allison Baker

Jessica MacIntyre

accredited-with-distinction oncology nurse practitioner fellowship in Florida and received the American Association of Nurse Practitioners State Award for Advocacy and the South Florida Hispanic Chamber of Commerce's Empowering and Embracing Women Award in health care. MacIntyre earned a dual DNP and MBA degree from Johns Hopkins University.

Three New Board Members at HCA Florida JFK and JFK North

HCA Florida Healthcare JFK and JFK North Hospital are pleased to announce new board members, Dr. Tunjarnika L. Coleman-Ferrell, Dr. Fabiana DesRosiers and Veronica Vidal.

Dr. Coleman-Ferrell, is the vice president of academic affairs at Palm Beach State College, and has thirty years of experience in a multi-campus system at the college and university levels. Currently she oversees all academic disciplines across a multi-

in 2021.



Dr. Tunjarnika L. Coleman-Ferrell

way to completing the Excellence Management from Harvard University Business School

campus system, encompassing associate and baccalaureate degrees, certificate programs and workforce training.

Dr. DesRosiers is an Applied Developmental Psychologist with more than 25 years in higher education. Most recently, she was the Chief Executive Officer of The Center for Family Services of Palm Beach County and is now the Chief Executive Officer of the Hispanic Human Resources Council in West Palm Beach, FL. She received her Bachelor's Degree from Binghamton University and her Masters and Ph.D. from Fordham University.

Veronica Vidal is the Founder and CEO of Custom Teaning and Management Services (CCMS) a Cleaning Contractor head-quartered in Palm Beach County.

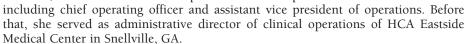




Broward Health Appoints New CEO of Broward Health **Coral Springs**

Broward Health appointed a seasoned healthcare executive, Kristen Z. Bowman, MBA, as the new chief executive officer of Broward Health Coral Springs. Most recently, Bowman served as interim chief executive officer of WellStar Cobb Medical Center in Atlanta.

Prior to serving as WellStar Cobb Medical Center's interim CEO, Bowman held leadership roles at the hospital



Kristen earned her Bachelor of Liberal Arts and her Master of Health Sciences from the University of Tennessee, Knoxville, as well as her Master of Business Administration from Louisiana State University, Shreveport. She is also a member of the American College of Health Care Executives.

Senior Executive Promotions Reflect Commitment to Culture, Leader Development, Diversity

Memorial Healthcare System announced several of its senior leaders have moved into new roles within the organization. These strategic appointments reflect Memorial's commitment to promoting talent that help facilitate its continuing excellence in the delivery of care while also reflecting the diversity of its workforce and community.

Vedner Guerrier, MBA, LSSBB, has been named executive vice president and chief transformation officer. He had previously been CEO at both Memorial Hospital West and Memorial Hospital Miramar. Guerrier began his journey with the healthcare system as a staff therapist in 2001.

Joseph Stuczynski will lead Memorial Hospital West as its CEO, moving from the same position at Memorial Hospital Miramar. Stuczynski also served the system in chief financial officer roles at Memorial Regional

Hospital South and Memorial Hospital Pembroke, where he began in 2005. He is the current chair of the South Florida Hospital & Healthcare Association.

Stephen Demers takes over the top executive position at Memorial Hospital Miramar after previously leading Memorial Hospital Pembroke. While at Pembroke, where he began in 2022, he oversaw the growth of the hospital's bariatric surgery and wound healing programs, as well as the maintenance of the facility's "A" grade in Leapfrog's annual hospital safety

Felicia Turnley, FACHE, who had been chief operating officer at Memorial Hospital West, is now CEO at Memorial Hospital Pembroke. She first entered the system as a director

at Memorial Cancer Institute 22 years ago, prior to spending the last 18 years helping oversee the growth at Memorial West.

Melida Akiti becomes Memorial's first chief community officer. Previously overseeing Memorial Primary Care and leading health-focused initiatives that addressed social determinants of health and removed barriers to ensure equal access to care, Akiti will now work to enhance community health programming, foster meaningful partnerships, and promote health equity, education, and awareness to maximize Memorial's impact in cities throughout South Florida. She has been a Memorial executive for more than 12 years.



