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Hospital NewsTM and HEALTHCARE REPORT

Volume 21 • Issue 2 • \$5.00 August 2024

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

Healthcare Education



Dr. Patricia Liehr

Dr. Patricia Liehr Brings Experience, Empathy to FAU Interim Dean Position

BY VANESSA ORR

In her new role as interim dean of the FAU Christine E. Lynn College of Nursing, a position she's held since July 1, 2024, Dr. Patricia Liehr sees herself as a conduit connecting the college's past and its future.

"I am the bridge that is needed to get from Dean George to the next outstanding dean of the college," explains Dr. Liehr, who came out of retirement to hold the position. "My main goal is to support the efforts of faculty and staff and the many wonderful people that contribute to what the college accomplishes. That will include listening to and supporting them in whatever ways that I can; my legacy will be that I tried to make a difference during this period of transition."

Dean Safiya George, Ph.D., left the college in June to serve as the president of the University of the Virgin Islands. During her tenure at the college, she advanced the values-driven education and holistic, caring-based philosophy

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Healthcare Leadership

Visionary Growth for the Future

BY AMIT RASTOGI, MD, MHCM

Jupiter Medical Center is advancing innovation and technology to elevate patient care. Our steadfast commitment to delivering the highest standards of quality, safety, and patient experience is the foundation of our success. I want to share updates on our efforts to enhance patient care and highlight the significant accomplishments we have already achieved this year.

da Vinci 5 Surgical Robotic System

The Johnny and Terry Gray Surgical Institute at Jupiter Medical Center successfully performed the inaugural robotic surgery utilizing the state-of-the-art da Vinci 5 Robotic Surgical System. Jupiter Medical Center is one of the nation's first pioneering facilities to have acquired the da Vinci 5.

Jupiter Medical Center's program is among the leading robotic programs in the nation. Over 35 robotically trained surgeons span nine specialties, and JMC recently surpassed the milestone of 10,000 robotic surgeries performed.

U.S. News & World Report

U.S. News & World Report, renowned for hospital rankings and consumer guidance, recognized Jupiter Medical Center as a top hospital in Florida. The 2024-2025 High Performing specialties include Stroke, Heart Failure, Colon Cancer Surgery,

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Dr. Amit Rastogi

Now Out of Bankruptcy, Cano Health Focusing on the Future

BY VANESAS ORR

Now that Cano Health has successfully emerged from bankruptcy, it is well on the way to achieving its ultimate goal—putting the patient first. With a host of new services coming to market and the strength of its team and community, the health system is positioned to move forward in a new and exciting way.

"It's really uncommon to have the court approve a reorganization plan and to exit bankruptcy on the same day, but that's what happened on June 28, 2024," said CEO Mark Kent, FACHE, FACMPE. "I'm very thankful to our advisors, employed physicians, employees, creditors, vendors, and trusted affiliated physician partners for helping us get through this, and I'm proud to say that they can now expect a new Cano Health where our focus is on the patient experience."

In addition to moving physical and massage therapy in-house, Cano Health has added physical medicine and rehabilitation (PMR) to its services and enhanced pharmacy services so that patients can get their medications in the medical center at the time of their appointments or provided at home. The company has also expanded the Cano at Home program and Cano Cares program so that patients can interact with the health system 24 hours a day, 7 days a week.

"Patients can receive primary care services from a visiting nurse practitioner in their



Mark Kent

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Alfredo Cepero

Five Tips for Renegotiating Pharmacy Benefits Manager (PBM) Contracts

BY ALFREDO CEPERO

The U.S. Department of Health and Human Services estimates that \$603 billion was spent on prescription drugs in 2021 before accounting for rebates. A significant portion of employers' healthcare costs are attributed to pharmaceuticals, and these expenses continue to climb. As expensive specialty drugs and new gene therapies become more prevalent in the market, companies must do their diligence when choosing a pharmacy benefits manager (PBM) or renegotiating their existing contract.

The complexity, industry jargon, and overall breadth of these agreements might discourage companies from fully exploring their options and seeking the most competitive rates for their business and employees. Fortunately, there are ways that companies can make sure their PBM contracts are appropriate to their business. Here, we explore five tips to help companies navigate the PBM contract renegotiation process.

1. Know Your Data

Your data may be the most crucial tool when entering into negotiations on your PBM contract. Having a deep understanding of how your drug spend currently is allocated, how your members are using your plan, your formulary adherence, and

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HOSPITAL-LEVEL CARE



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Publisher's Note

The Quest for the Perfect Seat

Once upon a time, in a bustling town filled with shiny dealerships, there lived a couple named Charles and Carol. Charles was on the hunt for a new car with plenty of room for long trips and good storage. Carol's main criterion wasn't speed, fuel efficiency, or even the color; it was seat comfort. Yes, Carol was on a quest for a seat that was just right.



Carol felt a bit like Goldilocks, the legendary heroine who critiqued porridge, chairs, and beds. Except, instead of a quaint cottage in the woods, Carol ventured into the concrete jungle of car lots which for her (only second to a dentist's visit) was pure torture.

The first dealership was a fancy, high-end showroom filled with sleek cars and hulking SUVs. Carol hopped into the first car, a flashy SUV with leather seats renowned for its soft and luxurious ride. However, after a few moments, Carol realized the seat was so low and firm that it felt like sitting on a very stylish rock. "This seat is too hard!" Carol declared, climbing out with a sigh.

Next, they visited a family-friendly dealership, where the cars were practical, yet still spacious and reputed for legroom and comfort. Carol slid into the top-of-the-line minivan, marveling at the plush, cushiony seats that felt like a warm hug and even had extended leg-rests (a physical therapist's dream). But as the sales rep droned on about cupholders and safety features, Carol began to sink deeper and deeper into the seat. It was like sitting on a marshmallow, and Carol imagined herself moaning and groaning after a long drive. "This seat is too soft!" she mumbled, extracting herself with considerable effort.

Feeling a bit disheartened, they next wandered into a dealership filled with cars of all kinds, with and without upgraded interiors. Here, the sales associate guided Carol to a modest level SUV which he proclaimed might be even better than the high-end whistles and bell model. Carol sat down cautiously, and to her surprise, the seat was neither rock-hard nor marshmallow soft. It was supportive yet cushy, firm but yielding. She wiggled a bit to test it out, leaned back, adjusted the lumbar support, and felt a sense of contentment wash over her. "This seat is just right!" Carol exclaimed with a grin.

As they signed the papers, Carol imagined long road trips with perfect posture and no back pain, commutes that felt like sitting on a cloud, and even the occasional drive-thru visit where they'd sit in blissful comfort and fill all their cupholders. The sales associate, having seen many a picky customer, smiled knowingly. "The right seat makes all the difference," he said, handing them the keys.

Driving away in their new car, Carol felt a bit like Goldilocks but without the bears, the porridge, or the breaking and entering. Just a person who found the seat that was just right.

Charles Felix



**You can reach Charles Felix at
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Nonalcoholic Fatty Liver Disease: What Physicians Need to Know

As a board-certified gastroenterologist and hepatologist, Tampa General Hospital's Dr. Sonja Olsen is well-versed in the American Association of Clinical Endocrinology's updated screening guidelines for non-alcoholic fatty liver disease (NAFLD). She offers a comprehensive assessment to individuals at risk of NAFLD at Tampa General Hospital (TGH) Digestive Health Center, which has locations in West Palm Beach and Palm Beach Gardens.

Dr. Olsen is Palm Beach County's and Martin County's only transplant hepatologist and brings more than a decade of experience in providing world-class digestive and liver care, and specializes in liver disease and disorders, including those related to NAFLD.

She is a member of the American Gastroenterological Association, the American Society for Gastrointestinal Endoscopy and the American Association for the Study of Liver Diseases (AASLD). Dr. Olsen was the chief resident at NewYork-Presbyterian Weill Cornell Medical Center, and previously served as an assistant professor in the Department of Medicine at NewYork-Presbyterian Hospital, assistant professor in the Department of Medicine at Lenox Hill Hospital in New York City and assistant professor in the Department of Medicine at NYU. She has also served as co-director of the Medicine Sub-Internship clerkship at Weill Cornell, and as the program director for Advanced Fellowship in Transplant Hepatology at NYU.

Dr. Olsen's vast expertise in treating all stages of liver disease and her unique credentials are why more and more local primary care physicians and endocrinologists refer their patients with NAFLD to her care.

What Physicians Need to Know About NAFLD

In the U.S., NAFLD affects approximately 80 to 100 million people, among whom nearly 25% progress to nonalcoholic steatohepatitis (NASH). Many do not know they have the disease. Eleven percent of NASH patients will develop cirrhosis or liver failure. NASH may also progress to hepatocellular carcinoma (HCC). "NASH is expected to become the leading cause of liver transplantation in the U.S. by 2025," said Dr. Olsen.



Dr. Sonja Olsen

A New Name for Fatty Liver Disease

The term "fatty liver disease" has been replaced with a term that more accurately describes the physiology of the disease. The new name is metabolic dysfunction-associated steatotic liver disease (MASLD).

"Because MASLD is asymptomatic, it is critical that we screen for it," said Dr. Olsen. "While we continue to educate people on diet and exercise, we now have several medications that can be used to treat MASLD."

New Guidelines Encourage Screenings

According to new guidelines from the American Association for the Study of Liver Diseases (AASLD) and the American Association of Clinical Endocrinology (AACE), the following patients should be screened for MASLD:

- All patients with diabetes
- Patients with two or more cardiovascular risk factors, such as hypertension, diabetes, dyslipidemia and sleep apnea

- Patients with elevated liver chemistries

Screening starts with an ultrasound or liver tests. From there, we can calculate the FIB-4, which has been shown to correlate with fibrosis. This is a simple formula using the patient's age, AST, ALT and platelet count to help determine the likelihood of advanced fibrosis.

- Anyone with a FIB-4 greater than 1.5 should be referred for a FibroScan to determine the degree of scarring in the liver

- Patients with Stage 3 or 4 fibrosis need to be screened for liver cancer

TGH Digestive Health Center is one of the few practices in South Florida offering the FibroScan test. Dr. Olsen welcomes patient referrals and collaborating with physicians on treatment plans.

"This new, advanced, preventative measure offers patients a greater opportunity to detect and treat MASLD as soon as possible," said Dr. Olsen. "Our goal is to provide the most up-to-date and comprehensive information to patients, and to give them the greatest level of comfort and reassurance about the care they are receiving."

For patient referrals, please call (561) 739-4TGH (4844) or visit TGHDigestiveHealth.com.

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**Is it time for a goals-of-care (GOC) discussion?
Has your patient considered hospice services?
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¹ Prescott, H., et al. (2015). Readmission Diagnoses After Hospitalization for Severe Sepsis and Other Acute Medical Conditions. *JAMA*, 313(10); 1055-1057.

² Rhee, et. al. (2017). Incidence and Trends of Sepsis in US Hospitals Using Clinical vs Claims Data, 2009-2014. *JAMA*, 318(13); 1241-1249.

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When It Comes To Patient Care, Benchmark the Best

Part 4

As we continue to look at what the best of the best are doing to drive patient care, we need to see what organizations are doing to better educate patients and their families. There is an old adage, 'always listen to your doctor'. This is typically very sound advice. But what does the doctor do when, for the two days leading up to the appointment, the patient has been entering their symptoms into WebMD? The answer of leading Healthcare providers is to educate. Leaders in the industry are focusing on patient education and health literacy. This is more than bedside chats. They are putting their money where their mouths are by investing in programs to empower patients with the knowledge and skills to make informed decisions about their health, manage chronic conditions effectively, and navigate the healthcare system confidently. An educated patient has less stress, feels more confident in their diagnosis or treatment, and is in a word happier, with their health care provider. For example, I have followed my primary care provider to different health systems because she goes the extra mile to educate me on anything going on when it comes to my health. There are a few best practices we can glean from the best. First of all, start early. Begin by educating patients and their families at every encounter. Secondly, use plain language. Avoid complicated medical terms. Also, provide visual aids. Use interactive tools and as many visuals as possible. In addition, involve patients. For example, ask patients to explain their condition to a loved one and give them feedback on how well they did. This confirms they understood what was explained. Finally, make information accessible. Ultimately, the leaders in the industry are taking the time and making the effort to educate people and involve them in their treatment options. If you want to be a top provider, you should do the same.



BY JAY JUFFRE

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

A New, Safer Treatment for AFib: Zero Fluoroscopy

Atrial fibrillation (AFib) is no longer a condition found primarily in older adults. A growing number of younger Americans are experiencing AFib with symptoms such as palpitations, shortness of breath and dizziness.

