



2023 LEADING HEALTH FORWARD

REPORT TO OUR COMMUNITY



CURATOR OF LIGHT

Donald A. Berman, MD, with his oldest daughter, Lynn, at age 2 1/2



Youngest daughter Jill (Berman) Adler, second from right the pro- pital and installing of Berman, new president g at Heart" installation law, director of medical nital and guest speak

A MEMORIAL FAMILY *for* 4 GENERATIONS



Lynn (Berman) Goldman, Mrs. Lee Berman, Donald A. Berman, MD, retired, and Marla (Eberlin) Berman

“It was pretty rewarding to watch Memorial grow.”

– Donald A. Berman, MD, who retired in 1981



The Berman family - Donald A. Berman, MD; daughter Jill (front); Mrs. Lee Berman; daughters Lynn and Marla

The Berman family has been part of the Memorial family since 1961. Patriarch Donald A. Berman, MD, joined the Memorial staff at that time when it was a single, two-story building. He opened his medical practice across the street and was chairman of the family medicine department. Over the years, he has watched the growth of Memorial as well as his family. His youngest daughter was born there, as were five of his grandchildren and two great-grandchildren — so far.

Daughter Lynn Goldman still travels from home in Pompano for Memorial care.



Lynn (Berman) Goldman family
Back row: Barrett*, Lisa, Sid Hayman, Lynn*, Jason*, Katie
Front row: Mason, Addison, Shiloh* and Harper*
*Born at Memorial

Board of Commissioners

SOUTH BROWARD HOSPITAL DISTRICT

May 1, 2022-April 30, 2023



Back (L-R): Brad Friedman, Chairman;
Dr. Luis E. Orta, Commissioner;
Joe Basulto, Commissioner;
Steven Harvey, Secretary-Treasurer

Front (L-R): Douglas A. Harrison, Commissioner;
Elizabeth Justen, Vice Chairman;
Laura Raybin Miller, Commissioner

Leadership Team

MEMORIAL HEALTHCARE SYSTEM



K. Scott Wester, FACHE
President and Chief Executive Officer



Nina Beauchesne, FACHE
Retired 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 Miramar



Vedner Guerrier
Executive Vice President and Chief Transformation Officer



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



Holly Neville, MD
Associate Chief Medical Officer; Chief, Pediatric General Surgery Program; and Program Director, Surgical Residency Program



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
Executive Vice President and Chief Medical Officer, Memorial Health System, and Chief Physician Executive, Memorial Physician Enterprise



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 West



Jeffrey S. Sturman
Senior Vice President and Chief Digital Officer



Felicia Turnley
Chief Executive Officer, Memorial Hospital Pembroke



Margie Vargas
Senior Vice President and Chief Human Resources Officer



Phil Wright, FACHE
Chief Executive Officer, Memorial Regional Hospital South



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

Memorial Physician Group

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

403
PHYSICIANS

80
PEDIATRIC & ADULT SPECIALTIES
& SUBSPECIALTIES

Memorial Health Network

PHYSICIAN BOARD MEMBERS



Kenneth J. Budowsky, MD



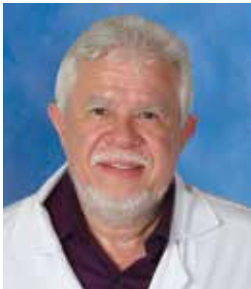
Donald Dixon, MD



Randy Katz, DO



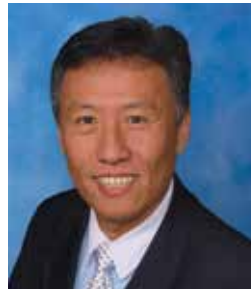
Todd Kazdan, DO



William Pena, MD



Nigel Spier, MD



Chiapone Ting, MD



David Weiss, MD

Memorial Health Network negotiates value-based agreements with health plans to improve the overall health of populations by shifting the paradigm of care to focus on prevention and wellness. By deploying strategies that assist physicians with managing their patient panel more efficiently through practice transformation, the network lowers the total cost of care for a specific population while simultaneously improving the quality of care delivered. It improves efficiency by enhancing communication between hospitals, ancillary facilities and providers to ensure individuals get the right care, at the right site of service, at the right time. In the timeframe between the inception of Memorial Health Network in 2013 and 2022, it has outperformed contractual targets by over \$185M while meeting all clinical quality measures.

Modern Healthcare
**Best Places
to Work** 2023

**Named a best place
to work for 14 years**

**Also awarded Family-
Friendliest workplace
for a third time**



**Memorial Hospital
Pembroke earned
straight A's for patient
safety for 6 years
in a row (2017-22)**

2,100+
PROVIDERS

275,000+
ATTRIBUTED LIVES THROUGH
5 PAYOR AGREEMENTS

\$9.8m
IN SHARED SAVINGS FOR 2022



34 Years of Leadership

NINA BEAUCHESNE, FACHE, RETIRES

Memorial bid goodbye to one of its longest-serving and most inspiring leaders when Nina Beauchesne, FACHE, Executive Vice President and Chief Transformation Officer, retired in July 2023 after 34 years with the system.

"I had mixed emotions about retiring since I've been here so long," she says, "but with a new granddaughter to enjoy, I'm looking forward to the next chapter of my life."

Throughout her career at Memorial, Ms. Beauchesne made unique contributions to the healthcare system's growth and excellence, helping to make it the nationally recognized provider it is today. She first joined Memorial as Administrative Resident of Memorial Hospital in 1989 and then became Assistant Administrator of Memorial Hospital West in 1991. A career-changing appointment followed in 1995, when then-President and CEO Frank Sacco asked her to become the first CEO of Joe DiMaggio Children's Hospital. She also later served as the first female member of the executive staff in the system's history.

As Joe DiMaggio Children's Hospital CEO, Ms. Beauchesne presided over many of its major milestones, including the design, construction and opening of the first freestanding children's hospital in Broward County in 2011. Just six years later, Planetree Inc. named Joe DiMaggio Children's Hospital a Person-Centered Organization — the first pediatric facility in the world to receive that recognition.

Ms. Beauchesne's imprint on Memorial also includes the formation of Memorial Health Network and her robust recruiting efforts for and executive leadership of Memorial Physician Group.

"Nina is the key executive leader behind the success of Memorial Physician Group and the ongoing growth of the physician enterprise," says Aharon Sareli, MD, Executive Vice President and Chief Medical Officer.

Ms. Beauchesne has also provided executive leadership for Memorial's Chief Nurse Executive, Memorial Cardiac and Vascular Institute and Memorial's Community Services. Most recently, as Chief Transformation Officer, she had leadership of Memorial's Population Health and its health equity initiatives.

Ms. Beauchesne will continue to make contributions to Memorial during her retirement, in an advisory role as Special Projects Consultant to the President and CEO. Her appointment in June as Director Emeritus of Memorial Foundation and Joe DiMaggio Children's Hospital Foundation, an honorary title, pays tribute to her 28 years of service as a member of the board of directors.

The foundations also announced the creation of the Nina Beauchesne Administrative Fellow Endowment, which will provide scholarships to recruit and retain outstanding administrative fellows and help fund the overall Administrative Fellows program at Memorial.

Looking back, Ms. Beauchesne believes that it is her leadership in developing the children's hospital that will remain her most significant contribution to the community that Memorial serves.

"One of Nina's greatest contributions to Memorial has been her consistent ability to promote collaboration," says Memorial President and CEO Scott Wester. "Her inspiration will continue to help us meet the opportunities and challenges of our ever-changing healthcare landscape."



Going Ashore

DOUGLAS A. ZAREN, FACHE, RETIRES

Memorial “piped ashore” another long-serving executive when Doug Zaren, CEO of Memorial Regional Hospital South — and proud veteran of the U.S. Navy — retired, leaving a thriving and successful hospital and rehabilitation provider to his successor.

Mr. Zaren’s 2007 appointment started Memorial Regional Hospital South on the journey to becoming the home of Memorial Rehabilitation Institute. Under his guidance, the hospital grew from 33 acute rehab-care beds and 500 employees to 216 acute-care beds, 89 acute-rehab beds and a staff of 750, including the integration of the Physical Medicine & Rehabilitation (PM&R) medical staff into Memorial Physician Group. Today, that group has 14 PM&R physicians and 16 PM&R residents.

Many inpatient rehab programs were established at the hospital during his time there, including a brain injury specialty program, cancer rehabilitation specialty programs and a stroke specialty program, all for adults, and interdisciplinary outpatient medical rehabilitation programs for adults and children. For children and adolescents, Joe DiMaggio Children’s Hospital added a pediatric inpatient program.

The depth and breadth of rehabilitation care earned national recognition as well. U.S. News & World Report named Memorial Rehabilitation Institute on the Memorial Regional Hospital South campus a 2023-2024 Best Hospital for Rehabilitation.

In addition, Memorial Orthopedic Sports and Surgery Center added to its portfolio of services as well, and Memorial Regional Hospital South has the busiest Imaging Center in Broward County. In 2022, the Memorial Regional Hospital South Women’s Center performed 25,000 mammograms.

As Mr. Zaren knew, however, it would take more than all those improvements and additions to make a hospital worthy of the name Memorial.

“You don’t just hang a Memorial sign on a hospital and have it instantly become Memorial,” he says. “When I think of what constitutes Memorial’s culture, I think of cohesiveness. We take care of each other and will also help one another, no matter how difficult it may be.”

Serving as CEO of Memorial Regional Hospital South was the right fit for Mr. Zaren, who arrived at Memorial after serving in leadership roles for hospitals in Fort Lauderdale and Mississippi.

Those appointments followed a distinguished 23-year, active-duty Naval career, from which he retired as a Lieutenant Commander in the Medical Service Corps. His military experience helped prepare him to seamlessly hand off his responsibilities.

“Leaving something great in someone else’s hands is what I trained to do,” Mr. Zaren says. “Memorial’s great team will continue the success, and whoever becomes CEO after me will pick it up and keep improving it.”



A photograph of two men in business suits walking in a modern office hallway. The man on the left is wearing a light grey suit and a red patterned tie. The man on the right is wearing a dark blue suit and a light blue patterned tie. They are both smiling and looking towards the right. The hallway has large windows on the right side, and the floor is a light-colored wood or laminate. A white curved line graphic is overlaid on the bottom left of the image.

“Thank you
for staying
with us on
this journey
and for
giving us the
inspiration
to not just
move health
forward, but
to lead it.”

– K. SCOTT WESTER, FACHE
President and
Chief Executive Officer

LEADING

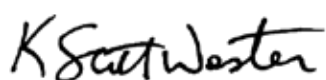
HEALTH FORWARD

Greetings from all of us at Memorial Healthcare System — our Board and all 16,645 members of the Memorial family — as we mark a significant year of accomplishment. This Annual Report marks our 70th anniversary with a look back at our leadership over those years and covers advancements Memorial has made over the most recent fiscal year. It also gives you a preview of the exciting ways we're leading healthcare into the future. In many ways, that future is already here.

Even before the COVID-19 pandemic, we were changing the ways we delivered healthcare. In recent years, we laid the foundation to move from treating patients only when they needed us to playing an active, long-lasting role in the lives of patients and families. We wanted to be their partners in improving and maintaining their health and well-being. The pandemic paused some of those efforts and accelerated others, but as you'll see in this report, we are well on our way to becoming and remaining that trusted partner.

We're doing that by focusing on four major areas, which you'll see discussed further in these pages:

Culture and Mission — Our nationally recognized workplace culture, developed over 70 years of serving as a public, community-based system, uniquely positions us to be a 360-degree provider for long-term health.



K. SCOTT WESTER, FACHE
President and Chief Executive Officer

Workforce Development — We are making great strides in attracting, training and retaining highly qualified medical staff and clinicians, with the skills and expertise to provide person-centered, proactive healthcare services through the year 2050 and beyond.

Strategic Partnerships — Our growing linkages with other providers and community organizations are expanding our presence and reach, and elevating the services we can provide.

The Memorial Experience — Our reputation for clinical excellence and compassionate care, combined with our Primary Care network, are driving us forward and offering healthcare consumers what they want: care that's evidence-based, comprehensive and close to home.

The results we've seen so far — and will continue to see in the years to come — demonstrate that Memorial is back to the work that we're known for doing so well: pursuing everyday excellence and constantly striving for operational improvement. A lot of it has been thanks to the ideas and feedback we've heard from our physicians, our employees and members of our community. In that spirit, we hope you read this report with appreciation for the things we've been able to accomplish together.



BRAD FRIEDMAN
Chairman of the Board

A Rich History *of* Leadership

Imagine that you're in a time machine at the corner of Johnson and 35th Street in Hollywood, and you dial it back to find out what Memorial Healthcare System was like in 1953.

You'd see a lot of changes.

First, today's freestanding Joe DiMaggio Children's Hospital and medical office building would vanish, including the top four floors that were just added in 2022. Memorial Regional Hospital would lose its South Wing, the S.A. Mudano Patient Care tower, its parking garage and its medical office building.

Across Broward County, 11 Memorial Primary Care locations would disappear. So would seven Memorial Fitness Zones and the Joe DiMaggio Children's Hospital Specialty Center in Wellington. Memorial Regional Hospital South would once again be Hollywood Medical Center, and there would be no Memorial Hospital Miramar.

Memorial Manor, Memorial Hospital Pembroke and Memorial Hospital West? Don't exist yet — and the new freestanding Memorial Cancer Institute wasn't yet a twinkle in anyone's eye.

There would be no trainees in white coats traversing the halls of Memorial hospitals, because there was no Graduate Medical Education. And of course, there were typewriters in 1953, so nobody in Broward was visiting their doctor virtually or using MyChart to manage their health.

In other words, if you end up all the way back to February 1953, you'd see a single,

100-bed community hospital named Memorial welcoming its first patient.

You'd see a much sleepier Broward. Instead of today's county of 2 million people, fewer than 85,000 people lived here 70 years ago, with just over 14,000 in the city of Hollywood. But more folks would soon arrive: Air conditioning was just being introduced.

It won't take long on your trip back in time to appreciate how much Memorial and the community it serves have grown over the last seven decades and what a difference Memorial's leadership has made for moving health forward in South Florida.

And you'd be happy to return to 2023 — because today, you can take advantage of all the expanded medical services that Memorial offers: heart and vascular, neurosciences, cancer, pediatrics, transplants, orthopedics, women's health, sickle cell, behavioral health and more. And you can benefit from the community programs and sponsorships that make Memorial such a valued neighbor and friend to patients and families at every juncture of their lives.

Your time travel's over. In the pages to come, we'll look at everything Memorial has accomplished in the past year — and look ahead to how Memorial is leading next-level healthcare for decades to come.

Because even after 70 years, Memorial's story of healing bodies, minds and spirits has only just begun.

OUR VISION

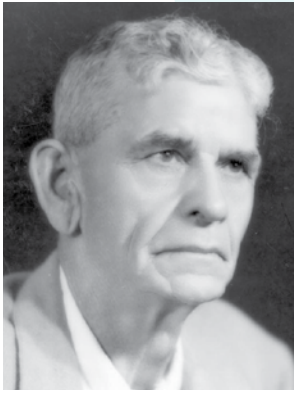
To be a premier, clinically integrated delivery system providing access to exceptional patient- and family-centered care, medical education, research and innovation for the benefit of the community we serve.

OUR MISSION

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

OUR SERVICE VISION

Memorial Healthcare System is where deeper caring creates smarter healthcare.



South Broward Hospital District is created by Florida's Legislature. The first chairman of the board of commissioners is Frank Stirling, a citrus grower from Davie, who co-founded Flamingo Groves.



Housing was in short supply in the South Broward Hospital District's early days. So Memorial built a Nurses' Home nearby as quarters for nurses.



Number of Memorial employees grows to 662.



Memorial opens Broward's first urgent care center under the name Initial Care Facility. It later becomes Memorial Pembroke 24/7 Urgent Care Center and now Memorial Pembroke 24/7 Emergency Care Center.

Cardiac Surgery begins. Predictions are 60 to 90 people will have open-heart surgery that year. More than 300 do.

1947

1954

1964

1976

1982

1953

Memorial Hospital opens with 100 beds; 2,150 admissions for the year.

Population of Broward County is 83,318.