Vedner Guerrier



Joseph Stuczynski



Stephen Demers



Felicia Turnley



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Accolades Accolades Accolades

Delray Medical Center Announces Sarilla Therildor as 2022 Tenet Hero

Delray Medical Center is proud to award Sarilia Therildor as a Tenet Hero. Her loyalty and commitment to the nursing profession is demonstrated by her unparalleled work ethic, adaptive skills and her interpersonal relationships. Her approach is structured and nurturing which is important for new graduates. She is an optimistic team player who is well respected



and recognized by her peers for mastering, developing, nurturing and leveraging relationships to drive positive outcomes.

Sarilia Therildor started at Delray Medical Center as a new grad on the Neuro Telemetry unit in 2008 and transferred to the Emergency Department in 2011. In 2022, she was promoted to Clinical Manager in the ER.

Sarilia successfully completed her Nurse Practitioner License in Family Practice and was then promoted to Major in the Air-Force Reserve. Her enthusiasm, strength and leadership skills have taken the Emergency Department to a higher level. Perhaps one of Sarilia's most admired attributes is her humility. She lives to serve others and her country - and was recently deployed overseas.

In 2020, Air Force Major Sarilia Therildor, 927th Aeromedical Staging Squadron, headed to New York City to care for fellow Americans. With less than 24 hours' notice, doctors and nurses assigned to the 927th Air Refueling Wing boarded a C-130 at MacDill AFB, Fla., on April 5, headed for Joint Base McGuire-Lakehurst, NJ where they were part of more than 100 medical professionals sent from Air Force Reserve Command to work with state and local authorities in the region to combat COVID-19.

Lakeside Medical Center Recognized as One of Florida's Top Five Hospitals for Inclusivity and Health Equity

The Health Care District of Palm Beach County's teaching hospital, Lakeside Medical Center, has been recognized by the Lown Institute for excellence in health equity and inclusivity. The institute awarded Lakeside Medical Center an "A" grade in both categories on the 2023-2024 Lown Institute Hospitals Index for Social Responsibility. Additionally, Lakeside Medical Center also received an "A" grade in Community Benefit, highlighting the hospital's contributions to the community's well-being.

The Lown Institute, a non-partisan think tank that advocates for a just healthcare system, evaluated Lakeside Medical Center against more than 3,600 hospitals nationwide, ranking it number three out of 168 hospitals in Florida for Health Equity and number three out of 161 hospitals in Florida for Inclusivity. Nationally, the hospital ranked 129th for Health Equity and 75th for Inclusivity.

Around the Region... Around the

Baptist Health Names Melissa Emerson Chief Operating Officer of Bethesda Hospital

Baptist Health announced that Melissa P. Emerson, MBA, BSN, R.N., has been named the new chief operating officer of Bethesda Hospital.

Emerson first started her career as a personal care assistant and nurse extern at Bethesda Hospital nearly two decades ago. She has now come full circle with her new role after serving as chief nursing officer for Broward Health Coral Springs. She also has experience working with Good Samaritan Medical Center and Delray Medical

Emerson earned her Associate in Science in Nursing from Palm Beach Community College and her Bachelor of Science in Nursing and Master of Business Administration degrees from Florida Atlantic University. An active mem-



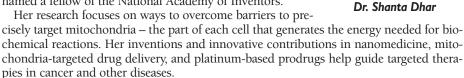
Melissa P. Emerson

ber of the community, she currently serves on the Florida Atlantic University Christine E. Lynn College of Nursing Advisory Board.

Sylvester Cancer Researcher and Technology Innovator Named Fellow of the National Academy of Inventors

Shanta Dhar, Ph.D., assistant director of Technology and Innovation at Sylvester Comprehensive Cancer Center at the University of Miami Miller School of Medicine, has been named a fellow of the National Academy of Inventors.