"You can literally have AFib at any age," says Yasser Rodriguez, M.D., a cardiac electrophysiologist at Cleveland Clinic Weston Hospital. "The important thing is that you see your doctor. The sooner you start treatment, the better your chances of preventing it from getting worse."

For years, AFib, which causes abnormal heart rhythms, has been treated with cardiac ablations using fluoroscopy, or x-rays. While effective, the procedure exposed other areas of the body to potentially harmful radiation.

"Fortunately, we now have a new technology to perform cardiac ablations for AFib through a technique called 'zero fluoroscopy,'" says Dr. Rodriguez, who specializes in complex ablations. "We have moved away from x-ray, which can increase the risk of breast, lung, skin and even bone marrow cancers. Zero fluoroscopy ablation poses less risk, making the procedure safer for younger patients who may need additional ablations down the road."

At a time when AFib has increased three-fold, this is welcome news for both cardiologists and their patients. "AFib is a risk factor for life-threatening conditions, such as heart attacks and strokes, and contributes to 158,000 deaths each year in the United States," says Dr. Rodriguez. "We are extremely pleased to be able to offer this safe and effective technology to our patients."

Visit ClevelandClinicFlorida.org/Heart to learn more about the Heart, Vascular and Thoracic Institute at Cleveland Clinic in Florida.



Dr. Yasser Rodriguez

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This year, Florida Blue celebrates 80 years of offering high-quality, affordable, and equitable health plans to Floridians. As a part of a mission-driven, member-owned, not-for-profit mutual holding company, we prioritize our members and are dedicated to helping people and communities achieve better health.

Local businesses significantly contribute to community health. By reinvesting our earnings, we can reduce costs, innovate products, and enhance coverage, fostering a healthier workforce and community.

Additionally, the Florida Blue Foundation partners with local nonprofits to enhance access to health services, ensuring lasting community impact.

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Specialists' Perspectives on Neuroscience Excellence at Broward Health

BY CAROL NEWMAN

Neurologic deficits and events alter the course of an individual's life, robbing an otherwise healthy person of strength, mental acuity and overall well-being. This often disrupts families and impacts more than just the patient themselves. Broward Health's comprehensive neuroscience program aims to improve short- and long-term outcomes for patients with preventive care, disease treatment and rehabilitation.

"Broward Health is evolving our neurology and neurosciences program," said Shaye Moskowitz, M.D., neurosciences medical director at Broward Health. "From our participation in clinical trials to our use of innovative technology and techniques, we're committed to advancing treatment and ensuring patients receive the best possible care."

Advanced Surgical Precision

Neurosurgeons at Broward Health treat a range of pathologies involving the brain and spine, including skull base tumors. These tumors grow from the bone of the skull base in various locations and may be benign or malignant, intra-axial or extra-axial (or both). Types of skull base tumors that may benefit from a surgical approach include:

- Chondrosarcomas
- Meningiomas
- Pituitary adenomas
- Vestibular schwannomas

"The basic premise behind skull base surgery is to design an ideal approach to cranial pathologies — typically tumors — that is the most effective and safe way to access and remove that pathology," said Daniel Klinger, M.D., FAANS, fellowship-trained skull base neurosurgeon at Broward Health.

These advanced approaches include posterior, lateral and anterior craniotomies that serve to reach deep-seated tumors. Broward Health neurosurgeons often complete these procedures in conjunction with otologists and ENT sinus surgeons who have specialized training in middle-and inner ear and transnasal surgery. This team approach improves patient satisfaction.

It also enhances outcomes in meaningful ways, including:

- Hearing preservation
- Improved surgical cosmesis
- Faster recovery and return to daily life and routine
- Greater extent of surgical resection
- Minimized surgical morbidity in regard to brain injury and cranial nerve injury

Such improvements are only possible due to new techniques. "Previously, complete resection of every skull base tumor was the goal," Dr. Klinger said. "We've now learned that many benign tumors do not require overly aggressive



Dr. Shaye Moskowitz



Dr. Daniel Klinger



Dr. Celso Agner

approaches. We have better, safer approaches to these tumors surgically. The end result successfully addresses the disease process while maintaining a high level quality of life."

Catheter-Based Interventions

Endovascular advances have resulted in significant changes compared to the surgical approaches depended on 20 years ago to treat stroke and aneurysm. "We're advancing constantly, as new technologies are introduced day by day," said Celso Agner, M.D., M.S., MSC, interventional neurologist and medical director of the comprehensive stroke center at Broward Health. "Our field has changed dramatically to provide safer, more effective treatment options."

According to Dr. Agner, innovations in devices and tools that have had a significant effect on patient care include:

- Catheter modifications, which increased the size of the stent once deployed with no change in the stent's external diameter traveling to the site
- Stentriever, which safely remove clots in stroke patients
- Woven EndoBridge (WEB) devices, which self-expand to block aneurysm blood flow and encourage thrombosis

With stroke centers at its four hospitals, Broward Health cares for the most complex stroke patients, with teams working diligently to provide optimal outcomes while seamlessly integrating treatment with providers at its hospital to ensure exceptional patient care. Additionally, Broward Health interventional neurologists provide percutaneous spinal procedures and are positioned to take advantage of new advances on the horizon in each neurologic disease focus.

Providing Robust Care and Support for Memory Disorders

The Memory Disorder Center at Broward Health North is an important component to Broward Health's neuroscience care, bringing together an expert team of physicians, caregivers and social workers.

"Memory disorders such as Alzheimer's disease have a profound impact on both our patients and their families," said Hazel Wiley, D.O., the center's medical director. "It is our goal

to provide patients the best medical care available and to give caregivers much-needed education and support as they navigate the challenges they face."

Thanks to this program, those with memory disorders receive advanced diagnostics and treatment, including Leqembi, which gained FDA approval for treating Alzheimer's disease in January 2023. Infused on a biweekly basis, the medication targets the pathophysiology of Alzheimer's in patients with mild cognitive impairment.

Hopeful to further advance Alzheimer's care, Broward Health also participates in an open trial using MRI-guided focused ultrasound.

For more information about Broward Health's neurological services, visit browardhealth.org/neurology.

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- **You ARE covered for mental/nervous/stress-related disorders.** (most have limitations)

These policies are available for sole practitioners, physician networks, and hospital and group-based surgeons. Discounts and guarantee issues are available on a case-by-case basis.

The effective rollout date was July 1, 2023.

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The University of Miami Advantage

Vibrant, colorful, rich in culture, diverse in population, burgeoning in innovation, hub for entrepreneurs and business, gateway to the world—these phrases encapsulate the essence of Miami, and our institution is honored to bear this dynamic city's name. This is fitting because the University of Miami reflects and fosters the very characteristics that define our city in the fabric of its education, faculty, and student population. As one of only 71 research universities recognized by the Association of American Universities (AAU), we attract students from across the globe who seek to explore the world of healthcare through the unique lens that only our institution can offer.

This is distinctly represented in the Health Management and Policy programs at Miami Herbert Business School (MHBS). MHBS has recently climbed to spot #22 among the top nationally ranked undergraduate programs in the country according to Poets&Quants. Our triple crown accreditation status (Association to Advance Collegiate Schools of Business, EQUIS EFMD Quality Improvement System, and the Association of MBAs)—a feat achieved by less than 1% of business schools worldwide—demonstrates the high-quality standards to which we aspire. Departmentally, our business-based healthcare programs are accredited by the Commission on Accreditation of Healthcare Management Education (CAHME), achieved by less than 150 other healthcare management programs in the nation.

The Health Management and Policy undergraduate programs are thriving, attracting students interested in both the business side of healthcare and pre-clinical medicine. Our approach recognizes the need for astute students who aspire to lead healthcare entities to understand the complexities of the industry. We also emphasize the importance of future clinicians understanding the business side of healthcare, as it ultimately enhances their clinical care, rounds out their decision-making, and improves patient outcomes. Thus, our classrooms are filled with students from diverse disciplines—economics, law, finance, health management and policy, global health studies, biology, chemistry, nursing, and pre-medical studies—creating a collaborative learning environment. These students absorb the complexities of healthcare evolution, insurance programs, healthcare personnel, health policy, and more. The number of students declaring Health Management and Policy majors and minors is expected to grow, highlighting the importance of our business school-based health education in shaping the future of healthcare.

At the graduate level, the Health Management and Policy department offers three distinctive programs designed to equip students with the skills needed to be transformative leaders in healthcare. True to the Miami Herbert Business School motto, our Master of Health Administration (MHA) program, Health Executive MBA (HEMBA) program, and our MD/MBA program all aim to shape

leaders who will drive innovation, impact, and scholarship. Our competency-based curricula in each of these programs prepares future healthcare leaders for success by integrating health management and policy education with evidence-based experiential learning and professional development through team-based and individual learning, guided by highly qualified faculty engaged in practice and scholarship. The Master of Health Administration program has grown to its largest cohort yet, attracting a diverse group of recently graduated undergraduates and future mid-to high-level administrators from various healthcare sectors. We are proud to be one of the few MHA programs in the country with a business-first approach to healthcare, which has contributed to our 100% job placement rate within four months of graduation for the class of 2023. The Lean Six Sigma Green Belt Certification our MHA students earn equips them to be effective assets in improving processes systematically during their internships, fellowships, and future employment. The Health Executive MBA program continues to draw students with an average of fifteen years of professional experience, representing a spectrum of healthcare leaders, clinicians, and professionals from outside the industry. The



BY DANIELLE
ELLERBE,
DNP, FNP-BC, RN

three-day weekend format, once a month, allows students from across the country and the globe to convene on campus, learn, and grow. This program, now in its 46th year, has graduated over 1,000 alumni. The MD/MBA program, attracting its largest cohort yet, is a collaboration between Miami Herbert Business School and the Miller School of Medicine. This program offers physicians in training the opportunity to augment their medical education with an MBA, fulfilling the important goal of influencing healthcare delivery through their clinical practice.

Despite the growth of our programs, students consistently tout the intimate classroom sizes that foster formative discussion, debate, and the exchange of ideas, deepening their application of classroom knowledge. Health Management and Policy faculty and staff foster a culture of inclusivity, excellence, and belonging through various professional growth opportunities, social gatherings, and mentorship. These relationships extend into a tight-knit network of thousands of alumni who serve as advisors and industry connectors for current students. Our esteemed HMP advisory board, made up of representative leaders from distinguished local and national health care organizations and companies, facilitate the connection between our curriculum and industry practice. Our annual Business of

Continued on following page

CANO HEALTH

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Shaping Future Physicians: Broward Health's GME Program Continues to Expand

Held annually in March, Match Day represents both the conclusion of a demanding academic journey for medical students and the start of their next chapter. On this momentous day, graduates are paired with prestigious residency programs across the country where they begin hands-on training in their chosen medical specialty. This year, Broward Health was proud to welcome the largest-ever incoming Graduate Medical Education (GME) class, which included more than 130 talented residents and fellows, eager to start the 2024-2025 academic year.



BY PATRICIA ROWE-KING, MD

hematology/oncology, hospice and palliative care, nephrology and infectious disease.

Looking ahead to next year, we are interested in developing programs in obstetrics and gynecology and various subspecialties within cardiology. We are proud to welcome these residents and fellows into our organization.

Funding and Resources

To support Broward Health's GME programs, we partner with state legislators. State funding supports established programs, aids in the development of new ones, helps to train residents, provides for salaries and for new faculty, equipment and other resources necessary for a comprehensive educational experience. Thanks to these programs, we have been able to expand our GME programming.

Our system received 40 slots for residents through Florida's Slots for Doctors program and will receive another 32 slots this year through the state's Start Up Bonus Program.

New Facilities for Residents and Fellows

In July, we officially opened a more than 7,000 square foot facility for residents and fellows at Broward Health

North. A second GME space will be located at Broward Health Medical Center and is projected to be completed in Spring 2025. The spaces include conference rooms, classrooms, libraries, resident lounges, SIM labs and offices designed to support both residents and faculty.

By offering these facilities, we hope to create a warm and collaborative space where residents can come together, learn from one another and refresh during their fast paced days.

Commitment to Excellence

Over the past five years, Broward Health has been engaged in an aggressive expansion of its GME categorical programs, which offer a complete pathway to board certification in specific specialties. Many of these newly developed programs, including those in internal medicine and emergency medicine, have celebrated the first graduating classes.

We take immense pride at Broward Health in the exceptional physicians who have completed these programs and who are now positively impacting healthcare in our community. Looking ahead, our focus continues to be on addressing physician shortages by developing additional programs to train doctors to meet these demands. We are committed to ensuring that our community has prompt and effective access to primary

and specialized medical care.

