



**Memorial
Healthcare System**

**Transforming
Care**



**Changing
Lives**

2022
Report to Our
Community

Our Mission

*Heal the body, mind and spirit
of those we touch.*

Our Vision

*To be a premier clinically integrated delivery system
providing access to exceptional patient- and family-
centered care, medical education, research and innovation
for the benefit of the community we serve.*

Our Service Vision

*Memorial Healthcare System is where
deeper caring creates smarter healthcare.*





FY2022 Board of Commissioners >>

South Broward Hospital District

May 1, 2021-April 30, 2022



Douglas A. Harrison
Chairman



Dr. Luis E. Orta
Vice Chairman



Elizabeth Justen
Secretary/Treasurer



José Basulto
Commissioner



Brad Friedman
Commissioner



Steven Harvey
Commissioner



Laura Raybin Miller
Commissioner

Leadership Team >>

Memorial Healthcare System



K. Scott Wester, FACHE
President and Chief Executive Officer



Nina Beauchesne, FACHE
Executive Vice President and Chief Transformation Officer



Leah A. Carpenter, FACHE
Executive Vice President and Chief Operating Officer



Stephen Demers
Chief Executive Officer Memorial Hospital Pembroke



Vedner Guerrier
Chief Executive Officer Memorial Hospital West



Maggie Hansen, Retired
Senior Vice President and Chief Nurse Executive



Kevin R. Janser
Senior Vice President and President, Memorial and Joe DiMaggio Children's Hospital Foundations



Matthew Muhart
Executive Vice President and Chief Strategy Officer



Marc L. Napp, MD, MS, FACS
Executive Vice President and Chief Medical Officer



Peter Powers, FACHE
Chief Executive Officer Memorial Regional Hospital



Monica Puga, APRN
Senior Vice President and Chief Nurse Executive



Frank Rainer
Senior Vice President and General Counsel



Aharon Sareli, MD
Chief Physician Executive Memorial Physician Group and Chief of Critical Care Medicine



David Smith
Executive Vice President and Chief Financial Officer



Caitlin Stella, MPH
Chief Executive Officer Joe DiMaggio Children's Hospital and Pediatric Services



Joe Stuczynski
Chief Executive Officer Memorial Hospital Miramar



Jeffrey S. Sturman
Senior Vice President and Chief Digital Officer



Margie Vargas
Senior Vice President and Chief Human Resources Officer



Douglas A. Zaren, FACHE
Chief Executive Officer Memorial Regional Hospital South



Memorial Physician Group >>

Memorial Physician Leadership Council



Aharon Sareli, MD



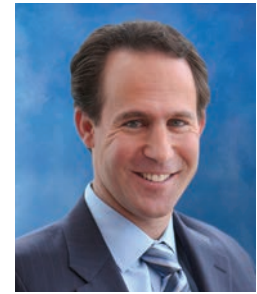
Je-Anne Beaufort, MD



Brian Cauff, MD



Daniel Chan, MD



Brett Cohen, MD



Michael Cortelli, MD



Christopher DeMassi, MD



Christopher Gannon, MD



Seyed Ghasemian, MD



Jennifer Goldman, DO



Iftikhar Hanif, MD



Dean Hertzler, MD



Brian Hunis, MD



Basit Javaid, MD



Michael Jofe, MD



Diana Martinez, MD



Juan Martinez, MD



Holly Neville, MD



Samuel Ostrower, MD



Luis E. Raez, MD



James Salerno, MD



Frank Scholl, MD



Jorge Luis Sotelo, MD



pediatric and adult specialties and subspecialties

Memorial Health Network >>

Physician Board Members



Kenneth J. Budowsky, MD



Donald Dixon, MD



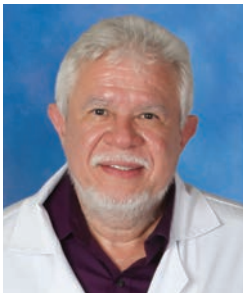
Randy Katz, DO



Todd Kazdan, DO



Fred Keroff, MD



William Pena, MD



Nigel Spier, MD



Chiapone Ting, MD



David Weiss, MD

Memorial Health Network negotiates value-based agreements with health plans to try and lower the total cost of care for a specific population by deploying strategies to improve efficiency, communication between providers and sites of service, and quality. We make sure individuals get the right care, at the right site of service, at the right time.



American Hospital Association's Quest for Quality Prize finalist



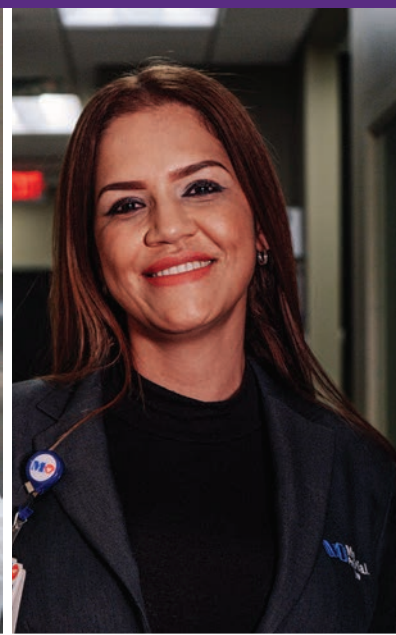
Named a best place to work for 13 years



Memorial Hospital Pembroke is one of only 11 Florida hospitals to earn straight A's for patient safety since spring 2017



Certified as one of the nation's most wired healthcare organizations



Embracing Change to Move Health Forward»»

Dear Friends,

All of us on team Memorial are here for you and your family throughout your entire life. Whether you are sick and need urgent care, are in an accident and go to our ER, deliver a baby in our hospital or have a family history of heart disease and need a screening to understand your risk and keep you well, you can always count on us.

Healthcare is changing. Some of it has been jump-started by the pandemic, but it was already well underway before any of us ever heard of COVID-19. And we're proud to say that Memorial was, and is, at the forefront of that transformation.

We're dedicated to providing 360-degree care — moving beyond our hospital walls to partner with you through a lifetime of health and well-being. We want to own health, to be your partner for the whole health and wellness of you and your family.

That means Memorial is here when you need:

- » Preventive primary care
- » Behavioral health support
- » Chronic care and disease management
- » Telehealth consultations
- » Transitional care management
- » Remote patient monitoring
- » Health education and wellness programs
- » And more

In that spirit, and with pride in Memorial's position as a leader in healthcare's transformation, we acknowledge the accomplishments of our last fiscal year (May 1, 2021, through April 30, 2022), and we begin with a look at how Memorial is forging new paths to the future — through innovative technology, groundbreaking research, diversity and inclusion, the pursuit of health equity, new leadership, and one patient's 360-degree Memorial Experience from illness through rehabilitation and beyond.

Please enjoy this latest chapter in Memorial's journey and the preview of those to come. Thank you for the privilege of partnering with you for your health.

Sincerely,



Scott Wester, FACHE
President and Chief Executive Officer



Douglas A. Harrison
Chairman of the Board







Transforming Care >>

Memorial embraces the evolution of healthcare in South Florida



A mosquito bite while on vacation gave Brett Rose meningitis, encephalitis, West Nile, Zika and dengue fever. It damaged his spinal cord, and Brett couldn't walk.

Wraparound Care Gets Brett Back on His Feet >>

Brett Rose and his family were returning from a well-earned vacation in the Florida Keys when he noticed strange blotches developing over his body. When he woke up at home the next day, he couldn't walk. His husband, Jerry, had to carry him downstairs and take him to the ER at Memorial Regional Hospital.

They knew Memorial well, thanks to Brett serving on the boards of the Memorial and Joe DiMaggio Children's Hospital foundations and his leadership on the Catch the Love campaign. But it was July 2020 — and like the rest of the world, Memorial was in the middle of the first wave of COVID-19. Jerry had to leave Brett at the ER, unable to follow him in.

It was just the beginning. Brett spent the next month in ICU at Memorial Regional Hospital and then five months in inpatient and outpatient rehabilitation at Memorial Regional Hospital South. He was the victim of a mosquito bite that gave him West Nile, meningitis, encephalitis, Zika and dengue fever — “the ultimate concoction,” as he puts it.

“You've heard of the billion-dollar lottery?” Jerry says today. “That's what this was — his one in a billion chance. He can't win the lottery, but he gets this!”

The combination of infections and his immune system's response had damaged his spinal cord and led to quadriparesis for Brett, meaning his arms and legs were weakened and his mobility impaired.



Quite frankly, at the time, I was scared, because that's when the reality of what was my new life hit me: Hey, I can't get out of bed. I can't put my socks on.”

– Brett Rose, Fort Lauderdale

Brett Rose and husband Jerry with their children Parker and Mackenzie



Brett and physical therapist Kantica Arora, DPT

Journey to Recovery

When Brett was admitted for physical rehabilitation at Memorial Regional Hospital South, Joanne Delgado-Lebron, MD, felt a bit overwhelmed.

“He had one of the worst clinical presentations of West Nile you can have, plus encephalitis, meningitis and the neuromyelitis,” she says. “It was different from other types of spinal cord injury or neuro diagnoses we commonly see.”

While Brett doesn't remember much about this time, Jerry vividly recalls the stress he and his family experienced, but Memorial's care and compassion made a true difference.

“Never once did I not have a brother or sister at Memorial,” he says. “Never once did I feel like I was in the dark. Every single doctor and nurse answered my questions — sometimes two, three, five times a day.”

After four weeks in the ICU, Brett was well enough to enter rehabilitation, where the hard work really began.

“Brett really wanted to get back to where he was. He had a very

happy life, a very rich family life, great work life,” says James Salerno, MD, Chief, Physical Medicine and Rehabilitation.

