

# Going Beyond



Strengthening kids' hearts through pediatric cardiac rehab

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An overview of Memorial's specialty rehab care

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The promise of regenerative medicine

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## Doug Zaren

CEO of Memorial Regional Hospital South Retires



Sotharith “B,” who had severe complications from COVID-19, with Benjamin, his therapist

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**Douglas A. Zaren, FACHE**

Chief Executive Officer,  
Memorial Regional Hospital South  
and Memorial Rehabilitation Institute,  
Memorial Post-Acute Care Network

**James A. Salerno, MD**

Chief of Physical Medicine and Rehabilitation,  
Medical Director of  
Memorial Rehabilitation Institute

**Shelly Delfin, APRN, MSN, NP**

Chief Nursing Officer,  
Memorial Regional Hospital South  
and Memorial Rehabilitation Institute,  
Memorial Post-Acute Care Network

**Dawn S. Broksch, DPT, MAOM, FACHE**

Associate Administrator,  
Memorial Regional Hospital South and  
Memorial Rehabilitation Institute,  
Memorial Post-Acute Care Network

**Caitlin Stella, MPH**

Chief Executive Officer,  
Joe DiMaggio Children's Hospital

**Dennis Hart, MD**

Chief,  
Pediatric Physical Medicine and Rehabilitation,  
Joe DiMaggio Children's Hospital

**Jineal Shinn, MSN, RN, NEA-BC**

Chief Nursing Officer,  
Joe DiMaggio Children's Hospital

**Tony Milian, MBA, AT – RET**

Administrative Director, Pediatric  
Orthopedics, Sports Medicine,  
Rehabilitation & Neurosciences,  
Joe DiMaggio Children's Hospital

**Jeremy Allen Jacobs, DO**

Graduate Medical Program Director,  
PM&R Residency Program  
Memorial Rehabilitation Institute

**Editor**

Debbie Lessard, DPT, OCS

**Creative Services**

Spark It Communications

**Editorial Contributors**

Alexandra Adams, PT, DPT, NCS, EP-C  
Sheila Fyfe

Deborah Lessard, MAOM, DPT, OCS

Josette S. Mullins, PT, DPT

Sarah M. Pastoriza, DO, PM&R

Karen Schiff, PT, DPT

Stephanie Vanegas, MSOTR/L

Anthony C. Vempala, MS ExSc, MA Theo,  
AACVPR-CCRP

Marcia Wakeland, RPT

Cover photo by Michael Hopkins

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(Commission on Accreditation for Rehabilitation Facilities)



Florida Department of Health  
Brain and Spinal Cord Injury Program

# Setting Sail

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

Earlier in his career, Doug Zaren heard a piece of wisdom that stuck with him: You grow wherever you're planted. Today, Mr. Zaren has embarked on a new journey – retirement. After 16.5 years of sowing the seeds of leadership at Memorial Regional Hospital South, Memorial Rehabilitation Institute, and the Post-Acute Care Network, he retired on July 21. He is satisfied that he has left a thriving and successful hospital and rehabilitation practice to his successor.



It started out as something very different. When Memorial purchased Hollywood Medical Center in December 2006, the rehabilitation institute was still merely a vision of former Memorial CEO Frank Sacco.

“Frank was the catalyst behind Memorial’s investment in this hospital and the creation of the institute,” Mr. Zaren explained. “We didn’t know back then that Memorial Regional Hospital South’s inpatient rehabilitation services would become the fourth-busiest inpatient rehabilitation program in the state of Florida.”

Mr. Zaren’s 2007 appointment launched the former hospital on that journey. Under his guidance, the newly christened Memorial Regional Hospital South grew from 33 acute rehab beds and 500 employees to 216 acute care beds, 89 acute rehab beds, and a staff of 750, including the integration of the Physical Medicine and Rehabilitation medical staff into Memorial Physician Group. Today, Memorial has 14 rehab physicians and 16 rehab residents.



Under his leadership, the following Commission on Accreditation of Rehabilitation Facilities inpatient rehabilitation programs for adults, children and adolescents were established at Memorial and continue in operation today:

### Adult

- Brain Injury Specialty Program
- Cancer Rehabilitation Specialty Programs
- Interdisciplinary Outpatient Medical Rehabilitation Programs
- Stroke Specialty Program

### Children and Adolescents

- Interdisciplinary Outpatient Medical Rehabilitation Programs
- Pediatric Specialty Program

“We’re also very proud that Memorial Rehabilitation Institute at Memorial Regional Hospital South was ranked a national leader in rehabilitation for 2023-2024 by *US News & World Report*. That’s quite an accomplishment,” said Mr. Zaren.

*Above: Mr. Zaren with fellow Memorial servicemen and servicewomen on Veterans Day*

*Right: Mr. Zaren at the farewell event for former Memorial CEO Aurelio Fernandez*

*Below: Mr. Zaren (right) with Scott Wester, President and CEO of Memorial Healthcare System*



Additionally, Memorial Orthopedic Surgery and Sports Medicine Center was added to the list of services. Memorial Regional Hospital South offers women's services and has one of the busiest imaging centers in Broward County. In 2022, Memorial's Women's Centers, in partnership with Solis Mammography, performed 25,000 mammograms.

But as Mr. Zaren recognized, it would take more than a long list of improvements and additions to make a hospital worthy of the Memorial name.

"You don't just hang a Memorial sign on a hospital and have it instantly become Memorial," he said. "It takes time to create the culture and to hire the right team."

