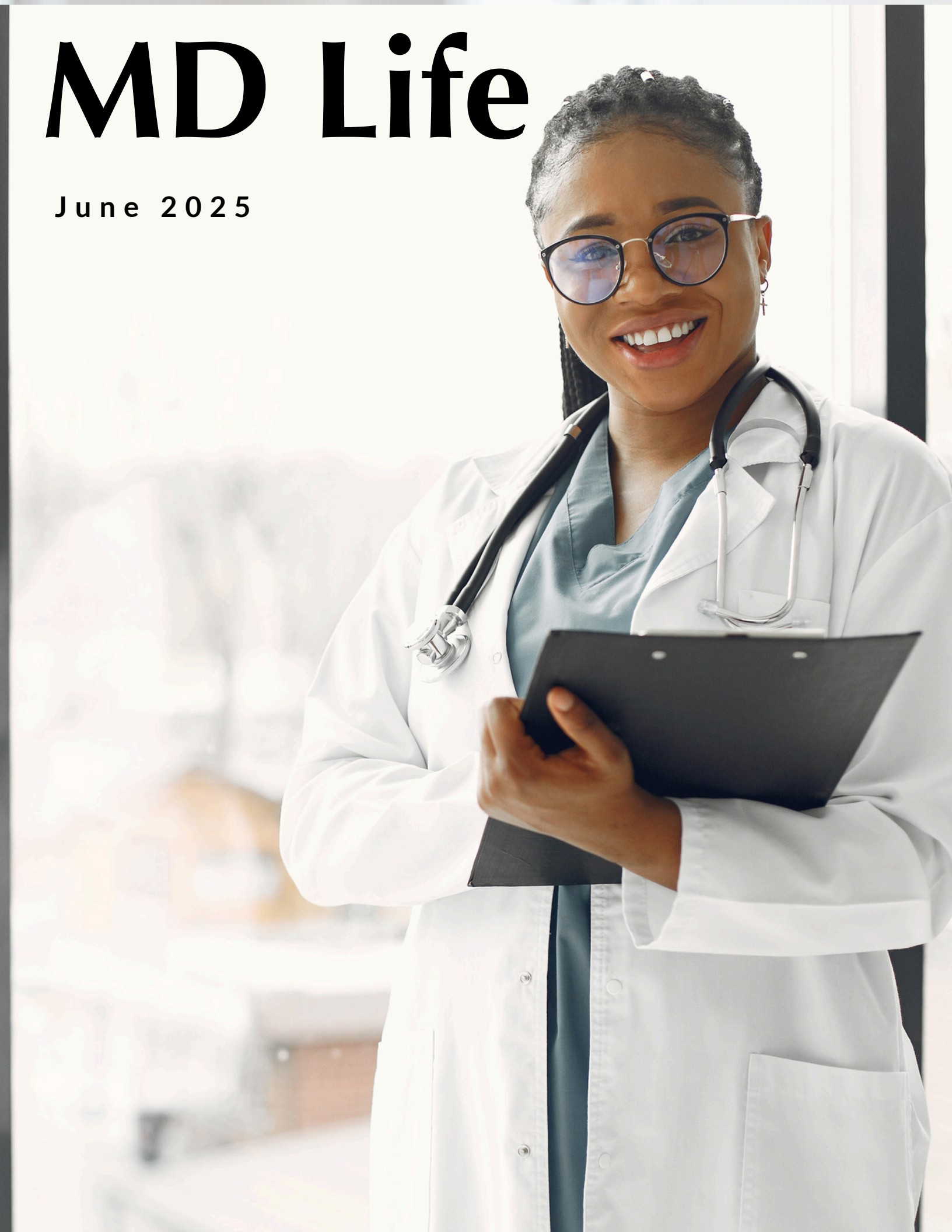


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Why the Physician Shortage May Be Our Last Line of Defense

Yuri Aronov, MD

In an age where medicine is increasingly shaped by administrators, algorithms, and corporate cost-cutting, physicians find themselves stripped of many of the economic tools that once defined their professional autonomy.

The days when physicians—especially in fields like internal medicine, pediatrics, and even general surgery—could rely on billing, collections, and the straightforward logic of fee-for-service income are largely over. Reimbursement has stagnated or declined in real terms, overhead costs rise yearly, and payer complexity erodes both efficiency and revenue. While procedural specialties like orthopedics, ENT, and plastics may still enjoy geographic pockets of billing-based sustainability, even these are becoming increasingly dependent on the forces of market consolidation and regional demand.



Into this environment walks a new generation of physicians—bright, idealistic, and deeply burdened. They are hundreds of thousands of dollars in debt, starting their careers a decade later than most of their non-medical peers, often delaying family life or financial stability. Lacking formal education in business, economics, or the intricacies of health care finance, many young doctors understandably seek the predictability of salaried employment. Yet that very predictability may be a mirage. Salaried positions are not protected from market dynamics; they are defined by them. And when supply rises, salaries will inevitably fall.

Compounding this is the day-to-day reality of practicing medicine under layers of bureaucratic nonsense, none more frustrating or demoralizing than the stupidity of EMR requirements.

What began as a tool to streamline care and improve communication has become a bloated, mind-numbing labyrinth of checkboxes, meaningless metrics, and click-driven compliance exercises. The physician's time is now less about thinking and healing, and more about satisfying insurance-driven documentation rules and hospital quality gimmicks—none of which improve outcomes, but all of which erode job satisfaction. EMRs have become less about patient care and more about institutional CYA and billing optimization.

This is why the current physician shortage—while publicly lamented and politically framed as a national crisis—is, in truth, the only meaningful leverage physicians have left.

It is the last buffer against widespread economic commoditization of our labor. As long as physicians remain scarce, institutions must compete to recruit and retain them. Salaries stay strong. Work-life balance is negotiated. Autonomy—limited though it may be—still carries some currency.

But increase the supply significantly, and this leverage vanishes. Whether in private practice or academic medicine, the law of supply and demand will assert itself. Flood the market with young physicians, and

the entire compensation structure will deflate—along with any remaining physician-led bargaining power. Worse, the younger generation will be the most vulnerable: highly indebted, lacking negotiating experience, and often unaware of the structural forces working against them. Add to this the rising administrative dominance of health care systems, the cultural shift that enables nurses and non-physician staff to increasingly direct the delivery of care, and the relentless daily grind of EMR micromanagement, and the trajectory is clear.

In short, keeping the physician shortage going is not a matter of public inconvenience; it is a matter of professional survival.

It is the last economic safeguard for a profession already under siege. While the rhetoric of “access” and “equity” is wielded by those who wish to expand the workforce without addressing systemic inefficiencies, physicians must be honest about the consequences: every new doctor minted without a matching increase in professional autonomy, legal protections, and payment reform weakens the bargaining position of all.

Let’s not be naïve. Medicine is no longer the financial fortress it once was. We now work within an ecosystem designed to extract our value and then call it “cost containment.” In that system, scarcity is strength. And unless we protect that scarcity, we will soon have nothing left to protect at all.

[Yuri Aronov](#) is an anesthesiologist.



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Best Outdoor Tech for 2025

Cnet.com

Crispy crust in minutes - Halo Versa 16-inch pizza oven



Pizza ovens are an outdoor cooking sensation. Smaller than your average grill, this propane-powered pizza preparer is simple to use and can evenly cook pizza, and other dough-based deliciousness at a rapid pace. The hot stone in the center of the oven is heavy and needs a good amount of preheating before you put your pizza on, but once it's ready, a homemade pie takes about 6 minutes to cook to perfection. The stone rotates so there's no need to take the food out to move it or worry that it will be undercooked on one side. The liftable lid is the other feature that really sets the Halo Versa apart from most pizza ovens. Once the food is cooked you tilt the lid up, giving you far more access and making it easy to get the food out without dropping it (something I've occasionally done on a normal oven).

Best way to keep cool – Shark FlexBreeze Outdoor Fan

Living in Virginia means I get cool winters and very hot summers. My backyard is set just right so no wind ever reaches it, making summer days stifling and in need of a breeze. The Shark FlexBreeze has been a godsend since it arrived because it offers wire-free cooling directly to me and my family. The battery charges quickly and lasts for hours, or it can be plugged in for continuous power if you aren't using the mister. Oh, by the way, it also has a mister which is fantastic if you don't mind being moist. For one more party trick, the Shark can pull apart into a shorter table fan, making it truly versatile.



