



THE

FORUM

July/August 2025 • Volume 24, No. 4 • The Official Magazine of Collier County Medical Society

CCMS Installs 68th CCMS President Dr. Jose Baez and 2025-2026 Board of Directors



In this issue:

Member News pg. 3; CCMS Incoming President's Message pg. 4; CCMS Board of Directors 2025-2026 pg. 6; CCMS Alliance Report pg. 8; CCMS Annual Report pg. 9; Foundation Annual Report pg. 12; Dr. William and Nancy Lascheid Scholarship Award pg. 13; The Critical Role of Collegiality in Healthcare pg. 14; Keeping Medical Practices Independent pg. 16; Member Event Photos; pg. 18

CALENDAR OF EVENTS

Register at www.ccmsonline.org or call (239) 435-7727

Wednesday, July 16, 5:30pm

CCMS After 5 Social

Northwestern Medicine Naples Primary Care

Friday, July 25 - Sunday, July 27, 2025

FMA Annual Meeting

Hyatt Regency Orlando

Register at flmedical.org

Thursday, August 7, 5:30pm

CCMS After 5 Social

with Collier County Dental Assoc.

Snead Eye Group

Friday, September 12, 6pm

CCMS After 5 Social

Blue Martini Lounge

Thursday, September 18, 6pm

CCMS Women Physicians Social

Seasons 52

Saturday, September 27, 8am

Foundation of CCMS "Docs & Duffers"

Charity Golf Tournament

Bonita Bay Club Naples

Support opportunities at ccmsfoundation.org

Thursday, October 9, 5pm

CCMS After 5 Social

Gardens at Terracina Grand

Saturday, October 18, 6:30pm

CCMS Family Outing - FC Naples Soccer

Paradise Coast Sports Complex

Thursday, October 23, 6pm

CCMS Fall General Membership Meeting

Moorings Park

Wednesday, November 5, 6pm

CCMS After 5 Social

The Kitchen and Mini Bar

Sunday, November 16, 3:30pm

Physician Community Talent Show

Sugden Community Theater

Friday, November 21, 6:30pm

CCMS New Members Welcome Reception

Naples Grande Beach Resort

Premier Circle of Friends

Serving Florida's Physicians



Dave Dubowy • 954-884-0027
ddubowy@integrigrp.com
medmaldirect.com



Sunil Muley • 239-919-1361
sunil.muley@lmcu.org
LMCU.org



Karen Mosteller, CPA, CHBC • 239-261-5554
kmosteller@markham-norton.com
markham-norton.com

CCMS Board of Directors 2025-2026

President

Jose Baez, MD

Vice President

Glenn Groat, MD

Secretary

Erik Hiester, DO

Treasurer

Alexandra Grace, DO

Officer/Director at Large

George Brinnig, MD

Immediate Past President: Zubin Pachori, MD

Directors at Large: Sonal Sura, MD; Mazen Albeldawi, MD

Ex Officio Directors: April Donahue, Executive Director, CCMS;
Robin Babbo, CCMS Alliance President; Yenlee Hernandez, MD
and Dairon Lago, MD, Resident Physician Representatives

Views and opinions expressed in *The Forum* are those of the authors and are not necessarily those of the Collier County Medical Society's Board of Directors, staff or advertisers. Copy deadline for editorial and advertising submission is the 15th of the month preceding publication. The editorial staff of *The Forum* reserves the right to edit or reject any submission.

MEMBER NEWS

New Members:



Gregory A Bernath, MD

SWICFT Institute of SW Florida
625 9th St N Ste 201, Naples, FL 34102
Phone: (239) 261-2000 Fax: (239) 261-2266
Board Certified: Cardiovascular Disease;
Internal Medicine



Shivank S Bhatia, MD

Florida Prostate Centers
1875 Veterans Park Dr Ste 2203, Naples, FL 34109
Phone: (239) 387-2099 Fax: (469) 405-4958
Board Certified: Interventional Radiology;
Diagnostic Radiology



Raphael C Bosse, MD

Florida Cancer Specialists
1100 Goodlette Rd N, Naples, FL 34102
Phone: (239) 434-0656 Fax: (239) 261-0060
Board Certified: Hematology; Medical-
Oncology



Manrique O Iriarte, MD

Millennium Physician Group
800 Goodlette Rd Ste 200, Naples, FL 34102
Phone: (239) 302-3300 Fax: (239) 302-3301
Board Certified: Internal Medicine



Ariel Prieto-Valdes, MD

Vascular Surgery
Vascular Center of Naples
1875 Veterans Park Dr Ste 2203, Naples, FL 34109
Phone: (239) 431-5884 Fax: (239) 631-6907



Rajagopal K Reddy, MD

Naples Heart Rhythm Specialists PA
6376 Pine Ridge Rd Ste 180, Naples, FL 34119
Phone: (239) 263-0849 Fax: (239) 263-2376
Board Certified: Cardiovascular Disease;
Critical Care: Internal Medicine



Patricia A Stewart, DO

Art of Dermatology
2350 Vanderbilt Beach Rd Ste 301, Naples, FL 34109
Phone: (239) 356-3503 Fax: (248) 876-9144
Board Certified: Dermatology

Velamakanni Krishnamurty, MD

Retired

Mahesh Karamchandani, MD

Retired

New NCH Residents & Fellows:

| | |
|---------------------------------|----------------------------|
| Rola Ali, MD | Yara Maia, MD |
| Alondra Diaz Diaz, MD | Meghna Mendu, DO |
| Sara El Aryan, MD | Nithya Mitta, MD |
| Margaret Franklin Christian, MD | Brooke Norton, MD |
| Lauren Furman-Cline, MD | Natalie Nowak, DO |
| Christopher Gris, MD | Carlos Ojeda, MD |
| Lazaro Hernandez Cabrera, MD | Adrian Parra, MD |
| Lindsey Greenfield, DO | Jaydeepbhai Patel, MD |
| Nicholas Houser, MD | Evelyn Pineiro Urrea, MD |
| Spencer Johnson, MD | Read Quarles, MD |
| Osaf Ali Khan, MD | Matthew Riehl, MD |
| Niveda Anki Reddy Konda, MD | Christopher Sasco, DO |
| John Lane, MD | Stachyse Stanis, MD |
| Pranav Mahadevan, MD | Gustavo Saladin Miller, MD |

