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April 2022

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Dr. Lorraine Ryan

Cannabis Spotlight

Lorraine Ryan, MD
Atlantic Coast
Cannabis MD

What benefits do you see for patients throughout Florida within this space?

The history of medicine is littered with anecdotes detailing the usefulness of medical cannabis for the treatment of patients. It was a commonplace medication prescribed by physicians for a vast array of ailments. In the early 1900s cannabis was finally banned in the United States. In the late 1900s, the endocannabinoid system was discovered and the interest in medical cannabis resurged. Unfortunately, people still associate a stigma when discussing cannabis. We are seeing more and more studies that are proving the efficacy of medical cannabis as a treatment alternative to opioids and anxiolytics. These opioids and anxiolytics can oftentimes lead to drug addiction, overdose, and death. The horrors of the national opioid epidemic continue to ravage the lives of patients and their loved ones across the nation. Fortunately, recent medical and scientific advancements into cannabis and the endocannabinoid system have thrust medical marijuana to the forefront of homeopathic treatment. Medical cannabis provides a safe, all natural treatment option.

What motivates you to be a part of the cannabis industry?

Despite those still clinging to the antiquated "Reefer Madness" ideology, my

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Trulieve: Building Community, Offering Innovative Products and Advocating for the Cannabis Industry

BY DANIEL CASCIATO

Trulieve is an industry leading, vertically integrated cannabis company and multi-state operator in the U.S. operating in 11 states, with leading market positions in Arizona, Florida, and Pennsylvania. The company is poised for accelerated growth and expansion, building scale in retail and distribution in new and existing markets through its hub strategy.

"By providing innovative, high-quality products across our brand portfolio, Trulieve delivers optimal customer experiences and increases access to cannabis, helping patients and customers to live without limits," says Tim Morey, Trulieve's Chief Sales Officer.

Trulieve, listed on the CSE under the symbol TRUL and traded on the OTCQX market under the symbol TCNNE, was founded in 2015 and is headquartered in Tallahassee, FL. The company was the first Florida licensed operator with initial sales in 2016.

They take pride in their exceptional retail and wholesale distribution model. Their footprint is across 11 states in 3 regional hubs (SE, SW, NE) with a robust retail net-

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Boca Raton's Trulieve dispensary

Mango Haze Expanding to Markets in South Florida, California

BY VANESSA ORR

On Feb. 23, Miami Mango's popular cannabis strain, Mango Haze, was released for sale in 42 Trulieve Cannabis Corp. locations in South Florida. Now available exclusively to Trulieve medical patients in the area, the strain marks the first time that these two well-known companies have partnered to bring a product to market.

"Trulieve is the largest multi-state operator in the country, soon to be the world, and it's operated by Kim Rivers, who is a very sharp lady," explained Miami Mango CEO Alex Villegas. "She's been partnering with the proper people in the traditional market to help bring our culture into the commercial cannabis space."

"By having an alliance with smaller farms that didn't have the financial back-



Alex Villegas

Continued on page 25



DocMJ, Medical Marijuana Doctors and Medical Cards: A True Step Above

BY AARON BLOOM

DocMJ is Florida's largest and most experienced group of certified medical marijuana physicians. We have been providing appropriate medical marijuana recommendations to qualified patients since 2016. We are proud to offer our patients world-class care at an affordable price. All our physicians and mental health counselors are experienced experts who really understand the needs of patients who seek medical cannabis as an alternative to prescription drugs.

One of the things that sets DocMJ apart from other providers is that we work hard to understand the complete patient. We recognized early on that patients who suffer from some chronic anxiety conditions (e.g. PTSD), may need more than just medicinal relief. We know that research has shown that when you combine medical marijuana use with counseling, you not only treat the symptoms but also the underlying cause. For us, this is just a part of helping all patients have their own individual wellness journey with medical cannabis.

We have educational resources that are easily accessible via our website at www.docmj.com. Additionally, patients can feel connected by watching any of our numerous videos including patient

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Back Cover Story: Trulieve: Building Community, Offering Innovative Products and Advocating for the Cannabis Industry

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work of 160+ operated or affiliated dispensaries. They are the market leaders in their cornerstone markets of Arizona, Pennsylvania and Florida.

According to Morey, Trulieve has accomplished many firsts in Florida, including:

- Being among the first group of licensees to receive approval from the Florida DOH
- first to receive approval to cultivate and dispense
- first to make a home delivery
- first to make a sale
- first to sell smokable cannabis
- first to sell edible cannabis
- and more

Trulieve's mission is to provide compassionate care patients can trust when traditional medicine is not enough. They strive to provide the highest level of cannabis products and customer experience through authentic and reciprocal relationships. Their vision is to be the leading customer-focused cannabis brand in the United States, with depth in the markets the company chooses to

operate.

"We advocate for cannabis reform, provide top products, and work to educate the communities we serve," notes Morey. "This includes creating jobs at our dispensaries with great benefits and contributing to and developing partnerships with local organizations in the community. Trulieve also grows, harvests and produces cannabis plants in an eco-friendly environment to reduce carbon footprint and protect the planet."

The company continues to focus on growing safe, quality cannabis and continually innovates to provide a wide variety of products for medical patients in Florida.

Their patients across Florida can choose from the largest selection of THC and CBD products (<https://shop.trulieve.com/>) available in a variety of consumption methods, including smokable flower, concentrates, edibles, capsules, syringes, tinctures, topical creams, vaporizers and more.

In addition to Trulieve's proprietary brands, patients have access to beloved brands such as Bellamy Brothers, Bhang,

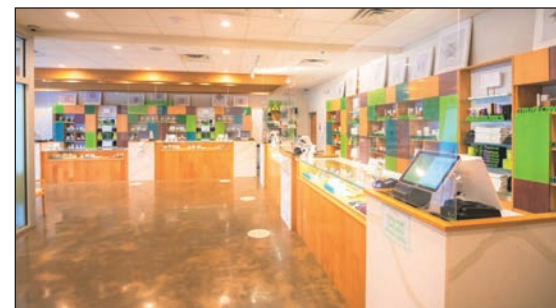
Binske, Blue River, Black Tuna, Love's Oven, O.pen, and Sunshine Cannabis, all available exclusively at Trulieve in Florida.

Trulieve is the market leader in Florida with more than 110 retail locations in the state. A full list of Trulieve's Florida locations can be found at trulieve.com/dispensaries/florida.

Trulieve is excited to continue the expansion of access to medical and adult use cannabis from coast to coast.

"We're driven by our commitment to providing tailored, high-quality patient care to as many patients as possible," adds Morey.

Trulieve's mission to promote well-being through cannabis allows them to create profound economic and social advancement opportunities within the communities they serve. Trulieve looks forward to cultivating additional local and national partnerships through their growing DEI (Diversity, Equity and Inclusion) team and showcasing how cannabis can create consequential, powerful change.



One way they are doing this is through 4/20, the marijuana holiday. For decades, 4/20 was widely celebrated underground by cannabis enthusiasts. The holiday has emerged from the shadows in recent years as legal cannabis becomes increasingly accessible and popular throughout the U.S.

"The day has now become a unifying experience for the cannabis community where consumers connect over their shared love for the plant and legal businesses host celebrity-backed concerts and activations," says Morey.

Patients who visit their local Trulieve location on April 20 can expect live brand activations, giveaways, all day in-store promotional offers, and more. Stay tuned to Trulieve social media channels for details.

For more information, visit www.trulieve.com.

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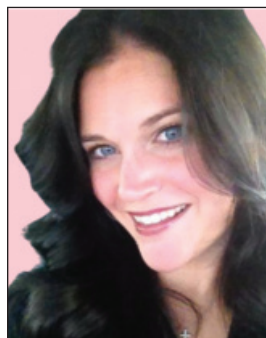
CannaMD: Advancing Cannabis Research

BY JESSICA WALTERS, CANNA MD, CHIEF
MEDICAL RESEARCHER

As one of Florida's largest networks of medical marijuana doctors, and the first physicians to certify for edibles in the Sunshine State, CannaMD is committed to advancing evidence-based discussion of medical cannabis research – which is why their latest work with the University of Florida (UF) and the Consortium for Medical Marijuana Clinical Outcomes Research should come as no surprise.

CannaMD first served as a recruitment site for UF in 2019. Results were later published in the peer-reviewed journal, Cannabis (see: "Health Outcomes Among Adults Initiating Medical Marijuana for Chronic Pain: A 3-month Prospective Study Incorporating Ecological Momentary Assessment").

CannaMD reprised its role in 2020, with a second study on cannabis and PTSD, before recruiting participants for a separate project: the Consortium's Contact Registry. Now, Florida's favorite network of cannabis doctors is proud to serve as a recruitment site for the Medical Marijuana & Me (M3) Cohort Study – facilitating statewide research on medical marijuana



JESSICA WALTERS

outcomes among current and new patients.

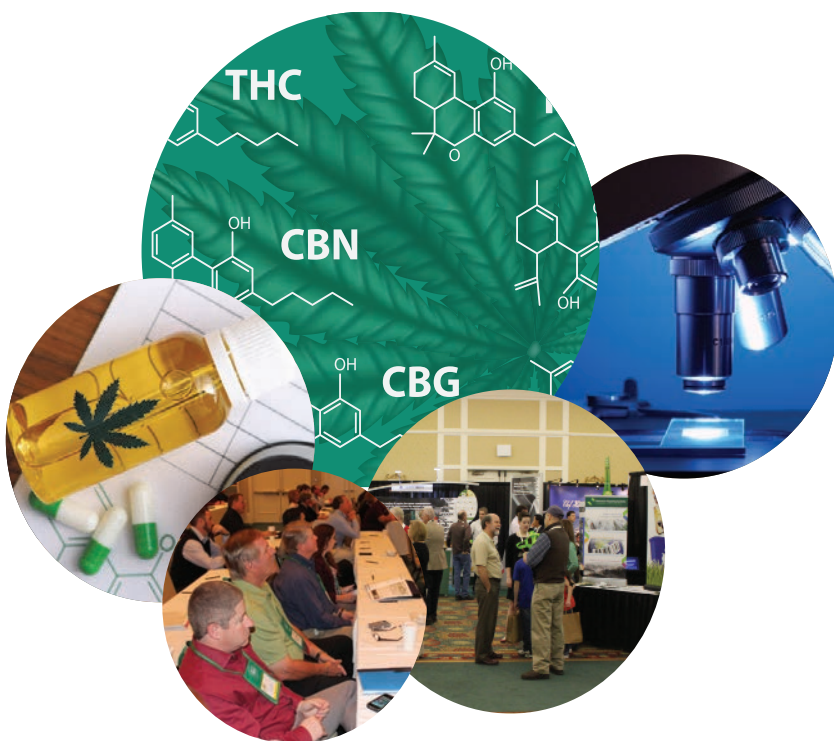
In addition to advancing scientific literature, CannaMD is passionate about making sure patients understand these new developments – which is why the CannaMD blog is full of research-based articles, tips, and guidance. CannaMD's free e-book is one of the most widely used patient resources in the state – and for good reason. CannaMD's doctors are committed to not only certifying medical marijuana patients, but making sure that every step of the process makes perfect sense.

As CannaMD continues to seek out opportunities to advance medical cannabis research, patients are encouraged to capitalize on the network's evidence-based resources by visiting CannaMD.com. Prospective patients are welcome to call (855) 420-9170 to learn more and see if they qualify, risk-free. (With close to 20 locations statewide, CannaMD offers a variety of convenient locations.) Current cardholders who aren't experiencing the results they'd like are also encouraged to speak with CannaMD's experienced team of medical experts.

To learn more about CannaMD's
developing research efforts, visit CannaMD.com.



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Back Cover Story: Mango Haze Expanding to Markets in South Florida, California

Continued from back cover

ing to be able to buy into the medical cannabis program, she's been helping small farmers that do have a name or a following in underground traditional markets to get out there," he added.

Miami Mango first acquired the Mango Haze strain in 2001, and made it available in the traditional market for the past 21 years. "We didn't listen to the law back in the day; we were young and careless but very ambitious," said Villegas, adding that the strain has since become a staple in the South Florida market and is very much in demand.

"When Trulieve reached out to see if we were interested in a partnership, they were looking for a strain that commercial companies didn't have access to," he added. "It had been kept very private."

