



**DCMA Celebrates
4th Residents
and Medical Students
Research Competition**

Page 7



**Healthcare
Education**

Page 8

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THE REGION'S MONTHLY NEWSPAPER FOR HEALTHCARE PROFESSIONALS & PHYSICIANS

OUR 19TH YEAR SERVING THE HEALTHCARE COMMUNITY!



Cindy Jackson

Making Connections with Patients and Staff a Top Priority for Kindred's CEO

BY DANIEL CASCIATO

Managing a hospital is a complex task that requires a great deal of skill and experience. The CEO must manage a large and diverse staff, ensure patients receive quality care, and navigate the complex bureaucracy of the healthcare industry. The job is also challenging financially, as hospitals must constantly contend with shrinking reimbursements and increasing costs.

For Cindy Jackson, Chief Executive Officer at Kindred Hospital South Florida Ft. Lauderdale, one of the many challenges today's hospital CEOs face is staffing their hospital post-COVID.

Many healthcare workers may be reluctant to return to work in a high-stress environment. Additionally, hospitals may need to hire temporary staff to fill any gaps in coverage, which can be costly. Ensuring your hospital is adequately staffed during this time is critical to providing quality patient care.

"The industry has experienced a mass exodus in many healthcare facilities," Jackson adds. "Staffing, and developing new staff, is our most challenging aspect. What we are doing here to address that particular challenge is to focus on retention and morale and ensuring that our team has the resources to successfully transition into their roles."

Prior to being named CEO in February, Jackson was CEO for Kindred Hospital Bay Area Tampa from February 2020 to

Continued on page 24

Education

Innovative Learning Techniques That Will Keep Your Workplace Ahead of the Curve

BY DANIEL CASCIATO

In today's competitive market, businesses continually look for ways to set themselves apart. One way to do this is by incorporating innovative learning techniques into your workplace. Not only will this make your employees more productive, it can also help attract new talent to your company.

"People are busy. Time is limited. Change is constant," says J.D. Dillon, chief learning architect for Axonify, an employee experience platform that provides frontline workers with learning, communication, and execution tools to improve their performance and achieve business goals. "An organization can only transform as fast as its people can learn. Therefore, people must always learn and evolve their skills to meet business needs and foster future opportunities."

According to Dillon, a traditional, course-based approach to learning that requires people to step away from work for hours at a time and consume large volumes of information does not align with the needs of today's workforce. Instead, it would help if you embed continuous learning and support into the everyday workflow with targeted activities that support iterative development and long-term retention.



J.D. Dillon

Continued on page 10

Learning and Caring in Communities: Building Lifelong Partnerships

BY KARETHY EDWARDS,
DRPH, APRN, FNP-BC, FAAN;
DEBRA HAIN, PHD, APRN,
AGPCNP-BC, FAAN, FAANP,
FNKF; AND HOPE SHAW,
PHD, RN, CNOR

Nursing is more than providing services; it is a way of thinking, knowing and living caring. Furthermore, nursing in practice and praxis needs to reflect cultural and social determinants of health and illness aimed at improving outcomes. The American Association of Colleges of Nursing (AACN) defines a framework for education to prepare graduates to be "work ready." That includes approaching healthcare clinical reasoning and judgement through a culturally competent lens to ensure nurses are working effectively within the patient's cultural context and acknowledging the impact of economic and political conditions that produce health disparities. Nurses need to embrace an unbiased attitude to care for all persons regardless of race,



Dr. Karethy Edwards



Dr. Debra Hain



Dr. Hope Shaw

Continued on page 13

Hospice



Patty Husted

Husted's Job at VITAS a 'Calling and Passion'

BY LOIS THOMSON

Patty Husted began her career as a nurse but said she "never thought about going into management when I was in nursing school." However, she now finds herself as executive vice president of operations for VITAS® Healthcare and admits it's "a calling and passion for me."

VITAS, the nation's largest single-source provider of end-of-life care, is located in 14 states and the District of Columbia, and Husted oversees operations in 49 of 67 counties in Florida, and 24 counties in the greater Atlanta area. "In this division we take care of 11,000 patients and their families on a daily basis, providing compassionate hospice and palliative care," she said.

Husted explained that each patient has a personalized care plan that the clinicians set up based on their diagnosis, unique needs, and goals of care. "The patient receives support from an interdisciplinary care team: a nurse, doctor, chaplain, social worker, home health aide, bereavement specialist, and volunteer, and each team is led by a team manager. Our specially trained healthcare professionals provide therapeutic, emotional, and pastoral services, as well as all medications, medical supplies, and medical equipment related to the terminal disease. We also offer grief and bereavement support to the families."

All of this requires extensive supervision, and Husted travels quite a bit – more than 75 percent of the time pre-COVID – to make sure everything is on

Continued on page 20



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Publisher's Note

Carol's Words to Live By

As the Thanksgiving season approaches, remember:

All it takes is one undercooked turkey, and you'll be the "dinner rolls" and "beverage" person for life ...



I'm sure many might think the Felix family exaggerates when they regale others with Carol's unique lack of cooking skills but trust us, we've got the medical records to prove it.

Like many other seemingly intelligent people, our family "genius" definitely has some glaring gaps in her education — namely medieval history, opera and cooking skills. Now the first two on this list can be easily researched and compensated for with her Google skills, but she's never quite mastered the art of cooking even when reading recipes. And heaven help us when she decides to freelance and rely on her tastebuds for concocting a meal.

A few years ago, we agreed to allow her free rein to arrange to have the whole meal catered. What could possibly go wrong? Well, we quickly realized she couldn't even vet a caterer and let's just say we all ended up eating frozen pizza that night.

And that's where family rides to the rescue. Our sons can cook, their wives can cook, and even some of our grandchildren have discovered the Food Channel on their streaming channels. So much like every year in the past few decades, Carol's list is short ... just bring the dinner rolls please.

Happy Turkey Day to all.

Charles Felix



*You can reach Charles Felix at
Charles@southfloridahospitalnews.com*

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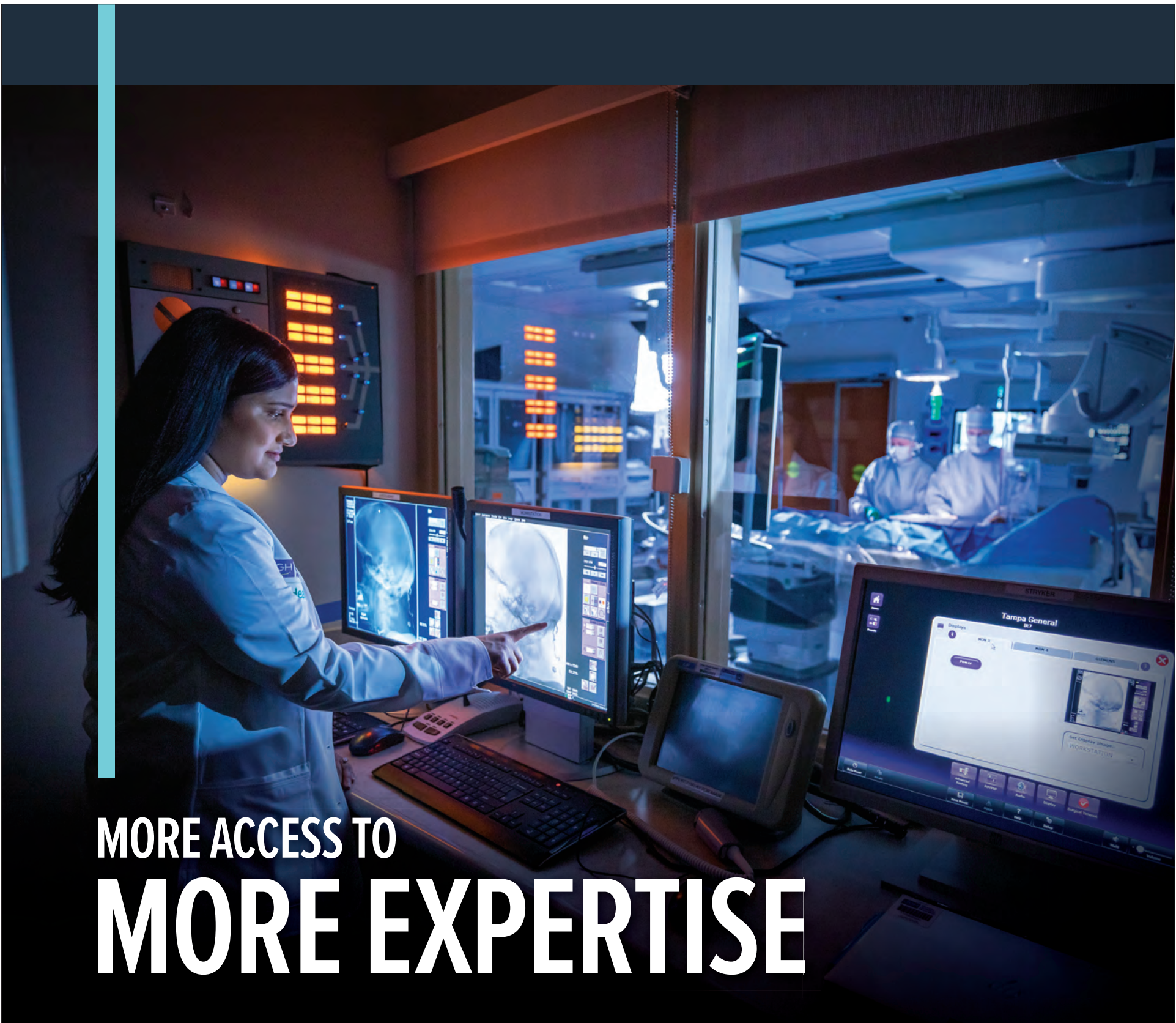


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Tampa General Hospital Adds Second TGH Imaging Facility in Palm Beach County

Palm Beach County patients now have expanded access to diagnostics backed by Florida's leading academic medical center

BY CHRIS CURTLAND

As part of its commitment to connecting the Palm Beach and Treasure Coast communities to highly complex medical care, Tampa General Hospital (TGH) has acquired Palm Beach Radiology in North Palm Beach, its second outpatient imaging facility in the area.