Reinstated:

Gregory B Rubin, DO

Neuroscience and Spine Associates, PL Ortho Collier
1250 Pine Ridge Rd Ste 202, Naples, FL 34108
7273 Vanderbilt Beach Rd Ste 33, Naples, FL 34119
Phone: (239) 325-1135 Fax: (239) 325-1205
Board Certified: Sports Medicine; Internal Medicine

Practice Updates:

Dina A Badra, MD

Joined practice: Healthcare Network at North Naples Pediatric
Center Inc
9160 Galleria Ct, Naples, FL 34109
Phone: (239) 658-3000 Fax: (239) 514-1965

Tyrone J Medina, MD

Pinnacle Health Specialists
New address: 800 Goodlette Rd N Ste 130, Naples, FL 34102

Jennifer L Sherwin, MD

Joined practice: Golisano Pediatrics
23450 Via Coconut Pt Ste H, Estero, FL 33928
Phone: (239) 343-9888 Fax: (239) 343-4055

Phillip Wong, MD

Precision Healthcare Specialists
New locations:
Primary: 6376 Pine Ridge Rd Ste 460, Naples, FL 34119
Secondary: 8340 Collier Blvd Ste 402, Naples, FL 34114

Moved out of area:

James M Scanlon, MD

Naples Vascular Specialists is closed.
Records, Questions: naplesvascularrecords@gmail.com

A Message from the 68th CCMS Board President

Jose Baez, MD, Board President, Collier County Medical Society



[Adapted from Dr. Baez's Installation Address at the CCMS Annual Meeting, June 14th.]

Good evening and welcome to the 2025 Collier County Medical Society Annual Meeting. I am extremely humbled to accept the position of president of the Collier County Medical Society. I would like to first

say thank you to Dr. Michael Patete, past FMA president for our board installation, our outgoing president Dr. Zubin Pachori, my fellow board members, our past society presidents, esteemed guests as well as the entire Collier County Medical Society membership for this honor. In addition, I would like to express my profound thanks to April Donahue and Nancy Wood for their diligent efforts in supporting the medical society. CCMS is pleased to extend our greatest appreciation to Arthrex President Reinhold Schmieding, for providing this exquisite setting, as well as to our sponsors.

I want to also take this opportunity to express my heartfelt and never-ending gratitude to my wife, Marisol for her unwavering support, both personally and professionally.

I would like to extend my congratulations to our physician of the year Dr. Rolando Rivera, and Dr. Robert Tober, our lifetime achievement award winner.

To quote Henry Ford, "Coming together is a beginning; keeping together is progress; working together is success." Our Collier County Medical Society strives to improve the collaboration among our renowned institutions, such as Arthrex, NCH, Physicians Regional, the Neighborhood Health Clinic, and our neighboring county societies. I would like to acknowledge the continuous initiatives by Arthrex, NCH, and Physicians Regional in providing affordable housing for their dedicated employees. The society's physician wellness program continues to provide much-appreciated services for our physician colleagues. Our community outreach programs include an annual women's forum, as well as last year's inaugural men's health forum spearheaded by Dr. Gary Swain.

Artificial Intelligence has become an integral component of the medical profession—it is already transforming diagnostics, patient monitoring, and administrative work processes. But we must proceed with caution and clarity. We will advocate for evidence-based assistance of AI that empowers physicians, not replaces them, and that ensures transparency and safety for our

patients. AI is instrumental in reducing administrative burdens, improving diagnostics, and enhancing physician well-being by reducing charting with EHR programs such as FREED.

The enhanced role of generative AI in medicine, particularly deep learning, leads towards personalized medicine, which requires our input and expertise. Robotics, (such as DaVinci and ION), medical research, along with surgical research, need to be supported as we move into the future. Our society must help define how responsible innovation impacts the future of medicine.

Chronic illnesses—such as diabetes, cardiovascular disease and respiratory conditions—are overwhelming our healthcare systems and shortening lives. We must reevaluate care delivery, improve interdisciplinary collaboration, and support public health policies that address the etiological factors, not just symptoms. As a society, we will drive national discourse and local action to improve outcomes for our patients with chronic diseases.

And lastly, we must continue to be present at the negotiating table with regards to physician reimbursement to address the untenable payment cuts, especially to the Medicare program. The current payment models continue to underpay physicians for the effort and complexity associated with delivering quality care. We will strive to achieve fair reimbursement that acknowledges our physicians' care and medical judgment.

Next month, your CCMS delegation will be your representative voice at the FMA annual meeting in Orlando. Consider joining the FMA and the FMA PAC to increase our presence at the FMA House of Delegates and subsequently influence our AMA.

I would like to express my gratitude for your unwavering dedication to our colleagues and the Collier medical community. I look forward to our working together as we proceed into the upcoming year.

Thank you again for attending CCMS' 68th Installation. Tonight's meeting is adjourned. Have a nice evening.



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CCMS Honors Leaders at the 2025 CCMS Annual Meeting

Collier County Medical Society

Nearly 200 members and guests enjoyed networking and honoring their colleagues at the Medical Society's 68th Annual Meeting, June 14th at Arthrex One Conference Center. Dr. Zubin Pachori, outgoing president passed the gavel to Dr. Jose Baez, who began his one-year term as CCMS board president, and the 2025-26 board of directors took office. CCMS also presented the 11th Annual CCMS Physician of the Year Award to Dr. Rolando Rivera and the CCMS Lifetime Achievement Award to Dr. Robert Tober.

