

March 30th
**National
 Doctors' Day**

Top Physicians, See pages 12-30



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 Page 45

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THE REGION'S MONTHLY NEWSPAPER FOR HEALTHCARE PROFESSIONALS & PHYSICIANS

PRACTICE MANAGEMENT



Alejandro Fernandez

How to Brand and Promote Your Medical Practice

BY ALEJANDRO FERNANDEZ,
 MBA, CMPE

It is not a secret that the business side of healthcare is swiftly changing. Both physicians and practice administrators should be looking for new ways to connect with patients. In the past, a physician would wander the halls of a hospital ER and visit the physician's lounge in order to develop relationships with their colleagues to gain referrals. Nowadays, with hospitalists, managed care plans, healthcare reform, and the internet it is much more difficult to build a practice using only referrals.

Consider the "4 Ps of Marketing": Product, Place (Location), Price and Promotion to help determine the promotional objectives of a marketing plan.

Product:

Is your practice name unique? Do you have a professional logo? When you see golden arches, you think McDonalds; Is

Continued on page 10

HEALTHCARE REAL ESTATE

Hialeah Hospital Opens Emergency Room to Focus Care on the Special Needs of Older Adult Patients

BY SUZANNE BENTZ

Being rushed to a hospital emergency room can be pretty frightening at any age. But if you are elderly, perhaps hard of hearing, can't see well, or are a bit unstable on your feet, the normal clamor of any hospital emergency room can be overwhelming.

On November 15 of last year, Hialeah Hospital opened a \$250,000 customized unit within its acute care facility dedicated to the unique needs of older adults. "Florida has a large and growing geriatric population," said Patrick Downes, Chief Operating Officer at Hialeah Hospital since 2011. "Communities provide separate pediatric emergency care facilities. We recognized it

Continued on page 44



Hialeah Hospital's Senior ER design promotes safety and comfort for elderly patients.

A Glimpse of 2013 Healthcare Real Estate Trends from Mink & Mink

BY LISA BIANCO

D.K. Mink is president of Mink & Mink, Inc., a 20-year-old Ft. Lauderdale boutique commercial real estate company specializing in sales, leasing, management and acquisition of medical, office, retail and industrial buildings. The firm provides comprehensive commercial real estate services with a market-driven, client-centered approach.

For many years Mink has been the state legislative co-chair for BOMA of Florida, (Building Owners and Managers Association). She was honored by that association last year for her outstanding dedication and industry leadership. Recently she spoke about a special BOMA medical conference featuring discussions of real estate strategies for integrated healthcare delivery facilities, along with sessions on aligning the interests of physicians and hospitals. Below she shares her insights, gleaned from what she learned at the



REHAB CENTER

303 SW 5th Street

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TOP PHYSICIANS



Dr. Linda Cox

Linda Cox, M.D., Installed as President of the American Academy of Allergy Asthma & Immunology

Linda Cox, M.D., FAAAAI, is an allergist in solo private practice in Ft. Lauderdale and a clinical associate professor of medicine at Nova Southeastern University. She is a member of the American Academy of Allergy Asthma & Immunology's (AAAAI) Board of Directors, and began her term as President of the American Academy of Allergy Asthma & Immunology on February 25, 2013.

Dr. Cox is past chair of many committees including the AAAAI Immunotherapy, Allergen Standardization and Allergy Diagnostics Committee (IT/AD/ST) and the Immunotherapy, Rhinitis, Sinusitis, Ocular diseases & Cough Interest Section. She has chaired several AAAAI/ACAAI

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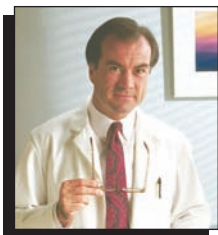


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Publisher's Note

It's Not My Fault!

Yes, I first want to go on the record that it was not my fault. Sometimes through a confluence of events bad things can happen to good people — especially 62-year-olds (like me) with that syndrome I have named AAAD — Age Activated Attention Deficit (somehow that's less humiliating than saying Senior Moment.)

It was a very special Saturday for me. As many of you have come to know, I love tools and gadgets and tend to be a "bit" of a pack rat. Carol and I have spent numerous hours (Carol insists years is a more accurate estimate) tossing stuff, rearranging it and agonizing over our bursting-at-the-seams garage. So for my birthday in February, Carol arranged to have one entire side of the garage transformed into my work bench/tool area. But after the construction was completed, it was up to me to put away all my accumulated stuff ... and that was when my AAAD struck.

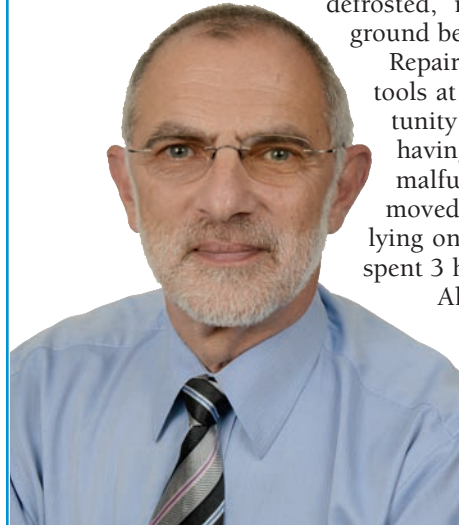
This is how it goes ...

I first decided to put everything away in my tool cabinet. But on my way to the loaded temporary storage bins, I noticed that the toy Hummer that the grandkids love to ride needed charging. So creature of habit that I am, instead of using the new charging outlets provided in my deluxe tool area, I strung up the big orange extension cord, carefully plugging it into a crowded receptacle, already accommodating the washer/dryer and garage freezer plugs. So I "temporarily" unplugged those for a second (or so I thought) so I could rotate the plugs to get the Hummer recharging. But then I noticed that I'd left my spare car keys on the washing machine, so I took the keys into the house to hang with the other extra keys. And of course, as I hung up the car keys, I noticed that my extra glasses were hidden behind Gabby's cookie jar. What were those doing there? I decided to put them away immediately, so I headed for my bedroom dresser ... but on the way I noticed my iPad needed a charge ... and so on and so on.

Fast-forward to the following Tuesday. First, let me go on record as saying that Carol will never be accused of being a great cook. But when she does cook — she tends to do it in large batches and generally stores large quantities of food in the garage freezer for this purpose. So imagine her surprise Tuesday morning, when she opened the freezer door only to find a totally defrosted, reeking mess of spoiled chicken and ground beef.

Repairman Charles to the rescue with all my tools at my fingertips...I saw the perfect opportunity to score some major points. However having prematurely diagnosed an equipment malfunction, imagine MY surprise when I moved the freezer only to see the power plug lying on the floor. Needless to say, as penance, I spent 3 hours cleaning and sanitizing the freezer.

All this, just when she was beginning to agree that I was perfect ...



Charles
Felix



You can reach Charles Felix at
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Impact of the "Report and Return" Mandate of the Affordable Care Act: A Reverse False Claim Liability



BY KAMLESH B. OZA,
ESQ.

The False Claims Act ("FCA"), 31 USC §83729, et. seq. is a significant tool in the Government's fraud and abuse tool box. Established in 1863 during the American Civil War in an effort to prevent individuals from selling defective equipment to the union soldiers, the modern FCA was re-born in 1986. The FCA imposes liability on health care providers/suppliers ("provider(s)") for knowingly filing a false or fraudulent claim. The intent in "knowingly" has been defined as actual knowledge, deliberate ignorance or reckless disregard of the existence of the false claim.

The Fraud Enforcement and Recovery Act ("FERA"), Pub. L. 111-21, codified as 18 USC §27 (2009) strengthened the FCA's "Reverse False Claim" provision. A provider may incur FCA Reverse False Claim liability when it "knowingly...avoids or decreases an obligation...to pay...money...to the Government". FERA defines "obligation" as "an established duty ... arising from ... the retention of any overpayment".

The Patient Protection and Affordable Care Act ("ACA"), Pub. L. 111-48, upheld by the U.S. Supreme Court on June 28, 2012, adds another potential liability in the FERA amended FCA by adding a new section to the Social Security Act titled "Reporting and Returning of Overpayments", ACA §6402(a). Overpayments are "any funds that a provider receives or retains...to which the provider, after applicable reconciliation, is not entitled." Under this so-called "Report and Return" mandate, ACA creates a duty to report and return an overpayment to the Government within 60 days after such an overpayment is "identified". A provider has identified an overpayment, if it has actual knowledge or acts in reckless disregard or deliberate ignorance of the overpayment. Any overpayment retained after 60 days is an obligation, which then triggers the Reverse False Claim liability regardless of

whether the overpayment resulted from intentional fraud or an innocent error. The proposed rule published by the Centers of Medicare and Medicaid Services ("CMS") of the U.S. Department of Health & Human Services on February 16, 2012 states that when a provider receives information concerning a potential overpayment, it creates an obligation to make a "reasonable inquiry" to determine whether an overpayment exists. If the reasonable inquiry reveals an overpayment, the provider has 60 days from the identification of the overpayment to report and return it. Failure to make a reasonable inquiry with "all deliberate speed" could result in the provider "knowingly retaining an overpayment because it acted in reckless disregard or deliberate ignorance of whether it received such an overpayment". The proposed rule illustrates triggers of such reasonable inquiry including an audit or discovery of an incorrect coding.

Admittedly, there are ambiguities. If a staffer thinks there is a problem in coding a claim, how many days does it take for the provider to investigate before deliberate speed becomes reckless disregard? In the meantime, the providers should consider instituting/strengthening the policies and procedures in their compliance programs as well as robust training and documentation to avoid the reverse false claim liability under ACA.

Kamlesh B. Oza, Esq., Fann & Petruccelli, PA., can be reached at (954) 771-4118 or KOza@fplawyers.com or visit www.FPLawyers.com.

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ACO or Bundled Payment? The Choices Are Not Mutually Exclusive

Full implementation of “Obamacare” is drawing closer and one important question these reforms were designed to answer is becoming clearer: How will mechanisms designed to infuse accountability into the healthcare delivery system be implemented?

Interest in accountable care organizations (“ACOs”), both those that participate in the Medicare program’s Medicare Shared Savings Program (“Medicare ACOs”) and those that do not, is growing as physicians and other healthcare providers look for ways to respond to these reforms. The Medicare Bundled Payments for Care Improvement (“Bundled Payment”) initiative also is likely to have a significant impact on ensuring that accountability is incorporated into the delivery and reimbursement of healthcare. These are not an “either or” proposition; they are alternative reimbursement mechanisms that incorporate accountability for patient outcomes and the cost of achieving those outcomes in different clinical environments.

To date, the Centers for Medicare and Medicaid Services (“CMS”) had enrolled approximately 250 Medicare ACOs. The federal government is committed to creating an environment in which ACOs will



BY STEPHEN H. SIEGEL,
ESQ.

succeed. Toward that end, key federal agencies have given ACOs latitude not available to other parties in the healthcare industry. Thus, Medicare ACOs have waivers from the federal (but not state) anti-kick-back, physician self-referral and antitrust restrictions.

If ACOs represent a holistic approach to delivering healthcare items and services to individual patients and populations, Bundled Payments focus

on discrete bundles of healthcare items and services - hospital inpatient admissions and their associated pre-admission and post discharge services. Under the Bundled Payment initiative, CMS compensates a hospital and its participating physicians a global fee for providing some portion of the continuum of patient’s inpatient episode of care. On January 31, 2013, CMS announced that over 450 groups of providers are going to participate in the Bundled Payment initiative.

In order to promote the success of this initiative, CMS has developed four Bundled Payment reimbursement models from which interested provider groups may select:

MODEL 1: Three-day pre-acute care and the hospital inpatient stay.

MODEL 2: Same as Model 1 plus inpa-

tient physician services, post-acute care facility services, post-acute physician services and related readmissions.

MODEL 3: Post-acute facility services, post-acute physician services and related readmissions.

MODEL 4: Three-day pre-acute care, hospital inpatient stay, hospital inpatient physician services and related readmissions.

In addition to the four reimbursement Bundled Payment “Models”, CMS has developed reimbursement mechanisms that permit interested groups of providers to assume different amounts of financial risk. Those groups that elect “Model 1” receive the full physician fee schedule amount, plus a discounted payment under the inpatient prospective payment system (the “DRG” rate). Providers that elect “Model 2” or “Model 3” receive their regular Medicare reimbursement, subject to a retrospective reconciliation that determines whether the amount actually paid by the Medicare program for those services equaled or exceeded the target reimbursement amount determined by CMS. These groups of providers either will owe the difference to the Medicare program if the cost of their care is too high, or, if the Medicare program paid less than the targeted amount, the provider group will retain the difference and divide it among themselves. “Model 4” represents a prospective payment system in which a provider group shares the

Bundled Payment amount as well as both the risks and rewards of providing care for less than that amount. As with ACOs, the provider groups that are able to deliver the best care at the lowest cost are likely to be the “winners” in the Bundled Payment world.

CMS identified about 50 different clinical conditions (for example, major joint replacement) for Bundled Payments. Over one-third of the groups that selected either Model 2 or 3 decided to receive Bundled Payments for all of these conditions, which is anticipated to represent about 70 percent of their total annual Medicare inpatient admissions. In addition, all 32 provider groups participating in Model 1 will be at risk for all of their Medicare inpatient admissions.

The bottom line: CMS has not created a situation in which participation in one of these initiatives precludes participating in the other. Providers can participate in both the ACO and Bundled Payment initiatives. Physicians need to look at both options and work with other providers to determine whether it is more advantageous to participate in a Medicare ACO, the Bundled Payment initiative, or both.

Stephen H. Siegel is Of Counsel with the Miami office of Broad and Cassel and a member of the statewide firm’s Health Law Practice Group. He can be reached at (305) 373-9400 or shsiegel@broadandcassel.com

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EXPERT ADVICE

Medical Practice Consolidation and Its Effect on Workers' Comp



BY TOM MURPHY

Now that the Patient Protection & Affordable Care Act has become a reality, Florida is starting to see greater activity in physician and medical-practice consolidation. This consolidation is creating a whole new set of risks and exposures for hospitals, large groups, and ACOs (Accountable Care Organizations), as well as for the physicians who are joining them. Many of the individuals involved in this process are so consumed with making the transition that they have not taken the time to realize and understand the new risks associated with this transition.

Workers' compensation coverage is one of these issues that needs to be discussed prior to completing the transition from small practice to hospital or large-group employment. When contemplating the move to a hospital or large-group setting, physicians and administrators need to be aware of who is responsible for the employees. Some physicians and groups maintain an LLC or other corporation even after joining a hospital or larger group. You need to be clear on who is required to provide the workers' comp coverage. Typically, the hospital is self-insured or has coverage in place for this transition. The larger groups and ACOs may not have established the coverage due to their recent formation and overwhelming workload trying to secure the necessary contracts and comply with new government regulations.

Regardless of the type of transition, it would be wise to discuss the responsibility for the workers' compensation coverage and request the proof of coverage when applicable. The Florida Division of Workers' Compensation has increased their investigations into fraud and compliance and the fines can be hefty. If you have additional questions or would like more information about this issue, please contact your agent or feel free to call Tom Murphy at 800-966-2120.

Tom Murphy is a workers' compensation and medical malpractice insurance specialist agent with Danna-Gracey, Inc. He can be reached at (561) 276-3553 or (800) 966-2120 or Murphy@dannagracey.com.

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Broad and Cassel Attorneys Pen Chapter in National Health Law Book

Broad and Cassel Partner Mike Segal, head of the statewide law firm's Health Law Practice Group and frequent speaker on ACOs and clinical integration, has written a chapter, along with three colleagues, for the 2013 Health Law and Compliance Update. Broad and Cassel health law attorneys, Heather S. Miller, Stephen H. Siegel and Fred Segal collaborated on the chapter for the book with Mike Segal, which was published recently by Aspen Publishers.

The chapter, entitled "Medicare Certified Accountable Care Organizations," explains the history of the formation of Accountable Care Organizations (ACOs) and provides a thorough explanation of the steps necessary to plan and implement an ACO. Topics covered include the Medicare Shared Savings Program, federal antitrust rules and their effect on ACOs, health information technology, ACO tax issues and state law issues.

In its 10th year of publication, the 2013 Health Law and Compliance Update provides readers with the latest information on emerging issues in health law and health care compliance. Each chapter is written by knowledgeable and experienced professionals from health care organizations and law and consulting firms. The following topics are included in addition to the ACO chapter: compliance-related tax issues, evolution of stroke affiliate programs, Medicare benefits and coverage, delivering effective health care security, compliance program monitoring and auditing methods and techniques. The 2013 Health Law and Compliance Update may be purchased at www.aspenpublishers.com or on www.amazon.com.



Mike Segal

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Mount Sinai Medical Center Names Alex Mendez Executive Vice President of Operations and Chief Financial Officer



Alex Mendez

Alex Mendez has been promoted to Executive Vice President of Operations and Chief Financial Officer of Mount Sinai Medical Center. Mendez, who joined Mount Sinai's executive team in late 2001, previously served as the hospital's Senior Vice President and Chief Financial Officer.

A Certified Public Accountant, Mendez is a graduate of the University of Miami, where he earned his BBA, MBA, and a Certificate in Health Administration. He entered the healthcare field in 1992 at Kendall Regional Medical Center, HCA, and quickly moved up the ranks to become the Chief Financial Officer in 1995, and adding the Chief Operating Officer duties in 1998. Mendez later joined Cedars Medical Center, HCA, before coming to Mount Sinai in November 2001.

AHIMA Appoints Chief Operating Officer and Chief Financial Officer



Deborah Green



Denise Froemming

The American Health Information Management Association (AHIMA) has appointed Deborah Green, MBA, RHIA, as Executive Vice President, Operations and Chief Operating Officer. Denise Froemming, CPA, MBA, CAE has been promoted to Executive Vice President and Chief Financial Officer.

With more than 20 years of HIM experience, Green joined AHIMA from LaVie Care, where she served as CIO for 10 years. Prior to her work at LaVie Care, Green led systems strategy and enterprise-wide initiatives for Mariner Post-Acute Network (now Sava Senior Care).

Froemming joined AHIMA in 2011 after serving in a variety of mission critical positions at the College of American Pathologists (CAP). Froemming rose to Director of Accounting, Tax and Operations during her tenure at CAP where she was primarily responsible for the integrity of the financial information and systems for the \$150 million healthcare organization.

West Boca Medical Center Is Proud to Announce Susan Magri as the Wound Care Center Manager



Susan Magri

West Boca Medical Center is proud to announce Susan Magri as the hospital's new Wound Care Center Manager. In her new role, Magri will oversee the daily operations of the inpatient Wound and Ostomy Care Center which provides patients with comprehensive, specialized care to prevent complications with diabetic or leg ulcers, surgical wounds and injuries that won't heal. Magri is has over 8 years of wound care experience, is a graduate of Emory University's Wound/Ostomy Nursing Program and is a certified wound & ostomy nurse, CWON.

Health Foundation of South Florida Elects Richard Laviña as Chairman of its Board of Directors.



Richard Laviña

Richard Laviña, Executive Vice President, Regional President, Commercial Banking Southeast Region for HSBC Bank USA, Elected Chairman of Health Foundation Of South Florida

Laviña, Executive Vice President, Regional President, Commercial Banking Southeast Region for HSBC Bank USA, N.A., has been a member of Health Foundation's board for six years. With more than 27 years of corporate/commercial banking experience, Laviña has extensive experience in the Southeastern market.

He is active with several local philanthropic organizations, including the Miami Foundation where Laviña was the Vice Chairman of the Executive Board and Chairman of the Investment Committee. Laviña holds a bachelor's degree and a master's degree in finance from the University of Miami.

Delray Medical Center Proudly Announces Jeffrey Lefton as Director of Behavioral Health Services at Fair Oaks



Jeffrey Lefton

Delray Medical Center is proud to announce Jeffrey Lefton as the new Director of Behavioral Health Services at Fair Oaks Pavilion. Prior to joining Delray Medical Center, Lefton was employed at South County Mental Health Center for 29 years. He held several supervisory and management positions including the role of Chief Operating Officer.

In 2008, Lefton earned his Ph.D. in Health Administration from Warren National University in Cheyenne, Wyoming. In that same year, he graduated from the Law Enforcement Academy and became a Deputy Sheriff with the Palm Beach County Sheriff's Office, where he continues to work in the Behavioral Services Unit.

Craig Chindemi Named Martin Health System Vice President and Chief Philanthropic Officer



Craig Chindemi

Craig T. Chindemi, CFRE, was recently named vice president and chief philanthropic officer for Martin Health System. Chindemi comes to Martin Health with more than 25 years of experience in fundraising for health care, higher education and national social service agencies. Most recently, he served as vice president for institutional advancement at Canisius College in Buffalo, NY.

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

Executive Director of the Michael and Dianne Bienes Cancer Center Named to Board of American Cancer Society Cancer Action Network, Inc.

Maureen Mann, M.S., M.B.A., F. A.C.H.E., has been named to the board of directors of the American Cancer Society Cancer Action Network, Inc. (ACS CAN). Mann is executive director of the Michael and Dianne Bienes Cancer Center at Holy Cross Hospital in Fort Lauderdale.

Active in the American Cancer Society as a board member for the organization's Florida Division and local Broward County chapter, Mann has served in numerous leadership positions including as chair, medical advisor, development chair and more. She also served as a board member for Gilda's Club of South Florida for ten years.