Best non-fire fire pit - Mod Lighting Skye large solar lamp

This large solar light has an elegant design that can be screwed into your deck near a pool or walkway to give a beautiful glow all night long. Or you can do what I've done and use it in place of a real flame fire pit. The soft, warm light gives that same ambiance a fire pit does without adding degrees of heat to the surrounding area. My family and I love to hang out in the yard during the summer, but the temperatures are in the mid-80s, much too hot for a real flame. The Skye from Mod Lighting is an excellent compromise.



Warm and cozy – Cuisinart COH-400 Perfect Position Overhead Propane Patio Heater



This Cuisinart heater stands out from the options thanks to the adjustable arm that reaches out and away from the base and can rotate 360 degrees around it. This means the heater can be positioned in the middle when you and your group sit around a table, keeping everyone warm. According to Cuisinart, the propane heater is rated at 38,200 BTUs, and the dome on top has a more downward curve than most, which helps push heat toward you. In testing, the heater consistently dropped in temperature as I moved away, only losing an average of about 4.5 degrees from the initial temperature increase of 12.73 degrees average at 1 foot.

Best visual experience - Sylvox 43-inch Pool Pro series



This is easily the most extravagant thing on this list, but if you spend hours in your backyard like we do, having a TV designed to last is well worth it. This entry from Sylvox is water resistant against rain and splashing from the pool, can work in freezing temperatures as well as hot weather and is smart too. The Google TV integration makes the entire TV very snappy and you get all of your favorite apps to play with. The volume is decent, though nothing to write home about, but the screen is incredibly bright. Even on the brightest day, I was able to watch Miraculous Ladybug with my daughter without any issues.

Best portable speaker – TreLab Bluetooth speaker

While many Bluetooth speakers suffer from poor bass reproduction, the HD-Force from Treblab sounds deep and rich at any volume. The battery will last the length of any outdoor gathering, and the flashing lights on top add a party atmosphere in the evenings.

The HD-Force also has an IPX6 water rating, meaning it can survive an extended blast of high-pressure water or splashing. You won't want to drop it in the pool, but it can handle all the splashing or sprinklers you could want.



Outdoor illumination - Nanoleaf Outdoor String Lights



With a heavy-duty acrylic "bulb" cover, these lights are not only more durable than most, but the shape of the acrylic refracts the light in multiple directions for a beautiful look, from warm glows to vibrant colors. It has Wi-Fi, Bluetooth, and Matter all in the mix for controlling these lights. The lights get very bright and can be dimmed to the perfect level for any occasion. In addition to choosing any of the 16 million colors supported by these lights, you can also choose from preset themes to get the perfect ambiance for your patio.

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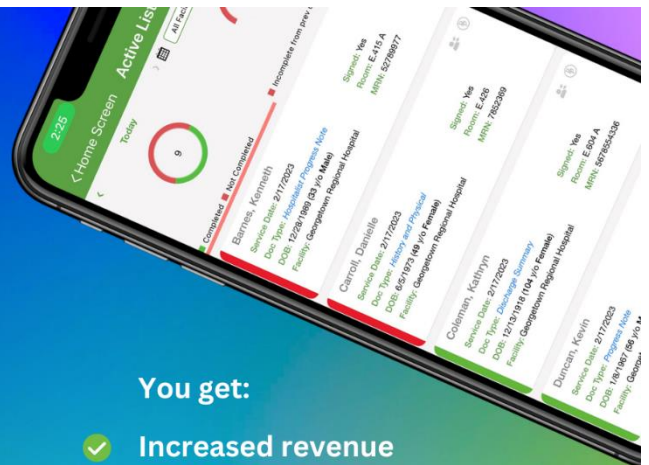
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How to Invest Like an Endowment



Investing like an endowment fund involves adopting strategies used by large institutional investors, such as universities and foundations, to manage their endowments. The benefits of using their approach are large—better diversification, the use of non-traditional assets that enhance portfolio efficiency (the trade-off of risk and return), and adopting a safer way to withdraw funds. Here are some key principles and steps to help you invest like an endowment fund, and some ways you can modify and enhance the endowment approach.

Diversification

Endowment funds typically diversify their investments across a wide range of asset classes to reduce risk and enhance returns. This includes:

- **Equities:** Both domestic and international stocks.
- **Fixed Income:** Bonds and other debt instruments.
- **Alternative Investments:** Hedge funds, private equity, venture capital, real estate, and commodities.

Their allocation among various asset classes is based on mathematics and the interplay between the price and return performance of various asset classes. The weight of each within a portfolio is an important determinant of return risk and return. The approach used by many is based on Modern Portfolio Theory.

Modern Portfolio Theory is a concept created by Dr. Harry Markowitz (Nobel Prize 1990) provides a theoretical basis for broad diversification by asset class. Dr. Markowitz used statistical measures like standard deviation and correlation to show mathematically how to diversify properly.

Long-Term Focus

Endowment funds invest with a long-term horizon, aiming to preserve and grow the principal over decades. This means they can afford to take more risks in pursuit of higher returns, knowing they won't need to liquidate assets in the short term. You can take the same approach as long as you have a smart place to get cash in case of an emergency, for example the need for a new car or a new roof in your home.

Active Management

Many endowment funds employ active management strategies, hiring professional managers to select investments and adjust the portfolio based on market conditions. This can involve tactical asset allocation and selecting specific securities within asset classes. We do not recommend this approach for the average investor. In the long run using an index fund rather than an active manager dramatically

increases the odds you will fully capture the return on an asset class and not underperform it in the long run. Trying to make tactical decisions in attempts to time and take advantage of market fluctuations does not work for most investors.

Rebalancing

Regularly rebalancing the portfolio is crucial to maintain the desired asset allocation. This involves selling assets that have performed well and buying those that have underperformed, to keep the portfolio aligned with long-term goals. In our practice we use a 20% threshold to trigger a rebalancing action. That means if an asset class that represents say 10% of your portfolio becomes 12% of your portfolio, we recommend you sell a portion to drop it back to 10% and use the funds to purchase assets that may be underweighted. Commensurately if its representation drops to 8%, we suggest liquidating something else that is overrepresented and purchasing more to bring it back up to 10%. There are caveats to this, we do suggest caution in markets that are experiencing severe declines you could find yourself constantly purchasing an asset class still in the phase of declining. We liken that to trying to catch a falling knife.

Spending Policy

Endowment funds typically have a spending policy that dictates how much of the fund's value can be withdrawn each year. This is usually around 4-5% of the fund's value, ensuring that the principal continues to grow overtime. If you are entering retirement you should know that there has been significant research regarding safe, spending rates that supports a withdrawal rate of 4-4.5% of your portfolio each year.

Risk Management

Managing risk is a key component of endowment investing. For them this includes diversifying investments, using hedging strategies, and continuously monitoring the portfolio to adjust for changing market conditions. That may work if you have a team of 30 people to monitor conditions and advise you, we recommend instead you adopt a solid allocation among various asset classes and stick with it.

Inflation Protection

Endowment funds aim to achieve returns that exceed inflation to preserve the purchasing power of the principal. This often involves investing in assets that provide a hedge against inflation, such as real estate and commodities. We suggest having those asset classes as part of your allocation. You may be tempted to not have natural resources since it can perform poorly for long periods of time. We have included it for years and when inflation spiked in 2021 through 2023 it was among the best performing asset classes.

So, what is an Asset Class?

What do we mean by the term “asset class?” An asset class is a homogenous (of the same kind; they experience similar patterns of return and are similar to risks) group of investments whose inclusion in a portfolio adds value, either in improving return or reducing risk. A common asset class, for example is large-cap domestic stocks, which is the S&P 500 (what people refer to as “the market”). Asset classes should have the following main distinguishing characteristics:

- Assets within an asset class should have similar attributes (i.e., be homogenous).

- Asset classes should be mutually exclusive: that is their risk vs. return profile and their price movements over time should not be similar.
- Asset classes should be diversifying: If we add an investment to a portfolio and it does not improve the portfolio's risk vs. return parameters then it is not part of a separate asset class.
- Their sources of risk should be different. For example, one asset class might be affected by inflation, another by the international economy and another from a host of natural disasters. It is important to recognize that we can only achieve higher returns when we take on risk, but the key here is to spread the types of risk around, so they offset each other.
- They should be readily investable and investing in them should be possible in a cost-effective manner.

