

Graduate Medical Education

Milestones: Past, Present, and Future

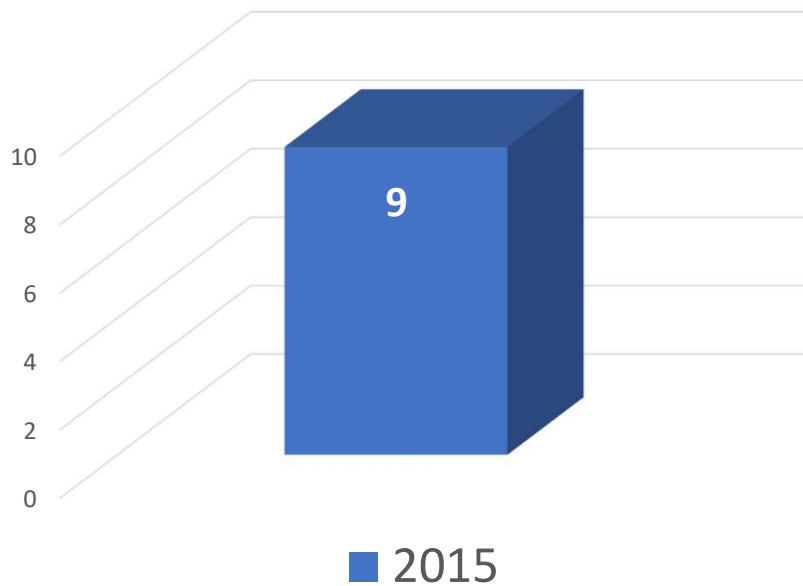
Board of Commissioners Meeting

February 22, 2023

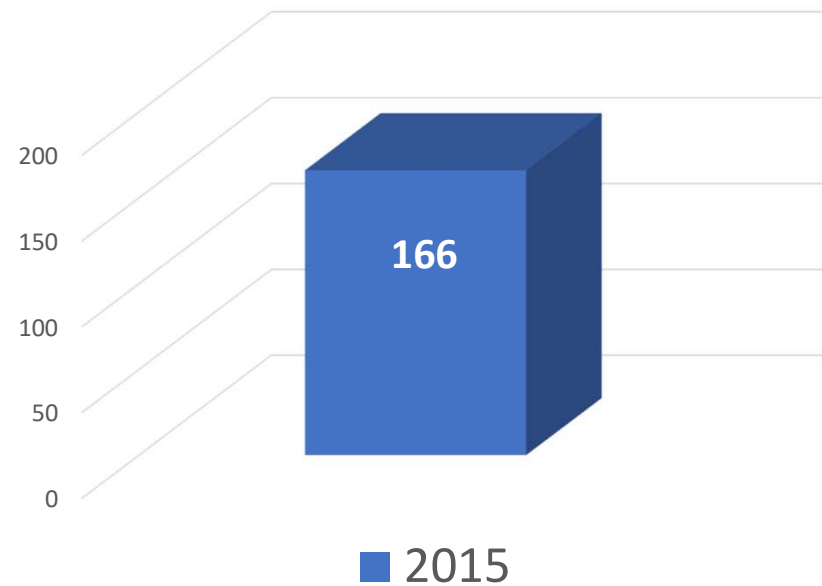


GME has grown rapidly, exceeding our original strategic goals by 65%

Training Programs

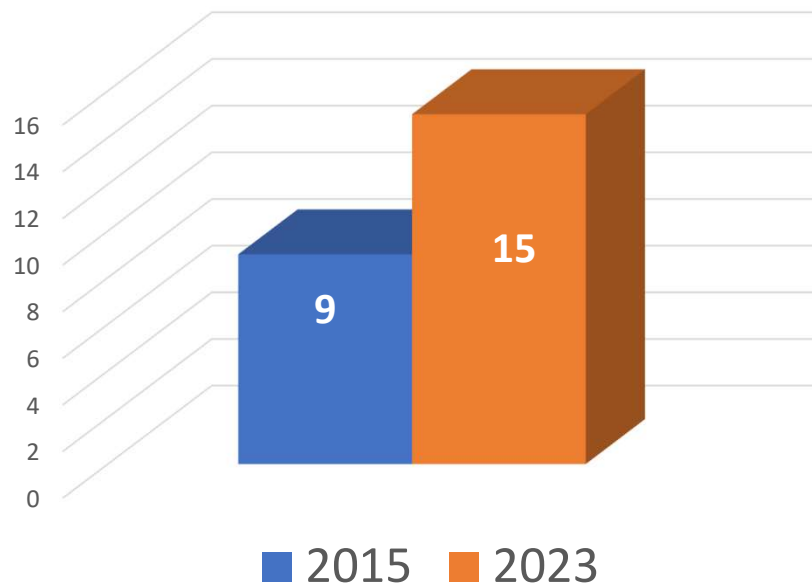


Accredited Spots

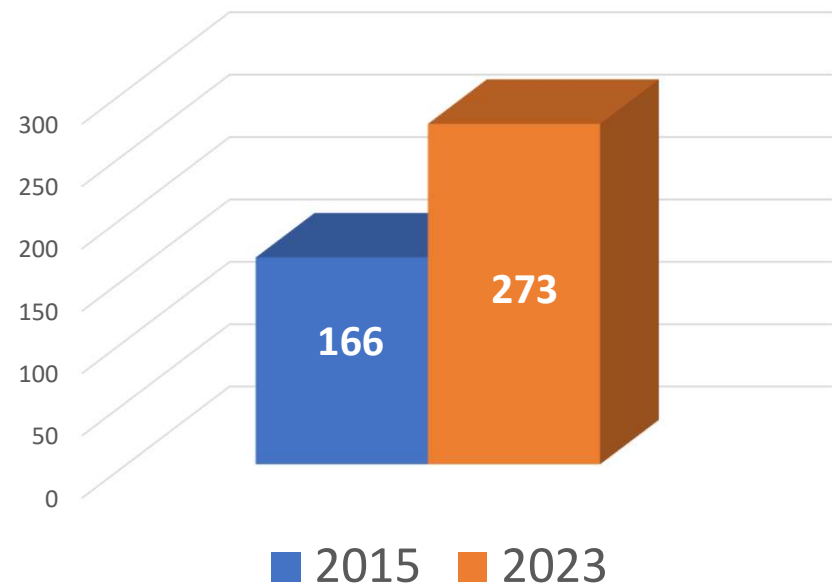


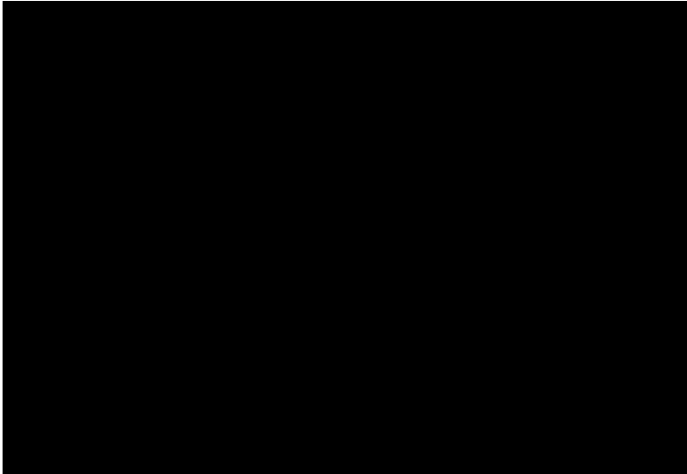
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Training Programs



Accredited Spots



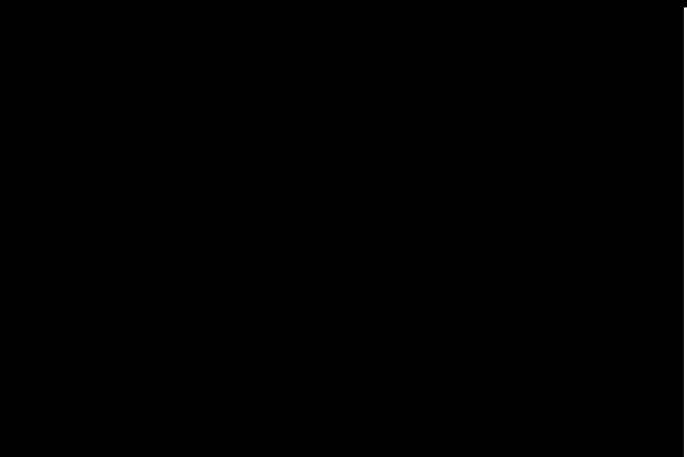


15
Residency & Fellowship
Programs



273
Residents & Fellows

55
Program Leaders



THANK YOU



	Residency Programs	# Trainees per year	Years in program	Contribution to cap
1	Podiatry	2	3	6
2a	Internal Medicine Categorical	15	3	45
2b	Internal Medicine Preliminary	4	1	4
3	PM&R	4	4	16
4	Pediatrics	8	3	24
5	Neurology*	4	4	16
6	Psychiatry*	4	4	16
7	General Surgery*	6	5	30
8	Obstetrics and Gynecology*	4	4	16
9	Emergency Medicine	10	3	30
10	Anesthesiology*	3	4	12
11	Transitional Year	20	1	20
	Total residents			235

	Fellowship Programs	# Trainees per year	Years in program	Contribution to cap
12	Cardiology*	5	3	15
13	Infectious Disease*	2	2	4
14	Hem/Oncology*	5	3	15
15	Allergy Immunology*	2	2	4
	Total fellows			38

TOTAL ALL TRAINEES = 273

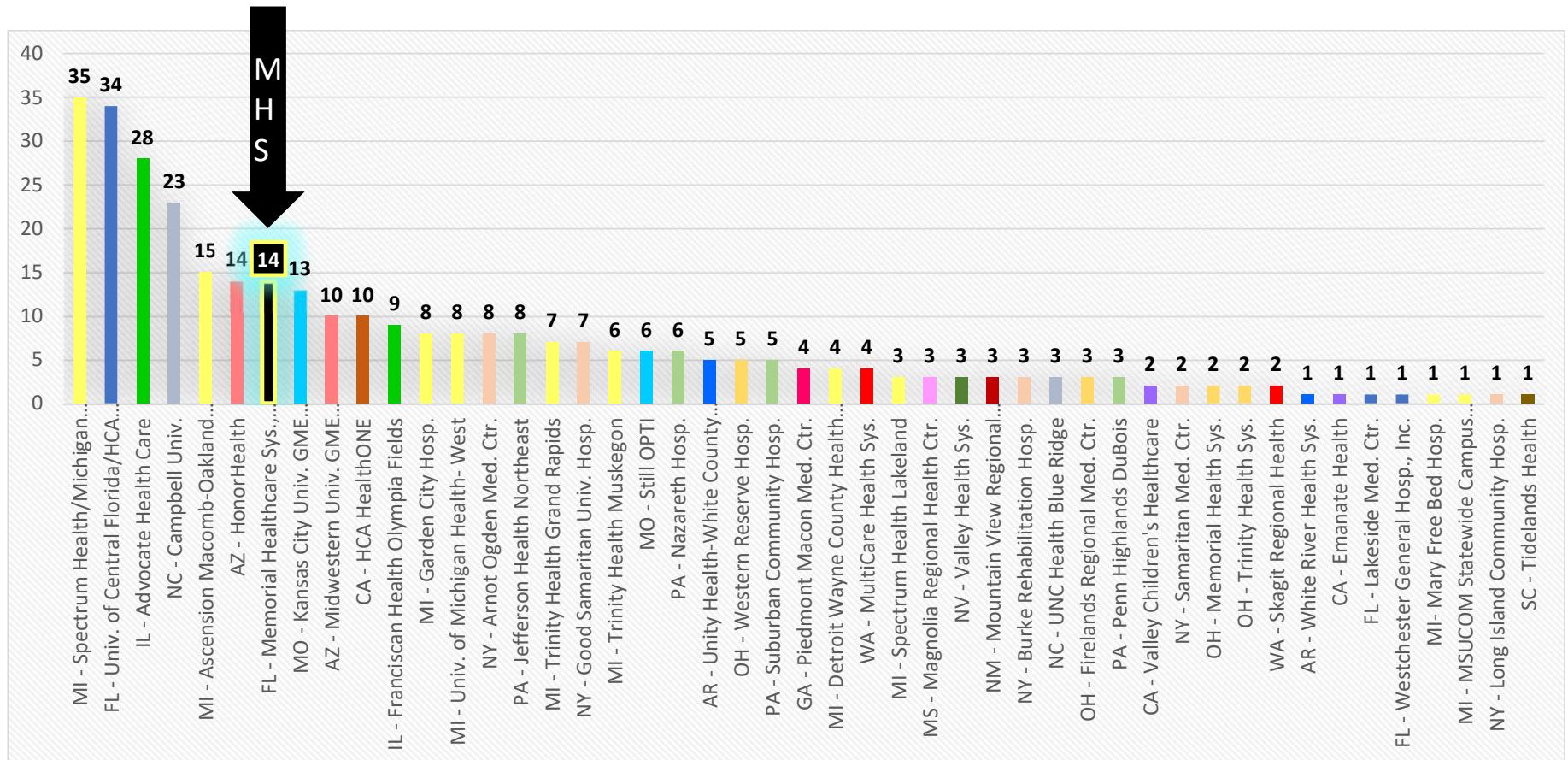
*AHCA defined Shortage Specialty

MHS has moved from “initial” to “continued” accreditation with the ACGME, a mark of quality

- In 2015, there were 62 Institutions that had attained initial accreditation with the ACGME.
- Only 63% (39/62) have moved from initial to continued accreditation
 - 5 = continued accreditation w warning
 - 2 = still initial accreditation
 - 1 = probation
 - 15 =withdrew



Of all new ACGME institutions in 2015, MHS grew 7th fastest in USA



In 2023, MHS is #10 in Florida in terms of Size (out of 52 SI)

	ACGME Sponsoring Institution	# Training Programs	# Trainees
1	UM Jackson	93	1084
2	UF Gainesville	83	960
3	HCA – USF Tampa	51	833
4	USF Tampa	68	740
5	UCF HCA Orlando	33	502
6	HCA East Florida Tamarac	30	439
7	UF Jacksonville	37	368
8	Larkin Community Hospitals	18	261
9	Orlando Health	21	235
10	Memorial Healthcare System	14	235
11	Advent Health	18	210
12	Mount Sinai	13	190
13	Broward Health	13	172
14	FAU	9	165

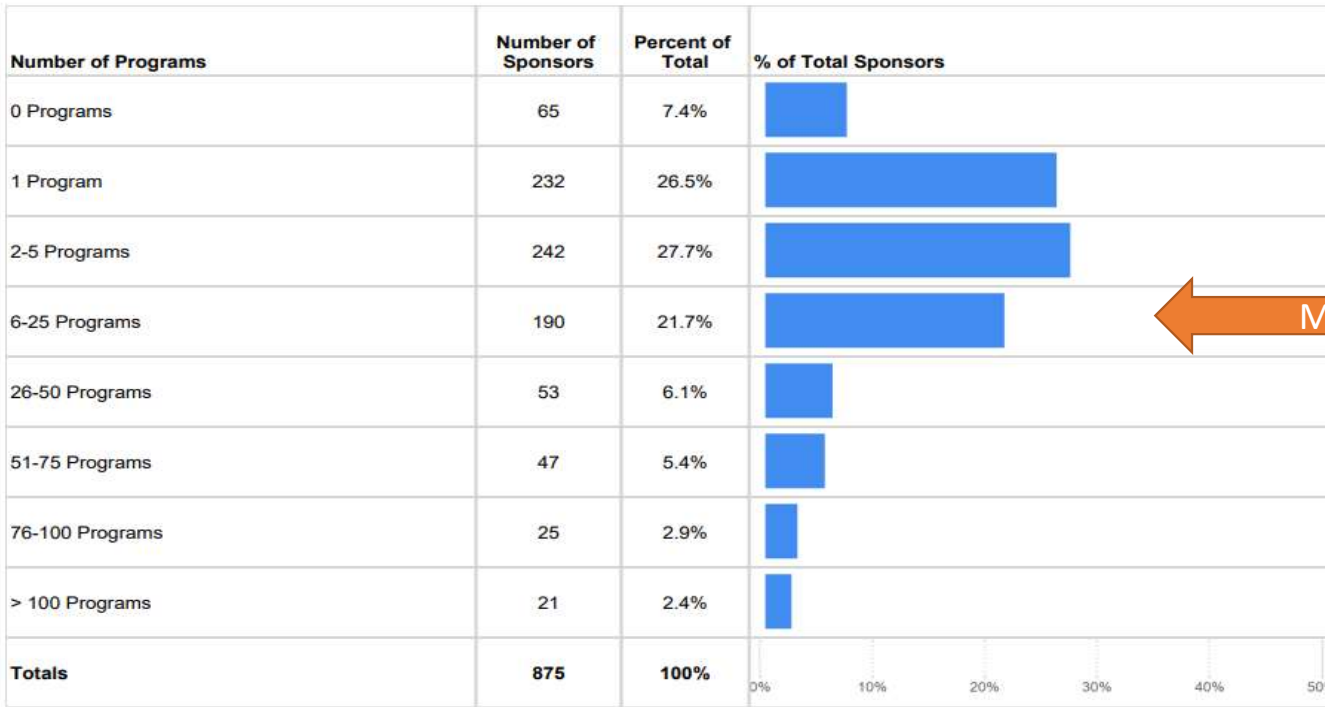
In 2023, MHS is top 35% in USA in terms of Size (out of 850 SI)

Number of Sponsoring Institutions By Size Of Sponsor

Academic Year 2022-2023
United States



Totals are subject to change during current academic year



Note: Percentages may not add to 100% due to rounding.

Future Milestones: MHS will attain Statutory Teaching Hospital Status

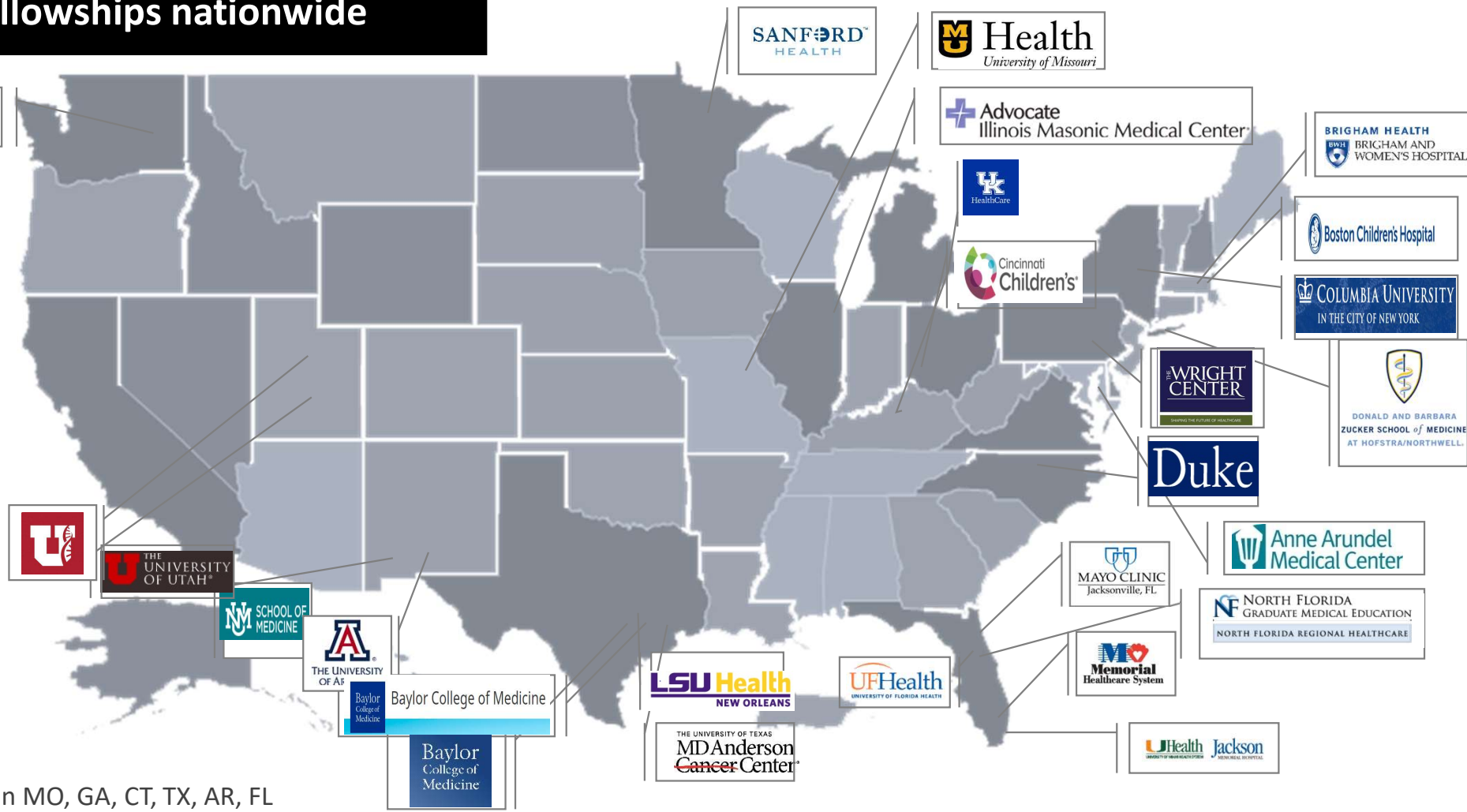
Criteria

1. 100 FTE trainees
2. 7 training programs

Benefits

1. Prestige
2. Nursing Student Loan Forgiveness Program (NSLFP)
3. Potential Disproportionate Share Program
4. Malpractice Litigation Benefit

MHS Graduates are entering top fellowships nationwide



Practices & CR in MO, GA, CT, TX, AR, FL

Graduates are staying & returning to serve our community

- Dr. Kerice Pinkney, Pediatrics Residency Program Director
 - Dr. Stanley Szybinski, Graduate Pediatrics 2021
 - Dr. Erica Fernandez, Graduate Pediatrics 2023



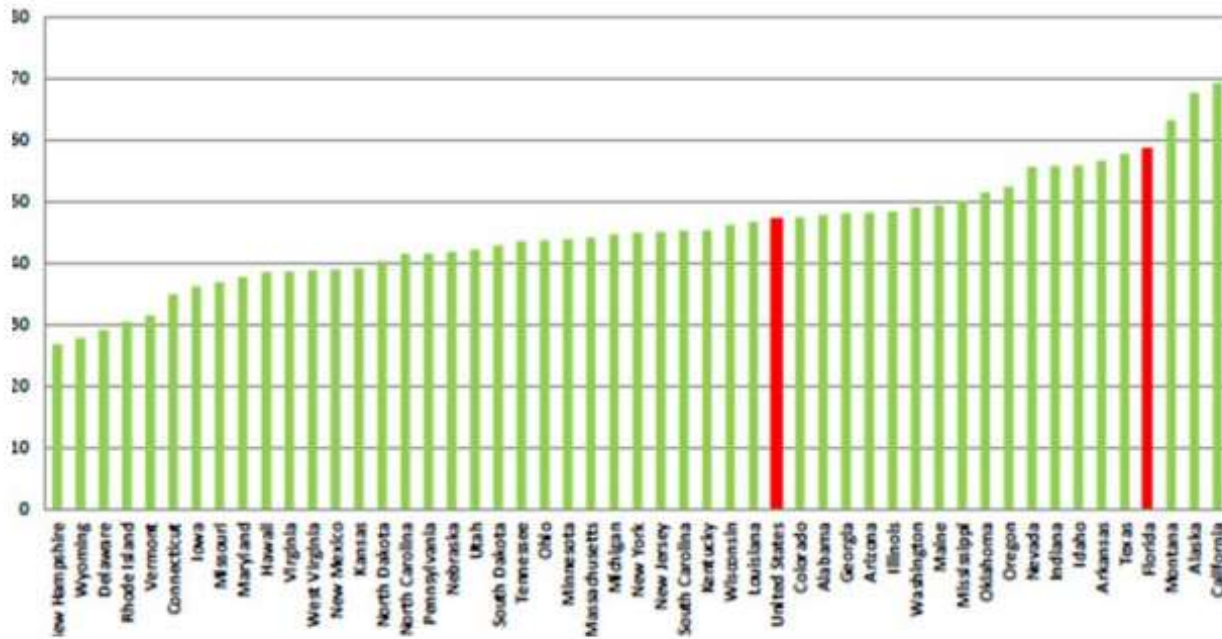


Income from operations YTD – November 30, 2022

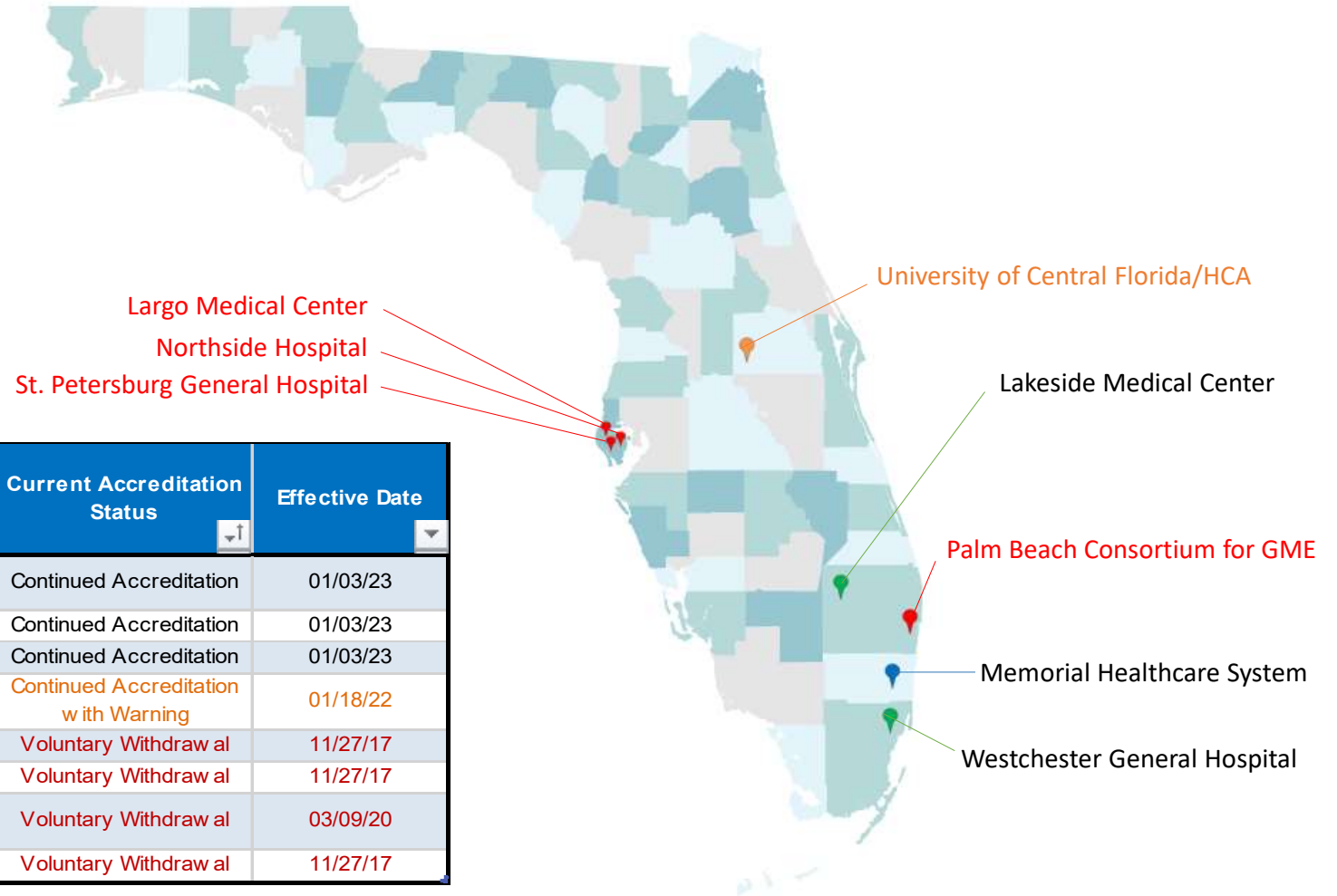
	(\$ thousands)	2023 A	2023 B	Variance	Variance Explanations
A	MEDICARE IME	15,323	9,599	5,724	Driven by higher DRG amounts than budgeted
B	MEDICARE GME	9,231	172	9,059	In October we started accruing for Medicare GME at MHW which was not included in the FY23 budget
C	MEDICAID IME	1,379	1,326	53	
D	MEDICAID GME	2,441	1,519	922	Statewide Medicaid Residency Program distribution chart was released with updated annual amounts
E	MEDICAID STARTUP BONUS	1,892	1,892	-	
F	OTHER OPERATING REVENUE	5	-	5	
G	NET REVENUE	30,271	14,508	15,763	
H	SALARIES AND WAGES	10,894	12,092	(1,198)	
I	EMPLOYEE BENEFITS EXPENSE	1,184	990	194	
J	PROFESSIONAL FEES	1,087	1,095	(8)	
K	SUPPLIES EXPENSE	73	154	(81)	
L	PURCHASED SERVICES	256	219	37	
M	FACILITIES EXPENSE	1	3	(2)	
N	DEPRECIATION & AMORTIZATION	96	343	(247)	
O	OTHER OPERATING EXPENSE	491	830	(339)	
P	SUBTOTAL EXP Excl INTRASYSTEM	14,082	15,726	(1,644)	
Q	INCOME FROM OPS Excl Intrasystem	16,189	(1,218)	17,407	
R	INTRASYSTEM ALLOCATION	577	562	15	
S	INCOME/(LOSS) FROM OPERATIONS	15,612	(1,780)	17,392	
	OPERATING MARGIN %	51.6%	-12.3%		
	Paid FTE's	238	252	(14)	
	Resident Paid FTE's	216	219	(3)	
	Cost Per Resident	65	72	(7)	
	Revenue Per Resident	140	66	74	

Retention of GME-Residents

Florida Ranks 4th in the US for Physicians Retained from Graduate Medical Education



MHS has done particularly well in Florida



Sponsor Number / Name	Current Accreditation Status	Effective Date
[119635] Memorial Healthcare System, Hollywood, Florida	Continued Accreditation	01/03/23
[119633] Lakeside Medical Center	Continued Accreditation	01/03/23
[119674] Westchester General Hospital	Continued Accreditation	01/03/23
[119694] University of Central Florida/HCA Florida Healthcare	Continued Accreditation with Warning	01/18/22
[118126] Largo Medical Center	Voluntary Withdrawal	11/27/17
[119637] Northside Hospital	Voluntary Withdrawal	11/27/17
[119671] Palm Beach Consortium for Graduate Medical Education	Voluntary Withdrawal	03/09/20
[119634] St. Petersburg General Hospital	Voluntary Withdrawal	11/27/17



OFFICE OF GOVERNMENT AFFAIRS

Legislative Session 2023

&

MHS Legislative Priorities



FRAMEWORK FOR FREEDOM BUDGET FY 23-24

- **Budget total**
 - **\$114.8 Billion**
 - \$42.4 Billion is General Revenue
- **AHCA Budget totals \$36.5 Billion**
 - Decrease of \$2.1 Billion from the 2022-2023 Budget The Agency's budget to fund the Medicaid program will make up 24.7 percent of the total General Revenue in the state, compared to the Education budget, which makes up 45.6 percent of the total General Revenue.
- **Florida's Reserves**
 - **\$15.7 billion**



GOVERNOR'S RECOMMENDED BUDGET –WORKFORCE PROVISIONS

- **\$125 million in total funding for LINE & PIPELINE**
- **\$100 million for Hometown Heroes Program**



GOVERNOR'S RECOMMENDED BUDGET –BEHAVIORAL HEALTH PROVISIONS

- **\$531 million to bolster behavioral health services**
- Of the total, \$78.9 million sustain and **expand bed capacity at state-operated mental health treatment facilities** to expand the number of patients that can be served In addition, the budget provides \$5.4 million in enhanced funding to support pediatric behavioral health services.
- \$334 million to increase access to treatment such as prevention services, medication assisted treatment, recovery support to reduce overdoses, unemployment and the incidence of hospitalization and homelessness.
- \$96 million for child welfare services



— Call to Action —

SUPPORT GOVERNOR DESANTIS' BUDGET FOR CRITICALLY ILL AND INJURED CHILDREN

MEDICAID: IMPROVE PEDIATRIC ACCESS TO CRITICAL CARE

OVERVIEW: Every child who needs critical medical and mental healthcare deserves access to hospitals with the most advanced medical teams and technology.

CONCERN: Floridians should not have to leave their state to receive highly advanced medical procedures.

GOVERNOR DESANTIS' BUDGET: → **Recommends \$30.4 M in recurring general revenue for \$76 M total new investment.**

HOW: Increase Medicaid reimbursement for all complex and high severity pediatric cases, including all DRG level 3 and level 4 medical and mental health cases.





State Revenue Projections FY 2022-2023

State Budget

- Total projected net general revenue collections \$41.9 Billion
- As of December, the state has collected almost **\$1.6 Billion more than the projected general revenue**
- December collections alone, gained an additional \$530 million

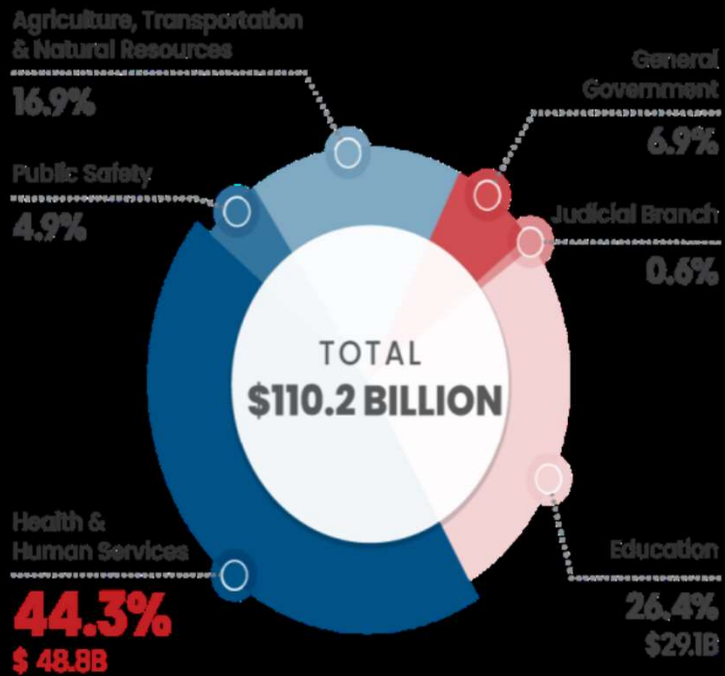


State Revenue Projections FY 2023-2024

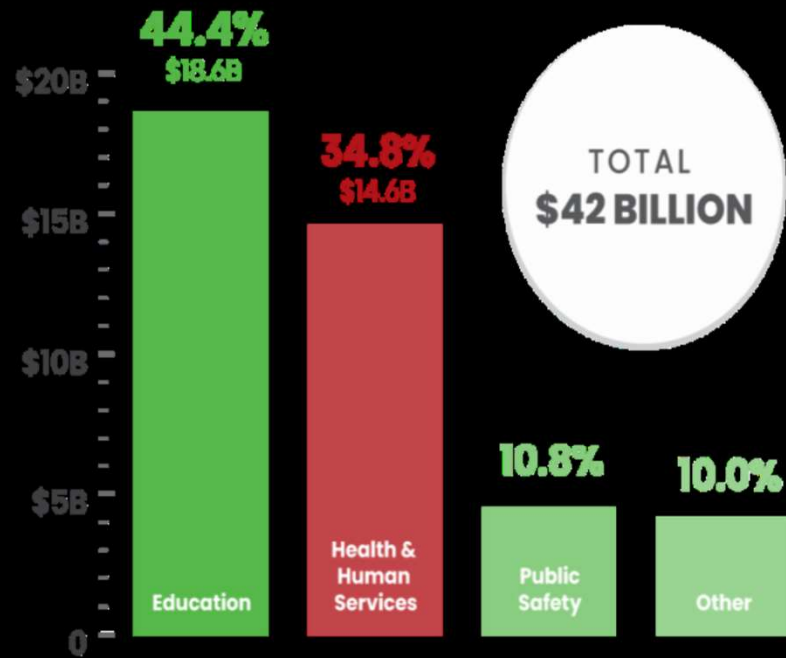
- Total projected general revenue collections for 2023-2024 is \$42.5 Billion
- Total reserves for the state are currently \$15.7 billion
- Florida's Current Credit Rating: AAA



FY 2022-23 FLORIDA BUDGET ALL FUNDS (STATE AND FEDERAL)



FY 2022-23 FLORIDA GENERAL REVENUE





MEDICAID HOSPITAL PAYMENTS IN FLORIDA

- **Inpatient/ Outpatient Hospital Payments**
 - **Total estimated at \$5.5 billion**
 - **Federal share:\$3.5 billion**
 - **State share: \$2.0 billion**
 - **Largely made up of General Revenue and the PMATF tax**
 - **PMATF accounts for approximately 36% of the state share**
- **PMATF Hospital Tax**
 - **The state budgeted \$746.3 million in Hospital Assessment revenue for SFY 2022-23**
 - **TAX RATES:**
 - **Outpatient1 percent of net operating revenue**
 - **Inpatient1.5 percent of net operating revenue**



Supplemental Hospital Payments In Florida

- Directed Payment Program (DPP)
- Low Income Pool (LIP) -Hospitals
- Disproportionate Share Hospital (DSH)
- Graduate Medical Education
- Indirect Medical Education
- Florida Cancer Hospital Program



✓ MHS BUDGET PRIORITIES

Budget Issues:

- *Support the Governor's Framework for Freedom Recommended Budget Priorities FY 23-34:*
- **Graduate Medical Education/Access to Physicians:** Training Tomorrow's Doctors expands Florida's flagship Graduate Medical Education (GME) funding program by addressing indirect medical education (IME).
- **Innovation in Medicaid Finance/ Directed Payment Programs (DPP):**
- Continue the hospital DPP Medicaid financing program and the Public Hospital Physician DPP program to maximize federal dollars. These DPPs allow FL Medicaid to use CMS-approved local financing resources to draw-down more federal funding without any additional general revenue. These programs are only for Medicaid services provided to Medicaid enrollees. Unlike the Low Income Pool (LIP) which provides coverage to the uninsured and underinsured.
- **Medicaid, LIP, and Disproportionate Share Hospital (DSH) Programs:** Protect and maximize the intergovernmental transfers (IGT) and maintain prior IGT funding. Encourage development of more sources for LIP IGT.
- **PROTECT:**
 - **Medicaid Base Rate**
 - **LIP & DSH**
 - **GME & IME FUNDS**



✓ MHS –BUDGET PROJECT PRIORITY

- **HB1659/SB-LFIR MHS: Medication Assisted Treatment for Zero Overdoses (MAT Zero-OD)**: \$1,000,000 to fund a comprehensive, multidisciplinary approach to treating opioid/substance abuse and decrease emergency department visits and inpatient medical stays. The current also treats at-risk for substance abuse by providing outreach, screenings and treatment.
Sponsor(s): Representative Tom Fabricio and Senator Lauren Book
- **HB 1078/SB-LFIR MHS: Joe DiMaggio Children's Hospital - New Solutions for Behavioral Health for at-risk-youth**: \$500,000 to fund new solutions for Joe DiMaggio Children's Hospital to incorporate Recovery-Oriented System of Care values and a family-centered approach to achieve the following: 1) improve mental health in youth through Emergency Department (ED)-based screening for mental health disorders and same-day admission to an Intensive Outpatient Model; and 2) reduce substance use in youth through ED-based screening for substance use disorders and same-day admission to an Intensive Outpatient Model.

Sponsor(s): Representative Alex Rizzo and Senator Bryan Avila



✓ **MHS –BUDGET PROJECT PRIORITY**

JOINT SUPPORT WITH CITY OF HOLLYWOOD –BUDGET PRIORITY

- **Johnson Street/Memorial Regional Hospital C-10 Canal Bridge Widening**
 - The goal of this project is to widen the existing bridge so that it will safely accommodate the growing needs of the community and all modes of transportation and provide improved access to the Memorial regional hospital and the completion of the Johnson Street Complete Street Project currently listed in the TIP. Once the bridge is widened, the Johnson Street Complete Street Project can safely be finalized without creating a dangerous bottleneck for different modes of transportation at this location



✓ MHS LEGISLATIVE POLICY PRIORITIES

- **SUPPORT:**

- Increase nurse faculty, educational capacity, and innovative models to support nursing career ladders
- Enhance efforts to improve nurse licensing pass rates
- Improvement of comprehensive access to behavioral health services
- Preserve and protect Medicaid for vulnerable individuals and low-income families
- Incentivize high quality health care outcomes through innovative Medicaid payment models.
- Support regulatory improvements to the 340b drug pricing program
- Support Legislative Reforms on PBM's, White-Bagging, Brown-Bagging



✓ MHS ADVOCACY

- MHS Advocacy partnerships with these organizations:
 - Florida Hospital Association
 - *FHA Hospital Days - March 15-16, 2023*
 - Safety Net Hospital Alliance of Florida
 - *April 19-20, 2023*
 - Broward Days
 - *March 21-22, 2023*
 - Florida Association of Children's Hospitals



TOP 5 ISSUES FOR SESSION

- Healthcare Workforce Education Issues
- Prescription Costs
- Abortion
- Gun Control
- Parental Rights
- Affordable Housing



THANK YOU

**SESSION 2023 SCHEDULED TO
COMMENCE
March 7, 2023**

SOUTH BROWARD HOSPITAL DISTRICT

**REGULAR MEETING OF THE BOARD OF COMMISSIONERS OF THE
SOUTH BROWARD HOSPITAL DISTRICT**

INCLUDING REPRESENTATIVES OF THE MEDICAL STAFF OF EACH OF ITS HOSPITALS

January 25, 2023

A Regular Meeting of the Board of Commissioners of the South Broward Hospital District (S.B.H.D.) was held in person, and by video and telephone conference, on Wednesday, January 25, 2023, at 5:32 p.m.

The following members were present:

Mr. Brad Friedman	Chairman	In person
Ms. Elizabeth Justen	Vice Chairman	In person
Mr. Steven Harvey	Secretary Treasurer	In person
Mr. Jose Basulto		In person
Mr. Douglas Harrison		In person
Dr. Luis Orta		In person

The following member was absent:

Ms. Laura Raybin Miller

A registration sheet listing attendees in person is on file in the Executive Office.

1. CALL TO ORDER / PUBLIC MEETING CERTIFICATION

There being a physical quorum present, the meeting was called to order by Mr. Friedman, who noted that public participation is welcome.

Mr. Frank Rainer, Senior Vice President and General Counsel, confirmed and provided his certification as General Counsel that all public notice and open meeting (Sunshine) legal requirements had been complied with for this meeting.

2. PRESENTATIONS

a. Kidney Transplant Program; Seyed Ghasemian, M.D., and Basit Javaid, M.D.

Dr. Ghasemian, Chief Physician, and Dr. Javaid, Medical Director, of the Adult Kidney Transplant Program at Memorial Regional Hospital, gave a presentation on the Kidney Transplant Program.

The Program began in 2017, with the first transplant taking place in 2018, and has grown to 124 transplants in 2022. Memorial serves patients in the whole of the south Florida area, and has a much shorter wait time to transplant, in comparison to elsewhere in south Florida and the United States. The growth of the Program has resulted in better-than-expected outcomes in several key areas, and Memorial has become a destination center for kidney transplant and living donation.

Dr. Ghasemian and Dr. Javaid thanked everyone for trusting them with the Program. Mr. Friedman thanked them for developing the service line and noted the incredible growth of the Program since it started. Questions were then taken, and a video was shown of a kidney patient's transplant journey.

3. APPROVAL OF MINUTES

a. Request Board Approval of the Minutes of the Regular Meeting Held on December 7, 2022

A copy of the Minutes is on file in the Executive Office.

Mr. Basulto *moved, seconded* by Ms. Justen, that:

**THE BOARD OF COMMISSIONERS APPROVES THE MINUTES OF
THE REGULAR MEETING HELD ON DECEMBER 7, 2022**

The Motion *carried* unanimously.

b. Request Board Approval of the Minutes of the Special Meeting Held on January 16, 2023

A copy of the Minutes is on file in the Executive Office.

Mr. Harvey *moved, seconded* by Ms. Justen, that:

**THE BOARD OF COMMISSIONERS APPROVES THE MINUTES OF
THE SPECIAL MEETING HELD ON JANUARY 16, 2023**

The Motion *carried* unanimously.

4. BOARD REGULAR BUSINESS

a. Report from the Chief of Staff, Joe DiMaggio Children's Hospital; J. Martinez, M.D.

1) *Request Board Approval of the Executive Committee Report Regarding Recommendations for Appointments, Advancements, etc.*

Juan Martinez, M.D., presented the Executive Committee Report regarding recommendations for appointments, advancements, etc., convened on January 18, 2023, submitted for consideration, a copy of which is on file in the Executive Office.

Mr. Basulto *moved, seconded* by Mr. Harvey, that:

**THE BOARD OF COMMISSIONERS APPROVES
RECOMMENDATIONS OF THE EXECUTIVE COMMITTEE OF
THE MEDICAL STAFF AT MEMORIAL REGIONAL HOSPITAL
AND JOE DIMAGGIO CHILDREN'S HOSPITAL**

The Motion *carried* unanimously.

b. Report from the Chief of Staff, Memorial Hospital West; F. De La Cruz, M.D.

1) *Request Board Approval of the Executive Committee Report Regarding Recommendations for Appointments, Advancements, etc.*

On behalf of Fausto De La Cruz, M.D., Marc Napp, M.D., Executive Vice President and Chief Medical Officer, presented the Executive Committee Report regarding recommendations for appointments, advancements, etc., convened on January 8, 2023, submitted for consideration, a copy of which is on file in the Executive Office.

Dr. Orta *moved, seconded* by Mr. Harvey, that:

**THE BOARD OF COMMISSIONERS APPROVES
RECOMMENDATIONS OF THE EXECUTIVE COMMITTEE OF
THE MEDICAL STAFF AT MEMORIAL HOSPITAL WEST**

The Motion *carried* unanimously.

c. Report from the Chief of Staff, Memorial Hospital Miramar; J. Villegas, M.D.

1) *Request Board Approval of the Executive Committee Report Regarding Recommendations for Appointments, Advancements, etc.*

Juan Villegas, M.D., presented the Executive Committee Report regarding recommendations for appointments, advancements, etc., convened on January 11, 2023, submitted for consideration, a copy of which is on file in the Executive Office.

Dr. Orta *moved, seconded* by Mr. Harvey, that:

**THE BOARD OF COMMISSIONERS APPROVES
RECOMMENDATIONS OF THE EXECUTIVE COMMITTEE OF
THE MEDICAL STAFF AT MEMORIAL HOSPITAL MIRAMAR**

The Motion *carried* unanimously.

d. Report from the Chief of Staff, Memorial Hospital Pembroke; B. Shatkin, M.D.

1) *Request Board Approval of the Executive Committee Report Regarding Recommendations for Appointments, Advancements, etc.*

Blane Shatkin, M.D., presented the Executive Committee Report regarding recommendations for appointments, advancements, etc., convened on January 12, 2023, submitted for consideration, a copy of which is on file in the Executive Office.

Mr. Basulto *moved, seconded* by Dr. Orta, that:

**THE BOARD OF COMMISSIONERS APPROVES
RECOMMENDATIONS OF THE EXECUTIVE COMMITTEE OF
THE MEDICAL STAFF AT MEMORIAL HOSPITAL PEMBROKE**

The Motion *carried* unanimously.

e. **Financial Report; Mr. D. Smith, Executive Vice President and Chief Financial Officer**

1) ***Request Board Acceptance of the Financial Report for the Month of November 2022***

Mr. David Smith presented the Financial Report for the month of November 2022 and took questions.

Mr. Harvey *moved, seconded* by Ms. Justen, that:

***THE BOARD OF COMMISSIONERS APPROVES THE
FINANCIAL REPORT FOR THE MONTH OF NOVEMBER 2022***

The Motion *carried* unanimously.

2) ***Request Board Acceptance of the Financial Report for the Month of December 2022***

Mr. David Smith presented the Financial Report for the month of December 2022, and the figures for the year to date, and took questions.

Mr. Basulto *moved, seconded* by Dr. Orta, that:

***THE BOARD OF COMMISSIONERS APPROVES THE
FINANCIAL REPORT FOR THE MONTH OF DECEMBER 2022***

The Motion *carried* unanimously.

f. **Legal Counsel; Mr. F. Rainer, Senior Vice President and General Counsel**

1) ***Request Board Ratification of the Approval by the President / Chief Executive Officer / Administrator of the December Medical Staff Executive Committee Report for Each of the Hospitals that are Owned and / or Operated by the South Broward Hospital District, as Set Forth in Board Resolution No. 483, Delegating Such Authority Until Further Meeting of the Board of Commissioners***

Mr. Basulto *moved, seconded* by Dr. Orta, that:

***THE BOARD OF COMMISSIONERS RATIFIES THE APPROVAL
BY THE PRESIDENT / CHIEF EXECUTIVE OFFICER /
ADMINISTRATOR OF THE DECEMBER MEDICAL STAFF
EXECUTIVE COMMITTEE REPORT FOR EACH OF THE
HOSPITALS THAT ARE OWNED AND / OR OPERATED BY THE
SOUTH BROWARD HOSPITAL DISTRICT, AS SET FORTH IN
BOARD RESOLUTION NO. 483, DELEGATING SUCH
AUTHORITY UNTIL FURTHER MEETING OF THE BOARD OF
COMMISSIONERS***

The motion *carried* unanimously.

2) ***Request Board Approval of the Amended Risk Management Plan***

Mr. Rainer reported that a review of the Risk Management Plan was required annually.

Mr. Harrison *moved, seconded* by Mr. Harvey, that:

***THE BOARD OF COMMISSIONERS APPROVES THE AMENDED
RISK MANAGEMENT PLAN***

The motion *carried* unanimously.

5. REPORTS TO THE BOARD; REPORTS FROM BOARD OFFICERS AND STANDING COMMITTEES

a. Audit and Compliance Committee Meeting Held on January 16, 2023; Mr. S. Harvey, Chair

Mr. Harvey presented the Minutes of the Audit and Compliance Committee Meeting held on January 16, 2023, a copy of which is on file in the Executive Office. Ms. Denise Dicesare, Chief Compliance and Internal Audit Officer, then presented the second quarterly report for the fiscal year 2023 and took questions.

1) *Request Board Approval of the RSM Fiscal Year 2023 MHS Client Service Audit Plan*

Mr. Harvey *moved, seconded* by Ms. Justen, that:

***THE BOARD OF COMMISSIONERS APPROVES THE RSM
FISCAL YEAR 2023 MHS CLIENT SERVICE AUDIT PLAN***

The Motion *carried* unanimously.

2) *Request Board Approval of the Minutes of the Audit and Compliance Committee Meeting Held on January 16, 2023*

Mr. Basulto *moved, seconded* by Ms. Justen, that:

***THE BOARD OF COMMISSIONERS APPROVES THE
MINUTES OF THE AUDIT AND COMPLIANCE COMMITTEE
MEETING HELD ON JANUARY 16, 2023***

The Motion *carried* unanimously.

Mr. Harvey thanked Ms. Dicesare and her team for their hard work.

b. Building Committee Meeting Held on January 18, 2023; Ms. E. Justen, Chair

Ms. Justen introduced the item and presented the Minutes of the Building Committee Meeting held on January 18, 2023, a copy of which is on file in the Executive Office. Mr. David Schlemmer, Vice President, Construction and Property Management, gave further details and took questions.

1) *Request Board Acceptance of the Lowest Responsive and Responsible Bidder, Lee Construction Group, Inc., in the Amount of \$953,045.50, for the Command Center Project and Allocate a \$143,000 Contingency Amount, to be Controlled by Memorial Healthcare System*

Dr. Orta *moved, seconded* by Mr. Harvey, that:

THE BOARD OF COMMISSIONERS ACCEPTS THE LOWEST RESPONSIVE AND RESPONSIBLE BIDDER, LEE CONSTRUCTION GROUP, INC., IN THE AMOUNT OF \$953,045.50, FOR THE COMMAND CENTER PROJECT AND ALLOCATE A \$143,000 CONTINGENCY AMOUNT, TO BE CONTROLLED BY MEMORIAL HEALTHCARE SYSTEM

The Motion *carried* unanimously.