Remaining in the same location at 733 U.S. Highway 1, Building 2B, North Palm Beach, FL, the full-service radiology center will now be known as TGH Imaging. The same renowned physicians — Dr. Donald Goodwin, Dr. Walter Forman, and Dr. Robert Stickle — will lead the practice. The same team of radiologists, technologists, and support staff will continue to provide the exceptional customer service and experience the community has come to expect. Patients now also enjoy access to a TGH Imaging PET/CT center in Palm Beach Gardens.

Accredited by the American College of Radiology (ACR), TGH Imaging's board-certified, subspecialized on-site radiologists work as a team with highly trained technologists to offer patients high-quality exam results, often available on the same day. TGH Imaging brings together essential assets to significantly increase access, maximize efficiency, and continue to provide high-quality images and excellent customer service to patients and physicians in Palm Beach County. It is also an ACR Breast Imaging Center of Excellence.

"Adding a highly experienced and clinically excellent team such as Palm Beach Radiology will round out our services offerings to the Palm Beach and Treasure Coast communities," said Sherri Lewman, senior vice president of enterprise imaging, Tampa General. "Patients in the area can now receive imaging exams within the Tampa General system, making for a more seamless experience."

As a diagnostic resource for both patients and physicians, TGH Imaging offers a range of exams, including high-field, short-bore MRI (including breast MRI), multidetector CT, image-guided biopsies, 3D mammography, ultrasound, bone density scan, and digital X-ray. Operating in outpatient office spaces, TGH Imaging is on the physician fee schedule with no facility fee.

"This is an exciting opportunity for us to be part of an academic medical center that expands care options to our community, while continuing the level of care and services that our patients and referring physicians have come to expect from us since we opened our doors in 2007," said Dr. Donald Goodwin, radiologist and co-founder of Palm Beach Radiology. "We are eager to leverage the expertise and resources of Tampa



General to provide another level of support for our patients."

TGH Imaging will not only support patients and physicians in the South Florida area, but also work closely with the academic medical center's TGH Cancer Institute, allowing for a more streamlined process from diagnosis to treatment. The teams will take a multidisciplinary approach and strongly emphasize compassionate and personalized care that focuses on the whole patient. Should patients require treatment in Tampa, they can return home to the East Coast for follow-up care with their health care provider.

For the past two years, Tampa General has been creating a framework of state-of-the-art services for patients in the Palm Beach and Treasure Coast areas with the expertise and innovation of a preeminent academic medical center.

The Florida East Coast initiative includes another TGH Imaging center in Palm Beach Gardens, and alliances with Cancer Center of South Florida and Gastro Group of the Palm Beaches. It has established TGH General Surgeons of the Palm Beaches with renowned West Palm Beach robotic surgeons Dr. Daniel R. Higgins and Dr. Itzhak Shasha. The TGH Cancer Institute also recently partnered with West Palm Beach-based physicians Dr. Robert Scoma, a thoracic surgical oncologist, and Dr. Jason Hechtman, a breast cancer surgeon.

Tampa General is the third highest-ranked hospital in Florida by U.S. News & World Report for 2022-23, the primary teaching affiliate of the USF Health Morsani College of Medicine, and has been Florida's leading academic medical center for more than 50 years.

Patients who need a higher level of care have a direct connection to Tampa General's academic medical center resources through its academic affiliation, including research breakthroughs, a wider variety of clinical trials and options for advanced immunotherapy procedures, enhanced personal treatment plans, and a convenient path to complex surgeries.

More information is available at TGHImaging.com.

Jupiter Medical Center and UF Health Announce New Neighborhood Hospital in Palm Beach County



Jupiter Medical Center and UF Health, the University of Florida's academic health center, announced plans for their first jointly operated clinical facility, the result of the organization's recently announced alliance.

The two-story, 53,000-square-foot Jupiter Medical Center | UF Health Neighborhood Hospital at the Health Park at Avenir will include 24-hour emergency services, inpatient beds, operating rooms, a diagnostic laboratory and imaging services. Additionally, there will be medical office space for physicians, including primary care and various specialties. Sina Companies, a highly respected national real estate firm headquartered in Palm Beach Gardens, will develop the facility, which is scheduled to open in 2024.

Avenir is a new and innovative development taking shape in western Palm Beach Gardens. The 4,752-acre sustainable community will feature 3,900 new homes, a resort-style clubhouse, retail space, offices, shops and restaurants.

"The Jupiter Medical Center | UF Health Neighborhood Hospital at the Health Park at Avenir is an example of our strong commitment to expanding access to health care for our growing community," said Amit Rastogi, M.D., MHCM, president and CEO of Jupiter Medical Center. "This new, state-of-the-art facility will provide the latest in leading-edge medicine, right where patients want their care — close to home. We look forward to serving the many communities in the western Northlake corridor, including Ibis, Bayhill Estates and the surrounding communities. We will continue to share developments on this project, and more about our relationship with UF Health, as details evolve."

In June, the health care partners announced plans to transform health care delivery, research and education in Palm Beach and Martin counties and surrounding communities. The organizations share complementary missions of providing the best possible care through their distinctive approach to academic and community medicine. In addition to a focus on jointly operated facilities, like Health Park at Avenir, discussions advance on the development of novel clinical and hospital services as well as programs that support the translation of research findings into innovative treatments that improve patient outcomes.

"With the exponential population growth in Palm Beach County and surrounding areas comes the need for innovative and diverse health care offerings," said David R. Nelson, M.D., senior vice president for health affairs at UF and president of UF Health. "The Neighborhood Hospital is the perfect opportunity to increase community health care access in the region by bringing world-class doctors, state-of-the-art facilities and transformational technology closer to home."

Earlier this year, the Florida campus of Scripps Research integrated with UF and UF Health as UF Scripps Biomedical Research, establishing a scientific powerhouse a few miles from the highly rated, independent nonprofit Jupiter Medical Center.

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Malpractice Insurance EXPERT ADVICE

Plaintiffs Winning More Cases as Result of Litigation Funding

BY VANESSA ORR



Matt Gracey

According to leading legal scholar Prof. Maya Steinitz at the University of Iowa College of Law, "Litigation funding is the most important civil justice development in this era."

And while litigation funding—also called legal funding—may even the odds for plaintiffs who could not previously afford costly or drawn-out court cases, it is also creating an issue for physicians and medical malpractice insurance companies that are now up against potentially even stronger plaintiffs when litigation funding is involved.

"Litigation funding is a non-recourse funding of plaintiffs and their attorneys in return for a percentage of any settlement or jury awards," explained Matt Gracey, managing director, Risk Strategies / Danna-Gracey. "These funds, which do not have to be paid back, are really just an investment in a lawsuit."

Litigation funding provides an infusion of capital for plaintiff lawyers and their clients, and in turn, if the case is won, the funders take between 10-15 percent of any award or judgement, though payment can go as high as 50 percent of awards.

"This is important because lawyers in most states cannot loan or give money to clients for living expenses as they try to get through a lawsuit," said Gracey. "But with litigation funding, because the investors are not lawyers, they can give money to the actual plaintiff."

Because litigation funding is mostly unregulated, information about who has invested in a lawsuit is not available to the defense bar, and the sources are not discoverable. Investors can range from private financiers to hedge funds to private equity firms to an array of other investors.

"According to the Swiss Re Institute, in 2020, litigation funding reached \$8.8 billion dollars globally," said Gracey. "This affects medical malpractice insurers and the doctors they protect because it strengthens the plaintiff bar's ability to take

on cases, to not have to rush to settlement, and to be able to fund themselves and their clients through long, multi-defendant cases.

"It has definitely increased the ability of the plaintiffs to win cases, not just against doctors, but in many other avenues of commercial litigation as well," he added.

This is especially alarming when you consider that the 2020 report by the Swiss Re Institute showed that 85-90 percent of litigation-financed cases are won by the plaintiffs, with an average internal rate of return (IRR) on personal injury cases of 25-35 percent.

"My advice to doctors is to pay even more attention to the strength of their malpractice insurance companies; the weaker, less financially stable malpractice insurers will settle cases much more quickly," said Gracey.

"While they take pride in winning cases, the fact that 85-90 percent of litigation-financed cases are being won by plaintiffs is very disturbing, because insurance companies have traditionally maintained an 85-90 percent win ratio when cases are taken to trial," he continued.

He added that insurance companies are trying to determine what type of claims analysis litigation funders are using that results in this high-win ratio, including the use of advanced technology to determine which cases will be funded.

"What is very clear is that the defense bar and the insurance industry are facing a much stronger plaintiff bar; they are dealing with a much stronger adversary," said Gracey. "So doctors need to be very aware of the financial abilities of their insurance companies to defend them. They need to be aware that in every case, litigation funding may be present, and that makes the stakes go up considerably."

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

Dade County Medical Association CME Course Saturday, December 10, 2022

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CME Course will be held at the DCMA Office in Miami and virtually on Zoom.

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MorseLife Ranked Among the Best Workplaces in Aging Services™ by Fortune



Staff celebrate Carmen Shell, a senior vice president at MorseLife, who was recently awarded executive of the year by LeadingAge Florida for upholding and advancing the company's standards for excellence in care.

Based on an independent confidential survey of its employees, MorseLife Health System in Palm Beach County, Florida was selected by Fortune Magazine as one of the Best Workplaces in Aging Services™ for 2022.

According to Fortune's Great Place to Work® Global Employee Engagement Study, 86 percent of MorseLife employees felt it is a "great place to work" compared with 57 percent of those employed at typical comparable U.S.-based aging services organizations.

At MorseLife's 50-acre campus, over 2,500 employees provide in-person care to more than 3,600 seniors each day. With a wide range of available MorseLife services, including short-term rehabilitation, long-term care, independent and assisted living, memory care assisted living, hospice, home health care, care management, a program of all-inclusive care for the elderly (PACE), and care for indigent Holocaust survivors, MorseLife employees serve in myriad departments, including culinary, housekeeping, nursing and physical therapy in a full continuum of care that collectively provides a lifeline for many seniors in Palm Beach County.

Notably, 90% of MorseLife employees who responded to the survey cited that they feel good about the ways the company contributes to the community. MorseLife Foundation funds multiple programs supporting vulnerable seniors living amid the prosperity of Palm Beach County, including delivery of more than 50,000 nutritious meals annually to homebound, needy seniors.