Asset Classes:

Here we list some investment categories that are commonly considered to be asset classes and some that we do not think fit that classification:

Asset Class	Recommended?	Rational (Not Recommended)
Fixed Income (U.S. Individual Bonds)	Yes	
Fixed Income (Foreign Bonds)	Yes	
Corporate Bond Funds	No	Requires high diversification, not a good risk vs return profile
High Yield Bonds	No	Not an asset class, just lower rated corporate bonds
Preferred Stock	No	Distorted Risk vs Return Profile for individuals
U.S. Large Cap Stock	Yes	
U.S. Mid Cap Stock	Yes	
U.S. Small Cap Stock	Yes	
Foreign Large Cap Stock	Yes	
Foreign Small Cap Stock	Yes	
Emerging Markets	No	Political Risk Hard to Quantify
Natural Resources	Yes	
Real Estate (US)	Yes	

Alternative Lending	Yes	
Reinsurance Bonds	Yes	
Convertible Bonds	Yes	
Private Equity	Yes	
Alternative Equity (Long Short, Event Driven, etc.)	Yes	

Example Portfolio Allocation

An example of an endowment-style portfolio (and one you can implement) might look like this:

- **36% Domestic Large and Mid-Cap**
- **5% Domestic Small Cap**
- **7% International Large Cap**
- **7% International Small Cap**
- **6% Private Equity**
- **5% Convertible Bonds**
- **8% Real Estate**
- **5% Natural Resources**
- **8% Domestic Fixed Income**
- **5% Reinsurance Bonds**
- **4% Foreign Bonds**
- **4% Alternative Equity (Long/Short Equity, Merger Arbitrage, etc.)**

This is a portfolio strongly weighted towards growth, if you are older and nearing retirement or in retirement you may want to alter this allocation to include more fixed income.

By following these principles, you can create a robust investment strategy that mimics the successful approaches used by endowment funds. Would you like more details on any specific aspect of this strategy? Certainly, feel free to contact us or attend one of our Webinars.

If you would like to learn more about this investment strategy, don't miss our upcoming webinar on How to Invest Like an Endowment on July 17th (Thursday) at 12 Noon. Scan the first QR Code below to register now. Scan the second QR code to register for our June 12th (Thursday) at 12 noon webinar – Asset Protection for Physicians Wealth Webinar.



About the authors:

Greg Giardino, CFP®, CPWA®, is a Fee-Only Fiduciary Certified Financial Planner, and Certified Private Wealth Advisor Consultant. Greg specializes in counseling high-net-worth MDs and academics. You can reach him at ggiardino@wealthenhancement.com.

Stephen C. Craffen, BE, MBA, MS, CFA, CFP®, ChFC, CLU, BFA, is a Fee-Only Fiduciary Certified Financial Planner, and former Chair of the National Board (2018-2019) of the National Association of Fee-Only Advisors (NAPFA). He was named Thought Leader of the Year for 2024 by ThinkAdvisor. Steve specializes in working with high-net worth professionals. You can reach him at scraffen@wealthenhancement.com.

Laura Mattia Ph.D., MBA, CFP® is a Fee-Only Fiduciary Certified Financial Planner, an Educator, and an Author. She is a contributing author, to An Emergency Physician's Path: What to Expect After an Emergency Medicine Residency <https://www.amazon.com/Emergency-Physicians-Path-Medicine-Residency/dp/303147872X> and provides Financial Planning and Investment Management for Physicians. You can contact her at lmattia@wealthenhancement.com.

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How Scales of Justice Saved a Doctor-Patient Relationship

Neil Baum, MD

I was scheduled to see a prominent federal judge in my office at 9:00 a.m. The judge requested the first appointment of the day and expected to be seen promptly at 9:00 a.m. I had an emergency providing care for a patient in clot retention. As a result, I was not able to see him at the designated time. At 9:15 a.m., he approached the desk and asked when he would be seen. The judge was told that I was taking care of an emergency, and he said he couldn't wait any longer. He left and asked for a copy of his records as he was going to make an appointment with another urologist.



I waited twenty-four hours and called the patient. I suggested that we have a meeting. He agreed to my suggestion and came to the office. I accompanied him to my private office. I sat on the same side of the desk with no barriers between us. I turned off my cell phone and told my office that I did not want to be interrupted.

I started the discussion by stating that I had seen him approximately fifty times in the past thirty years. I mentioned that I always saw him at the designated time of 9:00 a.m. I also would contact him within twenty-four hours to report his PSA test results. I reminded him that when he needed medication samples, I or one of my staff brought the medication to his office or his home. I brought to his attention that when he needed an urgent appointment, he was always worked into the schedule.

After reviewing our history together, I raised the palms of my hands to simulate a scale. I said, "If you put my history of providing care for you on a scale, would you agree that all the positive interactions that we had outweighed the one time I was unable to see you because I was managing an emergency patient?"

I then placed one hand at the same level as my head and the other one below my waist to demonstrate the disparity between what I had done on his behalf versus the one time I could not meet his needs or demand. I paused and waited for his answer. He said, "I agree that your attention and services offset your singular mistake." Although I disagreed with his use of the word mistake, I did achieve my objective of getting my point across. We were back on the same page, and his anger and hostility were reduced.

This metaphor with the scales certainly worked with a judge who understands the concept of scales and justice. I have used this metaphor professionally with other patients, family, and friends who are critical of an error or a mistake.

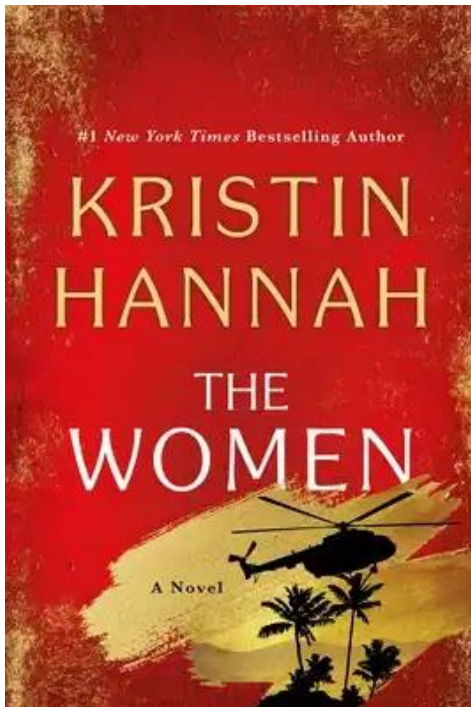
Does this always work? Of course not. However, this metaphor puts into perspective that the positives outweigh the negatives.

Bottom line: You can't make everyone happy all the time. However, as physicians, we can please patients with the care we provide them most of the time. If we use the metaphor of the scales, they can visually see our point of view. We can emphasize that one problem should not affect the entire relationship. So, lift up your hands and use the scales to demonstrate that we do an excellent job caring for our patients.

Neil Baum is a urologist.

Bill Gates' Summer Reading Recommendations

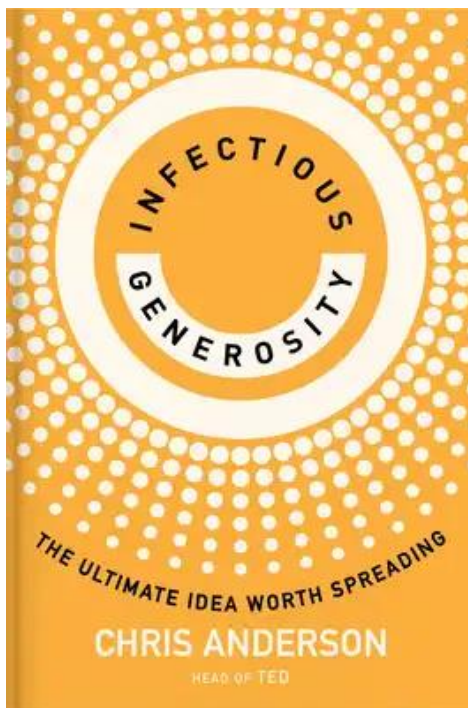
Billionaire, philanthropist and avid reader Bill Gates released his list of top summer book recommendations this week on his personal blog. Here are the five books that Gates plugs with gusto, with a quote pulled from his effusive commentary.



The Women

Kristin Hannah

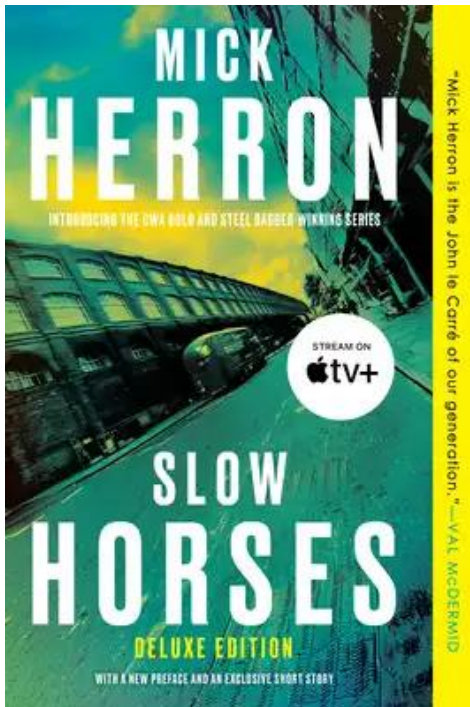
"It's a beautifully written tribute to a group of veterans who deserve more appreciation for the incredible sacrifices they made."



