



# The Evolution of GME Shaping Tomorrow

**Annual Institutional Review**  
2024–2025



[MHS.net/GME](http://MHS.net/GME)



## Table of Contents

|  |    |
|--|----|
| Letter from the Office of Academic Affairs.....                        | 1  |
| Graduate Medical Education Committee (GMEC).....                       | 2  |
| Office of Academic Affairs Administration .....                        | 3  |
| Office of Academic Affairs Organizational Chart.....                   | 4  |
| Size and Scope of GME.....   | 5  |
| GME Goes Viral.....  | 6  |
| GME Key Performance Indicators   |    |
| Program Quality.....   | 7  |
| Leadership Advancement.....  | 15 |
| Trainee Performance.....   | 20 |
| Graduate Performance.....  | 22 |
| NRMP Match Results.....  | 28 |
| Understanding Healthcare Series .....                                  | 30 |
| Stanley W. Marks White Coat Ceremony and Medical Education Awards..... | 31 |
| Program Highlights.....  | 36 |
| Undergraduate Medical Education (UME).....                             | 66 |
| Continuing Medical Education (CME).....                                | 69 |
| Appendix.....  | 71 |

Dear Colleagues:

We are pleased to present Memorial Healthcare System's Ninth Annual Institutional Review of Graduate Medical Education (GME). This report highlights important GME activities during the academic year, which ran from July 1, 2024 to June 30, 2025. Notably, this report fulfills an important mandate from the Accreditation Council for Graduate Medical Education: to measure the quality of our training programs and communicate these findings to you.

The past academic year has been pivotal in shaping our future. All 15 of our training programs have successfully transitioned to "continued" accreditation by the ACGME. In July 2025, Memorial welcomed 84 new trainees, strengthening the future physician workforce for our community. Since its inception, the program has graduated 292 physicians, many entering prestigious fellowships and roles nationwide. Importantly, over 35 (12%) have chosen to remain at Memorial as members of Memorial Physician Group or credentialed medical staff – fulfilling our desire to serve as a pipeline for our community's future physician workforce.

Our annual ACGME trainee survey reflects high satisfaction, with Memorial scoring above national benchmarks on more than 50 measures. Notably, 78% of trainees would "definitely choose" their program again, compared with 61% nationwide. These results reflect the dedication of our teaching faculty, program leaders, executive staff, and our Board of Commissioners, whose vision continues to guide the success of our GME program.

We sincerely thank everyone who has contributed to the success of our GME program. Together, through teamwork and mentorship, we are shaping the next generation of physicians – a challenging and honorable task. We are excited to continue this partnership and look forward to the future with hope and confidence.

With gratitude,



Saima Chaudhry, MD, MSHS  
Vice President of Academic Affairs  
Chief Academic Officer  
Designated Institutional Official



## The Evolution of GME Shaping Tomorrow

Annual Institutional Review  
2024-2025  
Volume 09

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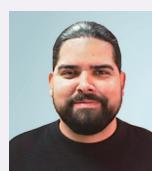
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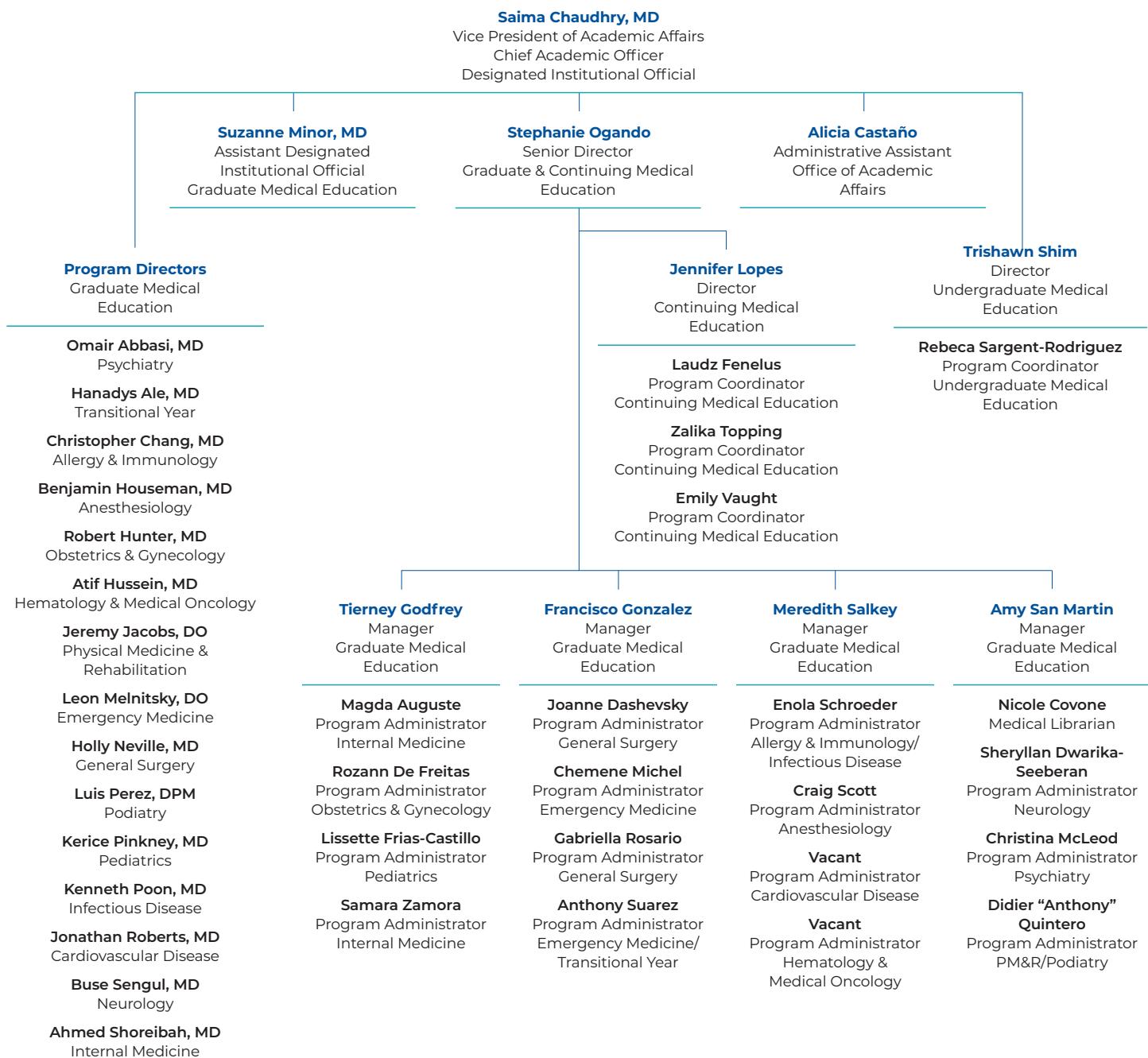
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## Annual Institutional Review 2024-2025

### OFFICE OF ACADEMIC AFFAIRS ORGANIZATIONAL CHART



## Residency Programs

|                                    | # Trainees Per Year | Years in Program | Accredited Spots |
|------------------------------------|---------------------|------------------|------------------|
| Anesthesiology                     | 3                   | 4                | 12               |
| Emergency Medicine                 | 10                  | 3                | 30               |
| General Surgery                    | 6                   | 5                | 30               |
| Internal Medicine Categorical      | 15                  | 3                | 45               |
| Internal Medicine Preliminary      | 4                   | 1                | 4                |
| Neurology                          | 4                   | 4                | 16               |
| Obstetrics & Gynecology            | 4                   | 4                | 16               |
| Pediatrics                         | 8                   | 3                | 24               |
| Physical Medicine & Rehabilitation | 4                   | 4                | 16               |
| Podiatry                           | 2                   | 3                | 6                |
| Psychiatry                         | 4                   | 4                | 16               |
| Transitional Year                  | 20                  | 1                | 20               |
| <b>Total</b>                       |                     |                  | <b>235</b>       |

## Fellowship Programs

|                                       | # Trainees Per Year | Years in Program | Accredited Spots |
|---------------------------------------|---------------------|------------------|------------------|
| Cardiovascular Disease (Adult)        | 5                   | 3                | 15               |
| Infectious Disease (Adult)            | 2                   | 2                | 4                |
| Hematology & Medical Oncology (Adult) | 5                   | 3                | 15               |
| Allergy & Immunology                  | 2                   | 2                | 4                |
| <b>Total</b>                          |                     |                  | <b>38</b>        |

**Grand Total of Residents/Fellows**

**273**

## Social Media Presence

### Instagram 90-Day Snapshot

| Program                                      | Total Followers | 90-Day Variance | Accounts Reached | Views   | Accounts Engaged | Content Interactions |
|--|-----------------|-----------------|------------------|---------|------------------|----------------------|
| Anesthesiology Residency                     | 1205            | 0%              | 5,407            | 98,124  | N/A              | 507                  |
| Emergency Medicine Residency                 | 1102            | 10.90%          | 9,509            | 147,228 | N/A              | 1321                 |
| General Surgery Residency                    | 727             | N/A             | 10,420           | 60,904  | 84               | 112                  |
| Internal Medicine Residency                  | 743             | 21.80%          | 2,908            | 54,334  | 305              | 880                  |
| Neurology Residency                          | 466             | N/A             | 2,497            | 21,591  | 84               | 120                  |
| Obstetrics & Gynecology Residency            | 1268            | N/A             | 9,068            | 100,154 | N/A              | 752                  |
| Pediatrics Residency                         | 1082            | 0%              | 11,156           | 96,184  | N/A              | 1184                 |
| Physical Medicine & Rehabilitation Residency | 885             | 4.20%           | 320              | 24,481  | 1,586            | 158                  |
| Psychiatry Residency                         | 557             | 9.90%           | 3,108            | 28,820  | 110              | 374                  |

### Top Total Followers OBSTETRICS & GYNECOLOGY



### Most Views EMERGENCY MEDICINE



### Most Accounts Reached PEDIATRICS



## GME Key Performance Indicators

The Accreditation Council for Graduate Medical Education (ACGME) requires all training programs to complete an Annual Program Evaluation (APE). This evaluation is conducted and documented through the charge of the Program Evaluation Committee and includes an analysis of the learning and work environment, each program's mission and aims, and a review of strengths, challenges, opportunities and threats (SCOT). Additionally, programs must submit an action plan for improvement.

To meet this requirement, GME has identified the following quality metrics and performance indicators, which it aggregates from all programs and includes in this year's Annual Institutional Report.



### Program Quality

1. Accreditation Status
2. Program Citations
3. Program Compliance Checklist
4. Patient Safety Event Investigations
5. ACCME Survey Results
6. Action Plans



### Leadership Advancement

1. Professional Development
2. Scholarly Activity



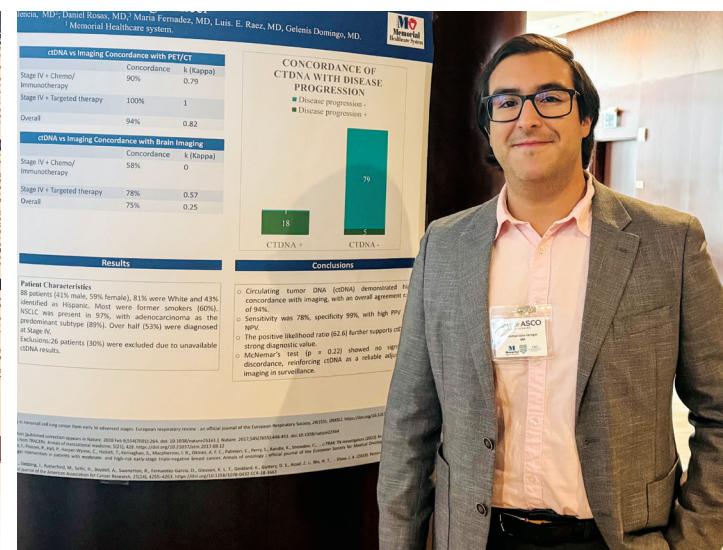
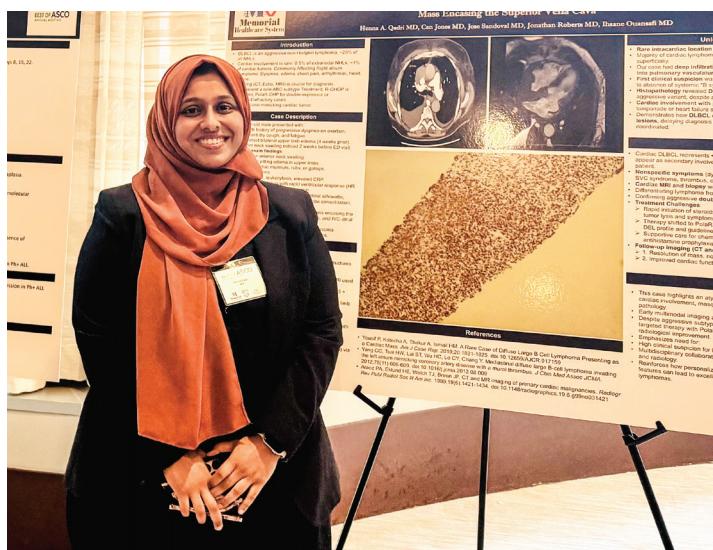
### Trainee Performance

1. In-Training Exam Scores
2. Resident Scholarly Activity



### Graduate Performance

1. Board Certification
2. Fellowship Recruitment
3. Graduate Career Pathways
4. Retention and Alumni Engagement



## PROGRAM QUALITY

## 1. Accreditation Status

The table below shows the most recent accreditation status from the ACGME for all training programs. Citations are drawn from Residency Review Committee (RRC) meetings held between July 1, 2024 and June 30, 2025, and are categorized as either “new” or “continued non-compliance.” Citations that have already been resolved are included in previous Annual Institutional Reviews and are not repeated here.

Notably, three programs achieved positive changes in their accreditation status:

- Allergy and Immunology advanced from “Initial Accreditation” to “Continued Accreditation.”
- Transitional Year advanced from “Initial Accreditation” to “Continued Accreditation.”
- Obstetrics and Gynecology progressed from “Continued Accreditation without Outcomes” to “Continued Accreditation.”

We extend our congratulations to these programs on their success.

| Program                            | Accreditation Status                     | Citations | Approved Positions | Program Length |
|------------------------------------|--|-----------|--------------------|----------------|
| Allergy & Immunology               | Continued Accreditation                  | 0         | 4                  | 2 years        |
| Anesthesiology                     | Continued Accreditation                  | 0         | 12                 | 4 years        |
| Cardiovascular Disease             | Continued Accreditation                  | 0         | 15                 | 3 years        |
| Emergency Medicine                 | Continued Accreditation                  | 0         | 30                 | 3 years        |
| General Surgery                    | Continued Accreditation without Outcomes | 0         | 30                 | 5 years        |
| Hematology & Medical Oncology      | Continued Accreditation                  | 0         | 15                 | 3 years        |
| Infectious Disease                 | Continued Accreditation                  |           | 4                  | 2 years        |
| Internal Medicine                  | Continued Accreditation                  | 0         | 49                 | 3 years        |
| Neurology                          | Continued Accreditation                  | 0         | 16                 | 4 years        |
| Obstetrics & Gynecology            | Continued Accreditation                  |           | 16                 | 4 years        |
| Pediatrics                         | Continued Accreditation                  |           | 24                 | 3 years        |
| Physical Medicine & Rehabilitation | Continued Accreditation                  | 0         | 16                 | 4 years        |
| Podiatry                           | Continued Accreditation                  | 0         | 6                  | 3 years        |
| Psychiatry                         | Continued Accreditation                  | 0         | 16                 | 4 years        |
| Transitional Year                  | Continued Accreditation                  | 3         | 20                 | 1 year         |

## 2. Program Citations: July 1, 2024 - June 30, 2025

The following 10 programs had no citations to report, and we congratulate them on their full compliance with ACGME standards:

- Allergy & Immunology Fellowship
- Anesthesiology Residency
- Cardiovascular Disease Fellowship
- Emergency Medicine Residency
- General Surgery Residency
- Hematology & Medical Oncology Fellowship
- Internal Medicine Residency
- Neurology Residency
- Podiatry Residency
- Psychiatry Residency

We also commend the following four programs for addressing all citations from our last report and attaining full compliance with ACGME standards:

- Obstetrics & Gynecology Residency
- Pediatrics Residency
- Physical Medicine & Rehabilitation Residency
- Infectious Disease Fellowship

One program, Transitional Year Residency, received 3 new citations from RRC meetings held between July 1, 2024 and June 30, 2025. This program and its responses are outlined below.

### Transitional Year Residency

**New Citation:** Personnel/Program Coordinator Support - The program coordinator must be provided with dedicated time and support adequate for administration of the program based upon its size and configuration. (Core) Additional support must be provided based on program size as follows. For 16 to 20 approved resident positions, the minimum FTE required is 0.75. (Core)

**Response:** The program has clarified and updated its program administrator support such that we are providing 0.75 FTE exclusively to TY as per the ACGME rules.

**New Citation:** Responsibilities of Program Director - Resident Appointments/Number of Residents/At Least Four Residents Each Year [PR III.B.1] There must be at least four residents appointed to the program each year. (Core)

**Response:** The program had six TY residents training from July 1, 2024 – June 30, 2025 and remains in compliance with the ACGME rules for minimum number of residents training in TY.

**New Citation:** ACGME Competencies - Educational Program/Curriculum Organization/Elective Rotations/Important to Career Tracks [PR IV.C.4.b.](1)] Residents should have access to elective rotations in specialties important to their future career tracks, such as anesthesiology, dermatology, neurology, ophthalmology, physical medicine and rehabilitation, radiology, and radiation oncology. (Detail)

**Response:** The program has established a new Dermatology elective with faculty in the community who will provide a one-month rotation for TY trainees interested in Dermatology.

## PROGRAM QUALITY

### 3. Program Compliance Checklist

As part of their Annual Program Evaluations, each program reviewed its operations against the following criteria:

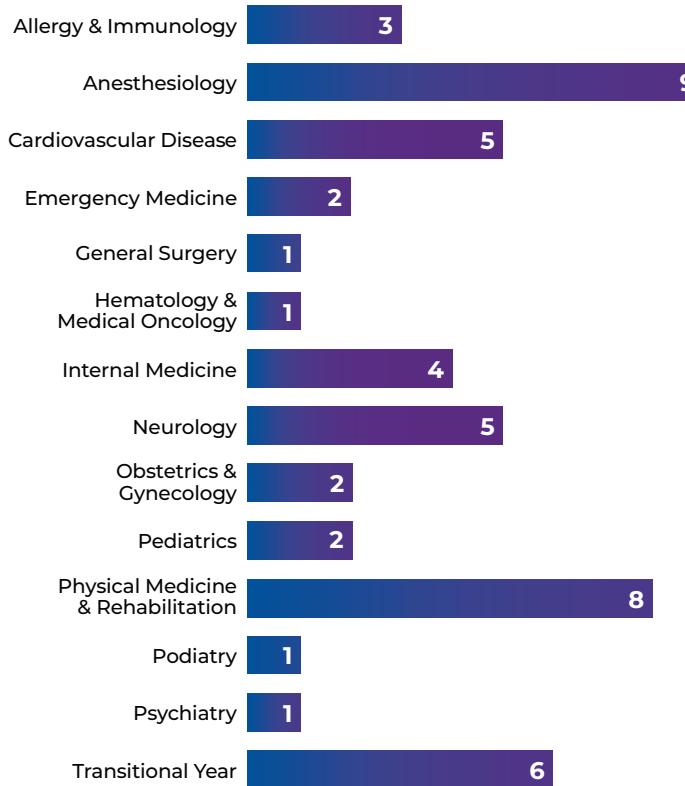
- ACGME notifications and citations
- Ad-hoc experiential learning experiences
- Competency-based goals and objectives for each PGY level
- Compliance with ACGME clinical and educational work hours
- Didactics

- Educational resources and financial support
- Milestones-based evaluation tools
- Program policy and procedure manual
- Rotations
- Supervision policy
- Transition of care policy

### 4. Patient Safety Event Investigations

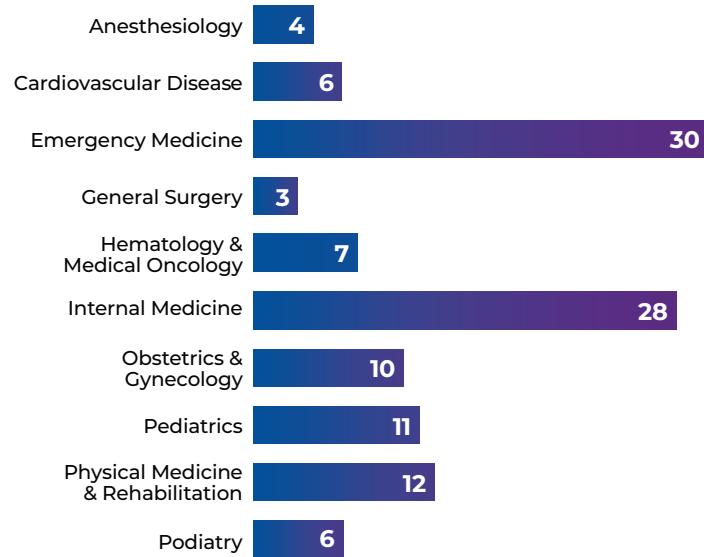
#### Root Cause Analysis

The data below demonstrates the number of trainees who attended an RCA during the academic year.



