

MEMORANDUM

TO: Dan Diesel, Mayor, City of Titusville
Joe C. Robinson, Vice Mayor, City of Titusville
Herman A. Cole, Jr, Col. USAF (Retired), Council Member, City of Titusville
Jo Lynn Nelson, Council Member, City of Titusville
Dr. Sarah Stoeckel, Council Member, City of Titusville

FROM: George Mikitarian, President/CEO

SUBJECT: Semiannual Report to the City of Titusville

DATE: September 2024

Attached please find Parrish Medical Center's semiannual report. This report includes:

- Listing of recent news releases, awards & recognitions
 - Full copies of releases available at parrishmed.com/newsroom
- Listing of recent additions to the PMC Medical Staff/Parrish Medical Group
- Copies of LifeTimes quarterly community newsletter available at parrishhealthcare.com/lifetimes.
- Copies of select Healing Moments Patient Stories
- Copy of Power Point Presentation (as separate attachment)

Additional information is available online at parrishmed.com, such as links to:

- State comparative data (parrishmed.com/quality)
- Community Health Needs Assessment and Implementation Plan ([parrishmed.com/community benefit](http://parrishmed.com/community%20benefit))
- Public Board of Directors meeting agendas and minutes (parrishmed.com/leadership)

Thank you for your continued support of your public, community medical center, Parrish Medical Center, One of America's Finest Healing Environments[®]. Please let me know if I may provide any additional information.

Pc: Commissioner Rita Pritchett, District 1
Scott Larese, City Manager
Board of Directors, Parrish Medical Center
Media Copy

PRESS RELEASES

PARRISH HEALTHCARE AND HEALTH FIRST RESOLVE DIFFERENCES; STRUCTURE A NEW RELATIONSHIP BREVARD'S NOT-FOR-PROFIT HEALTH SYSTEMS ARE FOCUSED ON THE FUTURE OF HEALTHCARE

Parrish Healthcare and Health First leaders announce a new day for Brevard's not-for-profit health systems. The two health systems have resolved their legal differences and are structuring a new relationship that is focused on the future of healthcare on behalf of the Brevard community. While the details of the new relationship are not yet finalized, the community can expect the lawsuit between the two organizations to be settled and the two organizations working more collaboratively together with a focus on the future of healthcare for Brevard and expanded access to affordable care for all. Parrish's Chairman of the Board Robert Jordan was instrumental in bringing Parrish Healthcare President/CEO George Mikitarian and a team of Health First leaders including Paula Just, Chief Administrative Officer, Nicholas Romanello, Chief Legal Officer and Brett Esrock, then Chief Financial Officer and Chief Operating Officer together upon the departure of Health First's former leaders to structure a new collaborative relationship between the two organizations.

PARRISH HEALTHCARE WELCOMES MICHAEL MOEHRING, CPA, MBA, CHFP AS ITS NEW VICE PRESIDENT, FINANCE/CHIEF FINANCIAL OFFICER (CFO).

Mr. Moehring is a results-driven corporate finance executive with more than 31 years of experience building, leading and advising healthcare organizations in expansion and capital planning. In this role, Moehring will oversee our finance and accounting operations, bringing valuable insights and strategies to help Parrish Healthcare achieve and exceed outlined operational goals. Michael's expertise will be instrumental in the continued growth and success of Parrish Healthcare.

POSITIVE FINANCIAL PERFORMANCE RESULTS FROM INDEPENDENT REVIEW AS A FLORIDA SPECIAL DISTRICT FINANCIAL TURNAROUND CONTINUES

It (2023) was our post-Pandemic year of strategic investments and recruitments. We recruited new top-quality-providers to replace the 25% that left during the Pandemic. We also invested in new equipment and technology, such as the DaVinci and Velys Robotic systems, to support the new providers. Collectively these investments and expenses, required more than \$20 million to be spent in 2023 above our budget. While it takes time for new providers to get established before generating revenue, our investments—together with our dedicated focus on quality, safety, access, efficiency, and patient experiences—are paying dividends today! I am pleased to share with the public, in full transparency, the positive financial performance results from the Independent Review as conducted by nationally top-ranked CPA and hospital/health system operating performance audit firm, PYA, P.C. (PYA).

PARRISH MEDICAL CENTER PROUD TO ANNOUNCE EXTRAORDINARY YEAR. CREDITS EMPLOYEES AND MEDICAL STAFF FOR EXTRAORDINARY SUCCESSES.

Parrish Medical Center (PMC) is proud to announce an extraordinary year of successes—a post-pandemic resurgence punctuated by growth, expansion, and enhancement of programs and services for the benefit of the North Brevard community. Undaunted and unrelenting in its focus on fulfilling its mission, North Brevard's Parrish Medical Center continues to serve as a resilient and formidable force among independent, public, not-for-profit community health systems in the state of Florida and beyond—all **without taxing** the community for more than 29 years.

INDEPENDENT REVIEW AS A FLORIDA SPECIAL DISTRICT ASSERTS PARRISH MEDICAL CENTER DELIVERS THE SAME, OR BETTER, QUALITY CARE THAN ITS PEERS

To evaluate PMC's relative quality, PYA used elements of the Institute of Medicine's (IOM) domains for quality specifically using the following three (3) dimensions—safe, patient-centered, and timely. Also used were generally-accepted and comparable data elements from several sources such as: 30-day "all cause" hospital wide readmission rate; deaths among patients with serious treatable complications after surgery; Leapfrog Group safety rating; CMS/Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) star rating; and average time patients spent in the Emergency Department(ED) before leaving from the visit. **After assessing PMC relative to the quality criteria presented, PYA wrote in its report, "believe the organization is committed to providing quality care as stated in its mission, vision, and values statements as well as submitted performance data, and is delivering comparable or better quality than its peers."**

PARRISH MEDICAL CENTER EARNS 5-STARS FROM FPQC ACHIEVING EXCELLENCE ACROSS FIVE QUALITY MEASURES IN POSTPARTUM ACCESS AND CONTINUITY OF CARE

Parrish Medical Center (PMC) is proud to announce that it has earned five-stars from the Florida Perinatal Quality Collaborative (FPQC) for achieving excellence across five quality measures in postpartum access and continuity of care (PACC). According to FPQC, among the PACC quality measures are completing a postpartum risk assessment; checking vital signs before hospital discharge to make sure mothers are stable; scheduling and educating patients about the benefits of the 2-week Post Birth Health check before hospital discharge; and raising awareness and training among emergency medicine clinicians about postpartum risks and warning signs. "This recognition underscores Parrish Medical Center's commitment to advancing maternal and infant health through high-quality, evidence-based practices," said Robert Jordan, Parrish Medical Center Chairman of the Board.