Additionally, many of our graduates choose to continue their practice in Broward County and in the tri-county area after completing their residency. This trend highlights the success of our programs not only in producing skilled physicians but also in cultivating an environment that promotes long-term dedication to our community.

Looking Forward

Each year, we continue to expand and strengthen our programs to attract the best and brightest doctors to South Florida. Broward Health is focused on preparing the next generation of healthcare professionals to meet the evolving challenges of the medical field. With a strong pipeline of new residencies and fellowships, continued investments in facilities and a commitment to addressing physician shortages, Broward Health is well-positioned to make a lasting impact on South Florida's healthcare landscape.

Dr. Patricia Rowe-King is a practicing pediatrician and serves as the Designated Institutional Official for Broward Health, supervising all residency and fellowship training programs.

For more information on Broward Health's GME program, visit www.BrowardHealth.org/GME.

New Residencies and Fellowships

In 2023, we offered 21 sought-after residency and fellowship programs, including a highly competitive orthopedic residency ranked as the sixth most viewed program in the 2022 American Medical Association's residency and fellowship database. For the 2024-2025 academic year, Broward Health continues to broaden its scope of medical training, addressing critical areas of need in the healthcare system with the addition of new residency programs in physical medicine and rehabilitation, neurology, and an independent plastic surgery program. This year, we are also launching fellowship programs in

The University of Miami Advantage continued from previous page

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Danielle Ellerbe is an Assistant Professor of Professional Practice in the Department of Health Management and Policy at the University of Miami Herbert Business School. She is the Academic Director of the MHA program. For more information, visit www.bus.miami.edu.

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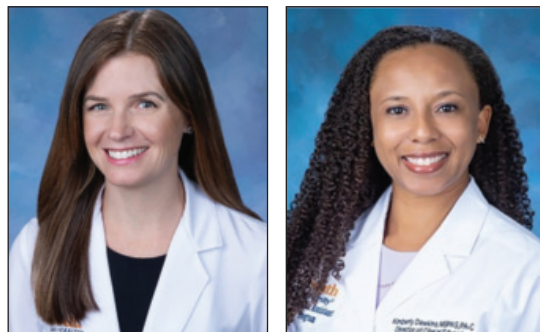


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Building Bridges: Introducing Physician Assistant Students to Interdisciplinary Collaborations

At South University Physician Assistant Program, West Palm Beach (SUPAWPB), we pride ourselves on our mission and vision and the dedicated faculty and community resources available to our students. Compacted into a 27-month program, our students learn the art and science of medicine, but at the end of the day, we are all integrally part of a team. This part of the education begins early in the didactic phase of the program with our quarterly Interprofessional Education (IPE) activity. With virtual and in-person activities, our students learn to collaborate with healthcare professional students from nursing, pharmacists, mental health counselors, and physicians.

IPE, activities are necessary when preparing students to join a healthcare team where collaboration is essential for patient care and improving overall healthcare outcomes. PA students learn to bridge the gap between the different disciplines to improve problem-solving skills among team members. There are five themes IPE core competencies can be summarized into: Roles and responsi-



BY TIFFANY PERRY, MMSC, PA-C, AND
KIMBERLY DAWKINS, DMSC, PA-C

bilities, ethical practice, conflict resolution, communication, and collaboration and teamwork. Students engage in IPE through virtual and in-person events, including case-based learning. Earlier this year, didactic students participated in a virtual IPE event discussing cases concerning malpractice versus negligence. The consensus from the students was the importance of preventing medical errors by working as an interprofessional team. One student who enjoyed

the event said, "Talking about the case with professionals from various fields made me see how similar yet different our medical education is. It emphasized how teamwork is vital in healthcare. I learned that collaborating with experts from diverse areas is essential for improving patient care. The experience provided a supportive and respectful environment where we could freely share our opinions and communicate effectively".

SUPAWPB students also participate in IPE when participating in an annual Back-to-School Fair for Palm Beach County school students. Since 2022, South University PA and Nursing programs have been asked to provide back-to-school physicals for hundreds of underserved children throughout the county. This year, we are continuing with this tradition to plant the seed of community, collaboration, and teamwork.

Students can communicate and work as a team with other healthcare profes-

sional students. Before this event, didactic students learn about pediatric physical exams, enhance their understanding of the Palm Beach Community, and then apply what they learn with the collaboration of the clinical year and nursing students.

Showing our students how to build bridges with other disciplines and specialties is a way for us to establish the root of optimal patient centered healthcare. As these professions collaborate among the healthcare team, combining skills and knowledge as well as trust, communication, and respect, will allow us to provide the most comprehensive care. By creating these connections, healthcare teams can ensure delivery of high quality, compassionate care that meets the complex needs of patients throughout our communities.

For more information about the PA program at South University West Palm Beach, please visit our website at: <https://www.southuniversity.edu/west-palm-beach/physician-assistant-ms>



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Strengthening Collaboration in Medical Education

I am pleased to announce an exciting new partnership with the Broward County Medical Association (BCMA) that promises to strengthen Continuing Medical Education (CME) for physicians in South Florida. This collaboration is the result of our ongoing efforts to enhance the quality of healthcare and foster a unified community of medical professionals dedicated to excellence and innovation.



BY PATRICIA ARES-ROMERO, MD, FASAM

The medical field is rapidly evolving, and it is essential that we, as physicians, stay abreast of the latest advancements in clinical practices, technologies, and research. Through this partnership, doctors of medicine and osteopathic medicine in both Dade and Broward counties will have access to a comprehensive array of CME resources. This will ensure that we continue to provide the highest standard of care to our patients.

Our collaboration will bring numerous benefits to physicians, which I am excited to outline.

Expanded Access to CME Programs

One of the most significant advantages of this partnership is the expanded access to CME activities. Physicians will benefit from a diverse range of educational offerings, including seminars, workshops, webinars, and conferences. These programs are designed to provide the latest medical knowledge and advancements across various specialties. By pooling our resources, the DCMA and BCMA can deliver a more robust and comprehensive CME program that addresses the evolving needs of our medical community.

Enhanced Professional Development

Professional development is crucial for maintaining the highest standards of patient care. The collaborative CME offerings will cover a wide spectrum of medical fields, enabling physicians to stay updated on the latest clinical practices, technologies, and research. This ongoing education is vital for improving patient outcomes and ensuring that we are equipped to tackle the healthcare challenges of tomorrow. Our commitment to continuous learning and professional growth is unwavering, and this partnership underscores that dedication.

Convenient Learning Opportunities

We understand the demanding schedules that physicians often face. To accommodate this, the CME programs will be available through various formats, including in-person events, online courses, and on-demand sessions. This flexibility ensures that physicians can participate in CME activities at their convenience, without compromising their responsibilities to their patients. By making learning more accessible, we aim to support the professional development of every physician, regardless of their circumstances.

Networking and Collaboration

Beyond the educational benefits, this partnership will facilitate greater interaction and collaboration among physicians from different regions. Such networking opportunities are invaluable for sharing knowledge, experiences, and best practices. Fostering a sense of community and shared learning will strengthen our collective ability to address the complex healthcare needs of our patients. By working together, we can achieve more significant advancements and drive innovation in our field.

Since its inception in 1903, the DCMA has been committed to promoting the highest standards of medical practice and patient care. Our partnership with the BCMA, an organization with a rich history of advocating for physicians and patients since 1926, aligns perfectly with our mission. Together, we are poised to create a more integrated and supportive environment for medical professionals in both counties.

This partnership is a testament to our shared commitment to excellence in medical education and patient care. By joining forces, the DCMA and BCMA are setting a new standard for CME programs that will benefit physicians and the patients we serve. I look forward to the many opportunities this collaboration will bring.

For more information about the collaborative CME partnership or to inquire about upcoming CME opportunities, please contact Carrie Pope, Director of Continuing Medical Education, at (305) 324-8717 ext. 2000 or cpope@cobbmanagement.com.

Dr. Patricia Ares-Romero is President of the Dade County Medical Association.



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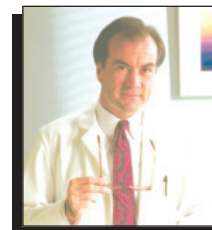


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HEALTHCARE EDUCATION HEALTHCARE EDUCATION

Lakeside Medical Center Graduates 12th Class of Family Medicine Residents

The Health Care District of Palm Beach County's teaching hospital, Lakeside Medical Center, recently graduated five new physicians. The hospital's 12th class of family medicine residents completed three years of rigorous training, the first of which was during the Delta wave of the pandemic in the underserved, rural Glades communities.

Reny Cherian, M.D., Katherine Wang, D.O., Kevin Nyabera, M.D., Daphne Metellus, M.D., and Milhenka Auguste, M.D., completed rotations in emergency medicine, critical care, women's health, psychiatry, general surgery, inpatient, outpatient and community medicine, sports medicine, cardiology, geriatrics, and pediatrics. As part of the residency program, the residents also treated patients at the Health Care District's Community Health Center in Belle Glade, which shares space with the hospital. One of the program's goals is to cultivate physicians to practice locally. To that end, Dr. Cherian, Dr. Wang, Dr. Metellus and Dr. Auguste plan to continue their careers in Palm Beach County.



(l-r) Dr. Reny Cherian, Dr. Katherine Wang, Dr. Kevin Nyabera,
Dr. Daphne Metellus, Dr. Milhenka Auguste

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A Culture of Innovation: USAHS Miami Prepares Tech-Savvy Practitioners

BY CAROL NEWMAN

The University of St. Augustine for Health Sciences (USAHS) in Miami combines advanced technology with hands-on learning in clinical settings to prepare physical therapy (PT) and occupational therapy (OT) students for future success in professions increasingly reliant on technology. One of a handful of universities in the country dedicated to graduate studies in rehabilitative sciences, USAHS regularly leverages the latest technology and emerging trends for students in the classroom and simulated patient settings.

“The future of physical therapy and occupational therapy integrates technology with direct patient care. We want students to appreciate the many ways they can influence patient outcomes,” says Miami-based Vivian Sanchez, Chancellor of USAHS, a national institution with five campuses including one in Miami. USAHS also has a track record of innovative formats that include full-time studies as well as hybrid options that blend online learning with in-person lab work. The Miami campus offers hybrid and in-person degree programs for physical therapy and occupational therapy.

This innovation extends to ensuring that students, regardless of their program format, receive the engaging experience



that has become emblematic of a USAHS Miami education. One such technology that has facilitated hybrid and remote learning is the eGlass. Although the eGlass is used to teach and not directly serve patients, it has been welcomed at a campus that promotes flexible program options.

A transparent lightboard with a built-in camera, eGlass allows students to simultaneously view their professor's screen overlaying the live image of the instructor speaking. This unique feature enables professors to maintain eye contact while teaching and allows students to ensure their questions are addressed effectively. eGlass is especially beneficial for students enrolled in the university's flexible study formats designed for those who cannot attend in-person full time.

Faculty report that eGlass is a “game-

changer” because they can maintain direct eye contact with students while they follow along with what the professor is sharing on the screen. Another standout feature of the Miami campus is its inpatient simulation hospital unit, where students gain hands-on experience in a controlled, realistic environment. This unit, along with robotics, driving simulators, and other advanced technologies, is used in combination to prepare students for the intricacies of caring for patients of various abilities.

Take Microsoft HoloLens and Virtual Reality (VR), which are also at the forefront of defining the educational experience at USAHS Miami. Students use the Microsoft HoloLens to delve deeper into the intricacies of human anatomy in the cadaver lab. By augmenting reality, the HoloLens enables students to virtually dissect and visualize the interaction of various musculoskeletal systems, enhancing their ability to make accurate diagnoses and achieve successful treatment outcomes.

Through Virtual Reality (VR), students can experience a patient's environment and understand their physical challenges firsthand. This immersive experience is vital for developing empathy and gaining a comprehensive understanding of the patient's needs. VR applications also

extend to simulations that teach students how to maneuver around a patient's bed using a two-way robot, which can deftly navigate the tight spaces of a hospital room. This enhances students' ability to provide care in a realistic setting. Additionally, 3D printing technology is integrated into the curriculum, allowing students to create and manipulate models of complex anatomical structures.

“Innovation isn't only technology, and not all technologies are innovative,” says Maria Puzziferro, PhD, Associate Chief Academic Officer and Vice President, Teaching, Learning and Innovation. “To us, innovation is the process of developing approaches that make education more accessible, maximize learning, and prepare students to meet society's evolving health-care needs.”

