



SALUTE TO VOLUNTEERS

See pages 16-19



MAKING ROUNDS Urologist Joins Cleveland Clinic Martin Health

Page 24

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



Alfredo Cepero

Here's Where Healthcare Is Headed in 2024

BY ALFREDO CEPERO

Healthcare CFOs are facing a challenging year ahead, one where high interest rates, ongoing economic uncertainty, and elevated costs will continue to impact financial stability across the industry. However, the outlook isn't all bad: According to BDO's 2024 Healthcare CFO Outlook Survey, which polled healthcare CFOs on their outlook for the year ahead, healthcare leaders are expecting a return to growth this year, with 79% anticipating revenue increases.

To realize this growth, healthcare CFOs will have to navigate ongoing challenges and move quickly to take advantage of new opportunities. Read on to learn the top three industry trends that healthcare CFOs need to know to succeed in 2024.

1: Bond and Loan Covenant Violations Are a Major Risk

While most CFOs are optimistic about growth in 2024, 41% admit they are concerned they may violate their bond or loan covenants in the next 12 months. Additionally, while actual violations are trending downward year-over-year, 52% report they violated their covenants in 2023.

At the same time, cash on hand remains an issue: Only 35% of healthcare organizations reported having more than 60 days of cash on hand. It comes as no surprise that 39% are planning to adjust their revenue cycle management to improve liquidity this year, making it their top-cited financial improvement strategy.

Continued on page 7

Malpractice Insurance EXPERT ADVICE

Weight Loss Drugs: Avoiding Legal Landmines

BY VANESSA ORR

Semaglutide, an antidiabetic medication used for the treatment of type 2 diabetes, has recently become very popular as a weight loss drug. Endorsed by celebrities like Oprah Winfrey, the drug's increasing popularity has created shortages in the market, and practices are having a difficult time finding it for their patients.

As a result, medical providers are going to compounding pharmacies to get the drugs made. Unfortunately, the resulting products are not FDA approved, resulting in risks for both patients and the practitioners who prescribe them.

"The only drug approved by the FDA for weight-loss use is Wegovy®. Ozempic® and Rybelsus® are only approved by the FDA for Type 2 diabetes use," explained Kyla Murphy, AVP National Healthcare Practice, Risk Strategies. "As with any new drug, no one knows what the risks are and what will happen long-term; in fact, several state governments have already stepped in to stop practitioners from using these compounded drugs."

Novo Nordisk, which manufactures Wegovy®, Ozempic® and Rybelsus®, has filed suit against a number of compounding pharmacies and medical spas using compounded drugs, claiming false advertising, trademark infringement, and unlawful sales of an off-label compound.

Patients have also begun suing practitioners who have prescribed these medications after suffering negative events or after taking the drugs for a specified period of time and

Continued on page 12



Kyla Murphy

Reflecting on the 2024 Florida Legislative Session

BY CARMEL J. BARRAU, MD

As the President of the Dade County Medical Association (DCMA), here are my observations on the recently concluded 2024 Florida Legislative Session and its implications for healthcare in Miami-Dade County.

This session has been a juncture where numerous bills were proposed, some of which directly impact the medical community and patient care. With its mission to advocate for the highest standards of healthcare, the DCMA closely monitored the legislative developments and engaged in active support or opposition as deemed necessary.

One of the paramount concerns for the association were the proposals for autonomous practice by Certified Registered Nurse Anesthetists (CRNAs) and Certified Psychiatric Nurses, as outlined in SB 810/HB 257 and HB 0771/SB 0936, respectively. While the DCMA acknowledges the invaluable contributions of nurse practitioners to the healthcare system, it firmly opposed these bills due to concerns regarding patient safety and quality of care. Our leadership is relieved to report that these bills did not progress, thanks to the diligence of our advocacy efforts and the support from allied stakeholders.

Furthermore, the DCMA endorsed HB 1475 and SB 1574, which addressed critical aspects of healthcare services and aimed to enhance patient access and provider reim-



Dr. Carmel J. Barrau

Continued on page 7



Kara Marante

Fostering a People-Centric Culture at South Florida's Leading Pediatric Health System

BY KARA MARANTE

Working for a children's health system is special. What could be more rewarding than taking care of the health and well-being of the youngest and often most vulnerable members of our community? At Nicklaus Children's, our vision is to create a healthy future for every child. My colleagues and I take that goal very seriously, day in and day out. As the chief people officer, it is my job to ensure we create and maintain a culture that recognizes the importance of the work we do, that focuses on the people in our organization, and that furthers our brand as the trusted health system for children in South Florida.

Everyone who comes to our facilities notices that our focus on people is deliberate. When I started my role back in 2020, we made a conscious choice to call the role chief PEOPLE officer, not human resources officer. This truly means something for us because our culture is people first. Everyone who comes to work at Nicklaus Children's joins a family, and I mean that both figuratively and literally. I am a mother myself and my children come here when they need care. In many ways, the community we serve is also the community inside of our organization. They are not separate.

What many may not know – Nicklaus Children's is one of the largest employers in the region. Our Nicklaus Children's family currently consists of almost 5,000 employ-

Continued on page 21

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Publisher's Note

It's Time to Swoop In and Become a Healthcare Volunteer

Healthcare volunteerism is like joining a circus, but instead of juggling balls, you're juggling wheelchairs. Picture this: you wake up at the crack of dawn, stumble out of bed like a sleep-deprived zombie, and then, instead of reaching for your morning coffee, you reach for your volunteer uniform. But you're not just a volunteer; you're a healthcare superhero, ready to tackle the day armed with nothing but compassion and a pair of comfortable sneakers.



First things first, you arrive at the hospital, bright-eyed and bushy-tailed, or at least, you try to look that way while secretly praying for a coffee IV drip. You're assigned your duties for the day, which could range from comforting patients to dodging runaway wheelchairs in the hallway. And let's not forget the ultimate challenge: trying to navigate the labyrinthine hospital hallways without getting lost or accidentally walking in on a patient while they're using the bathroom (cue awkward apologies and hasty retreats).

But hey, it's not all chaos and confusion. There are moments of pure magic sprinkled throughout the day, like when a patient's face lights up with gratitude because you brought them a warm blanket or a listening ear. You start to realize that being a healthcare volunteer isn't just about working in the gift shop or delivering mail; it's about making a genuine connection with another human being during their time of need.

But despite the occasional mishaps and moments of exhaustion, there's something undeniably rewarding about being a healthcare volunteer. Maybe it's the warm fuzzies you get from knowing you've made a difference in someone's life, or maybe it's just the delirium induced by too much bad coffee. Either way, there's a sense of camaraderie among healthcare volunteers that's hard to find anywhere else. It's like being part of a quirky, slightly dysfunctional family where everyone's united by a common goal: to spread kindness and healing wherever they go.

So, if you ever find yourself contemplating whether or not to become a healthcare volunteer, just remember this: you may not always have all the answers, and you'll probably end up with aching feet, but at the end of the day, you'll know that you've made a difference in the lives of those who need it most. And really, isn't that what being a superhero is all about?

Charles Felix



You can reach Charles Felix at
Charles@southfloridahospitalnews.com

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Symposium Director:
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Speakers

**Manmeet Ahluwalia, M.D.,
MBA, FASCO**
Miami Cancer Institute

John P. Diaz, M.D., FCOG, FACS
Miami Cancer Institute

Don Dizon, M.D.
Brown University

Rohan Garje, M.D.
Miami Cancer Institute

Petros Grivas, M.D., Ph.D.
Fred Hutch Cancer Center

Shilpa Gupta, M.D.
Cleveland Clinic

Ian Krop, M.D., Ph.D.
Yale School of Medicine

Reshma Mahtani, D.O.
Miami Cancer Institute

Ingo Mellinghoff, M.D., FACP
Memorial Sloan Kettering
Cancer Center

Joyce O'Shaughnessy, M.D.
Texas Oncology

Leslie Randall, M.D.
VCU Health

Rachna Shroff, M.D., MS, FASCO
The University of Arizona
Cancer Center

Brian Slomovitz, M.D.
Mt. Sinai Medical Center

Neeta Somaiah, M.D.
M.D. Anderson Cancer Center

Vamsi Velcheti, M.D.
New York University

Everett Vokes, M.D.
University of Chicago

Patrick Wen, M.D.
Dana-Farber Cancer Institute

Robin Zon, M.D., FASCO, FACP
American Society of Clinical
Oncology



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Remaining Vestiges of COVID-19: Burnout

The healthcare workforce during the COVID-19 pandemic was nothing short of amazing. Even though the impacts of the pandemic on our healthcare workers were draining both physically and emotionally, they continued to selflessly provide care and to minister to those patients who were unable to get solace from their families (in the interests of safety).

While COVID-19 is in our rearview mirror, the long-lasting effects of working through the height of the pandemic are not. While we heard about healthcare burnout before the pandemic, post-pandemic the incidence of burnout is a headline-grabbing issue.

Workforce burnout has emerged as a pressing issue within hospitals, exerting profound impacts on multiple fronts. Primarily affecting healthcare professionals like doctors, nurses, and support staff, burnout manifests as heightened stress, emotional exhaustion, and decreased job satisfaction.

What we are finding is that burnout manifests in many ways. Most commonly by changes in staff well-being, decreased quality of care, staff retention challenges, increased costs, impact on patient satisfaction, workforce shortages, and mental health challenges.

What we also know is that addressing burnout requires comprehensive strategies that prioritize staff support, workload management, and fostering a positive work environment. Hospitals have devoted significant resources in pursuit of



Jaime Caldwell

these strategies, and I think that we are seeing some early benefits.

One significant development is the integration of well-being programs into hospital culture. Hospitals are investing in initiatives such as resilience training, mindfulness programs, and peer support networks to provide employees with coping mechanisms and emotional support. By fostering a culture that prioritizes staff well-being, hospitals aim to reduce burnout and enhance employee satisfaction.

Workload management is another area of focus. Hospitals are implementing measures to optimize staffing levels, streamline workflows, and reduce administrative burdens on healthcare professionals.

Hospital leadership has also taken notice and leadership engagement is crucial in driving progress. Hospital administrators are actively engaging with frontline staff to identify sources of burnout and co-create solutions. Transparent communication, leadership visibility, and recognition of staff contributions are essential in fostering a supportive work environment.

Flexibility in scheduling and professional development are also areas of effort. While these efforts represent positive strides, addressing employee burnout remains an ongoing challenge. Hospitals are continually evaluating and adapting their strategies to meet the evolving needs of their multi-generational workforce. Collaboration among healthcare stakeholders, advocacy for policy changes, and ongoing research are essential in advancing the collective effort to combat burnout and promote a resilient healthcare workforce.

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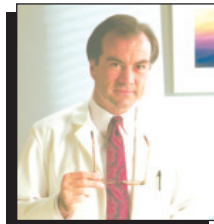


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Kindred Hospitals provide specialized, high quality care for acutely ill patients. For more than a decade, we have fine-tuned the art of medically complex care.

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Admissions to Kindred Hospitals may be recommended by physicians, acute-care hospitals, rehabilitation hospitals, managed care providers, case management companies or by the patient's family. In all cases family tours are encouraged.



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FREE MED MAL EXPERT REVIEW



HOW HEALTHY IS YOUR MED MAL POLICY?

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

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

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

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

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



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David B. Schwimmer, MD
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Physicians at TGH Digestive Health Center, formerly TGH Gastro Group of the Palm Beaches, deliver Florida's highest-ranked GI care to patients in Palm Beach County. And now, we're pleased to announce the addition of Dr. David B. Schwimmer, a board-certified gastroenterologist, to our team. Dr. Schwimmer focuses on general GI and inflammatory bowel disease (IBD).

For a consultation, please call (561) 739-4TGH (4844).