"When I think of what constitutes Memorial's culture, I think of cohesiveness," he continued. "I look at our group here, and I see everybody working in concert to take care of our patients, focusing on the key elements of safety, quality, and service."

The resulting high levels of employee and medical staff engagement have been equally critical. "High satisfaction and engagement prove to be the real value of the culture at Memorial," he added.

Serving as CEO of Memorial Regional Hospital South was the right fit for Mr. Zaren, who arrived at Memorial after serving as Chief Operating Officer of Florida Medical Center in Fort Lauderdale. Prior to that appointment, he was Administrator of Tenet Gulf Oaks Hospital and Associate Administrator of Gulf Coast Medical Center, in Biloxi, Mississippi.

Those appointments followed



*Above: Virtual ribbon-cutting ceremony for Memorial's Orthopedic Surgery and Sports Medicine Center  
Right: Mr. Zaren dancing at Aurelio Fernandez's farewell party*

a distinguished 23-year, active-duty career in the US Navy, where he served as Community Affairs Officer for a 300-bed teaching hospital in Pensacola, Florida; Performance Improvement Coordinator at the US Naval Hospital in Yokosuka, Japan; Assistant Administrator of the Armed Forces Institute of Pathology in Washington, DC; Medical Planner for the Marine Forces Atlantic Division; and Officer in Charge of Branch Medical Clinic, Gulfport, MS. Mr. Zaren retired as a Lieutenant Commander in the Medical Service Corps. His naval experience helped prepare him to



lead Memorial Regional Hospital South and Memorial Rehabilitation Institute, and to seamlessly hand off to his successor.

"Leaving something great in someone else's hands is what I



trained to do,” Mr. Zaren said. “You build something with the goal that whoever comes in to take over will take command of something you’ve made better. The great team here will continue the success, and whoever becomes CEO after me, will pick it up and keep improving it.”

Mr. Zaren rounded out his tenure at Memorial by meeting one-on-one with his leadership team via *Coffees with Doug*.

“In the past, whenever new department leaders came into our organization, I would have them over for coffee, to learn more about them,” he said. “Now, I’m doing the same thing, but in reverse: I’m meeting with them and letting them know that our new system President and CEO, Scott Wester, has a great vision for Memorial and will lead us toward exciting new horizons.”

For himself, Mr. Zaren said his new horizons will include putting some of his experiences in a memoir, *From Boot Camp to CEO*. But first, he’s looking forward to traveling and spending time with his family.

“Work has been where I’ve spent

most of my time for the last 48 years,” he said. “I’m going to be spending that time with my wife Jan. We’re going to Italy and Switzerland next year, and we’ll also be spending time with our new grandson.”

When asked if he had any parting words before he’s “piped ashore,” a common saying in the Navy, Mr. Zaren responded:

“Memorial was the greatest opportunity of my entire career,” he added. “It’s been such an honor to work with such great leaders and staff in an amazing organization. They are second to none.”

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

— Doug Zaren

Mr. Zaren, second from left, at the 2015 ribbon-cutting ceremony for Memorial Rehabilitation Institute’s Brain Injury Unit and Solarium.

# Memorial and Joe DiMaggio Children's Hospital Take the Lead in Pediatric Cardiac Rehab



**For children with congenital or acquired heart conditions being a kid is not easy.** Often told to limit or avoid physical activity altogether, exploring childhood or adolescence can feel scary or even impossible.

Research, however, has shown that lack of physical activity in children with heart conditions can be harmful to both their cardiac and mental health and even increase their risk of developing associated sedentary diseases, and in extreme cases, potentially lead to death.

In fact, mounting scientific evidence in recent years has confirmed that physical activity is not only safe for these kids, following an active regimen can also improve their physical and emotional health. Yet even with this information, few providers in the United States are willing to prescribe physical activity to children with congenital heart issues.

That's not the case at Joe DiMaggio Children's Hospital.



# Strengthening Young Hearts

“Here we choose to be champions for our children because we believe in their inherent power to overcome adversity, believe in themselves, choose healthier choices, and re-discover the joy of being a kid,” explains Anthony Vempala, MS, MA, CCRP, Director of Pediatric Cardiac Rehabilitation Program at Joe DiMaggio Children’s Hospital.

In collaboration with the Joe DiMaggio Children’s Hospital Heart Institute and Rehabilitation Center, the Pediatric Cardiac Rehabilitation Program spans all three phases of rehabilitation – inpatient, outpatient, and maintenance. It’s designed with one goal in mind: to empower children in ‘finding their possible.’

By employing the science of play, the program’s highly trained clinical exercise physiologists engage children in healthy nutrition and behavioral education as well as fun ECG-monitored exercises, which are used to assess the heart’s response to stress or exercise. Regular communication with referring providers and parental support also is essential.

From there, children learn to safely engage in the physical activity they enjoy while embracing a lasting healthy lifestyle. But more importantly,

kids regain their confidence in being a kid and exploring all the new possibilities that are suddenly within their grasp.

## How Cardiac Rehab Works

Pediatric cardiac rehabilitation aims to strengthen or rehabilitate the heart after illness, surgery, or major treatment, restoring the child’s strength and endurance while reducing their risk of cardiac complications in the future.

Often provided by a team of doctors, nurses, physical and occupational therapists, respiratory therapists, clinical exercise physiologists, and dietitians, pediatric cardiac rehabilitation combines exercise training, nutrition, stress management education, and emotional support to improve heart health. An extensive list of rules and regulations govern how pediatric cardiac rehabilitation programs should operate, ensuring the health and wellness of the children receiving treatment.