PARRISH MEDICAL GROUP AWARDED NCQA PATIENT-CENTERED MEDICAL HOME CERTIFICATION COMPREHENSIVE, COORDINATED, ACCESSIBLE, QUALITY CARE FOCUSED ON THE WHOLE PERSON

Parrish Medical Group Primary Care Practices, with locations in Titusville and Port St. John, have again been awarded the highest level of certification (level 3) as Patient-Centered Medical Homes(PCMH) from the National Committee for Quality Assurance (NCQA), the most widely adopted evaluation program in the United States. Through a rigorous review process conducted by the NCQA, PMG has earned this distinction since 2015. "NCQA Patient-Centered Medical Home Recognition raises the bar in defining high-quality care by emphasizing access, health information technology and coordinated care focused on patients," said NCQA President Margaret E. O'Kane. "Recognition shows that Parrish Medical Group has the tools, systems and resources to provide its patients with the right care, at the right time."

OFFICE OF INSPECTOR GENERAL (OIG) FOR FLORIDA'S AGENCY FOR HEALTH CARE ADMINISTRATION (AHCA) ISSUES FAVORABLE REPORT

Parrish Medical Center is pleased to announce that its prior practice regarding Low Income Pool (LIP) funds transfers has been validated as appropriate despite allegations to the contrary. The OIG issued a favorable report and has found as "**Unsubstantiated**" (emphasis in the report) the allegations that a Division of Medicaid employee redistributed LIP funding between Parrish and Halifax Health in violation of Centers for Medicare and Medicaid Services (CMS) guidelines—the responsible federal agency. A "Whistle-blower" had incorrectly alleged, and continues to incorrectly allege even after this ruling by the State Agency, that the LIP funds transactions somehow violated federal law. The OIG, however, found that "witnesses interviewed confirmed the Agency submitted this process to CMS and received CMS approval..."The "Whistle-blower" was provided by the OIG numerous opportunities to submit documentation or information, as outlined in a Memorandum to the Chief Inspector General, dated January 16, 2024. "The Whistle-blower did not provide information or

documentation that affects the findings of the report,” wrote the OIG. Parrish Medical Center President/CEO George Mikitarian, commented: “The OIG’s comprehensive report and finding of **“Unsubstantiated”** validates Parrish’s business practices are sound and compliant. We are proud of our record of service to the patients and community we have the honor to serve. And, we will continue to work in cooperation with all governmental agencies in the funding of the care provided to our low income/charity care patients.” For more information, including a complete copy of the OIG’s report, visit parrishhealthcare.com/news.

PARRISH MEDICAL CENTER ANNOUNCES NEW EMERGENCY DEPARTMENT MEDICAL DIRECTOR CHRISTOPHER RAJAN, DO, DEVELOPING NEW PATIENT EXPERIENCE INITIATIVES AND ADVANCING QUALITY CARE METRICS TO BE PRIMARY AREAS OF FOCUS

Parrish Medical Center (PMC) is pleased to announce the appointment of Christopher Rajan, DO, as the new Medical Director of the Emergency Department. In his role as medical director, Dr. Rajan’s primary areas of focus will be to develop new patient experience initiatives and lead the advancement of continuous quality improvement metrics. Dr. Rajan joined PMC’s Emergency Department three years ago through the medical center’s longstanding partnership with TeamHealth, the leading national physician practice in the United States.

PARRISH MEDICAL CENTER EMERGENCY DEPARTMENT CREATING SOLUTIONS FOR ER WAIT TIMES TEAM COMPLETES TWO-DAY GEMBA WALK AND LEAN SIX SIGMA WORKSHOP

Parrish Medical Center (PMC) Emergency Department (ED) team recently completed a two-day Gemba and Lean Six Sigma Workshop focused on creating solutions for ER wait times. The workshop was led by TeamHealth, PMC’s longtime national emergency physician service provider partner, specifically Theresa Tavernero, RN, PhD, MBA, TeamHealth Senior Vice President Performance & Innovation Consults. Leveraging TeamHealth’s national emergency department efficiency expert, the intensive two-day workshop included ED leadership, doctors, nurses, techs as well as clinical and nonclinical representatives from each department involved in the care of ED patients such as lab, imaging, case management, registration, patient experience, etc. Using Lean Six Sigma process improvement principles, including Gemba Walk, (term used for a management practice to understand the current situation through direct observation and inquiry before taking-action), the team was empowered to innovate and to challenge conventional ED operational practices to create patient-centered solutions that not only tackle ER wait times, but that streamline overall operational efficiency and improve patient experiences.

PARRISH MEDICAL CENTER APPOINTS ER PHYSICIAN, DAVID OLSON, DO, AS PATIENT EXPERIENCE CHAMPION

Parrish Medical Center (PMC) is pleased to announce the appointment of Emergency Medicine Physician David Olson, DO, as the patient experience physician champion of the Emergency Department. In his role as physician champion, Dr. Olson will work under the direction of PMC Emergency Department Medical Director Dr. Rajan, assigned to “champion” the solutions to improve the patient experiences including solutions for reducing ER wait times.

PARRISH MEDICAL GROUP CARDIOLOGY WELCOMES MAHMOUD BARBARAWI, MD

Parrish Healthcare is pleased to welcome Board-Certified Interventional Cardiologist Mahmoud Barbarawi, MD, to Parrish Medical Group. Dr. Barbarawi received his medical degree from Hashemite University in Zarqa, Jordan and completed his residency in internal medicine at Hurley Medical Center at Michigan State University. His clinical specialties include, but are not limited to the diagnosis, treatment and management of heart disease, peripheral arterial disease, as well as structural heart disease and congenital heart defects. He is accepting new patients. Offices in Titusville and Port St. John.