- 2) **Request Board Acceptance of the Lowest Responsive and Responsible Bidder, Lee Construction Group, Inc., in the Amount of \$458,382, for the DIO PAC Offices Project and Allocate a \$68,000 Contingency Amount, to be Controlled by Memorial Healthcare System**

Mr. Friedman *moved, seconded* by Mr. Basulto, that:

THE BOARD OF COMMISSIONERS ACCEPTS THE LOWEST RESPONSIVE AND RESPONSIBLE BIDDER, LEE CONSTRUCTION GROUP, INC., IN THE AMOUNT OF \$458,382, FOR THE DIO PAC OFFICES PROJECT AND ALLOCATE A \$68,000 CONTINGENCY AMOUNT, TO BE CONTROLLED BY MEMORIAL HEALTHCARE SYSTEM

The Motion *carried* unanimously.

- 3) **Request Board Approval to Authorize Management to Proceed Further with Negotiations to Secure a Property in the Southern Broward County Area, Recognizing that the Board of Commissioners' Approval of a Contract for Sale and Purchase Shall be Obtained**

Mr. Basulto *moved, seconded* by Mr. Friedman, that:

THE BOARD OF COMMISSIONERS APPROVES TO AUTHORIZE MANAGEMENT TO PROCEED FURTHER WITH NEGOTIATIONS TO SECURE A PROPERTY IN THE SOUTHERN BROWARD COUNTY AREA, RECOGNIZING THAT THE BOARD OF COMMISSIONERS' APPROVAL OF A CONTRACT FOR SALE AND PURCHASE SHALL BE OBTAINED

The Motion *carried* unanimously.

- 4) **Request Board Approval of the Minutes of the Building Committee Meeting Held on January 18, 2023**

Mr. Basulto *moved, seconded* by Mr. Harvey, that:

THE BOARD OF COMMISSIONERS APPROVES THE MINUTES OF THE BUILDING COMMITTEE MEETING HELD ON JANUARY 18, 2023

The Motion *carried* unanimously.

c. Finance Committee Meeting Held on January 18, 2023; Ms. E. Justen, Chair

Ms. Justen presented the Minutes of the Finance Committee Meeting held on January 18, 2023, a copy of which is on file in the Executive Office. Mr. Veda Rampat, Treasurer, gave further details of the items discussed at the meeting.

1) *Request Board Acceptance of the Quarterly Pension Plan Performance Report – Executive Summary for September 30, 2022*

Mr. Harvey *moved, seconded* by Mr. Friedman, that:

**THE BOARD OF COMMISSIONERS ACCEPTS THE
QUARTERLY PENSION PLAN PERFORMANCE REPORT –
EXECUTIVE SUMMARY FOR SEPTEMBER 30, 2022**

The Motion *carried* unanimously.

2) *Request Board Acceptance of the Quarterly Operating Fund Performance Report – Executive Summary for September 30, 2022*

Mr. Harvey *moved, seconded* by Mr. Friedman, that:

**THE BOARD OF COMMISSIONERS ACCEPTS THE
QUARTERLY OPERATING FUND PERFORMANCE REPORT –
EXECUTIVE SUMMARY FOR SEPTEMBER 30, 2022**

The Motion *carried* unanimously.

3) *Request Board Acceptance of the Quarterly 403/457/401(a) Plans Performance Report – Executive Summary for September 30, 2022*

Mr. Harvey *moved, seconded* by Mr. Friedman, that:

**THE BOARD OF COMMISSIONERS ACCEPTS THE
QUARTERLY 403/457/401(a) PLANS PERFORMANCE
REPORT – EXECUTIVE SUMMARY FOR SEPTEMBER 30,
2022**

The Motion *carried* unanimously.

4) *Request Board Approval of the Minutes of the Finance Committee Meeting Held on January 18, 2023*

Mr. Harvey *moved, seconded* by Dr. Orta, that:

**THE BOARD OF COMMISSIONERS APPROVES THE
MINUTES OF THE FINANCE COMMITTEE MEETING HELD ON
JANUARY 18, 2023**

The Motion *carried* unanimously.

6. REPORT OF SPECIAL COMMITTEES

None.

7. ANNOUNCEMENTS

None.

8. UNFINISHED BUSINESS

a. Joint South Broward Hospital District / North Broward Hospital District Community Project Update; Ms. N. Beauchesne, Executive Vice President and Chief Transformation Officer

Ms. Nina Beauchesne gave an update on the collaboration between the two Districts, reporting that a Workforce Development workgroup has been created, lead by Ms. Margie Vargas, Senior Vice President and Chief Human Resources Officer, for Memorial. Mr. Friedman thanked Ms. Beauchesne and the team leaders for their hard work and confirmed that the next Joint Meeting will be hosted by Broward Health on April 12.

9. NEW BUSINESS

None.

10. PRESIDENT'S COMMENTS

Mr. Wester reported the following:

Press Ganey has awarded Memorial Regional Hospital and Joe DiMaggio Children's Hospital the Pinnacle of Excellence for Patient Experience. In addition, it has awarded Memorial Physician Group, Memorial Cancer Institute and Memorial Hospital Pembroke Urgent Care Center the Guardian of Excellence for Patient Experience.

Ms. Lubby Navarro, Vice President, Government Affairs, has been selected to receive the FBI Director's Community Leadership Award.

The ribbon cutting ceremony for the new 17,000 square foot Memorial Outpatient Behavioral Health Center will be held on January 26. The increased size of the new facility allows for an additional 10,000 visits and offers a wide array of adult outpatient services.

Memorial Hospital Pembroke was successfully surveyed by the Joint Commission just before the Holidays in December. Mr. Wester commended Mr. Stephen Demers, Chief Executive Officer of Memorial Hospital Pembroke, and his team, for doing a great job.

Joe DiMaggio Children's Hospital is one of 23 children's hospitals in the country to participate in a National Institutes of Health (NIH) interventional trial study, named COMPASS, for children with ductal-dependent pulmonary blood flow.

The Finance Department will meet with our rating agencies over the next couple of weeks to update them on our financial status.

11. CHAIR'S COMMENTS

Mr. Friedman visited the new Outpatient Behavioral Health Center and was very impressed. He gave heartfelt thanks to each Board member, acknowledging that this has come about directly because of their input. During his visit, he was asked his opinion on behavioral health services. He noted that Dollar General is 'getting into the healthcare space', and believes that Memorial is about people, and not 'space'. He thanked all Memorial employees for what they do.

The Gumbo Challenge between Mr. Wester and Chef Pierre Flerismond, Executive Chef at Memorial Regional Hospital, takes place on February 8 at Memorial Regional Hospital Cafeteria. The proceeds of the event will go to the Memorial Employee Relief Fund, which assists employees experiencing financial hardship or unforeseen crisis.

The ribbon cutting for Memorial's Sickle Cell Medical Home will take place on February 16.

12. COMMISSIONERS' COMMENTS

Mr. Harrison stated that everyone is doing a wonderful job, and encouraged staff to keep going.

Mr. Basulto wanted to recognize Dr. Marc Napp for always being available to discuss constituents' concerns or compliments. Mr. Basulto was contacted by a patient who reported that Memorial Regional Hospital saved her life and she wanted to meet and thank the staff who were involved.

Dr. Orta wished everyone a Happy New Year.

Mr. Harvey attended Broward Health's 85th Anniversary celebrations, which he was very impressed with. He noted the message given by Mr. Shane Strum, Broward Health's President and Chief Executive Officer, of "Then, Now, Forever", and asked how Memorial will deliver our message to the community, so that everyone is aware of our leadership and accomplishments within the healthcare industry.

Ms. Justen congratulated Broward Health on its 85th Anniversary, and the benefits of continuing the good relationship between the two Districts was noted by those present. Ms. Justen also reported that she attended Memorial Regional Hospital South as a patient, and had a great experience throughout her time there. She noted the great culture among the staff and passed on her thanks to all concerned.

13. ADJOURNMENT

There being no further business to come before the Board, Mr. Friedman declared the meeting adjourned at 7:18 p.m.

THE BOARD OF COMMISSIONERS OF THE SOUTH BROWARD HOSPITAL DISTRICT

BY: _____

Brad Friedman, Chairman

ATTEST: _____

Steven Harvey, Secretary Treasurer



February 16, 2023

Mr. Brad Friedman
 Chairman
 Board of Commissioners
 South Broward Hospital District

Dear Mr. Friedman:

The Executive Committees of the Medical Staff met on these dates:

- Memorial Regional Hospital (MRH) and Joe DiMaggio Children’s Hospital (JDCH) on February 15, 2023
- Memorial Hospital West (MHW) on February 13, 2023
- Memorial Hospital Pembroke (MHP) on February 13, 2023
- Memorial Hospital Miramar (MHM) on February 8, 2023

All committees made a recommendation to accept the report of the Credentials Committee as follows:

That the following applicants be approved for membership as indicated:

New Applicant Name	Specialty (Sponsor)	Category	Status	Adult & Pediatrics	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Abraham, Shiji, APRN	Family Medicine and Internal Medicine (Drs. Rafael Briceno & Rehan Naqui)	1	Allied	Adult	On staff	On staff		X		2 years	
Aguilar Romero, Dora Angelica, APRN	Family Medicine (Dr. Christopher Ramsaran)	2	Allied	Adult	X					6 months	Recommend 6 months appointment pending FPPE results
Almoshaikah, Sarah, PA	Female Pelvic and Reconstructive Surgery (Dr. Jennifer Pollak)	1	Allied	Adult		X	X			2 years	

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New Applicant Name	Specialty (Sponsor)	Category	Status	Adult & Pediatrics	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Altamirano, Patricia L., APRN	Advanced Heart Failure and Transplant Cardiology (Drs. Priyanka Gosain; Miguel Castro & Iani Patsias)	1	Allied	Adult	On staff	On staff		X		2 years	
Benson, Joseph John, APRN, CRNA	Nurse Anesthetist (Dr. Kiesha Raphael)	1	Allied	Adult & Pediatrics	X	X	X	X	X	2 years	
Brin, Sydnee Royce, PA	Surgery (Dr. David Shenassa)	1	Allied	Adult				X		2 years	
Bromberg, Romina J., MD	Infectious Disease	1	Active	Adult	On staff	On staff		X		2 years	
Brutus, Carla, APRN	Pediatric Pulmonology (Dr. Juan Carlos Martinez)	2	Allied	Pediatrics	On staff				X	2 years	
Cano Cevallos, Edison Jose, MD	Infectious Disease	1	Active	Adult	On staff	On staff		X		2 years	
Cohen, Jackson George, MD	Physical Medicine and Rehabilitation	2	Active	Adult	On staff	On staff	On staff	X		2 years	
Eckardt, Paula Andrea, MD	Infectious Disease	1	Active	Adult	On staff	On staff	On staff	X		2 years	
Fensterszaub, Simon, DO	Family Medicine	2	Active	Adult	X					2 years	

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New Applicant Name	Specialty (Sponsor)	Category	Status	Adult & Pediatrics	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Fox, Arieh, MD	Cardiovascular Disease	2	Active	Adult	X	X	X	X		2 years	Two year initial appointment. The following privileges were not approved pending case documentation: 1-Diagnostic right heart catheterization/ insertion of pulmonary artery catheter 2-Right atrial, right ventricular, and pulmonary angiograph 3-Endomyocardial Biopsy
Gruzmark, Mitchell David, DMD	Pediatric Dentist	2	Active	Pediatrics					X	2 years	
Hebert, Odlanier, APRN, CRNA	Nurse Anesthetist (Dr. Sandra Kaufmann)	1	Allied	Adult & Pediatrics	X	X	X	X	X	2 years	
Izquierdo Diaz, Jose Antonio, MD	Internal Medicine	1	Active	Adult	X	X	X	X		2 years	
Kalomiris, Sophia, MD	Pediatrics	2	Active	Pediatrics		X		X	X	2 years	
Kovalenko, Oleg Georgievich, MD	Pediatric Cardiology	1	Active	Pediatrics		X		X	X	2 years	

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New Applicant Name	Specialty (Sponsor)	Category	Status	Adult & Pediatrics	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Mederos Trujillo, Orestes, MD	Internal Medicine	1	Active	Adult		X		X		2 years	
Nevett, Alexandra, MD	Family Medicine	2	Active	Adult	X	X	X	X		2 years	
Pelts, Katherine, MD	Pediatrics	2	Active	Pediatrics					X	2 years	
Phan, Vincent Dong, MD	Internal Medicine	2	Active	Adult	X	X	X	X		2 years	Two year initial appointment. No work assignment to MHW pending completion of required stroke CME; Practitioner provided 4.5 of the 6 CME hours required.
Pheasant, Jessica Lynn, APRN, CRNA	Nurse Anesthetist (Dr. Kiesha Raphael)	1	Allied	Adult & Pediatrics	X	X	X	X	X	2 years	
Ragusa, Michael, DO	Anesthesiology	2	Active	Adult & Pediatrics	X	X	X	X	X	2 years	
Rubio-Gomez, Heysu, MD	Infectious Disease	1	Active	Adult	On staff	On staff		X		2 years	
Sama, Antonio A, CNIM	Neurointraoperative Monitorist (Drs. Jason Soriano & Elizabeth Garcia-Lopez de Victoria)	1	Allied	Adult & Pediatrics	X	X	X		X	2 years	

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New Applicant Name	Specialty (Sponsor)	Category	Status	Adult & Pediatrics	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Turner, Vicky Lynn, APRN	Cardiovascular Disease/Transplant Nephrology/ Transplant Surgery (Drs. Ralph Levy; Paola Casanova; Joseph Africa; Linda Chen; Edson Franco; Seyed Ghasemian; Basit Javaid & Heather LaGuardia)	1	Allied	Adult	On staff	X	X	X		2 years	
Ward, Andre Nadim, MD	Pediatrics	2	Active	Pediatrics				X		2 years	
Wong, Jennifer, DO	Dermatology	1	Active	Adult		X				2 years	

That the following applicants for reappointment be approved as indicated:

Reappointment Applicant Name	Specialty (Sponsor)	Category	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Abdulreda APRN, Grethchen Lucila	Pediatric Nephrology (Drs. Alexandru Constantinescu; Reem Raafat Qbeiwi; Karezhe T. Mersha; Linda J. Chen; Edson Franco; Seyed Ghasemian; Ivy Boydston)	1	3/1/2023	Pediatrics					Allied	2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Category	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Abraham, Shiji, APRN	Family Medicine and Internal Medicine (Drs. Rafael Briceno & Rehan Naqui)	1	5/1/2023	Adult	Allied	Allied				2 years	
Almeida El-Ramey DO, Margarita Teresa	Neurology	2	3/1/2023	Adult		Active				2 years	
Aponte RNFA, Maritza	Surgical Assistant	1	3/1/2023	Adult & Pediatrics	Allied	Allied			Allied	2 years	
Arocha DMD, Max	Dentist	1	3/1/2023	Adult	Active					2 years	
Axinn APRN, Ellen Carol	Pediatrics (Drs. Susan Alisanski; Lynn Meister & Amisha Desai)	1	3/1/2023	Pediatrics					Allied	2 years	
Baldwin APRN, CRNA, Ruth Marie	Nurse Anesthetist (Dr. Kiesha Raphael)	1	3/1/2023	Adult & Pediatrics	Allied	Allied	Allied	Allied	Allied	2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Category	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Barnavon MD, Yoav	Plastic Surgery	2	3/1/2023	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	Committee accepted relinquishment of the following privileges due to lack of pediatric encounters: 1) Core Privileges in Plastic and Reconstructive Surgery (Peds); 2) Additional Privileges Plastic and Reconstructive Surgery (Peds); 3) Craniofacial and Reconstructive Surgery (Peds).
Barter, Lauro F	Surgical Assistant	1	3/1/2023	Adult & Pediatrics		Allied				2 years	
Beaufort PA, Sofiya Desta	Internal Medicine (Dr. Shivali Malhotra)	1	3/1/2023	Adult	Allied	Allied	Allied	Allied		2 years	
Berlin MD, Richard Ellis	Anesthesiology	2	3/1/2023	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	
Bimston MD, David Noel	Surgical Oncology	1	4/1/2023	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	Approved, additional privilege request Use of Robotic platform. The first 3 robotic cases must be proctored.

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Reappointment Applicant Name	Specialty (Sponsor)	Category	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Blanco APRN, Marina	Cardiovascular Disease (Dr. Julio Peguero Moreno)	2	3/1/2023	Adult		Allied	Allied	Allied		2 years	
Bloomstone MD, Joshua A	Anesthesiology	2	3/1/2023	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	
Bober DO, Daniel Ivan	Psychiatry	2	3/1/2023	Adult & Pediatrics	Active				Active	2 years	
Bor APRN, CRNA, Artem E	Nurse Anesthetist (Dr. Adam Blomberg)	1	3/1/2023	Adult & Pediatrics	Allied	Allied	Allied	Allied	Allied	2 years	
Bowers MD, Joseph Patrick	Emergency Medicine	2	3/1/2023	Adult		Active				2 years	
Bradshaw APRN, Ethel Marie	Palliative Medicine (Dr. Ryan Sevel)	1	3/1/2023	Adult	Allied	Allied	Allied			2 years	
Braver MD, Beth R	Internal Medicine	1	3/1/2023	Adult	Active					2 years	
Bredy APRN, Marjorie Rachelle	Orthopedic Surgery (Dr. Alex Fokin Jr., MD)	1	3/1/2023	Adult	Allied					2 years	
Brownlee APRN, Joyce Ann	Oncology & Hematology (Dr. Foluso Ogunsile)	1	3/1/2023	Adult	Allied					2 years	
Butler PA, Jessica Lee	Neonatal Perinatal Medicine (Dr. Lester McIntyre)	1	3/1/2023	Pediatrics		Allied		Allied	Allied	2 years	
Buzzella AA, Barbara Ann	Anesthesiologist Assistant (Dr. Sandra	1	3/1/2023	Adult & Pediatrics	Allied	Allied	Allied	Allied	Allied	2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Category	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
	Kaufmann)										
Cevallos APRN, CRNA, Ashley Heather	Nurse Anesthetist (Dr. Kiesha Raphael)	1	3/1/2023	Adult & Pediatrics	Allied	Allied	Allied	Allied	Allied	2 years	
Chambers MD, Shani-Kay Taneisha	Pediatrics	1	3/1/2023	Pediatrics		Active		Active	Active	2 years	
Chiravuri, Ravikanth, MD	Interventional Cardiology	2	3/1/2023	Adult	Active	Active	Active	Active		2 years	Recommend two year reappointment and the relinquishment of the following privileges: 1- Diagnostic right heart catheterization/ insertion of pulmonary artery catheter; 2-Left heart catheterization, left ventriculography, coronary arteriography; 3- Percutaneous Coronary Intervention (PCI) with or without stent; 4-Diagnostic Angiography: Carotid; 5- Diagnostic Angiography: Lower extremity;

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Reappointment Applicant Name	Specialty (Sponsor)	Category	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
											6-Diagnostic Angiography: Upper extremity; 7-Angioplasty/ Stenting: Lower extremity vessels; 8-Moderate Sedation.
Cleary APRN, Wendy Lucente	Family Medicine (Dr. Todd Kazdan)	1	3/1/2023	Adult		Allied				2 years	
Colin APRN, Claudine	Anesthesiology (Dr. Nancy Erickson)	2	3/1/2023	Adult	Allied	Allied	Allied	Allied		2 years	
Colon MD, Ennio M	Pediatrics	1	3/1/2023	Pediatrics					Active	2 years	
Danet MD, Mariana	Psychiatry	2	3/1/2023	Adult		Active	Active	Active		2 years	
Davidson MD, Sasha Marie	Maternal Fetal Medicine	1	3/1/2023	Adult	Active					2 years	
De La Mota CNIM, Hamilton	Neuro-Intraoperative Monitorist (Dr. Elizabeth Garcia-Lopez de Victoria)	1	3/1/2023	Adult & Pediatrics	Allied	Allied	Allied		Allied	2 years	
Diaz APRN, Melissa Haydee	Pediatric Oncology & Hematology (Drs. Kerice Pinkney; Brian Cauff; Deborah Kramer; Iftikhar Hanif; Carmen Ballestas; Anne	2	3/1/2023	Pediatrics					Allied	2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Category	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
	Schaefer & Lenore Omesi)										
Dieguez MD, Enrique Benjamin	Pediatrics	1	3/1/2023	Pediatrics		Active		Active	Active	2 years	
Donohoe MD, Jeffrey Michael	Pediatric Urology	2	3/1/2023	Pediatrics					Active to Comm. Affiliate	2 years	Recommend two year reappointment with transfer to the Community Affiliate staff, effective 2/1/2023. Discontinue Pediatric Urology privileges.
Dubrovskiy DO, Ritchelle Martinez	Pediatrics	1	3/1/2023	Pediatrics		Active		Active	Active	2 years	
Eisenberg MD, Bruce	Pediatrics	1	3/1/2023	Pediatrics					Active	2 years	
Erazo DDS, Nicole	Dentist	1	3/1/2023	Pediatrics				Active	Active	2 years	
Fang-Patrick MD, Hua E	Pediatrics	1	3/1/2023	Pediatrics				Active		2 years	
Friedman DDS, Kurt E	Oral Maxillofacial Surgery	1	3/1/2023	Adult & Pediatrics		Active			Active	2 years	
Garcia APRN, Juddie Melizza Munar	Pediatric Urology (Drs. Rafael Gosalbez, Andrew Labbie, Miguel Castellan, George Ransford and Daniel Nassau)	1	3/1/2023	Pediatrics					Allied	2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Category	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Gedeon MD, Leon Stephane	Family Medicine	1	3/1/2023	Adult	Active		Active			2 years	
Gerrick PA, Alyssa Rae	Pediatric Otolaryngology/ Head & Neck Surgery (Dr. Samuel T. Ostrower)	1	3/1/2023	Pediatrics	Allied				Allied	2 years	
Gilderman-Neidenberg DO, Ilana	Pediatric Emergency Medicine	1	3/1/2023	Pediatrics		Active		Active	Active	2 years	
Gold PSYD, Peter Alexander	Psychology	1	3/1/2023	Adult	Active					2 years	
Goldberger MD, David	Ophthalmology	1	3/1/2023	Adult	Active					2 years	
Gonzalez MD, Robert Thomas	Pediatrics	1	3/1/2023	Pediatrics					Active	2 years	
Harris APRN, Darlene D	Vascular Interventional Neurology and Neurosurgery (Drs. Brijesh Mehta; Haris Kamal; Norman Ajiboye and Brandon Davis)	1	3/1/2023	Adult	Allied	Allied				2 years	
Harris MD, Barry David	Cardiovascular Disease	2	3/1/2023	Adult	Active	Active	Active			2 years	
Headley AA, Cassandra Jean	Anesthesiologist Assistant (Dr. Walter Diaz)	1	3/1/2023	Adult & Pediatrics	Allied	Allied	Allied	Allied	Allied	2 years	
Hegazy, Mohamed Ahmed	Surgical Assistant	1	3/1/2023	Adult & Pediatrics	Allied	Allied	Allied		Allied	2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Category	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Houseman MD, Benjamin Thomas	Anesthesiology	1	3/1/2023	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	
Iglesias MD, Alberto R	Surgery	2	3/1/2023	Adult	Active	Active	Active	Active		2 years	
Ingram MD, Deborah Elaine	Pediatrics	1	3/1/2023	Pediatrics					Active	2 years	
Isaiah MD, Ifeanyi Okechukwu	Nephrology	1	3/1/2023	Adult	Active	Active	Active	Active		2 years	
Jacobs CNIM, Alexia Pyxis	Neuro-Intraoperative Monitorist (Dr. Jason Soriano)	1	3/1/2023	Adult & Pediatrics	Allied	Allied	Allied		Allied	2 years	
Jallow MD, Sulayman E	Ophthalmology	1	3/1/2023	Adult & Pediatrics	Active	Active				2 years	
Joseph MD, Alphonsamma	Pediatrics	2	3/1/2023	Pediatrics		Active		Active	Active	2 years	
Kandathiparampil MD, Arline J	Pediatrics	1	3/1/2023	Pediatrics		Active		Active	Active	2 years	
Kaufmann MD, Sandra Charlotte	Anesthesiology	1	3/1/2023	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	
Kiswani-Barley MD, Vandhana Bhagwan	Family Medicine	1	3/1/2023	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	
Krikorian MD, Enrique	Orthopedic Surgery	1	3/1/2023	Adult		Active		Active		2 years	
Kuzmin MD, Aleksander	Internal Medicine	1	3/1/2023	Adult	Active	Active	Active	Active		2 years	
Labbie MD, Andrew Scott	Pediatric Urology	1	3/1/2023	Pediatrics					Active	2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Category	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Lindenbaum MD, Yelena	Neuro-Intraoperative Monitorist	1	3/1/2023	Adult & Pediatrics	Active	Active			Active	2 years	
Lopez DMD, Juan Guillermo	Oral Maxillofacial Surgery	1	3/1/2023	Adult & Pediatrics		Active		Active	Active	2 years	
Maggi PA, Erika	Cardiac Services (Dr. Frank Scholl)	1	3/1/2023	Adult & Pediatrics	Allied				Allied	2 years	
Malzahn APRN, CRNA, Dana Garrison	Nurse Anesthetist (Dr. Kiesha Raphael)	1	3/1/2023	Adult & Pediatrics	Allied	Allied	Allied	Allied	Allied	2 years	
Martinez MD, Nestor De Jesus	Pediatric Emergency Medicine	1	3/1/2023	Pediatrics		Active		Active	Active	2 years	
Matza DMD, Barry I	Dentist	1	3/1/2023	Pediatrics					Active	2 years	
McCutcheon APRN, Charles Tracy	Internal Medicine (Drs. Barbara Coplowitz & Marc Shapiro)	1	3/1/2023	Adult	Allied					2 years	
Mendez MD, Oscar A	Family Medicine	2	3/1/2023	Adult		Active	Active			2 years	
Mohan DO, Karthik	Gastroenterology	1	3/1/2023	Adult		Active	Active	Active		2 years	
Mohiuddin MD, Fawwaz J	Orthopedic Surgery	1	3/1/2023	Adult				Active		2 years	
Moya MD, Luis Alberto	Family Medicine	1	3/1/2023	Adult	Active					2 years	
Napoles MD, Ana Maria	Pediatrics	1	3/1/2023	Pediatrics					Active	2 years	
Nesselroth MD, Susan Mara	Emergency Medicine	2	3/1/2023	Adult	Active					2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Category	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Ostrower MD, Samuel Todd	Pediatric & Adult Otolaryngology/ Head & Neck Surgery	1	3/1/2023	Adult & Pediatrics	Active	Active		Active	Active	2 years	
Palino PA, Christina Lynn	Infectious Disease (Drs. Carlos Bustamante Rivas, Simon Edelstein, Daniel Kaswan, Andres Rivero & Paola Solari)	1	3/1/2023	Adult	Allied					2 years	
Patron DO, Andres	Family Medicine	1	3/1/2023	Adult		Active				2 years	
Pelliccio APRN, Mindy Lee	Pediatric Hospitalist (Drs. Lindsay Weiss; Scott Lazar; Angelica Parra; Robin Chaize; Robert Casey; Marie Silencieux-Cineas; Jasset Maragh; Leah Regenbaum)	1	3/1/2023	Pediatrics					Allied	2 years	
Pena MD, Rigoberto	Internal Medicine	2	3/1/2023	Adult	Active	Active	Active	Active		2 years	
Penalver MD, Ronoel	Family Medicine	2	3/1/2023	Adult	Active	Active	Active	Active		1 year	Recommend one year reappointment of Dr. Penalver with the condition to meet with the CMO at MHW, due

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Reappointment Applicant Name	Specialty (Sponsor)	Category	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
											to quality and behavioral issues.
Pitcairn-Ramirez APRN, Alexis Marie	Obstetrics and Gynecology (Dr. Elizabeth Gonzalez)	1	3/1/2023	Adult				Allied		2 years	
Pol-Carballo MD, Maria Teresa	Pediatrics	1	3/1/2023	Pediatrics					Active	2 years	
Poole APRN, CRNA, Brooke	Nurse Anesthetist (Dr. Kiesha Raphael)	1	3/1/2023	Adult & Pediatrics	Allied	Allied	Allied	Allied	Allied	2 years	
Poster DO, Don S	Internal Medicine	1	3/1/2023	Adult	Active					2 years	
Raheem MD, Asma Sadiq	Anesthesiology	1	3/1/2023	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	
Rivas MD, John Manuel	Gastroenterology	1	3/1/2023	Adult	Active	Active	Active			2 years	
Rivero MD, Andres Jose	Infectious Disease	1	3/1/2023	Adult	Active					2 years	
Rubio-Gomez, Heysu, MD	Infectious Disease	1	6/1/2023	Adult	Active	Active				2 years	
Samowitz MD, Harvey Roy	Urology	1	3/1/2023	Adult		Active				2 years	
Sanchez MD, William Eduardo	Internal Medicine	1	3/1/2023	Adult	Active	Active		Active		2 years	
Satine APRN, Daphnie	Transplant Nephrology & Transplant Surgery (Drs. Linda Chen; Edson Franco; Seyed	2	3/1/2023	Adult	Allied					2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Category	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
	Ghasemian; Basit Javaid & Heather LaGuardia)										
Schultz MD, Katharina Helene	Anesthesiology	1	3/1/2023	Adult & Pediatrics	Active	Active	Active	Active		2 years	
Selesky PA, Shari Elaina	Trauma Surgery (Dr. Andrew Rosenthal) & Surgical Assistant (Dr. Farid Assouad)	1	3/1/2023	Adult & Pediatrics	Allied				Allied	2 years	
Selub MD, Steven Elie	Gastroenterology	2	3/1/2023	Adult		Active		Active		2 years	
Simpson PA, Richard	Pediatric Cardiology (Dr. Thomas Forbes)	2	3/1/2023	Pediatrics	Allied				Allied	2 years	
Soloway-Simon MD, Deanna	Pediatric Emergency Medicine	1	3/1/2023	Pediatrics		Active		Active	Active	2 years	
Thompson MD, Julie Anne	Critical Care Medicine	1	3/1/2023	Adult	Active	Active	Active	Active		2 years	
Torres MD, Marcela Jimenez	Obstetrics and Gynecology	2	3/1/2023	Adult				Active		2 years	
Trkulja AA, Marko	Anesthesiologist Assistant	1	3/1/2023	Adult & Pediatrics	Allied	Allied	Allied	Allied	Allied	2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Category	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
	(Dr. Walter Diaz)										
Trujillo MD, Yaneth	Family Medicine	1	3/1/2023	Adult	Active	Active	Active	Active		2 years	
Turner, Vicky Lynn, APRN	Transplant Nephrology/ Transplant Surgery (Drs. Joseph Africa; Linda Chen; Edson Franco; Seyed Ghasemian; Basit Javaid & Heather LaGuardia)	1	4/1/2023	Adult	Active					2 years	
Ufberg MD, Naomi Eliza	Obstetrics and Gynecology	1	3/1/2023	Adult	Active	Active				2 years	
Uhlyar APRN, Marta	Hematology (Drs. Hugo Fernandez; Jose Sandoval-Sus; Yehuda Deutsch & Claudia Paba-Prada)	1	3/1/2023	Adult	Allied	Allied				2 years	
Valdes APRN, Onassi	Gastroenterology (Dr. Karthik Mohan)	1	3/1/2023	Adult		Allied		Allied		2 years	
Valentin DO, Ramon Gustavo Jr	Critical Care Medicine	2	3/1/2023	Adult	Active	Active	Active	Active		2 years	
Van Nostrand APRN, CRNA, Joanne Q	Nurse Anesthetist (Dr. Walter Diaz)	1	3/1/2023	Adult & Pediatrics	Allied	Allied	Allied	Allied	Allied	2 years	

Reappointment Applicant Name	Specialty (Sponsor)	Category	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Yonker PA, Emily Joy	Cardiac Surgery (Drs. Michael Cortelli, Juan Plate & I-wen Wang)	1	3/1/2023	Adult	Allied					2 years	

CREW RESOURCE MANAGEMENT TRAINING COURSE:

Practitioners Name	Specialty (Sponsor)	Appointment Date	Expirable Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Comment
Bach, Austin, DO	Pediatric Ophthalmology	7/27/2022	2/1/2023	Pediatrics					X	Discontinue invasive procedures pending completion of CRM course.
Tang, Edward, MD	Anesthesiology	7/27/2022	2/1/2023	Adult & Pediatrics	X	X	X	X	X	Discontinue invasive procedures pending completion of CRM course.

That the following requests for changes, additions or relinquishment of privileges be approved:

Name	Specialty (Sponsor)	Request	Privilege	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Borgella, Jerald Daniel, MD	Trauma Surgery	Additional	Robotic Assisted Surgery (First three cases must be proctored)	Adult & Pediatrics	X				X	Approved. First three robotic cases must be proctored.
Bromberg, Romina J., MD	Infectious Disease	Relinquish	1-Admit to inpatient or appropriate level of care 2-Aspiration of superficial abscess	Adult	X	X				Approved
Fields, Robert Carlton, MD	Obstetrics and Gynecology	Relinquish	1-Admit to inpatient care or other level of care 2-Perform history and physical examination 3-Evaluate, diagnose, treat, and provide consultation to female patients of all ages, and/or provide medical and surgical care of the female reproductive system and associated disorders, including major medical diseases that are complicating factors in pregnancy. 4-Cervical biopsy or conization of cervix 5-Hypogastric artery ligation	Adult				X		Approved

Name	Specialty (Sponsor)	Request	Privilege	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
			6-Management of patient with/without medical, surgical, or obstetrical complications 7-Repair of vaginal, cervical, perineal lacerations 8-Treatment of medical complications of pregnancy							
Katz, Steven Howard, MD	Emergency Medicine	Additional	Moderate Sedation	Adult	X	X	X	X		Approved
Lao, Victoria Valinluck, MD, PHD	Colon and Rectal Surgery	Additional	Use of Robotic Platform (First three cases must be proctored)	Adult	X	X	X	X		Approved. First three robotic cases must be proctored.
Maher, Gaielle Aristede, PA	Neurology (Dr. Brandi Baker)	Additional	Prescribe/order controlled substances (DEA required)	Adult	X	X				Approved

Name	Specialty (Sponsor)	Request	Privilege	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Manstein, Carl Howard, MD	Plastic and Reconstructive Surgery	Additional	1- General Plastic Surgery: Composite Graft; 2-Facial Cosmetic Surgery: Liposuction; 3- Breast Surgery: Augmentation, Mastopexy & Reduction; 4-Body & Extremity Sculpting: Liposuction.	Adult				X		Approved

Name	Specialty (Sponsor)	Request	Privilege	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Turner, Vicky Lynn, APRN	Transplant Nephrology/Transplant Surgery Drs. Joseph Africa; Linda Chen; Edson Franco; Seyed Ghasemian; Basit Javaid & Heather LaGuardia)	Additional	1-Insertion of arterial line 2-Obtain arterial blood sample 3-Removal of venous or arterial sheath 4-Suture of simple and complex incisions/lacerations (not requiring ligament or tendon repair). 5-Superficial Incision and drainage 6-Insertion of pleural tube 7-Management and removal of pleural tube 8-Thoracentesis 9-Ultrasound-guided Thoracentesis 10-Paracentesis 11-Ultrasound-guided paracentesis 12-Superficial Debridement 13-Superficial incision and drainage 14-Provide care for patients with a mechanical circulatory support device 15-Management of external	Adult	X					Approved

Name	Specialty (Sponsor)	Request	Privilege	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
			postoperative pacemaker 16-Removal of intra-aortic balloon pump (IABP) 17-Removal of temporary pacemaker wires 18-Removal of trans-thoracic monitoring lines							
Weiss, Lindsay, MD	Pediatric Hospitalist	Relinquish	Moderate Sedation	Pediatrics					X	Approved

Name	Specialty (Sponsor)	Request	Privilege	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Williams, Rufus Delro, Jr., PA	Emergency Medicine and Pediatric Emergency Medicine (Drs. Heidi Cohen and Randy Katz)	Additional	<ul style="list-style-type: none"> ▪ Insertion of Peripherally Inserted Central Catheter (PICC) ▪ Suture of simple & complex incisions/lacerations (not requiring ligament or tendon repair) ▪ Removal of sutures or staples ▪ Insertion/removal of nasogastric tube ▪ Insertion/removal of urinary catheter ▪ Application and removal of splint or cast ▪ Perform PAP smears and obtain cervical and vaginal cultures ▪ Superficial incision and drainage 	Adult & Pediatrics	X	X	X	X	X	Committee approved additional privileges requested with the exception of Insertion of Peripherally Inserted Central Catheter (PICC) privileges as they are not performed in the ED.

Please be advised that these applicants for appointment and reappointment were processed through the Board approved Credentialing Procedure that meets and exceeds the requirements of Florida Statute 395.011, and the standards of The Joint Commission.

The Executive Committees also accepted the following recommendations from their respective Advisory Councils for changes in staff status as indicated:

Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
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Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Brutus, Carla, APRN	Family Medicine (Dr. Jennifer Goldman)	Automatic termination of membership and privileges at MHP only due to no sponsor. No longer providing services in MHS through MPC effective 12/18/2022.	Adult	On staff		Allied			Accepted automatic termination of membership and privileges at MHP only due to no sponsor. No longer providing services in MHS through MPC effective 12/18/2022.
Cabezas MD, Leyaini	Internal Medicine - Medical Administrative Officer	Automatic termination of membership and privileges. No longer providing services in MHS effective 1/12/2023.	Adult	Active	Active	Active	Active		Accepted automatic termination of membership and privileges. No longer providing services in MHS effective 1/12/2023.
Capps, Kelsey Lynn, PA	Pediatric Orthopedic Surgery (Dr. Stephen Storer)	Automatic termination of membership and privileges. No longer providing services in MHS effective 12/2/2022.	Pediatrics	Allied			Allied	Allied	Accepted automatic termination of membership and privileges. No longer providing services in MHS effective 12/2/2022.
Carter, Jacqueline, APRN, CNM	Nurse Midwife	Request resignation effective 1/4/2023.	Adult		Allied				Resignation accepted effective 1/4/2023.
Danet, Mariana, MD	Psychiatry	Request resignation at MRH only effective 3/1/2023.	Adult	Active	On staff	On staff	On staff		Resignation accepted at MRH only effective 3/1/2023.
Diego, Alexandria West, APRN	Oncology and Hematology	Request resignation effective 11/22/2022.	Adult	Allied	Allied				Resignation accepted effective 11/22/2022.
Fish, Asya, MD	Obstetrics and Gynecology	Request resignation effective 12/28/2022.	Adult	Active			Active		Resignation accepted effective

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Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
									12/28/2022.
Henry, Nicole, DO	Obstetrics and Gynecology	Request resignation at MRH & JDCH only effective 11/20/2022	Adult & Pediatrics	Active	On staff		On staff	Active	Resignation at MRH & JDCH only effective 11/20/2022
Kalski, Richard Stewart, MD	Ophthalmology	Automatic termination at MHW, effective 1/25/2023, for failure to pay Medical Staff dues	Adult	On staff	Active (Suspended for Dues)				Automatic termination of membership and privileges at MHW, effective 1/25/2023, for failing to pay Medical Staff dues.
Kosche, Katherine Ann, MD	Gastroenterology	Request resignation at MRH only effective 12/15/2022.	Adult	Active	On staff				Resignation accepted at MRH effective 12/15/2022.
Levinson, Robert L., MD	Nephrology	Request Honorary Emeritus status at MRH.	Adult	Inactive					MRH MEC's approved change in staff status to Honorary Emeritus.
Lewars Graham, Claudette E., APRN	Internal Medicine (Dr. Mark Rabiner)	Automatic termination of membership and privileges. No longer providing services in MHS through Memorial Primary Care effective 1/31/2023.	Adult	Allied					Accepted automatic termination of membership and privileges. No longer providing services in MHS through Memorial Primary Care effective 1/31/2023.

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Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Miransky, Neil, DO	Palliative Medicine	Automatic termination of membership and privileges at MHS for failure to request reappointment, effective 3/1/2023.	Adult	Active					Accepted automatic termination of membership and privileges at MHS for failure to reapply effective 3/1/2023.
Novick MD, Alan Keith	Physical Medicine and Rehabilitation	Request resignation from MRH, effective 3/1/2023. Request Honorary Emeritus staff at MRH and MHW.	Adult	Active	Resigned effective 2/1/2023.				Accepted request for resignation from MRH effective 3/1/2023. MHW and MRH MEC's approved change in staff status from Active to Honorary Emeritus.
Ortega, Liset, APRN	Oncology and Hematology (Drs. Matthew Taub and Eric Rische)	Automatic termination for non-compliance with MHS influenza requirements.	Adult	Allied	Allied	Allied	Allied		Accepted automatic termination for non-compliance with MHS influenza requirements.
Ortiz, Victor, APRN, CRNA	Nurse Anesthetist (Dr. Amy Pulido)	Automatic termination of membership and privileges. No longer providing services in MHS through Envision Physician Services effective 11/11/2022.	Adult & Pediatrics	Allied	Allied	Allied	Allied	Allied	Accepted automatic termination of membership and privileges. No longer providing services in MHS through Envision Physician Services effective 11/11/2022.

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Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Polizzi, Martha Maria, APRN, CRNA	Nurse Anesthetist (Dr. Walter Diaz)	Automatic termination of membership and privileges. No longer providing services in MHS through Envision Physician Services effective 1/5/2023.	Adult & Pediatrics	Allied	Allied	Allied	Allied	Allied	Accepted automatic termination of membership and privileges. No longer providing services in MHS through Envision Physician Services effective 1/5/2023.
Rodgers, Karolyn Ann, APRN, CNM	Nurse Midwife (Drs. Timothy DeSantis; Erin Myers; Nicholas Jeffrey; Julie Kang & Hany Moustafa)	Request resignation effective 10/21/2022.	Adult	Allied					Resignation accepted effective 10/21/2022.
Sadana, Neeti, MD	Anesthesiology	Automatic termination of membership and privileges. No longer providing services in MHS through Envision Physician Services effective 12/13/2022.	Adult & Pediatrics	Active	Active	Active	Active	Active	Accepted automatic termination of membership and privileges. No longer providing services in MHS through Envision Physician Services effective 12/13/2022.
Saldana, Ricardo Antonio, AA	Anesthesia Assistant (Dr. Sandra Kaufmann)	Request resignation effective 1/3/2023.	Adult & Pediatrics	Allied				Allied	Resignation accepted effective 1/3/2023.
Tapia-Bucheli, Ruben	Surgical Assistant	Request resignation effective 12/14/2022.	Adult & Pediatrics	Allied	Allied	Allied			Resignation accepted effective 12/14/2022.

Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Tassone, Rosalie Frances, MD	Anesthesiology	Automatic termination of membership and privileges. No longer providing services in MHS through Envision Physician Services effective 3/1/2023.	Adult & Pediatrics	Active	Active	Active	Active	Active	Accepted automatic termination of membership and privileges. No longer providing services in MHS through Envision Physician Services effective 3/1/2023.
Villaverde, Elizabeth Maria, MD	Pediatrics	Request resignation effective 12/29/2022.	Pediatrics				Active		Resignation accepted effective 12/29/2022.

February 2023	MHS
New Physician Appointments	13
New AHP Appointments	7
Physician Reappointments	69
AHP Reappointments	41
Physician Resignations/Terminations	7
AHP Resignations/Terminations	10

Your approval of these recommendations is requested.

Sincerely,

Juan Carlos Martinez, M.D.
 President
 Memorial Regional Hospital
 Joe DiMaggio Children's Hospital

Fausto A. De La Cruz, M.D.
 Chief of Staff
 Memorial Hospital West

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Juan Villegas, M.D.
Chief of Staff
Memorial Hospital Miramar



Blane T. Shatkin, M.D.
Chief of Staff
Memorial Hospital Pembroke

Memorial Healthcare System

Quarterly Volumes for Period Ending January 2023

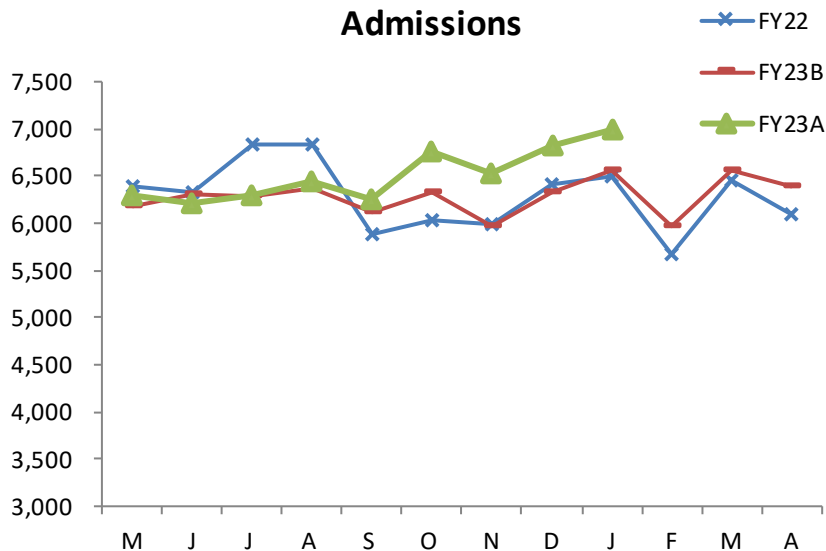
February 22, 2023
Board Meeting





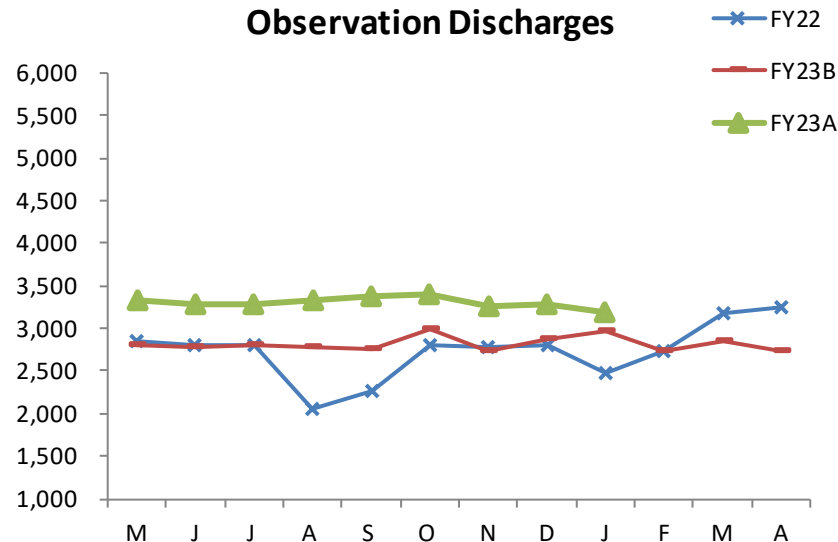
Memorial Healthcare System - Consolidated Volumes - January 2023

Admissions



	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	20,368	18,868	18,922	8.0%	7.6%
YTD:	58,621	56,472	57,239	3.8%	2.4%

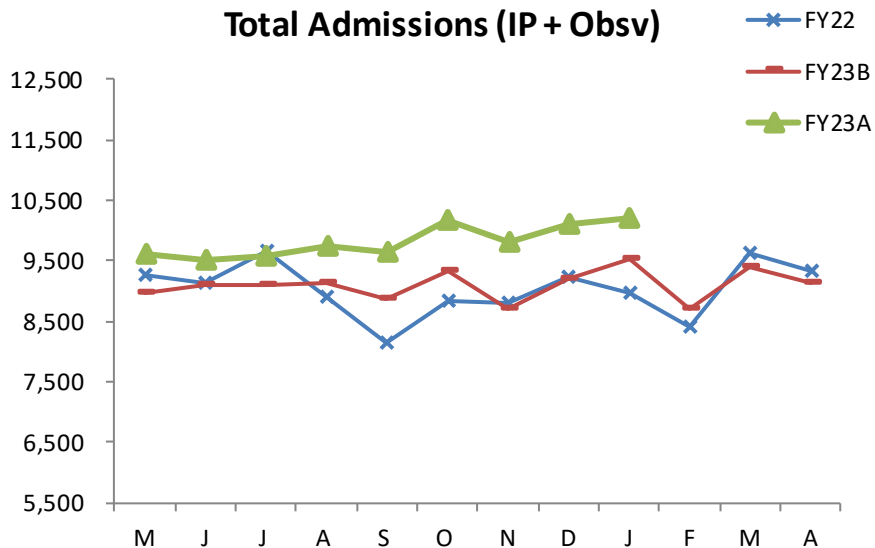
Observation Discharges



	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	9,743	8,564	8,066	13.8%	20.8%
YTD:	29,760	25,469	23,695	16.8%	25.6%



Memorial Healthcare System - Consolidated Volumes - January 2023

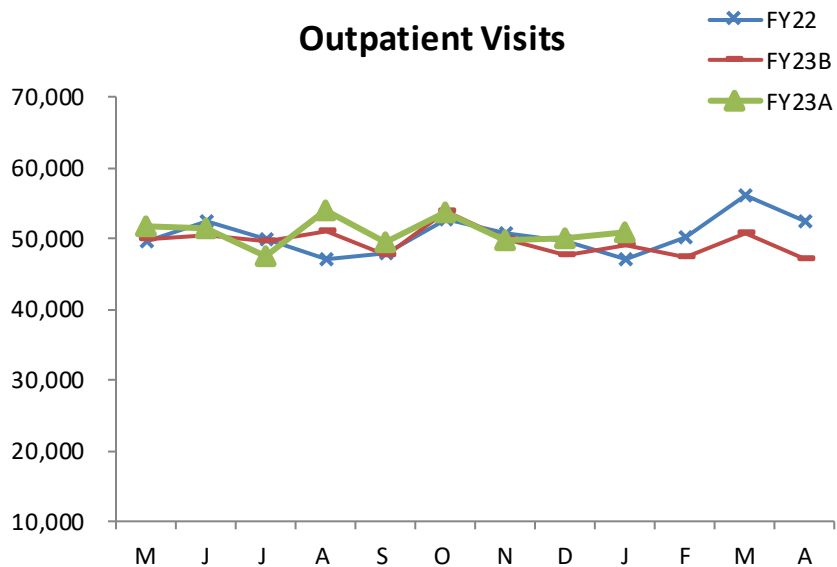


	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	30,111	27,432	26,988	9.8%	11.6%
YTD:	88,381	81,941	80,934	7.9%	9.2%



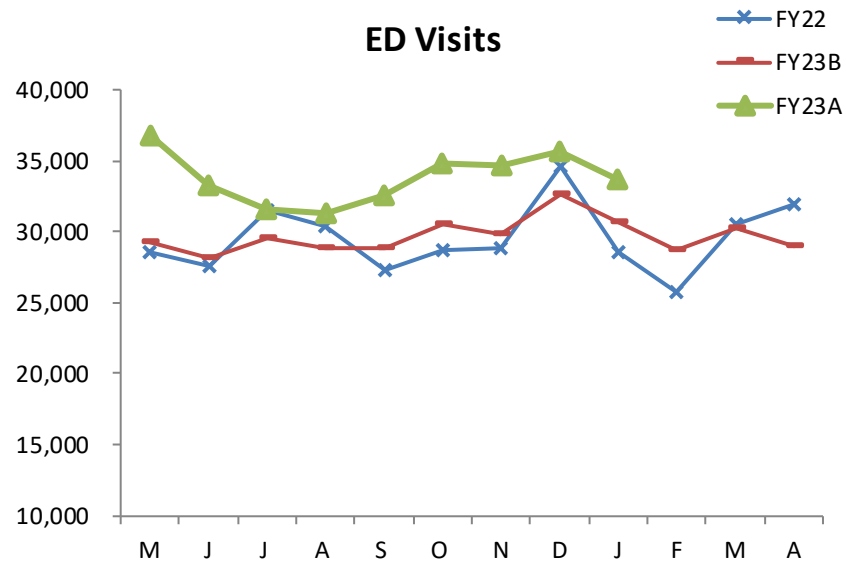
Memorial Healthcare System - Consolidated Volumes - January 2023

Outpatient Visits



	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	150,747	146,564	147,336	2.9%	2.3%
YTD:	458,310	449,220	446,892	2.0%	2.6%