#### Peer Review Attendance

The data below show the number of trainees who attended peer review meetings in their respective departments.



\*Not applicable to all training programs.

## 5. ACGME Survey Results

The annual ACGME resident and fellow survey provides insights into trainees' perceptions of their programs, work environment, and overall satisfaction. It evaluates key aspects of training, including educational quality, work environment, wellness and support, and overall program effectiveness. The survey is distributed each year to all training programs nationwide with at least four enrolled trainees. The Spring 2025 survey included 52 core questions administered to 13 eligible programs across Memorial Healthcare System.



When comparing our results with national benchmarks, only 12 of the 676 total core questions (1.78%) scored more than 10 points below the nationwide specialty mean for "compliance," as defined by the ACGME. In addition, these two items assessed overall evaluation and overall opinion of the program using a 5-point Likert scale. While these are not included in the ACGME's definition of "compliant," they are presented here in distribution form for comparison.

On these two items, Memorial Healthcare System's GME programs scored significantly higher than the national average: 78% of trainees, compared to 61% nationwide, reported they would "definitely choose" their program again, and 87%, compared to 69% nationwide, rated their program as "very positive." These results demonstrate strong overall satisfaction among MHS trainees. Full survey results for the institution are provided in the Appendix.

## 6. Action Plans

### Results of Action Plan for July 1, 2024 to June 30, 2025:

#### **1. Complete strategic planning for GME 2.0 in collaboration with key stakeholders.**

This objective was successfully accomplished. The new strategic plan for GME was presented to Senior Leadership in April 2025. The plan outlines the potential creation of up to 14 new programs and the expansion of existing ones, for a total of 26 training programs and more than 330 trainees. Each new proposed program would require evaluation of pro formas and the appropriate approvals.

#### **2. Launch enhanced wellness offerings for trainees with GME LiTE, a pilot program with Telus Health and HR.**

This objective was successfully accomplished. A total of 47 eligible trainees opted into the program, which offered an optional wellness check with a licensed mental health professional through Telus Health, the MHS Employee Assistance Program (EAP) vendor. All data is anonymous and is currently being analyzed.

#### **3. Begin rotations to MHM and MHP for Per Resident Amount (PRA) reset under Consolidated Appropriations Act.**

After collaboration with Finance, Germaine Consulting, and Executive Staff, GME rotated trainees to both MHM and MHP with the goal of attaining 3.0 FTEs for PRA resetting purposes. We came in just under 3.0 for both hospitals and will make another attempt during the July 1, 2025 – June 30, 2026 academic year to achieve 3.0 FTEs. We extend our gratitude to the many physicians, executives, and training program leaders who worked diligently to execute this decision.

## 6. Action Plans (continued)

### **4. Revise all GMEC policies, trainee agreements, and enhance GMEC meeting structure and function.**

GME collaborated with HR and Legal to revise all GME policies and the resident/fellow training agreement. The GMEC approved all revisions in November 2024. Both the updated training agreement template and all policies are posted on the GME website and accessible to all applicants, as required by the National Resident Matching Program (NRMP) mandate. The GMEC meetings were evaluated using a nominal group technique study. The results were presented to the GMEC, and through group consensus, changes were implemented to improve meeting logistics, including frequency, agenda items, and opportunities for participation.

### **5. Continue a robust program of professional development for all PDs, APDs, and PAs.**

GME is proud to have offered a wide range of professional development opportunities for our program leadership. See the section on leadership development for more details.

### **6. Move our TY and AI programs into Continued Accreditation in the new AY. Maintain continued accreditation of all other programs with citations that are low in number (i.e., less than 10) and minor in nature.**

We successfully moved our Transitional Year and Allergy and Immunology programs from “initial” to “continued” accreditation during the July 2024–June 2025 academic year. These were the only two programs under initial accreditation. We are proud to report that during the past academic year, GME received a very small number of citations overall – only one program had a total of three citations. See the section on citations for details.

### **7. We aim to have a successful site visit for our Podiatry program tentatively scheduled for the Spring of 2025.**

The Podiatry site visit took place in April 2025 and was successful. The site visitors were impressed with the overall operations of the podiatry program, its strong clinical education, and its alignment with ACGME training programs, particularly the Internal Medicine, PM&R, and General Surgery residencies. We are currently awaiting the official written results from the Council of Podiatric Medical Education (CPME).

### **8. Improve curriculum in the area of experiential learning – We aim to enhance experiential learning through curricular development and the revamping of key rotations.**

- Emergency Medicine – Critical Skills rotation
- General Surgery - Acute Care Surgery rotation and Trauma rotations
- Hematology/Oncology – Palliative care and Chemotherapy Infusion rotations
- Internal Medicine – Geriatrics rotation
- Psychiatry – ECT and psychotherapy rotations

We are pleased to report that all above rotations have either been created or modified to improve educational value.

### **9. Enhance didactic learning by providing more interactive sessions for trainees.**

This goal was achieved, with many programs continuing to enhance the pedagogy of their didactic learning. Notably, there were significant advances in simulation training by our Emergency Medicine program, the introduction of a “Learning Through Dialogue” session in our Internal Medicine residency, and the incorporation of gamification into several sessions of our Business of Medicine Course.

## 6. Action Plans (continued)

### 10. Enhance Scholarly Activity

All training programs made significant strides in research and quality improvement (QI) with many programs establishing committees and research repositories to enhance productivity. See the research section for details.

### 11. Enhance Simulation Training – We will continue to enhance simulation training through the use of task trainers and additional sessions at the MHS simulation lab and Broward College. There has been a request for additional training in robotics, chest tube insertion, and temporary cardiac pacing. We continue to use Broward College for simulation training.

We were pleased to expand the use of our Da Vinci surgical system and robotics platforms for surgical trainees, offer a daylong session on advanced airway management for Emergency Medicine trainees, and purchase new equipment for temporary cardiac pacing. We continue to use Broward College for simulation training.

### 12. Recruit Teaching Faculty for Key Educational Initiatives – Major efforts include recruiting additional neurohospitalists and neurology subspecialists in headache and movement disorders, general cardiologists, cardiac imaging physicians, rheumatologists, general surgeons, and others.

MHS made significant strides in physician recruitment with additions to neurology, surgery, cardiology, and hematology oncology.

### 13. Create a plan for obtaining data from faculty and PDs/APDs regarding time spent on educational work.

This major initiative made significant progress through a partnership with our IT Department and the adoption of ServiceNow as the platform for our upcoming Time Study. A pilot was launched with our Pediatrics residency, and we aim to finalize the project and implement it during the 2025–26 academic year.

## New Action Plan for July 1, 2025 to June 30, 2026

### 1. The creation of new training programs

The MHS GME program will begin planning a Pediatric Cardiology fellowship, scheduled to launch in July 2026.

### 2. The expansion of existing training programs

The MHS GME program will explore opportunities to expand the Allergy and Immunology and Hematology/ Oncology Fellowship Programs.

### 3. The creation of new rotations and the strengthening of existing rotations

All 15 training programs will devote considerable time and effort to creating new rotations and strengthening existing ones. Notable examples include the development of a new dermatology rotation in the Allergy and Immunology Fellowship; new rotations in pediatric anesthesia, regional anesthesia, and point-of-care ultrasound for the Anesthesiology Residency; a new cardiac CT elective for the Cardiology Fellowship; and a new trauma rotation for the Emergency Medicine Residency. The General Surgery Residency will separate the acute care surgery and trauma rotations and introduce new crew resource training. The Hematology/ Oncology Fellowship will enhance its infusion rotation, while the Obstetrics and Gynecology Residency will strengthen the labor and delivery and OBED rotations and create a new

## 6. Action Plans (continued)

complex family planning rotation. The Psychiatry Residency will enhance its psychotherapy rotation and further strengthen the women's health experience. The Transitional Year Residency will enhance both the patient safety curriculum and the dermatology rotation. In addition, multiple training programs have expanded their reach to Memorial Hospital Pembroke and Memorial Hospital Miramar.

### 4. Recruitment of additional faculty

Multiple service lines and departments continue to recruit physician FTEs to support their training programs. Notably, there has been successful recruitment of several faculty members for Envision and the Anesthesiology Residency Program, TeamHealth and the Emergency Medicine Residency, as well as MPG Cardiology, including specialists in echocardiography, imaging, and electrophysiology. Additional hires include multiple neurologists, among them neurohospitalists, and OB hospitalists, with plans to recruit general pediatricians for a future pediatric residency clinic. Furthermore, plans for new training programs have created the need to recruit pediatric cardiologists and child psychiatrists.

### 5. Exploring structural changes to training programs

Several training programs are considering major structural changes to their curricula, including the establishment of teaching and non-teaching services within the Neurology Residency and the development of a four-year model for the Emergency Medicine Residency, driven largely by external stakeholders at the national level.

### 6. Strengthening didactics and board preparation

Virtually all programs are making significant strides to enhance didactic education, focusing not only on content but also on pedagogy. Notable examples include an increased emphasis on point-of-care ultrasound training in Anesthesiology, expanded simulation training in the Emergency Medicine Residency, enhanced evidence-based medicine instruction in the Internal Medicine Residency, and new Grand Rounds for the Podiatry Residency. The Infectious Disease Fellowship will completely revamp its didactic structure to adopt an academic half-day model with reduced reliance on faculty attendance. All programs continue to prioritize in-training and board preparation, finding creative and innovative ways to integrate board review into both didactic sessions and clinical rotations.

### 7. Enhancing clinical workflow and handoffs for trainees working clinical shifts

Several residency programs are focusing on streamlining call schedules and improving transitions of care. Notable examples include the Infectious Disease Fellowship redefining on-call responsibilities for fellows, the Surgery Residency optimizing work hours for the trauma rotation, the Psychiatry Residency enhancing handoffs and outpatient scheduling, and the Internal Medicine Residency refining the educational experience during elective rotations. The Obstetrics and Gynecology Residency is also making adjustments to post-call rounding responsibilities for Labor and Delivery and the OBED.

### 8. Improving ACGME survey results

Overall, the institution and individual GME programs have performed exceptionally well on the ACGME survey. See the appendix for the latest survey data. Ongoing efforts include improving survey results in the Transitional Year Residency, implementing a comprehensive overhaul of the Infectious Disease Residency following its most recent ACGME survey, and enhancing faculty engagement in the Cardiology Fellowship in response to the ACGME faculty survey.

# Leadership Advancement

## 1. Professional Development

Developing our GME leadership and teaching faculty remains a top priority at Memorial Healthcare System. By expanding the skills and potential of our Program Directors, Associate Program Directors, Program Administrators, and Teaching Faculty, we continue to strengthen the quality of our GME programs. The wheel below is a thematic representation of the professional development topics outlined in the upcoming pages.



## Annual Institutional Review 2024-2025

### LEADERSHIP ADVANCEMENT

Below, we highlight the active engagement of our GME leadership community in professional development, as well as their significant contributions to scholarly activity. Regional and national faculty development meetings are marked with an asterisk (\*).

#### GME Office

- CV & Résumé Workshop
- Riding the Waves: Mastering Executive Presence on the Shores of Leadership
- Polishing your Professional Pearl: CV & Résumé Best Practices for Medical Educators
- Building your Sandcastle: One Grain at a Time
- Conflict Management Workshop
- Accreditation Council for Graduate Medical Education National Conference\*
- Association for Hospital Medical Education\*

#### Allergy & Immunology Fellowship

- Clinical Teaching Strategies - Part 1
- Clinical Teaching Strategies - Part 2
- Interviewing Candidates
- Delivering a Didactic Session
- Writing and Publishing

#### Anesthesiology Residency

- Best Practices for Supervising Residents
- The Hidden Curriculum
- Creating Space for Education in Your Busy Operating Room (OR) Practice
- Giving and Receiving Feedback
- Point of Care Ultrasound Workshop, hosted by the Florida Society of Anesthesiology\*

#### Cardiovascular Disease Fellowship

- Florida Atlantic University Faculty Development Lunch and Learn Series for Medical Educators\*
- American College of Cardiology Program Directors and Graduate Medical Educators Symposium\*

#### Emergency Medicine Residency

- Providing Feedback
- Simulation Debriefing
- How to Mentor and Rold Model Resilience in an EM Training Program
- Twelve Tips to Promote a Feedback Culture with a Growth Mindset: Swinging the Feedback, hosted by Florida Atlantic University\*
- Florida College of Emergency Physicians\*
- American College of Emergency Physicians\*
- Society for Academic Emergency Medicine\*

 **General Surgery Residency**

- Stanford Faculty Development Course in Clinical Teaching – 7 Sessions
- Implicit Bias Training
- Ergonomics
- Debrief/Grief Management
- Substance Abuse Awareness
- Trauma Symposium, hosted by Memorial Healthcare System\*

 **Hematology & Oncology Fellowship**

- Tips and Tricks for a Successful Interview
- Promoting Adult Learning: Theory, Context, and Diagnosis to Improve Feedback, hosted by Florida Atlantic University\*
- Best of American Society of Clinical Oncology Conference\*
- American Society of Hematology\*
- Accreditation Council for Graduate Medical Education National Conference\*
- American Society of Clinical Oncology Annual Conference\*

 **Infectious Disease Fellowship**

- Evaluations - Part 1
- Evaluations - Part 2
- Delivering a Didactic Session
- Clinical Teaching Strategies - Part 1
- Clinical Teaching Strategies - Part 2
- Interviewing Candidates
- Citywide Case Conferences are hosted monthly by Memorial Healthcare System, with participation from University of Miami/Jackson Memorial Hospital, Aventura Hospital, Mount Sinai Hospital, Caribbean Veterans Affairs Puerto Rico, and Cleveland Clinic Florida\*

 **Internal Medicine Residency**

- Recruitment Workshop
- Comprehensive Post-Match Debriefing
- New Program Director Precourse Workshop, hosted by the Association of Program Directors of Internal Medicine\*

 **Neurology Residency**

- Feedback
- Evaluations
- Program Director Mentorship Program, hosted by the American Academy of Neurology\*

## Annual Institutional Review 2024-2025

### LEADERSHIP ADVANCEMENT

#### Obstetrics & Gynecology Residency

- Professionalism
- Project Echo: Program Directors Safety and Quality Improvement Educators Network Weekly Sessions, hosted by the Accreditation Council for Graduate Medical Education National Conference\*

#### Pediatrics Residency

- Introduction to Quality Improvement and Why You Should Do It
- Recruitment and Boards
- Interview Tips and Tricks
- Feedback Conversations
- Association of Pediatric Program Directors Conference\*

#### Physical Medicine & Rehabilitation Residency

- American Academy of Physical Medicine and Rehabilitation National Conference\*
- Association of Academic Physiatrists Annual Meeting\*
- Florida Society of Physical Medicine and Rehabilitation Conference\*
- National Association of Regenerative Medicine Conference\*

#### Podiatry Residency

- Interviewing
- CPME Accreditation Requirements
- Florida Podiatric Medical Association Science and Management Symposium\*
- American College of Foot and Ankle Surgeons\*

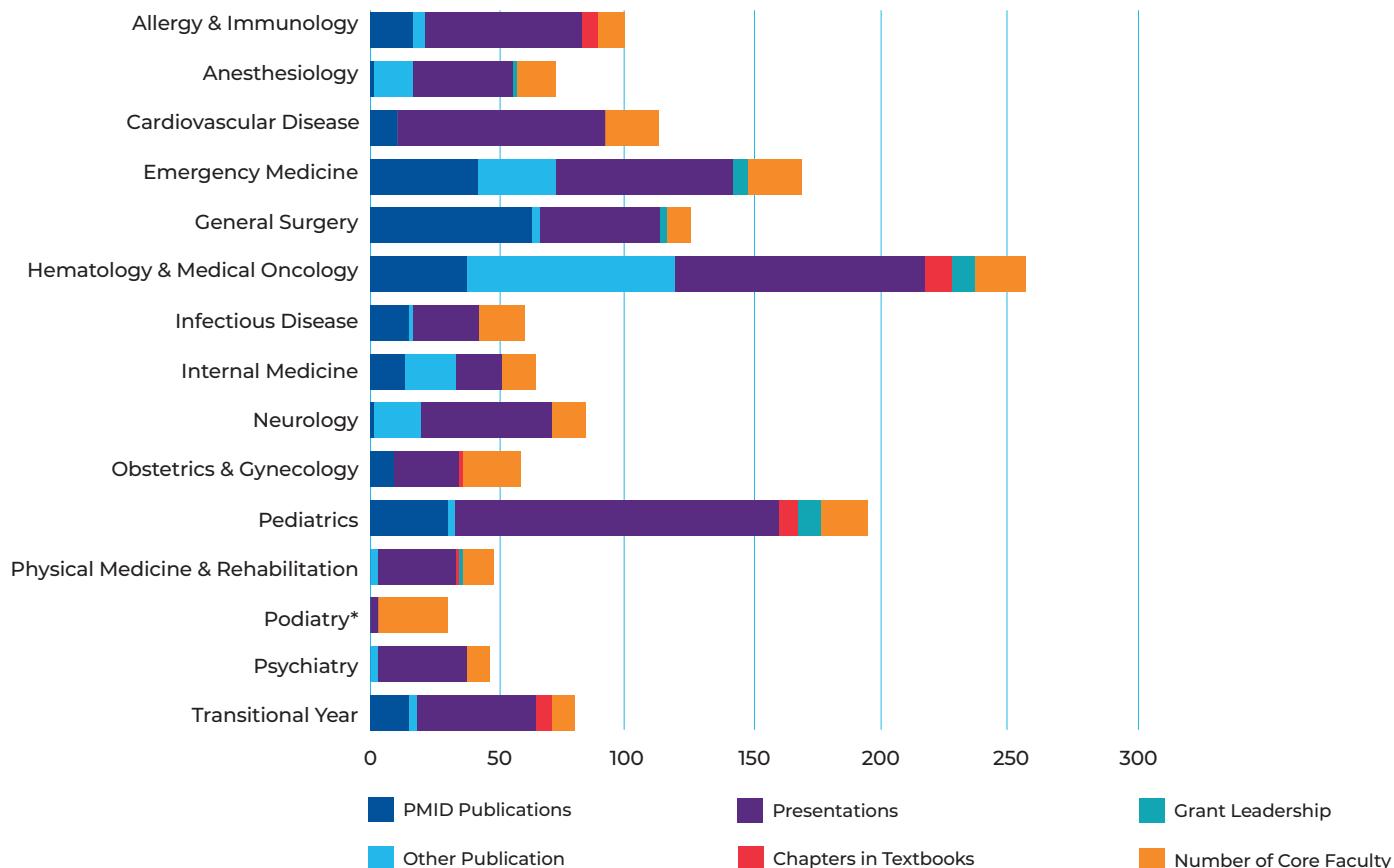
#### Psychiatry Residency

- Engaging Learners and Building Curiosity
- Have the Courage to Be Kind... Words Matter, hosted by Florida Atlantic University\*
- AI for Medical Educators: What's Out There and How to Make It Work For You, hosted by Florida Atlantic University\*
- Implicit Association: Two Sides of the Same Coin, hosted by Florida Atlantic University\*