Her research focuses on ways to overcome barriers to pre-



Dhar, an associate professor of biochemistry and molecular biology at the University of Miami Miller School of Medicine, is a full member of Sylvester's Translational and Clinical Oncology Program and co-leader of the Engineering Cancer Cure Program

Tampa General Hospital's Stacey Brandt Recognized as a Top Health System Chief Strategy

Officer in 2023

Stacey Brandt, executive vice president and chief administrative officer of Tampa General Hospital (TGH), has been named one of 65 Health System Chief Strategy Officers (CSOs) to Know in 2023 by Becker's Hospital Review, and is one of only two CSOs in the State of Florida to earn this



Stacey Brandt

At TGH, Brandt oversees the development and execution of Florida Health Sciences Center's strategy, market planning and growth, marketing, public relations, physician business development, service lines, health care transformation, process engineering, external affairs, and project and program management. She also serves as the architect of Tampa General's new five-year strategic plan, leading the planning process as well as overseeing its governance and execution.

VITAS® Healthcare Wins Award for Best-in-Class Employee Experience Across Healthcare in North America

VITAS Healthcare is once again setting the standard for employer excellence within the healthcare and hospice community. The nation's leading provider of end-of-life care for 45 years achieved the Best-in-Class Award in the category of employee experience in healthcare for North America, presented at the 2023 HRO Today Association Conference on December 1, 2023.

- The VITAS Difference describes key behaviors that differentiate the organization from all other hospice providers, emphasizing that employees demonstrate Commitment, Compassion and a Can-Do Attitude in every interaction with every person. The organization also developed a peer-to-peer recognition program that was launched to celebrate exceptional team members who go above and beyond and consistently demonstrate
- The VITAS Employee Promise was established to create a positive environment where employees are supported and can grow professionally.
- The Passion in Action podcast is a platform used to authentically connect with current VITAS employees and hear their incredible stories of building bonds with patients and
- The mobile-first myVITAS intranet is the place to search for benefits information or to recognize a peer for making The VITAS Difference. The intranet platform was developed as a central tool for employees to stay informed about company culture, educational and training opportunities and other internal communications.

VITAS was also a finalist in two other categories: Best In Class: HR Technology and HR



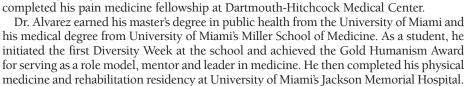
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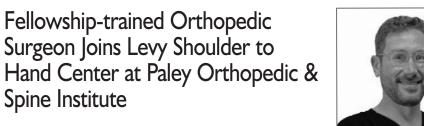
MAKINGROUNDS...MAKINGROUNDS...MAKINGROUNDS...MAKINGROUNDS...MAKINGROUNDS...

Armando Alvarez, MD, Joins Baptist Health Miami Neuroscience Institute

Armando Alvarez, M.D., recently joined Baptist Health Miami Neuroscience Institute as a board-certified physical medicine and rehabilitation physician, diagnosing and treating patients with spine pain and a range of musculoskeletal conditions, including bone, muscle, joint, ligament, tendon and cartilage disorders. He is fluent in English and Spanish.

Prior to joining Miami Neuroscience Institute, Dr. Alvarez





Andrew J. Lovy, MD, MS, a fellowship-trained orthopedic surgeon specializing in hand, wrist, elbow, and shoulder surgery has joined the Levy Shoulder to Hand Center at the Paley Orthopedic & Spine Institute in Boca Raton, Florida.

Prior to joining the Paley Orthopedic & Spine Institute, Dr. Lovy worked as a hand and upper extremity surgeon at Holy Cross Hospital in Fort Lauderdale. Dr. Lovy also served as assistant professor, Hand and Upper Extremity Surgery, Department of Orthopaedic Surgery and Assistant Fellowship Director of the Hand Surgery Fellowship at the Icahn School of Medicine at Mount Sinai Beth Israel, New York, NY. For his education and training, Dr. Lovy received his medical and master's degree from the Albert Einstein College of Medicine, graduating with distinction in clinical research. Dr. Lovy completed a residency in orthopedic surgery from Mount Sinai Hospital and completed a fellowship in hand, upper extremity and microvascular surgery



HCA Florida JFK Hospital, HCA Florida JFK North Hospital, and HCA Florida Palms West Hospital are excited to announce the arrival of Dr. Allison Rice, a highly credentialed and experienced general and bariatric surgeon. Dr. Rice brings her expertise and passion for transforming lives through surgery to the Palm Beach community. "I'm excited to be joining the HCA Florida Healthcare family. I have spent the last several years working in the Northeast but am thrilled to return to South Florida. I did my general surgery residency training with the University of Miami. I learned from the industry's best physicians at HCA Florida JFK Hospital and their General Medical Education Program. This is an opportunity

from the Mayo Clinic, Rochester, MN.



