



MEMORANDUM

To: Board of Directors

Cc: Bill Boyles, Esquire
Aluino Ochoa, M.D.

From: George Mikitarian
President/CEO

Subject: Board/Committee Meetings – November 6, 2023

Date: November 2, 2023

The Ad Hoc Credentials Review Committee will meet at 11:30 a.m. where the Committee will review credentialing and privileging files as they relate to medical staff appointment/reappointment.

The Quality Committee will convene at 12:00 p.m., which will be followed by the Finance Committee, and then Executive Committee meetings.

The Board of Directors will meet in executive session no earlier than 1:30 p.m. Following the Board of Directors Executive Session, the Education Committee and Board of Directors regularly scheduled meeting will be held immediately following, however no earlier than 2:00 p.m.

The Planning Committee meeting has been canceled.

QUALITY COMMITTEE

Elizabeth Galfo, M.D., Chairperson
Maureen Rupe, Vice Chairperson
Robert L. Jordan, Jr., C.M. (ex-officio)
Billy Specht
Billie Fitzgerald
Herman A. Cole, Jr.
Jerry Noffel
Stan Retz, CPA
Ashok Shah, M.D.
Aluino Ochoa, M.D., President/Medical Staff
Greg Cuculino, M.D.
Kiran Modi, M.D., Designee
Francisco Garcia, M.D., Designee
Christopher Manion, M.D., Designee
George Mikitarian (non-voting)

**NORTH BREVARD COUNTY HOSPITAL DISTRICT
OPERATING
PARRISH MEDICAL CENTER
QUALITY COMMITTEE
MONDAY, NOVEMBER 6, 2023
12:00 P.M.
FIRST FLOOR, CONFERENCE ROOM 2/3/4/5**

CALL TO ORDER

I. Approval of Minutes

Motion to approve the minutes of the September 11, 2023 meeting.

II. Vision Statement

III. My Story

IV. Dashboard

V. Sepsis Review – Ms. Cottrell

VI. Other

VII. Executive Session (if necessary)

ADJOURNMENT

NOTE: IF A PERSON DECIDES TO APPEAL ANY DECISION MADE BY THE QUALITY COMMITTEE WITH RESPECT TO ANY MATTER CONSIDERED AT THIS MEETING, HE/SHE WILL NEED A RECORD OF PROCEEDINGS AND, FOR SUCH PURPOSES, MAY NEED TO ENSURE A VERBATIM RECORD OF THE PROCEEDINGS IS MADE AND THAT THE RECORD INCLUDES TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED.

PERSONS WITH A DISABILITY WHO NEED A SPECIAL ACCOMMODATION TO PARTICIPATE IN THIS PROCEEDING SHOULD CONTACT THE ADMINISTRATIVE OFFICES AT 951 NORTH WASHINGTON AVENUE, TITUSVILLE, FLORIDA 32796, AT LEAST FORTY EIGHT (48) HOURS PRIOR TO THE MEETING. FOR INFORMATION CALL (321) 268-6110. THIS NOTICE WILL FURTHER SERVE TO INFORM THE PUBLIC THAT MEMBERS OF THE BOARD OF DIRECTORS OF NORTH BREVARD MEDICAL SUPPORT, INC. MAY BE IN ATTENDANCE AND MAY PARTICIPATE IN DISCUSSIONS OF MATTERS BEFORE THE NORTH BREVARD COUNTY HOSPITAL DISTRICT BOARD OF DIRECTORS EDUCATIONAL, GOVERNMENTAL AND COMMUNITY RELATIONS COMMITTEE. TO THE EXTENT OF SUCH DISCUSSION, A JOINT PUBLIC MEETING OF THE NORTH BREVARD COUNTY HOSPITAL DISTRICT, BOARD OF DIRECTORS EDUCATIONAL, GOVERNMENTAL AND COMMUNITY RELATIONS COMMITTEE AND NORTH BREVARD MEDICAL SUPPORT, INC. SHALL BE CONDUCTED.

DRAFT
NORTH BREVARD COUNTY HOSPITAL DISTRICT
OPERATING
PARRISH MEDICAL CENTER
QUALITY COMMITTEE

A regular meeting of the Quality Committee of the North Brevard County Hospital District operating Parrish Medical Center was held on September 11, 2023, in Conference Room 2/3/4/5, First Floor. The following members were present.

Elizabeth Galfo, M.D., Chairperson
Robert L. Jordan, Jr., C.M.
Stan Retz, CPA
Herman A. Cole, Jr.
Ashok Shah, M.D. (12:21 p.m.)
Billie Fitzgerald
Billy Specht
Maureen Rupe
Christopher Manion, M.D.
Gregory Cuculino, M.D.
Aluino Ochoa, M.D., President/Medical Staff
George Mikitarian (non-voting)

Members absent:
Jerry Noffel (excused)
Kiran Modi, M.D. (excused)
Francisco Garcia, M.D. (excused)

CALL TO ORDER

Mr. Jordan called the meeting to order at 12:03 p.m.

VISION STATEMENT

Ms. Cottrell summarized the committee's vision statement.

MY STORY

Ms. Cottrell shared the story of Lieutenant Commander Victor, U.S. Navy Veteran and his Honor Walk held at PMC. Care Partners gathered to honor Victor's life, and the gift of life that he was about to give others.

QUALITY DASHBOARD REVIEW

Ms. Cottrell reviewed the Quality Dashboard discussing each indicator score as it relates to clinical quality and cost. Ms. Cottrell answered questions from committee members concerning the dashboard. Copies of the Power Point slides presented are appended to the file copy of these minutes.

5TH FLOOR UPDATE

Ms. Cottrell shared that the 5th floor will be reopening. She noted that the phased reopening will begin on September 18, 2023.

RECOGNITION

Mr. Mikitarian introduced Lisa Dickerson, Vice President Nursing Administration/CNO and acknowledged Ms. Cottrell for her recent promotion.

EMERGENCY DEPARTMENT UPDATE

Dr. Cuculino and Ms. Jacobs provided an update on the recent efforts to improve patient experience in the Emergency Department.

OTHER

There was no other business brought before the committee.

ADJOURNMENT

There being no further business, the Quality Committee meeting adjourned at 12:45 p.m.

Elizabeth Galfo, M.D.
Chairperson



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Quality Agenda

November 6, 2023

1. Approval of Minutes
2. Vision Statement
3. My Story
4. Dashboard
5. Sepsis review
6. Other

Quality Committee

Vision Statement

“Assure affordable access to safe, high quality patient care to the communities we serve.”



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My Story



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James's Story

James is a 68-year-old gentleman who lives alone. He is divorced and has two adult children. He is retired but spent many years working in schools as a teacher and superintendent. He has a friend and neighbor who is his primary support person but does not have regular contact with his family. James has a history of obesity, diabetes, hypertension, gout and high cholesterol.

Brevard County Fire Rescue received a call from a neighbor to respond to James's address because he was found laying in the grass outside his house. The neighbor was unable to help him get up and James was unable to speak. Upon arrival to his house, the EMS team was unable to get any information about his medical history or current medications and the neighbor who called did not know any family or friend contact information. Since James was unable to speak, he also could not relay any information or tell the team what his medical concern was.

James's Story

James arrived at Parrish Medical Center and the Emergency Department team quickly recognized signs of a stroke and called a Code Stroke. The stroke protocol was quickly activated but James was still unable to communicate so the team could not obtain any patient history. Since James had never been to Parrish Medical Center before, there were no previous charts for the providers to review medical history.

After initial CT and consultation with the Mayo neurologist it was determined that James was not a candidate for tPA or further intervention. The plan was to admit him to the hospital for supportive medical management of his stroke. The team knew obtaining his medical history was still a high priority and so they logged into Parrish Medical Group's electronic medical record to see if James had ever been seen by a PMG physician.

James's Story

James, in fact, was a patient of PMG and had last been seen in the office in March of this year by one of our APRNs. The team was able to obtain critical information about James's history, his medications and his current treatment plans. In addition, the team was able to locate James's friend and neighbor!

James's medical history was electronically transmitted from PMG to the hospital record and all relevant information became available for the care team. James's friend, Julie, was contacted, and she arrived at the hospital later that day. She was able to provide additional information and most importantly, was able to be a support to James as he was going through this very scary medical emergency.

This story is a great example of Parrish Medical Center's health technology working to ensure integrated, person and family centered care!



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Dashboard



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Performance dashboard

Description	Definition	Jun-Aug	Sept 22-Aug 23	Opportunity
Stroke	Stroke management compliance	77%	85%	Goal: 100%
Sepsis	Severe Sepsis and Septic Shock Management bundle compliance	50%	54%	Goal: 76%
Early Elective Delivery	Percentage of elective deliveries among mothers with uncomplicated pregnancies at 37 and 38 weeks gestation	0%	0%	Goal: 0%
HAI	Hospital onset MRSA bacteremia	0.00	0.00	Goal: 0
Readmission	All cause 30 day readmissions	7.5%	8.5%	Goal: 8.0%
Person Centered flow	Inpatient and outpatient emergency department throughput	320	455	164

Sepsis review

Sepsis

- A serious and potentially life-threatening infection of the blood stream
- Leading cause of hospitalization and hospital mortality
- Patients who survive hospitalization for sepsis are at increased risk for negative health outcomes

Sepsis

Signs and symptoms

- High heart rate
- Fever
- Confusion
- Shortness of breath
- Extreme pain or discomfort
- Clammy or sweaty skin

Sepsis

How to prevent

- Prevent infections
- Practice good hygiene
- Know the signs and symptoms
- Act fast

National efforts to improve

Identification, management, and outcomes

- Surviving Sepsis Campaign
- Large scale quality improvement and state-based regulatory initiatives
- CMS Severe Sepsis and Septic Shock: Management Bundle (SEP-1)

What is CMS SEP-1?

Severe Sepsis and Septic Shock Management Bundle

- Quality measure reported to CMS
- Establishes a treatment protocol for clinicians treating sepsis

CMS bundle components

Initial Lactate

Blood cultures

Broad spectrum antibiotics

Fluid bolus if low blood pressure within 3 hours

Repeat lactate within 6 hours

Bundle compliance and outcomes

Compliance with SEP-1 was associated with:

Lower 30-day mortality

Lower lengths of stay

Nationwide average with bundle is only 50%

Parrish performance

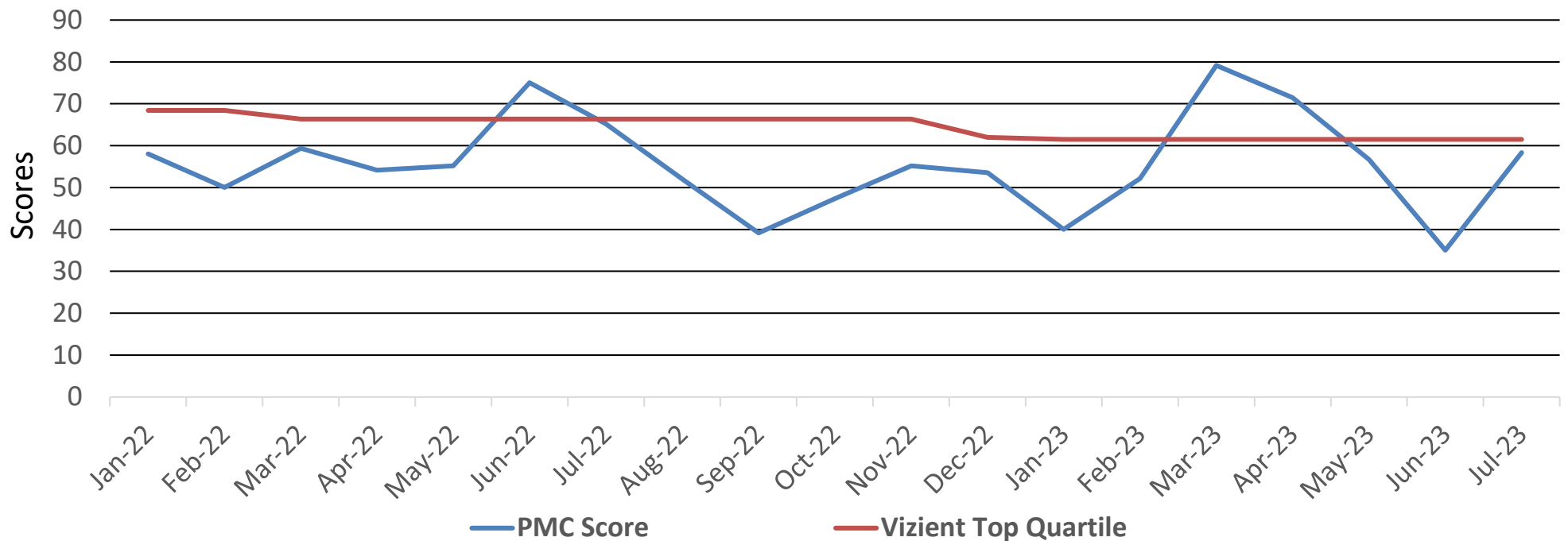


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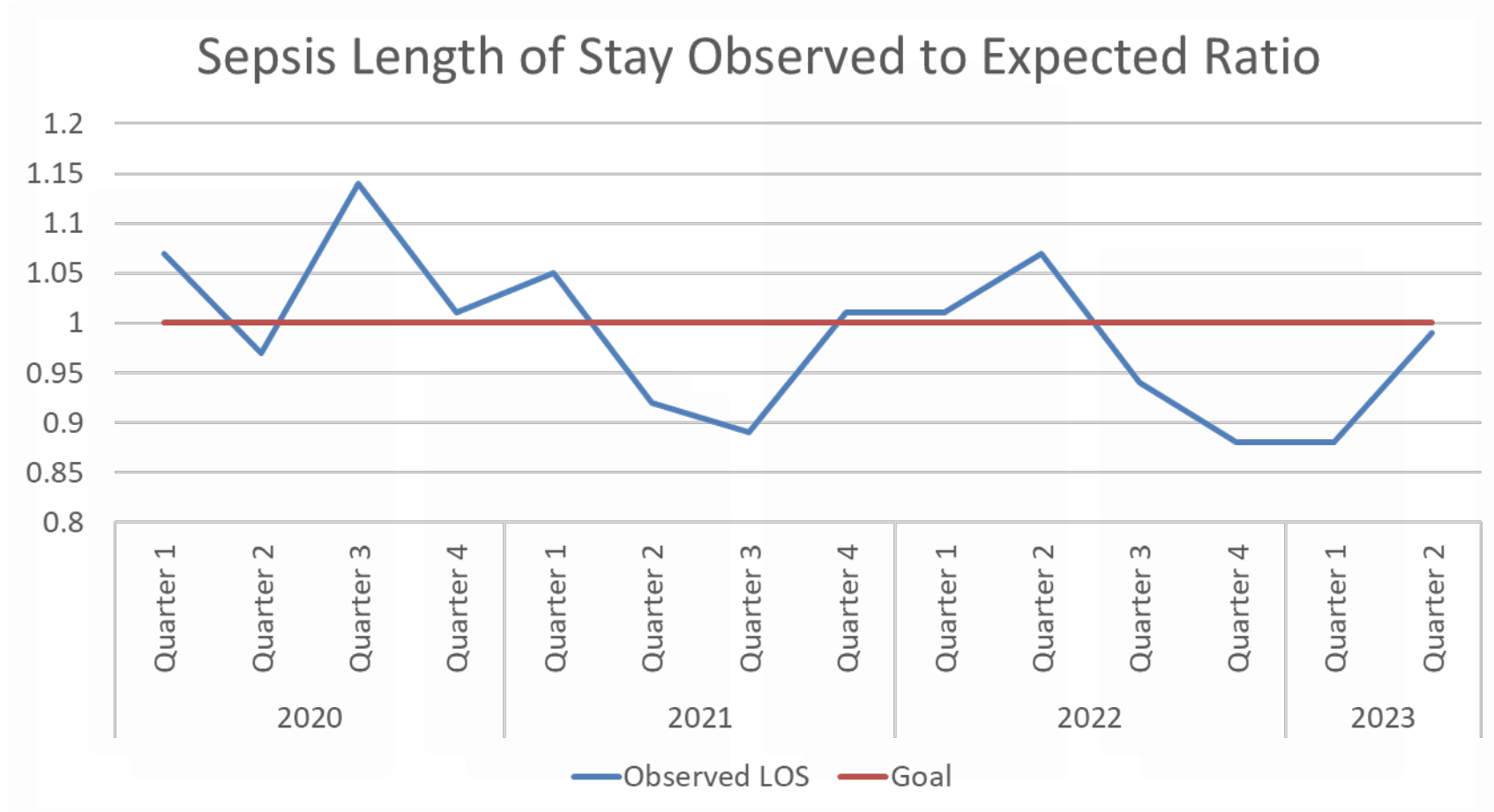
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Benchmark Comparison