#### Transitional Year Residency

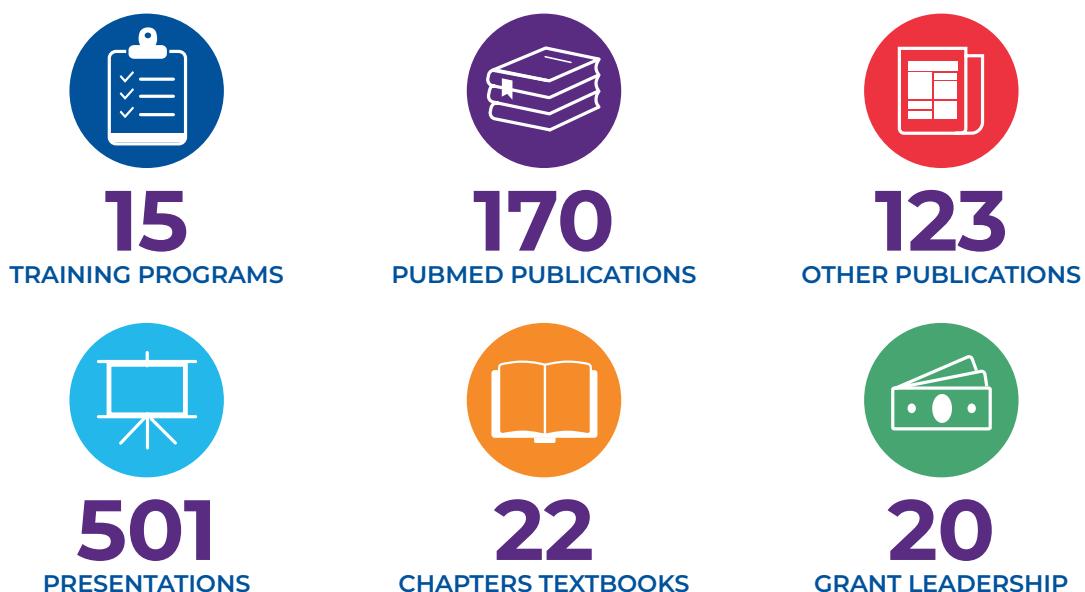
- American Academy of Asthma, Allergy and Immunology Conference\*
- Clinical Immunology Society Conference\*
- Asociación Puertorriqueña de Médicos Alergistas Conference\*

## 2. Scholarly Activity (GME Leadership and Faculty)



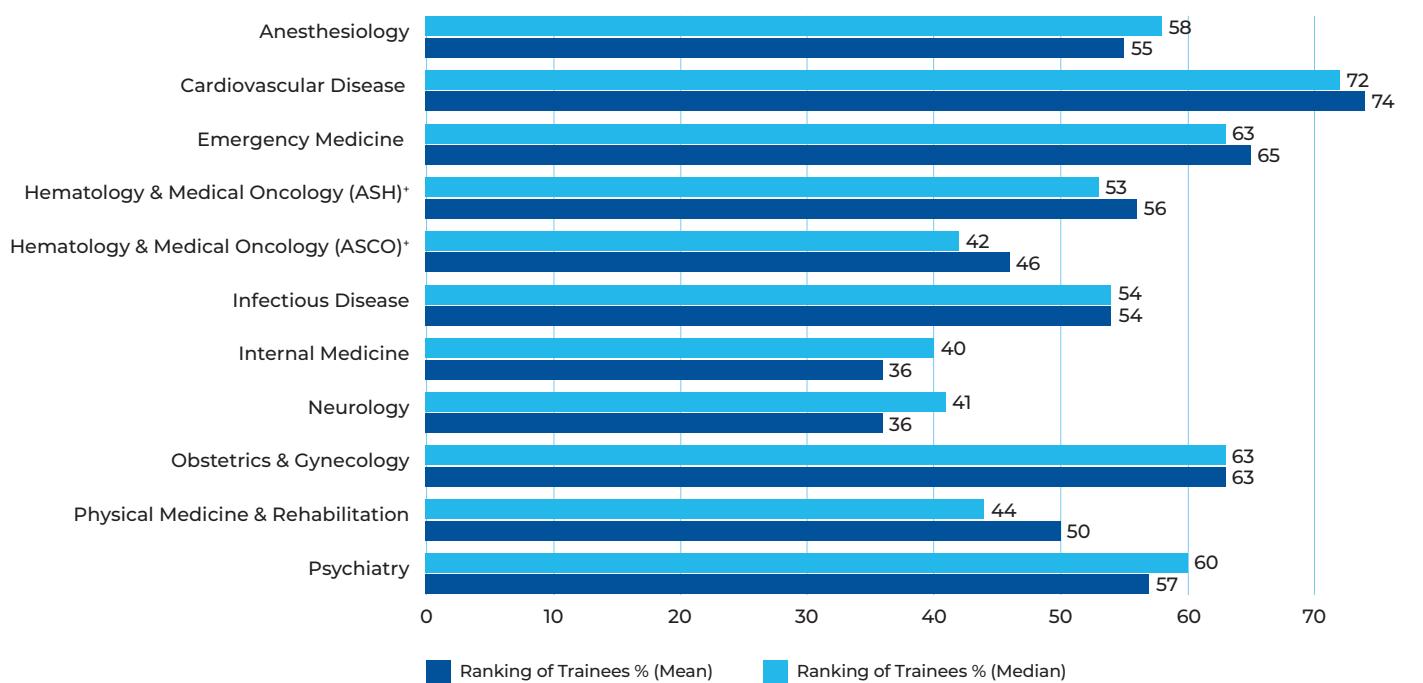
\* Internal Medicine includes subspecialties of Hematology & Oncology, Cardiovascular Disease, and Infectious Disease

\*\* Podiatry is not required to report scholarly activity



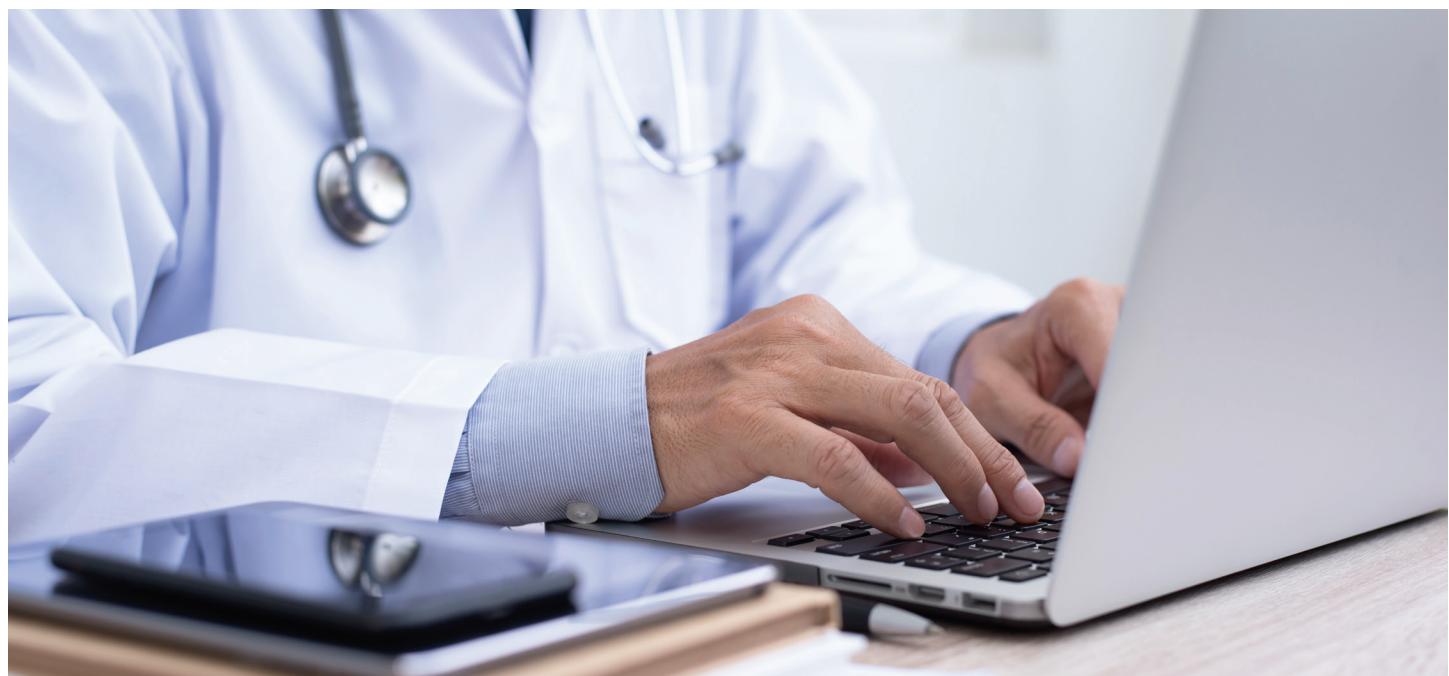
# Trainee Performance

## 1. In-Training Exam Scores

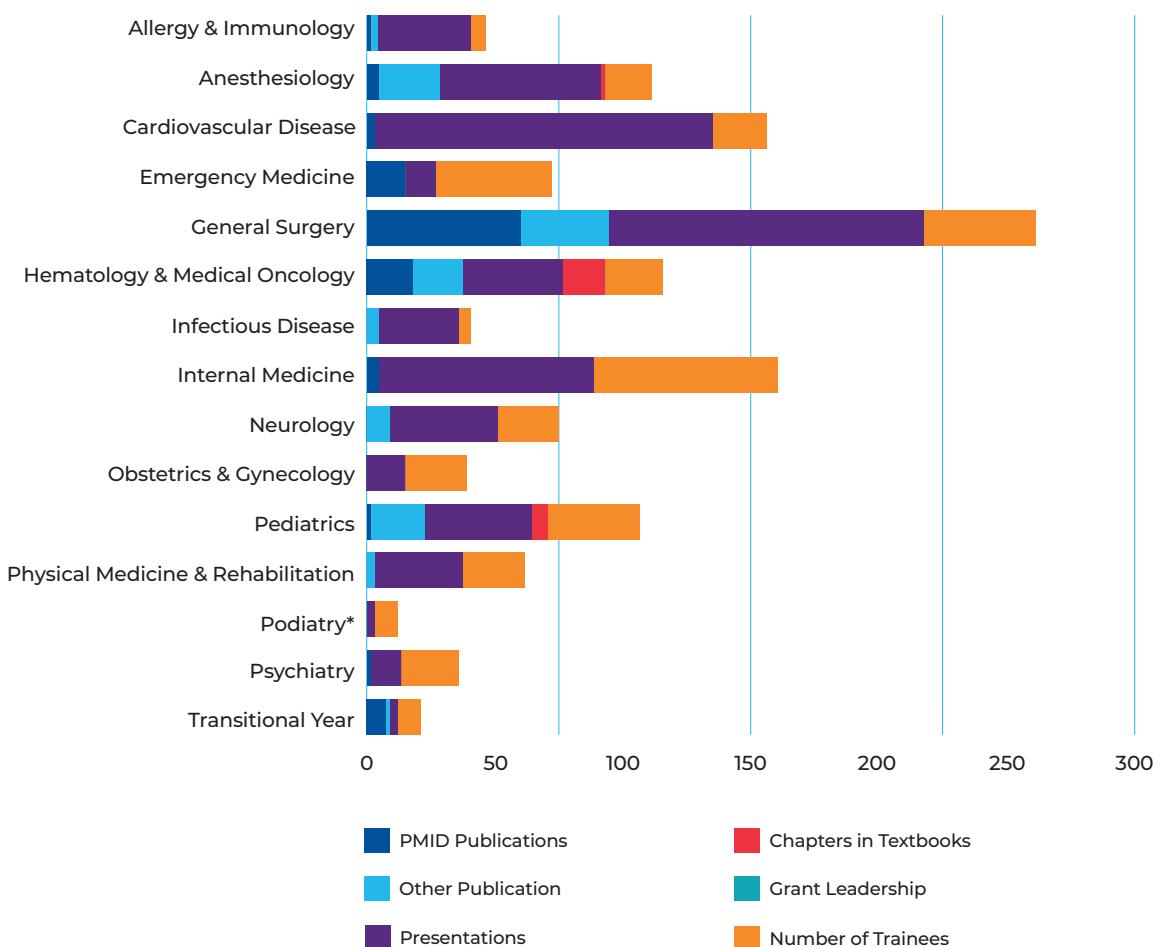


<sup>†</sup>Hematology and Medical Oncology Program completes 2 ITEs

Score reports vary in content and format of specialty; General Surgery, Pediatrics, and Podiatry Residency Programs do not receive percentile rankings. No in-training exam for Transitional Year.



## 2. Trainee Scholarly Activity



\*Podiatry is not required to submit scholarly activity

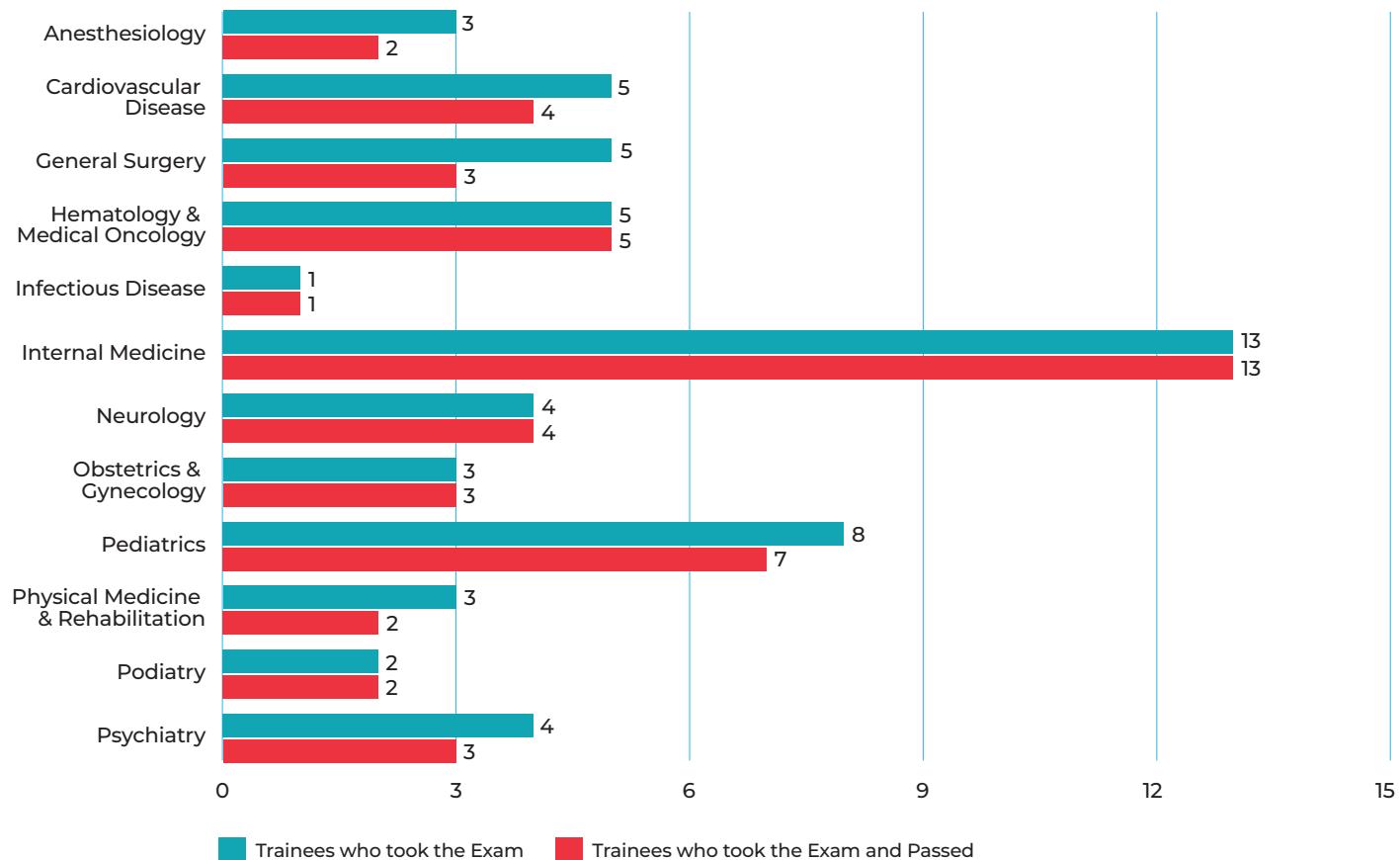
*“Our residents and fellows are deeply engaged in scholarly activity, demonstrating a strong commitment to advancing knowledge and improving patient care, with trainees authoring 448 presentations, 140 publications, and 16 chapters. The 88 GME posters at our annual Memorial Healthcare System Research Poster Day on May 13, 2025, reflected the breadth and quality of trainee academic work across specialties.”*

Suzanne Minor, MD, FAAFP  
Assistant Designated Institutional Official



## Graduate Performance

### 1. Board Certification



*"We are thrilled to see our graduating residents performing well on their board exams and fellowship placements. It is especially rewarding to see so many of our graduates remain at MHS as part of our medical staff, fulfilling our long-held goal of being a true pipeline for our future physician workforce."*

Saima Chaudhry, MD, MSHS  
 Vice President of Academic Affairs,  
 Chief Academic Officer,  
 Designated Institutional Official



## 2. Fellowship Recruitment

The list below shows where our incoming fellows have completed their residency training.