Infectious Generosity: The Ultimate Idea Worth Spreading

Chris Anderson

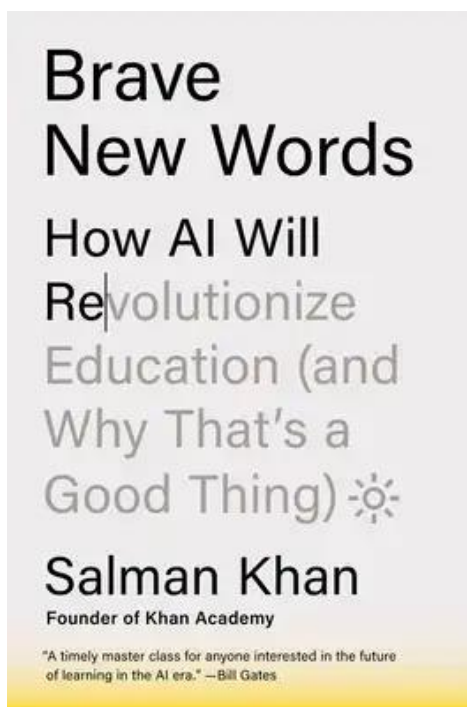
"If you want to help create a more equitable world but don't know where to start, Infectious Generosity is for you."



Slow Horses (Deluxe Edition)

Mic Herron

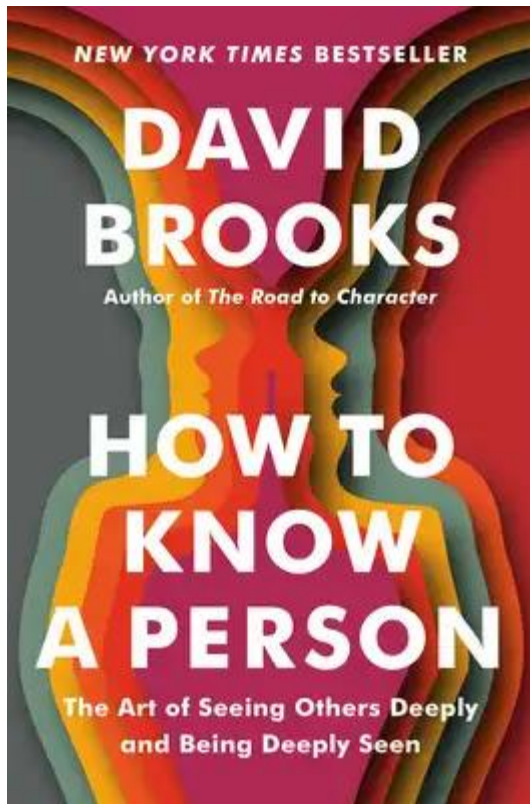
"I'm a sucker for stories about spies... Like le Carré novels, Slow Horses has enough complex characters and plots that you have to really pay attention, but it pays off in the end."



Brave New Words: How AI Will Revolutionize Education (and Why That's a Good Thing)

Salman Khan

"The vision... for how AI will improve education is well grounded. Sal argues that AI will radically improve both outcomes for students and the experiences of teachers, and help make sure everyone has access to a world-class education... No one has sharper insights into the future of education than Sal does, and I can't recommend Brave New Words enough."



How to Know a Person: The Art of Seeing Others Deeply and Being Deeply Seen

David Brooks

"It's more than a guide to better conversations; it's a blueprint for a more connected and humane way of living."





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Why This Doctor Hid Her Story For a Decade

Diane W. Shannon, MD, MPH

I've had a few moments in my life where time seems to stand still.

I'm not talking about being in the flow of creativity or about a near-death experience. I'm referring to those times where a sudden realization makes you reconsider how you've viewed yourself or your life in fundamental ways.

After leaving clinical practice, I was dogged by guilt and shame for at least a decade. I viewed my choice as proof of weakness, that I "couldn't hack" being a doctor. I kept to myself professionally, working quietly in my home office as a freelance writer for nonprofit organizations.



My story and my voice remained hidden. It felt safer that way.

Then, the coach I'd hired to help me navigate life as a newly divorced working mother sat me down one day. By then, we'd worked out the basics of my life. She looked me in the eye and said words that stopped time.

"Why have you never told your story about burnout and leaving medicine publicly? It could help someone." To my stunned silence, she added, "You know, what you did was courageous."

Her reframing of the situation transformed how I saw my life—and my subsequent career.

In 2011, I shared my story on an [NPR blog](#). There were 26,000 views in a week, and physicians began contacting me with their personal stories. The rest, as they say, is history. In the time since, I have dedicated my career to working with physicians to create sustainable careers.

A physician client of mine recently shared that she sees coaching as "The School of Unlearning." She has found new awarenesses and new ways of responding that have transformed her career too. Her work environment is still stressful, but she sets limits now that mitigate the stress and allow her to live a full life.

I too unlearned something in coaching. My perception of myself, and therefore my choices about my career, were limited and fixed. It was a trusted coach who opened my eyes and inspired me to reshape the trajectory of my life.

What perceptions of yourself might be fixed—and holding you back by limiting your options? How might you begin to shift them? I encourage you to ask yourself these questions today.

[Diane W. Shannon](#) is an internal medicine physician and physician coach.

Summer Grilling Recipes

Allrecipes.com

Grilled Salmon with Maple Syrup and Soy Sauce

This is a quick and tasty salmon recipe with maple syrup and soy sauce, with almost no cleanup required. Serve with brown rice and steamed pea pods.

**Prep Time:**

5 mins

Cook Time:

20 mins

Additional Time:

30 mins

Total Time:

55 mins

Servings:

2

Yield:

2 servings

Ingredients

- 3 tablespoons soy sauce
- 2 tablespoons pure maple syrup
- 1 clove garlic, minced
- 2 teaspoons minced fresh ginger root
- ½ teaspoon freshly ground black pepper
- ½ teaspoon salt
- 2 (5 ounce) salmon fillets

Directions

1. Combine soy sauce, maple syrup, garlic, ginger, pepper, and salt in a shallow container with a tight-fitting lid. Place salmon, flesh-side down, in the container and seal. Marinate in the refrigerator for 30 minutes.
2. Preheat an outdoor grill for high heat and lightly oil the grate. Once heated, turn down one side to low heat.
3. Place salmon, skin-side down, over low heat on the preheated grill and close the lid. Allow to cook, basting once with reserved marinade, until easily flaked with a fork, about 20 minutes. Salmon will easily remove from the grill by sliding a spatula between salmon and the skin.

Cook's Note: Aluminum foil may be placed under salmon on the grill for easier cleanup.

Grilled Avocados

Had some ripe avocados left over. They were extras from guacamole the previous weekend. So I gave this quick and extremely easy recipe a shot on the grill, and the wife and kids loved it. Fresh ones are good too. Use paprika instead of the chipotle and chili powder for less spicy. Canola oil can be substituted for olive oil if desired.

Prep Time:

10 mins

Cook Time:

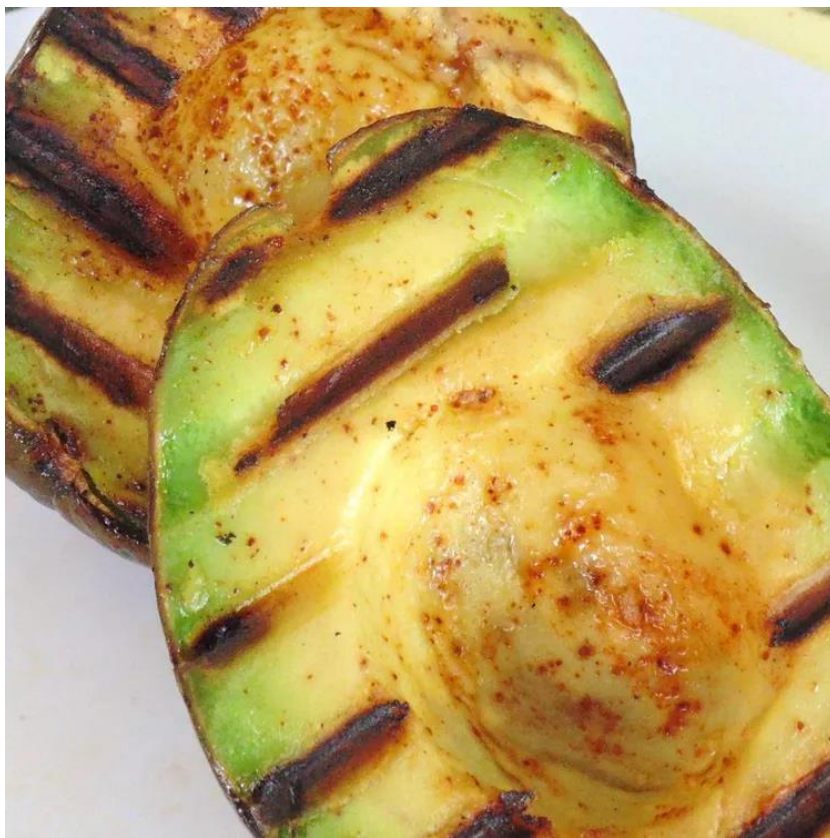
5 mins

Total Time:

15 mins

Servings:

8



Ingredients

- ¼ cup olive oil, or as needed
- 1 pinch ground chipotle pepper, or more to taste
- 1 pinch chili powder, or more to taste
- 4 avocados, halved and pitted

Directions

1. Preheat grill for medium heat and lightly oil the grate.
2. Whisk olive oil, ground chipotle pepper, and chili powder together in a bowl; brush over the entire surface of the cut-side of each avocado.
3. Grill avocados, cut-side down, on the preheated grill until grill-lines begin to form on the avocado flesh, about 5 minutes.

Italian Grilled Eggplant with Basil and Parsley (Melanzane Grigliate al Basilico e Prezzemolo)

This side dish (or "contorno" if you want to use the Italian word) couldn't be easier! We make this often during the summer when we have an abundance of basil and parsley growing in our garden. Works well with zucchini, too.

Prep Time:

10 mins

Cook Time:

10 mins

Total Time:

20 mins

Servings:

4

Ingredients

- 1 eggplant, sliced into 1/2-inch rounds
- ½ cup extra virgin olive oil
- 2 cloves garlic, minced
- ⅛ teaspoon salt
- 2 tablespoons chopped fresh basil
- 1 tablespoon chopped fresh flat-leaf parsley



Directions

1. Preheat an outdoor grill for medium-high heat and lightly oil the grate.
2. Brush eggplant lightly with olive oil on both sides. Stir together remaining olive oil, garlic, and salt in a small bowl.
3. Arrange eggplant slices on the preheated grill and cook, turning occasionally, until tender and browned, 3 to 4 minutes per side.
4. Arrange grilled eggplant on a platter. Brush with olive oil and garlic mixture until eggplant has absorbed oil. Sprinkle with chopped basil and parsley and serve.

Tip: Can be served warm or at room temperature. Leftovers taste great on a panini.



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your superpowers.
Show them theirs.



THE INSPIRING
SOULS

How AI Is Revolutionizing Health Care Through Real-World Data

Sujay Jadhav, MBA



Turning real world data into insights

A lot has been said and written about the potential of artificial intelligence (AI) to advance and improve health care. And while there are still many challenges to overcome and questions to answer, one area in particular shows dramatic positive results.

The use of AI to unscramble the unstructured data from electronic health care records (EHR) is uncovering previously hidden insights and bringing significant advances to health care and clinical research.

EHR data, which captures patients' medical histories, has long been recognized as a remarkable wealth of information. De-identified to protect patient privacy, the data can be mined to gain insights into disease trends, treatment effectiveness, and utilization patterns.

The challenge, however, is that most information in EHRs isn't in formats that can be easily queried, compared, or analyzed. Structured data—things like patient vitals, medication records, diagnostic codes, procedure histories, and lab results—makes up only a portion of the EHR.

The remainder is unstructured, such as clinician notes, radiology reports, and images. This unstructured data holds great value, but making sense of it en masse has been resource intensive, if not impossible, until the advent of AI.

Turning real world data into insights

Sophisticated machine learning (ML) and natural language processing (NLP) tools can rapidly extract key information from free-text clinical notes and images. With careful oversight and validation, this real-world data (RWD) becomes an invaluable asset to the medical community.

Momentum is growing for the use of real-world data in patient care and drug development. Recent FDA guidance on using RWD from EHRs and medical claims data in regulatory decision-making marks a milestone in regulatory acceptance of AI-validated, real-world datasets.

Already, clinical researchers are leveraging AI tools to find important insights into disease progression, treatment decisions, and long-term patient outcomes.

For example, an AI-powered analysis of patterns of language in EHR unstructured clinical notes identified metastatic progression not coded in the patient record. The effort identified a five-fold increase in metastatic patients for a prostate cancer study.

In another case, researchers studying geographic atrophy (GA) used AI to extract disease signals from unstructured clinical notes and images of the eye. The approach expanded a GA cohort by nearly a half-million patients and improved insight into the disease progression and treatment outcomes.

Growing potential in research and health care

With AI-powered tools, life sciences companies are unlocking critical insights trapped in unstructured, real-world data, improving trial efficiency, and accelerating drug development.

- Researchers can optimize site selection by analyzing historical recruitment, patient demographics, and disease burden.
- They can drive patient recruitment by matching eligible patients to trials using predictive analytics.
- They can improve study design and reduce complexity.
- They can enhance patient safety by identifying safety signals and adverse event patterns across diverse populations.

At the same time, AI's ability to process vast amounts of data has suggested a new era of personalized health care, with improved diagnostics, algorithmic predictions of patient responses, and tailored treatment plans.

With so much potential, it's important to remember that ML and NLP models are only as good as the data that powers them. The realization of AI-driven health care promise is predicated on high-quality, properly validated data-curation processes.

Key considerations for success

Ensuring the accuracy of AI outputs starts with a comprehensive and rigorous approach to the underlying data.

This requires an agnostic approach to vendors and health care systems, with a focus on patients and the clinicians responsible for their care, not the EHR technology used to store the medical records or the facilities providing treatment.

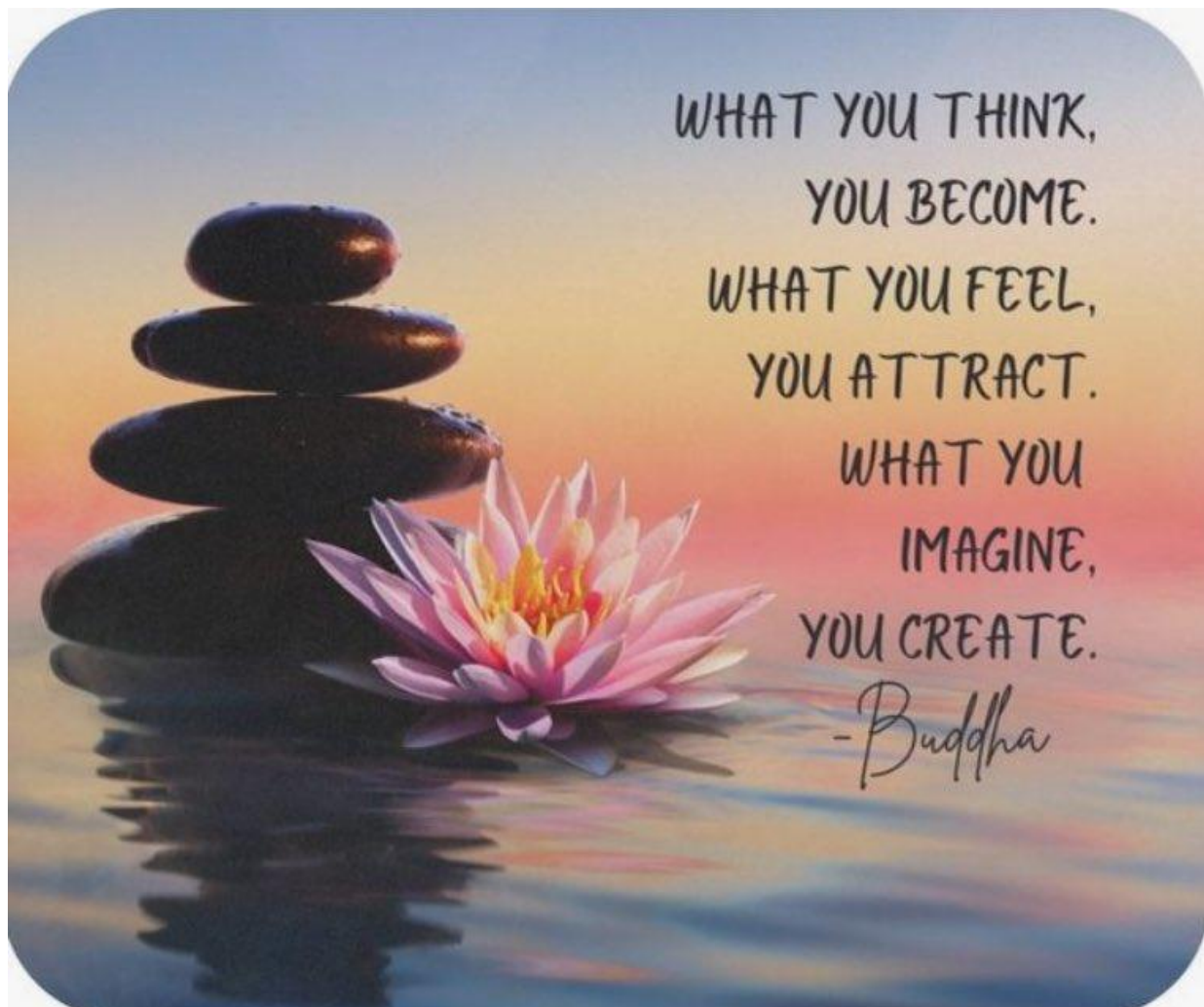
De-identified RWD, including active longitudinal records (information collected repeatedly over time from the same patients), sourced from an array of health care settings and technologies is essential. The process of creating AI-curated data sets that can illuminate the transformative change to health care and research outcomes requires a deliberate approach and a clinically informed collaboration at each step—from ingestion to curation to application.

