



## MEMORANDUM

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**To:** Board of Directors

**Cc:** Bill Boyles, Esquire  
Kevat Patel, M.D.

**From:** George Mikitarian  
President/CEO

**Subject:** Board/Committee Meetings – February 2, 2026

**Date:** January 29, 2026

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**The Investment Committee will meet at 11:00 a.m. in the first-floor conference room.**

**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, the Executive Committee, and the Education 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 Board of Directors regularly scheduled meeting will be held, however no earlier than 2:00 p.m.

**The Planning Committee meeting has been canceled.**

**Investment Committee:**

Stan Retz, CPA, Chairman  
Robert L Jordan, Jr., C.M. (ex-officio)  
Herman A. Cole, Jr.  
Dan Aton

TENTATIVE AGENDA  
INVESTMENT COMMITTEE  
NORTH BREVARD COUNTY HOSPITAL DISTRICT  
OPERATING  
PARRISH MEDICAL CENTER  
MONDAY, FEBRUARY 2, 2026, NO EARLIER THAN 11:00 A.M.  
FIRST FLOOR CONFERENCE ROOM 2/3/4/5

CALL TO ORDER

- I. Review and approval of minutes October 6, 2025.  
*Motion: To recommend approval of the October 6, 2025 meeting minutes as presented.*
- II. Quarterly Investment Performance Update – Anderson Financial Partners
- III. Risk and Rebalance Discussion
- IV. Adjournment

**NORTH BREVARD COUNTY HOSPITAL DISTRICT  
OPERATING  
PARRISH MEDICAL CENTER  
INVESTMENT COMMITTEE  
OCTOBER 6, 2025  
EXECUTIVE CONFERENCE ROOM**

The Investment Committee of the North Brevard County Hospital District Board of Directors met on October 6, 2025 at 11:10 a.m. The following members were present:

Stan Retz, CPA, Chairman  
Robert L. Jordan, Jr., C.M.  
Dan Aton  
Herman A. Cole, Jr. (excused)

Others present:

Michael Moehring, CFO  
Tim Anderson, Anderson Financial Partners  
John Anderson Anderson Financial Partners  
Stephanie Parham, Executive Office Manager.

**Call to Order**

Mr. Retz called the meeting to order at 11:10 a.m.

**Review and Approval of Minutes**

The following motion was made by Mr. Jordan, seconded by Mr. Aton, and approved without objection.

***Action Taken: Motion to approve the minutes of the May 5, 2025 meetings as presented.***

**Quarterly Investment Performance Update**

Tim Anderson, Anderson Financial Partners, provided a brief economic update as well as a brief update on the Operating Fund performance.

**Investment Policy Review**

No action needed as no changes noted.

**Adjournment**

There being no further business the meeting adjourned at 11:30 a.m.

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Stan Retz, Chairperson

## **QUALITY COMMITTEE**

Dan Aton, Chairperson  
Robert L. Jordan, Jr., C.M. (ex-officio)  
Elizabeth Galfo, M.D.  
Billy Specht  
Billie Fitzgerald  
Melissa Lugo  
Herman A. Cole, Jr.  
Stan Retz, CPA  
Ashok Shah, M.D.  
Andre Gabriel, M.D.  
Kevat Patel, M.D., President/Medical Staff  
Aluino Ochoa, M.D., Immediate Past President/Medical Staff  
Christopher Manion, M.D., Designee  
Christopher Rajan, D.O. Medical Staff Review Committee  
Alphonse Pecoraro, M.D., Designee, Vice Chairperson  
George Mikitarian (non-voting)

## **NORTH BREVARD COUNTY HOSPITAL DISTRICT OPERATING PARRISH MEDICAL CENTER QUALITY COMMITTEE MONDAY, FEBRUARY 2, 2026 AT 12:00 P.M. FIRST FLOOR, CONFERENCE ROOM 2/3/4/5**

### **CALL TO ORDER**

- I. Election of Chairperson & Vice Chairperson
- II. Approval of Minutes

*Motion to approve the minutes of the December 1, 2025 meeting.*

- III. Vision Statement
- IV. Dashboard
- V. Patient Experience Initiative – Ms. Sellers/Ms. Dickerson
- VI. 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 December 1, 2025, in Conference Room 2/3/4/5, First Floor. The following members were present.

Dan Aton, Chairperson  
Robert L. Jordan, Jr., C.M.  
Stan Retz, CPA  
Herman A. Cole, Jr.  
Billy Specht  
Maureen Rupe  
Ashok Shah, M.D.  
Billie Fitzgerald  
Christopher Manion, M.D.  
Aluino Ochoa, M.D., President/Medical Staff  
George Mikitarian (non-voting)

Members absent:  
Elizabeth Galfo, M.D. (excused)  
Alphonse Pecoraro, M.D., Vice Chair (excused)

**CALL TO ORDER**

Mr. Aton called the meeting to order at 12:06 p.m.

**REVIEW AND APPROVAL OF MINUTES**

Discussion ensued and the following motion was made by Mr. Jordan, seconded by Mr. Cole, and approved (9 ayes, 0 nays, 0 abstentions). Dr. Shah was not present at the time the vote was taken.

***ACTION TAKEN: MOTION TO APPROVE THE OCTOBER 6, 2025 MINUTES OF THE QUALITY COMMITTEE, AS PRESENTED.***

**VISION STATEMENT**

Ms. Cottrell shared the committee's vision statement, which is to ensure affordable access to safe, high quality patient care to the communities we serve.

**RECOGNITION**

Ms. Dickerson recognized Megan Loeffler for the exceptional care and healing experiences she provided.

**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 and received comments from committee members concerning the dashboard and her earlier discussion. Copies of the Power Point slides presented by Ms. Cottrell are appended to the file copy of these minutes.

**CMS STAR RATING**

Ms. Cottrell reviewed the CMS star rating system, why the star ratings matter and Parrish Medical Center's performance improvement efforts. Copies of the Power Point slides presented are appended to the file copy of these minutes.

**APPOINTMENT OF SAFETY OFFICER**

Discussion ensued and the following motion was made by Mr. Jordan, seconded by Mr. Retz, and approved (9 ayes, 0 nays, 0 abstentions). Dr. Shah was not present at the time the vote was taken.

***ACTION TAKEN: MOTION TO RECOMMEND THE BOARD OF DIRECTORS  
APPROVE THE APPOINTMENT OF MR. MATTHEW GRAYBILL, ASSISTANT VICE  
PRESIDENT OPERATIONS, AS PARRISH MEDICAL CENTER'S SAFETY OFFICER.***

**OTHER**

There was no other business brought before the committee.

**ADJOURNMENT**

There being no further business, the Quality Committee meeting adjourned at 1:23 p.m.

Dan Aton  
Chairperson



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# Quality Agenda

February 2, 2026

1. Approval of Minutes
2. Vision Statement
3. Dashboard
4. Patient Experience Initiatives

# Quality Committee

## Vision Statement

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

# Dashboard



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# Performance dashboard

Description	Definition	QTR	Rolling YTD	Goal
Stroke	Stroke management compliance	94%	87%	Goal: = 100%
Readmission	All cause 30-day readmissions	12.46% 35/281	12.66% 139/1098	Goal: ≤ 15%
Person Centered flow	Emergency department throughput	198	196	Goal: ≤ 176 minutes
Person Experience	Top box HCAHPS domain score for overall rating	65.6%	61.5%	Target: ≥ 72%
Social Determinants of Health	Percent of patients screened	97.41%	95.41%	Target: 93%
Social Determinants of Health	Percent who screened positive	6.38%	7.50%	

# Performance dashboard

Description	Definition	QTR	Rolling YTD	Rolling 3 YR	Goal
Heart Attack	30-day readmission rate	33.3% 2/6	15.8% 6/38	8.4% 8/95	Goal: < 14%
Heart Failure	30-day readmission rate	23.5% 8/34	18.9% 17/90	21.0% 57/272	Goal: < 20%
COPD	30-day readmission rate	27.2% 3/11	12.8% 6/47	12.4% 15/121	Goal: < 18%
Pneumonia	30-day readmission rate	9.7% 3/31	13.3% 21/158	11.6% 54/466	Goal: < 16%
Hip/Knee	30-day readmission rate	0% 0/2	20% 2/10	9.1% 4/44	Goal: < 4.8%
Combined	30-day readmission rate	19.0% 16/84	15.2% 52/343	13.8% 138/998	Goal: < 14%