January 2022 – July 2023

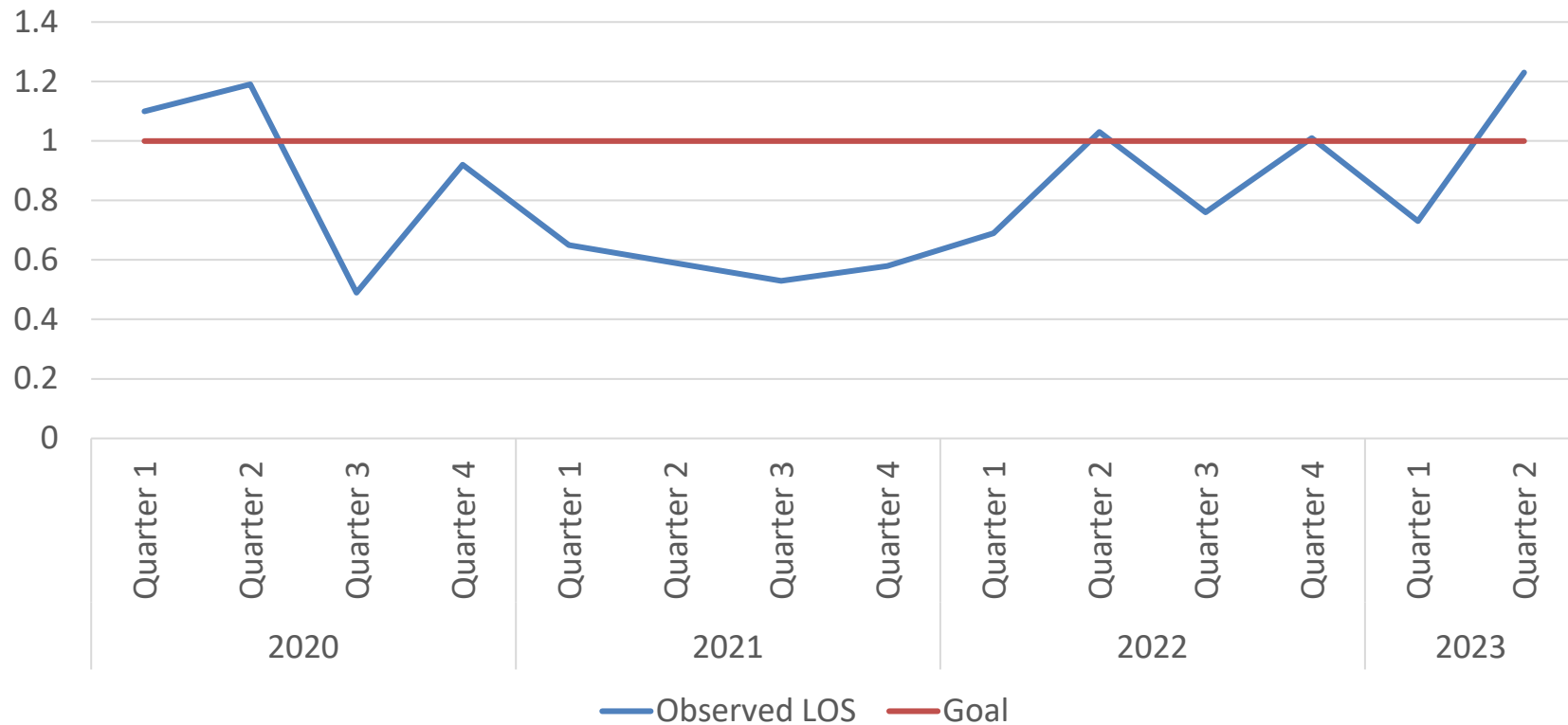


Sepsis Population Length of Stay



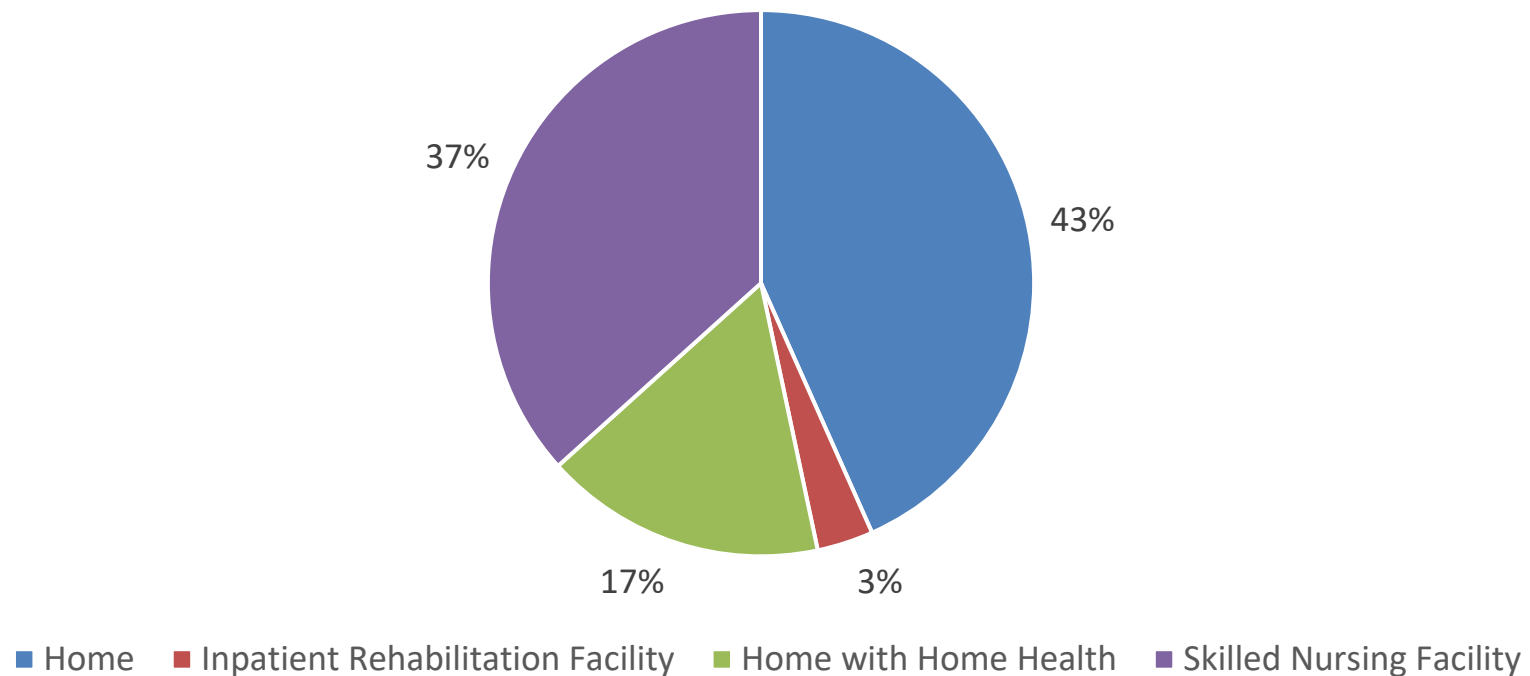
Sepsis Population Readmissions

Sepsis Readmissions Observed to Expected Ratio



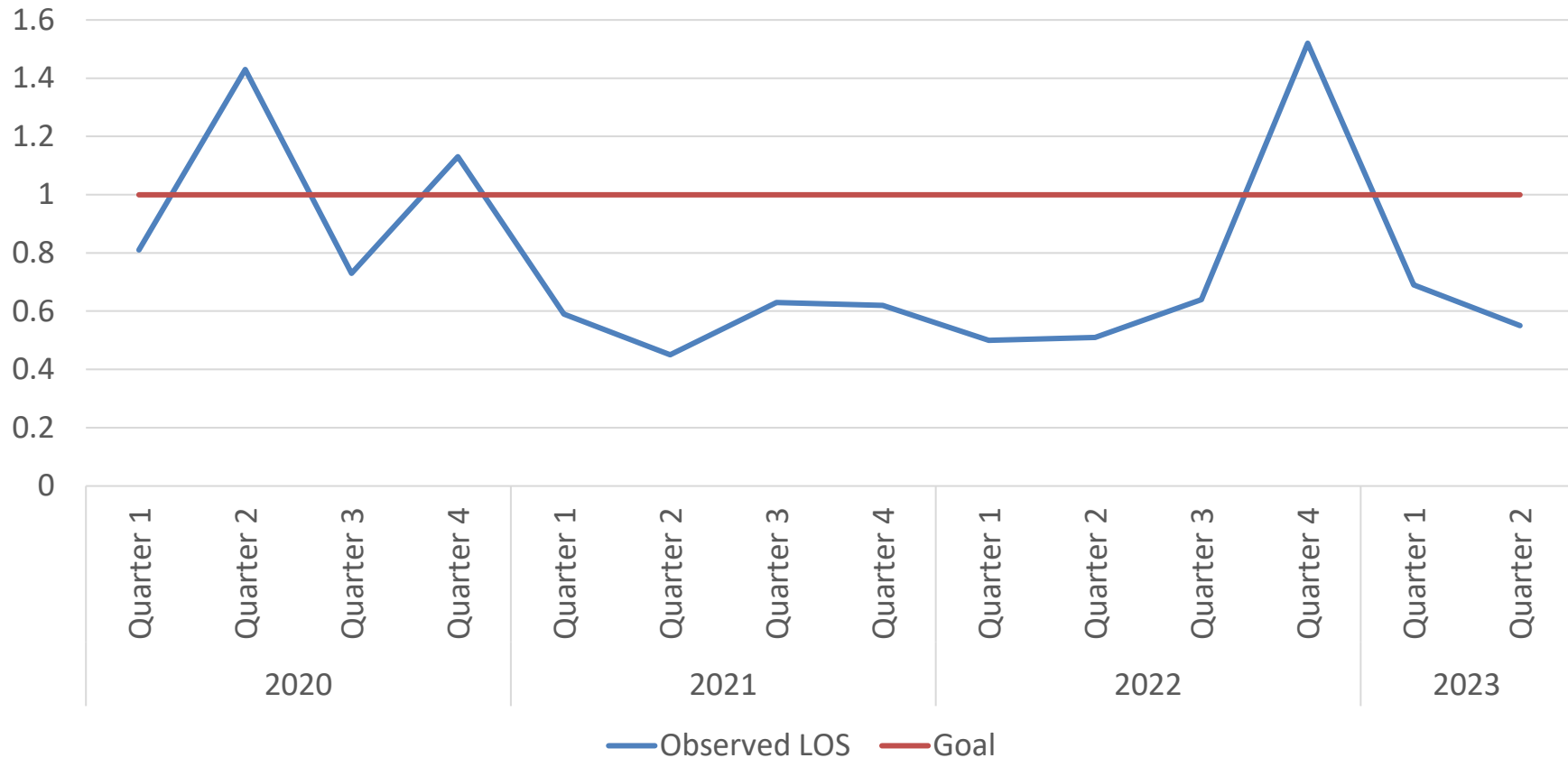
Sepsis Population Readmission Detail

2023 Sepsis Readmissions from Original Discharge Disposition



Sepsis Population Mortality

Sepsis Mortality Observed to Expected Ratio



CDC Hospital Sepsis Program

Core Elements 2023

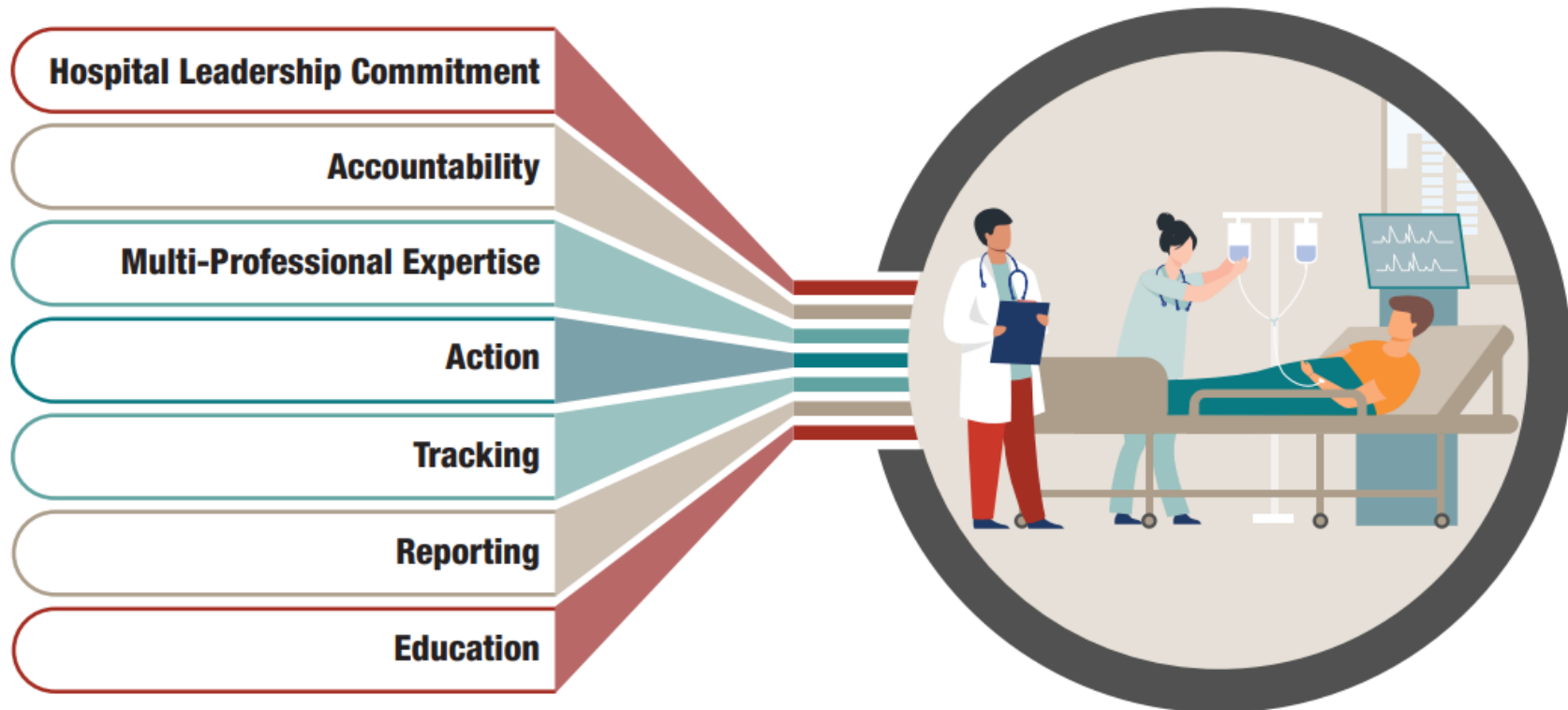


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CDC Hospital Sepsis Program

Core elements



CDC Hospital Sepsis Program

Challenges

- Sepsis is complex
- Requires coordinated care
 - multiple care locations
 - multiple disciplines
- Individualized
 - specific infections
 - clinical presentations differ

CDC Hospital Sepsis Program

Getting started

- Identify team ✓
- Secure leadership support ✓
- Complete needs analysis
- Establish goals

CDC Hospital Sepsis Program

Core elements priority examples

- Identify sepsis as a hospital priority and communicate priority to hospital staff ✓
- Sepsis programs co-led by a physician and a nurse ✓
- Engage multi-professional experts ✓
- Implement a standardized process to screen for sepsis ✓
- Track sepsis outcomes metrics ✓
- Use comparative or benchmarking data ✓

CDC Hospital Sepsis Program

Next steps

- Complete needs analysis
- Establish goals
- Implement improvement projects

Questions?



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FINANCE COMMITTEE

Herman A. Cole, Jr. Chairperson
Stan Retz, CPA, Vice Chairperson
Robert L. Jordan, Jr., C.M., (ex-officio)
Jerry Noffel
Billie Fitzgerald
Billy Specht
Maureen Rupe
Christopher Manion, M.D.
Aluino Ochoa, M.D., President/Medical Staff
George Mikitarian, President/CEO (non-voting)

**FINANCE COMMITTEE MEETING
NORTH BREVARD COUNTY HOSPITAL DISTRICT OPERATING
PARRISH MEDICAL CENTER
MONDAY, NOVEMBER 6, 2023
FIRST FLOOR CONFERENCE ROOMS 2/3/4/5
(IMMEDIATELY FOLLOWING QUALITY COMMITTEE)**

CALL TO ORDER

- I. Approval of minutes.

Motion: To recommend approval of the September 11, 2023 meeting.

- II. Public Comments

- III. Financial Review – Mr. Eljaiek

- IV. Capital Purchase – Ms. Cottrell

Motion: To recommend the Board of Directors approve the purchase of critical hardware at total cost not to exceed \$2,500,000.

- V. Executive Session (if necessary)

ADJOURNMENT

NOTE: IF A PERSON DECIDES TO APPEAL ANY DECISION MADE BY THE FINANCE COMMITTEE WITH RESPECT TO ANY MATTER CONSIDERED AT THIS MEETING, HE/SHE WILL NEED A RECORD OF PROCEEDINGS AND, FOR SUCH PURPOSES, MAY NEED TO ENSURE A VERBATIM RECORD OF THE PROCEEDINGS IS MADE AND THAT THE RECORD INCLUDES TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED.

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THIS NOTICE WILL FURTHER SERVE TO INFORM THE PUBLIC THAT MEMBERS OF THE BOARD OF DIRECTORS OF NORTH BREVARD MEDICAL SUPPORT, INC. MAY BE IN ATTENDANCE AND MAY PARTICIPATE IN DISCUSSIONS OF MATTERS BEFORE THE NORTH BREVARD COUNTY HOSPITAL DISTRICT BOARD OF DIRECTORS FINANCE COMMITTEE. TO THAT EXTENT OF SUCH DISCUSSIONS, A JOINT PUBLIC MEETING OF THE NORTH BREVARD COUNTY HOSPITAL DISTRICT BOARD OF DIRECTORS FINANCE COMMITTEE AND THE NORTH BREVARD MEDICAL SUPPORT, INC. SHALL BE CONDUCTED.

**NORTH BREVARD COUNTY HOSPITAL DISTRICT
OPERATING
PARRISH MEDICAL CENTER
FINANCE COMMITTEE**

A regular meeting of the Finance Committee of the North Brevard County Hospital District operating Parrish Medical Center was held on September 11, 2023, in Conference Room 2/3/4/5, First Floor. The following members, representing a quorum, were present:

Herman A. Cole, Jr., Chairperson
Stan Retz, Vice Chairperson
Robert Jordan, Jr., C.M.
Billie Fitzgerald
Maureen Rupe
Billy Specht
Christopher Manion, M.D.
Aluino Ochoa, M.D.
George Mikitarian (non-voting)

Member(s) Absent:

Jerry Noffel (excused)

A copy of the attendance roster of others present during the meeting is appended to the file copy of these minutes.

CALL TO ORDER

Mr. Cole called the meeting to order at 12:48 p.m.

PUBLIC COMMENTS

There were no public comments.

FINANCIAL REVIEW

Mr. Eljaiek summarized the July financial statements of the North Brevard County Hospital District and the year-to-date financial performance of the Health System. Mr. Eljaiek answered questions and received comments from the members of the committee.

CAPITAL REQUEST, ANESTHESIA MACHINES

Discussion ensued and the following motion was made by Mr. Retz, seconded by Mr. Cole, and approved (8 ayes, 0 nays, 0 abstentions).