According to Mr. Vempala, the program was implemented in response to a community need.

“Referring providers of pediatric cardiac patients would ask us, ‘Would you be able to work with this child?’ And we would say



“We choose to be champions for our children because we believe in their inherent power to overcome adversity... and re-discover the joy of being a kid.”

– Anthony Vempala

‘Absolutely!’ because we knew the benefits of them participating in a program like this far outweighed the risks if they didn’t and that there were no other viable options available to them in the area,” he says.

By working with these children in a safe, controlled environment and monitoring their progress over time, the team began to recognize the transformational value of pediatric cardiac rehab in the lives of the young patients they treated. These positive outcomes led Memorial and Joe DiMaggio Children’s Hospital to take the necessary steps to ultimately launch the first formal pediatric cardiac rehab program in the region.

The team’s experience in treating young cardiac patients – in conjunction with guidance from Boston Children’s Hospital – empowered Joe DiMaggio Children’s Hospital to quickly pivot from informally meeting the needs of these pediatric patients to launching a formal program, which is now available to all children who can benefit from life-changing cardiac rehab services.

Pedro, the parent of a pediatric cardiac patient, recalls when his daughter, then 12 years old, received a heart transplant at Joe DiMaggio Children’s Hospital, followed by months of pediatric cardiac rehabilitation so she could recover faster, improve her strength and endurance, reduce pain, and overcome her fear of engaging in the activities she once enjoyed. Looking back on the experience,



he says the rehab was the best part of an otherwise challenging and grueling journey.

“When my daughter would arrive at therapy, she would be afraid and tell me, ‘I can’t do this. You don’t know how much it hurts. You don’t know how weak I am.’ But then a few minutes later, she wasn’t thinking about those things. She was just focused on doing the work. And at the end of the session, she was so happy because she had done it,” Pedro explains.

With cardiac rehabilitation now behind her, Pedro’s daughter, now 15, is a strong competitive swimmer. “If you look at her now, you’d never know she had a heart transplant,” he adds.

While each patient’s journey through cardiac surgery and rehabilitation is unique, the Memorial team has witnessed a common theme: children often enter the program full of fear only to leave with newfound strength and confidence.

As research continues to show that physical activity is beneficial for children with heart conditions, Memorial’s Pediatric Cardiac Rehabilitation Program will be ready to meet their needs by continually evolving, innovating and encouraging the brave, young patients who seek their care.

*Above: A pediatric patient participating in pediatric cardiac rehab after undergoing a heart transplant.*

## Neuro Rehab Prepares Patients for What's Next

The Outpatient Neurorehabilitation Program at Memorial Regional Hospital South serves as a comprehensive resource for neurorehabilitation patients. Compared to traditional outpatient therapy, this program serves individuals with a neurological diagnosis, such as stroke, brain injury, spinal cord injury, multiple sclerosis, and/or Parkinson's disease.

Life may look different compared to pre-injury or diagnosis. As a result, the neurorehabilitation team helps facilitate patients' functionality and independence. Program benefits include care provided by expertly trained therapists, access to advanced equipment, and partnering with caregivers and physiatrists to promote motivation and community exposure.

The occupational, physical, and speech therapists have specialty certifications, including Neurologic Clinical Specialist in Physical Therapy, Certified Brain Injury Specialist, and Driving Rehabilitation Specialist.

"These certifications allow therapists to have a greater understanding of the intricacies of the neurologic population," says Stephanie Vanegas, MSOTR/L, Occupational Therapist, Memorial Rehabilitation Institute.

Memorial Hospital South partners closely with Nova Southeastern University to offer a Neurological Residency Program. Graduate therapists have full access to Memorial's advanced rehab equipment, which is used to maximize patient independence and functionality. Body weight support systems, including the Lite Gait and C-mill, tilt table, standing frames, and traditional treadmills, allow

physical therapists to implement high-risk interventions in a safe environment. Occupational therapists also have access to the Bioness Integrated Therapy System (BITS) board, robotic arm, Bioness H200, serial casting, Neuromuscular Electrical Stimulation (NMES), and a mock apartment and grocery store.

The neurorehabilitation team also works with physiatrists to support patients as they transition through a complex healing process. Discussions about arousal levels, spasticity, medication, and mood/behavior management are ongoing.

When a patient returns home, they must learn to function differently in a familiar place. Continued communication with the medical team is instrumental to ensure patients can thrive beyond the center's controlled environment.

"We often observe a lapse in motivation, a decline in caregiver participation, and less compliance with home exercises," says Ms. Vanegas. "If there's a change in status after discharge, we can communicate concerns to the physiatrist and mitigate any obstacles. Patients also are referred to neuropsychology or psychiatric care and consult with peer mentors and support groups to help maintain motivation."

Peer mentors, who have adjusted to their own disabilities, show clients that reintegration into society is achievable. As part of treatment, these mentors often accompany patients on community outings.

"Clients quickly realize how much more they can do and have reported, 'This is what I needed to feel human again,' or 'I didn't think I could do

that.' This pillar of our program is key to disability adjustment and improving quality of life," says Ms. Vanegas.

In addition to in-therapy outings, the neurorehabilitation team collaborates with Memorial Adaptive Sports and Recreational Therapy to serve as event volunteers. Patients who feel apprehensive about



*Neurorehab patient, Cedric, with an outpatient rehabilitation specialist.*

participating in these events are excited to learn they will see a familiar face during the interaction.