In spite of his situation, Brett refused to be pessimistic, Dr. Delgado-Lebron says.

“One of the main things that helped was Brett's personality,” she says. “He was always very positive and compliant with the therapy, which was good because when you have West Nile and neuromyelitis, it can go either way.”

Memorial tailored Brett's rehabilitation program specifically to his needs to help him achieve each of the milestones he and the team set. With each goal he reached, the care team expanded the plan to help him achieve even more.

“He had a severe injury and required a lot of help, but he was very diligent and hardworking,” says Dr. Salerno. “And because of all the different aspects of care that Memorial Rehabilitation Institute puts on the table — like certified specialists in brain injury therapy that a lot of other centers don't have to the degree we do — we were able to help Brett achieve the recovery he wanted.”

Brett underwent physical therapy for 20-plus hours a week as both an inpatient and then outpatient. After his discharge, Rich Gach, PT, DPT, visited Brett's home regularly to provide more therapy. “Seriously, it was the most wraparound healthcare imaginable,” Jerry says.

Drs. Salerno and Delgado-Lebron think of Brett as one of Memorial's most remarkable success stories.



Brett is a symbol of what Memorial is able to do. To see patients on their first day, when they're feeling hopeless, and then see those same patients walk into your office months after completing their therapy, living their usual lives — that warms my heart.”



Joanne Delgado-Lebron, MD

Associate Program Director, Physical Medicine & Rehabilitation Residency Program



Members of the Family

“Brett is a symbol of what Memorial is able to do,” Dr. Delgado-Lebron says. “To see patients on their first day, when they’re feeling hopeless, and then see those same patients walk into your office months after completing their therapy, living their usual lives — that warms my heart.”

Brett’s story is an example of the outstanding healthcare that patients receive at Memorial, from acute care to rehabilitation. It also sums up Memorial’s approach to transformational, 360-degree care — because while Brett is back to functioning at nearly 100 percent, Memorial remains a part of Brett and Jerry’s family and will throughout their lives.

“Memorial truly owns our experience,” Jerry says. “We can’t thank them enough for what they’ve given us. We’ve made friends for life there.”



I really got to experience almost every facet of the Memorial system. I don’t think there was an MRI, CT scan or other test that I didn’t go through. I had an amazing team between cardiology, neurology, occupational therapy, general medicine and pulmonology. I got to experience the system at its finest.”

– Brett Rose, Fort Lauderdale



Brett with rehabilitation nurse Irma Valencia, RN; occupational therapist Carly Sheppard, OTR-L; and physical therapist Kantica Arora, DPT

Health Equity: Eliminating Barriers »



Kayla and her son



Memorial
takes a leadership role
in improving access
to healthcare for all
South Floridians.

As a safety-net hospital system — and as a regional leader in providing quaternary healthcare — Memorial Healthcare System is working toward health equity by helping to remove barriers to care.

But what are those barriers?

They occur when people live in a disadvantaged ZIP code, and work two or three jobs. Or when people rely on public transportation and can't easily get to their doctor during office hours.

They might have child care responsibilities that keep them from making their appointments, or their pharmacy might not be open when they have time to pick up prescriptions.

When they do get an appointment, they may not know what questions to ask and may not understand their doctor's instructions. Or maybe their doctor can't talk to them in their preferred language.

All of these factors affect access to care and contribute to healthcare disparities. Memorial is committed to leading the way into health equity by removing these barriers and making healthcare accessible to all.

"Health equity challenges us, as a system, to go beyond the four walls of our hospitals and provide equitable care for all populations we serve," says Melida Akiti, Vice

President, Ambulatory and Community Services.

She noted that Memorial began these efforts before COVID-19, but the pandemic made the world aware of just how disproportionately healthcare is provided in the developed world.

Memorial is pursuing health equity through a wide range of community initiatives. These are a few of the programs that have helped make a difference in the last fiscal year — and that will continue making a difference in the future.



The future of healthcare demands that we narrow the gaps in healthcare disparities and provide outstanding clinical access to guarantee healthcare equity for all."



Melida Akiti
Vice President, Ambulatory and
Community Services

COVID-19 Vaccine Initiatives

Memorial took a leadership role in many ways during the pandemic, including community outreach around the COVID-19 vaccine.

West Park was home to the highest COVID-19 death rate and the lowest incidence of vaccination. It also had high incidences of low birthweights and low engagement with primary care.

In January 2022, Memorial began a door-to-door campaign to offer doses of the Pfizer vaccine. The city funded \$100 gift cards for residents who received the shot. When the initiative wrapped in late February, Memorial had visited 4,011 households and vaccinated 538 residents.

Memorial is already a visible presence in South Broward through its bilingual and culturally diverse Mobile Health Program. Beginning in January 2022, with a \$220,000 grant from the Broward Regional Health Planning Council, Memorial deployed a COVID-19 vaccine initiative in the Dania Beach and East Miramar neighborhoods. Five team members educated the community — addressing vaccine hesitancy, debunking COVID-19 myths, and scheduling and administering vaccines. By the end of our fiscal year, our team administered 4,005 doses.

COVID-19 Long Haulers' Clinic

From May 2021 to May 2022, with \$750,000 in funding from Broward County, Memorial assembled a multidisciplinary team of specialists to care for and track a course of treatment for long-haulers' breathing problems, fatigue, brain fog, heart issues and more.

The team assessed 519 patients and connected them with pulmonary, hematology, neurology and physical medicine specialists to manage their symptoms. After referrals, the team followed up.

"When someone is going through any chronic illness, the support of the healthcare system is what will center them," said Tammy Scott-Reese, Director, Care Management and Population Health.

Health Literacy

Health literacy is the ability to understand basic health information, follow doctors' instructions and make informed health decisions. Encouraging higher health literacy can improve patients' health and well-being over their entire lives.

The COVID-19 vaccine rollout gave Memorial an opportunity to improve health literacy by offering education on the virus, how to prevent it and where to get tested and treated. Memorial also hired a local survivor to serve as a local healthcare navigator. The initiative included outreach to physicians and practice managers as well.

Supported by a grant from Broward County, the health literacy initiative began in July 2021 and recorded 4,361 encounters by the end of the 2022 fiscal year. It will continue through FY2023.



Twins Chimene and Cheryl, breast cancer survivors, and Aeisha Rivers, MD

Breast Imaging for Women of Color

Health trends — like a 40 percent decrease in breast cancer diagnoses — didn't mean women weren't developing the disease. Hesitation among minority women to visit medical facilities during the pandemic was one factor at the root of the problem.

With support from a \$200,000 grant from the Community Foundation of Broward, Memorial partnered with multiple community organizations to promote mammograms, breast ultrasounds, breast MRIs and breast biopsies among Black and brown women. Memorial Hospital Miramar Women's Imaging Center served as the hub of services, where the team scheduled evening and weekend screening appointments, and followed up with patients.

Begun in July 2021, the campaign has reached 129 patients through 244 exams and interventions, with 116 of those patients and 170 exams/interventions occurring during the fiscal year.



New parents and baby at the Family Birthplace

Improving Birth Outcomes for Minority Women

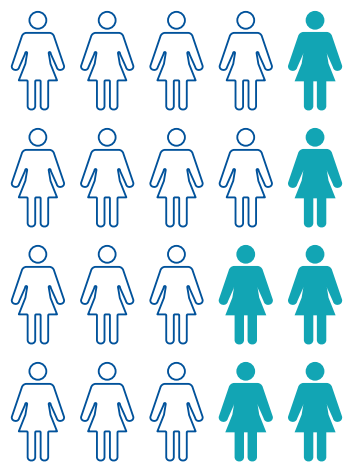
Delivering close to 13,000 babies every year makes Memorial a natural choice to help improve maternal outcomes, which are markedly lower for Black and brown women. Black women, for example, are three times more likely to die of pregnancy-related causes. With funding support from America's Essential Hospitals, Memorial's Maternal Program engaged a Nurse Navigator and an OB Navigator to serve about 400 pregnant women of color with high-risk conditions.

The navigators taught patients how to self-monitor for these conditions and ensured continuation of care by:

- » Connecting patients with OB physicians
- » Developing seamless communications between L&D and mother-baby teams, and
- » Monitoring patients' blood pressure for six weeks after birth

The program is ongoing through June 2023, but evidence shows that outreach and follow-up within 14 days of delivery can help reduce pregnancy-related morbidity and mortality for Black and brown women.

12,505 MEMORIAL BIRTHS IN FY22



30%
of births to Black and brown mothers



**360-degree
care means serving
patients regardless
of the setting and
throughout their
lives.**

*Rod, who had an irregular heartbeat,
with Carolina Martinez, MS RCEP*

Partnering with Patients for 360-Degree Care >>

Memorial is always there when patients need acute care. We're also committed to being their proactive partner in wellness throughout their lives — helping them access the services they need, when they need them.

That's 360-degree care: serving patients regardless of the setting, whether it's in a hospital, physician's office, outpatient center, urgent care center or at home. Memorial supports patients through their entire care journeys, working with them to maintain and improve their health and to pursue ways to safely keep them out of the hospital.

"People want to be more proactive in their own care process," says Jeffrey Sturman, Senior Vice President and Chief Digital Officer. "A lot of it involves technology, but also exploring new ways to deliver care outside our walls."

Some of the many ways Memorial connects with patients include:

- >> Primary (preventive) care
- >> Chronic care and disease management

“A lot of it involves technology, but also exploring new ways to deliver care outside our walls.”



