



Top News Stories of the Month, November 2025

Article Summary		
Category	#	%
A1 Mission Moments	4	11%
A2 Reimbursement Challenges, Warning Signs, and Implications	6	16%
A3 Competition to be Aware of	4	11%
A4 Workforce Challenges	2	5%
A5 Patient, Family, and Future Customer Demographics and Trends	4	11%
A6 Regulatory and Political	4	11%
A7 Technology and Innovations	2	5%
A8 Speed of Change, Resiliency, and Re-Culture	2	5%
A9 The Human Factor	1	3%
A10 Highlighted Articles of Interest	8	27%
Totals	37	100%

A1 Mission Moments

- [**HBO's 'The Pitt' inspires viewers to consider organ donation, end-of-life planning**](#)
WBOG Country 101.3; by Ozzy; 10/28/25
A University of Southern California study reveals HBO's Emmy-winning *The Pitt* motivates viewers toward organ donation and end-of-life preparations. Research examining two multi-episode storylines shows 26.9% of surveyed audiences sought organ donation information while 17.2% shared donation details with others. The organ donation narrative particularly resonated with Black viewers, a demographic overrepresented on transplant waiting lists yet underrepresented as donors. Concerning end-of-life planning, 38.8% of viewers pursued additional information and 15.3% distributed relevant resources.
Editor's Note: The Pitt's storyline involving organ donation is from Season 1, Episode 6, titled ' 12:00 P.M.'
- [**"We See the Whole You": NPHI celebrates National Hospice and Palliative Care Month**](#)
National Partnership for Healthcare and Hospice Innovation (NPHI), Washington, DC;



Press Release; 11/1/25

The National Partnership for Healthcare and Hospice Innovation (NPHI), the national voice for nonprofit hospice and advanced illness care, proudly celebrates *National Hospice and Palliative Care Month* this November by recognizing the impact of care delivered by nonprofit hospice and healthcare providers across the nation. This year's national theme, "*We See the Whole You*," honors the professionals and organizations who care for people as individuals — each with their own stories, values, and hopes — while supporting families through life's most meaningful and challenging moments. The theme underscores NPHI's commitment to care that puts people over profits, ensuring every person is treated with dignity, compassion, and respect.

3 ***Hospice organizations honor veterans**

Hospice & Palliative Care Today; compiled by Joy Berger; 11/10/25

Hospice programs across the U.S. observe Veterans Day 2025 with special events and recognition programs tailored for veterans in hospice care, focusing on honoring their service and providing supportive, trauma-informed care throughout the organization. These sample examples collectively help ensure Veterans Day 2025 is marked by meaningful recognition and support for veterans in hospice care, grounded in respect for their service and sensitivity to their unique needs.

- [Background: History of Veterans Day, U.S. Department of Veteran Affairs](#)
- [Amorem honors veterans for Veterans Day](#), Hickory, NC
- [Heart to Heart Hospice - What Veterans Day means for veteran hospice patients](#)
- [Hospice of Michigan and Arbor Hospice: Veterans helping veterans](#)
- [Hospice of Northeast Missouri honors veterans](#)
- [Palliative Care Network of Wisconsin \(PCNOW\) - Honoring veterans and the American experiment](#)

4 **HPNA announces 2026 award recipients**

Hospice and Palliative Nurses Association (HPNA); Press Release; 11/10/25

The Hospice and Palliative Nurses Association (HPNA) congratulates the following individuals on being selected as 2026 HPNA Award recipients.

- **2026 HPNA Champion Award:** **Ottamissiah (Missy) Moore, BSN, RN, WCC, DWC, CHPN®, CGNC**
- **2026 HPNA Distinguished Nursing Practice Award:** **Barbara Hayes, MSN, RN**



- 2026 HPNA **Distinguished Nursing Researcher Award**: Verna Hendricks-Ferguson, PhD, RN, FPCN®, FAAN
- 2026 HPNA **New Investigator Award**: Katherine Doyon, PhD, MEd, RN, CHPN®
- 2026 HPNA **Vanguard Award**: JoAnne Reifsnyder, PhD, MBA, RN, FAAN
- 2026 HPNA **Volunteerism Award** has been awarded to Jeannette Kates, PhD, AGPCNP-BC, FPCN®

Editor's Note: Congratulations to all! Thank you for advancing hospice and palliative care.