Joseph McAloon (second from right below) is first administrator in 1953.

1960

"It Takes Years to Build a Hospital, Seconds to Need One":

Broward voters approve expansion of Memorial Hospital to 400 beds; 15,236 yes to 975 no.

1965

Sal Mudano is named hospital administrator.



1970–

1976

Memorial adds gastroenterology, psychiatric and pediatric/adolescent services, radiation therapy, progressive coronary care and rehabilitation.

1986

Frank Sacco becomes President and CEO.





A 14-year-old Memorial patient becomes Florida's youngest person to have heart bypass surgery.

Memorial Oncology Center opens.

1988



Memorial Hospital West opens with 100 beds.

Joe DiMaggio attends the dedication of Joe DiMaggio Children's Hospital, which opens with 144 beds.

Lotsy Dotsy, resident clown, is created and becomes a staple of patient- and family-centered care at the children's hospital.

1992

In May, the smallest baby born at Memorial gets to go home. Just 15 ounces at birth, the "miracle baby" is 4 pounds, 11 ounces at discharge from Joe DiMaggio Children's Hospital.

Breast Center opens.

1996



Memorial Hospital Miramar opens with 100 beds.

New Breast Cancer & Image Recovery Center opens.

2005

2008

1989

Memorial Manor nursing home opens with 85 beds.



1995

Memorial Hospital becomes Memorial Regional Hospital.

Memorial Healthcare System launches .

Pembroke Hospital joins Memorial from HCA with 301 beds.

2000

Memorial launches its website, MHS.net.

2006

Hollywood Medical Center joins the system as Memorial Regional Hospital South.

2010

First pediatric heart transplant in Broward County.





Joe DiMaggio Children's Hospital, Broward County's first freestanding pediatric hospital, opens.

2011



President Bill Clinton receives the first Joe DiMaggio American Icon Award.

2014

Graduate Medical Education begins.

2018

South Broward Community Health Services becomes Memorial Primary Care.

2019



Aurelio Fernandez retires; K. Scott Wester becomes President and CEO.

Joe DiMaggio Children's Hospital expands, adding four floors.

2022

2012

South Broward Community Health Services launches.

2016

Frank Sacco retires; Aurelio Fernandez becomes President and CEO.

24/7 telehealth service Memorial DOCNow launches.

2020

Global COVID-19 pandemic.

Locally, Memorial takes a community leadership role, providing testing, safe care, vaccines and community support services.

One of only five healthcare systems in Florida chosen as host for the Pfizer-BioNTech COVID-19 vaccine. The initial shipment of 19,500 vaccines to inoculate medical staff arrived on Dec. 14.

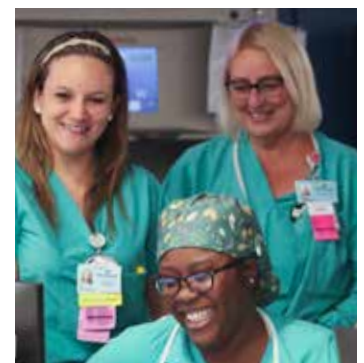
2023

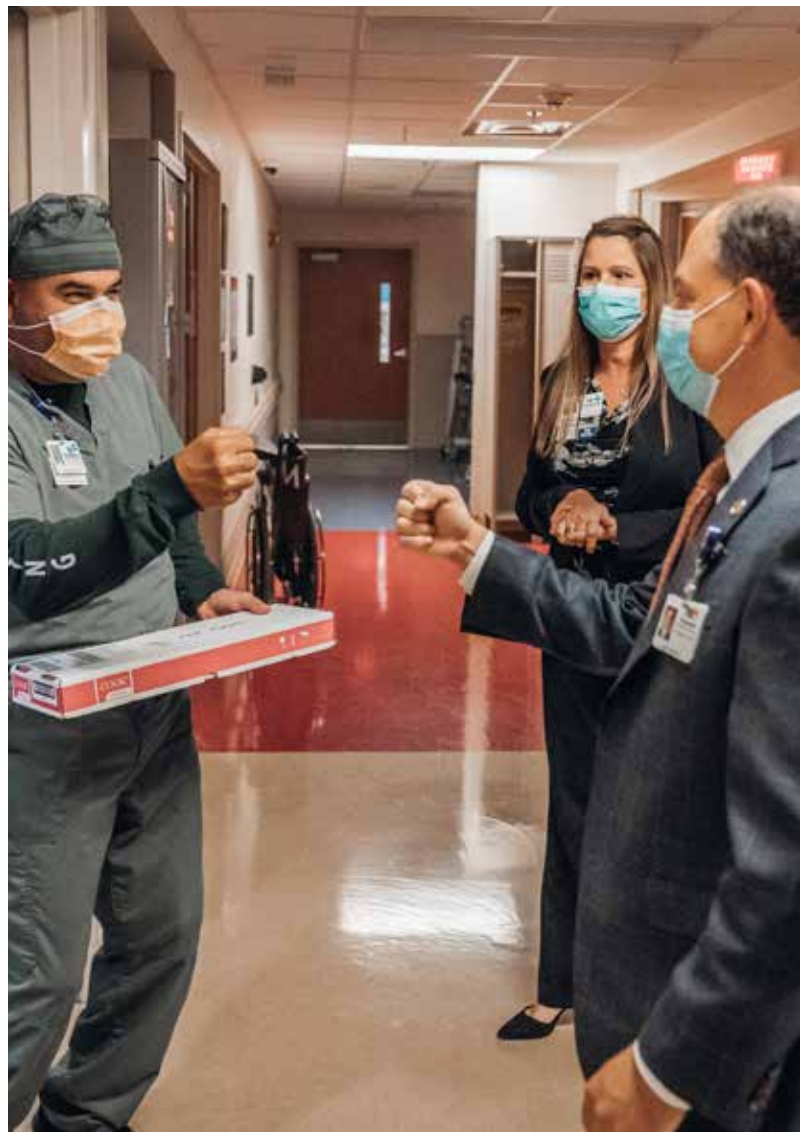
Population of Broward County is 1.9 million.

Number of Memorial employees grows to 16,645.

Number of admissions for the year is 77,482.

Memorial now has 51 locations.







SETTING THE STAGE

Memorial's Next 70 Years

When Scott Wester arrived at Memorial as President and CEO in July 2022, the top item on his to-do list was listening.

“As I toured our facilities and attended rounding and discovery sessions, I heard pride in the descriptions of patient care that Memorial provides, and commitment from team members who were fully aware of the responsibility and impact expected from their work,” he says. “And everywhere I went, everyone had a great Memorial story.”

Each encounter and learning opportunity pointed to one inescapable fact: Memorial is a valued community leader and essential partner for everyone the organization touches.

“We are a trusted healthcare brand — the 18th most trusted one in the nation, according to Monigle,” Mr. Wester says. “The community has great faith in what we do and the care we provide.”

Now, with his first year as CEO complete, Mr. Wester sees tremendous opportunities ahead.





Memorial Healthcare System was recognized by the Sheriff's Foundation of Broward County for its sponsorship of the 6th annual Broward Mental Health Summit. Pictured here, from left: Broward Sheriff Gregory Tony; Tim Curtin, Memorial Executive Director of Community and Youth Services; and summit leader Beth Tache

MOVING FROM HEALTHCARE TO HEALTH

While all healthcare providers serve patients and families when they are sick, Memorial is centered on moving to a higher level of care, Mr. Wester says.

“Because we are community-focused and community-connected, we seek out needs and gaps of care and fill them,” he says. “In addition to preventive care and acute care, this higher level promotes health and wellness throughout patients’ lives, with Memorial as their trusted base of knowledge.”

Memorial is reaching out beyond traditional care to improve social determinants of health — risk factors that can have an adverse impact on patients’

well-being, such as lack of access to healthy food, easy transportation, safe housing or even their own medical records.

Memorial Primary Care and Memorial’s Community Services are actively addressing these and other issues like mental health, substance abuse and domestic violence, to reduce the negative impact of non-medical causes of illness and chronic conditions.

“Of all the partnerships Memorial has, the most important one is the commitment we give to families for their long-term health and well-being,” Mr. Wester says.



IMPROVING ACCESS TO CARE

Memorial is expanding access to care by building healthcare “hubs” of various sizes in key areas of South Florida, based on community needs.

“Navigating healthcare in a market like ours is a real challenge,” Mr. Wester says. “Because of that, people can delay the type of care they need and then ultimately end up in the ER. Healthcare hubs will help prevent that by improving access.”

The hubs — facilities with different combinations of healthcare services — will vary in size and scale,

REACHING VULNERABLE POPULATIONS

After decades of providing care at its hospitals and facilities, Memorial is bringing care, services and resources via targeted population health initiatives. For example, the One City at a Time program will focus for the next two years on four cities where some of Broward’s most vulnerable residents live. Memorial will send out mobile units three days a week to a location for six weeks to provide vaccines, screenings, physicals, nutritional counseling and more.

depending upon which providers are nearby. For example, a small health hub could offer primary, specialty and urgent care, all in one location. A medium hub could add outpatient services and a freestanding ER, while a large hub would also include an outpatient surgical center.

“With hubs, we’ll be pushing clinical care out into the community,” Mr. Wester says. “It’s all about access, access, access.”

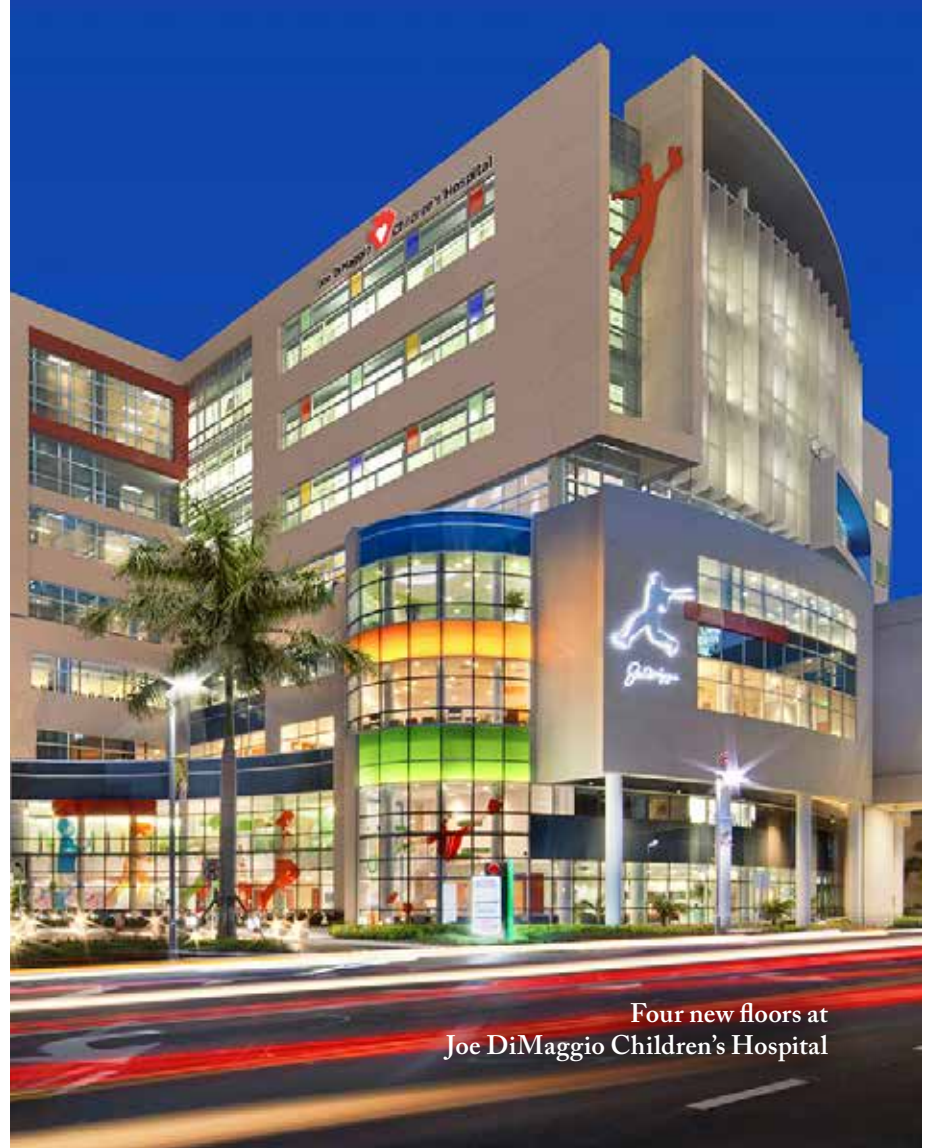
With initiatives like One City at a Time, Memorial is bringing key community stakeholders together to identify areas of greatest need, Mr. Wester says. “The program is very metric-driven and will really help us move the needle on population health and well-being,” he says.



Memorial Primary Care physicians and practitioners prepare and distribute food and toys for the community



Joe DiMaggio Children's Hospital staff providing supplies to Pine Crest School Community Service & Special Programs



Four new floors at Joe DiMaggio Children's Hospital

CONTINUING TO BUILD MEMORIAL'S PEDIATRIC SERVICES

After a year that celebrated four new floors at Joe DiMaggio Children's Hospital and the addition of six pediatric specialty services at Memorial Hospital Miramar, Memorial will continue to build its pediatric clinical programs and access locations, Mr. Wester says.

"I think it's really the acknowledgement that Memorial is the largest provider of pediatric care in South Florida," he says. "We're building a depth of clinical care in this area that no one else can replicate."

CELEBRATING COMMUNITY SUPPORT

While Memorial has built several key strategic affiliations with other providers, one of the most critical partnerships is with its own community, which provides generous funding and outside support.

"We honor the contributions of our community leaders and donors who have clearly demonstrated their belief that Memorial is a great partner for their needs and interests," Mr. Wester says. "We want and need their voices at the table. We're not egotistical. We respect and value the input of our stakeholders from outside our organization."



Leadership meeting with CEO K. Scott Wester (at head of table) at Memorial Regional Hospital South

CONTINUING TO LEAD IN A TIME OF CHANGE

It's been an extraordinarily transformational period for both healthcare and Memorial. In recent years, Memorial faced a once-in-a-century pandemic, saw 70 percent of its executive team take new assignments or retire, and lost frontline employees to retirement, burnout or traveling work.

Yet Memorial has stayed at the top of its game — recognized both statewide and nationally not just for its ability to weather COVID-19, but for taking the lead on what healthcare will look like over the system's next 70 years.

Chairman of the Board of Commissioners Brad Friedman sees Memorial's people as the ultimate key to that success.

"Memorial's culture has always allowed us to attract great talent," he says. "We've sustained ourselves through our recent changes and challenges because of the people at the core of the system who care about our mission. Memorial is moving confidently into the future because we've shown that we are all capable of accomplishing anything we have to."

Mr. Wester agrees.

"Memorial's strengths are due to our leaders and employees who are dedicated to supporting all health relationships, to having a lasting impact on people's lives and to always leading through ideas and action," he says.



Cristina, who had a spinal cord injury, with Joanne Delgado-Lebron, MD

Unequaled Service in the Marketplace

Ask any expert what's going on in healthcare these days, and you'll hear about disruption. Companies like Amazon, Walmart, CVS Health, Apple and others are entering the market as providers, particularly in primary care. But can they match the Memorial Experience?

Leah A. Carpenter, FACHE, Executive Vice President and Chief Operating Officer, doesn't think so.

"When you come into healthcare for the sole purpose of making money, sooner or later that approach will backfire," she says. "Memorial, on the other hand, focuses on the quality and safety of care — being a partner to those we serve so they can see their health and well-being improve."

“Every person who works in this organization is a caregiver. We make sure that they are committed to making Memorial a place where people can feel safe, cared for, appreciated, embraced and loved.”

– **LEAH A. CARPENTER, FACHE**, Executive Vice President and Chief Operating Officer



Our approach — the culture, clinical excellence and reputation for high-quality care — is a major contributor to patients’ and families’ experiences and immediately elevates Memorial into a class by itself, Ms. Carpenter says.

“Memorial’s culture insists on doing the right thing for the patient, all the time, every time,” she says. “The Memorial Experience is the core of what our culture is about.”