### Allergy & Immunology Fellowship

- 1 University of Miami/Jackson Health System (Miami, FL)
- 2 Emory University School of Medicine Cardiovascular Disease Fellowship (Atlanta, GA)

### Cardiovascular Disease Fellowship

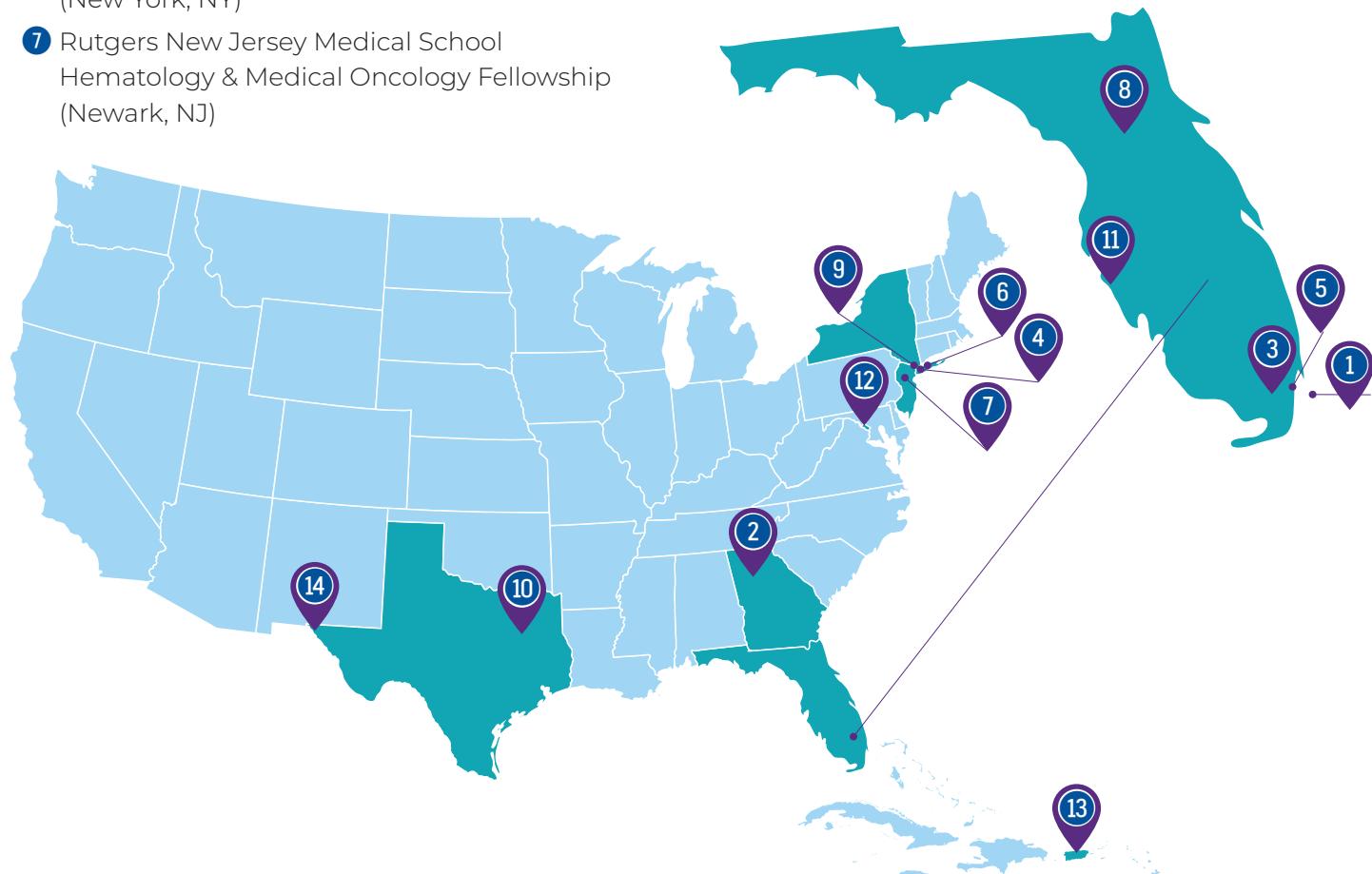
- 3 Memorial Healthcare System (Hollywood, FL)
- 4 Zucker School of Medicine at Hofstra/Northwell Residency at North Shore University Hospital (Manhasset, NY) and Long Island Jewish Medical Center (New Hyde Park, NY)
- 5 Broward Health (Ft. Lauderdale, FL)
- 6 Lincoln Medical and Mental Health Center (New York, NY)
- 7 Rutgers New Jersey Medical School Hematology & Medical Oncology Fellowship (Newark, NJ)

### Hematology & Medical Oncology Fellowship

- 8 University of Florida College of Medicine (Gainesville, FL)
- 9 Icahn School of Medicine at Mount Sinai Morningside/West (New York, NY)
- 10 Methodist Health System (Dallas, TX)
- 11 Florida State University at Sarasota Memorial Hospital (Sarasota, FL)
- 12 Howard University (Washington, DC)

### Infectious Disease Fellowship

- 13 Hospital Universitario Dr. Ramon Arnau (UCC) (Bayamón, Puerto Rico)
- 14 HCA Las Palmas Del Sol El Paso (El Paso, TX)



## GRADUATE PERFORMANCE

### 3. Graduate Career Pathways

#### Allergy & Immunology (2 Grads)

- Private Practice

#### Anesthesiology (3 Grads)

- Yale University – Fellowship
- Private Practice

#### Cardiovascular Disease (4 Grads)

- University of Utah – Fellowship
- Aurora Health Care – EP Fellowship
- St Elizabeth Medical Center – EP Fellowship
- General Cardiologist

#### Emergency Medicine (10 Grads)

- Private Practice

#### General Surgery (5 Grads)

- University of Connecticut – Pediatric Surgery Fellowship
- Greater Baltimore Medical Center – Colon and Rectal Surgery Fellowship
- General Surgeon

#### Hematology & Oncology (5 Grads)

- General Hematology/Oncologist

#### Infectious Disease (2 Grads)

- Hospitalist

#### Internal Medicine (15 Grads)

- AdventHealth - Sports Medicine Fellowship
- University of Alabama - Sports Medicine Fellowship
- Summa Health/NEOMED - Pulmonary and Critical Care Medicine Fellowship
- Loma Linda University - Hematology and Medical Oncology Fellowship
- Hospitalist
- Primary Care
- Memorial Healthcare System - Hematology and Medical Oncology Fellowship
- Memorial Healthcare System Chief Resident

### Neurology (4 Grads)

- University of Florida - Gainesville – Vascular Neurology
- University of Miami – Vascular Neurology
- University of Florida – Jacksonville - Vascular Neurology
- Neurohospitalist

### Obstetrics & Gynecology (4 Grads)

- Private Practice

### Pediatrics (9 Grads)

- St. Louis University – Pediatric Gastroenterology Fellowship
- Baylor Medical – Sports Medicine Fellowship
- Private Practice
- Memorial Healthcare System Chief Resident

### Physical Medicine & Rehabilitation (4 Grads)

- St. Elizabeth's Medical Center - Fellowship
- UC Davis - Fellowship
- Private Practice

### Podiatry (2 Grads)

- Private Practice

### Psychiatry (5 Grads)

- Private Practice



Obstetrics and Gynecology  
graduating class of 2025 at their  
graduation celebration.  
Left to Right Dr. Josselyn Solis,  
Dr Adelaide Agyepong, Dr. Brielle  
Miles and Dr. Brittany Marinelli

#### 4. Retention and Alumni Engagement

In 2025, Memorial Healthcare System proudly celebrated the success and retention of its graduate medical education alumni. Eleven members of the 2025 graduating class, representing 13 percent of all trainees, chose to continue their careers with Memorial. They joined as MPG employees, contracted physicians, or credentialed members of the medical staff. Their decision to stay reflects both their dedication to the communities we serve and the supportive, growth-minded environment that Memorial fosters. Their continued presence strengthens our mission and enriches the legacy of excellence in education and patient care.



##### Dr. Grace Chalhoub

###### PROGRAM

Anesthesiology Residency Program

###### ROLE WITH MEMORIAL

Contracted (Envision)



##### Dr. Shivani Delal

###### PROGRAM

Hematology & Medical Oncology Fellowship Program

###### ROLE WITH MEMORIAL

MPG – Memorial Cancer Institute



##### Dr. Shreena Desai

###### PROGRAM

Allergy & Immunology Fellowship Program

###### ROLE WITH MEMORIAL

Credentialed Medical Staff



##### Dr. Diana Gonzalez Villafuerte

###### PROGRAM

Internal Medicine Residency Program

###### ROLE WITH MEMORIAL

Contracted (Team Health)

*“At Memorial, my Internal Medicine Residency was more than just a chapter of growth. It was a journey shared with a family I never expected to find. In every hallway, through every late night and challenge, I felt the steady support of a team who cared deeply and showed it every day. Their kindness carried me through, and in that warmth, I found my place. Staying with Memorial wasn’t just a decision; it was a coming home. ”*

— Marialejandra Homez Rincon, MD



### Dr. Beth Helfman

#### PROGRAM

Cardiovascular Disease

Fellowship Program

#### ROLE WITH MEMORIAL

MPG - Cardiology



### Dr. Marialejandra Homez Rincon

#### PROGRAM

Internal Medicine Residency

Program

#### ROLE WITH MEMORIAL

MPG – Primary Care



### Dr. Maria "Flor" Lucano

#### PROGRAM

Pediatric Residency Program

#### ROLE WITH MEMORIAL

Contracted (Pediatric Hospitalist of South Florida)



### Dr. Brittany Marinelli

#### PROGRAM

Obstetrics and Gynecology

Residency Program

#### ROLE WITH MEMORIAL

Credentialed Medical Staff



### Dr. Edgar Morales Arteaga

#### PROGRAM

Internal Medicine Residency

Program

#### ROLE WITH MEMORIAL

Contracted (Team Health)



### Dr. Jennifer Rodriguez-Belen

#### PROGRAM

Infectious Disease Fellowship

Program

#### ROLE WITH MEMORIAL

MPG – Infectious Disease



### Dr. Carly Whitaker

#### PROGRAM

Emergency Medicine Residency

Program

#### ROLE WITH MEMORIAL

Contracted (Team Health)

*"I chose Memorial because it offers the opportunity to immerse myself within a community of educational leaders and interact with a unique patient population, which will help shape the delivery of my care to women for future generations."*

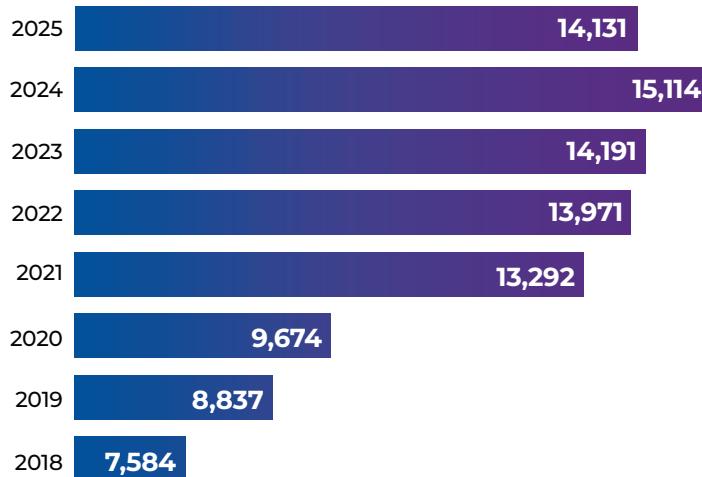
— Brittany Marinelli, MD, PhD, FASA

## MATCH RESULTS

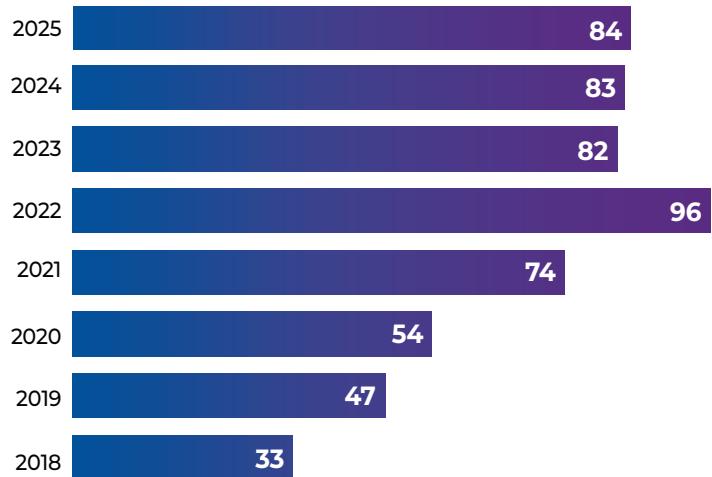
## Match Results

GME celebrated its seventh National Residency Matching Program (NRMP) in March of 2025. The following charts summarize our match results. The large volume of applications is a strong marker for the popularity and reach of our GME program nationwide. Our vibrant learning environment, strong faculty, and high-quality curriculum have kept our GME program competitive and highly sought after. We are thrilled to be the academic home for 84 new trainees who will begin working at Memorial in July 2025.

## Total Number of Applicants



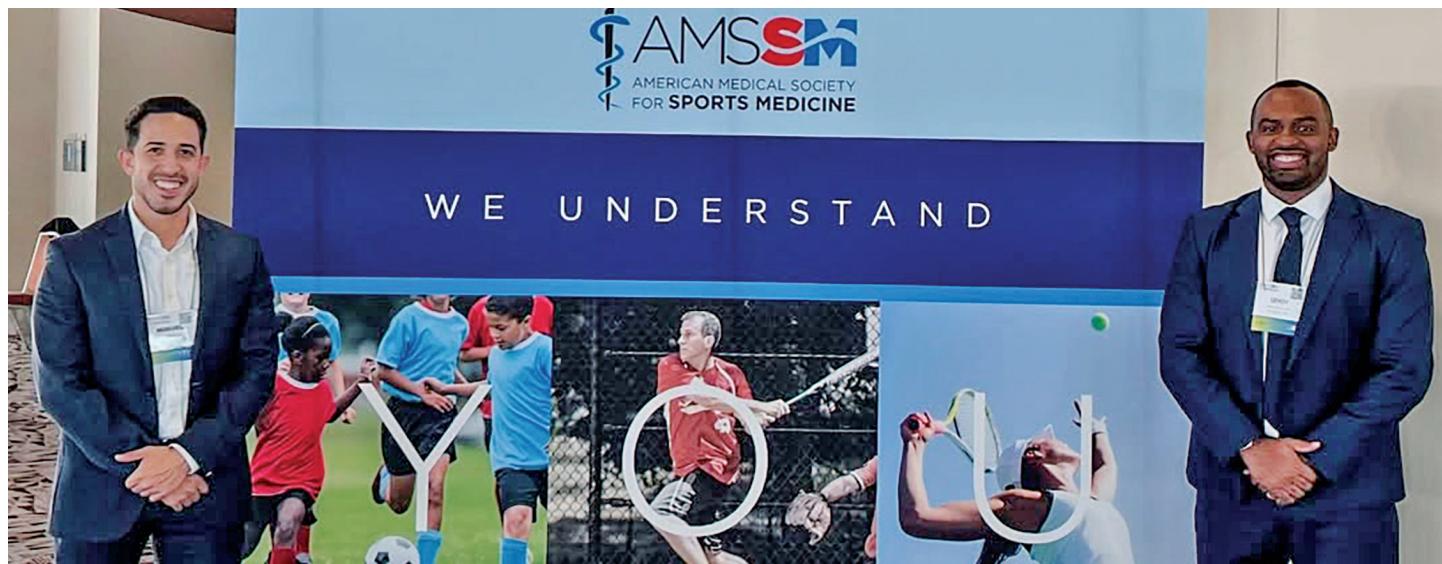
## Number of Filled Trainee Spots



## NRMP Match Results

| Program                                      | % FL Grads* | USMLE Step 2/COMLEX |
|--|-------------|---------------------|
| Allergy & Immunology Fellowship              | 0           | 259                 |
| Anesthesiology Residency                     | 100%        | 246                 |
| Cardiovascular Disease Fellowship            | 80%         | 252                 |
| Emergency Medicine Residency                 | 50%         | 231                 |
| General Surgery Residency                    | 33%         | 247                 |
| Hematology & Medical Oncology Fellowship     | 60%         | 239                 |
| Infectious Disease Fellowship                | 0           | 227                 |
| Internal Medicine Residency                  | 47%         | 250                 |
| Neurology Residency                          | 50%         | PASS                |
| Obstetrics & Gynecology Residency            | 75%         | 250                 |
| Pediatrics Residency                         | 25%         | 240                 |
| Physical Medicine & Rehabilitation Residency | 50%         | 248                 |
| Podiatry Residency                           | 100%        | PASS                |
| Psychiatry Residency                         | 100%        | 244                 |
| Transitional Year Residency                  | 66%         | 239                 |

*\*\*FL Grads" are defined as graduates from a Florida medical school, or those who list Florida as their hometown in the ERAS application. Numerical Step 2 scores represent the average of individual scores when available.*



## Understanding Healthcare Series

Launched in 2019, the Understanding Healthcare Series is a longitudinal, interactive curriculum designed to prepare trainees with essential skills for practicing medicine in the 21st century. The program includes eight seminar days, attended by all trainees during their first three years of training at Memorial Healthcare System.

Each seminar focuses on one of three core domains: Healthcare Quality and Cost, Residents as Leaders, and Physician Wellbeing. Through this structured and engaging program, trainees develop a deeper understanding of the complex systems that shape modern healthcare.



## STANLEY W. MARKS WHITE COAT &amp; MEDICAL EDUCATION AWARDS CEREMONY

## Celebrating Achievement

On July 31, 2025, Memorial Healthcare System proudly hosted its Seventh Annual Stanley W. Marks White Coat Ceremony, welcoming 84 new trainees. This rite of passage marks the start of training for all incoming residents and fellows each July, symbolized by the donning of the white coat. Dr. Graham McMahon, CEO of the Accreditation Council for Continuing Medical Education, delivered the keynote address. This year's program also introduced Medical Education Awards for both Graduate and Undergraduate Medical Education. The ceremony concluded with the recitation of the Hippocratic Oath, reaffirming every healthcare professional's commitment to the provision of high-quality compassionate healthcare.



## Annual Institutional Review 2024-2025

### STANLEY W. MARKS WHITE COAT & MEDICAL EDUCATION AWARDS CEREMONY



STANLEY W. MARKS WHITE COAT & MEDICAL EDUCATION AWARDS CEREMONY



## Annual Institutional Review 2024-2025

### STANLEY W. MARKS WHITE COAT & MEDICAL EDUCATION AWARDS CEREMONY

We are privileged to work with outstanding and dedicated clinical teachers who selflessly devote their time and effort to medical student and resident education. The individuals listed below distinguished themselves as exceptional educators and were recognized at our annual awards ceremony.

#### Graduate Medical Education Award Recipients

##### Resident/Fellow Excellence Award

**Maria "Flor" Lucano, MD**

Pediatric Resident, Class of 2025

##### Program Director Excellence Award

**Leon Melnitsky, DO**

Program Director, Emergency Medicine Residency

##### Associate Program Director Excellence Award

**George Diaz, MD**

Associate Program Director, Neurology Residency

##### Faculty Physicians Excellence Award

**David Heath, DPM**

Faculty Physician, Podiatry Residency

**Robert Reid, MD**

Faculty Physician, Pediatric Residency

##### Administrative Staff Excellence Award

**Chemene Michel, BPA, ACHE**

Program Administrator, Emergency Medicine Residency

##### Excellence in Leadership Award

**Taylor Robison, DO**

4th Year Chief Resident, Pediatric Residency

##### Excellence in GME Award

**Kailen Sammarco**

Manager, Corporate Finance

**Lakeshia Orr**

Specialist, Accounts Payable

##### Incident Report Award

**Justin Robert Scuorzo, DO**

Anesthesiology Resident

##### Psychiatry Residency Program



## STANLEY W. MARKS WHITE COAT &amp; MEDICAL EDUCATION AWARDS CEREMONY

## Undergraduate Medical Education Awards

## Anesthesiology

David Schemlzer, DO (Attending)  
Kevin Bennett, MD (Resident)

## Critical Care

Esaie Carisma, DO (Attending)

## Emergency Medicine

Danielle Cohen, MD (Attending)  
Andrei Simon, DO (Resident)

## General Surgery

Brett Cohen, MD (Attending)  
Azalia Avila, MD (Resident)

## Internal Medicine

Raquel Prol, DO (Attending)  
Keshav Bhattar, MBBS (Resident)

## Neurology

Sean Kenniff, MD (Attending)  
Sydney Shaffer, MD (Resident)

## Obstetrics and Gynecology

Julie Kang, DO (Attending)  
Brielle Miles, MD (Resident)

## Pediatrics

Megan Bivins, MD (Attending)  
Maria "Flor" Lucano, MD (Resident)

## Physical Medicine &amp; Rehabilitation

Joanne Delgado-Lebron, MD (Attending)  
Elvis Guzman, MD (Resident)

## Podiatry

David Heath, DPM (Attending)  
Claudia Barnett, DPM (Resident)

## Psychiatry

Joshua Delaney, MD (Attending)  
Emilio Hospedales, MD (Resident)

## Radiology

Adam Zalis, MD (Attending)

## Pediatrics

Megan Bivins, MD (Attending)  
Maria "Flor" Lucano, MD (Resident)

## Outstanding Clerkship Director of the Year

Jordan Ditchek, MD (Radiology)



PROGRAM HIGHLIGHTS

## Anesthesiology Residency

### Clinical Excellence

During this academic year, Memorial Regional Hospital was designated a Center of Excellence by the Society of Obstetric Anesthesia and Perinatology.