DCMA Celebrates Residents and Medical Students Competition

Despite the COVID-19 pandemic, hurricanes and other obstacles we are pleased to announce that the Dade County Medical Association (DCMA) will be celebrating the 4th Annual Residents and Medical Students Research Competition. This event is scheduled for March 3, 2023, at the Pullman Airport Hotel in Miami.

This event is an initiative of one of the Resident representatives to our Board of Directors. I remember when Dr. Jacqueline Leva, at that time part of the Residency program of Westchester General Hospital (now Keralty Hospital – Miami) brought to the DCMA leadership the need to create a program for residents that could meet the research and scholarly activity requirements that future physicians must achieve. Dr. Leva also believed that such a program would assist the professional development in other areas including resume development, contract negotiation, how to manage residency/fellowship interviews, all within the context of a research competition. Based on that compelling need, the DCMA Residents Research Competition (AKA Residents day) was born. After considerable success, Medical Students were encouraged to compete starting in 2021.

Our 2022 competition had more than fifty submissions and participants were so excited that they became our best champions, encouraging their colleagues to enter the competition. Our goal for the 2023 competition is to have more than sixty submissions. The deadline for submissions for next year's competition is December 15th. Besides being a Medical Student, Resident or Fellow, the only requirement is to be a member of the DCMA. Membership is free for all of these future physicians and physicians-in-training. Membership can be activated at www.miamimed.com.

All submissions will be reviewed by a group of physician members of the DCMA. The first group of judges will select the 10 best research papers or case studies. Those submissions selected will be presented live in front of a different group of judges during the event on March 3rd. At that time the winners of the competition will be announced. The top three presenters will be awarded cash prizes and the opportunity to publish their work in the DCMA Journal – Miami Medicine Magazine.

Residents' Day 2023 will also include a line-up of informative professional development seminars designed to continue to advance the careers of those future physicians and physicians-in-training in our community. I encourage all Residents, Medical students and Fellows to participate in our Resident Day and to join the DCMA as we continue to advocate for the profession and advance medicine for the betterment of our patients.

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



BY RAFAEL FERNANDEZ, JR., MD

RECOGNIZING THE BEST OF THE BEST IN THE HEALTH CARE COMMUNITY



The Greater Miami Chamber of Commerce is now accepting nominations for the 2023 Health Care Heroes® Awards Program; deadline is December 19. The 24th Annual Health Care Heroes® Awards Luncheon will take place in May 2023.

WHO IS A HEALTH CARE HERO?

An individual, organization, professional, student, volunteer or program, who, through their individual or collective actions have made an extraordinary impact in the South Florida health care community. Their acts of heroism represent a display of dedication to excellence in their area of expertise beyond the scope of their jobs. Through their commitment to their profession and community, they serve as an inspiration to others in an effort to improve the quality of health care and discover new ways to assist those in need.

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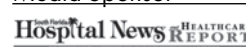
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Insights From Former HHS Secretaries Enhance the Classroom Experience at Miami Herbert Business School

The Health Executive MBA program of the University of Miami's Herbert Business School is celebrating nearly forty-five years of regional, national, and global educational service to the health care community. The Miami Herbert Health Executive MBA program is the number one ranked health executive program by U.S. News & World Report in the United States. It is the only program in the country holding prestigious accreditations or a member of four leading international accrediting, certification, and invite-only membership bodies: the Association to Advance Collegiate Schools of Business (AACSB), the Commission on Accreditation of Healthcare Management Education (CAHME), the Association of MBAs (AMBA), and the Business School Alliance for Health Management (BAHM). The program curriculum meets and exceeds the highest standards of national and global business and health management education. The program has success-



BY KAROLINE MORTENSEN

fully graduated well over 1,000 alums now serving in roles like CEOs, Vice Presidents, CFOs, physicians and nurse executives, other executives, attorneys, entrepreneurs, and other professions and reflecting the broad field of health and health care.

The Miami Herbert Executive MBA program is the only program in the United States that has two former U.S. Secretaries of Health and Human Services, Secretary Shalala and

Secretary Azar, and a University President who is a former Health Minister of Mexico, on the faculty.

We are delighted to announce that our Health Executive MBA students will be having a unique and special experience as these two former Secretaries of Health and Human Services will be co-teaching the upcoming graduate course in Public Policy and Health. This will be the first time in the nation that two secretaries of Health and Human Services will co-teach a health policy course. Their varied backgrounds and experience will expose our

students to unique discourse and excellent learning opportunities.

Donna E. Shalala has more than four decades of experience as an accomplished scholar, teacher, and administrator. She is currently a Trustee Professor of Political Science and Health Policy at the University of Miami. In 1993, President Bill Clinton appointed Shalala U.S. Secretary of Health and Human Services (HHS) where she served for eight years, becoming the longest-serving HHS Secretary in U.S. history. At the end of her tenure, a Washington Post article described her as "one of the most successful government managers of modern times." Dr. Shalala recently served as a member of the U.S. House of Representative from Florida for one term, 2018 to 2020.

The Honorable Alex M. Azar II has extensive healthcare experience in the senior-most levels of the U.S. government and the private sector that gives him a unique perspective and background. He has committed his professional career to protect and enhancing the health of all Americans. Azar served as the 24th Secretary of the U.S. Department of Health and Human Services (2018-2021), leading over 85,000

employees with a budget of over \$1.4 trillion, the largest budget of any cabinet department on Earth. He was the architect of Operation Warp Speed, delivering COVID-19 vaccines and therapeutics in record time. He led the historic transformation of the healthcare system in the United States and HHS's response to the unprecedented COVID-19 pandemic. Azar served for five years (2012-2017) as president of Lilly USA, LLC, the largest affiliate of global biopharmaceutical leader Eli Lilly and Company, producing over \$10 billion in revenue (2016).

This outstanding opportunity is one of the many features of the Miami Herbert Health Executive MBA that demonstrates excellence in higher education. For more information on our program, please visit <https://go.miami.edu/hemba>.

Karoline Mortensen is a Professor in the Department of Health Management and Policy at the University of Miami Herbert Business School. She is Associate Dean for Business Programs, Associate Director of the Center for Health Management and Policy, and the founding Director of the Master of Health Administration (MHA) program. For more information, visit www.bus.miami.edu.

Healthcare Education

Still struggling to get back to pre-pandemic conditions, our healthcare system now also faces significant challenges with staff shortages, supply-chain interruptions, reimbursement pressure, and unrelenting merger and acquisition (M&A) activity, to name a few. Though M&A activity could offer different and unique opportunities, and is a path worth considering, it is fraught with increased challenges from the Federal Trade Commission (FTC) over concerns about monopolistic behavior.

This instability in the healthcare environment is leading executives to accept early retirement options at a record pace and accelerating the need for future healthcare leaders. Though the current environment in healthcare is ominous and unsettling and in need of direction, the future also offers unprecedented opportu-

nities for healthcare leaders and executives. The U.S. Bureau of Labor Statistics (BLS) projects a greater increase in healthcare jobs than any other industry from 2020 to 2030, predicting close to 3 million new job openings around the country at an overall 8% average growth rate for all occupations. According to BLS, healthcare managers will enjoy more than 30% rate of growth through 2030. This rate of job growth bodes well for all seeking to pursue a career in healthcare management.*



BY DR. SALVATORE BARBERA

Now that we know the projections on the overall need for healthcare leaders and executives, what academic paths are recommended to equip these much needed leaders? Even though we will continue to find healthcare managers possessing an undergraduate degree, it is safe to say a graduate degree should be the ultimate academic credential. A graduate degree will allow you to compete for job opportunities in a highly competitive industry and will give you an advantage to pursue your position of interest.

Simply stated, a graduate degree will qualify you for any administrative or management job in healthcare. Experience and type of degree will become a factor when entering the job market and ultimately determine your job-hunting success.

Current students considering a career path in general healthcare administration have several graduate degree options. A general Master of Business Administration (MBA) is one academic path, especially for students who have healthcare experience or an undergraduate degree in healthcare services administration. The MBA also offers some degree of flexibility by allowing students to pivot to other industries besides healthcare. An MBA with healthcare concentration is suitable for students with limited healthcare experience. This MBA includes designated healthcare courses where students engage in healthcare subject matter discussions and activities. The final degree to consider is the Master of Health Services Administration (MHA). This specialized degree primarily benefits those in the healthcare industry and may be of less value to professionals outside the healthcare industry.

Based on my experience in healthcare, including serving as the CEO for several hospitals and hiring a countless number of healthcare managers and directors, the

MHA is the degree of choice in healthcare administration. Students seeking an MHA are demonstrating a strong interest in a healthcare career. When sharing insights with students about job opportunities and degree benefits, I tell them if I am interviewing to fill an administrative position and have two equally qualified final candidates with one having an MBA and the other an MHA, I will hire the MHA. A student who dedicates time and resources to pursue an MHA degree is committing to a career as a healthcare professional and is less likely to switch to other industries.

Florida Atlantic University (FAU) offers several academic options for students considering careers in health services administration. These options accommodate students who are working fulltime, students wishing to complete their degree at their convenience online, and those traditional students who seek a classroom setting during the work week. The Executive MHA program is offered in two formats: on-campus during every third weekend and fully online. Traditional students have the face-to-face option and online option in completing their degree. In addition, in the fall 2022 semester, FAU launched an accelerated program that will allow students to enroll in and earn both an undergraduate and graduate degree in just 5 years instead of the traditional 6+ years. All healthcare administration programs are fully accredited by the Association to Advance Collegiate Schools of Business (AACSB), and the Association of Colleges and Schools (SACS).

Contact me if you would like to discuss a career in healthcare administration.

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



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UHealth Signs Collaborative Memorandum of Understanding with Jamaica's Minister of Health

The University of Miami Miller School of Medicine and UHealth – University of Miami Health System have signed a memorandum of understanding (MOU) with Jamaica's minister of health to improve the health infrastructure in Jamaica and the Caribbean through education and collaboration.

The Miller School is the first and, to date, the only U.S. academic health care institution to sign an MOU with Jamaica's Ministry of Health and Wellness.

"The signing of the MOU advances and formalizes the relationship which we have been building throughout the years with Jamaica and the Caribbean to provide education and health care services," said Chad R. Ritch, M.D., M.B.A., associate director, UHealth International and associate professor of urology within the Desai Sethi Urology Institute.