It has been long ingrained in the service pillar of Memorial’s Seven Pillars of Excellence, which set the standards for delivering outstanding patient- and family-centered care.

After the COVID-19 pandemic unsettled the workforce — with new employees coming on board, others retiring, still others leaving to take jobs as traveling workers — system leaders decided that an educational initiative on the Memorial Experience would be appropriate. This past year, a multidisciplinary task force was organized to implement it.

“We had to make sure that everybody we brought on who is new to Memorial’s culture understands what the Memorial Experience entails,” Ms. Carpenter says. “We’re getting everybody focused on our post-pandemic commitment to service excellence.”

The initiative aligns with pillars of service, quality and safety, and has three subcommittees of high-performing and results-driven leaders and employees who report up to a core team of executives and leaders.

- The Champions subcommittee is made up of stakeholders who help boost the engagement of clinicians and other caregivers across the system.
- The Communications subcommittee creates internal collateral and branding to share the new value principles.
- The Rewards & Recognition subcommittee reviews ways to celebrate employees who exemplify great caregiving.

IMPROVING PATIENT FLOW

Efficiencies and organization are essential when Memorial has 1 million patient interactions yearly — and timely access to care is vital. Memorial has established a patient flow task force of clinicians, administrators and a support team who collaborate to streamline the patient journey throughout the system. They are playing a pivotal role in improving patient care, reducing wait times and optimizing resource allocation within our facilities.

The task force examines every patient touchpoint and helps ensure that Memorial delivers timely care, in the right place and at the right time.

“We’re working on removing barriers to access and making sure that our flow is efficient so that we can provide an experience of safety, quality and service excellence at the same time that we’re getting patients appropriately placed,” Ms. Carpenter says. “We’re making significant headway on addressing those issues.”

The success of these initiatives rests on the culture in which everyone works, Ms. Carpenter adds.

“Every issue we address or strategy we take on is not about our employees’ clinical or technical skills,” she says.

MEMORIAL'S CONTINUED TRANSFORMATION

One of the important steps Memorial took to guide it into the future and meet healthcare's ever-changing opportunities was creating the position of Executive Vice President and Chief Transformation Officer.

With the retirement of Nina Beauchesne, the organization tapped Vedner Guerrier to step into the role in April 2023. Mr. Guerrier, MBA, RTT, LSSBB, was Chief Executive Officer of Memorial Hospital West prior.

He sees the continued improvement of patients' and families' Memorial Experience as one of his key responsibilities going forward.

"My focus is about access to care, especially with all the changes we've experienced coming out of the pandemic over the last three years," he says.

Compared to the past, when the only way to obtain care was to go to your doctor's office, today's healthcare consumers can schedule virtual appointments and consultations with multiple physicians over a variety of platforms. They can manage their health information on patient portals and seek out pricing information, and they are savvier about their choices.

The flip side of that for providers is that consumers also expect efficient and effective care delivered when they want and need it — the so-called "Amazon effect."

"Memorial Physician Group and our family of community physicians must be able to meet consumers in this new paradigm, where access no longer follows the traditional model," he says. "So we're examining other fields in which consumers are shopping around for transparency, availability and accessibility."



Amid all the change, however, Memorial does hold one critical advantage: the respect it enjoys in the community. Mr. Guerrier plans to build on the solid relationships that already exist among executives, physicians, nurses, consumers and other collaborators.

"My focus will be integration of all of our stakeholders, which is the only way we've been able to gain the success and sustainability we're known for," Mr. Guerrier says. "It's why Memorial has been the little engine that could: It made sure the right people were at the table."

"We're in a different landscape now. The consumers with whom we're engaging have different expectations."

– VEDNER GUERRIER, MBA, RTT, LSSBB, Executive Vice President and Chief Transformation Officer





Nina Nguyen, MD,
consults with a patient

STRATEGIC PARTNERSHIPS

Extending Reach of The Memorial Experience

Healthcare is seeing an increase in the number of strategic partnerships between organizations, both in South Florida and around the country. Partnerships with high-performing providers can help systems like Memorial connect skills and resources and expand the services we each offer.

Memorial has recently developed several key partnerships that help enhance our services and geographic reach — and more are in development. The overall goal: to use those partnerships to advance our move to person-centered health, because the most important partnership we have is with our patients.

“Of all the partnerships we do, No. 1 is the commitment we give to individuals and families to support their long-term health and well-being,” says K. Scott Wester, President and Chief Executive Officer. “The coordination of care that our partnerships can provide is invaluable, and patients and families need an organization like Memorial that they can trust to deliver that.”

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The following strategic partnerships enable Memorial to expand our presence and reach, elevate services, help ensure long-term viability and, most important, keep the patient experience a satisfying one:



Moffitt Cancer Center in Tampa and Memorial entered into a clinical partnership in 2017 — Moffitt Malignant Hematology and Cellular Therapy at Memorial — to offer comprehensive blood and bone marrow transplant services to Broward families seeking this highly specialized type of cancer care closer to home.



Joe DiMaggio Children's Hospital Center for Complex Care allied with Boston Children's Hospital to provide complex care coordination, including an expanded network of medical and clinical pediatric services and a collective approach to challenging diagnoses.



In November 2022, Memorial partnered with Healthcare Outcomes Performance Company, called HOPCo for short, a leader in managing musculoskeletal service lines at health systems across the country. HOPCo's support of Memorial's orthopedic and spine-care services is enhancing patient access and care coordination via its integrated care, analytics, facilities development and management platforms.



Memorial Rehabilitation Institute teamed up with Luna to create Memorial Physical Therapy at Home, making outpatient physical therapy available at home to all new and existing patients from Miami-Dade, Broward and Palm Beach counties.



Memorial has entered into a partnership with Solis Mammography to expand access to breast imaging and bone density services, making it easier than ever to access mammogram and other services and schedule them online.



Through its partnerships with local colleges like Broward College, Florida Atlantic University and Nova Southeastern University, Memorial is developing a new pipeline of clinicians and other caregivers. And through our alliance with Florida Atlantic University, we also are developing leading-edge clinical research to spearhead advances in patient care.



New York Yankees' Anthony Rizzo with baby Leo and his family, who donated more than \$5K to the Joe DiMaggio Children's Hospital Foundation

In addition to these, the South Broward Hospital District continues to explore collaborating with the North District to improve healthcare services in the county.

“Our two boards of commissioners are spearheading this initiative, and we’re excited about the continued dialogue we’ve had and the progress we’ve been making,” Mr. Wester says. “While we make the most of our existing partnerships and identify new ones, we will always preserve the essence of the Memorial identity that our patients and their families know and trust so well.”

Memorial also intends to maintain and expand the philanthropic partnerships that the system has enjoyed for decades. Individual and corporate donations, grants, planned giving and major gifts to the nonprofit Memorial Foundation and Joe DiMaggio Children’s Hospital Foundation help support programs, services and facilities outside Memorial’s traditional operating budget and create a sense of ownership in the community.

The recent Catch the Love capital campaign, for example, provided more than a third of the \$166 million cost to expand Joe DiMaggio Children’s Hospital in 2022 — a strong endorsement from the community of our mission and operations.

“The funding support we receive from people and organizations in South Florida tell an important story,” Mr. Wester says. “Memorial is a great partner for meeting our community’s needs and for people who have a strong interest in bettering everyone’s health and wellness.”

COMMUNITY SERVICES RECEIVE GENEROUS SUPPORT

One of the best examples of local support is the funding we receive for our Community Services initiatives, including:

- A.D. Henderson Foundation for LEAP after-school program
- Broward Behavioral Health Coalition for substance abuse and mental health services
- Broward County Community Partnerships for substance abuse and mental health services
- Children’s Services Council of Broward County for child- and family-focused programs
- City of West Park for family counseling services
- Community Foundation of Broward for Adults Live Life Independently, Educated and Safe, also known as ALLIES
- Frederick A. DeLuca Foundation for ALLIES and children’s respite
- United Way of Broward County for LivWell, Memorial Veterans Program and school-based prevention programs



Cardiovascular resident program
at Memorial Regional Hospital

Preparing the Workforce of the Future

To help secure the transition from patient-centered care to person-centered health, Memorial must offer opportunities that will help employees deliver its brand of high-quality healthcare — not just now, but decades from now. This calls for workforce development strategies that will train people to deliver care through the year 2050 and beyond.

“Traditionally, healthcare organizations have thought of workforce development as something that happens internally, with learning and training opportunities,” says Margie Vargas, Senior Vice President and Chief Human Resources Officer. “Now, in addition to learning, it’s the need to understand what the future of working in healthcare is going to look like.”

What does this mean for providers like Memorial? They must help ensure that everyone involved in the delivery of care — and everyone who supports that delivery — can operate at the top of their professions, Ms. Vargas says.

And it must start even before new employees walk through our doors.

“We must partner with academic institutions, nonprofits and other organizations in the community to create pipelines for these critical positions,” Ms. Vargas says. “And once we hire those employees, we have to offer the resources and space they need to evolve their skills and competencies for providing exemplary care.”

This redefinition of workforce development began well before the onset of the COVID-19 pandemic, Ms. Vargas says.

“COVID just threw a spotlight on it,” she says. “With people leaving healthcare and retiring, providers everywhere were faced with wider workforce gaps and had to respond. What Memorial is doing that sets it apart from other employers is to think of workforce development as a truly multi-pronged strategy that’s predictive — not reactive — in nature.”

MEMORIAL'S WORKFORCE DEVELOPMENT STRATEGIES

- Increasing and strengthening Memorial's academic partnerships by creating stronger alliances with traditional medical schools
- Continuing to grow our Graduate Medical Education program — now at 15 training programs, the 10th largest in Florida — and providing a working environment that physicians want to stay connected to
- Training our physicians to be advocates and change agents; to develop, maintain and strengthen soft skills like communication and empathy; and to collaborate in a team-based approach that provides comprehensive care to patients
- Training up-and-coming RNs in our Nurse Residency program and offering experienced nurses the chance to move into specialty practices via our Nurse Fellowship program
- Collaborating with high schools, middle schools and elementary schools to encourage students to follow paths into healthcare
- Expanding remote-work opportunities, and keeping those employees connected and engaged
- Understanding that quality-of-life issues can mean as much to some employees as the traditional motivators of money and career advancement
- Working with community organizations, government and local businesses to address external factors like the cost of living and housing
- Keeping Memorial a supportive and inclusive place to have a career, and helping ensure our 16,000 employees accurately represent the community they serve



MEMORIAL INCREASES EMPLOYEES' TOTAL REWARDS

Memorial continued to emerge from the COVID-19 pandemic during fiscal year 2023 but, like other providers, started out the year with challenges. In January, Memorial had 2,247 open positions — compared with pre-pandemic average vacancies of about 800 — and at the same time, patient volume was increasing.

“None of these obstacles were unique to Memorial,” says Margie Vargas, Senior Vice President and Chief Human Resources Officer, “but thanks to our financial strength, we were uniquely positioned to address them.”

Memorial expanded its menu of Total Rewards — enhancing merit adjustments, retention bonuses and tuition reimbursement, to name a few. Premiums on Memorial’s benefit plans held steady, and new rewards were added to support the health and wellness of our current employees and to attract and retain new ones.

“Putting our employees first is the mindset that truly sets Memorial apart,” Ms. Vargas says. “We are driven by that approach and have soundly demonstrated it over the last several years. It’s just one reason that Modern Healthcare recognized us with their Family-Friendliest award for the second time in 2022.”

“By making investments in our employees, we also invest in their families and in the larger South Florida community we serve.”

— **MARGIE VARGAS**, Senior Vice President and Chief Human Resources Officer





MEMORIAL MADE IMPORTANT ADDITIONS TO EMPLOYEE BENEFITS LIKE:

- Behavioral health support, including a more robust network of providers and additional platforms/channels for employees to receive services, such as text, chat and video
- A reproductive medicine benefit, including access to a nationwide network, patient care advocate services and coverage for sperm and egg preservation
- An increase in parental leave pay to four weeks for Family and Medical Leave Act-qualifying employees following the birth, adoption or foster care placement of a child, and bereavement leave for a miscarriage
- A new minimum wage of \$16/hour, benefiting nearly 2,000 employees and representing an investment of more than \$2 million in our workforce
- An overall hourly increase for nurses and respiratory therapists, and an hourly increase for nurses moving to a specialty
- A one-time January 2023 retention bonus of up to \$6,000 for qualifying employees
- Annual merit increases of 5, 4 and 3 percent

All of which helped Memorial set a record for new hires — a total of 3,830, including 72 physicians — and see a decrease in overall year-over-year turnover from 21 percent to 14 percent.

Turnover

21%

DOWN TO

14%

New Hires

3,830

Including 72 physicians

Memorial Investment in Employee Benefits

- **\$700k**
Parental leave pay
- **\$1m**
Reproductive medicine
- **\$1.3m**
Preceptor/clinical ladder pay
- **\$2.3m**
Minimum wage
- **\$25m**
Increases in merit pay
- **\$31m**
RN/RT wage adjustments
- **\$60m**
Retention bonuses
- **\$120m+**
Total



Health Fair Hallandale
- One City at a Time

COMMITMENT TO OUR COMMUNITY

The Foundation of Everything We Do

Hospital systems and healthcare providers have their own cultures, but there's something about Memorial's culture that inspires visitors to tell us how much they admire it. It's based on respect for one another, pride in the work we do, servant leadership, opportunities to learn and grow, and transparency in an open, nonpunitive environment.

Above all, our culture rests on our tight bond with our community.

This is a guiding principle that we've lived by in times both good and bad. Former CEO Frank V. Sacco often says that Memorial would always do the right thing for all we serve.

Our mission statement says we will "heal the body, mind and spirit of those we touch," but it doesn't say, "only while they're patients at the hospital."

That's why Memorial has developed such a broad range of Community Services to extend our reach outside our four walls and serve patients and families beyond the times that they must go to the hospital.

Our Community Services initiatives help people improve their overall, long-term physical and mental health. They work to address patients' social determinants of health — factors such as access to healthy food, stable housing or reliable transportation, which have a significant impact on up to 80 percent of health outcomes. These services are a natural extension of our commitment to our community.

Here are three programs that exemplify Memorial's culture of serving patients and families as a trusted, 360-degree partner over the course of their lives.



CARE COORDINATION TEAM HELPS KIDS, FAMILIES IN CRISIS

Young people in crisis who end up in emergency rooms often receive lists of mental health professionals and other resources they can contact when they're sent home.

What if those contacts and appointments are never made? Families with children in mental health distress can find it tough to follow up — with physicians, support programs, even their insurance companies — because they're in crisis, too. Such tasks can seem overwhelming when they're feeling overwhelmed themselves.

That's when our Emergency Department Care Coordination Team steps in to help.

The team, part of our Community Youth Services, helps young people find specialty services for mental health crises — helping to prevent Emergency Department visits and hospitalizations in the future.

Once the Emergency Department refers young patients to the program, the team:

- Helps them make the transition from a Crisis Stabilization Unit to community-based care
- Connects them to the specific services they require, including services for parents and siblings who are affected by the mental health crisis
- Works with them long-term to ensure their overall stability and well-being

“We make sure that they leave with a follow-up appointment for therapy or service they need, and that it will take place within one to two business days,” says Kristhel Vallejo, LMHC, Manager, Community Youth Services. “We help them work with their insurance carriers for coverage, and if they're uninsured, we connect them to low-cost or free services. Whether the person is insured or not, we don't turn away anyone.”

Funded by the Broward Behavioral Health Coalition, the team serves young people ages 5 through 21, with most patients under the age of 18. In addition to Ms. Vallejo, the team includes two master's-degree-level care coordinators and two peer specialists who handle direct referrals from the Memorial Regional Hospital Emergency Department and the Behavioral Health Unit at Joe DiMaggio Children's Hospital.

Together, each care coordinator and a peer specialist serve approximately 30 clients at a time. In just two years of its existence, the team has already served 575 young people and their families, including parents and siblings.

“Dealing with mental health crisis is difficult, not only for the young person involved, but for the whole family,” Ms. Vallejo says. “A lot of parents don't know what services are out there for them, so the educational piece of what we do is really important.”

The team makes a lasting and positive impact on quality of life for the patients and families Memorial serves, Ms. Vallejo says.