The Outpatient Neurorehabilitation Program supports clients as they transition through the continuum of care. Therapists' clinical expertise and the ongoing collaboration with the physiatrist team help ensure patient success. "We strive to help our clients reach independence and live fulfilling lives," says Ms. Vanegas.

# Multidisciplinary Specialty Care Helps Patients Go Beyond

*By James Salerno, MD, Medical Director, Memorial Rehabilitation Institute*

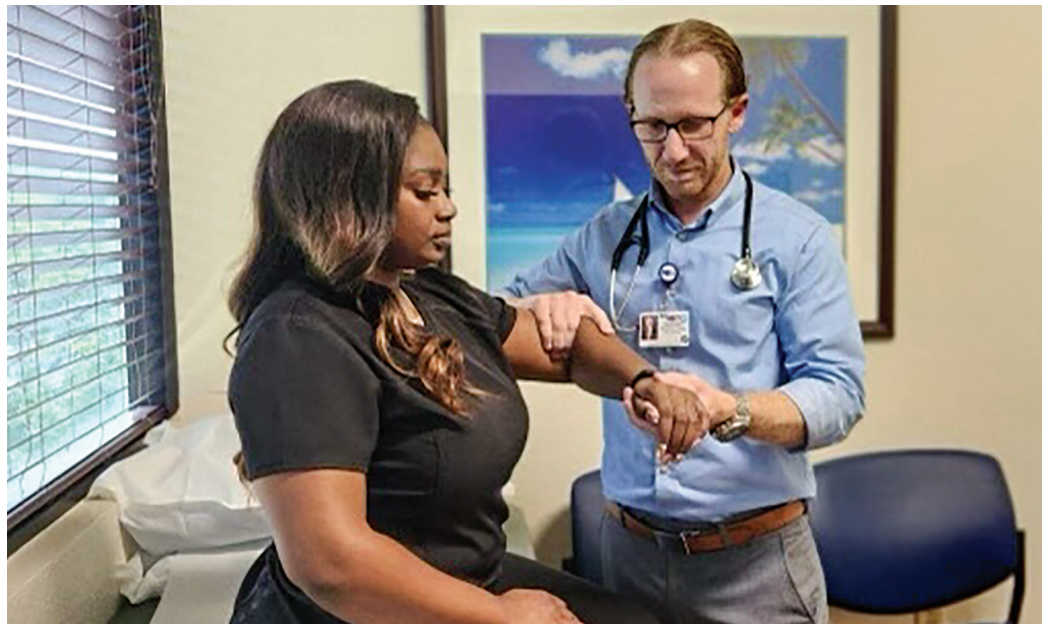
When great teams come together, dream work is truly possible. At Memorial Rehabilitation Institute, we have created a dream team of rehabilitative physicians who cover the full range of specialty care. This includes specialists in brain injury (traumatic and non-traumatic), spinal cord injury, spasticity, disorders of the spine, interventional pain, amputation rehabilitation, musculoskeletal disease, electromyography (EMG), medically complex procedures including solid organ and bone marrow transplant, arthritic conditions, as well as pediatric care at Joe DiMaggio Children's Hospital.

These specialists provide advanced rehabilitative care to a wide range of patients while supporting major service lines within the healthcare system, including Memorial Neuroscience Institute, the Comprehensive Stroke Centers at Memorial Regional Hospital and Memorial Hospital West, Memorial Cancer Institute, Memorial Transplant Institute, and Joe DiMaggio Children's Hospital.

## Stroke & Spinal Cord Injury

After a patient receives world-class care at Memorial Neuroscience Institute, which is comprised of two Comprehensive Stroke Centers, one at Memorial Regional Hospital and the second at Memorial West Hospital, they often are referred to Memorial Rehabilitation Institute to reach their full potential.

Patients work with a multidisciplinary rehabilitation team consisting of physical therapy, occupational therapy, speech therapy,



*Jeremy Jacobs, DO, Program Director, Physical Medicine and Rehabilitation (right), with a patient.*

and neuropsychology, under the direction of Raul Torres, MD, Physical Medicine and Rehabilitation, and Breonna Holland, MD, Physical Medicine and Rehabilitation. Dr. Holland complements her skill set with specialized electrodiagnostic

testing in her outpatient clinic.

In the outpatient setting, Janice Cohen, MD, Physical Medicine and Rehabilitation, aids patients with spasticity, including baclofen pump management and BOTOX® injections. Patients who have suffered

a brain injury, whether due to trauma or other causes, also receive care from a multidisciplinary team under the direction of Ian Miller, DO, Physical Medicine and Rehabilitation. Dr. Miller provides both inpatient and outpatient services.

The team at Memorial Neuroscience Institute also is working closely with Jackson Cohen, MD, Vice-Chief, Physical Medicine and Rehabilitation, and David Valdes, MD, Physical Medicine and Rehabilitation, in the creation of a Comprehensive Spine Clinic. Christopher DeMassi, MD, Chief, Memorial Neuroscience Institute, and his team of highly specialized neurosurgeons, collaborate with our rehabilitation specialists to deliver a comprehensive approach to spine care. Whether it is a new patient complaining of back pain or someone with a complex history of disease, our team creates an individualized, patient-focused plan for each patient.

Our spinal cord injury specialist Joanne Delgado, MD, Associate Program Director, Physical Medicine and Rehabilitation Residency Program, provides care to patients with spinal cord injuries in both hospital and clinic settings. Dr. Delgado works with a multitude of specialists across Memorial to manage the comprehensive needs of spinal cord injury patients.