ED Visits

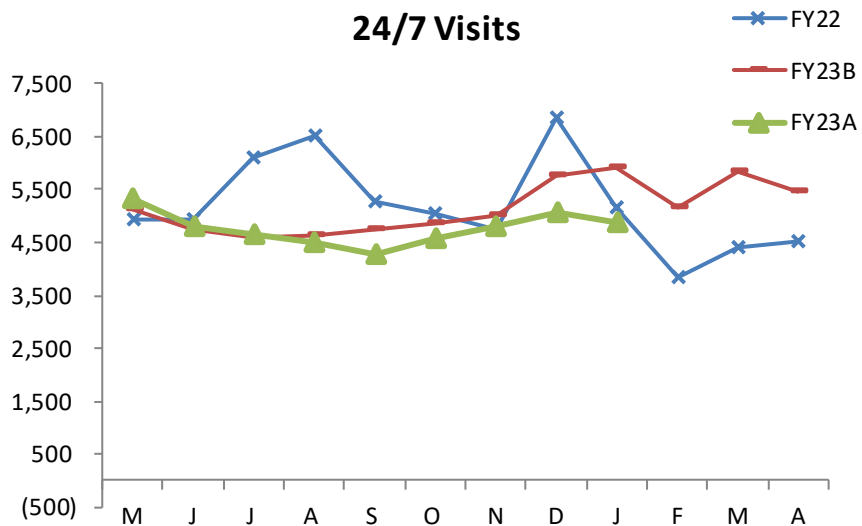


	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	104,066	93,151	91,944	11.7%	13.2%
YTD:	304,284	268,241	265,748	13.4%	14.5%



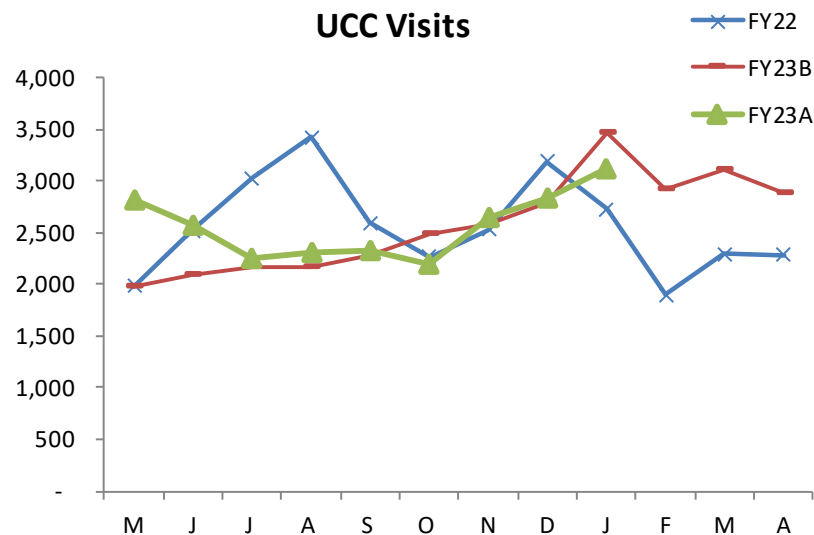
Memorial Healthcare System - Consolidated Volumes - January 2023

24/7 Visits



	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	14,757	16,660	16,785	-11.4%	-12.1%
YTD:	42,879	45,371	49,589	-5.5%	-13.5%

UCC Visits

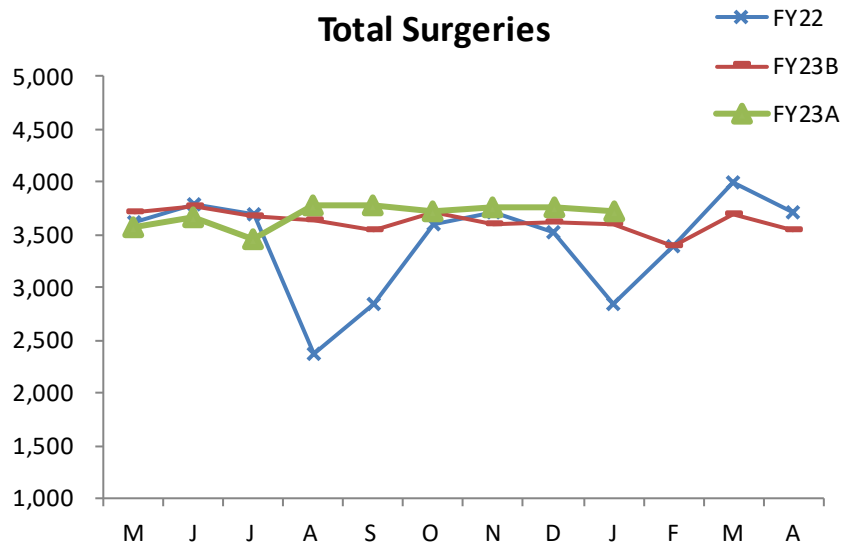


	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	8,597	8,842	8,444	-2.8%	1.8%
YTD:	23,073	22,026	24,278	4.8%	-5.0%



Memorial Healthcare System - Consolidated Volumes - January 2023

Total Surgeries



	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	11,249	10,829	10,083	3.9%	11.6%
YTD:	33,238	32,882	29,982	1.1%	10.9%

Deliveries

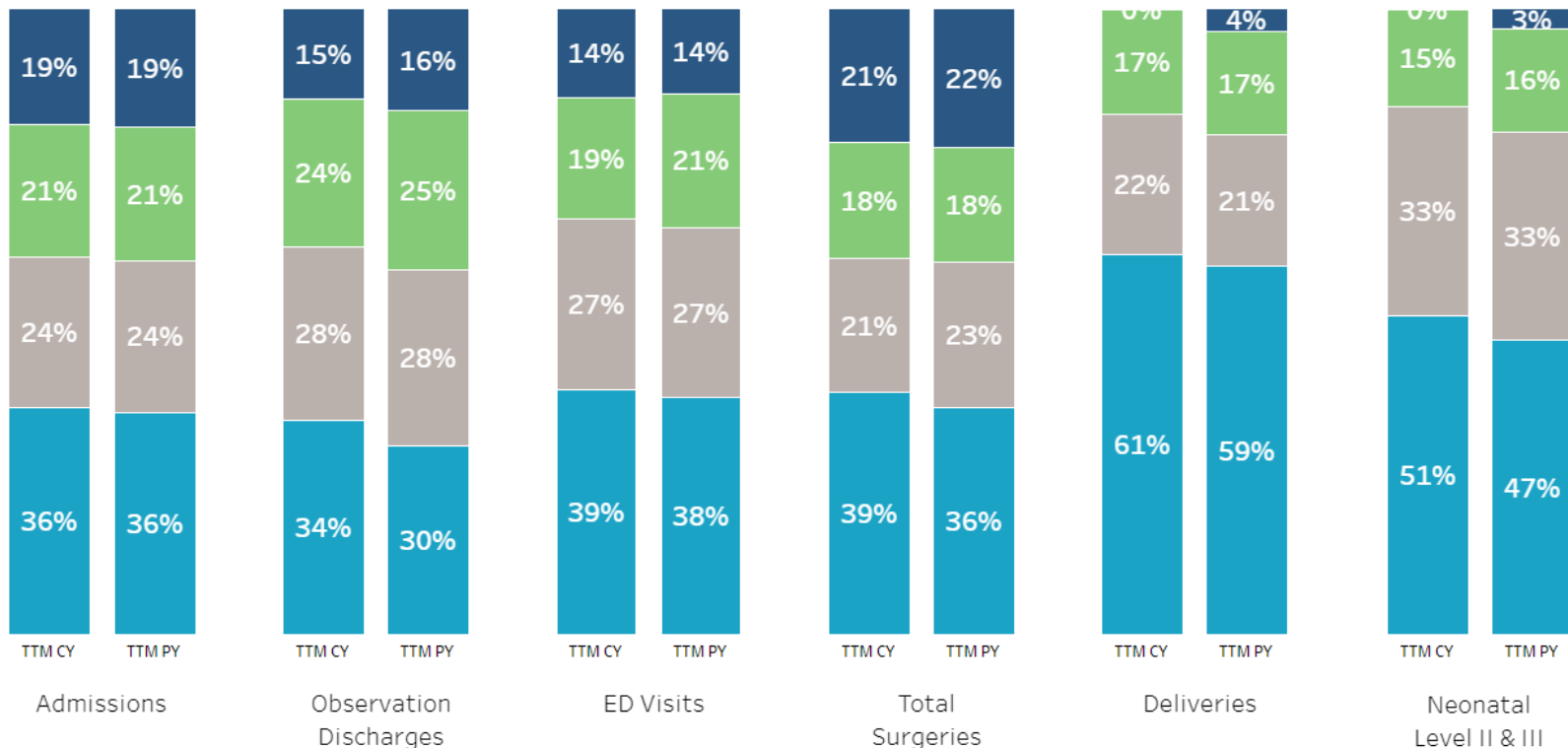


	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	3,315	3,022	3,163	9.7%	4.8%
YTD:	9,555	9,265	9,440	3.1%	1.2%



- Others
- HCA
- Broward Health
- MHS

Broward County Market Share - Trailing Twelve Months ending January 31, 2023





Memorial Regional Hospital - Consolidated Volumes - January 2023

Admissions

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	7,376	6,891	6,919	7.0%	6.6%
YTD:	21,191	20,391	20,757	3.9%	2.1%

Observations Discharges

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	3,103	2,538	2,451	22.3%	26.6%
YTD:	8,990	7,568	7,353	18.8%	22.3%

Outpatient Visits

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	32,112	33,075	32,045	-2.9%	0.2%
YTD:	98,334	100,731	97,904	-2.4%	0.4%

ED Visits

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	24,128	23,291	23,240	3.6%	3.8%
YTD:	72,054	69,872	69,051	3.1%	4.3%

Surgeries

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	2,727	2,690	2,591	1.4%	5.2%
YTD:	7,917	8,056	7,665	-1.7%	3.3%

Deliveries

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	1,318	1,134	1,264	16.3%	4.3%
YTD:	3,885	3,389	3,600	14.6%	7.9%



Joe Dimaggio Children's Hospital - Consolidated Volumes - January 2023

Admissions

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	1,403	1,210	1,269	16.0%	10.6%
YTD:	4,107	3,770	3,805	8.9%	7.9%

Observations Discharges

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	956	874	853	9.4%	12.1%
YTD:	2,905	2,719	2,645	6.8%	9.8%

Outpatient Visits

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	20,144	22,100	21,533	-8.9%	-6.5%
YTD:	64,869	69,001	66,294	-6.0%	-2.1%

ED Visits

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	20,927	16,259	17,101	28.7%	22.4%
YTD:	60,975	46,841	47,294	30.2%	28.9%

Surgeries

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	2,276	2,018	1,937	12.8%	17.5%
YTD:	6,685	6,324	6,065	5.7%	10.2%



Memorial Regional Hospital South - Consolidated Volumes - January 2023

Admissions

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	894	929	837	-3.7%	6.8%
YTD:	2,707	2,722	2,610	-0.5%	3.7%

Rehab Admissions

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	538	563	503	-4.4%	7.0%
YTD:	1,657	1,699	1,573	-2.5%	5.3%

Observations Discharges

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	352	282	268	25.0%	31.3%
YTD:	999	861	836	16.0%	19.5%

Outpatient Visits

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	20,021	17,338	19,466	15.5%	2.9%
YTD:	57,942	57,617	58,701	0.6%	-1.3%

ED Visits

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	6,427	6,142	6,293	4.6%	2.1%
YTD:	18,690	17,890	18,744	4.5%	-0.3%

Surgeries

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	938	816	891	14.9%	5.3%
YTD:	2,651	2,672	2,746	-0.8%	-3.5%



Memorial Hospital West - Consolidated Volumes - January 2023

Admissions

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	6,036	5,595	5,686	7.9%	6.2%
YTD:	17,462	16,649	16,893	4.9%	3.4%

Observations Discharges

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	2,807	2,499	2,328	12.3%	20.6%
YTD:	8,631	7,317	6,722	18.0%	28.4%

Outpatient Visits

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	48,096	47,565	47,257	1.1%	1.8%
YTD:	148,141	140,521	142,560	5.4%	3.9%

ED Visits

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	25,384	22,702	21,784	11.8%	16.5%
YTD:	73,202	65,060	61,868	12.5%	18.3%

Surgeries

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	2,410	2,462	2,098	-2.1%	14.9%
YTD:	7,222	7,252	6,204	-0.4%	16.4%

Deliveries

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	884	874	879	1.1%	0.6%
YTD:	2,538	2,670	2,668	-4.9%	-4.9%



Memorial Hospital Pembroke - Consolidated Volumes - January 2023

Admissions

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	1,826	1,738	1,779	5.1%	2.6%
YTD:	5,406	5,361	5,450	0.8%	-0.8%

Observations Discharges

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	1,201	962	975	24.8%	23.2%
YTD:	4,150	2,965	2,840	40.0%	46.1%

Outpatient Visits

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	8,079	7,697	8,108	5.0%	-0.4%
YTD:	25,401	23,746	23,402	7.0%	8.5%

ED Visits

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	9,467	8,666	8,470	9.2%	11.8%
YTD:	27,742	23,601	25,494	17.5%	8.8%

Surgeries

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	1,078	1,067	1,100	1.0%	-2.0%
YTD:	3,441	3,292	3,102	4.5%	10.9%

24/7

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	14,757	16,660	16,785	-11.4%	-12.1%
YTD:	42,879	45,371	49,589	-5.5%	-13.5%



Memorial Hospital Miramar - Consolidated Volumes - January 2023

Admissions

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	2,833	2,505	2,432	13.1%	16.5%
YTD:	7,748	7,579	7,724	2.2%	0.3%

Observations Discharges

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	1,324	1,410	1,191	-6.1%	11.2%
YTD:	4,085	4,039	3,299	1.1%	23.8%

Outpatient Visits

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	22,015	18,741	18,803	17.5%	17.1%
YTD:	63,338	57,460	57,811	10.2%	9.6%

ED Visits

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	17,733	16,091	15,056	10.2%	17.8%
YTD:	51,621	44,976	43,297	14.8%	19.2%

Surgeries

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	1,819	1,776	1,466	2.4%	24.1%
YTD:	5,321	5,286	4,200	0.7%	26.7%

Deliveries

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
QTD:	1,113	1,014	1,020	9.8%	9.1%
YTD:	3,132	3,206	3,172	-2.3%	-1.3%

Memorial Healthcare System

Financial Reports for January 2023

February 22, 2023

Board Meeting



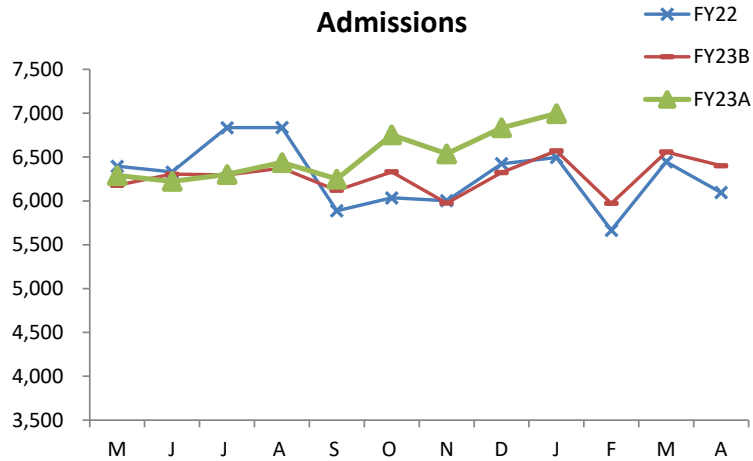


Memorial Healthcare System - Executive Summary - MTD January 2023

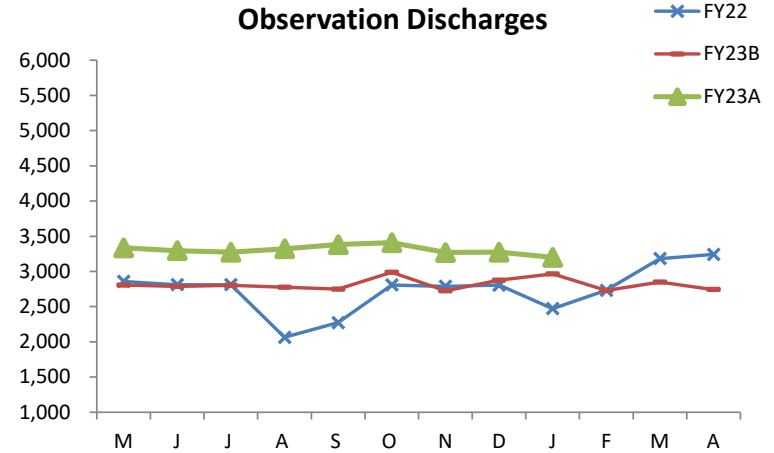
- Inpatient Revenue was above budget due to higher inpatient volumes, 6.5% higher admissions, 10.4% higher patient days, and 12.0% higher inpatient surgeries
- Outpatient Revenue was above budget due to 8.0% higher observation discharges, 9.9% higher emergency department visits, and 3.7% higher outpatient visits, partially offset by (17.6%) lower 24/7 visits
- Net Revenue of \$244.0M was above the budget of \$237.3M, and Income from Operations of \$6.4M was lower than the budget of \$10.0M
- Excess of Revenues over Expenses was \$49.0M, including an Unrealized Gain of \$41.2M, compared with the budgeted Excess of Revenues over Expenses of \$10.5M



Memorial Healthcare System - Consolidated Volumes - January 2023

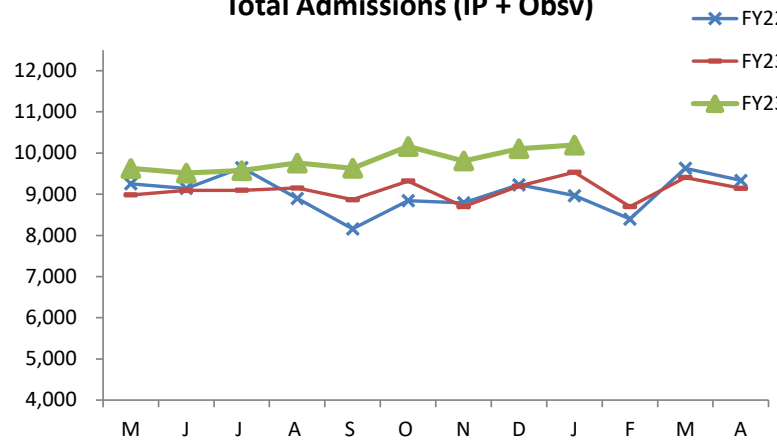


	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
MTD:	6,997	6,571	6,496	6.5%	7.7%
YTD:	58,621	56,472	57,239	3.8%	2.4%



	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
MTD:	3,200	2,963	2,472	8.0%	29.4%
YTD:	29,760	25,469	23,695	16.8%	25.6%

Total Admissions (IP + Obsv)

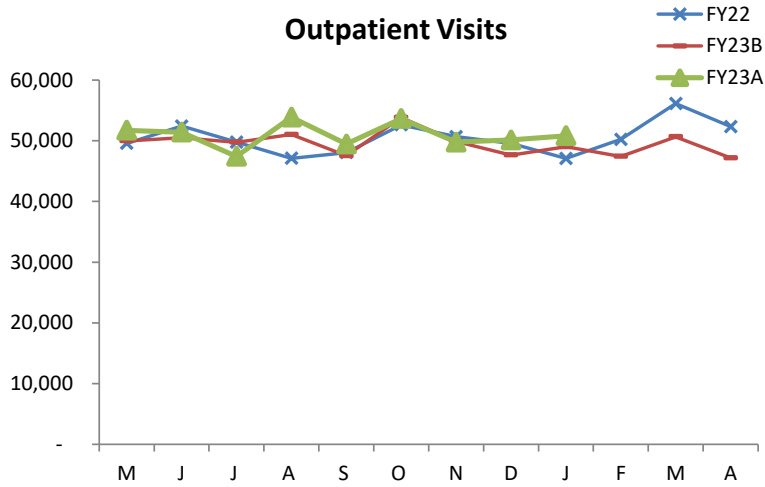


	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
MTD:	10,197	9,534	8,968	7.0%	13.7%
YTD:	88,381	81,941	80,934	7.9%	9.2%



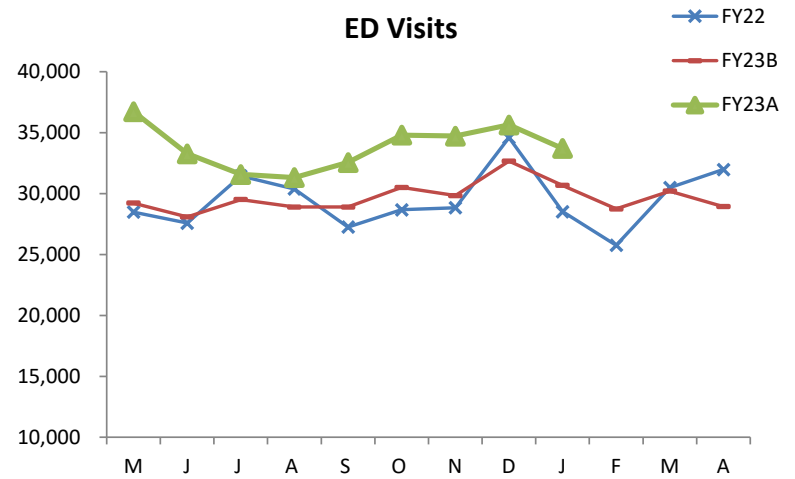
Memorial Healthcare System - Consolidated Volumes - January 2023

Outpatient Visits



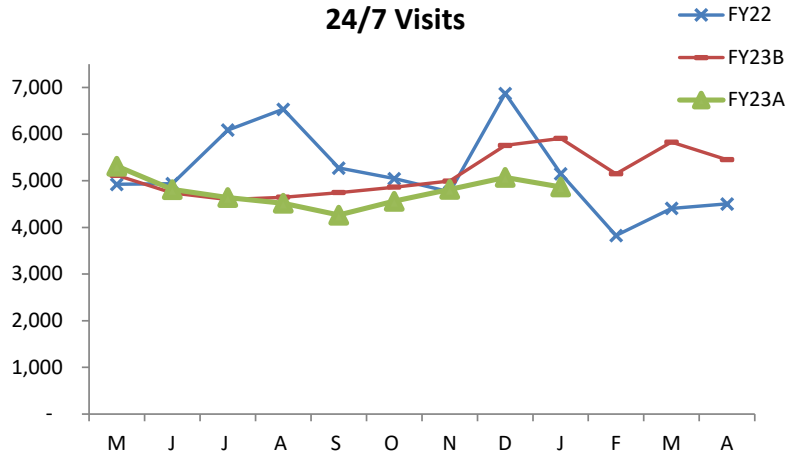
	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
MTD:	50,826	49,016	47,099	3.7%	7.9%
YTD:	458,310	449,220	446,892	2.0%	2.6%

ED Visits



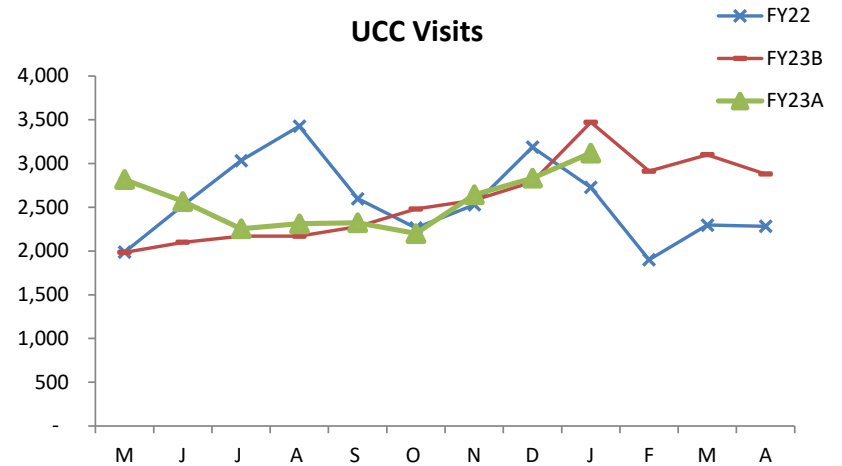
	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
MTD:	33,706	30,663	28,517	9.9%	18.2%
YTD:	304,284	268,241	265,748	13.4%	14.5%

24/7 Visits



	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
MTD:	4,868	5,908	5,151	-17.6%	-5.5%
YTD:	42,879	45,371	49,589	-5.5%	-13.5%

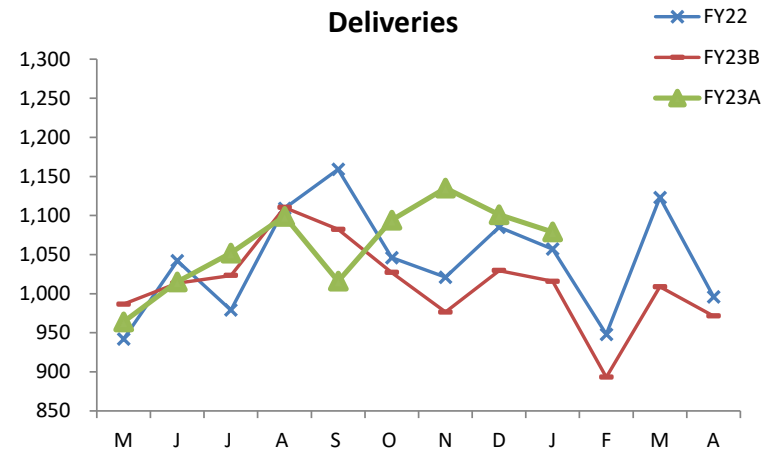
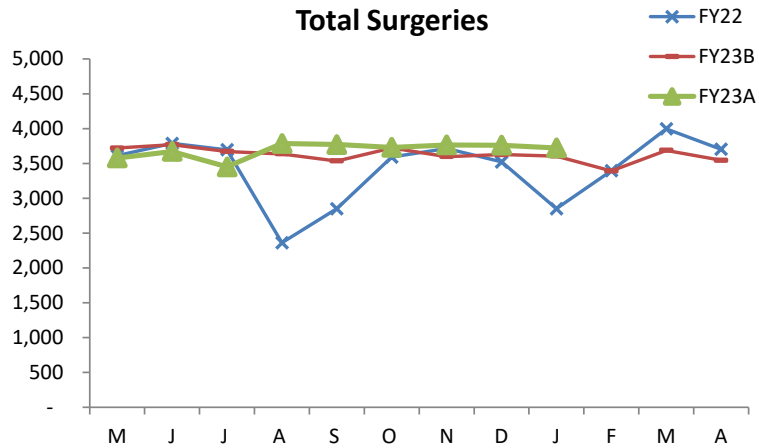
UCC Visits



	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
MTD:	3,121	3,472	2,727	-10.1%	14.4%
YTD:	23,073	22,026	24,278	4.8%	-5.0%



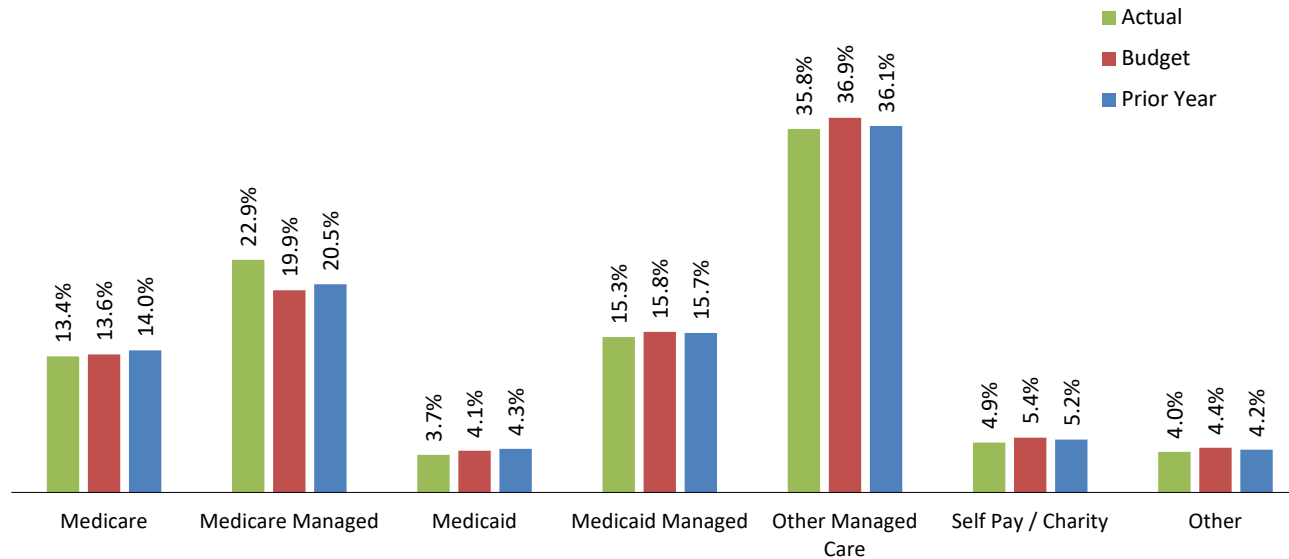
Memorial Healthcare System - Consolidated Volumes and Payor Mix - January 2023



	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
MTD:	3,722	3,606	2,850	3.2%	30.6%
YTD:	33,238	32,882	29,982	1.1%	10.9%

	<u>FY23A</u>	<u>FY23B</u>	<u>FY22</u>	<u>vs FY23B</u>	<u>vs FY22</u>
MTD:	1,079	1,016	1,057	6.2%	2.1%
YTD:	9,555	9,265	9,440	3.1%	1.2%

Payor Mix (Gross Revenue) - YTD





Memorial Healthcare System - Operating Statement - January 2023

	Variance		Month to Date				\$ thousands	Year to Date			Variance	
	vs PY	vs Budget	Prior Year	Budget	Actual			Actual	Budget	Prior Year	vs Budget	vs PY
A	9.5%	4.1%	744,491	783,346	815,464	Inpatient Revenue	6,761,127	7,055,994	6,544,789	(4.2%)	3.3%	
B	21.7%	2.2%	554,939	660,623	675,315	Outpatient Revenue	6,030,945	5,812,726	5,263,141	3.8%	14.6%	
C	14.7%	3.2%	1,299,430	1,443,969	1,490,779	Total Patient Revenue	12,792,072	12,868,720	11,807,930	(0.6%)	8.3%	
D	26.5%	6.2%	944,193	1,124,799	1,194,690	Contractual Allowances	10,140,646	10,067,245	9,145,832	0.7%	10.9%	
E	(27.6%)	(32.7%)	73,693	79,267	53,367	Charity Care	560,858	693,743	607,105	(19.2%)	(7.6%)	
F	>100%	(15.0%)	3,481	20,806	17,689	Provision for Bad Debt	179,761	184,804	145,107	(2.7%)	23.9%	
G	23.9%	3.3%	1,021,367	1,224,871	1,265,746	Total Deductions	10,881,266	10,945,792	9,898,044	(0.6%)	9.9%	
H	(19.1%)	2.7%	278,063	219,098	225,033	Net Patient Revenue	1,910,806	1,922,928	1,909,887	(0.6%)	0.0%	
I	16.2%	7.4%	4,190	4,536	4,870	Disproportionate Share Distributions	55,502	40,130	37,941	38.3%	46.3%	
J	18.6%	3.3%	11,905	13,673	14,119	Other Operating Revenue	137,703	137,250	133,120	0.3%	3.4%	
K	18.0%	4.3%	16,095	18,209	18,989	Total Other Operating Revenue	193,205	177,380	171,062	8.9%	12.9%	
L	(17.0%)	2.8%	294,159	237,307	244,022	Net Revenue	2,104,011	2,100,308	2,080,948	0.2%	1.1%	
M	(3.9%)	8.5%	123,716	109,602	118,871	Salaries & Wages	1,083,392	1,052,664	962,249	2.9%	12.6%	
N	29.1%	15.6%	13,879	15,499	17,916	Employee Benefits	138,818	130,482	116,639	6.4%	19.0%	
O	25.9%	9.2%	4,869	5,612	6,129	Professional Fees	48,770	49,700	43,758	(1.9%)	11.5%	
P	4.7%	(3.5%)	44,607	48,415	46,702	Supplies Expense	418,410	430,264	406,729	(2.8%)	2.9%	
Q	(17.5%)	(2.7%)	28,497	24,145	23,500	Purchased Services	230,508	220,811	217,972	4.4%	5.8%	
R	(9.8%)	(20.1%)	6,927	7,819	6,246	Facilities Expense	58,518	69,730	59,407	(16.1%)	(1.5%)	
S	30.6%	22.7%	7,230	7,693	9,439	Depreciation & Amortization	80,069	67,114	63,365	19.3%	26.4%	
T	0.1%	3.8%	8,791	8,477	8,803	Other Operating Expense	85,384	85,206	85,264	0.2%	0.1%	
V	(0.4%)	4.6%	238,516	227,262	237,606	Total Expenses	2,143,869	2,105,971	1,955,383	1.8%	9.6%	
W	(88.5%)	(36.1%)	55,643	10,045	6,416	Income/(Loss) from Operations	(39,858)	(5,663)	125,565	<(100%)	<(100%)	
X	N/A	N/A	-	-	-	Tax Revenue	-	-	-	N/A	N/A	
Y	(7.9%)	(5.1%)	(2,548)	(2,615)	(2,749)	Interest Expense	(24,590)	(23,534)	(22,876)	(4.5%)	(7.5%)	
Z	>100%	N/A	(39,600)	-	41,233	Unrealized Gain/(Loss)	(9,539)	-	(63,617)	N/A	85.0%	
AA	>100%	33.0%	874	3,104	4,128	Investment & Other	32,656	28,165	48,844	15.9%	(33.1%)	
AB	>100%	>100%	(41,274)	489	42,612	Total Non Operating Revenue/(Loss)	(1,473)	4,631	(37,649)	<(100%)	96.1%	
AC	>100%	>100%	\$14,368	\$10,534	\$49,028	Excess/(Deficit) of Revenues over Expenses	(\$41,331)	(\$1,032)	\$87,916	<(100%)	<(100%)	
AD	(68.5%)	(3.8%)	\$63,746	\$20,842	\$20,052	EBITDA	\$73,622	\$89,616	\$237,775	(17.8%)	(69.0%)	



Memorial Healthcare System - Operating Statement - MTD January 2023

\$ thousands	Month to Date		Variance	
	Actual	Budget	vs Budget	
A Inpatient Revenue	815,464	783,346	32,118	Higher admissions, patient days, and inpatient surgeries
B Outpatient Revenue	675,315	660,623	14,692	Higher observation discharges, emergency department visits, and outpatient visits, partially offset by lower 24/7 visits
C Total Patient Revenue	1,490,779	1,443,969	46,810	
D Total Deductions	1,265,746	1,224,871	40,874	
E Net Patient Revenue	225,033	219,098	5,935	Higher gross revenue impact and Managed Care outlier impact, and higher transplant revenue, partially offset by lower Direct Payment Program revenue due to timing
F Total Other Operating Revenue	18,989	18,209	780	Higher grants and reimbursements revenue and higher MHN infrastructure fees
G Net Revenue	244,022	237,307	6,716	
H Salaries & Wages	118,871	109,602	9,269	Higher labor costs related to staffing to higher volumes, partially offset by lower incentive payments
I Employee Benefits	17,916	15,499	2,417	Higher pension expenses due to decrease in pension asset value and higher salaries subject to pensions, and higher FICA due to higher salaries, partially offset by lower employee medical and dental claims
J Professional Fees	6,129	5,612	517	Higher physician fees and consulting fees related to service line support
K Supplies Expense	46,702	48,415	(1,714)	Lower drug purchases due to a reduction in COVID-19 related drugs, partially offset by higher implant costs, organ acquisition costs, and linen replacement costs
L Purchased Services	23,500	24,145	(645)	Lower purchased outside labor, partially offset by higher expenses related to an increase in transplant cases, and higher security services
M Facilities Expense	6,246	7,819	(1,572)	Lower rent due to new leasing standard GASB 87 implementation, and lower repair and maintenance project expenses
N Depreciation & Amortization	9,439	7,693	1,747	Adjustment to record a new leasing standard GASB 87 implementation
O Other Operating Expense	8,802	8,476	326	Higher education supplies and membership fees due to timing
P Total Expenses	237,606	227,262	10,344	
Q Income/(Loss) from Operations	6,417	10,045	(3,628)	
R Total Non Operating Revenue/(Loss)	42,612	489	42,123	Unrealized investment gains and realized investment income
S Excess/(Deficit) of Revenues over Expenses	49,028	10,534	38,494	



Memorial Healthcare System - Operating Statement - YTD January 2023

\$ thousands	Year to Date		Variance	
	Actual	Budget	vs Budget	
A Inpatient Revenue	6,761,127	7,055,994	(294,868)	Due to a decrease in COVID Inpatient cases and acuity, revenue was lower for pharmacy and respiratory therapy, partially offset by higher overall inpatient volume
B Outpatient Revenue	6,030,945	5,812,726	218,219	Higher emergency department visits, observation discharges, and outpatient visits
C Total Patient Revenue	12,792,072	12,868,720	(76,648)	
D Total Deductions	10,881,265	10,945,792	(64,526)	
E Net Patient Revenue	1,910,806	1,922,928	(12,122)	Lower inpatient revenue due to a decrease in COVID IP cases and acuity and lower Directed Payment Program due to timing, partially offset by Public Hospital Physician revenue recognition and Medicare Cost Report settlement
F Total Other Operating Revenue	193,205	177,380	15,825	Higher DSH and LIP revenue, higher MHN infrastructure fees, and higher shared savings revenue, partially offset by lower specialty pharmacy fill volumes
G Net Revenue	2,104,011	2,100,308	3,703	
H Salaries & Wages	1,083,392	1,052,664	30,728	Higher incentive pay and staffing due to higher volumes
I Employee Benefits	138,818	130,482	8,335	Higher pension expenses due to decrease in pension asset value, and higher FICA due to higher salaries, partially offset by lower employee medical and dental expenses
J Professional Fees	48,770	49,700	(930)	Lower specialty physician fees, partially offset by higher consultant and legal fees
K Supplies Expense	418,410	430,264	(11,853)	Lower COVID-related pharmacy purchases, partially offset by higher implants and higher lab reagents
L Purchased Services	230,508	220,811	9,697	Higher laundry processing, reference lab, security, coding, collection, and billing services, as well as higher ambulance fees
M Facilities Expense	58,518	69,730	(11,212)	Lower rent due to new leasing standard GASB 87 implementation, lower repair and maintenance expenses due to project timing, partially offset by higher gas and fuel expenses as well as higher telecommunication services
N Depreciation & Amortization	80,069	67,114	12,955	Adjustment to record a new leasing standard GASB 87 implementation
O Other Operating Expense	85,385	85,207	178	Higher advertising and project expenses, partially offset by lower equipment rentals due to new leasing standard GASB 87 implementation, lower AHCA assessment, and lower shared savings distributions
P Total Expenses	2,143,869	2,105,971	37,898	
Q Income/(Loss) from Operations	(39,858)	(5,663)	(34,195)	
R Total Non Operating Revenue/(Loss)	(1,473)	4,631	(6,104)	Unrealized investment losses, partially offset by higher realized investment gains
S Excess/(Deficit) of Revenues over Expenses	(41,331)	(1,032)	(40,299)	



Memorial Healthcare System - Consolidated Balance Sheet and Key Indicators - January 2023

\$ thousands	01/31/2023	12/31/2022	4/30/2022
A CASH AND INVESTMENTS	\$ 2,398,285	\$ 2,461,771	\$ 2,551,218
B PATIENT ACCOUNTS RECEIVABLE (NET)	335,699	324,148	320,357
C RESTRICTED ASSETS AND ASSETS WHOSE USE IS LIMITED	92,235	80,236	178,489
D CAPITAL ASSETS (NET)	1,176,797	1,169,607	1,044,524
E OTHER ASSETS AND DEFERRED OUTFLOWS	454,166	458,892	329,528
F TOTAL ASSETS AND DEFERRED OUTFLOWS	\$ 4,457,182	\$ 4,494,654	\$ 4,424,116
G CURRENT LIABILITIES	\$ 489,217	\$ 571,682	\$ 563,072
H LONG TERM DEBT	897,475	897,657	911,503
I ESTIMATED CLAIMS LIABILITY	35,246	34,463	30,549
J OTHER NON-CURRENT LIABILITIES AND DEFERRED INFLOWS	323,626	328,263	169,509
K TOTAL LIABILITIES AND DEFERRED INFLOWS	1,745,564	1,832,065	1,674,633
L NET POSITION	2,711,617	2,662,589	2,749,483
M LIABILITIES, NET POSITION AND DEFERRED INFLOWS	\$ 4,457,182	\$ 4,494,654	\$ 4,424,116
N DAYS CASH ON HAND	323.0	331.0	366.4
O CASH TO DEBT (%)	252.0	258.4	287.4
P NET DAYS IN AR	48.5	46.9	47.0
Q DEBT TO NET POSITION RATIO	0.35	0.36	0.32
R DEBT TO CAPITALIZATION	0.26	0.26	0.24
S DEBT TO CASH FLOW	10.00	6.94	3.52
T MADS* COVERAGE	2.21	3.06	5.39

* MAXIMUM ANNUAL DEBT SERVICE



MEMORIAL REGIONAL HOSPITAL - Operating Statement - January 2023

	Variance		Month to Date			\$ thousands	Year to Date			Variance	
	vs PY	vs Budget	Prior Year	Budget	Actual		Actual	Budget	Prior Year	vs Budget	vs PY
A	14.7%	3.8%	280,514	309,913	321,786	Inpatient Revenue	2,650,452	2,696,979	2,455,005	(1.7%)	8.0%
B	21.7%	2.5%	171,533	203,713	208,763	Outpatient Revenue	1,846,419	1,759,196	1,609,180	5.0%	14.7%
C	17.4%	3.3%	452,047	513,626	530,549	Total Patient Revenue	4,496,872	4,456,175	4,064,185	0.9%	10.6%
D	28.1%	6.3%	328,223	395,521	420,561	Contractual Allowances	3,549,991	3,433,876	3,105,955	3.4%	14.3%
E	(28.4%)	(40.3%)	31,898	38,250	22,854	Charity Care	256,123	333,049	284,786	(23.1%)	(10.1%)
F	>100%	6.1%	435	6,491	6,884	Provision for Bad Debt	63,166	56,307	40,274	12.2%	56.8%
G	24.9%	2.3%	360,556	440,262	450,299	Total Deductions	3,869,280	3,823,233	3,431,016	1.2%	12.8%
H	(12.3%)	9.4%	91,491	73,365	80,249	Net Patient Revenue	627,591	632,942	633,169	(0.8%)	(0.9%)
I	(3.8%)	18.4%	2,332	1,895	2,243	Disproportionate Share Distributions	27,230	17,929	21,048	51.9%	29.4%
J	>100%	68.4%	662	827	1,393	Other Operating Revenue	9,056	7,444	7,264	21.7%	24.7%
K	21.4%	33.6%	2,994	2,722	3,636	Total Other Operating Revenue	36,287	25,373	28,312	43.0%	28.2%
L	(11.2%)	10.2%	94,485	76,087	83,885	Net Revenue	663,878	658,315	661,481	0.8%	0.4%
M	(8.5%)	3.5%	34,085	30,130	31,180	Salaries & Wages	296,209	289,712	263,265	2.2%	12.5%
N	31.2%	19.6%	3,561	3,906	4,673	Employee Benefits	36,746	33,634	31,259	9.3%	17.6%
O	(3.0%)	(11.9%)	1,133	1,248	1,099	Professional Fees	9,863	10,882	10,314	(9.4%)	(4.4%)
P	10.5%	(1.6%)	14,499	16,293	16,025	Supplies Expense	143,417	142,621	136,240	0.6%	5.3%
Q	(20.3%)	(0.9%)	5,996	4,823	4,780	Purchased Services	49,757	43,160	47,357	15.3%	5.1%
R	(8.7%)	(3.9%)	1,918	1,823	1,752	Facilities Expense	17,360	16,504	15,920	5.2%	9.0%
S	17.4%	6.6%	1,755	1,932	2,060	Depreciation & Amortization	17,951	16,529	15,407	8.6%	16.5%
T	5.8%	7.9%	11,342	11,125	12,003	Other Operating Expense	101,801	100,462	90,535	1.3%	12.4%
V	(1.0%)	3.2%	74,289	71,280	73,572	Total Expenses	673,104	653,504	610,297	3.0%	10.3%
W	(48.9%)	>100%	20,196	4,807	10,313	Income/(Loss) from Operations	(9,226)	4,811	51,184	<(100%)	<(100%)
X	0.9%	(0.1%)	(748)	(740)	(741)	Total Non Operating Revenue/(Loss)	(6,358)	(6,657)	(6,628)	4.5%	4.1%
Y	(50.8%)	>100%	\$19,447	\$4,067	\$9,573	Excess/(Deficit) of Revenues over Expenses	(\$15,584)	(\$1,846)	\$44,556	<(100%)	<(100%)
Z	(43.6%)	83.6%	\$21,951	\$6,739	\$12,374	EBITDA	\$9,040	\$21,340	\$66,743	(57.6%)	(86.5%)



JOE DIMAGGIO CHILDRENS HOSP - Operating Statement - January 2023

	Variance		Month to Date			\$ thousands	Year to Date			Variance	
	vs PY	vs Budget	Prior Year	Budget	Actual		Actual	Budget	Prior Year	vs Budget	vs PY
A	9.7%	25.7%	91,617	79,941	100,471	Inpatient Revenue	864,015	937,392	895,021	(7.8%)	(3.5%)
B	29.7%	23.4%	47,973	50,412	62,198	Outpatient Revenue	533,762	495,152	461,921	7.8%	15.6%
C	16.5%	24.8%	139,589	130,353	162,669	Total Patient Revenue	1,397,776	1,432,544	1,356,942	(2.4%)	3.0%
D	50.7%	29.4%	89,883	104,704	135,455	Contractual Allowances	1,139,888	1,175,173	1,087,086	(3.0%)	4.9%
E	(79.2%)	(66.5%)	2,838	1,763	590	Charity Care	20,132	19,497	17,451	3.3%	15.4%
F	>100%	(39.2%)	(1,271)	1,883	1,144	Provision for Bad Debt	10,539	20,809	22,042	(49.4%)	(52.2%)
G	50.0%	26.6%	91,451	108,351	137,189	Total Deductions	1,170,558	1,215,480	1,126,578	(3.7%)	3.9%
H	(47.1%)	15.8%	48,139	22,002	25,480	Net Patient Revenue	227,218	217,064	230,364	4.7%	(1.4%)
I	62.2%	71.4%	37	35	60	Disproportionate Share Distributions	624	323	434	93.2%	43.8%
J	53.1%	32.7%	175	202	268	Other Operating Revenue	2,442	1,814	1,641	34.6%	48.8%
K	54.7%	38.4%	212	237	328	Total Other Operating Revenue	3,067	2,137	2,075	43.5%	47.8%
L	(46.6%)	16.0%	48,351	22,239	25,808	Net Revenue	230,285	219,201	232,439	5.1%	(0.9%)
M	0.3%	15.2%	11,318	9,854	11,350	Salaries & Wages	101,434	94,787	91,185	7.0%	11.2%
N	24.1%	29.7%	1,367	1,308	1,696	Employee Benefits	13,558	13,080	11,930	3.7%	13.6%
O	82.0%	98.9%	389	356	708	Professional Fees	4,456	3,165	3,174	40.8%	40.4%
P	4.2%	26.7%	3,689	3,035	3,845	Supplies Expense	33,809	30,753	32,466	9.9%	4.1%
Q	16.7%	>100%	2,556	838	2,982	Purchased Services	24,854	7,590	12,198	>100%	>100%
R	(8.7%)	(17.1%)	666	733	608	Facilities Expense	6,567	6,719	5,603	(2.3%)	17.2%
S	66.4%	71.9%	717	694	1,193	Depreciation & Amortization	7,578	6,599	6,495	14.8%	16.7%
T	8.7%	9.4%	3,516	3,494	3,822	Other Operating Expense	33,412	32,341	25,966	3.3%	28.7%
V	8.2%	29.0%	24,218	20,312	26,204	Total Expenses	225,668	195,034	189,017	15.7%	19.4%
W	<(100%)	<(100%)	24,133	1,927	(396)	Income/(Loss) from Operations	4,617	24,167	43,422	(80.9%)	(89.4%)
X	(8.8%)	4.0%	(352)	(399)	(383)	Total Non Operating Revenue/(Loss)	(3,247)	(3,593)	1,930	9.6%	<(100%)
Y	<(100%)	<(100%)	\$23,781	\$1,528	(\$779)	Excess/(Deficit) of Revenues over Expenses	\$1,369	\$20,575	\$45,351	(93.3%)	(97.0%)
Z	(96.8%)	(69.6%)	\$24,851	\$2,621	\$797	EBITDA	\$12,203	\$30,767	\$55,157	(60.3%)	(77.9%)



MEMORIAL REGIONAL SOUTH - Operating Statement - January 2023

	Variance		Month to Date			\$ thousands	Year to Date			Variance	
	vs PY	vs Budget	Prior Year	Budget	Actual		Actual	Budget	Prior Year	vs Budget	vs PY
A	3.0%	(5.1%)	25,963	28,186	26,743	Inpatient Revenue	235,459	244,872	229,220	(3.8%)	2.7%
B	10.1%	(1.2%)	35,389	39,448	38,971	Outpatient Revenue	338,160	363,997	335,978	(7.1%)	0.6%
C	7.1%	(2.8%)	61,352	67,635	65,715	Total Patient Revenue	573,619	608,869	565,199	(5.8%)	1.5%
D	20.4%	1.2%	42,814	50,927	51,539	Contractual Allowances	441,600	460,892	424,018	(4.2%)	4.1%
E	(36.4%)	(45.2%)	5,272	6,119	3,351	Charity Care	35,378	55,068	47,795	(35.8%)	(26.0%)
F	(49.0%)	(7.6%)	1,644	907	838	Provision for Bad Debt	8,344	8,163	7,728	2.2%	8.0%
G	12.1%	(3.8%)	49,730	57,953	55,728	Total Deductions	485,322	524,123	479,541	(7.4%)	1.2%
H	(14.1%)	3.2%	11,622	9,682	9,987	Net Patient Revenue	88,297	84,747	85,658	4.2%	3.1%
I	(1.7%)	35.4%	292	212	287	Disproportionate Share Distributions	3,458	2,065	2,715	67.5%	27.4%
J	11.7%	36.6%	137	112	153	Other Operating Revenue	1,368	1,010	999	35.4%	36.9%
K	2.8%	36.1%	429	324	441	Total Other Operating Revenue	4,826	3,076	3,714	56.9%	29.9%
L	(13.5%)	4.2%	12,051	10,006	10,428	Net Revenue	93,123	87,822	89,372	6.0%	4.2%
M	(6.8%)	5.6%	5,712	5,039	5,322	Salaries & Wages	50,402	48,462	45,733	4.0%	10.2%
N	23.9%	17.9%	690	725	855	Employee Benefits	7,046	6,375	5,999	10.5%	17.5%
O	16.7%	23.5%	90	85	105	Professional Fees	841	772	868	8.9%	(3.1%)
P	(18.2%)	(7.1%)	1,906	1,679	1,559	Supplies Expense	15,966	16,583	16,582	(3.7%)	(3.7%)
Q	59.9%	>100%	357	22	571	Purchased Services	4,872	692	994	>100%	>100%
R	5.0%	(4.6%)	436	480	458	Facilities Expense	3,625	4,301	3,263	(15.7%)	11.1%
S	16.6%	4.8%	391	435	456	Depreciation & Amortization	3,990	3,329	3,444	19.9%	15.9%
T	7.6%	8.2%	1,585	1,576	1,705	Other Operating Expense	14,654	14,291	12,437	2.5%	17.8%
V	(1.2%)	9.9%	11,167	10,041	11,031	Total Expenses	101,396	94,805	89,320	7.0%	13.5%
W	<(100%)	<(100%)	884	(35)	(603)	Income/(Loss) from Operations	(8,273)	(6,983)	52	(18.5%)	<(100%)
X	(24.0%)	(26.5%)	(50)	(49)	(62)	Total Non Operating Revenue/(Loss)	(525)	(445)	(435)	(18.0%)	(20.7%)
Y	<(100%)	<(100%)	\$834	(\$84)	(\$666)	Excess/(Deficit) of Revenues over Expenses	(\$8,798)	(\$7,428)	(\$382)	(18.4%)	<(100%)
Z	<(100%)	<(100%)	\$1,275	\$401	(\$147)	EBITDA	(\$4,237)	(\$3,653)	\$3,514	(16.0%)	<(100%)