Maureen Mann

JFK Medical Center Welcomes New Chief Operating Officer

JFK Medical Center is pleased to announce that Patricia Burns has joined the hospital as Chief Operating Officer. Patricia comes to JFK from an affiliate HCA facility, Methodist Healthcare System in Texas, where she was the Chief Operating Officer since 2010. Patricia has over 29 years of healthcare experience and has a proven track record of demonstrating operational improvements, strong physician relations, and strategic planning.

Patricia received her BS Degree in Clinical Laboratory Services from University of Houston at Clear Lake City and a Masters in Health Services Management from Webster University in St. Louis, Missouri.



Patricia Burns

Delray Medical Center's Chief Nursing Officer Named Chair of American Heart Association's Go Red For Women Campaign for Palm Beach County

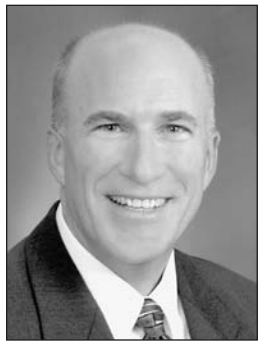
Delray Medical Center's Chief Nursing Officer, Jennifer Chiusano, has been named the 2013 Chair for the American Heart Association's Go Red For Women Campaign for Palm Beach County. As the 2013 Go Red For Women Chair, Chiusano will aim to educate and empower women and the community on lifesaving knowledge to combat heart disease. Chiusano's career with Delray Medical Center began in July 2010 as the Director of Telemetry. She was promoted to the position of assistant chief nursing officer in February 2011 and began serving as CNO in January 2012.



Jennifer Chiusano

Coral Gables Hospital Appoints Jeffrey M. Welch as Chief Executive Officer

Coral Gables Hospital is proud to announce the appointment of Jeffrey M. Welch as the hospital's Chief Executive Officer. Welch has over 25 years of operational and financial leadership experience in major academic medical centers and community health systems. Prior to his appointment as CEO of Coral Gables Hospital, Welch was the Chief Operating Officer at Delray Medical Center. Welch also previously served as the Vice President of Operations at Riverview Medical Center and Assistant Vice President of Operations at Robert Wood Johnson University Hospital, both in New Jersey.



Jeffrey M. Welch

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The “At Risk” Medical Provider Plan

Some providers have become very successful using the “At Risk” model, whereby they receive set premiums from an insurance company (similar to the old per member/per month type arrangement but with incurred but not reported costs (IBNR) holdback portions). Although these providers are accepting the risk and responsibility to provide all health-care to their covered members, those who do it well become very profitable and therefore very marketable when they sell their practices.

In order to be successful and profitable, the providers who use this model must practice proactive, collaborative and educational medicine with their patients. The most successful providers utilize a team approach in that each member of the practice who interacts with patients is trained to use each contact as a marketing opportunity.

For this model to be successful, providers must develop systems that:

- monitor the frequency of patient visits and patients’ respective medical conditions. Frequent “check-up” visits reduce future costly procedures.
- collect data to thoroughly determine and document each illness and chronic condition that the patient has;
- have a plan to behaviorally modify patients to a healthier lifestyle and to



BY MARK S. FROMBERG, CPA

improve medication compliance;

- refer sick patients to specialists for preapproved procedures so costs are monitored and specialist costs are limited;
- monitor patients in the hospital and have a transition plan when they are discharged to reduce the frequency of readmission for the same diagnosis and to promote medical progress;
- constantly train physicians and staff members how

to interact with patients in a friendly and pleasant way, so patients enjoy coming back to the office;

- have a catastrophic insurance program designed for each specific office and patients’ medical severities to limit catastrophic costs to a manageable level.

Developing a system to capture the required data and cost accumulation, and to create reports to review practice profitability might be difficult, but the key ingredient is the creation of a culture that delivers healthcare that is friendly and makes patients feel healthy. Hopefully, the profits will follow.

It takes a lot of management, systems and planning—and implementation is everything! Marcum can help you achieve these results.

Mark Fromberg, CPA, partner at Marcum LLP, can be reached at (954) 320-8050 or Mark.Fromberg@marcumllp.com or visit www.marcumllp.com.

Cover Story: How to Brand and Promote Your Medical Practice in an Era of New Patient Consumerism

Continued from page 1

your logo unique and recognizable? It is very important that a practice maintain a standard practice for branding and marketing. The logo of your practice should be on your staff’s scrubs and all physicians’ lab coats.

Do you know what services you are offering? What is the unique selling proposition of such services? Think outside of the box. For example, at Gastro Health we developed a center of excellence around chronic patients that have inflammatory bowel disease. Think of frequent flyers for the airline industry. We branded the center of excellence under the Crohn’s and Colitis Care Center.

Place:

Successful businesses, no matter what industry they are in, develop a marketing strategy in order to position their brand in the marketplace. For most patients, the first impression of your medical practice is your internet presence, or lack thereof. If you have a website, is it clean, clear, informative, and interactive? Can patients request appointments, ask questions, make payments, obtain test results, and request medication refills? Also think about your office location, how your staff answers the phone and how they greet new patients as they walk in the door.

Price:

Do you know what you are charging patients and where you are referring them to obtain their tests and procedures? Are you using facilities or physicians that charge the highest cost for services, but provide little value? Are you creating an excellent healthcare experience? At Gastro Health, our mission is to provide outstanding medical care and an exceptional healthcare experience. Patients do not perceive the quality of the medical service, but they do perceive the quality of the healthcare

experience. What have you done lately to improve the quality of your patients’ experience?

Promotion:

Do you know how patients found you? If they found you on the internet, did they Google, Facebook, or Twitter you first? From Twitter accounts to Google Places, social media has become a mainstay in marketing for physician practices. Websites like www.healthgrades.com, www.vitals.com, and www.ucomparehealthcare.com provide patients with information about you and your practice. Review the physician profiles and make sure pictures, office hours, and healthcare plans are updated. Also review the patient feedback area? Do you have 1 star or 5 stars? Medical practice administrators and physicians need to understand what their reputation on the internet is like in order for it to be protected or improved.

Are you advertising on TV, Radio, Newspapers, Magazines, Internet, Billboards, or the internet? Advertising is no longer just for plastic surgeons and dentists. Specialists and primary care physicians need to find ways to get their names and their practice’s name out there. Physicians and administrators are not experts in advertising and marketing. If you don’t feel comfortable taking on marketing efforts or simply don’t want to put the time into it, find a good marketing partner; an advertising agency with healthcare experience would be your best choice.

Patients have lots of choices for medical care and it is up to you to develop a marketing plan that makes your practice stand out.

For more information, contact Alejandro Fernandez, Chief Executive Officer, Gastro Health, PL at (305) 913-0666 or afernandez@gastrohealth.com.

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Dr. John McFadden Panelist at 2013 Florida Health Care Affordability Summit

Key health care industry leaders, innovators and lawmakers gathered January 11 at the World Center Marriott in Orlando to conclude the panel discussions at the 2013 Florida Health Care Affordability Summit. The Summit, an event hosted by the Foundation of Associated Industries of Florida (FAIF), brought together some of the most instrumental decision makers and thought leaders to discuss the areas of critical-need for Florida’s health care landscape.

Among the participants in the discussions was Dr. John McFadden, Interim Dean of the College of Health Sciences at Barry University, who was a panelist on the ‘Increasing Health Care Access, Choice and Competition throughout Florida’ panel.

“It is imperative that we continue to properly prepare the next generation of health care leaders by taking the lead on addressing the challenges to our health care system as it stands today,” said McFadden. “Health care curricula and practice is continuously evolving, and we must focus on being able to transfer and promote that evolutionary process into our health care products and health professions curricula, so we can be better equipped to meet the unique needs of our patients.”



John McFadden

City of Ft. Lauderdale Proclaims Hospice by the Sea Day



(l-r) Ft. Lauderdale Mayor Jack Seiler presents Hospice by the Sea President and CEO, Paula J. Alderson the Proclamation of February 12, 2013 Hospice by the Sea Day as Ft. Lauderdale. They are joined by Romney Rogers, Ft. Lauderdale City Councilman.

People who work with the terminally ill are reminded by their patients in ways subtle and obvious to treasure the everyday beauty of life and celebrate its milestones. So on a recent February evening beneath a pink-blue sky, Hospice by the Sea did just that. The nonprofit organization celebrated its 35th Anniversary and the equally long record of providing care in Broward County.

Friends and supporters, clinicians and executives gathered on the rooftop of the Himmarshee Landing building on Las Olas Boulevard, where Hospice by the Sea has offices, enjoyed the refreshments, talked lively among themselves and listened to music by a string quartet of the Florida Intergenerational Orchestra. Many of the conversations were about the agency's venerable history, others about its future.

Hospice founder Mary Harrison said that the mission for the next 35 years was to reach the vast number of people in need of hospice services in the two counties of Broward and Palm Beach. "Since our incorporation we have served both communities," she said, "but tonight it is especially great to be here in the heart of Fort Lauderdale."

City Commissioner Romney Rogers chatted with fellow Stranahan High alumni who grew up in Fort Lauderdale and said he was proud that a Hospice by the Sea office is in the electoral district he represents.

When Mayor Jack Seiler arrived he recalled having been present on the occasion when the organization opened its Las Olas office. Asked about his impression of the hospice today he allowed that, from his service in the Florida legislature, he knew not all hospices were the same. "This one is doing things the right way,"

he said.

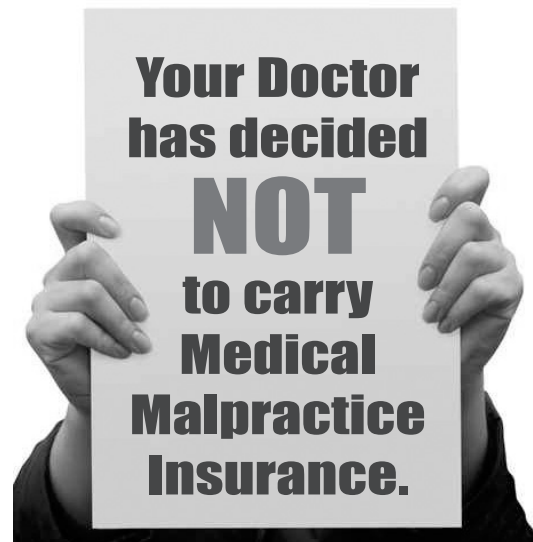
President and CEO, Paula Alderson, thanked hospice donors and volunteers and recognized Marian Pearlman Nease, chairman of the board, and board members Mike Arts and Randy Nobles. Earlier in the evening Marian Pearlman Nease had said she was drawn to serve on the board not because it was glamorous, but because she knew from the beautiful care that a loved one received on Long Island that hospice makes a profound difference.

Paula Alderson introduced Mayor Seiler who read an official proclamation recognizing the organization for its commitment to Ft. Lauderdale and Broward County, lauding the hospice for its care of those most vulnerable, and resolving to designate February 12, 2013 as Hospice by the Sea 35th Anniversary Day in Fort Lauderdale. In conclusion he said, "You continue to do everything you promise to do!"

In her prepared remarks Mary Harrison said that the lesson she learned from organizing the hospice 35 years ago was, "When you see a need, you don't know any better than to just take care of it." She estimated that Hospice by the Sea touched approximately 18,000 lives in the past year. "It's a blessing to be here and I ask you all to 'just do it!'" she concluded.

The mayor presented a toast, saying, "To 35 years honoring life with dignity and compassion, we appreciate everything that hospice does." As the orchestra struck up to play, a big cake alight with sparklers and with the Hospice by the Sea logo was rolled out, and the crowd joined in singing Happy Anniversary. The hard work was being acknowledged, the future glimpsed. It was the celebration of a major milestone for a legendary local institution committed to the value of life.

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SAVE THE DATE - WEDNESDAY, MAY 9, 2013



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MEMORIAL HEALTHCARE SYSTEM

Alan Novick, M.D.

When the Rehabilitation Institute of South Florida opened its doors at Memorial Regional Hospital South, Alan Novick, M.D., FAAPM&R, was instrumental in creating a comprehensive inpatient rehabilitation program. Now, that concept includes both inpatient care and outpatient rehab throughout the Memorial Healthcare System for adults and children.

"We provide close medical supervision and management of primary and secondary illnesses in order to significantly enhance recovery and address physical, cognitive, social and psychological needs to help our patients maximize their independence," Dr. Novick explained.

Dr. Novick has been Medical Director of Rehabilitative Services for the Memorial Healthcare System since 2001 and previously from 1991 through 1994. He graduated from the University of Florida College of Medicine in 1987 and completed his residency in Physical Medicine and Rehabilitation at the Rehabilitation Institute of Chicago in 1991. He earned his undergraduate degree in Electrical and Biomedical Engineering from Duke University. He is Board certified in Physical Medicine and Rehabilitation.



SOUTH MIAMI HOSPITAL

Yvonne Johnson, M.D.

Yvonne Johnson, M.D., is Board-certified in internal medicine and practices emergency medicine at South Miami Hospital. She currently serves as president of South Miami Hospital's Medical Staff, co-medical director of the hospital's Emergency Center and emergency director of the hospital's nationally-accredited Heart Attack Unit. Dr. Johnson received her medical degree from Howard University College of Medicine and completed her residency at Jackson Memorial Hospital/University of Miami in 1990. She has lectured extensively locally and internationally on the topic of Women and Heart Disease.



Jorge Rabaza, M.D.

Jorge Rabaza, M.D., is a Board-certified general surgeon with expertise in weight-loss and robot-assisted surgery. He has performed more than 720 bariatric procedures over the past decade. Dr. Rabaza is also certified for single-incision robotic surgery, and has performed more than 100 gallbladder removal procedures using this revolutionary surgical technique. Currently serving as Chief of Surgery at South Miami Hospital, Dr. Rabaza is a member of Baptist Health Medical Group and is a past president of the South Miami Hospital Medical Staff. Dr. Rabaza received his medical degree from the University of Miami Miller School of Medicine and completed his residency at Jackson Memorial Hospital, where he received accolades as Chief Resident of the Year. He has published articles about bariatric surgery in the Journal of the American Board of Metabolic and Bariatric Surgery and the Journal of Obesity Surgery.



MEMORIAL HOSPITAL PEMBROKE

Brett Cohen, M.D., FACS

Every day, Dr. Brett Cohen is inspired to come to work because of the thousands of successful weight loss surgeries he has completed and the tremendous differences they have made in patients' lives.

Dr. Cohen, a board certified general surgeon and fellowship trained bariatric surgeon, was one of the first surgeons in South Florida to offer an innovative procedure for patients who have struggled with weight loss. He also provides options for patients who have gained some weight back after their weight loss surgery. He performs gastric bypass, laparoscopic gastric banding and the sleeve gastrectomy as well.

Dr. Cohen earned his medical degree from the University of Miami where he also did his general surgery training. He completed fellowships in both advanced laparoscopy and weight loss surgery at the University of Southern California in Los Angeles where he gained the expertise to perform complex weight loss procedures and care for patients following weight loss surgeries.



MEMORIAL HOSPITAL WEST

Ihor Pidhorecky, M.D., FACS, FSSO

Born and raised in New York City, Dr. Ihor Pidhorecky graduated from New York University and completed his medical training at The Mount Sinai School of Medicine. He then completed a two-year fellowship in surgical oncology at the renowned Roswell Park Cancer Institute where he was very active in research in melanoma, breast cancer, colon cancer and gastrointestinal stromal tumors.

Today, Dr. Pidhorecky primary focus is on surgical oncology with expertise in esophageal, pancreatic, hepatobiliary, gastric, colorectal, melanoma/soft tissue, breast and endocrine tumors.

Dr. Pidhorecky joined the medical staff of Memorial Hospital West in 2000 and later served as Chief of Surgery from 2005 to 2011. He currently serves as Secretary/Treasurer for the hospital's medical staff.



MEMORIAL REGIONAL HOSPITAL

Sean O'Donnell, M.D., FACS

Dr. Sean O'Donnell joined the staff of Memorial Cardiac and Vascular Institute as medical director of Endovascular Surgery in 2012. Board certified in surgery and vascular surgery, his special research interests include endovascular management of aortic dissections and arterial trauma and other aortic diseases.

Prior to coming to the Memorial Healthcare System, Dr. O'Donnell had served as Director of Vascular Surgery at Washington Hospital Center in Washington, D.C. A retired colonel in the U.S. Army Medical Corps, he served a distinguished military career, culminating with a decade as Chief and Program Director of Vascular Surgery Service at Walter Reed Army Medical Center. Since 1995, he has taught medical students, residents and fellows from University of Georgetown and Washington Medical Center as Director of Vascular and Endovascular Surgery.

After earning his medical degree from the Stritch School of Medicine at Loyola, University of Chicago, Dr. O'Donnell completed his residency at Letterman Army Medical Center in San Francisco. He completed two surgical fellowships, first at Walter Reed, and later at Cleveland Clinic.

Dr. O'Donnell's many military honors include a Bronze Star for service during the Gulf War, two Meritorious Service Medals and two Army Achievement Medals, including commendation for treating Pentagon casualties after the September 11, 2001 attacks.



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TOP PHYSICIANS

WEST BOCA MEDICAL CENTER

Noah Schreibman, M.D.

Dr. Noah Schreibman is board certified in internal medicine, pulmonary and critical care medicine. He has been practicing medicine in South Florida since 2002. Dr. Schreibman holds a special interest in sleep disorders and is also board certified by the American Board of Sleep Medicine. Leading the Adult and Pediatric Sleep Diagnostic Center at West Boca Medical Center, Dr. Schreibman and his team offers diagnosis and treatment for common sleep disorders including snoring, restless leg syndrome, obstructive sleep apnea and chronic insomnia. Dr. Schreibman graduated from the Albert Einstein College of Medicine in the Bronx, New York and completed a fellowship in pulmonary and critical care medicine from Temple University Hospital in Philadelphia, Pennsylvania. He has authored several chapters and abstracts for medical publications such as The American Journal of Respiratory and Critical Care Medicine. The Adult and Pediatric Sleep Diagnostic Center at West Boca Medical Center is accredited by the American Academy of Sleep Medicine since 2011.



Anwar Vardag, M.D., FAAP, FCCP, FRCPCH (UK), DCH (Glasg.)

Dr. Anwar Vardag, pediatric intensivist, is the medical director of the Pediatric Intensive Care Unit (PICU) at West Boca Medical Center since 1992. Dr. Vardag also serves as the medical director of the Pediatric Trauma Intensive Care Unit at Delray Medical Center. Dr. Vardag was named America's Top Pediatric Intensivists and Best in American Medicine 10 years in a row in 2012 by the consumer research company, Castel Connolly Medical Ltd. He is a board certified Diplomate of the American Board of Pediatrics, and sub-board of Pediatric Critical Care Medicine.

Dr. Vardag completed his training at Dow Medical College in Pakistan and a residency/fellowship in internal medicine, adult intensive care, and coronary care at St. Luke Hospital in Malta, followed by a residency and fellowship in general pediatrics and neonatology respectively at Royal Hospital for Sick Children in Glasgow, Scotland. He then completed a three year fellowship in pediatric critical care medicine at Miami Children's Hospital.



NORTH SHORE MEDICAL CENTER FMC CAMPUS

Diane Sanders-Cepeda, D.O.

Dr. Diane Sanders-Cepeda is a family medicine physician at FMC Campus and a board certified Geriatrician. She has been serving the South Florida community since 2007 and will be the medical director of the Specialized Geriatric Care Unit at FMC Campus. In the new unit, which will open in the Summer of 2013, Dr. Sanders-Cepeda will lead the team in providing specialized patient centered care for hospitalized older adults. She is an integral part of the development of the new unit for seniors.

Dr. Sanders-Cepeda received her Doctorate of Osteopathic Medicine from the University of Health Sciences, College of Osteopathic Medicine in Kansas City, Missouri and completed a fellowship in Geriatrics at Nova Southeastern University. She is board certified by the American Board of Osteopathic Practitioners in Family Medicine and Geriatrics as well as certified by the National Alliance of Wound Care.

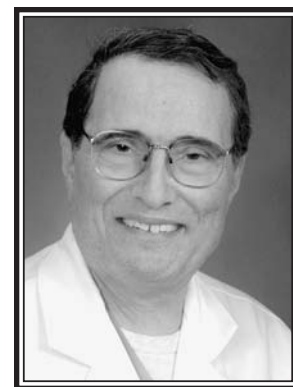


Matthew L. Carr, M.D.

Dr. Matthew L. Carr specializes in cardiology and is the medical director of the heart Valve Clinic at The Heart Institute of Florida at North Shore Medical Center FMC Campus. With over 30 years of experience in cardiology, Dr. Carr is part of the cardiac team at FMC Campus and has played a key role in implementing best practice clinical protocols.

Dr. Carr is a graduate of the Albert Einstein College of Medicine of Yeshiva University in New York, and he completed his internship in internal medicine at the Massachusetts General Hospital in Boston. He continued his medical training at Grady Memorial Hospital/Emory University School of Medicine where he completed his residency in internal medicine as well as his fellowship in cardiology.

