



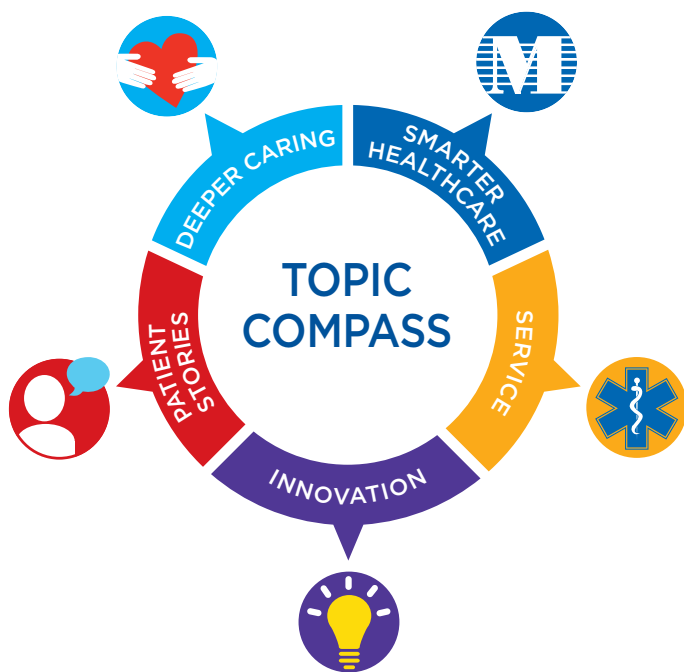
2014

Report to Our Community



Memorial
Healthcare System





Use this TOPIC COMPASS to help you navigate the content of Memorial's 2014 Report to Our Community.

DEEPER CARING: Speaks to the core of who we are and to the level of service that we extend to all patients.

SMARTER HEALTHCARE: Speaks to our commitment to always deliver the best available care with accuracy and quality by our employees and physicians who promise to always give their best.

SERVICE: Memorial Healthcare System provides service excellence to our patients, families, community, physicians and hospital staff.

INNOVATION: Advanced technology helps Memorial continue to provide enhanced care to patients.

PATIENT STORIES: Real People, Real Stories.



Memorial Healthcare System
Seven Pillars of Excellence

SAFETY • QUALITY • SERVICE • PEOPLE • FINANCE • GROWTH • COMMUNITY



We are pleased to present Memorial Healthcare System's latest Report to Our Community.

The story of this year is clear: while our field is the most rewarding one we can imagine, it is undergoing tremendous change. In the midst of the challenges that change brings, Memorial has responded. Here are just some of the ways we've done it.

We've responded by working to build on the crucial partnerships we enjoy with those we serve. The concept of Patient- and Family-Centered Care, which recognizes that families are indispensable participants in providing sensitive, individualized care, forms the foundation of everything we do at Memorial. This year, we added to that foundation — technologically, systematically and programmatically.

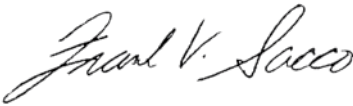
For example, you'll learn that Memorial has made it easier for patients to receive care at home, using advanced technology to keep them connected. You'll see that our Electronic Health Record (EHR) system not only streamlines health data across all our facilities, but also links to MyChart, our convenient web portal that lets you track and manage your health information from any computer, tablet or phone. And you'll see that our physicians are exploring even more ways to improve communications with patients — focusing on asking, explaining and, most of all, listening.


We've responded by growing. New facilities and technologies, and enhanced services and programs, mean that Memorial can do more than ever before. Our \$6 million expansion of Memorial Rehabilitation Institute offers patients better and smoother roads to recovery. And our leading-edge technologies give us even better tools to diagnose, treat and heal.

We've responded by continuing our highly responsible economic stewardship of our system and its operations. Not many comparable public healthcare systems across the country enjoy an Aa3/AA- or higher bond rating by Moody's and Standard & Poor's, respectively. Our continued financial strength allowed the Board of Commissioners to once again lower our tax millage rate to 0.4000 — another major milestone in Memorial history.

Through it all, we've responded with Deeper Caring and Smarter Healthcare. Memorial's Service Vision continues to guide us every day as we strive to provide care that regularly exceeds expectations of quality, service and safety. We know that every patient we care for, and every family we partner with, offers us the chance to create and deliver a true Memorial Experience.

In short, despite all the transitions a changing landscape brings, you'll see in these pages that at Memorial, we have not rested on our past accomplishments. Instead, we seized our opportunities and rose to meet our challenges. In this eventful period in healthcare, Memorial has not stood still. We've moved forward — still delivering the outstanding care we've provided for 60-plus years.


Frank V. Sacco, FACHE
President and Chief Executive Officer


Hobel Florida
Chairman of the Board

Board of Commissioners

South Broward Hospital District



Hobel Florido
Chairman



Jose Basulto
Vice Chairman



Laura Raybin Miller
Secretary/Treasurer



L. Kenneth Barnett



Douglas A. Harrison



Albert C. Jones



Vic Narang

Executive Staff

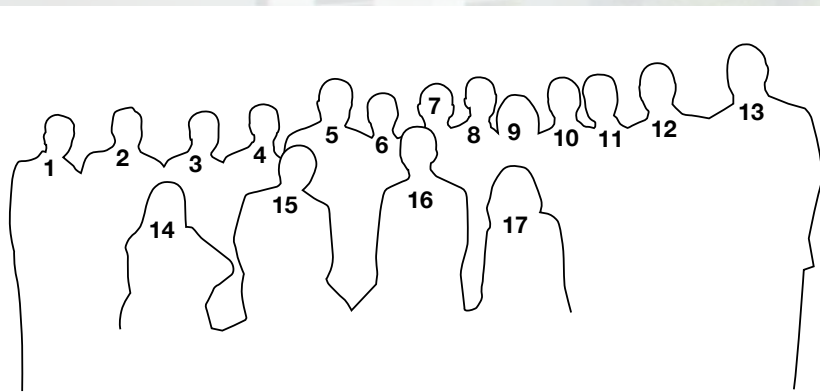
Memorial Healthcare System

Standing left to right:

1. **Leah A. Carpenter**, Administrator and Chief Executive Officer, Memorial Hospital Miramar
2. **Zeff Ross, FACHE**, Senior Vice President and Chief Executive Officer, Memorial Regional Hospital
3. **Ray Kendrick**, Senior Vice President of Human Resources and Chief Diversity Officer
4. **C. Kennon Hetlage, FACHE**, Administrator and Chief Executive Officer, Memorial Hospital West
5. **Frank V. Sacco, FACHE**, President and Chief Executive Officer
6. **Forest Blanton, FACHE**, Senior Vice President and Chief Information Officer
7. **John Benz**, Senior Vice President and Chief Strategic Officer
8. **Keith W. Gallagher, FACHE**, Administrator and Chief Executive Officer, Memorial Hospital Pembroke
9. **Chantal Leconte, FACHE**, Administrator, Joe DiMaggio Children's Hospital and Pediatric Services, Memorial Healthcare System
10. **Douglas A. Zaren, FACHE**, Administrator, Memorial Regional Hospital South
11. **Kevin R. Janser**, Senior Vice President and Chief Development Officer
12. **Stanley Marks, MD, FACS**, Senior Vice President and Chief Medical Officer
13. **David Alexander**, Senior Vice President and Chief Financial Officer

Seated left to right:

14. **Kimarie R. Stratos**, Senior Vice President and General Counsel
15. **Aurelio M. Fernandez III, FACHE**, Executive Vice President and Chief Operating Officer
16. **Matthew Muhart, CPA**, Executive Vice President and Chief Administrative Officer
17. **Nina Beauchesne, FACHE**, Senior Vice President, Memorial Healthcare System



Our Mission

Memorial Healthcare System provides safe, quality, cost-effective, patient- and family-centered care, regardless of one's ability to pay, with the goal of improving the health of the community it serves.

Our Vision

Through more integrated relationships with physicians, Memorial Healthcare System will deliver patient- and family-centric care in a highly efficient manner with exceptional quality and safety outcomes for the benefit of the residents of the South Broward Hospital District.



Deeper Caring It's who we are.

Our Service Vision Statement:

Memorial Healthcare System is where
DEEPER CARING creates **SMARTER HEALTHCARE**.



Deeper Caring.
Smarter Healthcare.

Memorial Healthcare System AWARDS

- **150 Great Places to Work in Healthcare**, *Becker's Hospital Review*, 2014
- **Florida's Best Companies to Work For**, *Florida Trend* and Best Companies Group, 2013
- **Best Places to Work in Healthcare**, *Modern Healthcare* and Best Companies Group, 2013
- **Best Practice Leader Award**, IBM Enterprise Content Management (ECM), 2013
- **Most Wired Hospitals & Health Systems**, *Hospitals & Health Networks*, 2013
- **Top Quintile, Top 15 Health Systems**, Truven Health Analytics, 2014
- **Patient-Centered Medical Home Recognition Award**, Level 3, to South Broward Community Health Services, by the National Committee of Quality Assurance, 2013
- **Gage Award**, National Association of Public Hospitals (NAPH), Honorable Mention, 2013
- **Outstanding Achievement Award**, Memorial Cancer Institute, Commission on Cancer of the American College of Surgeons, 2013



Patient- and Family-Centered Care: At The Center of Everything We Do

Memorial is able to provide deeper caring and smarter healthcare because of its philosophy of patient- and family-centered care. Patient- and family-centered care is a method of care that is based on partnerships between Memorial and the patients and families who entrust themselves to us. It shapes all our policies, programs and the way we treat everyone with whom we come in contact.

Patient- and family-centered care recognizes that families play a crucial role in the well-being of all patients, no matter what their ages. It acknowledges that patients' and families' culture, values and preferences are important to medical decision making and to providing patients with dignity and respect.



"Patient- and family-centered care has several core concepts, all of which support the patient," says Michelle Barone, Director, Patient- and Family-Centered Care. "One of the most crucial is sharing information with patients and the people who make up their support systems. We want to provide details in an affirming and useful manner, and encourage family members to participate. Ultimately, they are partners in the care process with the medical team."

Memorial's patient- and family-centered care efforts include:

- **Patient and Family Advisory Councils** in which patients work side-by-side with providers, giving valuable input from their and their families' points of view
- **Patient and Family Resource Centers**, the "living rooms" of Memorial hospitals that provide health- and disease-related information, hospitality services and links to community support groups and resources in a safe and relaxing atmosphere
- **Special initiatives** like patient- and family-centered care rounding by Memorial's trained family mentors, which provide patients an opportunity to share their emotions and concerns with those who have gone through similar experiences, and programs such as "Better Together" that re-emphasize to Memorial employees how important it is to have the family at the bedside

Patients receiving care enjoy more positive experiences in terms of quality, safety and patient and family satisfaction. And on the smarter healthcare front, patient- and family-centered care can help reduce healthcare costs borne by both individuals and the community.



MEMORIAL PET THERAPY



Pictured left to right: Liz; Lily; Compass; Pumpkin; Allen; Nutmeg

Memorial Healthcare System's six golden retrievers who make up the **Animal-Assisted Therapy Program** continue to prove to be valuable assets when it comes to providing therapy and emotional healing to patients throughout the system.

Liz was the first to join the system when she was enlisted in the **Memorial Rehabilitation Institute at Memorial Regional Hospital South** in October 2009. She works mainly in the Adult Inpatient Rehabilitation Unit, specializing in helping patients rehabilitate from strokes, heart attacks and accidents.

Lily, who struts the corridors at **Memorial Regional Hospital**, can be found assisting with activities of daily living such as pulling off a patient's shoes and socks. Patients with weak upper extremities can strap on an adapted brush and spend hours grooming the dogs while exercising their arms at the same time.

Nutmeg spends her days with the children at **Joe DiMaggio Children's Hospital**. When not busy helping children through their therapies, Nutmeg is usually seen as an ambassador to the children's hospital at events and functions.

The Seven Pillars of Excellence

Our Service Vision is firmly planted in The Seven Pillars of Excellence, which clearly define our principles and philosophies:

SAFETY

Memorial Healthcare System will be a nationally recognized organization for positive clinical and non-clinical outcomes.

QUALITY

Memorial Healthcare System will continue to deliver quality services and be able to measure that quality against the nation's top performers.

SERVICE

A strong and positive image of Memorial Healthcare System service excellence will exist with our customers: patients, families, community, physicians and hospital staff.

PEOPLE

Our patient, staff and physician satisfaction will be very high and will be a result of a strong commitment to teamwork. Memorial Healthcare System will be the system of choice for employment in our community.

FINANCE

Memorial Healthcare System will maintain financial success.

GROWTH

Memorial Healthcare System will become a regional provider in healthcare.

COMMUNITY

Physicians, patients and other organizations will actively seek our services. We will be the healthcare system of choice and will continue to meet the growing needs of our community. We will improve the health status of the community.

Pumpkin, who is at **Memorial Hospital West**, is very sensitive with all of our patients and gives them what they need. Sometimes it is just a long snuggle when a patient cannot communicate or get out of bed.

At **Memorial Hospital Miramar**, **Compass** has captured the hearts of patients throughout all the areas of the hospital with his friendly demeanor. Compass spends most of his day making the rounds of the facility, including the surgical waiting room area where he comforts nervous families. Compass'

The Family Birthplace: Complete Support for Mothers and Babies

This year, more than 12,000 healthy newborns came into the world at **The Family Birthplace at Memorial Regional Hospital, Memorial Hospital West and Memorial Hospital Miramar**.

It's easy to understand why. The Family Birthplace's home-like maternity suites offer family-friendly environments for celebrating deliveries in privacy and comfort. Families also can take advantage of supportive programs in prenatal education, breast-feeding, lactation and child care. But equally important, The Family Birthplace provides the expertise of nationally respected healthcare professionals and the safety and resources of leading-edge medical facilities.

At **Memorial Regional Hospital**, an expert team is standing by 24 hours a day: neonatologists, anesthesiologists, specialized nurses and specialists in Maternal Fetal Medicine, who care for high-risk obstetrical mothers and babies. If needed, **The Wasie Neonatal Intensive Care Unit at Joe DiMaggio Children's Hospital** is close at hand. **Memorial Hospital Miramar** features all-private NICU rooms, and controlled-access security systems across the system help ensure newborns' safety from birth until discharge.

Care and support at The Family Birthplace goes beyond the birth experience itself. **Memorial Hospital West's** voluntary cord-blood donor program has collected more than 2,000 units of umbilical cord blood to treat a variety of diseases. And Memorial's overall maternity program has received special recognition from the American College of Obstetricians and Gynecologists and the March of Dimes for reducing elective deliveries before 39 weeks.

"Discouraging early elective deliveries is important because it supports better outcomes for both mother and baby," says Mary Roberts, RN, Director of Maternal Services, Memorial Hospital West. "Helping parents-to-be understand that they need at least 39 weeks' gestation ultimately results in what we all want: stronger and healthier babies."

phenomenal work with a pediatric speech therapy patient was highlighted this year by media coverage that spanned the country and also was seen in Latin America.

At **Memorial Hospital Pembroke, Allen** can be seen working in nearly every area of the hospital. He's even known to get on a treadmill to encourage others through their therapies. Once a week, Allen ventures over to Memorial Manor for a visit.



