



MEMORANDUM

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

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.

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.”



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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



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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%



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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.



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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)

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.

Motion: To recommend approval of the December 1, 2025 meeting.

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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**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.

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



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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.

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.

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 TRASFORMATION STRATEGY

This agenda item was tabled to the next meeting.

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 2:06 p.m.

Billie Fitzgerald,
Chairperson



Healing Families – Healing Communities®

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Progressive Care Unit (PCU)



Healing Families – Healing Communities®

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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
- 3rd floor
- (8) beds
- (2) PCU-trained RNs
- (1) CNA



Questions?



Healing Families – Healing Communities®

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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***¹
- VIII. Unfinished Business***
- IX. New Business***
- X. Medical Staff Report Recommendations/Announcements
- XI. Public Comments (as needed for revised Consent Agenda)
- XII. Consent Agenda***

***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 ***]

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®

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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:

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 UNANIMOUSLY 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

Kevat Patel, MD
President, Medical Staff

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>	
Community Outreach (Attendees)	3360
<i>Gift of Light Annual Tree Lighting Celebration (December 4)</i> <i>(Attendance 1500)</i> Free community holiday event at Parrish Medical Center	
<i>Stars of the Space Coast (December 5)</i> <i>(Attendance 160)</i> 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)	
<i>Breakfast with Santa (December 6)</i> <i>(Attendance 300)</i> Parrish-branded photos for all attendees, social media and print exposure, four Care Partners supported event day activities	
<i>VRA – Volunteer Recognition Awards (December 11)</i> <i>(Attendance 250)</i> Presenting Sponsor: Brand exposure locally and throughout event, social media posts, table for 8, targeted email (Robert Jordan was an award nominee)	
<i>Titusville Chamber of Commerce Santa’s Workshop (December 12)</i> <i>(Attendance 150)</i> Parrish braded tent, Parrish literature (Labor & Delivery), crafts for kids, 2 Care Partners supported event activities	
<i>Port St. John Christmas Parade (December 20)</i> <i>(Attendance 1000)</i> Parrish branded float, total of 9 Care Partners participated during event day	
Print Advertising/Impressions	922,400
<i>Brevard Business News (40,000/Issue – Weekly - Contact: Adrienne Roth)</i> <i>NA</i> <ul style="list-style-type: none">12.2025 – Ads paused	
<i>Happenings (5,500/Issue – Monthly and Weekly - Contact: Randy Rodriquez)</i> <i>5,500</i> <ul style="list-style-type: none">12.2025 – Cover Ad (Gift of Light)12.2025 – Full Page Back Cover (Battling the Myths of Mammography)12.2025 – Full Page (Support Groups)	

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

Titusville Playhouse Playbill (Based on number of monthly performances)**3,500**

- 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)

Broadcast and Digital Ad Impressions**934,673****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

Social Media Channels**1,162,530****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
-----------------------	------------------

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

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
Grand Total			3,846.1

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.

Summary of Total Impressions**8,688,458****News Releases Issued by Parrish****135,950**

- 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 100th 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****News Releases Issued by Others****41,020,000**

- 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 TITUSVILLE

MORE ROOM TO CARE, MORE WAYS TO HELP

Parrish Healthcare Center North Titusville is designed to provide even greater access to the quality care you know and trust. Featuring 100,000 square feet, the center offers a range of women's cancer care and more. Right here, close to home.

- Oncology: Cancer Care, Radiation, Infusion Services and Cancer Imaging
- Gynecological Surgery
- Hematology
- Infusion Services
- Laboratory Services: Fully accredited by the College of American Pathologists, we offer breast, drug, gynecology and other tests, rapid results, online lab results, blood bank services and more.
- Medical Offices

1000 North Washington Avenue
Titusville, FL 32781

Visit parrishhealthcare.com/northtitusville or call 321-269-4066

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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 Healthcare, we're redefining cancer care with a focus on individual needs. By combining leading-edge treatments with personalized care, we'll build a care plan tailored just for you.