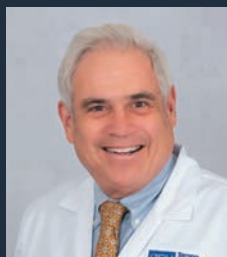
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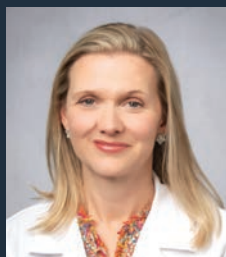
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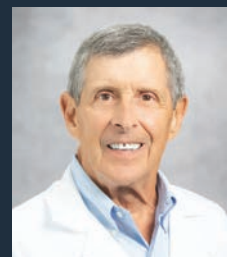
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Broward Health Welcomes Two New Leaders to Executive Team

Broward Health is pleased to announce the addition of two new leaders to its executive team.

Jeffrey Aber has been named vice president of strategic planning.

Prior to joining Broward Health, Jeffrey served as the associate vice president of strategic planning at the University of Miami Health System. Previously, Jeffrey served in leadership positions at Quorum Health Resources in Brentwood, TN; Corrigo Health Care Solutions in Clearwater, FL; and Ernst & Young in Iselin, NJ.

Jeffrey earned his Bachelor of Science in Business Administration from the University of Vermont and his Master of Business Administration from Iona College in New Rochelle, NY.

Also joining the Broward Health executive team is Jenna Merlucci, who will serve as Broward Health's new vice president of heart and vascular services.

Before joining Broward Health, Jenna served in various leadership roles at Memorial Healthcare System's Cardiac & Vascular Institute, including director of cardiac and vascular service lines, director of business development and operations, and director of clinical business operations. She is a fellow of the American College of Healthcare Executives of which she served as president in 2023.

Jenna earned her Bachelor of Science in Business Administration and her Master of Science in Healthcare Administration from the University of Central Florida.



Jeffrey Aber



Jenna Merlucci

HCA Florida JFK North Hospital Welcomes Diana Guerrero as the New Emergency Department Director

HCA Florida JFK North Hospital is delighted to announce the appointment of Diana Guerrero as the new Emergency Department Director. With an impressive 20-year career in direct patient care, staff supervision, and department operations, Diana brings a wealth of experience and dedication to patient-oriented healthcare.

Diana rejoins the HCA Family from her most recent role as Associate Chief Nursing Officer at Neurobehavioral Hospital. Previously, Diana served as the Emergency Services Manager at HCA Florida JFK North Hospital, where her collaboration with multidisciplinary teams ensured optimal patient outcomes. Holding a Master of Leadership in Nursing and a Bachelor of Science in Nursing from South University, Diana is well-equipped to lead the Emergency Department.



Diana Guerrero

HCA Florida JFK Hospital Welcomes Jodi LoDolce as New Chief Nursing Officer

HCA Florida JFK Hospital is pleased to welcome Jodi LoDolce as Chief Nursing Officer. Jodi comes to JFK Hospital from HCA Florida St. Lucie Hospital, where she served as Chief Nursing Officer for the past year and a half.

Jodi began her healthcare career 34 years ago as a registered nurse and held several leadership roles before joining HCA Florida Lake Monroe Hospital as the Director of Emergency Services, eventually becoming Assistant Chief Nursing Officer. From there, she joined HCA Florida Lake Nona Hospital, where she served as the Chief Nursing Officer for nearly three years before joining the team at St. Lucie Hospital.

Jodi holds a Master of Business Administration in Healthcare Management from Western Governors University in Millcreek, UT, a Bachelor of Science in Nursing from Capella University in Minneapolis, MN, as well as a Bachelor of Science in Biology from Molloy College in Rockville Centre, NY.



Jodi LoDolce

Governor Ron DeSantis Appoints Madonna Stotsenburg to the Florida Trauma System Advisory Council

Governor Ron DeSantis recently announced the appointment of Madonna Stotsenburg, the Director of Trauma and Emergency Services at St. Mary's Medical Center, to the Florida Trauma System Advisory Council. Stotsenburg graduated from Weber State University with a bachelor's degree in health services administration, the University of Miami with a bachelor's degree in nursing, Florida International University with an MBA, and the University of Central Florida with a doctorate in nursing.

Along with six others, Stotsenburg will be focusing on enhancing current and upcoming trauma centers, emergency departments, and emergency medical care infrastructure. The Council works to ensure that Florida's trauma care system remains strong, effective, and responsive to the needs of the state's citizens.



Madonna Stotsenburg

Lee Health Foundation Hires Rebecca Saineghi

Rebecca Saineghi has been hired as program manager for stewardship and donor relations for Lee Health Foundation, a role in which she will focus on donor retention through stewardship.

Saineghi has worked at Lee Health as both a guest services coordinator and representative since 2010. Prior to that, she was a financial counselor and insurance claims specialist at Lee Health starting in 2007.



Rebecca Saineghi

Broward Health Welcomes New Leader to Executive Team

Broward Health is pleased to announce the addition of Melida Akiti as Broward Health's new Corporate Transformation Executive.

An outcome-driven healthcare executive, Melida has a proven track record of success in the South Florida marketplace. Prior to joining Broward Health, Melida served as vice president and later the chief community officer at Memorial Healthcare System, where she was responsible for the operation and vision of the system's primary care initiatives. She also held the position of vice president and chief administrator at Jackson Health System.

Melida holds a Master of Arts in Social Work from Barry University in Miami Shores and a Master of Arts in Psychology from Saint Mary University in the Republic of Panama. She is also a licensed clinical social worker in the state of Florida. Melida serves as the past board chair and board member of the Health Foundation of South Florida, past board chair and board member of ChildNet, and emeritus board member of Hispanic Unity. She was also appointed to the Broward Homeless Continuum of Care Advisory Board and Broward Racial Equity Task Force.



Melida Akiti



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Cover Story: Here's Where Healthcare Is Headed in 2024

Continued from page 1

Healthcare CFOs need to not only revisit their revenue cycle management, but also develop a sustainable revenue strategy that combines cost optimization with strategic investments, with an eye towards long-term financial stability.

2: Healthcare Is Using Generative AI for Clinical Decision Support

Historically, healthcare has been slow to adopt new technologies. But that seems to be changing: BDO's survey found that 98% of healthcare organizations are already piloting generative AI programs in 2024, with 46% building their own proprietary platforms (likely on top of an existing solution).

Furthermore, AI use isn't restricted to administrative functions: 39% of healthcare CFOs are using generative AI to create treatment plans. Clinical decision support is a key opportunity for healthcare providers to leverage AI, but it comes with serious risk: roughly one in four healthcare CFOs say their top generative AI risk is its potential to generate or act on incorrect information. Healthcare leaders exploring generative AI need to keep a clinician in the loop to ensure the AI output is accurate and appropriate to the patient's needs.

3: Shifting Investment Plans Could Impact Care Access

Specialty services like cardiology, oncology, and dermatology will see more capital in 2024, with 52% of CFOs reporting they plan to increase investment in these areas, likely because these services can generate significant revenue for healthcare organizations. At the same time, primary care — a major access point for many patients — is seeing decreased investment, with 42% of healthcare CFOs planning to divest this year.

Primary care has become a target for divestment largely due to significant cash flow pressures and a shift in site of service towards the retail market. However, less investment for primary care could reduce access to care for many patient populations, making it more difficult to receive preventive care. The result could be higher volumes of more acute patients, putting an even greater strain on the healthcare system in the long term.

Healthcare CFOs need to first consider the needs of their patient population before making any divestment decisions. While some services, like OBGYN services, may be expensive to maintain, they are crucial to the patient population the healthcare organization is serving, and as such, the top priority must be maintaining access to these critical care offerings.

Closing Thoughts

The road ahead for healthcare isn't an easy one — healthcare organizations will need to navigate continuing challenges that have no simple answers. However, by understanding the financial, clinical, digital, and operational landscape, healthcare CFOs can make their organizations more sustainable and stable, even as they remain surrounded by instability.

To learn more about what the healthcare landscape will look like in 2024 and how you can successfully navigate it, read the full 2024 Healthcare CFO Outlook Survey at <https://insights.bdo.com/2024-BDO-Healthcare-CFO-Outlook-Survey.html>

Contact:
Alfredo Cepero, Principal,
Assurance Market Leader
(305) 420-8006 / acepero@bdo.com

Cover Story: Reflecting on the 2024 Florida Legislative Session

Continued from page 1

bursement. These bills, unfortunately, did not advance beyond the committee stage, highlighting the challenges inherent in advocating for comprehensive healthcare reform.

The DCMA also engaged with other legislative matters pertinent to healthcare delivery. The association actively participated in discussions surrounding bills such as SB 7016/7018, which proposed innovative initiatives to bolster healthcare infrastructure and expand telehealth services. Additionally, it advocated for measures such as SB 362 and HB 161, which sought to address reimbursement rates for medical providers and ensure equitable compensation under workers' compensation.

Conversely, the DCMA rallied behind bills that aimed to enhance health services and improve patient outcomes. SB 584 and HB 659, focused on health services, garnered our full support. These bills sought to streamline dispute resolution processes and ensure timely payment for healthcare services, aligning with the association's commitment to facilitating efficient and patient-centered care delivery. Despite their unfortunate demise in the legislative

process, the DCMA remains steadfast in its advocacy for similar initiatives in the future.

Another significant area of concern was the legislation pertaining to damages recoverable in wrongful death actions, particularly in cases of medical negligence. While bills like SB 248, SB 310, and SB 442 aimed to reform certain aspects of medical malpractice laws, they ultimately faltered in the legislative process, underscoring the complexity of legal frameworks surrounding healthcare liability.

Despite the challenges encountered during this legislative session, the DCMA remains resolute in its commitment to advocate for policies that uphold the highest standards of patient care and provider well-being. The association will continue to encourage physicians to join organized medicine and collaborate with lawmakers, stakeholders, and the broader community to shape a healthcare landscape that prioritizes excellence, accessibility, and equity in Miami-Dade County.

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



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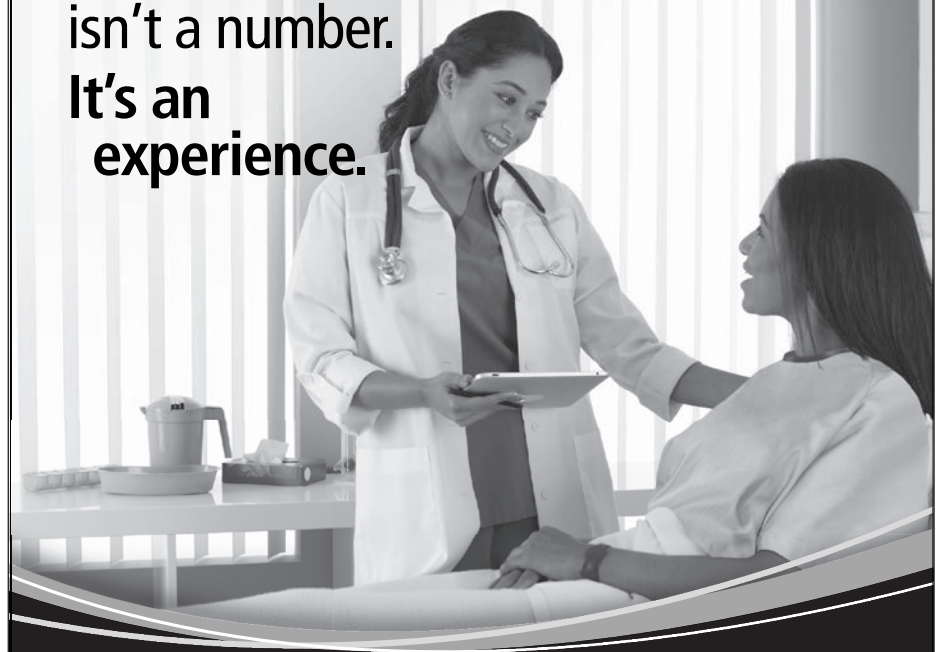
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TGH Digestive Health Center Adds Specialists in IBD and Nonalcoholic Fatty Liver Disease

For gastroenterologist Dr. David Schwimmer, treating patients with inflammatory bowel disease (IBD) is personal. The South Florida native who recently joined the Tampa General Hospital (TGH) Digestive Health Center has ulcerative colitis. Luckily, he's been able to manage his disease.