Located inside the historic Douglas Entrance, USAHS Miami has undergone a multi-million-dollar transformation into a state-of-the-art educational hub. This 10,000-square-foot facility is designed to serve over 600 students, focusing exclusively on rehabilitative health. USAHS Miami is currently receiving applications for the January 2025 term.

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HEALTHCARE EDUCATION HEALTHCARE EDUCATION HEALTHCARE

Miami Dade College-Medical Campus: Radiation Therapy Program Created to Meet Workforce Needs

According to the Florida Department of Economic Opportunity (FLDEO), employment of Radiation Therapists in Workforce Development Area 23 - Miami-Dade and Monroe Counties is projected to grow by 11.0% from 2022 to 2030, which is higher than the projected national average of 6%. This growth may partly be attributed to the increase in incidence of cancer as people age, leading to greater demand for effective radiation therapy treatments. In addition, the continued advancements in cancer detection and the development of more sophisticated treatment techniques are also expected to increase demand for radiation therapists in the region.

A report by the American Society of Radiologic Technologists (ASRT) suggests that a shortage of Radiation Therapists has been reported in rural and underserved areas. For this reason, there is a demand for Radiation Therapists in various locations in the US, including Florida and Miami-Dade County. Research studies have identified unmet needs among cancer survivors and patients receiving radiation therapy. For example, a study published in the Journal of the National Comprehensive Cancer Network found that many patients receiving radiation therapy experience physical and emotional side effects but may not receive adequate support. These factors suggest that there may be workforce demand for Radiation Therapists in the US, Florida, and Miami-Dade County, particularly in areas where there are shortages of healthcare workers or where the needs of cancer patients are not fully met.

Radiation Therapists are essential members of the professional team responsible for utilizing various forms of radiation to treat cancer. Radiation Therapists have three key areas of responsibility: daily treatments, patient support, and treatment planning. Given the complex nature of cancer treatment, a team of specialists working together is common practice.



BY DR. RON WINSTON

Radiation Therapy involves working within interdisciplinary teams consisting of a radiation oncologist, medical radiation physicist, medical dosimetrist, and nurses to provide effective treatment for individuals diagnosed with cancer.

This program, with its emphasis in Radiation Therapy, will ensure students learn and apply the concepts and skills such as Radiation Therapy Medical Imaging, Patient Care in Radiation Oncology, Clinical Oncology and Neoplasms and the ability to administer safe and accurate radiation therapy treatments. Additionally, the knowledge and skills gained in this program will ensure students meet the necessary certification and licensure requirements. Graduates of the

Associate in Science (AS) in Radiation Therapy program will be eligible to sit for the certification exam offered by the American Registry of Radiologic Technologists (ARRT) and pursue licensure to become a Radiation Therapist. Graduates will have gained the skills and knowledge necessary to perform radiation therapy treatments as part of a healthcare team in a variety of clinical settings.

Developing the Radiation Therapy program helps to address the workforce needs in Miami Dade County. The School of Health Sciences at Miami Dade College-Medical Campus is preparing students to become highly skilled healthcare professionals, while improving their quality of life and allowing them to become an integral part of healthcare teams. By training the next generation of healthcare providers, the School of Health Sciences turns career dreams into reality for thousands of students every year.

For more information, visit www.mdc.edu/health-sciences or call (305) 237-4103. Dr. Ron Winston is Dean, School of Health Sciences at Miami Dade College.



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BE IN DEMAND

Cover Story: Dr. Patricia Liehr Brings Experience, Empathy to FAU Interim Dean Position

Continued from page 1

started by her predecessors, Dean Anne Boykin and Dean Marlaine Smith. This included the creation of a new nursing simulation lab on FAU's Davie campus where student nurses can learn best practices in a clinical setting.

"Dean George brought such good energy, spirit, and ideas to the college of nursing and I am sure that our next dean will continue to build on that," said Dr. Liehr, noting that the college is celebrating its 45th anniversary this year.

Dr. Liehr joined the FAU College of Nursing in 2004 as a professor and the first associate dean for nursing research and scholarship, and in 2014, left her associate dean role to become professor of nursing. She later returned to the associate dean role until her retirement in 2020, when she was awarded emerita professor.

"When I first took the job, I was looking for a place that reflected who I am; a place where I could work until I retired," she explained of her move from Texas to Florida to join FAU. "This college has a very strong, caring philosophy that fit with how I saw nursing."

Dr. Liehr's philosophy is grounded in the importance of the human connection. Known for her work on "story theory," the coauthor of Middle Range Theory for Nursing believes in the power of stories in health. Her teachings draw from her expertise in theory development and research that address personal and global peace.

In 1994, she was invited to Japan to help teach hospital nurses how to do research that mattered to their patients, many of whom had suffered strokes.

"These patients would tell us that having a stroke was nothing, they had lived through bombings during WWII," she said. "One shared that she started on one side of the river with six children and by

the time she got to the other side, she had two. We gathered the stories of how these people, who were now much older, had moved through such trauma."

Dr. Liehr has since published several papers sharing the stories of Hiroshima and Pearl Harbor survivors, not only to show how storytelling can contribute to the medical field, but to share the lessons learned through her research.

"The participants told us they didn't want us just to publish papers; they wanted us to spread the message so that young people could learn about the price of war," she explained. To this end, Dr. Liehr worked with playwright and FAU graduate student Katie Morris to create a play, "With Their Voices Raised," that has since been performed in Florida and by high school students in Hiroshima and Hawaii.

Through all of these experiences, Dr. Liehr says that she has honed the ability to be a good listener, which she believes is an important leadership skill. "A leader needs to pay attention and get the story ... to interact in a way that allows understanding of the other person, even when their actions don't make sense in a first assessment," she said.

Before taking on the interim dean role, Dr. Liehr had remained active in retirement, consulting with the University of Nevada Reno to help develop junior faculty pursuing research, serving as a facilitator for the Stroll for Well-Being at the Morikami Museum and Japanese Gardens and acting as a reviewer on editorial boards.

"My husband said I've never really retired, though holding the position of interim dean is quite different," she laughed. "While I have no intention to continue as the dean beyond serving as a bridge, I value this bridge-work, preparing the college for its next dean."

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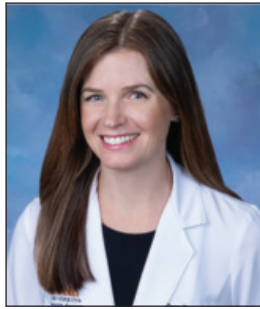
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Building Bridges: Introducing Physician Assistant Students to Interdisciplinary Collaborations

At South University Physician Assistant Program, West Palm Beach (SUPAWPB), we pride ourselves on our mission and vision and the dedicated faculty and community resources available to our students. Compacted into a 27-month program, our students learn the art and science of medicine, but at the end of the day, we are all integrally part of a team. This part of the education begins early in the didactic phase of the program with our quarterly Interprofessional Education (IPE) activity. With virtual and in-person activities, our students learn to collaborate with healthcare professional students from nursing, pharmacists, mental health counselors, and physicians.

IPE, activities are necessary when preparing students to join a healthcare team where collaboration is essential for patient care and improving overall healthcare outcomes. PA students learn to bridge the gap between the different disciplines to improve problem-solving skills among team members. There are five themes IPE core competencies can be summarized into: Roles and responsibilities, ethical practice, conflict resolution, communication, and collaboration and teamwork. Students engage in IPE through virtual and in-person events, including case-based learning. Earlier this year, didactic students participated in a virtual IPE event discussing cases concerning malpractice versus negligence. The consensus from the students was the importance of preventing medical errors by working as an interprofessional team. One student who enjoyed the event said, "Talking about the case with professionals from various fields made me see how similar yet different our medical education is. It emphasized how teamwork is vital in healthcare. I learned that collaborating with experts from diverse areas is essential for improving patient care. The experience provided a supportive and respectful environ-



BY TIFFANY PERRY, MMSC, PA-C, AND
KIMBERLY DAWKINS, DMSC, PA-C



ment where we could freely share our opinions and communicate effectively".

SUPAWPB students also partake in IPE when participating in an annual Back-to-School Fair for Palm Beach Country school students. Since 2022, South University PA and Nursing programs have been asked to provide back-to-school physicals for hundreds of underserved children throughout the county. This year, we are continuing with this tradition to plant the seed of community, collaboration, and teamwork. Students can communicate and work as a team with other healthcare professional students. Before this event, didactic students learn about pediatric physical exams, enhance their understanding of the Palm Beach Community, and then apply what they learn with

the collaboration of the clinical year and nursing students.

Showing our students how to build bridges with other disciplines and specialties is a way for us to establish the root of optimal patient centered healthcare. As these professions collaborate among the healthcare team, combining skills and knowledge as well as trust, communication, and respect, will allow us to provide the most comprehensive care. By creating these connections, healthcare teams can ensure delivery of high quality, compassionate care that meets the complex needs of patients throughout our communities.

For more information about the PA program at South University West Palm Beach, please visit our website at: <https://www.southuniversity.edu/west-palm-beach/physician-assistant-ms>

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Leading with Vision: Dr. Hudson Santos Appointed Dean of the University of Miami School of Nursing and Health Studies

BY DANIEL CASCIATO

Dr. Hudson Santos, an internationally renowned nursing researcher and educator, is the new dean of the School of Nursing and Health Studies at the University of Miami, effective June 1. With a deep commitment to inclusion, innovation, and excellence, Santos is set to lead the school into a new era of growth and distinction.



Dr. Hudson Santos

care professionals to become independent thinkers.

"It's fantastic that we learn technical nursing skills, how to do phlebotomy, and how to read labs. But I am so fascinated by teaching students how to interpret those things and become independent decision-makers," he says.

Enhancing Academic and Research Programs

Santos plans to leverage his extensive research on early life stressors and prenatal health to enhance the academic and research programs at the School of Nursing and Health Studies. One of his primary goals is to create a supportive environment that fosters the development of specialized programs in various areas of expertise.

"We have large grants at this point, which bring a lot of resources to the school. My goal is to create the infrastructure and the environment where concentrated areas of expertise can be further developed," Santos explains.

For instance, the school already has a strong foundation in Health Disparities and Latino and Hispanic health studies, supported by a dedicated center. Santos aims to build on this by creating similar programs in other areas. One key area of focus is implementation science.

"Implementation science is basically about speeding up the process of bringing research interventions into real-life application and scaling them up for use. It can take five to over ten years to develop and implement a clinical intervention. By partnering implementation scientists with nursing researchers early on, we can accelerate this process so that people can benefit from these developments sooner," he says.

Santos's vision includes expanding successful maternal and child health platforms to other areas within the school. These focus areas will include health equity, Hispanic and Latino health, oncology, aging, and healthcare innovation.

Goals for the Miami-ECHO Program

Santos spearheads an ambitious National Institutes of Health (NIH) study known as the Miami-ECHO program. This study aims to establish a comprehensive cohort of mothers, their children, and, when possible, fathers, to understand the long-term impacts of the environment on maternal and child health.

"It will be the first time in Miami to establish a cohort of mothers and children. If the father or expecting father is available, they will also be enrolled," Santos explains.

The program enrolls mothers early in their pregnancies (less than 20 weeks gestational age). It follows the children for seven years, extending to subsequent pregnancies to understand the continuum from preconception to early childhood.

The primary outcomes of the Miami-ECHO program include understanding how Miami and South Florida's changing environment impacts maternal and child health outcomes. Santos states, "We want to enroll about 1,500 families into the study and be able to keep them for seven years."

Promoting Diversity and Inclusion

Santos emphasizes that promoting diversity and inclusion within the School of Nursing and Health Studies fundamentally revolves around fostering an environment conducive to growth for individuals from all backgrounds.

"For me, it all boils down to inclusion. We have to have an environment that is prone to growth of individuals independent of the background," he states. This inclusive approach extends to students, faculty, staff, and healthcare partners.

Santos believes innovation thrives in a setting that embraces diverse ideas and ways of thinking. "I want to make sure that the school is inclusive of diverse ideas and ways of thinking, and I believe that is where innovation kicks in," he says.

Goals and Priorities as Dean

As the new dean, Santos builds on the solid foundation his predecessor, Cindy Munro established. "I am very fortunate to know Cindy. I was a vice-dean under her deanship. So I think this school is really strong. We have outstanding clinical and educational programs and a fantastic research portfolio."

Santos's primary goal is to elevate the school nationally to the top echelon of nursing and health studies programs. "We want to become the prominent

school of nursing and health studies in the nation, and we will stop nothing short of that. Of course, it will take work and time, but that is what we want to become," he says.