Dr. Andrew J. Lovy

Dr. Armando Alvarez

Dr. Allison Rice

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to return home," Dr. Rice said.

marc@egortcpa.com

Dr. David Swoboda Promoted to Clinical Director of Leukemia Program at TGH Cancer Institute

Tampa General Hospital (TGH) Cancer Institute has promoted Dr. David Swoboda to the position of Clinical Director of Leukemia. In his new role, Dr. Swoboda will oversee the growth of a highly specialized team of physicians, advanced practice providers (APPs), pharmacists, nurse navigators and other supportive-care providers, focusing on the treatment of patients with acute leukemias and myelodysplastic syn-



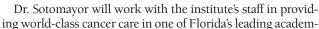
Dr. David Swoboda

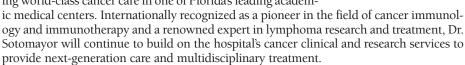
dromes (MDS), conditions that can occur when the blood-forming cells in the bone marrow become abnormal. Dr. Swoboda joined the Cancer Institute in 2021.

Prior to joining Tampa General, he was a chief hematology-oncology fellow at Moffitt Cancer Center in Tampa after having served as a chief resident at MedStar Georgetown University Hospital in Washington, DC. Dr. Swoboda received his medical degree from Florida State University College of Medicine in Tallahassee, where he was the president of the Internal Medicine Interest Group. He is a member of the American Society of Hematology, Society for Hematology Oncology, American Society of Clinical Oncology, and American College of Physicians.

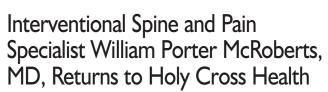
Dr. Eduardo Sotomayor Named Vice President and Executive Director of Tampa General Hospital's Cancer Institute

Tampa General Hospital (TGH) has named Eduardo M. Sotomayor, M.D., as vice president and executive director of the TGH Cancer Institute.





"This is of course a tremendous honor," Dr. Sotomayor said. "But more importantly, it's about the future of cancer care, Tampa General's commitment to our patients, and the hope that we're moving closer to not just treating cancer in all its forms, but to defeating it."



Interventional spine and pain specialist William Porter McRoberts, M.D., has returned to Holy Cross Medical Group.

From 2006-2017, Dr. McRoberts was the medical director of interventional spine, pain and neurosurgery at Holy Cross Health and sat on the ministry's institutional review board from 2008-2011. Before rejoining Holy Cross Health, he conducted research and was on staff at private practices in the Fort Lauderdale area. Dr. McRoberts has been a primary



Dr. Eduardo Sotomayor

Dr. William Porter McRoberts

investigator and research scientist on dozens of FDA primary assessment research trials within the interventional spine, pain and neuromodulation space and has authored research articles and book chapters generating over 2,000 scientific citations. He has traveled the world to give lectures and presentations on innovative treatments for pain and spine disorders.

Upon graduating from the University of Kentucky School of Medicine in Lexington, KY, the Seattle native moved back to the West Coast for an internal medicine internship, followed by a residency in physical medicine and rehabilitation at Loma Linda University in Loma Linda, CA, where he served as chief resident. He was then chief fellow of the Accreditation Council for Graduate Medical Education Interventional Spine and Pain Medicine Fellowship at Emory University in Atlanta, GA.



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MAKINGROUNDS...MAKINGROUNDS...

Dr. Joseph Savarese Joins Prime Vascular Institute in Palm Beach Gardens

Joseph A. Savarese, M.D., recently opened an office in Palm Beach Gardens and joined Prime Vascular Institute. Dr. Savarese is a fellowship-trained vascular surgeon and endovascular therapy specialist with a new Prime Vascular Institute office in Palm Beach Gardens.