Thank you to the Annual Meeting presenting sponsors Apex Brain and Spine, Millennium Physician Group, and Vascular Center of Naples/Naples Prostate Center, as well as major sponsors Inspire Oncology, Integris Assurance Company, and Lake Michigan Credit Union.

2025-2026 CCMS Board of Directors:



Jose M. Baez, MD – President

Dr. Baez is a board-certified internist with a private practice in North Naples. He attended medical school at Mount Sinai School of Medicine and completed his Internal Medicine residency at Bronx Lebanon Hospital Center. While in private practice in Connecticut, he was Assistant Clinical Professor at Univ. of Connecticut's School of Medicine.

Dr. Baez has served on numerous hospital committees and medical association boards. He has chaired the CCMS Membership Committee since 2018 and served on the CCMS delegation to the FMA for 10 years. Dr. Baez has completed 7 New York City Marathons and a Chicago Marathon.



Glenn E. Groat, MD – Vice President

Dr. Groat received his undergraduate degree in Kinesiology and Psychology from the Univ. of Colorado at Boulder and his medical degree from the SUNY Upstate Medical Univ. He completed his internship at the Mary Imogene Bassett Hospital for Diagnostic Radiology and residency in

Radiology at SUNY Upstate Medical Univ. Dr. Groat then completed a fellowship in Body Imaging and Intervention Radiology at the Cedars Sinai Medical Center in Los Angeles. He is board-certified by the American Board of Radiology and is a member of the American College of Radiology. He is currently the Assistant Managing Partner at Radiology Regional.



Alexandra R. Grace, DO – Treasurer

Dr. Grace received her BS in Psychobiology at Univ. of Miami. She completed both a Doctor of Osteopathic Medicine and a Master in Public Health at Nova Southeastern, a residency in internal medicine at Mount Sinai, and a gastroenterology fellowship at St. John Macomb Oakland, MI. She is dual-boarded in internal medicine and gastroenterology. After 7 years of hospital-employed practice, Dr. Grace started her private gastroenterology practice in 2022, Gastroenterology Specialists of Southwest Florida. She has been a CCMS member for 10 years, is the former chief of medicine at Physicians Regional, past CCMS nominating committee chair, and an FMA delegate since 2021.



Erik D. Hiester, DO – Secretary

Dr. Hiester is board-certified by the American Osteopathic Board of Family Physicians and by the American Board of Family Medicine. He received a Bachelor and Master of Science in Biomedical Engineering at the Univ. of Miami and a Doctor of Osteopathic Medicine degree at the Kansas City Univ. of Medicine and Biosciences. Dr. Hiester completed a family medicine residency in Binghamton, NY, and an interventional pain medicine fellowship at Emory Medical School in Atlanta. He also has a minor in classical piano and is a co-producer of the bi-annual Physicians' Community Talent Show. He is a concierge physician at NCH working with his wife, Karen Hiester, DO.



George Brinnig, MD – Officer/Director at Large

Dr. Brinnig continues his 30+ year career as a general ophthalmologist. He has practiced in numerous settings, including solo practice in California, large group in Massachusetts, and single specialty group in Connecticut. He has served in several organized medicine venues, including governing boards of the California Medical Association, Stanislaus County Medical Society (also as President and CEO), and New Haven County Medical Society. His BS is from SUNY Albany, PhD from UC Berkeley, MD from UC Davis, and MMM from Carnegie Mellon. Dr. Brinnig enjoys inventing, foreign languages, and travel.

Continued from page 6

**Sonal Sura, MD – Director at Large**

Dr. Sura earned her MD at George Washington Univ., was elected to Alpha Omega Alpha Medical Honor Society, and graduated Magna Cum Laude. After a research fellowship at Memorial Sloan Kettering Hospital, she went on to residency training at SUNY Downstate Medical Center, where she also served as Chief Resident. She is board certified in Radiation Oncology and has a Master in Business Administration from the New York Univ. Stern Executive MBA Program. Before relocating to Naples to join GenesisCare, Dr. Sura served as Director of Radiation Oncology at NYC H+H/Elmhurst, NY and Assistant Professor at the Icahn School of Medicine at Mount Sinai. She now practices at Inspire Oncology.

**Mazen Albeldawi, MD – Director at Large**

Dr. Albeldawi serves as a managing partner and practicing gastroenterologist at Meliora Healthcare, a position he has held since 2023. He obtained his MD from Ross Univ., followed by an Internal Medicine residency and a Gastroenterology fellowship at the Cleveland Clinic in Ohio. From 2014 to 2023, he served as Section Head of Gastroenterology at NCH, during which time he also led the endoscopy unit and later chaired the Quality and Patient Safety Committee. Currently, he is an Associate Professor of Internal Medicine at the Univ. of Central Florida College of Medicine and is distinguished as a Fellow of the American College of Gastroenterology and the American College of Physicians.

**Zubin Pachori, MD – Immediate Past President**

Dr. Pachori is a Hospital Medicine Physician, practicing in Collier County since 2012. He was raised in Florida and is a graduate of Florida Atlantic Univ. Dr. Pachori received his medical degree from Ross Univ. School of Medicine and completed his residency at Stamford Hospital/Columbia Univ. College of Physicians and Surgeons Program in Family Medicine, where he served as Chief Resident. He is one of the founders and managing partners of Premier Inpatient Partners, and has been involved with several hospital committees, including Chair of Family Medicine at NCH and Medical Staff Treasurer at Physicians Regional Healthcare System. He holds medical staff privileges at Physicians Regional and NCH and joined the CCMS board in 2019. At home, he enjoys spending time with his two sons and his wife, Dr. Maria Pachori.

Ex-officio Board Members:

April Donahue
CCMS Exec. Director



Robin Babbo
CCMS Alliance President



Yenlee Hernandez, MD
Resident Physician
Representative



Dairon Lago, MD
Resident Physician
Representative

FMA Alternate Delegates:

Tam T. Mai, MD



Rafael C. Haciski, MD



Physician of the Year Dr. Rolando Rivera
accepts his award via video.