This recognition, awarded to teams that demonstrate exceptional quality and safety in peripartum care, reflects the dedication of our obstetric anesthesia leaders. Memorial Regional Hospital was one of only seven facilities worldwide to receive this honor in 2024.

Our residents and faculty continue to play vital roles in leadership and advocacy. PGY2 resident Cecilia Nosti, MD, served as a delegate to the Florida Legislature on behalf of the Florida Society of Anesthesiology, while Cameron Howard, MD, serves as treasurer for the organization. In addition, Benjamin Houseman, MD, remains active on national committees for both Envision and the Society for Education in Anesthesiology, where he mentors new program leaders and facilitates workshops.

### Scholarly Activity

Our residents and faculty continue to present their scholarly work at major anesthesiology meetings, including those of the Florida Society of Anesthesiologists, the American Society of Anesthesiologists, the Society for Pediatric Anesthesiology, and the American Society for Regional Anesthesiology. Notable projects included studies on the impact of cannabis use on perioperative outcomes, the influence of anesthesiology learners on dental injury, and fostering the development of residents as leaders in perioperative sustainability efforts.

### Reflection

Only five years after its inception, our program now has three alumni as part of our team, including a Harvard fellowship-trained cardiothoracic anesthesiologist. This milestone reflects both the commitment of our faculty and the strong culture within Memorial Healthcare System. With the program transitioning from its start-up phase into a phase of strategic growth, our team will continue to further leverage the depth and breadth of both Memorial Healthcare System and Envision Physician Services.



*Graduates of the MHS Anesthesiology Residency Program*

***"This academic year, our program shifted from its start-up phase to its strategic growth phase. Three of our six alumni have now joined our GME team as faculty, and we are excited to build on this success with Memorial Healthcare System and Envision Physician Services."***

— Benjamin Houseman, MD, PhD, FASA



**Benjamin T. Houseman, MD,  
PhD, FASA**

Program Director

**Kavan Clifford, MD**

Associate Program Director

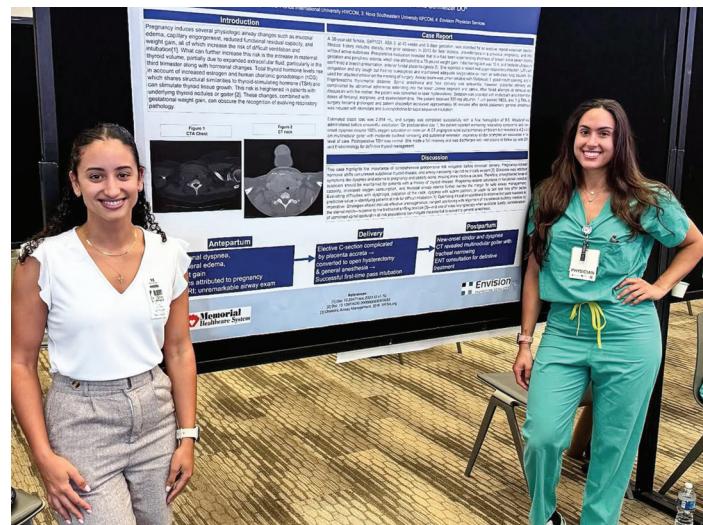
**Craig Scott, MBA**

Program Administrator

Pictured above left: MHS  
Anesthesiology Residency Retreat



Our GME team giving back at a local community food bank.



Medical student Claudia Larios (left) and PGY2 resident Cecilia Nosti, MD (right) at Memorial Research Day.

PROGRAM HIGHLIGHTS

## Emergency Medicine Residency

### Clinical Excellence

Memorial's Emergency Medicine Residency Program has made significant strides this year in advancing clinical excellence.

While national averages on the ABEM In-Training Exam declined, our residents bucked the trend – achieving scores above the national average. This achievement reflects both their dedication and the successful integration of question banks aligned with didactic content to strengthen knowledge retention.

One-on-one procedure sessions using Memorial's task trainers sharpened hands-on skills and

further enhanced patient safety.

We also expanded our resuscitation curriculum, reinforcing resident proficiency in ACLS (Advanced Cardiovascular Life Support), PALS (Pediatric Advanced Life Support), and ATLS (Advanced Trauma Life Support).

Our residents embraced teaching roles by delivering high-yield EKG and X-ray sessions and launching a new lecture series for local medical students. They also played a leadership role in a large-scale, multi-agency disaster drill.

The implementation of the Synchronicity ultrasound QA

platform allowed faculty to provide timely, virtual feedback, raising the quality of point-of-care ultrasound. Finally, the launch of our advanced airway course capped a year marked by purposeful growth, innovation, and an unwavering commitment to clinical mastery.

### Scholarly Activity

Memorial's Emergency Medicine Residency Program continues to grow as a hub of academic achievement and innovation.

Our faculty and residents had nine oral and two poster presentations accepted at the 2025 ACEP Research Forum, highlighting original work spanning clinical, educational, and systems-based topics. At the 2025 Society for Academic Emergency Medicine (SAEM) conference, our residency program was featured in seven sessions, showcasing the breadth and impact of our scholarly efforts.

Faculty productivity remained strong, with 28 peer-reviewed publications indexed with PMIDs and more than 30 additional abstracts, presentations, and publications. These accomplishments reflect a thriving academic culture that fosters research, national engagement, and resident participation in meaningful scholarly work.



The 2025 graduating class of the MHS Emergency Medicine Residency Program.

***"We aspire to foster a supportive and inclusive learning environment that inspires excellence in patient care and education, promotes the wellness of both residents and educators, and encourages a lifelong "Beast Mode" commitment to Emergency Medicine."***

— Leon Melnitsky, DO, FACEP



Emergency Medicine residents leading a large-scale, multi-agency disaster drill.



**Leon Melnitsky, DO, FACEP**

Program Director

**Hanan Atia, MD**

Associate Program Director

**Chemene Michel, BPA, ACHE**

Program Administrator

**Anthony Suarez, MHSA**

Program Administrator

## Reflection

This year marked continued progress in leadership, education, and evaluation within the Emergency Medicine Residency Program. We expanded to include three chief residents, creating additional opportunities for leadership development and resident engagement.

The Program Evaluation Committee now meets monthly to drive real-time improvements and concluded with a four-hour, comprehensive, data-driven session attended by all residents and core faculty. The Clinical Competence Committee

strengthened its review process by incorporating IQ, EQ, and professionalism metrics, supported by AI-driven progress tracking.

Educational innovations included rotating classrooms, new small-group board preparation, expanded simulation experiences, and enhanced procedural training. We added another ultrasound fellowship-trained faculty member, further strengthening bedside teaching.

Residents gave back by providing community CPR training and doubling our digital outreach.

A redesigned mentorship program and new fellowship tracks provided more personalized growth opportunities.

This year, the program received an ACGME commendation with no citations, while 100% of our graduates secured employment and exceeded ACGME procedural minimums.

Our residency program remains committed to innovation, accountability, and the training of physicians who lead with excellence and purpose.

PROGRAM HIGHLIGHTS

## General Surgery Residency

### Clinical Excellence

Memorial's tradition of surgical excellence continues to thrive through the training of our general surgery residents. This year, both a faculty member and a graduating chief resident received teaching awards. Residents lead a Level I Adult Trauma Service and a Level II Pediatric Trauma Service. Pediatric surgery serves as a chief rotation with flexibility in training (FIT) and includes the Joe DiMaggio Children's Hospital rotation, where residents care for complex pediatric patients — from neonates to teens — managing congenital anomalies, trauma, solid tumors, and routine surgical cases. They also complete a one-week mini rotation in pediatric cardiothoracic surgery.

At Memorial West, residents

manage vascular, colorectal, and general surgery patients within a night float system, benefiting from high case volumes and engaged physicians. They also gain extensive experience in thoracic, breast, vascular, endocrine, transplant, and surgical oncology. Our faculty lead quality initiatives and committees, advancing our goal of zero harm and sustaining clinical excellence across the program.

### Scholarly Activity

This academic year, our core faculty authored 44 publications. Residents presented 81 times at national, regional, and local surgical meetings, earning two Best Presentation awards in Vascular Surgery. They also published 39 PubMed-indexed manuscripts and 24 additional

papers. They attended premier meetings such as the American College of Surgeons, the Society of Surgical Oncology, and national conferences in vascular, thoracic, pediatric, plastic, and trauma/critical care surgery.

### Reflection

As we begin our seventh year as a General Surgery Residency Program, we reflect on our growth, resilience, and unwavering mission to train skilled, compassionate, and innovative surgeons who lead with integrity. In this short time, we've graduated two exceptional classes who have excelled in practice and competitive fellowship matches. These early graduates have pursued advanced training in highly sought-after specialties, including pediatric, breast, colorectal, plastic, and surgical oncology, reflecting the strength of our mentorship, thoughtful case selection, and deeply engaged faculty.

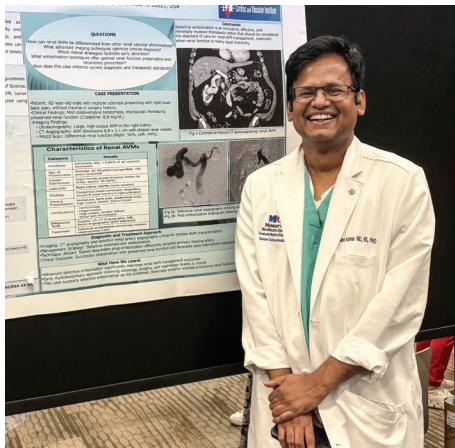
Mentorship has become one of our defining hallmarks. Faculty and senior residents invest deeply in those who they mentor, offering personalized guidance that extends far beyond technical training. This supportive culture fosters a collaborative, family-like environment where residents strive for excellence while feeling supported through challenges. It is, perhaps, our greatest strength.



*Our interns engaged in helipad training as part of ATLS, learning to safely and efficiently receive trauma patients transported by helicopter.*

**“Our general surgery program continues to flourish with successful matches in pediatric surgery, breast, surgical oncology, trauma and critical care, and minimally invasive surgery. Additionally, our graduates have entered general surgery practice with adequate experience to be comfortable in the practice of general surgery.”**

— Holly Neville, MD



PGY-2 resident, Kumar Jayant, showcasing his dedication and scholarly contributions at our annual MHS Poster Day.

Despite the demands and pressures of surgical training, our residents and faculty have built an environment rooted in teamwork, wellness, and mutual respect. This culture attracts motivated trainees and retains dedicated educators. Still, honest reflection is essential.

Our American Board of Surgery Qualifying and Certifying Exam passage rates remain an area of active focus. While our grad-



Our residents rounding with the medical team, demonstrating their commitment to patient care and interprofessional collaboration.

uates are highly capable and well-trained, we recognize board performance as a key measure of program quality and trainee readiness. We are already implementing targeted interventions, including enhanced didactic structure, individualized remediation plans, and earlier integration of board-focused preparation into the residency timeline.

As we look ahead, our priorities are clear: sustain the vibrant



**Holly Neville, MD**

Program Director

**Eddy Carrillo, MD**

Associate Program Director

**Tamar Levene, MD**

Associate Program Director

**Omar Llaguna, MD**

Associate Program Director

**Syed Razi, MD**

Associate Program Director

**Joanne Dashevsky, BT**

Program Administrator

**Gabriella Rosario, MS**

Program Administrator

culture that defines us, mentor residents toward ambitious career goals, and raise board performance to match the excellence within our program. Our first six years have built a strong foundation of success, mentorship, and growth. The years ahead will focus on building upon that success to ensure every graduate leaves fully prepared to thrive as a surgeon in any setting. We are proud of how far we've come — and even more excited

## PROGRAM HIGHLIGHTS

# Internal Medicine Residency

### Clinical Excellence

Our Internal Medicine Residency Program exemplifies clinical excellence by training physicians to deliver comprehensive, patient-centered care for complex medical cases.

Residents actively participated in the Accountable Care Organization (ACO) project, which achieved measurable improvements in the quality and effectiveness of preventive health screenings. Their involvement played a key role in these outcomes. This engagement not only reinforced our commitment to population health management, but also provided

*Internal Medicine residents showcased their scholarly work at the American College of Cardiology Conference. Representing our program were Dr. Keshav Bhattar, Dr. Brian Nudelman, and Dr. Ayesha Jalal.*

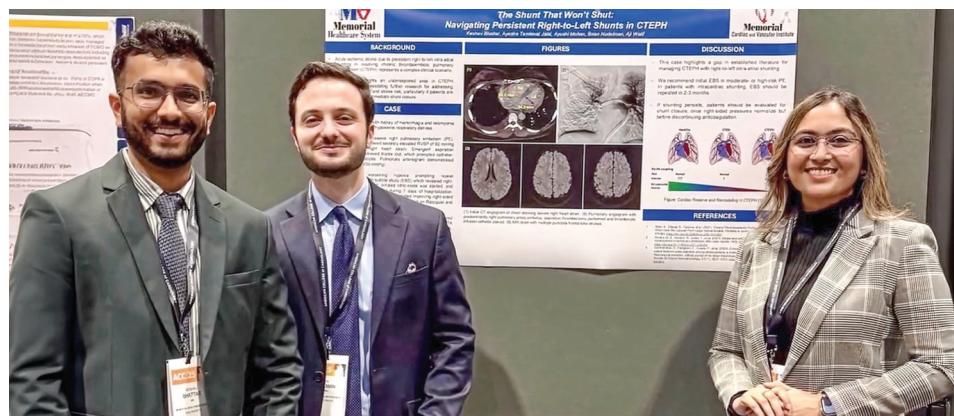
residents with valuable experience in collaborative, outcome-driven care models. Their work reflects the program's dedication to clinical excellence and continuous quality improvement.

### Scholarly Activity

Our residents are actively engaged in scholarly pursuits that foster their academic growth and contribute to the advancement of medical knowledge. They have authored multiple book chapters

and case reports, highlighting their clinical expertise. Many have presented research at national conferences, gaining valuable professional exposure and networking opportunities.

Our residents have also secured research grants to support innovative projects that improve patient care. These achievements foster a culture of inquiry, critical thinking, and lifelong learning within our program.



*Our 2024 trainee class pictured during orientation, marking the beginning of their residency training journey.*

## PROGRAM HIGHLIGHTS

**Reflection**

Our residents consistently engage in a high level of scholarly activity, enhancing both their training experience and the broader medical community.

The program continues to maintain a 100% board pass rate, underscoring the strength of our educational standards and comprehensive clinical training.

***"We have created a program that not only attracts very talented residents but also encourages them to stay within our healthcare system after residency – whether to continue training in one of our fellowship programs or to join our medical staff as clinicians at Memorial."***

— Ahmed Shoreibah, MD

Each year, we recruit a highly competitive and accomplished cohort of residents whose diverse talents and dedication to medicine elevate our program and foster a vibrant learning environment. Together, these elements reflect the core values of our residency – clinical excellence, scholarly inquiry, and professional development – and prepare our graduates for lifelong success.



**Ahmed Shoreibah, MD**

Program Director

**Tara Pascuzzo, MD, FACP**

Associate Program Director

**Aditi Quadri, DO, MPH**

Associate Program Director

**Magda Auguste, MHSA**

Program Administrator

**Samara Zamora, BASc**

Program Administrator



Residents and staff at Memorial Hospital Pembroke during the induction of our first resident rotation at this site, highlighting the collaborative expansion of our training program.



Program leadership and administrators represented our Internal Medicine Residency Program at the AAIM Conference.

PROGRAM HIGHLIGHTS

## Neurology Residency

### Clinical Excellence

The 2024–2025 academic year marked continued clinical excellence for the Memorial Neurology Residency Program. Our residents remain on the front lines of stroke care, working alongside world-class neurologists and neurointerventionalists to provide 24/7 acute stroke coverage at Memorial Regional Hospital.

This immersive experience ensures they are prepared to deliver timely, expert care in high-stakes settings. In the outpatient arena, residents continue to provide comprehensive care across a broad range of neurological conditions, underscoring our commitment to improving the health of the South Florida community. We are proud to maintain a 100% board pass rate among our eight graduates, reflecting the

program's strong academic foundation. Our residents also continue to match into highly competitive fellowships—including vascular neurology at the University of Miami, University of Florida, and Virginia Commonwealth University, as well as an early match in a prestigious neurointerventional fellowship—demonstrating their readiness to achieve greater clinical excellence.

### Scholarly Activity

During the 2024–2025 academic year, the Memorial Neurology Residency Program witnessed a surge in scholarly activity.

Our residents demonstrated a strong commitment to advancing neurological research, contributing to the program's academic mission through heightened engagement in scientific inquiry and scholarly

presentations. Over the past year, they presented more than 30 abstracts covering a broad spectrum of neurological conditions, such as stroke, epilepsy, movement disorders, and neuroimmunology at both national and international conferences, including the American Academy of Neurology (AAN), International Stroke Conference, and the American Association of Neuromuscular and Electrodiagnostic Medicine.

This upward trend in scholarly productivity reflects not only our residents' growing expertise but also the robust faculty support and institutional commitment to fostering academic excellence.

Our program remains committed to supporting residents in their diverse research endeavors, innovation, and contributions to the field of neurology.



The Neurology Program celebrates the holidays together.

***"At Memorial's Neurology Residency program, we care for the most complex neurological patients from South Florida's diverse population, giving our residents unparalleled training in the full spectrum of neurological disease."***

— Buse Sengul, MD

### Reflection

Our residency program continues to thrive and stands as a true success story, built on a culture of curiosity, clinical excellence, and scientific growth. In just a few short years, we have established a program where residents excel through rigorous hands-on training, supported by dedicated faculty and a strong commitment to academic advancement. Our residents are hardworking, engaged, and driven, consistently

exceeding expectations in board performance, fellowship placement, and scholarly output.

We have cultivated a culture where learning never stops, where questions are welcomed, innovation is encouraged, and challenges are viewed as opportunities for growth. We are proud of the progress we have made, and even more excited about the future ahead.



**Buse Sengul, MD**

Program Director

**George Diaz, MD**

Associate Program Director

**Sheryllan Dwarika-Seeberan, MBA**

Program Administrator



Orientation Day 1 – Class of 2028



PGY3 residents present at a national conference.



PGY2 residents prepare for Neurology specialty training.

PROGRAM HIGHLIGHTS

## Obstetrics & Gynecology Residency

### Clinical Excellence

Though our program is still in its infancy, our residents are graduating with case logs that reflect procedural volumes well above the 50th percentile in most categories when compared to other obstetrics and gynecology programs nationwide.

Beyond the numbers, our graduates have excelled in clinical practice, with their skills and competency consistently matching their procedural experience.

This success is a testament to the dedication of our faculty, who

ensure residents graduate with the knowledge, skills, and surgical expertise needed to care for the next generation of women in our communities.