	Total	4
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A2 Reimbursement Challenges, Warning Signs, and Implications

A. General to Hospice

5 **Trends in state palliative care legislation across the US**

JAMA Network; by Na Ouyang, Ling Han, Wendy Jiang, Stacie Sinclair, Eugene Rusyn, Shelli L. Feder; 10/24/25

More than 13.7 million people in the US could benefit from palliative care. Yet, access is uneven due to workforce shortages, low public awareness, variability in service availability, and federal delays. Although states play a pivotal role in shaping health policy, the extent of their legislative efforts regarding palliative care is unknown. Using data from the Palliative Care Law and Policy GPS, a database developed by the Yale Solomon Center for Health Law and Policy in partnership with the Center to Advance Palliative Care, we examined trends in the introduction and enactment of state-level palliative legislation, categorized legislative content, and mapped distribution across states and regions from 2009 to 2023... States introduced 819 pieces of legislation during the study period, peaking in 2018. States most frequently introduced quality/standards, public awareness, and payment policies. States that introduced the most legislation included Massachusetts with 111 pieces, New York with 72, and New Jersey with 61.



6 [Medicare finalizes controversial cut to specialty care next year](#)

HealthcareDive; by Rebecca Pifer; 11/3/25

The CMS finalized the Medicare physician fee schedule for 2026 on Friday [10/31], one day before the statutory deadline. Medicare has locked in a controversial pay cut for specialty doctors next year, normalizing reimbursement between specialists and primary care doctors and curbing the influence of a powerful physician association in setting rates. ... The -2.5% adjustment is meant to account for non-time-based services becoming more efficient over time as technology improves and workflows become smoother. As a result, they're easier to perform, so Medicare is overpaying, regulators say.

7 [National Alliance CEO Steve Landers on hospices' top policy priorities](#)

Hospice News; by Jim Parker; 11/6/25

Medicare advantage and telehealth are key hospice policy priorities for the National Alliance for Care at Home. On the home health front, the organization is also embroiled in efforts to stave off proposed payment and Medicaid cuts. The Alliance came into being last year with the merger between the National Hospice and Palliative Care Organization and the National Association for Home Care & Hospice. Hospice News spoke with Alliance CEO Dr. Steven Landers about how the two legacy organizations are integrating, the hospice public policy landscape and how providers can get involved at a grass roots level.

8 [Early lessons learned implementing the dementia-focused GUIDE model](#)

Healthcare Innovation; by David Rath; 11/5/25

At NAACOS meeting, Bluestone ACO's Nate Hunkins, M.P.H., described how GUIDE care navigators are complementing its advanced primary care model. Key highlights:

- The GUIDE Model focuses on longitudinal, condition-specific dementia care involving care navigators, clinical and community services, and caregiver support to improve patient outcomes.



- Challenges include staffing complexities, patient resistance due to stigma, and the need for clear communication to build trust and ensure enrollment in the program.
- Effective integration of GUIDE services requires careful alignment with existing care models to avoid unnecessary costs and maximize value for patients and providers.

9 **States' promising practices to improve care of serious illness**

National Academy for State Health Policy (NASHP); by Stacie Sinclair (Center to Advance Palliative Care) and Wendy Fox-Grage; 11/17/25

Every state has taken meaningful action in some capacity to improve care for residents facing serious illness, affirms a [recent publication](#) from the Center to Advance Palliative Care (CAPC). The report documents how states are using a wide array of policy levers — such as legislation, Medicaid innovation, public education, and workforce development — to improve access to and quality of palliative care.

10 **What Express Scripts's move to eliminate rebates means for the industry**

Healthcare Brew; by Maia Anderson; 11/18/25

In an unparalleled move, Express Scripts announced plans to get rid of a key part of US drug pricing: rebates. The pharmacy benefit manager (PBM), which is owned by health insurance giant Cigna, announced in late October that its Cigna Healthcare plans will adopt a "rebate-free" model for fully insured members beginning in 2027, and the model will become the standard for all its Evernorth pharmacy benefit clients in 2028.

Publisher's note: This appears to be a step in the right direction regarding medication pricing reform. It will be interesting to monitor the details and timeline.