For many, IBD in the form of either ulcerative colitis or Crohn's disease can run their life. "The ultimate goal is to live a normal life," said Dr. Schwimmer. "We want the disease to be an afterthought."

Dr. Schwimmer said there is no one-size-fits-all treatment for IBD. It's unique to each patient, and various combinations of treatment can be used. "It's important to treat everyone individually and carefully listen to what they need to decide the best course of action." Treatment can include one of a variety of medications that can be given orally, intravenously or subcutaneously. Also, since people can lose a lot of weight, treatment can include nutritional optimization, working with nutritionists and dietitians.

With Dr. Schwimmer's extensive interest in and experience with treating IBD, many primary doctors seek his input, regularly referring patients to him. He looks forward to working with more patients in Palm Beach County, and believes the Digestive Health Center's affiliation with TGH offers the practice access to a robust academic health system.



Dr. David Schwimmer



Dr. Sonja K. Olsen

"Surgery becomes an option when medications prove no longer effective. Our affiliation with Tampa General Hospital offers us access to phenomenal colorectal physicians."

Dr. Schwimmer received his Bachelor of Science in cellular and molecular biology with honors from the University of Michigan, and earned his Doctor of Medicine from the University of Miami Miller School of Medicine. He completed his internship and residency in internal medicine at the University of Texas Southwestern — Parkland Hospital in Dallas, and trained for his fellowship in gastroenterology at the University of Florida Shands Hospital in Gainesville.

Dr. Schwimmer is an active member of the Crohn's & Colitis Foundation, the American College of Gastroenterology, and the American Gastroenterological Association. He has published in major medical journals and presented at medical

conferences speaking on the treatment, outcomes and management of IBD patients. Dr. Schwimmer has also served as an IBD expert for articles, appearing in multiple media outlets.

Don't Call It "Fatty" Anymore: Nonalcoholic Fatty Liver Disease Has a New Name

Acknowledging the breadth of metabolic dysfunction associated with non-alcoholic fatty liver disease (NAFLD), it is now referred to as metabolic dysfunction-associated steatotic liver disease (MASLD).

Regardless, individuals with risk factors such as type 2 diabetes, obesity, high blood pressure and high cholesterol, or metabolic syndrome, should be screened for MASLD, according to the American Association of Clinical Endocrinology (AACE).

Nearly 96 percent of Americans with MASLD are unaware they have the chronic disease. When left untreated, MASLD can result in the development of fibrosis, cirrhosis, liver failure and even death.

The AACE recently released new guidelines for the early screening and diagnosis of MASLD, hoping to mitigate its progression and raise awareness to allow for earlier identification, disease management and referrals to specialists. If detected and managed early, it's possible to prevent MASLD from progressing, and treatment could reduce the amount of damage and fat in the liver.

Dr. Sonja K. Olsen, a board-certified gastroenterologist and hepatologist, is trained in the AACE's updated screening for MASLD. She offers it at the TGH Digestive Health Center. The pain-free screening consists of a FibroScan, a noninvasive diagnostic device used to measure the fat content of the liver, and liver stiffness, which is a marker for scarring.

Dr. Olsen brings more than a decade of experience in providing world-class digestive and liver care, and specializes in liver disease and disorders, including those related to MASLD. Her vast experience and unique credentials are why many local primary doctors and endocrinologists refer their patients with MASLD to her care.

Dr. Olsen is the only physician in the Palm Beach County region with specialized expertise in the management of patients with end-stage liver disease, both before and after liver transplantation. She treats patients with colon, liver and bile duct cancer; gallbladder disease; alcohol-related and nonalcohol-related liver disease; drug-related liver injury; and all forms of hepatitis.

A doctor's order is needed for the screening, and patients with high-risk factors are encouraged to contact their primary care provider to determine if a screening for MASLD is appropriate.

The TGH Digestive Health Center, with offices in both West Palm Beach and Palm Beach Gardens, can be reached by calling (561) 739-4TGH.

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ACHE of South Florida Member Spotlight: Sandra Tadros

BY LOIS THOMSON



Sandra Tadros

Sandra Tadros could not be more enthusiastic about her role at the University of Miami Health System – often referred to as UHealth – where she serves as the senior administrative officer overseeing the operations of the Desai Sethi Urology Institute and the Executive Health Department. Commuting up to two hours each way from Broward County, she says, "If that isn't dedication and love for what you do, I don't know what is."

"The people are amazing and talented; I have been blessed with the opportunity to work with leaders who position their team in a fashion to really be successful as employees and leaders here at UHealth."

Tadros holds an executive MBA in Healthcare Management and Policy from the University of Miami and was PMP certified in 2017 (project management professional). She started her career in healthcare with a focus on process improvement, which gave her the opportunity to apply her project management skills in different departments such as human resources, in the ER, and surgical services.

Starting in healthcare with a focus on

process improvement and project management opened the door for more exposure to different operations within healthcare that helped her with the foundation to be successful in her current role as a senior administrative officer with the Desai Sethi Urology Institute, one of a select few freestanding urology institutes in the United States.

In her five-year tenure at UHealth, Tadros initially managed the business operations of UHealth's Tower surgical services department, which later expanded her role to becoming the Executive Director of business operations for the operating rooms at UHealth, before transitioning to her current position nearly three years ago.

She attributes her passion for her work to the exceptional environment at UHealth, where she collaborates with a talented team committed to fulfilling the institution's mission in education, clinical care, and research at the Desai Sethi Urology Institute.

For Tadros, the healthcare industry holds unmatched significance due to its direct impact on people's lives. "Even if

your role isn't directly treating a patient, it's knowing that everyone's role, no matter how big or small, on the clinical or administrative side, impacts the patients' experience, and also the caregivers; and how we can support those who are on the front lines. You don't realize sometimes how the smallest things can make a difference."

It's this belief that fuels Tadros' involvement in the American College of Healthcare Executives (ACHE), where she actively contributes to nurturing the next generation of healthcare leaders. "At the beginning of my career, I saw some of my leaders involved with ACHE and witnessed the benefit of becoming a part of the organization. They invested time in nurturing the next generation of healthcare leaders, and as I have gotten the opportunity to learn and grow, I believe giving back and helping others is a way to make a difference."

Tadros values the opportunity to mentor and guide early-career professionals, drawing from her own experience of being mentored by industry leaders. "You don't have to be involved in the big things. I went to an ACHE event one time and spoke with individuals who were at the beginning of their career, trying to figure out what was to come next. I remember when I was at that point in my career and was able to give them some guidance, to help identify what

that next step could look like."

She went on to say that in her career, she had been fortunate to work with leaders who mentored her and provided her opportunities. One thing she realized about ACHE is that, despite how busy these leaders and executives were, they took time to give back to their field and to those who are going to be the next generation of leaders. "I benefited from that, and I wanted to be a part of it moving forward."

Tadros, who is Egyptian, spent most of her childhood in the United States before moving back to Egypt. Ten years ago, Tadros returned to the United States and now resides in South Florida with her husband and two children. She is currently chair of the ACHE DEI board; in her role, she advocates for the idea that diversity is not just about representation but about equal opportunities for all. "If you look at my team, for example, I make sure that it's diverse because we live in a diverse community; how can we serve the community we represent if there's no diversity on the team."

Tadros said ACHE has several great networking opportunities along with educational aspects that ACHE members should take advantage of. Her journey serves as an inspiration for those striving to make a meaningful difference in the field of healthcare.



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BE IN DEMAND

From KIDZ Preemie Patient to KIDZ Employee: Emilie Martinez Comes Full Circle

BY VANESSA ORR

Emilie Martinez's journey with KIDZ Medical Services - which provides specialized neonatal, pediatric, and obstetrical healthcare throughout South Florida - has come full circle. Born three months premature, Martinez was treated by Dr. Magaly Diaz-Barbosa and other KIDZ staff; 24 years later, Martinez is part of the KIDZ team herself.

"I weighed less than 1.5 pounds at birth and was treated in the NICU for several months," explained Martinez, who now works at KIDZ as an IT professional. "My parents used to tell stories about Dr. Diaz and what a wonderful doctor she was. And whenever we visited the hospital campus when I was younger, we'd be sure to go say hi to her."

Another KIDZ connection involved her mother, Idelsys, who worked at South Miami Hospital when KIDZ President and CEO Wayne Brackin was hospital CEO. Brackin and the HR director at the time, Sue Kuryla, went to see Martinez when she was discharged home and kept up with her progress over time. Martinez flourished under the clinical team's care and as she



Emilie Martinez

grew, she also flourished as a student.

Martinez initially worked in health tech after college at Vanderbilt, but when she moved back to Miami, she thought about KIDZ. She was hired initially as a project manager, and it wasn't until she started attending meetings that she realized she was participating in meetings with the neonatologist who once cared for her in the NICU. "It was

kind of surreal to be in the same meeting with her and to have that full-circle moment," she said.

This April, Martinez marks her second year working at KIDZ, where she now serves as the senior manager of technology and analytics. In her role, she oversees the IT department and IT transformation as well as three other staff members.

"I started at KIDZ as a project manager, working on various key initiatives. And as I learned more about the organization and we implemented more IT infrastructure, I was able to grow into the role I'm currently in," she said. "What's interesting about the KIDZ organization is that the sky's the limit, so to speak, especially when it comes to innovation and in terms of what you're able to do."

Martinez' biggest project to date has been

transitioning five different EMR systems into a singular system, which she has been working on for the past two years. With this transition, patients now have access to a patient portal where they can exchange messages with the practice, review health information, pay bills, request appointments, research health topics, complete and update medical forms and more.

"What I like most about my job is the innovation; no two days are ever the same. It's ever-changing and ever evolving," Martinez said. "At the heart of everything we do, it's about ultimately helping patients. All of the improvements we're making on the IT side of things will yield patient benefits.

"In my short time being here, I've seen so much positive change," she added. "In all of the different projects we've done in terms of EMR, different cyber security tweaks and upgrades on equipment, we've ultimately been able to make processes and transitions easier. We're giving providers the tools they need to




Dr. Magaly Diaz-Barbosa holding Emilie Martinez

make it simpler to see patients."

Martinez also appreciates that despite KIDZ being quite large from an operational standpoint —the pediatric multispecialty practice employs nearly 200 physicians, approximately 70 allied health professionals, and dozens of team members across five counties - it still retains a small company feel.

"Everyone knows everyone; we're a family in a way," she said. "I find it so interesting how everything played out. They were able to help me when I was infant and now I'm able to use my skills to give back to the same organization, and ultimately the patients we serve."



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BY HOWARD WOLKOWITZ

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Howard Wolkowitz can be reached at howard@lifeinsureassure.com or visit his website at lifeinsureassure.com.

When It Comes to Patient Care – Check in on Your Team

I was recently reading an article in *Forbes* that talked about reasons employees choose to stay or leave a company. They cited five. Before you say, “that’s easy money”, let’s unpack what they learned from asking employees across the country.

Although pay was on the list, curiously it was last. Only about 9% of employees cited money as the contributing factor. Ahead of that were things like work/life balance, family/health concerns, stress, and finally a career path/job fulfillment (1st at 24%).

The great thing about the top four is that great leaders can help in all these areas. By staying close to your people, you can monitor if they are getting the right amount of personal vs. professional time.

Remember that this equation can change as people’s lives change. There is a big difference between someone when they are single with no kids and several years later when they have two small children at home. Also, if you are truly connected, you will know if they have any outside family/health concerns competing with their job duties, and then can work with them to support them. In addition, leadership has an obligation to reduce the stress our teams are under.

And finally, understanding what their professional goals are and laying out a clear career path is also key. It’s been noted before, your patients will never be happier than the person taking care of them. Tenured teams whose leadership is focused on their success will always deliver better care than a bunch of rookies who are looking to leave.

So, if you want to see your patient satisfaction and referrals go through the roof, focus on the things that make your team want to stay with you for life. The best leaders today develop, recharge and show empathy to their employees. The return they get on that approach pays big dividends.

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.



BY JAY JUFFRE



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Cover Story: Weight Loss Drugs: Avoiding Legal Landmines

Continued from page 1

undergoing serious side effects when they stop.