MEMORIAL HOSPITAL PEMBROKE - Operating Statement - January 2023

	Variance		Month to Date			\$ thousands	Year to Date			Variance	
	vs PY	vs Budget	Prior Year	Budget	Actual		Actual	Budget	Prior Year	vs Budget	vs PY
A	(5.6%)	(19.7%)	63,425	74,526	59,880	Inpatient Revenue	463,514	611,362	537,478	(24.2%)	(13.8%)
B	18.6%	(6.6%)	49,544	62,933	58,763	Outpatient Revenue	528,429	505,916	469,181	4.4%	12.6%
C	5.0%	(13.7%)	112,969	137,459	118,643	Total Patient Revenue	991,943	1,117,278	1,006,659	(11.2%)	(1.5%)
D	10.9%	(14.1%)	82,727	106,809	91,739	Contractual Allowances	764,559	860,706	765,700	(11.2%)	(0.1%)
E	2.1%	(13.5%)	7,977	9,413	8,145	Charity Care	69,155	76,539	67,044	(9.6%)	3.1%
F	>100%	(32.9%)	(272)	3,207	2,153	Provision for Bad Debt	18,974	26,085	17,850	(27.3%)	6.3%
G	12.8%	(14.6%)	90,432	119,430	102,037	Total Deductions	852,688	963,329	850,595	(11.5%)	0.2%
H	(26.3%)	(7.9%)	22,536	18,029	16,606	Net Patient Revenue	139,255	153,948	156,065	(9.5%)	(10.8%)
I	(43.0%)	(61.2%)	507	745	289	Disproportionate Share Distributions	7,527	6,225	4,596	20.9%	63.8%
J	>100%	>100%	53	86	202	Other Operating Revenue	933	774	1,001	20.5%	(6.8%)
K	(12.2%)	(40.9%)	559	831	491	Total Other Operating Revenue	8,460	6,999	5,597	20.9%	51.2%
L	(26.0%)	(9.3%)	23,096	18,860	17,097	Net Revenue	147,715	160,948	161,662	(8.2%)	(8.6%)
M	(9.7%)	6.5%	7,590	6,437	6,853	Salaries & Wages	63,488	61,824	57,173	2.7%	11.0%
N	21.3%	11.6%	851	925	1,032	Employee Benefits	8,284	7,715	7,048	7.4%	17.5%
O	(6.9%)	(0.5%)	461	431	429	Professional Fees	3,751	3,865	3,617	(2.9%)	3.7%
P	(9.3%)	(17.8%)	2,495	2,754	2,264	Supplies Expense	19,643	22,618	22,313	(13.2%)	(12.0%)
Q	(46.0%)	(42.9%)	2,986	2,822	1,612	Purchased Services	17,893	25,534	25,760	(29.9%)	(30.5%)
R	(45.1%)	(52.8%)	779	907	428	Facilities Expense	4,027	8,164	6,869	(50.7%)	(41.4%)
S	>100%	>100%	304	410	930	Depreciation & Amortization	8,180	3,985	2,545	>100%	>100%
T	17.2%	6.2%	2,499	2,758	2,928	Other Operating Expense	25,153	24,990	19,766	0.7%	27.3%
V	(8.3%)	(5.5%)	17,965	17,444	16,476	Total Expenses	150,419	158,695	145,091	(5.2%)	3.7%
W	(87.9%)	(56.1%)	5,131	1,416	621	Income/(Loss) from Operations	(2,704)	2,253	16,571	<(100%)	<(100%)
X	(100.0%)	(100.0%)	(33)	(33)	(66)	Total Non Operating Revenue/(Loss)	(616)	(293)	(269)	<(100%)	<(100%)
Y	(89.1%)	(59.9%)	\$5,097	\$1,383	\$555	Excess/(Deficit) of Revenues over Expenses	(\$3,320)	\$1,959	\$16,301	<(100%)	<(100%)
Z	(71.5%)	(15.1%)	\$5,435	\$1,826	\$1,551	EBITDA	\$5,490	\$6,237	\$19,146	(12.0%)	(71.3%)



MEMORIAL HOSPITAL WEST - Operating Statement - January 2023

	Variance		Month to Date			\$ thousands	Year to Date			Variance	
	vs PY	vs Budget	Prior Year	Budget	Actual		Actual	Budget	Prior Year	vs Budget	vs PY
A	7.4%	1.8%	214,988	226,786	230,877	Inpatient Revenue	1,970,584	1,978,545	1,805,630	(0.4%)	9.1%
B	20.5%	3.1%	165,249	193,090	199,099	Outpatient Revenue	1,837,955	1,730,552	1,546,381	6.2%	18.9%
C	13.1%	2.4%	380,237	419,876	429,976	Total Patient Revenue	3,808,538	3,709,097	3,352,011	2.7%	13.6%
D	19.8%	5.9%	296,704	335,710	355,439	Contractual Allowances	3,103,399	2,973,743	2,678,298	4.4%	15.9%
E	(19.3%)	(22.3%)	15,531	16,139	12,534	Charity Care	119,894	142,557	121,278	(15.9%)	(1.1%)
F	>100%	(51.2%)	1,134	5,828	2,843	Provision for Bad Debt	52,396	51,477	38,586	1.8%	35.8%
G	18.3%	3.7%	313,369	357,676	370,815	Total Deductions	3,275,688	3,167,776	2,838,161	3.4%	15.4%
H	(11.5%)	(4.9%)	66,869	62,200	59,161	Net Patient Revenue	532,850	541,321	513,850	(1.6%)	3.7%
I	84.8%	17.8%	827	1,297	1,528	Disproportionate Share Distributions	12,536	10,731	7,379	16.8%	69.9%
J	28.5%	15.6%	456	507	586	Other Operating Revenue	5,326	4,526	4,333	17.7%	22.9%
K	64.7%	17.2%	1,283	1,803	2,113	Total Other Operating Revenue	17,863	15,257	11,712	17.1%	52.5%
L	(10.1%)	(4.3%)	68,152	64,004	61,274	Net Revenue	550,713	556,578	525,562	(1.1%)	4.8%
M	(10.8%)	7.5%	25,063	20,796	22,353	Salaries & Wages	212,082	200,451	186,268	5.8%	13.9%
N	19.6%	13.8%	2,841	2,985	3,397	Employee Benefits	27,238	25,309	22,887	7.6%	19.0%
O	31.6%	8.3%	1,313	1,596	1,728	Professional Fees	13,425	13,965	12,382	(3.9%)	8.4%
P	7.3%	(4.8%)	10,341	11,662	11,100	Supplies Expense	106,324	104,952	94,684	1.3%	12.3%
Q	(32.2%)	(26.7%)	6,611	6,115	4,484	Purchased Services	49,023	55,851	53,635	(12.2%)	(8.6%)
R	18.9%	(15.7%)	1,108	1,562	1,317	Facilities Expense	11,099	14,060	9,724	(21.1%)	14.1%
S	13.8%	6.8%	1,606	1,711	1,828	Depreciation & Amortization	16,001	14,742	13,543	8.5%	18.1%
T	5.7%	5.5%	9,026	9,038	9,537	Other Operating Expense	82,118	81,629	70,641	0.6%	16.2%
V	(3.7%)	0.5%	57,909	55,465	55,744	Total Expenses	517,310	510,959	463,764	1.2%	11.5%
W	(46.0%)	(35.2%)	10,243	8,539	5,530	Income/(Loss) from Operations	33,403	45,619	61,798	(26.8%)	(45.9%)
X	0.6%	2.7%	(867)	(886)	(862)	Total Non Operating Revenue/(Loss)	(7,486)	(7,974)	(7,786)	6.1%	3.9%
Y	(50.2%)	(39.0%)	\$9,377	\$7,653	\$4,668	Excess/(Deficit) of Revenues over Expenses	\$25,917	\$37,645	\$54,011	(31.2%)	(52.0%)
Z	(37.7%)	(28.0%)	\$11,895	\$10,295	\$7,411	EBITDA	\$50,029	\$60,761	\$75,857	(17.7%)	(34.0%)



MEMORIAL HOSPITAL MIRAMAR - Operating Statement - January 2023

	Variance		Month to Date			\$ thousands	Year to Date			Variance	
	vs PY	vs Budget	Prior Year	Budget	Actual		Actual	Budget	Prior Year	vs Budget	vs PY
A	11.2%	18.6%	65,498	61,407	72,843	Inpatient Revenue	553,155	563,561	599,674	(1.8%)	(7.8%)
B	25.4%	(5.7%)	55,807	74,218	69,985	Outpatient Revenue	631,578	648,462	549,969	(2.6%)	14.8%
C	17.7%	5.3%	121,306	135,625	142,828	Total Patient Revenue	1,184,734	1,212,022	1,149,643	(2.3%)	3.1%
D	36.2%	5.1%	82,366	106,687	112,169	Contractual Allowances	925,264	950,931	883,130	(2.7%)	4.8%
E	(44.8%)	(20.3%)	7,976	5,527	4,405	Charity Care	41,407	49,393	46,298	(16.2%)	(10.6%)
F	94.6%	>100%	1,923	1,782	3,743	Provision for Bad Debt	23,165	15,929	14,173	45.4%	63.4%
G	30.4%	5.5%	92,265	113,996	120,317	Total Deductions	989,836	1,016,252	943,601	(2.6%)	4.9%
H	(22.5%)	4.1%	29,041	21,629	22,511	Net Patient Revenue	194,898	195,770	206,042	(0.4%)	(5.4%)
I	>100%	31.5%	195	352	463	Disproportionate Share Distributions	4,126	2,856	1,769	44.5%	>100%
J	56.7%	56.7%	60	60	94	Other Operating Revenue	1,025	541	679	89.5%	51.0%
K	>100%	35.2%	255	412	557	Total Other Operating Revenue	5,151	3,397	2,448	51.6%	>100%
L	(21.3%)	4.7%	29,296	22,042	23,068	Net Revenue	200,049	199,168	208,491	0.4%	(4.0%)
M	(13.9%)	7.6%	9,372	7,500	8,072	Salaries & Wages	75,675	72,021	70,205	5.1%	7.8%
N	17.5%	22.7%	1,043	999	1,226	Employee Benefits	10,028	8,723	8,723	15.0%	15.0%
O	14.2%	(16.4%)	466	636	532	Professional Fees	4,203	5,703	3,911	(26.3%)	7.5%
P	2.7%	0.3%	2,497	2,556	2,564	Supplies Expense	22,301	23,409	24,184	(4.7%)	(7.8%)
Q	(31.6%)	(7.5%)	3,201	2,367	2,190	Purchased Services	21,129	25,382	25,380	(16.8%)	(16.7%)
R	4.2%	(22.5%)	550	739	573	Facilities Expense	5,558	5,957	5,061	(6.7%)	9.8%
S	12.9%	11.2%	581	590	656	Depreciation & Amortization	5,843	5,188	5,046	12.6%	15.8%
T	4.0%	13.9%	3,082	2,814	3,205	Other Operating Expense	27,266	25,661	24,390	6.3%	11.8%
V	(8.5%)	4.5%	20,792	18,201	19,018	Total Expenses	172,003	172,044	166,900	0.0%	3.1%
W	(52.4%)	5.4%	8,504	3,841	4,050	Income/(Loss) from Operations	28,046	27,124	41,591	3.4%	(32.6%)
X	(6.6%)	0.4%	(243)	(260)	(259)	Total Non Operating Revenue/(Loss)	(2,338)	(2,342)	(1,834)	0.2%	(27.5%)
Y	(54.1%)	5.9%	\$8,261	\$3,580	\$3,791	Excess/(Deficit) of Revenues over Expenses	\$25,709	\$24,782	\$39,757	3.7%	(35.3%)
Z	(48.2%)	6.2%	\$9,085	\$4,431	\$4,707	EBITDA	\$33,894	\$32,312	\$46,661	4.9%	(27.4%)



Other Entities - Operating Statement - January 2023

	Variance		Month to Date			\$ thousands	Year to Date			Variance	
	vs PY	vs Budget	Prior Year	Budget	Actual		Actual	Budget	Prior Year	vs Budget	vs PY
A	15.2%	10.7%	2,486	2,587	2,864	Inpatient Revenue	23,949	23,284	22,761	2.9%	5.2%
B	27.5%	2.0%	29,445	36,808	37,535	Outpatient Revenue	314,641	309,451	290,530	1.7%	8.3%
C	26.5%	2.5%	31,931	39,395	40,399	Total Patient Revenue	338,590	332,734	313,290	1.8%	8.1%
D	29.4%	13.7%	21,476	24,440	27,788	Contractual Allowances	215,945	211,924	201,645	1.9%	7.1%
E	(32.4%)	(27.7%)	2,201	2,056	1,487	Charity Care	18,770	17,640	22,454	6.4%	(16.4%)
F	>100%	(88.0%)	(113)	709	85	Provision for Bad Debt	3,177	6,034	4,453	(47.3%)	(28.7%)
G	24.6%	7.9%	23,564	27,205	29,360	Total Deductions	237,893	235,599	228,552	1.0%	4.1%
H	32.0%	(9.4%)	8,366	12,190	11,039	Net Patient Revenue	100,697	97,136	84,738	3.7%	18.8%
I	0.0%	0.0%	-	-	-	Disproportionate Share Distributions	-	-	-	0.0%	0.0%
J	10.2%	(3.8%)	10,362	11,880	11,424	Other Operating Revenue	117,552	121,141	117,204	(3.0%)	0.3%
K	10.2%	(3.8%)	10,362	11,880	11,424	Total Other Operating Revenue	117,552	121,141	117,204	(3.0%)	0.3%
L	19.9%	(6.7%)	18,729	24,070	22,463	Net Revenue	218,248	218,276	201,942	0.0%	8.1%
M	10.4%	13.0%	30,575	29,847	33,741	Salaries & Wages	284,103	285,407	248,421	(0.5%)	14.4%
N	42.8%	8.3%	3,526	4,650	5,036	Employee Benefits	35,919	35,646	28,793	0.8%	24.7%
O	50.1%	21.1%	1,018	1,262	1,528	Professional Fees	12,231	11,347	9,491	7.8%	28.9%
P	1.8%	(10.5%)	9,181	10,437	9,345	Supplies Expense	76,950	89,328	80,259	(13.9%)	(4.1%)
Q	1.4%	(3.9%)	6,789	7,158	6,882	Purchased Services	62,979	62,602	52,648	0.6%	19.6%
R	(24.5%)	(29.5%)	1,470	1,575	1,110	Facilities Expense	10,282	14,026	12,968	(26.7%)	(20.7%)
S	23.5%	20.7%	1,875	1,919	2,316	Depreciation & Amortization	20,525	16,741	16,886	22.6%	21.6%
T	(9.6%)	(9.3%)	(22,257)	(22,329)	(24,397)	Other Operating Expense	(199,020)	(194,167)	(158,472)	(2.5%)	(25.6%)
V	10.5%	3.0%	32,177	34,519	35,561	Total Expenses	303,969	320,930	290,994	(5.3%)	4.5%
W	2.6%	(25.4%)	(13,448)	(10,449)	(13,098)	Income/(Loss) from Operations	(85,721)	(102,654)	(89,052)	16.5%	3.7%
X	>100%	>100%	(38,980)	2,856	44,984	Total Non Operating Revenue/(Loss)	19,097	25,935	(22,626)	(26.4%)	>100%
Y	>100%	>100%	(\$52,429)	(\$7,593)	\$31,886	Excess/(Deficit) of Revenues over Expenses	(\$66,624)	(\$76,718)	(\$111,678)	13.2%	40.3%
Z	38.2%	(21.4%)	(\$10,745)	(\$5,471)	(\$6,641)	EBITDA	(\$32,798)	(\$58,149)	(\$29,304)	43.6%	(11.9%)

South Broward Hospital District

BOARD OF COMMISSIONERS

Brad Friedman, *Chairman* • Elizabeth Justen, *Vice Chairman* • Steven Harvey, *Secretary Treasurer*
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K. Scott Wester, *President and Chief Executive Officer* • Frank P. Rainer, *Senior Vice President and General Counsel*

Group: S.B.H.D. Finance Committee **Date:** February 13, 2023
Chair: Elizabeth Justen **Time:** 3:00 p.m.
Vice Chair: Steven Harvey **Location:** Executive Conference Room
In Attendance: Elizabeth Justen, Steven Harvey, Brad Friedman, Scott Wester, Leah A. Carpenter, Matt Muhart, Frank Rainer, Veda Rampat, David Smith, Margie Vargas, Saul Kredi, Richard Holcomb, Chris MacFarlane, James Wesner (Marquette Associates) and Neil Capps (Marquette Associates)

1. SUBJECT: Public Meeting Notice Requirement

Ms. Justen called the meeting to order at 3:01 p.m. after which Mr. Rainer certified the meeting was properly noticed.

No Action is Required by the Board of Commissioners.

2. SUBJECT: Market Update

Mr. Wesner provided the Finance Committee with a review of the financial markets for the month and calendar YTD January 2023, with expanded commentary on inflation, Federal Reserve interest rate policy and GDP growth. There was also some general discussion around various investment asset classes, related performance, and asset allocation.

The market update was presented for informational purposes only.

No Action is required by the Board of Commissioners.

3. SUBJECT: Pension Plan Monthly Flash Report

Mr. Wesner next reviewed the Monthly Flash Performance Report for the Pension Plan for the month ended January 31, 2023. The plan returned 5.2% for the month, versus Policy benchmark returns of 5.0%. Chartwell Investment Partners continues to be placed on Alert Status due to organizational changes. As of January 31, 2023, the assets in the pension plan totaled \$877.4 million.

The monthly flash report was presented for informational purposes only.

No Action is required by the Board of Commissioners.

4. SUBJECT: Operating Funds Monthly Flash Report

Mr. Wesner next reviewed the Monthly Flash Performance Report for the Operating Funds. The portfolio returned 1.9% for the month, versus Policy benchmark returns of 1.6%. Smith Graham (professional turnover), and Galliard (organizational changes), remain on Alert Status. As of January 31, 2023, the assets in the operating funds totaled \$2.381 billion.

The monthly flash report was presented for informational purposes only.

No Action is required by the Board of Commissioners.

MEMORIAL HEALTHCARE SYSTEM

MEMORIAL REGIONAL HOSPITAL • MEMORIAL REGIONAL HOSPITAL SOUTH • JOE DIMAGGIO CHILDREN'S HOSPITAL
MEMORIAL HOSPITAL WEST • MEMORIAL HOSPITAL MIRAMAR • MEMORIAL HOSPITAL PEMBROKE • MEMORIAL MANOR

5. **SUBJECT:** 403/457/401(a) Plans Monthly Flash Report

Mr. Wesner next reviewed the Monthly Flash Performance Report for the defined contribution plans. As of January 31, 2023, assets in the defined contribution plans totaled \$1.280 billion. The largest concentration of investments continues to be in the JPMorgan blend target date funds (59.8%). All funds are in good standing and continue to provide employees a good selection of low-cost investment options.

The monthly flash report was presented for informational purposes only.

No Action is required by the Board of Commissioners.

6. **SUBJECT:** Review of Quarterly Pension Plan Performance Report – Executive Summary

Mr. Wesner next reviewed the Quarterly Pension Plan Performance Report for the quarterly periods ending December 31, 2022. Total assets in the pension plan as of the end of the quarter were \$833.7 million. Comparative plan performance with benchmark returns is shown in the following table. The peer group is comprised of defined benefit plans with assets between \$250 million and \$1 billion.

(%)	3 Mo	1 Yr	2 Yrs	3 Yrs	4 Yrs	5 Yrs
Total Fund Return	8.2	-11.9	0.0	3.5	7.3	5.0
Policy Index	6.5	-13.9	-1.5	2.7	6.7	4.3
InvestorForce Peer Group	3	27	28	38	37	33

Chartwell Investment Partners continues to be placed on Alert Status. There were no downgraded securities in the quarter and no downgraded securities remain outstanding at the end of the quarter. Fees are below the benchmark.

A motion was made and seconded to recommend acceptance of the Quarterly Performance Reports – Executive Summary for the quarter ending December 31, for the Pension Plan.

The Finance Committee recommends the Board of Commissioners accept the Quarterly Performance Reports – Executive Summary for the quarter ending December 31, 2022, for the Pension Plan.

7. **SUBJECT:** Review of Quarterly Operating Funds Performance Report – Executive Summary

Mr. Wesner reviewed the Quarterly Operating Funds Performance Report for the quarter. Total assets in the Operating portfolios as of December 31, 2022, were \$2.450 billion. Performance for the periods ending December 31, 2022, was:

(%)	3 Mo	1 Yr	2 Yrs	3 Yrs	4 Yrs	5 Yrs
Total Fund Return	2.6	-5.9	-2.4	-0.4	1.0	1.0
Policy Index	2.8	-7.1	-3.1	-0.8	0.8	0.8
InvestorForce Peer Group	77	22	67	90	89	88

Galliard Capital Management and Smith Graham continue to remain on Alert Status. There were two new downgraded securities in the quarter and in total, five downgraded securities remain outstanding at the end of the quarter. The investment managers recommend that we hold four of the five securities and to sell one of these securities.

A motion was made and seconded to recommend acceptance of the Quarterly Performance Reports – Executive Summary for the quarter ending December 31, for the Operating Funds and 403/457/401(a) Plans.

The Finance Committee recommends the Board of Commissioners accept the Quarterly Performance Reports – Executive Summary for the quarter ending December 31, 2022, for the Operating Funds Plans.

8. SUBJECT: Review of Quarterly 403/457/401(a) Plans Performance Report – Executive Summary

Mr. Wesner reviewed the Quarterly 403/457/401(a) Plans Performance Report with the Finance Committee. Total assets in the defined contribution plans as of December 31, 2022, were \$1.190 billion. Target date and Stable Value funds comprised 59.0% and 13.0%, respectively of total assets.

A motion was made and seconded to recommend acceptance of the Quarterly Performance Reports – Executive Summary for the quarter ending December 31, for the 403/457/401(a) Plans.

The Finance Committee recommends the Board of Commissioners accept the Quarterly Performance Reports – Executive Summary for the quarter ending December 31, 2022, for the 403/457/401(a) Plans.

9. SUBJECT: Fiscal 2024 Operating and Capital Budget Update

Mr. Mirza provided an update of the Fiscal 2024 Operating and Capital Budget. For the Operating Budget a return to normal operations is assumed. For the Capital Budget, the process is underway with around \$200M of capex expected to be carryover items from the prior year. Mr. Mirza then touched on the overall budget process timeline. Budget workbooks are at the facility CFO review level. We will continue to update the Finance Committee as we make progress towards an April Board workshop.

10. SUBJECT: Supply Chain Update

Mr. Kredi provided an update on the Supply Chain's status and current issues. The overall department's focus has shifted from pre-COVID 19 where most of the time was spent on price negotiations to post-COVID 19 where most of the time is spent on securing sufficient supplies. Supply availability is still inconsistent but has improved in the last few months. Supply Chain is working on future strategies which will include technology to build more supply visibility and resilience.

No Action is required by the Board of Commissioners.

11. SUBJECT: New Business

Mr. Rampat gave a brief update on timing and next steps for the Financial Advisory RFP.

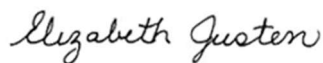
No Action is required by the Board of Commissioners.

12. SUBJECT: New Business

None.

There being no further business, the Finance Committee adjourned at 4:03 p.m.

Respectfully submitted,



Elizabeth Justen
Chair
Finance Committee

Market Tracker

January 2023

U.S. Equity Returns

	Jan	YTD	1 Yr
S&P 500	6.3%	6.3%	-8.2%
Russell 3000	6.9%	6.9%	-8.2%
NASDAQ	10.7%	10.7%	-17.9%
Dow Jones	2.9%	2.9%	-0.9%

Non-U.S. Equity Returns

	Jan	YTD	1 Yr
ACWI	7.2%	7.2%	-8.0%
ACWI ex. US	8.1%	8.1%	-5.7%
EAFE Index	8.1%	8.1%	-2.8%
EAFE Local	6.3%	6.3%	2.6%
EAFE Growth	8.5%	8.5%	-6.6%
EAFE Value	7.7%	7.7%	0.7%
EAFE Small Cap	7.5%	7.5%	-8.9%
Emerging Markets	7.9%	7.9%	-12.1%
EM Small Cap	5.9%	5.9%	-9.1%

Regional Returns

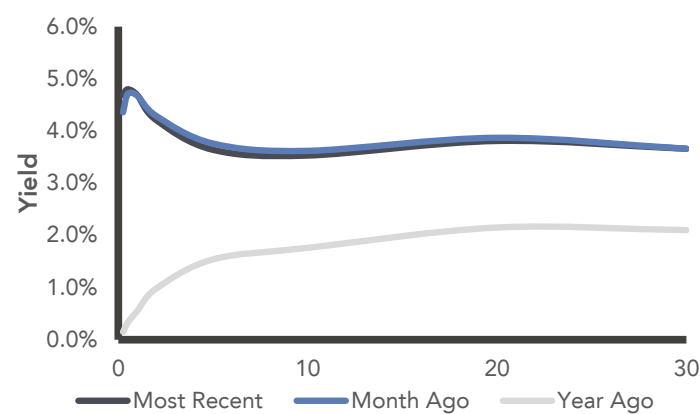
	Jan	YTD	1 Yr
Europe	8.6%	8.6%	-5.5%
Asia ex-Japan	8.2%	8.2%	-10.3%
EM Latin America	9.9%	9.9%	11.5%
UK	6.5%	6.5%	0.5%
Germany	12.4%	12.4%	-9.4%
France	11.2%	11.2%	0.2%
Japan	6.2%	6.2%	-6.7%
China	11.8%	11.8%	-10.1%
Brazil	6.9%	6.9%	8.0%
India	-3.0%	-3.0%	-9.5%

Real Estate Returns

	Qtr	YTD	1 Yr
NCREIF NPI National*	-3.5%	5.5%	5.5%
FTSE NAREIT	10.3%	10.3%	-10.5%

*Returns as of December 31, 2022

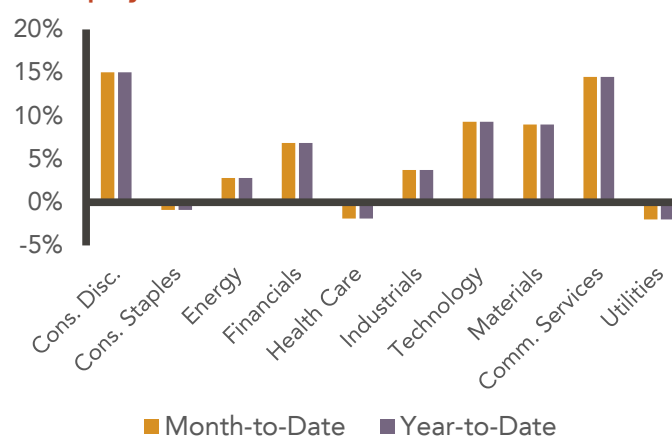
Yield Curve



Style Index Returns

	Month-to-Date			Year-to-Date		
	Value	Core	Growth	Value	Core	Growth
Large	5.2%	6.7%	8.3%	5.2%	6.7%	8.3%
Mid	8.1%	8.3%	8.7%	8.1%	8.3%	8.7%
Small	9.5%	9.7%	9.9%	9.5%	9.7%	9.9%

U.S. Equity Sector Returns



Fixed Income Returns

	Jan	YTD	1 Yr
Aggregate	3.1%	3.1%	-8.4%
Universal	3.1%	3.1%	-8.3%
Government	2.5%	2.5%	-8.4%
Treasury	2.5%	2.5%	-8.5%
Int. Gov/Credit	1.9%	1.9%	-5.1%
Long Gov/Credit	6.6%	6.6%	-18.3%
TIPS	1.8%	1.8%	-8.4%
Municipal 5 Year	2.0%	2.0%	-0.9%
High Yield	3.8%	3.8%	-5.2%
Bank Loans	2.6%	2.6%	1.1%
Global Hedged	2.3%	2.3%	-7.7%
EM Debt Hard Currency	3.2%	3.2%	-12.7%

Hedge Fund Returns*

	Jan	YTD	1 Yr
HFRX Global	1.7%	1.7%	-1.4%
HFRX Hedged Equity	1.6%	1.6%	0.5%
HFRX Event Driven	2.4%	2.4%	-4.4%
HFRX Macro	0.0%	0.0%	5.6%
HFRX Relative Value	2.3%	2.3%	-4.4%
CBOE PutWrite	3.6%	3.6%	-2.0%

*HFRX returns as of January 30, 2023

Commodity Returns

	Jan	YTD	1 Yr
GSCI Total	-0.1%	-0.1%	12.8%
Precious Metals	4.4%	4.4%	7.1%
Livestock	-2.8%	-2.8%	1.4%
Industrial Metals	8.1%	8.1%	2.5%
Energy	-9.7%	-9.7%	0.9%
Agriculture	2.3%	2.3%	11.7%
WTI Crude Oil	-1.6%	-1.6%	4.5%
Gold	6.0%	6.0%	7.3%



Marquette Associates



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Marquette Update

1Q 2023

\$326B

assets under advisement

99%

client retention rate

37th

year in business

100%

employee-owned¹

25

partners

140+

employees

Marquette Adds New Partner

We are excited to announce the election of a new managing partner. As an employee-owned firm, we are thrilled to not only reward and celebrate the contributions of our employees, but ensure our independence for years to come.



Neil Capps, CAIA, FDP
Managing Partner

- ▶ 19 years experience
- ▶ Joined Marquette in 2008

QUARTERLY RESEARCH



Market Preview Live Webinar: 1/19 Available on YouTube 1/25



Market Preview Letter from the Director of Research: 1/25

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IN THE NEWS

- ▶ Kweku Obed, CFA, CAIA was appointed by President Biden to the Pension Benefit Guaranty Corporation (PBGC) Advisory Committee in November ([link](#))
- ▶ Nat Kellogg, CFA was quoted in a December *Wall Street Journal* article on recent investor queues to pull money out of real estate funds, reflecting the impact of interest rate hikes on the commercial property sector: "Investors Yank Money From Commercial-Property Funds, Pressuring Real-Estate Values." ([link](#))
- ▶ Linsey Schoemehl Payne was quoted in the Investment Consultants Sustainability Working Group – US (ICSWG-US) December press release recognizing its first year of engagement. ([link](#))

Client data as of September 30, 2022; firm data as of January 2023. Client retention rate calculated 2012–2021. ¹By current and former employees. Marquette is an independent investment adviser registered under the Investment Advisers Act of 1940, as amended. Registration does not imply a certain level of skill or training. More information about Marquette including our investment strategies, fees and objectives can be found in our ADV Part 2, which is available upon request and on our website.



Retirement Plan

South Broward Hospital District

Retirement Plan

Monthly Flash Report

January 31, 2023

PRELIMINARY

Total Fund Composite

Manager Status

Market Value: \$877.4 Million and 100.0% of Fund

Investment Manager	Asset Class	Status	Reason
C.S. McKee Aggregate Fixed Income	Core Fixed Income	In Compliance	---
Chartwell High Yield	High Yield Fixed Income	Alert	Organizational Issues
Pacific Floating Rate Income	Senior Secured Loans	In Compliance	---
Vanguard Total Stock Market Fund	All-Cap Core	In Compliance	---
Parametric Defensive Equity	Defensive Equity	In Compliance	---
Dodge & Cox	Global Value Equity	In Compliance	---
Walter Scott & Partners	Global Growth Equity	In Compliance	---
Vanguard Global Minimum Volatility	Global Low-Volatility	In Compliance	---

Open-End Investment Manager Evaluation Terminology

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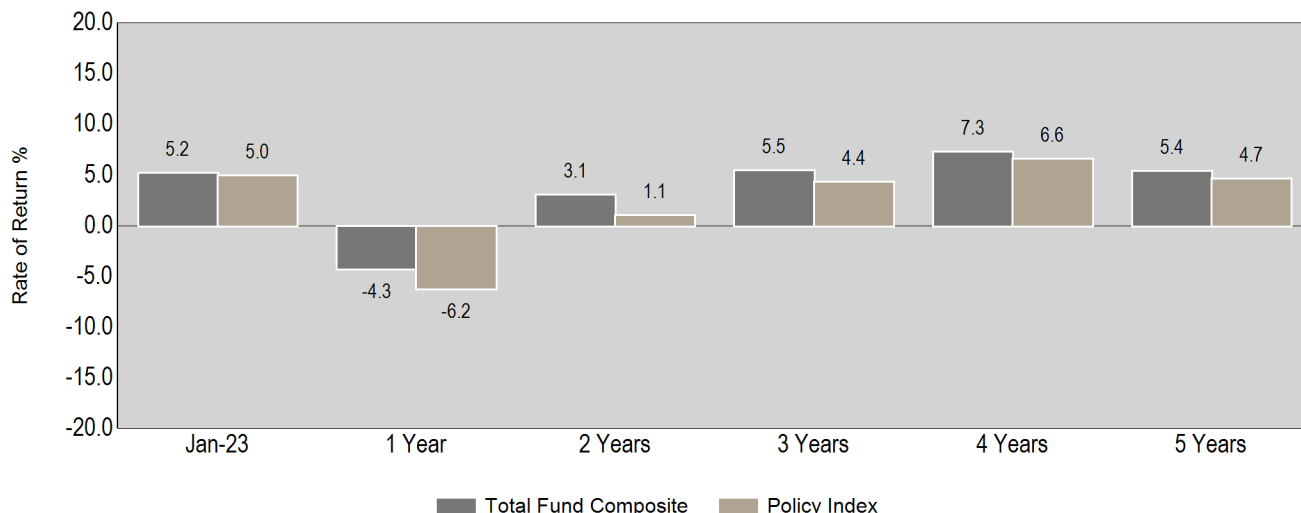
Interpreting and Understanding This Report

This Report, including all data, information, calculations and comments contained in the pages herein, should be viewed in its entirety.

Total Fund Composite

Market Value: \$877.4 Million and 100.0% of Fund

Return Summary Ending January 31, 2023



Statistics Summary

1 Month Ending January 31, 2023

	Anlzd Return
Total Fund Composite	5.2%
Fixed Income Composite	2.6%
U.S. Equity Composite	5.2%
Global Equity Composite	7.0%

Asset Allocation vs. Target

As Of January 31, 2023

	Current	Current	Policy	Difference*	%
Fixed Income Composite	\$272,381,207	31.0%	35.0%	-\$34,711,241	-4.0%
U.S. Equity Composite	\$180,150,565	20.5%	20.0%	\$4,669,166	0.5%
Global Equity Composite	\$418,821,857	47.7%	45.0%	\$23,988,710	2.7%
Cash Composite	\$6,053,365	0.7%	--	--	--

Summary of Cash Flows

	Last Month	Year-To-Date	One Year	Three Years
Beginning Market Value	\$833,725,297.78	\$833,725,297.78	\$913,945,885.84	\$744,474,029.23
Net Cash Flow	-\$65,136.17	-\$65,136.17	\$38,061.47	-\$3,260,034.14
Net Investment Change	\$43,746,832.28	\$43,746,832.28	-\$36,576,953.42	\$136,192,998.80
Ending Market Value	\$877,406,993.89	\$877,406,993.89	\$877,406,993.89	\$877,406,993.89

Total Fund Composite

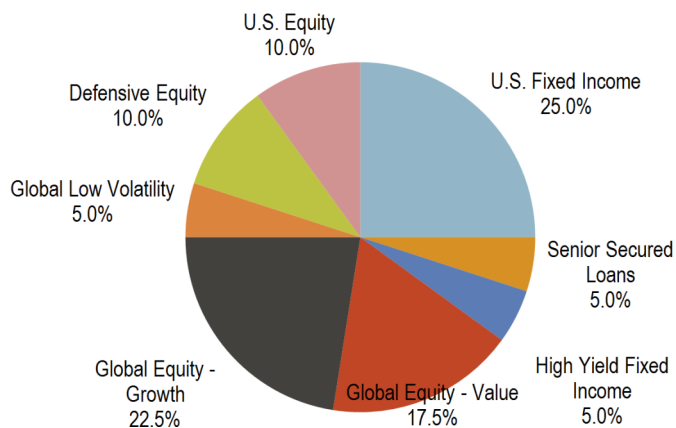
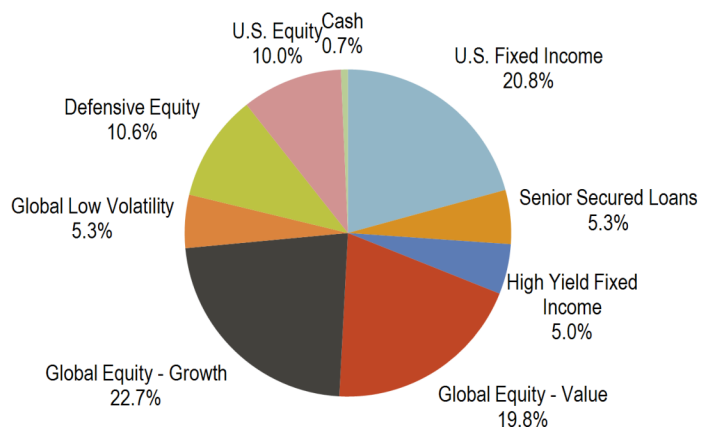
Market Value: \$877.4 Million and 100.0% of Fund

Ending January 31, 2023

Asset Class	Market Value	1 Mo Net Cash Flows	% of Portfolio	Policy %	Policy Range	Policy Difference	
Total Fund Composite	\$877,406,994	-\$65,136	100.0%	100.0%		\$0	
Fixed Income Composite	\$272,381,207	\$0	31.0%	35.0%	30.0% - 40.0%	-\$34,711,241	
C.S. McKee Aggregate Fixed Income	Core Fixed Income	\$182,068,926	\$0	20.8%	25.0%	20.0% - 30.0%	-\$37,282,823
Chartwell High Yield	High Yield Fixed Income	\$43,471,418	\$0	5.0%	5.0%	2.5% - 7.5%	-\$398,932
Pacific Floating Rate Income	Senior Secured Loans	\$46,828,364	\$0	5.3%	5.0%	2.5% - 7.5%	\$2,958,014
Wellington LCP Legacy Portfolio	Workout Portfolio	\$12,500	\$0	0.0%			
U.S. Equity Composite	\$180,150,565	\$0	20.5%	20.0%	15.0% - 25.0%	\$4,669,166	
Vanguard Total Stock Market Fund	All-Cap Core	\$87,463,536	\$0	10.0%	10.0%	5.0% - 15.0%	-\$277,164
Parametric Defensive Equity	Defensive Equity	\$92,687,029	\$0	10.6%	10.0%	5.0% - 15.0%	\$4,946,330
Global Equity Composite	\$418,821,857	\$0	47.7%	45.0%	40.0% - 50.0%	\$23,988,710	
Dodge & Cox	Global Value Equity	\$173,737,350	\$0	19.8%	17.5%	12.5% - 22.5%	\$20,191,127
Walter Scott & Partners	Global Growth Equity	\$198,908,844	\$0	22.7%	22.5%	17.5% - 27.5%	\$1,492,270
Vanguard Global Minimum Volatility	Global Low-Volatility	\$46,175,662	\$0	5.3%	5.0%	2.5% - 7.5%	\$2,305,313
Cash Composite	\$6,053,365	-\$65,136	0.7%	--		\$6,053,365	
Money Market	Cash & Equivalents	\$2,454,278	-\$4,402	0.3%			
Vanguard Treasury Money Market	Cash & Equivalents	\$3,599,087	-\$60,734	0.4%			

Current Asset Allocation

Target Asset Allocation



Investment Manager

Annualized Performance (Net of Fees)

Market Value: \$877.4 Million and 100.0% of Fund

Ending January 31, 2023

	1 Mo	3 Mo	Fiscal YTD	1 Yr	2 Yrs	3 Yrs	4 Yrs	5 Yrs
Total Fund Composite	5.2%	9.1%	2.2%	-4.3%	3.1%	5.5%	7.3%	5.4%
<i>Policy Index</i>	5.0%	7.8%	0.2%	-6.2%	1.1%	4.4%	6.6%	4.7%
Fixed Income Composite	2.6%	5.6%	0.2%	-5.6%	-3.5%	-1.0%	1.3%	1.3%
<i>Custom Index</i>	2.8%	5.6%	0.0%	-5.8%	-3.6%	-0.9%	1.5%	1.6%
C.S. McKee Aggregate Fixed Income	3.0%	6.8%	-0.8%	-8.5%	-5.8%	-2.4%	0.5%	--
<i>Bloomberg US Aggregate TR</i>	3.1%	6.4%	-0.9%	-8.4%	-5.7%	-2.3%	0.5%	0.9%
Chartwell High Yield	1.4%	2.3%	2.5%	0.2%	0.2%	1.5%	2.4%	2.5%
<i>BofA Merrill Lynch 1-3 Yrs High Yield BB</i>	1.9%	2.9%	3.0%	0.3%	0.9%	2.4%	3.4%	3.4%
Pacific Floating Rate Income	2.6%	4.1%	2.0%	1.4%	2.8%	2.6%	3.4%	--
<i>CSFB Leveraged Loan</i>	2.6%	4.1%	1.4%	1.1%	2.8%	3.0%	3.8%	3.5%
Wellington LCP Legacy Portfolio								
U.S. Equity Composite	5.2%	5.5%	1.3%	-4.5%	5.2%	7.9%	9.9%	7.5%
<i>CRSP US Total Market TR USD</i>	6.9%	5.9%	0.0%	-8.4%	4.2%	9.4%	12.1%	9.1%
Vanguard Total Stock Market Fund	6.9%	5.9%	0.1%	-8.4%	4.2%	9.4%	12.0%	9.0%
<i>CRSP US Total Market TR USD</i>	6.9%	5.9%	0.0%	-8.4%	4.2%	9.4%	12.1%	9.1%
Parametric Defensive Equity	3.7%	5.1%	2.4%	-0.5%	6.0%	5.6%	7.1%	5.6%
<i>50% S&P 500/50% 91 Day T-Bill</i>	3.3%	3.5%	1.4%	-2.7%	4.1%	5.8%	7.2%	5.8%
<i>CBOE S&P 500 Covered Combo Index</i>	4.8%	5.1%	-3.9%	-6.6%	4.5%	3.2%	5.8%	4.0%
Global Equity Composite	7.0%	13.3%	4.1%	-3.3%	6.4%	8.5%	10.2%	7.1%
<i>MSCI ACWI</i>	7.2%	10.9%	0.5%	-8.0%	2.1%	6.8%	9.1%	5.5%
Dodge & Cox	8.9%	15.7%	7.1%	-0.2%	11.7%	11.1%	10.7%	6.1%
<i>MSCI ACWI Value</i>	4.9%	10.5%	3.2%	-1.8%	8.1%	6.2%	6.8%	3.5%
Walter Scott & Partners	6.7%	13.4%	2.0%	-6.7%	2.5%	7.0%	10.1%	7.9%
<i>MSCI World Growth</i>	9.7%	9.8%	-2.4%	-14.4%	-2.5%	7.4%	11.6%	8.1%
Vanguard Global Minimum Volatility	1.8%	4.7%	2.1%	0.7%	4.5%	1.2%	5.0%	4.4%
<i>MSCI ACWI Minimum Volatility Index</i>	1.7%	6.0%	-1.7%	-4.0%	2.8%	1.7%	5.3%	4.3%

Investment Manager

Calendar Performance (Net of Fees)

Market Value: \$877.4 Million and 100.0% of Fund

	2022	2021	2020	2019	2018
Total Fund Composite	-11.9%	13.4%	11.0%	19.5%	-3.7%
<i>Policy Index</i>	-13.9%	12.6%	11.7%	19.6%	-4.7%
<i>InvMetrics All DB Net Rank</i>	27	40	73	41	32
Fixed Income Composite	-9.5%	-0.2%	6.3%	8.6%	-0.6%
<i>Custom Index</i>	-10.0%	0.1%	6.7%	8.7%	0.5%
<i>InvMetrics All DB Total Fix Inc Net Rank</i>	35	42	70	53	57
C.S. McKee Aggregate Fixed Income	-12.9%	-1.8%	7.6%	8.9%	--
<i>Bloomberg US Aggregate TR</i>	-13.0%	-1.5%	7.5%	8.7%	0.0%
<i>eV US Core Fixed Inc Net Rank</i>	41	76	73	54	--
Chartwell High Yield	-3.0%	2.3%	4.2%	7.0%	0.7%
<i>BofA Merrill Lynch 1-3 Yrs High Yield BB</i>	-3.1%	3.2%	5.4%	8.7%	1.3%
<i>High Yield Bond MStar MF Rank</i>	4	99	74	96	7
Pacific Floating Rate Income	-0.8%	4.6%	1.6%	8.3%	--
<i>CSFB Leveraged Loan</i>	-1.1%	5.4%	2.8%	8.2%	1.1%
Wellington LCP Legacy Portfolio					
U.S. Equity Composite	-13.8%	21.8%	13.6%	23.5%	-4.1%
<i>CRSP US Total Market TR USD</i>	-19.5%	25.7%	21.0%	30.8%	-5.2%
<i>InvMetrics All DB US Eq Net Rank</i>	6	92	89	98	7
Vanguard Total Stock Market Fund	-19.5%	25.7%	21.0%	30.7%	-5.2%
<i>CRSP US Total Market TR USD</i>	-19.5%	25.7%	21.0%	30.8%	-5.2%
<i>All Cap MStar MF Rank</i>	59	45	38	36	37
Parametric Defensive Equity	-7.7%	17.2%	5.0%	16.0%	-2.9%
<i>50% S&P 500/50% 91 Day T-Bill</i>	-8.2%	13.7%	9.9%	16.1%	-1.0%
<i>CBOE S&P 500 Covered Combo Index</i>	-13.8%	20.8%	-0.2%	19.5%	-4.9%

- Policy Index is currently 40% MSCI ACWI, 5% MSCI ACWI Minimum Volatility, 25% Barclays U.S. Aggregate, 10% CRSP US Total Market Index, 10% 50% CBOE Put Write Index, 5% BofA ML 1-3 Year High Yield BB, and 5% Credit Suisse Leveraged Loan Index.

- All Data is to be considered preliminary until the release of the final quarterly report.

- InvestorForce is a subsidiary of MSCI. The platform is utilized by 45 Investment Consulting firms, with over 3,500 members, totaling roughly \$4 trillion in assets. Peer universes include over 1,000 Defined Benefit Plans, including over 230 with between \$250 million and \$1 billion in assets.

Investment Manager

Calendar Performance (Net of Fees)

Market Value: \$877.4 Million and 100.0% of Fund

	2022	2021	2020	2019	2018
Global Equity Composite	-12.8%	19.0%	12.4%	27.1%	-6.2%
<i>MSCI ACWI</i>	-18.4%	18.5%	16.3%	26.6%	-9.4%
<i>InvMetrics All DB Gbl Eq Net Rank</i>	17	14	69	28	26
Dodge & Cox	-5.8%	20.8%	6.0%	23.8%	-12.6%
<i>MSCI ACWI Value</i>	-7.5%	19.6%	-0.3%	20.6%	-10.8%
<i>Global Large Stock Mstar MF Rank</i>	11	24	78	72	76
Walter Scott & Partners	-19.6%	18.7%	18.9%	30.5%	-2.3%
<i>MSCI World Growth</i>	-29.2%	21.2%	33.8%	33.7%	-6.7%
<i>eV Global All Cap Growth Eq Net Rank</i>	15	21	97	52	16
Vanguard Global Minimum Volatility	-4.5%	12.0%	-3.9%	22.7%	-1.7%
<i>MSCI ACWI Minimum Volatility Index</i>	-10.3%	13.9%	2.7%	21.1%	-1.6%
<i>eV Global Low Volatility Equity Net Rank</i>	8	93	83	22	1

- Policy Index is currently 40% MSCI ACWI, 5% MSCI ACWI Minimum Volatility, 25% Barclays U.S. Aggregate, 10% CRSP US Total Market Index, 10% 50% CBOE Put Write Index, 5% BofA ML 1-3 Year High Yield BB, and 5% Credit Suisse Leveraged Loan Index.

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Retirement Plan

Portfolio Reconciliation By Manager

Month Ending January 31, 2023

	Beginning Market Value	Contributions	Withdrawals	Net Cash Flow	Net Investment Change	Ending Market Value
C.S. McKee Aggregate Fixed Income	\$176,817,057	\$0	\$0	\$0	\$5,251,869	\$182,068,926
Chartwell High Yield	\$42,852,346	\$0	\$0	\$0	\$619,072	\$43,471,418
Pacific Floating Rate Income	\$45,627,052	\$0	\$0	\$0	\$1,201,312	\$46,828,364
Wellington LCP Legacy Portfolio	\$12,355	\$0	\$0	\$0	\$145	\$12,500
Vanguard Total Stock Market Fund	\$81,798,921	\$0	\$0	\$0	\$5,664,615	\$87,463,536
Parametric Defensive Equity	\$89,349,720	\$0	\$0	\$0	\$3,337,310	\$92,687,029
Dodge & Cox	\$159,565,039	\$0	\$0	\$0	\$14,172,311	\$173,737,350
Walter Scott & Partners	\$186,229,387	\$0	\$0	\$0	\$12,679,457	\$198,908,844
Vanguard Global Minimum Volatility	\$45,366,450	\$0	\$0	\$0	\$809,212	\$46,175,662
Money Market	\$2,450,082	\$3,609	-\$8,012	-\$4,402	\$8,598	\$2,454,278
Vanguard Treasury Money Market	\$3,656,889	\$3,199,159	-\$3,259,893	-\$60,734	\$2,932	\$3,599,087
Total	\$833,725,298	\$3,202,768	-\$3,267,904	-\$65,136	\$43,746,832	\$877,406,994

DISCLOSURE

Marquette Associates, Inc. ("Marquette") has prepared this document for the exclusive use by the client or third party for which it was prepared. The information herein was obtained from various sources, including but not limited to third party investment managers, the client's custodian(s) accounting statements, commercially available databases, and other economic and financial market data sources.

The sources of information used in this document are believed to be reliable. Marquette has not independently verified all of the information in this document and its accuracy cannot be guaranteed. Marquette accepts no liability for any direct or consequential losses arising from its use. The information provided herein is as of the date appearing in this material only and is subject to change without prior notice. Thus, all such information is subject to independent verification and we urge clients to compare the information set forth in this statement with the statements you receive directly from the custodian in order to ensure accuracy of all account information. Past performance does not guarantee future results and investing involves risk of loss. No graph, chart, or formula can, in and of itself, be used to determine which securities or investments to buy or sell.

Forward-looking statements, including without limitation any statement or prediction about a future event contained in this presentation, are based on a variety of estimates and assumptions by Marquette, including, but not limited to, estimates of future operating results, the value of assets and market conditions. These estimates and assumptions, including the risk assessments and projections referenced, are inherently uncertain and are subject to numerous business, industry, market, regulatory, geopolitical, competitive, and financial risks that are outside of Marquette's control. There can be no assurance that the assumptions made in connection with any forward-looking statement will prove accurate, and actual results may differ materially.

The inclusion of any forward-looking statement herein should not be regarded as an indication that Marquette considers forward-looking statements to be a reliable prediction of future events. The views contained herein are those of Marquette and should not be taken as financial advice or a recommendation to buy or sell any security. Any forecasts, figures, opinions or investment techniques and strategies described are intended for informational purposes only. They are based on certain assumptions and current market conditions, and although accurate at the time of writing, are subject to change without prior notice. Opinions, estimates, projections, and comments on financial market trends constitute our judgment and are subject to change without notice. Marquette expressly disclaims all liability in respect to actions taken based on any or all of the information included or referenced in this document. The information is being provided based on the understanding that each recipient has sufficient knowledge and experience to evaluate the merits and risks of investing.