JENNIFER

One Mom's Memorial Experience



Expecting their first child, Jennifer and her husband, Blaise, knew they wanted to go to **The Family Birthplace at Memorial Hospital West**.

"We had just moved to Coral Springs, and we had heard great things about Memorial," Jennifer says. "My doctor delivers there, and that was a big thing for me."

Another factor in their decision was Memorial Hospital West's status as a Level II NICU facility with the capability to care for newborns with complications. Providing an extra level of support, the **Wasie Neonatal Intensive Care Unit (NICU) at Joe DiMaggio Children's Hospital** offers level II and level III care.

As at The Family Birthplace's other two locations at Memorial Regional Hospital and Memorial Hospital Miramar, patients and families at Memorial Hospital West know that they can call upon a highly trained staff and the resources of a comprehensive emergency facility if necessary.

"That made me feel more at ease," says Jennifer, who delivered her son Lucca at Memorial Hospital West in June. "It turned out that the baby's umbilical cord was twisted in a perfect knot. It did not cause him distress, but my doctor said that that happens in less than 1 percent of births."

Jennifer and Blaise also took full advantage of The Family Birthplace's child care and breast-feeding education programs. As a first-time mom, she especially appreciated the coaching she received from Memorial Hospital West's lactation experts.

"They explained everything, showed me a video and gave me all the information I needed on feeding my baby right," she says. "That was a very big deal for me."

Jennifer would recommend The Family Birthplace to any expectant mother she meets.

Smarter Healthcare

It's what we do.



Secure Access to Health Information

Electronic health record (EHR) systems like **Epic** and **MyChart** are making life easier for patients receiving care in the Memorial network.



Memorial began implementing **Epic**, the EHR system for providers, in November 2010. Epic securely records and seamlessly shares health data across facilities — Memorial hospitals, employed physicians' offices, outpatient rehabilitation facilities, South Broward Community Health Services, and other entities within Memorial Healthcare System.



Linked to Epic is **MyChart** — a portal that helps patients track and manage their own health information. MyChart is a free service that allows

patients to view upcoming appointments, test results, their billing status, and more. MyChart can be accessed either online or via a secure smartphone application.

Nearly 38,000 Memorial patients are active MyChart users — adults accessing their own records, adult proxies managing health information for children from birth through age 12, and teens up to age 18. MyChart gives patients the information they need to understand their treatments and conditions, and to be full partners in their care. To help them get started, Memorial provides adult patients with MyChart activation codes at registration, in their discharge paperwork, and through participating Memorial physician offices. Patients also can ask for the code at any time from any of Memorial's Health Information Management/Medical Records locations.

Using advanced EHR systems like Epic and MyChart helps ensure that Memorial delivers smarter, safer healthcare. EHRs mean less paperwork, fewer phone calls, and less duplicative testing — because they put providers and patients alike on the same virtual page.



Memorial Research: Transforming Hope into Reality

Research is critical to the successful practice of medicine today. In the last 50 years, it has led to an impressive number of diagnostic and treatment options for varied conditions such as cardiovascular disease, cancer, diabetes, osteoporosis and HIV/AIDS, to name a few. Research opportunities also help draw exceptionally qualified physicians to practice at the institutions and systems where the research is performed. For these reasons and more, Memorial Healthcare System established the **Office of Human Research** in 2011.

"Our vision continues to be very simple: Offer a research study to every patient who comes to us for care — and support all Memorial physicians seeking the excitement and discovery of research."

— **Candice Sareli, MD**
Chief Medical Research Officer



Pictured left to right:
Candice Sareli, MD; Stanley Marks, MD

Founded by **Stanley Marks, MD, Senior Vice President and Chief Medical Officer**, the Office of Human Research provides a centralized office for Memorial physicians to perform research studies. By the spring of 2014, the Office of Human Research had approximately 130 active, federal and industry-funded studies underway in a wide range of conditions — including adult and pediatric oncology, endocrinology, cystic fibrosis, trauma and cardiovascular disease. The Office of Human Research also works to promote research as an important tool to improve patient care, by offering the latest medications and devices.

The Office of Human Research's 26 full-time employees — operating under the supervision of Chief Medical Research Officer Candice Sareli, MD — help coordinate research opportunities for Memorial physicians and work to ensure that Memorial's patients understand the treatment options that have arisen from new discoveries. And at the close of the fiscal year, the office was planning its first annual Research Week, including a research course and certification exam by the Society of Clinical Research Associates (SoCRA).





Memorial Health Network Continues to Expand

Memorial Health Network is Memorial's partnership with physicians that provides the structure through which physicians can practice clinical integration — the enhancement of value through the improvement of quality and reduction of cost. The practice of clinical integration helps Memorial successfully deliver deeper caring and smarter healthcare every day. This year, Memorial Health Network took a number of important steps to further fulfill that mission.

In January, Memorial Health Network executed its first clinical integration agreement with a commercial health plan, Florida Blue. The agreement adds approximately 20,000 patients to the network and includes a shared savings provision and clinical integration funding.

"Memorial Health Network's successful launch has been followed with real accomplishments that keep improving our already exceptional patient- and family-centered care."

– **Richard Perryman, MD**
Medical Director, Memorial Cardiac and Vascular Institute
and Chairman, Memorial Health Network

Memorial Health Network works continuously to track the quality of physician performance. In March, Memorial Health Network produced and distributed the final 2013 Physician Progress Reports, recognizing 294 physicians who earned a score of 100 percent as Top Performers. Memorial Health Network also identified 289 physicians as High Quality Performers who achieved 100 percent on their quality HEDIS (Health Plan Employer Data and Information Set) metrics. These outstanding quality scores resulted in a \$2.8 million reduction in the cost of care for Memorial Health Network's primary patient population: Memorial employees and their dependents.



Memorial Health Network Board and Committee Member (left to right): Francis Salazar, DO; Richard Perryman, MD; Marc Greenstein, MD; Fred Keroff, MD; Hector Pombo, MD; Mitchell Graboys, MD; David Weiss, MD; William Pena, MD; Howard Berlin, MD; Rocky Slonaker, MD; Ronald Gup, MD; Benjamin Freedman, MD

Memorial Health Network continued its active outreach to current and new physician members. Since January 2014, Memorial Health Network conducted 13 educational sessions and two new-provider orientation sessions. These sessions reached more than 700 physicians, introducing them to the concepts of clinical integration and updating them on Memorial Health Network's clinical integration program.

In June, Memorial Health Network issued its first Value Report, which summarizes key quality initiatives and illustrates how MHN performed against the previous year's performance and against national benchmarks.

Memorial Health Network launched its new website at memorialhealthnetwork.net. The site offers a wide range of information about Memorial Health Network, its physician members and its accomplishments.



Memorial Physician Group Focuses on Growth, Communications

Since 2011, **Memorial Physician Group** has helped ensure that Memorial's employed physicians have a structure in which they can share information and improve operations. In its successful third year, Memorial Physician Group and its more than 160 physician members helped the group expand to include more adult and pediatric specialties and subspecialties. Practitioners in general surgery, surgical oncology, breast oncology, hematology, transplant cardiology, neurosurgery, interventional neurology and stroke all joined in building Memorial Physician Group into an effective, maturing multispecialty group.

Directed by a 15-member advisory board and with five subcommittees — Clinical Effectiveness, Finance, Growth, Information Technology and Academic Affairs — Memorial Physician Group has continued to focus on helping patients and families navigate the complexities of the healthcare system. This focus, members know, is the key to delivering deeper caring and smarter healthcare.



Memorial Physician Group Advisory Board (left to right): seated- Michael Cortelli, MD; Juan Martinez, MD; Brian Cauff, MD; Greg Zorman, MD, Chairman; Aharon Sareli, MD, Vice-Chairman; standing- Mark Block, MD; Eddy Carrillo, MD; Gary Birken, MD; Maryanne Chrisant, MD; Alejandra Perez, MD; Frank Scholl, MD; Luis Raez, MD; David Bimston, MD; Sean O'Donnell, MD; Michael Jofe, MD

"Memorial Physician Group is a collaborative, well-coordinated multispecialty group in which quality and the patient experience are the priority," says **Greg Zorman, MD, Chairman, Memorial Physician Group Advisory Board**. "By putting physicians into better communication with one another and by placing an integrated medical record at our fingertips, Memorial Physician Group is a truly patient-centered strategy that ultimately helps us serve patients better — especially if they need to see physicians in multiple specialties."

To help keep the organization on this collaborative path, Memorial Physician Group began working with The Studer Group in March to enhance communications throughout the entire treatment process. Using the system known as AIDET — "Acknowledge," "Introduce," "Duration," "Explanation" and "Thank you" — Memorial is building a culture in which caregivers introduce themselves, listen to patients, describe their job functions, keep in touch during wait times, explain all procedures, and express appreciation for the opportunity to serve. In short, Studer is working with Memorial teams to ensure they are performing the small but essential tasks that make the difference between a negative and positive patient experience.

"Studer will work with us to keep the communications going, among all our teams — physicians, nurses, front offices, support staff — to truly hardwire an outstanding patient experience," says Mario Salceda, Administrator, Physician Practices.



Memorial Regional Hospital

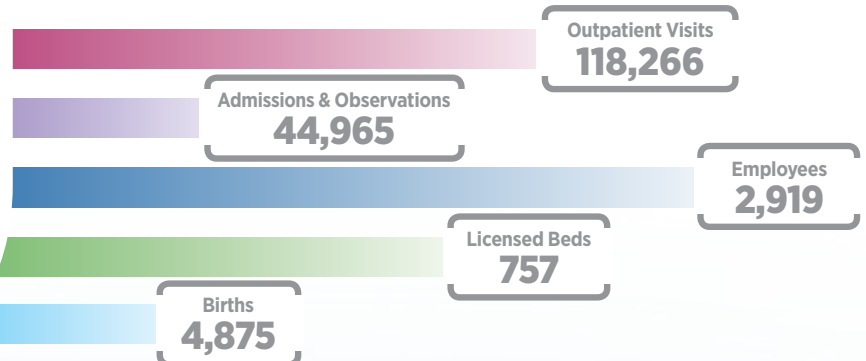
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Zeff Ross, FACHE
Senior Vice President and
Chief Executive Officer,
Memorial Regional Hospital



Howard Berlin, MD
Chief of Staff,
Memorial Regional Hospital



AWARDS

- **Family Favorite Fitness Center**, *Broward Family Life's* Broward Family Favorites, 2014
- **Best Hospitals in Southern Florida**, Miami/Fort Lauderdale Metro Area, Rank #10, *US News & World Report*, 2013
- **Guardian of Excellence AwardSM**, Patient Satisfaction for Inpatient Behavioral Health, Press Ganey, 2013
- **"A" Ranking for Patient Safety**, Leapfrog's Hospital Safety Score, The Leapfrog Group, 2013
- **Premier Quest Award**, High-Value Healthcare Citation of Merit, 2013
- **Highest Rating of Three Stars**, given to cardiac surgery performance at Memorial Cardiac and Vascular Institute, Memorial Regional Hospital, Society of Thoracic Surgeons, fourth straight analysis, 2013
- **Get with the Guidelines[®] Gold Plus Achievement Award for Stroke**, American Heart Association/American Stroke Association, 2014, 2013
- **Top Performers on Key Quality Measures**, The Joint Commission, 2013
- **Blue Distinction Center⁺ for Cardiac Care**, Blue Cross Blue Shield, 2014
- **Blue Distinction Center for Bariatric Surgery**, Blue Cross Blue Shield, 2014
- **Premier Partnership for Patients Award**, Citation of Merit, 2013
- **100 Hospitals with Great Women's Health Programs**, *Becker's Hospital Review*, 2013
- **50 Largest Hospitals in America**, *Becker's Hospital Review*, 2013
- **Gynecologic Surgery Excellence Award**, Healthgrades, 2013



Celebrating 60 Years of Service with a Fitness Zone

Memorial Regional Hospital marked Memorial Healthcare System's 60th anniversary of service to the Broward community by teaming up with Broward County Parks and Recreation to create the Memorial Fitness Zone at Topeekeegee Yugnee (T.Y.) Park.

With outdoor fitness equipment donated by Memorial and Broward Parks, the Memorial Fitness Zone opened with an official ribbon-cutting on Friday, December 13, which was attended by Broward County Mayor Barbara Sharief, Broward County Parks and Recreation Division Director Dan West, and Memorial executives.



The Memorial Fitness Zone complements the park's two-mile walking trail, which already attracts hundreds of adults and children every day. It can be used as a warm-up or cool-down to an exercise routine, or as its own fitness regimen, for exercisers age 14 and older. And use of the equipment is free (after you pay the regular park entrance fee of \$1.50 per person).

"We're happy to bring the Memorial Fitness Zone to area residents to help them enhance their health and well-being for years to come," says Zeff Ross, Senior Vice President and Chief Executive Officer, Memorial Regional Hospital. "It's a fitting salute to the high-quality care and extensive health-related programs that Memorial Regional Hospital has provided the community for 60 years."



MEMORIAL
PET THERAPY



LILY

Lily has been noted for her acute sense of emotions from patients. She tends to gravitate towards a patient she feels may be in distress.



MELANIE

At 90 pounds overweight, Melanie didn't realize she was using food to relieve stress. The Memorial Weight-Loss Surgery Program, under the direction of **Brett Cohen, MD, Chief of Bariatrics**, helped her find new ways to cope — and helped her go from a size 20 to a size 6.



When Melanie was researching laparoscopic band surgery (LAP-BAND®), she explored a lot of different options. But she kept coming back to Dr. Cohen and the Memorial Weight-Loss Surgery Program.



Memorial Regional Hospital's distinction as a Bariatric Surgery Center of Excellence helped confirm her decision — since programs must meet high standards of quality, safety and surgical expertise to earn this seal.

"My in-laws, at Thanksgiving this year, told me this is the best I've ever looked," says Melanie. "It felt really good to hear that."

After the minimally invasive outpatient procedure, Melanie said she looks and feels better than ever.



Hybrid OR's Advanced Technology Benefits Patients and Physicians

Memorial Cardiac and Vascular Institute's Hybrid Operating Room at Memorial Regional Hospital combines minimally invasive and traditional surgical procedures with advanced imaging technologies, all in one setting. Placing this leading-edge technology at the surgeon's fingertips offers many benefits to patients:

- Surgical teams can act quickly to save lives
- Sophisticated surgeries, even under the most complex conditions, can be completed in a shorter amount of time
- Physicians' accuracy is enhanced with the use of computerized and imaging equipment
- Physicians have more flexibility in the types of procedures they perform



"For example, if we need to do a catheterization-directed procedure and an open-heart procedure, we can get them both done in the same location," says **Richard Perryman, MD, Medical Director, Memorial Cardiac and Vascular Institute**.

The hybrid OR is completely equipped for an open-heart surgery, so there are no delays in getting patients the lifesaving surgical services they need.

PIETRO

Shared Expertise Saves a Life

A relaxing cruise vacation turned into a nightmare for Pietro and his family. Five in the group of eight New Yorkers contracted the H1N1 flu virus. Forty-year-old Pietro was hit the hardest. Within 12 hours of being admitted to Memorial Regional Hospital's ICU, his condition had deteriorated to the point where mechanical ventilation could not support his lung function. His oxygen levels were low. His carbon dioxide levels were high. Time was running out.



"When he came in that night, I tried everything known to modern medicine to ventilate him," says **Eliseo Rondon, MD, a board-certified specialist in critical care and internal medicine at Memorial**.