Dr. Ritch, who is originally from Jamaica, worked directly with Jamaica's Minister of Health and Wellness, The Honorable Christopher Tufton, D.B.A., to orchestrate the MOU.

Opening Lines of Communication

While the one-year MOU is aimed at opening direct lines of communication between the countries and determining how best to share knowledge and resources, there are many ways in which the collaboration might benefit Jamaica, UHealth, and the Miller School, according to Dr. Ritch.

"Dr. Tufton has mentioned the need for a U.S. academic health system with the strategic know-how that could provide input as they are rebuilding their health care infrastructure, while also enhancing the quality and capacity of health care in Jamaica and throughout the Caribbean," said Dr. Ritch. "That's one way in which UHealth and the Miller School could help, because we have a long history of building successful hospitals, specialty clinics, and educating medical professionals."

Another way the Miller School would help is through education, including pro-



(l-r) Dr. Dipen J. Parekh; Dr. Chad R. Ritch; Dean Henri R. Ford; the Honorable Christopher Tufton, D.B.A.; Dr. Tanya Clarke, president of the University of the West Indies Medical Alumni Association; and the Honorable Oliver Mair, consul general of Jamaica

viding training for Jamaican and Caribbean health care staff at the Miller School, and orchestrating opportunities for volunteer health care staff from the U.S. to provide as-needed, on-site, short-term care for the Jamaican Ministry of Health.

"The first trip we made, we had initial discussions with our Jamaican colleagues here around the need for collaboration. The Miller School is a very prestigious academic institution, with the capacity to help us build our health care infrastructure," Dr. Tufton said. "There are many reasons we are a good fit. There is a large population of Jamaicans in South Florida. And the Miller School is ideal logistically, only one plane ride away."

"It was only right that we found a collaboration with the island that will allow with the technology or easy access to medical models, whether in training or in technical exchanges of one form or another," Dr. Tufton said. "What we are hoping to achieve here with this agreement is the basis for a conversation that can be more specific."

Mutual Benefit

The health system also stands to benefit from the collaboration, said Dipen J. Parekh, M.D., chief operating officer for UHealth, founding director of Desai Sethi Urology Institute, and executive dean for clinical affairs at the Miller School.

"The partnership will help streamline our ability to care for international patients from Jamaica and the Caribbean when needed, and it will pave the way for our faculty and researchers to conduct research on diverse populations from those areas," Dr. Parekh said. "In essence, it eliminates many of the administrative hurdles that the Miller School and other researchers face when they attempt to conduct studies in a foreign country. This will allow us to concentrate less on red tape and more on clinical research that includes patients who are traditionally underrepresented in medical studies."

"Since South Florida mirrors Jamaican and Caribbean populations, the work we do there will likely translate into the care we provide here to our local Caribbean community," he said.

The MOU is a pioneering agreement which Dr. Tufton said he hopes will lead to a tangible work program.

Forward-Looking Agreement

Dr. Tufton has held positions in Jamaica as minister of industry, investment, and commerce, and as minister of agriculture and fisheries. He is known for launching forward-thinking initiatives. As minister of agriculture, for example, he spearheaded expansion of greenhouse farming technology and the creation of agro-processing facilities.

"We're looking at the future of health care, at a new model that would allow collaboration to enhance training and even to allow flexible contracts between the Caribbean and U.S., in order to create environments where health care professionals can thrive and provide quality care wherever they live and practice. Ours is an attempt to adjust to the new health care dynamic, as opposed to trying to fight it," Dr. Tufton said.

"From the perspective of the University, President Frenk's vision is for us to be the hemispheric, the excellent, the relevant University. And that only happens by extending the excellence that exists at University of Miami into all our sister nations in the Caribbean and Latin America," said Henri Ford, M.D., Dean of the Miller School. "So, this is, to me, just an extension of that commitment and of who we are. It's a pleasure to be able to formalize this understanding."

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HEALTHCARE EDUCATION

HEALTHCARE EDUCATION

Cover Story: Innovative Learning Techniques

That Will Keep Your Workplace Ahead of the Curve

Continued from page 1

"This reduces the need to pull people away for ongoing development and makes it easier to justify the time needed to address more complex in-depth training needs," he says.

As a result, more healthcare organizations recognize the mismatch between traditional job training and workplace skill requirements.

"It's become impossible to keep up, so they're evolving their practices to take advantage of new tools, tactics, and technologies," Dillon adds. "This includes mobile learning, microlearning, adaptive learning, performance support, and immersive learning. Data and artificial intelligence also enable this transformation by connecting the right person with the right learning opportunity at the right time."

There are two keys to successful workplace learning. Learning programs must:

- (1) focus on a specific, measurable outcome and
- (2) align with how people actually learn.

"If you don't start with a specific result in mind, you'll never know if your program worked," says Dillon. "Clarifying the measurable outcome will keep you focused on people's knowledge and skill to achieve it and reduce the time and volume of content required. Next, learning solutions must align with proven cognitive science principles. For example, people are built to forget. We retain information more effectively when we practice applying instead of mass consuming it. We learn more effectively when information is spaced out over time. These proven principles must be the basis for all learning design to set people up for success."

Dillon notes that the most important thing for healthcare organizations to remember when implementing a workplace learning solution is to involve the people you're trying to help.

"Make sure the intended solution makes sense to them based on the work they do every day and the outcomes they're trying to accomplish," he says. "It doesn't matter how high-tech or well-designed a solution is if the people you're trying to help can't or won't use it. Make sure your learning solution fits their everyday workplace reality."

By using innovative learning techniques in the workplace, you'll be able to keep up with the competition and improve your employees' productivity and morale. It can also improve employee productivity and engagement.

"These are examples of the outcomes organizations must specify before designing a learning program or selecting a technology solution," says Dillon. "Organizations must identify metrics related to their short and long-term goals. Then, they must work backward from each metric to determine how employee performance impacts the metric and what knowledge and skill are required to achieve the desired result. From there, the organization can decide on the right learning solution to apply. They may also determine that learning is not the problem since many business outcomes are influenced by other factors, such as motivation, environment, resources, and management."

Dillon has a new book out—The Modern Learning Ecosystem available on Tuesday, November 29, 2022 (now available to pre-order). It's his practical, personal, and humorous take on how to build a disruption-ready organization through modern learning and performance practices. The book includes many stories, examples, and step-by-step instructions for transforming your learning strategy to keep pace with the ever-changing workplace.

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HEALTHCARE EDUCATION HEALTHCARE EDUCATION

Building a Better Nurse Residency Program

The news about the shortage of nurses is alarming. With a national shortage of more than 510,000 predicted by 2030, and the Florida Hospital Association predicting a shortage of 59,000 nurses by 2035 in this state alone, it's important to not only attract people to the profession but to help novice nurses succeed as they enter the workforce by providing robust nurse residency programs.

The current challenge many hospitals face is finding enough experienced nurses to serve as preceptors in their nurse residency programs.

Because we have seen a lot of our highly experienced nurses leaving the hospital setting in recent years, whether due to COVID, lucrative travel nurse assignments or the decision to take early retirement, Broward Health innovated a new tiered approach for its nurse residency program. The system created residency support specialist positions for its most experienced nurses who then coach the clinical nurse preceptors working with newly graduated nurses.

To provide entry-level nurses with the best possible foundation, Broward Health's nurse residency program is intensive in the first 12 weeks, but residency support specialists and preceptors continue to follow new nurses throughout their first year.

Because nursing is a practice-based profession, the transition and learning curve from student to nurse can be daunting.

I like to say that nurses who just graduated often don't know what they don't know. There is so much to the



BY JEAN SEAYER,
MSN, RN

profession that goes beyond what is learned in the classroom. In addition to managing patient care for groups of patients with diverse needs, it's being responsible for monitoring complex equipment, electronic documentation, medication, admissions and discharges all in one shift. It's a lot to balance, and we think adding this extra level to our program will make our nurses feel supported and help them more quickly acclimate to the hospital setting.

Additionally, Broward Health's experienced residency support specialists can help new nurses understand the diverse career paths in nursing to identify areas that are a good fit for them instead of leaving the profession.

Broward Health implemented this program about a year ago with the direction of Sylvia Jones, APRN, DNP, nurse residency manager, and we're getting great feedback.

Having our residency support specialists and clinical coaches round with the novice nurses helps them not only develop their clinical knowledge but their problem-solving, prioritization and time management skills as well. And our preceptors learn how to be better coaches and trainers and have an additional level of support. Nothing beats the pearls of wisdom and insight that a nurse with decades of experience can provide.

Jean Seaver, MSN, RN, is the associate vice president of learning and development for Broward Health, and president-elect of the Nursing Consortium of South Florida. For more information, visit www.BrowardHealth.org/Pages/Nurse-Residency-Program.



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Cover Story: Learning and Caring in Communities: Building Lifelong Partnerships

Continued from page 1

creed, nationality, gender, sexual orientation, religion, age and culture. AACN's vision for professional nursing education occurs within the spheres of disease prevention, promotion of health and well-being, chronic disease care, regenerative restorative care and hospice palliative supportive care.

With a growing demand for nurses, Florida Atlantic University (FAU) Christine E. Lynn College of Nursing recognizes this as a call to action to serve the community, applying the spheres of practice into tangible outcomes for patients in underserved areas. This could not be possible without the support of partner organizations dedicated to expanding access to care to vulnerable populations. Building lifelong partnerships involves more than a single approach to healthcare. It requires a commitment to engaging local officials, organizations, faith-based groups and residents in discussions and initiatives to provide services to local communities. Our students and faculty regularly offer their services at health fairs and programs across south Florida including a partnership with the Diabetes Coalition of Palm Beach County to conduct diabetes risk assessments and blood pressure screenings in addition to kidney disease screenings in the Glades located in Palm Beach County. A Doctor of Nursing program student has engaged in dialogue with food banks to determine what is available for those living with chronic health conditions to establish ways to meet their needs. Hurricane Ian also galvanized nursing students to aid victims along the Gulf Coast with relief supplies, wellness checks and fundraising activities. The Louis and Anne Green Memory and Wellness Center, an integral component of FAU College of Nursing, serves individuals with memory disorders, such as Alzheimer's disease, and their families through a comprehensive array of services and innovative programs onsite and virtually to reach those in need.