PARRISH MEDICAL GROUP CARDIOLOGY WELCOMES ANDRE GABRIEL, MD

Parrish Healthcare is pleased to welcome Board-Certified Interventional Cardiologist Andre Gabriel, MD, to Parrish Medical Group. Dr. Gabriel received his medical degree from St. George's University School of Medicine and completed his residency at the University of Connecticut. He received specialized training in all aspects of vascular disease including coronary and peripheral interventions. Dr. Gabriel is board certified in internal medicine, cardiovascular disease, echocardiography and nuclear cardiology. In addition, he has earned the distinguished title of Registered Physician in Vascular Interpretation. He is accepting new patients. Offices in Titusville and Port St. John.

PARRISH MEDICAL GROUP WELCOMES OB-GYN LARA GABAS MOLINA, MD

Parrish Healthcare and Parrish Medical Group are pleased to welcome Obstetrician and Gynecologist (OB-GYN) Lara Gabas Molina, MD. Dr. Molina joins Parrish Medical Group's OB-GYN practice, located inside Parrish Healthcare Center at 250 Harrison Street, Titusville, FL (Titus Landing). Dr. Molina has more than 15 years of experience caring for women and holds a Junior Fellowship with The American College of Obstetricians and Gynecologists. Dr. Molina completed medical school at Pontificia Universidade Católica de São Paulo Faculty of Medicine in Sorocaba-SP, Brazil. She then completed her residency as an OB-GYN at both Mount Sinai Hospital Chicago in Chicago, Illinois and Bronx Care Health System in Bronx, New York.

PARRISH MEDICAL GROUP OB-GYN WELCOMES CERTIFIED MIDWIFE JUDITH SIRON, APRN

Parrish Healthcare and Parrish Medical Group are pleased to welcome midwife and advanced practice registered nurse (APRN) Judith Siron. Siron joins Parrish Medical Group's Obstetrics and Gynecology practice, located inside Parrish Healthcare Center at 250 Harrison Street, Titusville, FL (Titus Landing). Siron has been a Certified Nurse Midwife for more than 31 years and has helped welcome more than 3,000 babies into the world. Her professional passion lies in caring for expectant women of all ages and backgrounds and guiding them through each stage of pregnancy and delivery. New patients are welcome. Most insurance plans accepted.

PARRISH MEDICAL GROUP OB-GYN WELCOMES MIDWIFE RAQUEL JUSTINIANO-GONZALES

Parrish Healthcare and Parrish Medical Group (PMG) are pleased to welcome Licensed Midwife Raquel Justiniano-Gonzales. Ms. Justiniano-Gonzales joins Parrish Medical Group's Obstetrics and Gynecology (OB-GYN) practice under the supervision of Board-Certified OB-GYN Manuel Navas, MD, where she will be providing collaborative care to expectant mothers in the office and during delivery. Ms. Justiniano-Gonzales received both her master in public health degree and bachelor's degree in midwifery from the National University of Entre Rios in Entre Rios, Argentina. Ms. Justiniano-Gonzales is bilingual in English and Spanish.

PARRISH MEDICAL GROUP WELCOMES PRIMARY CARE PHYSICIAN ANITESH JASWAL, MD

Parrish Medical Group is pleased to welcome Occupational Health and Primary Care Physician Anitesh Jaswal, MD, to the Brevard community. Dr. Jaswal joins Parrish Medical Group's Occupational Health and Primary Care practice, located at 494 North Washington Avenue, Titusville, FL. Dr. Jaswal offers a range of services including annual physicals, drug screenings, injury prevention education, health coaching and health risk assessments. He has an active interest in community health and ensuring quality access to healthcare for all.

PARRISH MEDICAL GROUP PRIMARY CARE WELCOMES GARY CHEE SENG OH, BSC HON, MD

Parrish Healthcare and Parrish Medical Group are pleased to welcome Gary Chee Seng Oh, BSc Hon, MD. Dr. Oh is a Family Medicine Physician with Parrish Medical Group Primary Care, located at 250 Harrison Street, Titusville, FL.

PARRISH MEDICAL GROUP WELCOMES PRIMARY CARE PROVIDER ANDREANA LEGGETT, APRN

Parrish Healthcare and Parrish Medical Group are pleased to welcome Advanced Practice Registered Nurse (APRN) Andreana Leggett. She joins Parrish Medical Group's Primary Care practice, located inside Parrish Healthcare Center, at 250 Harrison Street, Titusville, FL (Titus Landing) as an advanced family medicine nurse practitioner (NP). Leggett earned her Bachelor of Science in Nursing degree from Herzing University in Orlando, FL and her Master of Science in Nursing degree from South University in Orlando, FL. She has received advanced educational training in pediatric advanced life support, basic life support, advanced cardiovascular life support and as a family nurse practitioner. Leggett also currently holds certification from the National Institute of Health in the administration and scoring of the stroke scale. New patients are welcome, most insurance plans accepted.

PARRISH MEDICAL GROUP WELCOMES PHYSICIAN ASSISTANT KATIE PATE, MPAS, PA-C

Parrish Medical Group is pleased to welcome orthopedic physician assistant Katie Pate to the Brevard community. Pate joins the practice of Parrish Medical Group Orthopedics conveniently located at Parrish Healthcare Center, 5005 Port St. John Parkway Suite 2200, Port St. John, FL 32927 and Parrish Healthcare Center, 250 Harrison Street, Titusville, FL 32780.