Unsuccessful with these initial efforts, the team decided that the best course of treatment was ECMO (Extracorporeal Membrane Oxygenation), which involves removing blood from the patient, oxygenating it, and then returning that blood to the body. ECMO is advanced therapy that requires a multidisciplinary team and highly skilled personnel to provide rescue therapy for patients at imminent risk of death from cardiac or pulmonary failure. Because Memorial did not as yet have an adult ECMO unit, Dr. Rondon and



Enrique Gongora, MD, Medical Director, Adult Cardiac Surgical Transplant Program, Memorial Cardiac and Vascular Institute, called upon the aid of Memorial's pediatric ECMO team.

"Dr. [Gerald] Lavandosky [Pediatric Critical Care Medicine] graciously agreed to share his team, which has been doing pediatric ECMO for some time. We were able to bring together the expertise from the pediatric world into the adult world," says Dr. Gongora.

The collaborative efforts from multiple specialists saved Pietro's life. He recovered his strength at Memorial Rehabilitation Institute and now considers the Memorial staff family.

"The nurses, the doctors, God bless them ... I wouldn't be here [without them]," he says.

Pietro's story illustrates the commitment Memorial has made to develop an adult ECMO program as part of Memorial Cardiac and Vascular Institute. Memorial is one of the few institutions in Florida that provides such advanced, lifesaving cardiac services.



Memorial Regional Hospital South

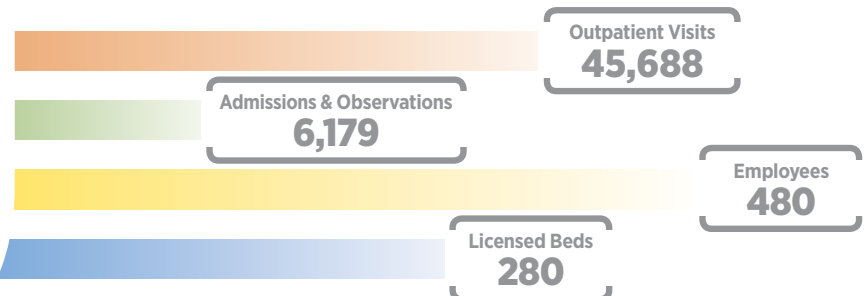
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Douglas A. Zaren, FACHE
Administrator,
Memorial Regional Hospital South



Howard Berlin, MD
Chief of Staff,
Memorial Regional Hospital South



AWARDS

- **Guardian of Excellence AwardSM**, Patient Satisfaction for Outpatient Services, Press Ganey, 2013
- **"A" Ranking for Patient Safety**, Leapfrog's Hospital Safety Score, The Leapfrog Group, 2013
- **Premier Quest Award**, High-Value Healthcare (Finalist), 2013

Go Beyond.



Comprehensive Rehabilitative Care That Goes Above and Beyond



Whether a patient has experienced a simple muscle strain, undergone joint replacement surgery or suffered a severe stroke, Memorial Rehabilitation Institute offers the complete continuum of rehabilitative services, including inpatient rehabilitation, nursing home care, home health services and outpatient rehabilitation, to help patients reach their max at any stage of recovery.

The inpatient unit is on track to assist 1,800 patients this year, while the outpatient therapy centers attract more than 150,000 visits annually.

Memorial Rehabilitation Institute now includes: a Commission on Accreditation of Rehabilitation Facilities (CARF)-accredited, 69-bed, inpatient rehabilitation unit at Memorial Regional Hospital South; three outpatient therapy centers; a CARF-accredited, six-bed pediatric unit at Joe DiMaggio Children's Hospital; Memorial Manor (a skilled nursing facility); Memorial Home Health Services; and the Memorial Physician Group Division of Physical Medicine and Rehabilitation.

"Here at the Memorial Rehabilitation Institute, we strive to provide world-class rehabilitation services for our immediate



community and the entire southeastern region," says **Alan Novick, MD, FAAPMR, Medical Director, Memorial Rehabilitation Institute.**

In addition to achieving CARF accreditation for comprehensive inpatient rehabilitation, the inpatient unit has gone beyond to attain specialty certifications by CARF in stroke, pediatrics and traumatic brain injury, as well as obtaining accreditation by the Florida Department of Health for traumatic brain injury and traumatic spinal cord injury.

Currently, the outpatient therapy centers are being renovated to maximize treatment space and keep the ever-improving rehabilitation technologies up to date. In addition, new specialty programs, such as a spasticity clinic and adaptive sports program, are being developed to continue to meet patients' clinical and social needs.

MEMORIAL
PET THERAPY



LIZ

Liz enjoys being groomed while helping a patient exercise and strengthen his arm.





Revolutionary Rehab System Offers Renewed Hope

Memorial Rehabilitation Institute now offers the **Vector Gait and Safety System**, one of the most advanced physical rehabilitation technologies available today. The institute is among the first facilities in the country to install this leading-edge robotic rehabilitation system, offering renewed hope to patients across South Florida in need of advanced inpatient rehabilitation.



The Vector Gait and Safety System is a dynamic body weight support system that supports balance training, allowing patients to rehabilitate faster, safer and with more confidence because it reduces the fear of falling.

Made up of a robotic trolley attached to a track on the ceiling, which is connected to the patient by a cable and harness, the device is used to assist in retraining a patient's balance, gait and functional activities following a stroke, head injury or illness.

"It's incredible," says stroke survivor and rehabilitation patient Debra. "It gives you such a feeling of security as you are retraining your brain and the steps to take and how to walk again."



Rehab Psychology Department Offers Strong Presence in Integrated Patient Care

The journey to recovery for patients who have experienced trauma involves both physical and psychological healing. Within the Rehabilitation Psychology Department of Memorial Rehabilitation Institute, the department's mission is to assist in the care of the entire person, including their health, emotional needs and family support. The department ensures that these often overlooked but very important issues are a primary focus in treatment and recovery.

When a patient is admitted to the program, a clinical psychologist conducts a psychological screening to identify any cognitive, emotional or behavioral concerns and to guide appropriate treatment. The team consists of clinical psychologists with specialized training in neuropsychology and/or rehabilitation psychology — providing individual, family and group interventions that focus on pain management, and develop strategies to improve coping with illness, managing problem behaviors, and easing re-integration into the home. If memory or other cognitive issues are found, the team will monitor improvement in a patient's mental state and provide education about recovery of mental abilities.

After patients return home, the department offers outpatient counseling and neuropsychological assessment services to assist in long-term care planning or return-to-work and -school planning. The emotional needs of patients and families are addressed by individual and family therapy, as well as support groups.

"Psychologists work closely with patients and their families throughout the entire rehab continuum in efforts to optimize adjustment and recovery."

— Lauren Thomas, PsyD, Director of Rehabilitation Psychology



RICHARD

Regaining Mobility and Strength

Years of pounding the pavement as a police officer had taken a painful toll on Richard's knees. Bilateral knee replacement solved that problem, but he soon discovered that surgery was just the beginning of his journey. Recovery also required physical therapy sessions at Memorial Rehabilitation Institute at Memorial Regional Hospital South, which proved to be as grueling as they were beneficial.

"The therapists were constantly challenging me to do better than the day before," says Richard. "I had to learn to walk again."

Richard worked with a team of highly qualified therapists to help him regain physical mobility, coordination, balance and strength. Part of his knee rehabilitation and therapy included functional retraining, in which he interacted with realistic simulation challenges, like driving and navigating the grocery store, in a safe environment. Even Liz, Memorial Rehabilitation Institute's therapy dog, pitched in to inspire, motivate and encourage Richard's recovery. Each therapeutic step was designed to help Richard reach his max.

"Every therapist brought something different to the table. I utilized their advice to get me much further than I ever anticipated I'd be," says Richard. "They did a great job."



CLAUDIA

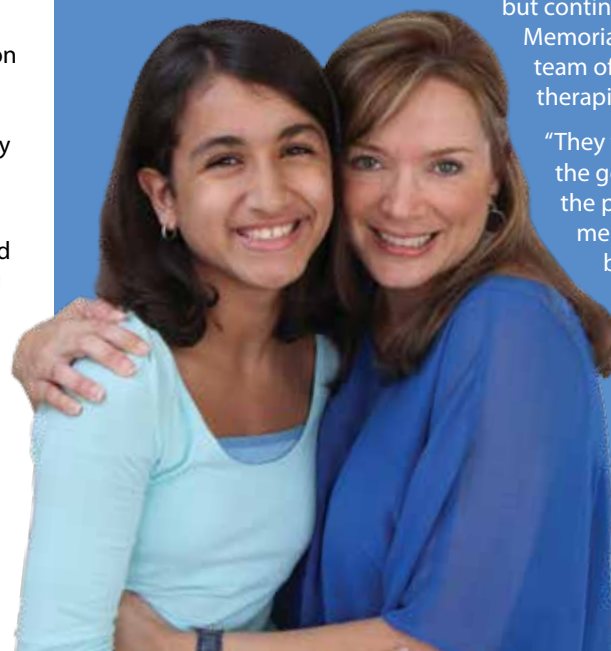
Bouncing Back from Brain Injury

While driving her daughters to dance lessons, a horrific car accident left Claudia with multiple fractures that inhibited her mobility and a traumatic brain injury that severely affected her memory. If she was ever to get back to her max, she needed comprehensive and extensive rehabilitation therapy. After several days in the intensive care unit, Claudia was admitted to Memorial Rehabilitation Institute at Memorial Regional Hospital South.

"I can't remember the faces and the names. I just remember the love, and that's the important thing," says Claudia.

A team of doctors and therapists worked with Claudia until she was ready for the next stage of recovery: home care. She was able to transition home, where the same advanced technology at Memorial was made available to further her progress and independence. Soon she graduated to outpatient care, but continued to work with Memorial's interdisciplinary team of doctors and therapists.

"They forced me to do the good stuff for me. All the process [brought] me here. They are the best team, the best people... and care about you," says Claudia.



Joe DiMaggio Children's Hospital

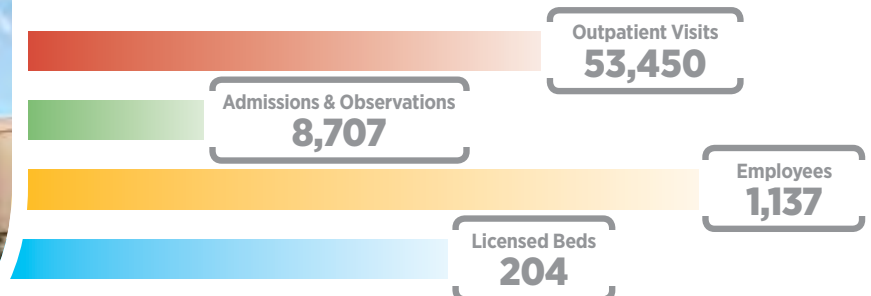
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Chantal Leconte, FACHE
Administrator,
Joe DiMaggio Children's Hospital
and Pediatric Services,
Memorial Healthcare System



Michael Jofe, MD
Pediatric Orthopaedic Surgeon
and Chief of Staff,
Joe DiMaggio Children's Hospital



AWARDS

- **Guardian of Excellence AwardSM**, Patient Satisfaction for Pediatric Inpatient and Outpatient Services, Press Ganey, 2013
- **Best Children's Hospital in Pediatric Orthopaedics**, *US News & World Report*, 2013
- **Favorite Pediatric Hospital**, *Broward Family Life's* Broward Family Favorites, 2013
- **Favorite Pediatric Emergency Room**, *Broward Family Life's* Broward Family Favorites, 2013
- **Best Emergency Room for Kids in Broward County**, *South Florida Parenting*, 2013
- **Best Hospital for Pediatrics in Broward County**, *South Florida Parenting*, 2013
- **Best Physicians/Medical Offices in Broward County**, [U18] Sports Medicine, *South Florida Parenting*, 2013
- **Hall of Fame: Best of the Best Pediatric Hospitals**, *South Florida Parenting*, 2013



Pediatric Orthopaedic Program Ranks Among Best in Nation

Joe DiMaggio Children's Hospital has been ranked among *US News & World Report's* 2013-14 Best Children's Hospitals, in the pediatric orthopaedics category.

Joe DiMaggio Children's Hospital was one of 87 facilities that made the rankings in at least one of the 10 specialties analyzed for the 2013-14 Best Children's Hospitals.

"We are honored to be ranked among the best programs in the country," says **Michael Jofe, MD, Chief of Staff, Joe DiMaggio Children's Hospital**. "We strive to provide high-quality, patient- and family-centered care each and every day, and that commitment is paying off."

Within the orthopaedic scorecard, Joe DiMaggio Children's Hospital received the highest score in the following categories: commitment to best practices, commitment to quality improvements, preventing surgical complications, efforts in involving families and adoption of health information technology.



A New Era for Heart Care

South Florida's premier pediatric cardiac center, **Joe DiMaggio Children's Hospital Heart Institute** entered a new era of heart care earlier this year with a notable team expansion and the launch of its next-generation website.

In an effort to continue building its stellar pediatric cardiac team, the Heart Institute welcomed internationally renowned pediatric cardiac surgeon **Edward L. Bove, MD**, in April. Dr. Bove works collaboratively with the Heart Institute's nationally acclaimed team of cardiac experts while continuing as professor of cardiac surgery and chair of the University of Michigan's Department of Cardiac Surgery.

"Having someone of Dr. Bove's character and reputation providing his counsel and guidance helps us focus on areas that will give the program further substance, while developing specific niche programs that will thrust Joe DiMaggio Children's Hospital Heart Institute into true world-class status," says **Frank Scholl, MD, Chief, Pediatric and Congenital Heart Surgery and Surgical Director, Pediatric Heart Transplant**.



The Pediatric Heart Institute's team includes (left to right):

Frank Scholl, MD;
Steven Bibevski, MD/PhD;
Gerald Lavandosky, MD;
Richard Perryman, MD;
Edward L. Bove, MD;
Kak-Chen Chan, MD/MBBS;
Larry A. Latson, MD;
Maryanne Chrisant, MD;
Ming-Lon Young, MD/MPH;
Lilliam Valdes-Cruz, MD

MEMORIAL
PET THERAPY



NUTMEG

Nutmeg gives
pediatric cardiac
patient, Johnny,
a high-five.





Dean Hertzler, MD
Pediatric Neurosurgeon



"It was something we had to take out or this would kill her in a relatively short amount of time," Dr. Hertzler says.

Gracie underwent an intricate eight-hour surgery within her cerebellum and brain stem, where Dr. Hertzler removed a 7-centimeter, benign tumor that had grown slowly enough that her brain had gradually accommodated it — so far.

Dr. Hertzler credits the success of Gracie's surgery to his team's advanced level of clinical expertise, including excellent pediatric anesthesiologists and an experienced neuromonitoring team that focused on Gracie's cranial nerves throughout the entire surgery.

After surgery, Gracie spent more than six weeks at Joe DiMaggio Children's Hospital, where she began intensive daily inpatient rehabilitation.

"Having physical therapists, occupational therapists and speech therapists work with Gracie every day, to help bring her speech back, to help her get her balance back, to help her learn to swallow appropriately — those are very essential for recovery," says Dr. Hertzler. "Even after the tumor is out, you have to work on the next step of getting back to normal."