ACTION TAKEN: MOTION TO RECOMMEND THE BOARD OF DIRECTORS APPROVE THE PURCHASE OF THE REPLACEMENT OF THREE (3) ANESTHESIA MACHINES AT A TOTAL COST NOT TO EXCEED THE AMOUNT OF \$140,924.

FY 2023 MAJOR BUDGET VOLUME ASSUMPTIONS AND OPERATING BUDGET

Discussion ensued and the following motion was made by Mr. Jordan, seconded by Mr. Retz, and approved (8 ayes, 0 nays, 0 abstentions).

ACTION TAKEN: MOTION TO RECOMMEND THE BOARD OF DIRECTORS APPROVE THE FY 2024 MAJOR VOLUME ASSUMPTIONS AND THE FY 2024 OPERATING BUDGET, AS PRESENTED.

Inter-Governmental Transfer – Disproportionate Share

Discussion ensued and the following motion was made by Mr. Jordan, seconded by Mr. Retz, and approved (8 ayes, 0 nays, 0 abstentions).

ACTION TAKEN: MOTION TO RECOMMEND THE BOARD OF DIRECTORS TO AUTHORIZE MANAGEMENT TO ENTER INTO A LETTER OF AGREEMENT WITH THE AGENCY FOR HEALTH CARE ADMINISTRATION TO FUND MEDICAID DSH FOR SFY 2024.

INTER-GOVERNMENTAL TRANSFER – LOW INCOME POOL

Discussion ensued and the following motion was made by Mr. Jordan, seconded by Mr. Retz, and approved (8 ayes, 0 nays, 0 abstentions).

ACTION TAKEN: MOTION TO RECOMMEND THE BOARD OF DIRECTORS TO AUTHORIZE MANAGEMENT TO ENTER INTO A LETTER OF AGREEMENT WITH THE AGENCY FOR HEALTH CARE ADMINISTRATION TO FUND LIP FOR SFY 2024.

INTER-GOVERNMENTAL TRANSFER – HOSPITAL DPP

Discussion ensued and the following motion was made by Mr. Jordan, seconded by Mr. Retz, and approved (8 ayes, 0 nays, 0 abstentions).

ACTION TAKEN: MOTION TO RECOMMEND THE BOARD OF DIRECTORS TO AUTHORIZE MANAGEMENT TO ENTER INTO A LETTER OF AGREEMENT WITH THE AGENCY FOR HEALTH CARE ADMINISTRATION TO FUND HOSPITAL DPP FOR YEAR 3.

INTER-GOVERNMENTAL TRANSFER – PHYSICIAN DPP

Discussion ensued and the following motion was made by Mr. Jordan, seconded by Mr. Retz, and approved (8 ayes, 0 nays, 0 abstentions).

ACTION TAKEN: MOTION TO RECOMMEND THE BOARD OF DIRECTORS TO AUTHORIZE MANAGEMENT TO ENTER INTO A LETTER OF AGREEMENT WITH THE AGENCY FOR HEALTH CARE ADMINISTRATION TO FUND PHYSICIAN DPP FOR SFY 2024.

**RECOMMENDATION FROM THE PENSION ADMINISTRATIVE COMMITTEE
REGARDING THE DETERMINATION OF THE PLAN**

Discussion ensued and the following motion was made by Mr. Retz, seconded by Mr. Jordan, and approved (8 ayes, 0 nays, 0 abstentions).

ACTION TAKEN: MOTION TO RECOMMEND THE BOARD OF DIRECTORS APPROVE THE RESOLUTION REGARDING DETERMINATION OF THE PENSION PLAN AS PRESENTED.

DISPOSALS

Discussion ensued regarding the surplus property and the following motion was made by Mr. Jordan, seconded by Mr. Retz, and approved (8 ayes, 0 nays, 0 abstentions).

ACTION TAKEN: MOTION TO RECOMMEND THE BOARD OF DIRECTORS TO DECLARE THE EQUIPMENT LISTED IN THE REQUEST FOR DISPOSAL OF OBSOLETE OR SURPLUS PROPERTY AS SURPLUS AND OBSOLETE AND DISPOSE OF SAME IN ACCORDANCE WITH FS274.05 AND FS274.96.

OTHER

There was no other business to come before the committee.

ADJOURNMENT

There being no further business to come before the committee, the Finance Committee meeting adjourned at 12:58 p.m.

Herman A. Cole, Jr.,
Chairman



November 3, 2023

TO: Finance Committee

FROM: Matthew Rakes, Director of Information Technology

RE: Purchase of Data Center Equipment

Summary

As part of the termination from the Halifax relationship, effective 11/30/23, Parrish Medical Center is insourcing our Information Technology (IT) department.

A key component of this initiative is separating our disaster recovery data center in Atlanta, Georgia from Halifax.

This project will be accomplished in two phases with a total cost not to exceed \$2,500,000.

The first mission critical phase, at \$1,400,000, will provide data backup and replication services at our Disaster Recovery location in Atlanta, Georgia. Currently, Parrish Medical Center uses a mixture of PMC owned end of life equipment and Halifax owned current generation equipment. After the Halifax contract ends, we will not have the ability to send or recover data between Georgia and our primary data center at the hospital. This project will allow us to retain our backup service, giving us the ability to recover our data from events such as ransomware and/or unavoidable disasters.

The second phase, at \$1,100,000, will focus on two key areas critical to our Business Continuity. The first area to address is our data center at the hospital. We have critical storage components that will reach end of life and support in 2024, rendering them unable to receive system and security patches. The second area that will be addressed is our Georgia Disaster Recovery center. Currently, we use servers owned by Halifax for our business continuity. This use ceases with the contract termination. In the event our PMC location becomes inoperable, we cannot operate virtually from the Georgia location. In this phase, we will deploy new servers at hospital, taking advantage of computing improvements, and relocate the current servers to Georgia. Completion of the two phases will enable Parrish Medical Center to continue with our disaster recovery/business continuity initiative.

Request the North Brevard Hospital District Finance Committee and Board of Directors approve the purchase of critical hardware at total cost not to exceed \$2,500,000.



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Finance Committee

FYTD September 30, 2023 – Performance Dashboard

Indicator	FYTD 2023 Actual	FYTD 2023 Budget	FYTD 2022 Actual
ED Visits	30,120	30,168	29,629
IP Admissions	4,426	5,382	4,820
Surgical Cases	5,404	5,651	5,853
LOS	4.9	4.7	5.6
OP Volumes	82,029	80,241	77,685
Hospital Margin %	-1.28%	10.85%	5.56%
Investment Income \$	\$6.8 Million	\$3.4 Million	-\$11.4 Million

EXECUTIVE COMMITTEE

Stan Retz, CPA, Chairman

Robert L. Jordan, Jr., C.M.

Herman A. Cole, Jr.

Elizabeth Galfo, M.D.

Maureen Rupe

George Mikitarian, President/CEO (non-voting)

**DRAFT AGENDA
EXECUTIVE COMMITTEE
NORTH BREVARD COUNTY HOSPITAL DISTRICT
OPERATING
PARRISH MEDICAL CENTER
MONDAY, NOVEMBER 6, 2023
FIRST FLOOR, CONFERENCE ROOM 2/3/4/5
IMMEDIATELY FOLLOWING FINANCE COMMITTEE**

CALL TO ORDER

- I. Approval of Minutes.

Motion to approve the minutes of the September 11, 2023 meeting.

- II. Reading of the Huddle
- III. Report from Titusville City Council Liaison – Scott Larese
- IV. Attorney Report – Mr. Boyles
- V. Other
- VI. Executive Session (if needed)

ADJOURNMENT

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**NORTH BREVARD COUNTY HOSPITAL DISTRICT
OPERATING
PARRISH MEDICAL CENTER
EXECUTIVE COMMITTEE**

A regular meeting of the Executive Committee of the North Brevard County Hospital District operating Parrish Medical Center was held on September 11, 2023, in Conference Room 2/3/4/5, First Floor. The following members were present:

Stan Retz, CPA, Chairman
Robert L. Jordan, Jr., C.M., Vice Chairman
Herman A. Cole, Jr.
Elizabeth Galfo, M.D.
Maureen Rupe
George Mikitarian (non-voting)

Members Absent:
None

A copy of the attendance roster of others present during the meeting is appended to the file copy of these minutes.

CALL TO ORDER

Mr. Retz called the meeting to order at 12:59 p.m.

READING OF THE HUDDLE

Dr. Galfo read the Weekly Huddle.

ATTORNEY REPORT

No Attorney report was presented.

OTHER

There was no other business to come before the committee.

ADJOURNMENT

There being no further business to discuss, the committee adjourned at 1:01 p.m.

Stan Retz, CPA
Chairman

EDUCATION COMMITTEE

Billie Fitzgerald, Chairperson
Maureen Rupe, Vice Chairperson
Robert L. Jordan, Jr., C.M. (ex-officio)
Ashok Shah, M.D.
Stan Retz, CPA
Elizabeth Galfo, M.D.
Herman A Cole, Jr.
Jerry Noffel
Billy Specht
Aluino Ochoa, M.D.
George Mikitarian, President/CEO (Non-voting)

**NORTH BREVARD COUNTY HOSPITAL DISTRICT
OPERATING
PARRISH MEDICAL CENTER
EDUCATIONAL, GOVERNMENTAL AND COMMUNITY RELATIONS COMMITTEE
MONDAY, NOVEMBER 6, 2023
IMMEDIATELY FOLLOWING EXECUTIVE SESSION
FIRST FLOOR CONFERENCE ROOM 2/3/4/5**

CALL TO ORDER

I. Review and Approval of Minutes

Motion to approve the minutes of the September 11, 2023 meeting.

II. Board Self-Assessment – Mr. Lifton

III. People Development Initiatives – Ms. Crabtree

IV. VELYS Robot and Navigation System – Dr. Musto

V. Other

V. Executive Session (if necessary)

ADJOURNMENT

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**NORTH BREVARD COUNTY HOSPITAL DISTRICT
OPERATING
PARRISH MEDICAL CENTER
EDUCATIONAL, GOVERNMENTAL AND COMMUNITY RELATIONS
COMMITTEE**

A regular meeting of the Educational, Governmental and Community Relations Committee of the North Brevard County Hospital District operating Parrish Medical Center was held on September 11, 2023, at 1:02 p.m. in Conference Room 2/3/4/5, First Floor. The following members were present:

Billie Fitzgerald, Chairperson
Maureen Rupe, Vice Chairperson
Robert L. Jordan, Jr., C.M.
Elizabeth Galfo, M.D
Ashok, Shah, M.D.
Stan Retz, CPA
Billy Specht
Herman A. Cole, Jr.
Aluino Ochoa, M.D
George Mikitarian (non-voting)

Member(s) Absent:

Jerry Noffel (excused)

CALL TO ORDER

Ms. Fitzgerald called the meeting to order at 1:02 p.m.

NEW EQUIPMENT UPDATE

Dr. Janardhan shared a presentation regarding advanced therapies for Atrial Fibrillation. He answered the committees questions and received their comments.

OTHER

No other items were presented for consideration by the committee.

ADJOURNMENT

There being no further business to come before the committee, the Educational, Governmental and Community Relations Committee meeting adjourned at 1:35 p.m.