Dr. Carr is a Diplomate of the American Board of Internal Medicine, the American Board of Cardiovascular Disease as well as a Fellow of the American College of Cardiology. He is board certified in Clinical Cardiac Electrophysiology, Interventional Cardiology and Coronary Computed Tomography Angiography.



CORAL GABLES HOSPITAL

Rafael J. Fernandez, M.D.

Dr. Rafael J. Fernandez is Chief of Staff at Coral Gables Hospital and an orthopedic surgeon in the hospital's orthopedics and sports medicine department. With 17 years of experience specializing in orthopedic surgery, Dr. Fernandez has served in multiple leadership positions at Coral Gables Hospital including Chief Department of Surgery, Chief Section of Orthopedics and Co-Chairman of the Safety Committee.

Dr. Fernandez earned his medical degree at the University of Illinois where he also underwent his fellowship training in sports medicine. He completed both his internship and residency at the University of Kansas and is board certified in Orthopaedic Surgery.

Dr. Fernandez is a Diplomate of the National Board of Medical Examiners and served as a medical expert for the Social Security Office of Hearings and Appeals. He is a member of the Florida Medical Association, Dade County Medical Society, Florida Orthopaedic Society as well as the Miami Orthopaedic Society.



Alejandro Posada, M.D.

Dr. Alejandro Posada serves as the Chief of Surgery at Coral Gables Hospital. He is one of the many respected orthopedic surgeons who work in the hospital's comprehensive orthopedic and sports medicine department. Dr. Posada has 15 years of experience specializing in orthopedic surgery and his areas of interest are trauma, orthopedics and sports medicine.

Dr. Posada earned his medical degree from the Pontificia Universidad Javeriana and attended Fundación Santa Fé for an internship in orthopedic surgery, both in Bogotá, Colombia. Dr. Posada also completed both an internship in general surgery as well as his residency in orthopedic surgery at the University School of Medicine/Jackson Memorial Hospital. Dr. Posada completed a sports medicine research fellowship at University of Miami and a clinical sports medicine fellowship at Harvard/ Massachusetts General Hospital. He has served as a clinical educator at both the University of Miami and Florida International University.



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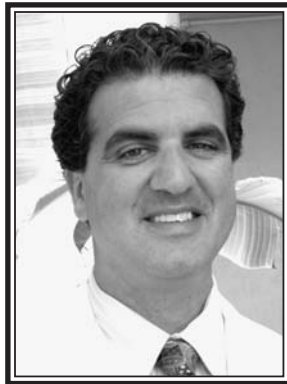
BROWARD HEALTH CORAL SPRINGS

Charles P. Lago, Sr., M.D.

Dr. Charles Lago who is the Medical Director of the Colorectal Program and the Vice Chair of Surgery at Broward Health Coral Springs is a highly respected colorectal surgeon who is a Diplomate of the American Board of General Surgery and a Diplomate of the American Board of Colon Rectal Surgery.

Dr. Lago has published numerous articles on surgical procedures and complications and diseases commonly found in colon rectal surgical candidates. As a result of his studies and publications, Dr. Lago is frequently a guest lecturer at many symposiums and to many community groups locally and nationally.

Dr. Lago is a graduate of the Mount Sinai School of Medicine in New York. He completed a surgical residency at the School of Medicine and Biomedical Sciences State University of New York at Buffalo and a Fellowship in Colon Rectal Surgery at Orlando Regional Healthcare System/University of Florida Affiliate.



Steven Svabek, D.O.

Dr. Steven Svabek, who specializes in spinal and orthopedic surgery, became the first physician in Florida to use the BRYAN Cervical Disc System in a disc replacement surgery. The surgery was completed at Broward Health Coral Springs.

As a board certified orthopedic surgeon who is fellowship trained in spine surgery, Dr. Svabek treats general orthopedic issues and specializes in diseases and disorders of the spine. He is fellowship trained in spine surgery.

Dr. Svabek, who completed his internship at Graduate Hospital in Philadelphia and orthopedic residency at St. Vincent Hospital/Cabrini Medical Center, as well as North Shore University in New York City, feels that his spine fellowship training allows him to better evaluate diseases of the spine. Spine surgeries that Dr. Svabek routinely performs include discectomies, decompressions of the spine and nerve roots, and spinal fusion.



BROWARD HEALTH URGENT CARE

Ladan Pourmasiha, O.D.

Dr. Ladan Pourmasiha is one of the staff physicians at the new Broward Health Urgent Care (BHUC) in Coral Springs. Alongside a stellar team of physicians at the BHUCC, Dr. Pourmasiha offers her expertise as an osteopathic physician with the approach of treating the whole body rather than just the disease process. Her emphasis is on patient safety, and education being a number one priority to ensure long term effects.



She attended Nova Southeastern University where she received her Masters in Biomedical Science and further continued her education at NSU's School of Osteopathic Medicine. She has been an integral part of the community, involved in both community service and several medical organizations including American Osteopathic Association, American College of Osteopathic Family Physicians, and the Florida Osteopathic Medical Association. She completed her medical residency at Palmetto General Hospital and is board certified in Family Medicine.

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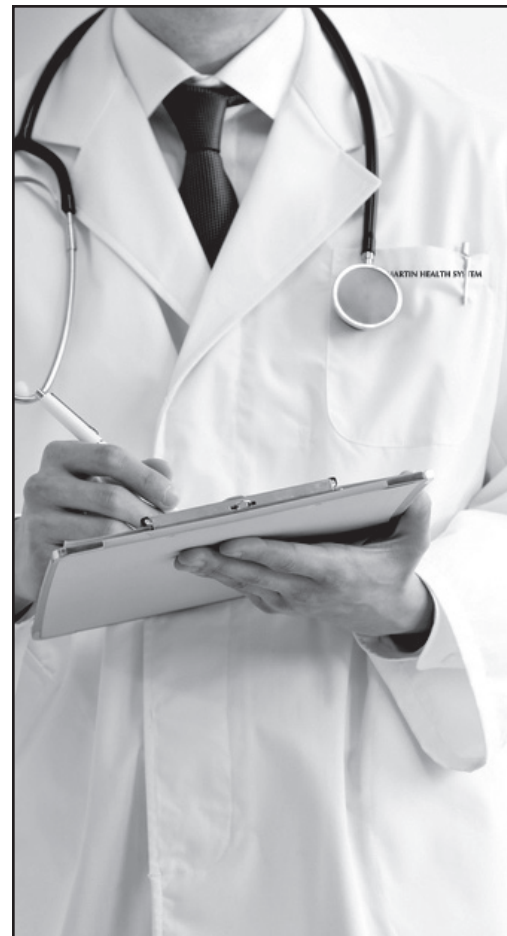


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Thank You!

All of us at Martin Health System offer our gratitude this Doctors' Day to the physicians who help us provide exceptional care to the community.

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Thank You and Happy Doctors' Day.

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TOP PHYSICIANS

ST. ANTHONY'S REHABILITATION HOSPITAL

Daniel C. Carney, D.O.

Dr. Daniel Carney received his undergraduate degree (BS) from the University of Miami in 1977. His path to Rehabilitation Medicine was, however, a bit unconventional. A former sportscaster and talk show host in Miami and in Atlanta for CNN, Dr. Carney realized the beginning of his lifelong passion by attending Nova Southeastern University College of Osteopathic Medicine. Graduating in 1995, he completed his internship at Palmetto General Hospital and then moved to Boston, Massachusetts for his residency in Physical Medicine. He is Board certified in Physical Medicine and Rehabilitation and attained his Subspecialty in Spinal Cord Injury from the American Board of Physical Medicine and Rehabilitation in 2002. Dr. Carney is also Board Certified by the American Osteopathic College of Physical Medicine and Rehabilitation. He is licensed to practice medicine in Florida and Massachusetts. Dr. Carney is a native of South Florida, and it was only natural that he and his family return to the Sunshine State in 2003. He has served as medical Director of St. Anthony's Rehabilitation Hospital since that time. His clinical interests include spinal cord injury, stroke, sports medicine, and musculoskeletal disorders. Dr. Carney is married with 4 children, and enjoys golf, fishing, and antique "muscle" cars.



Veronica Gipps, M.D.

Dr. Veronica Gipps has practiced Physical Medicine & Rehabilitation in the state of Florida since 1992. Psychiatry is an American Board of Medicine recognized specialty that treats patients with neurologic and orthopedic disorders resulting in disabilities. The goal of psychiatry is to assist a patient to become more functional and regain independence using a multi-disciplinary approach. Such patients include those with stroke, amputation, spinal cord injury, poliomyelitis, multiple sclerosis, brain injury, rheumatologic and orthopedic disorders and pain. The psychiatrist networks closely with physical, occupational & speech therapist, orthotists and prosthetists as a team leader. Dr. Gipps has been licensed in Florida since 1992, and in private practice since 1993. She is Board certified in Physical Medicine and Rehabilitation since 1992 and as an independent Medical Examiner since 2001. Her training has included a Bachelor of Science in chemistry from the University of Florida 1983, completion of medical school at Ponce School of Medicine, preliminary year of Internal Medicine at Tulane University 1987-1988 and one year of General Surgery at Brooklyn Caledonian Hospital 1988-1989, as well as a three year residency in Physical Medicine and Rehabilitation program at Long Island Jewish Medical Center in New York 1989-1992.



ST. ANNE'S NURSING CENTER

Francisco Adelquis Cruz, M.D., FACP

Born in Havana, Cuba, Dr. Cruz received his degree Doctor in Medicine from The Higher Institute of Medical Sciences of Havana in 1988 and completed his specialty training in Family Practice in 1993. He had multiple publications in The General Integral Medicine (Family Practices) Magazine and several presentations in International Medical Conventions when he was living in Cuba. He immigrated to Venezuela in 1993 where he worked as a physician in a private practice and long term facilities.

He moved to United States and finished his Internal Medicine residency program at Raritan Bay Medical Center, affiliated to Robert Wood Johnson University in 2003, where he served as chief resident in the same program in 2003.

Dr. Cruz joined St. Anne's Nursing Center and Residence in 2004 and was appointed Medical Director in 2008. "He is highly instrumental in setting high standards in quality of care for our long term care residents and patients," states Julia Shillingford, R.N., B.S.N., Director of Nursing.



ST. CATHERINE'S & ST. CATHERINE'S WEST REHABILITATION HOSPITALS

Miriam Feliz, M.D.

Born in Santo Domingo, Dominican Republic, Dr. Miriam Feliz received her undergraduate and medical school education at the Autonomous University of Santo Domingo, graduating in 1975. She undertook internship training in internal medicine at the Moscoso Puello General Hospital in Santo Domingo (1973-1975). She completed her residency training in Physical Medicine and Rehabilitation at Boston University Medical Center (1977-1980). She also completed a fellowship in industrial rehabilitation and spinal cord injury at Boston University Medical Center (1980-1981). She became Board Certified in Physical medicine in Rehabilitation in 1989. She is licensed to practice medicine in Florida, Massachusetts, New Jersey and Washington, D.C. Dr. Feliz established her medical practice in 1982 in the specialty areas of Physical Medicine and Rehabilitation, Geriatric Rehabilitation, Industrial Medicine, and Spinal Cord Injury. In 1988, she began a now long-standing commitment to St. Catherine's Rehabilitation Hospital. Presently, she is a Medical Director at St. Catherine's.



German Ojeda-Correal, M.D.

Dr. German Ojeda-Correal graduated from the Universidad Javerina - Facultad de Medicina in Bogota, Colombia, where he also completed his residency in Orthopedic Surgery in 2001. After four years as attending physician in various hospitals and clinics, he relocated to the US with his family in 2005. He entered a surgical internship at Mount Sinai Medical Center in Miami Beach where he was awarded Intern of the Year in 2007. He subsequently completed a residency in Physical Medicine and Rehabilitation at Jackson Memorial Hospital/University of Miami in 2011. His main clinical interests are non-operative musculoskeletal care and procedures, diagnostic musculoskeletal ultrasound, electromyography/nerve conduction studies, treatment of spasticity with botulinum toxin and baclofen pump, acute inpatient rehabilitation.



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TOP PHYSICIANS

VITAS INNOVATIVE HOSPICE CARE OF BROWARD COUNTY

Mayda Arias, M.D.

When Mayda Arias, M.D., joined the Southeast Hematology-Oncology Group, she had to serve as a hospice physician so she could learn firsthand about caring for patients at the end of life. The experience motivated her to join VITAS in 1995 as a team physician.

"I entered the hospice field to gain skills in the whole range of patient care; I stayed because I found I love caring for patients as they reach the end of life," she says.

Board-certified in Hospice and Palliative Care and in Internal Medicine, Hematology and Oncology, Dr. Arias cares for patients in two Broward County VITAS inpatient hospice units.

"The team approach is the best way to provide high quality hospice care, and VITAS excels at this," she says. "I value our nursing staff, chaplains, social workers and volunteers who do their best to provide the quality, compassionate care our patients and their families need."



Armando DeFeria, M.D.

Armando DeFeria, M.D., joined VITAS Innovative Hospice Care of Broward County in 2011 as a Team Physician. Dr. DeFeria attends VITAS patients in assisted living communities and nursing homes and also helps care for patients who need a Spanish-speaking physician.

Board certified in Internal Medicine, Dr. DeFeria chose to be a hospice physician because he appreciates the hospice team approach to patient care.

"Working as a VITAS physician enables me to follow my patients throughout the course of their illnesses and help people when they need it most," he says. "It is very rewarding that I can help control pain and manage symptoms when patients and their families feel there's nothing more that can be done."



VITAS INNOVATIVE HOSPICE CARE OF MIAMI-DADE/MONROE

Francisco Adelquis Cruz, M.D., FAPC

Francisco Adelquis Cruz, M.D., joined VITAS Innovative Hospice Care of Miami-Dade/Monroe in 2004 as a Team Physician. Dr. Cruz, who attends VITAS patients in assisted living communities and nursing homes, also educates health-care professionals about the benefits of hospice care. "Serving as a hospice physician enables me to pursue my passion of helping the terminally ill and dedicate my time to providing them with the compassion and support that honors their dignity at the end of life," Dr. Cruz says. "It brings me great satisfaction to know that we provide peace and comfort to patients and families." "Dr. Cruz brings his medical expertise and compassion to each patient and family he cares for," says VITAS Senior General Manager Betty Bel, R.N. Board-certified in internal medicine, Dr. Cruz also serves as medical director for St. Anne Nursing Home in Miami.

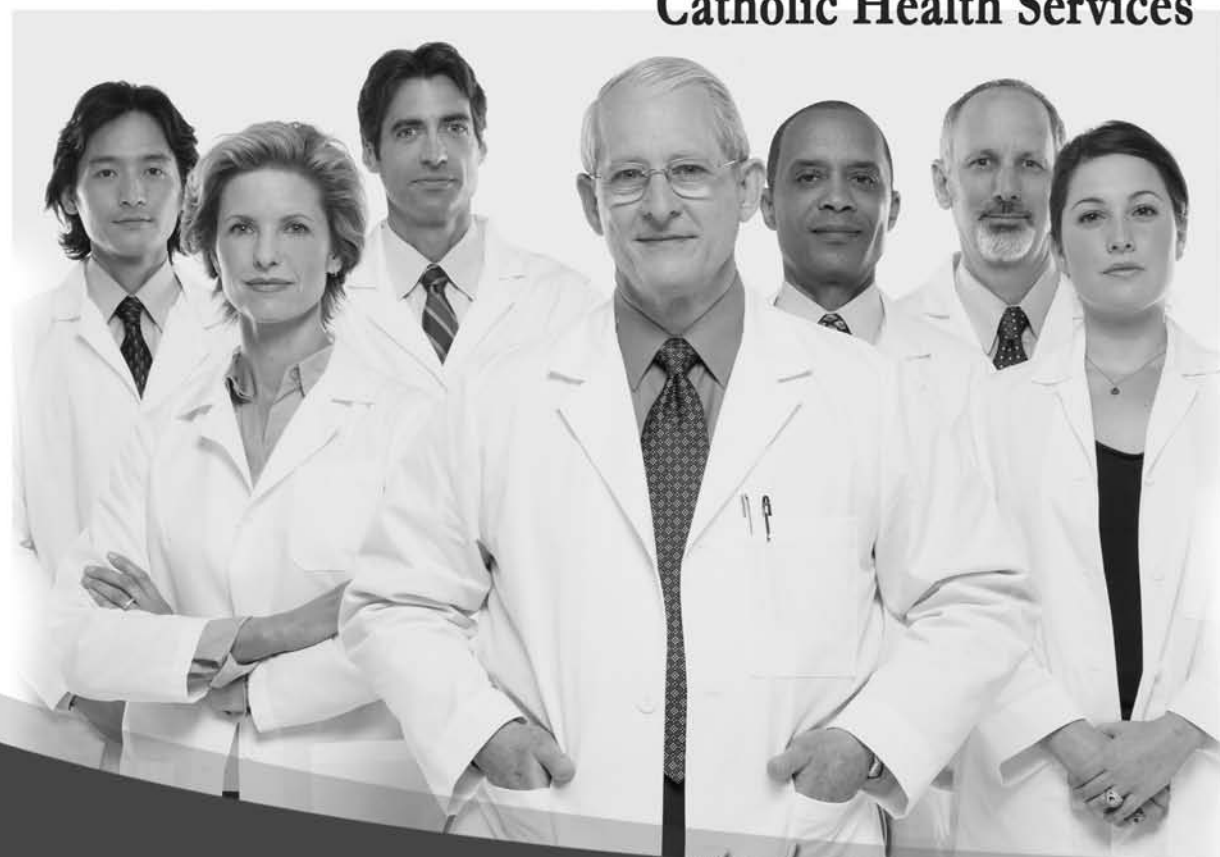


Manuel A. Suarez-Barcelo, M.D.

Manuel A. Suarez-Barcelo, M.D., became a hospice physician because of his commitment to helping geriatric patients and their families. Dr. Suarez-Barcelo, who joined VITAS Innovative Hospice Care of Miami-Dade/Monroe in 2000, cares for patients in their homes, nursing homes and in a VITAS inpatient hospice unit. What VITAS gives to its hospice patients, he says, is a precious commodity that physicians with busy private practice can't give as generously: time. "Hospice is rewarding to physicians because we can spend more time with patients, getting to know them and their families and easing their physical and emotional pain." "Dr. Suarez Barcelo is passionate about the care he provides his patients and families and is a huge patient advocate," says VITAS Senior General Manager Maureen Knips, R.N. "He has been with VITAS for 13 years and we look forward to many more."



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TOP PHYSICIANS

PALM BEACH GARDENS MEDICAL CENTER

Neil Ozer, M.D.

Specializing in preventative medicine, Dr. Neil Ozer has been practicing medicine in South Florida since 1976. Currently Dr. Ozer serves as the Medical Director and Physician Advisor for Case Management, Utilization Review, Performance Improvement and Risk Management at Palm Beach Gardens Medical Center since 1986. Named one of America's Top Doctors by Castle Connolly Medical Ltd. and Castel, Dr. Ozer was featured in Palm Beach Life Magazine's article, "Best Doctors in Palm Beach County."

Dr. Ozer graduated from the University of Miami and is a member of the American Medical Association, Florida Medical Association and the Palm Beach County Medical Society. He is also a fellow of the American College of Physicians. Dr. Ozer is committed to delivering quality care and maintains his board certifications as a Diplomate from the American Board of Internal Medicine and American Board of Quality Assurance and Utilization Review Physicians.




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Richard Sebastian Faro, M.D.

Dr. Richard Faro, Cardiothoracic Surgeon, is the founder of the Heart Institute at Palm Beach Gardens Medical Center. Dr. Faro serves on the Cardiac Surgery committee at Palm Beach Gardens Medical Center and has served on many committees including intensive care peer review and the Board of Governors. Dr. Faro graduated from Creighton University School of Medicine in, Nebraska and completed his fellowship in Vascular and Thoracic Surgery at Rush University Medical Center in Chicago, IL. From 1973 to 1975, Dr. Faro served as Captain in the United States Air Force at the Anderson Air Force Clinic in Guam. Dr. Faro is board certified as a Diplomate of the National Board Medical Examiners and certified by the American Board of Thoracic Surgery, American Board of Phlebology and American Board of Surgery in General Vascular Surgery. Dr. Faro has authored articles for several medical publications and was a clinical instructor at Rush Medical College and Creighton University, as well as an assistant professor of surgery at the University of Florida in Gainesville.



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Memorial Hospital West
 Memorial Hospital Miramar
 Memorial Hospital Pembroke

2/13

PALMETTO GENERAL HOSPITAL

Jose Gamez, M.D.

Dr. Jose Gamez has more than 20 years of experience specializing in psychiatry and serves as the Medical Director of the Geriatric Mental Health Program at Palmetto General Hospital. Dr. Gamez leads the treatment team at Palmetto General Hospital's Psychiatry Department. Dr. Gamez has served as Chairman of the Department of Psychiatry and currently serves as Chairman of the Governing Board at Palmetto General Hospital.