Dr. Robert Tober accepts his Lifetime Achievement Award.

CCMSA 2024-2025 Year-End Summary

Robin Babbo, 2025-26 CCMS Alliance President



This past year proved to be a successful one for the Alliance. CCMSA membership numbers grew, and we raised thousands of dollars through fundraising efforts thanks to our leadership and member support.

We kicked off CCMSA activities last August by bringing back the traditional back-to-school pool party, “Physician Family Day,” where

member families enjoyed a day of fun and sun. This event was followed by our Fall Preview Luncheon, when we introduced our newly elected board of directors, presented upcoming activities, and were joined by April Donahue, CCMS, and FMA Alliance Presidents Ellie Paladine and Ginger Allen.

In October, we hosted our 2nd “Costumes for a Cause” Halloween fundraiser at the spectacular rooftop of Kalea Bay. Over 100 members and friends dressed up for a night under the stars and contributed \$15,000 toward our Scholarship initiative. As a result, CCMSA received 2nd Place in county fundraising by the FMA Alliance.

We continued through 2024-25 hosting Alliance Nights Out at local venues with the intent and purpose of bringing together our members and potential members to socialize and network in a fun, casual environment. Also, our ever-popular Book Club met monthly. In the new year, we hosted Sparkle & Stir, a cocktail party with a professional mixologist presentation. Next up was Around the World Dinner, where Alliance members hosted tables of delicacies from different countries, raising another \$4,000 for our scholarship fund.

In total, the CCMSA Dr. Ethel Trystgad Scholarship awarded \$10,000 to nine Collier County high school seniors who intend to pursue careers in healthcare fields. Individual scholarships ranged from \$500-\$2500, all made possible by Alliance supporters. Also, our support for TAPP - Teenage Parents Project in Immokalee - received a 1st place Award for Youth-Oriented Program from FMAA and also the HAP Community Service Award from the AMA Alliance.

Rounding out the year, past presidents gathered for the Gavel Club luncheon and a new Legacy Lunch connected our veteran members to new Alliance faces. Lastly, we ended the year with our Spring Member Luncheon at Seasons 52, where we thanked our outgoing board: Lisa Muehlenbein, Chrissy Wizenried, Marisol Baez, Melanie Kanar, Serena Josephson, and Sandy Akins, and inducted our new board of directors for 2025-26.

Behind the events, 2024-2025 President Lisa Muehlenbein worked energetically to revamp our website and marketing campaigns. We were most appreciative of her creation of the new CCMSA Connection newsletter and compiling a member directory, which had not been published for several years. At the same time, Lisa was actively engaged with FMAA and AMAA, to which she was recently elected its Florida Representative.

CCMSA is all about CONNECTIONS and contributing to the Collier County medical community—physicians and their spouses/partners and families—through social activities, fundraising events, and supporting CCMS. We are looking forward to the year ahead and welcome new members. Go to ccmsalliance.info or email colliercountyma@gmail.com for more info.

2025-2026 CCMSA Board:

Robin Babbo, President
Nicole Elstad, CCMSA Treasurer
Karen Swain, Recording Secretary
Deborah Levitsky, Correspondence Secretary
Barbara Rougraff, CCMSA Foundation Treasurer
Sheryl Guttman, Director-at-Large
Amy Howard, Director-at-Large (TAPP)



CCMSA Around the World



CCMSA Book Club



Collier County Medical Society 2024-2025 Annual Report

VISION

Helping Physicians Practice High Quality Medicine in Our Community

MISSION

Serve the needs of our physician members so they can better serve the needs of the community

CORE VALUES

**Collegiality, Professionalism, Leadership, Advocacy, Education,
Communication, Physician Wellness**



Dr. Jose Baez, Dr. George Brinnig, Dr. Sonal Sura, Dr. Alexandra Grace, Dr. Erik Hiester, FMA 2023-24 President Dr. Jason Goldman, Dr. Zubin Pachori, Dr. Gary Swain

Thank You to the 2024-2025 Board of Directors:

President: Zubin Pachori, MD

Vice President: Jose Baez, MD

Treasurer: George Brinnig, MD

Secretary: Glenn Groat, MD

Immediate Past President: Gary Swain, MD

Officer/Director at Large: Alexandra Grace, DO

Directors at Large: Erik Hiester, DO; Sonal Sura, MD

Ex Officio Directors: April Donahue, Executive Director, CCMS

Lisa Muehlenbein, PhD, CCMS Alliance Board Liaison

Yenlee Hernandez, MD; Dairon Lago, MD, Resident Physician Representatives

Outgoing President's Address & Annual Highlights

Zubin Pachori, MD



[Adapted from Dr. Pachori's Address at the CCMS Annual Meeting, June 14th.]

I would like to thank my wife Dr. Maria Gabriela Pachori, my family, our board members, and the CCMS staff April and Nancy for your support during my year as CCMS president.

CCMS and our medical community have dealt with many issues over the years. Fortunately this year, COVID is manageable, and the hurricanes in Collier County were not catastrophic. In the legislative arena, however, it was a busy year for defensive measures.

Along with the Florida Medical Association and American Medical Association, we continued to tackle the challenge of Medicare reimbursement cuts, scope of practice expansion, and legislation that would have a disastrous effect on our medical malpractice insurance. To prevent these issues from causing harm to our patients and the practice of medicine, it will take continued efforts every year.

Additionally, the development of artificial intelligence in medicine requires monitoring and thoughtful oversight. Proposed legislation at the national level gives cause for concern, and your CCMS delegation will be addressing this issue at the FMA Annual Meeting this July in Orlando.

Dr. Jose Baez, incoming CCMS president and all your board representatives this coming year will help represent us and the community we serve. Our CCMS is a very strong medical association, and that is to the credit of all of you. Looking out to my colleagues here in the crowd tonight, I am confident that medicine continues to be in good hands.