For his education and training, Dr. Savarese completed a fellowship in vascular surgery and endovascular therapy,



Dr. Joseph A. Savarese

and a residency in general surgery from the University of Arkansas for Medical Sciences (UAMS), Little Rock, AR. For medical school, Dr. Savarese graduated from the Florida State University College of Medicine in Tallahassee. He completed his undergraduate degree at the University of Florida. Dr. Savarese has published his research on vascular surgery and endovascular therapy in a peer reviewed medical journal and presented his findings at Grand Rounds presentations.

Raymond Westbrook, DO, Joins Baptist Health Concierge Medicine

Board-certified internal medicine physician Raymond Westbrook, D.O., recently joined Baptist Health Concierge Medicine. Dr. Westbrook specializes in internal medicine, prevention and wellness, hormone replacement therapy and functional medicine.

Prior to joining Baptist Health, Dr. Westbrook served as the national medical director of HerKare, a large medical group specializing in hormone replacement therapy and wellness.

Dr. Westbrook earned his medical degree from the University of North Texas Health Sciences Center. He completed his residency in internal medicine at Methodis



Dr. Raymond Westbrook

completed his residency in internal medicine at Methodist Medical Center, where he served as chief resident.

Stephen V. Avallone, MD, Named Cleveland Clinic's Center Director for Concierge Medicine

Cleveland Clinic has appointed Stephen V. Avallone, MD, FACP, PE, as the Center Director for Concierge Medicine. Dr. Avallone earned his medical degree from the University of Miami Miller School of Medicine and completed his internal medicine residency training at Cleveland Clinic Weston Hospital.

Board certified in internal medicine, Dr. Avallone served as medical director of Cleveland Clinic's Huizenga Executive Health Department and was co-director of outpatient internal medicine and core faculty for the hospital's internal medicine residency program.

Dr. Avallone was awarded the Jose Muniz, MD, Best
Teacher Award and the John and Margaret Krupa



Dr. Stephen V. Avallone

Distinguished Chair in Preventative Medicine. He also served as an international medical consultant for

the Cleveland Clinic Foundation. Dr. Avallone has been recognized as one of the top 25 Concierge Medicine physicians in the United States by Concierge Medicine Today and is considered an expert in the field of academic medical center concierge medicine.

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Dr. Brett Osborn-Founder, Senolytix

To Brett Osborn, DO, FAANS, CSCS, most ailments of modern-day society can be prevented. The West Palm Beach neurosurgeon, author, and founder of Senolytix views good health as a privilege to be earned.

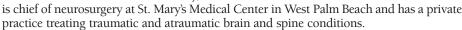
"Patients should not expect their doctors to keep them in good health," he says. "Most patients could solve their problems by taking simple steps, like losing weight, exercising more, and eating better."

Dr. Osborn founded Senolytix to help put patients on a path to extend the number of years of optimal body and mental health. From comprehensive assessments of a patient's condition, he develops a plan built around better nutrition, proper exercise, and medications that may include hormone replacement therapy, supplements, and improved sleep.

The idea came to him during his seven years as a neurosurgery resident at New York University Medical Center.

"I realized that most of the diseases were, to a great degree, preventable, and most were man-made or environmental," Dr. Osborn says. "For instance, degenerative disease of the spine is a common cause of workplace disability. Its development and progression can be thwarted with modalities such as strength training and proper nutrition."

His chiropractor father inspired Dr. Osborn to pursue a career in medicine. After growing up in North Miami, he graduated from Brandeis University in 1992 and earned a degree in osteopathy because of its emphasis on preventive modalities and a holistic slant. Today, he



"While I love performing surgery," he says. "I would much rather show people how to stay well and age well than have to operate on them."

Dr. Osborn is a Diplomate of the American Board of Neurological Surgery and is secondarily boarded by the American Academy of Anti-Aging Medicine. He also earned a CSCS honorarium from the National Strength and Conditioning Association. Dr. Osborn is a competitive powerlifter and holds a Florida state deadlifting record in the Master's II division

According to Dr. Osborn, "Strength training not only keeps me strong and mobile as I age but also helps mitigate stress."

"I am faced with daily stresses to which I have become accustomed," he says. "Unchecked stress, though, not only results in poor performance but also harms one's health. Until recently, this was underappreciated. Why? It is difficult to quantify. You can't see it. It is an intangible. But it has the capacity to decimate your health, literally."