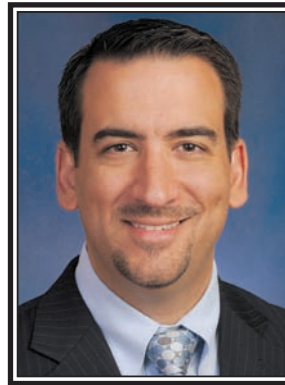
Dr. Gamez is a graduate of the University of Panama School of Medicine. He completed his internship and residency in Panama before attending the University of Miami for his residency in psychiatry at Jackson Memorial Hospital. Dr. Gamez completed fellowship training in chemical dependency at the Glenbeigh Hospital of Tampa as well as a fellowship in geriatric psychiatry at the University of Miami in Jackson Memorial Hospital. He has published medical research in the Community Mental Health Journal and Behavior Health and Aging, and he has participated in medical investigations that have focused on the study of schizophrenia and dementia.



Eloy Roman, M.D.

Dr. Eloy Roman serves as Palmetto General Hospital's Chief of Staff and specializes in hematology, internal medicine and oncology. He is one of the many talented physicians that work in Palmetto's Oncology Treatment Center which focuses on prevention, early detection and innovative treatment options for its patients. Dr. Roman has served as the hospital's Chairman of Department of Medicine as well as the Vice Chief of Staff and he has previously been honored as Physician of the Month at Palmetto General Hospital. He is also recognized on the Healthgrades Honor Roll; a designation that identifies leading doctors who are board certified in the specialty they practice.

Dr. Roman is a graduate of the medical school at the Universidad Central del Este, San Pedro de Macoris in the Dominican Republic. He completed both his internship and residency in internal medicine at Mount Sinai Medical Center before completing his fellowship training in hematology/oncology at the University of Miami's Sylvester Cancer Center.



MEMORIAL HOSPITAL MIRAMAR

Simon Weiss, M.D.

In his daily medical practice, Dr. Simon Weiss combines his expertise in gynecology and routine and high risk obstetrics with common sense. He has assembled a strong, supportive team at Memorial Hospital Miramar and specializes in endometriosis, chronic pelvic pain and complex gynecologic surgery.



After graduating from Albert Einstein College of Medicine in New York City, Dr. Weiss trained at Yale University in primary care medicine and then at Baylor College of Medicine in Houston in obstetrics and gynecology. He completed a fellowship in laparoscopic surgery at a time when it was still not widely used in medicine.

Today, Dr. Weiss continues to employ the latest medical protocols and technological advances. This includes robotic surgery for the treatment of pelvic pain, endometriosis, fibroids and other tumors, enabling patients to avoid large, open incisions and lengthy hospital stays. Radical surgery is almost exclusively done by laparoscopy, with the assistance of robotics.


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and Every Other Day**

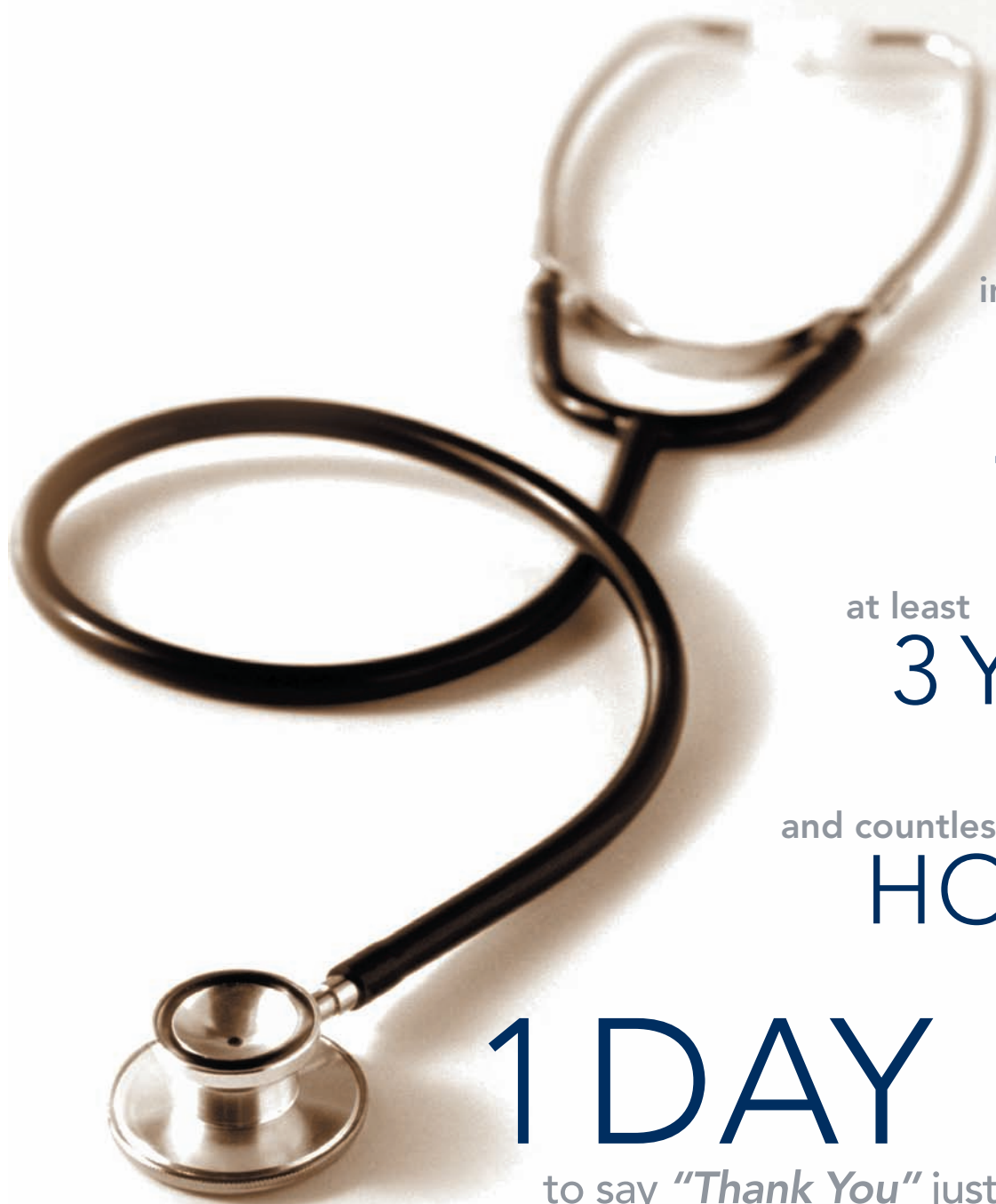


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★ TOP PHYSICIANS ★

ST. MARY'S MEDICAL CENTER

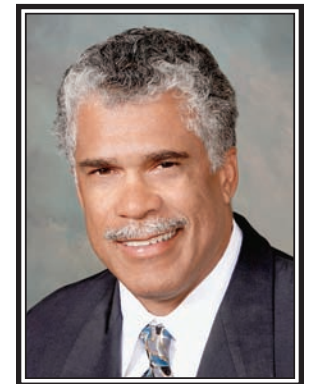
Lawrence M. Adams, M.D.

Dr. Lawrence Adams has been serving the South Florida community since 1987 with a specialty in pediatric gastroenterology. Dr. Adams previously served as Chief of Pediatrics and now serves as Chairman of the Credentials Committee, and is a member of the Medical Executive Committee at St. Mary's Medical Center as secretary treasurer. Certified by the American Board of Pediatrics, sub board in Pediatric Gastroenterology, Dr. Adams is a fellow of the American Academy of Pediatrics and Dr. Adams is a member of the North American Society for Pediatric Gastroenterology Hepatology and Nutrition. He has been a Physician Member of the Crohn's and Colitis Foundation. Dr. Adams served as a Pediatric Medical Advisor for the Celiac Disease Foundation, Palm Beach County Chapter. Dr. Adams graduated from St. George University in Grenada, West Indies and completed a fellowship in Pediatric Gastroenterology from Schneider Children's Hospital in New Hyde Park, New York.



Robert Borrego, M.D.

For over 22 years Dr. Robert Borrego, a general surgeon, has been practicing medicine with a special interest in critical care and trauma medicine. Dr. Borrego is the Immediate Past Chief of Staff and the medical director and chief of trauma at St. Mary's Medical Center. From 1991-1999, Dr. Borrego served as assistant medical director of the trauma unit and medical director of the surgical critical care unit. Dr. Borrego serves on several committees at the hospital including the Critical Care Committee, Medical Executive Committee, Surgery Peer Review Committee and the Board of Governors and is diligent in serving the patients in his community. Dr. Borrego is certified by the American Board of Surgery and is board certified in Surgical Critical Care. He is a member of the American College of Surgeons Candidate Group, Society of Critical Care Medicine and the Florida Committee on Trauma. Dr. Borrego served in the United States Army Reserves from 1990-2010 including treating soldiers in Iraq.



GOOD SAMARITAN MEDICAL CENTER

Richard Follwell, D.O.

Good Samaritan Medical Center welcomes Richard Follwell, D.O., as medical director of MyNewSelf Surgical Weight Loss Program. In his new role, Dr. Follwell will organize and coordinate physician services and will oversee all medical operations of the program. Dr. Follwell previously directed a bariatric surgery program in St. Louis, Missouri and brings that experience to the South Florida community. He graduated from the University of Health Sciences College Of Osteopathic Medicine in Kansas City, Missouri and completed his residency in general surgery at Des Peres Hospital in St. Louis, Missouri. Since 2004, Dr. Follwell has been a member of the American Osteopathic Association and the American College of Osteopathic Surgeons. He is also a member of the American Society for Metabolic and Bariatric Surgery.



Marilyn Raymond, M.D.

Dr. Marilyn Raymond, Oncologist, is the Medical Director of the Comprehensive Breast Center at Good Samaritan Medical Center. She is a leader in the field of oncology and breast cancer and is a board certified Diplomate of the American Board of Internal Medicine and National Board of Medical Examiners. With the support of a multidisciplinary team of cancer specialists, Dr. Raymond ensures patients and their families receive a comprehensive diagnosis and compassionate care. Dr. Raymond has authored articles for several medical publications and was a clinical instructor at the University of Alabama at Birmingham. Dr. Raymond is a graduate of the University of Georgia and the Medical College of Georgia. She completed her fellowship in hematology and oncology at the University of Alabama at Birmingham Hospital. Dr. Raymond is a member of the American Society of Clinical Oncology, serves on the Ethics Committee for Good Samaritan Medical Center and is a board member of the Komen South Florida Affiliate.



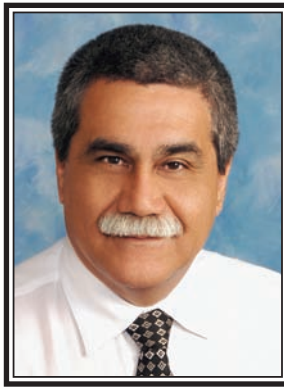
TOP PHYSICIANS

NORTH SHORE MEDICAL CENTER

Jaime Lozano, M.D.

Dr. Jaime Lozano specializes in radiation oncology and is the medical director of the C. Gordon Griffith Community Cancer Center at North Shore Medical Center. With more than 30 years of experience specializing in radiation oncology, Dr. Lozano leads North Shore Medical Center's multidisciplinary team approach to minimize stress and maximize treatment effectiveness for its patients.

Dr. Lozano earned his medical degree at the Javeriana University in Bogota, Colombia, before completing an internship in general surgery at The Long Island College Hospital in New York. He then went on to complete his residency in radiation oncology at Beth Israel Medical Center in New York. He is a member of the American College of Radiation Oncology, American Society for Radiation Oncology, the American Medical Association and the Florida Medical Association. Dr. Lozano is a three time recipient of the Physician's Recognition Award in Continuing Medical Education from the American Medical Association.



Hakan Charles-Harris, M.D.

With over 20 years of surgical experience, including minimally invasive procedures, Dr. Hakan Charles-Harris has been most recently appointed the Medical Director of the new comprehensive Breast Center at North Shore Medical Center, which will open in the spring of 2013. As a member of North Shore Medical Center's team of dedicated physicians, Dr. Charles-Harris has also served as the hospital's Chief of Surgery, Vice Chief of Staff and as a member of the Medical Executive Committee and the Operations Committee.

Dr. Charles-Harris earned his medical degree from the University of the West Indies in Kingston, Jamaica and completed his internship and residency at the Mount Sinai School of Medicine in New York. He has remained active in the academic community serving as an assistant professor in surgery at Florida International University's College of Medicine and is the Medical Director of the FIU Endovascular Institute.

JOE DIMAGGIO CHILDREN'S HOSPITAL

Juan C. Martinez, M.D.

Juan C. Martinez, M.D., is medical director of both the Cystic Fibrosis and Pulmonary Center and the Sleep Lab at Joe DiMaggio Children's Hospital.

A board-certified pediatric pulmonologist, Dr. Martinez received his medical degree from the Universidad Central del Este in the Dominican Republic. He completed his internship and residency in pediatrics at MetroHealth Medical Center/Case Western Reserve University in Cleveland; and a fellowship in pediatric pulmonology at Rainbow Babies and Children's Hospital, University Hospitals of Cleveland.

Before coming to Joe DiMaggio Children's Hospital, he practiced pediatric pulmonology and directed the Sleep Disorders Center and Cystic Fibrosis Center at All Children's Hospital in St. Petersburg, Florida. He has also served as clinical assistant professor at the University of South Florida College of Medicine in Tampa from 1995 through 2003.

Dr. Martinez is a fellow of the American Academy of Pediatrics and the American College of Chest Physicians. He is board certified in pediatric pulmonology and sleep medicine.



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HOSPICE BY THE SEA, INC.

John M. Carter, M.D.

Last year, John Carter, M.D., joined the team of Hospice by the Sea, Inc. He assumed responsibilities for supervision of medical care for northern Broward County which includes conducting home visitations. Since its opening last November, Dr. Carter has served as Associate Medical Director of the organization's care center in John Knox Village.

Prior to moving to Florida, he was the Medical Director of Hospice Care at the Visiting Nurse Services of New York and held a faculty appointment in the department of Geriatrics at Mount Sinai Medical Center in New York.

A graduate of Lehigh University and the Jefferson Medical College in Philadelphia, Dr. Carter is board certified in internal and geriatric medicine as well as hospice and palliative medicine.

He completed an internal medicine residency at Albert Einstein Medical Center and a geriatric medicine fellowship at Mount Sinai Medical Center.



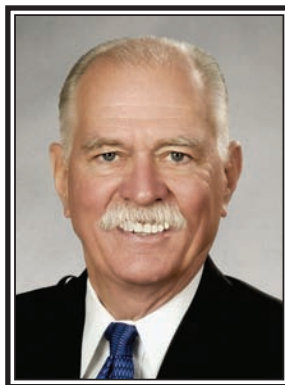
Leonard R. Hock, D.O.

As Chief Medical Officer, Leonard R. Hock, D.O., and Board Certified in Palliative Care, passionately guides the medical and nursing staff of Hospice by the Sea, Inc. in their effort to provide exceptional care and support to patients and families. His personal commitment to improving the quality of life for elderly patients fuels his advocacy for hospice care.

As an internist, hospitalist, intensivist, geriatrician, television correspondent, and hospice physician,

Dr. Hock has become a popular speaker, presenting at more than sixty educational presentations in Broward and Palm Beach Counties last year. Many of which afforded medical professionals the opportunity to earn Continuing Education Unit credits. He also supervises medical students.

The Gillum Society of Master Fellows elected Dr. Hock to its membership which is the highest honor awarded by the American College of Osteopathic Internists. Dr. Hock serves on the Bioethics Committee at Boca Raton Regional Hospital and the Board of Directors for the Florida Medical Directors Association.



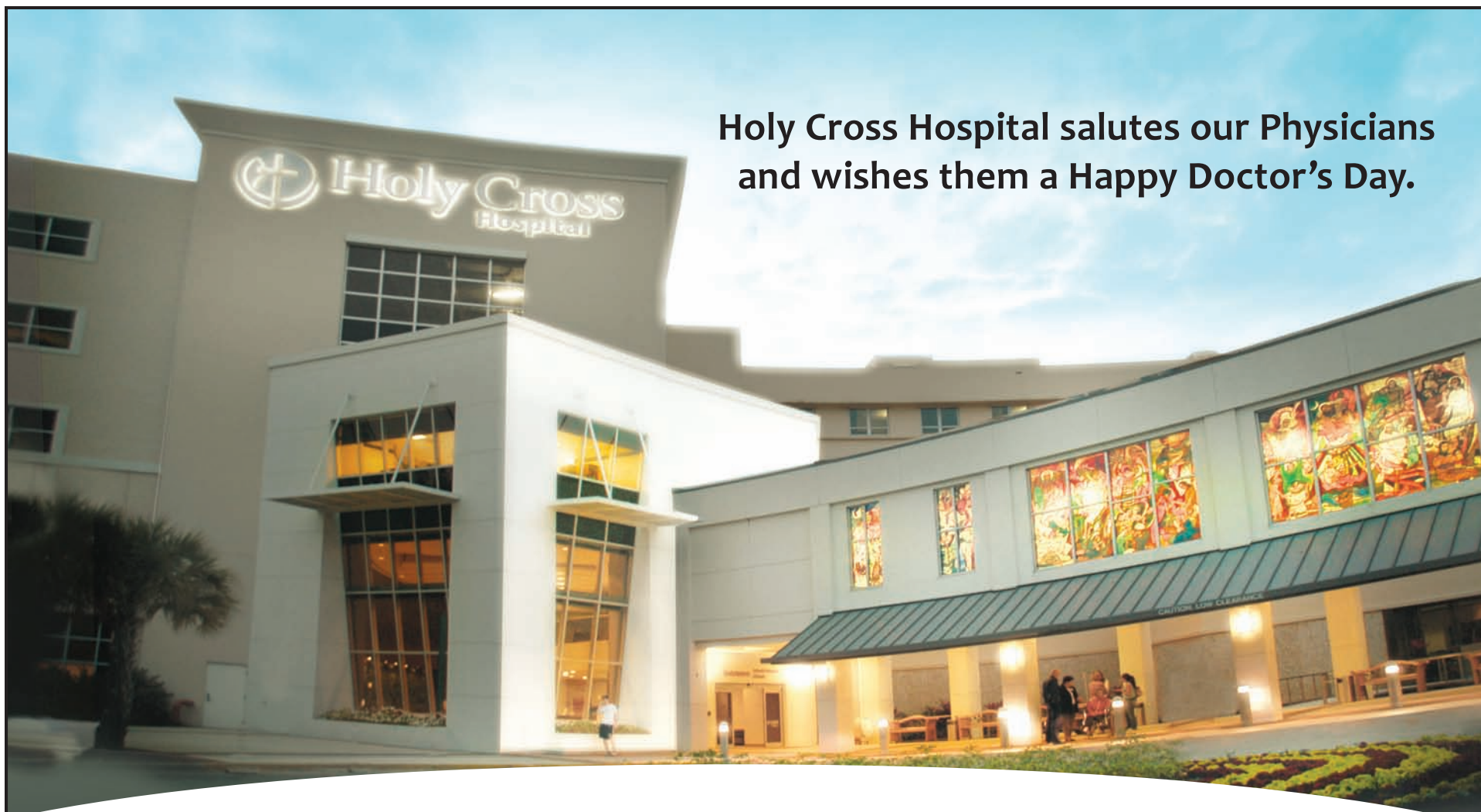
WEST PALM BEACH VA MEDICAL CENTER

Paul F. Grady, D.M.D.



Dr. Paul F. Grady is the Chief of Dental Service at the West Palm Beach VA Medical Center. He graduated from Tufts Dental School. After graduation, he entered the Army serving 26 1/2 years. He found that his true love was hospital dentistry and was fortunate to gain a position at the VA in Manchester, NH, where he ran a General Practice Dentistry program and became Chief of the Dental Service. After relocating to West Palm Beach, he became responsible for running a General Practice Residency and was later chosen as Chief of the Service. Dr. Grady has lectured both in the United States and overseas on a variety of Dental topics. In the course of his career, he was an Associate Professor at Harvard Dental School, Tufts Dental School and NOVA University and is an active member in the American Dental Association, American Association of Hospital Dentists and the American College of Military Surgeons.

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WEST PALM BEACH
VA MEDICAL CENTER

**Sundara
Sridhar,
M.D., FRCP**



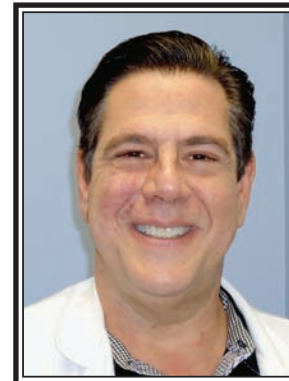
In 2010, Sundara Sridhar, M.D., FRCP was selected to serve as the Chief of Pathology and Laboratory Medicine Service at the West Palm Beach VA Medical Center. Prior to working at the VA, he worked at the Coney Island Hospital in Brooklyn, New York where he has served as an Attending Pathologist from 1980 and as Chairman of the Department of Pathology and Laboratory Services from 2004. He was also the Clinical Asst. Professor at Downstate Medical Center of the State University of New York and the New York College of Osteopathic Medicine. Dr. Sridhar is a Fellow of the College of American Pathologists, American Society of Clinical Pathology and the US-Canadian Academy of Pathologists.

DELRAY MEDICAL CENTER

Christos P. Kokinacos, D.O.

Dr. Christos Kokinacos, Internal Medicine, is the Clinical Service Chair of Medicine at Delray Medical Center since June 2012. Dr. Kokinacos has been practicing medicine in South Florida since 1993 and specializes in internal medicine, geriatric medicine and preventive medicine. Among his responsibilities as Clinical Service Chair of Medicine, Dr. Kokinacos oversees the medical peer review committee at Delray Medical Center.