B. Medicare Advantage

11 **United States, et al. v. UnitedHealth Group Incorporated, et al.; Response of Plaintiff United States to Public Comments on the Proposed Final Judgment**

Federal Register, The Daily Journal of the United States Government; A Notice by the Antitrust Division; 11/19/25

Notice is hereby given pursuant to the Antitrust Procedures and Penalties Act, [15 U.S.C. 16\(b\)-\(h\)](#), that the Response of Plaintiff United States to Public Comments on the Proposed Final Judgment has been filed with the United States District Court for the District of Maryland in *United States of America, et al. v. UnitedHealth Group Incorporated, et al.*, Civil Action No. 1:24-cv-03267. Copies of the Public Comments and the United States' Response are available for inspection on the Antitrust Division's website at <http://www.justice.gov/atr>.

Total

6

A3 Competition to be Aware of

12 **VITAS Healthcare expands hospice care in Florida, now serving Pinellas County**

PR Newswire, St. Petersburg, FL; by VITAS Healthcare; 11/17/25

... On Nov. 14, VITAS began accepting hospice-eligible patient referrals in Pinellas County, ensuring that residents in St. Petersburg, Clearwater, Tarpon Springs and surrounding communities have access to expert care close to home. ... The company also began serving Marion County in May 2025.

13 **Hospital-at-home programs gripped by uncertainty**

Modern Healthcare; by Diane Eastabrook; 11/17/25

... [Stopgap legislation](#) signed into law last week continues the Centers for Medicare and Medicaid Services Acute Hospital Care at Home waiver until the end of January. The short extension is creating more confusion and uncertainty for health systems hoping to start or scale hospital-at-home, said Dr. Stephen Dorner, chief of clinical operations and medical affairs at Mass General Brigham's Healthcare at Home program.

[Guest Editor's Note, by Judi Lund-Person](#): *Health systems who had Hospital-at-Home programs are rethinking their plans to reopen their programs, largely due to the very short waiver extension until January 30, 2026. According to Modern Healthcare, a bill has*



been introduced, titled the "Hospital Inpatient Services Modernization Act." The waiver for Hospital-at-Home would be extended for five years, through the end of 2030.

A. Mergers & Acquisitions

14 [BrightSpring's purchase of Amedisys, LHC Group locations to become accretive in 2026](#)

Hospice News; by Jim Parker; 10/31/25

BrightSpring Health Services (Nasdaq: BTSG) expects its acquisition of former Amedisys and LHC Group locations to close in the fourth quarter of the year and to become accretive in 2026. The sale has been contingent on the outcome of the UnitedHealth Group's (NYSE: UNH) own acquisition of Amedisys, which closed in August. That deal had been delayed by an investigation and lawsuit by the U.S. Department of Justice (DOJ).

15 [Linden Capital Partners has acquired Agape Care Group](#)

Hospice News; by Jim Parker; 11/13/25

The private equity firm Linden Capital Partners has acquired hospice provider Agape Care Group from Ridgemont Equity Partners for an undisclosed amount. ... The Agape acquisition took place in July and was not publicly announced, though the hospice is now listed on Linden's website as a portfolio company. Agape Care Group did not immediately respond to Hospice News' inquiries about the transaction. Agape's more than 2,100 employees provide hospice and palliative care to over 5,700 patients daily across 10 states. Agape's previous owner, Ridgemont Equity Partners, acquired the company from the private equity firm the Vistria Group in 2019.

	Total	4
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A4 Workforce Challenges

A. Paints the Picture

16 ['Best and worst of times' as skilled nursing providers face more uncertainty](#)

McKnights Long-Term Care News, Boston, MA; by Kimberly Marselas; 11/3/25

In a year in which uncertainty and inaction have been common themes, LeadingAge executives acknowledged ... that aging services providers are increasingly split into haves and have-nots. "We have all been navigating a great deal of uncertainty, and yet many organizations have had their best years, ... President and CEO Katie Smith Sloan told a standing room-only crowd. "Others are hanging by a thread, dependent on



Medicaid, struggling on staffing, particularly in rural communities with old physical plants, and boards that are stuck on preserving the status quo. It is truly the best and worst of times."

B. Implications of the issue

No articles identified for this section this month

C. Solutions

17 [Rowan and Bayada Home Health Care to strengthen nursing workforce with innovative partnership](#)

Rowan University, Glassboro, NJ; Press Release; 11/18/25

"More. Great. Nurses": That was the chant echoing through the room as BAYADA founder and chairman of the board Mark Baiada energized the crowd during a ceremonial signing event on Nov. 17 at Rowan University. The celebration launched a new agreement between Rowan and BAYADA Home Health Care, the nation's largest independent nonprofit home health care provider. The partnership creates a debt-free pathway for aspiring nurses and expands access to high-quality home health care in the region.