Dr. Osborn believes that his colleagues in the medical profession would benefit from following his example. They would improve their mental and emotional stress - a big problem for many practitioners - improve their performance, and live longer and better lives.

"Directing patients to the right lifestyle is an important component of my practice," Dr. Osborn says. "The best treatment of disease is prevention, not cures."

He says the path to optimal health begins with knowledge and a belief that they can have a better life. It continues with technology that identifies and treats disease risk factors using science-backed protocols.

Depending on the level of concierge service, patients begin with an initial consult that includes diagnostic services such as a physical examination, laboratory tests, metabolic rate determination, and body anthropometry. Patients receive a vascular assessment, musculoskeletal diagnosis, and a cognitive screen for memory, reasoning, concentration, and language.

The results are used to formulate a plan of care: personalized macronutrient-based nutrition protocol, supplements, strength training, and medications, if appropriate.

One of the factors assessed is work-life balance.

"Too many people spend their lives working too hard for too many hours and too little time investing in their health," Dr. Osborn says.

They attribute their failure to eat and exercise properly to "a lack of time." Instead of enjoying the rewards of their wealth in mid-life, they develop a disease or other medical condition that shortens their lifespan and lowers their quality of life.

"It doesn't have to be that way," he says, "Good habits equate to longevity."

Dr. Osborn can be reached at www.senolytix.io or (561) 935-9233.



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Cover Story: Kent Focused on Creating Long-term Value at Cano Health

Continued from page 1

have certainly been difficult at times, we believe we are now on the right path to focus on our patients, associates, partners and shareholders as we continue to work to advance our mission to improve health and wellness in our communities."

Despite the fact that, like many other healthcare providers, Cano Health has been challenged by the economic environment - primarily driven by higher third-party medical costs - Kent believes that by managing costs and improving the primary care company's financial performance, the company will be able to improve its performance. This may include strategically divesting assets or refining the system's operating structure.

"We know that we are doing the hard work necessary to transform the company and we believe we have started down the right path toward a better financial footing," he said. "With this, 2024 will be a transformative year; a year where we expect to begin realizing the results in our financial performance based upon our efforts to improve the efficiency within our care delivery organization."

In fact, the company is targeting to achieve roughly \$290 million in cost savings and business optimization initiatives over the next year, a clear signal that, under Kent's leadership, Cano Health is working to quickly move in the right direction toward maximizing value.

One of the aspects of the health system that Kent does not plan to change, however, is the role that Cano Health plays within the community.

"Cano Health has always been a community-first organiza-

tion. We don't just serve the community; we are part of it," he explained. "We have built deep, meaningful connections with the communities we serve by delivering high-quality primary care and through our signature wellness activities.

"When you walk into our medical centers, you'll notice that our patients and associates are reflective of our communities, especially South Florida's vibrant, diverse community," he added. "We understand that for Cano to continue to be the place that our communities instinctively turn to for their primary care needs, we need to make sure we're capturing the essence and culture of those communities in our medical centers. This is one of the many reasons we are so invigorated to do the hard work necessary to improve not only patient health, but community health as well."