Now, back at home, Gracie continues with a rigorous schedule of outpatient rehabilitation.

"We are a lucky family," Gracie's mom, Mary, says. "She's already walking, and she's already talking. Every moment is a new success."



Pediatric Hybrid Lab

Congenital heart conditions — abnormalities of the heart that are present at birth such as hypoplastic left heart syndrome, which occurs when the left side of the heart does not develop completely — can be complex and, in some cases, even life-threatening.



Larry Latson, MD, Medical Director for Pediatric & Congenital Interventional Cardiology, and Kak-Chen Chan, MD, Medical Director & Chief of the Pediatric and Congenital Cardiology & Interventional Services Program, in the hybrid suite, where they can perform complex procedures more quickly, and with greater accuracy, than in a traditional surgical environment.

To ensure the best outcomes for patients, the cardiac team at Joe DiMaggio Children's Hospital Heart Institute embraces both surgical and interventional approaches and uses aspects of both types of procedures when formulating the best overall long-term plan for a patient.

Some patients may undergo hybrid procedures that combine surgical and interventional procedures. These interventions are performed in our dedicated pediatric hybrid lab, where cardiac surgeons and interventional cardiologists work side by side to treat some of the most complex cardiac cases around.

This pediatric hybrid suite is capable of supporting procedures that combine catheterization with surgery, including:

- Hybrid palliation of single ventricle (such as hypoplastic left heart syndrome)
- Periventricular closure of cardiac defects
- Intraoperative placement of stents
- Ability to take an angiogram (to check a repair before closing the chest)

Lifesaving Neurosurgery

From the back seat, 6-year-old Gracie would tell her mom that speed bumps made her head hurt. She had headaches, nausea and constipation. Then, her dad noticed that her left eye began to stray, and a trip to the ophthalmologist changed everything.

A back view of Gracie's retina showed swelling, and the ophthalmologist told her dad to take her to the ER, immediately.

A tangerine-sized tumor within Gracie's cerebellum was blocking the normal flow of spinal fluid and appeared to be invading her brain stem, says **Dean Hertzler, MD, neurosurgeon, Joe DiMaggio Children's Hospital.**



SOPHIA

Expert Cancer Treatment

At 6 weeks old and a mere 6 pounds, 12 ounces, Sophia was diagnosed with acute lymphoblastic leukemia. She suffered a series of devastating complications from the intensive therapy treatment.

"This is the most common type of cancer among children, but Sophia's age and size made her an especially high-risk patient," said **Brian Cauff, MD, Associate Medical Director, The Center for Cancer and Blood Disorders.**



"She caught three deadly viruses. She couldn't breathe. She was put in an induced coma. They tried experimental drugs. Infectious Disease Control was involved. They said she probably wouldn't survive," says Sophia's mom, Rose.

Despite the overwhelming odds, a team of hematology/oncology specialists worked tirelessly to treat their tiny patient. After three months and one day at Joe DiMaggio Children's Hospital, Sophia went home. Today, she is a healthy, vibrant 3-year-old.

"They treated my daughter, my baby, like she was one of their own. They didn't stop fighting," says Rose. "I would give anything to this hospital to help them out. I wish I could give them more, because they saved my daughter's life."



Memorial Hospital West

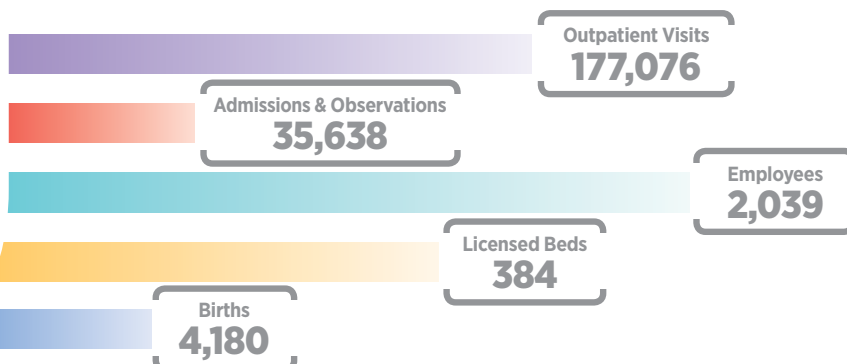
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Memorial Hospital West



Jonathan D. Cooper, MD
Chief of Staff,
Memorial Hospital West



AWARDS

- **100 Top Hospitals®** by Truven Health Analytics, *Modern Healthcare* magazine, 2013
- **"A" Ranking for Patient Safety**, Leapfrog's Hospital Safety Score, The Leapfrog Group, 2013
- **Favorite Maternity Hospital**, *Broward Family Life's* Broward Family Favorites, 2014
- **Family Favorite Fitness Center**, *Broward Family Life's* Broward Family Favorites, 2014
- **Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program**, American Society for Metabolic and Bariatric Surgery and the American College of Surgeons, 2014
- **Best Hospitals in Southern Florida**, Miami/Fort Lauderdale Metro Area, Rank #8, *US News & World Report*, 2013
- **Premier Quest Award**, High-Value Healthcare (Finalist), 2013
- **Gold Seal of Approval**, The Joint Commission, 2013
- **Top Performers on Key Quality Measures**, The Joint Commission, 2013



Improving Patient Care Through Leading-Edge Technology

From advanced stroke care to minimally invasive colorectal procedures, Memorial Hospital West continues to acquire and install leading-edge medical technology that is improving patient care.

Patients at the hospital now have access to advanced, lifesaving neurological care, thanks to the installation of a Philips biplane neurointerventional unit in May 2014. This new neuroangiography suite improves visualization for diagnostic and therapeutic neurovascular procedures, allowing Memorial's highly skilled neurointerventional surgeons (**Hoang Duong, MD** and **Brijesh P. Mehta, MD**) to successfully diagnose and treat a number of cerebrovascular conditions, including acute ischemic stroke, brain aneurysms, arteriovenous malformations and head/neck tumors.

Through sophisticated digital subtraction angiography (DSA) and CT scanning capabilities to plan treatment, the Philips biplane system enables physicians to perform a range of minimally invasive procedures — including aneurysm coiling, carotid artery stenting and clot retrieval for intracranial vessel occlusions — with the utmost precision. Patients also benefit from shorter procedure times, less radiation and contrast dye as well as fewer complications. This technology is a core component for the hospital's plans to become a Comprehensive Stroke Center to provide the highest level of care for patients in the region.



Hoang Duong, MD,
Medical Director,
Neurointerventional
Surgery



Brijesh P. Mehta, MD,
Medical Director,
Neurocritical Care and
Acute Stroke
Intervention Program



MEMORIAL
PET THERAPY



PUMPKIN

Pumpkin lends a hand with a patient's rehabilitation at Memorial Hospital West.



Colorectal surgeons in the Memorial Division of Colon and Rectal Surgery are among a handful of physicians in South Florida who have been trained in transanal minimally invasive surgery (TAMIS).

TAMIS is a less-invasive hybrid approach for the surgical removal of benign or precancerous rectal tumors as well as polyps that are too big to be removed with a colonoscope. By threading a scope through the rectum to the site of the tumor, colorectal surgeons use highly specialized laparoscopic tools to remove the tumors in question. TAMIS offers many benefits to patients, including shorter procedure time, less pain and quicker recovery time.



New Milestones Through Therapy

Two years ago, Xavier couldn't play on a swing, jump on a trampoline or even wiggle his toes in a sandbox.

"He was about 12 months old when I started to have some concerns," says his father, Terry. "I noticed he wasn't developing at the same rate or speed [as children his age]. He had been late to roll over. He wasn't making eye contact. His eating was very inconsistent. He hated unstable surfaces. We took him to see a pediatric neurologist, who recommended he have some testing done at Memorial Rehabilitation Institute at Memorial Hospital West."

Xavier was diagnosed with autism and a sensory processing disorder. He began therapy at Memorial Rehabilitation Institute. Now that he's 3, Xavier's favorite places are, among others, the swing set and the beach, and his parents believe there is no limit to what he can do.

Terry and his wife, Sarajane, credit much of their son's success to the dedication, compassion and skill of Tina, Xavier's occupational therapist. So profound was her impact on the family that Terry wrote a heartfelt letter

to Memorial Rehabilitation Institute expressing his and Sarajane's gratitude.

"She has been and continues to be an incredible force of pure positivity for my autistic 3-year-old — both in terms of the literal, actual advances she has helped Xavier make, but also in terms of her willingness to consistently go beyond the call of duty," Terry wrote.

Tina, along with other colleagues, created an individualized, multifaceted plan to address Xavier's specific sensory issues. Three to four days a week, he was exposed to various physical sensations and experiences: touching different textures, swinging, sitting in a chair and performing a task. Sheer repetition has opened a whole new world to Xavier.

The therapy process also helped Xavier's parents cope with their son's diagnosis.

"Tina's compassion for me, for my wife and for him went beyond being a therapist," says



Terry. "Tina was always able and willing to give us some kind of reassurance about how he was progressing."

Today, Xavier is leading a fuller, happier, more satisfying life, says Terry. "My wife and I, and our son, will be forever indebted to her and the other professionals at Memorial Hospital West. We look forward to every new milestone they help him (and us) achieve."



Weight-Loss Surgery Program Receives National Accreditation

Memorial Hospital West received national accreditation from the American College of Surgeons for its Weight-Loss Surgery Program, earning distinction from the American Society for Metabolic and Bariatric Surgery and the American College of Surgeons as a Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program (MBSAQIP).

Established in 2012, the Memorial Hospital West Weight-Loss Surgery Program has been recognized for expert bariatric surgical care with excellent short- and long-term outcomes, highly experienced surgeons, specially trained staff, leading-edge technology and top-quality facilities. During the last fiscal year, nearly 200 surgeries were performed.



The program, led by **Medical Director, Jorge L. Sosa, MD**, offers a multidisciplinary approach to weight loss, featuring laparoscopic gastric bypass, as well as sleeve gastrectomy. Patients are provided with a structured follow-up plan and ongoing guidance and support by dedicated experts, including registered nutritionists, dietitians and counselors.



METABOLIC AND BARIATRIC SURGERY
ACCREDITATION AND QUALITY IMPROVEMENT PROGRAM
ACCREDITED CENTER



ARLEX

Allogeneic Bone Marrow Transplant

In April 2013, Arlex noticed that he was not feeling well. The usually healthy Broward County resident had been experiencing dizziness and fatigue. A blood test revealed he had acute lymphocytic leukemia, an aggressive cancer of the blood and bone marrow.

Physicians at Memorial Cancer Institute determined that his best chance for a cure was with an allogeneic transplant. "This strategy involves transfusing normal blood-making cells from the blood and bone marrow of an adequately matched sibling or unrelated donor," says **Lyle C. Feinstein, MD, Director, Memorial Cancer Institute's Blood and Marrow Transplant Program and Leukemia and Lymphoma Program**.

The Blood and Marrow Transplant Program performed Broward County's first allogeneic bone marrow transplant in October 2013. The program is still the only one of its kind in this area, which means that patients and their families do not need to travel long distances to receive lifesaving treatment.

While proximity to the institute eliminated one concern, Arlex still needed a viable donor. Fortunately, his brother in Tampa proved to be a match.

Arlex received chemotherapy and radiation to reduce the amount of cancer in his body. His brother's healthy blood-making cells were collected and transfused into him. Arlex's suppressed immune system allowed his brother's immune system to enter his body without rejection.

"He got the transplant. The following day he said, 'Doctor, I want to go home.' We came home," says Arlex's wife, Margarita.

Today, Arlex follows up with his doctors to make sure the cancer has not returned. He sees the Blood and Marrow Transplant team one to two times per week for post-transplant evaluation. Thanks to the allogeneic transplant, he has been given a second chance at life.



Memorial Hospital Miramar

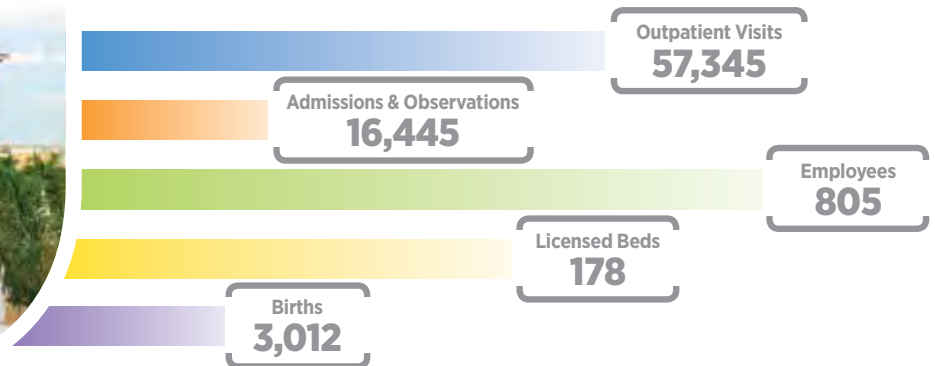
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Leah A. Carpenter
Administrator and
Chief Executive Officer,
Memorial Hospital Miramar



Jay B. Fine, MD
Chief of Staff,
Memorial Hospital Miramar



AWARDS

- **Guardian of Excellence AwardSM**, HCAHPS, Press Ganey, 2013
- **Best Maternity Hospital in Broward**, South Florida Parenting, 2013
- **Quest Award for High-Value Healthcare**, Premier Healthcare Alliance, 2013
- **Partnership for Patients Award (Citation of Merit)**, Premier, 2013
- **Top Performers on Key Quality Measures in Heart Attack, Heart Failure, Pneumonia and Surgical Care**, The Joint Commission, 2013



New Technology and Facilities Enhance Women's Services and Rehabilitation

From imaging to maternity to rehabilitation, Memorial Hospital Miramar has added new technology and facilities to benefit patients ranging from children to adults.

In Women's Imaging, Memorial Hospital Miramar installed a second 3D tomosynthesis mammography unit to serve more patients and more accurately detect breast cancer. The hospital followed that by participating in a clinical trial sponsored by Hologic C-View. The goal of the study: to produce two-layer, high-quality images with reduced radiation, a clear benefit to patients.

Memorial Hospital Miramar's Ultrasound Department added new general and breast-specialized ultrasound machines, which produce higher-quality images. The Diagnostic Imaging Department brought in a mini C-arm and Blade technology for MRI, while the Family Birthplace added a C-section operating suite to increase safety and efficiency.

"All of these new technologies and equipment help Memorial Hospital Miramar provide deeper caring and smarter healthcare. Our team already is at our patients' sides every step of the way, whether in diagnosis, treatment or rehabilitation. These new tools help make that partnership even stronger."

– **Leah A. Carpenter**
Administrator and Chief Executive Officer
Memorial Hospital Miramar

In rehabilitation, Memorial Hospital Miramar has benefited from the \$6 million in improvements and renovations that Memorial has made, both there and at Memorial Hospital West and Memorial Regional Hospital South. Memorial Hospital Miramar's pediatric rehabilitation expansion includes an additional 1,820 square feet — for a total of 6,600 square feet of rehab space for adults, adolescents and pediatrics.

The expansion includes new equipment such as an interactive metronome for speech and occupational therapy, LiteGait for mobility, a zip line for improvement of balance and proprioception, and a multisensory room for pediatric patients with physical, emotional, neurological and speech disabilities and disorders. Memorial Hospital Miramar also added Saebo ReJoyce, an upper-extremity rehabilitation system that can help patients with orthopaedic or neurological conditions improve their hand and arm function. For young athletes in Memorial's [U18] Sports Medicine program, Memorial Hospital Miramar now offers Pilates equipment and the Vertimax jump training system.