While the “machines” get top billing in AI-powered health care advances, it takes a team of clinicians, nurses, informaticians, data scientists, epidemiologists, biostatisticians, and engineers working together to make effective decisions on how to curate and standardize data while retaining its original clinical context. And this data must be harmonized (integrating structured and unstructured data), and models frequently refined to prevent bias and maintain accuracy.

The effort and organizational experience required to execute and deliver at this high level is significant. But the rewards make it worthwhile.

With the right measures and oversight, AI is helping to turn jumbled RWD into remarkable insights and improvements that can benefit us all.

[Sujoy Jadhav](#) is a health care executive.



Brain Food for June 2025

By Shane Parrish

Tiny Thoughts

Motivation has perfect attendance. It always shows up after you.

Every choice is a brushstroke. No single stroke creates a masterpiece, but eventually the portrait emerges.

Most people are too loyal to their distractions to ever meet their destiny.

The courage isn't in taking on more, it's in cutting off everything that doesn't feed your goal.

Focus requires subtraction.

Insights

American psychologist Helen Schucman on the silence that speaks:

"In quietness are all things answered."

Historian Edward Gibbon on the duality of originality:

"Conversation enriches the understanding, but solitude is the school of genius."

Steve Jobs on why thinking without doing is incomplete:

"My observation is that the doers are the major thinkers. The people that really create the things that change this industry are both the thinker and doer in one person. And if we really go back and we examine, you know, did Leonardo have a guy off to the side that was thinking five years out in the future what he would paint or the technology he would use to paint it? Of course not. Leonardo was the artist, but he also mixed all his own paints. He also was a fairly good chemist. He knew about pigments, knew about human anatomy. And combining all of those skills together, the art and the science, the thinking and the doing, was what resulted in the exceptional result. And there is no difference in our industry. The people that have really made the contributions have been the thinkers and the doers."

The Knowledge Project [Outliers]

Most business leaders panic in a crisis. Harvey Firestone thrived.

When a brutal recession hit, he didn't flinch. "The situation did not frighten me. It put new life into me." His team was falling apart, but he saw opportunity where others saw disaster. He cut prices aggressively, jumped into sales himself, and came out the other side with a company that was stronger than before.



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Gyms As Longevity Centers Of The Future

By Pranavsingh Dhunnoo

What will such centers look like, and what does this evolution signify for the general public? We dive into these and more in this article.

Key Takeaways

Gyms are evolving to integrate services that are looking beyond near-future fitness and into longer-term benefits.

The concept of longevity has gained traction in recent years, and gyms are tapping into this trend.

In this article, by analyzing real-life trends and examples, we consider the very possible ways that gyms could turn into the longevity centers of the future.

When you think of gyms, what comes to your mind? It's likely a combination of fitness activities and equipment (and maybe some long-forgotten New Year's resolution). This traditional gym concept is set to receive a serious makeover in the digital health era.

Some fitness centers are already incorporating services that are looking beyond near-future fitness and into longer-term benefits. This might indicate a very plausible scenario where gyms become longevity centers.

What is longevity, and how do gyms fit in?

"Don't die" might be the most simple, if not oversimplified, way of describing longevity. This concept has been popularized recently by social media influencer [Bryan Johnson](#), who has [a book](#) and [a Netflix documentary](#) titled 'Don't Die' that describe his attempt to live forever.

However, longevity endeavors have existed for decades, although relatively niche until now, with institutes such as [Human Longevity Inc.](#) and the Google-backed [Calico](#) dedicating research to "solve death". Essentially, longevity is [a subfield of healthcare](#) that focuses on prolonging human lifespan and healthy living.

While longevity was mostly constrained to academia and the ultrawealthy (Bryan Johnson is a multimillionaire who spends [\\$2 million a year](#) on his attempt for eternal life), the aim of living healthier for longer has gained popularity in recent years. This is [partially due to the COVID-19 pandemic](#), which highlighted the importance of immune and mental resilience as well as general long-term well-being.

As a result, the global wellness economy [is booming](#), with longevity considered the fastest-growing subsector. This has enticed clinicians and investors to create dedicated [longevity clinics](#), but gyms might have an edge over classic medical care.

The healthcare field has traditionally been [among the slowest](#) to adopt new technologies and trends. Even if some dedicated longevity clinics have emerged, their novelty means that engagement is not guaranteed. On the other hand, gyms [are well-positioned](#) to tap into the longevity trend thanks to their existing infrastructure and membership base. Above all, being consumer-driven means that gyms move fast to satisfy their clients and can expand their offerings to integrate cutting-edge technology.

How can gyms serve as longevity centers?

Within their existing infrastructure, gyms can be adapted to include areas for longevity services such as recovery zones and diagnostics. Given that their existing audience is already invested in their health, that audience is likely to be receptive to longevity services. In addition to their traditional services, gyms could provide, under one roof, lifestyle coaching, recovery therapies and personalized diagnostics to promote longevity.

These are not just hypothetical potentials, but [several gyms](#) around the world are evolving to become what could be termed as longevity centres. [Equinox](#), which has over 100 clubs worldwide, [has expanded its services](#) to include biomarker testing and personalized health regimens. With this service, a dedicated team of health and wellness experts covers fitness, nutrition, sleep and massage for Equinox's members. London's [KX club](#) adopts [a holistic approach](#) to fitness with medical diagnostics, IV vitamin therapy and nutritional coaching for comprehensive health optimization.

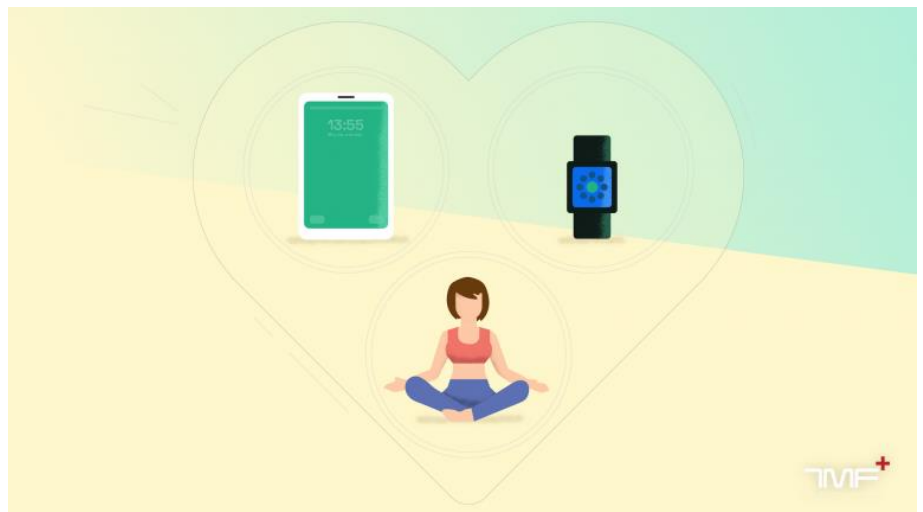


In Singapore, Chi Longevity and Sparkd [have launched](#) what they call “the first evidence-based healthy longevity gym in the world”. Guided by medical diagnostics to ensure measurable outcomes, their program focuses on a “brain-body fitness” concept designed to enhance cognitive and physical performance. “The future of longevity isn’t just about living longer, it’s about living sharper, stronger, and healthier for longer,” [said Anna Milani](#), founder of Sparkd.