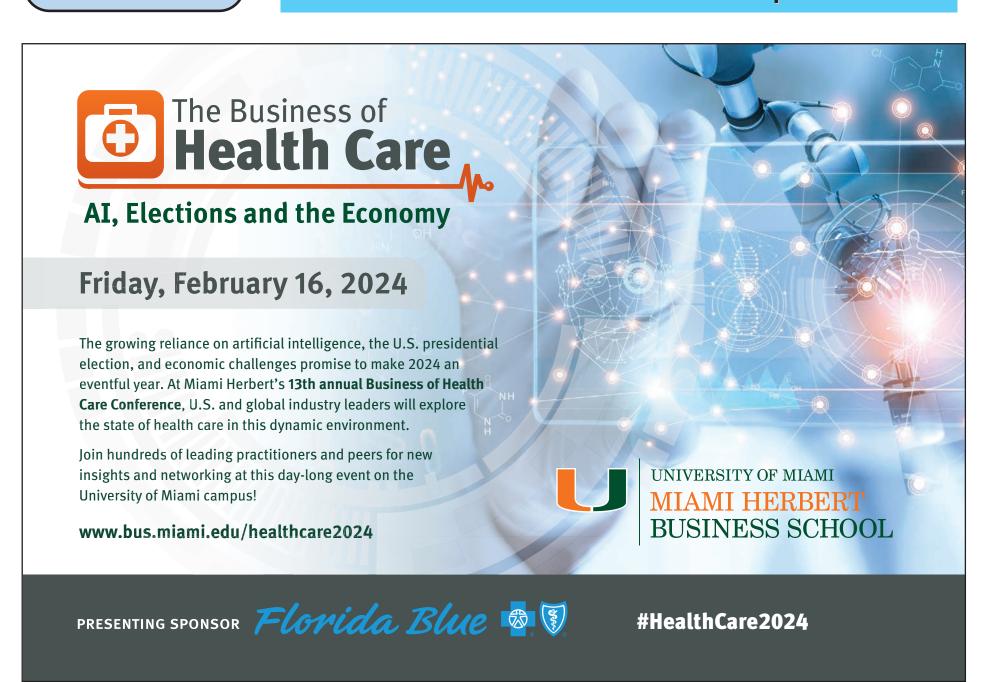
He adds that by better aligning incentives around preventive care, what's best for patients is also what's best for the business.

"Too often, healthcare institutions get rewarded for treating patients under a fee-for-service model, rather than preventing illness. We have flipped that flawed model on its head to instead be rewarded for keeping patients healthy," he explained. "That's ultimately the Cano difference - personal, humanized value-based approach with a real focus on improving health outcomes in our communities.

"Our goal is clear - to become THE neighborhood primary care center our communities instinctively turn to for their healthcare and wellness needs," he added.

To learn more about Cano Health, visit www.canohealth.com.

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Cover Story: ImageFIRST: Innovating Linen Management to Enhance Patient Care and Staff Efficiency

Continued from page 1

Chief of Staff at ImageFIRST, explains, "We build to the need level of our customers and maintain that need."

This approach ensures that healthcare facilities have precisely what they need when needed, without the burden of excess inventory. The RFID chips embedded in garments allow ImageFIRST to provide precise inventory data to clients, ensuring they have sufficient supplies until the next delivery.

"This way, the staff can focus on what is important, the patient," Juffre remarks, highlighting the technology's role in streamlining operations and freeing up staff for patient care.

Stringent Infection Prevention Standards

ImageFIRST's commitment to patient safety is evident in its stringent infection prevention standards.

"We always go above and beyond," Juffre states, outlining measures like using BacStat in the wash process, wrapping everything in plastic, and maintaining HLAC certification.

Their wash formula, which kills 99.999% of all pathogens, and their bright white standard reassure clients of their dedication to infection prevention. These high standards not only ensure patient safety but also bolster staff confidence in the quality of the linens they use.

Enhancing Patient Satisfaction with Comfort Care® Line

The introduction of the Comfort Care® Line of patient gowns marked a significant shift in patient satisfaction.

Juffre proudly notes, "We changed the industry more than a decade ago." The soft, plush gowns are designed to improve patients' perception of healthcare facilities.

"A paper gown is the worst thing you can give a patient," Juffre adds, emphasizing the superiority of their individually wrapped comfort care gowns.

Consistency Across Multiple Locations

Maintaining consistency in service quality across various locations is a challenge that ImageFIRST has successfully tackled.

Juffre highlights its continuous efforts to ensure service quality, citing impressive

Net Promotor Scores and Customer Retention rates. "We place heavy emphasis on training and certifications," he says, underlining their commitment to being a recognized leader in service quality in all markets.

Transforming Healthcare Facilities' Operational Dynamics

ImageFIRST's approach goes beyond traditional linen services. Unlike typical delivery drivers, their Customer Advocates become an extension of the healthcare facility's staff.

"Our goal is to make every client a brand ambassador," Juffre explains. This unique approach not only manages inventory but also eases the workload of healthcare professionals, allowing them to focus more on patient care.

Evolving with the Healthcare Sector

Looking toward the future, ImageFIRST is committed to evolving its services in line with the changing needs of healthcare facilities. "One of the biggest challenges they face is staffing and budgets," Juffre acknowledges.