Visit parrishhealthcare.com/oncology

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Healing Experiences for Everyone All the Time®



Gift of Light

**THURSDAY,
DECEMBER 4TH
5:00-7:30 PM**

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

For more information visit parrishhealthcare.com/giftoflight

PARRISH MEDICAL CENTER
PARRISH HEALTHCARE

**Presenting Sponsor
Josh & Laura Norris**
All proceeds benefit
Parrish Medical Foundation

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



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

VRA
Volunteer Recognition Awards

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PARRISH HEALTHCARE
WOMEN'S HEALTH

Lifelong Wellness. We're With You.

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BATTLING THE MYTHS OF Mammography

It's expensive, it can be painful, and a few other misconceptions we wish to explore.

Myth 1: Insurance won't cover it, or I won't be able to afford the co-pay/deductible.
"Mammography is usually covered under most health plans, including Medicare, once a woman reaches an age determined by the insurer," says Shannon Lyles, RN, BSN, Parrish HealthCare's Oncology Navigator.
If you have Medicare and are age 65 or older, Medicare pays for most of the cost of screening mammograms every 12 months.

Myth 2: The test is too painful.
Yes, the test can be a bit uncomfortable, but most women don't consider it painful. Compression helps hold the breast still, even out the breast tissue and allows lower doses of X-ray to be used. If you feel pain, speak up. The technologist may be able to lower the compression and reduce some of the pressure on your breast. And remember that any discomfort is brief, the actual X-ray takes less than a minute.

HAVE QUESTIONS ABOUT BREAST CONDITIONS, EXAMINATIONS AND TESTS?

Shannon Lyles, RN, BSN, Parrish HealthCare Oncology Navigator, is here to help.
Contact Shannon at 321-268-6133, ext. 3544.

Myth 3: I just don't have time.
From start to finish, the new dimensional (3D) mammogram offered at Parrish HealthCare takes 10 to 15 minutes. State-of-the-art technology, such as 3D, makes it easier for providers to diagnose certain types of breast abnormalities, especially in women with dense breasts. The result? Early detection and better outcomes reduce the number of deaths from breast cancer for women ages 40 to 69, especially those older than 50.

Myth 4: Breast cancer only affects older women.
Breast cancer can occur at any age. Additional factors that may raise your risk include obesity, heavy alcohol consumption and a sedentary lifestyle.

 Schedule your mammogram today!
Call 321-268-6133



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COMMUNITY SUPPORT GROUP SCHEDULE

A.W.A.K.E. Sleep Support Group
Meets the second Thursday monthly, 8:00-9:00 PM
Parrish HealthCare Center, Kanawha Conference Room
5000 Port St. John Parkway, Port St. John
Contact: Sheri Lyles at 321-268-6133, ext. 3544

Cancer and Survivor Support Group
Meets the first Wednesday monthly, 4:00-5:00 PM
Parrish HealthCare Center, North Brevard, Conference Room
100 North Washington Avenue, Titusville
Contact: Shannon Lyles at 321-268-6133, ext. 3544

Caring for Caregivers Support Group
Meets the second Thursday (only in December), 8:00-9:00 AM
Heritage Hall, 600 North Washington Avenue, Titusville
Contact: Sheri Lyles at 321-268-6133

Early Stage Community Play Date
Not meeting in December

The Children's Center
5000 North Washington Avenue, Titusville
Contact: Mary Lyles at 321-268-6133

Freefall Café
Presented by St. Francis Healthcare Life/Stage Care and Parrish HealthCare
Meets the first Wednesday monthly, 10:00-11:00 AM
Heritage Hall, Parrish Health Village
600 North Washington Avenue, Titusville
Contact: Sheri Lyles at 321-268-6133

Men's Support Group
Meets the first (and third) Monday (only in December), 10:00-11:00 AM
The Children's Center
5000 North Washington Avenue, Titusville
Contact: Mary Lyles at 321-268-6133

Parkinson's Support Group
Meets the second Tuesday monthly, 1:00-2:00 PM
Parrish Health (P. Health) Center
3000 US Highway 1 North, Titusville
Contact: Barbara Frazier at 321-268-6133 or barbara.frazier@parrishhealthcare.com

Stroke and Heart Survivors Support Group
Meets the first Tuesday monthly, 2-4 PM
Heritage Hall, Parrish Health Village
600 North Washington Avenue, Titusville
Contact: Sheri Lyles at 321-268-6133

Studs to Quilt Sewing Meet
Meets the first Tuesday (only in December), 5:00-7:00 PM
Parrish Health Center, Conference Room 6
600 North Washington Avenue, Titusville
Contact: Mary Lyles at 321-268-6133



Visit parrishhealthcare.com/events for information and to register



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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.