Trulieve is currently offering Miami Mango's Mango Haze in pre-rolls, oils and concentrates and plans to later add flower.

According to Villegas, what sets Mango Haze apart is its flavor.

"It's a very unique strain; the flavor is unmistakable," he said. "When you process the flowers into a concentrate, that's when it really becomes next-level. It not only looks like a mango puree

smoothie, but smells just like a fully ripe mango cut from a tree.

"A sativa hybrid, Mango Haze is not overly potent with a high THC content," he added. "It provides a great euphoric feeling and still lets the user function normally, which is why it's great for medical reasons. Even though it's a sativa, it's good for people with pain or anxiety; the flavorful aroma of the terpenes is soothing and patients love the flavor and the feeling that it brings them."

In addition to being a cannabis grower and consultant, Villegas also runs an online worldwide hydroponics store and designs and builds high-end cannabis facilities as well as large custom homes. He is currently in talks with Trulieve about possibly releasing more strains, and plans to release Mango Haze into the California market soon.

"Mango Haze is only going to get bigger, expanding into other states," he said. "We're not only getting a lot of messages on Instagram from people in other places in Florida wanting it in their Trulieve dispensaries, but from people in Boston asking if it will be available up there anytime soon."

To learn more about Miami Mango, visit www.mangotech.store.



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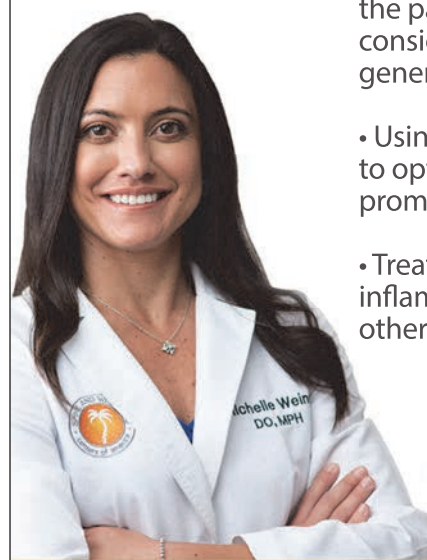
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NCAA Adjusts the Threshold Levels for THC Testing

Just one month ago (February 25, 2022) the Committee on Competitive Safeguards and Medical Aspects of Sports (CSMAS), a component of the National Collegiate Athletic Association (NCAA), announced a major change in its cannabinoid testing policies. Most specifically the committee increased the threshold for a positive THC test and recommended a reconfiguration of the penalty structure for those student athletes that test positive under the new guidelines.

The CSMAS announced the new threshold for a positive THC test would be set at 150 nanograms per milliliter. This is a significant increase from the previous level of 35 ng/ml. This does, however, align the NCAA testing levels for THC equal to that of the World Anti-Doping Agency (WADA) which currently uses 150 ng/ml as a threshold. These changes will take place immediately and also apply to past THC tests from the fall



BY DR. JEFF G. KONIN

of 2021 with retroactive penalties removed for those who tests over 35ng/ml but less than 150 ng/ml. In addition, the CSMAS stated that future changes could be reviewed and approved in an effort to respond accordingly to future WADA changes.

In addition to the threshold level being adjusted, a notable pivot will take place in how a positive THC test is being managed. Prior to this

change, a positive test was treated from a punitive perspective. That is, on the first time recorded positive test a penalty equivalent to 50% of a playing season suspension was handed down to a student athlete. The NCAA has acknowledged that a more educational and wellness intervention approach better suits the needs of the individual, and this will be handled at the institutional level with programs in place to meet the needs of the overall health and well-being of the student athlete. This approach is also consistent with the recommendations of a select group of sports medicine profes-

sionals from major colleges and universities and feedback received from NCAA membership school surveys conducted this past fall.

The stakeholder recommendations agreed to the lack of evidence of cannabis as a performance enhancing drug but also took note to the importance factual education amidst a changing cultural shift that has seen greater acceptance overall toward cannabis in this country. As a result, an emphasis on education, health and wellness, and open communication will likely become part of adjusted campus cultures. Under the proposed new structure, penalties of loss of eligibility will only be implemented if a repeat offender is not compliant with a university-led education and management plan.

It is important to note that 2 important items of relevance remain following this announcement. First, cannabis was not removed from the NCAA's banned substance list and therefore remains an illegal substance for student-athletes to use. The ruling change merely raised the threshold that equates to a positive test. No endorsement of cannabis is being made, and testing will still occur. Furthermore schools may want to establish their own internal policies whereby they adhere to a the same or different threshold levels and address cannabis use as it not only relates to a positive test of greater than 150ng/ml. For example, a school may decide that those testing at 100ng/ml are of a concern in that trending behaviors may want to be addressed. And while cannabis has not been shown to be a performance enhancer in sports, it may very well be a performance

inhibitor if taken in inappropriate dosages at the wrong times.

The second important item to discuss is that no mention was made of any of the other cannabinoids aside from THC. This is of great interest in that while all cannabinoids are banned, only THC is tested for. Therefore, mixed signals are now being sent to student athletes. In the past, word on the street was that some were nervous about using any forms of CBD for example in fear of having a positive drug test show up. Now, with the threshold levels being raised so high, this fear may be alleviated and lead to a greater use of CBD. In the very near future, this will need to be addressed for clarity purposes.

For now, many will appreciate the modern decision-making of the NCAA committee to better align with societal and cultural shifts, as well as the scientific evidence to support the transitions that are occurring. The NCAA should be commended for acting in a timely and relevant manner to its member's input.

Dr. Jeff G. Konin is a Clinical Professor in the Department of Athletic Training in the Nicole Wertheim College of Nursing and Health Sciences at Florida International University (FIU) where he directs the Global Initiative for Cannabinoid Research and Education. To learn more about FIU's cannabinoid research and education initiative you can visit their website at go.fiu.edu/GlobalCannabis. Views represented in this column do not reflect that of Florida International University and are solely attributed to Dr. Jeff G. Konin.



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Back Cover Story: Cannabis Spotlight

Continued from back cover
practice, Atlantic Coast Cannabis, MD., relies on the most current medical and scientific evidence, as well as first-hand patient testimonials, that clearly demonstrate the efficacy of medical cannabis for a vast array of illnesses. I believe that medical cannabis is a natural and holistic medication for the treatment of many health conditions. I believe it is a better alternative to the “pills” that the pharmaceutical companies are supporting. We know that as patients become more informed about medical marijuana, they will appreciate its value in medicine.

What field are you in within the cannabis space?

I am a medical cannabis physician and owner at Atlantic Coast Cannabis MD in Edgewater. I became certified to qualify patients for their medical cannabis cards in 2018. I am a board-certified Anesthesiologist and thus have been using “chemical” means to treat pain in a controlled environment for more than 30 years. But I always knew there was something more for me to do as a physician.

How can people in Florida benefit from the company you represent?

I believe my 30+ years in Anesthesiology gives me an advantage in making recommendations for medical cannabis patients. Anesthesiologists use the titration method of medication administration in their routine approach to treating patients. Titration is the process of determining the medication dosage that reduces one’s

symptoms to the greatest possible degree while avoiding as many side effects as possible. With medical cannabis, patients get to titrate their own medication and they will continue to do this over the course of their treatment. Patient controlled medication administration is not new to anesthesiologists. Because of this, I feel qualified to participate, treat and qualify patients for medical cannabis in the state of Florida. I do this through extensive education of my patients and continued support and education after they have qualified for their card.

How did you get started within the cannabis industry?

In the late 1980’s I chose the field of Anesthesiology due to a strong desire to help patients suffering with all types of pain. After many years as a successful Anesthesiologist, I knew there was something more that I could do to help ease the pain and suffering of patients. When Florida legalized medical cannabis for a broad range of illnesses in 2016, I became intrigued and wanted to become part of this holistic treatment. I felt like this was a natural transition for me, to further my desire to help patients who are suffering from a variety of ailments. My own mother was a chronic pain patient and I knew that I needed to be part of the solution. This desire inspired me to begin researching medical cannabis and to become a qualified medical cannabis provider. In 2018, I became certified to qualify patients and in 2019, I opened my practice. I started part time for 2 years and as of July 2021, I was able to transition to a full-time job. I truly feel blessed to be able to work my passion.

Do you see Florida moving forward with recreational Marijuana/cannabis and how will that affect your business?

I do believe at some point this wonderful plant will be made available to all people on a legal basis. For some people, this will be all that they need. For the vast majority of patients, I believe that they will want to continue to be in the medical programs due to the education that they receive from physicians and the access to discounts and support that we are able to provide them. Our evaluations are comprehensive and include education about the different types of plant-based medications, the different routes of administration, how it can be beneficial, dispensary instructions and the requirements of the state of Florida for having a medical card. We are also a participating member in an online peer-to-peer portal for medical professionals to share HIPAA protected info to improve the future of medical marijuana treatments. Through this portal, we are able to evaluate current patient treatments and efficacies and use this info to better treat our patients.



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For registration information, contact charles@cannabisnewsflorida.com

Planet 13 Sets Sights on Medical Cannabis; Eyes Florida Location

One of the largest cannabis companies in the world by market cap is seeking out its first medical cannabis retail facility in Florida.

Las Vegas-based Planet 13 Holdings, a vertically integrated multistate operator, announced its plans to set up a medical dispensary in the town of Orange Park, a suburb on Jacksonville's south side.

The planned location is on a busy retail corridor next to a Walmart Superstore and near the scenic St. John's River, a popular destination for tourists and local residents, according to the company.

"We've been heads down working hard on our Florida expansion," Planet 13 co-CEO Bob Groesbeck said in a press release. "We are progressing well on locating and working on both cultivation and retail under a dual track plan to bring both online at the same time. This is the first signed lease of our initial six planned neighborhood style stores all focused on major population centers and heavily trafficked retail locations."

The move will expand upon Planet 13's Nevada footprint, which includes its Las Vegas dispensary that became the largest in the world at 112,000 square feet when it opened in 2018, and its 55,000-square-foot retail facility in Orange County, Calif. The company has multiple "superstores" in each state as well as cultivation, production and distribution licenses. The pathway to its Florida expansion opened when Planet 13 entered into an agreement with a subsidiary of Harvest Health & Recreation Inc. in September to acquire a license for \$55 million to operate as a Medical Marijuana Treatment Center (MMTC) in the state. Regulated by the Florida Department of Health, MMTCs are the only businesses authorized to dispense medical cannabis to qualified patients and caregivers in the state.

Cresco Labs to Become the New Leader in Cannabis with the Acquisition of Columbia Care

Cresco Labs and Columbia Care Inc. announced they have entered into a definitive arrangement agreement pursuant to which Cresco Labs will acquire all of the issued and outstanding shares of Columbia Care. Subject to customary closing conditions and necessary regulatory approvals, the Transaction is expected to close in the fourth quarter of 2022. Under the terms of the Arrangement Agreement, shareholders of Columbia Care will receive 0.5579 of a subordinate voting share of Cresco Labs for each Columbia Care common share (or equivalent) held, subject to adjustment representing total consideration enterprise value of approximately US\$2.0 billion based on the closing price of Cresco Labs Shares on the Canadian Securities Exchange as of March 22, 2022. The Transaction provides Columbia Care Shareholders with premiums per Columbia Care Share of approximately 16% based on the closing prices of the Columbia Care Shares and the Cresco Labs Shares, and (ii) 19%, based on the 20-day volume weighted average prices of the Columbia Care Shares and the Cresco Labs Shares, each on the CSE as of March 22, 2022.

After giving effect to the Transaction, Columbia Care Shareholders will hold approximately 35% of the pro forma Cresco Labs Shares (on a fully diluted in-the-money, treasury method basis).

Back Cover Story: DocMJ, Medical Marijuana Doctors and Medical Cards

Continued from back cover

testimonials, cannabis educational videos and blogs, and more. When it comes to medical cannabis, qualifying conditions, and positive treatment outcomes, DocMJ is a patient's best alternative for their treatment journey. We have everything a patient needs under one amazing umbrella website that is easy to navigate and helps patients feel comfortable with medical cannabis.