In West Palm Beach, the college's nurse-led Florida Atlantic University Northwest Community Health Alliance (FAU/NCHA) Community Health Center, a Federally Qualified Health Center Look Alike, offers primary care and mental health services to low-income persons and families at two locations. A physician, psychiatrist, nurse practitioners and social workers provide caring-based, person-centered care directed by advanced practice nurses with other health care providers. The

Community Health Center has partnerships with the Salvation Army, YWCA, Bridges Children's services and the West Palm Beach Housing authority, and often partners with other organizations. In October, the clinic hosted a health fair with State Representative Jervonte Edmonds (District 88) and community groups to administer free COVID tests and vaccinations and healthcare check-ups to local residents. This type of collaboration enables us to raise awareness of the sliding scale income-based and low-cost services available to residents and engage the broader community.

In short, our students, faculty and alumni are bringing their skills and knowledge to neighborhoods lacking affordable healthcare. The college received a \$3.9 million grant from the Health Resources Services Administration for a nurse-led mobile health unit. In this project, the ultimate aim is to create healthier populations in rural and medically underserved populations through increased access to caring-based, culturally aligned, quality inter-professional health care. The project will prioritize mental health and reproductive health, family planning, teen pregnancy services and educate diverse Bachelor of Science in Nursing and Bachelor of Science in Nursing to Doctor of Nursing students in collaboration with community partners about the social determinants of health and prepare them to practice in complex rural and underserved communities. Dr. Beth King is the principal investigator and project director and Dr. Karethy Edwards is the director of clinical services.

Our local communities still demand and deserve better health outcomes. Understanding that the need is greater than ever, we pledge to act as compassionate and caring stewards of the nursing profession.

Dr. Karethy Edwards is Professor & Associate Dean for Academic Programs, Florida Atlantic University Christine E. Lynn College of Nursing, CEO FAU/NCHA Community Health Center.

Dr. Debra Hain is Professor (tenured) DNP Program Director, Graduate Coordinator AGNP Concentration, Florida Atlantic University Christine E. Lynn College of Nursing.

Dr. Hope Shaw is Assistant Professor, Florida Atlantic University Christine E. Lynn College of Nursing, Davie Campus.

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"I've been here 28 years, and I think it's because I feel cared for here," says Diana Smith, senior general manager of the VITAS Palm Beach program. "That's what has made the difference for me, and it's what I strive to foster among our team members."

A Family-Focused Culture in South Florida

Family is a common theme shared among the VITAS South Florida offices.

"VITAS has a very family-centered culture," says Annette Requena, general manager of the VITAS Miami-Dade

program. "A lot of our leadership team has grown up within the program."

"We take care of each other," adds Donna Borland, general manager of the VITAS Broward program. "We make sure our staff members know that we have an open-door policy. We want to know, and we care about, what's going on with them. They can call us anytime."

Building a team-focused atmosphere and sense of community is important to Diana in Palm Beach, too. "I want people to know that they can trust us, that we've created a safe space where people feel like they belong," she says.

Possibilities for Growth

For team members looking for opportunities to grow their careers, VITAS offers many options, including tuition reimbursement.

"I started at VITAS as a per diem nurse 25 years ago," Donna from the Broward program says. "I was able to utilize the tuition reimbursement benefit to get my bachelor's and master's degrees. I encourage everyone to not let that money go to waste."

A new VITAS RN certificate program allows RNs to earn continuing education credits—and quarterly bonuses—while mentoring programs provide yet another way for team members to think through next steps.

Many leaders, including Annette from Miami-Dade, who started at VITAS as a field nurse more than 15 years ago, have advanced their careers at VITAS. "VITAS is really committed to promoting from within," she says.

Committed to Our People

In both tangible and intangible ways, VITAS leaders show their people they care. The door is always open, and managers are always willing to pick up the phone and pitch in.

In Diana Smith's time at VITAS, there has been an increase in resources and education for clinicians, a clear demonstration of the VITAS commitment to its people.





The recently launched **VITAS Difference Maker program** rewards individuals in key clinical roles with a cash payout after achieving their one-year anniversary. Roles include:

- Registered nurses (including IPU RNs and CCC RNs)
- Admissions registered nurses
- Licensed practical nurses (LPNs)
- Home health aides (HHAs)
- Social workers
- Team managers

“I’ve seen a big change in terms of investment in education at all levels—for the aides, nurses in the field, and leaders,” she says.

These innovations, which include training modules, updated technologies, and remote supply ordering, help ensure team members can devote more quality time to patients.

“VITAS has been very focused on making sure the staff has the technology and protocols that ensure a safe and productive work experience,” Donna says.

From home care to inpatient units to continuous care, VITAS offers flexible scheduling and myriad care settings for RNs, LPNs, HHAs, and more. “Continuous care is one of the roles that’s most rewarding,” says Annette. “You get to be really hands-on with our patients.”

Making a Difference

In the end, helping hospice patients and their loved ones during a very difficult time is fulfilling work for VITAS team members.

“I fell in love with VITAS. I fell in love with hospice,” says Annette Requena. “It’s my calling, and it’s where I’m supposed to be.”

Donna agrees. “This is the best place to work,” she says. “Every day you make a difference in the lives of patients and families—and each other.”

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HOSPICE & PALLIATIVE CARE IN SOUTH FLORIDA

Music Therapy's Role in Palliative Care

The awareness of music as a healing modality is at least as old as the writings of the ancient Greek Philosophers, Aristotle and Plato. However, it wasn't until after World War Two that music therapy was officially established as an allied health profession.

Volunteer musicians began to visit Veterans hospitals throughout the country and physicians and nurses took note of their patients' profound physical and emotional responses. This exposed the need for more extensive training and the first music therapy degree program was born.

Music therapy is the evidence-based use of music interventions to accomplish goals within a therapeutic relationship. Within the hospice and palliative care setting, music therapists address physical, emotional, cognitive, and spiritual needs of both patients and their families.

Music therapy can help decrease pain, reduce agitation, address respiratory distress, and decrease anxiety for patients living with a chronic or terminal illness. Music therapy can also be a non-threat-



BY ELISA HALLILEY,
M.M., MT-BC

ening way to encourage life review and expression of feelings relating to the patient's prognosis as well as provide the patient and family opportunities for meaningful and positive interaction.

Our music therapy program at MorseLife Hospice and Palliative Care follows a patient-centered approach. Music is effective as a clinical modality because of its presence in all our lives.

No matter where we're from or what language we speak, each of us has a soundtrack of songs that connects us to former versions of ourselves.

Hearing a song with lyrics that describe how we're feeling in any given moment can be a cathartic experience that allows us to release emotions we may not have even realized were present within us.

Patients often become active participants in the therapeutic process, sharing stories and information about their lives intertwined with song. This can help facilitate a sense of closure and allow

them to find meaning in their existence. Likewise, the soothing nature of rhythm and tempo combined with the timbre of a human voice or musical instrument can bring someone back to homeostasis when they're in pain or distress.

Additionally, music therapy can be a powerful way to create a legacy for a patient's family members. Whether it's through songwriting, compiling a playlist of the patient's favorite songs, recording a video, or documenting their heartbeat, we can provide something tangible for families to hold onto.

MorseLife Hospice and Palliative Care serves as a teaching facility and has recently been accepted as a National Roster Music Therapy Internship Site for students completing their undergraduate course work from an approved university. The six-month internship offers a stipend and is designed to provide students the structure to learn and grow into competent professionals. Internship openings are available beginning in January and June of 2023.

Elisa Halliley is the bereavement coordinator/music therapist at MorseLife Hospice and Palliative Care.

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CATHOLIC PALLIATIVE CARE SERVICES

Angel Sanchez Artiles, MD Palliative Physician

Dr. Angel Sanchez Artiles was born in Havana, Cuba and grew up in Canada, Germany, and Holland. He has more than 10 years of experience in medicine, with a special interest in cancer pain and symptom management, end-of-life care, bioethics and health disparities. Dr. Sanchez began working with Catholic Palliative Care Services (CPCS) in July of 2021 as a Full Time Palliative Medicine Physician offering services at HCA Florida Mercy Hospital and as Associate Program Director for a Hospice and Palliative Medicine Fellowship Program. He finds his palliative work impactful in guiding patients and families through difficult hospitalizations. He is witnessing the growth of palliative services, which has included supporting many goals of care discussions and is finding end of life decisions are thoughtfully being made sooner. His team has also been instrumental in supporting palliative education sessions.



Sanaz Kashan, MD, FACP, FAAHPM Associate Medical Director

Dr. Sanaz Kashan is the Founding Fellowship Program Director of Hospice and Palliative Medicine at HCA Florida Aventura Hospital in Miami, Florida. She is board certified in Internal Medicine, Geriatrics Medicine, and Hospice and Palliative Medicine. She is also an Associate Professor at Florida International University Herbert Wertheim School of Medicine (HWCUM). Dr. Kashan serves on multiple committees within the American College of Physicians, American Geriatrics Society and American Academy of Hospice and Palliative Medicine. Dr. Kashan's main career interests are palliative medicine, bioethics, and end-of-life care. As an educator, leader, and physician, she hopes to leave a legacy by training a new generation of physicians about palliative medicine, and by modeling moral and ethical standards of behavior.



CATHOLIC HOSPICE AND CATHOLIC PALLIATIVE CARE SERVICES

Tracy Romanello, DO Medical Director



Dr. Tracy Romanello, Medical Director for Catholic Hospice and Catholic Palliative Care Services, celebrates all Hospice and Palliative providers this November. She states, "I feel enriched by the care I have provided to my patients, not just professionally, but also on a much deeper level - personally, spiritually, and emotionally. Dr. Romanello is Board Certified in Family Practice and Osteopathic Manipulative Treatment and Fellowship Trained and Board Certified in Hospice and Palliative Medicine. She has served as Medical Director for Catholic Palliative Care Services since 2015 and at Catholic Hospice since 2018. She invites inquiries about hospice services to Catholic Hospice at 1-877-CHS-4ALL.