Dr. Kokinacos graduated from the University Of Health Science College Of Osteopathic Medicine. He is a member of the American College of Physicians and the American Society of Internal Medicine and is certified by the American Board of Internal Medicine. Dr. Kokinacos is also a certified medical review officer by the American Association of Medical Review Officers, a medical society dedicated to establishing national standards and certification of medical practitioners. Enforcing his commitment to quality care, Dr. Kokinacos is certified by the National Board of Osteopathic Medical Examiners since February 1990. Additionally, he is recognized as one of Castle Connolly's Top Doctors from 1999 to date.



Paul Schwartz, M.D.

As a Medical Director and Chair for the Utilization Management Committee, Dr. Paul Schwartz brings over 18 years of experience to the interdisciplinary team of dedicated physicians at the Pinecrest Rehabilitation and Outpatient Hospital at Delray Medical Center. Dr. Schwartz is board certified by the American Board of Medical Examiners in Internal Medicine and Physical Medicine and Rehabilitation.

Dedicated to delivering high quality care, Dr. Schwartz is a member of the American College of Physicians, American Academy of Physical Medicine and Rehabilitation and the Florida Society of Physical Medicine and Rehabilitation. Dr. Schwartz graduated from the University of Miami, completed his residency at the Cornell Graduate program at the Sloane Kettering Cancer Center and North Shore Hospital, in addition to the Albert Einstein College of Medicine in New York City.



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COMMUNITY HEALTH OF SOUTH FLORIDA, INC.

Saint Anthony Amofah, M.D., MBA, FACP, CHCQM

When the White House wants guidance on how to address disparities in the health care of under-served minority populations, it turns to Dr. Saint Anthony Amofah of Community Health of South Florida, Inc. (CHI) in Miami. But despite his recent invitation to Washington, D.C., Dr. Amofah remains humble.

It's symptomatic of his demeanor with his patients. A true professional and a gentleman, Dr. Amofah takes time to listen and educate them. He does this even though his time is precious. Dr. Amofah is also the Chief Medical Officer at CHI and Medical Director of the Health Choice Network. He even serves as an Ambulatory Care Surveyor for the Joint Commission.

"It is a great privilege to influence in the quality of patient safety," said Dr. Amofah. "This is also an opportunity to learn from the best."

Dr. Amofah graduated from University of Ghana Medical School in 1990, in West Africa. He completed his Residency in 1996 in internal medicine at SUNY Health Science Center at Brooklyn. In 1997, he became Chief Medical Resident there.



Arnold Oper, M.D.

Despite 56 years in healthcare, Dr. Arnold Oper is still passionate about his work at Community Health of South Florida, Inc. (CHI) in Miami. That is where Dr. Oper is a general practitioner and Medical Director.

"I believe it is important to love what you do for a living," said Dr. Oper. "I get up every morning and say today is a happy day. I enjoy bringing up the spirit of the ones around me."

He is also known as "the Buffalo Doctor." Back in 1992, he gave up raising buffalo in Dade County after selling his last one to Jane Fonda. One year later, he started working at CHI.

Dr. Oper has never been conventional and that's why he is so good at using humor and personality to put others at ease.

He has held leadership roles on local and state boards and has long list of awards and accomplishments.

Dr. Oper graduated from SUNY Downstate Medical Center College of Medicine in 1957.



MARTIN HEALTH SYSTEM

Jeffery L. Crick, D.O.

Jeffery Crick, D.O., has a large and diverse base of patients – all of Martin Health System.

As Employee Health and Wellness Director for Martin Health, Dr. Crick is working to help the organization create and implement a comprehensive health and wellness program that will assist each of its 3,000-plus associates, volunteers and their families in reaching their own personal health goals.

"This health and wellness program is a partnership, with our workforce taking the responsibility for their own health and us helping them along the way," Dr. Crick said. "I am honored to work with so many amazing people here at Martin Health to help us take on this responsibility together."

Dr. Crick, a family medicine practitioner, has worked with a team of more than 30 Martin Health associates to develop programs that will help support physical fitness, help manage chronic diseases, optimize care and improve access to emotional support.

"This is a great opportunity for our organization," Dr. Crick said. "I'm very excited to help members of Martin Health's workforce reach their health and wellness goals."



Make a Difficult Discussion Easier

Hospice Discussion Guide Gets Patients and Families Talking

Patients and families often need help understanding the facts about hospice. In fact, many people are confused about what hospice is and how to make the most of all it has to offer.

Filled with conversation topics, this **free downloadable guide** helps healthcare professionals address hospice issues with patients and their loved ones. It's a structured way to help patients and families make informed decisions about end-of-life care—and make a difficult conversation easier on everyone.

There are three easy ways to share this guide with your patients and their loved ones:

1. Download **Considering Hospice Care: A Discussion Guide for Families**, print it, then distribute it to appropriate patients or families when you visit with them.
2. Forward your patients the link so they can download the Guide at home.
3. Download the Guide and forward it to your patients as an attachment.



Download the Discussion Guide at hospicecanhelp.com or scan the QR code with iPhone or Android.

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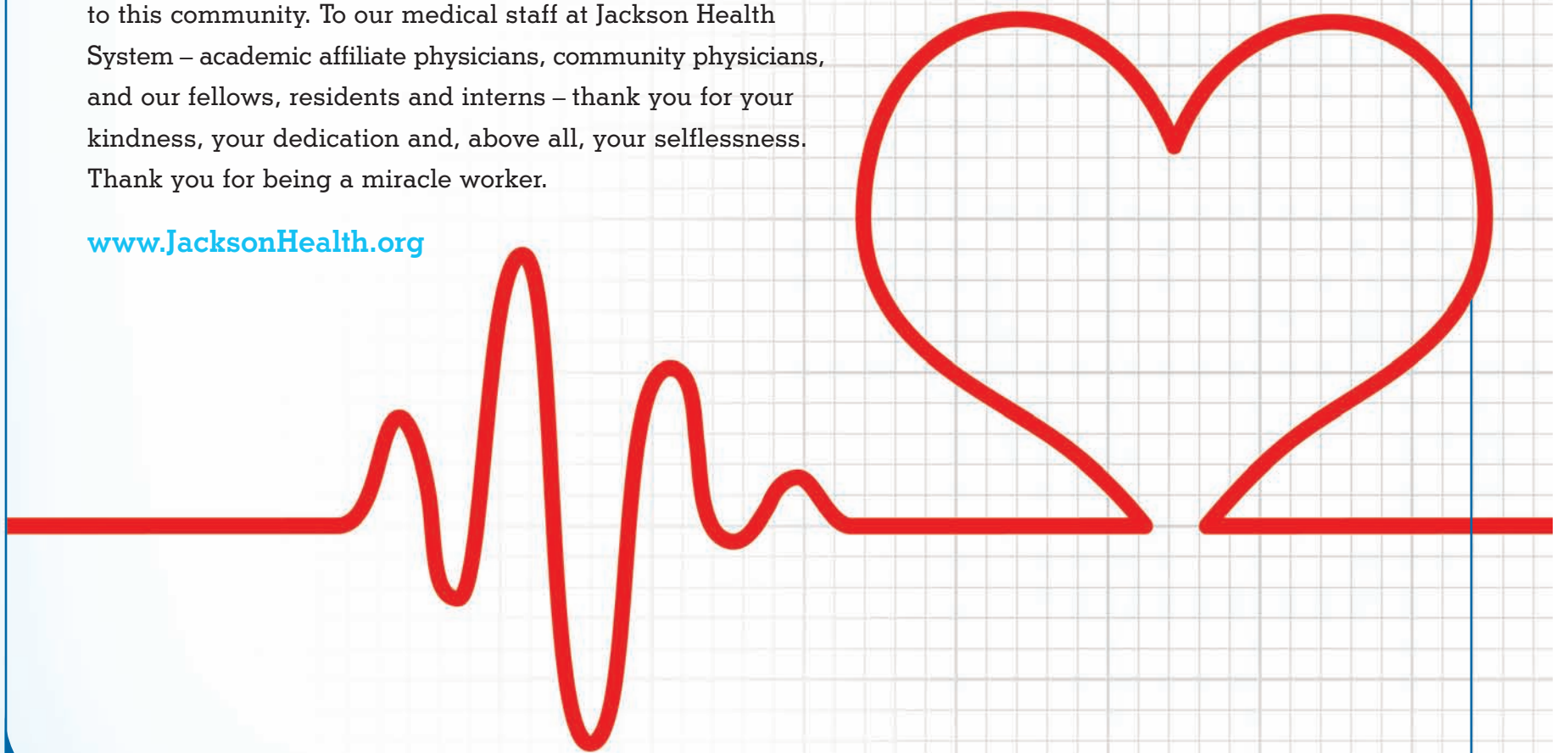


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BROWARD HEALTH NORTH

Douglas Ford, M.D.



Dr. Douglas Ford was elected Chief of Staff of Broward Health North in May 2011. In that role, he chairs the Medical Council committee and works closely with administration and the medical staff to maximize hospital services and systems that maintain quality and patient safety.

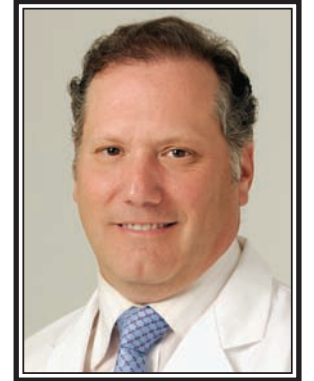
Dr. Ford also served as vice chief of staff from 2009-2011 and chief of surgery from 2006-2008. In addition, he was voted most valuable physician (MVP) in 2007.

Dr. Ford is an anesthesiologist who joined the staff of Broward Health North in August of 1990. Dr. Ford earned his undergraduate degree at Boston College and received his medical degree at Tufts University School of Medicine in Boston, MA. He completed his residency at Tufts Medical Center hospitals.

“He has been a great asset to the medical center and the physicians who practice here,” said Pauline Grant, CEO of Broward Health North.

JUPITER MEDICAL CENTER

K. Adam Lee, M.D., FACS



A pioneer and leading practitioner of thoracic surgery using daVinci™ robotic technology for nearly a decade, Dr. K. Adam Lee is Medical Director of the Thoracic Surgery & Lung Center at Jupiter Medical Center (JMC).

Dr. Lee was the first lung surgeon in Florida to perform robotic-assisted thoracic surgery, and has since performed more than 300 cases. He was the first in the country to perform a four-arm lobectomy for lung cancer.

Dr. Lee’s leadership continues to build upon the world-class technology at JMC. JMC is the first hospital in the nation to offer patients Veran™ Medical Technologies Total Navigation Oncology Solution. The Veran SPiN Drive® Platform enables Dr. Lee to locate and diagnose lung cancer at earlier stages. This system offers patients a minimally-invasive approach to navigate to lesions located deep in the lungs.

Lee Fox, M.D., MA



Dr. Lee Fox is board certified in diagnostic radiology and interventional radiology, and specializes in endovascular procedures, interventional oncology and vein therapy at Jupiter Medical Center (JMC).

Under Dr. Fox’s leadership, JMC installed the Optima CT540 – the first in the country. An advanced diagnostic computed tomography (CT) system from GE Healthcare, it offers improvements in image performance, workflow and lower dose imaging. The Optima CT540 allows radiologists and other healthcare professionals to “see” inside the body – using a series of x-rays – to help them better diagnose and treat patients at JMC.

“Jupiter Medical Center has been a leader in dose-reduction strategies,” said Dr. Fox. “Investing in GE’s new technology provides another important tool in lowering radiation dose while providing high quality diagnostic information. We are proud to be the first in the country to offer this technology.”



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TOP PHYSICIANS

HIALEAH HOSPITAL

Aurelio Mitjans, M.D.

Dr. Aurelio Mitjans specializes in internal medicine and currently serves as the Physician Advisor at Hialeah Hospital where he provides his medical expertise in case management and clinical affairs. He has proudly been serving the Hialeah community since 1976 and has more than 30 years of experience specializing in internal medicine. Dr. Mitjans has served in multiple positions of leadership at Hialeah Hospital including Chief of Staff, the Chairman of Critical Care Committee as well as the Chairman of Credentials and Ethics Committee. He is the recipient of the 2011 Dade County Medical Association Physician Recognition Award.

Dr. Mitjans is a graduate of the Universidad De Salamanca in Spain and completed both his internship and residency in internal medicine at the University of Miami Hospitals and Clinics before coming to Hialeah Hospital. He is also the current President of Advantage Health Providers of South Florida, a physician organization allied with the facility.



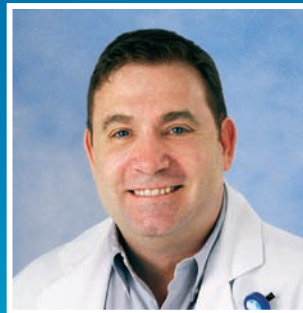
Alfonso Icochea, M.D.

Dr. Alfonso Icochea is Chairman of the Governing Board at Hialeah Hospital and specializes in critical care medicine, internal medicine and pulmonology. He is one of the many talented and dedicated physicians at Hialeah Hospital and has more than 30 years of experience in internal medicine and pulmonary disease. Dr. Icochea has assumed various roles of leadership including the Vice Chief of Medicine, Co-Chairman of Critical Care as well as Medical Executive Chairman Chief of Staff during his tenure at Hialeah Hospital.

Dr. Icochea earned his medical degree from the University of San Marcos in Lima, Peru before attending the University of Miami where he completed his internship and residency in internal medicine. Dr. Icochea completed a second residency at Sinai Hospital in Baltimore, Maryland before further advancing his medical training as a pulmonary fellow at the Washington University Medical Center where he also served as an instructor of medicine.



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Dr. Karen Kennedy
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Dr. Richard Teitzman
Assistant Medical Director

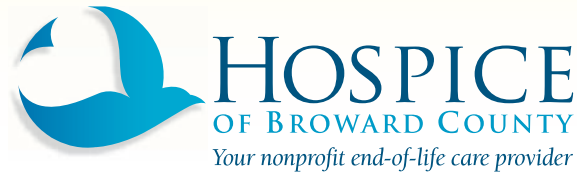
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TOP PHYSICIANS

HOLY CROSS HOSPITAL

Edgar Antonio German-Mena, M.D.

Dr. Edgar Antonio German-Mena is certified by the American Board of Internal Medicine in geriatric and internal medicine. He served as general physician for the Secretary of State for Health and Welfare in Pedro Garcia in the Dominican Republic, an underserved rural community located in the mountains, and as an emergency room physician for Clínica Unión Médica del Norte in Santiago, also in the Dominican Republic. Most recently, he practiced internal medicine at the Centers of Medical Excellence in New York. Dr. German-Mena completed an endocrinology fellowship at Louisiana State University and a geriatrics fellowship at the Stony Brook University Medical Center in New York. He completed his residency in internal medicine at Mount Sinai Medical Center in Miami Beach and received his bachelor's degree and medical degree, summa cum laude, from Instituto Tecnológico de Santo Domingo in the Dominican Republic.



Aldo Alamo-Echemendia, M.D.

Bilingual in English and Spanish, Dr. Alamo-Echemendia is certified in internal medicine by the American Board of Internal Medicine. He also is certified in advanced wound care and hyperbaric medicine. While employed by the Holy Cross Medical Group, Dr. Alamo-Echemendia served as a team physician for the Florida Marlins for nine years before joining Lewis Gale Physicians, LLC in Salem, Va. in 2008. He rejoined the Holy Cross Medical Group last year. Dr. Alamo-Echemendia has also served as a staff physician, captain and medical director for the U.S. Air Force. A member of the American Medical Association and the American College of Physicians, Dr. Alamo-Echemendia completed his residency and internship in internal medicine at the Baylor College of Medicine in Houston. He received his medical degree from the University of Puerto Rico Medical School and his bachelor's degree from Purdue University in West Lafayette, Ind.



LOWER KEYS MEDICAL CENTER

Jeffrey D. Purvis, M.D., FAFP

Dr. Purvis graduated Magna Cum Laude from Purdue University and earned his medical degree from Indiana University in Indianapolis, Indiana. He trained in Family Medicine at the University of Louisville in Glasgow, Kentucky and at Kosair Children's Hospital in Louisville, Kentucky. He is a fellow of the American Academy of Family Physicians (AAFP) and is board-certified by the American Board of Family Medicine (ABFM).

The doctor has been practicing Family Medicine for over 12 years and began full-time practice in Glasgow, Kentucky after completing residency. He relocated to Big Pine Key, Florida in 2010 and throughout his career; Dr. Purvis has been actively involved in the training of medical students and residents.

Dr. Purvis shares the AAFP's vision of improving the health of patients, families and communities by serving their needs with professionalism and creativity.



Robert D. Loeffler, M.D., FAAOS

Dr. Rob Loeffler moved to the Florida Keys in 2002 from Denver and Boulder Colorado. There he was a professor of Orthopedic Surgery, as well as Chief of Sports Medicine at the University of Colorado Medical Center.

He has a practice in Key West and performs surgery 3 days a week at Lower Keys Medical Center. He sees all aspects of orthopedic problems, but states he misses the university and professional athletes he cared for in Colorado, so he volunteers as the team physician for the high schools athletes in Marathon and Key West.

Two years ago he was one of the first surgeons to fly into Port a Prince Haiti after the earthquake. He said "it put medicine in a whole different perspective." Dr. Loeffler has been accepted into Doctors Without Borders and plans to leave for Africa in the fall.



MANORCARE HEALTH SERVICES - DELRAY BEACH

Scott Friedberg, D.O.

Board certified family physician, Dr. Scott Friedberg, is the medical director of ManorCare -Delray Beach and is also in private practice in Boynton Beach. In his role as the ManorCare -Delray Beach medical director, Dr. Friedberg participates in clinical reviews, provides physician consultation and helps to ensure the facility's high quality standards are maintained. ManorCare -Delray Beach is a proven leader in skilled nursing and rehabilitation. The facility offers 24-hour nursing care as well as physical, occupational and speech therapy services to a broad spectrum of patients. ManorCare -Delray Beach's goal for rehabilitation patients is to return them home to lead productive lives. When needed, the facility also provides long-term comprehensive health care in a safe and comfortable environment.

In his Boynton Beach private practice, Dr. Friedberg treats a wide variety of diseases and helps his patients manage various health issues including high blood pressure, diabetes and treatment of flu. Voted by his patients as One of America's Most Compassionate Doctors in back to back years and an honored recipient of the Patients' Choice Award for 5 years in a row, Dr. Friedberg is an active member of the American Osteopathic Association, Florida Osteopathic Medical Association, and American College of Osteopathic Family Physicians. He is also a member the medical staff at Delray Medical Center.



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Hospital/Physician Relations in an Age of Changing Healthcare Demands

The relationship between physicians and hospitals has always been a dynamic and symbiotic one. The development of modern medicine focused on the treatment of acute illness - infections, trauma, heart attacks, surgery. Tremendous progress has been made in each of these areas.

As a result, life expectancy has increased, and the medical needs of the population have shifted from the acute episodes of illness, to management of chronic disease processes. Atherosclerotic cardiovascular disease, auto-inflammatory disease, and even malignancy increasingly require a coordinated and multi-faceted approach that encompasses prevention, integrated disease management, and only rare or episodic hospitalization.

Concurrent with these trends, the financial exigencies of the current approach to medical care threaten the very economic viability of our society. The United States spends twice as much as any other nation on health care, but ranks well below most western nations in infant mortality and preventable death, as well as many other parameters of societal health. Reimbursement has largely been episode-based.

Whether that episode represents a visit to the doctor's office or a procedure, physicians and hospitals are paid for what they do. From the perspective of economics, such an approach is intrinsically logical - professional expertise is exerted, resources are consumed, and reimbursement should be commensurate with the complexity and sophistication of the service provided. Implicit in such an approach is the incentive to perform an increasing number and complexity of services in order to maximize reimbursement.

Such is a free enterprise approach to commerce, with the market dictating the limits of appropriate activity. However, in health care, several factors have made this approach unfeasible. First, the services being provided cannot be reasonably perceived as voluntary.

In other words, whether or not one chooses to purchase an iPhone 5 will depend upon ones needs, resources, and alternatives. However, if one has a life-

threatening medical condition, one does not have the "luxury" of elective decision-making. Secondly, quality is only one component of value in the general economy, whereas in medicine, it is an imperative. I may choose to buy a simple car which gets me to and from work, or I may choose to buy a luxury-mobile that has elegant features based upon my financial situation and tastes. However, all medical care should seek to achieve the highest standards of quality, regardless of the patient's ability to pay.

Thirdly, both doctors and patients are removed from the economic impact of their medical decisions. Third party payers are left to deal with the financial risk of medical decision-making. If my physician recommends that I undergo coronary artery bypass surgery, informed consent does not include a comparative financial analysis of the cost of CABG vs. that of percutaneous coronary intervention vs. that of medical therapy - the sort of dollars and cents information which might inform our everyday decisions regarding which supermarket to shop at and what items to buy.

Lastly, there is a growing societal consensus that health care itself is a right of every citizen, which therefore shifts the burden even further from the "consumer" (patient) or entrepreneur (doctor/hospital) to the government to provide the financial foundation for healthcare.