PARRISH MEDICAL GROUP WELCOMES BOARD-CERTIFIED HUSBAND AND WIFE TEAM TO THE COMMUNITY GASTROLOGIST RAHUL CHAUDHARI, MD AND PATHOLOGIST JIGISHA CHAUDHARI, MD

Parrish Healthcare and Parrish Medical Group are pleased to welcome Board-Certified Gastrologist Rahul Chaudhari, MD, and Pathologist Jigisha Chaudhari, MD, to the Brevard community. Dr. Rahul Chaudhari joins the Parrish Medical Group Gastroenterology practice, located inside Parrish Healthcare Center at 250 Harrison Street, Titusville, FL (Titus Landing). Dr. Chaudhari received his bachelor of medicine and bachelor of surgery degree from Smt. NHL Municipal Medical College in Ahmedabad, India. He completed fellowship training at the Virginia Commonwealth University Medical Center in Richmond, Virginia, and his residency at Pennsylvania Hospital of University of Pennsylvania Health Systems in Philadelphia, Pennsylvania and Civil Hospital in Gujarat, India. Dr. Jigisha Chaudhari, joins Parrish Medical Center Pathologist Dr. Pedro Carmona working within the medical center's pathology department.

PARRISH HEALTHCARE OPENED ITS FOURTH OUTPATIENT LABORATORY SERVICES LOCATION (April 1, 2024)

The new lab services are located inside Parrish Health and Wellness Center, 3065 Columbia Boulevard, Suite C104, Titusville, Florida 32780. Outpatient laboratory services, including but not limited to, routine blood tests, glucose tests, lipid panels, urine tests, stool tests, drug tests, and more, are available Monday through Friday from 7AM – 3:30PM. Walk-in appointments are welcome.

PARRISH HEALTHCARE IS PLEASED TO ANNOUNCE IT HAS BEEN RECOGNIZED BY HEALTHCARE SUPPLY CHAIN LEADER GLOBAL HEALTHCARE EXCHANGE (GHX) AS A RECIPIENT OF THE INAUGURAL SUPPLY CHAINS OF DISTINCTION AWARD.

Industry-leading supply chains have evolved to become more automated, data-driven and resilient, giving rise to a set of best practice "perfect order" metrics that measure an organization's supply chain performance. The Supply Chains of Distinction Award honors the top performing hospitals and health systems in North America that excelled in driving best-in class supply chain operations.

PARRISH MEDICAL CENTER IS PROUD TO ANNOUNCE THAT FOUR DEDICATED CARE PARTNERS COMPLETED HURRICANE THEME WEEK AT FEMA'S CENTER FOR DOMESTIC PREPAREDNESS (CDP).

The weeklong event was tailored for emergency management personnel in hurricane-prone areas and offered crucial training courses aimed at enhancing preparedness and response capabilities.

PARRISH MEDICAL CENTER WAS ONE OF SIXTY (60) HOSPITALS THROUGHOUT CENTRAL FLORIDA THAT PARTICIPATED IN A FULL-SCALE MASS CASUALTY PREPAREDNESS EXERCISE APRIL 25, 2024.

This exercise was sponsored by the Central Florida Disaster Medical Coalition, a not-for-profit organization that operates to build, strengthen and sustain a healthcare preparedness and response system within Central Florida. The goal of the exercise was to prepare local hospitals, medical professionals, emergency response personnel and law enforcement to respond to a catastrophic incident should one take place in Central Florida. More than 1,700 student-volunteers participated in the preparedness exercises acting as both victims and working in supportive roles throughout the exercise efforts.

PARRISH MEDICAL CENTER LABORATORY EARNS COLLEGE OF AMERICAN PATHOLOGISTS ACCREDITATION

The Accreditation Committee of the College of American Pathologists (CAP) has awarded accreditation to Parrish Medical Center Laboratory, Titusville, Florida based on the results of a recent on-site inspection as part of the CAP's Accreditation Programs. Recognized for rigorous and robust standards, CAP accreditation elevates quality and mitigates risk, an important way that laboratories can contribute to improved patient outcomes.

DR. KEVAT PATEL ELECTED AS A FELLOW OF THE AMERICAN COLLEGE OF PHYSICIANS (ACP)

Kevat Patel, MD, MS, CHCQM, FACP, an internist practicing at Parrish Medical Center, has been elected as a Fellow of the American College of Physicians (ACP), the society of internists. The distinction recognizes achievements in internal medicine, the specialty of adult medical care. He may now use the letters "FACP" after his name in recognition of this honor. Dr. Patel is affiliated with Parrish Medical Group and is a board-certified physician advisor. He is board certified in internal medicine by the American Board of Internal Medicine. Dr. Patel is a diplomate of the American Board of Internal Medicine (ABIM) and American Board of Quality Assurance and Utilization Review Physicians (ABQURP).

PARRISH MEDICAL CENTER'S MIKITARIAN NAMED ONE OF THE TOP COMMUNITY HOSPITAL CEO'S BY BECKER'S HOSPITAL REVIEW FOR TWO CONSECUTIVE YEARS

Parrish Medical Center President/CEO George Mikitarian, DHA, FACHE, has again been named by Becker's Hospital Review as a top "Community Hospital CEOs to Know" (2024). This is the second consecutive year Becker's has recognized Dr. Mikitarian among the nation's top "CEO's to Know." According to Becker's, "Community hospitals are often the unsung heroes in healthcare, and CEOs are tasked with managing the delivery of coordinated and affordable community care." This is particularly true of independent, public, not-for-profit community hospitals, like Parrish Medical Center (PMC), that lack the material financial and other resource "cushions" enjoyed by large, multi-hospital systems or for-profit systems, as observed within a recent study published by PYA, a nationally top-ranked CPA firm.

PARRISH MEDICAL CENTER'S CHRIS MCALPINE INCLUDED IN BECKER'S HOSPITAL REVIEW 2024 CHIEF TRANSFORMATION OFFICERS TO KNOW LIST

Parrish Medical Center Sr. Vice President and Chief Transformation Officer Chris McAlpine has been included in the 2024 "Chief Transformation Officers to Know" list from Becker's Hospital Review. According to Becker's Hospital Review, "Chief transformation officers are instrumental in driving substantial, long-term change within hospitals and health systems. They accomplish this by setting clear objectives, launching initiatives aligned with those goals, and motivating their teams to embrace and execute these changes. Executives featured on the list

enable their organizations to not only navigate an ever-evolving healthcare landscape, but also excel, guiding them through transformative processes that ensure continued success.” McAlpine is one of 48 chief transformation officers included on the list.