A new era of gyms

This trend towards the adoption of longevity in their midst indicates that a new era might be on the horizon for gyms. We are likely to see more of such services being offered for a holistic luxury fitness experience. However, this means that they might not be out of the price range for most people.

But beyond pricing, there are challenges that traditional gyms will have to face as they evolve into true longevity centers. Their staff will have to be upskilled to gain additional training and expertise, and they might even want to include healthcare professionals to ensure the quality of their services.



The integration of longevity services into gyms is likely to become more prevalent as consumer demand for preventative care increases and technology advances. This trend could lead to a more personalized and integrated approach to healthcare, with gyms playing a key role in promoting well-being and extending healthy lifespans.

The Dakota Studios



FLORIDA KEYS IN 2 DAYS

sometimehome.com

It's tempting to get away to a great destination, like the Florida Keys in 2 days, in South Florida after a long work week. We wondered if we could make it there and back on a Saturday to Sunday from Fort Lauderdale, passing Miami on the way.

Was it worth the drive? It most definitely was – and we visited Key Largo and drove to some other fun spots further along the Keys. We're sharing all we were able to do and see (while still relaxing) in our two-day itinerary.



Florida Keys in 2 Days: Key Largo Itinerary

We chose to go to Key Largo because it's the closest Key to US-1, just past Miami, and we only had Saturday and Sunday to explore. It took us about an hour and a half to get there from Fort Lauderdale, where we were living at the time.

There's not a direct way to drive from the Gulf Coast side of Florida to the Keys. If you were in Naples, Florida, you'd have to cross over the state through Everglades National Park via "Alligator Alley" as I-75 is playfully known, to get to I-95, to connect to US-1. (Maybe it's worth a stop for an Everglades airboat ride if you want to extend your trip!)

It's also fun to note that US-1 begins in Key West. So a big thing in the Keys is that places proudly boast the mile marker they are located.

For instance, Robbie's of Islamorada mentioned below on the second day of our two days in the Florida keys, is at mile marker 77.5, which is noted on the fish mural we included in this post.

How Do You Get to the Florida Keys? (and Where Are They?)

The Florida Keys comprise the southern-most part of the United States. You can get there either by plane or car.

The airport is small and flights are sometimes very expensive and are rarely direct (unless you're coming from Miami or Fort Lauderdale). But flying to the Keys is a good option if you're tight on time. Key West International Airport's code is EYW. If you fly there, however, you'll be at the Florida Key furthest south. And in that case, then, Key Largo would be a two-hour drive north from Key West on US-1.

Or, you can drive to the Keys from points north of there. Simply take I-95 south along the east coast of Florida, past Fort Lauderdale, then past Miami.

After Miami, you continue along US-1, on a bridge over water connecting you to the islands, to your destination. For us, it was Key Largo.

(Tip: if you need to use the restroom or get gas before you leave mainland Florida do so before the bridge. The trip from the end of Miami to the first island isn't too long but you could hit traffic and be in a one-lane highway for longer than you bargained for. Better safe than sorry!)

There is *one main road* leading in and out of the Florida Keys if you drive from mainland Florida. (It's US-1.) Thus, be patient if you're going during peak travel times (like a holiday weekend) because it's not unlikely you'll sit in traffic for a little while.

Florida Packing List

The Florida sun is HOT and STRONG! Don't forget to pack outdoor essentials like [reef-safe sunscreen](#) and a [reusable water bottle](#) to protect yourself from the Florida sun! It's also a good idea to pack an umbrella or poncho (you never know when it's going to rain) and also a cooling towel – because even if it rains it can still be well over 90 degrees!

- The Bug Bite Thing
- Sun Bum Travel Pack
- Sweatblock Wipes
- Collapsible BPA-free Water bottle
- Washable Cooling Towels
- Travel Rain Poncho
- Travel Umbrella
- Sunglasses
- SPF Sunscreen Up Balm
- Rechargeable Portable Hand Held Fan
- Reusable Flat Water Bottle
- Reef Safe Round Water Bottle

Where to Stay in Key Largo for Two Days

We used some of our Marriott Bonvoy points to stay at a [Key Largo Marriott resort](#). It was in a great location, had access to the beach, we had a beautiful room with a king-size bed overlooking the pool, and we loved that we had the option of the pool, the hot tub, or the shore with sand beneath of feet there.

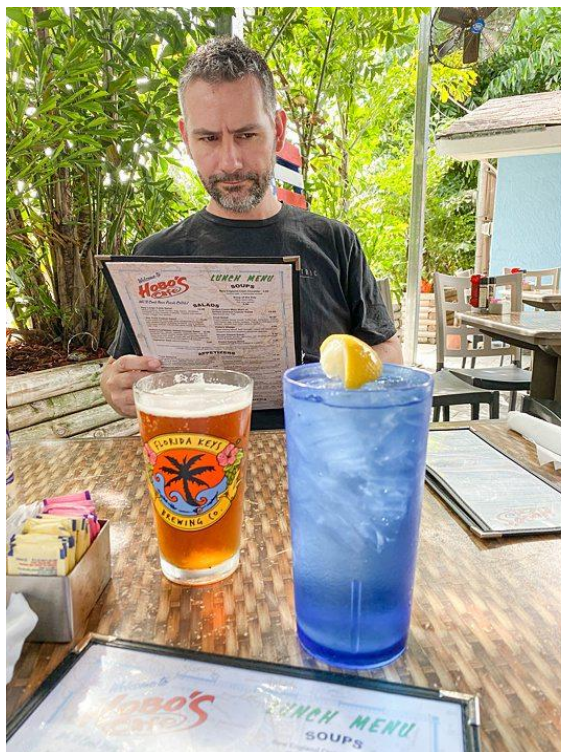
Florida Keys Two Day Itinerary in Key Largo

Lunch at Hobo Cafe

We drove to Key Largo from Fort Lauderdale around 10:00am to arrive in time for lunch. It was ahead of our hotel check-in time but we wanted to maximize our two days in Key Largo.

We arrived at [Hobo Cafe](#) for a casual meal. It wasn't necessary to make a reservation for the third Saturday in December we visited. We were immediately seated at a table on the outdoor patio. Lunch was delicious and of course, Dan got a local Florida beer to go with his sandwich.

Afterward, we headed to the hotel. Key Largo is a small part of the Florida Keys so nothing's too far away and US-1 is always your main artery to get from Point A to Point B in the car.



Check-in at your Key Largo Marriott Hotel

We checked into our [Key Largo Marriott Hotel](#) about two hours before the usual check-in time.

Two things to note:

- Marriott Bonvoy members get perks! Sometimes, those perks include early checkin. In fact, if you have the Marriott Bonvoy app you'll get notified of your upcoming stay in advance of your reservation and you can opt to checkin on the app. Then the app will notify you when your room's ready. You can even use your phone to unlock the door at many Marriott hotels now via Bluetooth. What's more, is that we get free hotel stays with our [Marriott Bonvoy American Express](#) credit card (which we use for *everything!*).
- Even if you can't check into your Air BnB or hotel early you can enjoy Key West! There's plenty of [things to do in Key Largo](#), from [boating excursions](#), to exploring state parks. If you're staying at a hotel you can always arrive early and ask if they can store your luggage while you enjoy the amenities like the pool or beachfront lounge chairs. Or, if you're staying at an Air BnB, simply message your host and ask if you can checkin early. The worst they can say is no.

Book an Excursion in the Florida Keys

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- **Duration:** 2 hours 30 minutes
- **Departs:** Key Largo, United States
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Sunset Eco Cruise on the Florida Bay

From USD\$60.00



- **Duration:** 1 hour 30 minutes
- **Departs:** Key Largo, United States
- Tour the Florida Bay looking for dolphins and manatees while listening ... [More info >](#)

Happy Hour Sunset Drinks and Appetizers at Snooks Bayside Restaurant and Grand Tiki

A great way to enjoy your time in the Florida Keys in 2 days to its fullest extent was to have happy hour drinks and appetizers at one location in Key Largo, then dinner at another restaurant.

This allowed us to get a better feel for Key Largo, during our weekend itinerary.

We headed to [Snooks](#) before sunset to get a great seat overlooking the bay. Their daily happy hour from 4:00pm to 6:00pm has appetizer specials and drink specials too; we took advantage of both. (We had Pork Dumplings and Buffalo Cauliflower apps for \$10 each during happy hour and some beers.)



They also have live music every night. Note happy hour is only available at their bars and waterfront ledge.