Jeffrey Sturman
Senior Vice President and Chief Digital Officer

“There has been a real shift in focus in primary care – we are taking on full responsibility for not just the health of the patient in the exam room, but the health of the patient’s entire community.”

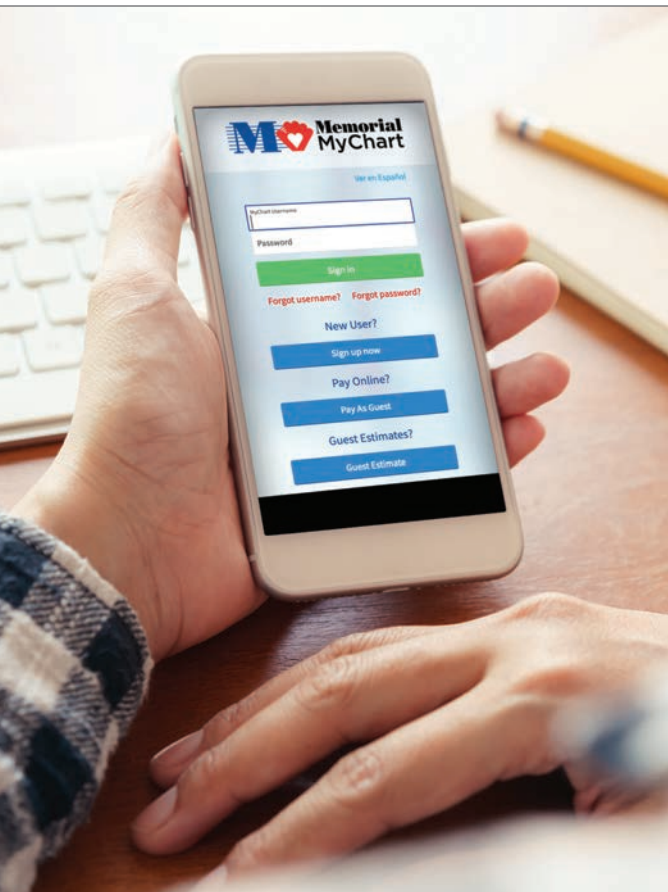


Jennifer Goldman, DO, MBA, FAAFP
Chief, Primary Care

- >> Telehealth
- >> Remote patient monitoring
- >> Health navigation
- >> Wellness programs, and
- >> Health education

Extensive data management can help develop a full picture of patient health, including clinical information — family history, current health, medications, lifestyle — and non-clinical information, such as economic and social conditions that affect health. Bringing this information together and managing it in a strategic way helps us provide a patient with a lifetime of value-based care.

On the following pages are some of the initiatives that are playing key roles in Memorial's forward-looking approach to care.



Changing the Consumer Experience

Memorial's patients and families are healthcare consumers, and they should be able to receive reliable, convenient, easy-to-access services at whatever point they connect with Memorial.

That's why our digital team is working with teams from our hospitals, Physician Group, Health Network and Marketing department to ensure consistent

processes and proactive health education for consumers.

In February 2022, Memorial established the Patient Access Center, offering more ways to connect with Memorial and get health information, make appointments, communicate with providers, manage prescriptions and coordinate follow-up care.

The center features new digital tools, including chat, text and self-service, in addition to existing tools like telehealth and in-home remote patient monitoring. The overall goal is a lifetime of effective, multichannel communication.

Coordination Is Key to 360-Degree Care

Memorial's Care Coordination approach — with our six acute-care hospitals working together to manage patient care, flow, transfers and care after discharge — will take the consumer experience to the next level.

Care Coordination requires innovative technologies for care inside and outside the hospital. One tool currently in use for patients in the hospital is part of Memorial MyChart, our electronic health record system, a virtual observation program that places cameras in patient rooms to monitor patient needs and prevent incidents such as falls. The cameras connect to the Care Coordination Center.

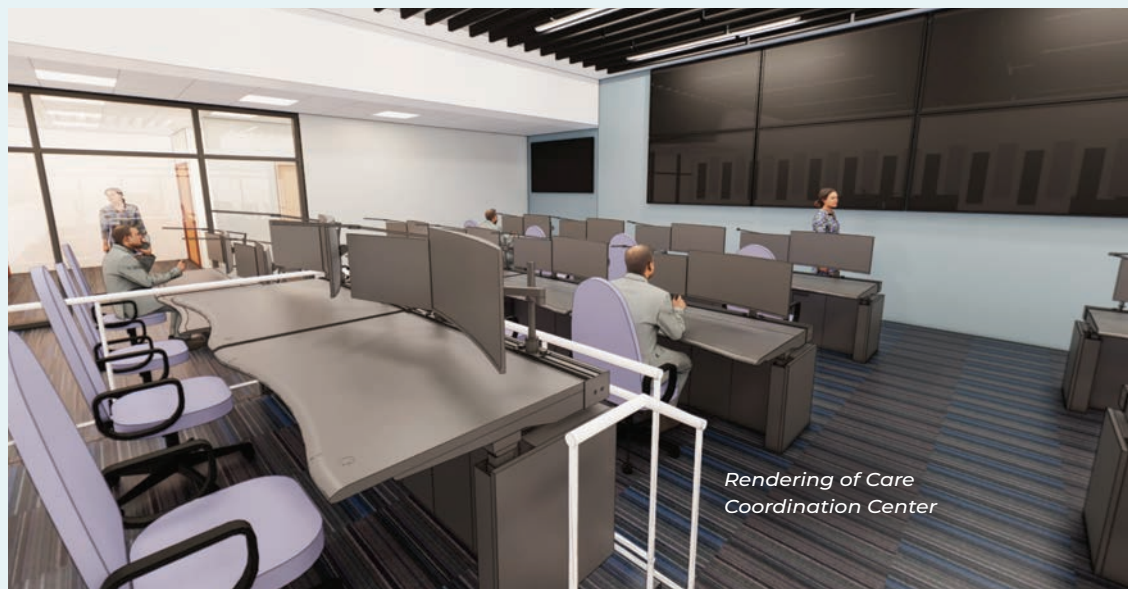
"It's an excellent example of how we're doing things differently inside our hospitals to make care more efficient both during and after their

stays," says Jeffrey Sturman, Senior Vice President and Chief Digital Officer.

Just as important is care coordination after discharge, says Monica Puga, Vice President, Population Health and Digital Innovation. She notes that patients may face barriers once they get home, known as social determinants of health.

"If we don't help address their socioeconomic needs, it's going to affect their overall quality of care," she says.

To that end, Memorial's population health teams regularly contact patients for 60 to 90 days after a hospital discharge to help them and their families better manage their conditions and provide medical devices in the home. The team loads this information into MyChart, which alerts when values get out of range — allowing providers to take immediate action for successful outcomes.



Rendering of Care Coordination Center



Home Monitoring Has the CHOPs to Enhance Care

The 23,000 percent increase in Memorial's telehealth consultations during the pandemic was just the beginning. Now, Memorial is extending its reach even further with the expansion of remote patient monitoring.

Remote patient monitoring allows Memorial to track changes in patients' conditions at home and make changes to medication or care to help them avoid a return to the hospital or ER. And it's fundamentally reshaping healthcare by placing the digital team squarely in the care delivery process, says Jeffrey Sturman, Senior Vice President and Chief Digital Officer.

One recent example of this approach is CHOP —

Memorial's COVID Home Oximetry Program, which monitors emergency department patients suspected of having COVID-19. CHOP provides patients with pulse oximeters to monitor their oxygen levels, registers patient levels in Memorial MyChart and uses MyChart Care Companion for home monitoring on discharge.

Since its launch in 2020, CHOP has enrolled 3,691 patients through the end of May 2022 and successfully managed 2,700 patients, while keeping nearly 75 percent of all patients out of the hospital. Most of the rest were brought back to the hospital for timely interventions.

Monica Puga, Vice President, Population Health and Digital Innovation, says: "CHOP made a significant difference during the COVID Delta surge, by safely caring for patients in their homes while decompressing our emergency rooms."



Number of patients enrolled in CHOP through May 2022



Percentage of CHOP patients who avoided hospital stays



CHOP made a significant difference during the COVID Delta surge, by safely caring for patients in their homes while decompressing our emergency rooms."



Monica Puga, APRN

Senior Vice President and Chief Nurse Executive, formerly Vice President, Population Health and Digital Innovation

Memorial Commits to Diversity, Equity and Inclusion »



Memorial affirmed its commitment to a diverse and inclusive culture with the introduction of its Office of Diversity, Equity and Inclusion (DEI). This strengthens Memorial's focus on the delivery of equitable outcomes for both caregivers and patients.

In healthcare, DEI benefits patients and families, and helps improve employee recruitment and retention. To those ends, Memorial implemented an official DEI strategy that aligns with its strategic plan, beginning with an examination of the system's processes and policies through a DEI lens.

“DEI policies and practices play a critical role in our ability to fulfill our mission as a safety-net provider and one committed to improving the health of our diverse community.”



Vanessa Nazario
Corporate Director and
Chief Diversity Officer

The organizational assessment served as a guide for Memorial's DEI initiatives and as the benchmark to measure progress. In its first year, the Office of DEI has been able to improve nearly every practice, policy and procedure it examined, including:

- » Updating key demographic fields in EPIC, Memorial's electronic medical records system, to specify accommodation needs
- » Adding DEI questions to Memorial's annual Employee Engagement Survey
- » Establishing an Employee Gender Transition Policy
- » Launching Memorial's Health Equity Strategy
- » Observing cultural and heritage events and celebrations
- » Adding DEI to New Employee Orientation
- » Securing the system's first Healthcare Equality Index designation from the Human Rights Campaign, which measures providers' policies and practices related to LGBTQ+ inclusion
- » Signing the American Hospital Association's #123 for Equity pledge and the CEO Action Diversity & Inclusion pledge
- » Renaming the Special Needs Council as the Ability, Accessibility and Inclusion Council, and
- » Establishing a Physician DEI Advisory Council

Physicians Take Lead in Pursuing DEI Goals

Memorial's Office of Diversity, Equity and Inclusion established the Physicians' DEI Advisory Council to provide guidance and support for a comprehensive, integrated DEI approach that aligns with Memorial's values and strategic priorities. In addition to instilling best practices across the system, council members' critical insights and contributions promote a culture of belonging for all Memorial practitioners, driving more equitable health outcomes for their patients.