### Post-Transplant Care

As Memorial's transplant program expands, Memorial Rehabilitation Institute continues to work closely

with the various transplant teams, including the one at Cleveland Clinic Weston Hospital, to provide world-class care to patients requiring heart, liver, and/or kidney transplants. Transplant patients seamlessly transition from acute care to inpatient rehabilitation to outpatient care, with the goal of improving their function and quality of life.

Our team is complemented by a specialized team of nurses, therapists, pharmacists, psychologists, case managers, patient care assistants, and other specialists provide unparalleled care for these patients.

### Amputation Rehabilitation

Expanding amputation rehabilitation services is allowing us to deliver care to an increasing number of patients across the state. Through the use of telemedicine, Jeremy Jacobs, DO, Program Director, Physical Medicine and Rehabilitation Residency Program, has developed a program

to treat patients across Florida, regardless of their ability to travel to our physical clinics. While born during the pandemic, this clinic continues to grow and serve a greater number of Floridians each week.

### Cancer Recovery

Memorial Cancer Institute is also expanding, with a newly constructed freestanding cancer center located on the Memorial West Hospital campus. This facility will extend leading-edge cancer care to more patients in South Florida. Memorial, in partnership with Florida Atlantic

University, was recently recognized as a "Cancer Center of Excellence," one of only five such centers in Florida to receive the designation.

As Memorial Cancer Institute expands, Memorial Rehabilitation Institute is ready to provide specialty care to cancer patients. In-house protocols have been designed to effectively treat patients with cancer, including those with neutropenia, anemia, and thrombocytopenia.

Clinical team members are also ready to aid those patients suffering from functional setbacks attributed to various cancers, including breast, prostate, lung, liver, leukemia, and lymphoma.

### Pediatric Care & Pain Management

Joe DiMaggio Children's Hospital has also expanded its footprint, adding four new floors to its hospital, and continues to serve the South Florida pediatric community in many ways,

including rehabilitation. Our team at Joe DiMaggio Children's Hospital, led by Dennis Hart, MD, Chief of Pediatric Rehabilitation Medicine, Physical Medicine and Rehabilitation, an expert in pediatric pain management, cares for the rehabilitation needs of children throughout the region..

Through steadfast dedication, we've developed specialty clinics and inpatient programs to serve all who come through our doors. Together, our team provides quality, compassionate rehabilitative care for patients across South Florida and beyond.

**“Through our steadfast dedication, we’ve developed specialty clinics and inpatient programs to serve all those individuals who entrust us with their care.”**

— James Salerno, MD

# New Technologies and Strategies Enhance Therapy

Whether through novel partnerships, new technology, or providing enhanced training to their rehab team, Memorial Rehabilitation Institute goes above and beyond to offer world-class rehab care to patients.

## At-Home Exercise Therapy Bridges Treatment Gap

Patient education and engagement are two foundational pillars of an effective rehabilitation program. The importance of these services became even more evident during the pandemic when the majority of patients were unable to attend in-person therapy sessions, leading to a significant gap in care.

“The healthcare industry is always searching for innovative technologies that can be conveniently accessed by patients and allow for better rehabilitative outcomes,” explains Josette S. Mullins, Director, Rehabilitation Services Department, Memorial Hospital Miramar.

To bridge this gap, Memorial Rehabilitation Institute recently partnered with MedBridge, an all-in-one solution for patient education and patient engagement that includes integration with a healthcare system’s electronic medical records to provide at-home exercise programs for patients.

Through the MedBridge platform, patients can receive personalized exercise programs through email, mobile phone, or fax.

Therapists also are able to track patient exercise compliance and progression and adapt the exercise regimen when needed. This partnership will drive improvement in patient satisfaction, engagement, and rehabilitative outcomes.

Additionally, MedBridge offers professional development classes to therapists via a virtual platform to enhance their skills, improve quality of care, and assist with regulatory compliance.

## The Benefits of Dry Needling

Dry needling, the latest treatment strategy administered by physical therapists, now is available at Memorial Rehabilitation Institute’s Outpatient Center and Memorial Orthopedic Surgery and Sports Medicine Center.

Dry needling is performed using thin filiform needles to penetrate the skin and stimulate underlying myofascial trigger points, muscle tissue, and connective tissue to manage a patient’s neuromusculoskeletal pain and movement impairments, states the American Physical Therapy Association. It’s used to treat dysfunction in skeletal muscle, fascia, and connective tissue, reduce or restore impairments in the body, and help improve overall function.

“This technique will allow patients to feel better and heal more comfortably, while improving participation in their rehabilitation plan,” says Physical Therapist Karen Schiff, PT, DPT. “Dry needling acts as another tool in our toolbox, which can be followed by an individualized exercise regimen, so patients can continue to go beyond and exceed their expectations.”





“The healthcare industry is always searching for innovative technologies that can be conveniently accessed by patients and allow for better rehabilitative outcomes.”

– Josette S. Mullins

### Interactive Smartboards

Memorial Rehabilitation Institute now offers patients, family members, and clinicians the ability to connect virtually with the outside world through access to interactive technology.

Smartboards with interactive features are now available at Memorial Regional Hospital South, allowing patients the ability to access games and educational material with a touch of the screen. These smartboards will not only serve as an intervention tool for patients but can be used as interactive calendars and bulletin boards as well. Patients and their loved ones can even view and sign up for upcoming events at Memorial, including adaptive sports and peer support meetings.

Clinicians can use the interactive boards for educational and teaching purposes by accessing continuing education presentations to further

their own clinical development and earn continuing education credits throughout the day.