	Total	2
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A5 Patient, Family, and Future Customer Demographics and Trends

18 [So you expect to live until age 100? Here are the financial issues you'll need to address right now](#)

NTD; by Brian O'Connell; 10/28/25

Americans are growing used to the notion that they may live to a ripe old age, even as long as 100. According to a new study by Houston-based Corebridge Financial, 50 percent of U.S. adults say they'll live to 100, and 49 percent say they hope hitting 100 actually happens. ... Living until age 100 brings so-called longevity risk, especially if you live 35 or 40 years after retiring. "That's why you should focus on three pillars: long-term care planning, dependable lifetime income, and optimized Social Security," Yehuda Tropper, CEO of Beca Life Settlements, a viatical & life settlement company, told NTD.

19 **[What is healthspan, and how can you extend yours?](#)**

MSN - Everyday Health; by Sarah Klein; 11/11/25

Many people want to live as long as possible. But what about living as *well* as possible? That's the idea behind extending what's called your healthspan. Healthspan is the length of time you live in good health, able to stay active, independent, and mentally sharp while doing the things you enjoy, ...

- Lifespan vs. Healthspan ...
- Benefits of Extending Healthspan ...
- Strategies to Increase Healthspan ...

20 **[Sage advice on aging and dying from a Colorado geriatrician](#)**

CPR News; by Andrea Dukakis; 11/17/25

Geriatricians – doctors trained to treat older adults – are a scarce commodity across the country and in Colorado. The state has about a million residents aged 65 and older and, according to the most recent [data](#) available, only 110 geriatricians. ... Here are five things we learned about aging from Dr. Erika Altneu, a geriatrician in Salida:

- On when it's time for an older adult to transition from home to assisted living or a nursing home: ...
- On who should have a geriatrician: ...
- On medications and 'deprescribing': ...
- On combating loneliness: ...
- On living well and dying well: ...

This story is a part of [Aging Matters](#), a series from Colorado Matters about the Centennial State's aging population. Read more stories [here](#).

21 **[Study shows over 90% of older adults with dementia undergo burdensome interventions in their final year](#)**

Today Headline - Medical Research; by Duke-NUS Medical School; 11/17/25

A new study by researchers from Duke-NUS Medical School has revealed that almost all community-dwelling older adults with advanced dementia in Singapore experience at

least one potentially burdensome intervention in their last year of life. The findings highlight an urgent need for new strategies to support families and reduce unnecessary interventions at the end of life.

- A. Overreliance on burdensome medical interventions: ...
- B. High hospitalization rate: ...
- C. Heavy burden on informal caregivers: ...
- D. Insufficient caregiving support: ...

Total	4
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A6 Regulatory and Political

22 [New Joint Commission Guidance on the use of Artificial Intelligence in healthcare](#)

The National Law Review; by Paul R. DeMuro, PhD, Brandon K. von Kriegelstein, Taylor M. Stilwell Katten; 10/28/25

On September 17, 2025, the Joint Commission, in collaboration with the Coalition for Health AI ("CHAI"), [issued its first high-level framework](#) on the responsible use of artificial intelligence ("AI") in healthcare. The Guidance on the Responsible Use of AI in Healthcare ("[Guidance](#)") is intended to help hospitals and health systems responsibly deploy, govern, and monitor AI tools across organizations. The goal of the Guidance is to help "...the industry aligns elements that enhance patient safety by reducing risks associated with AI error and improving administrative, operational, and patient outcomes by leveraging AI's potential." ... The seven core elements articulated by the Guidance are:

1. AI Policies and Governance Structures: ...
2. Patient Privacy and Transparency: ...
3. Data Security and Data Use Protections: ...
4. Ongoing Quality Monitoring: ...
5. Voluntary, Blinded Reporting of AI Safety-Related Events: ...
6. Risk and Bias Assessment: ...
7. Education and Training: ...