Patients don't have to suffer from chronic pain, anxiety, PTSD and a host of other qualified conditions in Florida. They can rely on DocMJ to help them learn everything they need to know about medical marijuana and most importantly, get the real relief they have been searching for.

Aaron Bloom is CEO at DocMJ. To learn more, visit www.docmj.com.

Cresco Labs Celebrates Milestone Opening of 50th Operating Retail Store

Cresco Labs Inc. announced the grand opening of a new Sunnyside dispensary in Lady Lake, Florida. The new store marks a milestone in Cresco's nationwide retail expansion, bringing the Company's total retail footprint to 50 locations across seven states and 16 total stores in the state of Florida. "Our 50th store in Florida marks the achievement of a key goal established in 2021 to expand company-owned retail locations in the state, aiming for 16 dispensaries open by the anniversary of the Bluma acquisition," said Charlie Bachtell, CEO & Co-founder at Cresco Labs. "Over the past year, we've done a good job leveraging our extraordinarily productive Sunnyside banner to grow retail revenue, expanding the ways Cresco's brands reach and interact with consumers. Today's opening is an exciting moment in Cresco's history—it's truly incredible to see both how far this organization has come and the outstanding execution from our retail team."

Trulieve Opening Medical Marijuana Dispensary in Boca Raton, Florida

Trulieve Cannabis Corp. announced the opening of a new medical cannabis dispensary in Boca Raton, FL. "Trulieve is excited to expand access to medical cannabis in the Boca Raton market and build strong relationships in the community," said Kim Rivers, CEO of Trulieve. "Our company is driven by our commitment to providing tailored, high-quality patient care in a safe and comfortable environment."

As the state's leading medical cannabis provider, Trulieve's retail employees are trained to provide personalized patient care and support individuals at every stage of their cannabis journey. Trulieve dispensaries throughout Florida offer on-site consultations to help patients obtain appropriate medical products and dosages to ensure optimal cannabis experiences.



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★ ★ Salute to Volunteers ★ ★

HOLY CROSS HEALTH

Arlene Moses

Arlene Moses joined Holy Cross Health as a volunteer in 2000 and has since served more than 9,500 hours in the surgical information department, where volunteers are responsible for facilitating communication between families or caregivers of patients in surgery and the recovery room staff. In addition to her regular responsibilities as a volunteer, Arlene is also co-chair of the surgical information volunteers and assists with administrative tasks including welcoming, training, scheduling and supporting new volunteers assigned to surgical information. Arlene is attentive to the needs of patients and their families. She regularly goes above and beyond to accommodate patients and is always cheerful, dedicated, outgoing and dependable.



BROWARD HEALTH CORAL SPRINGS

Judy Shutowick

After moving to Parkland 20 years ago, Judy Shutowick's retirement has been anything but quiet. The former executive director of the New York State Neurological Society has been a volunteer for Broward Health Coral Springs' Auxiliary for 15 years. Shutowick serves as the Auxiliary's secretary, handling all of the computer needs, communications and meeting minutes for the hospital's service organization.

Throughout the pandemic, Shutowick has been the vital glue keeping fellow volunteers engaged and informed as they worked virtually. She stepped up her responsibilities to manage the Auxiliary's Volunteer Reporter software, a pilot program that tracks communication and attendance.

Her proficiency with the Volunteer Reporter program was indispensable as she prepared reports for The Joint Commission and the hospital's Employee Health Department. She went on to train other volunteers throughout the healthcare system on the software and continues to work with the hospital's IT Department to ensure the software remains operational for volunteers.



BROWARD HEALTH MEDICAL CENTER

Ashley Brizendine

During the early days of the pandemic, when few wanted to be near a hospital, much less volunteer at one, Ashley Brizendine was a lifesaver for Broward Health Medical Center. The hospital's Gift Shop Director Saud Begovic credits Brizendine with helping to keep the shop open.

Her dedication to the patients, visitors and caregivers who frequent the shop was most evident during Brizendine's treatment for breast cancer. She continued to donate her time at the hospital gift shop in between her grueling radiation therapy sessions.

Brizendine, who became a volunteer in 2014, has logged nearly 2,500 service hours at the hospital. She also served as the South District Director of the Association of Florida Health Care Auxiliary-Volunteers. In that role, she partnered with Child Life at Broward Health Medical Center and Fort Lauderdale Woman's Club, sewing pillowcases and blankets, which the Auxiliary distributed to the Oncology-Hematology Pediatric Clinic and other pediatric departments.



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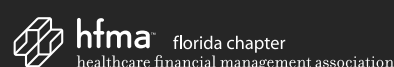
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★ ★ Salute to Volunteers ★ ★

JUPITER MEDICAL CENTER

Candy Waring and Carole Miller

Sisters volunteering to help others. When Candy Waring retired from teaching, she wanted to do something meaningful and helpful. Her sister Carole Miller, a Jupiter Medical Center volunteer since 2014, suggested she join her. Since her sister and mother are both cancer survivors, Candy opted to volunteer for the Anderson Family Cancer Institute's Chemotherapy & Infusion Unit, where Carole also volunteers. She finds volunteering a fulfilling experience, and she enjoys interacting with the dedicated nurses and amazing patients!

Carole says helping people fills her heart with joy. As a cancer survivor, her very presence is encouraging to patients. She and Candy volunteer two days a week, and Carole also assists with training new volunteers. The sisters serve as an extra set of eyes and ears for the nursing team, interacting with patients by providing blankets and other amenities. "We are like family," Carole says, "we get to know each other's stories; we care about each other."



Phil Woodall

Phil Woodall is a life-long resident of Palm Beach County who enjoyed a 45-year career in the local banking industry. He started volunteering at Jupiter Medical six years ago and has accumulated over 2,500 hours of service. During his tenure at the hospital, Phil has served as a Greeter, a member of the Pastoral Care Team, and participated in the Motor Aid department. He was a member of the Patient and Family Advisory Committee. Currently, Phil serves on the Jupiter Medical Center Auxiliary Board, and he is a member of the Auxiliary Financial Review Committee.

He truly believes in the Rotary motto of "Service Above Self" and applies it daily while serving the patients at Jupiter Medical Center. Phil's passion for volunteering extends throughout the community. He has served on many boards in the business sector and held two terms as President of the Rotary Club of the Northern Palm Beaches. Currently, Phil is an active Jupiter/Tequesta Rotary Club member.



Jerry Lichstein

Jerry Lichstein is among the 120 volunteers delivering 50,000 kosher meals annually to approximately 2,500 low income, homebound seniors in Palm Beach County as part of MorseLife's Meals-on-Wheels (MOW) program. A volunteer for nearly 10 years, Jerry delivers meals to eight to 14 people each week and has come to know the people on his route. He has continued to deliver the meals during COVID, when MorseLife saw a 20% increase in MOW requests, and always leaves the people he sees with something positive to brighten their day. In addition, he volunteers to deliver special meals for the Jewish holidays and has been a server at MorseLife holiday luncheons for underprivileged seniors. A retired administrator for Board of Education in New York, he volunteered with the West Palm Beach Police Department for 15 years and has been an active member of the mentoring program for 16 years.



Ken Tillman

Ken Tillman has been a volunteer for 18 years brightening the lives of homebound seniors as part of MorseLife's Homebound Mitzvah Program for Passover and the High Holidays that delivers special meals to more than 2,000 seniors throughout Palm Beach County. He always adds a personal touch of his own by including a bouquet of flowers with his deliveries and has turned volunteering into a family affair, bringing his children and grandchildren to volunteer with him. Ken and his family have also served Thanksgiving meals offered at MorseLife for low-income seniors in the community. A retired businessman from New York City, he first began volunteering with MorseLife when he served on the board of the Jewish Federation and now resides at The Palace at MorseLife, an independent living residence. Now in his 90s, Ken will once again be delivering Passover meals with his daughter this April.



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<https://www.acheofsouthflorida.org/events.php>

Cover Story: Six Ways to Combat Distress in Healthcare

Continued from page 1

3. Bond Covenant Violations

42% of healthcare CFOs have defaulted on their bond or loan covenants in the past 12 months. Interestingly, 25% say they have not defaulted but are concerned they will default in the next year. How can you avoid violations? The first step to take is to meet with your financial advisors, especially if you are worried you're going to default on your bond or loan covenants. You want to get their counsel before you default so you can prepare your organization and mitigate the damage. Ideally, they can help you avoid a default altogether.

4. Supply Chain Strains

84% of healthcare CFOs say supply chain disruption is a risk in 2022. How can you mitigate these risks? Supply chain shortages are a ubiquitous problem across industries right now, but not all of the issues are within your control. Focus on what is, including assessing your supply chain costs and seeing where you can find the same or similar products for lower prices. Identifying alternative suppliers may end up saving you a lot of frustration, especially if your regular suppliers run into disruptions.

5. Increased Cost of Resources

39% of healthcare CFOs are concerned about rising material costs and expect it will pose a significant threat to their supply chain. How can you alleviate these concerns? Price increases for the resources you purchase including medical supplies, drugs, technology and more could deplete your financial reserves and strain your liq-

uidity, exacerbating your financial difficulties. You may be able to switch from physician-preferred products to other, most cost-effective products for the time being. Switching medical suppliers may even save you money in the long run.

6. Patient Volume

39% of healthcare CFOs are making investments to improve the patient experience. How can you satisfy your patient stakeholders? As hospitals and physician practices get closer to the new normal of care, patients are returning to procedures and check-ins they put off at the height of the pandemic. Patients want a comfortable experience that will keep them coming back, including a safe and clean atmosphere inside offices. They also want access to frictionless telehealth and patient portals for those who don't want to or can't travel to receive care. Make sure your organization meets these requirements. Investments can also go toward improving health equity strategies to ensure everyone across communities is receiving the same level of care.

Steven Shill, Partner and National Leader, The BDO Center for Healthcare Excellence & Innovation, can be reached at sshill@bdo.com or (714) 668-7370.

Contact:

Alfredo Cepero, Managing Partner
305-420-8006 / acepero@bdo.com

Angelo Pirozzi, Partner
646-520-2870 / apirozzi@bdo.com

West Boca Medical Center Adds Critical Care Intensivist Program to Enhance Patient Care

West Boca Medical Center is further enhancing its care to some of its sickest patients with the addition of its Critical Care Intensivist Program. The program consists of a team of doctors and nurse practitioners overseeing the hospital's intensive care unit (ICU), 24 hours a day seven days a week. The intensivists are board-certified physicians certified in the subspecialty of critical care medicine. Dr. Stephen Milan will be the medical director of the new program. "I am truly honored to be named the new medical director and lead our Critical Care Intensivist Program at West Boca Medical Center. This intensivist program reflects West Boca Medical Center's dedication to providing patients and our community to safe and high quality care," said Dr. Milan. "This also means our hospital and the community we serve, will always have a dedicated medical specialist caring for patients who are being treated in our Intensive Care Unit." Several highly skilled physicians, including Dr. Mark Adelman, Dr. Carlos Gutierrez, Dr. Noah Schreiber, and Dr. Kenneth Baron, will join Dr. Milan. These intensivists will be working alongside an experienced nursing team led by director Wendy Dubois.

**APRIL
2022**

SOUTH FLORIDA HEALTHCARE NETWORKING GROUP



ZOOM MEETINGS

**DATES: Thursday, April 14
& Thursday, April 28**

TIME: On-line Networking
begins at **8:00 am**
Eastern Time (US & Canada)

For registration information,
contact charles@southfloridahospitalnews.com



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Shifting the Script: Transitioning Patients to Natural Treatments for Pain and Inflammation

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West Boca Medical Center Creates New Look at the Boca Center for Women's Care

West Boca Medical Center, part of the Palm Beach Health Network, is making significant upgrades to the patient rooms in its labor and delivery and postpartum units at the Boca Center for Women's Care. The hospital is investing in excess of \$1 million dollars with updates including, new flooring, doors, LED lighting and flat screen TVs along with freshly painted rooms. The bathrooms will also be updated, as West Boca Medical Center continues to be the only hospital in Boca Raton to provide private bathrooms for our maternity patients and their newborns.

"At West Boca Medical Center, we have award winning care delivering approximately 2,000 babies each year. Renovating our Boca Center for Women's Care will serve to enhance the stellar services we already provide to our maternity patients," said George Rizzuto, Chief Executive Officer at West Boca Medical Center. "We have been a part of Palm Beach County for 35 years, and we pride ourselves on being your local community hospital to bring you a special experience when having your baby."