What is emerging is a new paradigm for modeling the financial aspects of medical care, basically focusing on outcome rather than effort. Payers are increasingly interested in developing metrics with which the quality of care can be assessed. Value then becomes a function of quality divided by expense, and decisions can then be made based on value.

If the incremental information or clinical benefit gained from a sophisticated test or procedure pales in comparison to its cost, then perhaps it does not make sense to pay for it. That which is newest is not necessarily best - perhaps the clear light of evidence should be used to help determine the wisest approach to patient care.

These forces - changing patterns of disease management and evolving models of

reimbursement, are radically altering the relationship between physicians and hospitals. Traditionally, for the physician, the hospital represented the ultimate resource for care of his sickest patients, while, for the hospital, the physician represented an essential source of patients to fulfill its mission. Increasingly, however, it is being realized that the hospital is not the pinnacle of care, but rather needs to redefine its role in a more integrated system of care.

Similarly, dropping reimbursement in face of increasingly costly demands for information infrastructure that can support documentation of outcomes have compelled physicians to explore joining forces with the hospitals rather than view-

ing themselves as independent entities. Hopefully, the ultimate result will be a more integrated health care system which is capable of determining, modeling and promoting best practices in a more efficient manner. It is in this complex integrative milieu that institutions such as the Florida Heart Research Institute, by virtue of its independent nature, distinguish themselves as a critical resource to patients, physicians and hospitals in the generation and dissemination of evidence-based medical information.



BY PAUL KURLANSKY, M.D.

Dr. Paul Kurlansky, board certified cardiothoracic surgeon, Director of Research at the Florida Heart Research Institute, can be reached at (305) 674-3154 or pak@floridaheart.org.



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Cover Story: Linda Cox, M.D., Installed as President of the American Academy of Allergy Asthma & Immunology

Continued from page 1

joint task forces including the Sublingual Immunotherapy Joint Task Force, Specific-IgE test Task Force (SETTaF), and the Omalizumab Joint Task Force.

Since 2006, Dr. Cox has been a member of the Joint Task Force on Practice Parameters (JTTP), and was one of the chief editors of the 2nd and 3rd updates of the Allergen Immunotherapy: A Practice Parameter. She has promoted standardization of allergy skin testing and allergen immunotherapy practice through work of the JTTP and IT/AD/ST, which resulted in the development of standardized immunotherapy, skin test, instruction and consent forms, available at www.aaaai.org.

Through the World Allergy Organization (WAO), she assisted in the development of a uniform grading system for subcutaneous immunotherapy systemic reactions. She is current co-chair of the WAO Immunotherapy and Immunomodulator Committee.

Dr. Cox is a member of the American Board of Allergy and Immunology Board of Directors, and serves on several of its committees including the Maintenance of

Certification and Conjoint Standards committees. She is a past president of the Broward County Medical Association and the Florida Allergy, Asthma & Immunology Society. She was a member of the Florida Medical Association Board of Governors. She has been a member of the BCMA Board of Directors since 1995. She has served as a BCMA delegate almost every year since joining the BCMA and is immediate past chair of the South Florida Caucus Advisory Council.

Dr. Cox attended medical school at Northwestern University in Chicago and completed her fellowship in allergy and immunology at National Jewish Center in Colorado.

Dr. Cox has been honored nationally with many awards including: the 2012 AAAAI Women's Involvement Special Recognition Award; the AAAAI President's Award for Outstanding Leadership (as Chair of the Immunotherapy and Allergy Diagnostics Committee); an ACAAI Distinguished Service Award and the ACAAI Woman in Allergy Award. Regionally, she received and the Florida Academy of Physician Assistants 2010 Physician Recognition Award.

North Shore Medical Center FMC Campus CEO Named Chair of American Heart Association's Go Red for Women Campaign for Miami-Dade and Broward Counties

North Shore Medical Center FMC Campus Chief Executive Officer Gabrielle Finley-Hazle has been named the 2013 Chair for the American Heart Association's Go Red for Women Campaign for Miami-Dade and Broward counties. As the 2013 Go Red for Women chair, Finley-Hazle will aim to educate and empower women and the community on lifesaving knowledge to combat heart disease. The 8th annual Go Red For Women Celebration Luncheon and Love Your Heart Workshops will take place in the fall of 2013.

Finley-Hazle is the Chief Executive Officer at North Shore Medical Center FMC Campus where she oversees medical staff affairs, clinical operations, strategic planning and a broad range of other services at the 459 bed acute-care hospital, including The Heart Institute of Florida at FMC Campus.



Gabrielle Finley-Hazle

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SPEAKERS

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Paul Duncan, Ph.D., Chairman, Department of Health Services Research, Management & Policy, University of Florida College of Public Health & Health Professions

The Honorable Carlos A. Gimenez, Mayor, Miami-Dade County

Arthur S. Agatston, M.D., Preventive Cardiologist and Author, The South Beach Diet series; and Medical Director of Wellness and Prevention, Baptist Health South Florida

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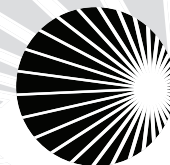
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Aventura Hospital and Medical Center Appoints Martin Grossman, M.D., as New Chief of Staff of the Medical Executive Committee

Aventura Hospital and Medical Center is proud to announce the election of Martin Grossman, M.D., as the new Chief of Staff of the Medical Executive Committee. Dr. Grossman is replacing Charles Shenker, M.D., who will assume the new role of Immediate Past Chief of Staff for the next two-year term.

Chief of Staff Dr. Martin Grossman will chair the Medical Executive Committee at Aventura Hospital for a two year term beginning in January, 2013 and ending in December, 2014. Dr. Grossman is a past Chief of Surgery at Aventura Hospital and Medical Center and has held numerous committee appointments.



Dr. Martin Grossman

CareSpot Names New Chief Medical Officer

CareSpot, an urgent care provider in Florida, has named Frank J. Campbell, M.D., MBA, as its chief medical officer.

Before joining CareSpot, Dr. Campbell was chief medical officer at TriStar Centennial Medical Center, a 657-bed hospital in Nashville. He also served as medical director of operations at Voorhees Hospital in Camden County, NJ.



Dr. Frank J. Campbell

St. Mary's Medical Center Welcomes Neuropsychologists to its Talented Medical Staff

St. Mary's Medical Center is proud to announce that Dr. Traci Scherdell, Psy. D., adult neuropsychologist and Dr. Christina Zafiris, Ph.D., pediatric neuropsychologist have joined the hospital's medical staff.

Dr. Scherdell completed her post-doctoral fellowship in neuropsychology at the Baltimore VA Medical Center in Maryland. She then served as a neuropsychologist at Palm Beach Neurorehabilitation before her appointment as a neuropsychologist at St. Mary's Medical Center.

Prior to becoming a pediatric neuropsychologist and rehabilitation psychologist on the medical staff at St. Mary's Medical Center, Dr. Zafiris served in the same capacity at Palm Beach Neurorehabilitation. She completed her postdoctoral fellowship for advanced psychology training at Michigan State University/Hurley Medical Center.



Dr. Traci Scherdell



Dr. Christina Zafiris

Ira B. Fox, M.D., DABPM, FIPP, ABIPP Named Trustee to the Board of the World Institute of Pain Foundation

Ira Fox, M.D., DABPM, FIPP, ABIPP, founder of Anesthesia Pain Care Consultants, was appointed to the World Institute of Pain (WIP) Foundation Board of Trustees. The position is effective immediately and runs through 2013.

Dr. Fox has spent more than two decades treating patients with acute and chronic pain. He maintains board certifications with the American Board of Interventional Pain Physicians (ABIPP); World Institute of Pain – Fellow of Interventional Pain Practice (FIPP); American Board of Pain Medicine; and the American Board of Anesthesiology, with added certification in Pain Management. Additionally, he serves as an examiner for the FIPP Board Certification.



Dr. Ira B. Fox

Nova Southeastern University College of Osteopathic Medicine Professor Wins National Appointment

Robert Hasty, D.O., FACOI, associate professor of internal medicine and program director of the Nova Southeastern University College of Osteopathic Medicine/Palmetto General Hospital Internal Medicine Residency Program, was recently appointed as a national faculty leader and committee chair for advanced items by the National Board of Osteopathic Medical Examiners. Advanced items are multimedia items such as videos and audio clips the organization uses to assess competence and ensure consistency on the examinations that are required for osteopathic physicians to become licensed in the United States.




Dr. Robert Hasty

Delia Constanza Guaqueta, M.D., Joins Broward Health Medical Center Medical Staff

Delia Constanza Guaqueta, M.D., a board-eligible, fellowship-trained hematology/oncology physician, has joined the medical staff at Broward Health Medical Center.



Dr. Guaqueta received her medical degree from the Universidad de la Sabana in Colombia. She performed her residency in internal medicine at the Caritas Carney Hospital, a Tufts University School of Medicine affiliate. She was a research fellow at the University of Miami at both the Center for Liver Disease and Bascom Palmer Eye Institute. Her fellowship in hematology/oncology was completed at Boston University Medical Center.

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Marisel Losa Receives 2013 Community Service Award from South Florida Healthcare Executive Forum

The South Florida Healthcare Executive Forum (SFHEF) recently hosted its Board of Directors Annual Installation Dinner. The organization utilizes the annual opportunity to recognize an individual making a difference in our local healthcare arena. Barbara Perez Deppman, FACHE, President-elect of the SFHEF, presented Marisel Losa, MHSA, President & CEO of the Health Council of South Florida (HCSF), with the Community Service Award. Losa received the acknowledgement for her dedicated efforts on behalf of the low-income and uninsured, to improve their access to health care.



Marisel Losa

Jeff Kramer Honored as a South Florida Business Journal Key Partner

The South Florida Business Journal recently honored Jeffrey Kramer, Partner, Goldstein Schechter Koch, as a Key Partners Awards winner. The Key Partners Awards honor those lawyers and accountants whose advice makes it possible for the region's businesses to succeed, often exceeding their most impressive goals.

Kramer provides audit tax, and advisory services to his clients. He works with clients across a wide range of industries, including health care, wholesale/distribution, technology, real estate, hospitality, manufacturing and not-for-profit organizations.

Kramer began his career as an auditor with PricewaterhouseCoopers, was a partner in his own accounting firm for nine years, worked in key positions at several prominent South Florida accounting firms, and later served as corporate controller of a privately held manufacturing company.

Whether he's delivering client service, developing strong bonds or being committed to leadership within the organization, Kramer strives to "encourage staff development and to provide excellent client service," he says. "I consider my clients partners and believe it is important to develop a personal relationship with them beyond the business relationship."

He recently started a charitable organization called Ryan's Song with his son to provide scholarships for music education.



Jeffrey Kramer

Holy Cross Hospital Names Jayne Kirkman, R.N., B.S.N., C.A.S.C., as Leader of the Year

Jayne Kirkman, R.N., B.S.N., C.A.S.C. has been honored by Holy Cross Hospital in Fort Lauderdale as its "Leader of the Year" for her role as the director of surgery and clinical services at the Physicians Outpatient Surgery Center, LLC located at Holy Cross HealthPlex.

Kirkman received her bachelor of nursing degree from George Mason University in Fairfax, VA, is a Certified Administrator Surgery Center (C.A.S.C.) and is currently pursuing her Masters of Business Administration at Florida Atlantic University, in Boca Raton, FL.



Jayne Kirkman, R.N., B.S.N., C.A.S.C. with Holy Cross Hospital President and CEO, Dr. Patrick A. Taylor, as she is honored as Holy Cross Hospital "Leader of the Year".

Delray Medical Center Awarded the 2012 Large Business - Leader of the Year Award

Delray Medical Center is proud to announce it has been named the Large Business Leader of the Year by the Palm Beach County Business Leadership Network for its outstanding work with Palm Beach County schools. Delray Medical Center and Sodexo Food Service partner with the Palm Beach County School District's ESE Transition Services to provide students who have disabilities with vocational training to facilitate advanced academic education, getting a job and living independently. Students have the opportunity to work in the Nutrition Services Department preparing food, table setting and assisting in set up and break down for hospital banquets.

Daisy J. Baez Honored with Thelma Gibson Award

Daisy J. Baez, Founder and Executive Director of the Dominican Health Care Association of Florida, was honored recently by the Miami Dade Women's Chamber of Commerce with the Thelma Gibson Finalist Award during its annual award and installation luncheon at the Biltmore Hotel. This recognition was made for her work on behalf of women and minorities in line with this year's award theme of "Lift as you climb."

Keynote speaker for the award ceremony was Tracy Mourning, head of the Honey Shine Foundation, which helps mentor young girls and steer them into a path of education and self reliance.



(l-r) Daisy Baez with Tracy Mourning

FAU's Louis and Anne Green Memory and Wellness Center First in Florida to Receive 'Specialized Alzheimer's Services Center' Designation

Florida Atlantic University's Louis and Anne Green Memory and Wellness Center of the Christine E. Lynn College of Nursing has been named a "Specialized Alzheimer's Services Center" by Florida's Agency for Health Care Administration's Division of Health Quality Assurance. The dementia-specific adult day center is the first to receive the designation. Florida's "Specialized Alzheimer's Services Adult Day Care Act" went into effect on July 1, 2012 and requires stricter standards for an adult day care seeking specialized licensure. Among other criteria, organizations seeking the designation must demonstrate that each participant has a dementia diagnosis from a physician, physician's assistant, or advanced registered nurse practitioner and an individualized plan of care; that nursing care be available on-site during operating hours; and that staff members meet education and experience requirements. There must be a staff-to-participant ratio of one to five; a daily schedule filled with at least 70 percent therapeutic activities; and a caregiver education program.

Health Choice Network to Receive \$2.1 Million Federal Grant to Expand Health Information Technology in Community Health Centers

Health Choice Network has been awarded a three-year \$2.1 million grant from the U.S. Health Resources and Services Administration (HRSA) to improve the level of patient care through the expansion of health information technology at 32 participating community health centers in 11 states. Health Choice Network (HCN) is one of 37 health center controlled networks to receive the funding through the Affordable Care Act, announced by HRSA in December. The grant will fund the expansion and meaningful use of certified electronic health records (EHR), as well as supporting technology-enabled quality-improvement strategies, health data aggregation and the establishment of health centers as patient centered medical homes. HCN provides its members with cost-effective health IT, training and support services to improve the efficiency and accessibility of care. The grant will impact a total of 154 delivery sites and more than 600,000 high-need patients in underserved communities. The project will insure that all participating health centers will have implemented certified EHR systems and all eligible providers will be using certified systems. At least 90 percent of the eligible providers will have registered, attested and received EHR incentive payments from the Centers for Medicare and Medicaid.

Palms West Hospital is Named a "Center of Excellence"

Palms West Hospital recently earned a prestigious designation as an AAGL Center of Excellence in Minimally Invasive Gynecology™ (COEMIG™) by the AAGL and Surgical Review Corporation (SRC). The AAGL, or American Association of Gynecological Laparoscopists, the leading association promoting minimally invasive gynecologic techniques among surgeons worldwide, developed the COEMIG program in collaboration with SRC as a true quality improvement initiative. As a COEMIG designee, Palms West has been recognized for demonstrating an unparalleled commitment and ability to consistently deliver safe, effective care. As part of the COEMIG evaluation process, Palms West provided information on all aspects of its minimally invasive gynecology program and processes, including data on its surgical outcomes.

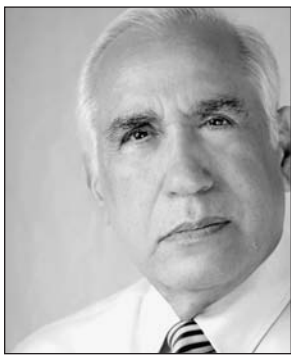
A Practical Approach to Diagnosis of Bleeding Disorder

The initial evaluation of patients with hemorrhagic problems involves obtaining a detailed history of bleeding symptoms and analyzing any current hemorrhagic lesions, which most often occur on the skin. The bleeding history forms the basis of the diagnosis and therapy of hemorrhagic disorders.

Detailed history: Symptoms: epistaxis, gingival bleeding, easy bruising, hematuria, menorrhagia, hemarthrosis, neonatal bleeding, gastrointestinal bleeding, and prolonged bleeding after laceration.

A medication history is incomplete without specific questions concerning aspirin, herbal remedies, dietary supplements, or medications available without prescription that may affect coagulation or platelet function because patients may not recognize these agents as medications. Similarly, it is important to inquire about vitamin tablets that may contain vitamin K in patients taking oral anticoagulants. Hormone replacement therapy and birth control pills can also affect hemostasis.

Family history: Symptoms, response to hemostatic challenge (siblings, parents, aunts, uncles, grandparents).



BY JESUS CAMPOS-RAUSSEO M.D, MS

A constellation of hemorrhagic symptoms, rather than any single symptom, is most helpful in suggesting the etiology of the disorder. Thus, spontaneous hemarthroses and muscle hemorrhages are highly suggestive of severe hemophilia, whereas epistaxis, gingival bleeding, and menorrhagia are more commonly found in patients with thrombocytopenia, platelet disorders, or Von Willebrand disease.

Although obtaining a complete bleeding history may seem tedious, it is well worth the effort because the patient's previous responses to hemostatic challenges are much better predictors of the patient's likelihood of bleeding excessively than are the patient's routine laboratory values.

In general there is strong consensus on the central role of the bleeding history in evaluating hemostatic risk.

Complete physical examination: Signs consistent with past coagulopathy include petechiae, ecchymoses, hematomas, arthropathy, muscle atrophy, synovitis/joint effusion. The location of a bruise may offer indirect evidence of its relationship to trauma. The vast majority of traumatic events occur

on exposed sites such as the arms and legs. Therefore, if the patient suffers repeated bruises on unexposed sites on the trunk or back, these are more likely to be either spontaneous or in response to minimal trauma. Patients with diffuse intravascular coagulation, hyperfibrinolysis, thrombocytopenia, or qualitative platelet disorders characteristically bleed for a long time after venipuncture, whereas patients with coagulation disorders do not. Delayed bleeding, however, may occur in the latter group.

Virtually all of the prolonged venipuncture bleeding can be prevented, or at least minimized, by applying direct pressure to the venipuncture site for at least five minutes and then observing the uncovered site for at least one minute for evidence of continual bleeding.

Laboratory evaluation: Initial screening tests: Complete blood count (CBC): quantitative assessments of platelets.

Bleeding time: prolonged with impaired platelet function, platelet counts reduced below 80,000-100,000/mm³ or impaired vascular integrity. Platelet function analyzer in response to ADP and to epinephrine, often prolonged with impaired platelet function.

Coagulation factor screening test (from a laboratory perspective the coagulation system is divided into: intrinsic pathway, extrinsic pathway, and com-

mon pathway), is useful for conceptualizing in vitro laboratory testing.

Prothrombin time (PT) assesses the extrinsic system. Normal value: 10-12", Partial thromboplastin time (PTT) assay (assesses the intrinsic system). 25-35", and common confirmatory coagulation assays: - fibrinogen: quantitative measurement of fibrinogen are useful when both the PT and PTT are prolonged. Thrombin time: prolonged when fibrinogen is reduced or abnormal, in the presence of inhibitors (fibrin degradation products, D dimers). Useful when PT and PTT are prolonged.

In coagulation, lab mixing studies are performed following addition of normal plasma to patient plasma. Normalization indicates a clotting factor deficiency that was corrected by addition of normal plasma. Continued prolongation indicates presence of coagulation inhibitor. Clotting factor activity assays: performed to identify clotting factor deficiency if mixing studies normalize. Urea clot lysis assay: useful screen for FXIII deficiency. In the absence of fibrin cross linkage by FXIII, a clot will degrade with incubation in 5 M urea.

Dr. Jesus Campos-Rausseo, Pediatric Hematology-Oncologist, Instructor of Biomedical Science at Florida National University, can be reached at jcampos@fnu.edu.

Inaugural Workshop Helps Those Facing End-Of-Life Decisions



Speaker panel (l-r): Thornton Henry, JD, Dr. Kathy Faber-Langendoen, Dr. Faustino Gonzalez, and Dr. Paul Copan.

Hospice of Palm Beach County and Meals on Wheels of the Palm Beaches, Memorial Presbyterian Church, and Palm Beach Atlantic University joined forces, hosting a unique five-hour workshop for professionals and family members assisting individuals with end-of-life issues.

The event took place Saturday, February 9 at the DeSantis Family Chapel at Palm Beach Atlantic University. The "Navigating the End of Life Journey" symposium attracted more than 50 guests and was designed to help family members find answers to tough questions and provide guidance to professionals working closely with people in the final years of life.

"The workshop was a huge success from the attendance to the amazing speakers," said Leah Sharrock, a field educator for Hospice of Palm Beach County. "Attendees had the opportunity to learn about what to expect when it comes to end-of-life care, making them more informed and able to make better decisions about end-of-life care."

"This workshop helped those of us who know someone facing these difficult decisions – or are facing them ourselves – become more informed about what to expect," says Charlie Ring, executive director of Meals on Wheels of the Palm Beaches. "The expert panel allowed each of us to be better equipped to reach out, support and comfort those facing these difficult decisions."