“Through touch screen technology, clinicians will have the ability to quickly locate information related to the most current evidenced-based practice to continue to promote outstanding patient care in the acute, inpatient, and outpatient settings at Memorial,” says Memorial Physical Therapist Alexandra Adams, PT, DPT.

### Virtual Reality Enhances Rehab Treatment

Virtual reality has become an essential tool to assess and treat individuals with balance and vestibular disorders, including dizziness, vertigo, and issues with imbalance.

With Memorial Rehabilitation Institute's recent acquisition of Virtualis VR, a world-class virtual reality technology used to maximize

*Left to right: Dry needling administered by a certified PT; An interactive smartboard in use; Virtual reality can aid in patients' rehabilitation*

a patient's rehabilitation treatment, patients now can receive functional rehabilitation using therapeutic virtual reality.

This VR system allows patients to improve motion sensitivity, coordination, balance deficits, kinesthesia (the body's ability to sense motion, action, and location), fall prevention, as well as range of motion, and muscular strength. Aside from helping patients with vestibular issues, post-concussion episodes, and hemiplegia (paralysis on one side of the body), it's also ideal for patients with other neurological or orthopedic conditions.

“What makes the Virtualis system so special is that we can customize it for the patient in real time – changing the parameters specific to the patient's' deficits,” says Memorial Physical Therapist Marcelo Martinez, DPT. “The system is engaging, interactive, immersive, and safe.”

## In-Home Physical Therapy Services Now More Accessible

Whether due to injury, illness, or disease, patients in need of physical therapy (PT) find in-home therapy to be an effective way to support their rehab needs. For this reason, Memorial Rehabilitation Institute has partnered with Luna to expand access to outpatient, in-home PT services, making this option available to patients across Miami-Dade, Broward, and Palm Beach counties. This new venture, known as Memorial Physical Therapy at Home, started taking appointments last spring.

“Our partnership with Luna enables Memorial to extend its services and provide convenient, high-quality physical therapy

to patients beyond the geographic limits of our facilities, while further positioning Memorial as a leader in outpatient rehabilitation and ancillary care,” says Scott Wester, President and CEO, Memorial Healthcare System.

Luna, the leading provider of in-home, in-person physical therapy, will serve as an extension of Memorial’s outpatient PT program. “Luna’s partnership with Memorial reduces barriers to access physical therapy for patients in South Florida,” says Palak Shah, Co-Founder and Head of



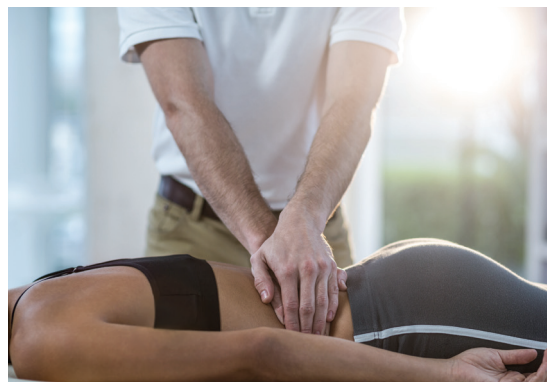
**Memorial**  
Physical Therapy at Home  
Powered by **Luna**

Clinical Operations at Luna. “This will allow more patients to complete their treatment regimens at a place and time that works best for them.”

## Memorial Enhances Orthopedic and Spine Care Through Novel Partnership

Memorial Healthcare System is transforming the way musculoskeletal care is delivered by partnering with Healthcare Outcomes Performance Company (HOPCo), a leading provider of outcomes management, value-based healthcare solutions, and care coordination for musculoskeletal practices, health systems, and clinically integrated care networks across the country.

“Memorial has a longstanding reputation for innovation and outstanding patient care,” says Dr. Wael Barsoum, HOPCo’s President and Chief Transformation Officer. “This partnership will help facilitate a measurable shift in the delivery of orthopedic and spine



 **HOPCo**  
Healthcare Outcomes Performance®

care throughout the region.”

HOPCo’s team of experts bring leadership and resources, including evidence-based care protocols and data analytics platforms, enabling

Memorial to further solidify its reputation as a regional destination for high-quality orthopedic and spine care.

“Consumers have spoken. They expect better outcomes in service, quality, and efficiency from the health system in the United States. We must continually challenge ourselves to improve these outcomes,” says Matthew Muhart, Memorial Healthcare System’s Chief Strategy Officer.

“Our partnership with HOPCo highlights the continued support and dedicated resources we’re investing in our musculoskeletal service line, which is committed to providing best-in-class outcomes for patients in our community,” he adds.



# THE PROMISE OF REGENERATIVE MEDICINE

Some 1.71 billion people worldwide suffer from musculoskeletal conditions, making it the leading contributor to disability. In fact, according to the World Health Organization, low back pain is the single leading cause of disability in 160 countries.

Musculoskeletal conditions affect the muscles, joints, bones, and connective tissues and encompasses 150 different diseases or conditions.

While some of these conditions can be difficult to treat, new treatment modalities offer hope. Regenerative medicine is a relatively new field that holds promise for patients who experience chronic musculoskeletal pain. For some patients, regenerative treatments can be prescribed as a viable option before the use of steroids and/or used in between long-term steroid use and surgery. These treatments may also be more effective at pain control than implantable devices like nerve stimulators, spacers, and fusers.

Memorial Rehabilitation Institute is set to launch a regenerative medicine program as part of its interventional pain practice. The program aims to alleviate pain for people with joint, back, and peripheral nerve conditions.