RECENT ADDITIONS TO MEDICAL STAFF & PARRISH MEDICAL GROUP (Since March 2024)

Pate, Katherine L, PA-C	4/8/2024	Orthopedic Physician Assistant
Siron, Judith A., MSN, CNM	7/26/2024	Certified Nurse Midwife
Anthony, Angela S., APRN	7/26/2024	Family Medicine
Barbarawi, Mahmoud O., MD	8/5/2024	Interventional Cardiology
Gabriel, Andre, MD	8/5/2024	Interventional Cardiology
Jaswal, Anitesh, MD	8/5/2024	Family Medicine
Chaudhari, Rahul B., MD	8/5/2024	Gastroenterology
Chaudhari, Jigisha, MD	8/5/2024	Pathology
Justiniano-Gonzales, Raquel, LM	8/20/2024	Licensed Midwife
Szoke, Ervin, MD	9/3/2024	Endocrinology
Zhang, Yanchun, MD	9/3/2024	Neurology

LIFE STORIES | HEALING EXPERIENCES

Weekly, Parrish Healthcare shares stories of how our care partners serve to fulfill our mission. Attached below are a select few of the most recent stories. Additionally, we invite you to subscribe to our YouTube channel to hear first-hand stories of healing experiences received at Parrish Healthcare, where the art of healing comes to life. Visit parrishhealthcare.com click on the YouTube icon at the top of the page or visit parrishhealthcare.com/patient-stories.

Healing Moments

Weekly Huddle Story

April 17, 2024



A 'Palace' of Healing for Shawn

Ensuring the greatest quality of service and care means each and every Care Partner approaches his or her daily activities from a place of healing that lives within our hearts and is expressed through our actions—actions that are rooted in our shared values: **Safety, Loyalty, Integrity, Compassion, Excellence and Stewardship.**

A grateful patient, Shawn, recently wrote and expressed her gratitude. “This is my heartfelt thank you to everyone and I mean everyone, that either touched my skin, bones, blood but not to forget my heart inside, meaning my spirit and my soul.” Shawn’s newly-adopted 60-pound yellow lab knocked her off her feet, causing bones in her left leg to break. After her neighbor called 911, Shawn was taken by ambulance to Parrish’s Emergency Department (ED).

Shawn expressed, “I am grateful for the ED Team, who endured my screams. My surgeon, Dr. Parry, who had common sense to back out of my surgery the day I was brought in and to order what was truly needed to repair my leg. He even straightened the bones and wrapped them up so great that I could hardly feel them move until the real surgery took place. My anesthesiologist, Dr. Jacobs, took the time to listen to my history and determined it safer for my lungs to block off my leg. The nurses who cared for me were incredible; Loren Ramos, Becca Skinner, Marcella Buckhalt and Lauren Honerlaw. My CNA, Aniya Fayson, will remain in my heart forever. Along with the whole respiratory team, who were amazing! At Parrish I was treated with the utmost respect and dignity by all and I thank you.”

Then, a note from her son Stephen came along, which read:

As I write to you, I'm echoing the heartfelt message of my mother, Shawn, who shared about her recent stay at your exceptional facility. Her profound words paint a vivid picture of the care and compassion she experienced, which not only uplifted her spirits but also deeply comforted our family during a challenging time. Her account of her journey through recovery, under your care, has moved us beyond words.

My mother is the cornerstone of our family—a source of love, strength, and guidance that we have leaned on throughout our lives. Seeing her in pain was incredibly difficult for us, making the care and kindness she received from each of you all the more significant. The dedication, empathy, and professionalism she encountered at every turn did not just aid her physical healing but also provided our family with immense peace of mind, knowing she was in such capable and caring hands.

*In her words, your hospital became a **palace of healing**—where every individual, from staff to patients, is treated with the utmost respect and dignity. This sentiment deeply resonates with us, highlighting the remarkable environment you have cultivated. To us, my mother is irreplaceable, her well-being paramount, and your actions have shown us that she was as valued by you as she is by us.*

On behalf of our entire family, I extend our deepest gratitude to everyone involved in her care. Your remarkable compassion and professionalism have not only aided her recovery but have also significantly eased our worries, reinforcing our belief in the goodness and dedication of healthcare professionals like yourselves.

Care Circle Discussion Topic: From a place of healing, a palace of healing stands. What resonates most with you about Shawn’s patient experience? [pause to allow for responses]

Quote of the Week: “As we express our gratitude, we must never forget that the highest appreciation is not to utter words, but to live by them.” -John F. Kennedy

Healing Moments

Weekly Huddle Story

April 24, 2024



A Sense of Purpose

Many volunteers share that the reason they volunteer is because it makes them feel good. Research has also shown that volunteering has positive health benefits. According to the American Heart Association, when compared to non-volunteers, volunteers had less depression and anxiety, higher self-esteem, a higher reported sense of life satisfaction, greater happiness and a greater sense of meaning in life.

Parrish Healthcare is deeply grateful for all our volunteers, knowing that they dedicate their valuable time because they care. As the saying goes, *"Volunteers don't necessarily have the time; they just have the heart."*

This week, we are celebrating National Volunteer Week. In their honor, we share the following kind remarks made about our amazing Volunteer Care Partners.

- From Patient Experience: *"Our volunteers are the most selfless individuals that I have had the pleasure to work alongside. I feel proud to lead such a great group of men and women who love giving back to our community through volunteering."*
- From the Children's Center: *"From playing with the children to fixing broken toys, our volunteers do it all. It's a joy to see the smiles in the room when they are interacting with the kids. They get to know the children: their likes, what makes them sad, their favorite books. They give hugs, wipe tears, sing songs and celebrate with them. They truly are a part of our Children's Center family and we appreciate all they do beyond measure."*
- From Communications: *"Our volunteers are simply the best. They show up every week with a genuine smile on their face and a willingness to do whatever they can to help our team. They bring laughter to our hall and are a pleasure to be around. We appreciate everything they do for us."*
- From Human Resources: *"Janie is a beloved volunteer that we have the pleasure to work with. She has been a huge part of the HR team for many years now. She is pleasant, supportive and diligent with any items she assists with. Janie provides support in various projects like organizing and scanning. The HR team is thankful to have a volunteer that does not just help with projects but is also someone who brightens the office with her charismatic personality whenever she is here."*

Parrish Volunteer Care Partners are a dedicated and humble group who prefer to give healing experiences rather than receive them. They play an essential role throughout our Parrish Healthcare system of care. With more than 129 members, they contribute approximately 13,000 hours of volunteer service each year. Take time this week and express your appreciation for their healing work.!