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Physicians Gain Revenue, Patient's Gain Health

A New Patient Wellness Program provides a win/win situation for physicians to gain revenue, while the patients gain health. You see it every day, high blood pressure, diabetes, weight gain, stress related syndromes, high cholesterol ... all results of an unhealthy lifestyle. We are the world's fattest nation; add that to the new healthcare initiative that requires steps to address wellness and prevention by 2014 and we have a problem. Mission Sports, Inc. feels they have the solution and it is called ATP36 — a program that educates individuals, gets them fit, and creates healthier outcomes.

William Elizuk, Ed.D., is a movement education specialist and doctor of exercise science. A 4 time award recipient, he designed ATP36 as a wellness program for physicians to combat obesity and keep the body moving. A comprehensive, at-home program with 6 DVD's for Adults and 6 DVD's for youth (available in English and Spanish), this program was developed when Elizuk, as a professor and fitness specialist, saw so many individuals not getting results because they had the wrong approach toward wellness. He states, "Clients would ask me why do I keep getting injured? Why don't I see results faster? Why are there so many different diets?" And that made Elizuk realize how confusing wellness is to most individuals. Not to mention seeing unqualified trainers and so many misleading infomercials giving false hopes, which led him to the development of the ATP36 approach. The methodology was based on Elizuk's doctoral studies of why we are not efficient movers. He felt the fitness industry was letting us down, school programs were being cut and he wanted ATP36 to be the proactive approach to bridge the gap for the physician.

When asked what makes this program so diverse, Elizuk said, "I designed this program for adults (baby-boomers and seniors) and youth. I am tired of seeing young children left out because they are unfit or insecure about playing a sport. Something needs to be done to teach youth proper implementation of movement and understanding of injury prevention to give them the confidence to participate in lifetime sport skills."



William Elizuk

Commenting on the adult program he continued, "Let's face it, most adults are insecure about working out in a fitness facility and ATP36 allows them to work at their own pace in the privacy of their home." While Elizuk was a professor of exercise science, one course he took particular interest in was geriatrics. "I created community and campus-wide programs for seniors and it was very successful. That made me realized my approach to re-engaging seniors in functional movement helped them to become flexible and more confident." This became the foundation of ATP36.

The onus cannot be put 100 percent on the physician he says. How can a physician have the time to educate, motivate and create a healthy profile for their patient in a cost effective and timely fashion? Getting a patient to eat right, improve fitness, and attain weight loss to lower the health concerns stated above can be a daunting task. He continues, "That is why we developed this hands-free approach for physicians to provide their patients an at-home wellness program. I realized I needed to help the busy physician's office create a revenue stream if desired, without adding more work to their staff. That is why we provide the downloads directly to their patients."

Physicians know the statistics. The Mission Sports team is here to help. ATP36's unique methodology allows children to develop movement skills, gain confidence and excel at their own pace. The ATP36 program is fun for all ages, educational and utilizes scientific movement concepts and strategies, to fight obesity and the onset of disease. "I have dedicated 17 years to the study and research of obesity and developing this program. I am determined to help physician's combat obesity and effect positive change in the lives of their patients. It has been a journey, but it is all worth it", concludes Elizuk.

For more information about ATP36, visit www.atp36.com. Select "Physician" and view the video-stream. Your login code is patientwellness@atp36.com, your password is "Physician121" (case sensitive). Call Mission Sports with any questions at (954) 309-9068.

The Academy of Nutrition and Dietetics Puts The Registered Dietitian at the Fore Front of Nutrition

As Americans tend to think we do things bigger and better. And we do! The United States has the second highest obesity rate in the world. More than one-third of U.S. adults (35.7%) and approximately 17% (or 12.5 million) of children and adolescents aged 2 - 19 years are obese. With these alarming statistics in mind, many Americans have taken on the challenge of eating right, getting in shape and living an overall healthy lifestyle.

Since, weight loss programs and products, diet books and plans, and nutrition information flood televisions, radios, internet and magazines every day, these statistics are quite alarming. It is estimated that the weight loss industry generated approximately 68.7 billion dollars in revenue in 2010. With such revenues and so many products available one would assume America's obesity rate would be lower. However, not all products work and many diets are not based on sound evidence and research.

Every March, The Academy of Nutrition and Dietetics, the world's largest organization of food and nutrition



BY AYASHA ADDISON

professionals, annually sponsors the National Nutrition Month (NNM) Campaign. The National Nutrition Month Campaign is a nutrition education and information campaign. National Nutrition Month focuses attention on the importance of making informed food choices and developing sound eating and physical activity habits. NNM also promotes the Academy and its members to the public and the media as the most valuable and credible source of timely, scientifically based food and nutrition information.

The National Nutrition Month 2013 theme, "Eat Right, Your Way, Every Day," encourages personalized healthy eating styles and recognizes that food preferences, lifestyle, cultural and ethnic traditions and health concerns all impact individual food choices. Registered Dietitians play a critical role in helping people eat right, their way, every day. Registered Dietitians are the food and nutrition experts, translating the science of nutrition into practical solutions for healthy living. Registered Dietitians draw on their experience to develop a personalized nutrition plan for individuals of all ages. They are able to separate facts from

fads and translate nutritional science into information you can use.

"Eat Right, Your Way, Every Day" promotes the USDA's dietary guidelines of eating more fruits and vegetables, whole grains, lean meats and a wide variety of foods. A well balanced diet, active lifestyle and the guidance of a Registered Dietitian is just what America needs to do bigger and better in its fight against obesity.

More information and resources can be found on the Academy of Nutrition and Dietetics website at www.eatright.org/nnm. Other great resources include: USDA's MyPlate Campaign at www.ChooseMyPlate.gov, the Consortium for a Healthier Miami-Dade at www.makehealthyhappenmiami.com and First Lady Michelle Obama's Lets Move Campaign at www.letsmove.gov.

Ayasha Addison is Dietetic Intern and Nutrition Educator, Miami-Dade Health Department.

References/Resources
<http://www.cdc.gov/obesity/data/adult.html>
<http://www.emaxhealth.com/69/11203.html>
<http://www.eatright.org>

DATEBOOK

E-mail your event Listings to
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March 8-9 Breast Cancer Workshop

Holy Cross Hospital hosts the Pink Ribbon Program on Friday, March 8 from 2 - 8 p.m. and Saturday, March 9 from 8 a.m. - 2 p.m. This two-day course teaches participants how to evaluate breast cancer survivors from diagnosis, treatment and recovery to prevention of lymphedema and proper exercise guidelines and protocols. The workshop is approved for 1.1 CECs by the American Council on Exercise and for 11 hours by the Pilates Method Alliance. To register, visit pinkribbonprogram.com. For more information, call (954) 684-8413.

March 22 South Florida MGMA Meeting

The South Florida Medical Group Management Association (MGMA) invites you to attend a Lunch, Learn and Network, "Managed Care Contracting! The Payer's Perspective, The Provider Perspective, The Legal Perspective" on March 22 at the Sheraton Fort Lauderdale Airport Hotel. Lunch is included and is free to MGMA members and \$100 for non-members. For more information, please contact info@southfloridaMGMA.com.

March 28 SFHEF Educational Program

Successfully Leading Change in Healthcare Organizations on March 28 at Memorial Regional. For more information, call (954) 894-9405.

April 12 2013 Florida Worksite Wellness Forum and Awards

The 2013 Florida Worksite Wellness Forum and Awards will take place on Friday, April 1 at the Miami Beach Resort and Spa. The Forum includes morning workshops with two separate tracks: one for beginners and one for those more advanced to learn from local and national experts on programming options, legal issues and national resources available. Attendees can earn 3 HR, CHES, RD or RN credits. The deadline for submitting a nomination is Monday, March 18, 2013. To learn more, submit a nomination or purchase tickets online, go to www.worksitewellnessawards.org.

April 13 Epicurean Escapade: A Food & Wine Experience

The Holy Cross Auxiliary is proud to present its 2013 "Epicurean Escapade: A Food & Wine Experience" on Saturday, April 13 to benefit the Dorothy Mangurian Comprehensive Women's Center at Holy Cross HealthPlex. Begins at 6:30 p.m. at the Hyatt Regency Pier 66, in Fort Lauderdale. For more information, call (954) 229-8561 or email Elaine.Lacker@holy-cross.com.

April 18 SFHEF Educational Program

Making Sense of Performance Transformation Methodologies on April 18 at Kendall Regional. For more information, call (954) 894-9405.

April 18 Inaugural Gentlemen's Night Out

The Inaugural Gentlemen's Night Out, presented by Turner Construction to raise funds to support the children and families at Miami Children's Hospital, will take place on Thursday, April 18 at 7:30 p.m. at the Biltmore Hotel & Golf Course, Granada Ballroom, 1210 Anastasia Ave., Coral Gables. For more information, visit mchf.org/gentlemensnightout.

April 19 Miami Children's 31st Annual Corporate Golf Invitational

The Miami Children's 31st Annual Corporate Golf Invitational will take place on Friday, April 19 at the Biltmore Hotel & Golf Course, 1200 Anastasia Ave., Coral Gables. Join business and community leaders as they raise funds to support the children and families at Miami Children's Hospital. For more information, visit mchf.org/corporategolf.

April 20 Walk with Walgreens Family Fun Day

Thousands of teams of family, friends and co-workers will Walk with Walgreens on their way to better health and toward a cure for diabetes while enjoying music, free giveaways, refreshments, entertainment, a health fair and more. The Walk will take place on Saturday, April 20 from 8 a.m. to Noon at Sun Life Stadium, 347 Don Shula Dr., Miami Gardens. Benefits the Diabetes Research Institute. For more information, call (800) 321-3437 or e-mail ssulkin@drif.org or visit the website www.DiabetesResearch.org/Walk-with-Walgreens.

May 9 Heroes in Medicine Awards Luncheon

The 9th Annual Heroes in Medicine Awards Luncheon will be held Thursday, May 9 at The Kravis Center, Cohen Pavilion, West Palm Beach. For more information or tickets, call (561) 433-3940.

May 16 SFHEF Educational Program

Marketing and Money: Linking New Products, Services and ROI New Revenue Sources- Focus on Fundamentals, Research and Effectiveness on May 16 at Aventura Medical Center. For more information, call (954) 894-9405.

June 13-14 SFHHA Annual Healthcare Summit

The South Florida Hospital & Healthcare Association's 2013 Annual Healthcare Summit will be held June 13-14 at Greater Fort Lauderdale - Broward County Convention Center. For more information, contact Kirby Anderson at (954) 964-1660 or kanderson@sfhha.com.

September 19 SFHEF Educational Program

ACOs: Accountability for the Care We Provide on September 19 at Jackson North. For more information, call (954) 894-9405.

October 17 SFHEF Educational Program

Physician-Hospital Integration in the 21st Century on October 17 at Broward Health Coral Springs. For more information, call (954) 894-9405.

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Who is a Health Care Hero?

An individual, institution, professional, student, volunteer or program, who, through their individual or collective actions have made an extraordinary impact in the South Florida health care community. The nominee might be working in one of the following fields: bio-medical, community health, education, private practice, government, public service or the news media.

Their acts of heroism represent a display of dedication to excellence in their area of expertise beyond the scope of their jobs. Through their commitment to their profession and community, they serve as an inspiration to others in an effort to improve the quality of health care and discover new ways to assist those in need.

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MIAMI-DADE AREA

HEALTH EDUCATION CENTER

Miami-Dade Area Health Education Center (AHEC) offers affordable Workplace Wellness Programs to employees at their worksite on Nutrition, Diabetes, Osteoporosis, Flu prevention, Mental Health, and Breast Cancer detection. Utilizing lifelike props, the interactive, fact-based presentations, focus on the importance of good nutrition, exercise, and good lifestyle choices. Contact Program Manager, Latasha Moore, at (305) 592-3523 or lmoore@mdahec.org.

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

West Kendall Baptist Hospital and the FIU Wertheim College of Medicine Open New Family Medicine Residency Program

The West Kendall Baptist Hospital Family Medicine Residency Program, an academic affiliate of Florida International University's Herbert Wertheim College of Medicine, has been granted initial accreditation by the Accreditation Council for Graduate Medical Education (ACGME). With accreditation in place, the program is interviewing for its first class of residents.

"The Family Medicine Residency Program is a first for both Baptist Health South Florida and Florida International University," said Javier Hernández-Lichtl, CEO of West Kendall Baptist Hospital and corporate chief academic officer for Baptist Health South Florida. "It represents our shared commitment to address the critical shortage of primary care physicians across the country. Since 70 percent of doctors remain in the communities where they do their residencies, this program will have a direct and positive impact on South Florida."

Increasing the number of residencies in South Florida is one of the goals of the Wertheim College of Medicine, which will graduate its first class in April of 2013.

Residency education is the period of clinical education in a medical specialty that follows graduation from medical school, and prepares physicians for the independent practice of medicine. Residencies are accredited by ACGME, a private professional organization.

The new, state-of-the-art Baptist Health Medical Group Family Medicine Center at West Kendall Baptist Hospital, directed by Dr. Agueda Hernández, will serve as the primary training ground for the residency program. The program will eventually accommodate 12 residents serving three-year terms. The first class of four residents will begin their training in June 2013; additional classes of four residents will begin in 2014 and 2015. Positions will be filled through the National Resident Matching Program.

Prospective applicants may visit BaptistHealth.net/GME for more information on the West Kendall Baptist Hospital Family Medicine Residency Program.

Health Care District Board Votes Unanimously to Continue Ownership and Operation of Lakeside Medical Center



More than 40 people attended the public hearing at Lakeside Medical Center, many of them local public officials and key community leaders.

The Health Care District of Palm Beach County Board of Commissioners recently voted unanimously that it is in the best interest of the Glades community for the Health Care District to retain ownership and operation of Lakeside Medical Center, Palm Beach County's only public hospital. The vote followed a presentation made by an independent, third-party evaluation firm, Health Management Associates, which found that the estimated fair market financial value of the hospital is zero without Health Care District support.

The financial evaluation and public hearing are requirements under House Bill 711, an amendment to Florida Statute 155.40. The bill, which was signed by Florida Gov. Rick Scott in April 2012, mandates all public hospitals in Florida to commence a one-time evaluation of the benefits of selling or leasing the hospital. This evaluation must include a financial valuation and an operating comparison with similarly situated hospitals. The data in the consultants' report showed that under Health Care District ownership and operation, Lakeside Medical Center compares favorably with other hospitals in terms of costs and quality of care.

More than 40 people attended the public hearing at the hospital, many of them local public officials and key community leaders. Eleven attendees provided public comment and all spoke in favor of the hospital remaining a public entity under the Health Care District.

JCS' New Surf Bal Bay Club 'A Proverbial Life Preserver'

Jewish Community Services (JCS) introduced the Surf Bal Bay Club to enthusiastic audiences attending events at the Surfside Community Center and Bay Harbor Islands Council Chambers. Seniors learned about this innovative membership-based program for adults aged 60 and over living in the Surfside, Bal Harbour, Bay Harbor and Aventura areas, which provides comprehensive services designed to keep them active, healthy and living at home, where they want to be.

"The Surf Bal Bay Club is a terrific value for anyone, especially someone like me who lives alone," said Lowell Steigler, one of the first to sign up. "In addition to a 24-hour emergency response system, transportation services, and social activities, I enjoy the peace of mind of knowing I have a proverbial 'life preserver' of support services if I ever need it."



JCS Activity Coordinator Liora Ramati-Giron conducts an EnhanceFitness warm-up at the Surf Bal Bay Club launch event at Bay Harbor Islands Council Chambers

New "Pet Peace of Mind" Program Keeps Catholic Hospice Families and Pets Together During Hospice Care

Catholic Hospice has announced a new program, Pet Peace of Mind, which recognizes and actively supports the unique bond between hospice patients and their Pets.

Pet Peace of Mind allows patients to complete their end of life journey without worrying about their Pet's current or future needs. The initiative provides volunteer Pet care services for patients who are unable to care for their Pets while on hospice. Services include: assistance with pet food, cat litter, transporting pets to veterinary appointments, dog walking, exercising and more.

Through the generosity of the Banfield Charitable Trust, offering the Pet Peace of Mind program places Catholic Hospice in a select group of other hospice providers that have joined a national network of hospice providers committed to ensuring this important patient need is met.

"Caring for families at end of life has been the mission of Catholic Hospice for the past 25 years. The bond between each person and their pet is like no other. Pets are an intricate part of the family. Our furry, feathered or finned friends are creatures of love and provide the gift of comfort to their humans. We are proud to be a part of the Pet Peace of Mind family and to offer in-home volunteer pet care services for patients who are unable to maintain routine health care and nutrition for their pets because of financial and/or physical disability" said Bonnie Alkema, Executive Director of Catholic Hospice.

For more information about the Pet Peace of Mind program or to make a donation online, visit www.catholichospice.org.

LECOM School of Dental Medicine Opens Patient Clinic

The Lake Erie College of Osteopathic Medicine's School of Dental Medicine students, under the guidance of faculty members, are now offering full denture services in collaboration with the Community Coalition on Homelessness – Bill Galvano One-Stop Center. LECOM is providing over \$10,000 in denture fitting services for Galvano Center clients.

Now that the dental students have begun clinical training, they're able to work in the new clinic that is open to the public on the LECOM campus. The school is offering full denture services at a reduced cost to patients who qualify.

The 15-chair pod learning operatories have the latest technology, including Panoramic (full teeth); Periapical (individual teeth) and 3-D (full head scan) X-ray machines.



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Cover Story: A Glimpse of 2013 Healthcare Real Estate Trends

BOMA conference.

"The typical medical building of the past is going away," says Mink. "We're going to see more outpatient, urgent care and wellness centers, along with free-standing Emergency Departments (EDs). These facilities are emerging as evidence of how preventative care has become the critical component of most systems' strategies for driving down healthcare costs. Wellness centers, patient education and resource centers, and free-standing EDs figure prominently in those strategies. The idea is these facilities will serve as anchors in critical healthcare markets. After the patient base has been cultivated then additional facilities are added."

Hospitals and Physician Groups Refocus on Considering Space Options

Changing dynamics within healthcare delivery and the movement toward healthcare reform now shifts the focus to considering new space options. "We're seeing that the emphasis on enhanced access and visibility for patients is driving physicians and hospitals to look at non-traditional real estate such as retail, repurposed general office and stand-alone facilities. It's the savvy landlords and tenant-rep brokers who will pursue those opportunities."

She continues, "What's happened is that electronic medical records (EMR) and technology advances continue to open up

space previously dedicated to medical records and files. Smart landlords should anticipate that changing technology will attract physician tenants. This trend points to greater emphasis on turnkey tenant improvements, as both hospitals and physicians will be concerned with adaptable spaces.

The centerpiece of healthcare systems' overall strategies will continue to be healthcare real estate. The types of facilities that will be deployed will likely evolve in tandem with the evolution of care delivery models. Traditional medical office buildings that simply house physician practices will likely give way to facilities housing a variety of outpatient clinical procedures, wellness and perhaps even retail type tenancies."

Mink also reminds readers that new requirements from the Federal Joint Commission and the Florida ARCA are currently being developed to define new parameters for medical practices that will also affect medical facilities. There will be further considerations to think about in the near future. For example, sleep disorder facilities may require the entire small medical building be fitted with sprinklers. New Infectious diseases guidelines may be implemented beyond HEPA filters.

Yet Mink is confident that her company has the expertise to work with each state's differing zoning laws. "We are familiar with zoning issues and can provide

research regarding each city's requirements," says Mink. "Our in-depth analysis of local trends and emerging markets, along with our familiarity with medical build-outs, helps us to put together sites, locations and rental rates to create a winning game plan for our clients."

She cites an example of a Physicians Group client with a soon to expire lease.

The Group needed to find another space right away, and wanted 3,000 square feet of space. There were zoning, parking, and interior layout considerations, with an added need to have proximity to hospitals. After extensive research and reviewing many properties, Mink & Mink located the perfect match to the client's needs and the lease on the new property was executed within 30 days. The Physician Group felt the space was absolutely perfect and found no need to even make changes to the interior layout.

Another example of Mink & Mink's ability to match clients and properties is a building previously used as a Substance Abuse Rehab facility, which had sat vacant for a year. After exhaustive research on zoning, Mink & Mink used its many networks and advertised the building for lease/with option to purchase. Within 6 weeks the owner signed a lease with an option to purchase, and a deal was constructed satisfying the owner's need to receive rental income for several years before a sale.



The company's team of 15 professionals continually keeps pace with current market trends, pricing, terms and property availability to better serve their clients. They provide free surveys, perform property inspections with prospects and conduct lease negotiations. With its comprehensive market knowledge, years of experience and impeccable reputation, Mink & Mink provides clients with the information they need to navigate 2013's changing landscape in healthcare real estate.

For additional information about Mink & Mink, visit www.minkandmink.com or call (954) 771-1717.

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South Florida Based Kaufman Lynn Construction – Healthcare Division Turns Over Surgery Center to HCA

After eight months of construction, the New Port Richey Surgery Center at Trinity moved into its new location, occupying most of the first floor of the medical arts building adjacent to the Medical Center of Trinity. The new facility offers four operating rooms and two treatment rooms, pre-op and recovery areas on nearly 17,000 square feet, almost doubling the center's original space.

In addition to preconstruction and construction services, Kaufman Lynn Construction – Healthcare Division facilitated the move of equipment from the original surgery center to the new surgery center. To avoid downtime, the move occurred over a two day period December 28 and 29. Construction staff remained on site for the first month of operation to monitor that all systems function properly and to assist surgery center staff as they familiarize themselves with the new facility.