# Performance dashboard

Description	Definition	Rolling YTD	Days Since Last Infection	National Rate
CLABSI	Central Line Associated Bloodstream Infection	0.583	176 days	< 0.615
CAUTI	Catheter Associated Urinary Tract Infection	0.841	222 days	< 0.502
MRSA bacteremia	Hospital onset MRSA bacteremia	0.883	213 days	< 0.704
<i>C. difficile</i> infection	Hospital onset <i>C. difficile</i> infection	0.532	4 days	< 0.357
SSI	Combined Abdominal hysterectomy and colon procedures	0.000	703 days	< 0.873

# Joint Commission Update



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# Joint Commission Update

## Integrated Care re-certification

- January 26-27, 2026
- 2 reviewers for a 2-day survey

“Parrish Medical Center is the model for Integrated Care”

- Joint Commission Surveyor



## HCAHPS Moving the Needle

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# HCAHPS

*Hospital Consumer Assessment of Healthcare Providers and Systems*

Three primary goals:

- 1. Consistency** in measuring patient experiences across hospitals
- 2. Improved quality** of care through patient feedback
- 3. Transparency** for public accountability

# HCAHPS

## *When and How is the Survey Given?*

- Given between 48 hours and six weeks after hospital discharged
- Returned surveys are accepted up to 49 days after survey is sent.
- Methods, include:
  - Mail-only [Our method]
  - Telephone-only
  - Mail and telephone
  - Web and mail
  - Web and telephone
  - Web, mail, and telephone

# HCAHPS

*What are the Survey Questions?*

*What are the Key Drivers?*

32 questions; broken down into 11 dimensions:

- 1. Communication with nurses
- 2. Communication with doctors
- 3. Care Coordination
- 4. Restfulness of the hospital environment
- 5. Responsiveness of hospital staff
- 6. Communication about medicines
- 7. Discharge information
- 8. Cleanliness
- 9. Information about symptoms
- 10. Overall Rating of Hospital
- 11. Recommend the hospital

# HCAHPS

## *Why it Matters*

- Value Based Purchasing > 25% of total
- Leapfrog 15% of total score
- CMS Star Ratings 22% of total score

# HCAHPS

## Action Plan

- Nurse Leader Rounding
  - Implemented October 2024
- HCHAPS Coordinator
  - Implemented July 2025
- Provider/RN Rounding
  - Implemented October 2025
- Dedicated Discharge RN
  - Implemented January 2026
- Critical Assessment Team
  - Implementing March 2026



MOVING THE NEEDLE

# HCAHPS Coordinator

- Visits every inpatient daily, M-F
- Facilitates “My Story” initiative; inspects and/or assists with communication boards being updated daily;
- Collaborates with Patient Experience on addressing patient and family needs;
- Facilitates ongoing communication between care teams

# HCAHPS

## *Rounding*

- **Nurse Leader Rounding**
  - Purposeful, consistent presence of nurse leaders
  - Daily
    - Improve Patient Experience
    - Support and Engage Care Partners
    - Enhance Quality and Safety
- **Provider/RN Rounding with Geographical Rounds**
  - Providers and Nurse Round together routinely
    - Improve the Patient Experience
    - Strengthen interdisciplinary communication
    - Improve throughput and care coordination



MOVING THE NEEDLE

# HCAHPS

## *Dedicated Discharge RN*

### Resources

- Adding 1.6 FTES

### Impacts

- Domain 7 of HCAHPS Discharge information
- Readmissions/Care Transitions



MOVING THE NEEDLE

# HCAHPS

## *Dedicated Critical Care/Rapid Response Team*

Resources

Adding 10.4 FTEs

Impacts

- Domain 5 of HCAHPS Responsiveness of hospital staff



MOVING THE NEEDLE

# HCAHPS

*Patient Experience Rapid Response Team*

*From 8 FTEs to 12 FTEs*

- **Impact**
  - Domains 1, 2, 5 & 7 Communication, Cleanliness & Responsiveness
- **Patient Experience Liaisons**
  - ED and Unit-based Patient Experience Liaisons
- **Rapid Response Support Ambassadors**
  - Hybrid role – Food and EVS
- **Seven Days a Week; Peak Hours**



**MOVING THE NEEDLE**

# HCAHPS

## Early Results

CURRENT DATE RANGE  
Dec 1, 2025 — Dec 31, 2025

PREVIOUS DATE RANGE  
Nov 1, 2025 — Nov 30, 2025

Dimension / Questions	Previous Score	Current Score & Benchmark
Communication with Doctors	76.5%	82.3%   88%
Treated w/courtesy/respect by Drs	85.4%	90.6%   92%
Communication with Nurses	79.9%	82.3%   88%
Treated w/courtesy/respect by Nurses	85.7%	87.5%   93%
Overall Rating of Hospital	64.0%	71.9%   84%
Rate hospital	64.0%	71.9%   84%
Would Recommend Hospital	66.0%	77.4%   84%
Would recommend hospital to family	66.0%	77.4%   84%

# Where Attention Goes Energy Flows

Our attention never waivers from fulfilling our mission  
*Healing Experiences for Everyone All The Time®* on behalf  
of the people and community we serve.



*Healing Experiences For Everyone All The Time®*

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# Questions?

FINANCE COMMITTEE

Herman A. Cole, Jr. Chairperson  
Stan Retz, CPA, Vice Chairperson  
Robert L. Jordan, Jr., C.M., (ex-officio)  
Bily Specht  
Billie Fitzgerald  
Dan Aton  
Christopher Manion, M.D.  
George Mikitarian, President/CEO (non-voting)

**FINANCE COMMITTEE MEETING  
NORTH BREVARD COUNTY HOSPITAL DISTRICT OPERATING  
PARRISH MEDICAL CENTER  
MONDAY, FEBRUARY 2, 2026  
FIRST FLOOR CONFERENCE ROOMS 2/3/4/5**

CALL TO ORDER

- I. Election of Vice Chairperson
- II. Approval of minutes.
- III. Financial Review – Mr. Moehring
- IV. 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 December 1, 2025, 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  
Dan Aton  
Christopher Manion, M.D.  
Aluino Ochoa, M.D. (1:34 p.m.)  
George Mikitarian (non-voting)

Member(s) 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. Cole called the meeting to order at 1:31 p.m.

**REVIEW AND APPROVAL OF MINUTES**

Discussion ensued and the following motion was made by Mr. Jordan seconded by Mr. Aton and approved (7 ayes, 0 nays, 0 abstentions.) Dr. Ochoa was not present at the time the vote was taken.

***ACTION TAKEN: MOTION APPROVING THE OCTOBER 6, 2025, MEETING  
MINUTES OF THE FINANCE COMMITTEE OF THE BOARD OF DIRECTORS OF  
THE NORTH BREVARD COUNTY HOSPITAL DISTRICT, AS PRESENTED.***

**FINANCIAL REVIEW**

Mr. Moehring summarized the October financial statements of the North Brevard County Hospital District and the year-to-date financial performance of the Health System indicating positive progress has been made. Mr. Moehring answered questions and received comments from the members of the committee.

FINANCE COMMITTEE  
DECEMBER 1, 2025  
PAGE 2

**ADJOURNMENT**

There being no further business to come before the committee, the Finance Committee meeting adjourned at 1:47 p.m.

Herman A. Cole Jr  
Chairperson



PARRISH HEALTHCARE

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# Finance Committee

## FYTD December 31, 2025 – Performance Dashboard

Indicator	FYTD 2026 Actual	FYTD 2026 Budget	FYTD 2025 Actual
ED Visits	8,725	8,252	7,555
IP Admissions	1,303	1,227	1,178
Surgical Cases	1,430	1,335	1,400
LOS	5.00	5.00	5.33
OP Volumes	25,356	23,939	21,674
Hospital Margin %	13.26%	10.64%	10.27%
Investment Income \$	\$0.6 Million	\$0.4 Million	\$0.2 Million

## **EXECUTIVE COMMITTEE**

Stan Retz, CPA, Chairman  
Robert L. Jordan, Jr., C.M.  
Herman A. Cole, Jr.  
Elizabeth Galfo, M.D.  
Billy Specht  
George Mikitarian, President/CEO (non-voting)

**DRAFT AGENDA  
EXECUTIVE COMMITTEE  
NORTH BREVARD COUNTY HOSPITAL DISTRICT  
OPERATING  
PARRISH MEDICAL CENTER  
MONDAY, FEBRUARY 2, 2026  
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 December 1, 2025 meeting.*

II. Reading of the Huddle

III. Report from Titusville City Council Liaison – Tom Abbate

IV. Attorney Report – Mr. Boyles

V. 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 December 1, 2025, 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.  
Maureen Rupe  
George Mikitarian (non-voting)

Members Absent:  
Elizabeth Galfo, M.D. (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. Retz called the meeting to order at 1:48 p.m.