"This has created an issue with providers trying to secure insurance. Since these compounded drugs are not FDA-approved and companies are being sued by Novo Nordisk for providing them, insurance companies that provide professional liability insurance do not want to insure any doctors using these compounded drugs," said Tom Murphy, SVP National Healthcare Practice, Risk Strategies. "We've already been approached by a number of doctors who have opened medspas and are providing weight loss drugs, and the majority are using compounding pharmacies because there is such a demand for it."

Part of the attraction of providing these compounded products is that it is an all-cash business, as health insurance, Medicare and Medicaid are not paying for it at this time. While that may change in the future, if insurers can be convinced that an obese person using one of these products can lose weight and in turn, improve their overall health, the fact that it is now being used aesthetically is causing pushback from health insurance carriers.

As with any drug or prescription, doctors prescribing these types of medications need to perform a good faith exam and look into the weight loss needs and family history of any patient who may use them. "They also need to have a good legal team behind them to write up consent forms and make sure that a specific treatment plan is in place,"

said Kyla Murphy. "And they need to be honest with patients about the risks and regulations for using semiglutides."

As patients continue to demand these products and doctors continue to provide them, it's especially important that doctors, nurse practitioners and other medical professionals measure whether the risks outweigh the rewards.

"Everyone wants a quick fix," said Tom Murphy, "and if it works, and the person has no side effects or health issues, more power to them. But providers need to know the pitfalls associated with them, and also realize that we don't know the long-term effects of these medications at this point."

"If a doctor prescribes a medication that is not FDA-approved, and the patient has a bad outcome and sues for damages, the defense will have a hard time explaining why the doctor is using a non-FDA approved drug," he added. "That's why insurance companies don't want to cover them. While it is not illegal to provide off-brand drugs, it is much harder to find insurance coverage for doctors who prescribe them."

He adds that even if a doctor already has insurance, if they did not disclose their use of non-FDA approved drugs on the application, the insurance company may not cover them in a lawsuit.

For more information, contact Kyla Murphy at kyla.murphy@risk-strategies.com or Tom Murphy at tmurphy@risk-strategies.com or call 800-966-2120.

Miami Dade College – The Immersive/Interactive Room Exploring a new state of the art immersion room as part of the Simulation Hospital

BY CAROL NEWMAN

This technology will take learning to another level, helping students to be better prepared for real-life situations. The room, outfitted with the Echo Healthcare Immersive interactive system, provides realistic and safe education and training for the multiple Health Science disciplines and Nursing Program tracks.

The system's 360-degree camera, surround sound capability and scent simulated environments are fully engaging through sight, sound, touch, and smell and are as close to the real thing as possible. Learners interact with 3D models using immersive interactive touch sensor walls to pull up diagnostic images, participate in interactive quizzes, and utilize simulated scenarios with biodigital content.

Images can be projected onto the floor, walls, and ceiling for a full immersion experience. Because the use of goggles and headsets is not required, multiple students and groups can participate in the trainings at the same time.

The system has an expansive library of clinically validated scenarios, including nursing, EMS and allied health environments. Scenarios will be tailored to each program's needs, supporting the various branches of crucial healthcare fields.

Faculty will be able to use state of the art technology in the room to enhance education and training through engaging virtual environments.

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Pioneering Nursing Education: The Dedicated Education Unit at HCA Florida JFK Hospital

BY DANIEL CASCIATO

Nursing education is on the brink of a significant transformation with the Dedicated Education Unit (DEU) at HCA Florida JFK Hospital, launched on January 22, 2024. This initiative represents a leap forward, merging theoretical knowledge with practical healthcare application.

The DEU Initiative

The DEU offers Florida Atlantic University Christine E. Lynn College of Nursing Accelerated BSN students hands-on experience. Dr. Chris-Ann Fisher, a Visiting Clinical Assistant Professor, says it breaks down barriers and immerses students in real nursing roles. The aim? To produce skilled, confident RNs ready for today's healthcare challenges.

Launched at HCA Florida JFK Hospital, this program is a partnership with FAU College of Nursing. It promises a new era in nursing education that aligns with healthcare's current needs.

Eight Accelerated BSN students make up the first group. They're diving into various patient care scenarios in the HCA system, from chronic to critical cases. Their education is comprehensive and dynamic.

Dr. Michelle Broadbent, Interim Assistant Dean for Undergraduate Programs and Clinical Assistant Professor at FAU College of Nursing, notes, "This DEU experience is unmatched. It's a dynamic setting for students to grow clinically. This program isn't just about education; it's shaping healthcare's future."

Objectives of the DEU

The DEU is anchored in three pivotal objectives:

1. Immersive Learning Environment

Dr. Fisher emphasizes the DEU's pivotal role in providing authentic nursing experiences. This initiative is centered around experiential learning within settings that closely replicate the dynamics of actual hospital environments.

2. Professional Empowerment

A core mission of the DEU is to equip students for their future roles in nursing, significantly enhancing their abilities in

decision-making and patient care. Dr. Fisher underscores the program's focus on fostering critical thinking skills, an essential component for success in the nursing profession.

3. Confidence and Team Integration

Dr. Jasmin Evangelista, FAU College of Nursing Clinical Coordinator, highlights the sense of community cultivated within the DEU. This aspect of the program significantly elevates students' confidence by integrating them into the healthcare team, a crucial step for their professional development and seamless integration into the nursing workforce.

DEU vs. Traditional Rotations

The DEU distinguishes itself from traditional rotations through its comprehensive and dynamic framework:

1. Structured Learning

Dr. Broadbent emphasizes the DEU's methodical, competency-based learning strategy, marking a significant shift from the unpredictable experiences of traditional clinical rotations. This approach ensures a consistent and focused educational journey.

2. Engagement and Attention

According to Dr. Fisher, the DEU transforms students into engaged learners, actively involved in their education. Enhanced supervision tailors the learning process to individual needs, accelerating their professional growth.

3. A Supportive Environment

The DEU cultivates a collaborative atmosphere that nurtures a sense of community among students. Dr. Evangelista views this as crucial to enriching the learning experience, fostering students' confidence, and facilitating their integration into the healthcare team.

Collaboration Between FAU College of Nursing and HCA Healthcare

The collaboration between FAU College of Nursing and HCA Healthcare is fundamental to the success of the DEU, merging academic rigor with real-world healthcare practice. Under Dr. Fisher's mentorship, students navigate their clinical rotations, achieving a harmonious blend of theoretical learning and practical application. Maritess Quinto, as the Director of Clinical



Dr. Chris-Ann Fisher



Dr. Michelle Broadbent



Dr. Jasmin Evangelista

Professional Development at HCA Healthcare Center, introduces students to diverse clinical environments, enriching their knowledge and expanding their skill set.

HCA Healthcare's commitment to safety and quality care provides a solid foundation for student learning. This environment allows students to apply their knowledge in real-world scenarios and instills a deep respect for patient safety and care standards. The collaboration between the academic and clinical sides fosters a rich learning environment where students develop critical thinking and clinical judgment, essential for their future roles as nurses.

The DEU's approach to clinical exposure is meticulously designed to prepare students for the diverse challenges of nursing. Starting with stable patients and gradually progressing to more complex cases, students build their competence and confidence. This methodical exposure ensures they are ready to face any situation in their professional practice, making them valuable assets to any healthcare team from the moment they graduate.

Future Plans and Long-term Goals

The DEU program at HCA Florida JFK Hospital is poised for growth, with ambitions to broaden its reach within the HCA system.

"We're exploring opportunities to expand the DEU program to other clinical areas within HCA Healthcare," Dr. Broadbent reveals, highlighting the program's potential to enrich nursing education further.

The partnership aims to equip stu-

dents with comprehensive clinical experiences, ensuring a smooth transition into nursing practice upon graduation.

"Our goal is to foster a win-win situation for both FAU College of Nursing and HCA Healthcare," she adds, emphasizing the mutual benefits of this collaboration, including enhanced mentorship and the promotion of professionalism and collaborative practice.

The DEU at HCA Florida JFK Hospital represents a significant advancement in nursing education, offering an innovative approach that bridges the gap between theoretical learning and practical application.

"This initiative is not just about education; it's about preparing the next generation of nurses to meet the evolving needs of our healthcare system," Dr. Fisher states, underscoring the program's importance.

The anticipated outcomes of the DEU are far-reaching, promising to benefit students, faculty, and the healthcare system alike. Students emerge from the program as competent, confident professionals ready to tackle the challenges of modern healthcare. Faculty members gain from the enriched teaching environment, while the healthcare system benefits from the influx of well-prepared nurses.

"We're setting a new standard in nursing education, one that will ultimately lead to better patient care and outcomes," concludes Dr. Fisher, looking forward to the positive impact the DEU will have on the future of healthcare.

For more information, visit www.hcafloridahealthcare.com/locations/jfk-hospital.

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305-420-8006 / acepero@bdo.com

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Occupational Therapy Referrals in Early Postpartum Care Enhance Recovery

The candid discussion by Brittany Mahomes about her back fracture secondary to pelvic floor dysfunction post-childbirth brings much-needed attention to this critical period, highlighting the comprehensive care necessary beyond physical healing. The rising maternal mortality rates in this country highlight the pressing need for enhanced postpartum support and recovery practices.



BY SABINA KHAN,
PHD, OTD, OTR/L

Although often overlooked, occupational therapy (OT) has a multifaceted role in supporting maternal health, particularly following both vaginal and cesarean deliveries, the latter being one of the most common surgeries performed worldwide.

C-sections, while common, leave women grappling with lifting restrictions, pain management issues, and difficulties performing activities of daily living (ADLs). In this context, early referral for an occupational therapy evaluation during the hospital stay emerges as a critical step in equipping women for a better recovery trajectory post-discharge.

The integration of occupational therapy into early postpartum care represents a pivotal shift toward a more inclusive, patient-centered model of maternal health care. Healthcare providers, by referring women for an OT evaluation in the early postpar-

tum phase, play a crucial role in this paradigm shift. Such referrals not only demonstrate a commitment to comprehensive care but also highlight the importance of addressing the wide spectrum of needs that women face following childbirth.

The pelvic floor's role in supporting not only the pelvic organs but also its integral connection to the abdomen, back, and the entire upper body, cannot be overstated. It

works in concert with the diaphragm and core muscles to maintain posture, continence, and internal organ support. When dysfunction occurs, as highlighted in Brittany Mahomes' case, the repercussions extend beyond pelvic health, impacting the whole body's stability and function. This emphasizes the importance of addressing pelvic floor health proactively, particularly during pregnancy and the early postpartum phase, to prevent the cascading effects on physical wellness, emotional stability, and daily life activities.

Pelvic floor dysfunction during pregnancy or postpartum can significantly impact women's engagement in social activities, leading to avoidance of such engagements due to symptoms like incontinence, pain, and prolapse. This withdrawal can deeply affect emotional and mental health, disrupt daily routines, and alter performance pat-

terns and roles, underscoring the need for specialized intervention. Occupational therapy employs holistic strategies that facilitate independence and enable women to continue engaging in meaningful daily activities despite these challenges. Through individualized care plans that address not only physical symptoms but also the emotional and social implications of pelvic floor dysfunction, OTs empower women to reclaim their active roles within their families and communities.

Recent studies have illuminated the role of OT in not just enhancing recovery but also in significantly reducing hospital readmission rates. By identifying potential challenges in the early postpartum phase and implementing tailored interventions, OTs ensure that women are better prepared to navigate the postpartum period with fewer complications. This proactive approach aligns with the broader goal of optimizing healthcare outcomes while minimizing the need for readmission due to postpartum complications.

Referring women for an OT evaluation in the hospital provides them with an early start in managing the physical, emotional, and mental aspects of recovery. For women who have undergone a vaginal birth or cesarean section, OTs offer invaluable guidance on pain management, wound care, and safely navigating ADLs within the confines of post-surgical restrictions. These interventions

include educating women on ergonomics, body mechanics, and the use of assistive devices, empowering them to engage in daily tasks with confidence and independence.