As the only hospital in Boca Raton with a Level III Neonatal Intensive Care Unit, (NICU) the highest level of care a newborn baby can receive, West Boca is also redefining care and pivoting to new health trends with its NICView Live Stream Camera System. This system allows loved ones to view their baby remotely using a secured password system while being cared for in the NICU. Our OB/GYN Laborist program offers in-house physicians, who are specialized obstetricians and gynecologists, available 24/7 to care for all of your maternity, labor and delivery needs. West Boca is also offering patients special amenities such as aromatherapy, a celebration breakfast, and dedicated "Expectant Parent" parking spots.



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Conviva Care Center Unveils New Proactive Healthcare Model for Today's Active Seniors in Miami

Conviva, a physician-led network dedicated to providing primary care to seniors, announces an innovative new healthcare model built on technologically advanced care designed for independent seniors reaching Medicare age.

Launched recently at a new Conviva center in Miami, the model enables seniors to take greater control of their healthcare by equipping them with current technologies, easy and convenient check-ins, and proactive care programs.

"We understand that today's active seniors, including those new to Medicare, desire a contemporary approach to health care that combines a seamless, comprehensive care experience with modern innovations, amenities and conveniences like expedited patient appointments," said Dora Rodriguez-Duran, Market President for Conviva in Miami Dade County. "The digitally enabled experience that we've created, coupled with access to an outstanding care team, make this new model unique. But at the core is the physician-patient relationship."

Conviva is introducing this innovative health care model at its new facility located at 13878 SW 56th St. in the popular Miller Square shopping area. Spanning 6,000 square feet, the center offers not only the high-quality, senior-focused clinical care that Conviva patients expect, but also a comprehensive range of additional services, from in-house consultations to educational programs, fitness classes, valet service and much more.

Whether new to Medicare or already participating in the federal program, patients will be greeted by an upscale, lounge-like lobby featuring Apple iPad tablets for easy check-ins, three computers for patient use and educational purposes, ample comfortable seating and plenty of open space for a calm and relaxed healthcare visit. Free Wi-Fi is available for visitors who need internet access.

The new Conviva proactive model will make check-ins and scheduling an appointment easy via smartphone or the office kiosk. Patients will get reminders about their upcoming visits via text, which can be scheduled up to three days prior or as late as the morning of the appointment. A patient liaison will be available to answer questions.

Additionally, patients will have access for urgent after-hours visits scheduled via telemedicine video chats.

A consultation room presents first-time patients with the opportunity to personally meet and become familiar with their assigned physician or nurse practitioner. Separately, each examination room will feature the new concept of a large screen that allows the patient and the doctor/nurse to review test results together and discuss specific areas of concern or discuss healthy lifestyle practices. Concierge-style, monthly-



(l-r) Dora Rodriguez Duran, Market President of Conviva Care Centers; Victor Lopez from Senator Ana Maria Rodriguez's office; Dr. Elizabeth Fergusson Ramirez of Conviva Proactive Senior Care; Brittne Bassant, CEO of ChamberSouth; Marlin Ysabel Wehbe, APRN, of Conviva Proactive Senior Care; Martha Rodriguez, Conviva Care Centers; Yanetsy Rodriguez, Conviva Care Centers; Kevin Meriwether, SVP, Divisional President of Conviva Care Centers; Morris Copeland, Chief Community Services Officer Miami-Dade County; Michael Reed, Conviva Care Centers, Macarena Lanway, Center Administrator of Conviva Proactive Senior Care; and Mari Pantoja Smith

retainer services are also a new available feature, and once a medical visit is complete, patients can text message the valet to have their vehicle ready immediately upon departure.

Building on that mission, the site will also offer yoga, Pilates and Zumba fitness classes as well as educational programs on nutrition, physical exercise and healthy living practices. Other available classes will cover important and relevant topics, including financial and estate planning and computer/software instruction.

Have You Discussed Your Patient's End-of-Life Preferences?

Ensure They Know Their Options for Comfort Care

In honor of National Healthcare Decisions Day on April 16, VITAS® Healthcare encourages our colleagues and peers to explore their patients' values, preferences, and goals for care. These conversations lead to patient-centered care, more trusting doctor-patient relationships, and improved patient and family satisfaction.

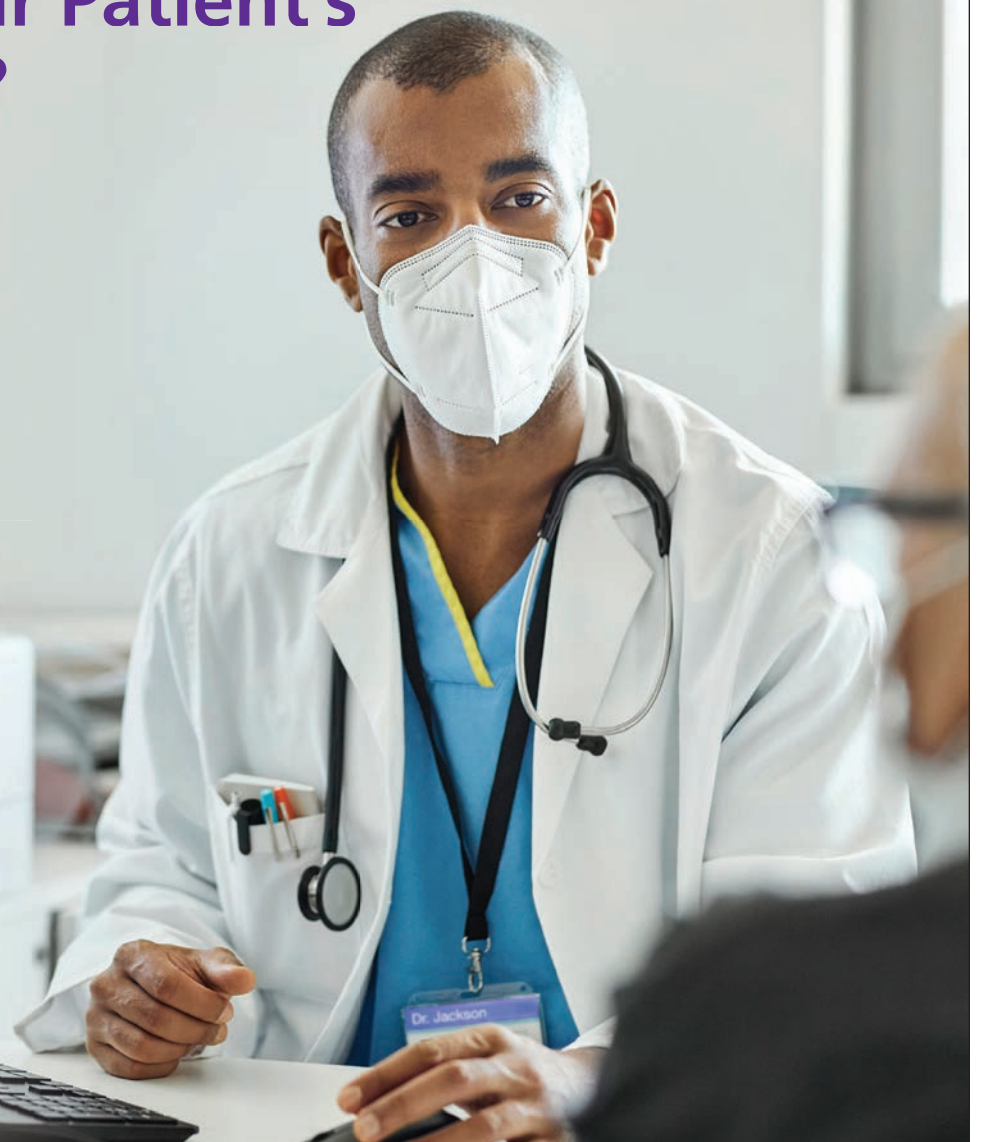
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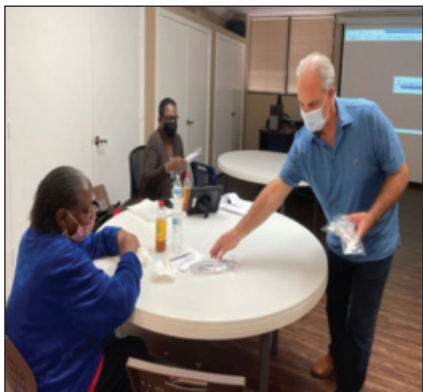
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WHAT'S NEW...WHAT'S NEW...

Health Care District of Palm Beach County Collaborates with the Area Agency on Aging to Protect Seniors

The Health Care District of Palm Beach County and the Area Agency on Aging of Palm Beach and Treasure Coast (Agency) are collaborating to protect seniors during the ongoing pandemic. The Health Care District's C. L. Brumback Primary Care Clinics supplied several boxes of N95 masks and COVID-19 test kits at no cost to distribute to aging network providers and senior volunteers who deliver educational programs in the public schools.



"We're pleased to partner with the Area Agency on Aging to keep our senior residents healthy," said Darcy J. Davis, CEO of the Health Care District of Palm Beach County. "The Health Care District is a leader in countywide COVID response, from mobilizing the first mass vaccination and drive-thru testing sites to ongoing efforts in our primary care clinics and school health program that serve and safeguard adults and children. These extra layers of protection for seniors will benefit some of the most vulnerable in our community."

Older adults and people with disabilities—particularly those from underserved communities—have been disproportionately impacted by the pandemic and are among the most at-risk due to COVID-19. Partnerships between community providers and aging and disability networks can be an important strategy for supporting those most at risk.

Good Samaritan Medical Center Becomes First Hospital in Palm Beach County to Use the ProACT™ Technology

Good Samaritan Medical Center is the first hospital in Palm Beach County using the ProACT™ technology from URO-MEDICA. The ProACT™ system is implanted within the body to assist protection against accidental urine leakage. This can occur during everyday activities such as coughing, sneezing, or physical activity. Dr. Antonio Beltran, urologist on staff at Good Samaritan Medical Center, is the first physician to use this new system.



Dr. Antonio Beltran

"Incontinence can be an issue for men post-surgery from prostate cancer, and some may feel they have no options to control their bladder once they have their prostate removed," said Dr. Beltran. "The ProACT technology is a simple implantation for patients allowing them better control of their bladder so they don't have unwanted accidents throughout the day."

The ProACT™, Adjustable Continence Therapy for Men consists of two small, adjustable silicone balloons each connected with tubing to a port. The balloons are placed where the prostate was removed or resected. The fluid-filled balloons apply pressure to and support the bladder neck, which helps prevent accidental leakage of urine. The ports are placed just below the skin in the patients' scrotum allowing the physician to adjust the balloon to meet the patients' individual needs.

Cover Story: Aurelio Fernandez Retires as Memorial Healthcare CEO

Continued from page 1
nurses, and respiratory therapy staff."

Fernandez, who was born in Havana, Cuba and has been a resident of South Florida for the past 61 years, has been a healthcare professional for over 45 years in the Tri-County market. Sixteen years ago he joined Memorial Hospital Miramar as CEO. He was promoted to Executive Vice President and Chief Operating Officer for the Memorial Healthcare System in 2012 and in 2016 was chosen as President and CEO of Memorial by the South Broward Hospital District Board of Commissioners.

Prior to joining Memorial Healthcare System, Fernandez spent 11 years in a variety of positions with Tenet Healthcare, including CEO at Hialeah Hospital and Florida Medical Center as well as Executive Director for Tenet Network Management. During the 1990's, Fernandez was CEO of Palm-Med Health Services specializing in physician ventures as well as actively participating in organizing physician hospital organizations.

Throughout his 16 years at Memorial, he says the system always had the ability to have the resources to do what's right for the patients.

"Our mission is to be a community provider," he explains. "So in South Florida, not only did we have the safest environment, but the most comprehensive level of services, such as cardiology, neurosciences, and oncology, for patients in pediatrics to adulthood. Very few in our market have the resources necessary to deliver that. To me, that was a key differentiator between us and others in the market."

When asked about his greatest accomplishment, Fernandez says that it was the ability to elevate the organization to its full potential.