Also added: a Dynavision light board, to treat a variety of visual and motor deficits resulting from neurological or orthopaedic conditions. The board is designed to improve range of motion, coordination and motor planning.

MEMORIAL
PET THERAPY



COMPASS

**Compass celebrates
his fifth birthday
with both patients
and staff.**





CARESSA

During outpatient pediatric rehabilitation Joe DiMaggio Children's Hospital Therapy Services at Memorial Hospital Miramar, 4-year-old Caressa jumps on a trampoline and chats with her physical therapist. Just nine months earlier, she was at risk of permanent paralysis.

That's when an MRI had revealed a tumor snaking inside Caressa's spinal cord from her neck down the length of her chest.

"As soon as they saw that, they sent Caressa over to me," says **Dean Hertzler, MD, pediatric neurosurgeon, Joe DiMaggio Children's Hospital**. "If left untreated, it would have caused her paralysis within a few months."

In a complicated, delicate, seven-hour surgery, Dr. Hertzler and his team removed more than 90 percent of the tumor. "If we took more, it would have devastated her neurologically," says Dr. Hertzler. The tumor was benign, and repeat MRIs show Caressa is doing well, says Dr. Hertzler, adding that he and his team continue to monitor her.



Dr. Hertzler credits Caressa's dramatic progress — less than a year after her successful surgery — to her supportive family and her intensive inpatient and outpatient rehabilitation at Memorial.

Caressa first arrived at outpatient physical therapy in a wheelchair, unable to stand or walk on her own. "She was very weak and had little to no movement in her right leg," says Cheryl, Caressa's physical therapist. Now, Caressa's physical therapy involves walking, jumping, rolling, climbing and riding a zip line into a crash pit filled with colorful foam shapes. Burley says Caressa is regaining strength, rebuilding muscles and working toward one day being able to run with her friends.

"We're out of the leg braces. She's standing on her own. She's taking steps, even jumping on trampolines," says Caressa's dad, Chris. "As you see her triumph every day, it's a blessing."



Joe DiMaggio Children's Hospital Unveils Therapeutic Play Zone in Miramar

Joe DiMaggio Children's Hospital Therapy Services recently opened its newest 1,800 square-foot expansion at Memorial Hospital Miramar. The beautifully designed, child-friendly space will accommodate a growing number of patients, while offering a 1-to-1 patient-therapist ratio for individual attention.



The new suite features vibrant colors and leading-edge equipment that caters to the needs of patients with neurological and developmental conditions. The fun, therapeutic play zone includes a:

- Crash pit for patients to experience sensory stimulation
- Rock-climbing wall to challenge children's balance and coordination
- Zip line to stimulate vestibular perception
- Multisensory room complete with a bubble tube, projector and LED spray light to provide a calming environment

In this unique, healing environment, board-certified physical therapists, occupational therapists and speech therapists — all of whom are specialized in pediatrics — provide clinical expertise and patient- and family-centered care. Throughout the course of a child's rehabilitation, each session is customized to meet the patient's needs and goals.

Some customized therapy sessions may even include a visit from Compass, Memorial Hospital Miramar's resident therapy dog, or Joe DiMaggio Children's Hospital's resident clown, Lotsy Dotsy. To help patients continue their progress at home, parents are encouraged to participate in their child's therapy.



Physician-Driven Protocols

Memorial Rehabilitation Institute fosters a collaborative relationship with physicians to provide patients with a seamless continuum of clinical expertise and exceptional care. Physician-driven protocols are encouraged and respected. To ensure high quality in our therapy services, physicians and therapists use functional-outcome tools and evidence-based practices.

Joe DiMaggio Children's Hospital Therapy Services and Memorial Rehabilitation Institute offer:

- Comprehensive care from physicians and therapists
- Streamlined, real-time access to patients' records with electronic documentation
- Ease of scheduling, with morning and evening appointments

The expansion of pediatric outpatient rehabilitation services at Memorial Hospital Miramar is the first of a three-phase plan. As part of Memorial Healthcare System's commitment to excellence in patient care, enhancements are also underway for Joe DiMaggio Children's Hospital Therapy Services in Pembroke Pines and Miramar.



Memorial Hospital Pembroke

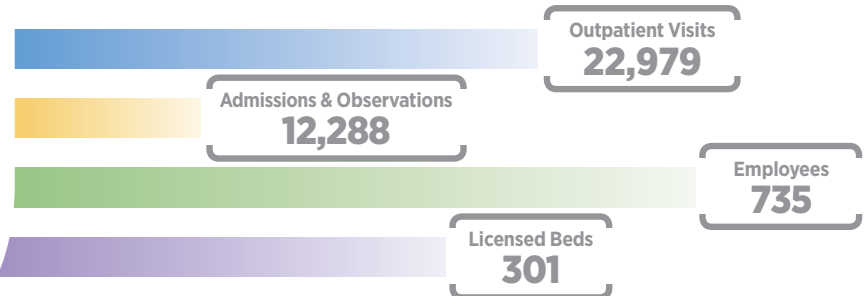
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AWARDS

- **Get with the Guidelines® Gold Plus Achievement Award for Stroke**, American Heart Association/American Stroke Association, 2014
- **Top Performers on Key Quality Measures™**, The Joint Commission, 2013
- **Premier Quest Award**, High-Value Healthcare (Finalist), 2013



Integrated 3-D Operating Rooms

Memorial Hospital Pembroke offers fully integrated 3-D operating rooms equipped with leading-edge digital and 3-D imaging technology, providing surgeons with advanced surgical capabilities and optimal operating room management. With easier access to patient data and more comprehensive information coming in and out of the procedure room, this integration allows surgical teams to raise the standards of care for patients.



The 3-D operating rooms provide:

- Access to electronic medical records during surgical procedures
- Video recording and documentation of procedures
- Enhanced surgical team collaboration
- Equipment control of monitors and settings
- Real-time teleconferencing, diagnoses, consultations and collaboration
- Multiple monitor clinical displays
- Access to archived information and video of surgical procedures performed
- Robotic technology (Endoeye Flex 3-D videoscope)
- Superior 3-D imaging by restoring the surgeon's natural 3-D vision and depth perception

Advanced Surgical Integration

The 3-D integrated operating rooms are controlled through a centralized touch screen, allowing for communication and documentation (patient information, data, equipment, resources and communication) to be coordinated with the complete range of medical equipment and peripheral systems in the operating room. This provides complete ergonomic control of the 3-D OR, because all imaging and lighting equipment, video and data can be managed from both the sterile and nonsterile areas.

MEMORIAL
PET THERAPY



ALLEN

Allen helps a
patient during
rehabilitation at
Memorial Hospital
Pembroke.





Multidisciplinary Respiratory Care Improves Patient Outcomes

Memorial Hospital Pembroke's Respiratory Special Care Unit provides highly specialized, inpatient respiratory care for acute and/or chronic respiratory patients, including those chronically/critically ill who are referred to the unit from the ICU.

"We see patients across the pulmonary care spectrum — from individuals with multiple trauma, neurological trauma and respiratory failure to patients with lung disease due to prolonged pneumonia or those who have been on mechanical ventilators for an extended period of time," says **Edgar Bolton, DO, Medical Director, Memorial's Respiratory Special Care Unit.**

Patients benefit from a dedicated, multidisciplinary approach, which specialists from respiratory care, infectious disease, physical therapy, pharmacy, nursing, nutrition, wound care and social services

work collaboratively to meet a patient's specific needs.

The unit's ventilator-weaning success rates are among some of the best in the nation. All of the patients referred to the unit during the past year for weaning purposes were successfully transitioned off the mechanical ventilator, a machine that facilitates breathing for patients until they are able to breathe on their own.

Approximately 78 percent of patients referred to the unit in the past year were successfully decannulated prior to discharge. Decannulation is the removal of the tracheostomy tube to allow direct access to the breathing tube.

What's more, hospital-acquired infections were almost nonexistent, with zero ventilator-associated events reported during the past four years.



Memorial CARES Offers Support Network for Caregivers

Approximately 40 percent of adults in the United States are caregivers. This trend is especially prevalent among adults ages 30 to 64, a group traditionally still in the work force.

Family caregivers often feel overwhelmed, disconnected and lonely. Add to that the physical demands and emotional stress involved, and the job can become especially daunting.

That's where **Memorial CARES (Caregivers Access to Resources, Education and Support)** helps. Memorial CARES, formerly known as Leeza's Care Connection, is a multifaceted resource that provides family caregivers with the guidance and support they need when caring for a loved one with:

- Chronic or progressive illness (cardiac issues, fibromyalgia, MS)
- Memory disorders (dementia, Alzheimer's disease)
- Neurological disorders (Parkinson's disease, brain and spinal cord injuries, stroke)

Located at Memorial Hospital Pembroke, Memorial CARES is a community gathering place and resource center for caregivers of all ages and backgrounds. Caregivers benefit from connecting with one another and sharing their experiences in a safe, compassionate environment. Memorial CARES provides assistance and support in the following areas:

Resources – Memorial CARES can guide caregivers through Memorial Healthcare System and connect them with community resources that offer specific programs and information that become valuable tools to family caregivers and the loved ones receiving care.

Education – Special programs are offered to address the challenges of being a part-time, full-time or live-in family caregiver. Programs focus on managing stress and how to successfully balance life's demands while also caregiving. Guest speakers bring information and educational materials related to the many facets of caregiving for someone with an illness. Some of the programs include:

- Educational lectures (presented by elder law attorneys, doctors and community professionals)
- SOS (Save Our Sanity) Stress Management Series
- Presentations by community agencies for information sharing
- Introduction of specialty programs that support caregivers

Support – One-on-one care plan support meetings are available by appointment to help ease the stress of caregiving. A weekly Reiki healing energy group offers structured meditation by professional practitioners. Memorial CARES also offers ongoing support groups in partnership with community organizations, including local hospice providers. Support groups and programs include:

- Alzheimer's and dementia support group
- Bereavement support (sponsored by VITAS Innovative Hospice Care)
- Better Breathers (sponsored by the American Lung Association)
- Early stage Alzheimer's support group (sponsored by the Alzheimer's Association)



LAWRENCE

Months after his surgery, 66-year-old Lawrence knew that the gaping 6-inch wound on the sole of his right foot just didn't look right.

After his podiatrist referred him to **Memorial Center for Wound Healing and Hyperbaric Oxygen Therapy at Memorial Hospital Pembroke**, Lawrence — who works as a tugboat captain and construction worker — learned just how close he came to amputation.

While wound healing is a normal biological process, many factors can interfere with it, including oxygenation, infection, age, stress, diabetes, obesity, medications, alcoholism, smoking and nutrition. For many people, like Lawrence, specialized wound care can mean a narrow escape from losing a limb.

"We heal wounds quicker, more cost-effectively and holistically. We take a multidisciplinary approach. It's not just about the wound or the hole in the patient's foot. It's about caring for the whole patient," said **Blane Shatkin, MD, Medical Director, Memorial Center for Wound Healing.**



Individualized Treatment Plans

The comprehensive outpatient treatment program at Memorial Center for Wound Healing specializes in the prevention and treatment of chronic, nonhealing wounds. The center's multidisciplinary team of wound care specialists consists of plastic surgeons, podiatrists, general surgeons, internists, and two board-certified hyperbaric doctors. They work together using sophisticated therapies and effective medication to create individualized treatment plans based on the patient's needs.

Dr. Shatkin and his team of experts treated Lawrence with Hyperbaric Oxygen Therapy, an innovative treatment option for problem wounds, which takes place in a transparent, sealed hyperbaric chamber. The patient lies inside the chamber, breathing 100 percent oxygen, while blood flow transfers the extra oxygen to the wound. Lawrence also had a series of Apligraf® and Dermagraft® human skin substitutes grafted to his wound, which has now shrunk to about 1 inch.

"I got my life back," Lawrence said. "Dr. Shatkin and his nurses — they are a beautiful team. They worked on my foot, and day by day, it has healed. It's a million times better today."

Memorial Cardiac and Vascular Institute

Memorial Regional Hospital • Memorial Hospital West
MemorialCardiac.com



Pictured left to right:

Arthur Palamara, MD, FACS; Vascular Surgeon
Lance Cohen, MD; Medical Director, Heart Surgical Unit
Sean O'Donnell, MD; Medical Director, Vascular and Endovascular Surgery
Jeffrey A. Hertz, MD; Vascular Surgeon
Ioana Dumitru, MD; Medical Director, Adult Cardiac Transplant, Heart Failure and Cardiomyopathy
Enrique Gongora, MD; Medical Director, Adult Cardiac Surgical Transplant Program
Richard Perryman, MD; Medical Director
Juan Plate, MD, FACS; Medical Director, Comprehensive Aortic Program
Michael Cortelli, MD; Chief of Adult Cardiac Surgery



Memorial Cardiac and Vascular Institute and TotalHeart Care Earn High Marks

Memorial was one of only 17 programs in the entire country to receive a three-star rating in all three categories from the Society of Thoracic Surgeons:

- **Isolated Coronary Artery Bypass Graft (CABG)**
- **Aortic Valve Replacement (AVR)**
- **AVR + CABG**

Memorial Cardiac and Vascular Institute at Memorial Regional Hospital really does deliver TotalHeart Care: Once again, the program has earned three stars for patient outcomes from the Society of Thoracic Surgeons (STS) in the society's National Adult Cardiac Surgery Database analysis.

Three stars is the highest-possible quality rating that can be earned for cardiac surgery, and it was the fourth consecutive year in which the institute ranked that highly. The Society of Thoracic Surgeons awarded the rating after analyzing national data covering the analysis period from January 1 through December 31, 2013.

Additionally, Memorial Cardiac and Vascular Institute earned the three-star rating in all categories: Isolated Coronary Artery Bypass Graft (CABG), Aortic Valve Replacement (AVR) and AVR + CABG.

These highest-possible scores ranked Memorial Cardiac and Vascular Institute in the top 1.6 percent nationally for calendar year 2013. According to STS, only 12 to 15 percent of hospitals across the country receive the organization's highest-possible quality rating for CABG, 6 to 7 percent for AVR, and 6 to 7 percent for AVR/CABG. Memorial was one of only 17 programs in the entire country to receive a three-star rating in all three categories.

"It is a mark of distinction that Memorial Cardiac and Vascular Institute has earned this recognition not just once, but consistently," said **Michael Cortelli, MD, Chief of Adult Cardiac Surgery**. "It is also a testament to the Institute's commitment to delivering evidence-based clinical excellence in the management of complex cardiac and vascular conditions."



Launching an Adult Heart Transplant Program

As a leading provider of adult cardiac care in South Florida, **Memorial Cardiac and Vascular Institute** received approval from UNOS (United Network for Organ Sharing) to begin an adult heart transplant program at Memorial Regional Hospital in Hollywood. This clears the path for **Enrique Gongora, MD, Medical Director, Memorial Cardiac and Vascular Institute's Adult Cardiac Surgical Transplant Program**, to perform the first adult heart transplant in the hospital's history. **Ioana Dumitru, MD, Medical Director, Adult Cardiac Transplant, Heart Failure and Cardiomyopathy**, leads the management of cardiac transplant care before and after transplant.