Care Circle Discussion Topic: When you think about volunteerism, what values or attributes of a person come to mind? [pause to allow for responses and listen for/recognize our core values SLICES.]

Quote of the Week: "Remember that the happiest people are not those getting more, but those giving more."
—H. Jackson Brown Jr.

Healing Moments

Weekly Huddle Story



June 12, 2024

Happy Birthday Zoe

Zoe was anxiously awaiting her 9th birthday party in just a few hours at Sky Zone when she started experiencing severe abdominal pain. Her concerned mother, April, rushed her to Parrish Medical Center's Emergency Department.

Zoe's medical condition was indeed serious. Understandably, April became nervous and emotional. Jeremy Austin, EMT, went into the room to give her an update on the plan of care. After talking for a few moments, April told Jeremy that, in addition to being worried about her daughter, she was sad because this meant they would have to cancel Zoe's birthday party that she was going to share with her 'Irish twin' brother, who was also at bedside with her.

When Jeremy heard about the situation, he immediately decided there was still a way both could be celebrated! He collaborated with his fellow Care Partners Sarah Thoms, LPN, and Jessica Coughlan, RN, to arrange an "Emergency Department Birthday Party" for Zoe and her brother. They brought in a birthday banner, stickers, some glove 'balloons' and a 'Heihei the Rooster toy' from the movie Moana to Zoe's room. As they sang an untraditional birthday song to Zoe and her brother, their mom and dad couldn't help but cry. They expressed deep gratitude for making the frightening experience as special as possible.

*Happy, happy birthday
From all of us to you.
Happy, happy birthday
From your ER crew!*

"This was such a selfless gesture. I want to make sure this team is recognized for their efforts. The best part was that they had no idea that I even worked at Parrish. My orientation was one week prior and this assured me that I had made the right choice to work here. I am proud to be a part of this team," said, April, a newly onboarded Medical Assistant at Parrish Medical Group.

Zoe told her mother, "She wants her birthday party at Parrish Emergency Department every year!"

Ericka Jacobs, Director, Emergency and Women's Services spoke about her team: "Our Care Partners went above and beyond, and this extraordinary act of kindness did not go unnoticed. Hearing this story brought tears to my eyes. The actions these Care Partners demonstrated aren't taught in school; they're rooted in a deep desire to serve people. I couldn't be prouder and more honored to work alongside them."

Such healing moments happen in all areas of Parrish Healthcare because, well, it's what we do. Each and every day, sometimes without even realizing the impact we are making, we are creating *Healing Experiences for Everyone All the Time*®.

Care Circle Discussion Topic: Can you recall a time when someone went out of their way with an act of kindness that you're still thankful for to this day? [pause to allow for responses]

Quote of the Week: "There are two ways of spreading light: to be the candle or the mirror that reflects it." -Edith Wharton



PARRISH PROUD | SUPPLEMENTAL INFORMATION

There are so many reasons for us to be Parrish Proud. Following is additional supporting information to complete our semi-annual report.

Parrish Medical Center Board of Directors Receives Stellar Results from Independent Review of Operating Performance as a Florida Special District

June 5, 2024



At the June 3, 2024, Board of Directors meeting of the North Brevard County Hospital District (d/b/a Parrish Medical Center) (the District, Parrish, and/or PMC), Chairman of the Board Robert Jordan received what he described as stellar results from an independent review of PMC's operating performance. PYA, P.C. (PYA) Principal, Strategic Planning Services Leader Brian Fuller and PYA Manager, Strategic Planning Services Dwight Tarwater prepared and presented the review. Following is the executive summary of the report.

In 2021, the Florida Legislature passed the Uniform Special District Accountability Act (s. 189.0695, F.S.) (the Act) which mandated all Florida Independent Special Districts (FISD), including public special district hospitals, conduct reviews of their operating performance as defined by the Legislature in the Act, utilizing independent, objective third parties experienced in the evaluation of hospital/health system operating performance.

Parrish Medical Center engaged PYA, P.C. (PYA), a national healthcare advisory and accounting firm, to evaluate its operating performance in accordance with the directives of the Act. PYA conducted a thorough review of available data and analyses related to the District's operating performance against established, best practice metrics and criteria, both over time and relative to defined peer organizations.

In addition, PYA interviewed a number of District stakeholders to ensure it understood and was able to represent PMC's operating performance in the context of historic and current market realities.

PYA evaluated the District's operating performance against its own historic trends, as well as relevant peer organizations, across the following, industry standard domains:

- Quality
- Access
- Community Benefit
- Cost
- Financial Performance

Highlights associated with the evaluation performed by PYA are summarized below.

Findings

- PMC excels in delivering safe, high quality care to its community. Quality improvement is a primary focus of PMC leadership. PMC has achieved marked improvement in quality over the years within those areas where PMC has invested its focus and resources. Most notably, according to the Leapfrog Group, PMC has moved from a C safety grade in Fall 2023 to an A grade by Spring 2024, a grade consistent with PMC's pre-pandemic safety performance levels.
- From an access perspective, PMC provides a broad set of services for a community the size of North Brevard County and is making investments to improve upon the access to care within the community. Specifically, PMC has added over 50 new healthcare providers and over 30 new programs since 2020. Further demonstrating its commitment to North Brevard County, PMC has invested over \$221 million through charity care, community building, and other benefit initiatives over the past decade.
- Even though PMC can tax its community, the Board of Directors, in its desire to not burden local taxpayers, has chosen not to seek tax support as a means of supporting hospital operations for the past 29 years. Since 2017, FISC hospitals have levied \$2.3 billion in *ad valorem* taxes collectively. Over the past 29 years, PMC, in its decision to not levy taxes on the community, has forgone \$42 million in potential tax revenue.
- Like most hospitals nationally, PMC faces a set of challenges that management has identified and is working to improve. Some examples include longer than desirable wait times in the emergency department (ED) and select areas of financial performance. These challenges were largely exacerbated by the COVID-19 pandemic, but are also the product of local market realities, including socioeconomic disadvantages inherent in the community and the state's historic underinvestment in community health infrastructure and capabilities. PMC management recognizes the challenges associated with being an FISC in an economically challenged, highly competitive /regional healthcare marketplace and actively initiates mitigation and/or contingency plans when performance is not meeting expectations.