"You do that by engaging all the caregivers, support staff and medical staff to understand the mission and why we're here," he says. "We have accomplished that in a variety of ways and they're quantifiable and measurable. To me, that is our biggest accomplishment since I've been here."

Fernandez says he will miss the people at Memorial the most.

"We have 14,000 employees," he says. "We have the finest executive and administrative team as well as a great employee workforce. There's a culture of collaboration and doing what's right for the patient and creating a safe environment that I have never seen in my career. I'll miss that. I'll also miss the fact that anytime we needed to do a project and went to the board commissioners to ask for the resources, they were there willing and able to provide us with the resources—not necessarily financial all the time, but in any aspect to augment the workforce and do a variety of other things."

As he dwells on the future of the healthcare system and where it's headed, Fernandez says that COVID-19 disrupted healthcare in such a way that it will never be the same.

"What we need to take advantage of, at least where Memorial is concerned, is to invest a significant amount of resources, both in capital and personnel, to elevate our telecommunication platform and leverage it to create a much more robust virtual environment," he says. "Our numbers, when it comes to virtual visits and telemedicine, have just gone through the roof, but we need to go beyond that. We need to provide the consumer with access to healthcare, even when it's not in person, and leverage that technology to do it virtually and therefore improve access. I don't see us going back to the old ways of doing things. I'm a firm believer that we need to reallocate our capital dollars into technology. The more we do that, the more the consumer will have access to our services."

As for what's next for him? Fernandez plans to rest and take it easy—at least in the short term.

"I know I'm not going to do anything for six months to adjust to a new lifestyle," he says. "But after six months, I will reconsider what I'm going to be doing. I'm not interested in working full time; but maybe part-time. After 45 years of doing this, I think I've paid my dues!"

For more information, visit www.mhs.net.

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The Leukemia & Lymphoma Society PRESENTS Man & Woman of the Year

Man & Woman of the Year is a philanthropic competition to support blood cancer research among a group of motivated and dedicated individuals in communities across the United States. Candidates form powerful fundraising teams and compete in honor of two local children who are blood cancer survivors.

The man and woman who have raised the most funds during the ten-week campaign are awarded the prestigious title of **Man or Woman of the Year** in their community. The man and woman who have raised the most across the entire U.S. will be recognized as the national **Man & Woman of the Year**.

This year local healthcare leader Jay Juffre, Executive Vice President of ImageFIRST Healthcare Laundry Specialists, has been nominated for LLS Man of the Year.



JAY JUFFRE

This cause is extremely personal to Jay. At 43-years-old, he was diagnosed with Non-Hodgkin's Lymphoma and given a low chance of survival. Thanks to research funded by LLS, Jay managed to beat cancer and today is cancer free. Unfortunately, Jay later lost his mother to multiple myeloma, but again research funded by LLS helped extend her life beyond original expectations.

To support Jay's campaign and support **The Leukemia & Lymphoma Society**, go to <https://pages.lls.org/mwoy/sfl/ftl22/jjuffre>



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

Good Samaritan Medical Center Opens the Bariatric & Metabolic Institute for Surgical Weight Loss

Good Samaritan Medical Center is now offering patients another option to lose weight with the opening of the Bariatric & Metabolic Institute for Surgical Weight Loss. Colorectal, general, robotic, and bariatric surgeon, Dr. Eduardo Parra-Davila, and general and robotic surgeon, Dr. Abraham Betancourt lead the program.

"Bariatric surgery is an extremely safe and effective way for people looking to lose weight, and get back to leading a healthier, more active lifestyle," said Dr. Parra-Davila. "The benefits of these procedures are life changing for our patients, and can even lower someone's chances of heart disease, diabetes, and cancer. We are proud to be able to offer this new service to our community"



(l-r) Dr. Eduardo Parra-Davila,
Dr. Abraham Betancourt

Cleveland Clinic Indian River Hospital Receives \$10 Million Gift

Ron and Nancy Rosner, longtime supporters of Cleveland Clinic Indian River Hospital, have made a \$10 million multi-year pledge to the hospital that will expand services for the community. The donation has been earmarked for Cleveland Clinic Indian River Hospital's Strategic Priorities fund, which will accelerate the expansion of services and improve patient care.

The Rosner's gift will fund several initiatives, including educating physicians, increasing healthcare access for residents in the community and providing caregivers with resources to enhance patient care for decades to come. The gift will also support education as Cleveland Clinic Indian River Hospital expands medical education to be inclusive and extensive. Another important initiative will be the addition of outpatient behavioral health services for children, teens, adults and seniors, including funding for education programs focused on drug use among teens, and young adults.

In recognition of this transformational gift, the Cleveland Clinic Indian River Hospital Health and Wellness Center will be renamed the Rosner Family Health and Wellness Center.

National Textile Provider, Imagefirst, Continued Rapid Expansion in 2021, Grows National Account Division

ImageFIRST announced that they achieved record-breaking growth in 2021. The textile provider added more than 10 facilities through acquisitions in 2021 – stretching across the nation from Maine to Seattle. To support their growth, ImageFIRST expanded its National Account division to enhance its capabilities to support more multiregional accounts. The healthcare linen provider entered multiple new states and regions in 2021, including South Texas, Maine, Minnesota, and Utah. Additionally, ImageFIRST increased its processing capacity in several geographies, such as Lakeland, FL, San Diego, CA, Elmsford, NY, and Seattle, WA, to support its growing customer base.

"2021 was another record-setting year for us and this growth expands our already industry-leading service footprint," says Jim Cashman, President and CEO of ImageFIRST. "Even as the pandemic headwinds grew stronger as the year progressed, our progress in 2021 gives us tremendous momentum for the future and I sincerely appreciate the efforts of our team. We look forward to bringing our world-class service to even more healthcare facilities in 2022."

With the addition of these new locations for laundering textiles for the medical industry, ImageFIRST has prioritized growing their National Account Division. By expanding their footprint – in

current and new markets – ImageFIRST's strengthened national coverage supports their capabilities to service more multiregional accounts.

Key leadership additions occurred across several departments, including human resources, operations, business development and marketing.

The combination of adding new locations as well as growing relationships with National Accounts will provide the linen specialists with greater opportunities to increase processing capacities, add new job opportunities, and enhance service capabilities nationally.

The Palm Beach Health Network Invests \$150 Million to Elevate Standards of Healthcare Excellence

The Palm Beach Health Network, comprising six hospitals and care centers spanning Palm Beach County, is pleased to announce its \$150 million investment into the Network. The three-year investment, to be completed in 2022, significantly enhances the Network's facilities and services to provide award-winning, high-quality healthcare throughout Palm Beach County.

"We have created a legacy of caring for the community, and the continued investment takes our hospitals and care centers to new levels of distinction. We are applying the funds to acquire state-of-the-art technology, improve infrastructure, enhance patients' experiences, expand clinical resources, and strengthen our continuing education programs," said Maggie Gill, CEO of the Palm Beach Health Network. "The capital commitment underscores our position as the largest leading healthcare network for Palm Beach County and is evidence of our dedication to meeting the needs of our rapidly growing community."

Below is a snapshot of projects included in the \$150 million investment:

- **Delray Medical Center:** Delray Medical Center's award-winning cardiovascular service is unveiling a new, state-of-the-art cardiac catheterization and EP (electrophysiology) lab and an Advanced Center for Heart Failure. The hospital's Movement Disorder Center recently added cutting-edge ultrasound technology. Additionally, the hospital's newly expanded private rooms provide a more comfortable space for patients.

- **Good Samaritan Medical Center:** The hospital is remodeling the Norma E. & Miles M. Zisson Comprehensive Breast Center of the Palm Beaches to provide high-end technology in a more modern, comfortable atmosphere for patients being treated for breast health. Good Samaritan is also upgrading emergency services and enhancing with Lilly Pulitzer to create two VIP suites redesigned with the signature "Lilly aesthetic," to offer new mothers and their families a unique, joyful experience.

- **Palm Beach Gardens Medical Center:** Palm Beach Gardens, a leader in cardiac care, recently upgraded its cardiac catheterization facilities and advanced operating room technologies for cardiac and vascular surgery. The hospital is also adding advanced stroke and neurosurgery capabilities. These expanded offerings will enhance the community's access to lifesaving care.

- **St. Mary's Medical Center / Palm Beach Children's Hospital:** To support the Paley Orthopedic & Spine Institute's mission of improving the lives of those who suffer from congenital, developmental, and post-traumatic orthopedic conditions, the hospital recently expanded its orthopedic capabilities with additional surgical suites, expanded physical therapy services, and new technology.

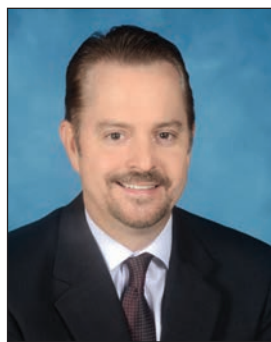
- **West Boca Medical Center:** The recently opened Boca Center for Orthopedics and Spine Care allows patients to easily transition from surgery to recovery and rehabilitation. The new Center includes advanced robotic capabilities and upgraded private patient rooms. The Boca Center for Women's Care is undergoing a full renovation and has added a Laborist Program with in-house physicians available 24/7 to care for all maternity needs.

Investing in the Future of Healthcare

Notably, the \$150 million investment also incorporates new continued education and training for physicians, clinicians, and staff across the entire Palm Beach Health Network. This includes extensive nursing training programs, preceptorship residency programs, and industry-leading vascular and cardiology fellowships. The entire investment demonstrates Palm Beach Health Network's continued dedication to meeting the needs of Palm Beach County and delivering the highest quality healthcare for the community it serves.

Changing the Perception Behind Provider vs. Payor Tug-of-War

It's no secret that positive relationships with health insurance companies are essential to the well-being of health systems. At Holy Cross Health, our ability to provide high-quality and affordable care to those who need it most across Broward County relies on the collaboration and cooperation of our industry partners – the insurance companies, or payors, who reimburse us for the patient care we deliver.



BY RONALD BRANDENBURG

of ensuring access to exceptional care and improving the health of the communities we humbly serve. Holy Cross Health knows this tug-of-war all too well as a not-for-profit health system, but without support from payors, both Holy Cross and our community suffer. We invest wholeheartedly back into the community for every dollar we earn by obtaining new technologies to improve healthcare services, upgrading facilities and ensuring our doors remain open to everyone – regardless of their ability to pay. We pride ourselves on these values because we know they are the foundation of all we do. Still, resistance exists.

The list of daily and ongoing challenges health systems across the country face is tiring and includes inflation, staffing shortages, continued treatment for COVID-19 patients and investments in the safety of our staff members who provide this care daily. Firm resistance at the negotiating table from our industry peers only increases the economic strain so many of us are facing today, inevitably putting patients and employers at risk of disruption in their care.

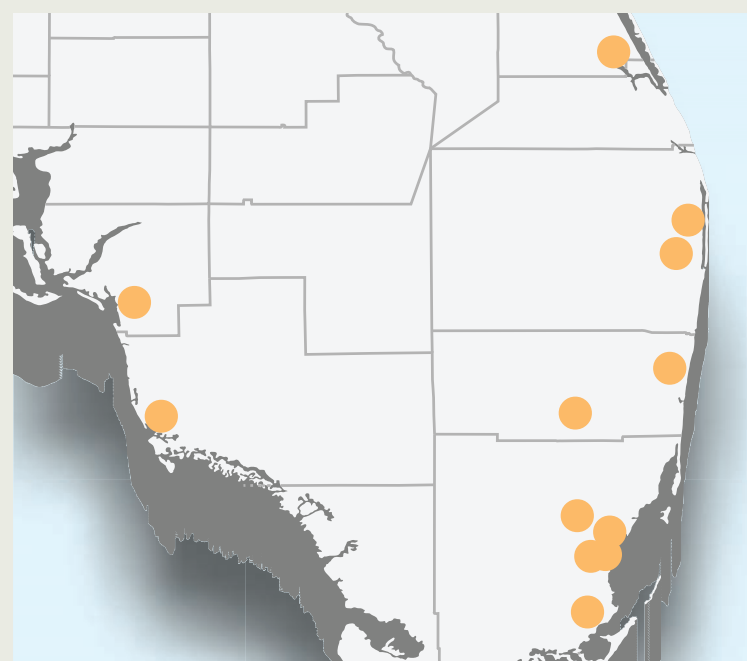
We are humbled that we have been able to serve our community with high-quality care for over 60 years, and we work every day to strengthen our relationship with payors who help us keep our doors open. I hope that negotiations will no longer be viewed as a tug-of-war between two "goliaths" because this perspective removes what matters – the patient. At Holy Cross Health, we firmly believe that everyone deserves access to the healthcare they know and trust to deliver compassionate care services. We remain committed to working toward a better tomorrow, as should every health system, including a collaborative relationship between the parties who provide and reimburse healthcare.