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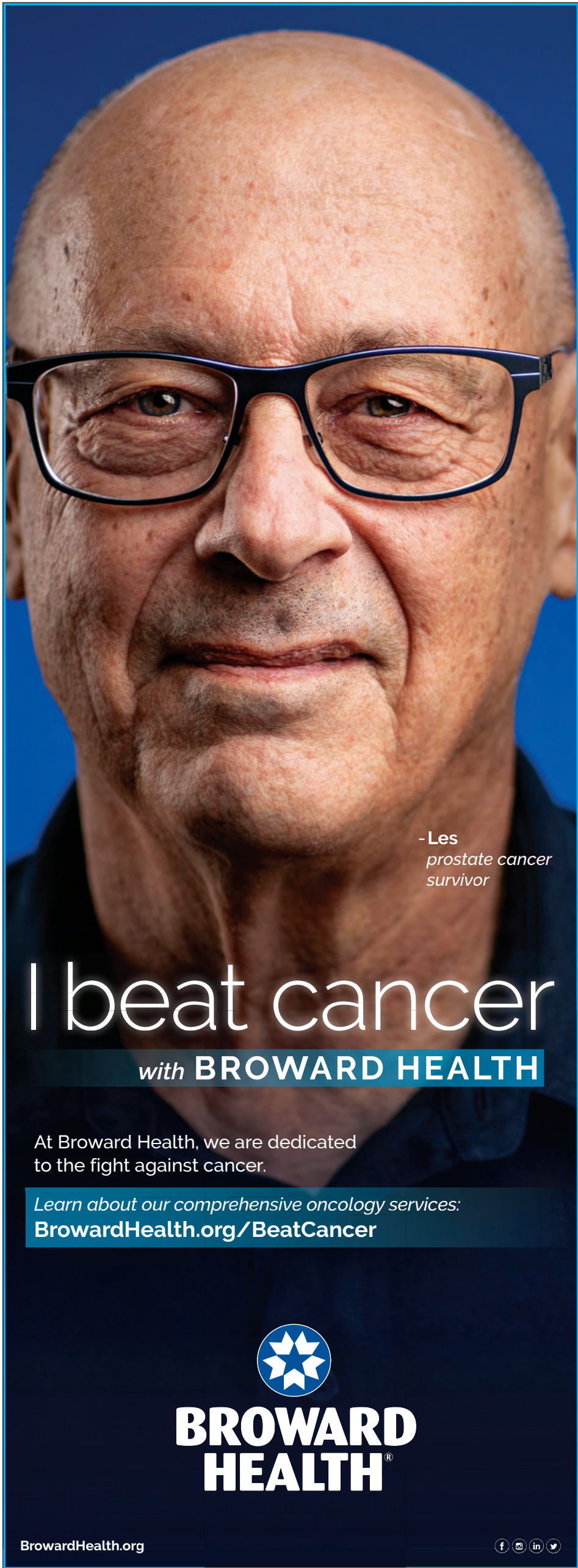
During National Hospice and Palliative Care Month in November, VITAS honors all hospice employees who deliver high-quality medical care with the emotional and spiritual support families need most when facing a serious illness or the end of life.

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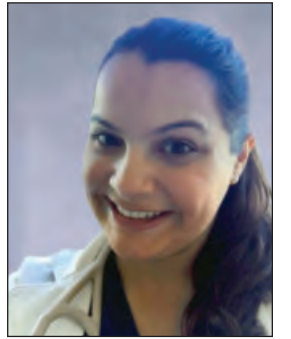
HOSPICE & PALLIATIVE CARE

VITAS® HEALTHCARE IN MIAMI-DADE

Zuharmmy “Zummy” Santamaria, MSN, APRN, FNP-BC

Pediatric Nurse Practitioner Zuharmmy Santamaria has experienced the full spectrum of hospice care. She witnessed the impact of hospice services on her grandparents and now offers quality care for children with serious illnesses. Her fellowship in pediatric neurology and a stint in a children’s cardiac ICU helped prepare her for her current role.

“The best—and most challenging—part of my job is providing emotional support and peace to families,” she says. “The demand for pediatric hospice and palliative care in our community is huge, especially in the home setting. Yet, it is the most rewarding area of service.”



VITAS® HEALTHCARE IN BROWARD COUNTY

Rafael Delgado Garcell, RN

Rafael Delgado Garcell, R.N., draws his passion for hospice care from his experience with his grandfather, who had Alzheimer’s disease. “By the age of 14, I performed my first wound care and provided comfort care,” he said.

This early exposure led him to pursue a career in health-care. Now, providing hospice care is home to him.

“I feel complete, like I belong at VITAS,” he said. “I found the right place.”

Supporting patients nearing the end of life reminds him of taking care of family. “I treat my patients and families as I would like to be treated,” he said.

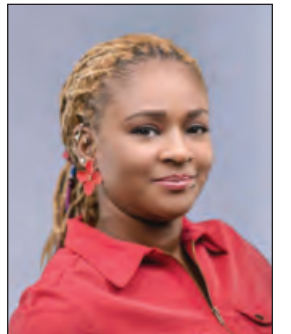


Brenda “Bree” Joseph, MSW

Social Worker Brenda “Bree” Joseph, MSW, spent time as a counselor yet decided hospice was another way to help people. “Instead of focusing on saving a life, I ensure those who are dying do so with comfort, grace, and dignity,” she said.

Joseph recalls special moments with patients, such as the veteran with limited short-term memory who finally remembered her name. “I gave him a hug,” she said.

In the midst of highlights and challenges, Joseph stays focused on delivering patient care from the heart. “If I am on your team, you have a dedicated supporter throughout your journey,” she said.



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646-520-2870 / apirozzi@bdo.com

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HOSPICE & PALLIATIVE CARE IN SOUTH FLORIDA PROFILES

MORSELIFE HEALTH SYSTEM

Sorina Galimba, MSN, APRN, FNP-C, SCRNP, CNRN

A Palliative Care Nurse Practitioner, Sorina Galimba, is an active member of the interdisciplinary team at MorseLife Hospice and Palliative Care. She focuses on assisting clients who often have chronic or serious illnesses to manage symptoms in the comfort of their homes. Her responsibilities include performing detailed examinations, prescribing medications, monitoring symptoms, creating treatment plans, collaborating with other providers, and facilitating Advance Care Planning discussions with patients and families. Her extensive experience in Neurology helps inform her practice for patients with many debilitating cognitive and movement disorders such as Parkinson's and Dementia. Sorina joined MorseLife in 2021 after multiple years of experience in the inpatient Neurology and Acute care settings. After completing her Master of Science in Nursing from South University in Savannah, Georgia, she has achieved multiple nationally accredited competencies and specializations such as a Family Nurse Practitioner, Stroke Certified Registered Nurse, and Certified Neuroscience Registered Nurse.



Wendi Geller

Manager of Volunteer Services Wendi Geller has been with MorseLife Hospice and Palliative Care since its establishment. Collaborating with the interdisciplinary care team to determine which clients may benefit from engaging with volunteers, Wendi schedules volunteers who offer companionship and shared activities such as reading, listening to music and walks. Volunteers also offer short periods of much needed respite for caregivers. She leads volunteer recruitment, welcoming those willing to give their time, and arranges volunteers to assist in administrative duties. Wendi led the efforts to achieve Level Four in the We Honor Veterans Program. This partnership between the VA and NHPCCO focuses on end-of-life care, while honoring veterans. Programs include pinning ceremonies, staff education and actively recruiting veterans to volunteer. Prior to joining MorseLife, Wendi led the volunteer program for the Osher Lifelong Learning Institute at Florida Atlantic University. She holds a bachelor's degree from Indiana University.



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Publishers

NANCY LAMMIE, Editor

JUDY GRAMM
Editorial Manager & Webmaster

JMC GRAPHICS
Art/Production
lammienancy@aol.com

CONTRIBUTING WRITERS
Daniel Casciato, Barbara Fallon
Vanessa Orr, Lois Thomson

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HOSPICE & PALLIATIVE CARE

Cover Story: Husted's Job at VITAS a 'Calling and Passion'

Continued from page 1

track. "I am out in the field as a very hands-on operator, because communication is so important."

Her work overall is significant because, as she said, "It's a simple fact of life that we're all going to die someday. I believe we deserve to have someone we know available if we have pain or anxiety or need any emotional support. You have so many people around you at birth, you should have the same access at the end for moving on from this life. It's the passion part for me."

One part of her job is creating policies and procedures that improve patient care, and she gave one example implemented years ago that has been put into practice many times, including recently. "Being here so long, we've developed standards of how we manage different things, and one of those I'm most proud of is how we respond to hurricanes." Husted worked at VITAS when Hurricane Andrew blew through Florida in 1992, and said she learned a lot.

"I took a lead role in developing specific protocols. We ask standard questions and use a process to speed up orders for additional medications, supplies, oxygen; we want to be proactive, especially if the power goes out." A process is also in place to arrange for proper coverage in the facilities, while making sure staff has time to prepare their own homes as well. "It's quite organized, and these processes allow us to reassure our patients and families, who are understandably anxious."

Husted said one of the challenges of her work is not knowing what the patient wants, and the family not knowing either. "It's still a difficult conversation for folks to have about death

and dying." She said when she thinks of what everyone has gone through with COVID, "it made us realize we should have a discussion about what we want done, what we don't want done, and ensure that somebody will be our true voice. Don't wait and let somebody have to figure it out at the end of life because there's so much stress that's inherent and natural."

On the other hand, one of the best parts is knowing that the family received the education they needed, that their loved one was kept comfortable, and also that they provided for a better quality of life sooner in the disease process rather than later. With this, patients experience compassionate care with dignity as they near death. "There is a different level of peace that you see in these situations."

Husted joined VITAS in 1989 as a hospice nurse in an inpatient unit, but said, "You never know what's around the corner." For Husted, her corner came in the early '90s, when a team manager needed to move back home to take care of her father. Husted recalled, "I remember her saying 'I'd feel much better if I knew you would step into my role. Everyone already sees you as the new clinician on the team.' It turned out that I had a knack for leading; I love to educate and mentor others to do this work. It's more of a calling and passion for me than anything else."

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Let's Connect: ACHE of South Florida Spotlight



ACHE of South Florida Member Spotlight: François Sainfort, PhD, FACHE

BY VANESSA ORR

François Sainfort, Ph.D., FACHE, has always had an interest in healthcare and hoped to follow his older brother into medical school. But as a student in France, he was encouraged to pursue other opportunities.

"When it was time for me to decide what to do after high school, I wanted to go to medical school, but in France, if you were good in math, they sent you into engineering," Dr. Sainfort explained. "I went obediently, but I very quickly found a way to get into healthcare by doing systems engineering to try to improve complex health systems."