“Healthcare organizations care for anybody who comes through their doors and accept them openly,” says council member Marc Napp, MD, Executive Vice President and Chief Medical Officer. He notes that the journey to enlightenment is not always easy, but people do become enlightened, embrace new ideas and make change.

With 25 physician members from across the organization, the council is pursuing strategies to support and enhance Memorial's reputation as a:

- » DEI leader, both in our market and in healthcare overall
- » Diverse and inclusive workplace
- » Socially responsible enterprise, and
- » Leader in health equity

DEI Advisory Council Executive Sponsors



Nina Beauchesne, FACHE
Executive Vice President
and Chief Transformation
Officer



Marc Napp, MD
Executive Vice
President, Chief
Medical Officer

Research Partnership Heralding Results »



Grant-funded research is making strides in identifying cancer biomarkers.



Memorial Healthcare System's partnership with Florida Atlantic University (FAU) for research collaboration is already delivering outstanding results to enhance patient care and research opportunities.

Last year, the Florida Department of Health recognized the alliance between Memorial Cancer Institute and FAU as a Cancer Center of Excellence — one of only five in the state. To qualify, a Florida cancer center must offer advanced research, including clinical trials, as well as clinical expertise and support services. The recognition was a natural outgrowth of this partnership, says Candice Sareli, MD, Vice President and Chief Medical Research Officer.

"We are a very comprehensive center for research quality and delivery of a very high level of cancer care for our patients. And we have been working close to 10 years to achieve this level of care," adds Luis Raez, MD, Medical Director, Cancer Center of Excellence, and Chief Scientific Officer, Memorial Cancer Institute.

With a \$200,000 grant from Community Foundation of Broward for breast cancer research, the Memorial and FAU partnership continued to break new ground. The grant's purpose was to examine disparities of cancer occurrence in different population groups and identify possible biomarkers. Now, with a second grant for

\$300,000 from CF Broward, the partnership is building on that research by creating a cancer biorepository. It will serve as a valuable tool for finding novel biomarkers and therapies for cancer.

On the COVID-19 front, Memorial is working with FAU Schools of Nursing and Engineering to develop an artificial intelligence (AI) model that will help evaluate and predict long-term health outcomes of the pandemic.

As for the future, Dr. Sareli says: "We'll work to increase our scope of clinical trials, continue collaborating with FAU on the development of medical devices, and keep pursuing AI and predictive modeling — all of which will play a greater role in healthcare's transformation."



Candice Sareli, MD
Vice President and
Chief Medical Research
Officer



Luis Raez, MD
Medical Director and Chief
Scientific Officer, Memorial
Cancer Institute

Office of Human Research: Transforming Hope into Reality



Number of open-to-accrual studies



Number of patients involved

To date, the Office of Human Research has:

- » Conducted 922 studies touching nearly 10,000 patients, and
- » Grown to more than 40 staff members, with
- » 445 scholarly activity works from Memorial physicians, including:
 - 83 publications in major peer-reviewed journals
 - 20 international poster presentations



Leading With Heart to Transform Care »



**Destination
heart center
with world-class
TotalHeart care.**

*John Cogan, MD, Chief,
Electrophysiology, and team
perform a cardiac procedure*

Memorial Cardiac and Vascular Institute, a destination center for cardiac patients seeking world-class care, is helping lead Memorial into the next chapter of healthcare's transformation — providing innovative treatments and conducting research with groundbreaking potential.

“We put into place a very comprehensive program to ensure the patient is getting the best possible care — and our outcomes bear that out,” says Michael Cortelli, MD, Chief, Memorial Cardiac and Vascular Institute.

Memorial has become a cardiovascular care destination by offering:

- » Advanced care for any stage of life, including Broward’s first pediatric and adult heart transplants
- » Comprehensive, lifelong treatments for congenital heart patients
- » Innovative approaches that reduce risk and improve outcomes — like fluoroscopyless cardiac ablation, ECMO, and radial cardiac catheterizations and angioplasties
- » Highest 3-star rating from the Society of Thoracic Surgeons for coronary artery bypass grafting (CABG), mitral valve replacement and repair (MVRR), CABG+MVRR and transcatheter valve therapy
- » A team approach by pediatric and adult electrophysiologists and surgeons to successfully treat the most complex cardiac rhythm problems
- » Graduate Medical Education, training fellows in all aspects of cardiac care

“We put into place a very comprehensive program to ensure the patient is getting the best possible care — and our outcomes bear that out.”



Michael Cortelli, MD
Chief, Memorial Cardiac and Vascular Institute

Now, Memorial Cardiac and Vascular Institute has forged new pathways with recent milestones:

The Harmony™ valve — This year, Memorial performed South Florida’s first minimally invasive transcatheter valve replacement on a congenital heart patient using the Harmony™ valve. The approach allowed the patient to go home the next day, avoiding the pain and recovery of an open-heart procedure.

Epicardial ventricular tachycardia ablation — Memorial offers one of South Florida’s most advanced ventricular ablation programs, and we are one of the few providers in the state with the expertise to map and treat complex arrhythmias that originate in the epicardial surface of the heart.

The Gold Standard in Life Saving Support — The Extracorporeal Life Support Organization, an international body of experts who establish best practices in the provision of extracorporeal membrane oxygenation, or ECMO, has designated Memorial Regional Hospital and Joe DiMaggio Children’s Hospital as ELSO Gold Center of Excellence ECMO programs that provide support of failing organ system in infants, children and adults.

Advanced Heart Failure Accreditation — Memorial Regional Hospital was the first hospital in South Florida to earn Advanced Heart Failure Accreditation from the American College of Cardiology, joining a small group of elite heart failure programs in the United States that have demonstrated the highest criteria in treating the most complex cases of heart failure.



For more than 12 years, Memorial has earned high ratings for cardiac surgery.

“Consistently earning a prestigious accolade like the three-star rating from STS is a demonstration of Memorial’s commitment to our cardiac patients and their families, who know they can count on us for excellence and quality in their TotalHeart care.”



Juan Plate, MD
Chief, Adult Cardiac Surgical Services





Vivian, who had microvascular angina and Kashmina Bhadha, MD, Medical Director, Women's Cardiac Health Program



A measured, intelligent approach — delivering care in a thoughtful, not reflexive, manner — is what Memorial Cardiac and Vascular Institute is all about.”



Ralph Levy, MD
Chief, Adult Cardiac Medical Services

Continuing to Transform Cardiac Care

A measured, intelligent approach — that is what Memorial Cardiac and Vascular Institute is all about, says Ralph Levy, MD, Chief, Adult Cardiac Medical Services. In that spirit, key areas of focus for the future include:

Preventive care — Memorial emphasizes preventive techniques and working with patients to change their lifestyles, with the goal of eliminating the need for more advanced treatments in the future.

Heart health for women — Because distinct differences exist between men and women in how they present with heart disease, Memorial is prioritizing prevention and cardiac care among women and is laying the groundwork for cardio obstetrics.

Cardio oncology — The interaction between cancer and heart disease grows every day as cancer therapies continue to demonstrate some near- and long-term cardiovascular consequences. The TotalHeart team is collaborating with Memorial Cancer Institute colleagues to learn more and address these interactions.

Clinical Research Trials Seek to Improve Care

We are committed to improving patient care through clinical research. One example is a leading study currently underway — Relieve-Congestive Heart Failure (CHF) seeks to alleviate symptoms like shortness of breath in older patients with CHF.

“Once CHF patients get to be 70 or older, advanced therapies or heart transplants may not be an option,” says Jonathan Roberts, MD, Medical Director, Interventional Cardiology Clinical Research and Education, and Program Director, Cardiology Fellowship Program. “We’re exploring whether we can make a difference in their quality of life via a simple procedure: making a small hole in the two upper chambers of the heart.”

The 5mm hole between the heart’s left and right atria can help prevent blood backup into the lungs, which is why CHF patients can feel short-winded, Dr. Roberts says.

Memorial researchers continue to follow patients enrolled in the study.



Delores, who had heart failure, with her family and Tamra Ward, MSN, ARNP-C, ANP, CCTC, CHFN

Research by Fellows Uncovers New Paths for Cardiac Care

Fellows in our Graduate Medical Education Cardiac Disease Fellowship Program, now in its second year, are conducting research that will help define the future of cardiovascular care.

Learning to understand scientific techniques and processes will help these fellows make the best decisions for their patients down the road, says Jonathan Roberts, MD, Medical Director, Interventional Cardiology, Clinical Research and Education, and Program Director, Cardiology Fellowship Program.

Current studies include:

- » Developing a database tracking every Memorial patient with cardiac amyloid to determine the best ways to diagnose and treat it
- » Analyzing the medical outcomes and mortality differences of heart attack patients with COVID-19 versus those without
- » Studying methods of reversal of anticoagulation in patients undergoing transcatheter aortic valve replacement, and
- » Examining the incidence of atrial fibrillation in young patients who experience stroke after a procedure to close the patent foramen ovale, a hole between the heart's upper chambers that usually closes after birth



Our fellows aren't just learning about the area they're studying — they're learning how to understand scientific techniques and processes, which, down the road, will help them make the best decisions for their patients."