Ronald Brandenburg is Vice President and Chief Financial Officer, Holy Cross Health.



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AHCA, CMS and the State Fire Code all require annual fire door inspections because it only takes one defective or non-compliant fire door to enable a small fire to turn into a deadly inferno.

The purpose of these agencies is to increase public safety by ensuring Medicare-funded healthcare facilities are complying with all fire and life safety codes and concerns.

Next to sprinkler systems, Code Compliant, Fire, Smoke and Egress doors are a facility's most crucial fire prevention device. Most fires usually start small and can be limited to the original area - providing that any fire door leading from the room is fire-code compliant. In addition, it is a fact that very few people are hurt or die from flames; it's smoke and fumes that injure and cause death. Therefore, fire doors blocking the spread of fire, smoke, etc., are essential. In addition, a fire door can cut off additional oxygen from entering the fire zone and fueling the blaze, proving it is fully compliant with the fire code.

"Fire Safety" doors have the most potential for failure due to the high frequency of use and sometimes simply the lack of regular maintenance. Because of this reason, a need for strict regulatory compliance has been established by (a) National Fire Protection Association (NFPA), (b) International Code Council (ICC), and (c) Joint Commission, AHCA, and CMS [Healthcare], fire codes which all require the inspection of fire doors at least annually.

A complete fire door inspection requires several things. First - you need a completed door schedule listing every fire, smoke, and egress door. Each door must be listed individually and its exact location and other information must be noted. (National FireDoor (NFD) attaches a QR-coded permanent ID label to each door's hinge edge.) Facilities' floor plans are usually beneficial (some use the Fire "Life Safety Plan's" for the



BY DAN ARCE

building).

When AHCA or other AHJ (Authorities Having Jurisdiction) shows up to do a life safety survey, one of the records facilities must keep available is a Fire Door-ITM workbook or report. (ITM stands for - Inspection, Testing and Maintenance.) This report is a permanent record of the ITM for each door and must be available upon demand.

An annual inspection of ALL fire, smoke and egress doors is required and a report for EACH door must be made available to AHJ upon request. In addition, your facility can be cited for failing to comply with the Annual Fire Door Inspection (AFDI) Mandate requirements.

Never forget, it's facilities management who is held responsible for required safety inspections.

You may ask who is authorized to do the AFDI. The NFPA code states that anyone who possesses the proven knowledge of Fire Safety Door Assemblies and Fire Code compliance experience is eligible as an inspector, providing that they are acceptable to the AHJ. Most facilities utilize the services of professional companies such as National FireDoor, LLC (NFD), one of the fastest-growing companies in the Fire Door inspection field.

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Physician Non-Compete Agreements: A Necessary Protection or an Unnecessary Restriction and Impairment on Patient Care?

Depending on which side you ask (i.e., the employer or the individual physician), you may hear two different perspectives on the legitimacy and necessity of non-competition agreements for physicians.

On the employer side, the argument is that the business provides specialized training on its unique method of providing patient care and medical services, spends a lot of money on marketing and building an infrastructure to generate leads for new patients, builds relationships with its patients and referral networks, compensates its physicians very well, and because it wants to retain its physicians and deter them from joining competitors.

Healthcare business owners understandably do not want to spend all the time and money to train physicians and/or to generate patients for the physicians to wind up “stealing” the medical practice’s business model and/or patients.

From a physician’s perspective, they want what everyone wants - freedom to do what they want, where they want, and in an unrestricted fashion. Physicians spend countless hours handling challenging patient scenarios in unique settings and would like the flexibility to consider alternative settings which better suit their individual goals and interests without jeopardizing losing their ability to service patients.

Regardless of anyone’s perspective or opinion, as of today, restrictive covenants for physicians in Florida are still legiti-



BY ADAM D. KEMPER,
ESQ.

mate, enforceable, and pretty commonplace in the healthcare setting.

The key omission from these perspectives is whether these agreements impair patient care?

Many physician employment agreements also contain non-solicitation provisions which typically restrict the physician from “soliciting” former patients of the practice for a period of time post-employment (i.e., typically between 1-2 years).

Some non-solicitation provisions are written in such a way to prevent (or at least deter) the physician from servicing or accepting such patients altogether for an extended period of time.

Thus, as a practical matter, if a physician leaves a medical practice, patients of such physician will be left with the option of working with a new physician from the same medical practice or trying to continue receiving service from the departing physician at the risk of the departing physician potentially violating his or her agreement.

In Florida, restrictive covenant agreements are governed by Florida Statutes (Chapter 542) and can be enforceable so long as the provisions are supported by at least one legitimate business interest (i.e., the protection of trade secrets, valuable confidential information or professional information, substantial relationships with specific patients, patient goodwill associated with an ongoing business or profession-

al practice, or extraordinary or specialized training).

While there are sentiments at the federal level to outlaw non-competes altogether and in Florida, Governor DeSantis did pass a law in 2019 (Fla. Stat. 542.336) which prohibits certain forms of restrictive covenants in the healthcare setting (i.e. where there is a medical “specialty” involved and an entity that essentially employees all physicians in that specialty within the same county), the vast majority of healthcare settings are not covered by this new statutory limitation.

As such, medical practice owners and employers in healthcare can and still enter into restrictive covenant agreements as a regular part of their employment process.

Interestingly, for attorneys (in the State of Florida), non-competition agreements are prohibited as the Florida Bar rules have clear prohibitions against restricting a lawyer’s right to practice and a client’s right to choose its attorney.

Notably, Rule 4-5-6 of the Rules Regulating the Florida Bar states that a lawyer shall not participate in offering or making:

(a) a partnership, shareholders, operating, employment, or other similar type of agreement that restricts the rights of a lawyer to practice after termination of the relationship, except an agreement concerning benefits upon retirement; or

(b) an agreement in which a restriction on the lawyer’s right to practice is part of the settlement of a client controversy.

In the Comments to this Rule, the Florida Bar also notes that “an agreement restricting the right of lawyers to practice

after leaving a firm not only limits their professional autonomy, but also limits the freedom of clients to choose a lawyer” and that “severance agreements, on the other hand, that contain punitive clauses, the effect of which are to restrict competition or encroach upon a client’s inherent right to select counsel, are prohibited.”

Further, Rule 4.5-8 (b) (which is the rule which governs procedures for lawyers leaving law firms) states that “Clients have the right to expect that they may choose counsel when legal services are required and, with few exceptions, nothing that lawyers and law firms do affects the exercise of that right.”

Thus, the Florida Bar quite clearly takes into account client interests in that prohibits agreements which in any manner interfere with the rights of a lawyer to practice and/or which affect client rights to choose counsel when legal services are required.

For healthcare, the question becomes why is there a different standard for physicians and patients?

Are healthcare practitioners overlooking patient care when it comes these agreements?

Patients will ultimately have to decide what is best for them through their votes and actions.

Adam D. Kemper, Esq., Managing Partner of The Workplace Law Firm, PLLC, can be reached at (561) 805- 3529 or akemper@theworkplacelawfirm.com or visit www.theworkplacelawfirm.com.

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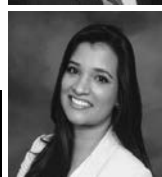
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Cover Story: DCMA Advances Legislation Important to Physicians

Continued from page 1

COVID-19-related claims. The net result of the bill is to extend the liability protections for about 14 months, from March 29, 2022, to June 1, 2023.

Loan Forgiveness for Physicians Practicing in Areas of Critical Need - While the Legislature pursues mechanisms to ensure access to care in underserved areas, the state already had the statutory framework to provide loan forgiveness for physicians who serve in those communities. The Legislature provided \$10 million in the budget this year to provide loan forgiveness for physicians, nurses, and dentists practicing in underserved communities.

HB 817 - Emergency Medical Care and Treatment to Minors Without Parental Consent - The bill authorizes physicians licensed under chapters 458 or 459, F.S., to provide emergency medical care or treatment to a minor without parental consent. This allows physicians to provide such care in prehospital settings, similar to EMTs and paramedics, or in hospital settings.

SB 312 - Telehealth - Allows a telehealth provider to issue a renewal prescription for a controlled substance listed in Schedule III, IV, or V of s. 893.03, F.S., through telehealth, within the scope of his or her practice, and in accordance with other state and federal laws.

HB 459 - Step-therapy Protocols - The

bill defines "step therapy protocol" as a protocol or program that establishes the specific sequence in which prescription drugs, medical procedures, or courses of treatment must be used to treat a health condition. The bill requires an insurer or HMO to publish on its website, and provide to an insured in writing, a procedure for an insured patient and health care provider to request a protocol exemption.

The DCMA also helped discourage the consideration of bills such as wrongful death expansions and scope of practice bills that could be harmful to patients and physicians.

While this is a summary of our priority bills, there were a number of other health care bills that passed this session. I invite our members to go to our website (www.miamimed.com) to find more information about our performance during the 2022 Legislative Session.

One way we all can continue to advocate for the profession is by joining the Dade County Medical Association and the Dade County Medical Association-PAC. This is your seat at the table as we address those issues that impact the patient/physician relationship. We must work together as a critical mass of professionals concerned with healthcare services in Miami-Dade County.

Dr. Jose David Suarez is President, Dade County Medical Association, Inc.

MAKINGROUNDS...MAKINGROUNDS...

Lee Health Bolsters Innovative Robotics Program with New Medical Director



Dr. Fia Yi

As Lee Health continues to grow its robotic-assisted surgery program – which features the most advanced technology in the field of robotic surgery – the health system is announcing a new medical director of the innovative program. Dr. Fia Yi, a leader in the robotics medical field with more than a decade of specialized surgical experience, has been tapped to serve as Lee Health's medical director of System Robotics Program. Yi comes to Lee Health from The Colorectal Institute, where she will continue to serve as a colorectal surgeon. Prior to that, Dr. Yi spent several years at Brooke Army Medical Center located in San Antonio, Texas, as the Chief of Colorectal Surgery. Additionally, Dr. Yi was appointed as the Colorectal Surgery Consultant to the Surgeon General of the Air Force from 2018-2020. She completed her time in service as a Lieutenant Colonel.

Dr. Jeff Newman Named Chairman of the Delray Medical Center Governing Board



Dr. Jeff Newman

Dr. Jeff Newman, medical director of cardiothoracic surgery at Delray Medical Center, is appointed Chairman of the hospital's Governing Board for the 2022-2023 calendar year.

Dr. Newman has been on the medical staff at Delray Medical Center for over 25 years. He earned his medical degree from New York Medical College in Valhalla, NY. He then did his internship and residency at St. Luke's-Roosevelt Hospital Center in New York, NY in general surgery. Dr. Newman completed his Fellowship at Robert Wood Johnson Medical School in New Brunswick, NJ in Thoracic Surgery. His focus is on adult cardiac surgery, along with expertise in traditional coronary and valve surgery. He also focuses on mini-mitral valve surgery and mini-aortic valve surgery. Additionally, he is proficient at using the da Vinci robotic system for lung cancer surgery, and is intimately involved in trans-catheter aortic and mitral valve procedures completed at Delray Medical Center.

Thoracic and Cardiovascular Surgeon Luis Daniel Velazco Dávila, MD, Joins Cleveland Clinic Indian River Hospital



Dr. Luis Daniel Velazco Dávila

Cleveland Clinic Indian River Hospital welcomes Luis Daniel Velazco Dávila, M.D. Dr. Velazco earned his medical degree at Universidad Centro Occidental Lisandro Alvarado in Venezuela. He completed the General Surgery Residency Program at Indiana University in Indianapolis and the Thoracic Surgery Fellowship Program at the Medical College of Virginia in Richmond. Prior to joining Cleveland Clinic Indian River Hospital, Dr. Velazco was Assistant Professor of Surgery, Division of Cardiothoracic and Vascular Surgery, at the University of Oklahoma. Dr. Velazco holds professional memberships in the Association for Academic Surgery, the American College of Surgeons, and the Society of Thoracic Surgeons.