23 **Federal government re-opens**

CHAP; Press Release; 11/13/25

On November 12, the U.S. House passed the Senate Amendment to H.R. 5371, ending the 43-day government shutdown. The continuing resolution (CR) provides funding for most agencies **through January 30, 2026**, at current levels, and grants full-year 2026 funding to select departments, including Agriculture, FDA, Legislative Branch, military construction, and Veterans Affairs. It also contains measures relevant to the home care community.

- Telehealth Waiver Extended ...
- Hospice Surveys ...
- Hospital at Home Waiver ...
- Federal Return to Activity ...

24 **Hospice workers call for Gov. Hochul to sign bill restricting for-profit hospices**

WSKG/PBS/NPR Buffalo Toronto Public Media; by Emyle Watkins; 11/14/25

A medical campus that once made history is renewing calls for better patient care. Hospice and Palliative Care Buffalo, a non-profit, opened the first combined residential and in-patient hospice campus in the United States 30 years ago. On Thursday, workers at this campus gathered to call on Governor Kathy Hochul to sign legislation preventing for-profit hospices from growing or opening until better patient safeguards are in place. Jeanne Chirico, the president of the Hospice and Palliative Care Association of New York State, says, "Why is that important? Because evidence from across the country has shown us what happens when hospice becomes a business model instead of a mission."

25 **Telehealth survives again: What the most recent flexibility extension means for providers**

JD Supra; by Conor Duffy and Danielle Tangorre; 11/17/25

On November 12, 2025, President Trump signed [H.R. 5371](#) the "Continuing Appropriations, Agriculture, Legislative Branch, Military Construction, and Veterans Affairs and Extensions Act, 2026" (the Act). The Act ended the federal government shutdown by providing necessary funding; it also extends key Medicare telehealth flexibilities to January 30, 2026. ... This represents another short-term extension of



Medicare telehealth flexibilities that will again need to be revisited in January 2026. ...

Medicare Telehealth Flexibilities Extended by the Act [include]:

- Geographic and Originating Site flexibilities: ...
- Telehealth for FQHCs and RHCs: ...
- Audio Only Telehealth: ...
- In-Person Requirement for Mental Health Visits: ...
- Telehealth for the Recertification of Hospice Care: Hospice physicians and nurse practitioners may continue having face-to-face encounters to recertify a patient's eligibility to remain on hospice via telehealth through January 30, 2026.

Total

4

A7 Technology and Innovations

26 [California bans AI chatbots from posing as licensed health providers](#)

Medscape; by Steph Weber; 10/30/25

California has drawn a hard line on how artificial intelligence (AI) chatbots represent themselves to consumers, banning the tools from implying they are licensed medical providers such as MDs and psychotherapists... "Everything keeps changing, so it's hard to be definitive," John Torous, MD, MBI, psychiatrist and director of the Digital Psychiatry Division in the Department of Psychiatry at Beth Israel Deaconess Medical Center, Boston, told Medscape Medical News. "But there's certainly concern that some AI chatbots are marketing directly to children and minors, and there's direct evidence that some will actually pull up a fake medical license number." ... "[T]he model by default should not provide instructions about how to commit suicide, but if an adult user is asking for help writing a fictional story that depicts a suicide, the model should help with that request," Sam Altman, OpenAI CEO, said in a blog post on the company's website in September. He added that the platform aims to "[extend] freedom as far as possible without causing harm or undermining anyone else's freedom."

Publisher's note: AI regulatory lines are blurry and far behind advancements.



27 [AI increasingly responsible for job cuts: Report](#)

Becker's Health IT; by Giles Bruce; 11/7/25

AI has been the sixth most-cited reason for U.S. job cuts so far in 2025, but the No. 2 cause of layoffs in October, Challenger, Gray & Christmas [found](#). The [technology](#) has been responsible for 48,414 staff reductions this year, including 31,039 in October alone, according to the executive outplacement firm's Nov. 6 report. ... The 153,074 layoffs in October mark the highest total since October 2003, when widespread cellphone adoption altered the telecommunications sector.