### Scholarly Activity

Inspired by the vision of Julie Kang, DO, our department has hosted a regional comprehensive women's symposium annually since September 2023. While most lectures are delivered by our faculty, the event has grown to feature nationally recognized guest speakers as well. Our residents actively contribute by helping organize the symposium and by submitting original

scholarly projects to the poster competition.

The well-attended event draws a diverse audience, including obstetricians, gynecologists, nurses, nurse midwives, and medical students from across South Florida, strengthening both education and community engagement in women's health.

### Reflection

We are very proud of several of our residents who have been elected to leadership positions within the American College of Obstetricians and Gynecologists (ACOG). Two of our current residents serve as



OB-GYN faculty members and residents at the 2024 Robotic Boot Camp.

the ACOG District XII Junior Fellow Chair and Vice Chair.

In these roles, they advocate for women's health and reproductive rights at both the state and national levels. For the past three years, they have represented our program as resident delegates at the ACOG National Congressional Leadership Conference in Washington, DC.

***"We are graduating highly skilled residents who are securing competitive positions in both academic and community settings, and we look forward to future graduates carrying on the tradition of providing exceptional care to the women in our community for years to come."***

— Robert Hunter, MD



**Robert Hunter, MD**

Program Director

**Nicholas Jeffrey, MD**

Associate Program Director

**Rozann De Freitas, MBA, HCA**

Program Administrator



The program leadership team at the 2025 graduation celebration. From left to right: Dr. Robert Hunter, Rozann De Freitas, and Dr. Nicholas Jeffrey.



Dr. Lindsay Celentano, PGY2 and winner of the second EMIGS Championship Competition, proudly holds the championship belt surrounded by her co-residents.

## PROGRAM HIGHLIGHTS

# Pediatrics Residency

### Clinical Excellence

The Pediatric Residency Program continues to demonstrate excellence through our ongoing service to the community.

Advocacy remains a central and integral part of our program. In 2023, six of our residents were awarded the Community Access to Child Health (CATCH) Program Grant from the American Academy of Pediatrics. Through this highly competitive process, we received two grant awards – an achievement that highlights our program's strong commitment to advocacy and community service.

One of these projects focused on water safety and drowning prevention. In 2024, the project came to fruition through a partnership with a local YMCA, providing 100 at-risk children with swimming lessons, swim gear, and water safety education

classes. An 8-year-old participant shared that she used to be afraid of the water, but after participating in the program, she was happy to be able to swim with her friends without fear. For many children, this project was truly life-changing.

### Scholarly Activity

This past year, our residents demonstrated outstanding engagement in scholarly activity. Several residents authored publications in peer-reviewed journals and presented at national conferences, including the Pediatric Academic Societies Meeting (PAS), American Academy of Pediatrics National Conference (AAP), American Society of Pediatric Hematology/Oncology Conference (ASPHO), and the annual meeting of the American College of Gastroenterology (ACG), as well

as local academic forums such as Memorial's Research Week and Grand Rounds.

All residents participate in structured quality improvement initiatives during their three years of training. This past year, multiple successful projects were completed, addressing issues such as medication reconciliation and improving depression screening for hospitalized adolescents. Additionally, each resident engages in a community outreach initiative, developing proposals for CATCH grants as part of their advocacy training.

Resident scholarship spans a wide range of topics, including case reports, simulation-based studies, and health equity research. Notable accomplishments include PubMed-indexed publications and numerous abstracts



Pediatric residents gathered during didactic sessions, engaging in collaborative learning and professional growth. These moments strengthen both knowledge and commitment to providing exceptional care for children and families.

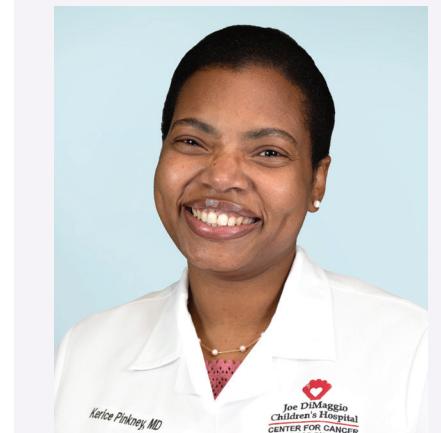
accepted for presentation. Our program fosters a strong culture of academic growth through dedicated faculty mentorship, robust institutional support, and the integration of scholarly activity throughout residency training.

### Reflection

The Pediatric Residency Program continues to thrive. We are especially proud of our recent board pass rates, the fellowship and job placements of our graduates, and the clinical expertise and research accomplishments of our

residents. The advocacy projects our residents have initiated and participated in have made significant – and often lifesaving – contributions to the communities we serve. Our faculty remain exemplary role models, deeply invested in the success of each trainee.

Looking ahead, we are excited to establish our continuity clinic, which will further strengthen our commitment to the growth and development of future pediatricians.



**Kerice Pinkney, MD**

Program Director

**Lindsay M. Weiss, MD**

Associate Program Director

**Lissette Frias-Castillo**

Program Administrator

Pediatric residents demonstrate their knowledge, teamwork, and dedication through statewide competitions and fellowship matches.



*“Community service is the cornerstone of our program and we take pride in the difference we make each day in the lives of the children we serve.”*

— Kerice Pinkney, MD

PROGRAM HIGHLIGHTS

## Physical Medicine & Rehabilitation Residency

### Clinical Excellence

We believe the care we provide for patients with musculoskeletal and spine pain is exceptional, delivering a patient experience that exceeds the local standard of care. Our residents are actively engaged in every stage of the program, gaining exceptional learning opportunities. They not only provide direct patient care but also participate in scholarly activities. We remain committed to being South Florida's leading resource for patients with musculoskeletal and spine pain while helping our residents build confidence in their knowledge, skills, and expertise.

*Graduating seniors stand proudly with Dr. Delgado-Lebron, Associate Program Director (far left) and Dr. Jacobs, Program Director (far right).*

### Scholarly Activity

Our current chief resident, Cody Barbari, DO, has played an instrumental role in advancing our program's scholarly work. He has published numerous scholarly works, several indexed in PubMed, and has demonstrated strong leadership in mentoring both

residents and medical students. Together with our faculty, he is leading a project on Platelet-Rich Plasma (PRP) injections for knee arthritis, with the goal of improving outcomes for patients seeking non-operative management of joint arthritis.



*A Match Day to remember! Residents and faculty came together to celebrate the newest members of the MHS PM&R family – the Class of 2029.*

## Reflection

The practice of medicine is ever-changing, as is our role as physiatrists in caring for patients. Reflecting on the past year, we are proud of the resilience our residents have shown and their ability to stay focused on what matters most – learning and providing excellent patient care. Our faculty are the heart of the program and remain essential

to its strength and success. They continue to deliver outstanding patient care while providing our residents with an exceptional educational experience. Despite changes in healthcare at the local, regional, and national levels, we remain committed to excellence and to instilling that same dedication in our residents, who will become the future of healthcare.



**Jeremy Jacobs, DO**

Program Director

**Joanne Delgado-Lebron, MD**

Associate Program Director

**Anthony Quintero, MSM**

Program Administrator

White coats and ready to go!  
Welcoming our newest PM&R interns  
on their first day of orientation at  
Memorial Healthcare System.

*“Over the past year, we continued to grow and expand our services at the Memorial Rehabilitation Institute by adding an inpatient rehabilitation consultation service at Memorial West and expanding interventional spine services at both Memorial West and Memorial South. These additions will improve access to rehabilitative and interventional spine care for patients in our community.”*

— Jeremy Jacobs, DO

## PROGRAM HIGHLIGHTS

# Podiatry Residency

### Clinical Excellence

Over the past academic year, we have seen growth in both faculty educators and surgical cases, allowing residents to meet their minimum surgical requirements as early as halfway through their training.

Our PGY-3 residents had their poster presentations accepted at our national meeting and secured employment prior to graduation. We are proud to share that our Chief Resident, Gabriela Florentino, DPM, was recently recognized at the ACFAS Conference, receiving an award for Outstanding Submission for her research poster presentation. Her work demonstrates the

dedication and clinical growth our residency program fosters and exemplifies the high standards we uphold in scholarly activity and patient-centered care.

### Scholarly Activity

Several poster presentations were accepted and displayed at the American College of Foot and Ankle Surgeons (ACFAS) and Science and Management Symposium (SAM) conferences. These are the largest national and state conferences in the field.

Our residents also participated in several multi-institutional grand rounds throughout the year. Our faculty plays a vital role in facilitating educational sessions for

residents throughout the year, including wet labs, sawbones and suture workshops, and training in suturing techniques to prepare for the operating room. They also deliver presentations on the latest advances in foot and ankle surgery. These workshops provide residents with real-time feedback and hands-on skills essential for surgical excellence. Additional sessions commonly offered include wound care, imaging interpretation, and biomechanics, which are designed to simulate real clinical scenarios encountered in both hospital and outpatient settings.

### Reflection

Our residency program is well-rounded and robust, offering residents opportunities to collaborate across multiple specialties to provide the highest standard of patient care. We work alongside residents, attending physicians, and subject matter experts from a wide range of disciplines, many of whom rely on our expertise in podiatric medicine to enhance their patients' outcomes.

This past academic year exemplifies the success that can be achieved through a patient-centered, multidisciplinary approach. Our residents

*Learning together, leading together: An inspiring day of skill-building and teamwork with our Program Director and residents.*



eagerly immerse themselves in interdisciplinary collaboration, fostering a comprehensive understanding of complex cases while building mutual respect across specialties.

They also serve as ambassadors for podiatry, educating others about the essential role of our specialty and reinforcing a culture of shared knowledge and teamwork.

As part of the GME community, we are proud to build on our program's success. Our podiatry residents grow not only as clinicians but also as leaders and educators, committed to advancing the field and improving patient outcomes through collaboration and compassionate care.



*“Memorial’s Podiatric Medicine and Surgery Residency is a highly robust program where residents gain experience, confidence, and expertise in every aspect of the field. Our program is strengthened by extensive faculty involvement and ongoing collaboration across multiple specialties, creating an exceptional environment for both training and patient care.”*

— Luis Perez, DPM



**Luis Perez, DPM**

Program Director

**Anthony Quintero, MSM**

Program Administrator



Above: Match Day! Celebrating Memorial’s Podiatry Class of 2028 with our residents. Welcome to the family!

Above Left: Residents wrapped up didactics with a Jeopardy session focused on clinical learning and team-building.

PROGRAM HIGHLIGHTS

## Psychiatry Residency

### Clinical Excellence

Our clinicians, residents, and faculty continue to receive regional and national accolades for their dedication to providing exceptional care.

Our outpatient clinical programs continue to see an influx of patients seeking high-quality psychiatric care and our intranasal esketamine and long-acting injectable clinics have expanded in availability and scope.

Joe DiMaggio Children's Hospital was recognized by *US News & World Report* as one of the top 50 hospitals for Pediatric and Adolescent Behavioral Health.

Andrew Migliaccio, MD, the director of our community behavioral health center, received the Florida Psychiatric Society Public Service Award for his exemplary public service. Lastly, Joshua Delaney, MD, was named an invited expert for The Med Net, a national network of specialists who provide evidence-based answers to complex clinical questions beyond the current standard of care.

### Scholarly Activity

Our residents and faculty remain actively engaged in scholarly activity, contributing to academic

*Psychiatry residents, faculty and alumni welcoming the class of 2029 at the annual Intern Welcome Party.*

discourse at the local, regional, and national levels. Our residents have presented cases at the Florida Psychiatric Society and the American Psychiatric Association including PGY-2 resident Michelle Lanspa, DO, MBA, MS, who presented to Florida psychiatrists on domestic violence as part of their continuing medical education. Our residents have also taught and crafted curriculum for Nova Southeastern University Allopathic Medical School. Omair Abbasi,

MD, was named Chair of the Community Psychiatry Caucus at the American Association of Directors in Psychiatry Residency Training. Our resident, Dr. Lanspa, was awarded the Alexandra Symonds Award from the Association of Women Psychiatrists in recognition of her outstanding work in psychiatry, leadership, and women's health. In addition, Dr. Delaney and Dr. Lanspa had a case report accepted for publication in the *American Journal of*



*Consultation-Liaison Psychiatry Faculty, Dr. Rodulfo rounding with medical students and residents.*



*“From nationally recognized service lines to faculty honored for their leadership and dedication to community psychiatry at local and national levels, Memorial’s Division of Psychiatry continues to distinguish itself as a premier destination for training—preparing the next generation of physicians to lead with purpose and excellence in community-based psychiatry.”*

— Omair Abbasi, MD, FAPA, FACLP

Psychiatry—an achievement that highlights the caliber of our program's scholarship and marks distinguished recognition within academic psychiatry.

### Reflection

This past year marked continued progress as our psychiatry residency program gained

regional recognition for its high-quality training. Our curriculum has expanded to emphasize a mastery-based approach, equipping trainees with the skills essential for lifelong learning and clinical expertise.



**Omair Abbasi, MD, FAPA,**

**FACLP**

Program Director

**Jorge Sotelo, MD, FACLP, FAPA**

Associate Program Director

**Christina McLeod, MBA, C-TAGME**

Program Administrator



PGY 2 Resident Michelle Lanspa, DO, received the Alexandra Symonds Award from the Association of Women Psychiatrists. This award recognizes and honors a psychiatrist who has made significant contributions to promoting women's health.



PGY 4 Resident Dr. Zaldivar Alonso and PGY3 Resident Dr. Lanspa participating in the Memorial Healthcare System Research Day.

## PROGRAM HIGHLIGHTS

# Transitional Year Residency

### Clinical Excellence

Residents in the Transitional Year (TY) Residency Program at Memorial Healthcare System consistently demonstrate outstanding clinical acumen, professionalism, and compassionate care across diverse rotations.

The program director frequently receives unsolicited praise from faculty across departments for our residents' strong clinical reasoning, communication skills, and team-based approach. Recently, one of our TY residents earned the prestigious Patient First Award — the first resident ever to receive this institutional honor, recognizing her exceptional dedication to patient-centered care.

Attendings frequently describe our residents as "top of the class" and "a joy to work with." Their ability to adapt, connect with patients, and contribute meaningfully across disciplines underscores the strength of our recruitment and the quality of training we provide. These early-career physicians embody our institution's values and uphold the highest standards of clinical excellence. It is a privilege to guide their professional growth.

*Class of 2025 celebrating graduation before going off to their advanced residency programs.*

### Scholarly Activity

This year, all Transitional Year residents were actively engaged in scholarly activities. Collectively, they completed a Quality Improvement (QI) project, which they presented at the Annual Residents and Fellows Research Day; the manuscript is currently under revision for publication. In addition, the majority of residents presented abstracts at national conferences, reflecting a strong commitment to academic development. One resident distinguished herself with nine abstracts and two oral presentations at a national

dermatology meeting. We are proud of their collective accomplishments.

### Reflection

This year, the Transitional Year Residency Program continued to grow in both purpose and impact. We welcomed a vibrant and compassionate group of residents who embraced every learning opportunity with curiosity, professionalism, and heart. From building clinical skills across diverse rotations to leading meaningful quality improvement initiatives, our residents embodied the adaptability and teamwork



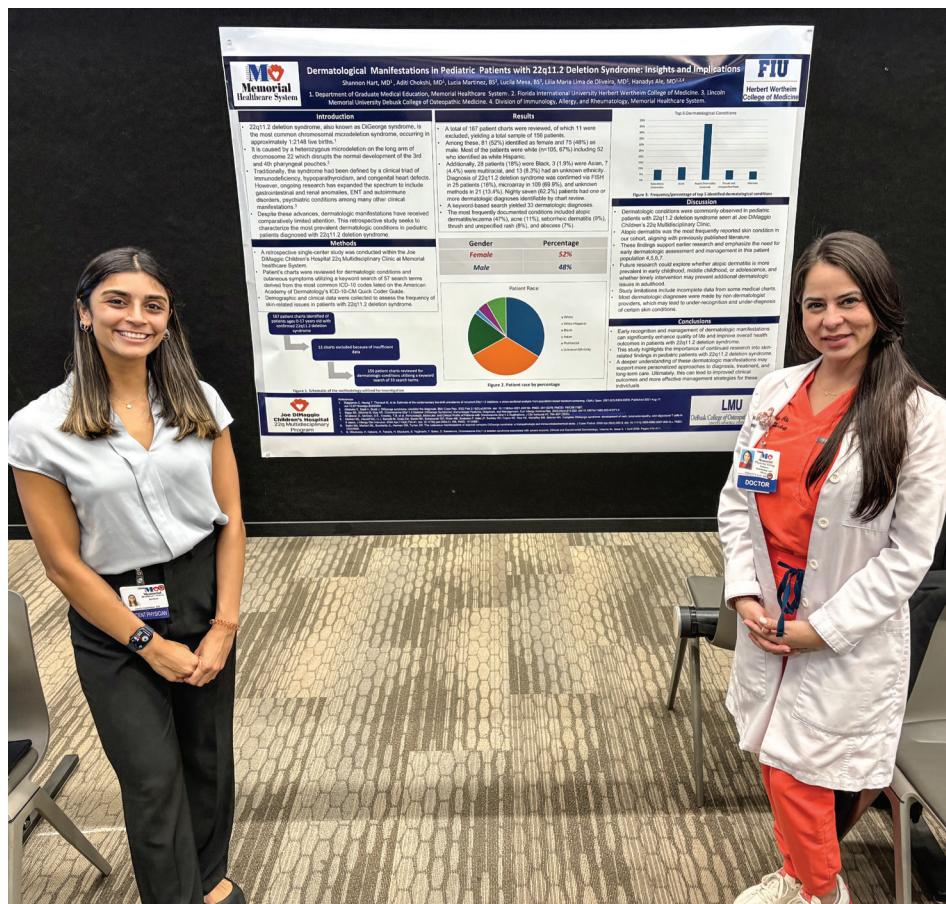
that define the TY experience. The program remains inspired by a culture grounded in mentorship, psychological safety, and mutual respect. Our residents not only care deeply for their patients but also for each other, and their resilience and empathy have been deeply moving. We take pride in the strong educational foundation

we provide and the values we uphold: integrity, humility, and lifelong learning.

As we reflect on this year, we look ahead with optimism and remain committed to nurturing the next generation of physicians and fostering an environment where they can thrive.

*“Through strong clinical exposure and robust academic opportunities, Memorial equips residents to excel as compassionate, knowledgeable, and innovative physicians.”*

— Hanadys Ale, MD



Dr. Ale and Internal Medicine Resident  
Dr. Aditi Chokshi, representing their  
poster at MHS Research Day 2025.



## Hanadys Ale, MD

## Program Director

Christopher Chang, MD

### Associate Program Director

Anthony Suarez, MHSA

## Program Administrator

PROGRAM HIGHLIGHTS

## Allergy & Immunology Fellowship

### Clinical Excellence

This year, our first two fellows graduated from the Allergy and Immunology Fellowship Program. Both found employment in Florida, with one joining Nemours Children's Hospital in Jacksonville and another joining Family Allergy in South Florida. Meanwhile, our current fellows work closely with our allergy/immunology faculty members within the Memorial Healthcare System, at Memorial Regional Hospital, Memorial West Hospital, as well as Joe DiMaggio Children's Hospital. They also rotate with a private practice group one to two months a year. The diversity of the patient population in South Florida provides a wide breath of exposure to various allergic and immunologic conditions, giving fellows a full range of opportunities to prepare them for independent practice.

Our clinical service is 50% immunology, 50% allergy, and

our pediatric and adult patient ratio is 7:3. Our clinical team is an experienced team of allergist/immunologists with a wide range of interests, including immunodeficiency, immune dysregulation, mast cell disorders, food and drug allergies, atopic dermatitis, chronic spontaneous urticaria, angioedema and asthma.