Jonathan Roberts, MD
Medical Director, Interventional Cardiology, Clinical Research and Education, and Program Director, Cardiology Fellowship Program



Cardiac fellows Jorge Conte, MD; Fangcheng Wu, MD; Cameron Cu, MD; Kishor Khanal, MD; and Komal Imtiaz, MD

New Leadership for a New Era »

“

At Memorial, every one of us is an owner of the concept that we are the place people turn to ... the indispensable provider for complete health.”



Scott Wester, FACHE
President and CEO

New President and CEO Scott Wester met employees while touring Memorial facilities



After six years under the helm of Aurelio M. Fernandez III, FACHE, Memorial Healthcare System welcomed Scott Wester, FACHE, as its new President and Chief Executive Officer.

Mr. Wester comes to Memorial from Franciscan Missionaries of Our Lady Health System, a nonprofit, faith-based healthcare provider in Baton Rouge, Louisiana. There, he served most recently as executive vice president of strategic partnerships and advocacy and, simultaneously, as president and CEO of Our Lady of the Lake Regional Medical Center.

At Memorial, he plans to focus on strengthening and growing partnerships, building workforce and elevating Memorial in South Florida.

After 29 years at the Our Lady Health System, Mr. Wester sees similarities between its culture and Memorial's, noting that both organizations emphasize the health and wellness of the whole person.

"At Memorial, every one of us is an owner of the concept that we are the place people turn to — not just when they're having a difficult time in their lives, but at all times — the indispensable provider for complete health," he says.

Mr. Wester will lead Memorial as it enters a pivotal next chapter in its nearly 70-year history — emerging from the COVID-19 pandemic and pursuing innovative ways to provide Memorial's nationally recognized patient- and family-centered care.

Memorial's Graduate Medical Education program, its focus on health equity for all and its diversity and inclusion efforts will play important roles in that transition.

"GME will help evolve Memorial into a formidable academic enterprise," he says. "It is a crucial element of a thriving system — one that is forward-thinking and that refuses to stay in the present."

Following his arrival, Mr. Wester visited facilities across Memorial to meet with many of the 14,000 employees who work to fulfill its mission daily.

"I was honored to gain a personal understanding of the contributions each of our caregivers makes to serving our patients, their families and our community," he says.





Nikki, who received a cochlear implant, and her parents with Samuel Ostrower, MD, Chief, Pediatric Otolaryngology, Head & Neck Surgery Program



Changing Lives »

A look back at some of the past year's special moments

Women's & Children's Services Grow Along with the Community»



Memorial expanded facilities, services and access for women and children to meet growing need.



Children with Complex Needs Access Specialized Care from 2 Leading Hospitals

Joe DiMaggio Children's Hospital Center for Complex Care officially opened, making it possible for more children to access specialized care right here in South Florida. An alliance with Boston Children's Hospital enables patients to access streamlined and coordinated care from experts at both hospitals.

The center also offers short- and long-term care planning for children with complex chronic health conditions, second opinions for children with rare or difficult-to-diagnose health issues, needs assessments and more.



“We are able to access world-class care while our kids stay local with our medical teams here. It is a great relationship that is forming between our physicians and their physicians.”



Amanda Porro, MD
Medical Director of Clinical Effectiveness and Complex Care, Joe DiMaggio Children's Hospital

Expert Care for the Most Fragile Infants

Doctors and nurses at Memorial not only deliver about 13,000 babies in South Florida each year, but also deliver specialized care to moms and their babies with complex conditions.

Memorial's Maternal-Child Medicine team includes maternal-fetal physicians, high-risk OB specialists and pediatric experts from Joe DiMaggio Children's Hospital. These teams collaborate to provide seamless, coordinated care throughout pregnancy, delivery and beyond.

Newborns with special needs are cared for in the Wasie Neonatal Intensive Care Unit, which provides Level II and Level III neonatal intensive care services for about 850 babies a year.

2nd Miramar Office Building Is Home to Services for Women and Children

A second medical office building has opened at Memorial Hospital Miramar to serve West Broward and Northwest Miami Dade.

Women's and Children's Pavilion houses outpatient services including breast imaging, outpatient laboratory and infusion services, and general ultrasounds, all with extended hours including Saturdays.

The first floor also features an outpatient surgical center for adults and children, performing general surgery, ENT and orthopedic procedures.

The second floor will be home to Joe DiMaggio Children's Hospital specialists, including orthopedics and sports medicine, neurology, endocrinology, hematology/oncology, pain management, nephrology and more.

National Leaders for Children's Orthopedics and Heart Surgery

Joe DiMaggio Children's Hospital has once again been named among the top 50 children's hospitals in the nation for Orthopedics and Cardiology & Heart Surgery by U.S. News & World Report.

The Orthopedic Center continues to grow and is welcoming two new specialists, bringing the team to a total of 12 physicians specializing in orthopedic and sports medicine conditions.





Brianna, who had a back injury



Watch video

PATIENT STORY

Back on the Court

When elite tennis athlete Brianna felt a sudden, sharp pain in her back and couldn't pick up or swing her tennis racket, she tried to rest and stretch. When that didn't work, she turned to the [U18] Sports Medicine team at Joe DiMaggio Children's Hospital.

An MRI revealed a stress fracture in her lower back. The team, including her physician Matthew Fazekas, MD, started her on a bracing treatment and physical therapy and supervised her return to tennis. Dr. Fazekas said the [U18] team's multidisciplinary approach is crucial for success with athletes like Brianna.

Now, Brianna is back to reaching for her goals. "I want to become No. 1 in the world," she said.

Rising Up for Kids

The countdown is on! In a few short months, Joe DiMaggio Children's Hospital will unveil its new four-floor expansion.

The addition adds state-of-the-art patient rooms, houses the latest technology (including a 3T intraoperative MRI and hybrid cardiac interventional suites) and provides enhanced respite areas, such as a fifth-floor terrace and an entire floor dedicated to the healing power of play through the hospital's partnership with Garth Brooks' Teammates for Kids Foundation.

"We are excited to share this spectacular space with our community," said Caitlin Stella, MPH, Chief Executive Officer. "The technology in the expansion will enable our outstanding medical and surgical teams to continue to deliver the exceptional care for which we are known. This space also provides a healing child and family-friendly environment of care for respite and the fun activities that children enjoy."

Support from Joe DiMaggio Children's Hospital Foundation donors helped fund the expansion through the Catch the Love campaign.



The technology in the expansion will enable our outstanding medical and surgical teams to continue to deliver the exceptional care for which we are known."



Caitlin Stella, MPH
CEO, Joe DiMaggio Children's Hospital



Rendering of the expanded Joe DiMaggio Children's Hospital



Aurelio Fernandez Retires >>

Aurelio M. Fernandez III, FACHE, retired in April 2022 after leading Memorial Healthcare System as President and Chief Executive Officer for six years.

Fernandez was an innovative healthcare leader in South Florida for 45 years and ended his career as an instrumental force in building consensus and collaboration at the local, regional and state levels during the COVID-19 pandemic. His efforts focused on disease mitigation and safety for area nursing homes and front-line caregivers.

“My tenure as president and CEO has been the most rewarding time of my career,” says Fernandez, who worked at Memorial for more than 15 years, first as CEO of Memorial Hospital Miramar and later as COO of the healthcare system. “I’m very proud of the work our employees do every day for patients and the community.”

As CEO, Fernandez focused on five key initiatives: safety, technology, clinical integration, expanded pediatric services and enhanced culture.

Fernandez also helped usher in a new era of care by:

- » Expanding facilities and services, including:
 - Breaking ground on a \$125 million home for the Memorial Cancer Institute
 - Opening a second medical office building on the campus of Memorial Hospital Miramar
 - Expanding pediatric services in Palm Beach County with the opening of the Joe DiMaggio Children’s Health Specialty Center in Wellington
 - Overseeing the expansion of Joe DiMaggio Children’s Hospital from four to eight floors

- » Expanding and reinforcing Memorial’s position as a regional academic medical center
- » Securing the long-term financial stability of Memorial through shared savings programs between Memorial Health Network and commercial insurances and established value-based care partnerships
- » Enhancing services and access for the community by adding Memorial Fitness Zones in Broward County parks and opening a food pantry for discharged patients at Joe DiMaggio Children’s Hospital

Fernandez also established Memorial’s Office of Diversity, Equity and Inclusion, and promoted a culture that earned the system national recognition as one of the best places to work in healthcare.

“**I’m very proud of the work our employees do every day for patients and the community.”**

– Aurelio M. Fernandez III, FACHE

New Cancer Center for a New Era of Care »



New cancer center is on track to open in 2023.



Watch video

Leticia, who had lymphoma, with her husband and Jose Sandoval-Sus, MD

Construction on the new freestanding home for Memorial Cancer Institute continues and is on track for opening in late 2023.

The four-story, 121,000-square-foot facility on the Memorial Hospital West campus will allow patients to receive cancer treatments and services at one convenient location. The center also will be home to Moffitt Malignant Hematology and Cellular Therapy at Memorial.

The new space also will maximize collaboration between oncology clinicians from Memorial and research specialists from Florida Atlantic University. This partnership is already one of only five Cancer Centers of Excellence in Florida.

The project is made possible, in part, by the support of Memorial Foundation donors, including AutoNation and Randy King.

Innovation for Lung Cancer Detection

Memorial is leading the way in lung cancer care and detection with the new FDA-cleared Monarch™ Platform for robotic-assisted bronchoscopy. Memorial is the first in the region to use the system.