	Total	2
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A8 Speed of Change, Resiliency, and Re-Culture

28 [4 leadership habits that make people instantly respect and trust you: Veteran PR executive Robert Dilenschneider shares why respect is a leader's most underrated power—and how to earn it every day.](#)

Inc.; by Marcel Schwantes; 10/30/25

Early in your career, you probably believed leadership was about control. You spoke first in meetings, made quick decisions, and expected others to follow without hesitation. You projected confidence, thinking that would earn respect. But if you looked closer, something didn't feel right. Your team did what you asked—but only what you asked. People stayed quiet when they disagreed. Meetings felt efficient but uninspired. You were getting compliance, not commitment. Throughout his career as a leader Robert Dilenschneider, author of [Respect: How to Change the World One Interaction at a Time](#), has learned numerous lessons. But one has stood out above the rest: *fear might deliver results, but respect sustains them.*

29 [Understanding the importance of leadership development training in today's workforce](#)

JoyRulez - JR; by davidnbell; 11/10/25

Leadership development training has become a cornerstone for businesses aiming to create a sustainable and high-performing workforce. This article explores the significance of leadership development training and its role in shaping the future of organizations in the United States. ...

- The Growing Need for Leadership in the Workplace ...
- What is Leadership Development Training? ...
- Benefits of Leadership Development Training ...



- How Leadership Development Training Contributes to Organizational Culture ...
- The Role of Continuous Learning in Leadership Development ...
- The Future of Leadership Development Training ...

	Total	2
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A9 The Human Factor

30 [The hidden beliefs that hold leaders back](#)

Harvard Business Review; by Muriel M. Wilkins; 11/4/25

High-performing leaders often face internal limiting beliefs that hinder their effectiveness and career growth. Identifying and reframing these hidden blockers can unlock greater leadership potential and improve team and organizational outcomes. Common limiting beliefs include the need to be involved in every detail, an urgency for immediate results, a belief in always being right, a fear of making mistakes, expectations that others should perform like oneself, an inability to say no, and feelings of not belonging. Overcoming these blockers involves recognizing and naming the limiting belief, understanding its origins and impact, and reframing it into a more productive belief.

	Total	1
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A10 Highlighted Articles of Interest

31 [BeyondTrust experts reveal top cybersecurity predictions for 2026 and beyond](#)

Albany CEO; Staff Report from Georgia CEO; 11/3/25

BeyondTrust ... today announced its top cybersecurity predictions for 2026 and beyond, identifying the trends that will redefine how organizations protect identities, secure data, and prepare for a rapidly evolving threat landscape. ...

Cybersecurity Predictions for 2026+: Identity, AI, and Geopolitics Collide

- Agentic AI Becomes the Ultimate Attack Vector: ...
- AI "Veganism" Emerges: ...
- Digital Tariffs Redefine Data Sovereignty: ...

- The Death of VPN: ...
 - Account Poisoning Becomes a Financial Threat: ...
- The Next Frontier: 5+ Year Predictions ...

32 **The rise of humble hospital C-suites**

Becker's Hospital Review; by Laura Dyrda; 10/29/25

In an era of unprecedented turnover and mounting financial pressure, the most successful healthcare executives are discovering that leadership no longer begins, or ends, in the boardroom but instead lies with those who ask the best questions and learn from the frontlines. "Healthcare is at a pivotal moment," said Erik Wexler, president and CEO of Renton, Wash.-based Providence. "We're navigating what I call a polycrisis, a convergence of economic, policy, technological and societal challenges that are reshaping the landscape. As health system leaders face these complexities and look to the future, fostering innovation, building resilience and leading with values has never been more essential." According to today's revered C-suite executives, the most successful leaders in the next half-decade won't be those with the biggest egos or the most accomplishments but individuals with selflessness, humility and fortitude.

33 **The human cost of health care automation**

MedPageToday's KevinMD.com; by Christie Mulholland; 11/8/25

AI is rolling out in medicine faster than most of us can process. Ambient scribes documenting visits. Clinical decision support algorithms. Automated prior authorizations. The promises are compelling: reduced clerical burden, more face-time with patients, less burnout. I wanted this. As a palliative care doctor and director of physician well-being at my institution, ... [when] AI tools promised relief, I advocated for them. ...

- The unasked question ...
- Why this question matters ...
- What's really driving AI in health care ...

- A concerning pattern ...
- The answer ...
- Why are physicians uniquely positioned to resist profit extraction in health care: An AI can't choose patient welfare over profit. A human doctor can. An AI will execute the algorithm. A human doctor can say "no, this is wrong."...
- Individual clarity, collective power ...

Editor's Note: [Go to the source of this powerful examination of AI's role](#)--or not--for physicians (and other clinical professionals) with patients and caregivers.