**REVIEW AND APPROVAL OF MINUTES**

Discussion ensued and the following motion was made by Mr. Cole, seconded by Mr. Jordan, and approved (4 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOTION TO APPROVE THE OCTOBER 6, 2025 MEETING  
MINUTES OF THE EXECUTIVE COMMITTEE OF THE BOARD OF DIRECTORS,  
AS PRESENTED.***

**D1 COMMISSIONER CONCERNS**

Mr. Mikitarian shared his concerns with actions and behavior from the D1 County Commissioner.

**READING OF THE HUDDLE**

Ms. Parham presented the Weekly Huddle.

EXECUTIVE COMMITTEE  
DECEMBER 1, 2025  
PAGE 2

**ATTORNEY REPORT**

Mr. Boyles indicated that the Attorney report will be given during the Executive Session portion of the meeting.

**OTHER**

There was no other business to come before the committee.

**ADJOURNMENT**

There being no further business to discuss, the committee adjourned at 2:03 p.m.

Stan Retz, CPA  
Chairman

**EDUCATION COMMITTEE**

Billie Fitzgerald, Chairperson  
Robert L. Jordan, Jr., C.M. (ex-officio)  
Elizabeth Galfo, M.D.  
Billy Specht  
Herman A. Cole, Jr.  
Dan Aton  
Stan Retz, CPA  
Ashok Shah, M.D.  
Melissa Lugo  
Mahmoud Barbarawi, M.D.  
George Mikitarian, President/CEO (Non-voting)

**NORTH BREVARD COUNTY HOSPITAL DISTRICT  
OPERATING  
PARRISH MEDICAL CENTER  
EDUCATIONAL, GOVERNMENTAL AND COMMUNITY RELATIONS COMMITTEE  
MONDAY, FEBRUARY 2, 2026  
FIRST FLOOR CONFERENCE ROOM 2/3/4/5**

**CALL TO ORDER**

- I. Election of Chairperson & Vice Chairperson
- II. Review and Approval of Minutes

*Motion to approve the minutes of the November 3, 2025 and December 1, 2025 meetings.*

- III. Progressive Care Unit – Ms. Dickerson
- IV. Executive Session (if necessary)

**ADJOURNMENT**

**NOTE: IF A PERSON DECIDES TO APPEAL ANY DECISION MADE BY THE EDUCATION 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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**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 November 3, 2025, at 2:14 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.  
Stan Retz, CPA  
Billy Specht  
Ashok, Shah, M.D.  
Elizabeth Galfo, M.D.  
Aluino Ochoa, M.D.  
George Mikitarian (non-voting)

Member(s) Absent:  
Herman A. Cole, Jr. (excused)  
Dan Aton (excused)

**CALL TO ORDER**

Ms. Fitzgerald called the meeting to order at 2:14 p.m.

**REVIEW AND APPROVAL OF MINUTES**

The following motion was made by Dr. Galfo seconded by Mr. Specht, and approved (8 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOTION APPROVING THE MINUTES OF THE SEPTEMBER 8, 2025, EDUCATION COMMITTEE MEETING, AS PRESENTED.***

**BOARD SELF-ASSESSMENT**

Mr. Lifton summarized the rationale, process and responses to the Board of Directors self-assessment questionnaire recently administered to the Board and the subsequent verbal follow-up. A copy of his PowerPoint is appended to the minutes.

**OTHER**

No other items were presented for consideration by the committee.

EDUCATIONAL, GOVERNMENTAL AND COMMUNITY RELATIONS COMMITTEE

NOVEMBER 3, 2025

PAGE 2

**ADJOURNMENT**

There being no further business to come before the committee, the Educational, Governmental and Community Relations Committee meeting adjourned at 2:38 p.m.

Billie Fitzgerald,  
Chairperson

**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 December 1, 2025, at 2:14 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.  
Stan Retz, CPA  
Herman A. Cole, Jr.  
Billy Specht  
Dan Aton  
Aluino Ochoa, M.D.  
George Mikitarian (non-voting)

Member(s) Absent:  
Elizabeth Galfo, M.D. (excused)  
Ashok, Shah, M.D. (excused)

**CALL TO ORDER**

Ms. Fitzgerald called the meeting to order at 2:05 p.m.

**REVIEW AND APPROVAL OF MINUTES**

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

***ACTION TAKEN: MOTION APPROVING THE MINUTES OF THE OCTOBER 6, 2025, EDUCATION COMMITTEE MEETING, AS PRESENTED.***

**PMC DIGITAL TRANSFORMATION STRATEGY**

This agenda item was tabled to the next meeting.

**OTHER**

No other items were presented for consideration by the committee.

EDUCATIONAL, GOVERNMENTAL AND COMMUNITY RELATIONS COMMITTEE

DECEMBER 1, 2025

PAGE 2

**ADJOURNMENT**

There being no further business to come before the committee, the Educational, Governmental and Community Relations Committee meeting adjourned at 2:06 p.m.

Billie Fitzgerald,  
Chairperson



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# Progressive Care Unit (PCU)



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# Current Situation

## Increase in Patient Complexity

- Increased ED volume
- Higher acuity admissions
- Greater care needs

# Progressive Care Unit (PCU)

- Specialized hospital unit
- Complex, not critical
- Frequent assessments
- Advanced nursing care

# Benefits of a PCU at PMC

- Location
- Equipment
- Technology
- Growth and development

# Performance dashboard

Description	Definition	Baseline FY25	Current FY26	6 Month Target
Code Blue Events	Code blue events outside ICU per 1,000 admissions	7.76	10.44	8
Mortality ratio	In-hospital risk adjusted mortality ratio	TBD	TBD	< 1
ICU Length of Stay	Days spent in ICU	2.55	2.37	2.4
PCU Length of Stay	Days spent in PCU	NA	NA	4.5
ED ICU Boarding	ED hold minutes awaiting ICU Bed	127	127	101
Low Acuity ICU Admits	% ICU days classified as low acuity	TBD	TBD	TBD
PCU Occupancy	% beds filled	NA	NA	75%
ICU Cost Avoidance	Difference in ICU cost per day and PCU cost per day	NA	NA	Breakeven

# The PCU at Parrish Medical Center

- Nursing Director, Kristie Foreman, MSN, RN
- Dedicated Hospitalist, Dr. Peter Lipsy
- 3<sup>rd</sup> floor
- (8) beds
- (2) PCU-trained RNs
- (1) CNA



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# Questions?



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**DRAFT AGENDA**  
**BOARD OF DIRECTORS MEETING - REGULAR MEETING**  
**NORTH BREVARD COUNTY HOSPITAL DISTRICT**  
**OPERATING**  
**PARRISH MEDICAL CENTER**  
**FEBRUARY 2, 2026**  
**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. New Providers (memo included)
- V. Review and Approval of Minutes (December 1, 2025 Regular Meeting)
- VI. Open Forum for PMC Physicians
- VII. Public Input and Comments\*\*\*<sup>1</sup>
- VIII. Unfinished Business\*\*\*
- IX. New Business\*\*\*
- X. Medical Staff Report Recommendations/Announcements
- XI. Public Comments (as needed for revised Consent Agenda)
- XII. Consent Agenda\*\*\*

\*\*\*<sup>1</sup> 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 \*\*\*]

BOARD OF DIRECTORS MEETING  
FEBRUARY 2, 2026  
PAGE 2

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

XV. Other

- A. Monthly Media Report (memo included)