Recommendations

Based upon our 40 years of relevant industry experience, deep familiarity with the state of Florida, and the analysis detailed herein, PYA believes the District is mission-oriented, actively managed by an experienced, professional team, dedicated to the service of the residents of North Brevard County, and demonstrates a reasonable recovery in the aftermath of the COVID-19 pandemic. As such, we offer no statutory and/or budgetary recommendations to improve PMC's program operations at this time.

"PMC will showcase each domain the review covers with pride and transparency to the public as part of a robust communications campaign," said Parrish Medical Center Chairman of the Board Robert Jordan.

"While I, and my fellow board members, never waiver in our confidence of the deep commitment that we, as the governing body, or that of every Parrish Care Partner has to our mission and to the community we serve, this excellent independent review is a welcome validation. We are, and will remain, Parrish proud," added Jordan.

A full copy the study PYA prepared for PMC, titled "Independent Special District Operational Performance Review," is available online at parrishhealthcare.com/pmc-performance-review.

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About PYA

Ranked among the top CPA firms in the nation by *USA Today*, *Forbes*, and *INSIDE Public Accounting*, PYA is also a leader in the percentage of female ownership. We are a Top 15 auditor of the nation's largest health systems and are consistently ranked as one of the country's Top 20 healthcare consulting firms by *Modern Healthcare*. Serving clients in all 50 states from our headquarters in Knoxville, as well as offices in Atlanta, Charlotte, Helena, Kansas City, Nashville, and Tampa, PYA provides expertise in tax, audit and assurance, IT, and management consulting. For more information visit <https://www.pyapc.com>.



June 21, 2024

RE: MORE GREAT NEWS ABOUT PARRISH MEDICAL CENTER

The below attached document, titled “Positive Financial Performance Results from Independent Review as a Florida Special District,” is a follow-up to the recently shared comprehensive independent review of Parrish Medical Center’s operational performance by PYA, P.C. (available online at parrishhealthcare.com/pmc-performance-review). As a reminder, that review, which is required of us by State Statute, outlines how well we are doing in meeting our legislatively required duties as a public hospital. We’re proud of the validation of our work around quality, access to services, the benefits that we provide to the community, our low cost of services, and our financial performance.

The attached document focuses more closely on our financial performance and puts into context the bad financial year that we had in 2023. While our financial struggles are consistent with the healthcare industry locally (think of what’s happening at the two Steward hospitals in Brevard), regionally and nationally, the document outlines our strategy of spending heavily in one fiscal year (2023) in order to come out of the pandemic “hitting the ground running.”

What all of this means is, that Parrish Medical Center’s performance has been validated as strong and our strategic direction positive. The study also recognizes our strategy of partnering with local and national healthcare organizations. Our membership in the Cleveland Clinic Connected Network (the first hospital in the United States to become a member) and our partnerships with other local and regional hospitals have proven to be a cost-effective way to bring services to our community, while we remain an independent hospital.

We are proud of being Brevard’s only public and only independent hospital and we look forward towards many more years of fulfilling our mission.

Sincerely,

George

George Mikitarian, Jr.
President/CEO

June 20, 2024

LETTER TO THE COMMUNITY

Positive Financial Performance Results from Independent Review as a Florida Special District Financial Turnaround Continues

On April 19, 2024, I issued an internal memo to our family of Care Partners to communicate our financial performance and to recognize the positive gains already achieved. I shared that when our 2023 audited financial statements are released and published on our website (end of June), it will reveal a very difficult financial year for us last year. It (2023) was our post-Pandemic year of “strategic investments and recruitments.” We recruited new top-quality providers to replace the 25% that left during the Pandemic. We also invested in new equipment and technology, such as the DaVinci and Velys Robotic systems, to support the new providers. Collectively these investments and expenses, required more than \$20 million to be spent in 2023 above our budget. While it takes time for new providers to get established before generating revenue, our investments—together with our dedicated focus on quality, safety, access, efficiency, and patient experiences—are paying dividends today! I am pleased to share with the public, in full transparency, the positive financial performance results from the Independent Review as conducted by nationally top-ranked CPA and hospital/health system operating performance audit firm, PYA, P.C. (PYA).

Independent Review Engagement

In response to the 2021 Florida Legislature’s Uniform Special District Accountability Act (s. 189.0695, F.S.) (the Act), Parrish Medical Center (PMC/District) issued a request for proposals (RFP) and engaged PYA. All Florida Independent Special Districts (FISD), including public special district hospitals, like PMC, are required to conduct independent, objective third-party reviews of their operating performance. Following is a summary of our Financial Performance results contained in the PYA independent report, including healthcare industry perspectives.

Financial Performance Results

- Based upon PYA’s 40 years of relevant industry experience, deep familiarity with the state of Florida, and their detailed analysis, PYA offered **no statutory and/or budgetary recommendations** to improve PMC’s program operations at this time.
- PYA further observed that given PMC’s operating and financial performance trends, **resilience** in the face of industry and market challenges as well as an **ongoing rebound** from the COVID-19 pandemic, **the District has begun to strengthen** its overall position in the market.
- In PYA’s estimation, “PMC, given its market and operating circumstances, is a **well-managed**, largely effective, and **essential provider of healthcare services** to the residents of the District.”
- Even though **PMC** can tax its community, the **Board of Directors, in its desire to not burden local taxpayers, has chosen not to** seek **tax** support as a means of supporting hospital operations for the past 29 years. In contrast, since 2017, FISD hospitals throughout Florida have levied \$2.3 billion in *ad valorem* taxes collectively. Over the past 29 years, PMC, in its decision to not levy taxes on the community, has forgone a minimum of \$42 million in potential tax revenue.