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Operating Funds

South Broward Hospital District

Operating Funds

Monthly Flash Report

January 31, 2023

PRELIMINARY

Market Value: \$2,380.7 Million and 100.0% of Fund

Investment Manager	Asset Class	Status	Reason
Smith Graham Low Duration	Short-Term Govt. Fixed Income	Alert	Professional Turnover
Galliard Intermediate Government	Int. Govt. Fixed Income	Alert	Organizational Issues
Galliard Opportunistic	Opportunistic Fixed Income	Alert	Organizational Issues
Merganser Intermediate Bond	Int. Govt. Fixed Income	In Compliance	---
Merganser Opportunistic	Opportunistic Fixed Income	In Compliance	---
Lord Abbett Short Duration	Short-Term Govt. Fixed Income	In Compliance	---
Lord Abbett Intermediate Bond	Int. Govt. Fixed Income	In Compliance	---
Fort Washington Intermediate Bond	Int. Govt. Fixed Income	In Compliance	---
Fort Washington Active Fixed Income	Opportunistic Fixed Income	In Compliance	---
PFM - Self Insurance Fund	Int. Govt. Fixed Income	In Compliance	---
PFM - Disability Fund	Int. Govt. Fixed Income	In Compliance	---
PFM - Workmen's Compensation Fund	Int. Govt. Fixed Income	In Compliance	---
PFM - Health & Dental Fund	Int. Govt. Fixed Income	In Compliance	---
Vanguard Global Minimum Volatility	Global Low-Volatility	In Compliance	---
Parametric Global Defensive Equity	Defensive Equity	In Compliance	---
PNC Treasury Management	Cash & Equivalents	In Compliance	---

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Alert – The investment manager has experienced a problem in performance (usually relative to a benchmark), a change in investment characteristics, an alteration in management style, ownership, or key investment professionals, and/or any other irregularities that may impede upon its ability to execute the investment strategy or adhere to any applicable investment guidelines.

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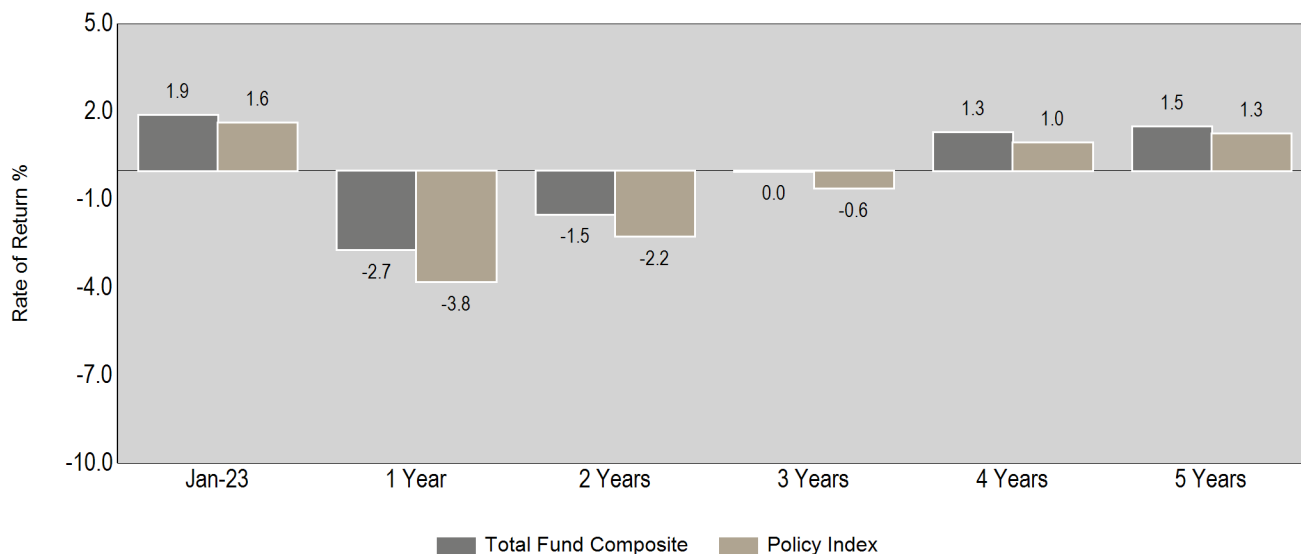
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Total Fund Composite

Market Value: \$2,380.7 Million and 100.0% of Fund

Return Summary Ending January 31, 2023



Statistics Summary

1 Month Ending January 31, 2023

Asset Allocation vs. Target

As Of January 31, 2023

	Anlzd Return		Current	Current	Policy	Difference*	%
Total Fund Composite	1.9%	Cash & Equivalents	\$256,125,986	10.8%	15.0%	-\$100,981,239	-4.2%
Short Term Composite	1.2%	Short-Term Govt. Fixed Income	\$237,095,717	10.0%	10.0%	-\$975,766	0.0%
Intermediate Term Composite	1.9%	Int. Govt. Fixed Income	\$919,856,952	38.6%	35.0%	\$86,606,760	3.6%
Opportunistic Composite	2.3%	Opportunistic Fixed Income	\$462,361,047	19.4%	20.0%	-\$13,781,920	-0.6%
Global Equity Composite	2.8%	Global Core Equity	--	--	5.0%	-\$119,035,742	-5.0%
		Global Low-Volatility	\$252,953,206	10.6%	7.5%	\$74,399,594	3.1%
		Defensive Equity	\$252,321,924	10.6%	7.5%	\$73,768,311	3.1%
		Total	\$2,380,714,832	100.0%	100.0%		

Summary of Cash Flows

	Last Month	Last Three Months	One Year	Three Years
Beginning Market Value	\$2,449,882,733	\$2,404,728,247	\$2,615,013,713	\$2,220,949,829
Net Cash Flow	-\$115,021,696	-\$115,064,543	-\$165,262,751	\$159,393,625
Net Investment Change	\$45,853,795	\$91,051,129	-\$69,036,130	\$371,379
Ending Market Value	\$2,380,714,832	\$2,380,714,832	\$2,380,714,832	\$2,380,714,832

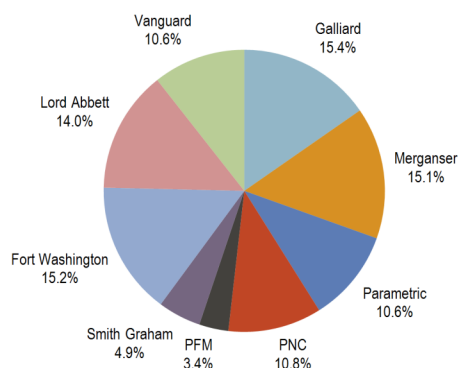
Total Fund Composite

Market Value: \$2,380.7 Million and 100.0% of Fund

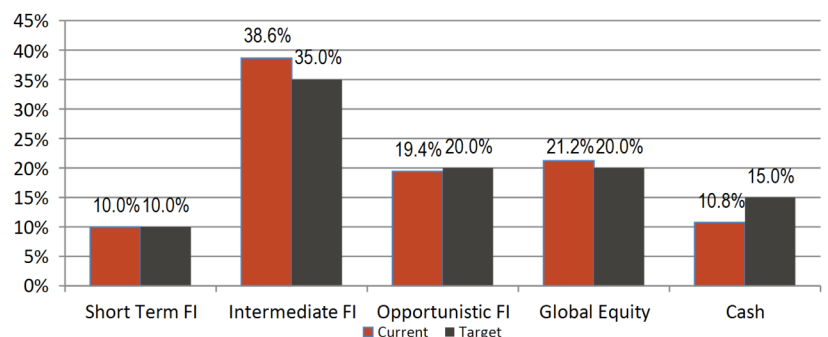
Ending January 31, 2023

	Asset Class	Market Value	1 Mo Net Cash Flows	% of Portfolio	Policy %	Policy Range	Policy Difference
Total Fund Composite		\$2,380,714,832	-\$115,021,696	100.0%	100.0%		\$0
Short Term Composite		\$237,095,717	\$0	10.0%	10.0%	5.0% - 15.0%	-\$975,766
Lord Abbett Short Duration	Short-Term Govt. Fixed Income	\$119,365,105	\$0	5.0%			
Smith Graham Low Duration	Short-Term Govt. Fixed Income	\$117,730,613	\$0	4.9%			
Intermediate Term Composite		\$919,856,952	\$0	38.6%	35.0%	30.0% - 40.0%	\$86,606,760
Galliard Intermediate Government	Int. Govt. Fixed Income	\$222,567,296	\$0	9.3%			
Merganser Intermediate Bond	Int. Govt. Fixed Income	\$216,726,754	\$0	9.1%			
Fort Washington Intermediate Bond	Int. Govt. Fixed Income	\$186,138,744	\$0	7.8%			
Lord Abbett Intermediate Bond	Int. Govt. Fixed Income	\$214,282,973	\$0	9.0%			
PFM - Self Insurance Fund	Int. Govt. Fixed Income	\$44,484,884	\$0	1.9%			
PFM - Disability Fund	Int. Govt. Fixed Income	\$19,695,513	\$0	0.8%			
PFM - Workmen's Compensation Fund	Int. Govt. Fixed Income	\$10,703,695	\$0	0.4%			
PFM - Health & Dental Fund	Int. Govt. Fixed Income	\$5,257,092	\$0	0.2%			
Opportunistic Composite		\$462,361,047	\$0	19.4%	20.0%	15.0% - 25.0%	-\$13,781,920
Galliard Opportunistic	Opportunistic Fixed Income	\$142,931,504	\$0	6.0%			
Merganser Opportunistic	Opportunistic Fixed Income	\$142,962,439	\$0	6.0%			
Fort Washington Active Fixed Income	Opportunistic Fixed Income	\$176,467,103	\$0	7.4%			
Global Equity Composite		\$505,275,130	\$0	21.2%	20.0%	15.0% - 25.0%	\$29,132,164
Vanguard Global Minimum Volatility	Global Low-Volatility	\$252,953,206	\$0	10.6%			
Parametric Global Defensive Equity	Defensive Equity	\$252,321,924	\$0	10.6%			
Cash Composite		\$256,125,986	-\$115,021,696	10.8%	15.0%	15.0% - 20.0%	-\$100,981,239
PNC Treasury Management	Cash & Equivalents	\$256,125,892	-\$115,021,696	10.8%			
U.S. Bank Cash	Cash & Equivalents	\$95	\$0	0.0%			

Current Manager Concentration



Target Asset Allocation



Investment Manager

Annualized Performance (Net of Fees)

Market Value: \$2,380.7 Million and 100.0% of Fund

Ending January 31, 2023

	1 Mo	3 Mo	Fiscal YTD	1 Yr	2 Yrs	3 Yrs	4 Yrs	5 Yrs
Total Fund Composite	1.9%	3.8%	0.8%	-2.7%	-1.5%	0.0%	1.3%	1.5%
<i>Policy Index</i>	1.6%	4.0%	-0.1%	-3.8%	-2.2%	-0.6%	1.0%	1.3%
Short Term Composite	1.2%	2.5%	0.2%	-3.1%	-2.5%	-0.9%	0.3%	0.7%
<i>Bloomberg US Govt/Credit 1-5 Yr. TR</i>	1.2%	2.7%	0.1%	-3.4%	-2.7%	-0.6%	0.9%	1.2%
Lord Abbett Short Duration	1.2%	2.4%	0.2%	-2.9%	--	--	--	--
<i>Bloomberg US Govt/Credit 1-5 Yr. TR</i>	1.2%	2.7%	0.1%	-3.4%	-2.7%	-0.6%	0.9%	1.2%
Smith Graham Low Duration	1.2%	2.6%	0.1%	-3.4%	-2.7%	-0.9%	0.2%	0.6%
<i>Bloomberg US Govt/Credit 1-5 Yr. TR</i>	1.2%	2.7%	0.1%	-3.4%	-2.7%	-0.6%	0.9%	1.2%
Intermediate Term Composite	1.9%	3.8%	0.1%	-4.5%	-3.4%	-1.1%	0.4%	0.8%
<i>Bloomberg US Govt/Credit Int TR</i>	1.9%	3.9%	-0.1%	-5.1%	-3.9%	-1.1%	0.9%	1.3%
Galliard Intermediate Government	2.2%	4.3%	0.2%	-4.9%	-3.4%	-1.0%	0.5%	0.9%
<i>Bloomberg US Govt/Credit Int TR</i>	1.9%	3.9%	-0.1%	-5.1%	-3.9%	-1.1%	0.9%	1.3%
Merganser Intermediate Bond	1.9%	3.7%	0.2%	-4.7%	-3.4%	-1.1%	0.4%	0.8%
<i>Bloomberg US Govt/Credit Int TR</i>	1.9%	3.9%	-0.1%	-5.1%	-3.9%	-1.1%	0.9%	1.3%
Fort Washington Intermediate Bond	2.0%	4.0%	0.1%	-4.6%	--	--	--	--
<i>Bloomberg US Govt/Credit Int TR</i>	1.9%	3.9%	-0.1%	-5.1%	-3.9%	-1.1%	0.9%	1.3%
Lord Abbett Intermediate Bond	2.0%	3.9%	0.0%	-4.7%	--	--	--	--
<i>Bloomberg US Govt/Credit Int TR</i>	1.9%	3.9%	-0.1%	-5.1%	-3.9%	-1.1%	0.9%	1.3%
PFM - Self Insurance Fund	1.2%	2.5%	0.1%	-3.0%	-2.4%	-0.4%	0.9%	1.2%
<i>BofA Merrill Lynch US Treasury/Agency 1-5 Yrs</i>	1.0%	2.2%	-0.3%	-3.4%	-2.7%	-0.7%	0.6%	1.0%
PFM - Disability Fund	1.2%	2.5%	0.1%	-3.0%	-2.4%	-0.4%	0.9%	1.2%
<i>BofA Merrill Lynch US Treasury/Agency 1-5 Yrs</i>	1.0%	2.2%	-0.3%	-3.4%	-2.7%	-0.7%	0.6%	1.0%
PFM - Workmen's Compensation Fund	0.8%	1.6%	0.2%	-1.7%	-1.4%	-0.2%	0.8%	1.1%
<i>BofA Merrill Lynch US Agencies 1-3 Yrs</i>	0.7%	1.6%	-0.3%	-2.4%	-1.8%	-0.4%	0.6%	0.9%
PFM - Health & Dental Fund	0.8%	1.6%	0.1%	-1.7%	-1.4%	-0.2%	0.8%	1.1%
<i>BofA Merrill Lynch US Agencies 1-3 Yrs</i>	0.7%	1.6%	-0.3%	-2.4%	-1.8%	-0.4%	0.6%	0.9%

Investment Manager

Annualized Performance (Net of Fees)

Market Value: \$2,380.7 Million and 100.0% of Fund

Ending January 31, 2023

	1 Mo	3 Mo	Fiscal YTD	1 Yr	2 Yrs	3 Yrs	4 Yrs	5 Yrs
Opportunistic Composite	2.3%	4.4%	0.0%	-5.1%	-3.9%	-1.2%	0.8%	1.2%
<i>Bloomberg US Int TR</i>	2.4%	5.0%	-0.3%	-6.0%	-4.3%	-1.6%	0.5%	1.0%
Galliard Opportunistic	2.5%	4.9%	-0.2%	-5.6%	-4.0%	-1.1%	0.8%	1.2%
<i>Bloomberg US Int TR</i>	2.4%	5.0%	-0.3%	-6.0%	-4.3%	-1.6%	0.5%	1.0%
Merganser Opportunistic	2.2%	4.3%	0.0%	-5.0%	-3.7%	-1.2%	0.7%	1.2%
<i>Bloomberg US Int TR</i>	2.4%	5.0%	-0.3%	-6.0%	-4.3%	-1.6%	0.5%	1.0%
Fort Washington Active Fixed Income	2.1%	4.1%	0.1%	-4.8%	--	--	--	--
<i>Bloomberg US Int TR</i>	2.4%	5.0%	-0.3%	-6.0%	-4.3%	-1.6%	0.5%	1.0%
Global Equity Composite	2.8%	5.7%	2.3%	-0.4%	4.5%	3.5%	5.5%	--
<i>MSCI ACWI Minimum Volatility Index</i>	1.7%	6.0%	-1.7%	-4.0%	2.8%	1.7%	5.3%	4.3%
Vanguard Global Minimum Volatility	1.8%	4.7%	2.1%	0.7%	4.5%	1.2%	5.0%	--
<i>MSCI ACWI Minimum Volatility Index</i>	1.7%	6.0%	-1.7%	-4.0%	2.8%	1.7%	5.3%	4.3%
Parametric Global Defensive Equity	3.9%	6.7%	2.5%	-1.4%	4.4%	4.0%	5.2%	--
<i>50% MSCI ACWI / 50% 91 Day T-Bill</i>	3.7%	6.0%	1.6%	-2.7%	1.9%	4.3%	5.4%	3.8%
Cash Composite								
PNC Treasury Management	0.3%	1.1%	1.8%	1.7%	0.9%	0.8%	1.2%	1.3%
<i>91 Day T-Bills</i>	0.3%	1.0%	1.7%	1.8%	0.9%	0.7%	1.0%	1.2%

Investment Manager

Calendar Performance (Net of Fees)

Market Value: \$2,380.7 Million and 100.0% of Fund

	2022	2021	2020	2019	2018	2017	2016	2015	2014
Total Fund Composite	-5.9%	1.1%	3.9%	5.3%	1.2%	1.3%	1.1%	1.1%	1.7%
<i>Policy Index</i>	-7.1%	1.0%	3.9%	5.7%	1.2%	0.8%	0.9%	0.8%	1.3%
Short Term Composite	-5.2%	-1.0%	3.2%	3.5%	1.6%	0.7%	0.8%	0.6%	0.6%
<i>Bloomberg US Govt/Credit 1-5 Yr. TR</i>	-5.5%	-1.0%	4.7%	5.0%	1.4%	1.3%	1.6%	1.0%	1.4%
<i>Lord Abnett Short Duration</i>	-4.9%	--	--	--	--	--	--	--	--
<i>Bloomberg US Govt/Credit 1-5 Yr. TR</i>	-5.5%	-1.0%	4.7%	5.0%	1.4%	1.3%	1.6%	1.0%	1.4%
<i>Smith Graham Low Duration</i>	-5.6%	-0.9%	3.2%	3.5%	1.6%	0.7%	1.0%	0.4%	0.5%
<i>Bloomberg US Govt/Credit 1-5 Yr. TR</i>	-5.5%	-1.0%	4.7%	5.0%	1.4%	1.3%	1.6%	1.0%	1.4%
Intermediate Term Composite	-7.5%	-1.0%	4.8%	4.6%	1.5%	1.3%	1.2%	1.2%	1.9%
<i>Bloomberg US Govt/Credit Int TR</i>	-8.2%	-1.4%	6.4%	6.8%	0.9%	2.1%	2.1%	1.1%	3.1%
<i>Galliard Intermediate Government</i>	-8.1%	-0.6%	5.1%	4.6%	1.5%	1.4%	1.3%	1.1%	2.0%
<i>Bloomberg US Govt/Credit Int TR</i>	-8.2%	-1.4%	6.4%	6.8%	0.9%	2.1%	2.1%	1.1%	3.1%
<i>Merganser Intermediate Bond</i>	-7.6%	-1.0%	4.6%	4.6%	1.5%	1.3%	1.2%	1.0%	1.8%
<i>Bloomberg US Govt/Credit Int TR</i>	-8.2%	-1.4%	6.4%	6.8%	0.9%	2.1%	2.1%	1.1%	3.1%
<i>Fort Washington Intermediate Bond</i>	-7.9%	--	--	--	--	--	--	--	--
<i>Bloomberg US Govt/Credit Int TR</i>	-8.2%	-1.4%	6.4%	6.8%	0.9%	2.1%	2.1%	1.1%	3.1%
<i>Lord Abnett Intermediate Bond</i>	-7.7%	--	--	--	--	--	--	--	--
<i>Bloomberg US Govt/Credit Int TR</i>	-8.2%	-1.4%	6.4%	6.8%	0.9%	2.1%	2.1%	1.1%	3.1%
PFM - Self Insurance Fund	-5.0%	-0.9%	4.6%	4.6%	1.4%	1.1%	1.3%	1.0%	1.3%
<i>BofA Merrill Lynch US Treasury/Agency 1-5 Yrs</i>	-5.2%	-1.1%	4.2%	4.2%	1.5%	0.7%	1.1%	1.0%	1.2%
PFM - Disability Fund	-5.1%	-0.9%	4.6%	4.6%	1.3%	1.1%	1.3%	1.0%	1.3%
<i>BofA Merrill Lynch US Treasury/Agency 1-5 Yrs</i>	-5.2%	-1.1%	4.2%	4.2%	1.5%	0.7%	1.1%	1.0%	1.2%
PFM - Workmen's Compensation Fund	-3.0%	-0.5%	2.8%	3.5%	1.6%	0.7%	1.0%	0.7%	0.6%
<i>BofA Merrill Lynch US Agencies 1-3 Yrs</i>	-3.8%	-0.4%	2.7%	3.5%	1.8%	0.7%	1.0%	0.7%	0.7%
PFM - Health & Dental Fund	-3.1%	-0.5%	2.8%	3.5%	1.7%	0.7%	1.0%	0.7%	0.6%
<i>BofA Merrill Lynch US Agencies 1-3 Yrs</i>	-3.8%	-0.4%	2.7%	3.5%	1.8%	0.7%	1.0%	0.7%	0.7%

Investment Manager

Calendar Performance (Net of Fees)

Market Value: \$2,380.7 Million and 100.0% of Fund

	2022	2021	2020	2019	2018	2017	2016	2015	2014
Opportunistic Composite	-8.5%	-1.4%	6.3%	5.9%	1.3%	2.0%	1.6%	1.5%	3.2%
<i>Bloomberg US Int TR</i>	-9.5%	-1.3%	5.6%	6.7%	0.9%	2.3%	2.0%	1.2%	4.1%
Galliard Opportunistic	-9.2%	-1.1%	6.6%	5.9%	1.3%	2.2%	1.6%	1.4%	3.4%
<i>Bloomberg US Int TR</i>	-9.5%	-1.3%	5.6%	6.7%	0.9%	2.3%	2.0%	1.2%	4.1%
Merganser Opportunistic	-8.3%	-1.4%	5.9%	5.8%	1.4%	1.7%	1.6%	1.2%	2.5%
<i>Bloomberg US Int TR</i>	-9.5%	-1.3%	5.6%	6.7%	0.9%	2.3%	2.0%	1.2%	4.1%
Fort Washington Active Fixed Income	-8.2%	--	--	--	--	--	--	--	--
<i>Bloomberg US Int TR</i>	-9.5%	-1.3%	5.6%	6.7%	0.9%	2.3%	2.0%	1.2%	4.1%
Global Equity Composite	-6.0%	12.7%	1.4%	17.0%	--	--	--	--	--
<i>MSCI ACWI Minimum Volatility Index</i>	-10.3%	13.9%	2.7%	21.1%	-1.6%	17.9%	7.4%	2.8%	11.0%
Vanguard Global Minimum Volatility	-4.5%	12.0%	-3.9%	22.7%	--	--	--	--	--
<i>MSCI ACWI Minimum Volatility Index</i>	-10.3%	13.9%	2.7%	21.1%	-1.6%	17.9%	7.4%	2.8%	11.0%
Parametric Global Defensive Equity	-7.5%	13.1%	2.6%	14.1%	--	--	--	--	--
<i>50% MSCI ACWI / 50% 91 Day T-Bill</i>	-8.5%	9.0%	9.0%	13.9%	-3.7%	11.9%	4.2%	-1.0%	2.2%
Cash Composite									
PNC Treasury Management	1.3%	0.1%	0.8%	2.4%	1.9%	0.9%	0.5%	0.2%	--
<i>91 Day T-Bills</i>	1.5%	0.0%	0.5%	2.1%	1.9%	0.9%	0.3%	0.0%	0.0%

Operating Funds

Portfolio Reconciliation By Manager

Month Ending January 31, 2023

	Beginning Market Value	Contributions	Withdrawals	Net Cash Flow	Net Investment Change	Ending Market Value
Lord Abbett Short Duration	\$117,917,081	\$0	\$0	\$0	\$1,448,024	\$119,365,105
Smith Graham Low Duration	\$116,278,579	\$0	\$0	\$0	\$1,452,034	\$117,730,613
Galliard Intermediate Government	\$217,808,936	\$0	\$0	\$0	\$4,758,361	\$222,567,296
Merganser Intermediate Bond	\$212,564,197	\$0	\$0	\$0	\$4,162,556	\$216,726,754
Fort Washington Intermediate Bond	\$182,498,767	\$0	\$0	\$0	\$3,639,977	\$186,138,744
Lord Abbett Intermediate Bond	\$210,090,842	\$0	\$0	\$0	\$4,192,132	\$214,282,973
PFM - Self Insurance Fund	\$43,953,792	\$0	\$0	\$0	\$531,092	\$44,484,884
PFM - Disability Fund	\$19,460,704	\$0	\$0	\$0	\$234,809	\$19,695,513
PFM - Workmen's Compensation Fund	\$10,622,028	\$0	\$0	\$0	\$81,667	\$10,703,695
PFM - Health & Dental Fund	\$5,216,092	\$0	\$0	\$0	\$41,000	\$5,257,092
Galliard Opportunistic	\$139,371,947	\$0	\$0	\$0	\$3,559,557	\$142,931,504
Merganser Opportunistic	\$139,803,915	\$0	\$0	\$0	\$3,158,524	\$142,962,439
Fort Washington Active Fixed Income	\$172,865,593	\$0	\$0	\$0	\$3,601,510	\$176,467,103
Vanguard Global Minimum Volatility	\$248,520,292	\$0	\$0	\$0	\$4,432,915	\$252,953,206
Parametric Global Defensive Equity	\$242,848,531	\$0	\$0	\$0	\$9,473,393	\$252,321,924
PNC Treasury Management	\$370,061,341	\$0	-\$115,021,696	-\$115,021,696	\$1,086,246	\$256,125,892
U.S. Bank Cash	\$94	\$0	\$0	\$0	\$0	\$95
Total	\$2,449,882,733	\$0	-\$115,021,696	-\$115,021,696	\$45,853,795	\$2,380,714,832

- Policy Index is 35% Bloomberg Intermediate Gov/Credit, 20% Bloomberg Intermediate Aggregate, 10% Bloomberg 1-5 Year Gov/Credit, 20% MSCI ACWI Minimum Volatility Index, and 15% 91 Day T-Bills.

- InvestorForce is a subsidiary of MSCI. The platform is utilized by 45 Investment Consulting firms, with over 3,500 members, totaling roughly \$4 trillion in assets. Peer universes include over 1,000 Defined Benefit Plans, including over 230 with between \$250 million and \$1 billion in assets.

Comparisons of Fund Composites and Manager performance to the InvestorForce Peer universes reflect asset allocation weightings. The Funds and Managers reflected above are currently 100% invested in fixed income securities. The InvestorForce universes reflected above are currently invested in fixed income securities, equities and other asset classes. Accordingly, such Funds and Managers outperform Peers in periods when equity and/or other asset class returns underperform fixed income returns and underperform Peers when equity and/or other asset class returns outperform fixed income returns.

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Memorial Healthcare System

403(B) 457(B) 401(A) 457(F)

Monthly Flash Report

January 31, 2023

Market Value: \$1,280.4 Million and 100.0% of Fund

Investment Manager	Asset Class	Status	Reason
MetWest Total Return Bond	Core Fixed Income	In Compliance	---
Vanguard Inflation Protected Securities Fund	TIPS	In Compliance	---
American Beacon Large Cap Value Fund	Large-Cap Value	In Compliance	---
Fidelity Spartan 500 Index	Large-Cap Core	In Compliance	---
Neuberger Berman Socially Responsive Investing	Large-Cap Core	In Compliance	---
Vanguard Russell 1000 Growth Index	Large-Cap Growth	In Compliance	---
Vanguard S&P Mid-Cap 400 Index Fund	Mid-Cap Core	In Compliance	---
Dimensional US Targeted Value Strategy	Small-Cap Value	In Compliance	---
T. Rowe Price New Horizons	Small-Cap Growth	In Compliance	---
Dodge & Cox International	Non-U.S. Large-Cap Core	In Compliance	---
Vanguard International-Growth	Non-U.S. Large-Cap Growth	In Compliance	---
JPMorgan SmartRetirement Blend Income	Target Date	In Compliance	---
JPMorgan SmartRetirement Blend 2020	Target Date	In Compliance	---
JPMorgan SmartRetirement Blend 2025	Target Date	In Compliance	---
JPMorgan SmartRetirement Blend 2030	Target Date	In Compliance	---
JPMorgan SmartRetirement Blend 2035	Target Date	In Compliance	---
JPMorgan SmartRetirement Blend 2040	Target Date	In Compliance	---
JPMorgan SmartRetirement Blend 2045	Target Date	In Compliance	---
JPMorgan SmartRetirement Blend 2050	Target Date	In Compliance	---
JPMorgan SmartRetirement Blend 2055	Target Date	In Compliance	---
JPMorgan SmartRetirement Blend 2060	Target Date	In Compliance	---

Open-End Investment Manager Evaluation Terminology

The following terminology has been developed by Marquette Associates to facilitate efficient communication among the Investment Manager, Investment Consultant, and the Plan Sponsor. Each term signifies a particular status with the Fund and any conditions that may require improvement. In each case, communication is made only after consultation with the Trustees and/or the Investment Committee of the Plan.

In Compliance – Marquette has not been notified of any issues or changes to the investment manager that would materially impede upon its ability to execute the investment strategy or adhere to any applicable investment guidelines.

Alert – The investment manager has experienced a problem in performance (usually relative to a benchmark), a change in investment characteristics, an alteration in management style, ownership, or key investment professionals, and/or any other irregularities that may impede upon its ability to execute the investment strategy or adhere to any applicable investment guidelines.

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Termination – The investment manager has been terminated and transition plans are in place.

Interpreting and Understanding This Report

This Report, including all data, information, calculations and comments contained in the pages herein, should be viewed in its entirety.

Total Fund Composite

Market Value: \$1,280.4 Million and 100.0% of Fund

Ending January 31, 2023

	Asset Class	Market Value 12/31/22	Market Value 1/31/23	% of Portfolio
Total Fund Composite		\$1,189,956,488	\$1,280,394,198	100.0%
Transamerica Stable Value	Stable Value	\$863,387	\$944,648	0.1%
Transamerica Guaranteed Investment Option	Stable Value	\$153,560,910	\$155,494,456	12.1%
MetWest Total Return Bond	Core Fixed Income	\$27,876,193	\$28,800,110	2.2%
Vanguard Inflation Protected Securities Fund	TIPS	\$14,961,041	\$15,205,782	1.2%
American Beacon Large Cap Value Fund	Large-Cap Value	\$20,466,554	\$21,174,350	1.7%
Fidelity Spartan 500 Index	Large-Cap Core	\$73,624,206	\$78,900,401	6.2%
Neuberger Berman Socially Responsive Investing	Large-Cap Core	\$10,645,104	\$10,914,932	0.9%
Vanguard Russell 1000 Growth Index	Large-Cap Growth	\$45,613,168	\$50,109,439	3.9%
Vanguard S&P Mid-Cap 400 Index Fund	Mid-Cap Core	\$31,710,957	\$34,156,923	2.7%
Dimensional US Targeted Value Strategy	Small-Cap Value	\$17,914,106	\$19,692,479	1.5%
T. Rowe Price New Horizons	Small-Cap Growth	\$33,780,308	\$37,409,209	2.9%
Dodge & Cox International	Non-U.S. Large-Cap Core	\$20,356,253	\$21,480,384	1.7%
Vanguard International-Growth	Non-U.S. Large-Cap Growth	\$21,044,195	\$23,943,441	1.9%
JPMorgan Target Date Funds		\$701,566,805	\$766,169,348	59.8%
JPMorgan SmartRetirement Blend Income	Target Date	\$41,065,304	\$44,263,401	3.5%
JPMorgan SmartRetirement Blend 2020	Target Date	\$77,496,342	\$82,400,134	6.4%
JPMorgan SmartRetirement Blend 2025	Target Date	\$117,480,052	\$128,004,558	10.0%
JPMorgan SmartRetirement Blend 2030	Target Date	\$119,468,908	\$130,114,614	10.2%
JPMorgan SmartRetirement Blend 2035	Target Date	\$99,300,750	\$108,827,352	8.5%
JPMorgan SmartRetirement Blend 2040	Target Date	\$76,206,652	\$83,794,143	6.5%
JPMorgan SmartRetirement Blend 2045	Target Date	\$68,082,026	\$75,285,942	5.9%
JPMorgan SmartRetirement Blend 2050	Target Date	\$61,459,433	\$67,872,932	5.3%
JPMorgan SmartRetirement Blend 2055	Target Date	\$30,300,123	\$33,424,117	2.6%
JPMorgan SmartRetirement Blend 2060	Target Date	\$10,707,215	\$12,182,157	1.0%
Charles Schwab Personal Choice	Self-Directed Brokerage	\$15,973,301	\$15,998,296	1.2%

Investment Manager

Annualized Performance (Net of Fees)

Market Value: \$1,280.4 Million and 100.0% of Fund

Ending January 31, 2023

	1 Mo	3 Mo	1 Yr	2 Yrs	3 Yrs	4 Yrs	5 Yrs	7 Yrs	10 Yrs
Transamerica Stable Value	0.2%	0.5%	1.7%	1.3%	1.3%	1.4%	1.4%	1.3%	1.2%
91 Day T-Bills	0.3%	1.0%	1.8%	0.9%	0.7%	1.0%	1.2%	1.1%	0.8%
Transamerica Guaranteed Investment Option	0.2%	0.5%	2.2%	2.2%	2.1%	2.0%	1.8%	1.6%	1.4%
91 Day T-Bills	0.3%	1.0%	1.8%	0.9%	0.7%	1.0%	1.2%	1.1%	0.8%
MetWest Total Return Bond	3.7%	7.2%	-9.7%	-6.3%	-2.2%	0.7%	1.0%	1.3%	1.6%
Bloomberg US Aggregate TR	3.1%	6.4%	-8.4%	-5.7%	-2.3%	0.5%	0.9%	1.1%	1.4%
Vanguard Inflation Protected Securites Fund	2.1%	2.7%	-8.3%	-2.7%	1.1%	3.0%	2.6%	2.6%	1.3%
Bloomberg US TIPS 1-10 Yr TR	1.3%	1.9%	-5.0%	-0.7%	2.0%	3.3%	2.9%	2.6%	1.4%
American Beacon Large Cap Value Fund	6.1%	8.2%	1.3%	13.9%	11.3%	11.8%	7.5%	11.9%	10.6%
Russell 1000 Value	5.2%	7.2%	-0.4%	10.8%	8.5%	10.1%	6.9%	10.7%	10.2%
Fidelity Spartan 500 Index	6.3%	5.7%	-8.2%	6.4%	9.9%	12.7%	9.5%	13.3%	12.7%
S&P 500	6.3%	5.8%	-8.2%	6.4%	9.9%	12.7%	9.5%	13.3%	12.7%
Neuberger Berman Socially Responsive Investing	5.4%	5.9%	-9.5%	3.6%	9.0%	10.4%	7.4%	11.3%	11.0%
MSCI KLD 400 Social Index	7.1%	7.5%	-10.6%	5.2%	9.6%	12.5%	9.4%	12.9%	12.4%
S&P 500	6.3%	5.8%	-8.2%	6.4%	9.9%	12.7%	9.5%	13.3%	12.7%
Vanguard Russell 1000 Growth Index	8.3%	4.6%	-16.1%	-0.7%	9.8%	14.1%	11.1%	15.1%	14.5%
Russell 1000 Growth	8.3%	4.6%	-16.0%	-0.7%	9.9%	14.1%	11.2%	15.2%	14.5%
Vanguard S&P Mid-Cap 400 Index Fund	9.2%	9.5%	2.3%	8.0%	11.3%	11.3%	7.9%	12.2%	10.9%
S&P 400 MidCap	9.2%	9.5%	2.3%	8.0%	11.4%	11.4%	8.0%	12.3%	11.0%
Dimensional US Targeted Value Strategy	9.2%	8.4%	7.5%	17.6%	16.9%	13.0%	8.5%	12.6%	10.7%
Russell 2000 Value	9.5%	5.5%	-0.5%	6.8%	9.9%	8.5%	5.8%	10.7%	8.8%
T. Rowe Price New Horizons	9.7%	4.0%	-18.1%	-12.1%	4.5%	10.3%	10.1%	15.1%	14.1%
Russell 2000 Growth	9.9%	4.6%	-6.5%	-10.9%	4.3%	6.6%	4.7%	10.3%	9.5%
Dodge & Cox International	8.5%	19.3%	-1.8%	6.4%	6.5%	6.7%	1.7%	8.0%	5.2%
MSCI EAFE Value	7.7%	21.1%	0.7%	6.6%	4.4%	4.6%	0.6%	6.0%	3.7%
Vanguard International-Growth	12.7%	24.0%	-14.1%	-13.8%	7.9%	10.6%	5.4%	12.2%	8.7%
MSCI EAFE Growth	8.5%	19.6%	-6.6%	-2.9%	3.4%	7.2%	3.2%	7.3%	6.0%

Investment Manager

Annualized Performance (Net of Fees)

Market Value: \$1,280.4 Million and 100.0% of Fund

Ending January 31, 2023

	1 Mo	3 Mo	1 Yr	2 Yrs	3 Yrs	4 Yrs	5 Yrs	7 Yrs	10 Yrs
JPMorgan Target Date Funds									
JPMorgan SmartRetirement Blend Income	4.6%	7.2%	-7.0%	-1.9%	1.5%	3.7%	2.6%	4.7%	4.1%
<i>Target Date 2000-2010</i>	4.1%	6.9%	-6.7%	-1.6%	2.0%	4.1%	3.0%	4.9%	4.1%
JPMorgan SmartRetirement Blend 2020	4.6%	7.2%	-7.1%	-1.9%	1.6%	4.1%	2.7%	5.4%	5.1%
<i>Target Date 2016-2020</i>	4.8%	7.6%	-7.4%	-1.3%	2.4%	4.6%	3.1%	5.5%	4.7%
JPMorgan SmartRetirement Blend 2025	5.3%	8.3%	-7.5%	-1.2%	2.6%	5.1%	3.3%	6.4%	6.0%
<i>Target Date 2021-2025</i>	5.1%	8.0%	-7.7%	-1.0%	2.9%	5.2%	3.4%	6.3%	5.5%
JPMorgan SmartRetirement Blend 2030	5.9%	9.2%	-7.5%	-0.4%	3.6%	6.0%	3.8%	7.4%	6.7%
<i>Target Date 2026-2030</i>	5.7%	8.6%	-7.8%	-0.4%	3.9%	6.0%	3.9%	7.2%	6.1%
JPMorgan SmartRetirement Blend 2035	6.5%	9.9%	-7.4%	0.7%	4.7%	7.0%	4.5%	8.2%	7.4%
<i>Target Date 2031-2035</i>	6.2%	9.2%	-7.9%	0.3%	4.8%	6.9%	4.5%	8.1%	6.9%
JPMorgan SmartRetirement Blend 2040	6.9%	10.5%	-7.3%	1.3%	5.4%	7.6%	4.9%	8.9%	7.9%
<i>Target Date 2036-2040</i>	6.5%	9.7%	-7.9%	0.8%	5.4%	7.5%	4.8%	8.6%	7.2%
JPMorgan SmartRetirement Blend 2045	7.3%	11.0%	-7.2%	2.0%	6.0%	8.1%	5.2%	9.2%	8.1%
<i>Target Date 2041-2045</i>	6.9%	10.1%	-7.7%	1.3%	6.0%	8.0%	5.2%	9.1%	7.7%
JPMorgan SmartRetirement Blend 2050	7.3%	11.0%	-7.3%	2.0%	6.1%	8.2%	5.3%	9.2%	8.1%
<i>Target Date 2046-2050</i>	7.1%	10.3%	-7.8%	1.5%	6.2%	8.2%	5.2%	9.2%	7.8%
JPMorgan SmartRetirement Blend 2055	7.3%	11.1%	-7.2%	2.1%	6.1%	8.2%	5.3%	9.2%	8.1%
<i>Target Date 2051-2055</i>	7.2%	10.4%	-7.7%	1.5%	6.3%	8.3%	5.3%	9.4%	8.0%
JPMorgan SmartRetirement Blend 2060	7.3%	11.0%	-7.0%	2.2%	--	--	--	--	--
<i>Target Date 2056-2060</i>	7.2%	10.3%	-7.8%	1.5%	6.2%	8.2%	5.3%	9.3%	8.3%

DISCLOSURE

Marquette Associates, Inc. ("Marquette") has prepared this document for the exclusive use by the client or third party for which it was prepared. The information herein was obtained from various sources, including but not limited to third party investment managers, the client's custodian(s) accounting statements, commercially available databases, and other economic and financial market data sources.

The sources of information used in this document are believed to be reliable. Marquette has not independently verified all of the information in this document and its accuracy cannot be guaranteed. Marquette accepts no liability for any direct or consequential losses arising from its use. The information provided herein is as of the date appearing in this material only and is subject to change without prior notice. Thus, all such information is subject to independent verification and we urge clients to compare the information set forth in this statement with the statements you receive directly from the custodian in order to ensure accuracy of all account information. Past performance does not guarantee future results and investing involves risk of loss. No graph, chart, or formula can, in and of itself, be used to determine which securities or investments to buy or sell.

Forward-looking statements, including without limitation any statement or prediction about a future event contained in this presentation, are based on a variety of estimates and assumptions by Marquette, including, but not limited to, estimates of future operating results, the value of assets and market conditions. These estimates and assumptions, including the risk assessments and projections referenced, are inherently uncertain and are subject to numerous business, industry, market, regulatory, geopolitical, competitive, and financial risks that are outside of Marquette's control. There can be no assurance that the assumptions made in connection with any forward-looking statement will prove accurate, and actual results may differ materially.

The inclusion of any forward-looking statement herein should not be regarded as an indication that Marquette considers forward-looking statements to be a reliable prediction of future events. The views contained herein are those of Marquette and should not be taken as financial advice or a recommendation to buy or sell any security. Any forecasts, figures, opinions or investment techniques and strategies described are intended for informational purposes only. They are based on certain assumptions and current market conditions, and although accurate at the time of writing, are subject to change without prior notice. Opinions, estimates, projections, and comments on financial market trends constitute our judgment and are subject to change without notice. Marquette expressly disclaims all liability in respect to actions taken based on any or all of the information included or referenced in this document. The information is being provided based on the understanding that each recipient has sufficient knowledge and experience to evaluate the merits and risks of investing.

Marquette is an independent investment adviser registered under the Investment Advisers Act of 1940, as amended. Registration does not imply a certain level of skill or training. More information about Marquette including our investment strategies, fees and objectives can be found in our ADV Part 2, which is available upon request.



Retirement Plan

South Broward Hospital District

Retirement Plan

Executive Summary

December 31, 2022

Market Value: \$833.7 Million and 100.0% of Fund

Investment Manager	Asset Class	Status	Reason
C.S. McKee Aggregate Fixed Income	Core Fixed Income	In Compliance	---
Chartwell High Yield	High Yield Fixed Income	Alert	Organizational Issues
Pacific Floating Rate Income	Senior Secured Loans	In Compliance	---
Vanguard Total Stock Market Fund	All-Cap Core	In Compliance	---
Parametric Defensive Equity	Defensive Equity	In Compliance	---
Dodge & Cox	Global Value Equity	In Compliance	---
Walter Scott & Partners	Global Growth Equity	In Compliance	---
Vanguard Global Minimum Volatility	Global Low-Volatility	In Compliance	---

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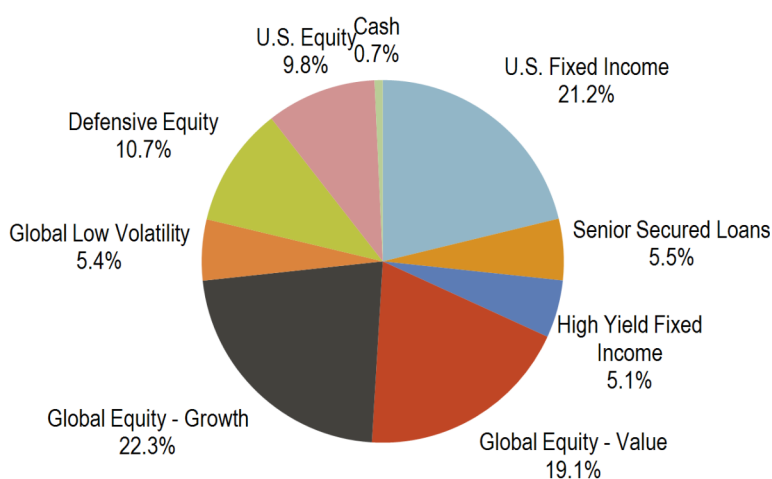
Total Fund Composite

Market Value: \$833.7 Million and 100.0% of Fund

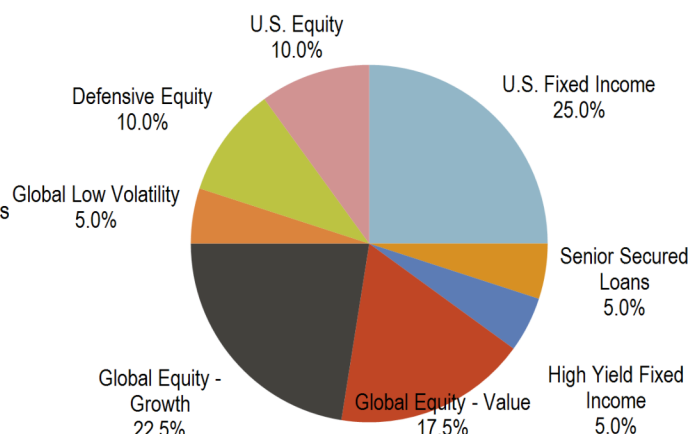
Ending December 31, 2022

Asset Class	Market Value	3 Mo Net Cash Flows	% of Portfolio	Policy %	Policy Range	Policy Difference
Total Fund Composite	\$833,725,298	\$97,822	100.0%	100.0%		\$0
Fixed Income Composite	\$265,308,810	\$530	31.8%	35.0%	30.0% - 40.0%	-\$26,495,044
C.S. McKee Aggregate Fixed Income	\$176,817,057	\$424	21.2%	25.0%	20.0% - 30.0%	-\$31,614,267
Chartwell High Yield	\$42,852,346	\$106	5.1%	5.0%	2.5% - 7.5%	\$1,166,081
Pacific Floating Rate Income	\$45,627,052	\$0	5.5%	5.0%	2.5% - 7.5%	\$3,940,787
Wellington LCP Legacy Portfolio	\$12,355	\$0	0.0%			
U.S. Equity Composite	\$171,148,640	-\$397,887	20.5%	20.0%	15.0% - 25.0%	\$4,403,581
Vanguard Total Stock Market Fund	\$81,798,921	-\$398,106	9.8%	10.0%	5.0% - 15.0%	-\$1,573,609
Parametric Defensive Equity	\$89,349,720	\$219	10.7%	10.0%	5.0% - 15.0%	\$5,977,190
Global Equity Composite	\$391,160,877	\$5,964	46.9%	45.0%	40.0% - 50.0%	\$15,984,493
Dodge & Cox	\$159,565,039	\$0	19.1%	17.5%	12.5% - 22.5%	\$13,663,112
Walter Scott & Partners	\$186,229,387	\$5,964	22.3%	22.5%	17.5% - 27.5%	-\$1,358,805
Vanguard Global Minimum Volatility	\$45,366,450	\$0	5.4%	5.0%	2.5% - 7.5%	\$3,680,185
Cash Composite	\$6,106,971	\$489,216	0.7%	--		\$6,106,971
Money Market	\$2,450,082	\$400,731	0.3%			
Vanguard Treasury Money Market	\$3,656,889	\$88,485	0.4%			

Current Asset Allocation

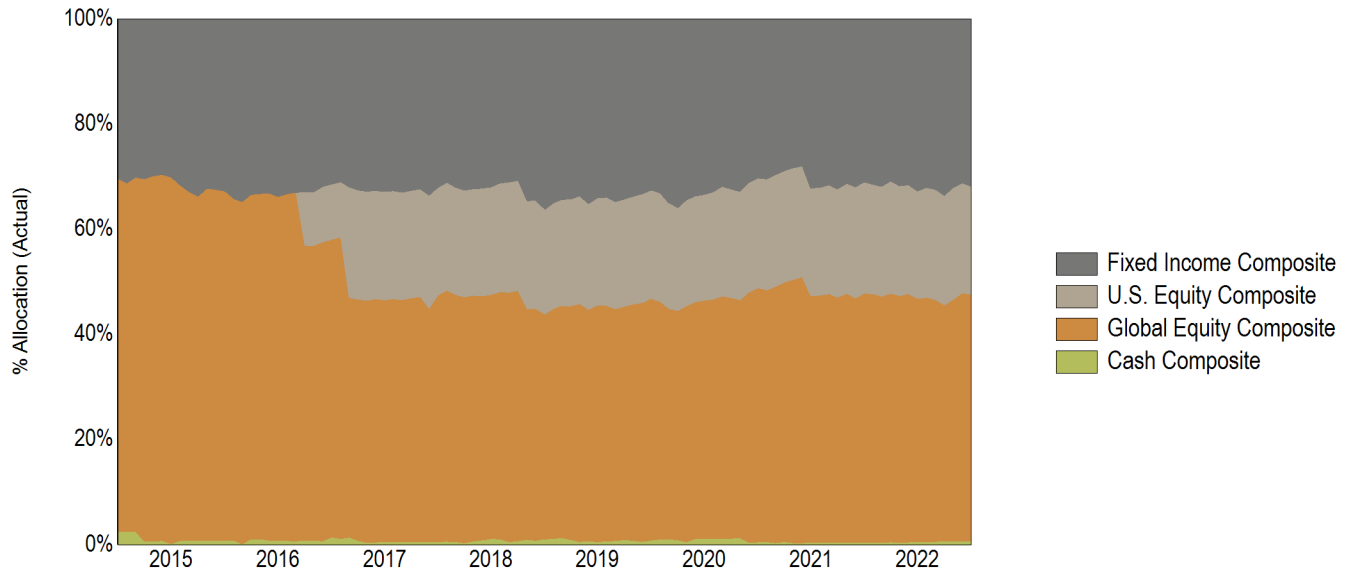


Target Asset Allocation



Market Value: \$833.7 Million and 100.0% of Fund

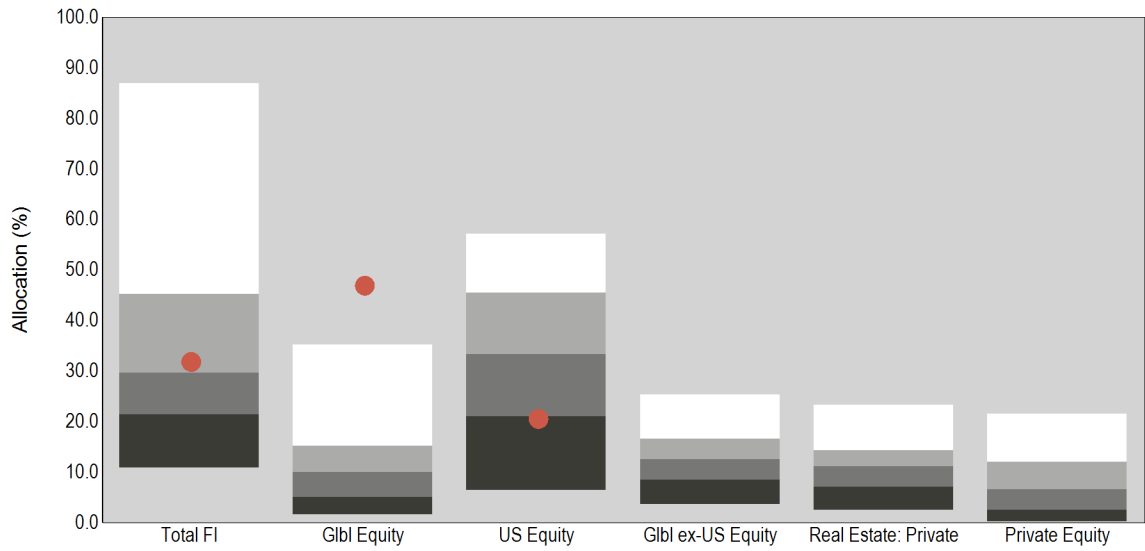
Historic Asset Allocation



	Current	Policy	Difference	%
Fixed Income Composite	\$265,308,810	\$291,803,854	-\$26,495,044	-3.2%
U.S. Equity Composite	\$171,148,640	\$166,745,060	\$4,403,581	0.5%
Global Equity Composite	\$391,160,877	\$375,176,384	\$15,984,493	1.9%
Cash Composite	\$6,106,971	--	--	--