Billie Fitzgerald
Chairperson



Board Self-Assessment

November 6, 2023

Self-Assessment Overview

- Background
- Process
- Questionnaire responses, interview comments
- Bylaws, agendas, minutes, board books
- Comparison with:
 - Other hospitals
 - Effective governance practices
- Comments and questions

Background

- Specified in bylaws
 - Delegated to Educational Committee
 - October, November of odd-numbered years
- Element of good governance
 - 61% of hospitals (45% of government-sponsored) conduct periodic formal self-assessment
- Previous PMC self-assessments facilitated by Lifton Associates

Process

- Introduction at October meeting
- Questionnaire
- Interviews
- Bylaws, agenda, minutes, board book review
- Comparison with prior years, other hospitals

Questionnaire Summary

- Questionnaire revised
 - Mirrors Governance Institute survey
 - Some questions worded differently
- All questionnaires returned
- High scores; consistent w/2021, prior years
- Meeting prep = 58 minutes (vs 96 in 2021)

Responses to Item 1

	<u>Parrish</u>		<u>Peer Group*</u>
	<u>2023</u>	<u>2021</u>	
1.a. Quality Oversight	4.7	4.3	4.1
1.b. Financial Oversight	4.2	4.7	4.3
1.c. Strategic Direction	4.3	4.2	4.1
1.d. Board Development	4.8	n.a.	3.5
1.e. Management Oversight	4.8	4.6	4.1
1.f. Community Benefit and Advocacy	4.6	4.5	3.8

**Advancing Governance for a New Future of Healthcare: The Governance Institute's 2021 Biennial Survey of Hospitals and Healthcare Systems (government-sponsored hospitals)*

Responses to Items 3-8

	<u>2023</u>	<u>2021</u>
3. Reports are clear; recommendations supported	4.6	4.9
4. Meetings are efficient	4.5	4.4
5. I feel free to speak; others respect my opinions	4.7	4.3
6. Board deals effectively with medical staff	4.6	3.9
7. Appropriate, adequate educational material	4.9	4.3

Open-Ended Questions, Interviews

- Challenges
 - Finances
 - Physician, nurse recruitment and retention
 - “Recovering from Covid”
 - Litigation
 - Image
- Reflections on the pandemic
 - Continued pride in Parrish’s response
 - Things can change in a hurry

Bylaws, Agendas, Minutes

- Bylaws
 - Update specified in bylaws, even years in November, Executive Committee
 - Most recent update; clarifications, definitions
- Planning Committee didn't/doesn't meet

Comparison with Other Boards

- Similar
 - Size
 - Meeting frequency
 - Committee structure
- Different
 - More physicians
 - Diversity; more female, minority members

Governance Practice Comparison

Standard

Periodic board self-assessment
Conflict of interest policies
Meet in executive session
“Dashboard” presentations
Up-to-date medical staff plan
Periodic review of bylaws
Consent agenda
Resources for education

PMC

Bylaws; odd years
Bylaws
Yes, for specified activities
For some information
Per policy; maintained
Bylaws; even years
Yes
Yes; Board committee

James Lifton, LFACHE
Lifton Associates, LLC
305 S. Chester
Park Ridge, Illinois 60068
847.224.6787

jim@liftonassociates.com
www.liftonassociates.com

Matthew Musto, DO

Orthopedic Surgery – Adult Reconstruction

Goals

- **Improve patient outcomes**
 - Decrease recovery time
 - Increase discharge to home
 - Increase long term functional outcomes
- **Improve patient access to needed care**
 - Revisions
 - Complex Deformity
- **Build a successful joint replacement program with increased volumes and decreased complications**
 - National/State certifications

Certifications/Registry

- **Participation in the American Joint Replacement Registry (AJRR)**
- **Joint Commission's Advanced Total Hip and Total Knee Replacement Certifications**
- **BlueCross BlueShield BlueDistinction Centers for Knee and Hip Replacement**

New Technologies

- Computer Navigation in Total Hip Replacement
- Robotic assisted Total Knee Replacement
- Velys Patient Path
 - Personalized care platform



VELYS™
Patient Path

Get started with VELYS™ Patient Path

VELYS™ Patient Path is a mobile app designed for people preparing for and recovering from joint replacement surgery.



DePuy Synthes
THE ORTHOPAEDICS COMPANY OF Johnson & Johnson

HOW DOES IT WORK?

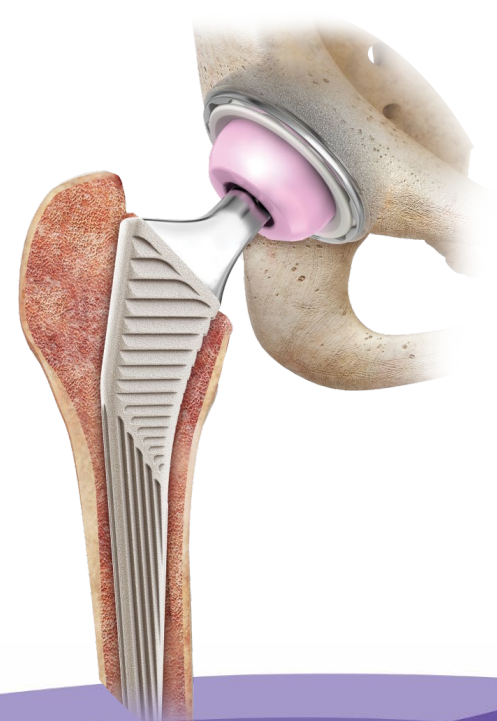
Healthy Hip



Diseased Hip



Hip Replacement



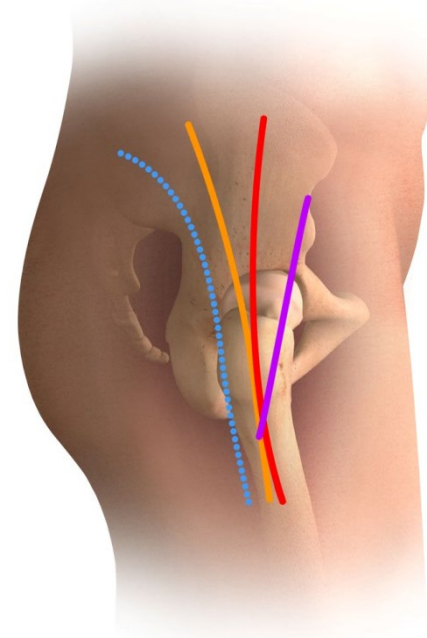
APPROACHES TO HIP REPLACEMENT SURGERY





• Traditional

- Posterior or lateral approaches
- Cuts muscle and tendons
- Long recovery³⁰
- Most commonly used approach

• Anterior Approach

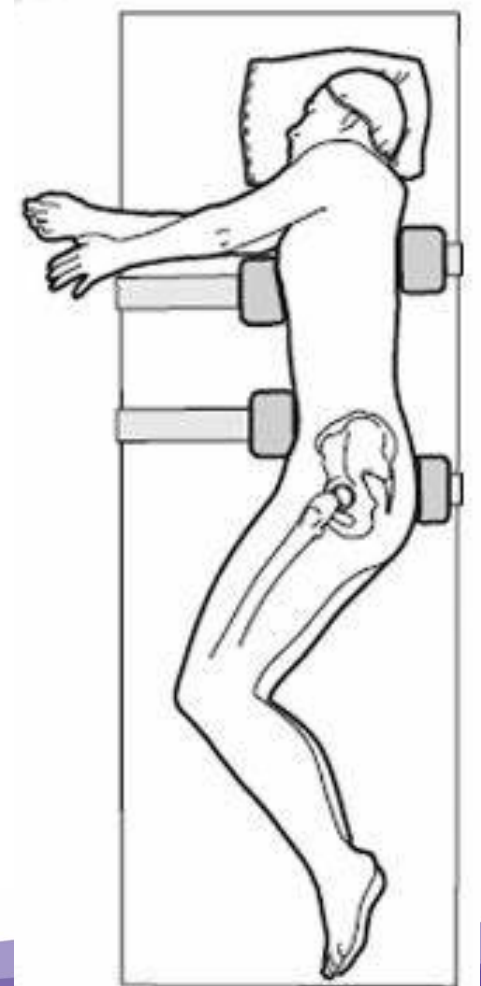
- Faster recovery, less pain³¹
- Surgeon separates, but does not cut tissues³²
- Tissues help stabilize new joint immediately³²



-  **Anterior Approach**
— incision on the front of your hip
-  **Anterolateral Approach**
— incision on the side of your hip toward the front
-  **Direct Lateral Approach**
— incision on the side of your hip
-  **Posterior Approach**
— incision on the side of your hip toward the back

TRADITIONAL SURGERY

- Patients typically lie on side or front
- Incision on side or back of leg
- Surgeon detaches muscles, disrupts tissue
- Surgeon relies on post-operative x-ray to check component placement and leg length



ANTERIOR APPROACH

- Patients lie on back
- Incision on front of leg
- No detachment of muscles, minimal disruption of tissue
- Surgeon can check component placement & leg length during procedure



Velys Hip Navigation



Cuptimize - PreOp Analysis

Patient Risk Factors

SPINE MOBILITY

Stiff (-10)

CUP POSITION

Normal

Analysis

Standing

Sacral Slope 31°

Sitting

Sacral Slope 31°

Supine

Sacral Slope 34°

Plan

Plan view selector: Sitting, Supine, Standing



Supine (Target)

Inclination

- 40 +

Anteverision

- 23 +

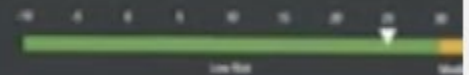
Standing

Inclination

41

Anteverision

25



Sitting

Inclination

41

Anteverision

25



PreOp



VIEW Sacro Femoral Ratio (SFR) Angle



VIEW Impact of Bending & Hip



VIEW Draw the connecting the distal aspect of



VIEW Draw lines around anteroposterior femora

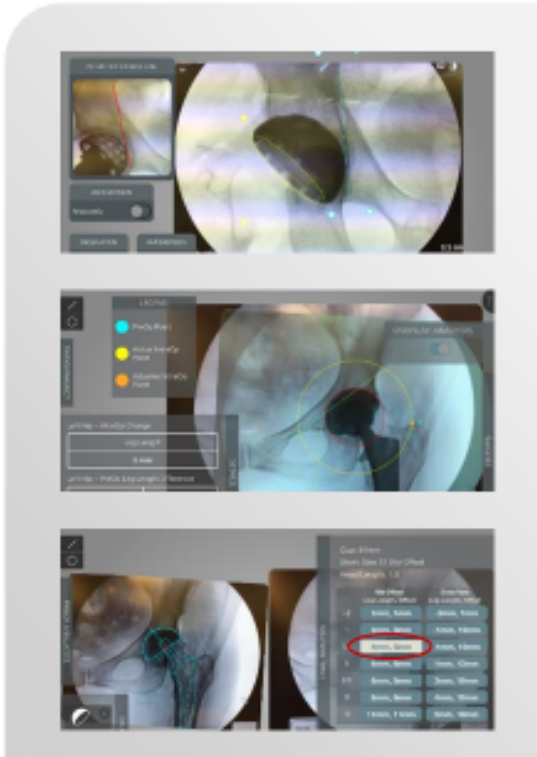


VIEW Sacro Femoral Ratio (SFR) Angle



VIEW Cuptimize - PreOp Analysis

Intra-op Analysis and Navigation



Data Driven Decisions

Cup Check

Analyze acetabular cup position, anteversion, and inclination.

Leg Length & Offset

Analyze operative leg length and offset versus ipsilateral or contralateral hip.

ONETRIAL® Analysis

Provides real-time offset and leg length calculation at trial reduction and auto-calculates the change to leg length and offset for all implant combinations in an easy-to-read chart.