"Heart transplantation demands a comprehensive team effort," says Dr. Gongora. "We're fortunate to have a team of high-caliber surgeons, cardiologists, anesthesiologists, intensivists, coordinators, dedicated cardiac

nurses, perfusionists, laboratory medicine experts, social workers — all levels of patient care — who are helping us make this dream a reality."

Dr. Gongora notes that the lengthy, stringent process involved in adult heart transplant certification includes: obtaining UNOS approval for listing candidates, performing 10 transplants within a one-year period, and obtaining one-year follow-up post-transplant. The program is then reviewed for Medicare certification at the end of the period.



Heart Transplant Team (left to right): Michael Cortelli, MD, Chief of Adult Cardiac Surgery; Lance Cohen, MD, Medical Director, Heart Surgical Unit; Ioana Dumitru, MD, Medical Director of Adult Cardiac Transplant, Heart Failure and Cardiomyopathy; Enrique Gongora, MD, Medical Director, Adult Cardiac Surgical Transplant Program; Richard Perryman, MD, Medical Director; Juan Plate, MD, FACS, Medical Director, Comprehensive Aortic Program

TotalHEART Care



SUSAN

Due to a childhood bout with rheumatic fever, Susan had a damaged aortic valve that required monitoring, and she turned to Memorial Cardiac and Vascular Institute. A cardiac catheterization at Memorial's TotalHeart Cath Lab confirmed that she needed an aortic valve replacement.

"I am really blessed because I could have had a massive, fatal heart attack, but they caught it in time," says Susan. "I prayed that a super team of doctors and nurses would surround me, and I had just that. My prayers were indeed answered."

Michael Cortelli, MD, Memorial's Chief of Adult Cardiac Surgery, performed Susan's valve replacement surgery.

"Susan's surgery went extremely well, and she had a smooth recovery," Dr. Cortelli says. "Her positive outcome took the effort of the Memorial TotalHeart Team — from the people who help keep the hospital clean to the therapists, technicians, nurses and doctors. At Memorial, everyone embraces patient- and family-centered care."



KEN

Ken had his first heart attack at age 29. In the years that followed, he suffered a stroke and a second heart attack. At age 52 — after spending the past two and a half years bedridden — Ken was rushed to Memorial Regional Hospital in January, when his lungs filled up with fluid.

It was the beginning of a second chance at life.

"Luckily in January, we were able to meet Dr. Gongora and Dr. Dumitru, and they said I would need an LVAD," Ken says.

An **LVAD, or left ventricular assist device**, is a mechanical pump that is surgically placed inside the heart to keep blood flowing from the heart to the body, supplying blood to the vital organs, said



Enrique Gongora, MD, Medical Director, Adult Cardiac Surgical Transplant Program at Memorial Cardiac and Vascular Institute (MCVI).

Dr. Gongora surgically implanted two LVADs in Ken's heart. When the first device implanted in February became occluded with a blood clot, he replaced it with a new LVAD in April.

"He gave me my life back," says Ken. "The whole Memorial staff is unbelievable. I can't thank them enough. The whole staff has been like family. The doctors have been so close, making sure you're OK, putting their trips on hold for you, calling you and checking on you. It's just amazing. All these years, in and out of hospitals, it's been nothing like this."

Now, Ken is continuing with outpatient therapy at Memorial Rehabilitation Institute and receives regular follow-up care with Ioana Dumitru, MD, Medical Director, Adult Cardiac Transplant, Heart Failure and Cardiomyopathy at MCVI.

"When somebody pursues implantation of an LVAD, it's done primarily for improving quality as well as quantity of life," says Dr. Dumitru. "It has given him not only time back with the family — he goes out, he visits other patients and gives them hope about getting better."

Five months after his first LVAD surgery, Ken had lost about 70 pounds.

He also received some news.

"Great news! I'm on the transplant list for a new heart, because of the great work of the doctors, Dr. Gongora and Dr. Dumitru, the nurses, the whole Memorial Hospital ... and because of rehab," Ken says. "It's because of them. If it wasn't for the LVAD, I wouldn't be here."



JUSTIN

Justin, who wrestles alligators for a living, was straddling one during an exotic wildlife show, when the alligator sank its teeth into his arm, pulled him off and rolled with Justin's arm still in its mouth.

Justin suffered deep wounds that cut through muscle and severed three major arteries. It took Memorial Regional Hospital's Trauma and Memorial Cardiac and Vascular Institute teams multiple surgeries to save him. Lingering concerns about whether Justin would regain use of his arm or risk infection were soon put to rest.

"When we finished with the bypass, the hand pinked up. He had a great pulse. When he woke up, and he was moving his hand and fingers, I was pretty optimistic," says **Sean O'Donnell, MD, Medical Director, Vascular and Endovascular Surgery at Memorial Cardiac and Vascular Institute.**

"They put my life back together, not just my arm," Justin says. "Words can't describe the way you feel when somebody offers you services that can completely change the direction of your life. What they did was amazing."

Today, Justin is back wrestling alligators.

"Pretty much everything I did before, I'm doing now," he says. "Almost like I never skipped a beat."



Memorial Cancer Institute

Memorial Regional Hospital • Memorial Hospital West
MemorialCancerInstitute.com



Pictured left to right:

Mark Soloway, MD; Chief of Urology-Oncology
Brian Hunis, MD; Medical Director, Head and Neck Cancer Program
Atif Hussein, MD; Medical Director of Hematology/Oncology, East Operations
Mark Block, MD, FACS, FCCP; Chief of Thoracic Surgery, Memorial Healthcare System
Lyle Feinstein, MD; Director, Blood and Marrow Transplant Program; Director, Leukemia and Lymphoma Program
Phyllis Neimark, MD, FACS; Medical Director, Division of Breast Surgical Oncology
Alejandra Perez, MD; Director, Breast Cancer Centers
Luis E. Raez, MD, FACP, FCCP, MACSG; Medical Director, Memorial Cancer Institute
Patrick Reynolds, MD; Medical Director, Oncology Support Services
Srinath Sundararaman, MD; Medical Director, Radiation Oncology
Ihor Pidhorecky, MD; Medical Director, Surgical Oncology Services

ACHIEVEMENTS and AWARDS

- Memorial Cancer Institute partners with **Bonnie Addario Foundation** in designating the Institute as a **Lung Cancer Center of Excellence** — the only one in South Florida
- **Lung Cancer Alliance (LCA)** designates the institute as a Center of Excellence for CT lung cancer screening
- The institute joins the **Addario Lung Cancer Medical Institute (ALCMI)** lung cancer research network with 17 other major cancer centers in the US and abroad to promote lung cancer research. The institute is among only six community-based hospitals participating; all others are academic institutions
- The institute is awarded for the outstanding work it is doing for **Florida Society of Clinical Oncology (FLASCO)**
- The institute received **ACR accreditation** for Radiation Oncology

Goals for the Future

- **Breast Cancer Center of Excellence** while maintaining NAPBC and ACOS-COC Accreditation
- **Cancer Center of Excellence Award** from the Florida Department of Health
- **Quality Oncology Practice Initiative (QOPI) certification** by the American Society of Clinical Oncology (ASCO)



Autologous and Allogeneic Bone Marrow Transplant Program

Memorial Cancer Institute has successfully conducted more than 80 autologous bone marrow transplants in its unit at Memorial Hospital West, and received FACT and ACA accreditations in 2013. Now its Hematology Malignancies team is also performing unrelated donor bone marrow transplants, and the institute has become a “Gift to Life Collection Center” BMT registry.

The institute has begun allogeneic bone marrow transplants and expects FACT accreditation soon. The institute also has applied to become a collection



center for the National Bone Marrow Transplant Registry. Memorial Cancer Institute is leading the way in transplant expertise, with seven BMT nurses among the first in Florida to earn BMT nursing certification by the Oncology Nursing Society (ONS). The physician team is led by **Lyle Feinstein, MD, Medical Director, Blood and Marrow Transplant Program.**





Oncology Support Services

Memorial Cancer Institute cares for the whole patient by offering a variety of support services. For example, Memorial Cancer Institute and Memorial Rehabilitation Institute are proud to work with Oncology Rehab Partners to offer the **Survivorship, Training and Rehabilitation (STAR) Program®**, the gold standard in cancer rehabilitation care.



The institute also has created a survivorship clinic to attend to the needs of cancer survivors.

The **Navigator Program** has been very helpful for patients as well, and plans are underway to expand the program. Other key areas of support include palliative care and pain management, which are part of the institute's multidisciplinary clinics. The institute also is working to implement the integrative medicine model as a complement to patients' cancer therapy.



Multidisciplinary Clinics

Cancer patients have to see many specialists who are involved in their care, which can become very complex and difficult to manage. To help patients navigate the process, the institute offers a **multidisciplinary clinic model**, which starts with a call to the Memorial Cancer Institute cancer navigator.

For new patients, the institute organizes same-day and same-location visits with medical oncologists, cancer surgeons, radiation oncologists and pain management/palliative care doctors. The institute has successfully implemented this model with its Lung Cancer, Brain Tumors and Gastrointestinal (GI) Cancer Programs, and soon will begin it for the Breast Cancer and Genitourinary (GU) Malignancies Programs. The GU Program recently received a boost with the hiring of **Mark Soloway, MD**, a well-recognized expert in the field, as **Chief of Urologic Oncology**.

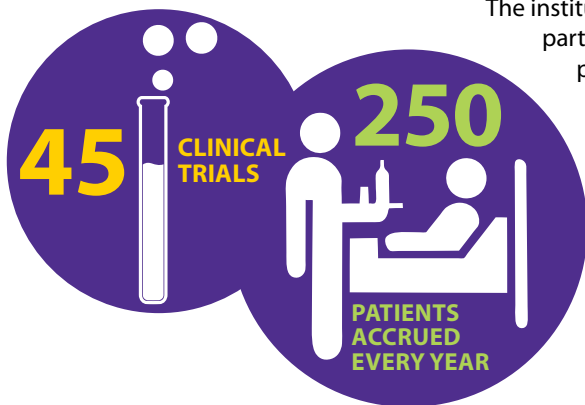


Memorial Cancer Institute Research

Memorial Cancer Institute has 45 clinical trials open with more than 250 patients accrued every year. As a result, the institute's patients benefit from drugs and therapies not easily available in other cancer centers in South Florida, such as new, targeted therapy agents available for lung, breast and brain tumors.

The institute's cancer doctors are actively participating in these clinical trials, publishing the results, and presenting in national and international meetings.

The institute is a partner with major research groups nationwide such as: UCLA-TORI Network, ALLIANCE (NCI group), ACCRU (Mayo Clinic), ALCMI for lung cancer and SCRI (Sara Cannon).



KAREN

When Karen was diagnosed with colon cancer, she was shocked and numb — but not for very long. She knew there was only one thing she could do: fight. She also knew she couldn't fight her best battle alone, so she made it her mission to find the right team to be on her side.

"Family, friends, doctors and nurses," Karen says. "It was really just about gathering those people together and making health, nutrition and treatment a priority."

Karen found her cancer-fighting team of professionals at Memorial Cancer Institute.

"Memorial was like a family to me," she says. "Coming here was very much like coming home. Everybody here was very warm and caring. If I couldn't be home, this was the next best place."

After six months of chemotherapy, Karen beat colon cancer.

"It was very comforting and strengthening to be surrounded by people who believed I was stronger than this disease. I had a sense of knowing I could win the battle."

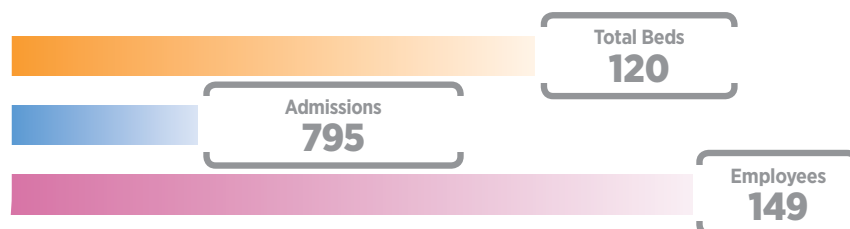
– Karen



Our Community



William A. Edelstein
Administrator,
Memorial Manor



MEMORIAL MANOR AWARDS

- **Best Nursing Homes**, *US News & World Report*, 2014, 2013



Memorial Manor Offers Five-Star Care and Service



For nearly 25 years, Memorial Manor has provided South Florida families with exceptional nursing home care. Consistently honored as a top-quality, five-star facility by the Centers for Medicare and Medicaid Services, Memorial Manor now has marked its second consecutive year on *US News & World Report's* annual list of the nation's Best Nursing Homes.

The 120-bed facility offers long-term convalescent care and, in partnership with Memorial Rehabilitation Institute, short-term rehabilitation services. With treatments customized to each patient's needs, Memorial Manor also has maintained its rank in the top 1 percent in patient satisfaction, as measured by Press Ganey, the nation's leading evaluator of healthcare provider performance. In fact, Memorial Manor has never scored below Press Ganey's 99th percentile. Patients and families regularly rank Memorial Manor one of the best possible places to receive nursing home services.

Several factors set Memorial Manor apart from other nursing home facilities. One

is the dedication of its staff: 70 percent of employees have been with Memorial Manor for 10 or more years. Another is the outstanding care that Memorial Manor provides patients with complex medical issues. Memorial Manor's highly trained and skilled staff is experienced in a wide range of treatments — including ventilator and tracheostomy care, dialysis, and complex wound care. The Manor's interdisciplinary care plan team works to develop individualized, comprehensive treatment plans that help lead patients toward recovery.

"Our success at obtaining good outcomes for complex cases plays a key role in our ability to deliver smarter healthcare," says Bill Edelstein, Administrator. "It reflects Memorial Manor's culture of deeper caring — one in which we constantly work to improve, and to do whatever it takes to meet the needs of our residents."



The Meaning of Deeper Caring

The best testimony about the value of deeper caring comes from the people we are privileged to serve. Here, a grateful Memorial Manor resident explains what it means to him with heartfelt emotion.

"They do everything to satisfy you, which makes you feel good. Unless you have company coming to see you, it can be quite lonely. But at Memorial Manor, they are good to us from the moment we arrive. Everyone on the staff is there for me — and I'm just a plain individual. It doesn't matter if you're the Chief of Police or just a regular citizen. When you walk through the door at Memorial Manor, you're always treated like an equal. To me, that matters greatly. You all make a real difference in my life, and I thank you."

— Richard, Memorial Manor resident

An Iconic Year for Our Foundations

Joe DiMaggio Children's Hospital Foundation presented the first annual **Joe DiMaggio American Icon Award** to former US President Bill Clinton in January 2014, in honor of the 100th anniversary of the Yankee Clipper's birth. This award — which was named after one icon and presented to another — is given to individuals who represent the philanthropic values embodied by the legendary Hall of Fame baseball player.

The Foundation hosted 1,000 guests, including CBS sportscaster and emcee for the evening Lesley Visser; Oscar-winning actor Forest Whitaker, who introduced the honoree; and presenting sponsor Sheridan Healthcare CEO John Carlyle, who presented Mr. Clinton with the

award in recognition of his long support of Joe DiMaggio Children's Hospital.

"I believe in the mission of this hospital and am grateful that people who have had some success in their lives are willing to share with those who are less fortunate," Mr. Clinton said. "I thank you and ask you to keep giving."