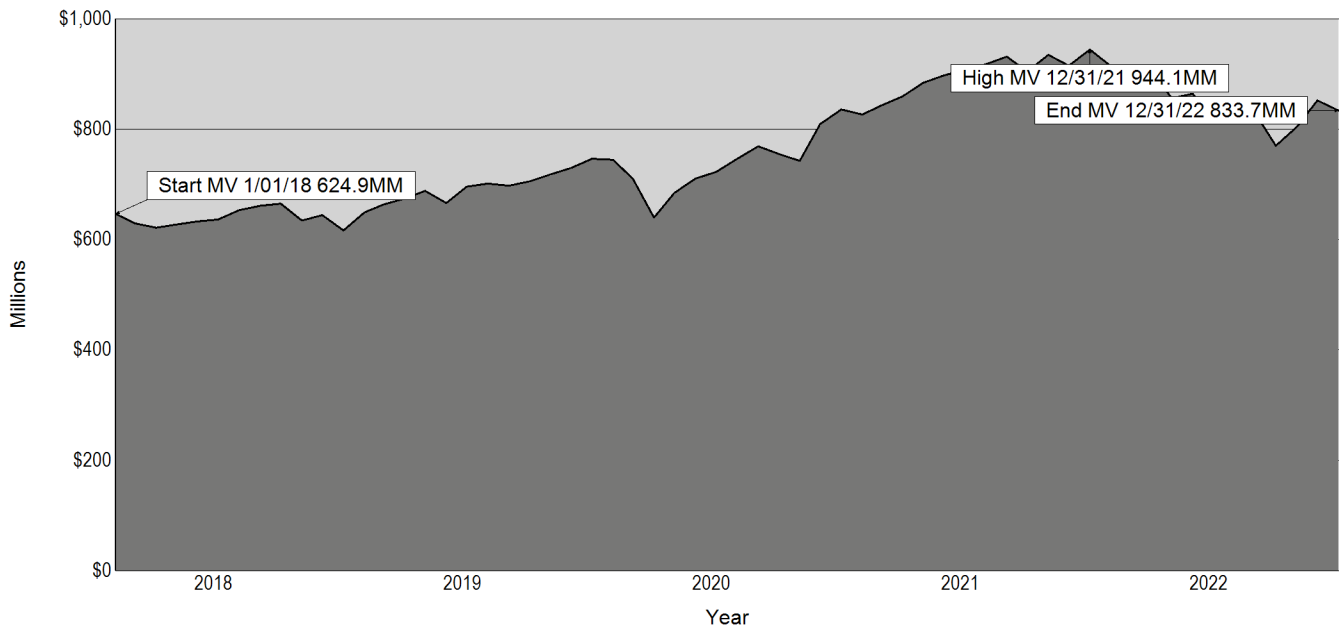
Market Value: \$833.7 Million and 100.0% of Fund

Total Plan Allocation vs. InvMetrics All DB Net



	Allocation (Rank)										
5th Percentile	86.9		35.2		57.1		25.3		23.3		21.5
25th Percentile	45.2		15.2		45.4		16.6		14.4		11.9
Median	29.6		10.0		33.3		12.5		11.1		6.5
75th Percentile	21.4		5.1		21.0		8.5		7.1		2.4
95th Percentile	10.9		1.6		6.5		3.6		2.5		0.2
# of Portfolios	1,133		264		918		917		513		334
● Total Fund Composite	31.8	(47)	46.9	(3)	20.5	(77)	--	--	--	--	--

Market Value: \$833.7 Million and 100.0% of Fund



Summary of Cash Flows

	Fourth Quarter	Year-To-Date	One Year	Three Years
Beginning Market Value	\$769,910,451.01	\$944,070,041.16	\$944,070,041.16	\$746,385,980.48
Net Cash Flow	\$97,822.22	-\$69,134.73	-\$69,134.73	-\$1,560,760.55
Net Investment Change	\$63,717,024.55	-\$110,275,608.65	-\$110,275,608.65	\$88,900,077.85
Ending Market Value	\$833,725,297.78	\$833,725,297.78	\$833,725,297.78	\$833,725,297.78

Total Fund Composite

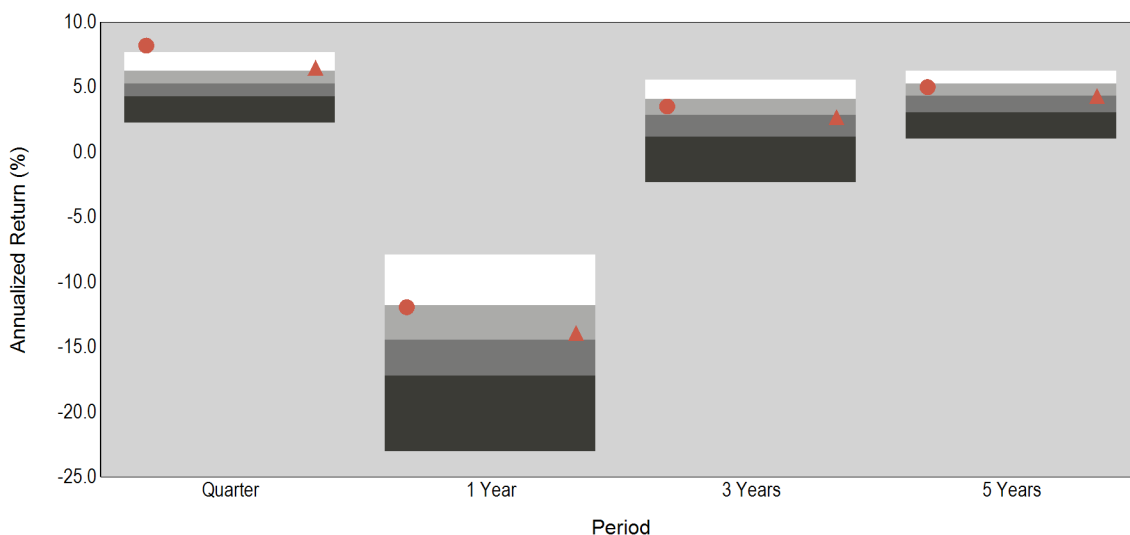
Annualized Performance (Net of Fees)

Market Value: \$833.7 Million and 100.0% of Fund

Ending December 31, 2022

	3 Mo	1 Yr	2 Yrs	3 Yrs	4 Yrs	5 Yrs	7 Yrs	10 Yrs
Total Fund Composite	8.2%	-11.9%	0.0%	3.5%	7.3%	5.0%	6.8%	6.2%
Policy Index	6.5%	-13.9%	-1.5%	2.7%	6.7%	4.3%	6.1%	5.8%
InvMetrics All DB Net Rank	3	27	28	38	37	33	31	61
Fixed Income Composite	2.6%	-9.5%	-5.0%	-1.3%	1.0%	0.7%	1.6%	1.3%
Custom Index	2.1%	-10.0%	-5.1%	-1.3%	1.1%	1.0%	1.7%	1.3%
InvMetrics All DB Total Fix Inc Net Rank	30	35	33	38	32	36	50	65
U.S. Equity Composite	6.9%	-13.8%	2.5%	6.0%	10.2%	7.1%	--	--
CRSP US Total Market TR USD	7.1%	-19.5%	0.6%	7.0%	12.5%	8.7%	11.0%	12.1%
InvMetrics All DB US Eq Net Rank	93	6	34	76	95	86	--	--
Global Equity Composite	13.2%	-12.8%	1.9%	5.3%	10.4%	6.8%	9.3%	8.7%
MSCI ACWI	9.8%	-18.4%	-1.6%	4.0%	9.2%	5.2%	8.1%	8.0%
InvMetrics All DB Gbl Eq Net Rank	10	17	18	15	14	10	3	68

InvMetrics All DB Net Return Comparison



	Return			
	Quarter	1 Year	3 Years	5 Years
5th Percentile	7.7	-7.9	5.6	6.2
25th Percentile	6.2	-11.8	4.1	5.3
Median	5.3	-14.4	2.8	4.3
75th Percentile	4.3	-17.2	1.2	3.0
95th Percentile	2.3	-23.0	-2.3	1.0
# of Portfolios	1,205	1,190	1,152	1,107
● Total Fund Composite	8.2	-11.9	3.5	5.0
▲ Policy Index	6.5	-13.9	2.7	4.3

- Policy Index is currently 45% MSCI ACWI, 25% Barclays U.S. Aggregate, 10% CRSP US Total Market Index, 10% 50% S&P 500/50% 91 Day T-Bill, 5% BofA ML 1-3 Year High Yield BB, and 5% Credit Suisse Leveraged Loan Index.

- All Data is to be considered preliminary until the release of the final quarterly report.

- InvestorForce is a subsidiary of MSCI. The platform is utilized by 45 Investment Consulting firms, with over 3,500 members, totaling roughly \$4 trillion in assets. Peer universes include over 1,000 Defined Benefit Plans, including over 230 with between \$250 million and \$1 billion in assets.

Total Fund Composite

Calendar Performance (Net of Fees)

Market Value: \$833.7 Million and 100.0% of Fund

Calendar Year

	2022	2021	2020	2019	2018	2017	2016	2015	2014
Total Fund Composite	-11.9%	13.4%	11.0%	19.5%	-3.7%	15.9%	7.1%	-2.0%	4.2%
<i>Policy Index</i>	-13.9%	12.6%	11.7%	19.6%	-4.7%	15.2%	6.2%	-1.4%	4.1%
<i>InvMetrics All DB Net Rank</i>	27	40	73	41	32	24	58	74	82
Fixed Income Composite	-9.5%	-0.2%	6.3%	8.6%	-0.6%	4.5%	3.1%	-0.7%	4.0%
<i>Custom Index</i>	-10.0%	0.1%	6.7%	8.7%	0.5%	4.9%	2.5%	-0.7%	4.1%
<i>InvMetrics All DB Total Fix Inc Net Rank</i>	35	42	70	53	57	59	79	51	60
U.S. Equity Composite	-13.8%	21.8%	13.6%	23.5%	-4.1%	17.8%	--	--	--
<i>CRSP US Total Market TR USD</i>	-19.5%	25.7%	21.0%	30.8%	-5.2%	21.2%	12.7%	0.4%	12.6%
<i>InvMetrics All DB US Eq Net Rank</i>	6	92	89	98	7	91	--	--	--
Global Equity Composite	-12.8%	19.0%	12.4%	27.1%	-6.2%	23.6%	8.7%	-2.6%	5.0%
<i>MSCI ACWI</i>	-18.4%	18.5%	16.3%	26.6%	-9.4%	24.0%	7.9%	-2.4%	4.2%
<i>InvMetrics All DB Gbl Eq Net Rank</i>	17	14	69	28	26	72	19	60	29

Total Fund Composite

Calendar Performance (Net of Fees)

Market Value: \$833.7 Million and 100.0% of Fund

Fiscal Year (April 30)

	Fiscal YTD	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018
Total Fund Composite	-2.9%	-3.2%	28.7%	-1.4%	7.7%	8.4%
<i>Policy Index</i>	-4.6%	-3.5%	27.5%	-0.7%	6.4%	8.7%
<i>InvMetrics All DB Net Rank</i>	18	--	--	--	--	--
Fixed Income Composite	-2.4%	-6.2%	3.6%	6.0%	4.5%	1.0%
<i>Custom Index</i>	-2.8%	-6.1%	3.7%	6.5%	5.2%	1.6%
<i>InvMetrics All DB Total Fix Inc Net Rank</i>	23	--	--	--	--	--
U.S. Equity Composite	-3.8%	-0.7%	39.1%	-2.5%	9.8%	9.8%
<i>CRSP US Total Market TR USD</i>	-6.4%	-3.3%	51.1%	-1.1%	12.7%	13.1%
<i>InvMetrics All DB US Eq Net Rank</i>	12	--	--	--	--	--
Global Equity Composite	-2.8%	-2.6%	44.0%	-6.7%	9.1%	13.2%
<i>MSCI ACWI</i>	-6.2%	-5.4%	45.7%	-5.0%	5.1%	14.2%
<i>InvMetrics All DB Gbl Eq Net Rank</i>	20	--	--	--	--	--

Investment Manager

Annualized Performance (Net of Fees)

Market Value: \$833.7 Million and 100.0% of Fund

Ending December 31, 2022

	3 Mo	1 Yr	2 Yrs	3 Yrs	4 Yrs	5 Yrs	7 Yrs	10 Yrs
Total Fund Composite	8.2%	-11.9%	0.0%	3.5%	7.3%	5.0%	6.8%	6.2%
Policy Index	6.5%	-13.9%	-1.5%	2.7%	6.7%	4.3%	6.1%	5.8%
InvMetrics All DB Net Rank	3	27	28	38	37	33	31	61
Fixed Income Composite	2.6%	-9.5%	-5.0%	-1.3%	1.0%	0.7%	1.6%	1.3%
Custom Index	2.1%	-10.0%	-5.1%	-1.3%	1.1%	1.0%	1.7%	1.3%
InvMetrics All DB Total Fix Inc Net Rank	30	35	33	38	32	36	50	65
C.S. McKee Aggregate Fixed Income	2.5%	-12.9%	-7.5%	-2.7%	0.1%	--	--	--
Bloomberg US Aggregate TR	1.9%	-13.0%	-7.5%	-2.7%	0.0%	0.0%	0.9%	1.1%
eV US Core Fixed Inc Net Rank	3	41	59	79	78	--	--	--
Chartwell High Yield	2.6%	-3.0%	-0.4%	1.1%	2.6%	2.2%	--	--
BofA Merrill Lynch 1-3 Yrs High Yield BB	2.7%	-3.1%	0.0%	1.8%	3.5%	3.1%	3.9%	3.6%
High Yield Bond MStar MF Rank	90	4	11	21	80	36	--	--
Pacific Floating Rate Income	2.7%	-0.8%	1.9%	1.8%	3.4%	--	--	--
CSFB Leveraged Loan	2.3%	-1.1%	2.1%	2.3%	3.8%	3.2%	4.3%	3.8%
Wellington LCP Legacy Portfolio								
U.S. Equity Composite	6.9%	-13.8%	2.5%	6.0%	10.2%	7.1%	--	--
CRSP US Total Market TR USD	7.1%	-19.5%	0.6%	7.0%	12.5%	8.7%	11.0%	12.1%
InvMetrics All DB US Eq Net Rank	93	6	34	76	95	86	--	--
Vanguard Total Stock Market Fund	7.1%	-19.5%	0.6%	7.0%	12.5%	8.7%	--	--
CRSP US Total Market TR USD	7.1%	-19.5%	0.6%	7.0%	12.5%	8.7%	11.0%	12.1%
All Cap MStar MF Rank	64	59	58	39	33	28	--	--
Parametric Defensive Equity	6.7%	-7.7%	4.0%	4.3%	7.1%	5.1%	--	--
50% S&P 500/50% 91 Day T-Bill	4.3%	-8.2%	2.1%	4.7%	7.4%	5.7%	6.5%	6.8%
CBOE S&P 500 Covered Combo Index	6.5%	-13.8%	2.0%	1.3%	5.6%	3.4%	5.7%	6.6%
Global Equity Composite	13.2%	-12.8%	1.9%	5.3%	10.4%	6.8%	9.3%	8.7%
MSCI ACWI	9.8%	-18.4%	-1.6%	4.0%	9.2%	5.2%	8.1%	8.0%
InvMetrics All DB Gbl Eq Net Rank	10	17	18	15	14	10	3	68
Dodge & Cox	13.3%	-5.8%	6.7%	6.4%	10.6%	5.5%	9.2%	9.3%
MSCI ACWI Value	14.2%	-7.5%	5.2%	3.3%	7.4%	3.5%	6.7%	6.4%
Global Large Stock Mstar MF Rank	27	11	6	16	24	47	18	24
Walter Scott & Partners	14.0%	-19.6%	-2.3%	4.3%	10.3%	7.7%	10.0%	9.4%
MSCI World Growth	4.7%	-29.2%	-7.4%	4.7%	11.3%	7.4%	9.5%	10.1%
eV Global All Cap Growth Eq Net Rank	8	15	11	56	55	35	36	52
Vanguard Global Minimum Volatility	9.5%	-4.5%	3.4%	0.9%	6.0%	4.4%	--	--
MSCI ACWI Minimum Volatility Index	8.5%	-10.3%	1.1%	1.6%	6.2%	4.6%	6.8%	7.8%
eV Global Low Volatility Equity Net Rank	79	8	38	88	78	37	--	--

Investment Manager

Calendar Performance (Net of Fees)

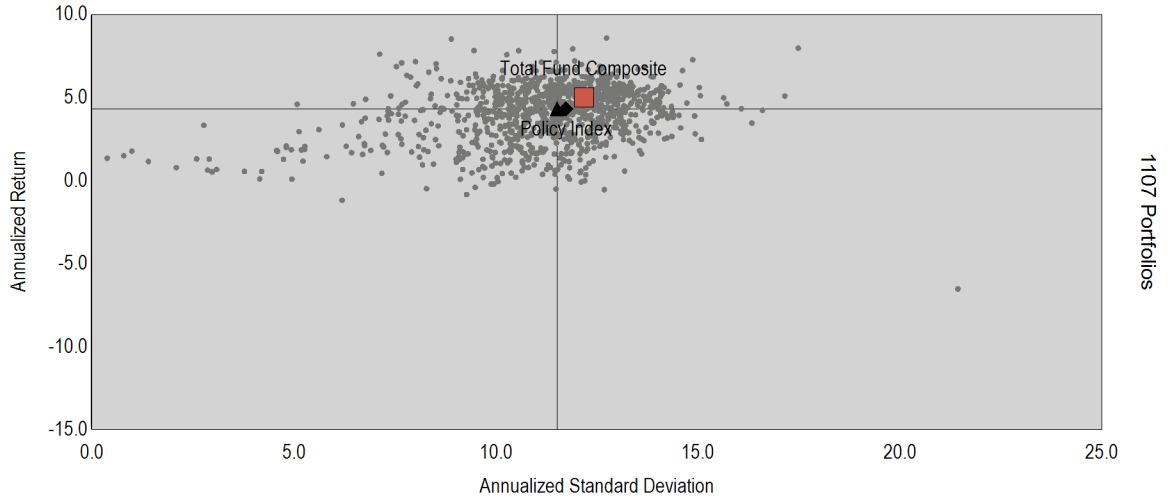
Market Value: \$833.7 Million and 100.0% of Fund

	Calendar Year										
	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Total Fund Composite	-11.9%	13.4%	11.0%	19.5%	-3.7%	15.9%	7.1%	-2.0%	4.2%	12.8%	11.3%
Policy Index	-13.9%	12.6%	11.7%	19.6%	-4.7%	15.2%	6.2%	-1.4%	4.1%	12.8%	11.2%
InvMetrics All DB Net Rank	27	40	73	41	32	24	58	74	82	64	65
Fixed Income Composite	-9.5%	-0.2%	6.3%	8.6%	-0.6%	4.5%	3.1%	-0.7%	4.0%	-1.4%	5.5%
Custom Index	-10.0%	0.1%	6.7%	8.7%	0.5%	4.9%	2.5%	-0.7%	4.1%	-2.2%	4.3%
InvMetrics All DB Total Fix Inc Net Rank	35	42	70	53	57	59	79	51	60	44	77
C.S. McKee Aggregate Fixed Income	-12.9%	-1.8%	7.6%	8.9%	--	--	--	--	--	--	--
Bloomberg US Aggregate TR	-13.0%	-1.5%	7.5%	8.7%	0.0%	3.5%	2.6%	0.6%	6.0%	-2.0%	4.2%
eV US Core Fixed Inc Net Rank	41	76	73	54	--	--	--	--	--	--	--
Chartwell High Yield	-3.0%	2.3%	4.2%	7.0%	0.7%	--	--	--	--	--	--
BofA Merrill Lynch 1-3 Yrs High Yield BB	-3.1%	3.2%	5.4%	8.7%	1.3%	3.6%	8.5%	1.2%	1.9%	5.6%	10.2%
High Yield Bond MStar MF Rank	4	99	74	96	7	--	--	--	--	--	--
Pacific Floating Rate Income	-0.8%	4.6%	1.6%	8.3%	--	--	--	--	--	--	--
CSFB Leveraged Loan	-1.1%	5.4%	2.8%	8.2%	1.1%	4.2%	9.9%	-0.4%	2.1%	6.2%	9.4%
Wellington LCP Legacy Portfolio											
U.S. Equity Composite	-13.8%	21.8%	13.6%	23.5%	-4.1%	17.8%	--	--	--	--	--
CRSP US Total Market TR USD	-19.5%	25.7%	21.0%	30.8%	-5.2%	21.2%	12.7%	0.4%	12.6%	33.6%	16.2%
InvMetrics All DB US Eq Net Rank	6	92	89	98	7	91	--	--	--	--	--
Vanguard Total Stock Market Fund	-19.5%	25.7%	21.0%	30.7%	-5.2%	21.2%	--	--	--	--	--
CRSP US Total Market TR USD	-19.5%	25.7%	21.0%	30.8%	-5.2%	21.2%	12.7%	0.4%	12.6%	33.6%	16.2%
All Cap MStar MF Rank	59	45	38	36	37	39	--	--	--	--	--
Parametric Defensive Equity	-7.7%	17.2%	5.0%	16.0%	-2.9%	--	--	--	--	--	--
50% S&P 500/50% 91 Day T-Bill	-8.2%	13.7%	9.9%	16.1%	-1.0%	10.9%	6.1%	0.9%	6.7%	15.3%	7.9%
CBOE S&P 500 Covered Combo Index	-13.8%	20.8%	-0.2%	19.5%	-4.9%	15.4%	7.9%	4.3%	5.5%	16.4%	7.5%
Global Equity Composite	-12.8%	19.0%	12.4%	27.1%	-6.2%	23.6%	8.7%	-2.6%	5.0%	20.8%	15.9%
MSCI ACWI	-18.4%	18.5%	16.3%	26.6%	-9.4%	24.0%	7.9%	-2.4%	4.2%	22.8%	16.1%
InvMetrics All DB Gbl Eq Net Rank	17	14	69	28	26	72	19	60	29	62	71
Dodge & Cox	-5.8%	20.8%	6.0%	23.8%	-12.6%	21.5%	17.1%	-8.0%	7.0%	33.2%	21.1%
MSCI ACWI Value	-7.5%	19.6%	-0.3%	20.6%	-10.8%	18.3%	12.6%	-6.3%	2.9%	22.4%	15.6%
Global Large Stock Mstar MF Rank	11	24	78	72	76	67	4	92	18	15	16
Walter Scott & Partners	-19.6%	18.7%	18.9%	30.5%	-2.3%	26.1%	6.5%	0.8%	3.8%	20.8%	19.5%
MSCI World Growth	-29.2%	21.2%	33.8%	33.7%	-6.7%	28.0%	2.8%	3.1%	6.1%	26.7%	16.1%
eV Global All Cap Growth Eq Net Rank	15	21	97	52	16	73	26	55	36	61	2
Vanguard Global Minimum Volatility	-4.5%	12.0%	-3.9%	22.7%	-1.7%	--	--	--	--	--	--
MSCI ACWI Minimum Volatility Index	-10.3%	13.9%	2.7%	21.1%	-1.6%	17.9%	7.4%	2.8%	11.0%	16.9%	10.1%
eV Global Low Volatility Equity Net Rank	8	93	83	22	1	--	--	--	--	--	--

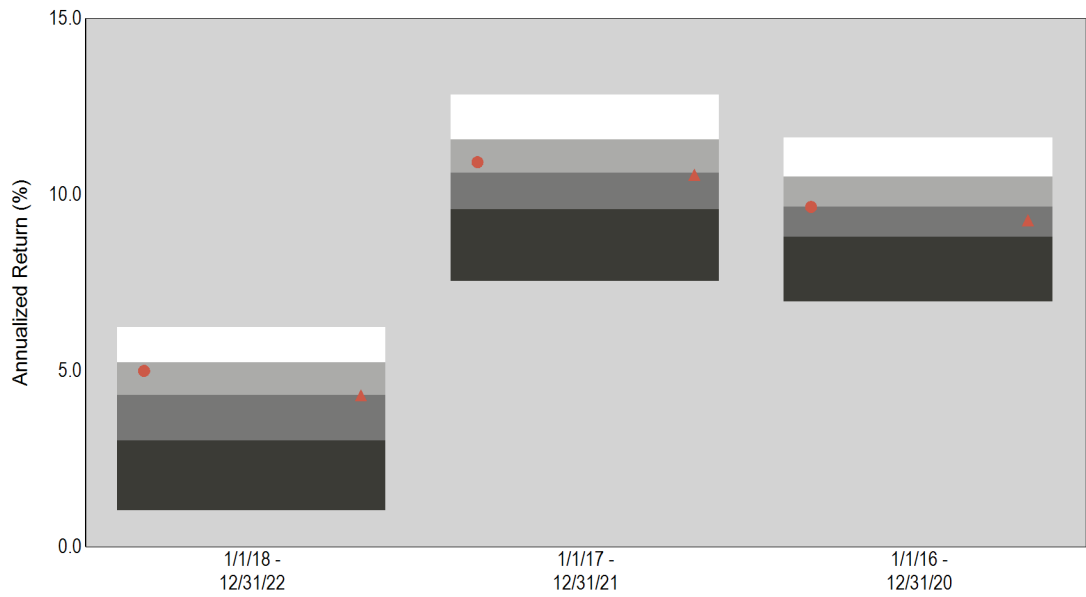
Total Fund vs. Peer Universe

Market Value: \$833.7 Million and 100.0% of Fund

Annualized Return vs. Annualized Standard Deviation 5 Years Ending December 31, 2022



Rolling 5 Year Returns



	Return (Rank)					
5th Percentile	6.2		12.8		11.6	
25th Percentile	5.3		11.6		10.5	
Median	4.3		10.6		9.7	
75th Percentile	3.0		9.6		8.8	
95th Percentile	1.0		7.6		7.0	
# of Portfolios	1,107		1,509		1,572	
● Total Fund Composite	5.0	(33)	10.9	(43)	9.7	(51)
▲ Policy Index	4.3	(51)	10.6	(52)	9.3	(62)

Market Value: \$833.7 Million and 100.0% of Fund

3 Years Ending December 31, 2022

	Sharpe Ratio	Tracking Error	Anlzd Alpha	Beta	R-Squared	Information Ratio	Anlzd Standard Deviation	Up Mkt Capture Ratio	Down Mkt Capture Ratio
Total Fund Composite	0.2	1.7%	0.7%	1.0	1.0	0.5	14.2%	108.0%	101.6%
Policy Index	0.2	--	--	--	--	--	13.6%	--	--
Fixed Income Composite	-0.4	0.5%	0.0%	1.0	1.0	-0.1	5.5%	102.1%	101.9%
Custom Index	-0.4	--	--	--	--	--	5.3%	--	--
C.S. McKee Aggregate Fixed Income	-0.5	1.1%	0.1%	1.1	1.0	0.0	6.3%	109.8%	105.4%
Bloomberg US Aggregate TR	-0.6	--	--	--	--	--	5.9%	--	--
Chartwell High Yield	0.1	0.9%	-0.5%	0.9	1.0	-0.7	6.0%	88.4%	97.2%
BofA Merrill Lynch 1-3 Yrs High Yield BB	0.2	--	--	--	--	--	6.3%	--	--
Pacific Floating Rate Income	0.2	2.2%	-0.1%	0.8	1.0	-0.3	7.3%	81.3%	87.0%
CSFB Leveraged Loan	0.2	--	--	--	--	--	8.9%	--	--
Wellington LCP Legacy Portfolio	-0.2	25.2%	-2.0%	0.7	0.0	0.0	25.4%	12.7%	55.6%
Bloomberg US Aggregate TR	-0.6	--	--	--	--	--	5.9%	--	--
U.S. Equity Composite	0.3	4.6%	0.4%	0.8	1.0	-0.2	17.5%	72.1%	85.5%
CRSP US Total Market TR USD	0.3	--	--	--	--	--	21.8%	--	--
Vanguard Total Stock Market Fund	0.3	0.4%	0.0%	1.0	1.0	0.0	21.7%	99.3%	99.7%
CRSP US Total Market TR USD	0.3	--	--	--	--	--	21.8%	--	--
Parametric Defensive Equity	0.3	3.8%	-1.4%	1.2	0.9	-0.1	13.2%	122.4%	119.5%
50% S&P 500/50% 91 Day T-Bill	0.4	--	--	--	--	--	10.5%	--	--
Global Equity Composite	0.2	3.6%	1.3%	1.0	1.0	0.4	20.3%	105.5%	99.6%
MSCI ACWI	0.2	--	--	--	--	--	20.1%	--	--
Dodge & Cox	0.2	7.2%	2.5%	1.2	0.9	0.4	25.1%	135.2%	107.9%
MSCI ACWI Value	0.1	--	--	--	--	--	20.5%	--	--
Walter Scott & Partners	0.2	7.3%	0.3%	0.8	0.9	-0.1	20.3%	81.8%	91.9%
MSCI World Growth	0.2	--	--	--	--	--	22.7%	--	--
Vanguard Global Minimum Volatility	0.0	4.3%	-0.7%	1.0	0.9	-0.2	15.4%	95.1%	99.7%
MSCI ACWI Minimum Volatility Index	0.1	--	--	--	--	--	14.3%	--	--

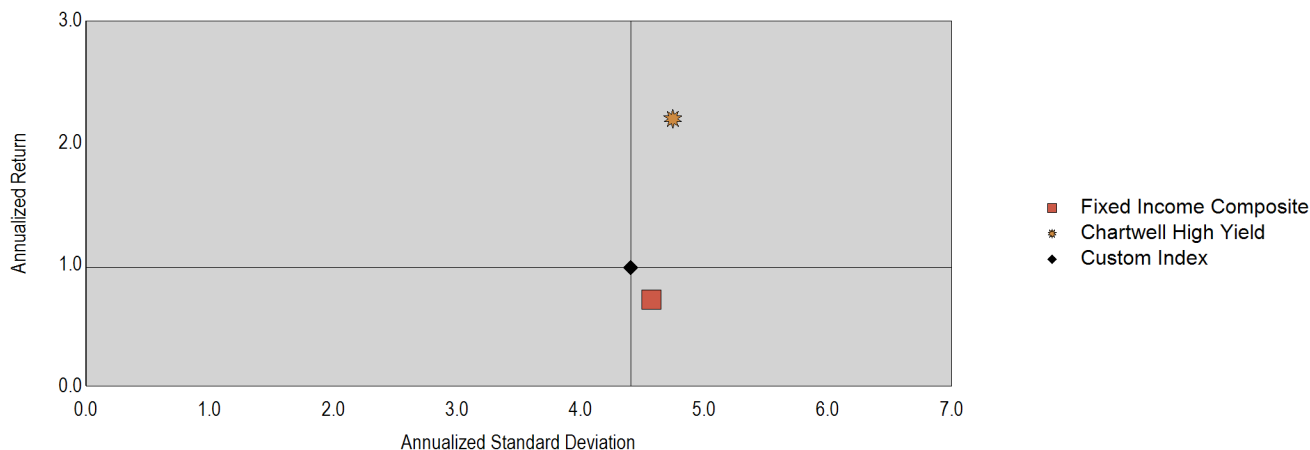
Fixed Income Composite

As of December 31, 2022

Characteristics

Market Value: \$265.3 Million and 31.8% of Fund

Risk / Return - 5 Years



Characteristics

	Portfolio Q4-22	Index Q4-22
Yield to Maturity	5.4%	3.6%
Avg. Eff. Maturity	7.5 yrs.	8.6 yrs.
Avg. Duration	5.9 yrs.	6.6 yrs.
Avg. Quality	A	--

Sector

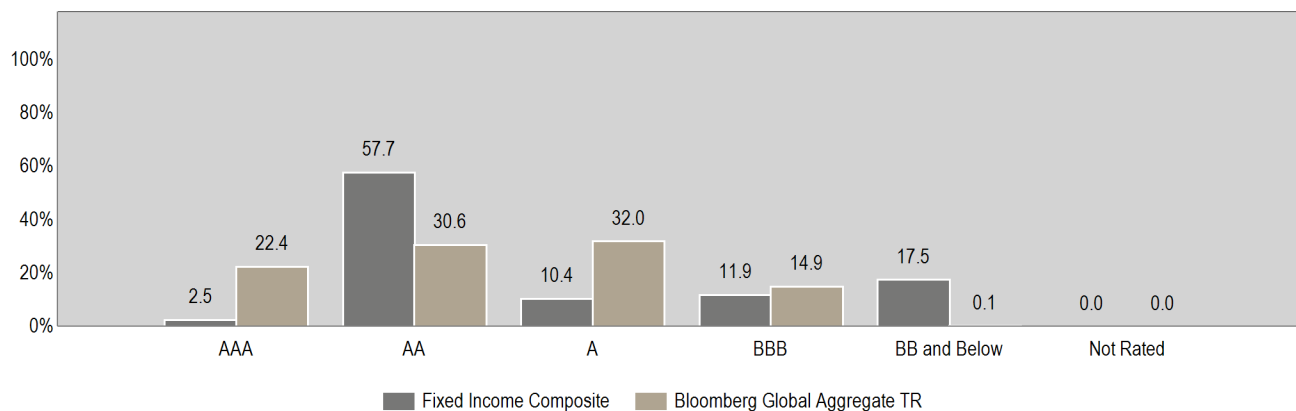
	Portfolio Q4-22	Index Q4-22
UST/Agency	31.4%	17.3%
Corporate	40.8%	21.0%
MBS	21.5%	12.1%
ABS	4.6%	0.2%
Foreign	0.9%	--
Muni	--	--
Other	0.9%	--

Maturity

	Q4-22
<1 Year	5.3%
1-3 Years	17.4%
3-5 Years	16.6%
5-7 Years	13.7%
7-10 Years	22.5%
10-15 Years	16.7%
15-20 Years	3.8%
>20 Years	3.9%
Not Rated/Cash	0.0%

Region	Number Of Assets
North America ex U.S.	13
United States	298
Europe Ex U.K.	4
United Kingdom	2
Pacific Basin Ex Japan	1
Japan	1

Quality Distribution



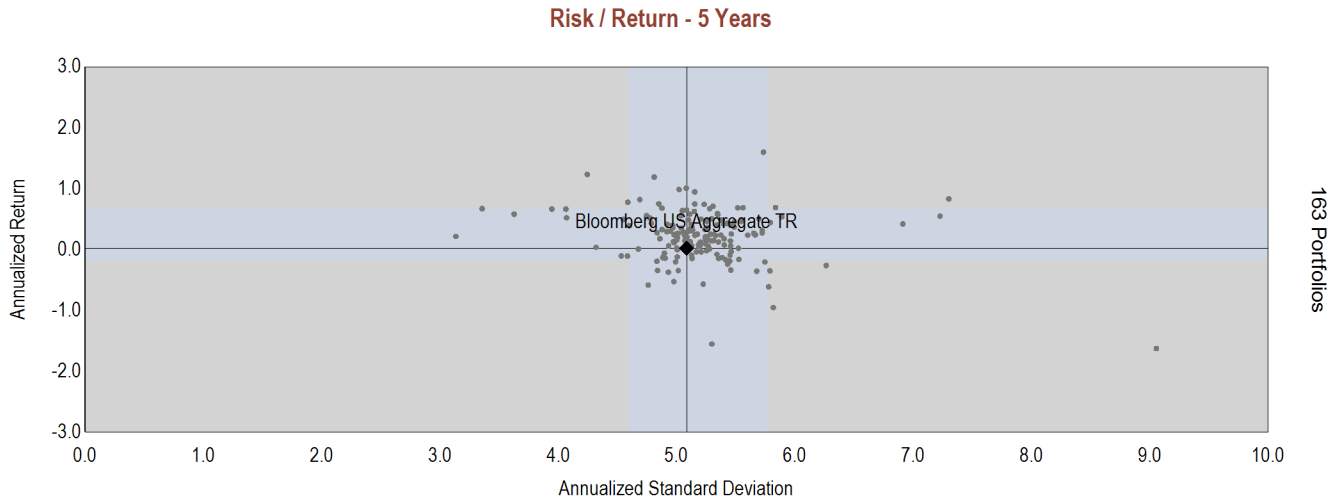
* Fixed Income Composite holdings based analytics do not include Pacific Floating Rate Income Fund characteristics.

C.S. McKee Aggregate Fixed Income

As of December 31, 2022

Characteristics

Market Value: \$176.8 Million and 21.2% of Fund



Characteristics

	Portfolio	Index
	Q4-22	Q4-22
Yield to Maturity	5.1%	4.6%
Avg. Eff. Maturity	8.9 yrs.	8.5 yrs.
Avg. Duration	6.8 yrs.	6.2 yrs.
Avg. Quality	AA	--
Region		Number Of Assets
North America ex U.S.		10
United States		245
Europe Ex U.K.		2
United Kingdom		1
Pacific Basin Ex Japan		1
Japan		1

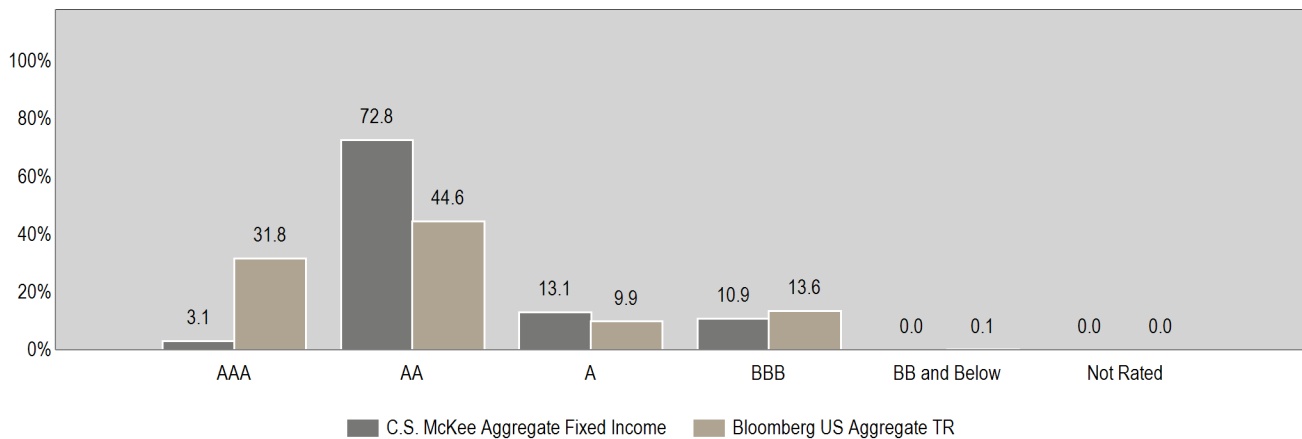
Sector

	Portfolio	Index
	Q4-22	Q4-22
UST/Agency	39.3%	42.0%
Corporate	26.3%	24.3%
MBS	27.0%	29.4%
ABS	5.7%	0.5%
Foreign	1.1%	--
Muni	--	--
Other	0.6%	--

Maturity

	Q4-22
<1 Year	3.4%
1-3 Years	6.5%
3-5 Years	14.1%
5-7 Years	17.2%
7-10 Years	28.2%
10-15 Years	20.9%
15-20 Years	4.8%
>20 Years	4.9%
Not Rated/Cash	0.0%

Quality Distribution

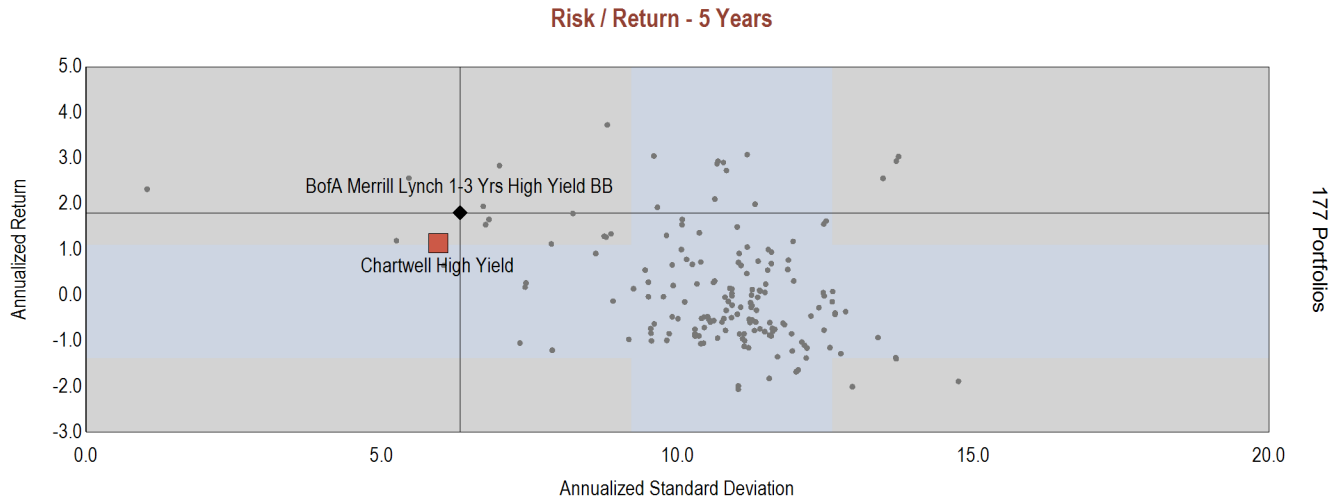


Chartwell High Yield

As of December 31, 2022

Characteristics

Market Value: \$42.9 Million and 5.1% of Fund



Characteristics

	Portfolio	Index
	Q4-22	Q4-22
Yield to Maturity	6.5%	8.9%
Avg. Eff. Maturity	2.3 yrs.	5.5 yrs.
Avg. Duration	2.1 yrs.	4.3 yrs.
Avg. Quality	BB	--
Region		Number Of Assets
North America ex U.S.		3
United States		53
Europe Ex U.K.		2
United Kingdom		1
Other		2
Total		61

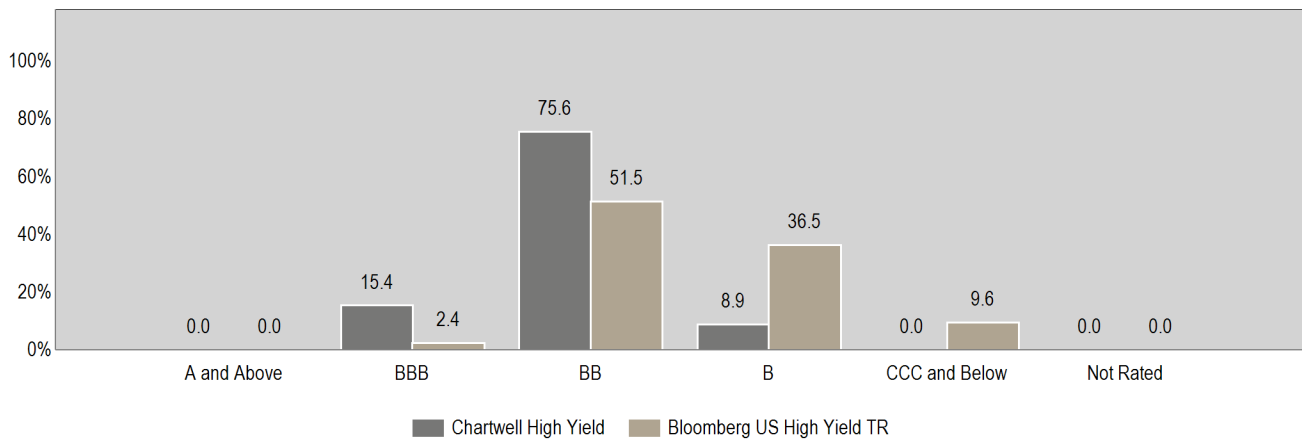
Sector

	Portfolio	Index
	Q4-22	Q4-22
UST/Agency	--	--
Corporate	98.1%	99.8%
MBS	--	--
ABS	--	--
Foreign	--	--
Muni	--	--
Other	1.9%	--

Maturity

	Q4-22
<1 Year	13.0%
1-3 Years	60.3%
3-5 Years	26.7%
5-7 Years	0.0%
7-10 Years	0.0%
10-15 Years	0.0%
15-20 Years	0.0%
>20 Years	0.0%
Not Rated/Cash	0.0%

Quality Distribution



Pacific Floating Rate Income

As of December 31, 2022

Characteristics

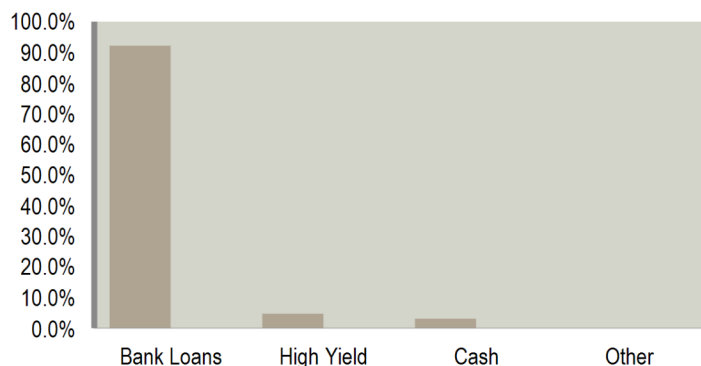
Market Value: \$45.6 Million and 5.5% of Fund

Characteristics

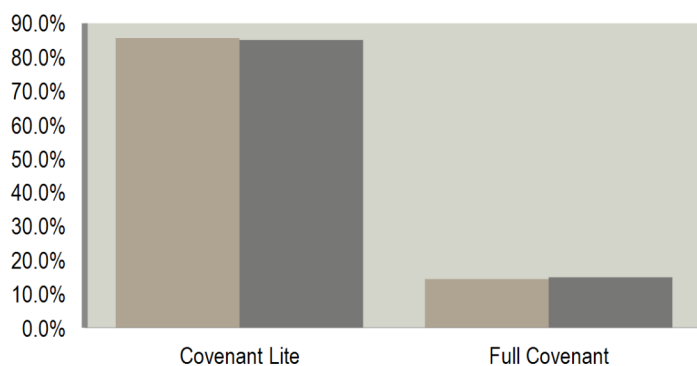
As of 12/31/2022

	Pacific Asset Management	CS Leveraged Loans
Total Number of Holdings	150	1708
Spread Above LIBOR(bps)	3.74	6.68
Current Yield	10.0%	11.0%
Avg Duration	0.34	0.25
Avg Quality	B	BB

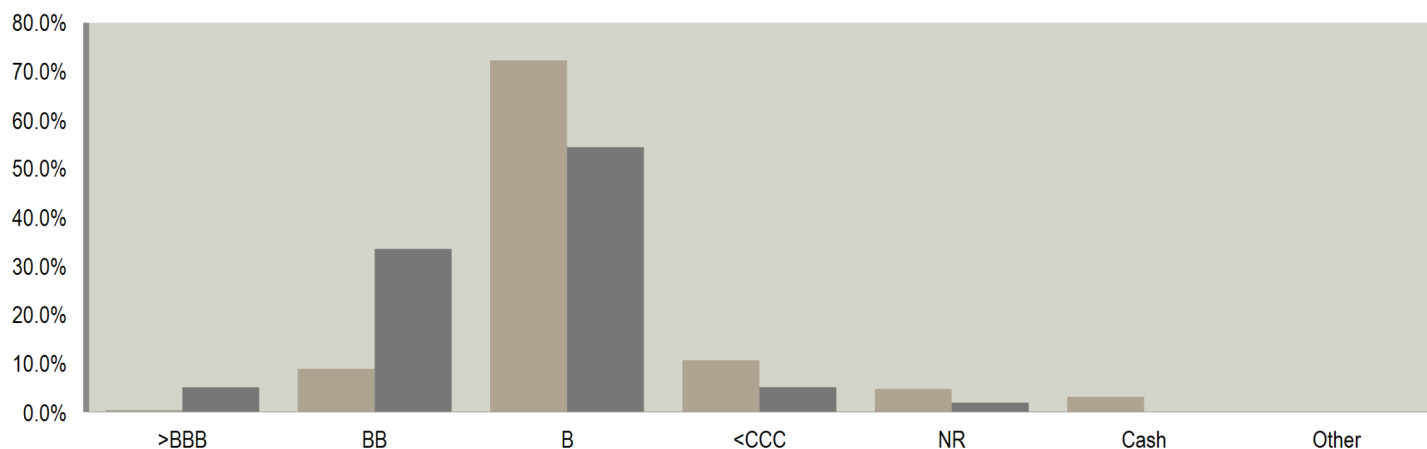
Seniority Breakdown



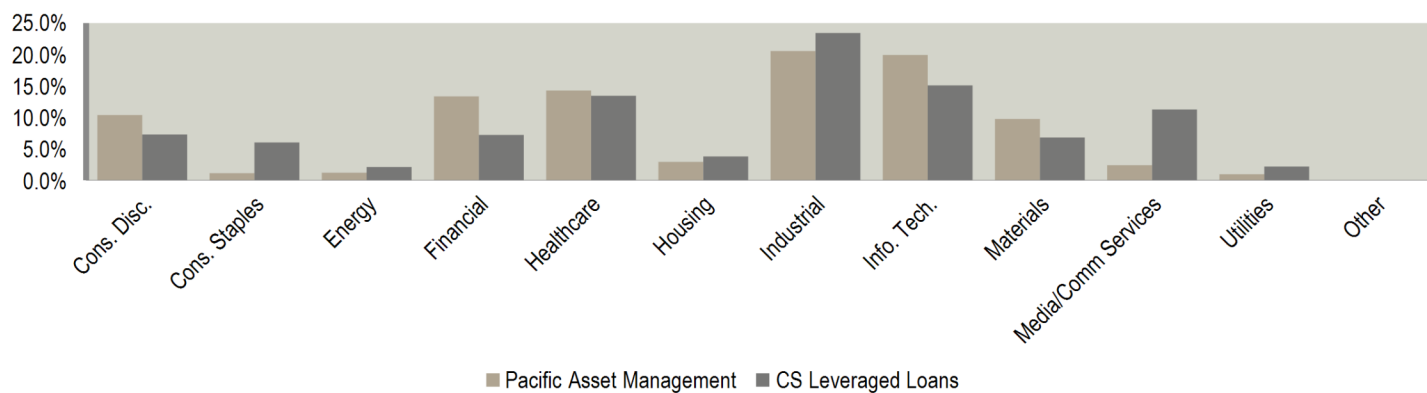
Covenant Breakdown



Quality Distribution



Product Sector Breakdown



■ Pacific Asset Management ■ CS Leveraged Loans

Fixed Income Composite

Downgrades

As of December 31, 2022

Market Value: \$265.3 Million and 31.8% of Fund

SBHD Retirement Plan - YTD Downgrades

Downgraded to Below Investment Grade

<u>Portfolio</u>	<u>Issuer</u>	<u>Downgrade</u> <u>Date</u>	<u>% of Portfolio</u>	<u>Latest Downgrade</u> <u>(S&P)</u>	<u>Latest Downgrade</u> <u>(Moody's)</u>	<u>Recommendation</u>
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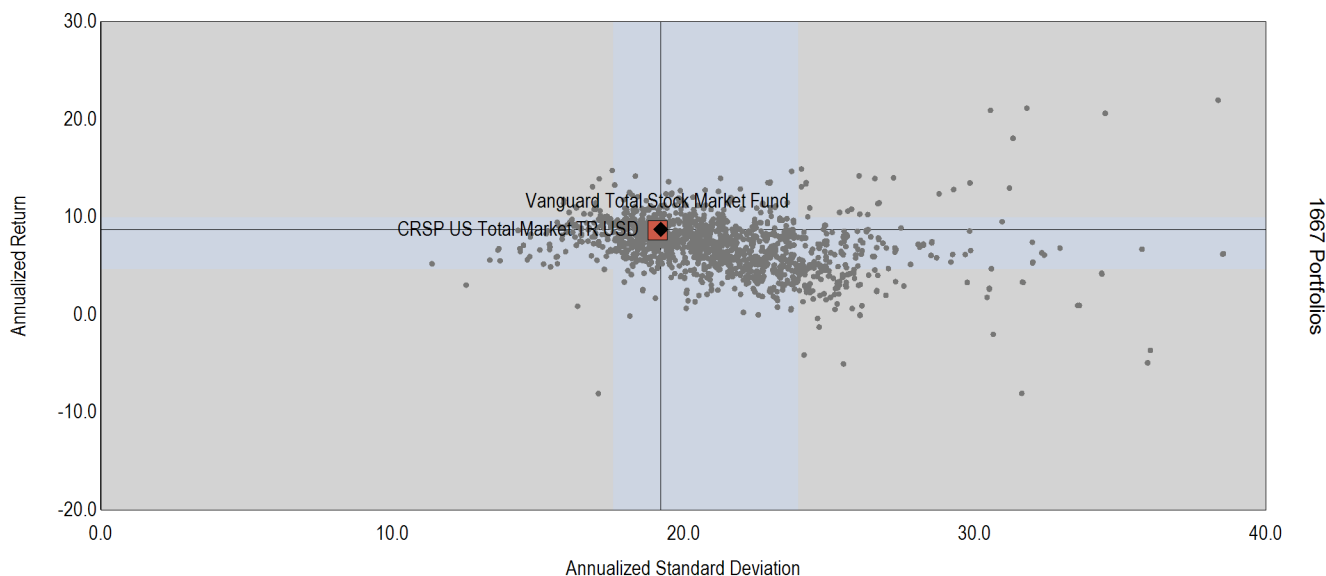
Vanguard Total Stock Market Fund