Personal Total

SELECTION TOTAL

HEIGHT

	120° Std Offset	120° Cava Wave	120° Std Offset	120° High Offset	120° Short Neck
-2	-Down -Down	-Down -Down	Down Down	Down -Down	-Down -Down
LS	-Down -Down	-Down -Down	Down Down	Down -Down	-Down -Down
5	Down Down	Down Down	Down Down	Down -Down	Down Down
8.5	Down Down	Down 12Down	Down 4Down	Down 11Down	Down -Down
12	Down Down	Down 11Down	10Down 7Down	Down 14Down	Down 2Down
15.5	Down 12Down	Down 11Down	12Down 9Down	12Down 16Down	Down 4Down

ANALYZE

STATUS: New Stat: 18 120° Std Offset / 38 LS

IMAGE ANALYSIS: Down Log Lengths / Down Offset

Analyze New Image

IntraOp

Mark Template

Rotate Template to Match Cup

Align Femoral Template in Comp

Align Femur

Check Point - Place Verify Point

Drift® Analysis

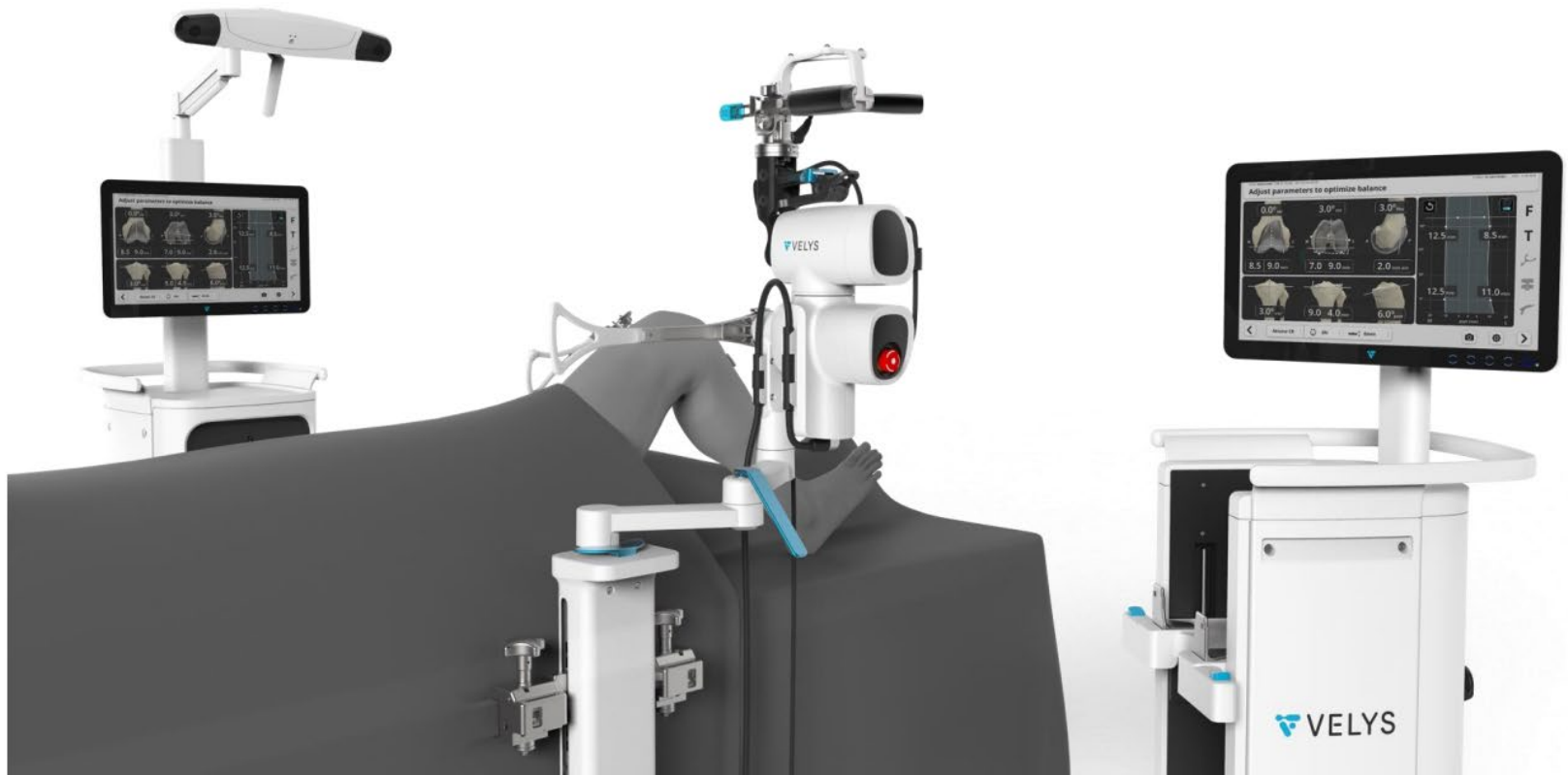
Home Settings

Robotic Assisted Total Knee Replacement

THE JOHN INSALL AWARD	
1	Patient Expectations Affect Satisfaction with Total Knee Arthroplasty
<i>Philip C. Noble, PhD^{*,†}; Michael A. Conditt, PhD[†]; Karon F. Cook, PhD[‡]; and Kenneth B. Mathis, MD[§]</i>	

- 20% not completely satisfied with TKA
- 1/8 have consistent unexplained pain
- 11% have similar or WORSE function than prior to surgery

Velys Robotics



Edit and confirm surgical plan BEFORE proceeding

0.0° var **2.5° ext** **3.0° flex**

7.5 mm **9.5 mm** **7.5 mm** **10.0 mm** **1.0 mm ant**

HKA 0.5° val

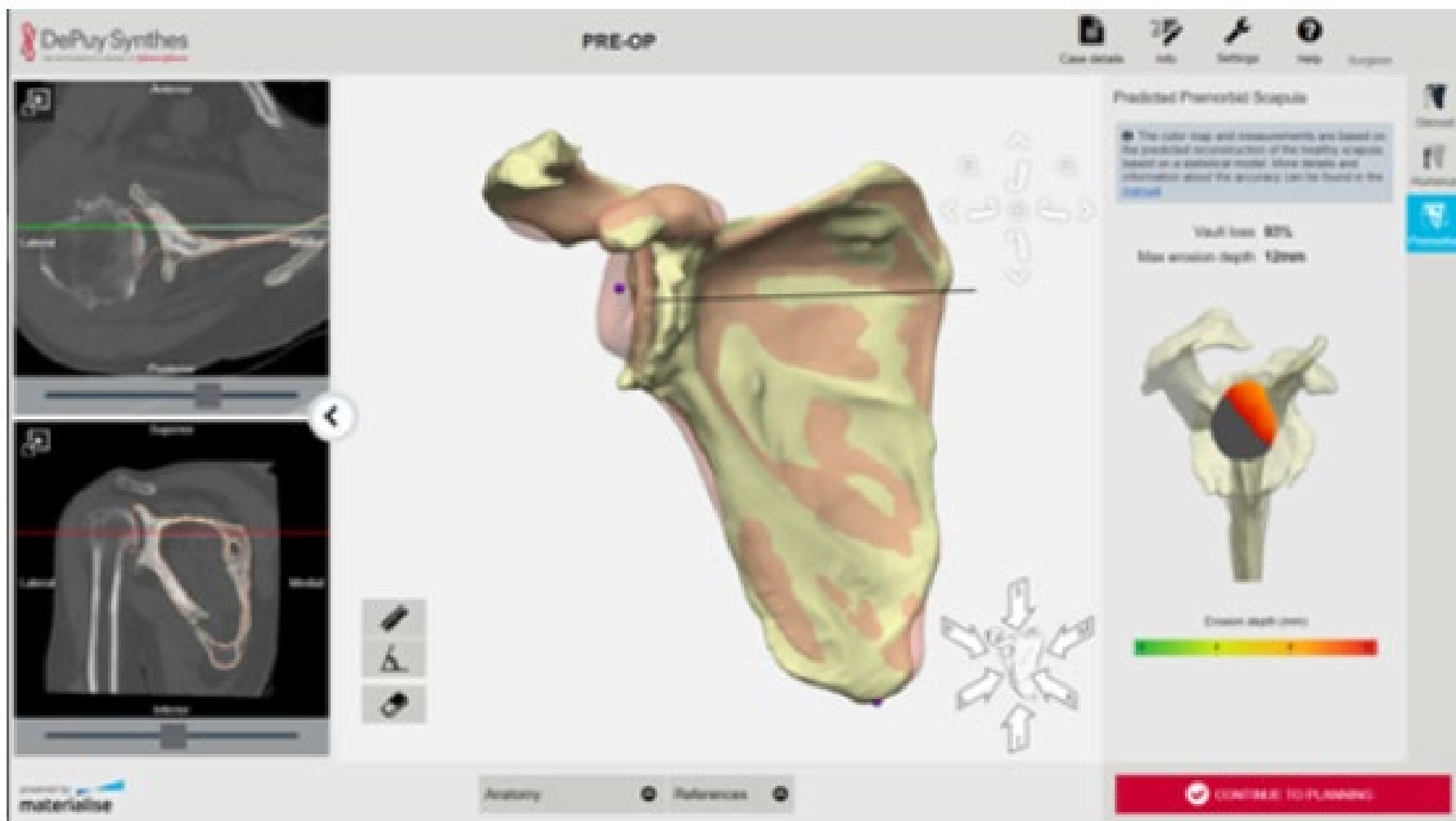
0.5° val **10.5 mm** **8.0 mm** **prox** **5.0° post**

12.0 mm **12.0 mm** **12.0 mm** **12.0 mm**

gaps [mm]

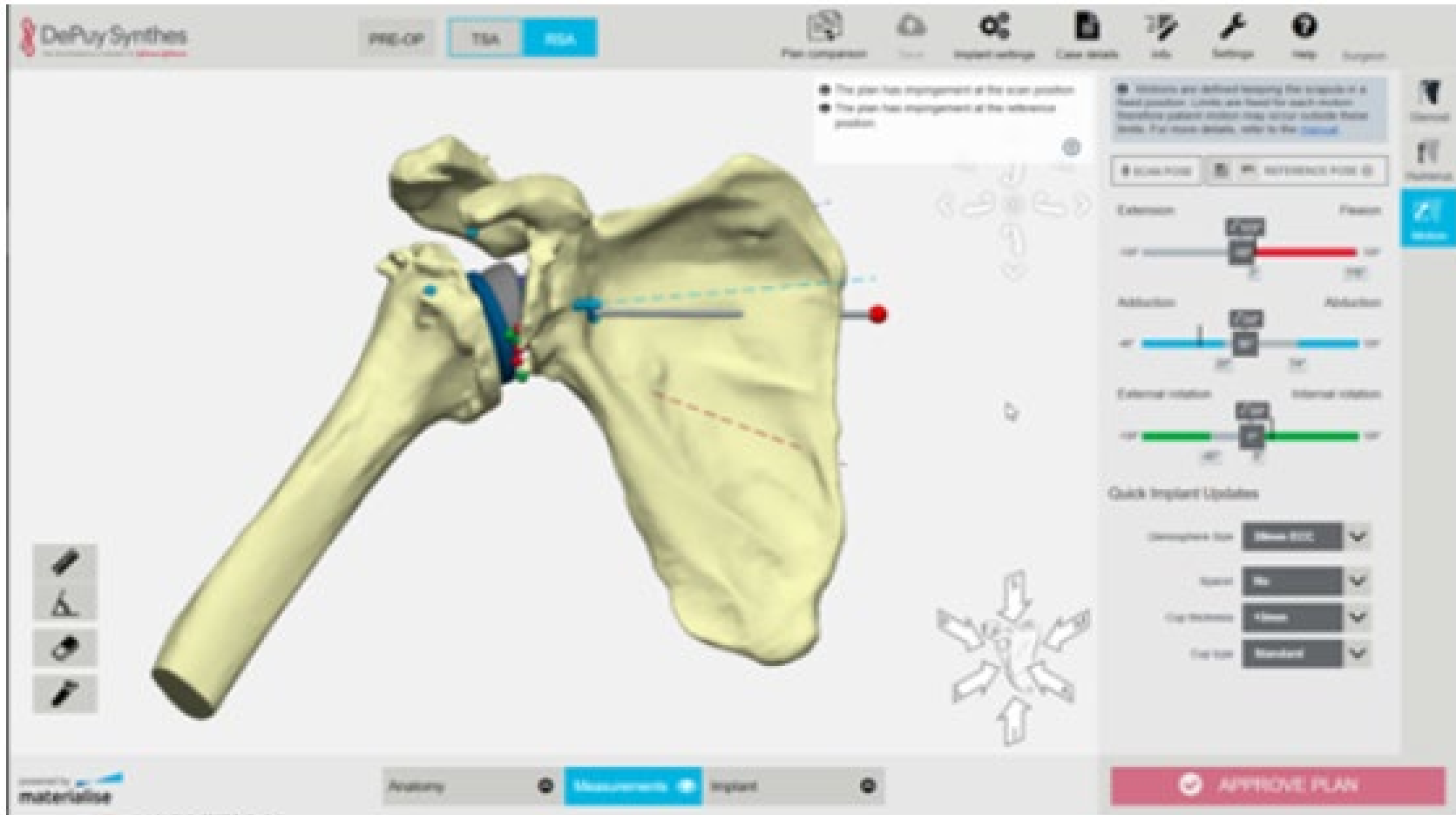
Implant **CR** Size **7** Insert **5 mm**