More than 90 percent of people diagnosed with lung cancer do not survive, in part because the disease has already advanced by the time it is discovered. Memorial's expert thoracic surgeons use Monarch™ technology and other advanced techniques, such as endobronchial ultrasound, to provide a rapid, accurate diagnosis and treatment at earlier stages for better survival rates.

The new robot complements existing Lung Screening and Incidental Pulmonary Nodule programs. The system was purchased through the generosity of Memorial Foundation donors.



Watch video



That is the foundation of quality patient care and good outcomes, and we are proud to be the first in South Florida to offer this innovative tool to help patients who have lung nodules."



Mark Block, MD
Chief, Thoracic Surgery

PATIENT STORY

Going the Distance for Memorial Care

When Leticia (see photo) moved from South Florida to Las Vegas, the cancer she'd been fighting for years was in remission.

When she went to a Las Vegas doctor for a throat issue, however, they discovered she had lymphoma. So she packed up her camper trailer and drove back 3,000 miles for CAR T-cell therapy at Moffitt Malignant Hematology and Cellular Therapy at Memorial.

This highly advanced and new treatment paradigm uses a patient's cells to develop a specialized drug that directly targets and destroys the cancer cells.

"I have tremendous faith in the doctors at Memorial. I'm just amazed at how wonderful they are," Leticia says. "Now I feel terrific. I really do."

New Cancer Fellowship

Memorial Graduate Medical Education now has a Hematology and Medical Oncology Fellowship Program with Memorial Cancer Institute. With 10 fellows in 2022 and a full complement of 15 by 2023, Memorial will have one of the largest fellowship programs in the state, educating cancer specialists of the future.

Saving Lives Through Research

ROS1 lung cancers affect more than 5,000 patients in the U.S., and Memorial Cancer Institute has been pioneering research to find new options to battle the disease.

Memorial patients have had access through clinical trials to new drugs before they reach final FDA approval. Some of the new drugs, such as repotrectinib and taletrectinib, are more potent than all other FDA-approved agents. Memorial is the only cancer center in Florida with access to them, benefiting patients who have exhausted other treatment options.

After a ROS1 patient had success with repotrectinib in a clinical trial, Memorial worked with the FDA to create a second trial for a patient who had gone through five other failed treatments, but did not qualify for the first trial and was out of options. Today, the second patient is doing well, and the cancer is controlled after six months on repotrectinib.

Artificial Intelligence Accelerates Stroke Treatment »



Brijesh P. Mehta, MD, Medical Director, Comprehensive Stroke Program and Neurointerventional Surgery, and Haris Kamal, MD, neurointerventional surgeon, use artificial intelligence imaging to identify blocked arteries

When someone is having a stroke, every second counts. Time is brain and with every minute that passes, nearly 2 million neurons are at risk of permanent injury.

That's why the experts at Memorial's Comprehensive Stroke Program at Memorial Neuroscience Institute use an artificial intelligence imaging platform to identify blocked arteries and begin treatment as quickly as possible.

Teamwork and the technology combined to save Sean's life when he had an acute stroke. The software helped his care team quickly identify a blockage of a large vessel on the right side of his brain and get him into treatment in record time. Today, he's back to normal.

Since Memorial began using the technology in 2017, the AI has identified more than 8,400 strokes and helped the neurointerventional surgery team reduce door-to-treatment times — saving lives and critical brain functions.

The technology alerts doctors on

their smartphones and watches as soon as scans are ready and makes it easier for them to view results and mobilize cath lab teams to deliver treatment as fast as possible.

"Artificial intelligence streamlines our workflow, cuts down on time and allows us to make decisions quickly and effectively at the point of care to benefit our patients," says Brijesh P. Mehta, MD, medical director of the Comprehensive Stroke Program and Neurointerventional Surgery.

The health system began using the imaging system at Memorial Regional Hospital and has now expanded the program to Memorial Hospital West, Memorial Hospital Miramar and Memorial Hospital Pembroke. Norman Ajiboye, MD, is medical director of the Comprehensive Stroke Program at Miramar and Pembroke locations.

Both Memorial Regional Hospital and Memorial Hospital West are certified Comprehensive Stroke Centers with the expertise to meet the needs of the most complex stroke patients who require intensive medical and neurosurgical care.



Advancements in artificial intelligence have helped Memorial Neuroscience Institute efficiently triage stroke patients, and provide them with the most effective treatment and appropriate care in the shortest possible time."



Christopher DeMassi, MD
Chief, Neuroscience Institute; Chief, Adult Neurosurgery; and Medical Director, Spine Center

PATIENT STORY

Rebuilding Strength

Intensive therapy at Memorial Rehabilitation Institute helped Cristina get moving again after a neurological disorder knocked her off her feet.

Cristina had just returned from a bike ride when her legs went numb. Her husband took her to Memorial Hospital Miramar, where the Memorial Neuroscience Institute team found that Cristina had transverse myelitis, or inflammation of the spinal cord.

She was admitted to Memorial Rehabilitation Institute at Memorial Regional Hospital South for intense physical and occupational therapy to recover as much strength, mobility and function as possible. Now, she and her husband are walking miles every day.

"When you have a team like the one Memorial has here, patients recover easily," she says.

Cristina, who had transverse myelitis, and her husband



Celebrating 5 Years of Kidney Transplant Care »



Ben, who had a kidney transplant, with wife Amber and Seyed Ghasemian, MD, Chief, Abdominal Transplant Surgery



Seyed Ghasemian, MD, Chief of Abdominal Transplant Surgery, and Basit Javaid, MD, Chief, Abdominal Transplant Medicine

Memorial Transplant Institute is celebrating five years of saving lives through kidney transplantation and is one of only two programs in South Florida to offer both pediatric and adult kidney transplants.

In 2022, the Scientific Registry of Transplant Recipients reported that Memorial has one of the shortest times to kidney transplant and among the highest kidney transplant rates in South Florida.

“When a patient is progressing to or has established end-stage kidney

disease, timing to transplantation is very important. That’s why we strive to make the referral, evaluation and transplant process as streamlined and smooth as possible, ensuring that patients get to transplant preemptively or as early after starting dialysis as possible,” says Basit Javaid, MD, Chief, Abdominal Transplant Medicine.

The kidney transplant team — led by Dr. Javaid and Seyed Ghasemian, MD, Chief of Abdominal Transplant Surgery — offers nationally recognized care from physicians

who bring the latest therapies to patients and specialized care and support for a lifetime.

The team has become known for taking on some of the most complex and challenging cases and offers multiple transplant options including:

- » Living donor
- » Deceased donor
- » Preemptive
- » Paired kidney donation
- » Transplantation across immunological and physiological barriers

Memorial is one of the only four centers in the state to offer paired kidney donation through the National Kidney Registry.

“Our team is one of the most experienced in the region and offers innovative options, including complex procedures to provide a transplant for people with challenging cases that might not be possible at other transplant centers,” Dr. Ghasemian says. “These options, coupled with our urgency and long-term care, give patients the second chance they’ve been hoping for.”

PATIENT STORY

A Friend’s Loving Gift

Ben had extreme swelling in his legs and feet, his heart was only working at 11 percent and his kidneys were failing. Slowly, his heart grew stronger, but he still needed a kidney.

Tia, a Memorial employee, knew Ben from church. She offered to help by donating one of her kidneys. Living donor transplants like this offer fewer complications and often last twice as long.

Now, Ben has his energy, strength and life back. “I got a second chance,” he says.

“I’m just really grateful for Tia,” says Amber, Ben’s wife. “Having him being able to be a hundred percent himself and be there for me and the kids, that’s the best thing about life right now.”



Ben and Tia

Behavioral Health Expands to Heal the Mind and Spirit»



Even before the COVID-19 pandemic, mental and behavioral health needs in Broward County, South Florida and the country were on the rise. The pandemic then added to the mental toll on people of all ages and exacerbated the mental health needs of many in the community.

Memorial remains committed to healing the body, mind and spirit of those we touch and continues to expand its behavioral health offerings with new locations, additional experts to provide care and enhanced services and programs.

“We’re doing everything we can to expand our services, so we can see more patients and provide the help that we know is needed,” says Tammy Tucker, PsyD, Vice President of Behavioral Health Services.

The behavioral health team will soon open a new and larger outpatient facility in Davie. Currently under construction, the facility is expected to open in fall 2022.

Services are also expanding, including new treatments for people with hard-to-treat depression. One of these is transcranial magnetic stimulation, a non-invasive treatment using low-level magnetic pulses to stimulate parts of the brain.

They also continue to maintain the response to the opioid epidemic. “It was getting better, but then the pandemic hit and erased some of the progress that had been made,” Tucker says.

Services for children, teens and adolescents is another area of concern.

“The need on the pediatric side has been phenomenal,” Tucker says. “It has been a real challenge because we have a major access issue in this country for pediatric behavioral health services, and there are limited psychologists and psychiatrists for our children.”

Memorial is actively recruiting more pediatric psychologists, psychiatrists and other behavioral health experts, while also adding specialized programs to support medical programs and patients going through specific health challenges, such as cancer and chronic pain.



We’re doing everything we can to expand our services, so we can see more patients and provide the help that we know is needed.”

Tammy Tucker, PsyD

Vice President of Behavioral Health Services



Global increase in anxiety and depression attributed to pandemic



Estimated annual ED visits involving mental illness and substance disorders

VELYS™ Technology Improves Knee Replacement Outcomes >>



Watch video

Daniel Chan, MD, Chief, Orthopaedic Surgery and Sports Medicine, with the VELYS™ Robotic-Assisted Solution for knee replacements

About 900,000 knee replacements are performed in the United States each year, making it one of the most common orthopaedic procedures performed, but an estimated 15 percent of knee replacement patients report persistent pain, stiffness and instability.