As of December 31, 2022

Characteristics

Market Value: \$81.8 Million and 9.8% of Fund

Risk / Return - 5 Years



Characteristics

	CRSP US Portfolio	CRSP US Total Market TR USD
Number of Holdings	3,922	3,952
Weighted Avg. Market Cap. (\$B)	359.8	359.8
Median Market Cap. (\$B)	1.2	1.2
Price To Earnings	18.4	18.6
Price To Book	3.6	3.6
Price To Sales	2.2	2.2
Return on Equity (%)	22.7	22.6
Yield (%)	1.7	1.7
Beta	1.0	1.0
R-Squared	1.0	1.0

Largest Holdings

	End Weight	Return
APPLE INC	5.2	-5.8
MICROSOFT CORP	4.7	3.3
AMAZON.COM INC	1.9	-25.7
ALPHABET INC	1.4	-7.8
BERKSHIRE HATHAWAY INC	1.4	15.7

Top Contributors

	Beg Wgt	Return	Contribution
EXXON MOBIL CORP	1.0	27.3	0.3
JPMORGAN CHASE & CO	0.9	29.5	0.3
BERKSHIRE HATHAWAY INC	1.3	15.7	0.2
CHEVRON CORP	0.7	25.9	0.2
MERCK & CO INC	0.6	29.7	0.2

Characteristics

	CRSP US Portfolio	CRSP US Total Market TR USD
INDUSTRY SECTOR DISTRIBUTION (% Equity)		
Energy	5.1	4.5
Materials	2.9	3.0
Industrials	9.9	10.0
Consumer Discretionary	9.9	9.9
Consumer Staples	6.5	6.6
Health Care	15.5	15.8
Financials	12.1	12.3
Information Technology	24.2	24.7
Communication Services	6.7	6.8
Utilities	3.0	3.1
Real Estate	3.3	3.3
Unclassified	0.2	0.0

Bottom Contributors

	Beg Wgt	Return	Contribution
TESLA INC	2.0	-53.6	-1.1
AMAZON.COM INC	2.7	-25.7	-0.7
APPLE INC	5.9	-5.8	-0.3
ALPHABET INC	1.6	-7.8	-0.1
ALPHABET INC	1.4	-7.7	-0.1

Market Capitalization

	Small Cap	Small/ Mid	Mid Cap	Mid/ Large	Large Cap
Vanguard Total Stock Market Fund	9.6%	7.8%	5.1%	12.3%	65.2%
CRSP US Total Market TR USD	11.2%	7.7%	5.0%	12.0%	64.1%
Weight Over/Under	-1.5%	0.1%	0.0%	0.3%	1.1%

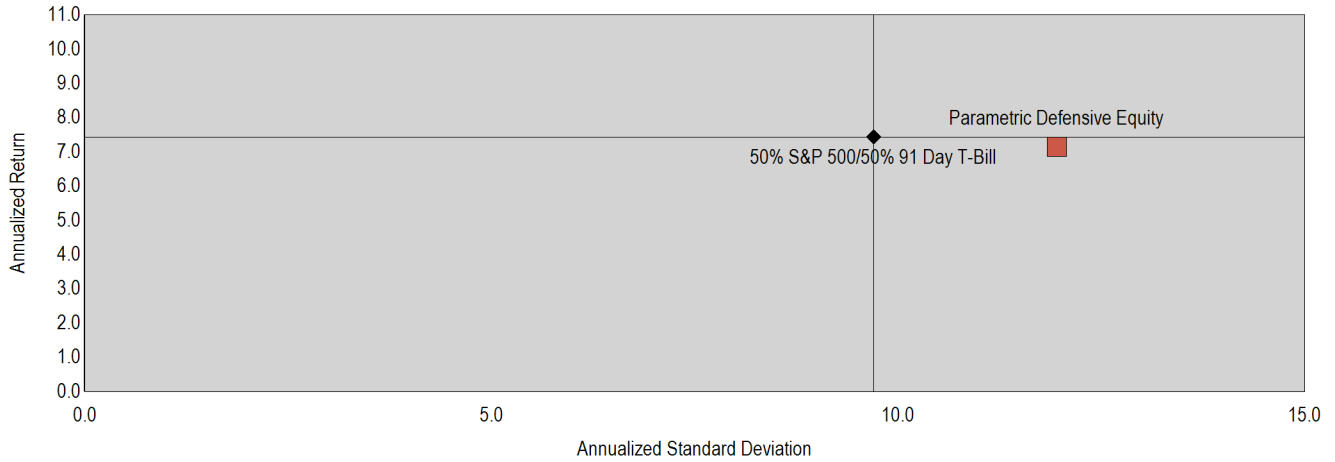
Parametric Defensive Equity

As of December 31, 2022

Characteristics

Market Value: \$89.3 Million and 10.7% of Fund

Risk / Return - 4 Years



Characteristics

Parametric Defensive Equity

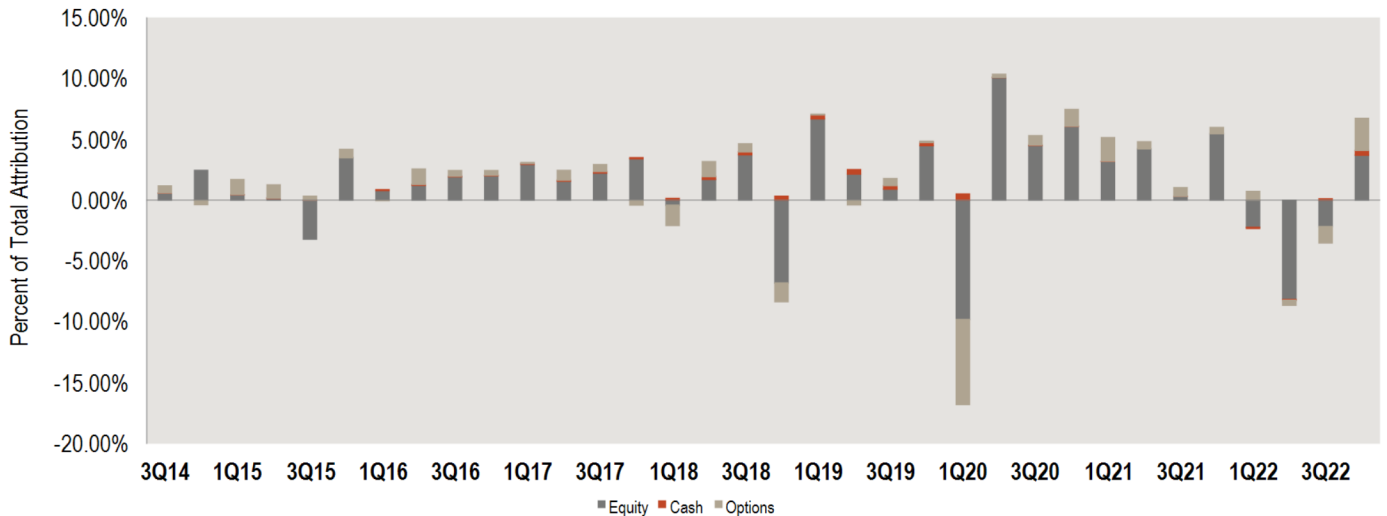
Portfolio Value	\$5.68 billion
Standard Deviation	8.3%
Sharpe Ratio	0.9

Strategy Breakdown

Fully Funded Base Portfolio with Option Overlay

S&P 500 Index	50.0%
<i>Sells covered puts below current market price</i>	
U.S. Treasury Bills	50.0%
<i>Sells covered calls above current market price</i>	

Quarterly Performance Attribution



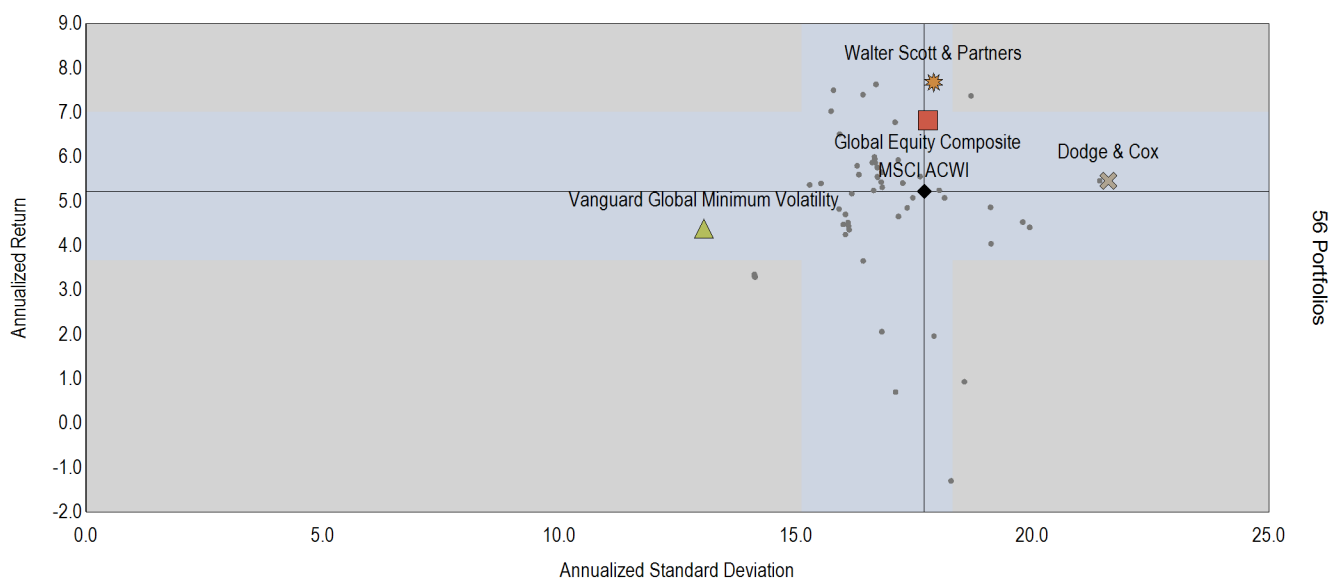
Global Equity Composite

As of December 31, 2022

Characteristics

Market Value: \$391.2 Million and 46.9% of Fund

Risk / Return - 5 Years



Characteristics

	Portfolio	MSCI ACWI
Number of Holdings	425	2,883
Weighted Avg. Market Cap. (\$B)	176.8	274.2
Median Market Cap. (\$B)	16.0	11.9
Price To Earnings	17.3	16.1
Price To Book	3.4	3.2
Price To Sales	1.9	1.9
Return on Equity (%)	23.9	22.0
Yield (%)	2.1	2.4
Beta	1.0	1.0
R-Squared	1.0	1.0

Region	% of Total	% of Bench
North America ex U.S.	5.1%	3.1%
United States	51.4%	60.4%
Europe Ex U.K.	21.3%	12.5%
United Kingdom	6.6%	3.9%
Pacific Basin Ex Japan	3.1%	3.2%
Japan	5.0%	5.6%
Emerging Markets	7.3%	11.1%
Other	0.2%	0.3%
Total	100.0%	100.0%

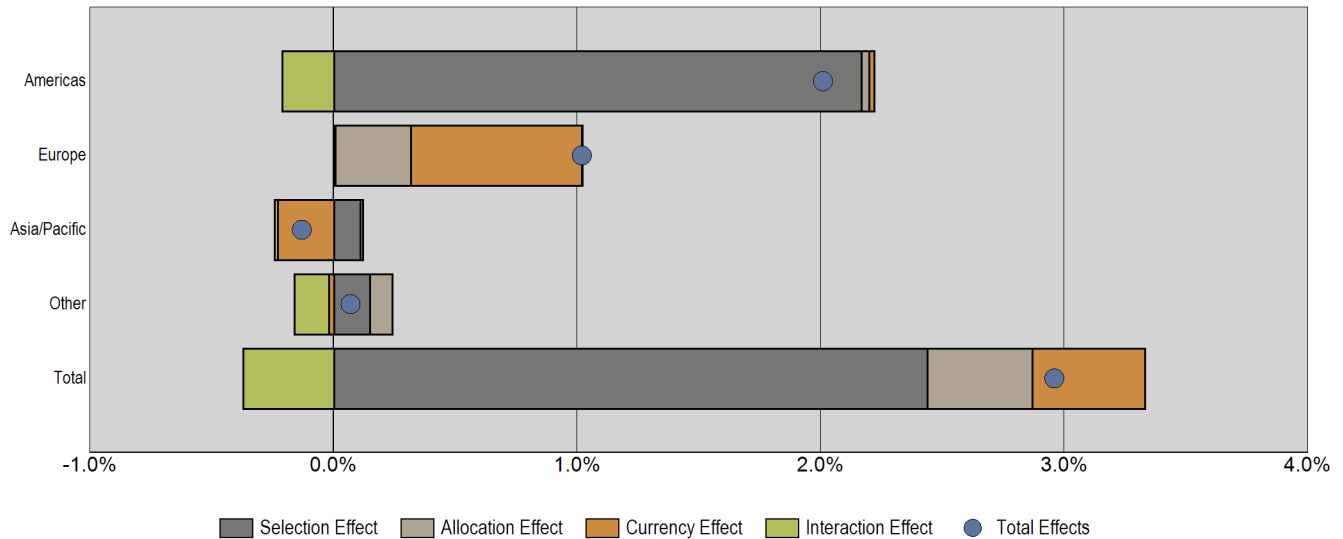
Characteristics

	Portfolio	MSCI ACWI
INDUSTRY SECTOR DISTRIBUTION (% Equity)		
Energy	3.5	5.6
Materials	5.6	5.0
Industrials	8.7	10.2
Consumer Discretionary	11.5	10.4
Consumer Staples	6.3	7.7
Health Care	20.3	13.4
Financials	13.3	15.2
Information Technology	19.1	20.0
Communication Services	7.7	6.8
Utilities	0.9	3.2
Real Estate	0.4	2.6
Unclassified	0.9	0.0

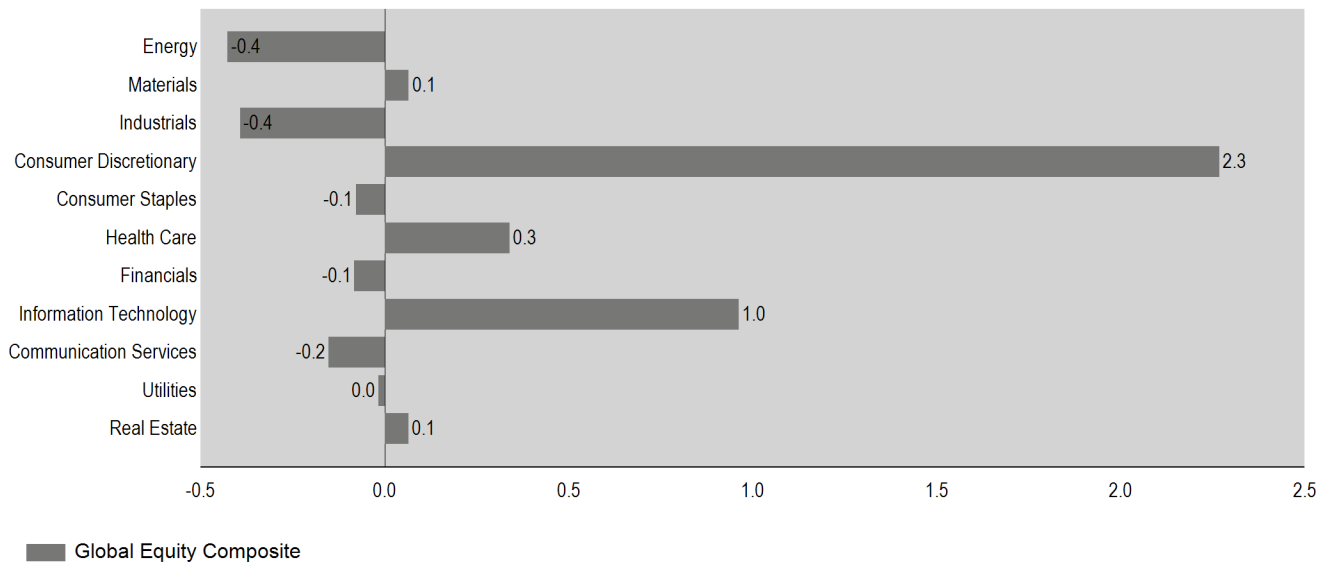
Market Capitalization

	Small Cap	Mid Cap	Large Cap
Global Equity Composite	3.1%	12.8%	84.2%
MSCI World	2.7%	14.9%	82.4%
Weight Over/Under	0.4%	-2.2%	1.7%

Regional Attribution vs MSCI ACWI



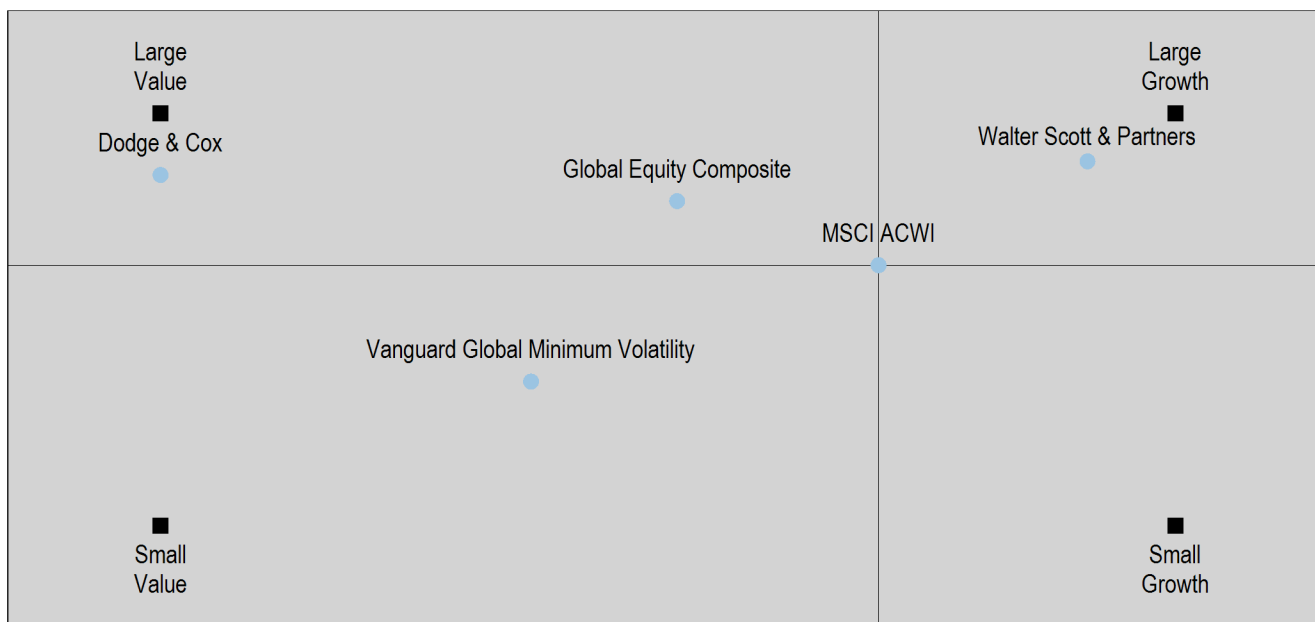
Active Contribution vs. MSCI ACWI



Market Cap Attribution vs. MSCI ACWI

Market Cap. Quintile (\$Bil)	Portfolio Weight	Index Weight	Excess Weight	Portfolio USD Return	Index USD Return	Excess USD Return	Allocation Effect (Local)	Selection Effect (Local)	Active Contrib.	Passive Contrib.	Total Contrib.
1) Above 307.24	9.3%	19.4%	-10.2%	0.2%	-3.9%	4.1%	1.2%	0.4%	1.5%	-2.7%	-1.1%
2) 112.46 - 307.24	21.4%	20.5%	0.9%	14.8%	14.2%	0.6%	0.0%	0.1%	0.2%	0.9%	1.1%
3) 47.13 - 112.46	27.4%	20.1%	7.4%	18.2%	14.5%	3.7%	0.3%	1.2%	1.5%	0.9%	2.5%
4) 19.91 - 47.13	26.3%	20.0%	6.3%	11.1%	12.4%	-1.3%	0.1%	-0.1%	0.0%	0.5%	0.5%
5) 0.00 - 19.91	15.6%	20.0%	-4.3%	11.6%	11.8%	-0.1%	0.0%	-0.2%	-0.2%	0.4%	0.2%
Total				12.9%	9.9%	3.0%	1.7%	1.4%	3.0%	0.0%	3.0%

Equity Style Map



Common Holdings Matrix

	<i>Dodge & Cox</i>		<i>Walter Scott & Partners</i>		<i>Vanguard Global Minimum Volatility</i>	
	#	%	#	%	#	%
Dodge & Cox	--	--	6	15	4	3
Walter Scott & Partners	6	7	--	--	4	4
Vanguard Global Minimum Volatility	4	6	4	10	--	--

Global Equity Composite

As of December 31, 2022

Market Value: \$391.2 Million and 46.9% of Fund

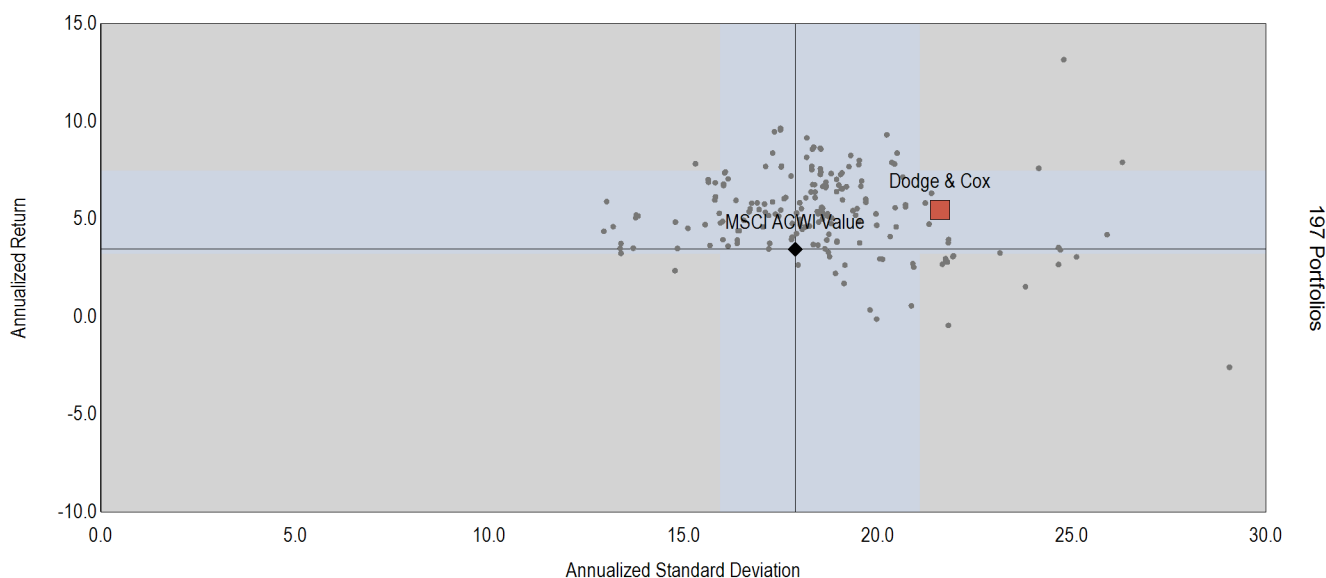
Correlation 5 Years

	<i>Global Equity Composite</i>	<i>Dodge & Cox</i>	<i>Walter Scott & Partners</i>	<i>Vanguard Global Minimum Volatility</i>	<i>MSCI ACWI</i>
Global Equity Composite	1.00	--	--	--	--
Dodge & Cox	0.96	1.00	--	--	--
Walter Scott & Partners	0.97	0.86	1.00	--	--
Vanguard Global Minimum Volatility	0.94	0.90	0.90	1.00	--
MSCI ACWI	0.99	0.93	0.97	0.93	1.00

As of December 31, 2022

Market Value: \$159.6 Million and 19.1% of Fund

Risk / Return - 5 Years



Characteristics

	Portfolio	MSCI ACWI
Number of Holdings	91	2,883
Weighted Avg. Market Cap. (\$B)	141.4	274.2
Median Market Cap. (\$B)	39.4	11.9
Price To Earnings	12.2	16.1
Price To Book	2.3	3.2
Price To Sales	1.2	1.9
Return on Equity (%)	19.2	22.0
Yield (%)	2.5	2.4
Beta	1.2	1.0
R-Squared	0.9	1.0

Region	% of Total	% of Bench
North America ex U.S.	4.3%	3.1%
United States	48.7%	60.4%
Europe Ex U.K.	24.6%	12.5%
United Kingdom	8.6%	3.9%
Pacific Basin Ex Japan	0.1%	3.2%
Japan	2.5%	5.6%
Emerging Markets	11.1%	11.1%
Other	0.0%	0.3%
Total	100.0%	100.0%

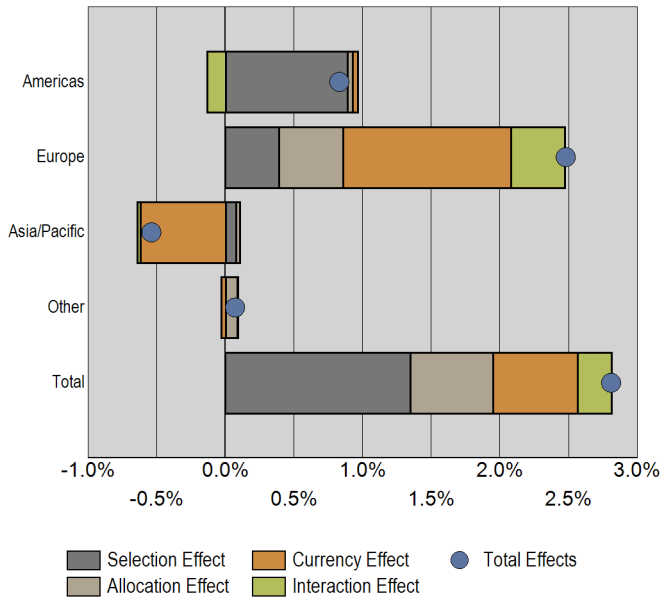
Characteristics

	Portfolio	MSCI ACWI
INDUSTRY SECTOR DISTRIBUTION (% Equity)		
Energy	7.6	5.6
Materials	6.7	5.0
Industrials	7.6	10.2
Consumer Discretionary	8.0	10.4
Consumer Staples	2.4	7.7
Health Care	17.6	13.4
Financials	24.7	15.2
Information Technology	10.4	20.0
Communication Services	11.7	6.8
Utilities	0.0	3.2
Real Estate	0.3	2.6
Unclassified	2.1	0.0

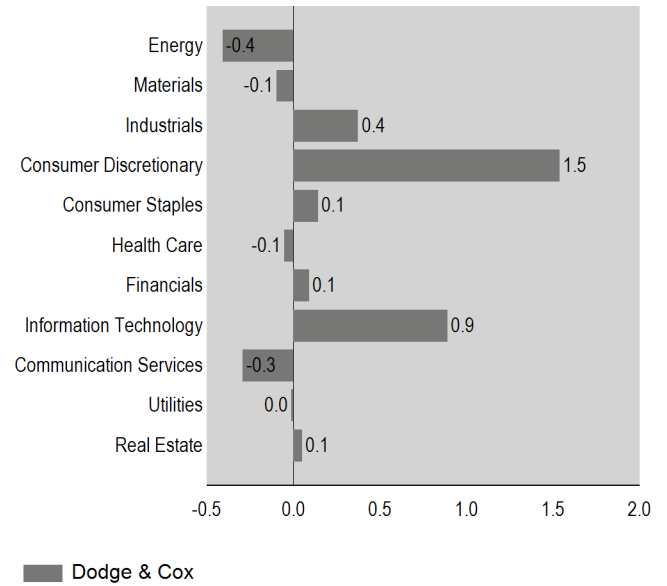
Market Capitalization

	Small Cap	Mid Cap	Large Cap
Dodge & Cox	2.7%	16.0%	81.3%
MSCI World	2.7%	14.9%	82.4%
Weight Over/Under	0.1%	1.1%	-1.2%

Dodge & Cox Global Stock Fund Performance Attribution vs. MSCI ACWI



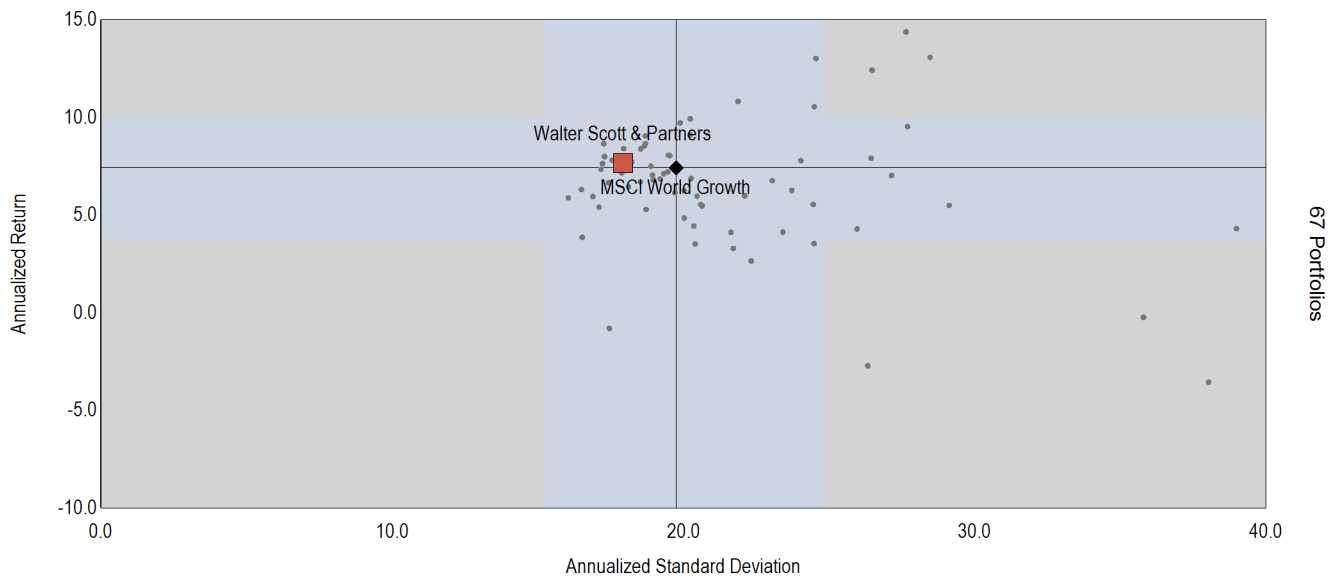
Active Contribution



Performance By Characteristic

Market Cap. Quintile (\$Bil)	Portfolio Weight	Index Weight	Excess Weight	Portfolio USD Return	Index USD Return	Excess USD Return	Allocation Effect (Local)	Selection Effect (Local)	Active Contrib.	Passive Contrib.	Total Contrib.
1) Above 307.24	7.2%	19.4%	-12.2%	-7.0%	-3.9%	-3.1%	1.4%	-0.2%	1.2%	-2.7%	-1.5%
2) 112.46 - 307.24	16.9%	20.5%	-3.7%	12.6%	14.2%	-1.6%	-0.2%	-0.3%	-0.5%	0.9%	0.4%
3) 47.13 - 112.46	29.1%	20.1%	9.0%	18.0%	14.5%	3.5%	0.4%	1.3%	1.7%	0.9%	2.6%
4) 19.91 - 47.13	28.0%	20.0%	8.0%	14.0%	12.4%	1.6%	0.1%	0.7%	0.8%	0.5%	1.3%
5) 0.00 - 19.91	18.8%	20.0%	-1.1%	10.6%	11.8%	-1.2%	0.0%	-0.3%	-0.3%	0.4%	0.1%
Total				12.8%	9.9%	2.9%	1.8%	1.1%	2.9%	0.0%	2.9%

Risk / Return - 5 Years



Characteristics

	Portfolio	MSCI World Growth
Number of Holdings	45	765
Weighted Avg. Market Cap. (\$B)	236.1	470.7
Median Market Cap. (\$B)	92.5	15.7
Price To Earnings	25.9	24.7
Price To Book	6.0	5.1
Price To Sales	4.1	3.3
Return on Equity (%)	32.9	28.7
Yield (%)	1.4	1.1
Beta	0.8	1.0
R-Squared	0.9	1.0

Region	% of Total	% of Bench
North America ex U.S.	5.7%	3.6%
United States	53.1%	67.3%
Europe Ex U.K.	22.1%	15.7%
United Kingdom	6.0%	3.2%
Pacific Basin Ex Japan	4.7%	3.7%
Japan	5.6%	6.2%
Emerging Markets	2.8%	0.0%
Other	0.0%	0.2%
Total	100.0%	100.0%

Characteristics

	Portfolio	MSCI World Growth
INDUSTRY SECTOR DISTRIBUTION (% Equity)		
Energy	0.0	1.5
Materials	5.0	2.6
Industrials	9.8	10.8
Consumer Discretionary	15.9	14.6
Consumer Staples	8.6	6.6
Health Care	23.7	13.9
Financials	2.4	6.1
Information Technology	28.6	33.2
Communication Services	3.9	9.4
Utilities	0.0	0.3
Real Estate	0.0	1.0
Unclassified	0.0	0.0

Market Capitalization

	Small Cap	Mid Cap	Large Cap
Walter Scott & Partners	0.0%	6.8%	93.2%
MSCI World Growth	2.4%	13.2%	84.4%
Weight Over/Under	-2.4%	-6.3%	8.8%

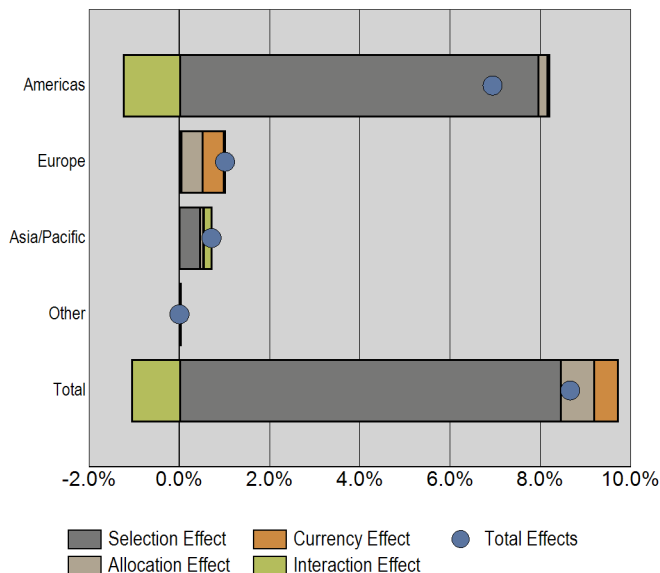
Walter Scott & Partners Global Equity

As of December 31, 2022

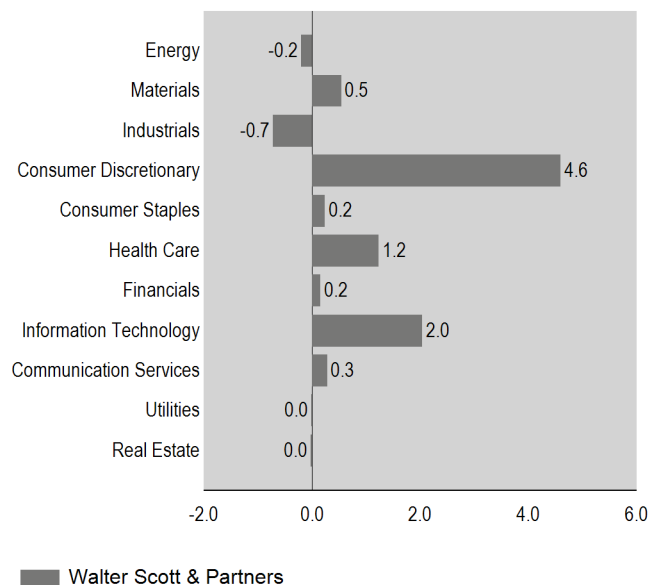
Attribution

Market Value: \$186.2 Million and 22.3% of Fund

Walter Scott & Partners Global Equity Performance Attribution vs. MSCI World Growth



Active Contribution



Performance By Characteristic

	Portfolio Weight	Index Weight	Excess Weight	Portfolio USD Return	Index USD Return	Excess USD Return	Allocation Effect (Local)	Selection Effect (Local)	Active Contrib.	Passive Contrib.	Total Contrib.
Market Cap. Quintile (\$Bil)											
1) Above 1166.09	7.4%	22.3%	-14.9%	-1.1%	-3.3%	2.2%	0.8%	0.2%	1.0%	-1.8%	-0.8%
2) 273.70 - 1166.09	13.1%	17.4%	-4.3%	8.9%	-11.3%	20.2%	0.6%	2.6%	3.2%	-2.8%	0.5%
3) 65.48 - 273.70	41.0%	20.1%	20.8%	20.1%	14.3%	5.8%	2.0%	2.9%	4.9%	1.9%	6.8%
4) 27.00 - 65.48	30.5%	20.1%	10.4%	9.3%	12.0%	-2.7%	0.6%	-0.5%	0.2%	1.5%	1.7%
5) 0.00 - 27.00	8.1%	20.0%	-11.9%	13.7%	10.0%	3.7%	-0.4%	-0.2%	-0.6%	1.1%	0.5%
Total				13.3%	4.6%	8.7%	3.7%	5.0%	8.7%	0.0%	8.7%

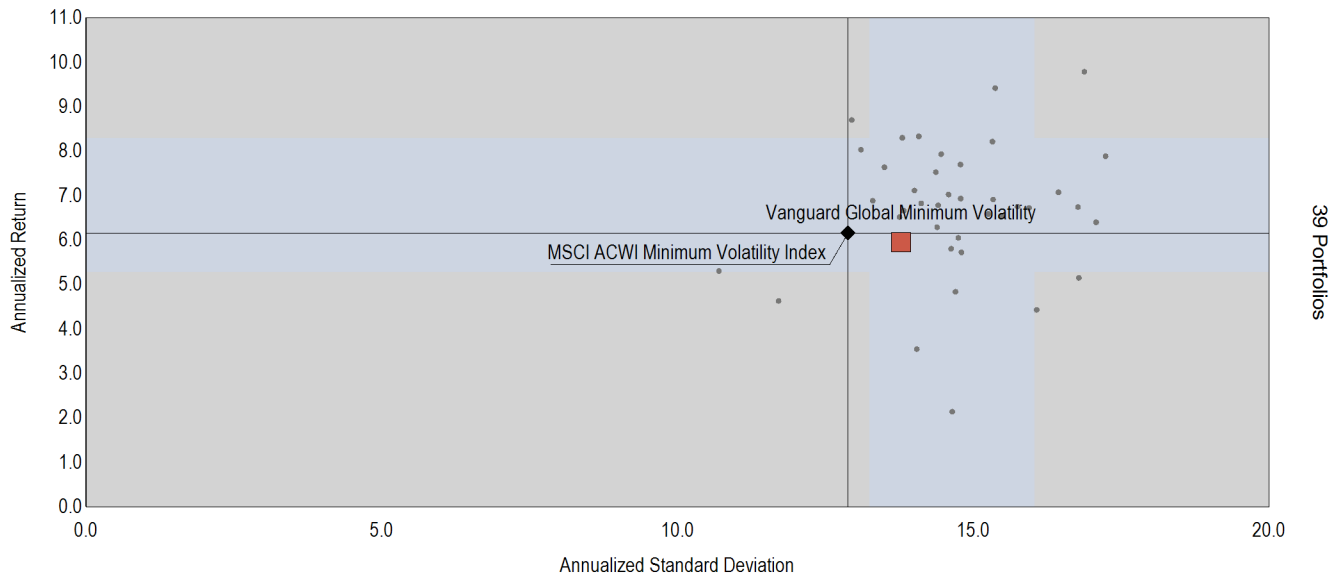
Vanguard Global Minimum Volatility

As of December 31, 2022

Characteristics

Market Value: \$45.4 Million and 5.4% of Fund

Risk / Return - 4 Years



Characteristics

	Portfolio	MSCI ACWI	Region	% of Total	% of Bench
Number of Holdings	304	2,883	North America ex U.S.	6.0%	3.1%
Weighted Avg. Market Cap. (\$B)	72.3	274.2	United States	54.8%	60.4%
Median Market Cap. (\$B)	8.9	11.9	Europe Ex U.K.	6.2%	12.5%
Price To Earnings	17.9	16.1	United Kingdom	1.7%	3.9%
Price To Book	2.9	3.2	Pacific Basin Ex Japan	7.6%	3.2%
Price To Sales	1.8	1.9	Japan	11.2%	5.6%
Return on Equity (%)	19.2	22.0	Emerging Markets	10.7%	11.1%
Yield (%)	3.0	2.4	Other	1.8%	0.3%
Beta	0.7	1.0	Total	100.0%	100.0%
R-Squared	0.9	1.0			

Characteristics

	Portfolio	MSCI ACWI
INDUSTRY SECTOR DISTRIBUTION (% Equity)		
Energy	2.2	5.6
Materials	3.6	5.0
Industrials	8.5	10.2
Consumer Discretionary	7.1	10.4
Consumer Staples	11.4	7.7
Health Care	16.8	13.4
Financials	14.6	15.2
Information Technology	14.0	20.0
Communication Services	7.9	6.8
Utilities	7.3	3.2
Real Estate	2.6	2.6
Unclassified	0.2	0.0

Market Capitalization

	Small Cap	Mid Cap	Large Cap
Vanguard Global Minimum Volatility	16.2%	24.4%	59.4%
MSCI ACWI	5.1%	16.3%	78.6%
Weight Over/Under	11.1%	8.1%	-19.2%

Total Fund Composite

Fee Schedule

Market Value: \$833.7 Million and 100.0% of Fund

Asset Class	Investment Manager	Fee Schedule	Expense Ratio & Estimated Annual Fee ¹	Industry Median ²
Core Fixed Income	C.S. McKee Aggregate Fixed Income	0.20% on the first \$100 million 0.15% on the next \$100 million 0.12% on the Balance	0.18% \$315,226	0.22%
High Yield Fixed Income	Chartwell High Yield	0.50% on the first \$20 million 0.40% on the next \$30 million 0.30% on the Balance	0.45% \$191,409	0.50%
Senior Secured Loans	Pacific Floating Rate Income	0.71% on the Balance	0.71% \$323,952	0.70%
All-Cap Core	Vanguard Total Stock Market Fund	0.05% on the balance	0.05% \$40,899	0.12%
Defensive Equity	Parametric Defensive Equity	0.325% on the Balance	0.325% \$290,387	0.40%
Global Value Equity	Dodge & Cox	0.65% on the balance	0.65% \$1,037,173	1.14%
Global Growth Equity	Walter Scott & Partners	0.75% on the first \$100 million 0.50% on the balance	0.63% \$1,181,147	0.60%
Global Low-Volatility	Vanguard Global Minimum Volatility	0.17% on the Balance	0.17% \$77,123	0.45%
Total Investment Management Fees			0.41% \$3,457,316	0.54%

¹ Expense Ratio & Estimated Annual Fee are Based on Market Value at Quarter End.

² Source: 2019 Marquette Associates Investment Management Fee Study.

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Operating Funds

South Broward Hospital District

Operating Funds

Executive Summary

December 31, 2022

Market Value: \$2,449.9 Million and 100.0% of Fund

Investment Manager	Asset Class	Status	Reason
Smith Graham Low Duration	Short-Term Govt. Fixed Income	Alert	Professional Turnover
Galliard Intermediate Government	Int. Govt. Fixed Income	Alert	Organizational Issues
Galliard Opportunistic	Opportunistic Fixed Income	Alert	Organizational Issues
Merganser Intermediate Bond	Int. Govt. Fixed Income	In Compliance	---
Merganser Opportunistic	Opportunistic Fixed Income	In Compliance	---
Lord Abbett Short Duration	Short-Term Govt. Fixed Income	In Compliance	---
Lord Abbett Intermediate Bond	Int. Govt. Fixed Income	In Compliance	---
Fort Washington Intermediate Bond	Int. Govt. Fixed Income	In Compliance	---
Fort Washington Active Fixed Income	Opportunistic Fixed Income	In Compliance	---
PFM - Self Insurance Fund	Int. Govt. Fixed Income	In Compliance	---
PFM - Disability Fund	Int. Govt. Fixed Income	In Compliance	---
PFM - Workmen's Compensation Fund	Int. Govt. Fixed Income	In Compliance	---
PFM - Health & Dental Fund	Int. Govt. Fixed Income	In Compliance	---
Vanguard Global Minimum Volatility	Global Low-Volatility	In Compliance	---
Parametric Global Defensive Equity	Defensive Equity	In Compliance	---
PNC Treasury Management	Cash & Equivalents	In Compliance	---

Open-End Investment Manager Evaluation Terminology

The following terminology has been developed by Marquette Associates to facilitate efficient communication among the Investment Manager, Investment Consultant, and the Plan Sponsor. Each term signifies a particular status with the Fund and any conditions that may require improvement. In each case, communication is made only after consultation with the Trustees and/or the Investment Committee of the Plan.

In Compliance – Marquette has not been notified of any issues or changes to the investment manager that would materially impede upon its ability to execute the investment strategy or adhere to any applicable investment guidelines.

Alert – The investment manager has experienced a problem in performance (usually relative to a benchmark), a change in investment characteristics, an alteration in management style, ownership, or key investment professionals, and/or any other irregularities that may impede upon its ability to execute the investment strategy or adhere to any applicable investment guidelines.

On Notice – The investment manager has experienced continued concern with one or more Alert issues. Failure to improve upon stated issues within a certain time frame may justify termination.

Termination – The investment manager has been terminated and transition plans are in place.

Interpreting and Understanding This Report

This Report, including all data, information, calculations and comments contained in the pages herein, should be viewed in its entirety.