Shoulder Replacement



Advanced 3D Planning

Shoulder Replacement



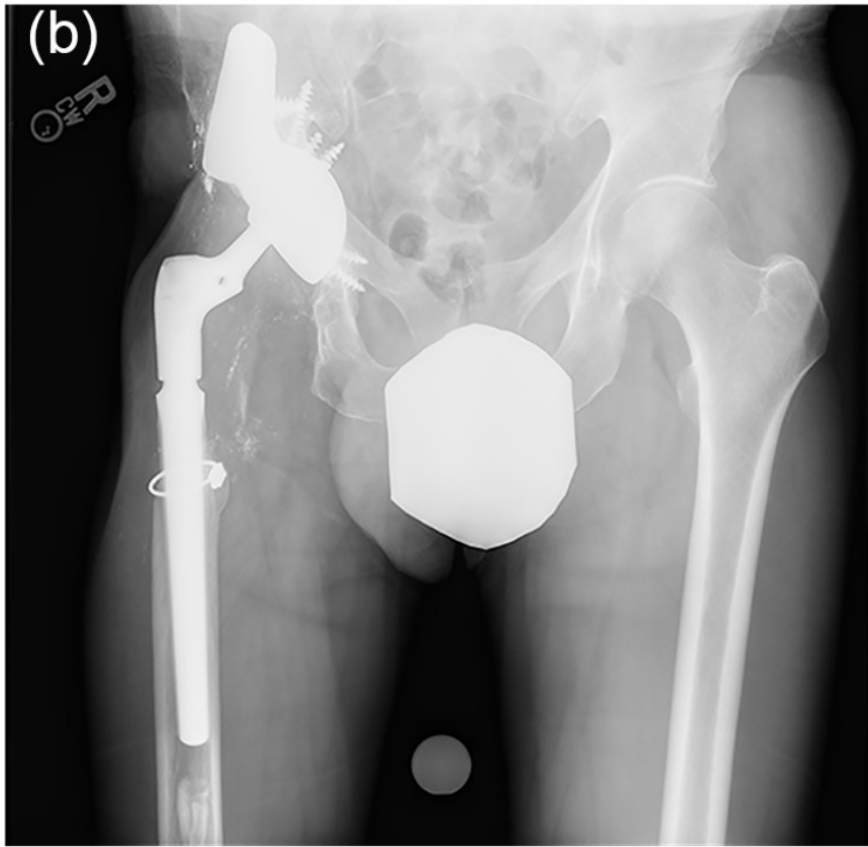
Dynamic Evaluation of Shoulder Reconstruction

3D printed custom guides



Revision Joint Replacements

- Provide services that have historically had our community transferred care to Jacksonville or Orlando



Thank You



Healing Families – Healing Communities®

parrishmed.com

People Development Initiatives

Kristina Crabtree, MSN, RN, NPD-BC
Manager, People Development

Student Experiences

- Spring, Summer, Fall
- On average, we host 150-200 students per semester

Student Experiences | Programs

Nursing	Pharmacy
Nursing Assistant	Sonography
Nurse Practitioners	Radiology
Respiratory Therapy	Medical Laboratory Technology
EMTs/Paramedics	Social Work
Phlebotomy	Psychology
Medical Assistant	Surgical Technology

Upcoming:

- Medical Billing/Coding
- Occupational Therapy
- Physical Therapy
- Health Information Management

Student Experiences | Schools

University of Central Florida	University of South Alabama
Eastern Florida State College	Carson-Newman University
Keiser University	South University
Florida Institute of Technology	Florida State University
University of Florida	Jacksonville University

Student Experiences | Data

- FY 23, we brought on 26 students as Care Partners, 18 of those were RN students to Graduate Nurses
- Spring 2024, we are expecting 109 nursing students

Nurse Tech (NT) Program

- Nursing/LPN students work with us while they are enrolled in nursing school
- Work alongside the RNs/LPNs as part of the clinical care team
- Scope of practice

Nurse Tech (NT) | Data

- January 2021-program start
- 76 nurse techs
- 52% of eligible NTs have transitioned to Graduate Nurses/LPNs
- 19 current NTs

Nurse Residency Experience

- New RNs and LPNs
 - Graduate vs new to acute care
- Classroom time
- Department orientation
- Focus groups

LPN Training

- Graduate LPN and new to acute care LPN receive an individualized training plan
- Difference in scope of practice

Nurse Residency Experience | Data

- 3 programs per year (Jan, June, Sept)
- Average 5-15 Nurse Residents per program start
- 145 nurses hired thru this program since 2017
- 49 program graduates have advanced to leadership roles
 - Clinical Coordinators, House Supervisor, Charge RN
- 34 program graduates have become preceptors

Questions

DRAFT AGENDA
BOARD OF DIRECTORS MEETING - REGULAR MEETING
NORTH BREVARD COUNTY HOSPITAL DISTRICT
OPERATING
PARRISH MEDICAL CENTER
NOVEMBER 6, 2023
NO EARLIER THAN 2:00 P.M.,
FOLLOWING THE LAST COMMITTEE MEETING
FIRST FLOOR, CONFERENCE ROOM 2/3/4/5

CALL TO ORDER

- I. Pledge of Allegiance
- II. PMC's Vision – *Healing Families – Healing Communities*
- III. Approval of Agenda
- IV. Recognitions(s)
 - A. Security Team Recognition
 - B. New Providers (memo included)
- V. Review and Approval of Minutes (September 11, 2023, Regular Meeting, September 11, 2023 First Public Hearing, and September 25, 2023 Second Public Hearing)
- VI. Open Forum for PMC Physicians
- VII. Public Input and Comments***₁
- VIII. Unfinished Business***
- IX. New Business***
- X. Medical Staff Report Recommendations/Announcements
 - A. **Motion to Recommend the Board of Directors approve to reformat the delineated privileges for Allied Health – Critical Care as proposed.**
 - B. **Motion to Recommend the Board of Directors approve to amend delineated privileges for Family Medicine to include interpretation/procedure: Polysomnogram-MSLT.**
 - C. **Motion to Recommend the Board of Directors approve the use of specially trained Allied Health Professional – Surgery with robotics personnel during OB/GYN surgeries.**
- XI. Public Comments (as needed for revised Consent Agenda)

XII. Consent Agenda***

A. Finance

Motion to Recommend the Board of Directors Approve the purchase of critical hardware at total cost not to exceed \$2,500,000.

***1 Pursuant to PMC Policy 9500-154:

- non-agenda items – 3 minutes per citizen
- agenda items for board action -- 3 minutes per citizen, permitted prior to board discussion for regular agenda action items and prior to board action on consent agenda
- 10 minute total per citizen
- must be related to the responsibility and authority of the board or directly to an agenda item [see items marked ***]

XIII. Committee Reports

- A. Quality Committee
- B. Finance Committee
- C. Executive Committee
- D. Educational, Governmental and Community Relations Committee
- E. Planning, Physical Facilities & Properties Committee

XIV. Process and Quality Report – Mr. Mikitarian

- A. Other Related Management Issues/Information
- B. Hospital Attorney - Mr. Boyles

XVI. Other

XVII. Closing Remarks – Chairman

XVIII. Executive Session (if necessary)

ADJOURNMENT

NOTE: IF A PERSON DECIDES TO APPEAL ANY DECISION MADE BY THE BOARD WITH RESPECT TO ANY MATTER CONSIDERED AT THIS MEETING, HE/SHE WILL NEED A RECORD OF PROCEEDINGS AND, FOR SUCH PURPOSES, MAY NEED TO ENSURE A VERBATIM RECORD OF THE PROCEEDINGS IS MADE AND THAT THE RECORD INCLUDES TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED.

PERSONS WITH A DISABILITY WHO NEED A SPECIAL ACCOMMODATION TO PARTICIPATE IN THIS PROCEEDING SHOULD CONTACT THE ADMINISTRATIVE OFFICES AT 951 NORTH WASHINGTON AVENUE, TITUSVILLE, FLORIDA 32796, AT LEAST FORTY-EIGHT (48) HOURS PRIOR TO THE MEETING. FOR INFORMATION CALL (321) 268-6110.

THIS NOTICE WILL FURTHER SERVE TO INFORM THE PUBLIC THAT MEMBERS OF THE BOARD OF DIRECTORS OF NORTH BREVARD MEDICAL SUPPORT, INC. MAY BE IN ATTENDANCE AND MAY PARTICIPATE IN DISCUSSIONS OF MATTERS BEFORE THE NORTH BREVARD COUNTY HOSPITAL DISTRICT BOARD OF DIRECTORS.

ANY MEMBER OF THE PUBLIC THAT WILLFULLY INTERRUPTS OR DISTURBS A MEETING OF THE BOARD OF DIRECTORS IS SUBJECT TO REMOVAL FROM THE MEETING BY AN OFFICER AND SUCH OTHER ACTIONS AS MAY BE DEEMED APPROPRIATE AS PROVIDED IN SECTION 871.01 OF THE FLORIDA STATUTES.



Healing Families – Healing Communities®

parrishhealthcare.com

Welcome New Providers

Pedram Zendehtrouh, MD – Surgery & Wound Care

Medical School:

Temple University School of Medicine

Residency:

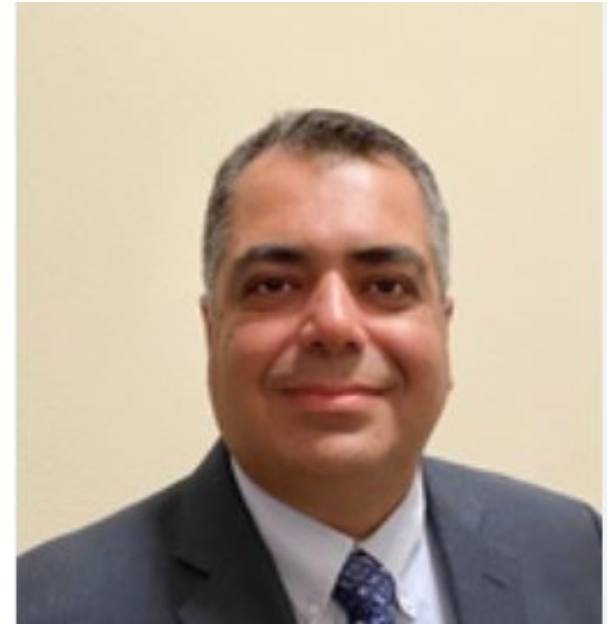
Yale University School of Medicine

General Surgery

Fellowship:

University of Pittsburgh Medical Center

Surgical Critical Care



Welcome New Providers

Gary Oh, MD – Family Medicine - PMG

Medical School:

Saint James School of Medicine

University of Alberta

Residency:

The Wright Center for Graduate Medical Education

Family Medicine

University of Alberta

Family Medicine

University of Ottawa

Family Medicine



Welcome New Providers

Jorge Hurtado, MD – Medical Oncology

Medical School:

St. George's University School of Medicine

Nassau University Medical Center

Jackson Memorial Hospital

Residency:

Nassau University Medical Center

Fellowship:

Jackson Memorial Hospital/University

Miami School of Medicine



Welcome New Providers

Cynthia Zeh, MD - Anesthesiology

Medical School:

Northeastern Ohio Universities College of
Medicine

Residency:

Western Pennsylvania Hospital
Anesthesiology

Internship:

St. Elizabeth Hospital Medical Center
Internal Medicine



Welcome New Providers

Leandro Perez, MD – General & Interventional Cardiology

Medical School:

Madre y Maestra Pontifical Catholic University

Residency:

Wayne State University/Detroit Medical Center
Internal Medicine

Loma Linda University Medical Center
Cardiovascular Medicine

Fellowship:

Wayne State University/Detroit Medical Center
Interventional Cardiology and
Endovascular Interventions



Welcome New Providers

Sarah Allgeier, MD – Diagnostic & Interventional Radiology

Medical School:

Wayne State University

Residency:

University of Michigan Health System

Fellowship:

Medical University of South Carolina
College of Medicine



Welcome New Providers

Bashar Obeidou, MD – General & Interventional Cardiology

Medical School:

Damascus University Medical School

Harvard Medical School

Diagnostic Vascular Imaging

Residency:

Damascus University Hospital

Internal Medicine

Albert Einstein College of Medicine

Internal Medicine

Fellowship:

Brown University Medical School

Interventional Cardiology

Tulane University Medical School

Cardiology



Welcome New Providers

Mark Edelstein, MD – OB/GYN

Medical School:

Chicago Medical School

Residency:

Columbus-Cuneo-Cabrini Medical Center and
Affiliate of Northwestern University Medical
School



DRAFT
NORTH BREVARD COUNTY HOSPITAL DISTRICT
OPERATING
PARRISH MEDICAL CENTER
BOARD OF DIRECTORS – REGULAR MEETING

A regular meeting of the Board of Directors of the North Brevard County Hospital District operating Parrish Medical Center (the District) was held at 2:07 p.m. on September 11, 2023 in Conference Room 2/3/4/5, First Floor. The following members were present:

Robert L. Jordan, Jr., C.M., Chairperson
Stan Retz, Vice Chairperson
Herman A. Cole, Jr.
Ashok Shah, M.D.
Billie Fitzgerald
Maureen Rupe
Elizabeth Galfo, M.D.
Billy Specht

Member(s) Absent:
Jerry Noffel (excused.)