XVI. Closing Remarks – Chairman

**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®*

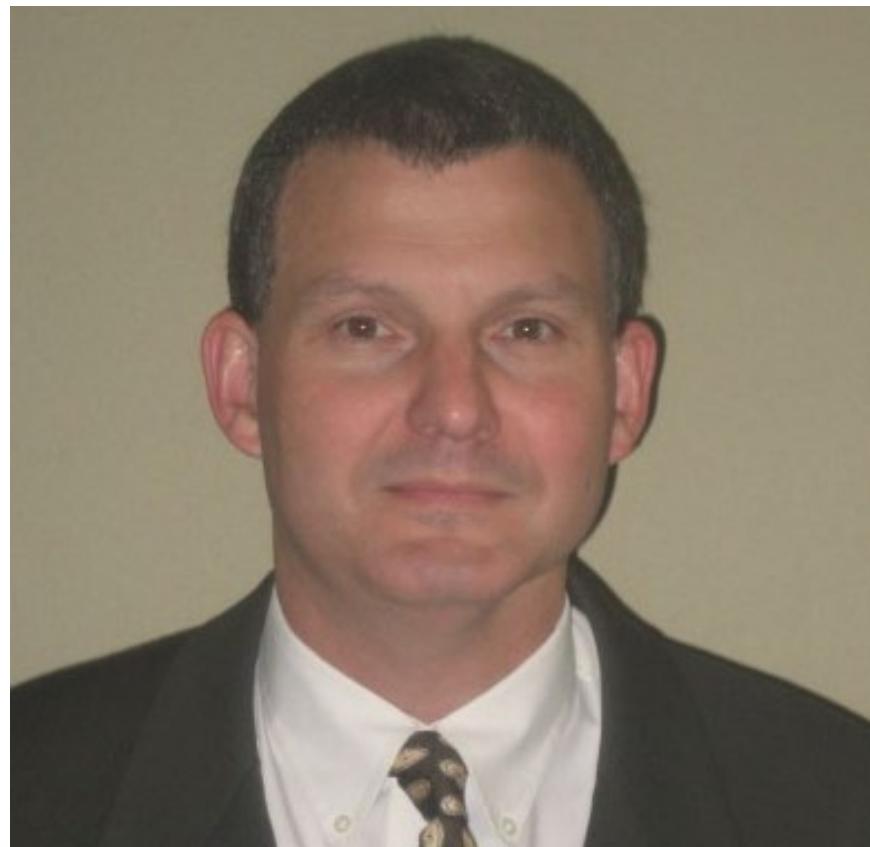
[parrishhealthcare.com](http://parrishhealthcare.com)

# **Todd Smith, MD**

## **Emergency Medicine – TeamHealth**

**Creighton University  
School of Medicine,  
Nebraska**

**Orlando Regional  
Medical Center –  
Emergency Medicine**



# David O'Connor, MD

## Interventional Radiology – Northern Light

University of Miami, Leonard  
Miller School of Medicine

University of Maryland  
Vascular & Interventional  
Radiology

University of Maryland  
Diagnostic Radiology



# Maurice Yoskin, MD

## Diagnostic Imaging – Northern Light

- **University of Pittsburgh  
School of Medicine**
- **Drexel University  
College of Medicine-  
Hahnemann University,  
Pennsylvania**



# **Jared Rich, MD**

## **Emergency Medicine – TeamHealth**

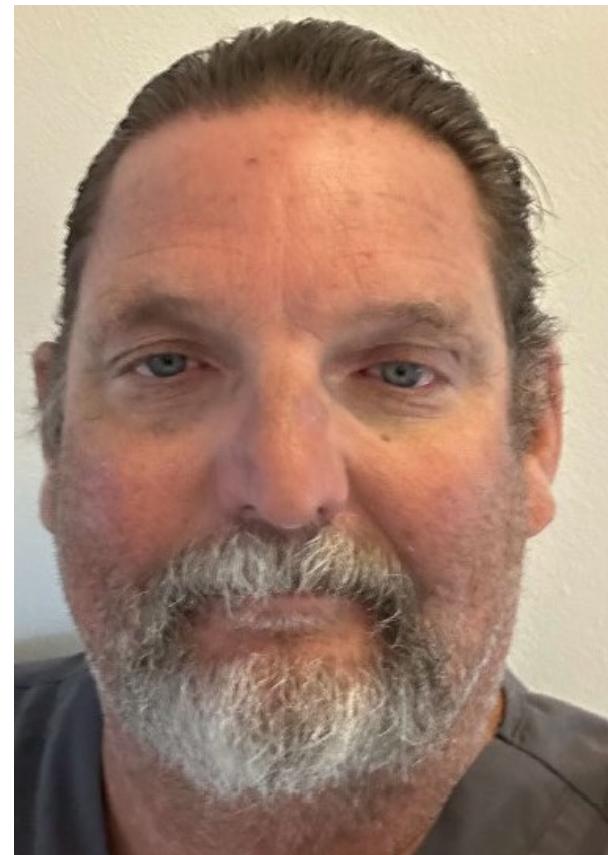
- **Florida State University College of Medicine**
- **New York Presbyterian Hospital – Emergency Medicine**



# John Arnold, MD

## Emergency Medicine, TeamHealth

- Saba University School of Medicine, Netherlands, Antilles
- St. Vincent's Family Practice Residency (2yr)
- Emergency Medicine (2yr sub-specialty)
- (OB/GYN 3yr sub-specialty)



# Jessica Carmichael, MD

## Emergency Medicine - TeamHealth

- Indiana University School of Medicine
- Emergency Medicine Residency, San Antonio Uniformed Services Health Education Consortium, San Antonio Military Center



**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 2:18 p.m. on December 1, 2025 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.  
Dan Aton  
Billy Specht  
Billie Fitzgerald  
Maureen Rupe

Member(s) Absent:  
Elizabeth Galfo, M.D. (excused)  
Ashok Shah, M.D. (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 2:18 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 Mr. Retz, and approved (7 ayes, 0 nays, 0 abstentions).

**ACTION TAKEN: MOTION APPROVING THE REVISED MEETING AGENDA OF THE BOARD OF DIRECTORS OF THE DISTRICT AS PRESENTED.**

## **RECOGNITIONS**

Mr. Jordan noted that this was Ms. Rupe's final meeting, marking the conclusion of her 24 years of service on the Board of Directors. He expressed his sincere appreciation for her dedication and leadership and acknowledged the many significant contributions and positive impact she made during her tenure as a board member.

## **REVIEW AND APPROVAL OF MINUTES**

Discussion ensued and the following motion was made by Mr. Cole, seconded by Ms. Fitzgerald, and approved (7 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOTION APPROVING THE MINUTES OF THE OCTOBER 6, 2025, REGULAR MEETING OF THE BOARD OF DIRECTORS OF THE NORTH BREVARD COUNTY HOSPITAL DISTRICT DBA PARRISH MEDICAL CENTER, AS PRESENTED.***

## **OPEN FORUM FOR PMC PHYSICIANS**

There were no physician comments.

## **PUBLIC COMMENTS**

There were no public comments.

## **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 November 13, 2025 meeting.

## **CONSENT AGENDA**

Discussion ensued regarding the consent agenda, and the following motion was made by Mr. Retz, seconded by Dr. Galfo, and approved (7 ayes, 0 nays, 0 abstentions).

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

BOARD OF DIRECTORS  
DECEMBER 1, 2025  
PAGE 3

Consent Agenda

I. Consent Agenda\*\*\*

A. Quality

1. Motion to recommend the Board of Directors approve the appointment of Matthew Graybill, Assistant Vice President, as Parrish Medical Center's Safety Officer.

**COMMITTEE REPORTS**

**Quality Committee**

Mr. Jordan 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 further report.

**OTHER**

There was no other business.

**CLOSING REMARKS**

There were no closing remarks.

**EXECUTIVE SESSION CONCERNING PENDING LITIGATION/SETTLEMENT  
NEGOTIATIONS AND STRATEGY RELATED TO LITIGATION EXPENDITURES**

At 2:34 p.m. the Board of Directors convened in Executive Session and the court reporter began transcribing.

At 3:09 p.m. the Board adjourned Executive Session and resumed the public meeting of the Board of Directors.

**ADJOURNMENT**

There being no further business to discuss, the Parrish Medical Center Board of Directors meeting adjourned at 3:10 p.m.

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

**NORTH BREVARD COUNTY HOSPITAL DISTRICT  
OPERATING PARRISH MEDICAL CENTER  
MEDICAL EXECUTIVE COMMITTEE MEETING – REGULAR SESSION MINUTES  
January 12, 2026**

**Present:** Dr. Ochoa, Dr. Rajan, Dr. Manion, Dr. Navas, Dr. Musto, C. McAlpine, Dr. K. Patel, Dr. Stuart, H. Cole, Dr. Motolenich, Dr. Stuart, Dr. Musto, Dr. Gabriel

**Absent:** Dr. Carmona, G. Mikitarian, Dr. Lipsy

A meeting of the Medical Executive Committee of the North Brevard County Hospital District operating Parrish Medical Center was called to order on January 12, 2026 at 5:30pm in the Conference Center. A quorum was determined to be present.

**CALL TO ORDER.**

Dr. K. Patel called the meeting to order at 5:36p.