MEMORIAL HELPS VETERANS FIND HOUSING

Of the reported 1.35 million military veterans who live in Florida, nearly 2,300 are homeless. Veterans are more likely to become homeless because of lack of support networks for their mental health challenges, which are often exacerbated by social isolation after their discharge from duty. Obtaining permanent housing can be the first step for a veteran to get on a path to health and wellness.

Memorial Veterans Program helps military veterans and families in Broward get rapidly rehoused — or avoid becoming homeless in the first place. Veterans in the program have served in every American conflict since the World War II, and they range in age from their teens and 20s into their 80s and 90s. The program serves a minimum of 525 veterans annually and exceeded that by serving 545 this year.

Homelessness is a huge barrier to veterans obtaining other services, says Marilyn Camerota, Administrative Director, Community Services.

“If we can resolve their housing issues first, then everything flows from that,” she says.

Veterans served by the program might already be homeless or they might be housed, but at risk of eviction.

“Many of these veterans are living with their parents, or in hotels or their cars, or they’re behind in their rent,” says Carolina Pineda, MSW, Manager, Community Services. “We provide wraparound case management services to help resolve their situations and move them toward housing stability.”

United Way of Broward County makes referrals to the program, with veterans qualifying if they’ve served at least one day of active duty, have any discharge status other than dishonorable, are already homeless or at risk of becoming homeless, and if they meet federal income eligibility guidelines.

The program then provides case-management services that include:

- Meeting with veterans and/or their families to assess their situation and needs
- Helping them locate new housing or stay in their current housing by linking them to legal aid
- Paying security deposits and other moving expenses
- Paying for living expenses like groceries, furniture and electric bills
- Helping them obtain mental health services and other healthcare for adults and children
- Providing information on public benefits and other community resources they can turn to for support
- Connecting them with career counseling and job training opportunities
- Financial literacy education



The South Florida housing market, one of the most expensive in the country, presents a big challenge. The program works closely with Broward government and community organizations, including the United Way and the Healthy Housing Foundation, to help veteran families navigate the market and locate and apply for newly available affordable housing. The typical veteran family stays in the program for an average of 90 days.

“I’ve seen the amazing difference that Memorial can make in people’s lives,” Ms. Pineda says. “Being able to help families in the Memorial Veterans Program creates such a sense of loyalty to and pride in what we do.”

It also is an excellent example of Memorial caring for people outside its hospitals’ walls, Ms. Camerota says. “Veterans are a big part of our community, and we have to give back to those who served and protected us,” she says.

The program was generously supported by United Way with \$512,824 in funds through the Memorial Foundation.



COMMUNITY ACTION TREATMENT STRENGTHENS FAMILIES, SAVES LIVES

When a 15-year-old who had talked of suicide ran away one night in December 2022, her parents knew what to do.

They called Angelica Santiago, Behavioral Health Peer Specialist, Community Youth Services, who had been working with the family for three months through Community Action Treatment.

The program provides support services to young people who struggle with diagnoses of mental health issues and who are at risk of being placed outside their homes for further treatment. By working with the family to address the young person’s challenges — which may or may not include simultaneous substance abuse — Community Action Treatment can help clients avoid repeat hospitalizations and other highly restrictive interventions.

In the case of the 15-year-old, Ms. Santiago was able to contact her by phone and, after persuading her to send a screenshot of her location, quickly saw that the child was near a set of Hollywood train tracks.

“She was saying she wanted to walk on the tracks,” Ms. Santiago says, “but I persuaded her to step away from them.” Ms. Santiago jumped in her car and drove off to meet her.

“When I arrived, the client immediately approached my car,” Ms. Santiago says. “I explained that we were going to take her to the hospital because it was our responsibility to make sure she was safe. She agreed to go there in a police car that was waiting a block or so away.”

Ms. Santiago stayed with the girl at the hospital until she was admitted.

Tragedy was averted that night in large part because of the trust that Memorial and the Community Action Treatment team had built with the family — that trust is a hallmark of the program, says Angela Stanley, LCSW, Clinical Team Leader.

“Services like these are successful because a lot of parents believe in Memorial’s credibility,” she says. “They know that Memorial is taking care of their families. It’s a breath of fresh air to them that we come into their homes to help them and not judge them.”

Clients connect through referrals from a variety of sources, including Memorial’s hospitals, Broward County Public Schools, the juvenile justice department and other Broward mental health programs.

Young people served by Community Action Treatment are between the ages of 11 and 21, and must have a mental health or co-occurring substance abuse diagnosis. They may have had repeated failures with other treatments, endured multiple hospitalizations or demonstrated poor academic performance in the past.

Funded by the Broward Behavioral Health Coalition, Community Action Treatment works to keep clients in a supportive home environment and connect them to age-appropriate services that will help them stay in school, reduce substance abuse and improve their overall health and wellness. Typically, a family will participate in the program for six to nine months, but sometimes their stay is as short as three months.

“When you’re able to provide them with stable services and ongoing peer support, you really see a difference in the turnaround of their behavior,” Ms. Stanley says.

Ms. Santiago reports that the 15-year-old who left the train tracks in December is doing well now, and her family is still benefiting from the program.

“It’s a journey,” she says. “After all, it’s mental health.”



Memorial Innovatory Will Take Ideas to Global Markets

Now, a clinician with a great idea — or anyone at Memorial with a proposal for making healthcare better — can propel a back-of-the-napkin dream into the marketplace, thanks to help from Memorial Innovatory.

The newly launched Innovatory offers our creative thinkers crucial support to develop their ideas for new medical devices, therapeutics, diagnostics, health IT and business operations. The Innovatory team can help assess if a market exists for an idea, if its economics make sense and what resources — time, capital, materials and people power — will be required to bring a product to market or a process into implementation.

“What is now commonplace in our hospitals was once innovative,

even the most elementary items, like the blood pressure cuffs we use today,” says Matt Muhart, Executive Vice President and Chief Strategy Officer. “In the past, Memorial didn’t have the tools to support inventors when they had new ideas for a device or a process. Now we do. Memorial Innovatory can help them find an engineer to design a device, a manufacturer to develop a prototype, investors to back it and patent attorneys to get it licensed.”

Memorial laid the foundations for the Innovatory over the course of the last fiscal year, assembling a team and recasting organizational policies and procedures to be more innovator friendly.

The project officially launched this past summer and offers expertise in entrepreneurship, insights

on the state of the market and research on topics like intellectual property protection, patent requirements and regulation. Profits from devices that make it to the manufacturing stage will be split between Memorial and the inventor.

All of this will help attract and retain clinicians and others who are interested in working in an academically oriented environment that supports their creativity, Mr. Muhart says.

“Memorial has highly talented, highly motivated caregivers who come to work every day to solve problems,” he says. “With Memorial Innovatory, they can get the support they need, not just to change the way healthcare is delivered here, but around the world.”

Partnering with Employers for Medical Coverage

Memorial Health Assurance is another innovative way that Memorial is helping improve population health.

In this new program, Memorial is offering small- and medium-size businesses that are interested in becoming self-insured — but deterred by the costs and risks that self-insurance typically entails — comprehensive (and covered) preventive healthcare services.

“Memorial Health Assurance lets businesses with 20 to 5,000 employees offer access to covered preventive care provided by Memorial’s clinically integrated network of more than 2,000 outstanding physicians, including 650 primary care physicians,” says Richard Ashenoff, Executive Director, Memorial Health Network. “Participating in Memorial Health Assurance will allow employers to take a more proactive approach to improving and maintaining their employees’ long-term health.”

Memorial Health Assurance is also more cost-effective. Companies that sign up can choose between paying up front for their expected claims costs and receiving a refund for services not used or paying the costs of their employees’ actual claims.

“Memorial Health Assurance can help participating companies keep their healthcare costs down by delivering the right care at the right time and in the right setting — advantages that, traditionally, only large companies have been able to enjoy,” Mr. Ashenoff says. “It’s another excellent example of Memorial’s commitment to our community — part of the important partnerships that we’re establishing to help improve long-term population health in our community.”



RESTRUCTURING PRESERVES THE PHYSICIAN'S CRUCIAL VOICE



For any healthcare provider to be successful in today's environment, contributions from physicians are essential, says K. Scott Wester, FACHE, President and Chief Executive Officer.

"Whether they're members of a physician group, in a clinically integrated network or on a community medical staff, physicians' perspectives and engagement levels help define goals and drive performance in safety, quality and the patient experience," he says.

To help ensure continued physician advocacy at Memorial, we've implemented a key structural change in March with the appointment of Aharon Sareli, MD, as Executive Vice President and Chief

Medical Officer, and Holly Neville, MD, as Associate Chief Medical Officer.

Dr. Sareli and Dr. Neville work with Memorial's leadership teams on both the system and the facility levels to ensure alignment across the organization and to enhance communication among physicians, in whatever capacity they are serving.

They also have continued seeing patients, to ensure firsthand insight into the delivery of care. Dr. Sareli is maintaining a portion of his established clinical practice, and Dr. Neville is continuing in her roles as Chief of Pediatric General Surgery at Joe DiMaggio Children's Hospital and as Director of Memorial's GME Surgical Residency program.



“For me, working together with Dr. Sareli opens up a world of opportunities for what we can accomplish at Memorial.”

– **HOLLY NEVILLE, MD**
Associate Chief Medical Officer
Pictured with Aharon Sareli, MD, Executive Vice President and Chief Medical Officer

“Our two positions — with one of us experienced in adult critical care and the other in pediatrics — span the breadth of Memorial’s clinical operations and, therefore, are very complementary toward one another,” Dr. Neville says.

Dr. Sareli agrees that the restructuring helps maintain the provider’s input at the table as the healthcare system continues to pursue creativity and innovation in caring for patients and families.

“We’re looking toward an exciting future of introducing new technologies, treatments and products to enhance patient care,” he says.

“At the same time, our physicians will always keep their focus on the fundamentals that never change: safety, quality, humility and integrity.”

– **AHARON SARELI, MD**
Executive Vice President and Chief Medical Officer

Care for Life

HEATHER AND HER BABIES RECEIVE LIFE-SAVING CARE AT MEMORIAL

Heather was born with a congenital heart condition called tetralogy of Fallot, which affects blood flow to the heart. A Memorial patient for years, she relied on various specialists throughout her life, especially when she began growing her family.

When Heather became pregnant the first time, she was considered a high-risk pregnancy due to her heart condition and was followed by the Maternal Fetal Medicine team.

Then she began coughing up blood. Memorial thoracic surgeons performed surgery to remove part of her lungs, resolving the problem for the duration of the pregnancy.

When Heather became pregnant again, the problem returned. During a bronchoscopy to look at her lungs, Heather began bleeding. Luckily, her multidisciplinary team leaped into action.

Within a minute, the obstetrician performed a cesarean section. As soon as the baby was delivered, the extracorporeal membrane oxygenation (ECMO) team connected Heather to life-saving treatment that would take over for her lungs so they could rest and heal.

Heather remained on ECMO for a few days under the care of cardiac, thoracic and ECMO teams. Her daughter, Lily, was cared for in the Joe DiMaggio Children's Hospital Neonatal Intensive Care Unit, just like her older brother had been, and received care from a team of pediatric specialists.



Heather, who has adult congenital heart disease, and her daughter, Lily, who was born prematurely

OUR MISSION

Caring for the Body, Mind and Spirit of the Community

Innovative programs and initiatives at Memorial are addressing critical health issues including maternal and postpartum health for Black women, social issues that impact people's health and improving care for people with sickle cell disease.

"This year, while other people were talking about serious health issues, we took action," says Melida Akiti, Chief Community Officer and Vice President, Ambulatory Program. "At Memorial, we have done something to help address these concerns and continue to iterate and innovate based on results and data to improve the health of the community."



IMPROVING MATERNAL CARE FOR BLACK WOMEN

According to the Centers for Disease Control, Black women in the U.S. are three times more likely to die from pregnancy-related complications than white women. Memorial is tackling issues affecting Black maternal health outcomes with the launch of the Maternal Fetal Medicine Program that delivers a comprehensive approach that improves:

- Access to high-quality care before, during and after pregnancy, including specialized care for high-risk women. Expectant moms can receive care at Memorial Regional Hospital, Memorial Hospital West and Memorial Hospital Miramar, and at offices in Aventura and the medical office building at Memorial Hospital West.
- Access to behavioral health services.
- Diversity in the healthcare workforce, including the hiring of two Black women as Maternal

Fetal Medicine specialists to lead systemwide initiatives aimed at eliminating maternal health disparities. The care team totals three fellowship-trained, double board-certified obstetricians specializing in complex high-risk pregnancies, labor and delivery.

- In addition, the OB Hypertension Navigator is addressing postpartum care for women of color who are at higher risk of preeclampsia, a serious blood pressure condition that can develop during pregnancy or after birth.

"Memorial Maternal Fetal Medicine, led by a female physician from a marginalized background, is evolving the development of our fetal, maternal and hypertension navigation programs and our fetal care center," said Terri-Ann Bennett, MD, Chief of Maternal Fetal Medicine. "We not only lead with our heart, but we lead by example."

"Memorial has positioned itself as a leader in addressing maternal health disparities by initiating interventions to effect change."

– **TERRI-ANN BENNETT, MD,**
Chief, Maternal Fetal Medicine



WRAPAROUND CARE FOR THE HEALTH OF THE COMMUNITY

Memorial Primary Care is adding new clinics around South Florida to increase access to care, while also addressing other issues that can impact health.

As of August 2022, all primary care practices through Memorial assess and screen patients at risk for transportation, food, financial, housing and violence concerns.

Known as social determinants of health, these are environmental conditions in which people are born, live, grow and age, and that shape and influence their daily life, including their health.

“Up to 80 percent of issues affecting health are due to social determinants of health,” says Melida Akiti, Chief Community Officer and Vice President, Ambulatory Program. “Medical care accounts for about 20 percent of outcomes, but that can all collapse if we do not address that underlying 80 percent.”

At-risk patients are referred for further assessment and connection to resources. Memorial also continues to support, collaborate and partner with nonprofit community organizations specializing in addressing these social issues, such as food banks for food insecurity, organizations combatting homelessness and a new liaison at the county.

ONE PILL CAN KILL CAMPAIGN

Memorial takes seriously its role as community health champion. So, in collaboration with the Drug Enforcement Agency and multiple community partners, Memorial launched a public service campaign to alert teens, parents and the community at large about the deadly dangers of fentanyl-laced counterfeit drugs.

These drugs have led to an alarming number of deaths in South Florida and across the nation. According to the federal agency, Broward County leads the state in fentanyl-related deaths.

Leveraging the national *One Pill Can Kill* initiative, the local campaign alerted the public to the prevalence and dangers of tasteless, odorless drugs like fentanyl that lace fake prescription pills and are often sold online. Memorial developed an ongoing, multi-channel campaign for print, video and digital ads, plus social media public safety messages and a virtual community town hall.

Along with the Drug Enforcement Agency, eight community partners supported the campaign, including the Broward County Council PTA/PTSA, Broward Education Foundation, Broward Sheriff's Office and United Way of Broward County.

NEW MEDICAL HOME FOR PATIENTS WITH SICKLE CELL

Memorial has opened a new Sickle Cell Day Center in a renovated, standalone primary care building across from Memorial Regional Hospital's Emergency Department. The goal: to provide collaborative, comprehensive care to meet all the unique needs of patients with sickle cell disease.

Sickle cell is a genetic blood disorder that affects an estimated 200,000 Americans and can lead to pain and complications due to irregular red blood cells that are shaped like a sickle and that reduce blood flow throughout the body.



Foluso “Joy” Ogunsile, MD, a physician specializing in hematology, was named medical director of the new center in January.

“At Memorial, we’ve combined all the resources of our day hospital, primary care, hematology and social services in one location to help patients stay healthy enough so they do not need to be admitted to the hospital,” says Todra Anderson-Rhodes, MD, chief medical officer at Memorial Hospital Miramar who has led the health system's Sickle Cell Task Force since 2021. “We’re also able to provide continuity of care when they do need inpatient care and can also connect patients with the resources they need in the community through a health coaching system.”

The center includes infusion suites, equipment and furniture designed for patients coping with the effects of the disease. A \$280,000 contribution from donors to Memorial Foundation made it possible to relocate and expand the former day hospital.