“Pain doesn’t always show up on an imaging scan. That’s why it’s important to find effective ways to treat nerves, tendons, and joints based not only on each patient’s anatomy and medical history, but on

evidence-based protocols. Doing so will provide patients with treatment options that improve their painful joints while restoring their function,” says Sarah Pastoriza, DO, a physiatrist

and interventional pain specialist at Memorial who cares for patients with chronic pain and musculoskeletal concerns. Dr. Pastoriza is board certified in pain management and physical medicine and rehabilitation. She completed a fellowship in

interventional orthobiologics, the medical subspecialty of regenerative medicine.

Regenerative medicine provides pain relief by helping the body heal itself. The treatment introduces a restorative treatment to the damaged area. These products contain growth factors or promote growth factor production to help reinvigorate your body’s healing properties.

Doctors at Memorial Rehabilitation Institute use prolotherapy and platelet-rich plasma to decrease pain in a healthier way.

Prolotherapy uses a small amount of an irritant to trigger your body’s ability to heal itself. By introducing the irritant to the damaged area, the body is prompted to begin the healing process via the inflammatory cascade.

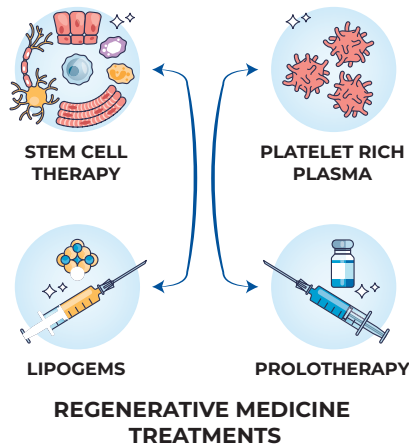
Platelet-rich plasma is another regenerative treatment option where blood is drawn and spun in order to concentrate the body’s platelets, which harness growth factors. The

goal is to re-engage the body’s healing process to have a healthier joint, tendon, or ligament with the goal of restoring better function and improving pain.

Regenerative medicine is a viable option for neck, back, and pain from arthritic joints. It also can help improve pain associated with tendon overuse or ligament injuries. To date, regenerative treatments have not been shown to help neurodegenerative diseases like Parkinson’s or amyotrophic lateral sclerosis (ALS).

Memorial will offer prolotherapy and platelet-rich plasma for joint, neck, and back pain as well as bone marrow concentrate (BMC) to treat spine and joint problems.

“The goal is to treat patients with varying pain pathologies who are looking for alternatives to traditional pain approaches,” Dr. Pastoriza



## Teamwork makes the dream work

The Memorial Rehab Sharks finished the season strong, coming in fourth place at the National Wheelchair Basketball Association Adult Division Wheelchair Basketball National Championship. The Memorial family is proud of their hard work and dedication. To support the Adaptive Sports and Recreational Program, visit <https://bit.ly/3UO4Ws7>

## Memorial Manor Works to Reduce Hospital Readmissions

Patients discharged from hospitals but who aren't ready to go home often spend time in a post-acute care center such as a skilled nursing facility (SNF). These transitional facilities offer skilled nursing and rehabilitation services at least five days a week, giving patients a chance to functionally recover before returning home to live independently.

Unfortunately, patients who enter a SNF setting like Memorial Manor, may still be quite ill or have multiple medical conditions. That puts them at a higher risk of being readmitted to a hospital. While it's imperative to send acutely ill patients to a hospital to receive appropriate care, Memorial Manor wants to prevent them from returning to the hospital whenever possible.

That's because avoiding a hospital readmission may improve a patient's outcome. Readmission increases patient stress, which has been shown to cause higher mortality rates. The Centers for Medicare and Medicaid financially incentivizes SNFs on quality measures such as 30-day all-cause readmissions. This measure shows the rate of unplanned, all-cause readmissions to the hospital within 30 days of being discharged to a SNF.

"Hospital readmissions from skilled nursing facilities are not uncommon, but with the right tools and strategies in place, we can reduce readmission rates," says Eileen Davidson, PA-C, MMS, Physician Assistant at Memorial.

Memorial Manor offers high-quality, short- and long-term skilled nursing and rehabilitation services that help residents return to independent living. The facility

is working to reduce hospital readmissions by implementing proactive measures, staff education, and in-house medical services.

First, newly admitted residents with congestive heart failure (CHF) are weighed daily and administered



*Physical therapist Liliana Osorio walking with a patient.*

diuretics while for anemia prophylaxis, residents receive iron, and vitamin supplements.

Second, staff participate in a skills fair to learn how to treat severely ill patients. For example, nursing staff receive instruction in administering IVs, starting IV lines, improving assessment skills, and determining the appropriate interventions when patients experience a change in their medical status.

Third, Memorial Manor provides patients with acute-level services

such as IV fluids, IV antibiotics, labs, chest X-rays, EKGs, 24/7 respiratory therapy, doppler monitoring of blood vessels, and advanced wound care. Psychiatry, psychology, and pulmonology consults are also available on-site, and doctors visit patients several times a week.

Communication and collaboration also help Memorial Manor staff avoid hospital readmissions. Within two days of admission, the staff creates a baseline care plan for each patient. Patients and their families review the plan, which include all areas of care, including fall prevention and psychosocial well-being.

Since loved ones may be the first to recognize a change in a patient's condition, Memorial Manor team members also keep lines of communication open with family members. Nurses report any changes on the 24-hour report log. Each week, the Memorial Manor team uses the log

to review each patient's medical and functional progress. The team initiates any changes required in the plan of care. Team members make residents and families aware of follow-up appointments and assist with logistics if needed.