Surgeons at Memorial Orthopaedic Surgery and Sports Medicine Center — based at Memorial Regional Hospital South — use the latest robotic technology to improve outcomes of knee replacement surgery. They are the first in South Florida to use the VELYS™ Robotic-Assisted Solution.

The robotic-assisted system helps them perform knee replacement surgery tailored to each patient's anatomy to increase mobility, decrease pain and minimize recovery time. Also, the system does not require a pre-op CT or MRI scan, saving patients time, money and radiation exposure.

“It really allows us to use patient-specific anatomy and data to make real-time decisions while doing the surgery,” says Daniel Chan, MD, Chief, Orthopaedic Surgery and Sports Medicine. “Before we begin, the robot collects and uses multiple data points with respect to bony anatomy and soft tissue tension to precisely align the cuts and implants, maximizing the chance of a good outcome and function.”

Patients can go home the same day of surgery and then begin intensive physical therapy at Memorial Rehabilitation Institute. Therapists work in conjunction with the surgeon to help patients regain flexibility, strength, balance, coordination and endurance.

“Physical therapy is critical to the success of knee surgery,” says James Salerno, MD, Chief, Physical Medicine and Rehabilitation. “We’re able to provide a continuum of care — from diagnosis to surgery to rehabilitation and recovery — that helps people return to their normal, active lives as quickly as possible.”



We’re able to provide a continuum of care — from diagnosis to surgery to rehabilitation and recovery — that helps people return to their normal, active life as quickly as possible.”



James Salerno, MD
Chief, Physical Medicine and Rehabilitation

Education and Training Help Fill the Gaps »



Left side: Vandolyn McIntosh, MSN RN CEN CRRN NPD-BC, Manager, Simulation Center; Richard Canderelli, Emeritus RN; Valarie Grumme, PhD RN CCRN-K, Director, Nurse Fellowship Program and Simulation Center; Right side – back row: Linda Silverman, Emeritus RN; Maureen Laighold, Emeritus RN; front row: Marlene Gollop-Downs, Emeritus RN; Toni Mingola, Emeritus RN



The new Simulation Center is a key component of nurse resident training



Nurse Residency Program Combats Shortage

A national nursing shortage was already challenging health systems when the pandemic hit — and drove more nurses to leave the profession.

The Nurse Residency program is combatting this shortage by educating and training new nurse graduates and providing them with the support they need to succeed. The program has enhanced its curriculum, increased the number of trainees and found unique ways to get more experienced nurse educators to pass along their knowledge to the next generation.

Memorial hired about 600 nurse residents in the past fiscal year and now offers them boot-camp-style

learning and hands-on experience in its new Simulation Center at the Memorial Training Center that opened in March.

The technology allows nurses to gain experience and practice situations that would otherwise take a lifetime to witness.

The program also reached out to several recently retired nurses to help train the nurse residents, while creating their own flexible schedules — making it a win-win for all involved.



Total new nurses thanks to residency program



We developed our Simulation Center with the latest high-fidelity simulators, where novice nurses can learn how to perform basic skills of nursing and practice according to our policies and procedures.”



Maggie Hansen
Chief Nurse Executive
Retired in August 2022

Nurse Fellowship Opportunities Grow

Our Nurse Fellowship program also continues to grow and now has 19 specialty areas in which nurses with at least one year of experience can train.

The program continues to create additional programs for areas where Memorial and the state are experiencing shortages, including case managers, nurse educators and dialysis nurses.

“We’re listening to the nurses and providing the support, programs and opportunities that they want,” says Hansen.



Nurse fellows in 2021

GME Program Growth Exceeds 5-Year Goals

Over the past five years, Graduate Medical Education (GME) has created 15 programs with 273 accredited spots, exceeding its initial goals despite the challenges of the pandemic.

Memorial had five years to create academic programs at Memorial Hospital West with help from Medicare funding. Memorial enters its last academic year to start new training programs and is doing so with the addition of a transitional-year residency and infectious disease fellowship. Trainees were matched in March 2022 and began training in July.

Memorial launched GME in July 2018 with the goal of creating nine programs to provide training opportunities for medical school graduates, while also addressing

the physician shortage in Florida.

Today, 10 of its 15 programs focus on specialties that the state has identified as in dire need of physicians.

Memorial celebrated its first class of graduates in June 2021, with several doctors choosing to stay, either to continue their training or to work.



Memorial went above and beyond what was expected, especially considering half of our GME program’s existence has been under a pandemic.”



Saima Chaudhry, MD
Chief Academic Officer

Community ALLIES Honored for Work with Broward Seniors »



Florida has the highest concentration of older residents in the U.S. In Broward, adults 65 and older make up 22.5 percent of county population — nearly 430,000 residents.

For the past six years, Memorial ALLIES — or Adults Living Life Independently, Educated & Safe — has been addressing the challenges that some of these seniors face in maintaining their independence and overall health while aging in place. To date, the program has helped more than 300 seniors, with 99 percent of participants remaining independent one year after completing the program.

In July 2021, ALLIES was recognized by the American Hospital Association with the Dick Davidson NOVA Award for improving the health of the community.

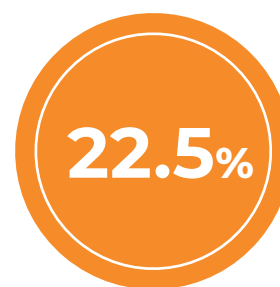
“We have many programs and receive grants to help young children, families, women and more, but sometimes, older adults and the issues they face are overlooked,” says Tim Curtin, Executive Director for Community Services. “ALLIES goes a long way in keeping Broward seniors happy and independent. It became lifesaving during the pandemic and continues to fill a void.”

In partnership with the city of Hollywood, ALLIES is a no-cost program that offers case management services, strategic home safety measures and preventive education. This includes help with everyday activities like driving, finances, housework, cooking and personal care.

During the pandemic, the program became a lifeline for seniors and delivered supplies, information and mobile phones to help keep them

safe and connected. Once vaccines rolled out, the staff helped them register online to get vaccinated.

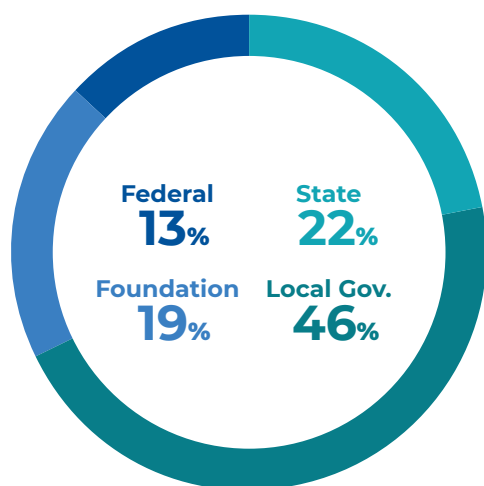
Curtin says they had to improvise during these past two years to address new concerns. “We’re proud of how we were able to help seniors through the pandemic and will continue to be their ALLIES moving forward,” he says.



Percentage of Broward County population 65 and older

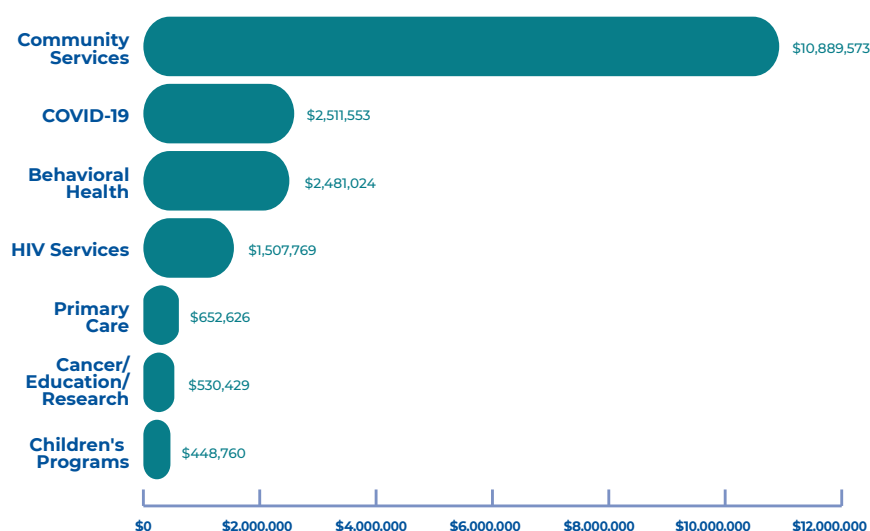
Fiscal Year 2022

SOURCES OF FUNDING



\$19,021,734
Total Approved

GRANTS BY PROGRAMS





Investing in Resources to Meet Patient Needs >>

In the second year of a global pandemic, Memorial continued to invest in its workforce and travel staff to meet patient care needs, as well as manage resources as the country dealt with supply-chain challenges and inflation.

In the past fiscal year, Memorial paid \$69 million in incentives to its employed staff and \$156 million for travel staff to fill vacancies from illness or other factors. That totals \$225 million in additional expenses to ensure appropriate staffing levels.

“Before COVID, we had about 300 nurse and 750 total vacancies,” says David Smith, Executive Vice President and Chief Financial Officer. “During this past fiscal year, this went up to almost 1,000 nurse and 2,300 total vacancies, which strained the system both financially and from a human capital perspective.”