Samantha, who has sickle cell disease

MEMORIAL HELPS SAMANTHA

Life with Sickle Cell

Samantha was born with sickle cell — a genetic, hereditary blood disease. At a young age, she had both hips replaced due to loss of blood flow to her joints and continues to deal with pain and crises from the disease.

“The pain is very excruciating,” Samantha says. “You can be fine one moment, and then the next moment you can have pain all over your body.”

Samantha started coming to Memorial 10 years ago and says the support changed her life.

“They take your whole life into consideration,” says Samantha. “You’re not just your medicine or your disease. Memorial is great for just the support, the compassion and the love.”



MEMORIAL CANCER INSTITUTE

Growing Stronger Together

Memorial Cancer Institute's new, freestanding facility, expected to open in winter 2024, is ushering in a new era of cancer care in South Florida.

Located on the campus of Memorial Hospital West, the four-floor cancer center will consolidate resources and services and be a true place for healing with outpatient treatment and support services, all under one roof. Here, the cancer team will provide personalized cancer care with oncology patient navigators to guide patients through cutting-edge cancer treatments, clinical trials and research that provides access to breakthroughs in treatment.

The Memorial Foundation is working with generous community partners supporting the new center, including AutoNation, which has made a \$1 million donation.

Memorial Cancer Institute is one of the largest cancer centers in Florida and the largest in Broward County. Through a research alliance with Florida Atlantic University, Memorial Cancer Institute is among a select group of Florida-designated Cancer Centers of Excellence.

SOLIS PARTNERSHIP ENHANCES ACCESS TO BREAST SCREENINGS

Memorial has joined forces with Solis Mammography — the nation's largest independent provider of breast screening and diagnostic services — to expand access to high-quality, patient-focused breast healthcare and to make screenings more convenient for patients. Solis now manages screenings at Memorial's three hospital-based women's imaging centers in Hollywood, Pembroke Pines and Miramar with plans to open three new locations in the next year.

A GAME-CHANGER FOR PANCREATIC CANCER PATIENTS

Memorial is one of the few hospital systems in Florida performing surgery robotically for patients with pancreatic cancer, offering a minimally invasive option for a complex procedure that is often someone's best chance for long-term survival.

Patients with pancreatic cancer have few options, and only a small subset of patients are candidates for the Whipple surgery, which aims to remove the disease. It's a complex procedure that involves removing the head of the pancreas, the duodenum, a portion of the bile duct, the gallbladder and lymph nodes. Then the liver, small intestine and stomach all need to be reconnected with hairlike sutures in soft tissue.

Fewer than 18,000 Whipple procedures were performed in the U.S. between 2004-17, according to the National Cancer Database, with fewer than 400 of them done using robot assistance. Minimally invasive surgeries result in less blood loss, less pain and quicker recoveries when compared to traditional, open procedures.

FLORIDA'S FIRST PATIENT-CENTERED ONCOLOGY MEDICAL HOME

Memorial Cancer Institute is the first site in Florida and one of 12 sites nationally to earn the prestigious Oncology Medical Home Patient-Centered Cancer Care Certification, a value-based care model pilot by the American Society of Clinical Oncology. The certification is based on rigorous standards focused on seven domains of cancer care: patient engagement, availability and access to care, evidence-based medicine, equitable and comprehensive team-based care, quality improvement, goals of care and palliative and end-of-life care, and chemotherapy safety.



David, who had lung cancer, with Luis Raez, MD

ADVANCING CANCER CARE THROUGH RESEARCH

Cancer research continues to advance and improve patient care and treatment results. Exciting new studies and clinical trials have been launched, concentrating on revolutionary therapeutic approaches and investigating promising biomarkers for early detection, with a focus on solid tumors, lung cancer and breast cancer.

And dedication to the human aspect of cancer care has never wavered. To address disparities in access to cutting-edge research, Memorial established the first breast cancer biorepository for minorities in South Florida, through collaboration with Florida Atlantic University.

The Institute is participating in multiple new, state-of-the-art phase 1/2 clinical trials. These studies focus on genetic abnormalities and leverage the promise of artificial intelligence and big data analytics to promote precision medicine improvements. These initiatives have resulted in tailored treatment programs that are transforming patient care, improving both outcomes and quality of life.

Our research partnership with Florida Atlantic University, as well as our continuous participation in the National Cancer Institute's Alliance, pave the way for cross-disciplinary advances that promise to help cancer patients in the community and around the world.

“Our mission remains constant: to get us closer to a future in which cancer treatment is personalized and offer a research opportunity to each patient. By recognizing the next generation of scientific trials and therapeutic choices, we will open new horizons and bring hope to countless lives in our community.”

– **ANDRES ALVAREZ PINZON, MD, PHD,**
Director of Oncology Research Program

ECMO Saves Maria During Pregnancy

Maria was in El Salvador preparing to welcome her third child via a planned cesarean section when she began coughing and vomiting. She became so ill that she had to go on life support.

When medical teams told her family she required life-saving care, Maria was flown to Florida. Memorial Cardiac and Vascular Institute's mobile extracorporeal membrane oxygenation team traveled to Miami and brought her to Memorial Regional Hospital, where critical care specialists and advanced heart failure and transplant physicians took over.

"She was very sick with multiple of her systems in failure," says I-wen Wang, MD, Chief of Surgical ECMO Services. "She was literally dying in front of our eyes."

The ECMO took over the function of her heart and lungs so they could recover, which enabled Maria to go from deathly ill to full recovery.

"Thanks to ECMO and Memorial, I'm here," Maria says. "They saved my life."

"Our commitment to our cardiac patients and their families has been the driving force as we continue to push the boundaries of TotalHeart care. Our blend of state-of-the-art technology, expertise and heart has made us a destination for world-class and compassionate care."

— **JUAN PLATE, MD**
Chief, Adult Cardiac Surgical Services



Maria, who received ECMO life support



Jade Abbott, who received a ventricular assist device, with Jose Garcia, MD

MEMORIAL CARDIAC & VASCULAR INSTITUTE

Caring for the Hearts of Our Community

Jose P. Garcia, MD, a Harvard-educated and fellowship-trained cardiothoracic surgeon, was named Chief of Adult Heart Transplant Surgery and Mechanical Circulatory Support. He joined the team in May with a vision to expand patient volume and maintain the highest level of quality for this important community service.

Under Dr. Garcia's leadership, we have doubled the number of ventricular assist device implants — called VAD for short. These devices serve both as a bridge to patients awaiting heart transplants and long-

term support to those with heart failure who may not be amenable to transplant. Over the course of his career, Dr. Garcia has personally implanted more than 700 VADs and transplanted approximately 300 hearts.

“Memorial is one of only two facilities in South Florida performing adult heart transplants and is known to deliver excellent outcomes,” Dr. Garcia says. “As leader of the heart transplant and ventricular assist device programs, my goal is to make this option available to those in need and ensure they receive the best care and achieve optimal outcomes.”



3-star ratings for CABG, MVRR and CABG + MVRR from The Society of Thoracic Surgeons (STS)



Adult and Pediatric ECMO programs earned Gold Center of Excellence ELSO Awards



Adult Echocardiography Accreditation from Intersocietal Accreditation Commission



American College of Cardiology awards 4-star rating for Percutaneous Coronary Intervention for MRH and MHW
Memorial Healthcare System Cardiac program receives accreditation for Heart Failure



Destination Therapy for Ventricular Assist Device Accreditation



Adult Congenital Heart Disease Accreditation



Centers of Excellence (COE) for ACHD

“Every year, our program continues to grow as we strengthen our commitment to the community. Everything is a team effort, and our patients benefit from our collective expertise and experience, improving our outcomes.”

– **MICHAEL CORTELLI, MD**
Chief, Memorial Cardiac and Vascular Institute



“We work together to provide the expert care that our patients and the community have come to depend on us for. We continue to listen to their cardiology needs and meet them with excellence.”

– **RALPH LEVY, MD**
Chief, Adult Cardiac Medical Services



EXPANDING FOR CHRONIC HEART DISEASE

Chronic total occlusion is a complete or nearly complete blockage of one or more coronary arteries. The blockage typically appears over three months or more and is generally not amenable to conventional intervention.

At Memorial, interventional specialists like Bassel Ibrahim, MD, an Interventional Cardiologist and Medical Director of the Cardiac Catheterization Lab at Memorial Hospital West, have years of experience employing the specialized tools and techniques developed to treat this challenging condition. Patients are frequently referred to Dr. Ibrahim from other centers because of his reputation for excellence and his stellar outcomes.

MEMORIAL LAUNCHES 22Q CLINIC

DiGeorge syndrome, also known as 22q11.2 deletion syndrome, is a chromosomal abnormality that can result in developmental delay, muscular issues and congenital heart anomalies. Memorial Cardiac and Vascular Institute, paired with Joe DiMaggio Children’s Hospital, is one of the few centers with the personnel and expertise to assist these patients across their lifespan. Currently, it is the only clinic in the country providing both pediatric and adult care for this complex syndrome at the same institution.

NEW INTERVENTIONAL CARDIOLOGIST JOINS STRUCTURAL HEART PROGRAM

Houman Khalili, MD, joined our interventional cardiology team in October 2022. Dr. Khalili completed a fellowship in structural heart and is a welcome addition to the busy and growing interventional cardiology/structural heart program. Structural heart refers to conditions that are defects or abnormalities in the heart’s structure, which can affect the valves, walls or tissues. Dr. Khalili and the other cardiologists and surgeons comprising the structural heart team bring their collaborative, multidisciplinary approach and expertise to minimally invasive structural heart procedures.

ECMO PROGRAM CONTINUES TO SAVE LIVES

Memorial’s extracorporeal membrane oxygenation program, called ECMO for short, has treated more than 240 patients since launching in 2015, providing life-saving care with strong outcomes. Memorial’s program currently has a mortality rate favorable to the national average as reported by Extracorporeal Life Support Organization.

ECMO is an advanced therapy that uses a machine to temporarily replace the function of the heart and lungs of critically ill patients recovering from severe lung damage or cardiogenic shock. Memorial Regional Hospital and Joe DiMaggio Children’s Hospital have each been recognized by the organization with the Center of Excellence ELSO Gold Level Award for Excellence in Life Support.



CARDIAC CARE DURING PREGNANCY

Kika's Story

After 15 rounds of IVF treatments, Kika and her wife, Rita, were thrilled to be pregnant, but when Kika began experiencing dizzy spells and heart palpitations, her wife encouraged her to visit her cardiologist at Memorial Cardiac and Vascular Institute.

Inbar Saporta, MD, Clinical Cardiologist who specializes in cardiac obstetrics, was able to see her right away. Specialists at Memorial Cardiac and Vascular Institute assist in the care of women with high-risk pregnancies, which is critical since cardiovascular disease is the leading cause of maternal mortality in the U.S.

"Up to two-thirds of maternal-related deaths related to cardiovascular disease are preventable," says Dr. Saporta.

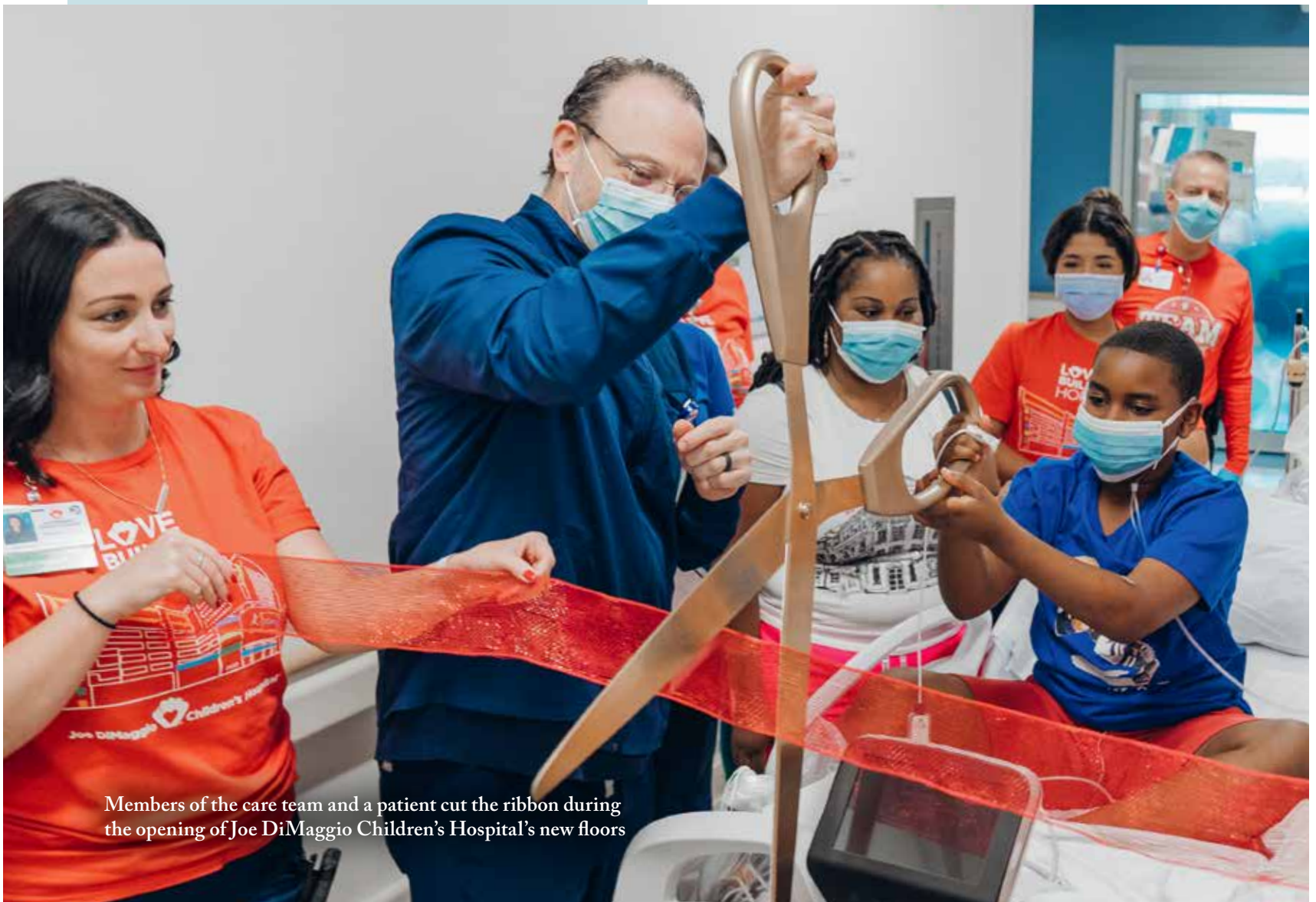
Dr. Saporta gave Kika techniques to calm her heart rate down and monitored her throughout the pregnancy.

"I already had a trust level with her and the whole team, and it feels so good to have that kind of cohesion," Rita says.

"It's like a little family," Kika says about her care team.

The couple's daughter, Teresa Anna, was born a few months later at Memorial at a hearty 10 pounds, 1 ounce. She spent her first few days in the Neonatal Intensive Care Unit being cared for by pediatric specialists at Joe DiMaggio Children's Hospital.

Kika, who had pregnancy-related heart symptoms, and her wife, Rita



Members of the care team and a patient cut the ribbon during the opening of Joe DiMaggio Children's Hospital's new floors

JOE DIMAGGIO CHILDREN'S HOSPITAL

Children's Hospital Makes Room for More Love & Healing

After years of dreaming, planning and construction, patients and their families were moved into the new patient care units at Joe DiMaggio Children's Hospital on Nov. 8, 2022.

The \$166 million expansion project doubled the hospital's size, increasing it from four to eight floors. It was completed on time and within budget, despite complications brought on by the pandemic and subsequent supply-chain issues.

Moving patients into the new units was another complex project, requiring hours of planning and collaboration among medical teams. In typical

fashion, Moving Day was turned into a good time with patients serenaded and celebrated by the Child Life Team and the hospital's resident clown and Chief Fun Officer Lotsy Dotsy.

"Our expansion is spectacular in every way. Not only is it state of the art, but it is also a beautiful, healing, fun and child-friendly environment," says Caitlin Stella, CEO of Joe DiMaggio Children's Hospital. "This was a labor of love in every way — built with our kids and their needs in mind, designed by parents and countless team members, and brought to life through the generosity and love of the community. We are grateful."