Thank you again for trusting me as your 2025-2026 CCMS President.

CCMS Annual Highlights Fiscal Year 2024-25

- Discussing important issues with local and state legislators that affect the practice of medicine and public safety, including mental health services, scope of practice, medical liability, and workforce housing.
- Addressing physician wellness by providing 121 psychological counseling sessions for our members, continuing our monthly "After 5" Socials, and engaging in advocacy efforts.
- Hosting a new Men's Health Forum for the public and continuing to host the popular Women's Health Forum for approximately 300 attendees.
- Continuing to grow our membership roster, which has increased by 48.6% since 2013.
- Remaining fiscally responsible, with an increase of nearly 100% in net assets over the last 10 years.
- Enjoying record attendance at both the 2024 CCMS Annual Meeting and New Members Welcome Reception.

Thank You to 2024-2025 Committee Chairs

To join a committee, email april@ccmsonline.org or call 239-435-7727

Diversity, Health Equity, & Inclusion Ad-Hoc

Dr. Shawn Khan, Chair
Dr. Nena Korunda, Vice-Chair

FMA Delegation

Dr. Zubin Pachori, Chair

Grievances

Dr. Richard Pagliara, Chair

Health Insurance Co-Op

Dr. Pavan Anand, Trustee

Legislative

Dr. Zubin Pachori, Chair

Membership

Dr. Jose Baez, Chair

Men's Health Forum

Dr. Gary Swain, Chair

Nominating

Dr. Jose Baez, Chair

Physician Wellness

Dr. Rebekah Bernard, Chair

Programs

Dr. Elizabeth Arguelles, Chair

Women's Health Forum

Dr. Theresa Vensel, Chair

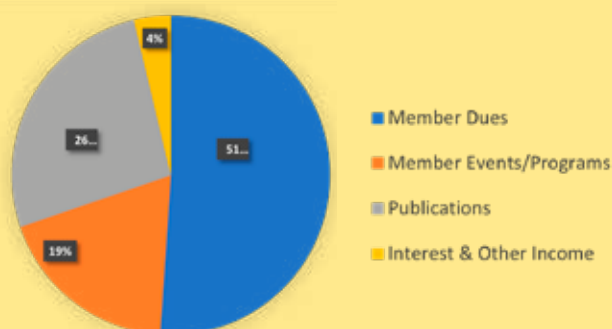
The Forum Magazine

Dr. Rebekah Bernard, Editor

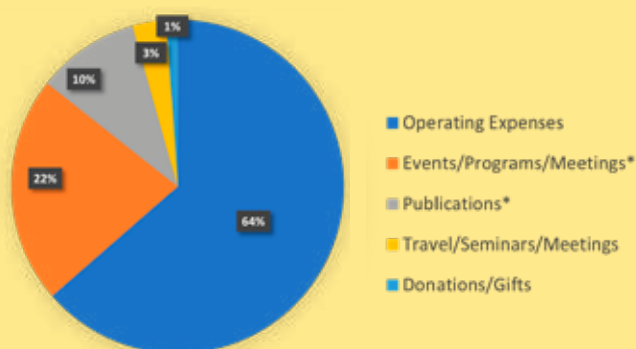
Dr. George Brinnig, Assistant Editor

Income and Expenses

Income



Expenses



*reflect only direct expenses, not indirect operational costs

CCMS PAC Report 2024-25

The CCMS Political Action Committee (PAC) provides funds to local and state candidates who are physician and patient-friendly. CCMS members and spouses are invited to contribute \$100 each to the PAC to help make an impact on elections in Collier County and Florida. Contact CCMS or visit ccmsonline.org/advocacy.

Your PAC had \$2,450 in income last fiscal year and \$4,250 in expenses, with a bank balance just over \$4,000 on March 31st. The board's primary goal was to support candidates for the 2024 local elections, which included races for state legislature, Collier County Commission, and school board. CCMS members are strongly encouraged to resume their contributions or contribute for the first time for the 2025-26 fiscal year to help replenish the expenditures in preparation for the 2026 elections.

During the 2024-25 fiscal year, the PAC contributed to Burt Saunders for County Commission District 3, endorsing Commissioner Saunders, who was the incumbent and successfully reelected. The PAC also contributed to incumbent school board members Erick Carter and Stephanie Lucarelli, who won their elections. State House District 81 was an open seat in 2024, and the PAC board contributed to Greg Folley in the primary and Yvette Benarroch in the general election, who was elected to the position.

If you have questions about voting, the PAC, or its endorsements, contact any of the PAC Board: Dr. Rolando Rivera – Chair/Treasurer, Dr. Mitchell Zeitler, Dr. Catherine Kowal, Catherine Campbell (CCMS Alliance rep) or April Donahue at CCMS.

Net Assets Fiscal Year Ending March 31, 2025: \$508,419*

**Based on unreviewed financial statements, pending CPA review*

Membership

Total Membership 2024-2025: 770

New Members, April 2024-March 2025:

Mustafa Akbiek MD
Hussain Ali MD
Alaa Almallouhi MD
William L Barrett M
Amanda Barrial MD
MaryJo Bekhash MD
Gregory Bello DO
Gunnar E Bergqvist MD
Simran Bhatti MD
Mark P Bloomston MD
Carlos Bravo MD
Kiara D Camacho-Caballero MD
Steven Case MD
Ankit R Chander MD
Eric Chapman MD
Nicholas J Clark MD
Hany Demian MD
Mohammad Dlewati DO
Jason R Dudas MD
Lenore I Everson MD

Gregory A Felsheim MD
Alex N Fernandez MD
Lirka Gonzalez Rodriguez MD
Grant J Grabarczyk DO
Hunter Hampton MD
Juan Hernandez MD
Travis M Howard MD
Randall S Jacobs MD
Mohammad Jahanzeb MD
Abdul Rahman Jazieh MD
Afshin Khaizer MD
Cagla Kitapli MD
Andrew Kossack MD
Soltana Kuliyeve MD
Cory Lamar MD
Scott V Larson MD
Catherine H Law MD
Philip D Leming MD
Sydney K Levy MD
Amanda Lidgard DO