Occupational therapists also provide strategies for emotional and mental well-being, recognizing the profound impact of maternal mental health on recovery and the overall family dynamic. Through individualized care plans, OTs facilitate coping mechanisms, stress management techniques, and activities that promote bonding with the newborn, thus supporting a holistic recovery process that acknowledges the intricate interplay between physical health and emotional well-being.

In essence, the inclusion of occupational therapy in postpartum care offers a promising path to enhancing recovery, reducing the likelihood of hospital readmission, and ensuring that women are equipped with the tools and knowledge needed for a successful transition to life post-delivery. As healthcare continues to evolve, the role of occupational therapy in maternal health care becomes increasingly indispensable, offering insights and interventions that cater to the complex, multifaceted nature of postpartum recovery.

Dr. Sabina Khan, Assistant Professor at the University of St. Augustine for Health Sciences in Miami, is a Certified Women's Health and Pelvic Floor Specialist.

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An NCLEX Success Story in Florida

University of Miami nursing grads significantly outperform nationwide NCLEX pass rates. Meet the faculty who help them excel at the school's upcoming Academic Fair.

BY UM SONHS STAFF

The National Council Licensure Examination (NCLEX) measures foundational knowledge and skills entry-level nurses need for safe nursing practice. This February, the Florida Center for Nursing (FCN) released its NCLEX Report, analyzing trends among pass rates for those who took the NCLEX-RN (registered nurse) and NCLEX-PN (practical nurse) for the first time in 2023 (https://issuu.com/flcenterfor nursing/docs/2023_nclex_report).

"Florida ranks third in U.S. population. However, in 2023, Florida produced the greatest number of NCLEX-RN test takers in the nation," the report states. Of 186,350 first-time, U.S.-educated NCLEX-RN test takers nationwide in 2023, 18,178 (9.75%) were in the Sunshine State.

First-time pass rate data, which must be reported publicly, is commonly used as a measure of nursing program quality. According to the FCN report, Florida's results were not so sunny overall. In fact, the state's average first-time pass rates ranked among the lowest in the nation - 52nd out of 55 jurisdictions.

Still, there are bright spots. B.S.N. graduates at the University of Miami School of Nursing and Health Studies (UM SONHS), for example, continue to deliver outstanding first-time pass rates on the NCLEX-RN. The average pass rate for the school's 215 first-time test takers in 2023 was 93.02%, compared to 76.75% for all of Florida and 88.56% nationwide for the same period.

"Our students' first-time pass rates have been solidly above state and national averages for long over five years, including through the pandemic," says UM SONHS Dean and Professor Cindy L. Munro. "These new data mean SONHS continues its trend of get-



ting registered nurses workforce-ready at rates well above regional, statewide, and national averages, which is a significant result amid the current nursing shortage."

In 2022, the average first-time NCLEX pass rate of 209 SONHS graduates was 94.74%, compared with 63.88% for Florida and 79.90% for the nation as a whole. The results for SONHS B.S.N. graduates fare even better when compared to average first-time pass rates for Florida's South Region, where the school is located. The average NCLEX-RN first-time pass rate in Florida's South Region, defined by FCN as Monroe, Miami-Dade, and Broward counties, was 73.98% for 2023 and just 55.97% for 2022. According to the FCN report, "The more time that passed from graduation to dates of test, the lower the pass rates," whereas those who took the NCLEX in the first month after graduation demonstrated the highest pass rates.

The University of Miami School of Nursing and Health Studies is accepting new students in all programs and welcomes anyone interested in the health professions to attend its upcoming Spring Academic Fair, from 4 to 6 p.m. April 24 (see ad, page 11). The Academic Fair is a great opportunity to meet the school's esteemed faculty and learn about its world-class academic offerings, including traditional and accelerated B.S.N., undergraduate public health and health science, and master's, post-master's, and doctoral nursing programs.

Established in 1948, UM SONHS is a fully accredited, private, nonprofit, research-driven institution located in Coral Gables, Florida. For more information, visit www.sonhs.miami.edu/academics.

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Salute to Volunteers

VITAS® HEALTHCARE, BROWARD COUNTY

Brenda Mulkey-McQueen

For 15+ years, Brenda Mulkey-McQueen has volunteered for VITAS, visiting patients, assisting caregivers, and now calling patients and families to check on their needs. Her mother was an enthusiastic VITAS volunteer, and Brenda follows her example.

“After listening to [my mom] brag about VITAS and seeing the joy she felt, I realized that hospice was not ‘where people just go to die,’” she says.

Brenda’s dedication to the patients and families she serves gives her a unique perspective. “Be kind, friendly, hospitable — you have the power to make someone’s day in spite of their situation,” she says.



Laurel Torres

With a 25+ year history in the healthcare industry, Manager of Volunteer Services Laurel Torres experienced the compassionate care of hospice first-hand when her mother died in 2007. Her focus is on quality and meaningful end-of-life care.

“My hope is to remove the stigma that end-of-life care means isolation and abandonment,” she says.

“My goal is to build a team that will ensure all patients are treated with dignity, respect, and are never alone or forgotten during their journey.”

Our team of dedicated volunteers recognizes this goal and continues to shine bright, serving our growing patient population.



VITAS® HEALTHCARE, PALM BEACH

Gayle Stevens

Volunteer Services Manager Gayle Stevens has led teams of volunteers for VITAS since 2012 and volunteers herself, visiting patients on weekends. “Adding joy to a patient’s day is the highlight of my day,” she says.

Currently working on a Master of Science in Nursing, Gayle has been a registered nurse since 1980. Still, her current role holds a special place in her heart. “It is the most rewarding and fulfilling position I have ever had,” she says. “I meet such wonderful and interesting people every day. Our volunteers make a difference every day with our patients and their families.”



Rob Carey

As a U.S. veteran of Vietnam combat, volunteer Rob Carey knows what it’s like to serve on behalf of others. Since 2010, Rob has volunteered with VITAS, first in Texas and later in Florida.

From speaking engagements to in-service education to patient visits, Rob volunteers in many capacities. He now conducts interviews to assemble life biographies for hospice patients. As an ordained minister, he also responds with spiritual care.

“Telling them how much I appreciate them can make all the difference,” he says. “I have met so many wonderful people — sharing laughter, tears, and loving them right where they are.”



VITAS® HEALTHCARE, MIAMI

Richard Sherman

Richard Sherman began volunteering for hospice nearly 40 years ago in New York City. Since 2018, he has volunteered with VITAS, providing companionship and direct support to hospice patients, families, and caregivers.

In addition to VITAS, Richard volunteers on the memory care/dementia unit at Miami Jewish Health Systems and with the Alzheimer’s Association.

“Every patient or family deepens my desire to work with hospice and elder care,” he says. “Gaining their trust, witnessing struggles, and experiencing loss can be emotionally taxing. Knowing that I’ve provided support for these patients and families during this critical time is extremely rewarding.”



Sharna Gooden

Serving others captures the heart of VITAS Volunteer Services Manager Sharna Gooden. “Speaking with volunteers about their assignments is the best part,” she says. “I hear the joy they express about the work they are doing.”

With training and experience in HR and marketing, Sharna finds her passion in leading those who give their time on behalf of hospice patients. “My volunteers inspire me constantly. Their commitment to making a difference in the lives of patients and their families is unmatched,” she says.

In 12 years with VITAS, Sharna still delights in seeing her volunteers’ impact on the Miami-Dade community.



JUPITER MEDICAL CENTER

Mary Pankiewicz

Mary Pankiewicz spends the winter in Florida and volunteers at the Jupiter Medical Center Thrift Shop. She is among the 90 volunteers working at the Thrift Shop, unpacking, sorting, and pricing donations. Mary has been a volunteer since 2011 and has accumulated over 2,200 hours of service. In addition to working at the linen table, Mary creates outfits for donated dolls, creating a different outfit for each doll and keeps photos of every doll she’s dressed (78 in total).

Mary grew up in a small community where nearly everyone volunteers to make the community better. She previously made costumes for the high school drama department, volunteered in the snack bar at the island’s four-lane bowling alley and for many years, she managed a small thrift shop operated by her church. She has also volunteered on fundraising committees and as a bookkeeper for a local consignment craft shop.



Mary Virkler

Mary Virkler has been a dedicated volunteer at Jupiter Medical Center since 2019 and embodies essence of selflessness and compassion in her service. A former high school science teacher, Mary wanted to continue making a difference in the community after retirement and she now dedicates her time twice a week in two volunteer roles - as a friendly greeter and in the Emergency Room, restocking supplies. Her warm demeanor and kind words bring comfort and encouragement to patients and their families during uncertain times.

Mary’s passion for volunteering is infectious. She uses her teaching background to train new volunteers and even inspired her husband to volunteer at Jupiter Medical Center, where he serves in pastoral care. For Mary, volunteering is a calling that allows her to profoundly impact lives, lending an ear to concerns and providing a purpose not only to others but also enriching her own life.



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Salute to Volunteers

HOLY CROSS HEALTH

Craig Guzzone

Since beginning to volunteer at Holy Cross Health in 2019, Craig Guzzone has served more than 2,000 hours. He currently volunteers in the outpatient recovery department at the main hospital. He transports patients via wheelchair to the main entrance upon discharge. His cheerful demeanor brings joy to patients and the healthcare staff.



Buzz Lamb

Buzz Lamb has served more than 800 hours since joining the Holy Cross Health volunteer team in the Summer of 2020. He currently volunteers in the Guest Relations Department in the main entrance of the hospital, assisting and greeting anyone who enters the facility. The Guest Relations desk is essentially like the hospital's concierge. Lamb provides visitors with directions to restrooms, the elevator, cafeteria and more, and can answer a wide array of questions about the hospital and community. He also assists colleagues with entering IDs and issuing badges to visitors. He's a delight and an excellent resource to anyone he encounters. Lamb previously served in Holy Cross' busy vaccine center and provided necessary resources to those being vaccinated.



MORSELIFE HEALTH SYSTEM

Christopher Atkinson

Christopher Atkinson joined MorseLife Hospice and Palliative Care as a volunteer in July 2023 after graduating from Florida Atlantic University and while continuing his aspirations of becoming a doctor. Most recently, he served as a medical scribe for a physician in private practice and has been interested in the field of hospice since witnessing the program's positive impact on his grandfather's life journey. As a volunteer, Christopher spends time with patients and their families, providing comfort, company, and conversation. He tailors his visits to resonate with each unique individual and, after learning about each client, he finds books, music and television programs that will be of interest. By offering emotional support to patients and their families, like listening and letting them know he understands what they are experiencing, he makes a profound difference during his time.

William Jeffery Pollard

William Jeffery Pollard serves as an AmeriCorps member providing companionship to clients as part of a lifetime commitment of service. As a college student, he was a Vista Volunteer, followed by 20 years of service as a Naval Flight Officer. He retired at the rank of Commander. After his Naval career, Pollard served for 28 years in a variety of roles, including principal, with the School District of Palm Beach County. In his first year as an AmeriCorps member, he helps older adults stay at home in our community by engaging them in social activities such as conversation, reading and listening to music. Pollard tailors each visit to meet the needs of that individual client and make an enjoyable, impactful experience. He has a BS degree from the University of Missouri, a MA Degree from the University of West Florida, and an Education Specialist Degree from FAU.



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Salute to Volunteers

BROWARD HEALTH IMPERIAL POINT

Michael Gramazio

Growing up in the Bronx, Michael Gramazio used his wits to navigate life. Now, at 80 years old, he uses the same quick thinking as a volunteer at Broward Health Imperial Point. While his daily tasks revolve around helping visitors, Gramazio sees the big picture and is a natural born problem solver. "I think there is a higher reason for what I am doing," he said.

After 25-years as a naturopathic physician, donating his time at the hospital seemed a natural fit. Helping people, including staff, is his mission. "When I walk around the hospital, I like to help the people that help."

He believes volunteers can offer a unique insight into making the hospital better. "What volunteering does is give you more autonomy to do what is needed."