THE POWER OF LOVE

More than a third of the expansion project was funded by generous donors through the Catch the Love campaign undertaken by Joe DiMaggio Children's Hospital Foundation.

The campaign was chaired by foundation chair Brett Rose and supported by generous community members who understood the importance of having an advanced children's hospital close to home.



Norman Wedderburn, CEO of Make-A-Wish Southern Florida, Joe DiMaggio Children's Hospital CEO Caitlin Stella and Brett Rose, Chairman, Joe DiMaggio Children's Hospital Foundation

WASIE NICU CERTIFIED TO CARE FOR MOST CRITICALLY ILL NEWBORNS

The Wasie Neonatal Intensive Care Unit is now designated as a Level IV NICU — the only one in Broward County. Level IV NICUs offer the highest level of specialized medical and surgical care available for newborns and infants born prematurely or in distress. The multidisciplinary teams at the children's hospital and Memorial provide complex and compassionate care to more than 1,500 neonates each year and receive newborns from neighboring hospitals in South Florida and internationally.

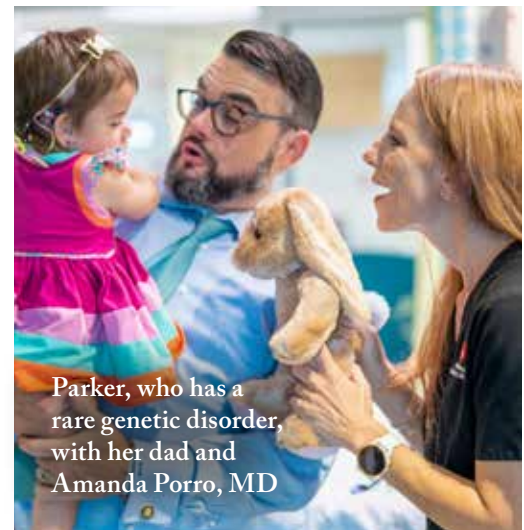


Lily, who was born prematurely

CENTER FOR COMPLEX CARE CONTINUES TO GROW

The Center for Complex Care at Joe DiMaggio Children's Hospital has moved into its new location on the fifth floor of the hospital and is expanding staff and patients in need of specialized, coordinated care. The center, which has formed as an alliance with Boston Children's Hospital, provides high-level care for children with multiple health conditions and rare diseases who rely on several pediatric experts and/or need specialized medication and equipment.

In 2023, a new advanced registered nurse practitioner joined the team to provide care and coordination for children among specialists, and the multidisciplinary program for patients with vascular anomalies celebrated its first anniversary.



Parker, who has a rare genetic disorder, with her dad and Amanda Porro, MD

A NATIONAL LEADER IN CHILDREN'S ORTHOPEDICS

Joe DiMaggio Children's Hospital once again achieved national recognition as a Best Children's Hospital for 2023-24, ranking among the top 50 children's hospitals in the nation for Orthopedics.



“Our Orthopedic Center can take care of pretty much every single aspect of orthopedic care for kids, from the moment they are born into young adulthood. The breadth and depth of our program makes us unique in South Florida and the Southeast U.S.”

– **JEREMY S. FRANK, MD**
Pediatric Orthopedic Surgeon, Sports Medicine Specialist, Team Physician for the U.S. National Wrestling team



ORTHOPEDIC SPECIALISTS CARE FOR STUDENT ATHLETES TO THE OLYMPICS

Joe DiMaggio Children's Hospital was ranked as one of the Best Children's Hospitals in Orthopedics by U.S. News and World Report for 2023-24.

Comprising 12 physicians and six advanced practice providers, the Orthopedic Center has programs for spinal deformity, hip preservation, hand and upper extremity, limb deformity and general pediatric orthopedics.

The U18 Sports Medicine program at the Orthopedic Center provides care for student athletes in Broward and Palm Beach County schools. Physicians also provide care for elite national athletes representing the United States of America in gymnastics, soccer, snowboarding, figure skating and wrestling.

Jeremy Frank, MD, Orthopedic Surgeon, is the head team physician for the U.S. National Wrestling team.

He has provided coverage around the globe at the last three World Championships and is on track to be the team physician at the 2024 Olympics in Paris.

Matthew Fazekas, MD, Medical Director, Pediatric Sports Medicine Program, will once again be the head team physician at the prestigious 2024 World Junior Figure Skating Championships.

And Michael Dressing, MD, Pediatric Sports Medicine Specialist and the team physician for the Major League Baseball Washington Nationals spring training season, will be the team physician for both the World Cup Trampoline and Training Competition, an Olympic qualifying event for Paris 2024, and the Stars and Stripes Competition, the national championship for trampoline and tumbling youth teams in the U.S.



COMPLEX CARE

Giving Grace a Bright Future

Grace was born with an extremely rare condition called microgastria with limb reduction syndrome. She spent her first months of life in the NICU as her parents searched for answers. They found the expert care and guidance they needed at Joe DiMaggio Children's Hospital and discovered Grace required major abdominal surgery.

"I distinctly remember that day and the magnitude of the news I had to deliver," says Jill Whitehouse, MD, Vice Chief of Pediatric Surgery.

"It was a very emotional moment, but we trusted her," remembers Grace's mom.

The surgery went well, and Grace is excelling in speech and feeding therapy, as well as navigating the world with one arm.

"Dr. Whitehouse saved her life," her dad says.

Grace, who had abdominal surgery, with dad and Jill Whitehouse, MD



MEMORIAL NEUROSCIENCE INSTITUTE

A South Florida First for Parkinson's Disease

Memorial Neuroscience Institute is the first in South Florida to offer a robotic-assisted deep brain stimulation surgery while a patient is asleep to treat Parkinson's disease.

Traditional brain stimulation surgery can be painful and unpleasant for patients who are awake during the procedure, in which a neurosurgeon implants electrodes in a specific area of the brain to treat tremors and symptoms of stiffness and slowness for those with Parkinson's and other movement disorders.

Using the Robotic Surgical Assistant, called ROSA, and an intraoperative CT scan to precisely target and verify accurate positioning of the electrodes, the procedure can now be performed while the patient is comfortably asleep under general anesthesia.

"By coupling our team's expertise with robotic innovation like the ROSA, we are offering our patients a comfortable, safe surgical procedure that generally requires only one night in the hospital and offers them long-term relief."

— CHRISTOPHER DEMASSI, MD,
Chief, Memorial Neuroscience Institute





Brijesh Mehta, MD, and Haris Kamal, MD, review a stroke scan

TWO MORE MEMORIAL HOSPITALS RECOGNIZED FOR EXPERT STROKE CARE

Memorial Hospital West was designated a Comprehensive Stroke Center by DNV Healthcare, an independent certification and quality assurance provider.

Memorial Hospital Miramar was also certified as a Primary Stroke Center by the Joint Commission. Memorial now has two Comprehensive and two Primary Stroke Centers, ensuring people throughout the community have quick and easy access to expert care when every minute counts.

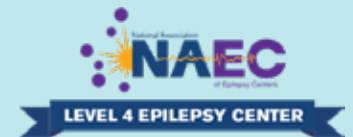
NEURO-INTERVENTIONAL TEAM TO TEACH SURGEONS WORLDWIDE

The Society of Vascular and Interventional Neurology has chosen Memorial experts to perform global education of neuro-interventional treatments. Memorial will soon livestream cases from the neuro-interventional suite to surgeons in developing countries, sharing the team's expertise on a worldwide level.

"We are honored to participate in the society's tele-observership initiative to teach surgeons on interventional management of stroke patients using innovative virtual proctoring technologies," says Brijesh Mehta, MD, Medical Director of the Comprehensive Stroke and Neuro-Interventional Surgery programs



Memorial has been redesignated as a Comprehensive MS Center by National Multiple Sclerosis Society Partners for demonstrating coordinated, multidisciplinary care.



Memorial Regional Hospital has been reaccredited as a Level IV Epilepsy Center by the National Association of Epilepsy Centers. The hospital has held the distinction since 1999 and continues to meet the increasingly stringent guidelines for accreditation.



The American Heart Association and American Stroke Association once again recognized Memorial Regional Hospital and Memorial Hospital West with "Get With the Guidelines" – Gold Plus, Target Stroke Honor Roll Elite Plus and Type 2 Diabetes Honor Roll Achievement awards.

The Gift of Life

Antwon had just married his wife, Jequita, when he began feeling sick. His primary care doctor told him he had stage five kidney disease, which is the eighth-leading cause of death in the U.S. and can affect people at any age.

Life came to a halt for the couple. Antwon immediately started dialysis and learned that the longer you require the treatment, the higher your mortality rate. His new wife offered to be a living donor — and the pair were a match!

“We have a personalized approach, and that is something we are very proud to offer here,” says Joseph Africa, MD, Surgical Director of the Adult Kidney Program. “The donors are angels and heroes, and we are just here to make it happen.”

The transplant was a success. “Yes, I saved his life, but Memorial gave us our lives back,” Jequita says.



Antwon, who had a kidney transplant, and his wife, Jequita, who was his living donor



Seyed Ghasemian, MD,
performing a transplant surgery

MEMORIAL TRANSPLANT INSTITUTE

Kidney Transplant Program Triples Number of Lives Saved

Memorial Transplant Institute's Kidney Transplant Program more than tripled the number of lives saved in 2022 and was one of the best programs in the country, according to the Scientific Registry of Transplant Recipients.

The program ranked sixth out of more than 250 programs across the nation and has one of the shortest "time to transplant" rates and one of the best kidney transplant survival rates, one year post-surgery. It is also one of the fastest-growing kidney transplant programs in the country's history.

The transplant team performed 124 kidney transplants in 2022 — compared to 37 in 2021 — becoming one of the highest-volume programs in Florida as it celebrated its fifth anniversary. The program is also one of only eight programs in the U.S. — and the only one in South Florida — to achieve a 5/5 rating from the registry for access to kidney transplants and kidney graft survival.

The experienced Memorial team performs innovative, complex kidney transplants, accepting recipients who others consider high risk and with the belief that every organ is a potential chance at life. These complex procedures include kidney transplants across immunological and physiological barriers, blood group mismatch, and transplanting kidneys from hepatitis C-infected donors to candidates without the disease.

The team also continues to expand its living donor kidney transplantation program. Memorial is one of about 100 programs in the country and only the second in the area to participate in the National Kidney Registry, which facilitates paired kidney exchange and living donor transplants.

To help with the growing demand, the program also welcomed two new surgeons: Linda Chen, MD, Surgical Director of the Living Donor & Pediatric Abdominal Transplant Program, and Joseph Africa, MD, Surgical Director of the Adult Kidney Program.

"It has been another banner year for our transplant teams, who work tirelessly to provide life-saving procedures for our patients, even those with the most complex cases. It's an honor to serve our patients and the community, and it never gets old seeing someone's life renewed when they receive a new organ."

— **SEYED GHASEMIAN, MD,**
Chief, Abdominal
Transplant Surgery
Program

“We are deeply honored to serve this community and continue to strive to be No. 1 in access and service. We are also proud to provide life-saving transplants for those who are turned down by others, while maintaining our high standards of care. Our program has become what others aspire to be.”

– **BASIT JAVAID, MD, MS**
 Chief, Abdominal Transplant Medicine, and Medical Director, Adult Kidney and Pancreas Transplant Programs



WITHIN WEEKS, WOMAN GETS A NEW LEASE ON LIFE



One afternoon, Marilyn began feeling ill and noticed a metallic smell. When she began throwing up, she was rushed to Memorial Regional Hospital.

“A nurse says your iron is low, and your kidneys are no longer working. We have to do dialysis, stat,” Marilyn says.

Doctors discovered Marilyn had kidney disease due to focal segmental glomerulosclerosis, which causes scarring in parts of the kidney. For six years, she required dialysis. When she went to Memorial Transplant Institute seeking a kidney transplant, she was quickly put on the wait list and shocked when, a few short weeks later, she got the call that an organ was available.

The transplant was a success, and doctors expect the kidney to work for decades to come.

“All the doctors who’ve been taking care of me, they treat me like a family member,” Marilyn says. “I’m grateful to have the whole staff, the whole team. They give you a second chance.”

PANCREAS TRANSPLANTS NOW OFFERED AT MEMORIAL

Memorial received approval from the United Network for Organ Sharing in April 2023 to launch a pancreas transplant program — complementing existing pediatric and adult kidney and heart transplant services. Memorial is the only network-approved pancreas program in Broward County. Patients experiencing kidney failure due to insulin-dependent diabetes may qualify for a simultaneous pancreas and kidney transplant, providing a cure for both diabetes and kidney failure, and freeing them from dialysis, blood sugar monitoring and insulin.

One of the **fastest-growing** kidney transplant programs in U.S. history

Listed **256 new patients** for kidney transplants in 2022 compared to 78 in 2021

Transplanted **124 patients** in calendar year 2022 compared to 37 in 2021

One of the **highest-volume** transplant programs in Florida

Only pancreas transplant program in Broward County

One of only four Florida programs to participate in National Kidney Registry

Kidney Transplant Volume

Fiscal Year 2023

ADULT PATIENTS

113 Deceased Donor Kidney Transplants

20 Living Donor Kidney Transplants

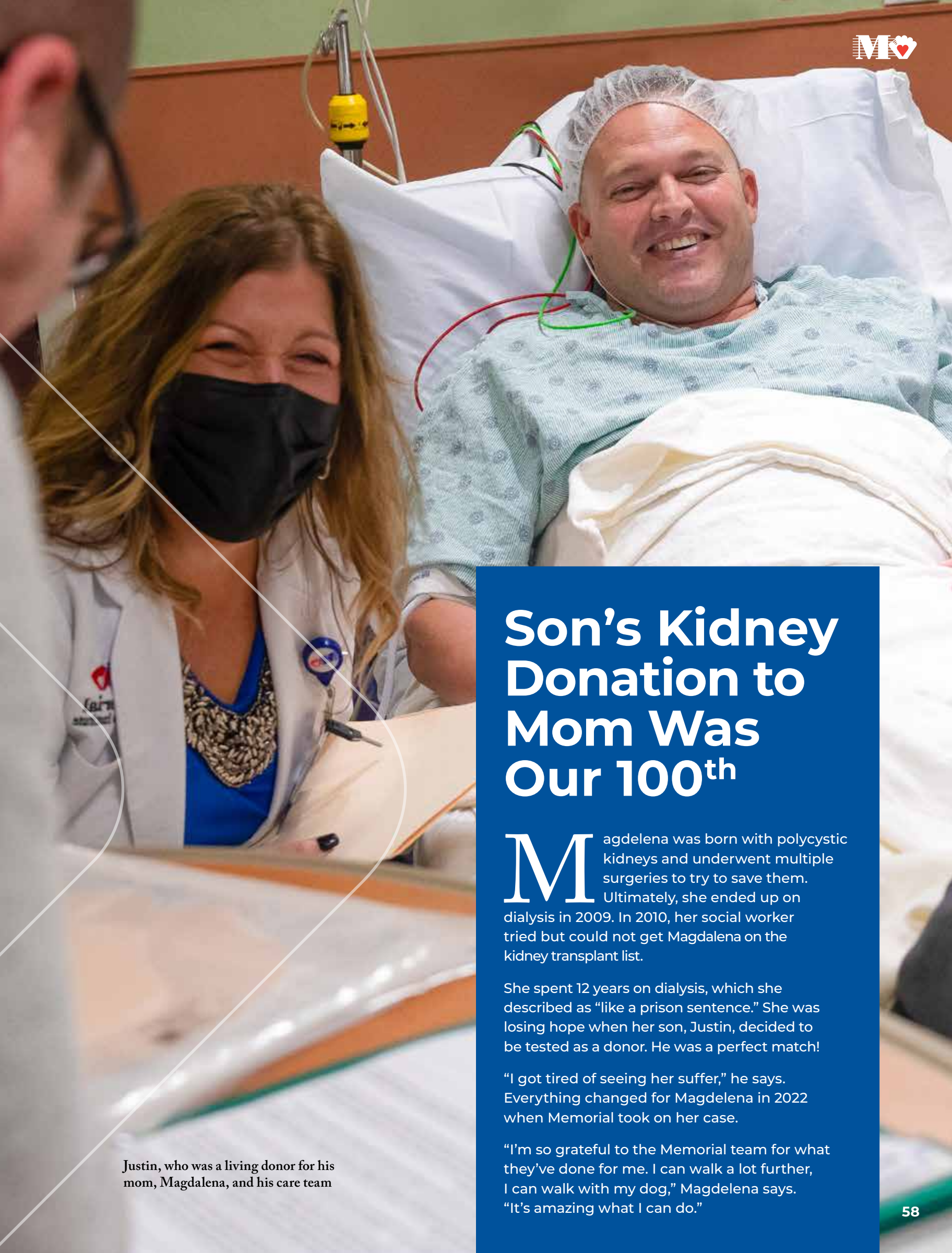
PEDIATRIC PATIENTS

0 Deceased Donor Kidney Transplants

2 Living Donor Kidney Transplants

TOTAL

135



Son's Kidney Donation to Mom Was Our 100th

Magdalena was born with polycystic kidneys and underwent multiple surgeries to try to save them. Ultimately, she ended up on dialysis in 2009. In 2010, her social worker tried but could not get Magdalena on the kidney transplant list.