- There are a variety of actions the District could take to improve its operating margin position, up to and including eliminating clinical services, many of which history indicates would not be filled by competing health systems. Given its purpose and mission, PMC has, however, chosen to provide the community with services based on a balance of need and financial realities, as opposed to basing programming decisions on economic considerations first, or only.

Health Care Industry Perspectives

- The past two decades the North Brevard County healthcare economy experienced a number of external macroeconomic shocks. The first was the Great Recession of 2009 that followed the US housing market implosion that hit Florida particularly hard. The second was the end of NASA's space shuttle program in 2011, resulting in over 20,000 job losses that are still being recouped to this day. Third, and most important, was the pandemic, which impacted health system demand in ways never previously experienced by the industry.
- As a result of the pandemic, and its ongoing aftermath, PMC and hospitals nationally suffered severe economic challenges...In PYA's experience, the impact is disproportionately represented in public, safety net, and non-urban providers – all of which apply to PMC. These entities lacked material financial and other resource “cushions” prior to their onset.
- It is our (PYA) belief that PMC's financial challenges were associated with longer-term impacts of the pandemic.
- The challenges faced by PMC and any associated unmet performance standards, are, in reality, more typical of health systems nationally, given the burdens of a challenging national and healthcare economic environment as well as escalating competitive pressures. These challenges are playing out in real-time in Brevard County, as illustrated by Steward Health, the corporate owner of Rockledge Regional Medical Center and Melbourne Regional Medical Center, which in May 2024 filed for federal bankruptcy protection, announcing its intention to sell all its hospital assets.

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Sincerely,



George Mikitarian
President/CEO
Parrish Medical Center

August 12, 2024

QUALITY CARE

Independent Review as a Florida Special District Asserts Parrish Medical Center Delivers the Same, or Better, Quality Care Than its Peers

I am proud to continue to share with the public, in full transparency, the operational performance results achieved by North Brevard County Hospital District d/b/a Parrish Medical Center (PMC), as reported within an Independent Review conducted by nationally top-ranked CPA and hospital/health system operating performance audit firm, PYA, P.C. (PYA). The independent review covered five functional areas: access-to-care, quality, community benefit, cost, and financial performance. My previous letter to the community focused on our financial performance. Today, I will cover the functional area of quality.

Independent Review Engagement

I'll first quickly review why we engaged PYA. In response to the *2021 Florida Legislature's Uniform Special District Accountability Act* (s. 189.0695, F.S.) (the Act), Parrish Medical Center (PMC/District) issued a request for proposals (RFP) and engaged PYA. All Florida Independent Special Districts (FISD), including public special district hospitals, like PMC, are required to comply with the Act and have conducted independent, objective third-party reviews of their operating performance.

Quality Results

To evaluate PMC's relative quality, PYA used elements of the Institute of Medicine's (IOM)¹ domains for quality specifically using the following three (3) dimensions—safe, patient-centered, and timely. Also used were generally-accepted and comparable data elements from several sources such as: 30-day “all cause” hospital wide readmission rate; deaths among patients with serious treatable complications after surgery; Leapfrog Group safety rating; CMS/Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) star rating; and average time patients spent in the Emergency Department (ED) before leaving from the visit.

After assessing PMC relative to the quality criteria presented, PYA wrote in its report, “believe the organization is committed to providing quality care as stated in its mission, vision, and values statements as well as submitted performance data, and is delivering comparable or better quality than its peers.”

Since 2019, PMC has consistently received 2 or 3-stars from CMS². Per CMS, a 3-Star rating means the organization provides good quality of care. A rating of 2 stars means that the organization's performance was below the average of other organizations measured but does not necessarily mean care is poor. According to a recent article published in Becker's Hospital Review, 60% of U.S. hospitals earned 3 stars or less.

¹IOM Domains of Quality: ncbi.nlm.nih.gov/books/NBK2677/table/ch4.t2/

²CMS Hospital Compare: [medicare.gov/care-compare/?redirect=true&providerType=Hospital](https://www.cms.gov/medicare/coverage/care-compare/?redirect=true&providerType=Hospital)

Additionally, Becker’s reporters Erica Carbajal and Mariah Taylor, wrote on July 31, 2024, “this year, 29 more hospitals received one star than last year and of the 276 hospitals receiving a one star this year, **34 of those were from the State of Florida.**

You may have seen our recent announcements and progress reports about our Emergency Department (ED) Care Partners, in collaboration with our TeamHealth physician partners, creating solutions for ED wait times. In 2023, the average time PMC patients spent in the ED before leaving the visit was 152 minutes (sometimes referred to as door-to-discharge time). This is slightly higher than, though similar to, PMC’s peers, according to the PYA report. The ED team has established a goal to reduce that time while also improving overall patient satisfaction. Earlier this month, they tested a new workflow that showed much promise. Patient surveys also are showing a steady positive trend. The enthusiasm and engagement of everyone involved shows how much they care about providing the highest quality of care possible.

We are sharply focused on the future; always testing our systems of care against the highest evidence-based standards for care quality; and inviting rigorous reviews from independent third-party agencies such as PYA, The Joint Commission, American College of Surgeons Commission on Cancer, College of American Pathologists, The LeapFrog Group, the World Health Organization, and more.

Our continuous performance improvement journey to excellence continues. I am extremely proud of our family of Parrish Healthcare Care Partners for their focus and determination to providing the highest levels of quality and patient experiences possible to every person in our care. While we acknowledge there is work yet to be done, we also acknowledge there is much for all of us to be proud—Parrish Proud.

In the coming weeks, I look forward to sharing with you the results of our performance review as it relates to Access-to-Care.

Sincerely,

George

George Mikitarian, Jr.
President/CEO