Married to Sally, his wife of 37-years, Gramazio said one of our most vital organs holds the key to making a difference in the world. "When you give something from your heart, it's not gone; it remains forever in the heart of the people that receive it."



Douglas Gorab

The comradery and the sense of community is what Douglas Gorab, 80, loves about volunteering at Broward Health Imperial Point. He and his partner joined the hospital's volunteer program in 2016.

Gorab serves as a concierge, greeting visitors and showing them where to go. He believes a friendly face goes a long way. "It's amazing when you smile at them, they always smile back," he said, adding that his goal is to help patients feel more at ease. "A lot of them are nervous so you talk about the weather or anything to divert them."

While the desire to help people is "in his blood," Gorab said he benefits as well. "I think it's important as people get older to keep busy mentally and physically."

Gorab enjoys getting to know the patients and said his colleagues are now a part of his life. "It's a small hospital. The volunteers are wonderful, and the staff is incredible."



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Salute to Volunteers

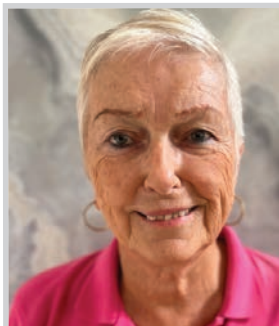
BROWARD HEALTH CORAL SPRINGS

Susan Gilbert

Susan Gilbert has spent the past 17 years serving as a volunteer at Broward Health Coral Springs. She spends eight hours a week in the hospital's volunteer office, screening and interviewing potential candidates and determining who would be the best fit for various volunteer positions, such as working in the gift shop, medical records or on patient units. She also keeps the office well-organized and running smoothly and serves as parliamentarian for the volunteer department's board of directors.

For Susan, volunteering is truly a passion and she's proud of the example it sets for her four grandchildren. "It's important to give back," she said. "I love what I do. It's a very rewarding experience."

Born in Toronto, Canada, Susan moved to Fort Lauderdale with her family in 1957 and worked for the local phone company for 30 years. Following her retirement, she began volunteering at Broward Health Coral Springs, where she has served for more than 6,000 hours and counting.



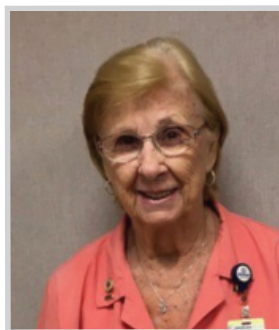
Gisele Peterson

Gisele Peterson has served as a volunteer at Broward Health Coral Springs for the past 16 years. She currently serves in the hospital's same day surgery unit, where she assists with preparing patient rooms, restocking supplies and helping to discharge patients.

"I love working with patients. Every patient is different," said Peterson, 84. "The nurses are also wonderful to work with. It's always a good day when I volunteer."

Peterson, who volunteers on Thursdays and Fridays, is meticulous when it comes to preparing patient rooms and takes extra care in ensuring everything is in place for patients and the clinical team. She's known for her incredible energy and thrives in the same-day surgery unit's fast-paced environment. "I'm here to do whatever needs to be done and I love when nurses have everything that they need," she said.

Peterson said her favorite part about her volunteering is discharging patients. Whether it's offering a word of encouragement or a reassuring smile, she said helping patients feel better makes her job even more rewarding.



BROWARD HEALTH MEDICAL CENTER

Nilda Velez

Nilda Velez has been serving as a volunteer at Broward Health Medical Center twice a week since January 2023.

Velez visits patients across the 723-bed hospital offering books, magazines, puzzles, genuine conversations and above all, a smile and encouragement.

"I strive to embody the hospital's mission of exceptional patient care," Velez said.

The Fort Lauderdale resident has taken on a pivotal role in enhancing the onboarding process of the hospital's nationally acclaimed auxiliary. She streamlines volunteer requirements, placement and onboarding ensuring a seamless experience for those eager to volunteer.

"I interview volunteers and uncover their unique experiences and areas of interest and then match them across the different departments in the hospital," Velez said.

Velez brings a wealth of experience to her volunteer work, boasting a distinguished 35-year career in marketing and advertising. She has called this vibrant community home since relocating from New York in 2017.



BROWARD HEALTH MEDICAL CENTER

Nancy Himmelstein

Nancy Himmelstein, a Chicago resident, lives several months of the year in Fort Lauderdale, where she has been volunteering at Broward Health Medical Center's gift shop three times a week for the past eight years. "I find joy in my role at the gift shop, where greeting each person with kindness and patience brings me fulfillment," said Himmelstein. "It's truly remarkable the stories people share me with, and the comfort I provide just by listening, especially to little ones." Himmelstein volunteers from December to April, assisting patients, their families and friends in selecting the perfect gift and processing their orders. She takes pride in maintaining the gift shop so it's presentable for all shoppers while restocking items as needed. Himmelstein was on duty at the hospital during the Parkland tragedy. "It was just so touching to assist the community in such a time of mourning." Prior to her volunteer work, Himmelstein dedicated 27 years to teaching.



BROWARD HEALTH NORTH

Pat Johnsen

Pat Johnsen worked in the healthcare industry as an executive assistant for 43 years. Her insight into what it takes to deliver exceptional healthcare and her appreciation for the care she received after two successful total hip replacement surgeries at Broward Health North led to her decision to give back by volunteering at the hospital.

Johnsen, who now works part-time in a realtor's office, volunteers at the hospital one day a week. She is mostly in the hospital's Joint Replacement Center, where her duties include assisting the program coordinator and creating pre-surgical bags with information and other necessary items. In addition, she sometimes provides support to the stroke unit.

"There are so many aspects of volunteering that I enjoy, from the opportunity to do something meaningful by supporting people who need joint replacement, to the opportunity to socialize and make new friends," said Johnsen.



Anne-Marie Rempala

After retiring from a career as a nurse and nurse educator in 2020, Anne-Marie Rempala now enjoys working as a volunteer in the gift shop at Broward Health North. "After I retired, I wanted to continue to help people and to be productive," said Rempala, a Deerfield Beach resident. "Broward Health North is such a warm and friendly hospital, and I enjoy the opportunity to meet patients, visitors and staff. I am happy to give back to Broward Health after all it's given me." When Rempala moved to Florida in 1984, her first nursing job in the sunshine state was at Broward Health Imperial Point. After getting a master's degree and working in home health she became a nurse instructor at Florida Atlantic University. When she's not volunteering, Rempala and her husband enjoy traveling, exercising and activities offered through the Deerfield Beach Seniors Center.



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The Essential Value of Medical Research Libraries

In 1981, a group of clinical epidemiologists at McMaster University in Hamilton, Ontario, led by David Sackett, an American-Canadian physician, introduced the concept of evidence-based medicine. Since then, the emphasis on utilizing the literature to follow the tenets of evidence-based medicine continues to grow.



BY JACLYN CASTEK

The rapid growth of information technology and clinical information resources has made locating the literature needed to make the best evidence-based decisions for patient care complicated and time-consuming. The increased need for documentation and administrative duties has created a significant decrease in the time available to physicians and other health care professionals tasked with performing literature searches. Many hospitals and health care systems have a medical librarian, or team of librarians, who can help connect medical staff to vital information on evidence-based medicine.

Medical librarians are expert fact finders with skills and training in information retrieval. This skill set allows them to provide services that enable hospital staff to make timely and evidence-based decisions. Medical librarians help physicians, nurses, pharmacists, hospital administrators and allied health providers navigate information sources. Not only do medical librarians provide access to literature, they also

often perform literature searches, provide instructional sessions on literature searches and evaluation, and conduct one-on-one consultations. Additionally, they serve on interdisciplinary committees to provide high-quality evidence to support committee initiatives.

Because medical librarians assist many hospital departments and serve on hospital-wide councils, they play a significant role in multidisciplinary collaboration across a hospital or health system. They possess a unique ability to connect researchers or those involved with policy changes or quality improvement with individuals who can provide value to these projects. Some hospital librarians play more embedded roles within the clinical team by participating in morning rounds, attending safety briefings, and being involved in accreditation preparation and surveys.

The services provided by medical librarians improve literature searching skills, save health professionals' time, provide the latest evidence for decision-making, and have even been proved to reduce patient length of stay, reduce costs and enhance patient safety.

Several studies have shown the impact medical librarians have on patient care. In a 2011 study of medical students, 88% of respondents reported they changed a treatment based on new information skills taught by a medical librarian, while 79%

changed a treatment plan based on a search done by a medical librarian (Aitken, 2011). A survey of about 16,000 physicians conducted a few years later found that 13% of respondents said they avoided a misdiagnosis or adverse drug reaction when using information provided by their library; additionally, 12% said they reduced medication errors and 6% said they avoided patient mortality (Marshall, 2013).

A 2016 study showed that 39% of those who use medical librarian services reported a positive impact on quality of care; 45% reported that services ensured that interventions were based on best practice or most current evidence; 25% reported improvement in patient and staff safety and 16% reported reduced referral, tests and readmissions (Brettle, 2016), which positively contributes to the American Board of Internal Medicine's Choosing Wisely Initiative.

Medical librarians also play a significant role in nursing departments in hospitals and health care systems. A major aspect of Nurse Residency programs is learning and utilizing evidence-based practice skills, including performing literature searches, and conducting research. Many Nurse Residency programs include training and presentations provided by medical librarians and assistance with literature searching processes from start to finish.

Additionally, medical librarians contribute to the Magnet Accreditation Program, the highest credential for nursing in the United States. This highly sought recognition program places heavy emphasis on evidence-based practice and

research. There is a higher expectation for evidence-based practice and improved quality outcomes. By teaching nurses and nursing students literature searching and evaluation skills, they help facilitate and promote a climate for professional development and evidence-based practice for hospital nurses.

With their unique skill set and mastery of the art of literature searching, medical librarians can make it possible for clinical teams to focus their expertise, available time and energy on providing high quality, evidence-based care to patients.

Jaclyn Castek is Manager, Library Services, Tampa General Hospital.

Aitken, EM, Powelson, SE, Reaume, RD, & Ghali, WA (2011). Involving clinical librarians at the point of care: results of a controlled intervention (full text). Academic Medicine, 86(12), 1508-1512.

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Cover Story: Fostering a People-Centric Culture at Leading Pediatric Health System

Continued from page 1

ees. Together, we take care of close to half a million patients each year. What defines our culture are six values and guiding behaviors: collaboration, responsibility, empowerment, advocacy, transformation, and empathy – CREATE, for short. Every employee of our organization knows these and does their best to live them every day, at work and beyond. From the perspective of the chief people officer, they also guide our planning and recruitment.

Furthering and developing our people pipeline is one of the key areas I have been focusing on since I started this position. Not only do we fill open or new positions with candidates from outside of the organization, we also look internally to see who may be best suited or who may be looking for new roles and responsibilities. An additional important element of that is succession planning. While we hope to retain as many of our Nicklaus Children's professionals as possible, we understand that some may want to move on, and others move away. Therefore, we are actively planning the succession processes for a whole variety of roles within the organization.

A second key theme is organization and workforce development. This means we need to ensure that our physicians, nurses, other professionals, and staff are ready to fulfill the duties that are necessary today and in the future to take care of the kids in our community. How we best upskill our workforce is something I take very seriously and we need to consider it regularly as healthcare evolves and new technologies

such as artificial intelligence become more important and used in our day-to-day roles.

Lastly, fostering and enhancing our culture, built around the six values and guiding behaviors stated above, is critical. Not just since the global pandemic has the role of the employer evolved and changed. Employees, more than ever, value and expect healthy lifestyle and financial wellness programs, among others. At Nicklaus Children's, we introduced and expanded several of these programs including, for example, mammograms for female employees on-site. We also recently started providing fertility support as part of our employee programs.

Overall, our people efforts have been largely successful. Our turnover rate, which is slightly over 12 percent, is lower than our industry average. We have a high number of employees with above-average years of service, and our employee engagement scores are encouraging. All of this illustrates the importance of fostering a people-centric culture. That is important at every organization. It is even more important at a pediatric healthcare organization that is dedicated to ensuring the health and well-being of the youngest members of our society.