His immediate objectives include connecting with faculty, staff, students, community partners, and donors to understand their needs and provide the necessary support during this transition. Strengthening relationships with UHealth, Jackson Health System, and other Florida health systems is also a top priority.

Santos envisions a deeply interconnected relationship between the School of Nursing and Health Studies, UHealth, and Jackson Health System. He emphasizes creating a strong, enduring bridge between these institutions.

"We need to create a hardwired bridge where it doesn't matter who is in the leadership of those institutions; the connection between the health systems and the school is in place," Santos says.

His goal is for the School of Nursing to become a home for every nurse in these health systems, fostering a sense of belonging and collaboration. "The School of Nursing is their home, and they can come to us, and we can go to them routinely. We are #Cane Nurses!" he says. This connection is vital for providing the training, support, and resources nurses need to excel in their clinical roles while enabling the school to develop effective and innovative programs.

To achieve this, Santos plans to establish a close partnership with chief nursing officers and other leaders through regular conversations. "We need to have a seat at the leadership table. I would love to have some of the CNOs sitting in the school's leadership and vice versa to be more synchronous in our decisions and strategic approach."

For more information, visit www.sonhs.miami.edu.

Early Inspiration

Santos's journey into nursing began in his childhood when he was influenced by his mother, a licensed practical nurse in northeastern Brazil. Frequently accompanying her to the hospital, young Hudson absorbed the healthcare environment.

"I would hang out with the pharmacist where nurses would get their prescription orders filled, and at the end of the shift, I'd meet my mom in the nursing station," Santos recalls.

These early experiences planted the seeds of his future career. After his mother passed away when he was a teenager, Santos faced limited career options in his small town. Driven by necessity and inspired by his mother's legacy, he obtained his LPN license to support himself.

Santos's passion for nursing grew, leading him to pursue further education. He worked as an LPN to fund his college studies, focusing on psych-mental health and urgent care, and he fell in love with it.

Nursing Education and Research

Santos' research career began early in his academic journey. As an undergraduate, he joined a program that allowed students to work with Ph.D.-prepared nursing professors on research projects, which earned him a scholarship.

"After I finished my bachelor's in nursing, I had 10 scientific papers published, which was very unusual," Santos says. He also received a minor in pedagogy while in nursing school.

His research focuses on understanding how early life adversity affects bodily functions and health outcomes. Focusing particularly on maternal and child health, Santos is proud of his work leveraging information presented during pregnancy to predict risks for childhood developmental delays.

"We can identify high-risk child development early in life and connect them with early intervention programs like early steps, ideally preventing or minimizing developmental problems," he notes.

In his educational career, Santos taught across all nursing programs as well as public health programs, from undergraduate to PhD levels. He emphasizes teaching nurses and other health-

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Profiles IN LEADERSHIP

BROWARD HEALTH NORTH

Carl McDonald, SHRM-CP, PHR Chief Human Resources Officer

Carl McDonald, came to Broward Health in 2022 as Broward Health North's Chief Human Resources Officer. In his role, he oversees the daily Human Resource (HR) operations for the hospital, that employs over 1,700 employees.

McDonald says he was motivated to pursue a career in HR by a desire to help people.

"I relish the chance to offer options and opportunities to employees looking for professional development," said McDonald. "HR is a great profession for people who like problem-solving, advancing organizational culture, connection and mentoring others."

McDonald is a member of the American Society for Healthcare Human Resources Administration, a Human Resource Standards Institute certified professional in HR and a Society for Human Resource Management Certified Professional.

He earned a Bachelor Degree in Communication Arts from Defiance College in Ohio and a Master Degree in Human Resources Management from Nova Southeastern University in Florida.



BROWARD HEALTH CORAL SPRINGS

Denise Hernandez-Figueroa Chief Nursing Officer

Denise Hernandez-Figueroa started as Chief Nursing Officer (CNO) at Broward Health Coral Springs in March 2024. She brings to Broward Health over 15 years of nursing leadership experience after progressing through roles in Telemetry and Emergency Departments at New York Presbyterian.

Prior to joining Broward Health, Hernandez-Figueroa held director of nursing positions at Coral Gables Hospital, where she was honored with the Pandemic Hero Award for her leadership during COVID-19. She also served as CNO at Palmetto General Hospital.

"I am deeply passionate about fostering a culture of excellence in patient care and nursing practice," Hernandez-Figueroa said. "It's rewarding to see the positive impact we make in our patients' lives." Committed to nursing education, Hernandez-Figueroa contributes to local school committees to shape the future of nursing.

Hernandez-Figueroa earned a Bachelor of Science in Nursing and a Master of Science in Nursing-Adult Nurse Practitioner from Long Island University, and a Doctorate of Nursing Practice from the University of Central Florida. As a member of the American Organization for Nursing Leadership, she focuses on nurse retention, patient experience improvement and enhancing care quality.



BROWARD HEALTH IMPERIAL POINT

Carrie Zbierski, MSN Chief Nursing Officer

Carrie Zbierski, MSN, MBA, RN, NE-BC, is a seasoned Nursing Executive known for her transformative leadership across multiple hospital service lines. As Chief Nursing Officer (CNO) for Broward Health Imperial Point, she oversees all nursing operations and patient care services within the hospital.

With a career spanning over two decades, Zbierski began at Centegra Health System in Illinois, advancing to Vice President and Chief Nursing Executive at Centegra Hospital-Huntley. Her expertise encompasses strategic planning, operational efficiency, and quality improvement initiatives, evidenced by her leadership in achieving accreditations and improving patient outcomes.

"My role at Broward Health allows me to lead with compassion and innovation," said Zbierski. "I work to ensure the highest standards of care while supporting and empowering our nursing team to make a difference in the lives of our patients every day."

Zbierski earned her Bachelor of Science in Nursing from St. Anthony's College of Nursing in Illinois and holds a Master of Science in Nursing and a Master of Business Administration in Health Care Management from the University of Phoenix.

Zbierski's commitment extends to community involvement and professional organizations, including board memberships and leadership roles supporting local organizations.



BROWARD HEALTH MEDICAL CENTER

Vibien Andulan Regional Director of Finance

Vibien Andulan is a dedicated leader who serves as the Regional Director of Finance at Broward Health Medical Center. She began her career at a financial compliance firm in Coral Gables before transitioning into healthcare as a financial analyst.

"Leadership means cultivating a collaborative environment that allows a team to achieve a common goal while ensuring everyone feels heard, cared for, inspired, and empowered," Andulan said.

Andulan manages the design, planning, and financial organization required for the 723-bed hospital. She supervises staff, develops skills and capabilities in data analysis, maintains programs for data entry, and provides financial information, revenue, and operations to hospital management.

Inspired by her mother, a former NICU nurse, Andulan aims to "support healthcare professionals, including nurses and doctors. Understanding their challenges drives me to continually improve their work environment and ease their burdens."

Andulan received both her bachelor's degree in finance and a master's in business administration with a concentration in healthcare from Florida International University.



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Profiles IN LEADERSHIP

BAPTIST HEALTH HEART & VASCULAR CARE

Tom Nguyen, MD

Director of Minimally Invasive Valve Surgery
Chief Medical Executive

Tom Nguyen, M.D., is the director of minimally invasive valve surgery, chief medical executive of Baptist Health Miami Cardiac & Vascular Institute, Barry T. Katzen Medical Director Endowed Chair, and a professor of surgery at Florida International University Herbert Wertheim College of Medicine. He is an internationally recognized minimally invasive heart surgeon and believes that small incisions make a big difference.

Dr. Nguyen graduated from Rice University and then worked in Switzerland at the World Health Organization. Although he was awarded a Fulbright Scholarship, he decided to pursue medicine at Johns Hopkins School of Medicine. Dr. Nguyen completed his surgery training at Stanford, where he received the Outstanding ICU Award and the Intern of the Year Award. He then completed a fellowship in cardiothoracic surgery at Columbia University as well as a transcatheter aortic valve replacement (TAVR) fellowship at Emory. Recognizing his good fortune, he vows to pay it forward. He strives every day to deserve the privilege of practicing medicine and is committed to treating patients like family.



Mehrdad Ghoreishi, MD

Co-director of Aortic Surgery
and Medical Director of Cardiac Surgery Research

Mehrdad Ghoreishi, M.D., is a board-certified cardiothoracic surgeon; he is the co-director of aortic surgery and medical director of cardiac surgery research at Baptist Health Miami Cardiac & Vascular Institute. Dr. Ghoreishi specializes in adult cardiac surgery and has a special clinical interest in aortic surgery. Under his leadership, Miami Cardiac & Vascular Institute is establishing a new Center for Aortic Care, which will be the first of its kind for the health system. Prior to joining Baptist Health, Dr. Ghoreishi was co-director of the Center for Aortic Disease at the University of Maryland Medical System and associate professor of cardiac surgery.

Dr. Ghoreishi earned his medical degree and completed a general surgery residency at Beheshti University of Medical Sciences in Tehran, Iran. After finishing his general surgery training, he joined the Cardiac Surgery Research Fellowship Program at the University of Maryland School of Medicine.



John Uribe, MD

Chief Medical Executive

John Uribe, M.D., is a dual Board-certified orthopedic surgeon, José Milton Foundation Endowed Chair in Orthopedics, and Chief Medical Executive with Baptist Health Orthopedic Care. He specializes in sports medicine, arthroscopic surgery, and minimally invasive surgical procedures for degenerative conditions of the knee, shoulder, and elbow. Dr. Uribe is the team physician for the Florida Panthers hockey team and the Miami Dolphins football team. He is chairman of the Department of Orthopedics for Florida International University's Herbert Wertheim College of Medicine and is a founding member of the UHZ Sports Medicine Institute.

His research interests include minimally invasive resurfacing techniques of the knee and shoulder, as well as ligament and tendon restoration. A member of multiple professional organizations and societies, he is well-published and lectures extensively in the U.S. and abroad.



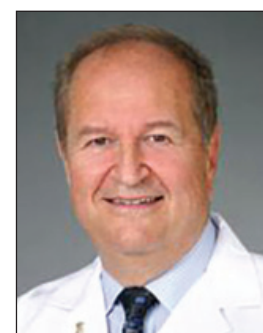
Anthony Miniaci, MD

Deputy Chief Medical Executive

Anthony Miniaci, M.D., is a board-certified orthopedic surgeon specializing in sports medicine and shoulder and knee surgery with Baptist Health. He is also the deputy chief medical executive of Baptist Health Orthopedic Care. Dr. Miniaci's patented technology offers patients a less invasive shoulder surgery using industry-leading hardware uniquely designed for the complex shoulder joint.

From 2003-2022, Dr. Miniaci worked for Cleveland Clinic's Center for Sports Health in Cleveland, OH, and Cleveland Clinic's Sports Medicine Clinic in Toronto, Canada. He served as the head team physician for the Cleveland Browns and as an orthopedic consultant to the Toronto Blue Jays. He continues to treat athletes as a sports medicine specialist and surgeon for Baptist Health.

As chairperson of the American Shoulder and Elbow Surgeons Foundation, Dr. Miniaci led the creation of the National Shoulder and Elbow Health Week, which improves shoulder care for patients throughout North America.



BAPTIST HEALTH BRAIN & SPINE CARE

Michael McDermott, MD

Chief Medical Executive of
Baptist Health Miami Neuroscience Institute

Michael McDermott, M.D., is a neurosurgeon, the Irma & Kalman Bass Endowed Chair in Clinical Neuroscience and the chief medical executive of Baptist Health Miami Neuroscience Institute. He is a world-renowned leader in neurosciences and has clinical expertise in the field of meningioma surgery and Gamma Knife radiosurgery. Dr. McDermott is widely known for advancing neurosurgical techniques and is an expert in the treatment of a wide variety of neurological disorders.

Dr. McDermott joined Baptist Health from UCSF Medical Center, where he served as co-director of the Gamma Knife radiosurgery and skull base surgery programs, vice chairman of clinical programs from 2001-2012 and held the Wolfe Family Endowed Professor in Meningioma Research.



Warren Selman, MD

Chief Medical Executive,
Marcus Neuroscience Institute

Warren Selman, M.D., is a neurosurgeon and chief medical executive at Marcus Neuroscience Institute, part of Baptist Health. Dr. Selman's clinical specialties include the surgical management of cerebrovascular disorders, traumatic brain injury, brain and skull base tumors, and pituitary tumors.

Prior to joining Baptist Health, Dr. Selman served as chair of the Department of Neurosurgery at University Hospitals Cleveland Medical Center and the inaugural director of the Neurological Institute at University Hospitals and was the Harvey Huntington Brown Jr. professor of neurosurgery at Case Western Reserve University School of Medicine.

