



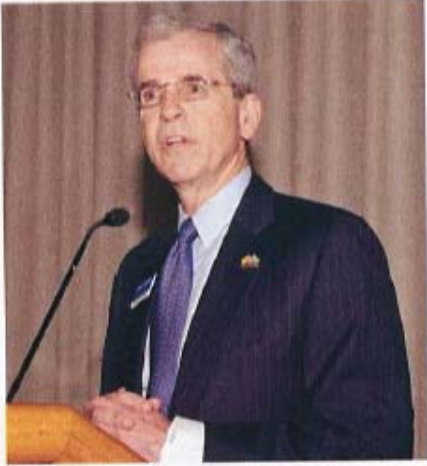
Healthcare Innovations

# Ahead of the Curve

## Innovation Through Diversification

A change in Medicare reimbursement formulas has hammered Miami Jewish Health System's original nursing home operation since the 1990s — it projects an \$8 million loss on the 462-bed facility this year. In the meantime, however, the non-profit has diversified; it now serves 8,000 patients and has pain, rehab and other centers.

"The nursing home model, the way it's been operating and the way it is today, is broken," says CEO Jeffrey Freimark. "The point of my discussion is not, 'Woe is me.' It is what it is. How do we deal with it?" MJHS projects it will break even in 2012, though Freimark wants tort law changes to lower costs and reduce defensive medicine.  
— Mike Vogel



CEO Jeffrey Freimark has helped Miami Jewish Health System diversify its operations.