Keldon K Lin MD
James Maciejewski MD
Chikeluba "Chike" Madu MD
Eduardo M Maristany MD
Marilyn A Marquez MD
Kevin A McCracken MD
Michael D McGee MD
Carolina L Mercado MD
Ajai K Nemani MD
Nguyen Nguyen MD
Mikaela M O'Connor MD
Carl E Orringer MD
Sneha Palliparambil DO
Robert (Bobby) C Palmer MD
Radhika Patel DO
Delmis Perez Castro MD
Ernesto Perez Colome MD
Azeem Rathore DO
Justin M Rock MD
Brian Rodriguez MD

Edward Ruby MD
Mustafa Sadek MD
Danielle Sanchez MD
Loraine Sanchez Paulino MD
Tasha Shah DO
Taiya Shevelev DO
Vince R Siebert MD
Theodore A Soares DO
Sandraliz Solano MD
Maria C Spencer MD
Linsey A (Atchison) Stocco DO
Rachael A Venn MD
Frank M Vina MD
Zachary Wald DO
Paul Wasuwanich MD
Lori A Williams MD
Kent Zhao MD

Foundation of CCMS 2024 Annual Report

Rolando Rivera, M.D., Foundation Chair



I am happy to provide the 2024 report from our Medical Society's 501c3 charitable arm, the Foundation of CCMS. We continue to grow and increase awareness of our organization, adding new donors, increasing our scholarship awards, and supporting the CCMS Physician Wellness Program.

We awarded 6 scholarships in 2024, for a total of \$37,500, and exceeded a quarter

of a million dollars awarded since our inception in 2023. The awards included the Dr. William and Nancy Lascheid Memorial Scholarship, which honors the Neighborhood Health Clinic co-founders, and is awarded to medical students who are Florida residents excelling in community service. Award recipient Mariela Vega, an Immokalee H.S. graduate in the class of 2027 at Florida State Univ. College of Medicine, exemplified their dedication to helping those in need.

We then provided five additional awards in our general healthcare scholarship program, helping two medical students, one nursing student, and a student of clinical laboratory science. Read about all our winners at ccmsfoundation.org, where interested applicants can also download applications for next year's scholarships, due March 31st.

One of our goals is to continue building the endowment fund we launched in 2017, managed by the Community Foundation of Collier County, which helps create long-term sustainability. We reached an important milestone in 2024, surpassing \$50,000 in endowed funds. Supporters can participate in the endowment in a variety of ways, including gifts of property, planned giving, and more.

Our 11th Anniversary Docs & Duffers charity golf tournament was held October 5, 2024, with an awards after-party and a raffle. We welcomed 115 golfers who enjoyed a wonderful afternoon at Bonita Bay Club in Bonita Springs despite the rain forcing us to conclude early, while winning prizes and raising funds for the Foundation. We were fortunate to have 19 sponsors, 38 prize donors, and 25 volunteers supporting the event, which raised over \$22,000 in net proceeds.

We raised \$6,550 at the 2024 Women's Health Forum with \$1,550 in attendee donations and \$5,000 from a portion of sponsorship proceeds. We also raised funds with a wine pull fundraiser in Fall 2024 presented by US Bank Private Wealth Management, and raffles at the CCMS Annual Meeting and New Members Welcome Reception. We look forward to the next Physician Community Talent Show in Fall 2025, where the organizers will again share the proceeds with the Foundation.

Our mission: Provide support and leadership to programs that address access to healthcare and promote health education.

Another highlight was our continued support of the CCMS Physician Wellness Program, with a grant of \$1,614 in 2024. This important initiative to help our members treat and prevent burnout is critical to improving access to quality healthcare in our community.

Gross revenue for 2024 was nearly \$53,000, including donations from members and friends and net income from fundraising events. Total expenses for 2024 were nearly \$48,000, including scholarships, grants, professional fees, and low operational costs. At the end of our fiscal year, our balance of net assets was over \$119,000.

We are grateful to board member Dr. Rebecca Rock, who retired from the Foundation board in December 2024. Thank you for your many contributions over the last three years. We welcomed Dr. Kiran Gill to the board in early 2025 to fill our open position.

Thank you to all the member physicians and friends of the Foundation who have made contributions since our founding. Your support is critical to our success, and we look forward to continued growth for the years to come. We encourage all our members to consider the Foundation in your charitable giving plans. You can donate at ccmsfoundation.org or call us at 239-435-7727 for details.

We also invite everyone to participate in our upcoming 13th Annual Docs & Duffers golf tournament and raffle, Saturday, September 27, 8:30pm at Bonita Bay Club in Naples. You are welcome to golf, be a sponsor, prize donor, volunteer, or raffle entrant (need not be present to win), or simply attend the awards luncheon. Register or learn more about the tournament and raffle at ccmsfoundation.org.

Contact any of the FCCMS board members for information on our activities and mission, or reach out to April, (239) 435-7727 or april@ccmsonline.org. You can also follow us on Facebook, fb.com/ccmsfoundation. Thank you again, and we look forward to working with you to improve the health of our community.

Thank you to the 2024 Foundation Board Members:

Rolando Rivera, MD, Chair
 Jeremy Darstek, Treasurer/Secretary
 Rebekah Bernard, MD
 Joshua Bialek
 Mitchell Dannenberg
 April Donahue
 Glenn Groat, MD
 Catherine Kowal, MD
 Karen Mosteller
 Andy Reed
 Rebecca Rock, MD



Foundation of CCMS Announces Lascheid Scholarship Recipient

Foundation of Collier County Medical Society



The board of directors of the Foundation of Collier County Medical Society is thrilled to announce that Michael Grossi is the recipient of the Foundation's 2025 Dr. William and Nancy Lascheid Memorial Scholarship for Medical Students.