Under the leadership of our associate program director, Dr. Nicole Akar-Ghibril, we have treated over 100 patients in our oral immunotherapy program for food allergies. One of our faculty, Dr. Hanadys Ale, is the director of the largest 22q multi-disciplinary clinic in Florida and the only adult 22q multi-disciplinary clinic in the country.

Our fellows also attend the American Academy of Allergy, Asthma, and Immunology (AAAAI) and American College of Allergy, Asthma and Immunology (ACAAI)

meetings annually and participate in the FIT Bowl at the ACAAI.

### Scholarly Activity

Our fellows worked on a variety of projects, ranging from prospective research to retrospective chart reviews and case reports. One of our fellows presented an oral abstract at the ACAAI. Our faculty have presented at national meetings including the AAAAI, ACAAI, and Clinical Immunology Society (CIS,) as well as international conferences, including the 22q meeting in Portugal and allergy/immunology meetings in China. Over the past year, our division has published over 15 peer-reviewed publications and have participated in book chapters and practice parameters. Our program director is chair of the Training Program Director committee of the ACAAI and immediate past chair of the In-Training Examination (ITE) committee of the AAAAI. He

*"The diversity of South Florida provides a broad exposure to the full range of allergic and immunologic disorders, allowing our fellows to gain the experience needed for independent practice in allergy and immunology. We are proud to announce that our Allergy/Immunology Fellowship Program reached full complement and graduated its inaugural class in June 2025. Both of our graduates remained in Florida and were able to secure positions in the allergy/immunology practice of their choosing."*

— Christopher Chang, MD, PhD, MBA

is also the Editor-in-Chief of *Clinical Reviews in Allergy and Immunology*. We have pioneered research in EPIC Cosmos resulting in one publication with more to come. Our focus on building a strong foundation in basic immunology was reflected in our first ITE exam basic immunology scores where both of our second year fellows scored over 84 percentiles.

### Reflection

Reflecting on the past academic year and the milestone of graduating our inaugural fellows,

we are inspired by the passion and energy they bring. Their thirst for learning is contagious, and their enthusiasm drives us to pursue excellence in patient care and advance knowledge in allergy and immunology through research. Observing their rapid growth – from novices to skilled allergist-immunologists in just two years – has been extraordinary. Our greatest pride is knowing these fellows will go on to lead in the field, practicing evidence-based medicine and delivering compassionate care to their communities.



**Christopher Chang, MD, PhD, MBA**

Program Director

**Nicole Akar-Ghribi, MD**

Associate Program Director

**Enola Schroeder, MHA, C-TAGME**

Program Administrator



*Our Allergy & Immunology fellows elevating their spirits at a fellow wellness retreat.*

PROGRAM HIGHLIGHTS

## Cardiovascular Disease Fellowship

### Clinical Excellence

All of our fellows receive outstanding clinical training. A testament to this excellence is that 100% of those applying for sub-specialty fellowships, including electrophysiology, interventional cardiology, and advanced cardiac imaging, have successfully matched with prestigious programs across the country.

Our program also has consistently ranked in the top 20% nationally on the American College of Cardiology (ACC) In-Training Examination (ITE). Additionally, every cardiology fellow who has taken the rigorous echocardiography boards, which are often considered more challenging than the general cardiology boards, has passed the exam.

### Scholarly Activity

Cardiology fellows presented 34 posters at the 2024 MHS GME Research Poster Day competition, earning first place in both the research and case presentation divisions. They went on to present 19 posters at the 2025 MHS GME Research Poster Day session. In both 2024 and 2025, our cardiology fellowship had more poster presentations than any other training program. Nearly all of these posters were subsequently presented at national meetings, including the American College of Cardiology, American Society of

Echocardiography, Heart Rhythm Society, Heart Failure Society of America, and the Society for Cardiovascular Angiography and Interventions.

Over the past two years, fellows and faculty have published in numerous leading journals, including *JACC: Cardiovascular Interventions*, *Journal of the American Society of Echocardiography*, *American Journal of Cardiology*, *JACC: Cardiovascular Imaging*, *Journal of Interventional Cardiac Electrophysiology*, *Journal of Invasive Cardiology*, *Journal of the Heart Valve Society*, *Canadian*

*Journal of Cardiology*, *Journal of the Society of Cardiovascular Angiography and Interventions*, and the *European Society of Heart Failure's European Journal of Heart Failure*.

Our fellowship program is engaging with both the GME community and the local community to build relationships and share knowledge in cardiovascular medicine. Two examples are the quarterly ECG presentations that our fellows give to the ED attendings and residents covering complex ECG interpretation, and the multiple presentations that our fellows



Annual cardiac anatomy/porcine heart dissection session, led by Daniel Benhayon Lanes, MD.



Comradery and team building with faculty and fellows.

*“Our Cardiology Fellowship continues to build upon its foundation of compassionate and evidence-based excellence in clinical cardiology care to best serve our patients. The fellowship has also been a guiding impetus for our growth as a community-based academic division of cardiology, improving cardiovascular care for our entire community.”*

— Jonathan Roberts, MD

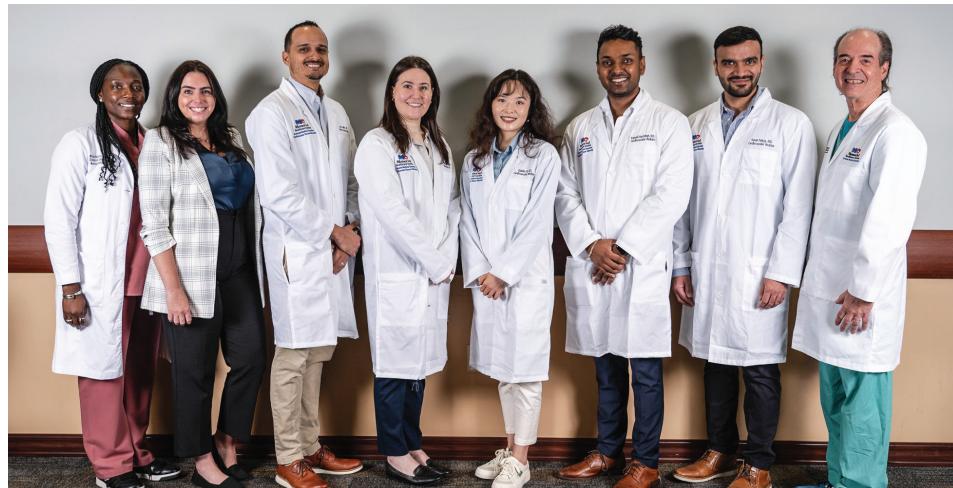
have delivered to nearly all our local fire and EMS departments on ECG interpretation and the acute treatment of myocardial infarction patients.

Finally, 92% of core and teaching cardiology faculty gave Cardiovascular Grand Rounds lectures during AY 2024–2025. Of the 49 weekly lectures, 34 were delivered by fellowship faculty, with an average attendance of 130 viewers, demonstrating our faculty's strong commitment to the education of

fellows and to the broader cardiovascular community.

### Reflection

Memorial Healthcare System is building a Cardiovascular Medicine Fellowship of Excellence. Our program has consistently ranked in the top 20% nationally on the American College of Cardiology (ACC) In-Training Examination (ITE), a strong indicator of academic excellence. In 2025, our fellowship program won the State of Florida ACC



We're excited to welcome the Fellowship Class of 2027 to our program.



**Jonathan Roberts, MD**

Program Director

**Minaba Wariboko, MD**

Associate Program Director

Cardiology Fellowship Jeopardy competition and proudly represented Florida in the National ACC Cardiology Fellows Jeopardy competition.

All of our graduates have shared with program leadership that they felt exceptionally well prepared and confident in their ability to practice clinical cardiology at the highest level—whether in their communities or in sub-specialty fellowships—underscoring our standard of clinical excellence. We are also proud and excited that our fellowship program is giving back to our community, as our 2024–2025 Chief Cardiology Fellow will be joining Memorial's Division of Cardiology, both caring for patients locally and helping to teach the next generation of cardiology fellows.

PROGRAM HIGHLIGHTS

## Hematology & Medical Oncology Fellowship

### Clinical Excellence

During the 2024-2025 year, our 15 fellows engaged in a total of 4,849 patient encounters through their participation in their continuity clinics. Throughout their training, fellows are exposed to a diverse patient population with complex hematologic and oncologic diseases, including many underserved individuals who often present with advanced-stage illness. This provides valuable learning opportunities in managing high acuity and challenging clinical scenarios while fostering a strong sense of purpose in serving the community. Training takes place within a large, multidisciplinary healthcare system that fosters a collaborative, team-based approach to patient care. Fellows

actively participate in clinical trials and have access to cutting-edge therapies, particularly through our partnership with the malignant hematology and cellular therapy teams. In the continuity clinic, fellows are granted meaningful autonomy in patient care while still receiving direct supervision, allowing them to develop confidence and independence as future hematologists and medical oncologists.

### Scholarly Activity

Along with our faculty members, program fellows have made significant contributions to the field of hematology and medical oncology through a range of impactful research studies and scholarly work. Their publications cover topics such

as novel therapeutic approaches with bispecific antibodies in solid tumors, evolving outcomes in leukemic-phase follicular lymphoma, and rare adverse drug reactions. Investigations into molecular targets like the isocitrate dehydrogenase pathway and oncogenic fusions in NSCLC highlight their focus on precision medicine. Additional work addresses the integration of artificial intelligence in lung cancer screening and the development of collaborative diagnostic programs. The fellows also authored several book chapters covering key hematologic disorders, demonstrating their commitment to advancing clinical education. Collectively, their research reflects a strong



Fellows across all three PGY levels engage with faculty and program leadership at the American Society of Clinical Oncology Annual Meeting.

*“Our fellows provide excellent patient care for hundreds of patients each week in both inpatient and outpatient settings. In addition, all fellows have been very productive in publishing peer-reviewed manuscripts and contributing to at least two books and authoring many book chapters.”*

— Atif Hussein, MD

emphasis on translational science, interdisciplinary collaboration, and improving patient outcomes across both malignant and non-malignant hematologic conditions, solidifying their role as emerging leaders in academic medicine.

### Reflection

As a relatively new program, we are proud of the strong foundation we have built in training fellows in hematology and medical oncology. Our fellows have consistently scored above the national median on In-Training

Exams, reflecting the quality and rigor of our educational approach. The program has been thoughtfully shaped to create an environment where fellows can thrive academically, clinically, and professionally. We continuously evaluate and refine our structure to ensure we provide the highest quality training and foster lifelong learning and growth. Our recent ACGME fellow survey results reinforce the effectiveness of this approach, showing high levels of satisfaction and engagement across key areas of training.



Dr. Daniel Rosas representing our fellowship program on a panel at Best of ASCO.



**Atif Hussein, MD**  
Program Director

**Alejandra Ergle, MD**  
Associate Program Director

**Matthew Salzberg, MD**  
Associate Program Director



Proud moment with graduating fellows and our Associate Program Director, Dr. Alejandra Ergle (center).

## PROGRAM HIGHLIGHTS

# Infectious Disease Fellowship

### Clinical Excellence

The Infectious Disease Fellowship faculty and fellows deliver evidence-based care for patients with complex infections, including HIV and those in immunocompromised hosts such as bone marrow and solid organ transplant recipients. Through the Ryan White Program at our NCQA Level 3 recognized clinic, we also provide comprehensive care for a large, underserved HIV-positive population.

In partnership with Infection Control, Antibiotic Stewardship, and other clinical stakeholders, we have implemented protocols to improve healthcare outcomes, including reducing the incidence of Aspergillosis in heart transplant recipients and lowering institutional antibiotic costs by addressing inefficient use.

We proudly welcome a graduate of our program to Memorial's Transplant Infectious Disease team—an achievement that highlights our program's ability to train physicians with advanced expertise in infections of immunocompromised hosts, rivaling peers who typically pursue separate subspecialty training beyond fellowship.

### Scholarly Activity

Our faculty and fellows are deeply engaged in research and quality improvement, contributing to landmark studies like the

BEYOND trial on Cabotegravir and grant-funded initiatives such as FOCUS for HIV care retention. Collaborations with leading academic institutions further enhance our impact: from studying microbial metagenomic sequencing with Baylor College of Medicine to improving CMV treatment alongside the Mayo Clinic. These partnerships bring cutting-edge science to our patients.

In the past year, our team has authored 11 peer-reviewed publications and presented more than 10 abstracts at local and international conferences. Notably, one of our senior fellows presented her research at the prestigious ESCMID Conference in Vienna, Austria, spotlighting the strength of our program on an international platform.

We are equally proud of the spaces we create for collaboration and dialogue within our community partnerships. Our annual SAETC Ending the HIV Epidemic Conference brings together clinicians and community leaders from across the tri-county area. Since 2022, our Citywide ID Case Conference has grown into a vibrant monthly forum uniting seven institutions. Together, these efforts reflect who we are: a community of clinicians, researchers, and educators working side by side to generate innovative solutions in healthcare delivery, education, and research.

### Reflection

As infectious disease recruitment declines and global forces drive ever more complex challenges, our field stands at the precipice of a critical workforce imbalance.



2025 Graduates: Dr. Jennifer Rodriguez-Belen and Dr. Dionisio Acosta-Martinez.

Now more than ever, the leaders of our field must step forward to unite our community and build on the legacy of our mentors, shaping a stronger future.

At Memorial, we embrace this mission. Grounded in our commitment to the highest standards of patient care and a culture that fosters leadership,

our fellowship program prepares the next generation to lead with impact. Faculty, fellows, clinical and non-clinical team members, and patients come together to drive progress and shape change. This pioneering spirit shines through the fellow-led initiatives that have redefined our curriculum and elevated the quality of care we provide.



Our fellows and residents proudly represent Memorial at the Miami Infectious Disease Symposium.

***"This year, our program distinguished itself in academic excellence and reinforced Memorial Healthcare System's leadership in innovative, evidence-based care through participation in a prestigious international conference in Vienna, successful recruitment of brilliant fellows despite national declines, and the appointment of a graduating fellow to the Memorial Physician Group's Transplant Infectious Disease team."***

— Kenneth Poon, MD

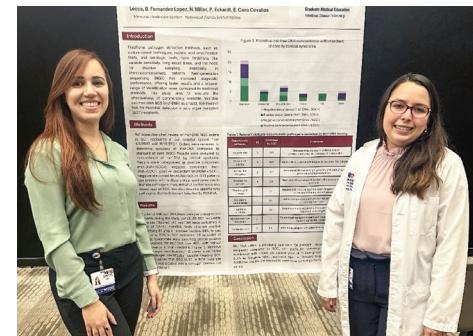


**Kenneth Poon, MD**

Program Director

**Enola Schroeder, MHA,  
C-TAGME**

Program Administrator



Representing Memorial: Fellows and residents exhibit their collaborative research at regional and national conferences.

## Undergraduate Medical Education (UME)

The Undergraduate Medical Education Program at Memorial Healthcare System oversees the pre-clinical and clinical training of first-year through fourth-year medical and podiatry students.

### Memorial Healthcare System-Affiliated Medical Schools

Memorial partners with four local medical schools:

- Florida Atlantic University Charles E. Schmidt College of Medicine
- Florida International University Herbert Wertheim College of Medicine
- Nova Southeastern University Dr. Kiran C. Patel College of Allopathic Medicine
- Nova Southeastern University Dr. Kiran C. Patel College of Osteopathic Medicine

Figure 1 displays the locations of these medical schools and their total student enrollments across the four-year programs.

| Medical School  | Student Body |
|---|--------------|
| Florida Atlantic University<br>Boca Raton, FL                                       | 320          |
| Florida International University<br>Miami, FL                                       | 496          |
| Nova Southeastern University College of Allopathic Medicine<br>Fort Lauderdale, FL  | 205          |
| Nova Southeastern University College of Osteopathic Medicine<br>Fort Lauderdale, FL | 1,600        |

Figure 1. Memorial-Affiliated Medical Schools and Student Body Count



**4**  
MEDICAL  
SCHOOLS



**2,621**  
TOTAL  
STUDENTS



**6**  
TEACHING  
HOSPITALS



**787**  
CLINICAL  
ROTATIONS

## UME by the Numbers

In academic year (AY) 2024-25, MHS trained 355 medical students as shown in Figure 2.

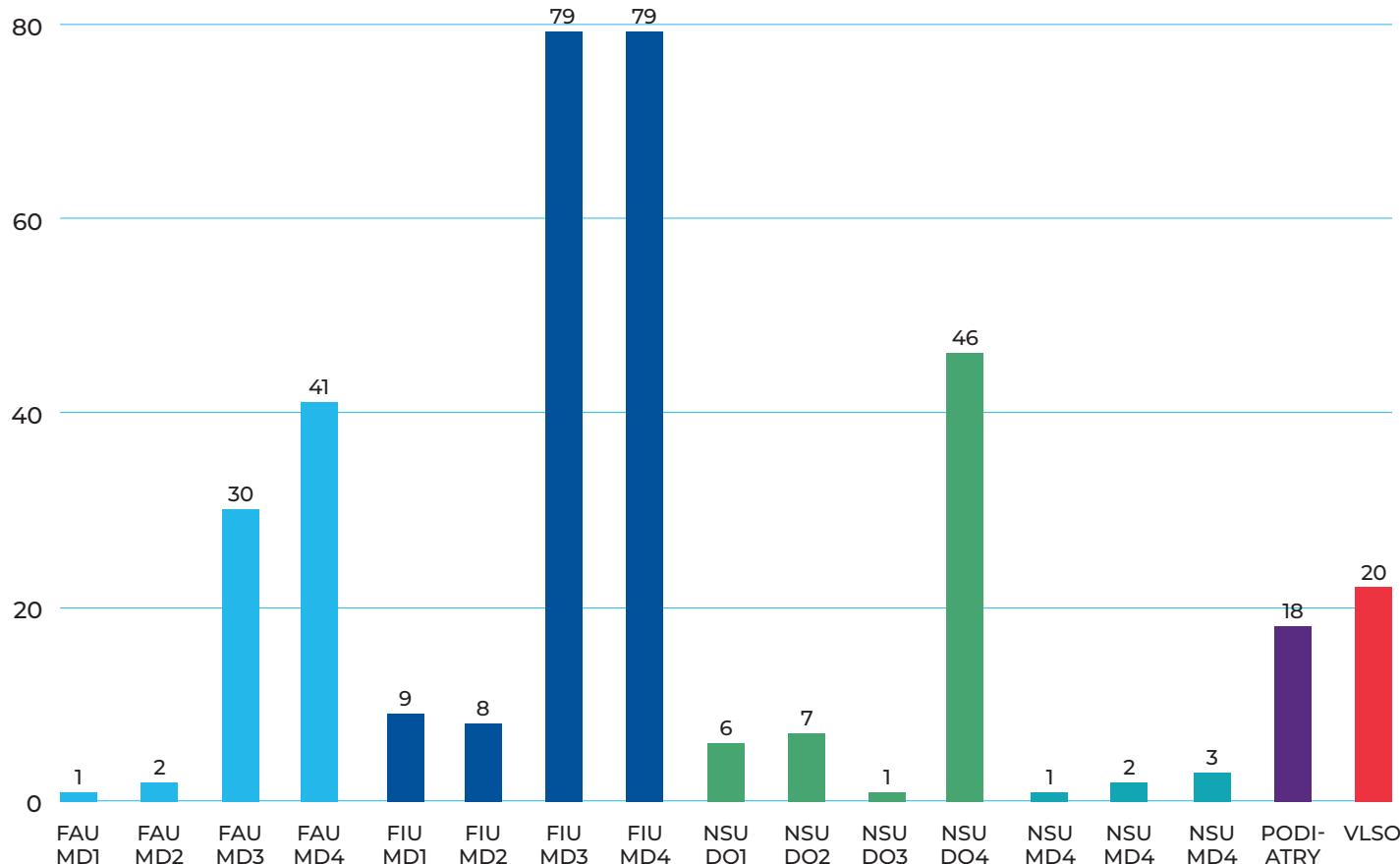


Figure 2. Medical Student Count by School

Many of the medical students came from local medical schools; Florida Atlantic University, Florida International University, and Nova Southeastern University with 74 students, 175 students, and 66 students, respectively. A total of 18 podiatry students were accepted through DPMclerkships, the American Association of Colleges of Podiatric Medicine (AACPM) Clerkship application and rotation offer and acceptance system.