As a neurosurgeon, Dr. Selman considers it a privilege to help his patients and their families deal with neurosurgical problems that can have such a profound impact on their lives.



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Profiles IN LEADERSHIP

HOLY CROSS HEALTH

Laura Denoux

Vice President and Chief Development Officer

Laura Denoux is a respected healthcare philanthropy executive with over 25 years of experience in fundraising. A member of the Executive Leadership Team, Laura is responsible for operational and strategic leadership of fundraising initiatives, including strategic planning, campaigns, donor engagement, principal, major, annual and planned giving, corporate partnerships, events, board engagement, concierge services, grateful patient and clinician fundraising programs, fund management, staff recruitment and development, and community relations. Laura secured multiple seven-figure gifts from various donors in support of the hospital's comprehensive funding priorities, raising \$12 million in 2023. Additionally, she achieved 100% participation from the Board in personal giving and established new Giving Societies and the new Philanthropy Circle program, the hospital's non-medical concierge stewardship program. A graduate of Florida International University, Laura is passionate about building relationships with key community members, philanthropists, business leaders, and other stakeholders to advocate, donate, and commit to supporting education and healthcare.



PALM BEACH ORTHOPEDIC INSTITUTE

John Hinson, MD

Board Certified Orthopedic Surgeon

John Hinson, M.D., a local board certified orthopedic surgeon at Palm Beach Orthopedic Institute, specializes in traumatic and degenerative conditions of the shoulder, elbow and sports medicine. The heightened popularity of pickleball encouraged Dr. Hinson, to speak at community functions to share his expertise with anyone interested on how to safely play the sport.

Believing education is the best prevention for medicine, Dr. Hinson spoke at Wellington Regional Medical Center, to share tips with athletes concerning pickleball, how to avoid injury and how to recover from one.

On July 13, Eric Metzker, Physicians Assistant (PA) of Dr. Hinson, shared tips on injury prevention with PBA Pickleball Extravaganza players in Wellington, FL. Additionally, Dr. Hinson will speak at The Wellington Rotary Club on August 22, to lead stretching demonstrations.

The leadership of John Hinson, M.D., at the Palm Beach Orthopedic Institute has educated athletes of all ages to ensure their safety and lessen the likelihood of injury.



DELRAY MEDICAL CENTER

Nicole Jackson

Associate Chief Nursing Officer

Nicole Jackson is the Associate Chief Nursing Officer for Delray Medical Center. Nicole has worked in various capacities with the hospital since 2005, including holding the title of Administrative Director for the emergency department, cardiac telemetry and observation unit.

Nicole is steadfast in her focus on quality patient care throughout her career. During the COVID-19 pandemic, she implemented and coordinated systems to limit the spread of the disease, working closely with EMS personnel for immediate COVID testing results on mutual patients.

She serves on a variety of committees at Delray Medical Center, including the Nursing Leadership Committee and Patient Throughput Committee. She's been able to decrease operational expenses by at least five percent for each of the last five years while maintaining employee and physician satisfaction and providing quality outcomes for patients in the departments she manages. She helped launch our new Vertical Emergency Department and a stand-alone emergency department, while remaining budget conscience.



Michelle Cartwright

Market Chief Financial Officer

Michelle Cartwright is the Market Chief Financial Officer for Palm Beach Health Network and Delray Medical Center. Michelle has been with Tenet Healthcare in South Florida for more than 17 years, having held financial leadership positions within Palm Beach Health Network at St. Mary's Medical Center & Palm Beach Children's Hospital for more than a decade. Prior to being named CFO, she was a senior accountant, and then promoted to the role of assistant controller. Cartwright was later promoted to controller, and then to the CFO position. She has helped lead growth initiatives for the highly acute and specialized services the hospitals offer.

Cartwright received her bachelor's degree from Palm Beach Atlantic University and went on to earn her master's degree in accounting from Nova Southeastern University and is a licensed Florida CPA.



ADVANCED SURGICAL PHYSICIANS

Kyle Eldredge, DO

Physician, Advanced Surgical Physicians and Medical Director, Wound Care and Hyperbaric Medicine at Wellington Regional Medical Center

Kyle Eldredge, D.O., was recently awarded the prestigious Center of Distinction award by Healogics®, the nation's largest provider of advanced wound care services for the ninth year in a row, for his work at the Wound Care and Hyperbaric Medicine Center at Wellington Regional Medical Center.

A physician at Advanced Surgical Physicians and Medical Director of Wound Care and Hyperbaric Medicine, Dr. Eldredge works alongside a team of 10.

"Maintaining a standard of excellence means ensuring that our patients are not only heard and supported but also given the opportunity to heal quickly and comfortably," said Dr. Eldredge.



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Profiles IN LEADERSHIP

GOOD SAMARITAN MEDICAL CENTER

George Gurdock, DO Vice Chief of Staff

Dr. George Gurdock is the Teamhealth System Medical Director of Emergency Medicine for the Palm Beach Health Network emergency departments. Dr. Gurdock has been with Tenet Healthcare and the Palm Beach Health Network for over a decade, supporting a team of board-certified emergency medicine physicians, hospitalists and advanced practice clinicians. In addition to his clinical leadership duties, Dr. Gurdock is the past Chief of Staff at Good Samaritan Medical Center and current Vice Chief of Staff.

Dr. Gurdock has been practicing emergency medicine in South Florida since 2004, and has held various leadership positions, including as Good Sam's Chest Pain Director, and as National Park Service Medical Director for the three parks in Florida: the Everglades, Dry Tortugas and Big Cypress. He has also been involved in higher learning, teaching future healthcare providers, with affiliations to South University and Florida International University Medical School.

Dr. Gurdock attended medical school at Philadelphia College of Osteopathic Medicine and completed his residency in emergency medicine at Albert Einstein Medical Center in Philadelphia.



PALM BEACH GARDENS MEDICAL CENTER

Erik Cazares CEO

Erik Cazares is Chief Executive Officer (CEO) of Palm Beach Gardens Medical Center.

With over 16 years of healthcare leadership experience, Cazares brings extensive expertise to Palm Beach Gardens. He comes from The Hospitals of Providence Sierra Campus in El Paso, TX, where he was CEO. Starting his tenure at Sierra Medical Center in 2001 as a Registered Nurse, he transitioned into leadership in 2008, overseeing multiple inpatient departments and leading the implementation of service lines in cardiac, orthopedics, and oncology. In 2018, he became Chief Operating Officer at East Campus before his CEO promotion to Chief Executive Officer of The Hospitals of Providence Sierra Campus.

Cazares' ability to partner with physicians to develop and grow clinical programs will drive future growth at Palm Beach Gardens Medical Center. He holds a BSN from The University of Texas at El Paso and a Master's in Nursing Administration from Texas Tech University.



Christina Rasmussen Associate Administrator

Christina Rasmussen is Associate Administrator at Palm Beach Gardens Medical Center. In her role, she oversees pharmacy, imaging, facility operations, security, food & nutrition services, environmental services, and emergency management.

Rasmussen previously served as Senior Director of Enterprise Operations at Tenet Healthcare, showcasing her leadership in strategic initiatives, contract negotiations, and quality control. She holds a BS in Business Administration, Finance and Management, and an MS in Healthcare Administration from Trinity University, where she is also a guest speaker, mentor, and active alumna.

Over her career, Rasmussen has acquired a wide range of skills, such as managing partnerships with national provider groups, directing strategic initiatives, negotiating hospital-based provider contracts, and providing healthcare advice and quality control.



ST. MARY'S MEDICAL CENTER

Maria Morales-Menendez COO

Maria Morales-Menendez is current Chief Operating Officer (COO) for the Palm Beach Health Network and St. Mary's Medical Center.

Previously, Maria served as COO of Delray Medical Center, where she led significant capital projects and introduced innovative technologies to enhance patient care. Her prior roles as associate administrator and administrative resident provided her with a deep understanding of healthcare complexities.

Recognized as one of *Modern Healthcare's* Top 25 Emerging Leaders in 2022, Maria is a respected industry figure. She holds a bachelor's degree in biosystems engineering from the University of Kentucky and an MBA with a healthcare specialization from Baylor University. Maria excels in team building, operational improvement, project management, service line growth, and physician relations.



Jessica Miller Chief Nursing Officer

Jessica Miller is the Chief Nursing Officer at St. Mary's Medical Center and Palm Beach Children's Hospital. She has extensive healthcare leadership experience, and a demonstrated focus on patient-centered care, and performance improvement. She is responsible for supervising and coordinating the daily operations of the hospital's various nursing units to ensure high-quality care is delivered to all patients. She oversees nursing care at the Level 1 Trauma Center at the hospital, as well as the state designated Comprehensive Stroke Program, the Level 3 NICU, and state designated Regional Perinatal Intensive Care Center (RPICC).

During her tenure St. Mary's has received funding for Severe Maternity Mortality through Telehealth (SSMT) Programs, was named the Community's Choice for Best Maternity/ Childbirth Center and developed a successful Nurse Extern Program.

Prior to St. Mary's, she was the chief nursing officer at North Shore Medical Center and Florida Medical Center. She was also the Group CNO for Tenet Healthcare's Miami-Dade Group. She's been working in healthcare in South Florida since 2006. She received her Bachelor of Science in Nursing and her Master of Business Administration from Florida International University.



WEST BOCA MEDICAL CENTER

Jerad Hanlon CEO

Jerad Hanlon is the Chief Executive Officer (CEO) for West Boca Medical Center. Previously, he was the Chief Operating Officer for the Palm Beach Health Network, St. Mary's Medical Center and Palm Beach Children's Hospital.

A proven healthcare leader, Hanlon excels in management and relationship building. He has extensive experience partnering with physicians to develop and grow clinical programs. Deeply committed to staff and patient care, he understands the community's needs and works to meet them.

Prior to joining Tenet Healthcare, he worked as the Chief Operating Officer for the Southside Regional Medical Center in 2011. He would later earn a promotion to become the Chief Administrative Officer for the Virginia Market.

Hanlon graduated from James Madison University with a Bachelor of Science in Health Administration and earned his Master of Health Administration from Virginia Commonwealth University.



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KIDZ' Regional Director of Operations Aleyda Rizzo Committed to Healthcare Early On

BY VANESSA ORR

Aleyda Rizzo began her healthcare journey at age 11 when she cared for her grandmother who was seriously ill. Now as the regional director of operations for KIDZ Medical Services, she is still prioritizing people who need help—pediatric patients and families throughout Florida.

“In 1989, my grandmother was diagnosed with colon cancer and had multiple relapses the rest of her life,” explained Rizzo. “I went to every doctor’s appointment with her, and I was by her side for every hospital stay. When home nursing services informed my grandmother that they would not be able to continue providing care for insurance reasons, they asked if anyone in the family could take on the role of caretaker. I raised my hand and said, ‘I’ll do it.’ That’s when my training began.”

For the next three years, Rizzo took care of her grandmother, and after she passed away, Rizzo's passion for helping people receive the care they need remained. "Being able to be directly involved in her care had such a powerful impact on me," she said.

Rizzo began working as a front desk receptionist at a New York City medical practice straight out of high school. She attended Kingsborough Community College in Brooklyn to become a medical assistant while simultaneously pursuing a degree in business administration with a focus on small business entrepreneurship. After gaining experience at some private medical practices in New York, she realized that she had a talent for successfully growing start-up operations. She later joined NYU Langone Medical Center as a manager, where she managed the first all-nurse practitioner practice in the nation.

“At the time, it was the job of my dreams,” said Rizzo. “We started it from the ground up and it grew tremendously,”

In 2017, Rizzo and her husband moved their family to Florida where she found her next dream job at KIDZ Medical Services. The South Florida multispecialty practice



Aleyda Rizzo

cares for neonatal, pediatric and women's health patients across 15 office locations and 19 hospital partner sites.

“Ever since I started at KIDZ as an office manager seven years ago, my responsibilities have grown,” said Rizzo. “I went from leading a team of 10 to a team of 45, and my team is usually the first to be involved in piloting new programs.”

Rizzo was also tapped to be the project manager for two new office build-outs and four office remodels. She has implemented operational, financial and critical strategies within the organization. She also recently took on the role of administratively supporting KIDZ' inpatient line of services for hospitals in the northern region.

“The most challenging part of leading such a large group is the interpersonal component—collaborating with different personalities with different perspectives,” Rizzo said of her role. “Also, everyone comes to work for various reasons—from passion to a paycheck—and it’s my job to help keep everyone inspired, motivated, and happy to be at work.”