Mr. Grossi was valedictorian at Marco Island Academy and is in the class of 2027 at Florida

State University College of Medicine.

This prestigious, \$15,000 award recognizes residents of Florida who are training to become physicians and have demonstrated exceptional community service. It commemorates Dr. and Mrs. Lascheid, visionary founders of the charitable Neighborhood Health Clinic in Naples and past presidents of CCMS and the CCMS Alliance, respectively.

"The 11th annual memorial scholarship honors future physicians who not only excel academically but also demonstrate a deep and enduring commitment to caring for vulnerable populations," said Dr. Rolando Rivera, board chair of the Foundation. "Mr. Grossi is an extraordinary medical student whose dedication and compassion—particularly in serving underserved communities—truly embody the spirit of this award. We are proud to recognize him."

"Each year, through the generous support of so many, the Foundation of CCMS awards The Dr. William and Nancy Lascheid Memorial Scholarship. This scholarship is a reflection of Bill and Nancy and their dedication to helping others," said Keith Maples, CEO of Neighborhood Health Clinic. "Michael Grossi is a shining example of this similar understanding of sharing your talents to help others. We at Neighborhood Health Clinic are proud to be a part of Michael's journey and the impact he will make."

Mr. Grossi obtained bachelor's degrees from the University of North Carolina at Chapel Hill and Florida Gulf Coast University. His community service activities have included assisting at a medical clinic in Immokalee, mentoring pre-medical students, and volunteering with the FSU Big Bend Buddies program, where he served as a mentor to youth in a Tallahassee shelter. He also served as President of the Anesthesiology Interest Group at FSU, where his team hosted procedural training sessions for early medical students. Under his leadership, the group earned national recognition for developing 3D-printed simulation equipment for use in training.

"To have been selected as the 2025 Lascheid Scholarship recipient is a tremendous honor and privilege. This scholarship not only eases the financial burden of medical school, but also reinforces the values and mission upheld by the Lascheid Family and the Collier County Medical Society," said Mr. Grossi. "It is my sincere intention to one day uphold the same high standards of care exemplified by Collier County physicians. Thank you to the Lascheid Family and the Foundation of CCMS for this incredible opportunity!"

The Foundation is a 501(c)3 charitable organization launched by the Collier County Medical Society in 2012, with the mission to provide support and leadership to programs that address access to healthcare and promote health education. The Foundation's 12th Annual signature fundraiser, the Docs & Duffers Golf Tournament on September 27, 2025, will help raise funds for its scholarships and local healthcare initiatives. Further details can be found at ccmsonline.org/foundation/#golf and fb.com/ccmsfoundation.



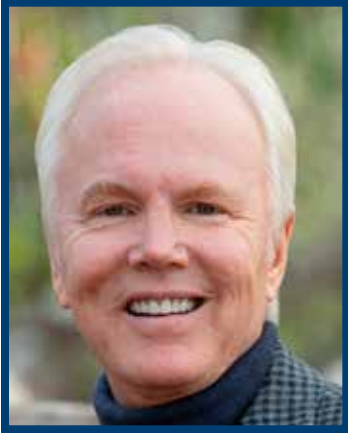
Nancy Lascheid, Dr. Bill Lascheid



Michael with FCCMS board member Dr. Rebekah Bernard at CCMS Annual Meeting

The Critical Role of Collegiality in Healthcare

Michael D. McGee, MD



Healthcare is a team sport, and collegiality is essential—not just for workplace harmony but for patient safety and clinical outcomes. Research shows that strong nurse-physician collaboration reduces ventilator-associated pneumonia by 24% and shortens hospital stays.ⁱ According to the Agency for Healthcare Research and Quality (AHRQ), effective teamwork cuts medical errors by half.ⁱⁱ In medicine,

collegiality isn't just about courtesy; it's a life-or-death variable.

The Cost of Poor Collegiality

A toxic work environment doubles burnout rates among physicians and quadruples PTSD symptoms after adverse events.^{iiiiv} Conversely, organizations with high collegiality see lower turnover, better morale, and reduced distress.^v

What Is Collegiality?

Derived from the Latin *collegium* (a group united by shared goals), collegiality means fostering respectful, supportive relationships among colleagues. Collegial physicians:

- Maintain positive work relationships
- Are team players
- Avoid gossip or disparagement^{vi}

What Undermines Collegiality?

Several factors can undermine collegiality. They include:

- High stress and administrative burdens
- Competition and ego clashes
- Rigid hierarchies that stifle communication^{viiiviii}

How to Promote Collegiality

We can cultivate collegiality in multiple ways.

1. Leadership Commitment
 - o Model collegial behavior.
 - o Measure culture via team surveys.
2. Structured Communication
 - o Daily huddles, anonymous feedback channels, and conflict resolution systems.
3. Team-Based Care Models
 - o Collaborative rounds and shared goals.
4. Conflict Resolution Training
 - o Mandatory workshops and peer mediation programs.
5. Wellness Infrastructure
 - o Peer support, mentoring, and protected time.
6. Recognition & Rewards
 - o Publicly acknowledge collaborative behavior.

Collegiality isn't magic—it's mechanics. Hospitals using programs like AHRQ's TeamSTEPPS (free teamwork tools) or Stanford's

Tripartite Model (focusing on professional fulfillment) see lower burnout and better outcomes.^{ix}

How Physicians Can Foster Collegiality

- Listen First: When triggered, seek to understand before reacting. *"Connect to correct."*
- Focus on Shared Goals: Remind colleagues of your common mission (patient care).
- Speak Up Respectfully: Use nonviolent communication (e.g., *"When you snap at me, I feel disrespected. Could we discuss this calmly?"*).
- Address Bad Behavior: If a colleague is rude, gossipy, or critical, confront them directly or escalate to leadership.