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Despite New Treatments, Asthma Care Hasn't Advanced in Many Vulnerable Populations

When a chronic disease or condition affects one in nine children in Florida, we need to take action. When it affects specific communities more than others, those actions must address the issues in order to improve the health of our children.

So what disease are we talking about? It's asthma, a chronic illness of the lower airways, which causes the airways to become inflamed and hyperactive, and produce extra mucus, resulting in coughing and wheezing as the children try to breathe. Asthma can range in severity and there can be acute exacerbations – sudden acute “attacks.”

Parents need to be attuned to the early warning signs, which are exercise intolerance, night-time cough, chronic day cough, tightness in the chest, and lower tolerance for physical activity.

Genetics, environment, and diet can all play a role in developing asthma.

Asthma Risk

Children can be born with a genetic predisposition for asthma. This is particularly apparent in African-American and Puerto Rican communities, which have a higher prevalence in Florida.

Environmental and diet issues are also significant risk factors for people living in low-income and inner-city areas. Children in those communities may be exposed to mold and cockroaches, which are strong allergy triggers. Families may not have air conditioning to help clear airborne allergens. Diet-wise, children may not have easy access to healthier food choices or be aware that their diet is exacerbating their breathing problems. Processed foods and products with artificial colors and flavors (which also tend to be cheaper) may worsen respiratory symptoms.

Diagnosing Asthma

Identifying asthma is not always straight forward. For example, adolescents with asthma are often undercounted, as are children under five.

Adolescents are working on their independence and may not always recognize or report symptoms to their parents or physician. They also may not be as compliant about taking medications. Teens also usually have great lung capacity. Even if they have mild-to-moderate asthma, it might not be evident until they have an exacerbation.

In preschoolers, diagnosing asthma can be difficult because physicians must rely on symptoms, physical exams, and family history; lung function is difficult to assess in this age group. Usually, asthma cannot be diagnosed before age two, although an earlier diagnosis is possible when an infant has signs of food and environmental allergies and recurrent wheezing.

School-age children with asthma are



BY KUNJANA MAVUNDA, MD

the easiest to identify because it is easier to document their symptoms, do testing, and parents, teachers, and other adults involved in their lives can report anything untoward.

More Barriers to Diagnosis and Treatment

There is another possible barrier to diagnosis and treatment, aside from age: access to healthcare. Even if families do have a primary care physician (PCP), they might not be able to get to the doctor's office because of transportation or scheduling issues.

When this happens, parents may bring their sick child to an urgent care center, often as symptoms become significantly worse than they would be had they gone earlier to their PCP. Their child will be treated, but usually only with medications to treat the immediate issue, not the underlying problem.

This leads to the last barrier to effective treatment: the medications physicians are allowed to prescribe. Most asthma medications available on Medicaid and some commercial insurance formularies only decrease the symptoms. These drugs don't treat the airway hyper responses and inflammation that caused the symptoms. There are very effective medication inhalers that do address the causes, but they aren't covered. And so starts the cycle of symptoms and treatment – but not prevention.

Multi-Pronged Approaches to Care

Unfortunately, little in Florida has changed over the past 20 years when it comes to identifying and treating children with asthma.

The American Lung Association has been working with schools, teaching kids about asthma, and getting parents involved. School nurses do help. The state is working with hospital emergency rooms and urgent care clinics to identify patients who may be “frequent flyers.” And since asthma often runs in families, identifying patients can also impact siblings or even adults who were never diagnosed. But this is not enough.

The Take-Away

Asthma is treatable through the use of preventative medications and by modifying risk factors. More efforts are needed to support parents who have children with asthma and provide preventive medicines to help control it. Vaccines against influenza and pneumonia help prevent exacerbations in adults and children.

Asthma isn't curable; it doesn't go away. But good management can reduce the frequency of asthma symptoms for weeks, months, and even years.

Dr. Kunjana Mavunda is a Pediatric Pulmonologist with KIDZ Medical.

When It Comes to Patient Care, How Do You Incentivize?



BY JAY JUFFRE

Back in college, in addition to a full class schedule and many activities on campus, I had three part time jobs. One job was work-study making copies for minimum wage at the local high school. The second was as a food server at a popular local restaurant. Third was as a hockey referee. All three incentivized me differently. For the first job, no matter how good a job I did printing out daily assignments for teachers, it paid the same. Ten hours per week times \$x.xx per hour. The second job's take home pay was largely based on tips. Depending on how good a job I did taking care of customers determined how much I took home each week. As far as referee, the better you were, the higher the level game you got to officiate, and it would pay more. Therefore, I worked hard to become good enough to do the high school and college games to earn more. So how do you incentivize your people? Do you have folks who spend a ton of time interacting with patients and their families, but are incentivized the same way a 19-year-old gets incentivized to run a Xerox copier? Are there opportunities to earn a little extra for taking better care of people, like my time spent as a waiter? Is your organization like the people who assigned us the hockey games, where the ones who are the best at what they do get the best assignments? You get the point. Sometimes when, 'it all pays the same', the same is exactly what you get from your team. Whether it be simple recognition, small bonuses, or a big part of their compensation, look for ways to tie compensation to desired results. Coming out of COVID, the organizations who truly reconnect with their patients the quickest will win. Getting your entire team aligned behind that cause will pay huge dividends.

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

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

Lee Health Board of Directors Officers for 2022

Lee Health is pleased to announce the newly elected officers of its Board of Directors for 2022.

Donna Clarke has been elected as board chair for 2022. She has previously served as board vice chair and board treasurer. She is a former Florida State Representative and has served as an adjunct professor with State College of Florida.

Therese Everly has been re-elected as vice chair. She is the executive director of the Lee County Homeless Coalition. Everly has over 35 years of experience in the healthcare and real estate industries.

Diane Champion has been re-elected as secretary. She is an eleven-year board liaison to the Lee Health volunteers. She was a business owner/manager for 40 years.

Chris Hansen has been elected as treasurer. He is chief executive officer for Child Care of Southwest Florida. Hansen retired as the deputy director of Lee County Public Safety & chief of Emergency Medical Services (EMS) after nearly 30 years in public service and healthcare.



Donna Clarke



Therese Everly



Diane Champion



Chris Hansen

Lori Rolat Named New Director of Community Relations for Sunscape™ Senior Living

Solvere Living has named Lori Rolat Director of Community Relations for the new Sunscape™ assisted living and memory care community being developed in Boca Raton. Rolat has over 15 years of senior housing sales and marketing experience working in communities in New York and California. Prior to joining Solvere Living, a national operator of senior living communities based in St. Petersburg, FL, she was senior director of sales and marketing for Integral Senior Living.



Lori Rolat

Nicklaus Children's Health System Appoints New Chairs to Three Organizational Boards

Three boards of directors that provide operational oversight to Nicklaus Children's Health System and its affiliates have newly appointed chairpersons effective this year.

Jay Massirman serves as chair of Nicklaus Children's Hospital. Massirman is CEO and founder of Rivergate Companies, LLC. Prior to forming Rivergate/Massirman Group in 2007, Massirman was with CBRE, a global real estate service provider for 20 years. Massirman has served in various Nicklaus Children's board leadership roles since 2010, most recently as chair of Children's Health Ventures.

Jaret L. Davis is the newly appointed chair of Nicklaus Children's Pediatric Specialists. Davis is Co-Managing Shareholder of the Miami office and a member of the global Executive Committee of the international law firm of Greenberg Traurig PA. Davis has held various Nicklaus Children's board leadership roles since 2009, most recently serving as chair of the hospital board.

Peter Lopez now serves as chair of the Nicklaus Children's Hospital Foundation, the fundraising arm of the health system. Lopez is Shareholder at Stearns Weaver Miller Weissler Alhadeff & Sitterson, P.A. Lopez has served on the foundation board since 2016 and has held key leadership positions, most recently serving as vice chair.



Jay Massirman



Jaret L. Davis



Peter Lopez

Shaun McGruder Joins Quantum Foundation Board of Directors

Quantum Foundation has recently appointed Shaun McGruder to its board of directors. He has been a member of the foundation's Finance & Investment Committee since 2018. McGruder joins the board with nearly 20 years of private equity and merger and acquisition experience. He is currently the partner and co-founder of Palm Beach Capital.

Prior to his current role, McGruder served as Vice President of Finance at Workflow Management where he was in charge of acquisitions. He is a James Madison University graduate with a Bachelor of Arts degree in Finance and earned his MBA at the University of Richmond.



Shaun McGruder



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Malpractice Insurance EXPERT ADVICE

Increasing Cyberattacks Driving Up Cyber Insurance Rates

BY VANESSA ORR

It is imperative that healthcare companies carry cyber insurance; after all, protecting patients' medical records is of the utmost importance. Unfortunately, as the threat of cyberattacks, including malware and ransomware increases, so do the rates for this essential coverage.

"We are now seeing our healthcare clients face cyber insurance renewal rate increases of between 45-90 percent," explained Matt Gracey, managing director, Risk Strategies / Danna-Gracey. "Within the last three to four months, this coverage has gone completely crazy with much higher pricing, much more restrictive underwriting and more requirements placed on clients—like having multifactor authentication now as a base requirement for coverage—in practices of every size."

"This was happening even before the Russia/Ukraine situation and increasingly high threats of Russian cyberattacks on America," he added. "Healthcare is the number one attacked industry in the cyberattack world, and we have to consider the fact that we could face severe disruptions in its delivery."

Gracey noted that in 2017, hospitals in England and Scotland had to shut down emergency room care as the result of cyberattacks caused by WannaCry ransomware. "And those were more 'normal' times," he said. "These are extraordinarily fearful times in the cyber-warfare world."

In the past, the healthcare industry was mainly concerned with ransomware, but cyber experts are now predicting that ransomware attacks will decrease while more broad attacks designed to create havoc in the healthcare system will increase.

"To complicate the picture, not only have ransomware attacks been out of con-



Matt Gracey

trol for the last year, but now we have the Russians making cyberattack threats, and programs with zero-click vulnerabilities," said Gracey. "These are really nasty programs, such as SolarWinds and Pegasus, where there is no action needed on the user's part for cyber criminals to enter into their system."

"Layer all of this together, and it shows how vulnerable we have become and how important it is to make sure that the defenses we do have are up and functioning as fully as possible," he added.

Gracey advises companies to focus on Cyber Hygiene 101—making sure they have installed effective anti-virus programs with strong passwords, and checking that their cybersecurity is updated.

"Many practices install good cyber security but forget to update the systems," he said. "This is critically important to protecting yourself from cyber criminals."

As cyber threats continue to rise, so will the cost of insurance coverage.

"Cyber insurance companies are in uncharted territory because there is not enough good actuarial data on cyberattacks to be able to make sound forecasts of where the rates should be in order to handle the risk exposure," said Gracey. "It's not like we have 50 years of automobile accident data, which makes it easy to determine the monetary risk. In the cyber world, there is no credible data to decide what we're facing and what the rates for coverage should be."

"Five years ago, experts predicted that cyber insurance for healthcare would become more expensive than malpractice insurance," he added. "I'm afraid we're now seeing a march toward that trend."

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



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Let's Connect: ACHE of South Florida Spotlight

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Cover Story: ACHE of South Florida Member Spotlight: Arianna Silcott Lo

Continued from page 1

In addition to working in the U.S. healthcare system for a number of years, Silcott Lo also spent two years during her healthcare fellowship working in the government sector for British Overseas Healthcare Services.

Silcott Lo joined the Orlando chapter of ACHE in 2012, and switched to the South Florida chapter after she moved to the area in 2017.

"I joined for the networking and educational opportunities, and was very active with the Student Services Committee as a member," said Silcott Lo. "I served on that committee for four years, helping out while earning my master's degree. I also took part in the essay competition for the South Florida chapter, which I won!"

In her role as chair-elect, Silcott Lo plans to continue helping the chapter's younger members and is currently working on the upcoming case competition April 9 and a career development event to be held on April 21.