For the past 35 years, Dr. Sainfort has been working in academia, and five years ago became the director of the Complex Health Systems Program in the H. Wayne Huizenga College of Business and Entrepreneurship at Nova Southeastern University (NSU), where he also serves as professor and chair of the Department of Management. In addition, he is a professor of Population Health Sciences in the NSU Dr. Kiran C. Patel College of Allopathic Medicine.

Prior to joining NSU, Dr. Sainfort was a tenured full professor at the University of Wisconsin, distinguished professor at Georgia Tech and Emory University, and the associate dean of Interdisciplinary Research for the College of Engineering at Georgia Tech. He also served as the founding director of the joint Health Systems Institute at Georgia Tech and Emory University.

"I joined NSU because I had been working in very well-established schools for a long time, and NSU was pretty young in comparison," said Dr. Sainfort. "That interested me, especially the type of flexibility it allowed to create a new



Dr. François Sainfort

curriculum for students.

"It also gave me the opportunity to go back to what I love, which is interacting with students and doing applied research that can be implemented in the healthcare system to help clinicians provide quality care to patients, and to help patients become involved in their own care," he added.

Dr. Sainfort got involved with the American College of Healthcare Executives (ACHE) while working as the head of the Division of Health Policy and Management at the University of Minnesota. "Many of our members were part of ACHE and we also had teams competing in the case competition," he said. "My first involvement was mentoring and supporting students."

At NSU, Dr. Sainfort still encourages his students to participate in the organization, and the Health Systems Program even pays students' membership fees. "It's a benefit we give them, but we add that they must be involved," he said. "They really love the educational events and the networking, and they benefit from listening to CEOs talk about their experiences on different topics."

"The ACHE South Florida Chapter is extremely active and does a wonderful job, and it is also very well run," added Dr. Sainfort, who just put his name in to serve on the board of directors.

As an ACHE fellow, Dr. Sainfort also organizes panel sessions for students and early careerists and speaks at events. "I encourage students to use what they learn in this program to prepare them to sit for the Board of Governors exam and be successful," he said. "As soon as they qualify to be a Fellow, after five years of leadership in healthcare, I encourage them to apply for it."



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When It Comes to Patient Care, Walk Around

Interviewing people today is so interesting. Despite reviewing their detailed resume, thanks to platforms like LinkedIn, Facebook and the internet in general, candidates who do their research can find out just as much about you prior to the resume. Whenever I am interviewing someone, I often close by asking if the candidate has any questions. Recently a VP candidate took me up on this. After reciting the highlights of my long career with ImageFIRST, she asked me, with all the changes in my responsibilities, is there anything I missed about my previous roles. My response was simple. In my current role, I don't get to visit our locations as much and therefore interact with all the people who work in the field and in our facilities. The reason I loved doing this, is I could understand (and many times remove) the roadblocks our front line associates and leaders were facing. This exchange reminded me of an article I read a couple years ago. There was a hospital CEO who made a habit of walking the entire hospital on a regular basis. The walk had a purpose. He would interact with staff members at all levels. He wanted to simply know how he could make their experience as employees better and in turn, also enhance patient care. One small example he discovered was that the fitted sheet in the ICU was a complete pain for the team. It simply would not stay on the mattress. This may seem silly to an outsider, but can you imagine being a nurse trying to save lives, and constantly needing to try and get the corner of the sheet back on? Despite it being an issue for a long time, the fix was simply switching to a different type of bed linen. Problem solved, but it never would have happened if the CEO was not asking the questions. When it comes to patient care, lead by walking around.



BY JAY JUFFRE

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

South Florida HIMSS IntegraTe Conference

The South Florida Chapter of HIMSS is pleased to host the 11th Annual Conference "IntegraTe" on November 17, 2022. IntegraTe is the premier health information and technology event in South Florida, where professionals throughout the health ecosystem connect for education, innovation and collaboration. For 11 years, HIMSS members and healthcare professionals—from CIOs and senior executives to providers and payers to IT consultants and entrepreneurs—have come together to attend this most influential conference and trade show.

Come Celebrate SFLHIMSS' 11th IntegraTe Conference

The HIMSS South Florida Annual Conference is exciting and diverse, with its seemingly endless choices and learning formats of top-tier education in every topic and specialty in healthcare delivery. The event will bring together over 20 speakers from industry leaders, keynote speakers, subject matter experts all in one location discussing innovations, trends and emerging technology.

This year's theme, "Unlocking Health Care Delivery with Technology Insights", brings together an amazing line-up of top-notch speakers right here in the South Florida area. Topics for the agenda cover: Humanoids in Healthcare, Digital Transformation, Metaverse, Blockchain, Healthcare 4.0, Diversity & Inclusion, Cybersecurity in Healthcare, Precision Medicine, Digital Access to Care, Value Based Care, Healthcare Data Analytics, and much more!

This will be an energetic celebration, a reunion and a welcome — all wrapped into one event. We're planning an exciting day focused on coming together as a community and celebrating our love for our profession amongst our colleagues, business partners and friends in the industry.

Please join us November 17, 2022 at the Nova Southeastern University's Broward Center of Innovation for a day of learning from over 20 dynamic speakers, networking with professional colleagues, and health information technology vendors. We look forward to seeing you!

Please visit the SFLHIMSS IntegraTe website at sflhimssintegrate.com to register. You'll be happy with your decision to attend.

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Around the Region... Around the

Health Care District of Palm Beach County Welcomes Chief Nursing Officer

Gina All, RN, MSN, is the Health Care District of Palm Beach County's new VP & Chief Nursing Officer. A registered nurse for over 20 years, All has worked at the executive level for a decade in chief nursing and operations roles. Previously, she served as CNO and Interim Chief Operating Officer for ShorePoint Health, a 312-bed acute care hospital in Venice, Florida. There she spearheaded the hospital's care and processes related to COVID-19, performed favorably to budget for 2020 despite the pandemic, implemented a full electronic medical record conversion and reduced staffing turnover. All earned her Master of Science in Nursing from Liberty University in Virginia and her Bachelor of Science in Nursing from University of North Carolina at Charlotte. She is a member of the American Organization for Nursing Leadership and a certified Lean Six Sigma Black Belt.



Gina All

Holy Cross Health Names Vice President of Development

Laura Denoux has been named vice president and chief development officer for Holy Cross Health in Fort Lauderdale. Prior to joining Holy Cross, Denoux was the senior director of development and corporate partnerships for Baptist Health Foundation, where she raised more than \$36 million during her tenure there, while overseeing the fundraising team responsible for major corporate philanthropic partnerships, sponsorships and the recognition of corporate partners. A 22-year veteran in fundraising and sales, Denoux previously held positions with American Heart Association, Samsung and Mary Kay. Denoux earned a bachelor's degree in advertising, marketing and communications from Florida International University.



Laura Denoux

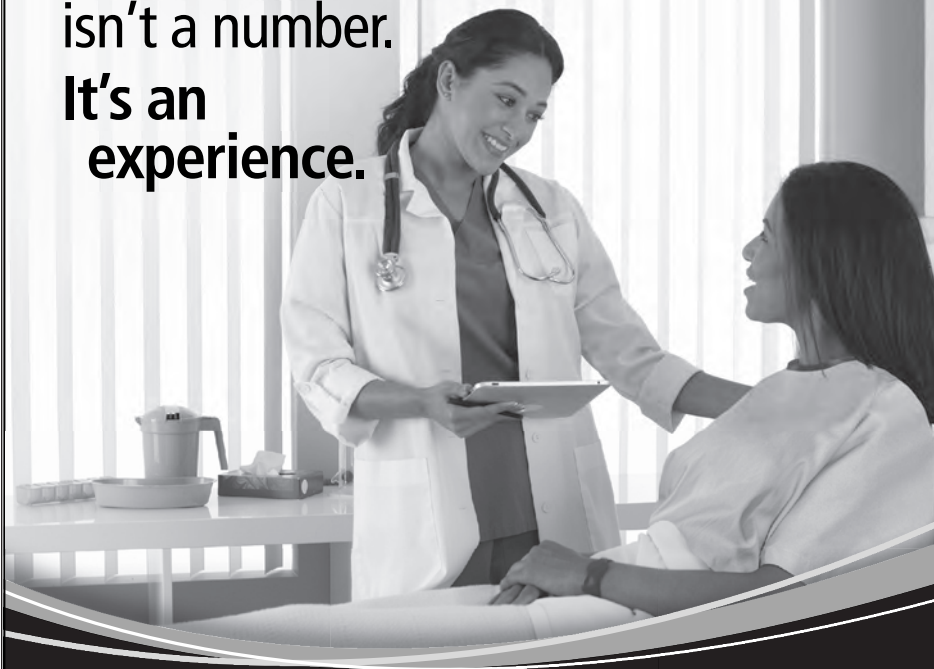
Lincoln Mendez Named North Region Executive and CEO of Boca Raton Regional Hospital

Lincoln Mendez has been appointed to the newly created role of North Region Executive and CEO of Boca Raton Regional Hospital. His expanded responsibilities include driving the continued growth across the Palm Beach County market, with a strategic focus on expanding the orthopedics, cardiac and vascular, cancer and neuroscience service lines to provide greater access to these services in the region. He will also oversee the physician development strategy and the continued integration and systemization of Bethesda Hospital East and West and Boca Raton Regional Hospital. Lincoln has served as Boca Regional's CEO since 2019, when the hospital became part of Baptist Health. Prior to leading Boca Regional, Lincoln was CEO at South Miami Hospital for 9 years and CEO at Doctors Hospital for 14 years. He is actively involved in the Palm Beach County community, currently serving on the Board of the Boca Raton Chamber of Commerce, the South Florida Hospital and Healthcare Association, the Boca Raton Innovation Campus and the Board of the FAU Schmidt College of Medicine Medical School Consortium.



Lincoln Mendez

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Cover Story: Making Connections with Patients and Staff a Top Priority for Kindred's CEO

Continued from page 1

February 2022. She also served as Kindred's Director of Sales Marketing for four years before taking over as CEO at the Tampa facility.

Jackson says that some of the critical skill sets a healthcare executive should possess are empathy, emotional intelligence, as well as the ability to connect with people. Empathy allows someone in a leadership role to understand and feel what employees and patients are going through. They must also have the emotional intelligence to manage the emotions of staff, patients, and family members.