“While my role has its challenges, it’s equally rewarding because I get to work so closely with our physicians, nurses and team members—asking engaging questions and doing regular check-ins with the team,” she added. “It’s incredibly important to me that our team feels seen and heard.”

Rizzo appreciates that KIDZ Medical Services fosters an environment of transparency and support and that everyone is free to share their thoughts, ideas and opinions.

“Our founders and executive leaders have set a high standard, and I can confidently say that everyone here does have a voice. It’s been a very different experience here in that regard, compared to other stages in my career,” she said. “And I love that as a leader, whether I’m working through a new development with contractors or having a conversation with my team about the day-to-day operations, we all have the opportunity to impact patient care and patient satisfaction for the better—individually and collectively. At the end of the day, that’s why we’re here.”

Cover Story: Visionary Growth for the Future

Continued from page 1

Lung Cancer Surgery, Hip Replacement, Leukemia Lymphoma & Myeloma, COPD, Diabetes, and Pneumonia. This distinction represents the highest accolade a hospital can receive in U.S. News' Best Hospitals Procedures & Conditions ratings. The ratings aid patients and physicians in making informed decisions regarding where to seek care for challenging health conditions or elective procedures. The acknowledgment from *U.S. News & World Report* is a testament to our team of medical experts.

Leapfrog "A" Spring 2024

Jupiter Medical Center prioritizes healthcare quality and patient safety, exemplified by the recent attainment of another "A" Hospital Safety Grade from The Leapfrog Group. This accolade marks the 11th consecutive "A" Grade for the hospital since fall 2018, affirming our team's dedication to quality, safety, and patient experience. Once again, Jupiter Medical Center is the only hospital in Palm Beach and Martin counties to achieve this top rating.

The Leapfrog Group evaluates hospitals nationwide using a grading system ranging from "A" to "F," scrutinizing over 30 metrics for quality and patient safety.

Coming Soon: My Chart

Jupiter Medical Center is transitioning to MyChart, the leading online patient portal powered by Epic. My Chart simplifies how patients manage care for themselves and their families. Through a smartphone, tablet, or computer, patients can schedule, request, and check in for appointments, access test results, request medication, pay bills, and communicate with their health team. My Chart records are seamlessly updated across health providers nationwide, facilitating coordinated patient care.

By adopting MyChart, Jupiter Medical Center is enhancing the patient experience and embracing a future where health care is more connected. MyChart empowers patients to take an active role in their health, promoting better outcomes and fostering a stronger partnership with healthcare providers.

As we continue building upon the strong momentum already set in motion, this year signifies a pivotal moment in our evolution as a leading regional health care system. Jupiter Medical Center remains steadfast in our commitment to delivering medical excellence.

*Dr. Amit Rastogi is President & CEO,
Jupiter Medical Center.*

[illegible]

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

HCA Florida Mercy Hospital Welcomes New Chief Executive Officer

HCA Florida Mercy Hospital is pleased to announce the appointment of Allyssa Tobitt to the position of chief executive officer (CEO) of HCA Florida Mercy Hospital.

Tobitt has been with HCA Healthcare since 2012. Most recently, she was chief executive officer of Parham Doctors Hospital in Richmond, VA. Prior to that, she served in various roles across different divisions at HCA Healthcare, including chief operating officer of Reston Hospital Center in the Capital Division and chief operating officer of HCA Florida Sarasota Doctors Hospital in the West Florida Division. She also led operations in Florida as assistant vice president of operations at HCA Florida Aventura Hospital in 2016. Tobitt holds both a bachelor's degree and an MBA from Middle Tennessee State University.



Allyssa Tobitt

Broward Health Welcomes Donald Eachus as President of the Broward Health Foundation

Broward Health is pleased to welcome Donald Eachus as the new president of the Broward Health Foundation. Eachus will oversee the foundation's fundraising development, major gifts, annual giving, special events and all capital campaign initiatives.

Most recently, he served as the director of development for the Memorial Foundation and the Joe DiMaggio Children's Hospital Foundation. Prior to his role at Memorial, he was the director of development for the Broward Public Library Foundation.

Eachus earned his Master of Business Administration in marketing from Wayne State University in Detroit, MI, and his Bachelor of Arts in economics from Kalamazoo College in Kalamazoo, MI.



Donald Eachus

Easterseals South Florida Announces Appointment of First-Ever Hispanic Female President and Chief Executive Officer

Easterseals South Florida, the leading provider of services for people with disabilities or special needs and their families, announced the appointment of Camila Rocha as its President and Chief Executive Officer (CEO). This marks the first time a Hispanic female will lead the organization.

An accomplished and proven leader with a deep understanding of mental health and a passion for community service, Rocha's journey with Easterseals South Florida began in 2010 as the Out of School Services Director. Her leadership was instrumental in the integration of three distinct children's services departments into a unified Education Services Department. Rocha's dedication and pursuit of excellence resulted in one of the agency's signature programs obtaining the prestigious Program of the Year recognition from The Children's Trust.

Born and raised in Bogota, Colombia, Rocha moved to Miami in 2003 in pursuit of better professional opportunities. Her journey, marked by resilience and dedication to service, shaped her approach to leadership.



Camila Rocha

Delray Medical Center Names Heather Havericak New Chief Executive Officer

Heather Havericak has been appointed to the position of chief executive officer of Delray Medical Center.

Havericak came to Delray from Broward Health where she served in a variety of leadership roles. She spent the last four years of her tenure as the CEO of the system's flagship facility, Broward Health Medical Center, which includes the Salah Foundation Children's Hospital. Under her leadership, the organization expanded key service lines including robotics, neurosciences, oncology, women and children's services, and cardiology. Heather has a strong background in operations and has been recognized for leadership, growth and mentorship.

Always involved in the community, Heather has served on a variety of nonprofit organization boards, including the South Florida Chapter of the American Heart Association, Gilda's Club South Florida and the Greater Fort Lauderdale Chamber of Commerce.



Heather Havericak

Palm Beach Gardens Medical Center Names Erik Cazares as Its New Chief Executive Officer

Erik Cazares has been appointed to the position of chief executive officer of Palm Beach Gardens Medical Center.

Cazares comes to Palm Beach Gardens Medical Center from Tenet's sister facility, The Hospitals of Providence Sierra Campus, in El Paso, TX, where he served as the Chief Executive Officer. His tenure at The Hospitals of Providence began in 2001 when he joined Sierra Medical Center, now Sierra Campus as a Registered Nurse. In 2008, he transitioned into his first healthcare leadership position. Over the course of his career, he has had oversight and responsibilities over multiple inpatient hospital departments and led the strategic implementation of service lines including cardiac, orthopedics and oncology. In 2018, he was promoted to Chief Operating Officer at East Campus before being promoted to Chief Executive Officer of The Hospitals of Providence Sierra Campus. His experience partnering with physicians to develop and grow clinical programs will be an asset to future growth at Palm Beach Gardens Medical Center.

He received his BSN degree from The University of Texas at El Paso and a Masters in Nursing Administration degree from Texas Tech University.



Erik Cazares

Lee Health Appoints Reema Narang as Chief Strategy and Innovation Officer

Lee Health has selected experienced healthcare leader Reema Narang to serve as the new chief strategy and innovation officer. With more than two decades in healthcare leadership, Narang brings unparalleled expertise in driving organizational excellence through strategic vision and innovation.

Narang joins Lee Health from Advocate Health in Chicago, IL, where she was the senior vice president for strategic growth and transformation. Narang also served as the administrative officer for value based care at the Cleveland Clinic in Cleveland, OH.

Narang earned a Bachelor's Degree in Electrical Engineering from New Delhi, India and her Masters of Business Administration from the University of Connecticut. She also holds an executive certificate in Health Care Value from the Harvard Business School.



Reema Narang



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SOUTH FLORIDA HOSPITAL AND HEALTHCARE ASSOCIATION, INC.



BY JAIME CALDWELL

The South Florida Hospital and Healthcare Association, Inc. (SFHHA) was incorporated in 1944 to serve the interests of hospitals in South Florida. Later in the 1990's, the SFHHA evolved and recognized the importance of other healthcare aligned organizations. The Board acknowledged their importance and created additional levels of membership and added non-hospitals leaders to our Board of Directors.

The SFHHA is the single most authoritative source of information, advocacy, and education for the South Florida healthcare industry. We empower our members and help them to keep up with – and stay on top of – the rapid changes in the healthcare industry. We support our members in their mission to improve the overall health and well-being of our South Florida population.

The SFHHA membership accurately reflects the diversity in South Florida and focuses on issues unique to our community. As a not-for-profit organization, our mission is to improve the efficient delivery of quality healthcare services to our communities by championing collaboration and communication among leaders across the healthcare continuum.

Jaime Caldwell is the current President of the South Florida and Healthcare Association.

You can easily join the SFHHA and help us provide the information and services necessary to make healthcare in South Florida the best it can be.

You can contact us through our website at www.sfhha.com or call the office at (954) 964-1660.

AMERICAN COLLEGE OF HEALTHCARE EXECUTIVES (ACHE)



BY HAROULA P. NORDEN

The American College of Healthcare Executives (ACHE) is an international professional society of more than 49,000 healthcare executives who lead hospitals, healthcare systems, and other healthcare organizations.

ACHE is known for its prestigious credentialing and educational programs and its annual Congress on Healthcare Leadership, which draws more than 4,000 participants each year. ACHE is also known for its journals, the Journal of Healthcare Management and Frontiers of Health Services Management, and its magazine, Healthcare Executive, as well as ground-breaking research and career development and public policy programs. ACHE's publishing division, Health Administration Press, is one of the largest publishers of books and journals on all aspects of health services management in addition to textbooks for use in college and university courses.

Through such efforts, ACHE works toward its goal of being the premier professional society for healthcare leaders by providing exceptional value to its members. ACHE is also the only organization where leaders can earn their board certification in healthcare management with the Fellow of the American College of Healthcare Executives (FACHE) credential. The credential provides recognition as a healthcare leader, demonstrates your competency in all areas of healthcare management, and signifies your lifelong commitment to change and improvement in the industry.

ACHE is of South Florida, formerly known as South Florida Healthcare Executive Forum was founded in 1972 and became the local chapter of ACHE for South Florida in 2004. Today we are the 9th largest chapter in the nation with over 1,200 members, 140 Fellows, and 266 student members.

Haroula Norden is the current President of ACHE of South Florida.

If you'd like to learn more or are interested in joining, please visit www.acheofsouthflorida.org.

The Cybersecurity Imperative for Hospitals



BY MARY MAYHEW

that the group “may pose a particular risk to health care organizations that have significant unpatched internet-facing vulnerabilities and are engaged in sensitive medical research and innovation.”

The second was news that the Florida Department of Health was subject to a ransomware attack, possibly affecting 100 gigabytes of personal data in its Bureau of Vital Statistics.

Health care is the number one target for hackers and cyberterrorists, including nation-state actors. In 2023, there were more than 500 healthcare attacks, with the average cost of those attacks nearing \$11 million, almost double the cost of attacks against the financial industry. The Office of Civil Rights data reveals since 2020, 75 percent of U.S. citizens have had their personal health information compromised by cybersecurity attacks. Hospitals are both the primary targets of attacks, and in the case of the Change Healthcare breach, secondary victims. While hospitals were not targeted, hospitals and patients were not spared the consequences.

The Change Healthcare attack was unprecedented in its scope and impact and

placed a significant emphasis on the cybersecurity practices and protocols of third-party companies working with health care providers. Change Healthcare, a behemoth company, processes 15 billion health care transactions annually and touches 1 in 3 patient records. The company processes \$2 trillion in health care payments each year out of the total \$4.5 trillion spent on health care in the U.S. The attack against one of the country's largest health care companies had significant consequences for patients and the hospitals, health systems, and other providers who care for them. In some communities, patients struggled to obtain prescriptions or experienced delays in scheduling care or receiving and paying bills. A survey from the American Hospital Association representing nearly 1,000 hospitals found that 74 percent reported direct patient care impact, including delays in authorizations for medically necessary care.

The monthly cash impact of the attack and subsequent loss of services on Florida's hospitals alone was \$1.3 billion.

From ransomware and phishing scams to e-mail bombing and malware, the threats are real. And they are evolving at a very rapid pace.

Hospitals are taking extensive prevention and protection measures against cyber-crime, while enhancing their response plans and actions with a focus on continuity of care. Identifying and prioritizing the risk to essential services, like pharmacy, medical records, laboratory, and radiology and imaging services, is mission-critical to enhance safeguards and operational continuity. Hospitals have designated response team members to develop clinical continuity procedures, tools, and resources, and to train their employees how to best function through extended downtimes.