"We are hosting a student development career panel where we will be discussing alternative ways of getting into healthcare, whether through fellowships, as early careerists, or through consulting positions, for example," she explained. "There are many other routes outside of a hospital fellowship to get into the field, though we will also discuss that route and how to succeed."

Silcott Lo advises those interested in a healthcare career to join ACHE early, as membership can help at every stage of the journey.

"I 100 percent use what I've learned at ACHE in my everyday life," she said. "It helps me keep up-to-date on what different organizations are doing—for example, pre-COVID, during COVID and after."

"I learn a lot from the educational events about what the healthcare landscape looks like and where I can play a part," she added.

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Board Interviews Candidates for New President/CEO

The South Broward Hospital District Board of Commissioners has completed the first round of interviews for the new President and CEO who will succeed Aurelio M. Fernandez, III, FACHE, when he retires.

The Board of Commissioners recently interviewed a group of diverse healthcare executives presented by the executive search firm WittKieffer, who had been actively recruiting in the national marketplace.

The Board will be inviting four of these candidates for an in-person interview and these interview notices will be publicly posted on mhs.net.

The candidates are:

- **Jonathan W. Curtright**, Chief Executive Officer, University of Missouri Health Care
- **William L. Jackson, Jr., MD**, President, Chief Executive Officer, Erlanger Health System
- **Edward Jimenez**, Chief Executive Officer, University of Florida Health
- **K. Scott Wester**, President, Chief Executive Officer, Our Lady of the Lake Regional Medical Center

Once all in-person interviews and any additional follow up with these candidates are completed the Board of Commissioners will meet and make a decision regarding the selection of the next President and CEO with an announcement to follow.

**South Broward Hospital District,
Board of Commissioners**

Boca Raton Regional Hospital Breaks Ground for Gloria Drummond Patient Tower

Boca Raton Regional Hospital (BRRH) officially broke ground for the new Gloria Drummond Patient Tower, the facility that is the cornerstone for the hospital's campus transformation and the \$250 million Keeping the Promise capital campaign.

Elaine J. Wold and the Bay Branch Foundation made a \$25 million gift to Keeping the Promise and the tower was named in memory of Boca Regional's founder, Gloria Drummond, her close and life-long friend.

"I believe we all have a responsibility to improve the level of health care in our area, to forge new directions, and bring new medicine to our families here," said Mrs. Wold. "It is also important to remember and honor our origins, which is really the foundation of everything this hospital has become. Gloria Drummond's name is synonymous with Boca Raton Regional Hospital. Her legacy and spirit remain deeply ingrained in everything we do and whatever future we create."

Wold's gift joins a generous Boca Raton philanthropic community that has already provided more than \$225 million in commitments towards the Keeping the Promise goal of \$250 million.

Wold is one of the nation's leading philanthropists and a long-time BRRH supporter. She previously donated \$10 million to construct the Hospital's 37,500 square foot, state-of-the-art Gloria

Drummond Physical Rehabilitation Institute, also named in memory of her friend. Prior to then,



(l-r) Mark Larkin, President of the BRRH Foundation; Bo Boulenger, President and CEO of Baptist Health South Florida; Christine E. Lynn, Chair of the BRRH Board of Directors and Co-Chair of Keeping the Promise... The Campaign for Boca Raton Regional Hospital; Elaine J. Wold; Lincoln Mendez, CEO of Boca Raton Regional Hospital; Warren Orlando, Vice Chairman, Boca Raton Regional Hospital

Mrs. Wold donated the funds to expand and modernize the Hospital's Emergency Department, creating the Wold Family Center for Emergency Medicine, which treats more than 50,000 patients annually.

She has supported various other patient care initiatives at Boca Regional and has donated to a number of community and national organizations.

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Miami Cancer Institute's Third Summit of the Americas on Immunotherapies for Hematologic Malignancies



Guenther Koehne, M.D., Ph.D.,
Deputy Director and Chief of
Blood and Marrow Transplant
and Hematologic Oncology,
Miami Cancer Institute

In the United States, approximately 186,400 people are expected to be diagnosed with leukemia, lymphoma, myeloma and other blood cancers this year, according to the American Cancer Society. Thousands more are already in treatment. In April 2022, the nation's top experts will gather for the third Miami Cancer Institute Summit of Americas on Immunotherapies for Hematologic Malignancies to provide an overview and opportunity to learn about the most recent advances in the treatment of acute myeloid leukemia, acute lymphoid leukemia, multiple myeloma, non-Hodgkin's lymphoma, allogenic stem cell transplants and CAR T-cells.

Updates on evolving immunologically and molecular-based system therapies will be profiled and discussed. "By discussing the most recent research, we move science forward, ultimately offering more options to patients and improving their outcomes," said symposium director Guenther Koehne, M.D., Ph.D., deputy director of Miami Cancer Institute, part of Baptist Health, and chief of Blood and Marrow Transplant and Hematologic Oncology and champion of the Summit.

Live Symposium

Friday-Saturday, April 8-9, 2022

The Ritz-Carlton Coconut Grove, Miami

Summit Director: Guenther Koehne, M.D., Ph.D.

For more information, please visit MiamiCancerInstitute.com/HematologicMalignancies.

Join the conversation: #MCIImmunotherapySummit



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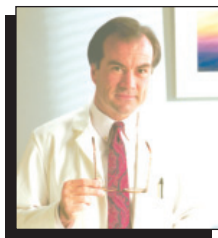


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Publisher's Note

Where Is Tick Tock the Crocodile When You Need Him?



First, let me say Happy Easter and Good Pesach to all those among us who observe and celebrate. And if I've left out any other holiday celebration, my apologies but my addled brain can only do so much. Why am I addled, you might ask? (At least more than normal, Carol might add.) You see I just got off a "thrilling" airboat ride in unseasonably cool weather right after a heavy thunderstorm.

No, Carol and I didn't succumb to a sudden impulse to explore the Everglades. Instead, I was guilted (per usual) into the excursion by my visiting son Josh who insisted it would be a fun experience for my youngest grandson Wyatt, promising him his first up-close alligator encounter. So off we went accompanied by Josh's wife Tori and my youngest sibling Shari. Carol (who possesses no accessible guilt gene), of course, pleaded the work excuse since her last visit to the Everglades had ended in a mosquito swarm.

It's funny, when I think of an airboat trip I think about alligators, fish, turtles. But the one thing I completely forgot about was that it's really all about the birds. And if there is one thing my sister Shari has always been freaked out by – it is birds. This is a woman who won't even walk into a Pet Supermarket because of the caged parakeets. But as the tour proceeded, it quickly became apparent she was in for some serious "cold turkey" trauma treatment. I can honestly say Shari probably is the first person on an Everglades tour who never opened her eyes because it was birds on steroids. But with Shari on the verge of hysteria and Wyatt totally discouraged by the lack of alligators, one lone reptile finally saved the day. Now I don't want to cast aspersions on our tour guy, but just when we thought all was lost, he steered us into a completely vacant swamp area just in time to see one lone gator raise his pointed stout, take a big yawn and re-submerge. (Between you and me, I think the gator's brother does time at the Jungle Cruise ride in Disneyworld.) But mission accomplished, we came, we saw a gator, and Shari's therapy for ornithophobia will continue.



Charles Felix

You can reach Charles Felix at
Charles@southfloridahospitalnews.com

FREE MED MAL EXPERT REVIEW



HOW HEALTHY IS YOUR MED MAL POLICY?

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

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

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

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

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

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Six Ways to Combat Distress in Healthcare



Steven Shill

BY STEVEN SHILL

According to the 2022 BDO Healthcare CFO Outlook Survey, which polled 100 healthcare industry CFOs with revenues ranging from \$250 million to \$3 billion in October 2021, 63% of healthcare organizations are thriving, but 34% are just surviving. And while healthcare CFOs have an optimistic outlook – 82% expect to be thriving in one year – they'll need to make changes this year if they're going to reach their revenue goals. To prevent and solve for financial distress, CFOs need to review and address the underlying causes. Otherwise, they might find themselves falling short of expectations in the year ahead. Below are six ways the industry can relieve its financial strains.

1. Staffing Shortages

40% of healthcare CFOs say retaining key talent is a top workforce challenge in 2022. How can you avoid a labor shortage? Think about increasing wages for your frontline staff, especially your nurses. You could also reconsider the benefits you're offering and ask yourself what offerings would be attractive for your frontline staff. For example, whether you offer free childcare could mean the difference between your staff staying and walking out for another employment opportunity.

2. Budget Forecasting

45% of healthcare organizations will undergo a strategic cost reduction exercise in 2022 to meet their profitability goals. How else can you cut costs? One option is to adopt a zero-based approach to budgeting this year. This allows you to build your budget from the ground up and find new areas to adjust costs to free up resources.

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ACHE Spotlight

ACHE of South Florida Member Spotlight: Arianna Silcott Lo

BY VANESSA ORR

When Arianna Silcott Lo, HCMBA, LSSGB, decided to pursue a career in healthcare, she had a number of role models to follow, including her mother, who was a nurse for 30 years; her aunt, a nurse for 20 years; and her uncle, who was a doctor. But it wasn't until she joined the American College of Healthcare Executives (ACHE) that she realized how many other healthcare paths there were to explore.

"ACHE's mentoring program was very important to me because it showed me how many different ways there are to get into healthcare, and how many different routes you can take," explained Silcott Lo, whose original plan was to study to become a trauma surgeon. "It helped me to figure out what my niche was.

"I'm more interested in operations and strategic planning, but someone else might be more interested in the financial aspects of healthcare or supply chain management," she continued. "Working with mentors in the field can help you figure out what route is most beneficial for you."

Silcott Lo, who is ACHE of South Florida's 2022 Student Service chair-elect, is currently a doctoral student in health administration at Franklin University, where she works as a research assistant. She earned her MBA in healthcare from Florida International University and her bachelor's degree in healthcare administration from the University of Central Florida.



Arianna Silcott Lo

Continued on page 5

Dade County Medical Association

DCMA Advances Legislation Important to Physicians

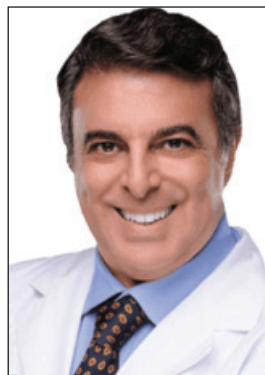
BY JOSE DAVID SUAREZ, MD

The Florida Legislative Session ended on March 14th. From my point of view the results for physicians were positive, even though there is a lot of work to do. The DCMA would like to recognize the leadership of the Miami-Dade County Legislative Delegation for delivering several bills that will have a beneficial impact on our members.

Your DCMA was heavily involved in advocating for our legislative agenda this session. Through different initiatives and events, we were able to engage our elected officials on issues of importance to our members. The end result of our efforts is that a good number of our priorities moved through the process and have either become law or are awaiting the Governor's signature.

The following are our priority issues that passed this legislative session:

SB 7014 - COVID-19-related Claims Against Health Care Providers - SB 7014 extends the length of time that health care providers receive certain liability protections from



Dr. Jose David Suarez

Continued on page 8



Aurelio Fernandez

Aurelio Fernandez Retires as Memorial Healthcare CEO

BY DANIEL CASCIATO

Aurelio M. Fernandez, III, FACHE, CEO of Memorial Healthcare, will retire at the end of April after six years leading one of the state's largest healthcare networks, which includes six hospitals, urgent care centers, a nursing home and 14,000 full-time employees. Fernandez says he was ready to step down after a 45-year career in healthcare.

"We have a gem here in south Florida," he says. "Memorial has been providing the highest quality of care that is immeasurable, not just in our county, but south Florida. We should be very proud to have that kind of resource in our backyard."

Reflecting back on his tenure, one thing that surprised him was how cooperative all of the hospitals in the system were during the pandemic.

"Before the vaccines became available, when we were in the middle of the pandemic, all area hospitals collaborated and helped each other," Fernandez says.

The pandemic of the past two years was certainly the most challenging time, he admits.

"We found ourselves in uncharted waters," he says. "But we came out extremely well in providing the community we serve with the safest possible environment. We also did everything we needed to do to have a safe environment, such as providing PPEs for our physicians,

Continued on page 13