A copy of the attendance roster of others present during the meeting is appended to the file copy of these minutes.

CALL TO ORDER

Mr. Jordan called the meeting to order at 2:07 p.m. and determined a quorum was present per Article 1.1.4 of the District Bylaws.

PLEDGE OF ALLEGIANCE

Mr. Jordan led the Board of Directors, staff and public in reciting the Pledge of Allegiance.

PMC’S VISION – *Healing Families – Healing Communities*®

Mr. Jordan led the Board of Directors, staff and public in reciting PMC’s Vision – *Healing Families – Healing Communities*®.

APPROVAL OF MEETING AGENDA

Mr. Jordan requested approval of the meeting agenda in the packet as revised. Discussion ensued and the following motion was made by Mr. Cole, seconded by Dr. Shah, and approved (8 ayes, 0 nays, 0 abstentions).

ACTION TAKEN: MOVED TO APPROVE THE REVISED MEETING AGENDA OF THE BOARD OF DIRECTORS OF THE DISTRICT AS PRESENTED.

RECOGNITIONS

There were no recognitions.

OPEN FORUM FOR PMC PHYSICIANS

There were no physician comments.

PUBLIC COMMENTS

A member of the public spoke at this time. A copy of the public appearance request is appended to the file copy of these minutes.

Mr. Mikitarian shared the challenges PMC faces regarding maintaining the pool at the Health & Fitness building. Every day we see notices of hospitals conducting layoffs and requesting loans. PMC faces its own financial challenges. PMC is blessed to recruit physicians and nurses and purchase the equipment we need. Our core mission related to serving the healthcare needs of this community is utilizing and maintaining this building for the healthcare needs of the community. The Board's goal is making sure our community has a strong base for safety, security, and healthcare. As a result, any capital money that the district has must first be used to maintain this hospital and the services provided by the district.

Mr. Jordan shared the decision regarding the pool was not taken lightly, and while the Board wishes it was possible to maintain the pool, the cost cannot be justified.

UNFINISHED BUSINESS

There was no unfinished business.

NEW BUSINESS

North Brevard Medical Support Liaison Report

Mr. Retz presented the North Brevard Medical Support Liaison report from its August 10, 2023 meeting.

MEDICAL STAFF REPORT RECOMMENDATIONS/ANNOUNCEMENTS

Discussion ensued and the following motion was made by Mr. Retz, seconded by Dr. Galfo, and approved (8 ayes, 0 nays, 0 abstentions).

ACTION TAKEN: MOVED THAT THE BOARD OF DIRECTOR'S OF THE NORTH BREVARD COUNTY HOSPITAL DISTRICT APPROVE EXPANSION OF THE DEPARTMENT OF SURGERY TO INCLUDE THE SUB-SPECIALTY ORAL & MAXILLOFACIAL SURGERY AND ADOPT THE DELINEATED PRIVILEGES AS WRITTEN AND DISTRIBUTED.

CONSENT AGENDA

Discussion ensued regarding the consent agenda, and the following motion was made by Mr. Cole, seconded by Mr. Retz, and approved (8 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOTION TO APPROVE THE FOLLOWING REVISED
CONSENT AGENDA ITEMS:***

Consent Agenda

A. Finance

1. **Motion to recommend the Board of Directors approve the purchase of the replacement of three (3) Anesthesia Machines at a total cost not to exceed the amount of \$140,924.**
2. **Motion to recommend the Board of Directors approve the FY 2024 Major Volume Assumptions and the FY 2024 Operating Budget, as presented.**
3. **Motion to recommend the Board of Directors to authorize management to enter into a letter of agreement with the Agency for Health Care Administration to fund Medicaid DSH for SFY 2024.**
4. **Motion to recommend the Board of Directors to authorize management to enter into a letter of agreement with the Agency for Health Care Administration to fund LIP for SFY 2024.**
5. **Motion to recommend the Board of Directors to authorize management to enter into a letter of agreement with the Agency for Health Care Administration to fund Hospital DPP for year 3.**
6. **Motion to recommend the Board of Directors to authorize management to enter into a letter of agreement with the Agency for Health Care Administration to fund Physician DPP for SFY 2024.**
7. **Motion to recommend the Board of Directors approve the Resolution regarding determination of the Pension Plan as presented by Finance Committee.**
8. **Motion to recommend to the Board of Directors to declare the equipment listed in the requests for Disposal of Obsolete or Surplus Property Forms as surplus and obsolete and dispose of same in accordance with FS274.05 and FS274.96.**

COMMITTEE REPORTS

Quality Committee

Dr. Galfo reported all items were covered during the Quality Committee meeting.

Finance Committee

Mr. Cole reported all items were covered during the Finance Committee meeting.

Executive Committee

Mr. Retz reported all items were covered during the Executive Committee meeting.

Educational, Governmental and Community Relations Committee

Ms. Fitzgerald reported that all items were covered during the Educational, Governmental and Community Relations Committee meeting.

Planning, Physical Facilities and Properties Committee

Mr. Jordan reported the Planning, Physical Facilities and Properties Committee did not meet. **PROCESS AND QUALITY REPORT**

No additional information was presented.

Hospital Attorney

Legal counsel had no report.

OTHER

There was no other business to come before the Board.

CLOSING REMARKS

Mr. Jordan took this time to recognize the anniversary of 9/11.

Mr. Mikitarian recognized Mr. Jordan's birthday.

ADJOURNMENT

There being no further business to discuss, the Parrish Medical Center Board of Directors meeting adjourned at 2:48p.m.

Robert L. Jordan, Jr., C.M.
Chairman

**NORTH BREVARD COUNTY HOSPITAL DISTRICT
OPERATING
PARRISH MEDICAL CENTER – SPECIAL MEETING
PUBLIC HEARING**

The Board of Directors of the North Brevard County Hospital District operating Parrish Medical Center held a special meeting and Public Hearing on September 11, 2023, at 5:01 p.m. in Conference Room 2/3/4/5, First Floor. The following members, representing a quorum, were present:

Robert L. Jordan, Jr., C.M.
Stan Retz, CPA
Maureen Rupe
Herman A. Cole, Jr.
Elizabeth Galfo, M.D.

Member(s) Absent:
Jerry Noffel (excused)
Ashok Shah MD (excused)
Billie Fitzgerald (excused)
Billy Specht (excused)

A copy of the attendance roster of others present during the meeting is appended to the file copy of these minutes.

CALL TO ORDER

Mr. Jordan called the meeting to order at 5:01 p.m. and stated that this is the first of two public hearings to establish the millage rate and budget for FY2023-2024 for the North Brevard County Hospital District as required by the Laws of Florida.

TENTATIVE MILLAGE RATE

Mr. Jordan asked if there were any public comments and/or questions regarding the tentative millage rate of \$0.0000 per \$1,000 valuation. No comments or questions were presented by the public. Mr. Jordan then asked for comments and/or questions from the Board of Directors regarding the millage rate of \$0.0000 per \$1,000 in valuation. No comments or questions were presented by the Members of the Board of Directors. Discussion ensued and the following motion was made by Mr. Retz, seconded by Mr. Cole, and approved (5 ayes, 0 nays, 0 abstentions).

ACTION TAKEN: MOTION TO APPROVE AND ADOPT THE TENTATIVE MILLAGE RATE OF \$0.0000 FOR FY2023-2024.

TENTATIVE BUDGET FOR FY 2023-2024

Mr. Jordan asked if there were any public comments and/or questions relative to the tentative budget for FY2023-2024 as presented. No comments or questions were presented. Mr. Jordan then asked for comments and/or questions from the Board of Directors regarding the tentative budget for FY2023-2024 as presented. No comments or questions were presented by the Members of the Board of Directors. Discussion ensued and the following motion was made by Dr. Galfo, seconded by Mr. Cole and approved (5 ayes, 0 nays, 0 abstentions).

ACTION TAKEN: MOTION TO APPROVE AND ADOPT THE TENTATIVE BUDGET FOR FY2023-2024 AS PRESENTED.

SECOND PUBLIC HEARING

Mr. Jordan announced that the second public hearing will be held on Monday, September 25, 2023, at 5:01 p.m.

ADJOURNMENT

There being no further business to discuss, the public hearing adjourned at 5:07 p.m.

Elizabeth Galfo, M.D.
Secretary

**NORTH BREVARD COUNTY HOSPITAL DISTRICT
OPERATING
PARRISH MEDICAL CENTER – SPECIAL MEETING
SECOND PUBLIC HEARING**

The Board of Directors of the North Brevard County Hospital District operating Parrish Medical Center held a special meeting on September 25, 2023, at 5:01 p.m. The following members, representing a quorum, were present:

Robert L. Jordan, Jr., C.M.
Stan Retz, CPA
Elizabeth Galfo, M.D.
Billy Specht
Maureen Rupe

Member(s) Absent:

Herman A. Cole, Jr. (excused)
Jerry Noffel (excused)
Ashok Shah, M.D. (excused)
Billie Fitzgerald (excused)

A copy of the attendance roster of others present during the meeting is appended to the file copy of these minutes.

CALL TO ORDER

Mr. Jordan called the special meeting to order at 5:01 p.m. and stated that this is the second of two special public hearings to establish the millage rate and budget for FY2023-2024 as required by the Laws of Florida.

TENTATIVE MILLAGE RATE

Mr. Jordan stated the tentative millage rate of \$0.0000 per \$1,000 valuation is the prior year operating millage levy. Mr. Jordan asked if there were any questions or comments from the public. A copy of the resolution is appended to the file copy of these minutes. Discussion ensued and the following motion was made by Mr. Specht, seconded by Dr. Galfo, and approved (5 ayes, 0 nays, 0 abstentions).

ACTION TAKEN: MOTION TO APPROVE TO ADOPT THE MILLAGE RESOLUTION RATE OF \$0.0000 PER \$1,000 VALUATION FOR FY2023-2024.

TENTATIVE BUDGET FOR FY2023-2024

Mr. Jordan asked if there were any comments and/or questions from the public relative to the tentative budget for FY2022-2023 as presented. The following motion was made by Mr. Retz, seconded by Dr. Galfo and approved (5 ayes, 0 nays, 0 abstentions).

ACTION TAKEN: MOTION TO APPROVE TO ADOPT THE FINAL BUDGET FOR FY2023-2024 AS PRESENTED.

ADJOURNMENT

There being no further business, the meeting adjourned at 5:04 p.m.

Elizabeth Galfo, M.D.
Secretary

Other Attendees:

George Mikitarian, President/CEO

Chris McAlpine, Sr. Vice President, Administration Transformation

Natalie Sellers, Sr. Vice President, Communication, Community and Corporate Services

Lester Eljaiek, CFO

Lisa Dickerson, Vice President, Nursing/CNO

LeeAnn Cottrell, Assistant Vice President, Nursing Administration/CNIO

Matt Graybill, Interim Vice President, Operations

Stephanie Parham, Executive Office Manager

Thomasina Middleton, Senior Financial Planner