34 **Estimating the number of services & patients receiving specialized palliative care globally in 2025**

Journal of Pain and Symptom Management; by Stephen R. Connor PhD, Eduardo Garralda MA, Vilma A. Tripodoro MD, PhD, Carlos Centeno MD, PhD; November 2025 Issue

In 2025, the estimated number of specialized palliative care service delivery teams worldwide reached approximately 33,700 - representing a 35.6% increase from the 25,000 identified in 2017. Service delivery expanded across all WHO regions. The estimated number of patients served rose from almost 7 million in 2017 to approximately 10.4 million in 2025. This figure represents roughly 14% of the total global need for palliative care. ...Despite notable growth in service availability, significant disparities persist, particularly in low- and middle-income countries.

35 **What matters about what matters most**

JAMA Network Open; by Mary E. Tinetti, Brenda S. Nettles; 10/25

The authors note that "Identifying what matters is essential for providing person-centered care, guiding clinical visits, tailoring care plans, and providing a starting point to foster further patient engagement." These are lofty expectations of a single, simple question ["what matters most?"]. While the what matters question alone cannot guide



care planning or tailor interventions, it can serve as a starting point for ongoing conversations about patient health goals and care preferences. These priorities, in turn, can guide patient-centered decision-making and care. The question also provides an opportunity to get to know the patients we care for as individuals. That, in itself, is an invaluable gift reminiscent of a period when clinicians had more time with patients and cared for them over years.

36 **A strategic path forward for hospice & palliative care: Ira Byock, Kristi Newport, Brynn Bowman**

GeriPal podcast; by Eric Widera, Alex Smith, Ira Byock, Kristi Newport, Brynn Bowman; 11/13/25

In June of 2025, hospice and palliative care pioneer Ira Byock published a white paper outlining the urgent challenges facing the field today. In a nutshell, he expressed concerns that the quality of hospice care in the United States has become highly variable, with disturbing frequency of unethical practices and avaricious owners. He also raised concern that the rapid increase in palliative care program growth during the first two decades of this century has stalled, leaving us with understaffed programs that are often inadequately trained. Along with Ira, we've invited Kristi Newport, a palliative care doctor and Chief Medical Officer of the American Academy of Hospice and Palliative Medicine, and Brynn Bowman, Chief Executive Officer of the Center to Advance Palliative Care, to discuss these issues and outline a strategic path forward for the field. In particular we talk about Ira's four-part solution to transform the field and restore its integrity: (1) publishing clear clinical and programmatic standards, (2) making meaningful data publicly available to ensure transparency and accountability, (3) fostering quality-based competition among providers, and (4) embracing the authentic brand of hospice and palliative care—expert care that alleviates suffering and fosters well-being.

37 **How CFOs can harness the power of their shifting role**

HealthLeaders - Analysis; by Marie Defreitas; 11/17/25

As turnover rises and expectations expand, CFOs are redefining their influence; from financial stewards to enterprise strategists and even future CEOs. The role's evolution demands new skills, deeper relationships, and a broader vision of what value means. ...

- CFO turnover hit 14.2% in 2024, the highest in three years, as financial leaders face retirement, burnout, and mounting performance pressures.
- The CFO role is now deeply operational and strategic, requiring influence beyond finance to shape institutional outcomes.
- Future successful CFOs will blend financial acumen with emotional intelligence and credibility, and sometimes even become key candidates for CEO succession.

38 **The government shutdown showed why healthcare reform keeps failing**

Forbes; by Rita Numerof; 11/20/25

The government shutdown that ended last week exposed a familiar pattern in healthcare policymaking. A dispute over whether temporary ACA subsidies should be extended escalated into a 43-day standoff that snarled air travel, caused millions of federal workers to miss paychecks, disrupted SNAP food benefits and slowed the economy. The shutdown should prompt policymakers and industry leaders to confront why healthcare costs keep rising and why the system remains resistant to reform. Lasting progress demands an honest examination of structural forces that push costs upward.

Guest Editor's Note, by Chris Comeaux: *Dr. Rita E. Numerof offers an incredibly clear diagnosis of the root causes of our nation's broken healthcare system. More importantly, she outlines the foundational principles and core tenets required to rebuild it correctly.*

Listen to our podcast where she details tenets of this essential fix:

<https://www.teleioscn.org/tcntalkspodcast/transforming-healthcare-a-conversation-with-rita-e.-numerof>.

Total

8