When Leadership Fails

If administration doesn't address non-collegial behavior:

1. Request mediation.
2. Advocate for change in staff meetings, with supervisors, and in other forums. Provide education on the impact of collegiality on physician burnout and patient outcomes. Encourage administration to provide trainings on collegiality.
3. If feasible, consider leaving if the culture is irreparable.

The Bottom Line

Collegiality is everyone's responsibility, but leadership sets the tone. By investing in teamwork, hospitals protect physician well-being—and patient lives.

Author's note: This article edited with the assistance of DeepSeek.

ⁱBoev, C. Nurse-physician collaboration and hospital-acquired infections in critical care. *Critical care nurse*. 2015. 35 (2): 66 – 72.

ⁱⁱ<https://www.ahrq.gov/teamstepps-program/index.html>

ⁱⁱⁱShanafelt TD, West CP, Sinsky C, Trockel M, Tutty M, Satele DV, Carlasare LE, Dyrbye LN. Changes in Burnout and Satisfaction With Work-Life Integration in Physicians and the General US Working Population Between 2011 and 2017. *Mayo Clin Proc*. 2019 Sep;94(9):1681-1694. doi: 10.1016/j.mayocp.2018.10.023. Epub 2019 Feb 22. PMID: 30803733.

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^{viii}Taking action against clinician burnout: a systems approach to professional well-being. 2019. National academies of sciences, engineering, and medicine. Consensus study report. <https://nap.nationalacademies.org/catalog/25521/taking-action-against-clinician-burnout-a-systems-approach-to-professional>.

^{ix}<https://www.ahrq.gov/teamstepps-program/index.html#:~:text=TeamSTEPPS%20is%20an%20evidence-based%20set%20of%20teamwork%20tools%2C,guides%2C%20videos%2C%20and%20exercises%20to%20practice%20the%20skills>.

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Keeping Medical Practices Independent: Why It Matters and What Can Be Done

MarkhamNorton Medical & Healthcare Team



In today's healthcare landscape, independent medical practices are increasingly being absorbed by hospitals and private equity groups. For many physicians, the growing demands of managing HR, billing, compliance, payroll, insurance, and other back-office administrative tasks can quickly become overwhelming. The promise of relief from these burdens, along with perceived financial stability and attractive buyout offers, can make selling seem like the easiest, or even the only, option.

However, the post-sale experience often brings new challenges. Physicians often lose control over how they practice medicine, face pressure to meet financial and productivity benchmarks, and see patient relationships become less personal. Decision-making often shifts from the physician to a corporate boardroom, where profits take precedence over patient care and compassion.

Physicians who sell their practices often report:

- Loss of autonomy
- Treatment mandates
- Increased pressure to generate profits
- Weakened patient relationships

The good news? Staying independent remains a viable and sustainable option, with the right support. Independence allows physicians to preserve their values, shape their practice culture, and foster deeper relationships with patients.

To maintain independence, physicians should:

- Strategically outsource administrative operations
- Build partnerships with experienced advisors
- Develop structured growth plans
- Reinvest the time savings into patient care

Professional advisors, such as those from accounting or consulting firms with healthcare experience, can help alleviate administrative burdens. These partners can assist with tasks like day-to-day accounting, payroll, recruiting, tax planning, regulatory compliance, and CFO and consulting services, freeing physicians to focus more on patient care and practice growth.

Engaging with experienced consultants can support your practice by:

- Improving operational efficiency
- Providing informed financial planning
- Ensuring regulatory compliance
- Enhancing revenue management
- Helping physicians regain more time for both patients and personal life

Before assuming that selling is the only option, take time to evaluate alternatives. Collaborating with trusted experts can empower you to maintain independence while improving your practice's business performance.

Independence doesn't mean doing everything alone, it means making room in the boat so others can row with you and for you. With the right support, you can grow your practice without ever compromising your mission or values.



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Women Physicians Retreat CCMS After 5 Social CCMS Annual Meeting



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Dr. Carlos Mendez



Dr. Jay Barnett, Dr. Craig Eichler



Dr. Richard Beatty, Dr. Charles Anderson,
Dr. Rafael Haciski



Dr. Alejandro Perez-Trepichio, Patricia Perez-Trepichio



Dr. Jennifer Sherwin, Dr. Ariel Pollock,
Dr. Ellen Bellairs, Sarah Rock



Dr. Ronaldo Carneiro, Dr. Mitchell Zeitler,
Dana Zeitler



Dr. Danielle Matta, Dr. David Johnson,
Dr. Hazem Matta



Dr. Kathryn Tapper, Dr. Rebekah Bernard



Dr. Sajan Rao, Dr. Shona Velamakanni



Dr. Eeka Marshall, Dr. Aleksandra Granath



Dr. Lina Sakr, Dr. Vivian Ebert



Dr. Tameca Bakker, Dr. Rebekah Bernard

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Docs & Duffers 2025

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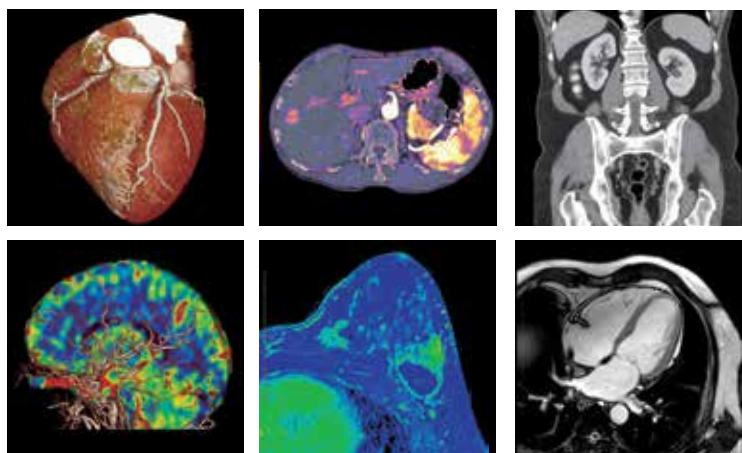
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