Lastly, Memorial Manor staff can access a patient's electronic medical record (EMR) and review the patient's hospital journey. This helps determine if the patient will need to continue taking certain medications or use any medical devices once admitted.

# Memorial Rehabilitation By the Numbers

2nd Quarter: April-June 2023

## Adults

### Total Admissions

517

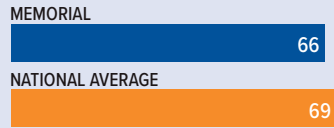
### Average Length of Stay (days)

12.9

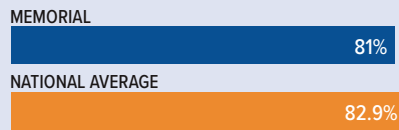
### Average Daily Hours of Therapy per Week (5 days)\*

2.9

### Average Patient Age



### Discharge to Home

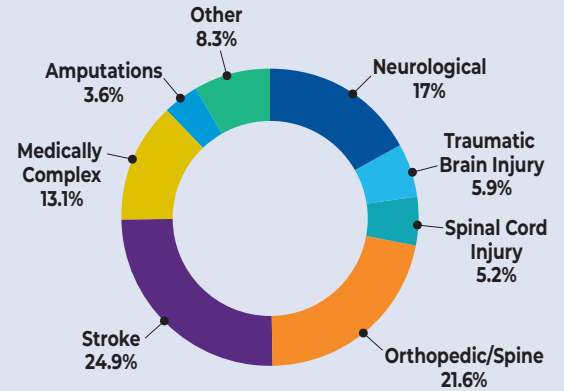


### Patient Satisfaction

87%

Press Ganey, Inc.

### Admission Diagnoses



\* July 2022 – June 2023  
Source: USDPRO

## Pediatrics

### Total Admissions

23

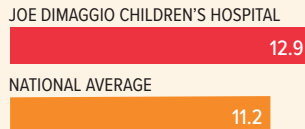
### Average Daily Hours of Therapy per Week (7 days)

2.2

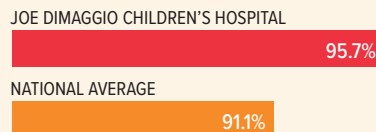
### Patient Satisfaction

80%

### Average Patient Age



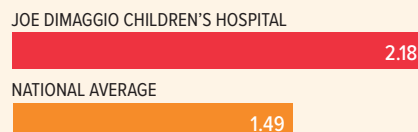
### Discharge to Community



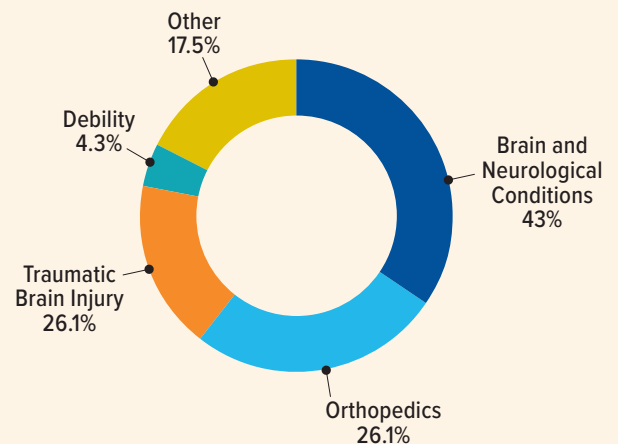
### Length of Stay (days)



### Improvement Rating Increase per Day



### Top Diagnoses



## Inpatient and Outpatient Rehabilitation Locations

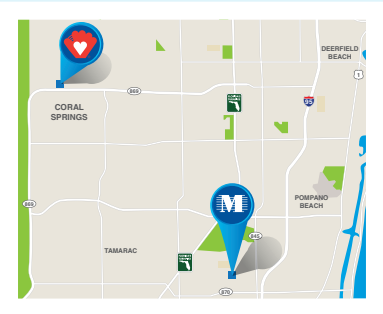
### INPATIENT REHABILITATION

**Memorial Regional Hospital South**  
3600 Washington Street  
Hollywood, FL 33021  
Main Hospital: 954-966-4500  
Rehab Admissions: 954-518-5725

**Joe DiMaggio Children's Hospital**  
1005 Joe DiMaggio Drive  
Hollywood, FL 33021  
954-518-5725

**Memorial Hospital Miramar**  
1951 Southwest 172 Avenue, Suite 109  
Miramar, FL 33029  
954-538-4760

**Memorial Orthopaedic Surgery and Sports Medicine Center**  
2122 West Cypress Creek Road  
Suite 220  
Fort Lauderdale, FL 33309  
954-276 9660



### OUTPATIENT REHABILITATION

**Memorial Regional Hospital South**  
**Joe DiMaggio Children's Hospital**  
300 Hollywood Way  
Hollywood, FL 33021  
954-265-5453

**Joe DiMaggio Children's Hospital, Coral Springs Specialty Center**  
5830 Coral Ridge Drive, Suite 120  
Coral Springs, FL 33076  
954-575-8962

**Joe DiMaggio Children's Health Specialty Center**  
3377 South State Road 7  
Wellington, FL 33449  
561-341-7005

**Memorial Hospital West**  
703 North Flamingo Road  
Pembroke Pines, FL 33028  
954-844-7180

### SKILLED NURSING

**Memorial Manor**  
777 South Douglas Road  
Pembroke Pines, FL 33025  
954-276-6200