She spent 12 years on dialysis, which she described as “like a prison sentence.” She was losing hope when her son, Justin, decided to be tested as a donor. He was a perfect match!

“I got tired of seeing her suffer,” he says. Everything changed for Magdalena in 2022 when Memorial took on her case.

“I’m so grateful to the Memorial team for what they’ve done for me. I can walk a lot further, I can walk with my dog,” Magdalena says. “It’s amazing what I can do.”

Justin, who was a living donor for his mom, Magdalena, and his care team



Ira, who had spine surgery,
and his wife, Lynn

MEMORIAL REHABILITATION INSTITUTE

Collaboration Improves Access for Spine Patients

Memorial Rehabilitation Institute together with Memorial Neuroscience Institute Spine Center provides continuous, convenient care to patients through collaborative clinics at Memorial Regional Hospital South and Memorial Hospital West.

The clinics allow patients with spine injuries and concerns to see all necessary providers together, including neurosurgeons, interventional pain specialists, physiatrists and physical therapists.

“We continue to hire new physicians and nurse practitioners to provide high-quality patient care, enhance access and improve the institute’s overall profile,” says James Salerno, MD, Medical Director of Memorial Rehabilitation Institute.

“We are taking a multifaceted effort combining research, clinical expertise and patient outcomes to provide care for our community.”

– **JAMES SALERNO, MD**
Medical Director, Memorial Rehabilitation Institute





PHYSICAL THERAPY AT HOME

Memorial Rehabilitation Institute has made physical therapy and recovery more convenient for patients by providing care at home. Memorial Physical Therapy at Home, powered by Luna®, is offered seven days a week and increases community access to physical therapy. Patients are paired with licensed therapists, specializing in their conditions, who create personalized care plans and bring all the necessary equipment to their homes.

BRINGING TECHNOLOGY TO THE BEDSIDE

Inpatient rehabilitation rooms are now enabled with Alexa using the AIVA platform for patient privacy. With this technology, patients can get answers to frequently asked questions, call support departments and request a visit from Mesa, our therapy dog.

The device can also provide entertainment for patients and their families by playing music and games, and the rehabilitation team can teach families how to use Alexa at home for setting reminders to take their medication.



Memorial has been reaccredited by the Commission on Accreditation of Rehabilitation Facilities, which requires the program to commit to quality improvement, prioritize personalized care for patients and monitor outcomes.

Outpatient rehabilitation for Memorial Regional Hospital South and Joe DiMaggio Children's Hospital also received CARF accreditation for outpatient medical rehabilitation.

The inpatient rehabilitation program at Memorial Regional Hospital South received specialty accreditation for stroke, oncology and brain injury.

Joe DiMaggio Children's Hospital inpatient rehabilitation program was reaccredited as a pediatric specialty rehabilitation program.



More than 400 people attended the Annual Research Week held at the Memorial Regional Hospital Conference Center, where more than 150 academic works and posters were presented by Memorial physicians, plus faculty, fellows, residents, medical students and nursing, pharmacy and rehabilitation departments. Medical projects were judged, with awards distributed in various categories.

Transforming the Future of Medicine

Memorial Healthcare System Office of Human Research continues to expand, adding more clinical trials for patients, offering studies in more subspecialties for more complex cases, as well as supporting groundbreaking research from faculty, residents and fellows.

In fiscal 2023, 514 patients were enrolled onto clinical studies at Memorial, with more than 150 ongoing studies. At Memorial Cancer Institute alone, 46 adults were enrolled onto 23 Phase I trials. (Phase I is the first time an investigational drug is tested in humans.) In Pediatric Oncology, another 74 cancer patients were enrolled onto studies.

The team's goal is to offer a trial to every patient and community, and often will open a trial for one patient so he or she can receive the treatment and care needed, close to home.

"The vision of the Office of Human Research is to offer a research study to every patient who walks through our doors, and we are well on our way to achieving this goal," says Candice Sareli, MD, Vice President and Chief Medical Research Officer. "Our program continues to grow and mature, and we continue to expand the number of new treatment options offered at Memorial. Thanks to these ongoing efforts, our community does not have to travel outside South Florida to get the cutting-edge therapy they require. It's all right here at Memorial."

PATIENTS ENROLLED ONTO CLINICAL TRIALS AT MEMORIAL:

296

ADULT ONCOLOGY

74

PEDIATRIC ONCOLOGY

66

MEDICAL/ SURGICAL RESEARCH



Research Contributes to Recognition of Centers Throughout Memorial

The Office of Human Research works with team members throughout the healthcare system on high-caliber research and scholarly activity, which is required for recognition and as part of accreditation for institutes and programs. This includes:

- Memorial Neuroscience Institute now has two Comprehensive Stroke Centers and two Primary Stroke Centers, where research is being done on different drugs and devices to treat ischemic disease and clot-like strokes, as well as hemorrhagic disease. Other areas of research include migraine and multiple sclerosis.
- Memorial Cardiac and Vascular Institute has a broad research portfolio spanning cardiac transplant, interventional cardiology, heart failure and electrophysiology. Cardiology fellows now contribute to ongoing research as well.
- Joe DiMaggio Children's Hospital Cystic Fibrosis and Pulmonary Center is nationally accredited, with ongoing clinical trials and studies. Memorial is also a lead site for a South Florida collaborative group advancing cystic fibrosis research and treatments for the genetic disease.

USING AI IN RESEARCH

Memorial is using artificial intelligence (AI) to help further its research efforts. This past year, researchers used the technology to comb through thousands of data points of more than 5,000 patients with COVID-19 to find common traits and predictors that lead to dying.

The resulting paper, "Using machine learning to identify patient characteristics to predict mortality of inpatients with COVID-19 in South Florida," was published in *Frontiers in Digital Health* and was co-authored by Drs. Paula Eckardt and Candice Sareli, in collaboration with faculty from Florida Atlantic University.

The Office of Human Research is also using AI technology to find patients who qualify for studies, especially those that are hard to fill, by creating algorithms that can safely search through the system's electronic medical records for matches.

MEMORIAL CANCER INSTITUTE RESEARCH PUBLISHED IN PRESTIGIOUS JOURNAL

Adriana Milillo-Naraine, MD, a breast oncologist at Memorial Cancer Institute, participated as a principal investigator for a research trial that was published in the prestigious *New England Journal of Medicine*. The study showed an impressive survival improvement, doubling progression-free survival with trastuzumab deruxtecan in HER2-low advanced breast cancer.

MEMORIAL

GRADUATE MEDICAL

EDUCATION

10TH LARGEST IN STATE



Memorial Graduate Medical Education now has 254 accredited trainees working in 15 different programs throughout the health system, making Memorial's the 10th-largest program in Florida.

The program, which has 273 total accredited trainee positions, was launched in 2018 to provide training in specialty areas of medicine and fill physician shortages in South Florida and the nation. Each year, about 75 residents complete their Memorial training and go on to fellowship training or join the workforce.

"We are in a growth period, as all of our programs now have full classes on board, and we continue to receive thousands of applications each year, making

it a competitive landscape," says Saima Chaudhry, MD, Chief Academic Officer. "Many of our residents and fellows have chosen to stay here in South Florida and at Memorial, while others have gone on to be ambassadors who represent our health system around the country."

Memorial currently has 34 fellowships and 239 residency positions. It also just became accredited for an allergy and immunology fellowship, which welcomed its first fellow in the summer of 2023. Residents and fellows also complete research during their training, with many showcasing their work and projects through academic posters and publications.



Memorial Graduate Education
White Coat Ceremony

CARDIOVASCULAR FELLOWSHIP

The Cardiovascular Disease Fellowship that launched in 2021 now has 15 total general cardiology fellows across all three years of the fellowship.

Fellows are now providing care and learning while rotating in inpatient cardiology consultation services and outpatient continuity clinics at both Memorial Regional Hospital and Memorial Hospital West. Fellows are also showcasing their research and unusual case presentations at state and national cardiology meetings.

“We have built an academic community-based cardiology fellowship that rivals any large university cardiology program, with extensive training and

exposure to all aspects of modern cardiovascular medicine. We are training tomorrow’s leaders in cardiology and raising the level of cardiology care that our community deserves,” says Jonathan Roberts, MD, FACC, FSCAI, program director of the fellowship and medical director of Clinical Research and Education in Interventional Cardiology.

Also, through the generosity of donors to Memorial Foundation, Memorial has acquired a state-of-the-art trans-thoracic and trans-esophageal echocardiography simulator, which allows fellows to train with echosimulation and more rapidly acquire proficiency and expertise in both.



RN FELLOWSHIP PROVIDES ONGOING OPPORTUNITY

The RN Fellowship Program now offers 22 adult and pediatric specialty tracks, providing nurses the opportunity to learn new specialty practices and continue professional development, as well as maintaining an ongoing pipeline of specialty nurses within the healthcare system.

More than 300 registered nurses to date have participated in the fellowship, which recently added specialty tracks in Clinical Nurse Educator, RN Case Manager, RN Infection Preventionist, Dialysis, Endoscopy and High-Risk OB. The Refresh to Acute Care track was created to provide a transition to acute care practice, featuring a customized, hands-on fellowship boot camp at Memorial's Simulation Center.

MEMORIAL SIMULATION CENTER MARKS 1ST ANNIVERSARY

The Memorial Simulation Center, generously funded by donors to the Memorial Foundation, celebrated its first anniversary in April 2023. Since opening, the team of simulation educators and emeritus RNs have worked with more than 2,500 RNs and other interprofessional team members using advanced patient simulators.

Activities now include specialized boot camps for nurse residents and fellows, Graduate Medical Education training/simulations for resident doctors, specialty perinatal and emergency nursing courses, specialty skills review sessions, mock code sessions and American Heart HeartCode BLS/ACLS renewal sessions.



RESIDENCY PROGRAM SUPPORTS NEW NURSES

The Nurse Residency Program at Memorial enrolled more than 530 new nurse graduates during fiscal 2023 and more than 1,900 since the program began in August 2018.

As the program has grown, a team of professional development coordinators has been created to support the professional growth and development of nurse residents through a highly structured, evidence-based curriculum strategically designed to act as a bridge between academia and professional nursing practice.

The program kicks off with a two-day residency boot camp at Memorial's Simulation Center, which provides a place to cover basic nursing skills they may have not had the opportunity to practice in their academic program. Residents also attend monthly seminars.

Out of the 12 graduating cohorts, Memorial has an overall first-year nurse retention rate of 93%, significantly higher than the national average of 74%.

GRADUATE PHARMACY EDUCATION PROGRAM EXPANDS

The Graduate Pharmacy Education Program, which has been training pharmacists since 2011, continues to grow to align with system needs and priorities.

The program, which admitted about 27 graduate students last year, has added specialty training in outpatient services for cardiology and infectious diseases to its other programs focusing on

oncology, emergency medicine, critical care and internal medicine.

Pharmacy residents and preceptors also contributed to scientific evidence and had academic and research work published and/or presented on national and international platforms.



Margarita,
Clinical Pharmacist

\$20M Saved in Community Medication Costs

Memorial's pharmacy enterprise has saved more than \$20 million for the community through its Medication Access Program, by securing free medications and copay assistance for patients.

Pharmacy teams continue to integrate services across the continuum of care to ensure patients have access to and are compliant with their medications without being overwhelmed by barriers. The pharmacy access team will also be incorporating the use of AI technology to identify the latest pharmaceutical aid programs and when they're open for enrollment, helping to match patients to the program they will benefit from.

"When medications are managed appropriately and pharmaceutical care is coordinated, we can control costs, improve outcomes, eliminate readmissions and even prevent many admissions in the first place," says Dorinda Segovia, PharmD, MBA, Vice President and Chief Pharmacy Officer. "It's critical to manage medications across the continuum to achieve quality, safety and the operational efficiencies required for success in the world of accountable and value-based care."

**IN FISCAL
YEAR 2023,
PHARMACY
SAVED:**

\$14m

by providing
employee
prescriptions to
about 35% of the
Memorial workforce

\$20m

through connecting
patients with
philanthropic
medication
assistance programs



Leighton Lugg, population health pharmacist, consults with a patient

COORDINATING CARE FOR IMPROVED ACCURACY

Memorial launched pharmacist-led care coordination to support its integrative dispensing models and physicians with complex prior authorizations and medication access issues.

Memorial's five community pharmacies and its specialty pharmacy — which saw immense growth in fiscal 2023 and dispenses complex medications requiring close monitoring and care coordination — also transitioned to Epic's electronic patient health record system. Now, providers throughout the system can access patient medication transaction histories, improving accuracy, convenience and care.

Patients can also access their pharmacy records and request refills through Memorial's MyChart patient portal. Memorial pharmacies also provide immunizations, telehealth consultations, durable medical equipment, nutritionals and medication delivery.

PHARMACIST'S COUNSEL MAKES A DIFFERENCE

When Barbara's blood sugar was out of control, her primary care physician encouraged her to work with a Memorial population health pharmacist. Many pharmacists at Memorial are embedded in primary care clinics or offer telehealth consultations to help patients manage and remain compliant with medications.

"The pharmacist took my case with so much compassion and dedication. I've been working with him on my meds and my diet. Since then, I feel so much better. I've even lost six pounds," Barbara says. "For the first time, I can't wait to see what my [blood sugar test] will be."

NEW PHARMACY TECHNICIAN APPRENTICE PROGRAM

Memorial launched its Pharmacy Technician Apprenticeship to provide entry-level training for those interested in a healthcare career, as well as combat national pharmacy technician shortages.

The program, which must be completed within six months, offers hands-on training for people with no prior pharmacy education, training or experience. So far, more than 24 apprentices have graduated, been licensed by the state board through Memorial and started careers in pharmacy, nursing and other areas of medicine.

Best Practice award

FSHP

The Pharmacy Population Health and Transitions of Care team was recognized with a Best Practice award by the Florida Society of Health-System Pharmacists.



Tammy Tucker, PsyD, psychologist; Andrew Migliaccio, MD, psychiatry; and Claudia Vicencio



MEMORIAL BEHAVIORAL HEALTH

Grant Funds Community Outreach

Memorial now offers care coordination services for pediatric and adult patients receiving behavioral health and other services throughout the system. The program started in October 2022 thanks to help from a \$4 million grant through the Substance Abuse and Mental Health Services Administration.

“The Certified Community Behavioral Healthcare team has allowed us to take our services outside the clinic walls and help patients connect the dots between the community, their medical needs and behavioral health concerns,” says Claudia P. Vicencio, PhD, LCSW, LMFT, director of Outpatient Behavioral Health Services. “Memorial is improving access to care, as well as addressing social determinants of health risks among patients across the system.”

The team of eight assists patients in getting the right treatment at the right time — whether it’s setting up specialist appointments, getting enrolled in primary care or setting them up with transportation — and follows up to assist with any challenges or barriers.

The grant is also supporting several other initiatives to improve the integration of behavioral health services throughout the system. It’s covering extensive training for staff working at Memorial’s Community Youth Services, inpatient behavioral health, outpatient behavioral health, psychiatry residents and pediatric providers in dialectical behavior therapy and evidence-based practices for working with patients who are at risk for suicide.