Kara Marante is vice president and chief people officer for Nicklaus Children's Health System where she leads the human resources and organizational development teams for the health system.

Pro-Bono Clinic Uses Boxing Fundamentals to Help Parkinson's Patients

Faculty and students at the University of St. Augustine for Health Sciences (USAHS) in Miami, are helping individuals with Parkinson's Disease improve their balance, coordination, and quality of life through Rock Steady Boxing (RSB) classes, a non-contact boxing-inspired routine, that attacks Parkinson's Disease and attempts to limit the effects of the disease process. Initial research by faculty at USAHS in Miami found the classes had a positive impact on quality of life after six months.

"Rock Steady Boxing helps people with Parkinson's because it involves aerobic exercise, rotational movements, and power generation," says associate professor Miguel Garcia, PT, DPT, EdD, who spearheaded the initiative at USAHS in Miami and continues to lead research initiatives along with Dr. Gabriel Somarriba, PT, DPT, EdD. Study participants reported improved emotional well-being and less physical discomfort. Dr. Garcia says the research indicates that attending Rock Steady Boxing classes at a regular frequency could help individuals with Parkinson's Disease maintain their current level of function and possibly slow the progression of the disease when combined with appropriate medical management initiatives.

"Each class consists of an active warm-up, followed by strengthening and functional mobility exercises, and culminates with boxing exercises and drills," Dr. Garcia says. "The boxers are getting a good exercise class, and the students are learning how to communicate and work with patients. This isn't simulation—it's real people."

Dr. Garcia collaborates with The Brain Center in Coral Gables, a non-profit comprehensive outpatient neurological program, who send participants that could benefit from this pro bono clinic. The participants vary in physical capabilities, but the program allows for modifications to be made to fit each boxer and their limitations. Some have to sit in a chair, while others have no visible form of impairment.

"They love that they're not being treated as fragile. They are interactive with the students and always have positive feedback about their engagement with the student body. It truly is a positive experience for all involved, our boxers, students and faculty," said Dr. Garcia.



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CHARLES FELIX
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Publishers

NANCY LAMMIE
Editor

JUDY GRAMM
Editorial Manager & Webmaster

JMC GRAPHICS
Art/Production
lammienancy@aol.com
412-877-5321

CONTRIBUTING WRITERS
Daniel Casciato
Barbara Fallon
Vanessa Orr
Lois Thomson

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

Baptist Health Foundation Announces Historic \$50 Million Gift from Kenneth C. Griffin

Baptist Health Foundation recently announced the largest single donation in the nearly 65-year history of Baptist Health South Florida. The \$50 million gift from Kenneth C. Griffin, founder and CEO of Miami-based hedge fund Citadel and founder of Griffin Catalyst, will advance neurological care in the region. The gift comes at a critical time, with the incidence of Alzheimer's and other neurological diseases on the rise and the need for clinical care at an all-time high.

Mr. Griffin's donation will fund the expansion of Baptist Health Miami Neuroscience Institute, including the construction of a new, state-of-the-art center that will house the Institute and comprehensive care for patients on the campus of Baptist Hospital in Miami. The new Kenneth C. Griffin Center at Miami Neuroscience Institute will also help advance research related to neuroscience and neurodegenerative disorders.

Along with cutting-edge laboratories equipped with the latest technologies, the new building will provide ample space for Baptist Health researchers to conduct studies in the same facility where they see patients, expanding the Institute's growing research program. With researchers and clinicians co-located, physician collaboration and innovation will reach new heights, leading to critical advancements in neuroscience and its sub-disciplines.



Celebrating the announcement of Kenneth C. Griffin's historic \$50 million gift to Baptist Health Miami Neuroscience Institute are (l-r) Danny Perez, FL State Rep (R) Speaker Designate; Lani Kahn Drody, board chair, Baptist Health Foundation; Alex Villoch, CEO, Baptist Health Foundation; Dr. Michael McDermott, chief medical executive and Irma & Kalman Bass Endowed Chair in Clinical Neuroscience at Baptist Health Miami Neuroscience Institute; Kenneth C. Griffin, founder and CEO of Miami-based hedge fund Citadel; Bo Boulenger, president and CEO of Baptist Health; and Jay Hershoff, chair, Baptist Health Board of Trustees.

HCA Florida Mercy Hospital Inaugurates New Neonatal Intensive Care Unit Following Level III Designation

HCA Florida Mercy Hospital inaugurated the new spaces of its Level III Neonatal Intensive Care Unit (NICU). The new, state-of-the-art space will accommodate 25 Infants, adding nine more beds compared to the prior space.

The new NICU at Mercy features the following family-friendly amenities:

- Two parent rooms complete with a pull-out bed and bathroom amenities for overnight stays
- Remote monitoring system so families can follow their baby's progress around the clock

- A family lounge with lockers where parents may take a break to eat and relax
- Consultation room – for private doctor consultations
- Lactation room – where moms can privately nurse their babies
- A feeding prep room where donor milk is stored and refrigerated, featuring a separate refrigerator with Kosher donor milk

In October of 2022, HCA Florida Mercy Hospital became licensed as a Level III Neonatal Intensive Care Unit, which means the facility is capable of caring for critically ill neonatal babies.



Jupiter Medical Center's 47th Annual Black-Tie Ball a Sold-Out Success

On Saturday, March 2, 2024, Jupiter Medical Center's 47th Annual Black-Tie Ball returned to The Breakers in celebration and support of the not-for-profit hospital's history and future. Jupiter Medical Center Foundation raised more than \$1.2 million during the elegant evening for the hospital's new Patient Care Tower, which is scheduled to open next year.

Patsy and Joe Petri chaired the Black-Tie Ball, and Lee Ann and Jeffrey Alderton served as honorary chairs. Tiffany Kenney, an evening anchor for WPBF 25 News, was the emcee.

"Our growth is a direct reflection of our dedication to safety, quality and patient experience, while focusing on expanding the depth and breadth of our clinical services," said Amit Rastogi, MD, MHCM, President and CEO of Jupiter Medical Center. "As a result, we are the highest-rated hospital in our region. Our clinical excellence, coupled with your continued support, will ensure world-class care for generations to come."

The next phase in Jupiter Medical Center's main campus expansion is to complete the five-story, 92-bed Patient Care Tower and an 800-spot, five-deck parking garage. The project will significantly increase the hospital's 248-bed capacity to provide even more world-class care.



Patsy and Joe Petri
Photo credit: LILA PHOTO

WHAT'S NEW...WHAT'S

Dade County Medical Association Announces Winners of the 2024 Residents and Medical Students Research Competition

The Dade County Medical Association (DCMA) is pleased to announce the winners of the 2024 Residents and Medical Students Research Competition. Participants were selected by a panel of judges from a pool of 68 submissions presented by residents, fellows, and medical students. The competition showcased the research and clinical case reports of talented finalists before a distinguished panel of judges that included Patricia Ares-Romero, M.D., Carmel Barrau, M.D., Adriana Bonansea-Frances, M.D. Rafael J. Fernandez, M.D., Jorge Marcos, M.D., Eneida Roldan, M.D., and Marcos Sanchez, M.D. The event provided a platform for medical residents and students to present their work and contribute to the advancement of medical knowledge.

Dr. Julie Kantor, Chair of the Competition, announced the winners of the 5th Annual Residents and Medical Students Competition.

Resident In-Podium Presentations

Stanley Williams, M.D., et al. - CHI Hospital- Revolutionizing Diabetes Management. The impact of continuous glucose monitoring on the at-risk population.

William Soto, MD, et al. - Keralty Hospital Miami- How many lung cancer deaths can we prevent in Miami Dade County and at what cost?

Residents Poster Presentations

Eliazar Morgan, MD, et al. - Keralty Hospital Miami- Unraveling rhabdomyolysis diagnosis complexity: CPK blood levels variations and beyond.

Medical Students In-Podium Presentations

Hugo Duenas, et al. - Florida International University (FIU) - The Impact of Hospital Acquisitions on the value of care in South Florida.

Noah Llaneras, et al. - Standardized Multimodal pain protocol minimizing INPT opioid administration in Pediatric Orthopaedic Surgery Population

Medical Students Poster

Dayana Torres Barreiro, et al. - The effect of stage at Diagnosis on the Association between race/ethnicity on survival in patients with primary breast Cancer.

Heena Mansuri and Juliana Cazzaniga, et al. - Florida International University (FIU) - Exploring the Efficacy of an acute coronary syndrome simulation scenario for 4th-year medical students.

University of Miami's Sylvester Comprehensive Cancer Center Announces Transformational Gift from Kenneth C. Griffin

The University of Miami announced a transformational \$50 million gift from Kenneth C. Griffin, Founder and Chief Executive Officer of Citadel and Founder of Griffin Catalyst, to Sylvester Comprehensive Cancer Center, part of the University of Miami Health System and the Miller School of Medicine. The gift will double Sylvester's research footprint, accelerating efforts to develop new therapies, enhancing care for patients, and expanding access to clinical trials in a new 12-story, 244,000-square-foot facility set to open in 2025.

In recognition of the gift, which is part of the University's \$2.5 billion Ever Brighter fundraising campaign, the facility will be named the Kenneth C. Griffin Cancer Research Building.

One of the country's leading philanthropists, Griffin has long been committed to pushing the frontiers of science and medicine to drive progress and improve lives. His efforts have included major contributions to Memorial Sloan Kettering Cancer Center, Nicklaus Children's Hospital, and the Michael J. Fox Foundation, among others. This donation is Griffin's largest philanthropic gift in Florida to date and among the ten largest healthcare-related philanthropic gifts in Florida in the last decade.

Health Care District's Skilled Nursing Facility Named a "Best Nursing Home" for the Fifth Year in a Row

The Health Care District of Palm Beach County's skilled nursing facility, the Edward J. Healey Rehabilitation and Nursing Center, has again been recognized as a Best Nursing Home for Long-Term and Short-Term Care for 2023-2024 by U.S. News & World Report, earning a "High Performing" rating, the highest possible achievement. The modern, 120-bed facility in Riviera Beach, Florida, which is home to some of the county's most vulnerable residents, earned an overall rating of five out of five.



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The effective rollout date was July 1, 2023.

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Tampa General Hospital Digestive Health Center Welcomes Board-Certified Gastroenterologists

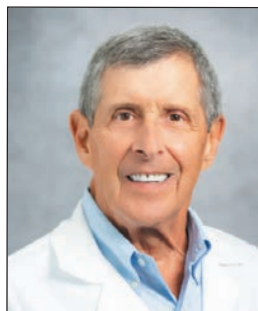
Tampa General Hospital (TGH) Digestive Health Center, led by Dr. Steven Krumholz, is pleased to welcome board-certified gastroenterologists David Schwimmer, M.D., and Sheldon Taub, M.D., to its practice. Dr. Schwimmer specializes in the treatment of inflammatory bowel disease (IBD), and Dr. Taub has practiced medicine in Palm Beach County for more than four decades.

Dr. Schwimmer received his Bachelor of Science in cellular and molecular biology with honors from the University of Michigan, and earned his Doctor of Medicine from the University of Miami Miller School of Medicine. He completed his internship and residency in internal medicine at the University of Texas Southwestern – Parkland Hospital in Dallas, and trained for his fellowship in gastroenterology at the University of Florida – Shands Hospital in Gainesville.

Dr. Taub earned a Bachelor of Arts from Case Western Reserve University in Cleveland, and went on to earn his Doctor of Medicine from Wayne State University School of Medicine in Detroit. Later, he completed both his internship and residency at Emory University School of Medicine – Grady Memorial Hospital in Atlanta, and trained for his fellowship in gastroenterology at the University of Miami. Most recently, Dr. Taub served as co-chairman of the South Florida Chapter of the Crohn's & Colitis Foundation of America, president of the Florida Gastroenterology Society and served as a member of the Board of Governors of the American College of Gastroenterology. He also earned fellowships from both the American College of Physicians and the American College of Gastroenterology.