This year, 88 medical students (including the NSU 4th year students) were accepted through VLSO, the Visiting Students Learning Opportunities program, as part of the Association of American Medical Colleges' (AAMC) nationwide application portal in which 4th year medical students from accredited medical schools apply for elective rotations at hospitals and healthcare systems throughout the nation.

MHS had 787 rotations completed by the 355 medical students. Students typically spend two to four weeks rotating with a particular specialty. Memorial Healthcare System offers more than 41 specialties and sub-specialties across the 6 hospitals and numerous outpatient facilities.

## UME Residency Open Houses

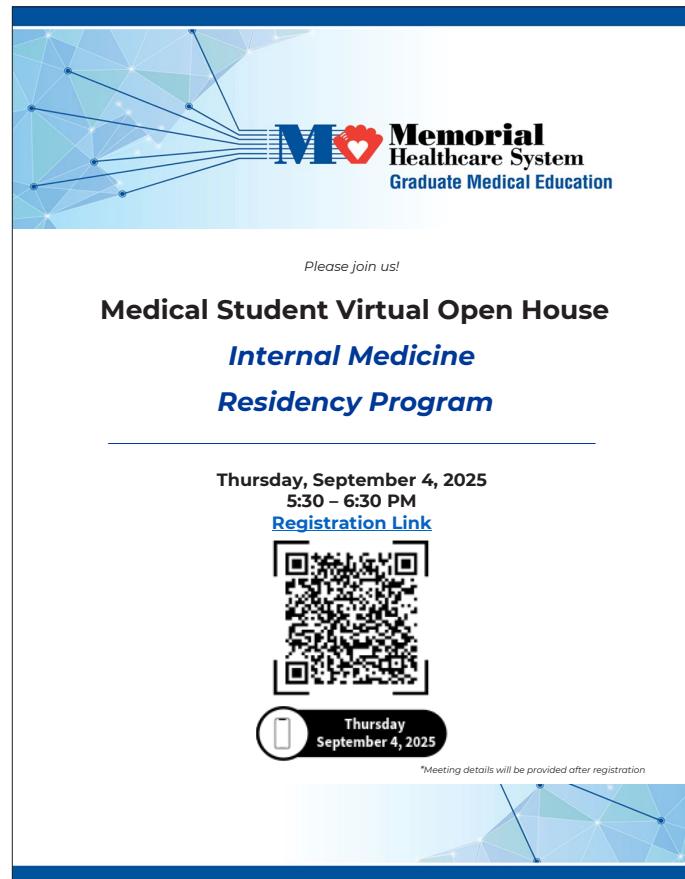
The UME department held its seventh session of annual Residency Open Houses for local medical students. Open houses provide a forum for local medical students to hear about MHS's current and upcoming residency programs. This year, the residency programs held a virtual Open House on various evenings to meet with medical students interested in their specialty and provide information about the residency program. Several residency programs also held a question-and-answer session with current residents. This was the fifth year in which the Open House was held virtually via Webex, which allowed for medical students across the United States and abroad to participate. Continuing these events virtually helps MHS build a reputation not only in the community but across the globe.

This year's open houses were hosted from August to October 2024 in Anesthesiology, Obstetrics and Gynecology, Pediatrics, Emergency Medicine, Neurology, Psychiatry and Surgery. A combined total of 376 medical students confirmed their attendance to the virtual open houses from across the United States and abroad.

## UME Clerkship Directors

The 12 Clerkship Directors for AY 2024-25 include:

- Dr. Benjamin Houseman, Anesthesiology
- Dr. Daniel Mayer, Critical Care
- Dr. Yehuda Wenger, Emergency Medicine
- Dr. Tara Pascuzzo, Internal Medicine
- Dr. Karim Salame, Neurology
- Dr. Robert Hunter, Obstetrics & Gynecology
- Dr. Robert Casey, Pediatrics
- Dr. Jeremy Jacobs, Physical Medicine & Rehabilitation
- Dr. Luis Perez, Podiatry
- Dr. Zina Meriden, Psychiatry
- Dr. Jordan Ditchek, Radiology
- Dr. Christopher Seaver, Surgery



*"Our teaching faculty are deeply committed to shaping the next generation of physicians. Through their dedication, they instill not only the core medical knowledge and clinical skills, but also the values of professionalism, compassion, and lifelong learning that prepare medical students for residency and ultimately, to become outstanding physicians."*

Stephanie Ogando, MBA, C-TAGME  
Senior Director, Graduate and Continuing  
Medical Education



## Continuing Medical Education (CME)

Memorial Healthcare System's Continue Medication Education (CME) Office is dedicated to advancing patient care and clinical performance through evidence-based educational programs. These initiatives equip physicians with up-to-date knowledge and practical skills, delivered in diverse formats such as lectures, case presentations, hands-on training, and panel discussions. In March 2025, the CME Office successfully completed the reaccreditation process, earning "Accreditation" from the Accreditation Council for Continuing Medical Education (ACCME)—a strong affirmation of our commitment to excellence.

The CME Office provides a wide range of opportunities, including annual symposia, courses, and Regularly Scheduled Series (RSS) across all specialties. In collaboration with Undergraduate Medical Education (UME) and Graduate Medical Education (GME), CME supports initiatives to strengthen faculty teaching effectiveness. To meet Florida's regulatory requirements, the office also offers courses on topics such as the Prevention of Medical Errors and Domestic Violence. All programs emphasize quality and safety, disease management, faculty development, and team-based learning to foster collaborative, patient-centered care.

CME initiatives bring together multidisciplinary teams, expanding access to essential topics and improving patient outcomes. The office continues to grow its hybrid and online offerings, supporting initiatives that enhance clinical competence, communication, and resilience. Technology also plays a key role, enabling timely access and streamlined reporting for healthcare professionals. As of June 2025, twenty-two RSS activities now offer Maintenance of Certification (MOC) credit for the American Board of Anesthesiology (ABA), American Board of Pathology (ABPath), American Board of Orthopaedic Surgery (ABOS), and American Board of Thoracic Surgery (ABTS) – extending CME's impact across multiple specialties.

### Strategic Collaborations

The CME Office has also advanced joint providerships with leading institutions, including:

- Boston Children's Hospital (BCH): Virtual Pediatric Symposium for pediatricians and pediatric specialists.
- American Society of Clinical Oncology (ASCO) and Florida Society of Clinical Oncology (FLASCO): Best of ASCO national symposium for oncologists, pharmacists, trainees, and care teams.
- Eagles Coalition: Regularly Scheduled Series for leading EMS medical directors.



## Scope and Reach

During the academic year, the CME Office delivered a total of 24,170 hours of instruction – 14,480 hours for physicians and 9,690 hours for other learners. Participants joined from Florida and nine other states (MA, NY, GA, TX, MD, CA, TN, and NC), as well as internationally from Guatemala and Spain.

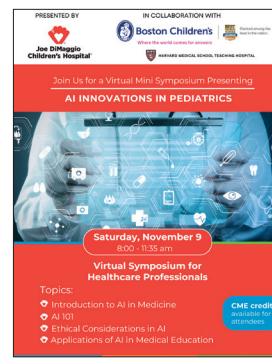
CME activities included:

- **Symposia:** Five national conferences – 29th Trauma Symposium (Trauma/EMS), Comprehensive Women's Symposium, Virtual Pediatrics Symposium, Cardiovascular Symposium, and Best of ASCO™ (Oncology).
- **Courses:** Seventeen one-time hybrid, virtual, and in-person sessions.
- **Regularly Scheduled Series:** Sixty-seven ongoing activities spanning trauma, pediatrics, oncology, cardiology, neurology, surgery, internal medicine, and more.
- **Enduring Material:** Four online options for license-required training and just-in-time learning.



The Accreditation Council for Continuing Medical Education (ACCME) has awarded Memorial Healthcare System its academic designation of "Accreditation" through March 31, 2029.

| Type  | Activity | Participants |
|---|----------|--------------|
| Symposia  | 5        | 1031         |
| Courses   | 17       | 517          |
| Regularly Scheduled Series                        | 67       | 1037         |
| Enduring Material (including Florida mandatories) | 4        | 406          |



## Appendix

Accreditation Council for  
Graduate Medical  
Education

401 North Michigan Avenue  
Suite 2000  
Chicago, IL 60611  
Phone 312.755.5000  
Fax 312.755.7498  
www.acgme.org

3/14/2025

Saima Chaudhry, MD, MS  
Vice President, Academic Affairs  
703 N. Flamingo Road  
GME Suite  
Pembroke Pines, FL 33028

Dear Dr. Chaudhry,

The Institutional Review Committee (IRC), functioning in accordance with the policies and procedures of the Accreditation Council for Graduate Medical Education (ACGME), has reviewed the information submitted regarding the following institution:

Memorial Healthcare System, Hollywood, Florida  
Hollywood, FL

Institution: 8001101170

Based on the information available at its recent meeting, the Review Committee accredited the institution as follows:

Status: Continued Accreditation  
Effective Date: 01/13/2025

The Review Committee determined that the institution is in substantial compliance with the Institutional Requirements and did not issue any new citations.

The Review Committee must be notified of any major changes in the organization of the institution. When corresponding with this office, please identify the institution by number and name as indicated above.

Sincerely,



Elisa Crouse  
Executive Director, Institutional Review  
Institutional Review Committee

ecrouse@acgme.org



# Annual Institutional Review 2024-2025

## APPENDIX

### 2024-2025 ACGME Resident/Fellow Survey - page 1

119635 Memorial Healthcare System, Hollywood, Florida - Aggregated Program Data

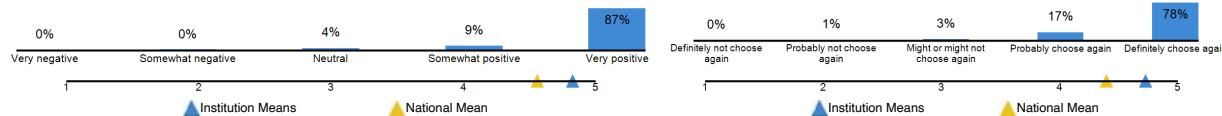
Survey taken: February 2025 - April 2025

Programs Surveyed 14

Residents Responded 241 / 249

Response Rate 97%

#### Residents' overall evaluation of the program



#### Residents' overall opinion of the program



#### Resources

|   | % Institution Compliant | Institution Mean | % National Compliant | National Mean |
|---|-------------------------|------------------|----------------------|---------------|
| Education compromised by non-physician obligations  | 96%                     | 4.8              | 91%                  | 4.5           |
| Impact of other learners on education   | 94%                     | 4.1              | 89%                  | 3.7           |
| Appropriate balance between education (e.g., clinical teaching, conferences, lectures) and patient care | 93%                     | 4.5              | 82%                  | 4.2           |
| Faculty members discuss cost awareness in patient care decisions  | 93%                     | 4.0              | 91%                  | 3.6           |
| Time to interact with patients  | 94%                     | 4.6              | 89%                  | 4.3           |
| Protected time to participate in structured learning activities   | 95%                     | 4.7              | 88%                  | 4.4           |
| Able to attend personal appointments  | 95%                     | 4.8              | 93%                  | 4.7           |
| Able to access confidential mental health counseling or treatment                                       | 98%                     | 4.9              | 96%                  | 4.8           |
| Satisfied with safety and health conditions   | 96%                     | 4.8              | 86%                  | 4.4           |

#### Professionalism

|   | % Institution Compliant | Institution Mean | % National Compliant | National Mean |
|---|-------------------------|------------------|----------------------|---------------|
| Residents/fellows encouraged to feel comfortable calling supervisor with questions  | 91%                     | 4.6              | 89%                  | 4.5           |
| Faculty members act professionally when teaching                                    | 98%                     | 4.8              | 92%                  | 4.6           |
| Faculty members act professionally when providing care                              | 97%                     | 4.8              | 96%                  | 4.7           |
| Process in place for confidential reporting of unprofessional behavior              | 97%                     | 4.9              | 92%                  | 4.7           |
| Able to raise concerns without fear of intimidation or retaliation                  | 88%                     | 4.5              | 81%                  | 4.2           |
| Satisfied with process for dealing confidentially with problems and concerns        | 91%                     | 4.5              | 77%                  | 4.1           |
| Personally experienced abuse, harassment, mistreatment, discrimination, or coercion | 96%                     | 4.8              | 94%                  | 4.7           |
| Witnessed abuse, harassment, mistreatment, discrimination, or coercion              | 98%                     | 4.8              | 94%                  | 4.7           |

#### Patient Safety and Teamwork

|   | % Institution Compliant | Institution Mean | % National Compliant | National Mean |
|---|-------------------------|------------------|----------------------|---------------|
| Information not lost during shift changes, patient transfers, or the hand-off process | 92%                     | 4.4              | 85%                  | 4.2           |
| Culture reinforces personal responsibility for patient safety                         | 97%                     | 4.7              | 90%                  | 4.4           |
| Know how to report patient safety events  | 100%                    | 5.0              | 97%                  | 4.9           |
| Interprofessional teamwork skills modeled or taught                                   | 91%                     | 4.6              | 81%                  | 4.3           |
| Participate in safety event investigation and analysis                                | 89%                     | 4.6              | 81%                  | 4.2           |
| Process to transition patient care and clinical duties when fatigued                  | 94%                     | 4.8              | 91%                  | 4.6           |

#### Faculty Teaching and Supervision

|   | % Institution Compliant | Institution Mean | % National Compliant | National Mean |
|---|-------------------------|------------------|----------------------|---------------|
| Faculty members interested in education   | 95%                     | 4.7              | 86%                  | 4.4           |
| Faculty effectively creates environment of inquiry  | 94%                     | 4.7              | 85%                  | 4.4           |
| Appropriate level of supervision  | 95%                     | 4.8              | 92%                  | 4.7           |
| Appropriate amount of teaching in all clinical and didactic activities  | 91%                     | 4.7              | 83%                  | 4.5           |
| Quality of teaching received in all clinical and didactic activities  | 99%                     | 4.6              | 97%                  | 4.3           |
| Extent to which increasing clinical responsibility granted, based on resident's/fellow's training and ability | 85%                     | 4.3              | 82%                  | 4.2           |

#### Evaluation

|  | % Institution Compliant | Institution Mean | % National Compliant | National Mean |
|--|-------------------------|------------------|----------------------|---------------|
| Access to performance evaluations  | 100%                    | 5.0              | 99%                  | 5.0           |
| Opportunity to confidentially evaluate faculty members at least annually | 100%                    | 5.0              | 98%                  | 4.9           |
| Opportunity to confidentially evaluate program at least annually         | 99%                     | 5.0              | 96%                  | 4.9           |
| Satisfied with faculty members' feedback                                 | 90%                     | 4.5              | 77%                  | 4.1           |

#### Educational Content

|  | % Institution Compliant | Institution Mean | % National Compliant | National Mean |
|--|-------------------------|------------------|----------------------|---------------|
| Instruction on minimizing effects of sleep deprivation       | 93%                     | 4.7              | 88%                  | 4.5           |
| Instruction on maintaining physical and emotional well-being | 98%                     | 4.9              | 95%                  | 4.8           |
| Instruction on scientific inquiry principles                 | 97%                     | 4.9              | 95%                  | 4.8           |
| Education in assessing patient goals e.g. end of life care   | 99%                     | 5.0              | 96%                  | 4.9           |
| Opportunities to participate in scholarly activities         | 95%                     | 4.8              | 94%                  | 4.8           |
| Taught about health care disparities                         | 93%                     | 4.3              | 86%                  | 3.8           |

|  | % Institution Compliant | Institution Mean | % National Compliant   | National Mean |
|--|-------------------------|------------------|------------------------|---------------|
| Program instruction in how to recognize the symptoms of and when to seek care regarding: |                         |                  |                        |               |
| Fatigue and sleep deprivation  | 95%                     |                  | Substance use disorder | 95%           |
| Depression   | 96%                     |                  |                        |               |
| Burnout  | 96%                     |                  |                        |               |

#### Diverse Patient Populations

|  | % Institution Compliant | Institution Mean | % National Compliant | National Mean |
|--|-------------------------|------------------|----------------------|---------------|
| Preparation for interaction with diverse patient populations | 97%                     | 4.6              | 95%                  | 4.4           |

## 2024-2025 ACGME Resident/Fellow Survey - page 2

119635 Memorial Healthcare System, Hollywood, Florida - Aggregated Program Data

Survey taken: February 2025 - April 2025

Programs Surveyed 14

Residents Responded 241 / 249

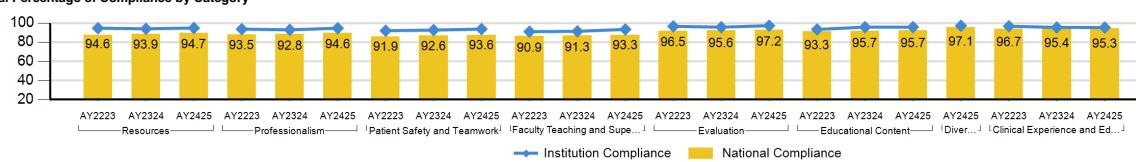
Response Rate 97%

## Clinical Experience and Education

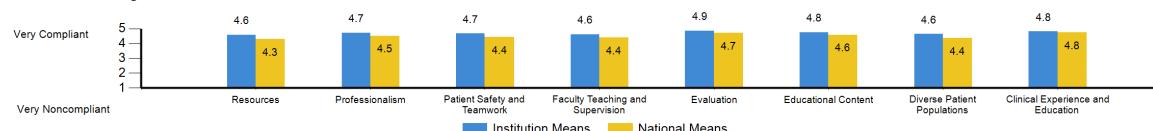
80-hour week (averaged over a four-week period)  
 Four or more days free in 28 day period  
 Taken in-hospital call more than every third night  
 Less than 14 hours free after 24 hours of work  
 More than 28 consecutive hours work  
 Additional responsibilities after 24 consecutive hours of work  
 Adequately manage patient care within 80 hours  
 Pressured to work more than 80 hours

| % Institution Compliant | Institution Mean | % National Compliant | National Mean |
|-------------------------|------------------|----------------------|---------------|
| 96%                     | 4.8              | 93%                  | 4.7           |
| 83%                     | 4.4              | 83%                  | 4.4           |
| 99%                     | 5.0              | 98%                  | 4.9           |
| 98%                     | 4.9              | 96%                  | 4.9           |
| 97%                     | 4.9              | 97%                  | 4.8           |
| 97%                     | 4.9              | 97%                  | 4.9           |
| 95%                     | 4.8              | 92%                  | 4.6           |
| 98%                     | 4.9              | 98%                  | 4.9           |

## Total Percentage of Compliance by Category



## Institution Means at-a-glance



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Percentages may not add to 100% due to rounding.

*This report is confidential and not for further distribution. Do not publish or share these results outside of your Sponsoring Institution.*



**M**   
**Memorial**  
**Healthcare System**  
**Graduate Medical Education**

[MHS.net/GME](http://MHS.net/GME)