**I. REVIEW AND APPROVAL OF MINUTES**

Motion to approve the Regular Session minutes of December 16, 2025 as written and distributed *was made by M. Musto, DO, seconded by C. Rajan, DO and unanimously approved.*

**2. Old Business:** None.

**3. New Business:**

**CONSENT AGENDA - STANDING ORDERS**

- Post Cardioversion (E176) - Triennial Review.
- Pre Cardioversion (E3430) - Triennial Review.
- Post Transesophageal Echo (E3433) - Triennial Review.
- Pre Transesophageal Echo (E441) - Triennial Review.
- Amiodarone IV (E650) - Triennial Review.
- Argatroban (E2231) - Triennial Review.
- Total Parenteral Nutrition (E31) - Triennial Review.
- Non-Violent Restraint Orders (E382) - Triennial Review.
- Behavior Management Restraint Orders (E441) - Triennial Review.
- VTE Treatment (E1269ad) - Triennial Review.
- Pulmonary Embolism (E1260ad) - Triennial Review.

- MSE Stroke (E3417) - Retire.

*The following Stroke Order sets have all had multiple revisions made to them and should be reviewed as if new:*

- Acute Stroke Protocol (E774ab)
- Hemorrhagic Stroke Protocol (E1095ad)
- Ischemic Stroke/TIA (E785ad)
- Acute Stroke Alteplase Admission Order (E784ad)
- TPA Activase Admin Protocol (E3340ab)
- NIH Stroke Scale Assessment

**MOTION TO APPROVE THE CONSENT AGENDA AS WRITTEN AND DISTRIBUTED WAS MADE BY M. MUSTO, DO, SECONDED BY C. RAJAN, DO AND UNANINIMOUSLY APPROVED.**

**Policies requiring approval:**

**Advance Directives** – rewrite October 2024 brought to current format

**Automated Dispensing Machines** – Multiple issues identified by AVP-OPS corrected. R/ejr

**Autopsy Procedures and Criteria** – electronically approved, January 7, 2026

**Department Procedure for Medical Staff during Shelter in Place** - Workflow and format were updated

**DNR During Surgery** – Reviewed by Dr. Musto – no edits

**Allied Health Professional – Disaster Emergency Credentialing** – no additional edits cyclical review

**Guidelines for Emergency Call – Physician Unavailable** – no additional edits cyclical review

**Procedure for Addressing Impaired or Dysfunctional Physicians** – **multiple edits were relayed via email prior.**

**Risk Evaluation and Mitigation REMS** – **minor grammatical edits and workflow was updated.**

Routing of Standing Order - edited to include the routing to Cleveland Clinic for review of best practices. Workflow was also updated.

**Department Procedure for NICA Notification** - Initiator is E. Jacobs, but the area is Medical Staff Services.

**Assessment & Evaluation of the Emergency Department Patient – RETIRE both Transfer of Care of Admitted Emergency Patients and Admitted Patients Remaining in the Emergency Department**

**MOTION TO APPROVE THE POLICIES AS WRITTEN AND DISTRIBUTED WAS MADE BY DR. NAVAS, SECONDED BY DR. MUSTO AND UNANIMOUSLY APPROVED.**

**5. Report from Administration:** None

**6. Report from the Board:** None

**7. Open Forum:** Dr. Rajan asked that the policy on Pain Assessment “conditionally approved” pending edits be forwarded back to him for redlines. *Completed 1/22/26.*

Dr. Stuart’s daughter made the tennis team.

Dr. Navas shared the news of the OB team having been named in US News & World Reports Top Hospitals for Maternity Care.

There being no further business the meeting was adjourned at 5:46pm.

Next meeting: February 9, 2026

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Kevat Patel, MD  
President, Medical Staff

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Christopher Manion, MD  
Secretary/Treasurer



## MONTHLY MEDIA REPORT – December 2025

Please note where you see “impressions” the figure refers to the number of homes or individuals exposed to a message from Parrish Healthcare. The figure is calculated using circulation numbers as reported by the various publishers (where available) multiplied by the number of times Parrish Healthcare is mentioned, pictured, or number of times an advertisement ran in a month.

	<u>Estimated Impressions</u>
<b>Community Outreach (Attendees)</b>	<b>3360</b>
<b><i>Gift of Light Annual Tree Lighting Celebration (December 4)</i></b> Free community holiday event at Parrish Medical Center	<b>(Attendance 1500)</b>
<b><i>Stars of the Space Coast (December 5)</i></b> Title Sponsor: Parrish Healthcare included in event title; name and logo in event media and marketing, name and logo on all digital communications, 6 tickets to event recognition on 211 Brevard website and social media (minimum of 10 posts)	<b>(Attendance 160)</b>
<b><i>Breakfast with Santa (December 6)</i></b> Parrish-branded photos for all attendees, social media and print exposure, four Care Partners supported event day activities	<b>(Attendance 300)</b>
<b><i>VRA – Volunteer Recognition Awards (December 11)</i></b> Presenting Sponsor: Brand exposure locally and throughout event, social media posts, table for 8, targeted email (Robert Jordan was an award nominee)	<b>(Attendance 250)</b>
<b><i>Titusville Chamber of Commerce Santa's Workshop (December 12)</i></b> Parrish braded tent, Parrish literature (Labor & Delivery), crafts for kids, 2 Care Partners supported event activities	<b>(Attendance 150)</b>
<b><i>Port St. John Christmas Parade (December 20)</i></b> Parrish branded float, total of 9 Care Partners participated during event day	<b>(Attendance 1000)</b>

<b>Print Advertising/Impressions</b>	<b>922,400</b>
<b><i>Brevard Business News (40,000/Issue – Weekly - Contact: Adrienne Roth)</i></b>	<b>NA</b>
• 12.2025 – Ads paused	
<b><i>Happenings (5,500/Issue – Monthly and Weekly - Contact: Randy Rodriguez)</i></b>	<b>5,500</b>
• 12.2025 – Cover Ad (Gift of Light)	
• 12.2025 – Full Page Back Cover (Battling the Myths of Mammography)	
• 12.2025 – Full Page (Support Groups)	

<b>Hometown News (14,725/Issue – Weekly - Contact: Rodney Bookhardt)</b>	<b>58,900</b>
<ul style="list-style-type: none"> <li>• 12.05.2025 – Full Page (Redefining Cancer Care One Patient at a Time)</li> <li>• 12.12.2025 – Full Page (PHC – NT Services)</li> <li>• 12.19.2025 – Full Page (Support Groups)</li> <li>• 12.26.2025 – Full Page (Happy New Year)</li> </ul>	
<b>Florida Today (50,000/Issue – Daily - Contact: Local IQ)</b>	<b>700,000</b>
<ul style="list-style-type: none"> <li>• 12.11.25 – Half Page (Oncology General)</li> <li>• 12.18.25 – Half Page (Happy Holidays)</li> <li>• 12.28.25 – Full Page (PHC – NT Services)</li> <li>• 12.04.25 – Front Page Strip Ad (Lifelong Wellness. We're With You.)</li> <li>• 12.05.25 – Front Page Strip Ad (Lifelong Wellness. We're With You.)</li> <li>• 12.07.25 – Front Page Strip Ad (Lifelong Wellness. We're With You.)</li> <li>• 12.10.25 – Front Page Strip Ad (Lifelong Wellness. We're With You.)</li> <li>• 12.12.25 – Front Page Strip Ad (Lifelong Wellness. We're With You.)</li> <li>• 12.14.25 – Front Page Strip Ad (Lifelong Wellness. We're With You.)</li> <li>• 12.17.25 – Front Page Strip Ad (Lifelong Wellness. We're With You.)</li> <li>• 12.19.25 – Front Page Strip Ad (Lifelong Wellness. We're With You.)</li> <li>• 12.21.25 – Front Page Strip Ad (Lifelong Wellness. We're With You.)</li> <li>• 12.28.25 – Front Page Strip Ad (Lifelong Wellness. We're With You.)</li> <li>• 12.31.25 – Front Page Strip Ad (Lifelong Wellness. We're With You.)</li> </ul>	
<b>Investing in Your Health Today (25,000/Issue –Monthly - Contact: Barbara Rhoden)</b>	<b>25,000</b>
<ul style="list-style-type: none"> <li>• 12.2025 – Full Page (Mammo Myths)</li> <li>• 12.2025 – Full Page (Happy Holidays)</li> <li>• 12.2025 – Full Page (Support Groups)</li> </ul>	
<b>Ebony News (1500/Digital – Monthly - Contact: Barbara Rhoden)</b>	<b>1,500</b>
<ul style="list-style-type: none"> <li>• 12.2025 – Half Page (Cardiology - Your Heart Care Partners)</li> </ul>	
<b>The Great Outdoors – Happenings (3,500/Edition – Weekly - Contact: Greg Wostrel)</b>	<b>7,000</b>
<ul style="list-style-type: none"> <li>• 12.12.25 – Full Page (Oncology General)</li> <li>• 12.28.25 – Full Page (Happy Holidays)</li> </ul>	
<b>Savings Safari (51,000/Edition – Bi-monthly - Contact: Barbara Strickland)</b>	<b>51,000</b>
<ul style="list-style-type: none"> <li>• 12.09.25 – Insert, Side 1 (Oncology – General); Insert Side 2 (PHC-NT Services)</li> </ul>	
<b>Space Coast Living (10,000/edition –5 Editions Annually-Contact: Lori Weisman)</b>	<b>10,000</b>
<ul style="list-style-type: none"> <li>• 12.2025 – No ads in December</li> </ul>	
<b>Space Coast Daily (60,00/edition – Monthly/Digital Daily - Contact: Giles Malone)</b>	<b>60,000</b>
<ul style="list-style-type: none"> <li>• 12.03.2025 – Banner Ad (Changing Lives One Step at a Time)</li> </ul>	
<b>Lifetimes Newsletter (Mailed Quarterly to North Brevard Zip Codes) Fall Issue</b>	<b>NA</b>
<ul style="list-style-type: none"> <li>• 12.2025 – Next Printing – January 2026</li> </ul>	