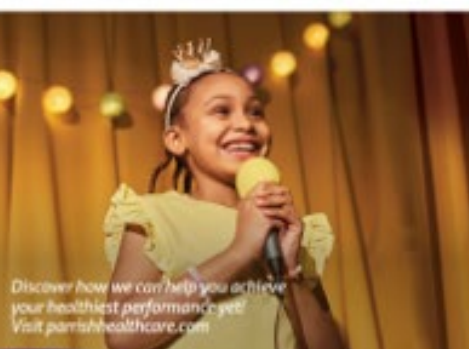
Count on Parrish HealthCare's primary care team for same-day and next-day appointments for non-emergency needs.

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.




Discover how we can help you achieve your healthiest performance yet!
Visit parrishhealthcare.com



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Congratulations to All Volunteer Recognition Award Finalists

On behalf of Parrish Healthcare, we extend our sincere gratitude for your commitment to service and for the meaningful difference your individual and collective efforts have made on behalf of the citizens of Brevard County.

PARRISH HEALTHCARE

parrishhealthcare.com
 Making Experiences for Everyone All the Time®

HAPPY Holidays

May your holidays be filled with joy, peace and good health as we celebrate the spirit of the season together.



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Give yourself the gift of wellness this season!

PARRISH HEALTHCARE



Changing Lives One Step at a Time



PARRISH HEALTHCARE
ORTHOPEDICS

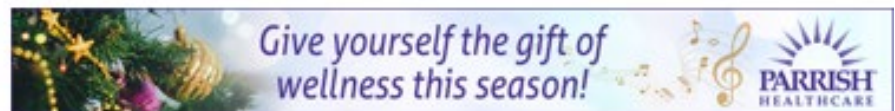
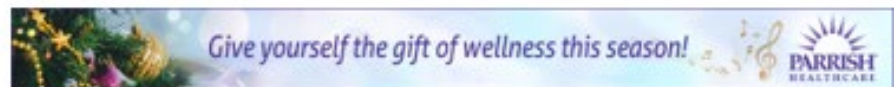
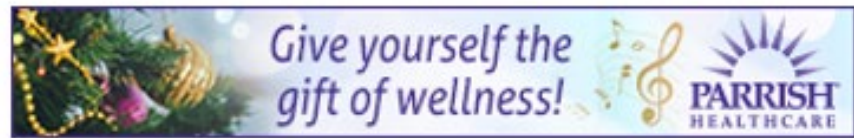
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DIGITAL ADS



BILLBOARDS



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BULLETIN #005514



BULLETIN #005333



BULLETIN #005331



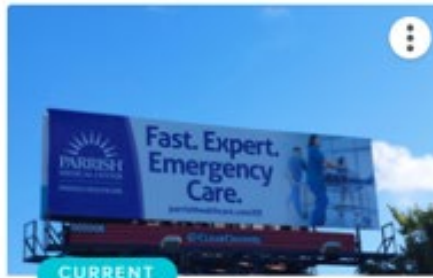
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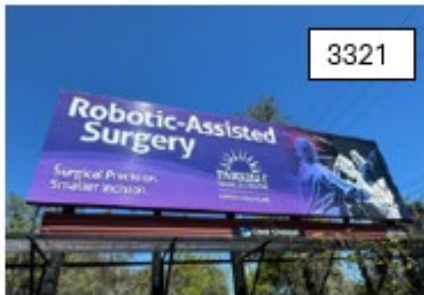
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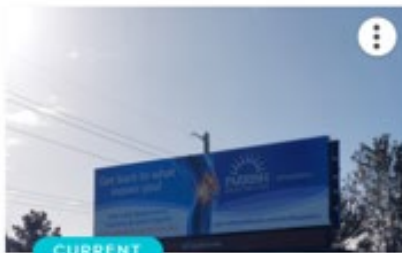
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