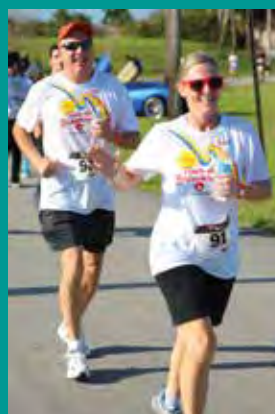
February found Joe DiMaggio Children's Hospital Foundation continuing its success with the **Fifth Annual Invicta Tour de Broward**, presented by zMotion. With Invicta creating a special watch commemorating the DiMaggio centennial, the event involved thousands of runners, walkers and cyclists, enjoyed the support of 80 sponsors, and raised **\$401,000** for the Joe DiMaggio Children's Hospital Heart Institute.

Memorial Foundation announced an additional major fundraising milestone this year: **The Hollybrook active retirement community in Pembroke Pines celebrated the 20th year of its Golf Tournament** and surpassed **\$1 million** in contributions in support of Memorial Hospital

West. The Foundation will rename the hospital's Women's Imaging Department in recognition of Hollybrook's generous contributions toward the purchase of leading-edge medical equipment.

During the year, the Foundations received more than **\$2 million in estate donations** and reached 139 members of the Dream Builders Society — individuals who have included Memorial Foundation and/or Joe DiMaggio Children's Hospital Foundation in their philanthropic estate planning.

"From the person who walked, rode or ran in his or her first Tour de Broward, to our major donors, to a former President of the United States, Memorial Foundation and Joe DiMaggio Children's Hospital Foundation are honored to merit their support," says Kevin Janser, Senior Vice President and Chief Development Officer. "Our donors' generosity helps to ensure that the outstanding, compassionate care we provide will continue through Joe DiMaggio's next milestone birthday and beyond."



Technologies Help Patients Recover in the Comfort of Home

For 22 years, **Memorial Home Health Services** has brought skilled, leading-edge patient- and family-centered care to the homes of patients recovering from surgery, illness or injuries. Now, Memorial Home Health is heading into the future with even more technologies — to enhance patients' comfort and convenience, to provide care between surgeries or while awaiting transplants, and to help guide them to recovery.



One example is Memorial's Home Infusion Program, which allows patients to receive complex intravenous treatment without having to visit a doctor's office or hospital.

Intravenous therapies offered in the home include cardiovascular-sustaining medications such as inotropic agents, Dobutamine and Dopamine; globulins for a weak immune system; antivirals and antibiotic medications; hydration and electrolyte replacement; pain-managing medications and blood clotters; and Total Parental Nutrition (TPN) — intravenous delivery of all the medications and nutrients that patients need if they're unable to eat during treatment.

"These are very high-tech, cutting-edge therapies," says Sheila Schubert, Administrator, Home Health. "For the patients, it's convenient, comfortable and less disruptive to their schedules. Home infusion is a safe and effective alternative to inpatient care."

Home Health's Telehealth system — which links caregivers to patients around the clock and alerts them to any changes requiring immediate attention — continues its excellent track record in helping patients recover in the comforts of home. Telehealth has helped Memorial attain a 30-day readmission rate for heart failure of 7.69 percent, far below the national average of 18.5 percent. Telehealth also is adding more disease management programs to help patients with chronic conditions provide self-care and reduce future visits to the hospital.

"These technologies help decrease readmissions, improve outcomes and increase patient satisfaction rates," Ms. Schubert says. "Keeping our patients happy and out of the hospital is a key component of providing deeper caring and smarter healthcare."

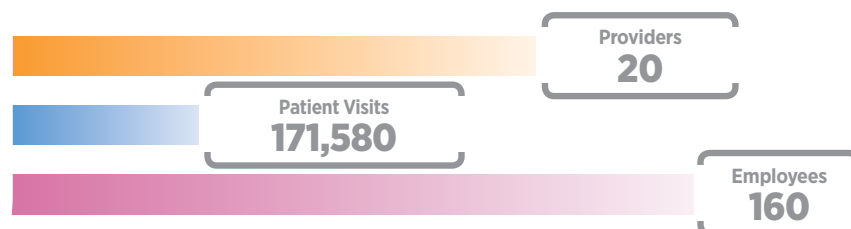
Our Community



Melida Akiti
Vice President,
South Broward Community
Health Services



**South Broward Community Health Services
Hallandale Beach location**



South Broward Community Health Services Receives National Honors



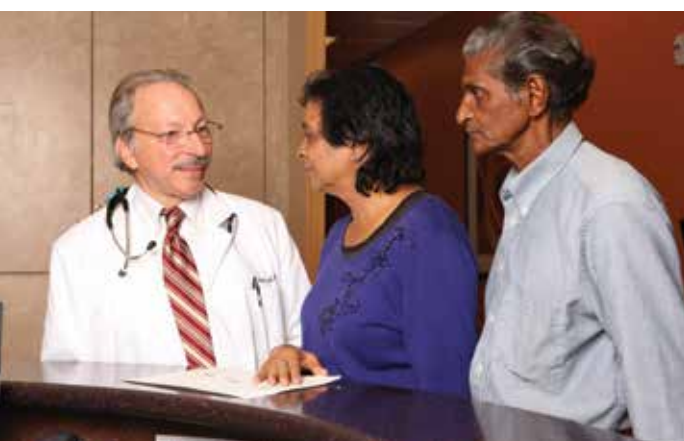
South Broward Community Health Services, which provides care for patients who are underinsured or cannot afford health insurance, has received national recognition: The National Committee of Quality Assurance Patient Centered Medical Home Recognition Award, Level 3.

This award, the highest level that NCQA can bestow, joins the other honor that South Broward Community Health Services received this year — the Peter M. Fox Excellence Award, given by the American Academy of HIV Medicine to the South Broward Community Health Services clinic in Hollywood. Both awards pay tribute to South Broward Community Health Services as a program that puts the patient at the very heart of its efforts.

Through its network of primary clinics, mobile units, and at health fairs held throughout the community, South Broward Community Health Services has helped establish a medical home for more than 22,000 patients across Broward. Services include primary care, disease management, health coaching, and assistance from patient financial representatives. This year, South Broward Community Health Services added services to patients enrolled in ACA Health Insurance Exchange medical plans, offering year-round counseling and education on the exchange's products as well as the enrollment process.

“We embrace the Patient-Centered Medical Home model — caring for the patient as a whole person. Our multidisciplinary team works with patients over the long term to encourage better outcomes. This holistic approach has helped us earn the national recognition we’re proud of.”

**– Melida Akiti, Vice President
South Broward Community Health Services**



One of the primary goals of South Broward Community Health Services is to improve the lives of patients with chronic conditions such as diabetes, heart failure, COPD and hypertension — and to help keep those patients from returning to the hospital. Using such tools as Healthcare Effectiveness Data and Information Set (HEDIS), South Broward Community Health Services has seen its inpatient readmission rate for the past year drop below the national population benchmark set by the Centers for Medicare and Medicaid (CMS).



SBCHS has helped establish
a medical home for more than
22,000 patients
across Broward.



Memorial Physicians Export Skills and Compassion to Countries in Need

Memorial physicians not only bring deeper caring to patients and families in South Broward — they volunteer abroad, treating patients and sharing expertise to developing medical programs.



Guatemala: Dr. Ming-Lon Young

Hospital de Especialidades Pediátricas, a social security pediatric hospital in Panama City, benefits every year from the knowledge of Memorial pediatric cardiologist Ming-Lon Young, MD, who is a participant in Caribbean Heart Menders Association programs. For four years, along with a cardiac catheterization nurse and electrophysiology technician, Dr. Young has traveled to Panama to help pediatric cardiologists there perform electrophysiology procedures on patients with arrhythmia (rapid heartbeat) — often, more than a dozen a week.

"Some patients we treat have waited three years for this particular procedure," Dr. Young says. "But the good news is that once we determine in follow-up that there's no recurrence, the patient can be discharged as permanently cured."



Haiti: Dr. Marie-Evelyn Moise

For 15 years, Marie-Evelyn Moise, MD, has provided care, preventive medicine, and the training of healthcare professionals through the Haitian Institute of Oncology (IHDO), founded by Dr. Jean Cantave, a surgical oncologist who embraced the prevention and treatment of cancer in Haiti.

Lately, Dr. Moise has worked at L'Hôpital de Bienfaisance — a hospital founded by Dr. Guy Theodore in Pignon, in a small city in the northern part of the island — with Marie-Eveline Belizore, a medical assistant at South Broward Community Health Services. Together, they've provided free PAP smears to women across Haiti: Starting at a couple of hundred annually, they now perform nearly 5,000 tests a year.

"Haiti deals with so many other diseases that cancer is not given a place of priority in public health," Dr. Moise says. "But cervical and breast cancer, the two most prominent causes of cancer death in women, can be treated successfully if detected early."

A Sense of Mission

Dr. Young and Dr. Moise perform these volunteer medical missions from their deep conviction that lending their expertise in developing countries is something all physicians should do. "Memorial's physicians are doctors with heart," Dr. Young says, "so it's important that we explore how we can help in countries with limited resources."

Dr. Moise concurs. "Everything that can be prevented, should be prevented," she says. "When we catch disease early and help women live normal lives, we are saving their lives and their families' future. We are making a difference."



HITS: Essential Work to Improve Community Health

One of the most recognized programs of Memorial's Community Services initiative is **Health Intervention with Targeted Services (HITS)** — which reaches out to under- and uninsured members of the South Broward community and connects them with essential health-related services and care.

HITS strives to provide long-term solutions to health problems. The program has three goals: Improve the health of our community by helping the uninsured establish a medical home; help the uninsured take full advantage of the health-related resources that are available; and help reduce the costs of uncompensated care.

Using sophisticated data analysis, HITS has reached 15 targeted, high-risk Broward neighborhoods via Mobile Health Centers from South Broward Community Health Services and door-to-door visits since it was created

in 2006. HITS enrolls residents with chronic health conditions in disease management programs, and also offers enrollment assistance for government programs such as Medicaid, Medicare and KidCare — Florida's Children's Health Insurance Program. More than half of all HITS participants have enrolled in these programs.

HITS has shown proven results. Since its inception, the program has helped Memorial save \$284,856 in the Emergency Department, has reduced inpatient costs by approximately \$2.8 million, and has saved a little more than \$4 million overall. HITS has touched the lives of more than 14,000 Broward residents, with 3,317 establishing a long-term medical home.

HITS has been repeatedly honored for its groundbreaking work. The program earned the 2008 Sapphire Award from The Blue Foundation

for a Healthy Florida. In 2013, the National Association of Public Hospitals and Health Systems recognized HITS with an honorable mention in its Gage Awards Program, which honors creative initiatives that meet critical community needs.

HITS
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Our Community



Memorial: A Partner in Education — and for the Community

One of Memorial Healthcare System's goals — in addition to providing deeper caring and smarter healthcare to patients and families — is to help Broward County's children grow up with the benefit of good educations and safe childhoods.

Memorial Healthcare System is a proud participant in **Partners in Education**, a program of Broward County Public Schools. Memorial's Partners in Education program is coordinated by Memorial's Community Relations Department. Partners in Education offers businesses and organizations in South Florida important opportunities to help support Broward County schools and their students. Its activities and initiatives can help improve student performance and accomplish school-improvement goals, by working to complement the classroom experience and by positively influencing young people as the future leaders of our community.

"We are proud that so many Broward businesses have chosen to participate in Partners in Education and its important community initiatives. At Memorial, we strongly believe in enhancing our education system. It helps develop an educated, more highly skilled work force — perhaps even the Memorial Healthcare System employees of tomorrow."

– Milin Espino, Director of Community Relations



More than 80 schools and 100 Memorial staff-member liaisons work within the Partners in Education program. They help coordinate activities that include Career Days, featuring on-campus presentations about careers in healthcare; safety field trips such as Safety Town, after-school preventive and leadership programs, and Home Alone, Safe Alone; a Speakers Bureau on health-related topics; Tough Trauma Talk, to help educate teens on staying safe from traumatic injury; and visits to schools from Memorial's [U18] Sports Medicine experts, who offer free injury-prevention advice.

Joe DiMaggio Children's Hospital is the lead agency for Safe Kids Broward County. The purpose of the Safe Kids Broward coalition is to reduce accidental injuries among children up to age 19 in Broward County. It forms partnerships within the county to develop, host and promote educational safety programs — such as Buckle Up, Walk to School and Bike Safety Day — and to offer safety equipment in underserved communities.



Award-Winning Community Programs Aid Broward's Youth

South Broward at-risk youth facing delinquency, pregnancy, substance abuse and other family problems can call upon an important resource for help: **Memorial's Community Youth Services** initiative. For 15 years, Community Youth Services has provided after-school programs, counseling and health-related services to more than 167,000 young people — 17,182 children and families in 2013 alone.

The broad range of services Community Youth Services offers means that Memorial can touch young lives even before they're born: Prenatal and parental education programs help ensure healthy babies, and Community Youth Services' education, counseling and substance abuse prevention services are available to youth through the age of 18.

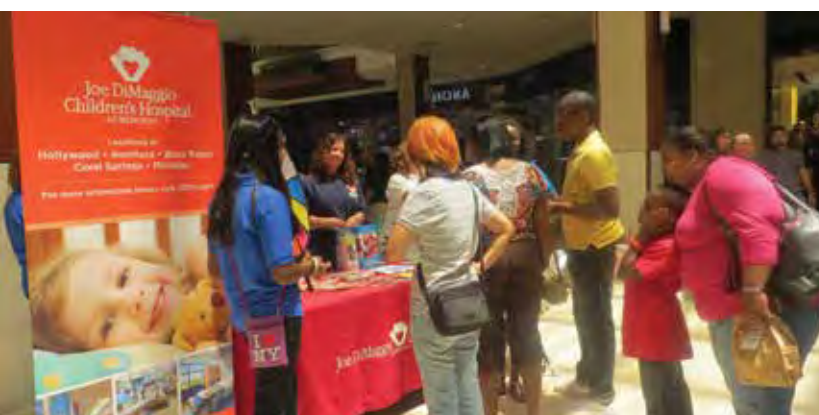
And thanks to funding from grants and private contributions, Community Youth Services' 26 programs, camps and classes are offered at no or low cost. Students, young parents, teens transitioning out of foster care, and parents of children with special needs can participate at 23 conveniently located sites across the community.

Licensed by the Florida Department of Children and Families and certified by Healthy Families of America, Community Youth Services is an important partner to Broward County Public School District, working hand in hand with teachers and administrators to help kids experience more success in school. In April, the school system recognized Community Youth Services with its school-based Partnership of the Year award for the fourth time in 12 years.

Other Community Youth Services programs such as Healthy Families, Healthy Start and MOMS have yielded impressive results. In the Healthy

Families child abuse prevention program, 100 percent of participating families avoided an unplanned pregnancy. Ninety-one percent of mothers in the Healthy Start infant mortality and morbidity prevention initiative initiated breastfeeding after delivery. And 90 percent of young women enrolled in MOMS have reported fewer symptoms of depression.

"Community Youth Services offers solid solutions to at-risk youth with highly measurable benefits," says Tim Curtin, Administrative Director, Community Services. "Providing young people with the tools they need to lead productive and fulfilling lives is a win for them, for us, and for our entire community."