<b><i>Titusville Playhouse Playbill (Based on number of monthly performances)</i></b>	<b>3,500</b>
• 12.2025 – Frozen (Dec. 5–Dec. 21) – Full Page (Gift of Light)	
• 12.2025 – A Christmas Carol (Dec. 5 – Dec. 14) – Full Page (Happy Holidays)	
• 12.2025 – Motown Christmas (Dec. 19 – 20) – Full Page (Spotlight on Exceptional Care)	

<b>Broadcast and Digital Ad Impressions</b>	<b>934,673</b>
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#### ***WFTV.com***

- Impressions: 189,023
- Clicks: 687
- CTR: 0.50%

#### ***WFTV-OTT (Over the Top)***

- Impressions: 28,895
- Video Completes: 28,584
- Video Completion Rate: 98.92%

#### ***WFTV (Amazon Streaming)***

- Impressions: 100,020
- Video Completes: 98,086
- Video Completion Rate: 98.09%

#### ***Cumulus DNA Digital Ads and Radio Spots:***

- Digital Impressions: 96,329; Clicks: 76; CTR: .08
- WHKR 102.7FM – HitKicker Reach: 61,200; Radio: 76 Monthly (15 second spots)
- WA1A 107.1FM – A1A Contemporary Pop: Reach: 86,800; 76 Monthly (15 second spots)
- WA1A 107.1FM – Parrish Healthcare’s “Thrive in 25” Healthy Living Radio Ads Reach: 75,600; 60 Monthly (60 second spots)

#### ***Spectrum Reach (Streaming and TV)***

- Impressions: 91,925
- Video Completes: 90482
- Video Completion Rate: 98.43%

#### ***iHeart (Christmas Music Sponsorship)***

- WLRQ-FM: Reach 27,500; Spots: 63 (30 second)
- WLRQ-FM: Reach: 16,900; Spots: 45 (30 second)
- iHeart Radio App Impressions: 160,481

<b>Social Media Channels</b>	<b>1,162,530</b>
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#### ***Facebook:***

- ***Parrish Healthcare:*** Views – 1,142,019; Followers – 8,141
- ***The Children’s Center:*** View – 2,439; Followers – 146
- ***Parrish Health & Wellness:*** Views – 3,887; Followers – 167

***Instagram:*** Reach – 5,544; Followers - 750

**X (Twitter):** Followers – 252

**LinkedIn:** Followers – 4,280; Impressions – 8,090

**YouTube:**

- Total Views: 551
- Total Subscribers: 494
- New Subscribers: 0

**Top 5 YouTube Videos (Total Video Views in December – 551):**

- Alzheimer's SOS: Vascular Dementia: **84**
- Gift of Light: **64**
- Daily Two Segment Featuring Dr. Gabriel: **54**
- Daily Two Segment Featuring Dr. Mark Swierzewski: **34**
- Daily Two Segment Featuring Dr. Cruz-Amy: **23**

TV Impressions	3,846,100
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Station	Spots	Impressions
WFTV	105	3,284,800
WRDQ	133	561,300
Spectrum News 13	442	See Note Below
<b>Total</b>	<b>680</b>	<b>3,846,100</b>

Spectrum News 13 does not report impressions because of the magnitude of linear TV impressions they receive (i.e., televisions in businesses/commercial spaces, corporate offices, schools, etc.)

**Commercials Aired:**

Service Line	Title	ISCI	Impressions (000) A18+
D2	D2	D2PARRISH1025	17.3
Cardio	Cardio :05	PHCCARDIO2505	125.2
Cardio	Cardio :10	PHCCARDIO2510	126.8
Cardio	Cardio :15	PHCCARDIO2515	276.1
Cardio	Cardio :30	PHCCARDIO2530	699.9
Oncology	Oncology :15	PHCONC2215	222.2
Oncology	Oncology :05	PHCONCO05	209.90
Oncology	Oncology :10	PHCONCO10	193.60
Oncology	Oncology :15	PHCONCO15	516
Oncology	Oncology :30	PHCONCO30	588.7
Pastor	Pastor :60	PHCPASTOR60	73.7
Robotics	Robotics :60	PHCVELYSJAMIE60	42
WHEEL SPONSORSHIP			542.7
SQUEEZEBACK			212
<b>Grand Total</b>			<b>3,846.1</b>

**Outdoor Advertising/Billboard/Bus Impressions****1,819,395****Billboards (Lamar – Contact: Jennifer Rzepiejewski, Clear Channel – Contact: Joe Schmitt):****Lamar – 4 Billboards (Messages & Locations)****457,204**

- **3666:** US1/Washington Ave. 1 MI N/O Garden St NB; (*Where New Beginnings Are Born - Women's Health, Maternity*)
- **3406:** US1 @ Blacks Rd. N/B; (*Your Heart Deserves the Best – Cardiology*)
- **1360:** US1-E/S N/O SR 528 S/B; (*Your Heart Deserves the Best – Cardiology*)
- **3667:** Washington Ave 1 MI n/o Garden St S/B; (*Where New Beginnings Are Born - Women's Health, Maternity*)

**Clear Channel – 17 Billboards (Message & Location)****1,362,191**

- **5839:** US 1 WS 3.2mi N/O SR 528 F/N – 1, Cocoa; 81,829 (*Open Interviews*)
- **5584:** Grissom Pkwy NS 1mi W/O Industry Rd F/W - 2, Cocoa; 47,988 (*Emergency? We're Ready*)
- **5514:** US 1 ES 1.5mi N/O SR 528 F/S – 2; 107,258 988 (*Emergency? We're Ready*)
- **5333:** US 1 WS 1.3mi N/O SR 406 Garden St F/N – 2; 96,930 (*Fast, Expert. Emergency Care.*)
- **5332:** US 1 WS 1.3mi N/O SR 406 Garden St F/S – 1; 75,254 (*Focused on the Future of Patient Care*)
- **5331:** US 1 WS 1.5mi N/O SR 406 Garden St F/S – 1; 75,506 (*Emergency? We're Ready*)
- **5330:** US 1 WS 1.5mi N/O SR 406 Garden St F/N – 2; 92,942 (*Your Heart Deserves the Best*)
- **5329:** US 1 WS 0.2mi S/O SR 50 F/S – 1; 77,766 (*Focused on the Future of Patient Care*)
- **5306:** US 1 WS 0.7mi N/O SR 528 F/N – 2; 108,105 (*Get Back to What Moves You*)
- **5006:** US 1 ES 2.7mi N/O SR 528 F/S – 2; 97,000 (*Fast, Expert. Emergency Care.*)
- **3321:** US 1 WS 3.3mi N/O SR 528 F/S – 1; 76,697 (*Robotic-Assisted Surgery*)
- **1904:** SR 405 SS 0.5mi W/O SR 407 F/W – 1; 76,193 (*Emergency? We're Ready*)
- **1903:** SR 405 SS 0.5mi W/O SR 407 F/E – 2; 63,925 (*Fast, Expert. Emergency Care.*)
- **1538:** US 1 WS 2.3mi S/O SR 405 F/N – 2; 84,413 (*Get Back to What Moves You*)
- **1537:** US 1 WS 2.3mi S/O SR 405 F/S – 1; 77,547 (*Emergency? We're Ready*)
- **1155:** US 1 WS 1.4mi S/O SR 405 F/S – 2; 65,656 (*Your Heart Deserves the Best*)
- **1034:** US 1 WS 1.4mi S/O SR 405 F/S – 1; 57,181 (*Fast. Expert. Emergency Care.*)

**Bus Wraps (Clear Channel – Contact: Joe Schmitt)****\*Not audited by Geopath for metrics and no estimate at this time when data will be available.**

- Bus 1 (MEL0012222)
- Bus 2 (1086572-MEL)

**Brevard County Public Schools Van Wrap (Contact: Yvette Cruz)****\*Not audited by Geopath for metrics and no estimate at this time when data will be available.**

- 3-Year Commitment (Aug. 1, 2025 – July 31, 2028). Van wrap will be prominently displayed on vehicles used by North Brevard high schools — Astronaut, Space Coast, and Titusville. These vans serve as transportation for athletic teams and student extracurricular groups, traveling thousands of miles annually throughout Brevard County and across Florida for regional and state competitions.