ImageFIRST's program addresses these issues by serving as an extension of the healthcare team and efficiently managing linen budgets. With over 55 years of experience, ImageFIRST is poised to continue its evolution alongside the healthcare sector.

Conclusion

ImageFIRST's innovative approach to linen management, stringent infection prevention standards, and patient-centered initiatives exemplify their commitment to enhancing healthcare services.

By freeing up staff to focus more on patient care and less on operational logistics, ImageFIRST is not just a linen management company; it's a vital partner in the healthcare industry's quest for efficiency and excellence.

As Juffre succinctly puts it, ImageFIRST is changing the operational dynamics of healthcare facilities, one linen at a time.

For more information, please visit www.imagefirst.com.

CORRECTION

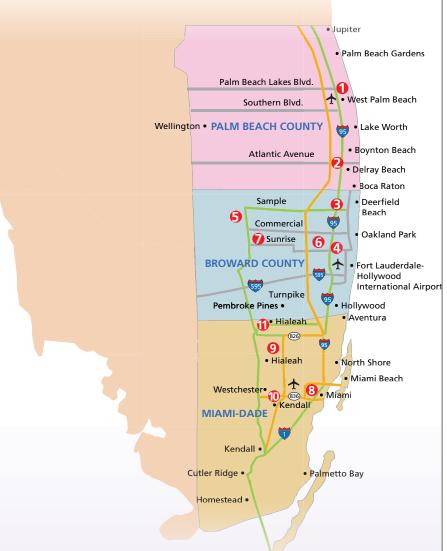
Unfortunately there was an error in the contact information for Dabdoub Law in our December 2023 issue. The correct number for more information is 1-800-969-0488.



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Joe DiMaggio Children's Hospital **Now Offers More Children's Healthcare Services on Memorial Hospital Miramar's Campus**







In a significant move aimed at enhancing children's healthcare services in the southwest Broward County, Joe DiMaggio Children's Hospital expanded its world-class specialty care at Memorial Hospital Miramar. This expansion includes a broader range of services, such as allergy and immunology, cardiology, complex gastroenterology, genetics, otolaryngology (ENT), physical medicine and rehabilita-



The expanded services have increased appointments and access to specialists. The Miramar location also offers children's surgery three days a week. All specialties are housed within the newly built Medical Office Building on the second floor at Memorial Hospital Miramar.

The expansion allows Memorial Healthcare System to meet the continuous need for children's specialized care and enhance surgical capabilities, treatments, and patient/family programs throughout South Florida.

Joe DiMaggio Children's Hospital is expanding its team of healthcare professionals at the Miramar location to better serve its diverse range of specialties. These include the children's emergency department, a Level III NICU, and original children's specialty programs in endocrinology, general surgery, hematology/oncology, nephrology, neurology, orthopedics, [U18] Sports Medicine, and pulmonology. Moreover, the hospital offers a variety of children's services, such as bone density testing, EEGs, imaging, lab services, and outpatient therapy.

Holy Cross Health Completes First Inspire® Therapy Procedure

Holy Cross Health has completed the first Inspire® procedure. Inspire is an FDAapproved obstructive sleep apnea (OSA) treatment option for people who cannot use Continuous Positive Airway Pressure (CPAP) therapy.

Inspire works inside the body with a patient's natural breathing process to treat sleep apnea. Mild stimulation opens the airway during sleep, allowing oxygen to flow naturally. The patient uses a small handheld remote to turn Inspire on before bed and off when they wake up.

The Inspire system is implanted during a short, outpatient procedure. The system is placed under the skin of the neck and chest through two small incisions. Most patients return home the same day and take over-the-counter pain medications to manage pain as needed

The safety and efficacy of Inspire was evaluated during the STAR clinical trial. Fiveyear STAR trial outcomes show patients using Inspire experience significant reductions in sleep apnea events and significant improvements in quality-of-life measures. There have been over 250 peer-reviewed publications on Inspire. These publications show results consistent with those seen in the STAR trial.



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

MEDICAL ASSOCIATION DADE COUNTY MEDICAL ASSOCIATION

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

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