Connecting with them enables you to build rapport and help create a positive patient experience. These traits are essential for a CEO because they enable them to create a positive and supportive hospital environment that promotes healing.

"To me, these are the only transferable skill sets that supersede anything else to be successful," explains Jackson.

To prioritize the needs of the Kindred hospital team and its patients, Jackson says they perform ongoing employee engagement surveys and listening sessions.

"We want to hear from the team things that are going well and areas that are our opportunities to improve," she says. "We're also able to drill down on those initiatives because we take the time to get to know our employees. We want them to always be comfortable talking with us. We're constantly talking to our team to get to know them better. For example, we create opportunities to simply have informal conversations with them about their families and other interests. That builds trust and rapport."

Striving to inspire and motivate your team by set-

ting an example for them to follow is another important trait for an executive to possess. They should be passionate about their work and be able to communicate that enthusiasm to their team. Listening and communicating are also important, notes Jackson. It creates an environment where team members can collaborate and feel supported.

"I'm a connector," says Jackson. "I'm big on the fact that we have two ears and one mouth. So, it is important to listen with understanding, and then be able to respond accordingly. I inspire and motivate my team because I understand and know them, meaning that I interact with them. I know about their families. I know a lot about their goals and initiatives, both personal and professional. I know those things because I ask them, and I have a genuine interest in understanding what those needs are. By connecting with them, you're building trust along the way."

Late last year, Kindred Healthcare and LifePoint Health joined to form ScionHealth, a new healthcare system focused on high-quality acute and post-acute hospital solutions. LifePoint and ScionHealth will still function independently from each other.

"While Kindred Healthcare has evolved into an organization comprised of two parts, my vision for the future of Kindred South Florida is that we operate in a way that is so community-focused that we're a strong partner in the healthcare continuum," says Jackson.

For more information, visit kindredhealthcare.com/locations/ltac/kindred-hospital-south-florida-ft-lauderdale.

New Blood Conservation Program Arrives at Palm Beach Gardens Medical Center

Palm Beach Gardens Medical Center (PBGMC) advances surgical care for many procedures in Palm Beach County with the opening of its new Bloodless Medicine and Surgery Program. Some patients want to avoid receiving blood transfusions because of religious beliefs or medical concerns.

Traditionally, blood lost during surgery is replaced with banked blood from donors. The hospital's bloodless medicine and surgery program uses special surgical methods that minimize blood loss and uses substitutes for blood products.

Thanks to medical advances, some surgeries today can be performed without blood transfusions. In fact, many techniques developed for people who need bloodless surgery for religious reasons are now standard procedure for all patients.

"This program eases the burden on the blood bank," said Robin Ortega, Patient Navigator for the Bloodless Medicine and Surgery Program. "We are preserving our own precious resource in blood, which allows us all to be a good steward for the community."

Blood conservation interventions can be used in numerous medical and surgical specialties including cardiac surgery, cardiology, colon surgery, emergency services, general surgery, internal medicine, neurosurgery, orthopedics, spine surgery and more.

"Our bloodless program provides evidence based medical care for patients who want to avoid the need for blood transfusion," said Teresa Urquhart, CEO of Palm Beach Gardens Medical Center. "This is another example of our hospital's commitment to the community to provide excellent healthcare."

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A message from our President

As 2022 Races to the Finish!

I can't believe it, November is here! Where has this year gone? In our "Years of Pandemic 2", we were able to return to having some face-to-face meetings and programs but, we aren't back where we were; more work needs to be done.

As you are reading this article, we have completed our 29th Annual Golf Tournament (October 24th) (for those of you who attended—thank you) and we are looking ahead to our last major event of 2022, our annual meeting and dinner.

This event will be on December 8 at the Signature Grand in Davie. It is one of our larger events drawing approximately 250 guests to hear about our association's activities and to network with old friends and make new ones. If you have been looking for an event to support where building relationships is important, this is the event for you.



Jaime Caldwell

Congratulations to Judy Frum and the whole Broward Health team.

Broward Health Imperial Point – HAPPY BIRTHDAY!

You can go to our webpage (www.sfhha.com) and click on the events tab and then scroll down to December 8 to register. Ask around and talk to anyone who has attended our annual dinners in the past and they will tell you that this is the one event that you need to attend.

November 2022 is also the month and year that Broward Health Coral Springs turns 50 years old! Opening its doors in November of 1972, the doctors and staff of this 250-bed hospital have been caring reliably for both their patients and the local community.

MAKINGROUNDS...MAKINGROUNDS...

Holy Cross Health Adds Family Medicine Physician

Family medicine physician Lianna Navar, M.D., has joined the Holy Cross Medical Group. Dr. Navar completed her family medicine residency at the University of California's Riverside University Health Systems in Moreno Valley where she was chief resident. At the Moreno Valley Community Health Clinic, she conducted quality improvement research on improving cervical cancer screening for which she received the H Winter Griffith Resident Scholarship. During that time, she also volunteered her time conducting sports physicals for athletes in local high schools and conducted physical exam training for medical students at the University of California. Previously Dr. Navar was a research associate and enrollment specialist at Parexel International, a global clinical research organization and biopharmaceutical services company in Glendale, CA. She is a member of the American Board of Family Medicine, American Academy of Family Physicians and American College of Physicians. Dr. Navar earned her Bachelor of Science in Molecular and Cellular Biology from Johns Hopkins University and graduated with the highest honors from Ross University School of Medicine in Portsmouth, Dominica in the West Indies.



Dr. Lianna Navar

Dr. Neel Patel Joins HCA Florida Mercy Hospital to Launch Head and Neck Oncology and Reconstructive Surgery Program

HCA Florida Mercy Hospital announced the addition of Neel Patel, M.D., D.M.D., a specialist in Oral and Maxillofacial Surgery, Head and Neck Surgical Oncology, as well as Microvascular and Microneural Reconstructive Surgery. Dr. Patel will lead the Head and Neck Oncology and Reconstructive Surgery program at Mercy Hospital. Building upon the facility's oncology practice, Dr. Patel will provide specialty care in the treatment of all types of head and neck cancers, as well as provide advanced reconstructive surgical techniques for complex oral and facial abnormalities, facial esthetic problems, craniofacial trauma, motor (i.e. facial reanimation surgery) and sensory nerve repair and reconstruction, as well as treatment of benign head and neck tumors and other conditions such as osteoradionecrosis and medication-related osteonecrosis of the jaws. Dr. Patel completed his fellowship in Head and Neck Surgical Oncology as well as Microvascular and Microneural Reconstructive Surgery at the University of Miami/Jackson Health System.



Dr. Neel Patel



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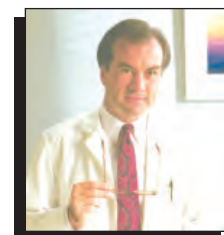


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ADVANCES IN TECHNOLOGY

How Robotic-Assisted Bronchoscopy Benefits Patients *Cleveland Clinic Florida uses the latest technological advancements in the fight against lung cancer*

As technology continues to advance, patients are benefiting from breakthroughs, such as advanced robotic-assisted bronchoscopies, a new procedure that has revolutionized the way bronchoscopies are typically performed.

Cleveland Clinic Florida's Weston Hospital and Indian River Hospital interventional pulmonologists are performing this procedure with precision, which allows them to accurately detect and diagnose lung cancer at an earlier stage. Pulmonologist Dr. Hermes Velasquez gives ample praise to this advancement.

"First, it allows us to navigate more precisely. Secondly, we get more range, which allows us to reach further into the bronchial tube. And thirdly, it is more stable and once we reach our targeted place, we can anchor the device in that position, making it more advantageous to start the sampling process for biopsies," said Dr. Velasquez.

Similarly, Cleveland Clinic Weston interventional pulmonologist Dr. Ihab AlShelli explained, "With the robotic assisted bronchoscopy not only can we reach the area, but we can aim toward the exact location of the nodule and that will increase our chance to obtain a diagnosis," said Dr. AlShelli. The technology greatly reduces the risk of false negatives, which means lung cancers can be caught and treated early, and patients are not undergoing repeated biopsies.

A robotically assisted bronchoscopy is performed on eligible patients diagnosed with a lung nodule or lung mass needing a biopsy to determine if the nodule is cancerous. This outpatient procedure based on electromagnetic navigation is performed



Dr. Hermes Velasquez



Dr. Ihab AlShelli

under general anesthesia, and a CT scan is taken of the chest for the mapping tool on the day of the procedure. From there, the picture is recorded on a CD and placed into the robotic software which identifies any lesions in the CT scan to create a visual pathway for the surgeon to follow. Once the patient has been sedated, the flexible tube is placed in the endotracheal tube. The physician then uses a controller to manipulate a catheter and follows the outlined pathway to the nodule.

In a process called rapid on-site evaluation, an on-site pathologist looks at samples as they come in to determine whether they are compatible with cancer or other inflammatory conditions, explained Dr. Velasquez. If the pathologist only sees a healthy lung, the robot can guide the physician to another location to extract a better sample.

Patients with two or three lesions on the same side of the lung can be biopsied at the same time. Although samples cannot be taken from both sides of the lung for safety reasons, patients can return at a later date to continue the procedure, as there is no limit.

"Our goal is to detect lung cancer early in the game and ultimately save lives," Dr. Velasquez said. "Lung cancer is curable if caught early, but unfortunately most lung cancer is discovered past the curable stage. That's why it's so important to get a CT lung cancer screening to make sure there are no lesions. By doing so, we can attack cancer in its earliest stages."

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

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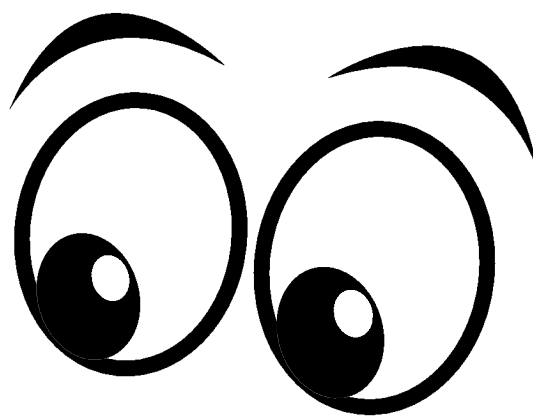
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