<b>Summary of Total Impressions</b>	<b>8,688,458</b>
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<b>News Releases Issued by Parrish</b>	<b>135,950</b>
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- 12.20.25 – Happenings (Parrish Healthcare Open Interviews); (Parrish Healthcare Invites Community to Annual Gift of Light Celebration – A Beloved Holiday Tradition for Families)
- 12.05.25 – Happenings (Parrish Medical Center Celebrates 100<sup>th</sup> Pulsed Field Ablation Procedure); (Parrish Healthcare Open Interviews) **\*\*5,500**
- 12.12.25 – Happenings (Parrish Healthcare Partners with Toys for Tots to Spread Holiday Cheer in North Brevard); (Parrish Medical Group Announces Adoption of Cashless payment Model); (Jess Parrish Medical Foundation Now Accepting Scholarship Applications for Student Pursuing Careers in Healthcare) **\*\*5,500**
- 12.19.25 – Happenings (Parrish Healthcare Congratulates Five leaders on Completing the ATHENA Leadership Program); (Parrish Healthcare Hosts Annual Gift of Gratitude Event, Donates Over 1,000 Holiday Meals to North Brevard Families); (Parrish Healthcare Open Interviews) **\*\*5,500**
- 12.22.2025 – Brevard Business News (Jess Parrish Medical Foundation Accepting Scholarship Applications for Students Pursuing Healthcare Careers) **\*\*40,000**
- 12.22.25 – Hometown News (Parrish Healthcare Fulfills Every Angel Tree Wish) **\*\*14,725**
- 12.24.25 – Florida Today (How to Have a Healthier Holiday Season) **\*\*50,000**
- 12.26.25 – Happenings (Parrish Healthcare Orthopedic Surgeon Matthew Musto, DO Earn Board Certification from the American Osteopathic Board of Orthopedic Surgery); (Titusville Fire Department's Pink Out Campaign Raises Awareness and Funds in Support of Parrish healthcare's Oncology Program); (Mims VFD Donates Proceeds from Breast Cancer Awareness Fundraiser to Jess Parrish Medical Foundation for Second Consecutive Year); (Parrish Healthcare Open Interviews)
- 12.31.25 – Hometown News (Parrish healthcare Cardiologist Andre Gabriel Earns Prestigious ACC Fellowship) **\*\*14,725**

**\*\*Editions not included under Print Advertising/Impression section**

<b>News Releases Issued by Others</b>	<b>41,020,000</b>
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- 12.03.25 – Beckers Hospital Review (518 Hospitals with the Lowest CAUTI Rates) **\*\*500,000**
- 12.04.25 – Florida Today (Citizens Honored for Their Dedication, Support of Local Organizations in Brevard – Robert Jordan)
- 12.07.25 – Florida Today (Meet the Finalists – Robert Jordan Featured)
- 12.08.25 – Florida Today (211 Brevard Celebrates “Driver of Health” – Parrish Healthcare Stars of the Space Coast) **\*\*50,000**
- 12-09.25 – Space Coast Daily (211 Brevard Honors Mental Health, Hunger Relief and community Support Leaders – Parrish Healthcare Stars of the Space Coast) **\*\*60,000**
- 12.09.25 – US News and World Report (2026 Maternity Care Access Hospitals – Parrish Mentioned); (2026 Best Hospitals for Maternity Care by State) **\*\* 40,000,000 (40-42 million unique visitors to USNews.com monthly; digital distribution only)**

- 12-09-25 – WUSF, Radio & Online (Florida Boasts 13 of Nations Top-Rate Maternity Hospitals in U.S. News Ratings) **\*\* 350,000**
- 12.14.25 – Space Coast Daily (the 2025 Parrish Medical Center Gift of Light Celebration Ignites Hope and Joy) **\*\*60,000**
- 12.14.25 Florida Today (Citizens, Volunteers, Business Honored – VRA Awards Parrish Medical Center)

## PRINT ADS

PARRISH HEALTHCARE CENTER | NORTH MELVILLE

**MORE ROOM TO CARE,  
MORE WAYS TO HELP**

Parrish Healthcare Cancer Center. The center is designed to provide one-stop access to cancer services. The center includes a 10,000 square foot, three-story office, a comprehensive cancer center, and more. Right here, close to home.

- Oncology: Cancer Care, Radiation, Infusion Services and Cancer Support
- Emergency
- Hematology
- Infusion Services
- Laboratory Services: Fully accredited by the College of American Pathologists, we offer blood, drug, diabetes and urine tests, sports panels, cancer and infectious disease services and more.
- Medical Offices

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Visit [parrishhealthcare.com/cancer/melville](http://parrishhealthcare.com/cancer/melville) or call 516-268-4668

*Healing Experiences for Everyone All the Time®*

PARRISH HEALTHCARE CANCER PROGRAM



**REDEFINING  
CANCER CARE  
ONE PATIENT  
AT A TIME**

**Right here, close to home.**

At Parrish Health Center, we've redefined cancer care with a focus on individual needs. By combining leading-edge treatments with personalized care, we'll create a care plan tailored just for you.

Visit [parrishhealthcare.com/oncology](http://parrishhealthcare.com/oncology)



*Healing Experiences for Everyone All the Time®*



**Gift of Light**

THURSDAY,  
DECEMBER 4<sup>TH</sup>  
5:00-7:30 PM

Join Parrish Medical Center  
for our FREE annual holiday  
community celebration!

For more information visit [parrishhealthcare.com/giftoflight](http://parrishhealthcare.com/giftoflight)

Honor a loved one by placing a light on our 50-foot holiday tree!  
To purchase a light, please call 321-269-4066 or visit [parrishmedfoundation.com/donate](http://parrishmedfoundation.com/donate)



Parrish Healthcare is proud to serve as the presenting sponsor for Florida Today's 2025 Volunteer Recognition Awards!

We applaud all volunteers whose selfless service strengthens our community every day!

Interested in volunteering at Parrish Healthcare?  
Learn more at [parrishhealthcare.com/volunteer](http://parrishhealthcare.com/volunteer)



[parrishhealthcare.com](http://parrishhealthcare.com)  
*Healing Experiences for Everyone All the Time®*

 **WOMEN'S HEALTH**

**Lifelong Wellness.  
We're With You.**

[parrishhealthcare.com/womenshealth](http://parrishhealthcare.com/womenshealth)



## BATTLING THE MYTHS OF Mammography

It's expensive, it can be painful, and a few other misconceptions are worth exploring.



### FAKE QUESTIONS ABOUT BREAST CONDITIONS, EXAMINATIONS AND TESTS?

Mammographer, RN, BSN, Parish Healthcare  
Oncology Navigator, Jo Anne Hodge  
Contact Shannen at 321-268-6111, ext. 3544.

**Myth 1: Insurance won't cover it, or I won't be able to afford the co-pay.**

"Mammography is usually covered under most health-plans, including Medicare, once a woman reaches an age determined by the insurer," says Shannen Lake, RN, BSN, Parish Healthcare's Oncology Navigator.

If you have Medicare and are age 55 or older, Medicare pays the most of the cost of screening mammogram every 12 months.

**Myth 2: The test is too painful.**

No, the test can be a bit uncomfortable, but most women don't consider it painful.

Computerized image technology has made mammograms faster and allows for more breast tissue to be used. If you feel pain, speak up. The technician may be able to lower the compression and relieve some of the pressure on your breast. Just remember that any discomfort is brief, the actual test takes less than a minute.

**Myth 3: I just don't have time.**

From 10am-4pm, the three-dimensional (3D) mammogram offered at Parish Healthcare takes 10 to 15 minutes.

Most of the 3D technology is available, making it easier for providers to detect early-stage types of breast cancer earlier, especially in women with dense tissue. The result? Early detection and better outcomes reduce the number of deaths from breast cancer for women ages 40 to 69, especially those under 50.