The surgery center is operated by HCA – Hospital Corporation of America, the nation's leading provider of healthcare services. "The Kaufman Lynn Construction – Healthcare Division team did a superb job in managing all aspects of the construction project," declared Mark Worsham, Director of Design and Construction for the HCA Ambulatory Surgery Division and continues, "Everyone on the construction team was helpful, knowledgeable and always professional."



ACA Impact on Medical Office Real Estate Buy or Lease?

The passage of the Affordable Care Act (ACA) will have a major effect on the medical real estate market. This is a result of the large number of baby boomers in South Florida and the number of uninsured and underinsured people who will soon have medical insurance. The ACA will create a higher demand on future healthcare services.

We have found an increasing demand for medical office space as hospitals and other healthcare providers continue their expansions into healthcare facilities. These outpatient facilities are being planned or developed both on on-campus and off-campus locations. We have also encountered an increased demand for physician offices, urgent care centers, ambulatory surgical centers, diagnostic centers and specialty treatment centers.



BY KENNETH WESTON

There is also a growing trend towards hospital owned physician groups. In some cases, hospitals are leaving the physicians in their current location, and in other cases hospitals are building or acquiring medical office buildings and relocating the newly hired doctor groups into those buildings. Family practice groups and internal medicine groups are better served being out in the community and not on campus.

Hospitals have already begun staking their claim in their geographic areas by either purchasing land or buildings and putting their brand on these locations.

Physician groups trying to determine whether to purchase a medical office building or condo or continue leasing medical space should review the following considerations:

- **Flexibility-** The growth phase of the practice should be taken into consideration in making the lease vs. own deci-

sion. If the practice is relatively new or in a high growth mode, leasing will allow more flexibility and impose fewer constraints on that growth. The length of time that one plans to practice in the area should also be considered. On the other hand, if the practice is established and stable, owning office space maybe a great way to meet future office space needs. We suggest that a physician group take extra space for growth. The space can be leased until it is needed for expansion

- **Initial Cash Expenditures-** Typically a physician can expect to make a down payment of 10% to 20% of the purchase price. In addition, there will be a cost for the improvements of the office. Leasing office space, on the other hand, requires a security deposit and a rental payment. In some cases, improvement costs are required by the physician. The physician also needs to determine the amount of money needed for other business expenses.

- **Control of Costs-** If physicians purchase medical space they have a good idea of what the costs will be in the long

run. If the space is leased, the escalation clauses in the lease or the market will dictate what the rent will be over the long run.

- **Financial Aspects-** In order to fully understand the financial aspect of purchasing medical office space, physicians need to have a knowledgeable professional prepare a detailed comparative financial analysis.

Getting advice from professionals (accountants, lawyers, and commercial real estate brokers) who specialize in healthcare can significantly improve the accuracy of the analysis. Having a helping hand from these experts will assure that you make the best decision.

Physicians who have taken "a wait and see" attitude over the past few years have decided to move forward with their plans. We have seen an increase in both the purchase and lease of medical properties by physicians during the last three months.

Kenneth Weston is Chairman & CEO of Kenneth Weston Healthcare Real Estate. For more information, call (305) 279-2700 or visit www.KennethWestonhre.com.

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Jupiter Medical Center Foundation Introduces World-class Educational Venue

A recent celebration under the stars hosted by the Jupiter Medical Center Foundation marked the grand opening of Jupiter Medical Center's Raso Education Center.

The open house reception was held at The Dominick F. and Shirley C. Raso Education Center at Jupiter Medical Center. More than 200 guests walked the red carpet to an intimate tent setting, serenaded by a live jazz ensemble. John D. Couris, President and CEO of Jupiter Medical Center, offered opening remarks, followed by a welcome speech from K. "Murray" Fournie, the new President of The Jupiter Medical Center Foundation, and ending with year-end statistics and thanks from Peter Crisp, Chairman of the Jupiter Medical Center Foundation Board.

Jupiter Medical Center completed the first phase of its three-phase \$50 million expansion plan with the opening of the Raso Education Center and Clarke Auditorium. The Raso Education Center and Clarke

Auditorium provide Jupiter Medical Center's medical team and other area researchers and clinicians with some of the most innovative facilities and equipment. The John H. & Margaret Clarke Auditorium offers a venue to host physician lectures from top academic medical centers, as well as educational lectures to community members and team members. The Physician/Team Member Training & Educational Rooms have the ability to feed live surgery videos from Jupiter Medical Center's operating room, allowing physicians to watch in the Raso Education Center and interact with the physicians in the operating room.



(l-r) Ken and Elaine Langone, guests of the event and donors, with John D. Couris, President & CEO of Jupiter Medical Center.



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Today's Lending Conditions Make Owning Medical Space An Attractive Option

Historically, the vast majority of doctors and medical professionals have chosen to lease rather than own their offices. Generally, leasing is considered easier and in the short-term, involves less of a financial outlay, but today's lending conditions are creating a perfect scenario for purchasing and owning medical space. In my experience, the most preferred commercial borrowers are doctors and healthcare industry professionals building or buying offices for their personal use.

While traditional lending has been extremely limited from mid-2008 through the real estate downturn, last year represented the first signs of increased real estate based lending activity. However, even with the so-called loosening of the loan purse strings, commercial real estate backed loans to investors, speculators and developers are not lenders' preferred choice due to a variety of reasons, whether it be enhanced laws and regulations governing real estate based loans by lending institutions, an overly conservative busi-



BY WILLIAM S. KRAMER

ness plan by lending institutions, or a combination of those and other reasons. Rather, the preferred lender model is owner/users with personal guaranties; i.e. – borrowers with a lot of "skin in the game."

Although there is some degree of uncertainty in the healthcare industry due to the impact of the Patient Protection and Affordable Care Act, this appears to be a very good time for doctors to consider ownership of their offices for a number of reasons.

Real Estate Prices

From about 2003 through 2010, doctors were hit particularly hard after investing in speculative properties. Any real estate purchased during that time is most likely worth less today. However, real estate has generally proven to be a good investment over time. Price trends are always subject to multiple variables, but the general consensus among real estate experts is that prices have bottomed out and are on the rise. So, while there is no guaranty of substantial appreciation, it seems reasonably safe that real estate prices should not decrease as we move forward.

Interest Rates

Interest rates today are at historic all-time lows. Adjustable rate loans are available at less than the current prime rate (presently 3.25 percent) and fixed rate loans are available in the 4-to-5 percent range for highly qualified borrowers. There are a number of options in determining the type of fixed rate loans with the utilization of interest rate swaps. Those are not the derivative type investments that created the problems on Wall Street; rather, these are simply instruments that allow a lender to lock in a fixed rate for a longer term while minimizing the lender's risk of rising interest rates. The only risk to the borrower (which is minimal these days) is what could be a hefty prepayment penalty in the event the property is sold or the loan is otherwise paid off early. This would only occur, however, in the event interest rates decreased below the loan rate, which is highly unlikely in this environment.

Loan Types

Perhaps the most important reason to consider purchasing and owning office space today is that lenders value the "total relationship." If lenders are able to package a loan with operating and personal accounts, they are more willing to offer

the best mortgage loans available, including:

- Traditional bank loans with variable or fixed interest rates and amortization terms generally in the range of 10 to 15 years.

- Fixed rate loans from banks or other lenders with interest rate swaps that generally provide slightly lower interest rates, but carry a slight risk of a hefty prepayment penalty if the loan is paid early due to a sale or otherwise.

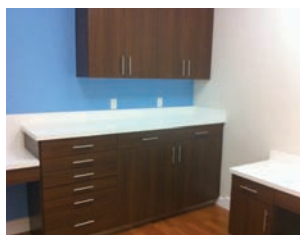
- SBA based loans, which are particularly useful where there is a construction aspect. Interest rates are comparable, if not slightly lower; however, costs are higher. But, typically, a higher percentage may be financed, which means the out-of-pocket costs at closing are less.

Each loan type provides varying benefits. Be sure to make comparisons and review your prospective purchase with a lawyer and tax advisor.

William S. Kramer is a Florida Bar board-certified real estate and corporate law specialist and partner in the full-service law firm of Brinkley Morgan, based in Fort Lauderdale and Boca Raton. He can be reached at (561) 665-4738 or william.kramer@brinkleymorgan.com.

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Cover Story: Hialeah Hospital Opens Emergency Room to Focus Care on the Special Needs of Older Adult Patients

Continued from page 1

was time to address our community's geriatric emergency care."

Following an intensive study, Hialeah Hospital determined that a five-bed unit carved out from the existing ER could initially accommodate the day-to-day inflow of elderly people seeking emergency care. Hialeah Hospital has been serving the healthcare needs of communities from central to north Dade since 1951. And according to Downes, Hialeah's ER treats more than 9,000 elderly patients yearly. The new Senior ER has been designed with an eye toward expansion as needed.

What makes the Senior ER special? It is distinctly separate from the hospital's existing emergency room. Pleasing colors and large-print signage direct patients and family to the unit. Noticeably absent are the glaring bright lights and noise of any busy ER. "The esthetics of Hialeah's Senior ER have been designed around the needs of the

patient," said Downes. "We want to make their time with us as comfortable as possible."

Highlights of Hialeah's Senior ER accommodations seem simple enough but are important to the elderly and can make a world of difference in how they deal with emergency care. Hialeah's accommodations include:

- Large-faced clocks, calendars, boards and vital information throughout
- Large keyboards on telephones
- Non-skid floor surfaces to help prevent falls
- Landscape lighting in the rooms for comfort
- Sound resistant rooms
- Thicker mattresses for comfort
- Handrails

Prior to opening the Senior ER, Hialeah Hospital joined forces with Nurses Improving Care for Healthsystem Elders (NICHE), a national program geared toward improving care for older hospitalized adults. "NICHE put our nurses and physicians through a six-

week course to help them better identify geriatric issues," added Downes. "Recognizing if a person has hearing or vision loss, or cannot communicate well can be critical to their proper treatment. An elderly person complaining of ulcers may, in fact, be having a heart attack. Ultimately, triage upon arrival at the hospital determines whether the patient will be seen in the Senior ER or placed in isolation or in our trauma unit."

Hialeah's Senior ER has a dedicated nurse responsible for the five-bed unit. "We also hired a patient liaison, an advocate for the elderly, who meets with every patient treated in the Senior ER," said Downes. "The average length of stay in Hialeah's ER is five hours. Our patient advocate ensures the patient will have adequate care once discharged."

Patients treated in Hialeah's new Senior ER have given high marks to the facility's ambiance and the care they were given by the staff. In the words of one patient: "I recently visited the Senior ER at Hialeah Hospital for severe headaches

and high blood pressure and had a very good experience in the new Senior ER," said Gloria Pardon. "The doctors and nurses treated me very well and quickly. I also remember the rooms being well lit, clean and welcoming. If I need to visit the ER again, I will certainly be going to the Senior ER at Hialeah Hospital."

"We are very happy with the community's reception to our Senior ER," said Downes. "Hialeah Hospital has been proactive in providing excellent care for the community overall. Our Senior ER recognizes we have a growing elderly population that requires specialized focus on their healthcare needs. And as a member of the Tenet Healthcare family, we are proud to offer their first Senior ER."

Baseball fans will soon hear more about Hialeah's Senior ER through a marketing promotion featuring Major League Player Tony "Big Dog" Perez. In the meantime, you can learn more about the Senior ER program by visiting www.hialeahhosp.com.

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Hospitals + Upholstery USA = Win/Win Situation

BY LOIS THOMSON

When you think about hospitals, your first thoughts are probably about doctors and nurses taking care of people and trying to restore them to health. Your second – or even third – thoughts likely don't turn to furniture and upholstery. That, however, is the initial focus of Scott Eisdorfer.



Scott Eisdorfer

Eisdorfer is President of Upholstery USA, a family-owned business that was founded by his father more than 30 years ago. While the company has long been working with a most impressive array of clients, including Ballys Las Vegas and Atlantic City, Sheraton Health Corp., Hard Rock Hotels in various locations, and Starwood Properties, as well as some hospitals, he believes now is the perfect time for health care facilities to be turning to Upholstery USA.

"With the 'going green' and trying to save the Earth movement that everybody is involved in, it pays to re-finish and

reupholster furniture that already exists (at the facility)," Eisdorfer said. "It's furniture that already works in their environment; it pays to re-use it and reupholster it, and then it's brand new again."

He added that his company works in such a way as to not interrupt the daily flow of business. "We can come to the hospital and set up in a room and work right there for as long as it takes. If it takes a week to finish or if it takes three weeks, I can set up the skilled upholsterers and seamstresses and we can work right there. We take a piece (of furniture) out, we put a piece back in, and so on. This way they have no down time."

If you're still wondering just what kind of reupholstering a hospital would need, Eisdorfer is quick to enlighten: "You don't think about it, but a hospital has a ton of upholstered furniture. There are waiting rooms and lobbies, and there are chairs at nurses stations and in doctors' offices and lounges and cafeterias. A cafeteria could have 500 chairs in it, and people sit on them every single day.

Even the gurney beds have vinyl on them and need to be changed out every once in a while. Anything that has fabric, anything that has padding in it could be upholstered. There's always chairs and sofas, and they are subject to abuse: they get ripped or people spill stuff on them, and they need to be kept fresh and clean, so that people feel like they're new."

And Eisdorfer is in the perfect position to have Upholstery USA do this type of work because he has the personnel to handle large jobs. "The business is actually coming back," he said. "We were very large. At one time we had more than 40 employees, and then we lost a lot of business after 9/11 because people weren't traveling and spending money, so we lost a lot of our hotel and restaurant business. We had to downsize, but now we're going back the other way, we're increasing the amount the employees we have."

Upholstery USA currently has 11 employees, and Eisdorfer said that in the upholstery game, "We're big. The average upholstery shop is one person. So if you had 30 sofas to do, that one person would probably take about 90 days to do the job, whereas I can knock it out much

quicker. For that reason, I don't think there are many upholsterers out there who are looking for the hospital business; they can't handle it."

Eisdorfer said hospitals and other health care facilities should think about reupholstering as an alternative to new furniture. "If they think they need six new sofas, they will send out an order for six new sofas. But if I can save them \$100 a sofa, they just saved \$600 (by contacting me). If you multiply that over hundreds of pieces of furniture for one hospital for a year, they can save a ton of money."

He added, "As long as the wood frame, the structure, has its integrity, then the piece of furniture can be reupholstered and is as good as new. So it pays to re-use your furniture as many times as you can."

"And by reupholstering, the hospital doesn't have to throw it away and take up landfill. It works out for everybody."

For more information, call (954) 640-SOFA, or visit www.uphusa.com or on Facebook at Upholstery USA

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Patricia R. Guerrieri Pavilion Opens at Dorothy Mangurian Comprehensive Women's Center at Holy Cross HealthPlex

The third and final phase of the Dorothy Mangurian Comprehensive Women's Center at Holy Cross HealthPlex is now complete with the opening of the Patricia R. Guerrieri Pavilion. Thanks to a generous \$4 million gift from the Guerrieri Family Foundation, the Pavilion offers community education rooms for groups varying in size from 10 to 150 people; a café and teaching kitchen; medical spa; lifestyle counseling rooms; art gallery; volunteer office; and additional physician suites.

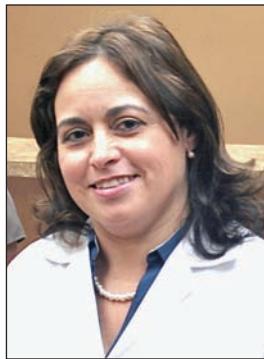


The Guerrieri family was recognized for their support during a recent reception to celebrate the opening.

Sleep Disorder and Neurology Center Opens

Patients in northeast Miami Dade who suffer from sleep-related problems such as apnea, insomnia and chronic fatigue can now receive treatment at a new sleep disorder and neurology center in downtown Miami Shores. The Miami Shores Neurology and Sleep Institute is headed by Margareth A. Saldanha, M.D., an experienced neurologist who specializes in sleep medicine and is dual-Board Certified in Neurology and Sleep Medicine by the American Board of Psychiatry and Neurology.

Dr. Saldanha is a graduate of the University of Miami Miller School of Medicine and completed her residency in neurology at UM and a fellowship in sleep medicine at Jackson Memorial Hospital. Her neurology practice treats disorders such as epilepsy, dementia, Parkinson's disease, fibromyalgia and migraines.



Dr. Margareth A. Saldanha

Florida Medical Space Announces New Assignments in South Florida

Florida Medical Space, Inc. ('FMS') announced that the firm has been retained for multiple new South Florida assignments.

Trikon Sunrise Associates, LLC retained FMS to handle the marketing and leasing of Sawgrass Landings, a 64,500 square foot mixed use retail and office complex located at 13713 W. Sunrise Blvd in Sunrise, Florida. Availability includes a 3,348 square foot medical/professional office with signage facing Sunrise Blvd. The property boasts such tenants as LA Fitness, Starbucks, Panera Bread and Moe's Southwestern Grill. Dr. Coty Rapicoli recently signed a lease to relocate her dental practice here.

Florida Medical Space was also retained by Miami International Cardiology Consultants to identify a new location for their Pembroke Pines operations. FMS completed a thorough market study and is currently finalizing lease negotiations on behalf of the client.

SALTZ MICHELSON
ARCHITECTS

Comprehensive Medical Design



Joe DiMaggio Children's Hospital (LEED GOLD)
Hollywood, Florida

Saltz Michelson Architects was part of the architectural team and provided LEED AP services for the new Joe DiMaggio Children's Hospital, which recently achieved Gold Certification. To review our capabilities further, please contact Toni Farber, Director of Business Development at (954) 266-2700.

South Miami Hospital's New Emergency Center and Surgical Suites Open

South Miami Hospital's new state-of-the-art Emergency Center and Surgical Suites opened for patient care in January. The two-story, 80,000 square foot addition is the most significant expansion project in the hospital's 52-year history and the first component of a multi-phase expansion and renovation project to enhance hospital services and patient experiences.

"Combining a multimillion-dollar investment with a reputation for high-quality, compassionate care and service excellence solidifies South Miami Hospital's long-standing commitment to meet the healthcare needs of our community," said Lincoln Mendez, chief executive officer of South Miami Hospital.

The new Emergency Center nearly doubled in size from the old one. It has 27 beds, including 22 private rooms, and will expand to a total of 39 beds by the end of the year. The new space has warm, modern décor and amenities designed for patient and family comfort, and a large, open centralized work station for nurses and physicians.

The new Emergency Center also has a trauma room for stabilizing critically ill and injured patients, and a room dedicated for treating heart attack patients. Both rooms feature built-in electronic intensive care unit (eICU) – a computerized system that allows an intensivist and specially trained critical care nurses to monitor patients' medical conditions electronically 24-hours a day, adding an extra set of highly-trained eyes and ears to assist bedside caregivers.

More than 30,000 patients will be treated in South Miami Hospital's Emergency Center this year. The number of patients treated at the new Emergency Center since its opening in January is 10 percent high-

er than the same period in 2012. Among the most common reasons people come to South Miami Hospital's Emergency Center are chest pain, abdominal pain, respiratory problems, high blood pressure and complications from diabetes.

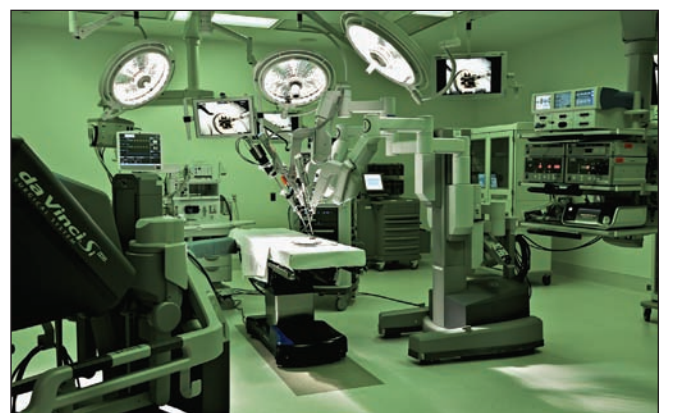
South Miami Hospital's Emergency Center also has a nationally-accredited Heart Attack Unit, where a specially trained team strives to assess patients quickly and provide the live-saving care they need, including interventional treatment such as cardiac catheterization. The heart attack team consistently performs angioplasty in less than 60 minutes of a patient's arrival at the Emergency Center – surpassing American Heart Association guidelines of 90 minutes or less.

South Miami Hospital's new Surgical Suites house 16 large operating rooms equipped with the latest equipment and technology to support advanced surgical procedures, including thousands of robotic-assisted surgeries performed each year at The Center for Robotic Surgery at South Miami Hospital. The Center's robotic systems enable surgeons to virtually extend their eyes and hands into patients' bodies, helping to make complex operations more precise and less traumatic. Several surgeons at The Center for Robotic Surgery at South Miami Hospital are considered pioneers in the robotic surgery industry.

Surgeons affiliated with South Miami Hospital perform nearly all types of procedures, including cardiac and thoracic, gynecological, urological, neurological, vascular and weight-loss surgery. Complementing the new Surgical Suites are an observation gallery for physician and staff training and 36 pre- and post-procedure rooms.



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Surgical Suite

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