Dr. David Schwimmer



Dr. Sheldon Taub

Dr. Katharine Button Promoted to Vice President and Chief Medical Officer of Nicklaus Children's Pediatric Specialists

Dr. Katharine Button has been promoted to vice president and chief medical officer for Nicklaus Children's Pediatric Specialists.

Dr. Button joined Nicklaus Children's Pediatric Specialists as executive medical director in 2022, after serving as an attending physician with the Division of Emergency Medicine at Children's National Hospital in Washington, DC, where she also managed finance and strategy for the division.

Dr. Button earned her medical degree from Sidney Kimmel Medical College in Philadelphia, Pennsylvania. She completed her residency in pediatrics at Children's Hospital of Philadelphia where she stayed on for an additional two years working in both pediatric critical care and in the urgent care division of the Emergency Department. She then pursued a fellowship in pediatric emergency medicine at Boston Children's Hospital in Massachusetts.



Dr. Katharine Button

Sara Iskandar, DO, Joins Baptist Health as Primary Care Provider

Sara Iskandar, D.O., is a primary care physician at Baptist Health. Prior to joining Baptist Health, Dr. Iskandar served as a primary care physician at Medical Specialists of the Palm Beaches. In this role, she cared for patients through wellness visits, transitional care appointments, gynecology exams and telehealth visits.

Dr. Iskandar earned her osteopathic medicine degree from Nova Southeastern University and completed an internal medicine residency at Wellington Regional Medical Center.



Dr. Sara Iskandar

Interventional Pain Specialist Giuseppe Paese, DO, FAAPMR, Joins Holy Cross Medical Group

Interventional pain specialist Giuseppe G.F. Paese, D.O., FAAPMR, has joined Holy Cross Medical Group.

Before joining Holy Cross Medical Group, he was medical director of Ageless Health & Surgery Center. Previously, he specialized in interventional pain medicine and rehabilitation at Florida Spine & Sports Specialists, where he also served as Interventional Spine/Sports Fellowship Director.

Dr. Paese began his storied career following graduation from Logan University in St. Louis, MO with a Bachelor of Science in Human Biology and a Doctor of Chiropractic (DC). He opened Paese Chiropractic Center in Lapeer, MI where he treated back and neck pain and sports injuries for six years. Dr. Paese then became a Certified Chiropractic Sports Physician (CCSP) from the National College of Chiropractic in Chicago. He returned to school to earn his Doctor of Osteopathic Medicine (DO) from Michigan State University in Lansing and upon graduation interned at Genesys Regional Medical Center in Grand Blanc, MI.



Dr. Giuseppe G.F. Paese

Cleveland Clinic Weston Hospital Adds Neurologist

Paunel Agyei, M.D., has joined the medical staff of the Neuroscience Institute at Cleveland Clinic in Florida. Dr. Agyei graduated from The University of Texas Health Science Center at San Antonio, Long School of Medicine. She completed a residency in neurology and a fellowship in multiple sclerosis and neuroimmunology at the University of Texas Health Science Center at Houston, McGovern Medical School Houston. Dr. Agyei is board certified by the American Board of Psychiatry and Neurology.

Dr. Agyei focuses on the latest advances in care to treat adult patients. Her areas of interest include multiple sclerosis, neuromyelitis optica spectrum disorder, myelin oligodendrocyte glycoprotein, antibody disease, optic neuritis and autoimmune encephalitis.



Dr. Paunel Agyei

Urologist and General Surgeon Join Cleveland Clinic Martin Health

Osama Alalao, M.D., has joined the medical staff at Cleveland Clinic Martin Health. A board-certified urologist specializing in minimally invasive and robotic-assisted surgery, he completed two fellowships in advanced robotic and laparoscopic surgery at Icahn School of Medicine at Mount Sinai and Brown University and has over 16 years of experience. He provides comprehensive care for patients with urological conditions including kidney cancer, as well as treatment for kidney stones, benign prostate enlargement and erectile dysfunction.

Dr. Alalao is accepting new patients at Tradition HealthPark Two and Family Health Center, Stuart.

Mojdeh Kappus, M.D., is a board-certified surgeon at Cleveland Clinic Martin Health. Dr. Kappus earned her medical degree from the University at Buffalo School of Medicine and Biomedical Sciences in Buffalo, New York. She completed her residency and internship at Albert Einstein College of Medicine/Montefiore Medical Center in Bronx, New York, and a fellowship at Harvard Medical School/Beth Israel Deaconess Medical Center in Boston.

Dr. Kappus has extensive training and experience in advanced gastrointestinal and minimally invasive surgery. Her specialty interests include abdominal wall hernia, inguinal hernia, skin and soft tissue disease, biliary disease, enteral feeding access, gastroesophageal reflux disorder, esophageal dysmotility disorder, small bowel disorder, and disorders of the appendix. Dr. Kappus also has expertise in treating recurrent and complex inguinal hernias.



Dr. Osama Alalao



Dr. Mojdeh Kappus

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MAKINGROUNDS...MAKINGROUNDS...

Cleveland Clinic Welcomes Colorectal Surgeon and Renowned Researcher

Marylise Boutros, M.D., is a colorectal surgeon at Cleveland Clinic Weston Hospital and the Regional Digestive Disease Institute Director of Research. Dr. Boutros completed a general surgery residency at McGill University and a colorectal surgery residency at Cleveland Clinic Weston Hospital, and her clinical interests include advanced minimally invasive approaches to benign and malignant colorectal and anorectal diseases. She treats colon and rectal cancer, inflammatory bowel disease, diverticular disease, fecal incontinence and all anorectal disorders.

Dr. Boutros is a federally funded researcher who currently leads an internationally renowned research program focused on assessing innovations to improve recovery and functional outcomes after colorectal surgery using multicenter prospective trials, patient-centered interventions and patient-reported outcome measures. Within her research program, Dr. Boutros has mentored over 40 trainees and graduate students. Dr. Boutros also has leadership roles in multiple international societies including Society of American Gastrointestinal and Endoscopic Surgeons, American Society of Colon and Rectal Surgeons, the Canadian Society of Colon and Rectal Surgeons and the Canadian Association of General Surgeons.



Dr. Marylise Boutros

Drs. Unnikrishnan and Ziel Join Cleveland Clinic Indian River Hospital

Madhu Unnikrishnan, M.D., is a board-certified medical oncologist and hematologist at the Scully-Welsh Cancer Center at Cleveland Clinic Indian River Hospital. He completed his residency in general medicine at Jacobi Medical Center/Albert Einstein College of Medicine, Bronx, NY, and a fellowship in hematology oncology at Case Western Reserve University, Cleveland, OH.

Dr. Unnikrishnan's specialty interests include targeted therapy for solid tumors and common cancers; immunotherapy and chemotherapy for gastrointestinal cancers; lung-breast cancers and melanomas; individualized cancer care plans and integrative oncology; innovative clinical trials for solid tumors; and multidisciplinary team-based approach for managing complex malignancies.

Board-certified radiation oncologist Ellis Ziel, M.D., has joined the medical staff at the Scully-Welsh Cancer Center at Cleveland Clinic Indian River Hospital. After earning his medical degree from the University of Alabama School of Medicine, he completed an internship in internal medicine at the University of California Irvine, where he developed a strong foundation in clinical skills and patient care. He then completed a residency in radiation oncology at the Rush University Medical Center, and a fellowship in brachytherapy at the Ronald Reagan UCLA Medical Center, where he learned the latest techniques and technologies for delivering high-dose radiation to tumors in the body and brain.

Dr. Ziel's specialty interests include body radiosurgery, brachytherapy, brain radiosurgery, external beam radiotherapy, intensity modulated radiation therapy, partial breast irradiation, and radiation therapy in the treatment of breast cancers.



Dr. Madhu Unnikrishnan



Dr. Ellis Ziel

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Ensuring Appropriate Hospital ER Use: A Shared Responsibility

In a stellar example of bipartisan leadership and support, Florida's legislature completed its session last month with near-unanimous passage of a large omnibus health care package that will have a significant positive impact on Florida's health care system for decades. The passage of Live Healthy with its provisions ranging from workforce investment to enhanced Medicaid reimbursement rates should be applauded and acknowledged as a major investment in the work hospitals and other health care providers do to make high-quality health care accessible for all Floridians.



BY MARY C. MAYHEW

One of the provisions, dealing with encouraging appropriate use of hospital ERs for emergencies only, was revised slightly during the legislative process as lawmakers incorporated hospital feedback. The laudable intent – to reduce avoidable ER use – respects hospitals' legal obligation to comply with federal law governing emergency room access and treatment while maintaining a clear expectation that accessible non-hospital care options be more widely available so that ERs are not the only source of non-emergent care that is more appropriately provided in primary or specialty care sites in the community.

Nearly 60 percent of all ER visits are by individuals with a chronic condition, such as diabetes. An estimated 30 percent of these visits would be considered avoidable if ongoing care management were more available. Nationwide, Florida has the highest average chronic disease prevalence.

Additionally, many ER visits are considered nonemergent. Still, individuals, even those with Medicaid coverage, rely on the ER for health care because they do not have timely access to primary care or mental health services in the community. Unfortunately, some providers, often because of extremely low Medicaid reimbursement rates and significant administrative burdens, opt not to participate in Medicaid. And, of course, for those without

any health insurance coverage, the ER is often their only point of entry for health care services.

Many hospitals of all sizes across the state have innovative programs, such as ER navigators, who work with patients to identify the variables and factors that lead them to rely on the hospital ER for care, as well as public education programs to advise patients on knowing where to go for care based on their con-

dition or need. Still others have outpatient care sites with extended, non-traditional hours and operate urgent care centers so that needed care can be provided quickly without relying on an ER. Hospitals are focused on supporting individuals to get the right care at the right time and in the right setting.

With the support of Live Healthy, more hospitals can build on these diversion programs and initiatives to support the Legislature's goal of even greater collaboration among hospitals and non-hospital care sites so that avoidable ER use is further reduced. Hospitals will continue to support expanded access through hospital-employed primary care providers and partnerships with FQHCs and other community providers. The state's largest hospital association, the Florida Hospital Association, will continue to support efforts to improve Medicaid managed care reimbursement rates to support more robust networks of providers with their doors open to moms, dads, children, and other adults on Medicaid who need timely access to health care services.

Florida's hospitals' and lawmakers' collaboration through Live Healthy to address these pressing health care challenges – and opportunities – is exemplary of what proactive, bipartisan health care policy can look like for better access to care and outcomes for all Floridians.

Mary C. Mayhew is the Florida Hospital Association President and CEO.

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

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EDUCATIONAL OPPORTUNITIES

FLORIDA ATLANTIC UNIVERSITY MASTER OF HEALTH ADMINISTRATION / ON-SITE

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

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

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

MIAMI DADE COLLEGE - MEDICAL CENTER CAMPUS

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

SOUTH UNIVERSITY

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

THE UNIVERSITY OF ST. AUGUSTINE FOR HEALTH SCIENCES

The University of St. Augustine for Health Sciences (USAHS) in Miami offers graduate degrees in physical and occupational therapy. The state of the art clinical simulation lab, on-site clinics, and a statewide network of fieldwork and clinical partners, provide valuable hands-on learning for students to succeed in today's healthcare workforce. Rolling admissions and a convenient trimester schedule offer flexibility. Founded in St. Augustine, Florida in 1979, USAHS has five campuses in California, Florida, and Texas. For more information visit usa.edu or call 1-800-241-1027

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HEALTHCARE STAFFING

SAFEGUARD HEALTHCARE

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

HOMECARE SERVICES

MORSE LIFE HOME HEALTH CARE

MorseLife, a recognized leader in exceptional healthcare, housing and support services for seniors in Palm Beach County, delivers home health care catered to individual needs enabling people to live as independently as possible. Assistance with personal care, homemaking, neighborhood errands and companionship is offered from one hour visits to 24/7 in-home, hospital, rehab centers, nursing homes and independent/assisted living settings. License #HHA21179096. Visit <https://morselife.org/home-health-care/> or call (561) 599-5770.

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MARITAL & FAMILY LAW ATTORNEY

NEAVE FAMILY LAW, P.A.

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

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