This commitment is expensive, but for Florida's hospitals that prioritize patient care and community service above all else, the cost of not investing in that security is far greater.

Cybersecurity is a new battlefield and a threat to domestic security, and hospitals are on the frontlines of patient care, of emergency response, and, increasingly, of defense against malevolent actors.

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



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

“Pawty” Held to Celebrate Goldie’s First Day at Work

Joe DiMaggio Children’s Hospital recently held a “Pawty” for staff and patients to celebrate the newest therapy dog, Golden “Goldie” Delicious, on his first official day at work. Goldie will join Freedom as the second animal-assisted therapy pup serving the children’s hospital and the sixth actively working across Memorial Healthcare System locations.

These dogs provide comfort to patients, families, and staff by offering hugs, paws, and smiles. Prior to starting, Goldie underwent two years of training with the nonprofit Educated Canines Assisting with Disabilities.

The animal assisted therapy program at Joe DiMaggio Children’s Hospital is made possible by the generosity of Craig Zinn Automotive Group’s (CZAG) President and CEO, Craig Zinn, who established an endowment of \$500,000 to fund the program.



Goldie

Baptist Health Miami Cardiac & Vascular Institute Performs First Advanced “Aortic Arch” Replacement Procedure

Baptist Health Miami Cardiac & Vascular Institute performed its first advanced “aortic arch” replacement surgery using the normothermic “total arch replacement” (TAR) approach. Mehrdad Ghoreishi, M.D., co-director of aortic surgery and medical director of cardiac surgery research at Baptist Health Miami Cardiac & Vascular Institute performed the first case. This technique differs from a traditional total aortic arch replacement which needs to lower a patient’s core body temperature to as low as 20 degrees Celsius, slow down cellular activity, and allow blood circulation to be stopped for up to 40 minutes. The surgery usually takes up to seven hours.

Using the normothermic TAR approach only requires up to seven minutes of circulatory arrest without lowering a patient’s body temperature, and the surgery takes a total of only three to four hours. Patients recover more quickly and can resume their normal active lives.



Dr. Mehrdad Ghoreishi

E-mail Your Editorial Submissions to
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Baptist Health South Florida and Lifepoint Rehabilitation Begin Construction on State-of-the-Art Rehabilitation Hospital in South Miami

Baptist Health South Florida is proud to announce they will begin construction of the new Baptist Health Rehabilitation Hospital, a joint venture with Lifepoint Rehabilitation, a business unit of Lifepoint Health. This cutting-edge facility represents Baptist Health’s commitment to providing high-quality, accessible care to patients and the community. Located across from Baptist Health South Miami Hospital, the Baptist Health Rehabilitation Hospital in South Miami will offer specialized treatment for individuals with brain or spinal cord injuries, as well as select cardiac, oncology, orthopedic and stroke patients. The three-story, 100,000-square-foot facility will feature 62 private inpatient rooms, with the capacity to open an additional 30 private rooms. The building will also include a three-story parking garage with capacity for 179 parking spaces to ensure convenient access for patients and visitors.

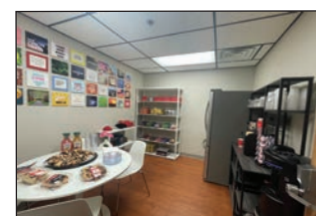


Designed with patient comfort and recovery in mind, the freestanding Baptist Health Rehabilitation Hospital will boast adaptive units, multidisciplinary therapy gyms equipped with the latest therapeutic technologies, and outdoor spaces designed to further support patients in their transition back to daily living activities.

Delray Medical Center Unveils New Kosher Hospitality Room

Delray Medical Center is excited to announce the opening of its new Kosher Hospitality Room, designed to support Jewish families visiting loved ones at the hospital by offering convenient access to kosher food and a peaceful space for spiritual reflection. Conveniently located on the main floor near the Legacy Lobby, chapel, gift shop, and Starbucks, the Kosher Room offers a variety of amenities, including:

- Glatt Kosher and Cholov Yisroel Food
- Kitchen Facilities
- Microwaves
- Comfortable Seating
- Spiritual Resource



Dr. Jose Romano Named Chair of the Department of Neurology, University of Miami

Following an extensive national search, Jose Romano, M.D., has been named chair of the Department of Neurology at the University of Miami Miller School of Medicine.

Dr. Romano has served as the department’s interim chair since January 2023, following five months as acting chair. The experience thoroughly prepared him for the chair position and demonstrated his ability to navigate its challenges and ambitions.

Dr. Romano joined the Miller School faculty in 1997, when he became an attending physician at Jackson Memorial Hospital after completing a residency in neurology and fellowships in neuromuscular disorders and cerebrovascular diseases, all at the University of Miami and Jackson Health System. In 2008 he was named director of Jackson’s comprehensive stroke program and, in 2011, medical director for neurology. His commitment to passionate, patient-centered care resulted in Dr. Romano becoming the interim chief of service for the Jackson Health System in 2022.



Dr. Jose Romano

Cleveland Clinic Weston Hospital Welcomes Renowned Transplant Hepatologist and Gastroenterologist

Christopher O’Brien, M.D., AGAF, FRCMI, a renowned transplant hepatologist and gastroenterologist with over four decades of experience, recently joined Cleveland Clinic Weston Hospital. Dr. O’Brien earned his medical degree from the Johns Hopkins University School of Medicine and completed his residency and internship in internal medicine at Jackson Memorial Hospital. He then pursued a fellowship in gastroenterology at the Hospital of the University of Pennsylvania, followed by an additional fellowship in hepatology at Jackson Memorial Hospital.

As a distinguished member of several prestigious medical societies, including the American Gastroenterology Association, the American Association for the Study of Liver Disease and the International Gastroenterology Network, Dr. O’Brien is actively involved in shaping the future of hepatology and gastroenterology through his contributions to research and clinical practice.

Dr. O’Brien’s research interests include liver transplant, small bowel transplant and multi-visceral transplant, and he has authored numerous peer-reviewed articles sharing his insights on liver disease management and transplantation techniques. In addition, Dr. O’Brien is a dedicated educator, frequently speaking at national and international conferences and mentoring the next generation of hepatologists and gastroenterologists.



Dr. Christopher O’Brien

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Cover Story: Five Tips for Renegotiating Pharmacy Benefits Manager (PBM) Contracts

Continued from page 1

utilization by drug class is imperative to understanding your greatest cost levers and potential risks.

A grasp of what therapeutic classes and drug types are used by your in-force membership, where the marketplace is trending in the coming years, and pipeline drugs that may have a significant impact on spend can aid a company in making the best decision for their circumstances.

2. Understand Key Definitions

Pharmacy contracts are complex, often containing technical legal terminology and concepts that are unfamiliar or difficult to understand. Without a clear understanding of the contract details, companies are vulnerable to coverage risk and might miss out on valuable rebates and discount opportunities.

Clarity around how your PBM defines and administers specialty drugs, limited distribution drugs, and drugs that fall under the 340B categorization is crucial to ensuring that your company is receiving the full value for your contracted terms.

3. Negotiate Market Checks

The pharmaceutical industry is always evolving, marked by constant innovation, new drugs and therapies entering the marketplace, the introduction of off-label indications, and shorter patent lifespans. As a result, even short-term deals negotiated with PBMs can quickly become outdated. That is why it is crucial to include an annual market review in any PBM contract to protect against changes that result in misalignment with the market.

A market check is an annual review of active contracts and pricing to determine if your current deal is misaligned according to some predetermined threshold. In the instance where you are not receiving pricing commensurate with the marketplace, an adjustment can be made to bring your contract in line with your peers, which provides insurance against unexpected changes.

4. Understand Contract Adjudication Language

Companies will often find themselves in situations where the contract they signed is not providing the value they had anticipated, simply because they did not fully comprehend the terms

by which their contract would be adjudicated. Will guarantee surpluses in one drug class be applied to offset losses in another, or is each line adjudicated separately? Which drugs or classes of drugs are excluded from rebate and discount guarantees? Which entity is entitled to any rebates generated on 340B claims? The answer to these questions and others can drastically affect the size of your discounts and rebates, and the overall value delivered on your contract. Understanding the contract terms and being able to translate them to your financial bottom line is imperative when attempting to compare competing PBM bids or value proposed deals.

5. Don't Overlook the Smaller Firms

The top three largest PBMs process roughly 80% of all prescriptions in the country. Lack of competition has contributed to shallower discounts, lower prescription rebates, and an overall lack of transparency. In recent years, several smaller PBMs have entered the marketplace and demonstrated the ability to execute and deliver value commensurate with their larger counterparts. In 2024, we saw the first Fortune 500 company eschew the major players in favor of a smaller firm. By including smaller PBMs in your RFP process, companies can force the larger players to come to the table and ultimately help drive value in your renegotiation.

Conclusion

Renegotiating your PBM contracts can be incredibly advantageous, but it's important to have a firm understanding of your data, the contract language, and legal concepts so that you can be strategic about what areas you're renegotiating.

BDO has deep experience in PBM contracts and can help you navigate the renegotiation process. With our support, you can feel confident in your understanding of the terms, expected value, and potential pitfalls of your contracts. We can also help you determine whether it's time to seek a contract with a new PBM.

Alfredo Cepero, Principal, Assurance Market Leader, BDO, can be reached at (305) 420-8006 or acepero@bdo.com.

Cover Story: Now Out of Bankruptcy, Cano Health Focusing on the Future

Continued from page 1

homes as late as 11 p.m., including on weekends," said Kent, noting that those with emergency issues should still go to the ER or call 911. "We also have nurse practitioners available by phone until the center opens the next morning; we believe these additions will help our patients along their healthcare journey."

Patients will also be assigned a care manager, who can help them with questions about prescriptions, follow-up appointments, whether to see a primary care physician or a specialist and more.

"If they have concerns about transportation, we have ancillary services that we can provide, and their care manager can work with them, as well as family members who are assisting in their care," said Kent. "By providing them with education and opportunities to manage their care, our goal is to educate and empower them—that's what the new Cano is all about."

The Cano Team

Kent is especially proud of the Cano staff and its physicians for their loyalty and resilience throughout the bankruptcy process.

"They've been through a lot—we spend so much time at work, sometimes even more time than with family members—and it's easy to get close to your coworkers and very difficult to watch friends like this get let go," says Kent, noting that Cano has gone from 4,000 employees in 170 locations in multiple

states to 2,200 employees in 80 locations in Florida. "As difficult as those choices were to make, they needed to be made. And I'm thankful to our employees for trusting us and remaining with us."

He added that the health system's physician partners have also been tremendous in their resolve for caring for patients during the bankruptcy proceedings. "They ensured that patient care was uninterrupted during this time and I am very thankful that they were able to continue doing this, despite the challenges the company faced," said Kent, noting that the company was fortunate to only spend five months in the bankruptcy process.

Cano Health plans to continue its transformation in 2024, and is tracking ahead of schedule to meet its goals.

"We are at about \$280 million of our \$290 million cost transformation take-out of the business," said Kent. "As we look into 2025, we will continue to look at expansion of services and how we grow within the state of Florida with discipline, diligence and in partnership with our health plan payors and partners."

"As we think about opportunities, the care we provide and retention of patients will remain our top priority," he added. "As my grandfather used to say, 'I don't care about what you know until I know that you care.' Making sure our patients know that we care about them is our priority, not just this year but every year. We're really looking forward to smart growth in 2025 and beyond."

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EDUCATIONAL OPPORTUNITIES

FLORIDA ATLANTIC UNIVERSITY

MASTER OF HEALTH ADMINISTRATION / ON-SITE

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

LAKE ERIE COLLEGE OF OSTEOPATHIC MEDICINE SCHOOL OF HEALTH SERVICES ADMINISTRATION /

ON-LINE GRADUATE DEGREES

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

MIAMI DADE COLLEGE - MEDICAL CENTER CAMPUS

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

SOUTH UNIVERSITY

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

EDUCATIONAL OPPORTUNITIES

THE UNIVERSITY OF ST. AUGUSTINE FOR HEALTH SCIENCES

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

HEALTHCARE ACCOUNTING AND ADVISORY

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

HEALTHCARE STAFFING

SAFEGUARD HEALTHCARE

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

HEMOCARE SERVICES

MORSELIFE HOME HEALTH CARE

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

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INSURANCE SPECIALISTS

RISK STRATEGIES

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

MARITAL & FAMILY LAW ATTORNEY NEAVE FAMILY LAW, P.A.

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

MARKETING & PUBLIC RELATIONS BOARDROOMPR

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

MEDICAL ASSOCIATION

DADE COUNTY MEDICAL ASSOCIATION

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

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