Community Relations: A Different Kind of Deeper Caring

Memorial Healthcare System is an integral part of the Broward community, evidenced by the far-reaching activities of its Community Relations Department.

"Every day we work within the community to help make Broward County a better place to live," says Milin Espino, Director, Community Relations. "When we offer programs like healthcare education and safety initiatives, it not only keeps our community healthier and safer, it benefits us all."

The department plans and manages a broad range of programs, such as school-based initiatives presented in Broward County classrooms to workshops such as car seat checkup events, bike helmet education and poison prevention.

In the schools, Memorial stages programs like:

- Home Alone, Safe Alone – safety advice for latchkey children
- Safety Town – field trips that teach accident prevention
- Teddy Bear Clinic – what to expect during a hospital visit

In the community, Memorial offers:

- Free CPR courses – essential lifesaving skills
- Corporate wellness programs – to enhance employee health
- Speakers Bureau – health and wellness topics

Together, Memorial's school- and community-based programs reached nearly 200,000 Broward residents this year, with the goal of improving the health status of the community.

Last but not least, Community Relations is a generous donor to other organizations' programs and events that help provide complimentary resources to the community. Memorial contributed \$557,000 to support 291 community partners last year, including:

- Gilda's Club
- Hispanic Unity of Florida
- American Diabetes Association
- American Heart Association
- American Cancer Society
- United Way
- Healthy Mothers Healthy Babies
- Women in Distress



Memorial's **school- and community-based programs** reached nearly **200,000** Broward residents this year.

Financial Overview



Memorial Healthcare System (“Memorial”) ended fiscal year 2014 (May 1, 2013 through April 30, 2014) with continued improvement on its already strong financial position. We remain one of a few comparable public healthcare systems with Aa3/AA- or higher bond ratings by Moody’s and Standard & Poor’s, respectively. In April 2014, Standard & Poor’s revised to “positive” its outlook for Memorial. These achievements are the result of many factors, including efficient business operations, a strong balance sheet, and key strategies to develop specialized services that attract paying patients from the primary market and beyond.

This solid financial base allows Memorial to help shoulder the financial burden of providing a high level of uncompensated care. It also enables the development and support of leading-edge facilities and services, recruitment of outstanding employees and upholding its mission as the “safety net” healthcare provider in south Broward County.

Memorial’s financial strength also helped its Board of Commissioners continue its multiyear history of providing tax relief to the taxpayers in south Broward County. In September 2013, the Board of Commissioners voted to adopt a millage rate of 0.4000 for fiscal year 2014 — the lowest in Memorial’s history and a 33.3 percent decrease from the previous fiscal year.

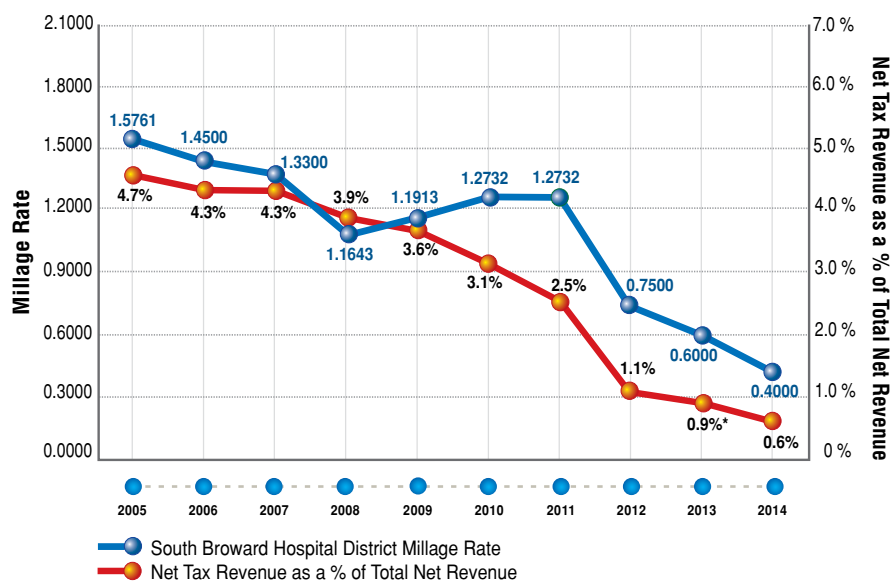
The millage rate for fiscal year 2014 generated a gross levy of \$16.3 million. While receipts from prior tax years and other adjustments increased total tax revenue by approximately \$1.0 million, Memorial netted only \$9.2 million after using \$8.1 million of the gross levy to pay the required matching funds for the Medicaid program, support community redevelopment agencies in several municipalities, pay for property appraiser fees and revenue collection fees, and accounting for discounts on taxes paid early and uncollectible taxes. The \$9.2 million in net proceeds were used solely to fund the operations of South Broward Community Health Services — the primary care clinics for uninsured residents of the District.

Impressively, the \$9.2 million in net tax revenue generated by this lower millage rate represents a mere 0.6 percent of Memorial’s total net revenue of \$1.597 billion. Furthermore, in fiscal year 2014, uncompensated care provided by Memorial reached approximately \$899 million.

Fiscal year 2014 marks the fourth year in a row that no tax monies were used to fund the inpatient and outpatient services provided to indigent patients at Memorial hospitals.

Memorial has maintained a strong financial position that is exceptional in any healthcare sector — public, nonprofit or for-profit. This success allows Memorial Healthcare System to contribute more to the community, thereby creating a healthier community.

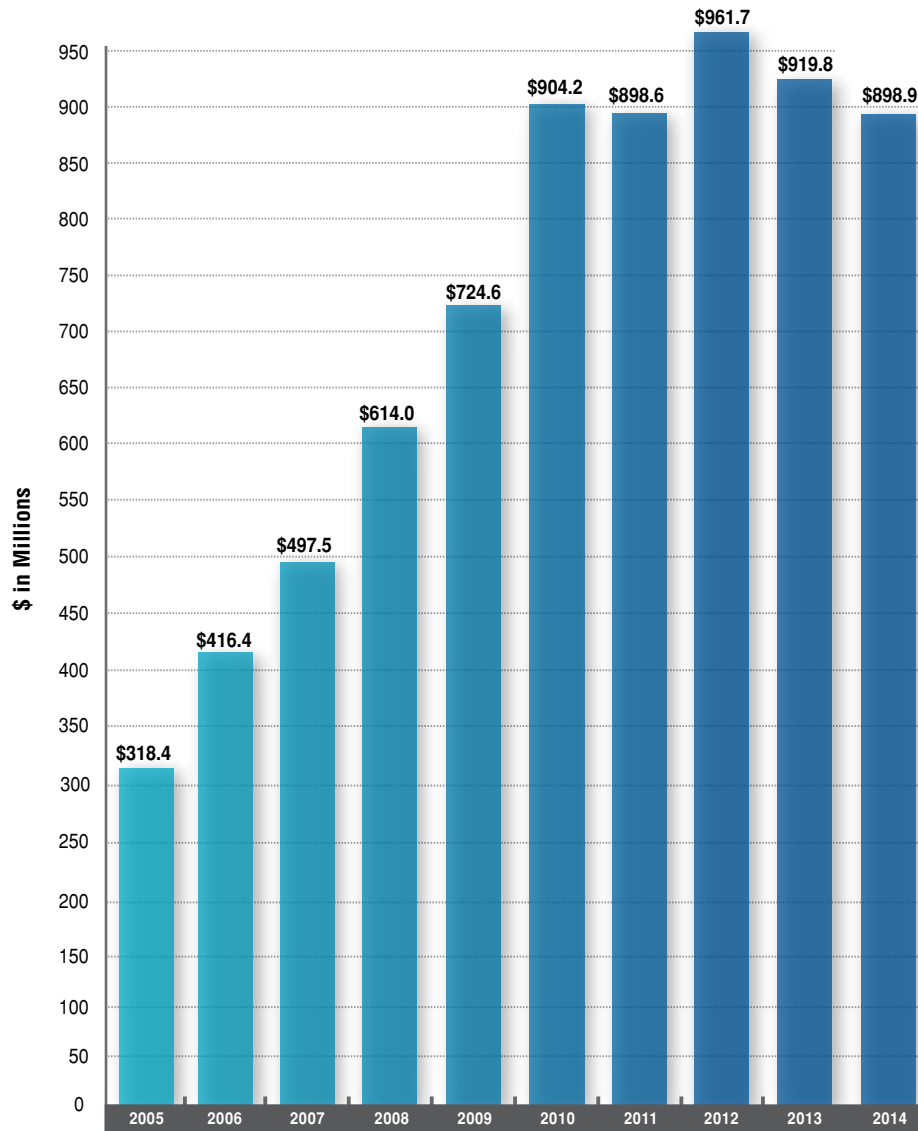
TAX MILLAGE RATE



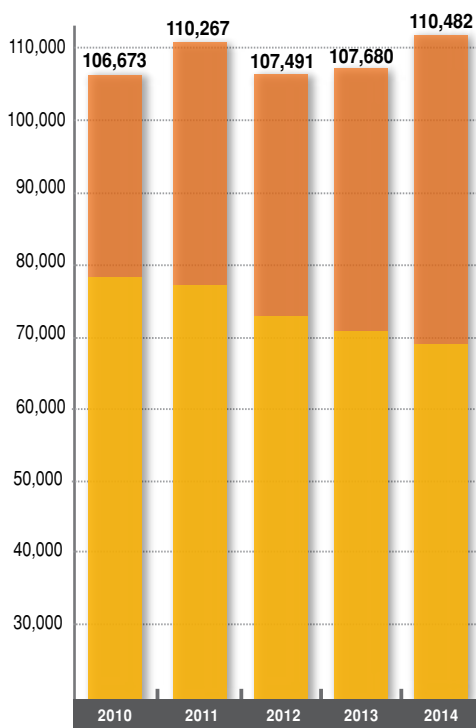
* Net tax revenue as a percentage of total net revenue of 0.9% in FY2013 excludes approximately \$10.5 million in nonrecurring adjustments from prior years’ activities.

0.4000 millage rate
for fiscal year **2014**
**Lowest in Memorial’s history and a
33.3 percent decrease**
from the previous fiscal year

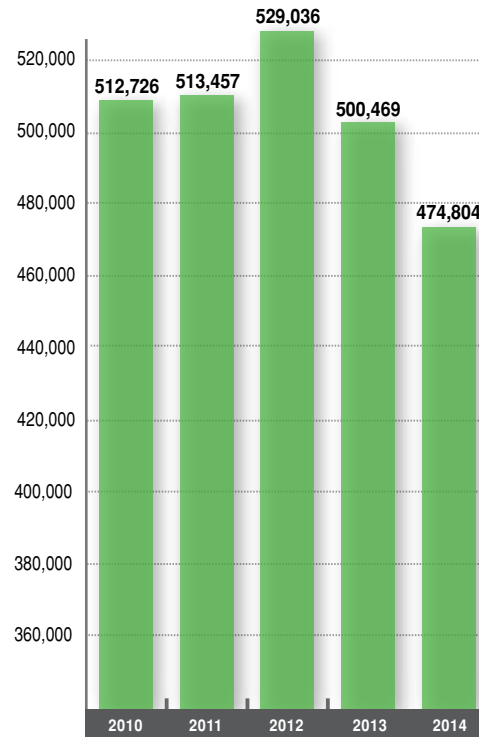
UNCOMPENSATED CARE



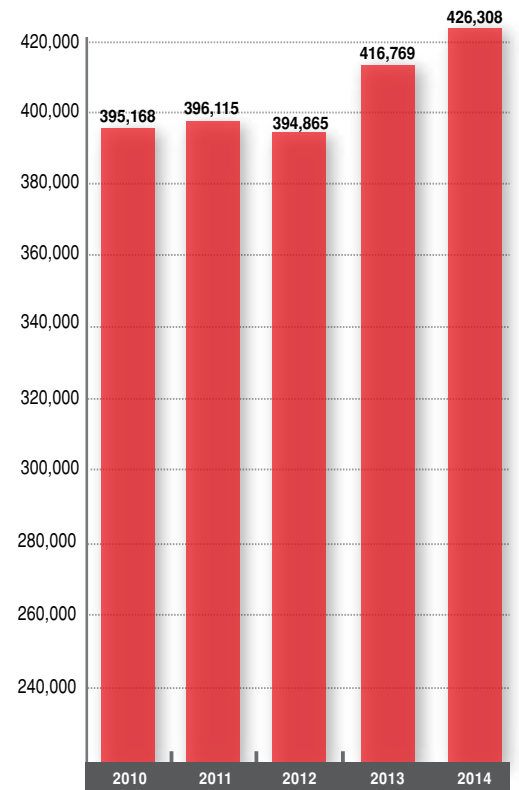
PATIENT VOLUMES



Admissions and Observation Discharges
■ Admissions ■ Observation Discharges



Hospital Outpatient Visits



Emergency Department Visits
(Includes Urgent Care Center Visits)

Memorial Hospital Pembroke Urgent Care Center

801 South Douglas Road, Pembroke Pines, FL 33025
954-985-1470

Memorial Same Day Surgery Center - Hollywood

4470 Sheridan Street, Hollywood, FL 33021
954-962-3210

**Memorial Same Day Surgery Center
at Memorial Hospital West**

501 North Flamingo Road, Pembroke Pines, FL 33028
954-430-1700

**South Broward Community Health Services
Dania Beach**

140 South Federal Highway, Dania Beach, FL 33004
954-922-7606

**South Broward Community Health Services
Hallandale Beach**

1750 East Hallandale Beach Boulevard, Hallandale Beach, FL 33009
954-276-9700

**South Broward Community Health Services
Hollywood**

4105 Pembroke Road, Hollywood, FL 33021
954-985-1551

**South Broward Community Health Services
Miramar**

6730 Miramar Parkway, Miramar, FL 33023
954-276-6600

**South Broward Community Health Services
West Hollywood**

6214 Johnson Street, Hollywood, FL 33024
954-967-2500

**Memorial Center for Behavioral Health and
SHARE (Substance Abuse Program)**

3400 North 29 Avenue, Hollywood, FL 33020
954-276-3403

**Memorial Fitness Center
Memorial Regional Hospital**

300 Hollywood Way, Hollywood, FL 33021
954-265-5800

**Memorial Fitness Center
Memorial Hospital West**

703 North Flamingo Road, Pembroke Pines, FL 33028
954-844-7125

Memorial Rehabilitation Institute

3600 Washington Street, Hollywood, Florida 33021
954-518-5725

U18 Sports Medicine - Miramar

1951 Southwest 172 Avenue, Suite 207, Miramar, FL 33029
954-538-5500

U18 Sports Medicine - Coral Springs

Heron Bay Corporate Center, Building IV
5830 Coral Ridge Drive, Suite 207, Coral Springs, FL 33076
954-575-8940

**Memorial Breast Cancer Center
Memorial Regional Hospital**

3700 Johnson Street, Hollywood, FL 33021
954-265-6990

**Memorial Breast Cancer Center
Memorial Hospital West**

603 North Flamingo Road, Suite 157, Pembroke Pines, FL 33028
954-844-6898

Conine Clubhouse

921 North 35 Avenue, Hollywood, FL 33021
954-265-9377



Hospital
7800

Admitting /
Registration
Outpatient
Center
→

CAUTION
DOOR

KEEP CLEAR





MHS.NET

954-987-2000

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