Memorial continued to struggle with supply-chain issues that impacted people and companies around the country. This has often made it difficult to obtain supplies while also facing skyrocketing costs.

Strong Value Improvement Plans

As governmental assistance for pandemic care now wanes and expenses continue to soar, Memorial continues to search for ways to generate revenue and enhance efficiencies.

Memorial kicked off its second Value Improvement Plan in March 2021 to identify and implement ways to increase revenue and cut costs through improved efficiencies. The team set a goal of \$100 million in savings within 18 months and is on track to reach the goal ahead of schedule.

Strong Bond Ratings

Despite the challenges, Memorial remains fiscally sound and has an AA bond rating from Standard & Poor’s and Aa3 ratings by Moody’s. Memorial is one of only two health organizations in South Florida that is AA rated by both institutions.



We are one of the most financially sound healthcare systems in Florida.”



David Smith
Executive Vice President and
Chief Financial Officer

A Leader in Value-Based Care

When a 61-year-old patient with multiple health conditions and a history of ER visits was admitted again after a fall, the Memorial Population Health Management team determined it was time for 24-hour care. A Population Health nurse reached out to his emergency contact and his case manager, and together they recommended placement in an assisted-living facility. A Memorial social worker was engaged to assist with documentation, and the nurse reassured and helped the patient to understand that this is the most appropriate site of care.

This is excellent healthcare. It's also a great example of value-based care — in which providers guide people through their entire health journey, at all times and in all places.

"It's an essential transformation of healthcare — extending our services well beyond someone's discharge from the hospital to make sure that person stays healthy," says Matt Muhart, Executive Vice President and Chief Strategy Officer. "We're moving from being hospital-centric to health-centric."

In pursuit of this transformation, Memorial follows the Accountable Care Organization (ACO) approach. ACO providers give proactive, preventive care that will help patients avoid future ER visits, hospitalizations and readmissions. (Providers receive additional incentive in the form of increased reimbursement — shared savings payments — from payors).

For example, Memorial Health Network, with more than 1,700 physicians who serve 215,000 participants, negotiates value-based agreements with payors — working to lower the total cost of care by improving quality, efficiencies and communication between providers and anywhere patients receive services.

Memorial also is expanding value-based services by:

- » Partnering in 2021 with the Oscar health insurance company and Holy Cross Health to offer a co-branded Medicare Advantage plan in South Florida
- » Acquiring Broward Guardian ACO in 2020 to offer a broader network of value-based practitioners to Medicare recipients. This year, Broward Guardian ranked No. 1 among Medicare Shared Savings Programs (MSSPs), with the highest savings per capita of any high-revenue ACO in the nation.
- » Participating in a large number of other Medicare value-based (bundled payment) programs
- » Exploring creative initiatives like Memorial Health Assurance, a self-funding healthcare plan for small and midsize businesses in South Florida

Overall, the savings realized under Memorial's value-based initiatives have been substantial: more than \$165 million in the total cost of care since 2013 and \$4.5 million under Broward Guardian this fiscal year alone. Most important, these initiatives help ensure that Memorial keeps the whole person at the center of care.

"Our mission is to heal the body, mind and spirit of those we touch," Muhart says. "It does not say, 'Just while they're in the hospital.' Memorial has built the infrastructure to go beyond being a hospital system and keep people as well as they possibly can be. It's individualized care centered around the entire person."



Memorial has built the infrastructure to go beyond being a hospital system and keep people as well as they possibly can be. It's individualized care centered around the entire person."



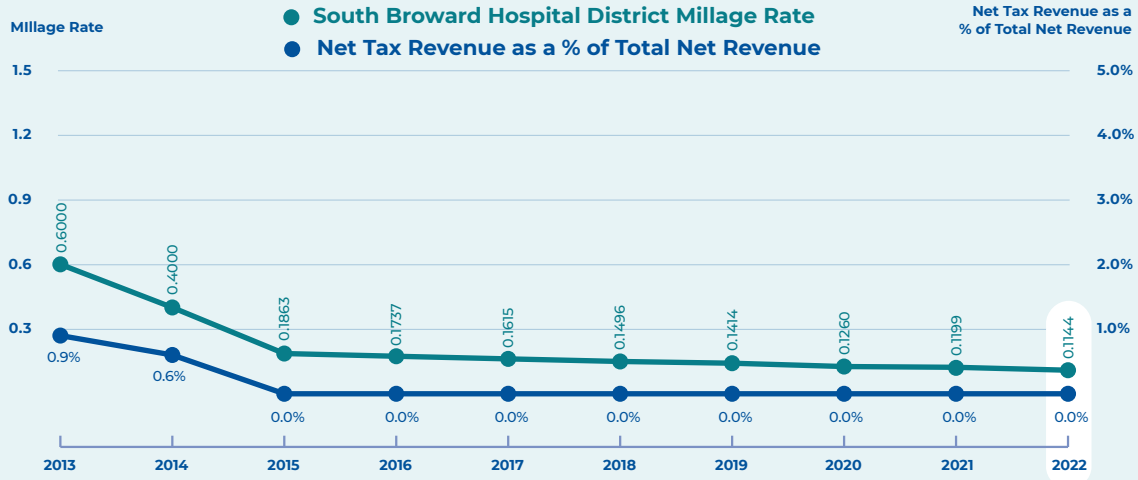
Matthew Muhart
Executive Vice President
and Chief Strategy Officer



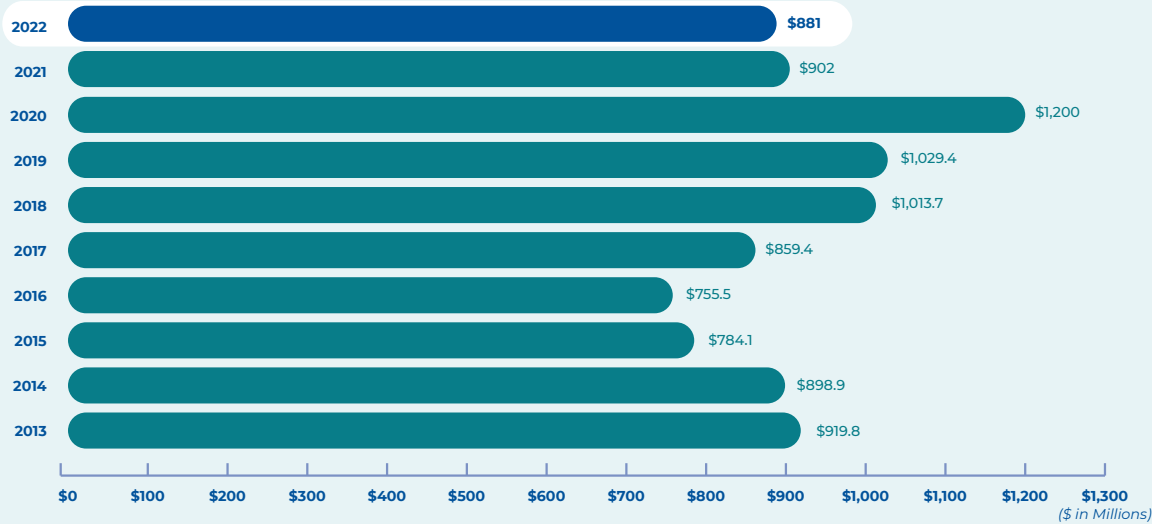


Fiscal Year 2022

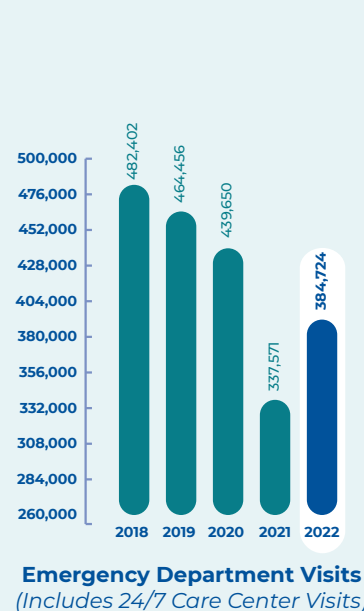
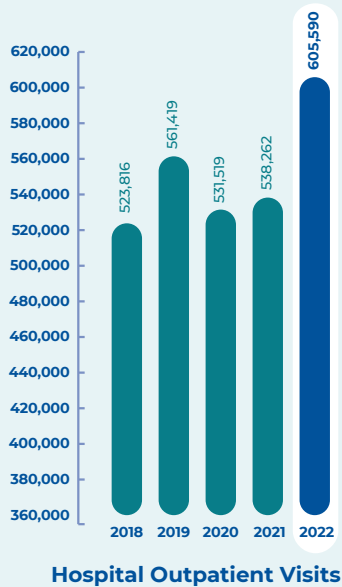
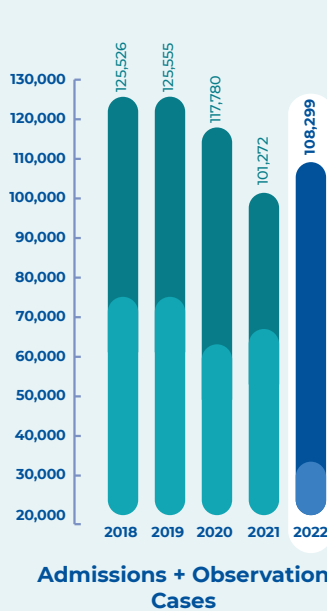
MILLAGE RATE



UNCOMPENSATED CARE



PATIENT VOLUME





MHS.net | JDCH.com

 [Memorial-Healthcare-System](#)

 [MHSHospital](#)

 [MemorialHealthcare](#)