In addition to the federal grant funding, Memorial Behavioral Health receives funding from the Broward Behavioral Health Coalition, the Broward County Health and Human Services Department, and the state of Florida.



EXPANDED SPACE AND SERVICES

Memorial also opened its expanded Behavioral Health Center in Davie, providing more centralized and accessible care in Broward County. Since opening in January 2023, Memorial has seen a 7 percent increase in patient volume and added an additional psychiatrist and more counselors to meet the growing need.

The new location — which expanded outpatient behavioral health space by 40 percent and can accommodate an additional 10,000 visits a year — also has much-needed space for team members to meet and collaborate. And it provides more space for new and innovative programs, including Youth to Adult Transition and Transcranial Magnetic Stimulation treatment for depression, which will soon be offered thanks in part to support from Memorial Foundation donors.

“I am proud of our commitment and willingness to invest capital resources in behavioral health services because it is the right thing to do for our community,” says Tammy Tucker, PsyD, Vice President of Behavioral Health.

TAKING CARE OF OUR OWN

Memorial has taken additional steps to provide mental health services and support for its team members, too.

In addition to unique and flexible benefits, Memorial has launched programs to bridge the gap between colleague support and care.

- **STRESS RECOGNITION TRAINING:** Memorial is training leaders and front-line workers to recognize some of the symptoms that manifest when colleagues are in distress. The program, Stress First Aid for Healthcare Workers, helps address short-lived acute stress from difficult cases or traumatic events, long-term burnout and other stressors.
- **CODE LAVENDER:** Memorial Regional Hospital is piloting this “code blue” for staff to address incident-driven episodes. Run by volunteers trained in Stress First Aid, the program uses manual therapies, energy-based tools, expressive arts and mind-body tools to provide on-the-spot support.
- **SCHWARTZ ROUNDS:** These rounds at Joe DiMaggio Children’s Hospital invite all healthcare workers to share their experiences, express their feelings and offer one another support in a judgment-free zone.
- **EMOTIONAL AND SPIRITUAL SUPPORT:** Whether dealing with a stressful incident or everyday challenges, employees have access to various activities, including Employee Health Corners, Healing Touch Days, Inspiration Stations and more, coordinated and planned by our Spiritual Councils. Memorial also offers special webinars on topics related to creating life balance.

MAJOR UPGRADES UNDERWAY FOR FLAGSHIP HOSPITAL

Memorial Healthcare System is celebrating Memorial Regional Hospital's 70 years of service to the community with an \$88 million investment in infrastructure improvements. Construction has already begun on Memorial's flagship hospital. The project adds a floor for Memorial Family Birthplace and expands the Level I Trauma Center and Emergency Department.

The new Family Birthplace floor will have all private rooms, a family and partner lounge, and a simulation lab for specialized training. The expanded Trauma Center and ER will provide a more functional triage workflow, plus new trauma bays, technology and more.

Through the years, Memorial Regional Hospital has grown to be one of the largest hospitals in the state, adding space and services to meet the growing needs of the South Florida community. The Trauma Center is the second busiest in the state, and the Family Birthplace welcomes more babies than any other facility in Broward County.

INVESTING IN HOLLYWOOD'S FUTURE

Memorial purchased two parcels of land in Hollywood in April 2023 as part of its strategic plan to expand and provide accessible, expert care to everyone in the community. A workgroup of health system and community members is being assembled to explore possible uses for the land, located at the corner of Hollywood Boulevard and State Road 7. The property is part of the ongoing revitalization of the 441 Corridor — a gateway to Hollywood from the west.





Memorial
Healthcare System

JAMES MCFADDEN



K. Scott Wester, CEO and President,
with Marcia Brennan, BSN, RN

Another Strong Round of Value Improvements

Memorial's Value Improvement Program launched a second iteration that once again succeeded in finding millions in savings, benefiting patients and families by helping to make healthcare more affordable, efficient and effective.

VIP 2.0, which wrapped up in October 2022, called on more than 100 leaders, front-line workers, stakeholders and other

subject matter experts from across the system to find another \$100 million in savings. They exceeded the goal, identifying \$108 million in savings.

The collaborative, cost-saving initiative began in 2018. It engages staff in working together to identify new opportunities for Memorial to reduce costs, while still providing its nationally recognized brand of high-quality, patient- and family-centered care.

For VIP 2.0, teams for clinical efficiency, labor, operational improvements and revenue oversaw 22 subteams, whose members examined individual categories within their respective areas.

A third phase of the program — Reimagine 1.0 — will focus on process changes and patient flow, exploring how patients are admitted and moved through the system.

LOWEST TAX MILLAGE RATE ON RECORD

For the 12th consecutive year, the South Broward Hospital District Board of Commissioners, which oversees Memorial Healthcare System, reduced its millage rate. This time, the Board reduced the millage rate to 0.1010 — the lowest ever recorded. The reduction was possible despite lingering challenges from the COVID-19 pandemic, market challenges such as inflation and healthcare workforce trends.

The 0.1010 millage rate represents an 11.71 percent decrease from last year's rate of 0.1144 and will result in an estimated \$7.5 million in gross tax revenues.

The newly adopted millage rate will not be used to fund uncompensated care, which totaled \$917 million in FY23. The district will use operating income to cover all uncompensated care costs for the entire system, including its six hospitals and 12 Memorial Primary Care practices.

Memorial also remains one of only a handful of public hospitals in the nation to achieve AA and Aa3 financial ratings by Standard & Poor's and Moody's, respectively.



MANAGING WORKFORCE SHORTAGES

Memorial continues to bounce back from pandemic-related challenges and healthcare workforce shortages that have taxed the health system's finances in recent years. Memorial continues to hire more staff to cover patient needs and healthcare shortages — some of which began before the pandemic and others that stemmed from the worldwide health crisis. Memorial continues to pay incentives to nursing and technical staff to cover shifts as needed and uses traveler and agency workers to supplement its employed staff. However, the need for these workers and the number required have decreased as we have made great strides in both hiring and reducing turnover.

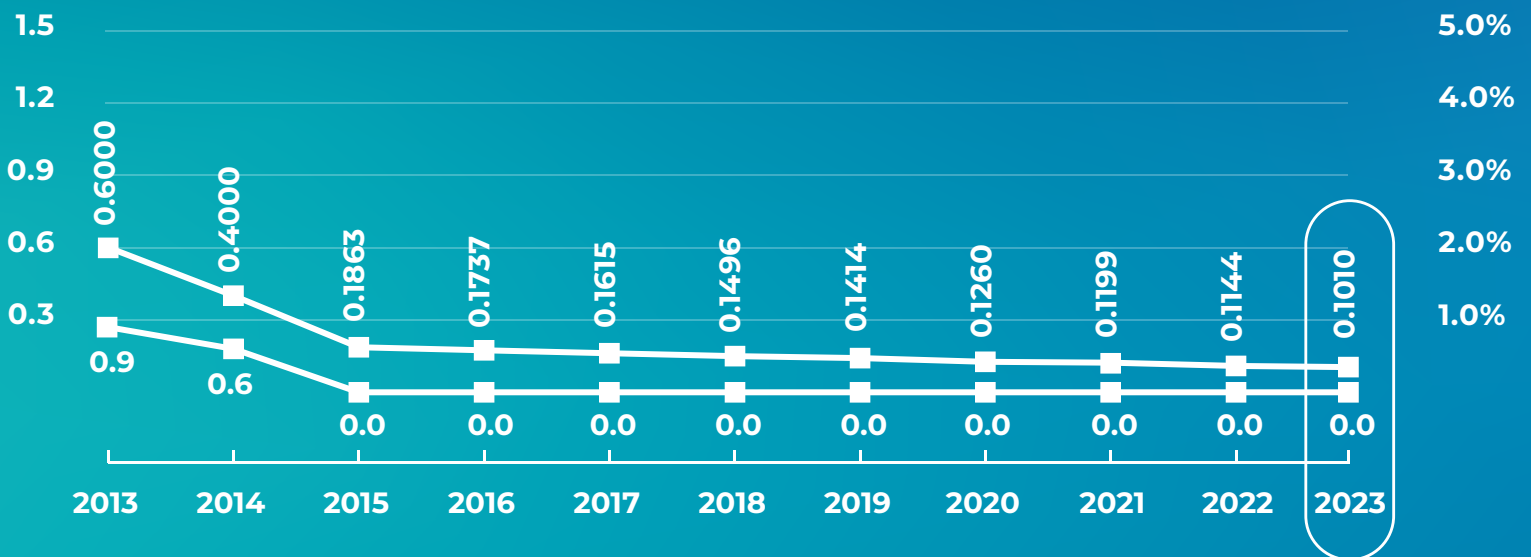
Financial Highlights

Fiscal Year 2023

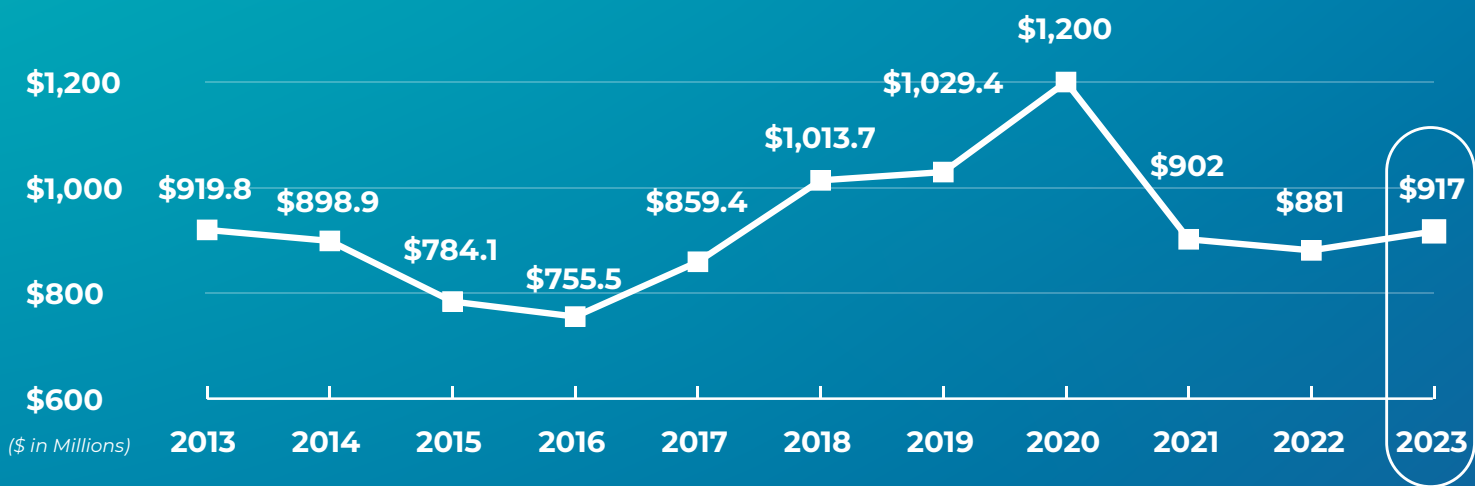
Millage Rate

South Broward Hospital District Millage Rate

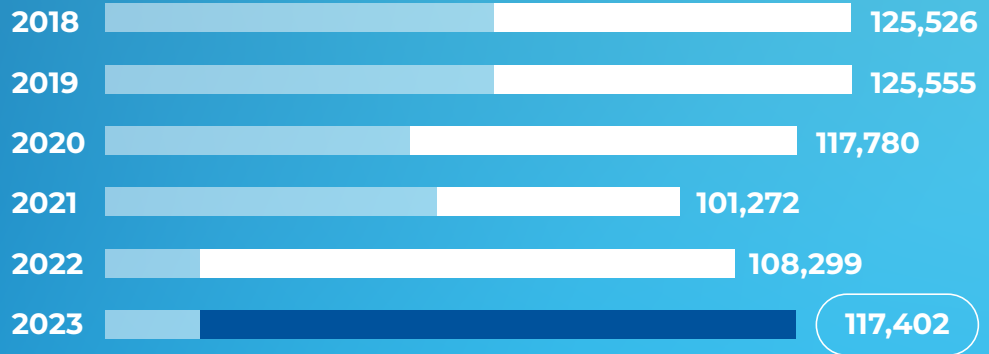
Net Tax Revenue as a % of Total Net Revenue



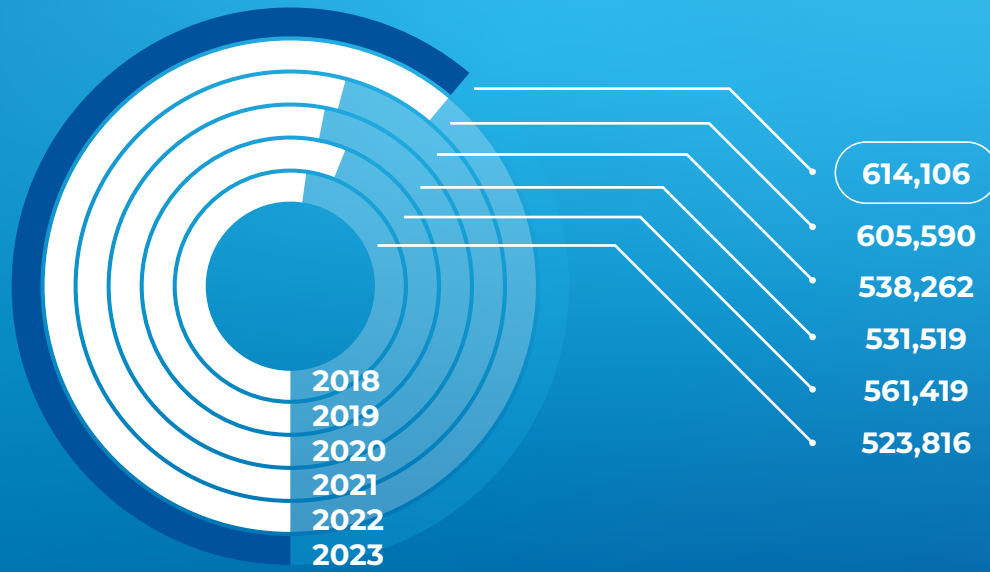
Uncompensated Care



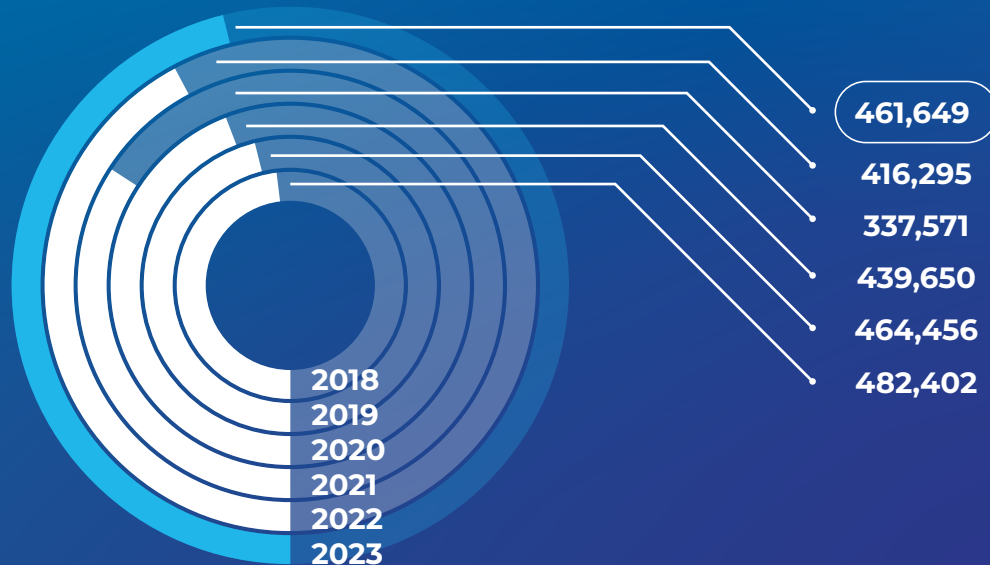
Admissions + Observation Cases



Hospital Outpatient Visits



Emergency Department Visits (Includes 24/7 Emergency Care Center Visits)





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