**Myth 4: Breast cancer only affects older women.**

Breast cancer can occur at any age. Additional factors that may cause your risk to include obesity, heavy alcohol consumption and a family history.

Schedule your mammogram today!  
Call 321-268-6150



Cleveland Clinic Connected

Healing Experiences for Everyone All the Time®

### COMMUNITY SUPPORT GROUP SCHEDULE

**A.W.A.K.E. Sleep Support Group**  
Meets the second Monday monthly, 8-9:30 AM  
Parish Healthcare Center, Marion Conference Room  
3000 Park St. John Parkway, Port St. John  
Contact: Sleep Center Team at 321-268-6150

**Cancer and Survivor Support Group**  
Meets the third Wednesday monthly, 9:30-11AM  
Parish Healthcare Center, North Thorsby, Conference Room  
3010 North Washington Avenue, Thorsby  
Contact: Joann Lake at 321-268-6150, ext. 3544

**Caring For Caregivers Support Group**  
Meets the second Thursday only in December.  
8:30-11:30 AM  
Parish Healthcare Center, North Thorsby, Conference Room  
3010 North Washington Avenue, Thorsby  
Contact: Joann Lake at 321-268-6150

**Early Stages Community Play Date**  
Not meeting in December  
10:30-11:30 AM  
3010 North Washington Avenue, Thorsby  
Contact: Mary Conant at 321-268-6150

**Fearless Cells**  
Parish Health & Wellness Reflections Life/Stages Care  
Parish HealthCare  
Meets the first Wednesday morning, 10-11 AM  
Heritage Hall, Parish Health Village  
3010 North Washington Avenue, Thorsby  
Contact: Joann Lake at 321-268-6150

**Tools to Quit Smoking Now**  
Meets the third Tuesday only in December, 5:30-7:30 PM  
Parish Medical Center, Conference Room B  
3010 North Washington Avenue, Thorsby  
Contact: Joann Lake at 321-268-6150, ext. 3544

Visit [parishhealthcare.com/events](http://parishhealthcare.com/events) for information and to register

Wishing you a happy and healthy New Year!



## We're Here When Life Happens Same-day and Next-day Primary Care Appointments!

Because your health doesn't pause, neither do we.

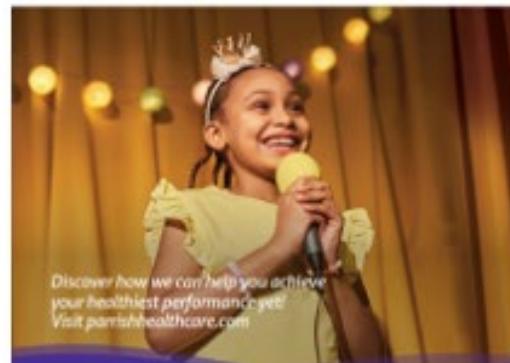
Count on Parrish Healthcare's primary care team for same-day and next-day appointments for non-emergency needs.

**Call to schedule now!**  
**321-268-6868**

## Spotlight on Exceptional Care

Standing ovations are earned everyday at Parrish Healthcare

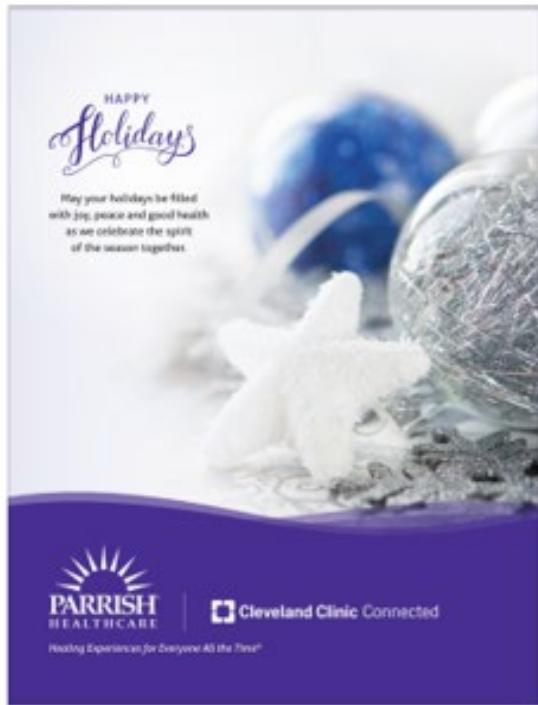
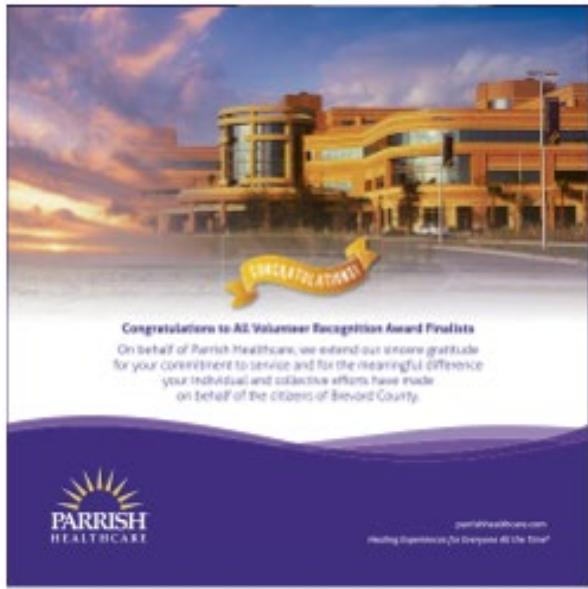
The dedicated team at Parrish Healthcare go above and beyond to support your health journey with personalized care and comprehensive services throughout North Brevard. Whether it's routine check-ups, specialized treatments, surgical procedures or wellness programs, we're here to ensure you shine both on and off the stage.



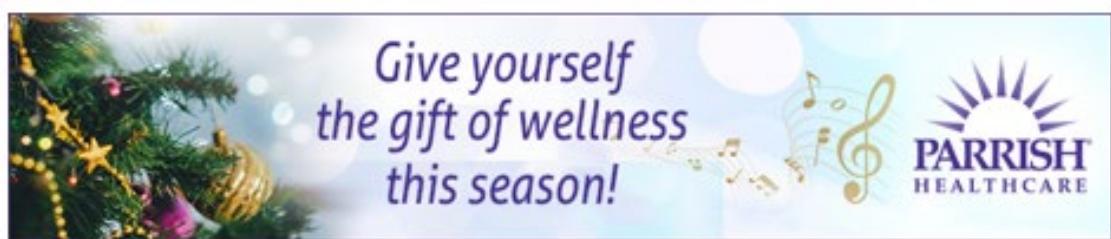
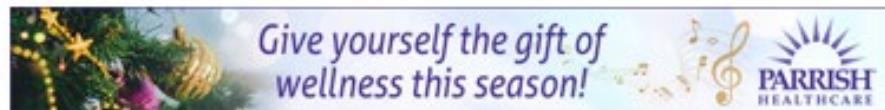
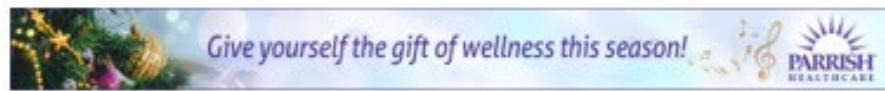
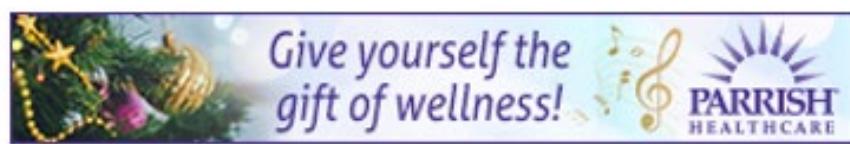
### PARRISH HEALTHCARE

Cleveland Clinic Connected

Healing Experiences for Everyone All the Time®



## DIGITAL ADS



## BILLBOARDS



BULLETIN #005839



BULLETIN #005584



BULLETIN #005514



BULLETIN #005333



BULLETIN #005331



BULLETIN #005330





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BULLETIN #005306



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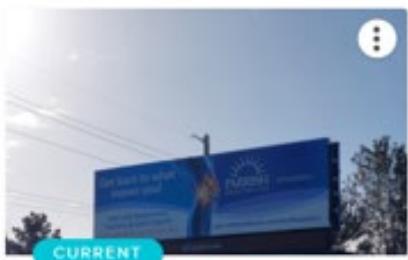
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