Having dinner there was an option but we decided to proceed with our reservation at The Lazy Lobster for a change of scenery.

Dinner at The Lazy Lobster

After we enjoyed the hotel pool for an hour we headed to our room to shower and change for dinner.

The dress code in the Keys is *very casual*. Shorts and a t-shirt or jeans are absolutely fine for dinner. That's part of the joy of the Florida Keys!

We were very happy we made a reservation in advance because it was pretty busy on a Saturday evening. It's a popular spot!

We were pleased to learn that there was live music on the patio that evening (something we love). We knew we definitely wanted to try Moscow Oysters we had heard about. They seem to be a Florida Keys special (or perhaps unique to Key Largo – we're not sure as we've only been to the Keys this one time).

They're amazing! They're a twist on raw oysters on the half-shell. They're made with two types of fish eggs (or caviar) and a horseradish cream that gives it a great flavor.

We shared an entree for dinner (we had had two appetizers at Snooks, after all) and then a piece of Key Lime Pie for dessert. Because if you go to the Florida Keys and don't have Key Lime Pie, were you even there?

We went back to the hotel after to take a walk around the property and get a drink at the bar there, and to enjoy the beautiful evening that December night. We went to bed shortly after to rest up for the next day.

Rise and Shine in Key Largo: Breakfast on Day 2

We decided to go out for breakfast to [Keys Bites](#), about a 5-minute drive from our hotel. (Though nothing in Key Largo is too far, anyway.)



There was a very cute outdoor patio with a thatched roof that we opted to eat under. We had eggs and a breakfast burrito with great service and a fun atmosphere.

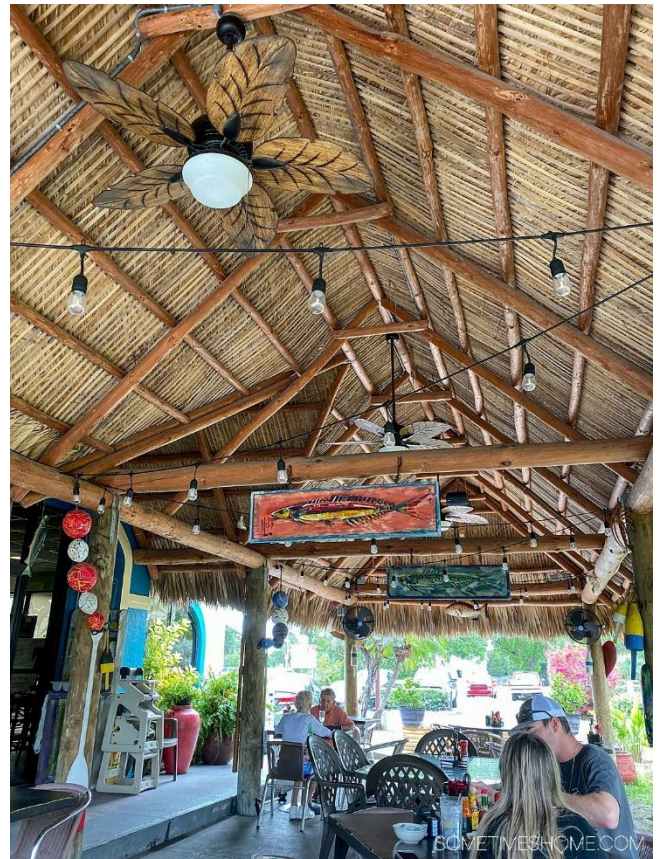
If we stayed for more nights, which would have meant more breakfasts, we would have loved to try:

- [Mrs. Mac's Kitchen](#)
- [Made 2 Order](#)

Enjoy your Hotel until Checkout

We went back to the hotel afterward to change into swimsuits and promptly headed to the beach to relax. We hopped over to the hot tub and pool before going to our room to prepare for check out. The good thing about an overnight in Key Largo is we only packed enough for a night so there wasn't much to repack before checkout.

Our Florida Keys in 2 Days itinerary had plenty more in store.



Drive to Islamorada and Get Oysters on the Way

We decided to drive a bit of US-1 to see more of the Keys islands before we went back home to Fort Lauderdale.

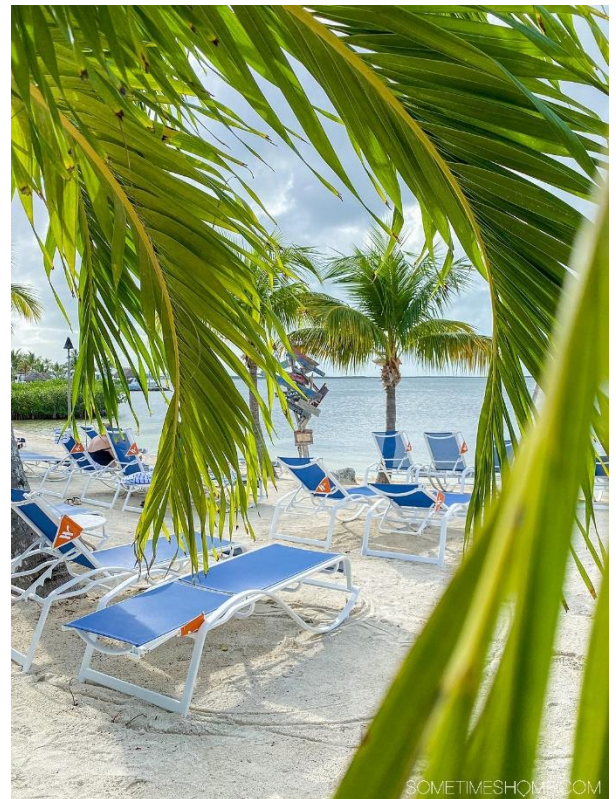
But we didn't want to go too far because sunset wasn't on our site in December. (It's early during winter. If you go during summer sunset will surely be on your side!)

We decided to make our destination a spot in Islamorada, the next major island over but stop on the way there. Though our *destination* Robbie's we detoured halfway between Key Largo and Islamorada for oysters.

We believe the place we stopped at has since closed, however, we recommend looking a place up along the way or simply waiting for the next destination: Robbie's.

Stop at Robbie's at Islamorada for a Snack (or Lunch) and Entertainment

It was great to drive US-1 and spot the different shops and restaurants along the way. Our destination was a unique place in Islamorada, further south towards Key West. We arrived after about 35 minutes total driving from our hotel to Islamorada (if we had driven, straight).



[Robbie's of Islamorada](#) did not disappoint. There's nowhere like it to compare it to and it's a must for a Florida Keys in 2 Days trip if you want to diversity your activities.

(Maybe the best way to describe Robbie's novelty is if you've ever stopped at South of the Border in South Carolina off I-95.)



It's a restaurant, an artist hub, a place to feed fish, see Pelicans and just walk around and people watch. Their restaurant had plenty of outdoor open seating and covered seating as well. (We're not sure if they had true indoor seating and also want to note their restrooms were not the greatest!)

I had a monster Bloody Mary and Dan enjoyed Florida beer. We shared chips that honestly weren't the greatest so we passed on having a full lunch there. However, you don't go to Robbie's for the food. You go for the experience and spectacle of it all. We definitely recommend stopping there.

Robbie's of Islamorada is open daily from 9:00am to 8:00pm.



Fish House to Go

If you have time to have dinner before you leave your Florida Keys in 2 days getaway, we recommend an afternoon excursion after Robbie's, another excursion or activity, and dinner.

But if you were like us, and wanted to get back home at a "normal" hour to relax before work the next day you'll want to hit the road around 5:00pm.

Since we lived just an hour and a half away at the time, however, (in Fort Lauderdale) we had a genius idea! We stopped at The Fish House on our drive north to get some seafood to go. They were nice enough to provide a bag of ice to put our local Florida scallops on ice for our drive. It took everything in me not to also buy some shrimp.

Shrimp from the Florida Keys is *yummmmy*. (But Dan cooks scallops wonderfully so it won the internal mental struggle between the two options.)

[The Fish House](#) has two sections inside: an area to get raw seafood to go, like a market, and a dining area for meals.

What Islands are in the Florida Keys?

The Florida Keys are an archipelago, or chain of islands, surrounded by the sea. They extend southwest from Miami, or the tip of Florida, towards the Gulf of Mexico.

There are technically *thousands* of islands that are part of the Florida keys but you can't get to most of them unless you have a boat. And many of them are simply filled with foliage and wildlife so there isn't much to see.

Here are the most popular inhabited keys, however, from north to south:

- Key Largo
- Plantation Key
- Islamorada
- Duck Key
- Marathon
- The Lower Keys
- Key West (arguably the most popular, especially as a United States cruise ship port)

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