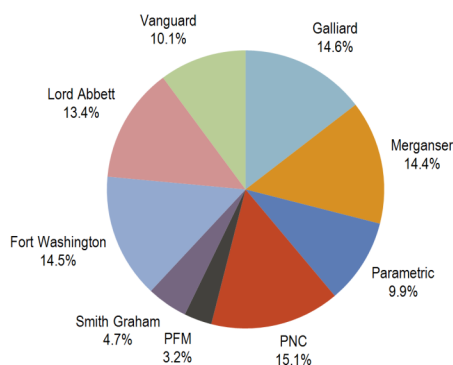
Total Fund Composite

Market Value: \$2,449.9 Million and 100.0% of Fund

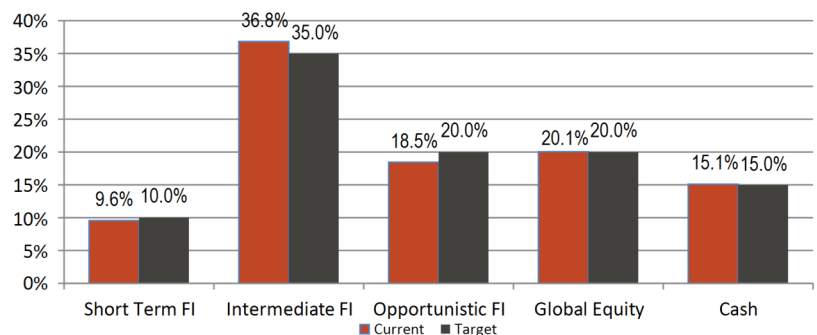
Ending December 31, 2022

Asset Class	Market Value	3 Mo Net Cash Flows	% of Portfolio	Policy %	Policy Range	Policy Difference
Total Fund Composite	\$2,449,882,733	-\$63,548	100.0%	100.0%		\$0
Short Term Composite	\$234,195,660	\$0	9.6%	10.0%	5.0% - 15.0%	-\$10,792,613
Lord Abbett Short Duration	Short-Term Govt. Fixed Income	\$117,917,081	\$0	4.8%		
Smith Graham Low Duration	Short-Term Govt. Fixed Income	\$116,278,579	\$0	4.7%		
Intermediate Term Composite	\$902,215,358	\$0	36.8%	35.0%	30.0% - 40.0%	\$44,756,402
Galliard Intermediate Government	Int. Govt. Fixed Income	\$217,808,936	\$0	8.9%		
Merganser Intermediate Bond	Int. Govt. Fixed Income	\$212,564,197	\$0	8.7%		
Fort Washington Intermediate Bond	Int. Govt. Fixed Income	\$182,498,767	\$0	7.4%		
Lord Abbett Intermediate Bond	Int. Govt. Fixed Income	\$210,090,842	\$0	8.6%		
PFM - Self Insurance Fund	Int. Govt. Fixed Income	\$43,953,792	\$0	1.8%		
PFM - Disability Fund	Int. Govt. Fixed Income	\$19,460,704	\$0	0.8%		
PFM - Workmen's Compensation Fund	Int. Govt. Fixed Income	\$10,622,028	\$0	0.4%		
PFM - Health & Dental Fund	Int. Govt. Fixed Income	\$5,216,092	\$0	0.2%		
Opportunistic Composite	\$452,041,456	\$0	18.5%	20.0%	15.0% - 25.0%	-\$37,935,090
Galliard Opportunistic	Opportunistic Fixed Income	\$139,371,947	\$0	5.7%		
Merganser Opportunistic	Opportunistic Fixed Income	\$139,803,915	\$0	5.7%		
Fort Washington Active Fixed Income	Opportunistic Fixed Income	\$172,865,593	\$0	7.1%		
Global Equity Composite	\$491,368,822	\$0	20.1%	20.0%	15.0% - 25.0%	\$1,392,276
Vanguard Global Minimum Volatility	Global Low-Volatility	\$248,520,292	\$0	10.1%		
Parametric Global Defensive Equity	Defensive Equity	\$242,848,531	\$0	9.9%		
Cash Composite	\$370,061,436	-\$63,548	15.1%	15.0%	15.0% - 20.0%	\$2,579,026
PNC Treasury Management	Cash & Equivalents	\$370,061,341	-\$63,548	15.1%		
U.S. Bank Cash	Cash & Equivalents	\$94	\$0	0.0%		

Current Manager Concentration

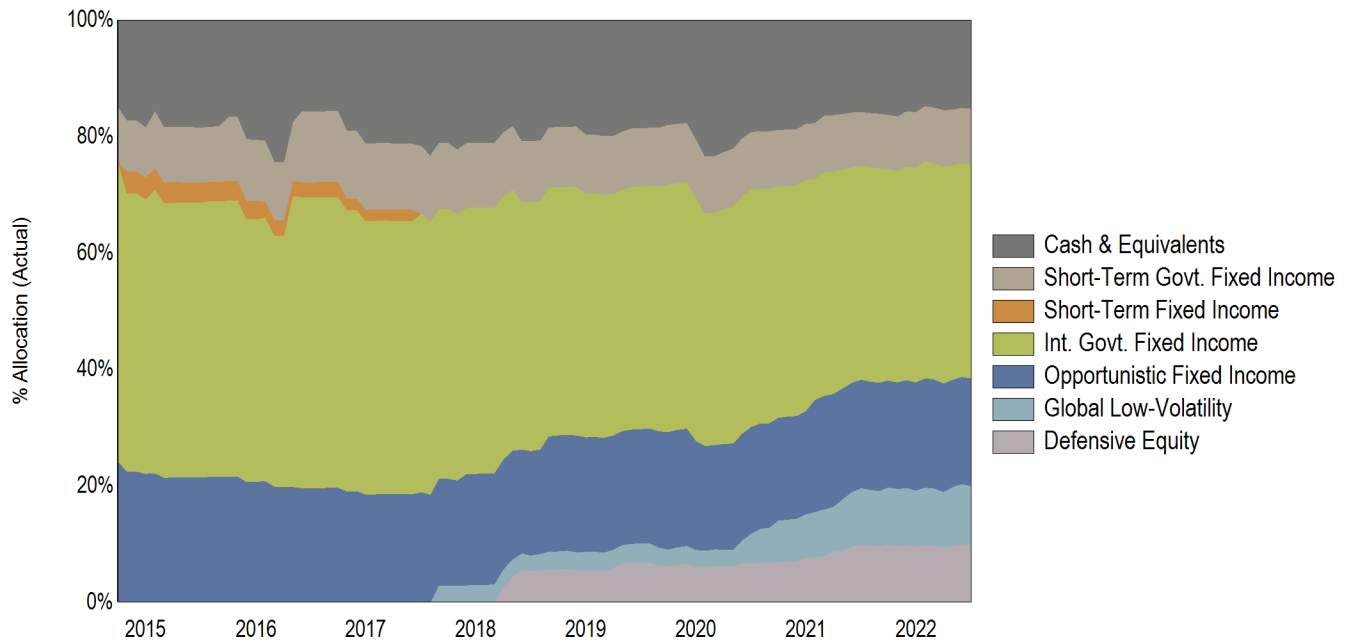


Target Asset Allocation



Market Value: \$2,449.9 Million and 100.0% of Fund

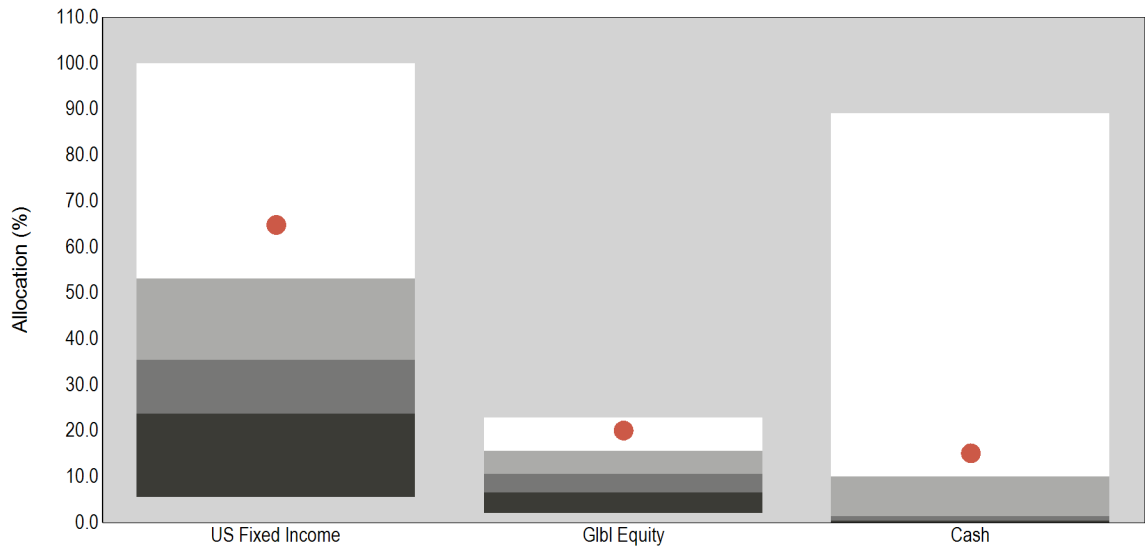
Historic Asset Allocation



	Current	Policy	Difference	%
Cash & Equivalents	\$370,061,436	\$367,482,410	\$2,579,026	0.1%
Short-Term Govt. Fixed Income	\$234,195,660	\$244,988,273	-\$10,792,613	-0.4%
Int. Govt. Fixed Income	\$902,215,358	\$857,458,956	\$44,756,402	1.8%
Opportunistic Fixed Income	\$452,041,456	\$489,976,547	-\$37,935,090	-1.5%
Global Core Equity	--	\$122,494,137	-\$122,494,137	-5.0%
Global Low-Volatility	\$248,520,292	\$183,741,205	\$64,779,087	2.6%
Defensive Equity	\$242,848,531	\$183,741,205	\$59,107,326	2.4%
Total	\$2,449,882,733	\$2,449,882,733		

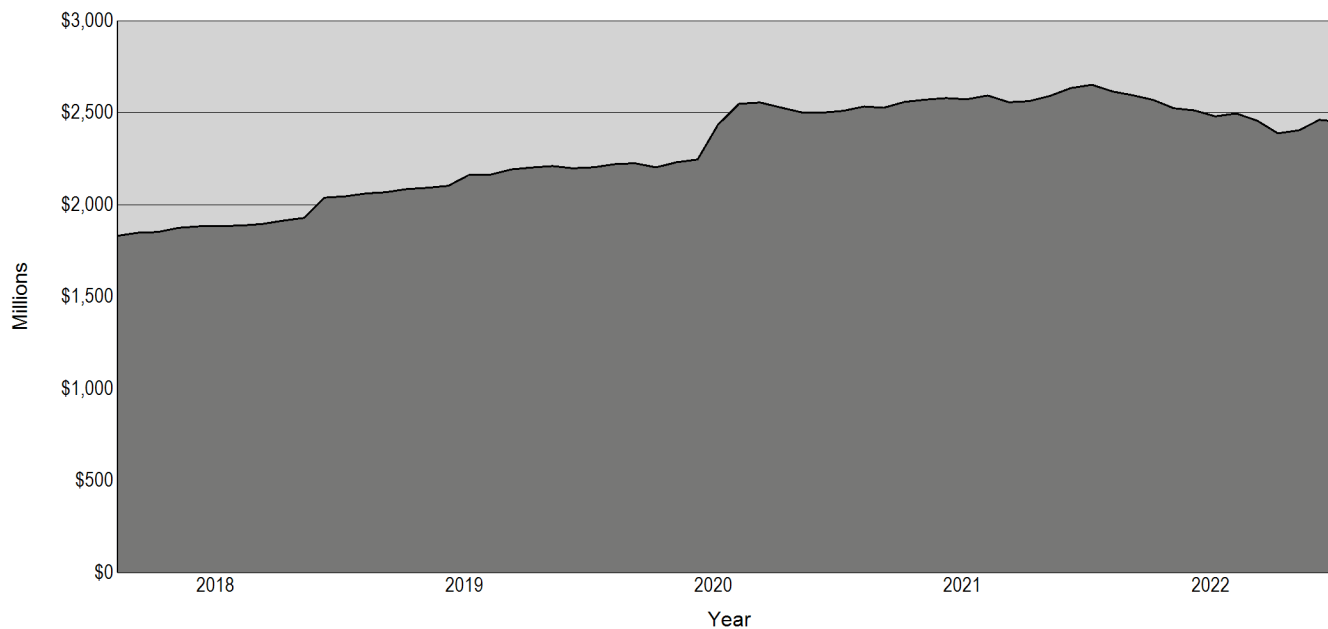
Market Value: \$2,449.9 Million and 100.0% of Fund

Total Plan Allocation vs. InvMetrics Healthcare Operating Net



	Allocation (Rank)					
5th Percentile	100.0		22.8		89.1	
25th Percentile	53.2		15.6		10.0	
Median	35.4		10.5		1.4	
75th Percentile	23.7		6.5		0.4	
95th Percentile	5.5		2.1		0.0	
# of Portfolios	88		37		93	
● Total Fund Composite	64.8	(22)	20.1	(12)	15.1	(23)

Market Value: \$2,449.9 Million and 100.0% of Fund



Summary of Cash Flows

	Fourth Quarter	Year-To-Date	One Year	Three Years
Beginning Market Value	\$2,388,231,378.10	\$2,651,858,381.73	\$2,651,858,381.73	\$2,203,922,248.17
Net Cash Flow	-\$63,547.64	-\$50,263,615.83	-\$50,263,615.83	\$274,394,918.73
Net Investment Change	\$61,714,902.20	-\$151,712,033.24	-\$151,712,033.24	-\$28,434,434.24
Ending Market Value	\$2,449,882,732.66	\$2,449,882,732.66	\$2,449,882,732.66	\$2,449,882,732.66

Total Fund Composite

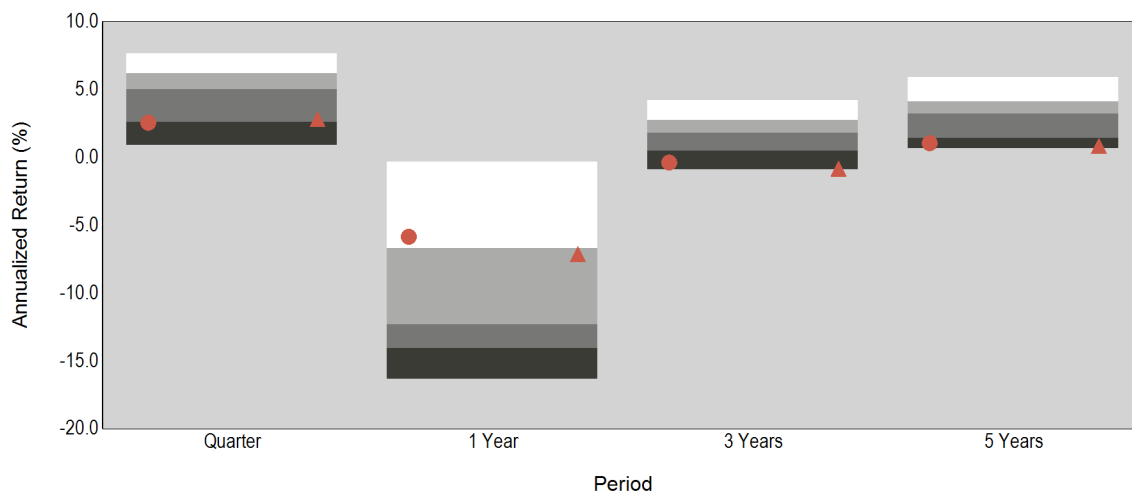
Annualized Performance (Net of Fees)

Market Value: \$2,449.9 Million and 100.0% of Fund

Ending December 31, 2022

	3 Mo	1 Yr	2 Yrs	3 Yrs	4 Yrs	5 Yrs	7 Yrs	10 Yrs
Total Fund Composite	2.6%	-5.9%	-2.4%	-0.4%	1.0%	1.0%	1.1%	1.0%
Policy Index	2.8%	-7.1%	-3.1%	-0.8%	0.8%	0.8%	0.8%	0.8%
InvMetrics Healthcare Operating Net Rank	77	22	67	90	89	88	89	91
Short Term Composite	1.0%	-5.2%	-3.1%	-1.1%	0.1%	0.4%	0.5%	0.5%
Bloomberg US Govt/Credit 1-5 Yr. TR	1.2%	-5.5%	-3.3%	-0.7%	0.7%	0.8%	1.0%	1.0%
eV US Short Duration Fixed Inc Net Rank	59	85	84	96	96	95	96	96
Intermediate Term Composite	1.3%	-7.5%	-4.3%	-1.4%	0.1%	0.3%	0.6%	0.7%
Bloomberg US Govt/Credit Int TR	1.5%	-8.2%	-4.9%	-1.3%	0.7%	0.7%	1.1%	1.1%
eV US Interm Duration Fixed Inc Net Rank	81	12	9	68	95	88	97	93
Opportunistic Composite	1.4%	-8.5%	-5.0%	-1.4%	0.4%	0.6%	0.9%	1.0%
Bloomberg US Int TR	1.7%	-9.5%	-5.5%	-1.9%	0.2%	0.3%	0.8%	1.0%
eV US Interm Duration Fixed Inc Net Rank	73	55	57	70	82	71	82	75
Global Equity Composite	8.2%	-6.0%	2.9%	2.4%	5.9%	--	--	--
MSCI ACWI Minimum Volatility Index	8.5%	-10.3%	1.1%	1.6%	6.2%	4.6%	6.8%	7.8%
eV Global All Cap Equity Net Rank	78	7	22	79	91	--	--	--

InvMetrics Healthcare Operating Net Return Comparison



	Quarter	1 Year	3 Years	5 Years
Return				
5th Percentile	7.7	-0.3	4.2	5.9
25th Percentile	6.2	-6.7	2.7	4.1
Median	5.0	-12.3	1.8	3.2
75th Percentile	2.6	-14.1	0.5	1.4
95th Percentile	0.9	-16.3	-0.9	0.7
# of Portfolios	118	112	99	87
● Total Fund Composite	2.6	-5.9	-0.4	1.0
▲ Policy Index	2.8	-7.1	-0.8	0.8

Policy Index is 35% Bloomberg Intermediate Gov/Credit, 20% Bloomberg Intermediate Aggregate, 10% Bloomberg 1-5 Year Gov/Credit, 20% MSCI ACWI Minimum Volatility Index, and 15% 91 Day T-Bills.

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Total Fund Composite

Calendar Performance (Net of Fees)

Market Value: \$2,449.9 Million and 100.0% of Fund

Calendar Year

	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Total Fund Composite	-5.9%	1.1%	3.9%	5.3%	1.2%	1.3%	1.1%	1.1%	1.7%	-0.3%	2.0%
<i>Policy Index</i>	-7.1%	1.0%	3.9%	5.7%	1.2%	0.8%	0.9%	0.8%	1.3%	-0.3%	1.0%
<i>InvMetrics Healthcare Operating Net Rank</i>	22	83	88	88	9	95	93	1	80	99	88
Short Term Composite	-5.2%	-1.0%	3.2%	3.5%	1.6%	0.7%	0.8%	0.6%	0.6%	0.3%	0.8%
<i>Bloomberg US Govt/Credit 1-5 Yr. TR</i>	-5.5%	-1.0%	4.7%	5.0%	1.4%	1.3%	1.6%	1.0%	1.4%	0.3%	2.2%
<i>eV US Short Duration Fixed Inc Net Rank</i>	85	87	81	90	16	90	95	65	89	62	88
Intermediate Term Composite	-7.5%	-1.0%	4.8%	4.6%	1.5%	1.3%	1.2%	1.2%	1.9%	-0.3%	2.4%
<i>Bloomberg US Govt/Credit Int TR</i>	-8.2%	-1.4%	6.4%	6.8%	0.9%	2.1%	2.1%	1.1%	3.1%	-0.9%	3.9%
<i>eV US Interm Duration Fixed Inc Net Rank</i>	12	31	98	99	3	96	95	26	92	32	97
Opportunistic Composite	-8.5%	-1.4%	6.3%	5.9%	1.3%	2.0%	1.6%	1.5%	3.2%	-1.0%	3.7%
<i>Bloomberg US Int TR</i>	-9.5%	-1.3%	5.6%	6.7%	0.9%	2.3%	2.0%	1.2%	4.1%	-1.0%	3.6%
<i>eV US Interm Duration Fixed Inc Net Rank</i>	55	58	62	87	6	84	86	14	54	71	82
Global Equity Composite	-6.0%	12.7%	1.4%	17.0%	--	--	--	--	--	--	--
<i>MSCI ACWI Minimum Volatility Index</i>	-10.3%	13.9%	2.7%	21.1%	-1.6%	17.9%	7.4%	2.8%	11.0%	16.9%	10.1%
<i>eV Global All Cap Equity Net Rank</i>	7	76	87	91	--	--	--	--	--	--	--

Policy Index is 35% Bloomberg Intermediate Gov/Credit, 20% Bloomberg Intermediate Aggregate, 10% Bloomberg 1-5 Year Gov/Credit, 20% MSCI ACWI Minimum Volatility Index, and 15% 91 Day T-Bills.

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Total Fund Composite

Calendar Performance (Net of Fees)

Market Value: \$2,449.9 Million and 100.0% of Fund

Fiscal Year (April 30)

	Fiscal YTD	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017	Fiscal 2016	Fiscal 2015	Fiscal 2014
Total Fund Composite	-1.1%	-4.1%	3.0%	4.3%	3.8%	0.1%	0.4%	1.6%	1.8%	0.1%
<i>Policy Index</i>	-1.7%	-4.5%	1.5%	5.7%	4.1%	-0.5%	0.2%	1.4%	1.5%	-0.1%
<i>InvMetrics Healthcare Operating Net Rank</i>	26	--	--	--	--	--	--	--	--	--
Short Term Composite	-1.0%	-5.2%	0.7%	4.8%	3.0%	0.1%	0.5%	0.7%	0.9%	0.4%
<i>Bloomberg US Govt/Credit 1-5 Yr. TR</i>	-1.1%	-5.0%	1.3%	6.3%	4.0%	-0.5%	0.8%	1.7%	1.8%	0.4%
<i>eV US Short Duration Fixed Inc Net Rank</i>	74	--	--	--	--	--	--	--	--	--
Intermediate Term Composite	-1.8%	-6.5%	1.2%	6.1%	3.9%	-0.2%	0.3%	2.0%	2.0%	0.2%
<i>Bloomberg US Govt/Credit Int TR</i>	-1.9%	-6.5%	1.1%	8.2%	5.0%	-0.8%	0.8%	2.4%	3.0%	-0.2%
<i>eV US Interm Duration Fixed Inc Net Rank</i>	27	--	--	--	--	--	--	--	--	--
Opportunistic Composite	-2.2%	-6.6%	0.8%	8.0%	4.7%	-0.5%	0.6%	2.3%	3.1%	-0.1%
<i>Bloomberg US Int TR</i>	-2.6%	-7.3%	0.8%	8.0%	5.0%	-0.6%	0.7%	2.4%	3.6%	0.1%
<i>eV US Interm Duration Fixed Inc Net Rank</i>	64	--	--	--	--	--	--	--	--	--
Global Equity Composite	-0.5%	0.9%	22.5%	-6.9%	8.7%	--	--	--	--	--
<i>MSCI ACWI Minimum Volatility Index</i>	-3.4%	1.2%	18.9%	-1.5%	10.0%	9.4%	7.9%	3.5%	14.0%	4.7%
<i>eV Global All Cap Equity Net Rank</i>	11	--	--	--	--	--	--	--	--	--

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Investment Manager

Annualized Performance (Net of Fees)

Market Value: \$2,449.9 Million and 100.0% of Fund

Ending December 31, 2022

	3 Mo	1 Yr	2 Yrs	3 Yrs	4 Yrs	5 Yrs	7 Yrs	10 Yrs
Total Fund Composite	2.6%	-5.9%	-2.4%	-0.4%	1.0%	1.0%	1.1%	1.0%
Policy Index	2.8%	-7.1%	-3.1%	-0.8%	0.8%	0.8%	0.8%	0.8%
InvMetrics Healthcare Operating Net Rank	77	22	67	90	89	88	89	91
Short Term Composite	1.0%	-5.2%	-3.1%	-1.1%	0.1%	0.4%	0.5%	0.5%
Bloomberg US Govt/Credit 1-5 Yr. TR	1.2%	-5.5%	-3.3%	-0.7%	0.7%	0.8%	1.0%	1.0%
eV US Short Duration Fixed Inc Net Rank	59	85	84	96	96	95	96	96
Lord Abbett Short Duration	1.0%	-4.9%	--	--	--	--	--	--
Bloomberg US Govt/Credit 1-5 Yr. TR	1.2%	-5.5%	-3.3%	-0.7%	0.7%	0.8%	1.0%	1.0%
eV US Short Duration Fixed Inc Net Rank	60	76	--	--	--	--	--	--
Smith Graham Low Duration	1.0%	-5.6%	-3.2%	-1.1%	0.0%	0.3%	0.5%	0.4%
Bloomberg US Govt/Credit 1-5 Yr. TR	1.2%	-5.5%	-3.3%	-0.7%	0.7%	0.8%	1.0%	1.0%
eV US Short Duration Fixed Inc Net Rank	58	90	90	97	97	95	96	97
Intermediate Term Composite	1.3%	-7.5%	-4.3%	-1.4%	0.1%	0.3%	0.6%	0.7%
Bloomberg US Govt/Credit Int TR	1.5%	-8.2%	-4.9%	-1.3%	0.7%	0.7%	1.1%	1.1%
eV US Interm Duration Fixed Inc Net Rank	81	12	9	68	95	88	97	93
Galliard Intermediate Government	1.2%	-8.1%	-4.4%	-1.3%	0.1%	0.4%	0.7%	0.7%
Bloomberg US Govt/Credit Int TR	1.5%	-8.2%	-4.9%	-1.3%	0.7%	0.7%	1.1%	1.1%
Merganser Intermediate Bond	1.2%	-7.6%	-4.3%	-1.4%	0.0%	0.3%	0.6%	0.6%
Bloomberg US Govt/Credit Int TR	1.5%	-8.2%	-4.9%	-1.3%	0.7%	0.7%	1.1%	1.1%
Fort Washington Intermediate Bond	1.6%	-7.9%	--	--	--	--	--	--
Bloomberg US Govt/Credit Int TR	1.5%	-8.2%	-4.9%	-1.3%	0.7%	0.7%	1.1%	1.1%
Lord Abbett Intermediate Bond	1.4%	-7.7%	--	--	--	--	--	--
Bloomberg US Govt/Credit Int TR	1.5%	-8.2%	-4.9%	-1.3%	0.7%	0.7%	1.1%	1.1%
PFM - Self Insurance Fund	1.0%	-5.0%	-3.0%	-0.5%	0.7%	0.9%	0.9%	0.9%
BofA Merrill Lynch US Treasury/Agency 1-5 Yrs	0.9%	-5.2%	-3.2%	-0.8%	0.4%	0.7%	0.7%	0.7%
PFM - Disability Fund	1.1%	-5.1%	-3.0%	-0.5%	0.7%	0.8%	0.9%	0.9%
BofA Merrill Lynch US Treasury/Agency 1-5 Yrs	0.9%	-5.2%	-3.2%	-0.8%	0.4%	0.7%	0.7%	0.7%
PFM - Workmen's Compensation Fund	0.7%	-3.0%	-1.7%	-0.3%	0.7%	0.9%	0.8%	0.8%
BofA Merrill Lynch US Agencies 1-3 Yrs	0.7%	-3.8%	-2.1%	-0.5%	0.5%	0.7%	0.7%	0.7%
PFM - Health & Dental Fund	0.7%	-3.1%	-1.8%	-0.3%	0.7%	0.9%	0.8%	0.8%
BofA Merrill Lynch US Agencies 1-3 Yrs	0.7%	-3.8%	-2.1%	-0.5%	0.5%	0.7%	0.7%	0.7%

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Investment Manager

Annualized Performance (Net of Fees)

Market Value: \$2,449.9 Million and 100.0% of Fund

Ending December 31, 2022

	3 Mo	1 Yr	2 Yrs	3 Yrs	4 Yrs	5 Yrs	7 Yrs	10 Yrs
Opportunistic Composite	1.4%	-8.5%	-5.0%	-1.4%	0.4%	0.6%	0.9%	1.0%
<i>Bloomberg US Int TR</i>	1.7%	-9.5%	-5.5%	-1.9%	0.2%	0.3%	0.8%	1.0%
<i>eV US Interm Duration Fixed Inc Net Rank</i>	73	55	57	70	82	71	82	75
Galliard Opportunistic	1.3%	-9.2%	-5.2%	-1.4%	0.3%	0.5%	0.9%	1.0%
<i>Bloomberg US Int TR</i>	1.7%	-9.5%	-5.5%	-1.9%	0.2%	0.3%	0.8%	1.0%
Merganser Opportunistic	1.4%	-8.3%	-4.9%	-1.4%	0.3%	0.6%	0.9%	0.9%
<i>Bloomberg US Int TR</i>	1.7%	-9.5%	-5.5%	-1.9%	0.2%	0.3%	0.8%	1.0%
Fort Washington Active Fixed Income	1.5%	-8.2%	--	--	--	--	--	--
<i>Bloomberg US Int TR</i>	1.7%	-9.5%	-5.5%	-1.9%	0.2%	0.3%	0.8%	1.0%
Global Equity Composite	8.2%	-6.0%	2.9%	2.4%	5.9%	--	--	--
<i>MSCI ACWI Minimum Volatility Index</i>	8.5%	-10.3%	1.1%	1.6%	6.2%	4.6%	6.8%	7.8%
<i>eV Global All Cap Equity Net Rank</i>	78	7	22	79	91	--	--	--
Vanguard Global Minimum Volatility	9.5%	-4.5%	3.4%	0.9%	6.0%	--	--	--
<i>MSCI ACWI Minimum Volatility Index</i>	8.5%	-10.3%	1.1%	1.6%	6.2%	4.6%	6.8%	7.8%
<i>eV Global Low Volatility Equity Net Rank</i>	79	8	38	88	78	--	--	--
Parametric Global Defensive Equity	7.0%	-7.5%	2.3%	2.4%	5.2%	--	--	--
<i>50% MSCI ACWI / 50% 91 Day T-Bill</i>	5.3%	-8.5%	-0.1%	2.8%	5.5%	3.6%	4.8%	4.6%
Cash Composite								
PNC Treasury Management	0.9%	1.3%	0.7%	0.7%	1.1%	1.3%	1.1%	--
<i>91 Day T-Bills</i>	0.8%	1.5%	0.7%	0.6%	1.0%	1.2%	1.0%	0.7%

Policy Index is 35% Bloomberg Intermediate Gov/Credit, 20% Bloomberg Intermediate Aggregate, 10% Bloomberg 1-5 Year Gov/Credit, 20% MSCI ACWI Minimum Volatility Index, and 15% 91 Day T-Bills.

- InvestorForce is a subsidiary of Investment Metrics. The platform is utilized by 100 Investment Consulting firms, with over 6,900 members, totaling roughly \$10 trillion in assets. Peer universes include over 150 operating funds, including over 80 in the Healthcare industry.

Investment Manager

Calendar Performance (Net of Fees)

Market Value: \$2,449.9 Million and 100.0% of Fund

	Calendar Year										
	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Total Fund Composite	-5.9%	1.1%	3.9%	5.3%	1.2%	1.3%	1.1%	1.1%	1.7%	-0.3%	2.0%
Policy Index	-7.1%	1.0%	3.9%	5.7%	1.2%	0.8%	0.9%	0.8%	1.3%	-0.3%	1.0%
InvMetrics Healthcare Operating Net Rank	22	83	88	88	9	95	93	1	80	99	88
Short Term Composite	-5.2%	-1.0%	3.2%	3.5%	1.6%	0.7%	0.8%	0.6%	0.6%	0.3%	0.8%
Bloomberg US Govt/Credit 1-5 Yr. TR	-5.5%	-1.0%	4.7%	5.0%	1.4%	1.3%	1.6%	1.0%	1.4%	0.3%	2.2%
eV US Short Duration Fixed Inc Net Rank	85	87	81	90	16	90	95	65	89	62	88
Lord Abnett Short Duration	-4.9%	--	--	--	--	--	--	--	--	--	--
Bloomberg US Govt/Credit 1-5 Yr. TR	-5.5%	-1.0%	4.7%	5.0%	1.4%	1.3%	1.6%	1.0%	1.4%	0.3%	2.2%
eV US Short Duration Fixed Inc Net Rank	76	--	--	--	--	--	--	--	--	--	--
Smith Graham Low Duration	-5.6%	-0.9%	3.2%	3.5%	1.6%	0.7%	1.0%	0.4%	0.5%	0.2%	0.9%
Bloomberg US Govt/Credit 1-5 Yr. TR	-5.5%	-1.0%	4.7%	5.0%	1.4%	1.3%	1.6%	1.0%	1.4%	0.3%	2.2%
eV US Short Duration Fixed Inc Net Rank	90	83	81	90	16	91	84	84	94	70	86
Intermediate Term Composite	-7.5%	-1.0%	4.8%	4.6%	1.5%	1.3%	1.2%	1.2%	1.9%	-0.3%	2.4%
Bloomberg US Govt/Credit Int TR	-8.2%	-1.4%	6.4%	6.8%	0.9%	2.1%	2.1%	1.1%	3.1%	-0.9%	3.9%
eV US Interm Duration Fixed Inc Net Rank	12	31	98	99	3	96	95	26	92	32	97
Galliard Intermediate Government	-8.1%	-0.6%	5.1%	4.6%	1.5%	1.4%	1.3%	1.1%	2.0%	-0.7%	2.4%
Bloomberg US Govt/Credit Int TR	-8.2%	-1.4%	6.4%	6.8%	0.9%	2.1%	2.1%	1.1%	3.1%	-0.9%	3.9%
Merganser Intermediate Bond	-7.6%	-1.0%	4.6%	4.6%	1.5%	1.3%	1.2%	1.0%	1.8%	-0.4%	1.9%
Bloomberg US Govt/Credit Int TR	-8.2%	-1.4%	6.4%	6.8%	0.9%	2.1%	2.1%	1.1%	3.1%	-0.9%	3.9%
Fort Washington Intermediate Bond	-7.9%	--	--	--	--	--	--	--	--	--	--
Bloomberg US Govt/Credit Int TR	-8.2%	-1.4%	6.4%	6.8%	0.9%	2.1%	2.1%	1.1%	3.1%	-0.9%	3.9%
Lord Abnett Intermediate Bond	-7.7%	--	--	--	--	--	--	--	--	--	--
Bloomberg US Govt/Credit Int TR	-8.2%	-1.4%	6.4%	6.8%	0.9%	2.1%	2.1%	1.1%	3.1%	-0.9%	3.9%
PFM - Self Insurance Fund	-5.0%	-0.9%	4.6%	4.6%	1.4%	1.1%	1.3%	1.0%	1.3%	0.0%	1.7%
BofA Merrill Lynch US Treasury/Agency 1-5 Yrs	-5.2%	-1.1%	4.2%	4.2%	1.5%	0.7%	1.1%	1.0%	1.2%	-0.2%	1.0%
PFM - Disability Fund	-5.1%	-0.9%	4.6%	4.6%	1.3%	1.1%	1.3%	1.0%	1.3%	0.0%	1.7%
BofA Merrill Lynch US Treasury/Agency 1-5 Yrs	-5.2%	-1.1%	4.2%	4.2%	1.5%	0.7%	1.1%	1.0%	1.2%	-0.2%	1.0%

Policy Index is 35% Bloomberg Intermediate Gov/Credit, 20% Bloomberg Intermediate Aggregate, 10% Bloomberg 1-5 Year Gov/Credit, 20% MSCI ACWI Minimum Volatility Index, and 15% 91 Day T-Bills.

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Investment Manager

Calendar Performance (Net of Fees)

Market Value: \$2,449.9 Million and 100.0% of Fund

	Calendar Year										
	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
PFM - Workmen's Compensation Fund	-3.0%	-0.5%	2.8%	3.5%	1.6%	0.7%	1.0%	0.7%	0.6%	0.3%	1.0%
<i>BofA Merrill Lynch US Agencies 1-3 Yrs</i>	-3.8%	-0.4%	2.7%	3.5%	1.8%	0.7%	1.0%	0.7%	0.7%	0.4%	0.9%
PFM - Health & Dental Fund	-3.1%	-0.5%	2.8%	3.5%	1.7%	0.7%	1.0%	0.7%	0.6%	0.3%	1.0%
<i>BofA Merrill Lynch US Agencies 1-3 Yrs</i>	-3.8%	-0.4%	2.7%	3.5%	1.8%	0.7%	1.0%	0.7%	0.7%	0.4%	0.9%
Opportunistic Composite	-8.5%	-1.4%	6.3%	5.9%	1.3%	2.0%	1.6%	1.5%	3.2%	-1.0%	3.7%
<i>Bloomberg US Int TR</i>	-9.5%	-1.3%	5.6%	6.7%	0.9%	2.3%	2.0%	1.2%	4.1%	-1.0%	3.6%
<i>eV US Interm Duration Fixed Inc Net Rank</i>	55	58	62	87	6	84	86	14	54	71	82
Galliard Opportunistic	-9.2%	-1.1%	6.6%	5.9%	1.3%	2.2%	1.6%	1.4%	3.4%	-1.5%	3.6%
<i>Bloomberg US Int TR</i>	-9.5%	-1.3%	5.6%	6.7%	0.9%	2.3%	2.0%	1.2%	4.1%	-1.0%	3.6%
Merganser Opportunistic	-8.3%	-1.4%	5.9%	5.8%	1.4%	1.7%	1.6%	1.2%	2.5%	-1.1%	3.6%
<i>Bloomberg US Int TR</i>	-9.5%	-1.3%	5.6%	6.7%	0.9%	2.3%	2.0%	1.2%	4.1%	-1.0%	3.6%
Fort Washington Active Fixed Income	-8.2%	--	--	--	--	--	--	--	--	--	--
<i>Bloomberg US Int TR</i>	-9.5%	-1.3%	5.6%	6.7%	0.9%	2.3%	2.0%	1.2%	4.1%	-1.0%	3.6%
Global Equity Composite	-6.0%	12.7%	1.4%	17.0%	--	--	--	--	--	--	--
<i>MSCI ACWI Minimum Volatility Index</i>	-10.3%	13.9%	2.7%	21.1%	-1.6%	17.9%	7.4%	2.8%	11.0%	16.9%	10.1%
<i>eV Global All Cap Equity Net Rank</i>	7	76	87	91	--	--	--	--	--	--	--
Vanguard Global Minimum Volatility	-4.5%	12.0%	-3.9%	22.7%	--	--	--	--	--	--	--
<i>MSCI ACWI Minimum Volatility Index</i>	-10.3%	13.9%	2.7%	21.1%	-1.6%	17.9%	7.4%	2.8%	11.0%	16.9%	10.1%
<i>eV Global Low Volatility Equity Net Rank</i>	8	93	83	22	--	--	--	--	--	--	--
Parametric Global Defensive Equity	-7.5%	13.1%	2.6%	14.1%	--	--	--	--	--	--	--
<i>50% MSCI ACWI / 50% 91 Day T-Bill</i>	-8.5%	9.0%	9.0%	13.9%	-3.7%	11.9%	4.2%	-1.0%	2.2%	11.0%	8.1%
Cash Composite											
PNC Treasury Management	1.3%	0.1%	0.8%	2.4%	1.9%	0.9%	0.5%	0.2%	--	--	--
<i>91 Day T-Bills</i>	1.5%	0.0%	0.5%	2.1%	1.9%	0.9%	0.3%	0.0%	0.0%	0.0%	0.1%

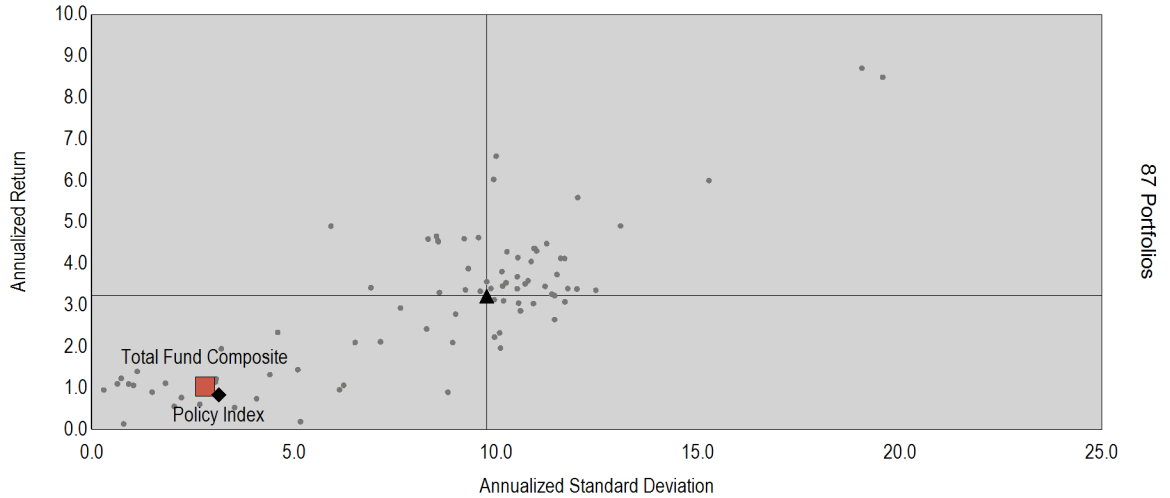
Policy Index is 35% Bloomberg Intermediate Gov/Credit, 20% Bloomberg Intermediate Aggregate, 10% Bloomberg 1-5 Year Gov/Credit, 20% MSCI ACWI Minimum Volatility Index, and 15% 91 Day T-Bills.

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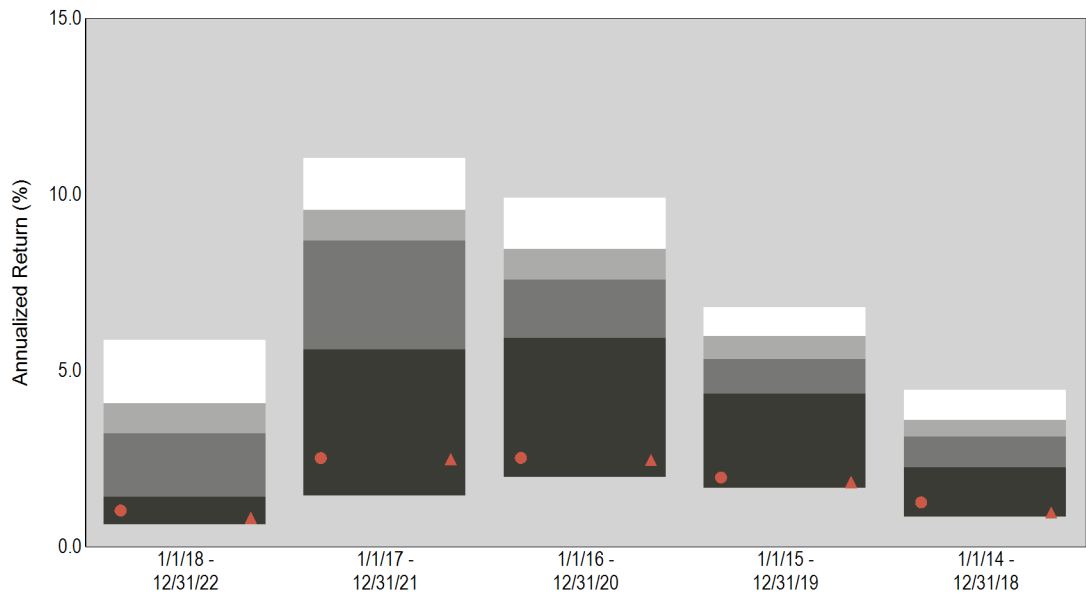
Total Fund vs. Peer Universe

Market Value: \$2,449.9 Million and 100.0% of Fund

**Annualized Return vs. Annualized Standard Deviation
5 Years Ending December 31, 2022**



Rolling 5 Year Returns



	Return (Rank)									
5th Percentile	5.9	11.0	9.9	6.8	4.5					
25th Percentile	4.1	9.6	8.5	6.0	3.6					
Median	3.2	8.7	7.6	5.3	3.1					
75th Percentile	1.4	5.6	5.9	4.3	2.3					
95th Percentile	0.7	1.5	2.0	1.7	0.9					
# of Portfolios	87	89	92	87	111					
● Total Fund Composite	1.0 (88)	2.5 (90)	2.5 (90)	2.0 (91)	1.3 (90)					
▲ Policy Index	0.8 (93)	2.5 (90)	2.5 (90)	1.9 (93)	1.0 (94)					

Market Value: \$2,449.9 Million and 100.0% of Fund

3 Years Ending December 31, 2022

	Sharpe Ratio	Tracking Error	Anlzd Alpha	Beta	R-Squared	Information Ratio	Anlzd Standard Deviation	Up Mkt Capture Ratio	Down Mkt Capture Ratio
Total Fund Composite	-0.3	1.1%	0.3%	0.9	0.9	0.4	3.4%	90.8%	85.0%
Policy Index	-0.4	--	--	--	--	--	3.8%	--	--
Short Term Composite	-0.8	0.5%	-0.5%	0.9	1.0	-0.8	2.3%	73.1%	90.6%
Bloomberg US Govt/Credit 1-5 Yr. TR	-0.5	--	--	--	--	--	2.6%	--	--
Smith Graham Low Duration	-0.8	0.4%	-0.5%	0.9	1.0	-1.1	2.4%	77.3%	95.8%
Bloomberg US Govt/Credit 1-5 Yr. TR	-0.5	--	--	--	--	--	2.6%	--	--
Intermediate Term Composite	-0.6	0.9%	-0.3%	0.8	1.0	-0.1	3.3%	71.1%	82.1%
Bloomberg US Govt/Credit Int TR	-0.5	--	--	--	--	--	3.9%	--	--
Galliard Intermediate Government	-0.6	0.8%	-0.2%	0.9	1.0	-0.1	3.6%	79.8%	87.5%
Bloomberg US Govt/Credit Int TR	-0.5	--	--	--	--	--	3.9%	--	--
Merganser Intermediate Bond	-0.6	0.9%	-0.4%	0.8	1.0	-0.2	3.3%	69.9%	81.9%
Bloomberg US Govt/Credit Int TR	-0.5	--	--	--	--	--	3.9%	--	--
PFM - Self Insurance Fund	-0.5	1.0%	0.2%	0.9	0.8	0.2	2.4%	104.6%	95.9%
BofA Merrill Lynch US Treasury/Agency 1-5 Yrs	-0.6	--	--	--	--	--	2.5%	--	--
PFM - Disability Fund	-0.5	0.9%	0.2%	0.9	0.9	0.3	2.4%	108.0%	98.7%
BofA Merrill Lynch US Treasury/Agency 1-5 Yrs	-0.6	--	--	--	--	--	2.5%	--	--
PFM - Workmen's Compensation Fund	-0.6	0.2%	0.3%	1.0	1.0	1.3	1.5%	105.9%	90.9%
BofA Merrill Lynch US Agencies 1-3 Yrs	-0.8	--	--	--	--	--	1.5%	--	--
PFM - Health & Dental Fund	-0.6	0.2%	0.2%	1.0	1.0	1.2	1.5%	106.1%	92.2%
BofA Merrill Lynch US Agencies 1-3 Yrs	-0.8	--	--	--	--	--	1.5%	--	--
Opportunistic Composite	-0.5	0.6%	0.3%	0.9	1.0	0.8	4.0%	99.1%	91.7%
Bloomberg US Int TR	-0.6	--	--	--	--	--	4.4%	--	--
Galliard Opportunistic	-0.5	0.5%	0.4%	1.0	1.0	0.9	4.3%	109.0%	98.1%
Bloomberg US Int TR	-0.6	--	--	--	--	--	4.4%	--	--
Merganser Opportunistic	-0.5	0.8%	0.2%	0.9	1.0	0.6	3.8%	94.8%	89.3%
Bloomberg US Int TR	-0.6	--	--	--	--	--	4.4%	--	--
Global Equity Composite	0.1	3.7%	1.0%	0.9	0.9	0.2	12.7%	78.7%	82.8%
MSCI ACWI Minimum Volatility Index	0.1	--	--	--	--	--	14.3%	--	--
Vanguard Global Minimum Volatility	0.0	4.3%	-0.7%	1.0	0.9	-0.2	15.4%	95.1%	99.7%
MSCI ACWI Minimum Volatility Index	0.1	--	--	--	--	--	14.3%	--	--
Parametric Global Defensive Equity	0.1	3.1%	-0.8%	1.1	0.9	-0.1	11.8%	113.6%	112.9%

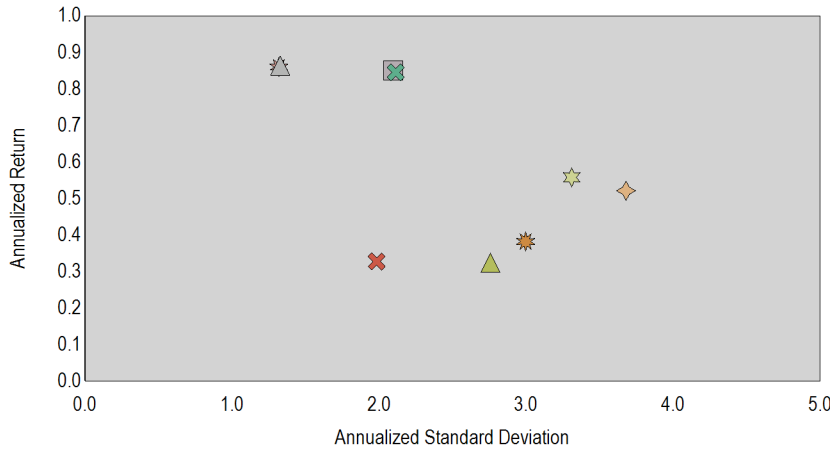
Fixed Income Composite

As of December 31, 2022

Characteristics

Market Value: \$1,588.5 Million and 64.8% of Fund

Risk / Return - 5 Years



- * Smith Graham Low Duration
- * Galliard Intermediate Government
- * Merganser Intermediate Bond
- * PFM - Self Insurance Fund
- * PFM - Disability Fund
- * PFM - Workmen's Compensation Fund
- * PFM - Health & Dental Fund
- * Galliard Opportunistic
- * Merganser Opportunistic

Characteristics

	Portfolio	Index
	Q4-22	Q4-22
Yield to Maturity	4.7%	4.5%
Avg. Eff. Maturity	4.2 yrs.	4.3 yrs.
Avg. Duration	3.6 yrs.	3.9 yrs.
Avg. Quality	A	--
Region		Number Of Assets
United States		1,327
Emerging Markets		1
Other		14
Total		1,342

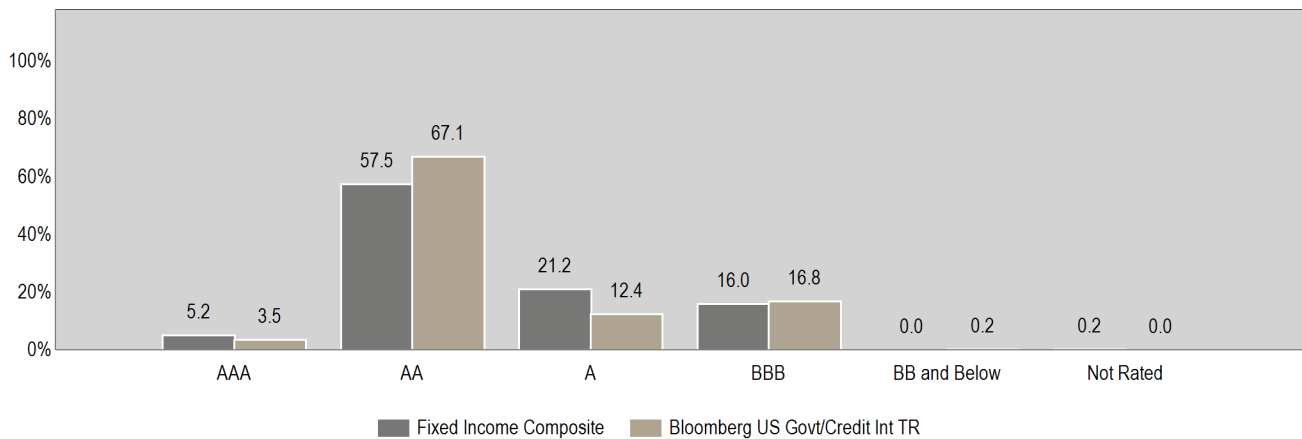
Sector

	Portfolio	Index
	Q4-22	Q4-22
UST/Agency	36.8%	64.6%
Corporate	38.3%	30.1%
MBS	16.7%	--
ABS	3.2%	--
Foreign	1.5%	--
Muni	1.8%	--
Other	1.7%	--

Maturity

	Q4-22
<1 Year	8.7%
1-3 Years	31.4%
3-5 Years	28.4%
5-7 Years	13.7%
7-10 Years	17.0%
10-15 Years	0.6%
15-20 Years	0.2%
>20 Years	0.0%
Not Rated/Cash	0.0%

Quality Distribution



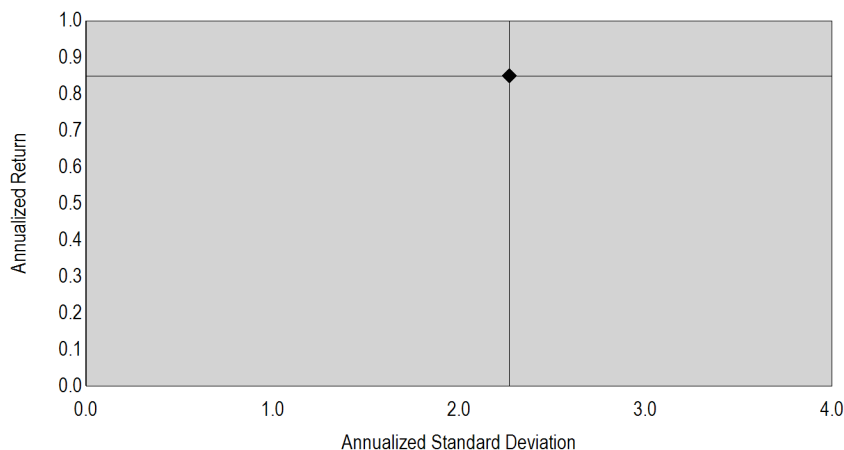
Short Term Composite

As of December 31, 2022

Characteristics

Market Value: \$234.2 Million and 9.6% of Fund

Risk / Return - 5 Years



◆ Bloomberg US Govt/Credit 1-5 Yr. TR

Characteristics

	Portfolio	Index
	Q4-22	Q4-22
Yield to Maturity	4.7%	4.5%
Avg. Eff. Maturity	2.7 yrs.	2.8 yrs.
Avg. Duration	2.5 yrs.	2.6 yrs.
Avg. Quality	AA	--
Region		Number Of Assets
United States		166
Other		8
Total		174

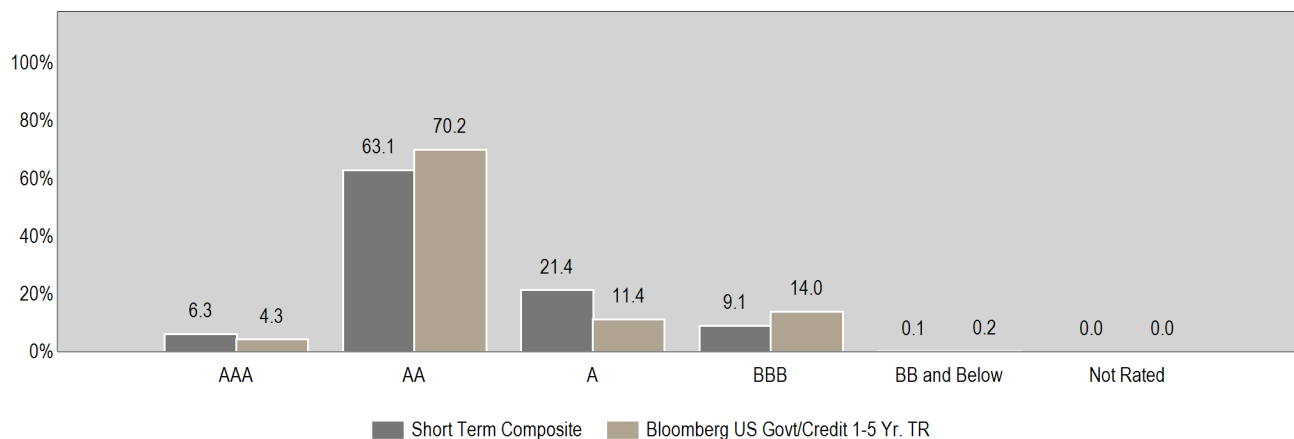
Sector

	Portfolio	Index
	Q4-22	Q4-22
UST/Agency	44.8%	67.7%
Corporate	34.2%	26.6%
MBS	11.8%	--
ABS	3.1%	--
Foreign	4.1%	--
Muni	--	--
Other	2.0%	--

Maturity

	Q4-22
<1 Year	8.2%
1-3 Years	58.3%
3-5 Years	32.4%
5-7 Years	1.1%
7-10 Years	0.0%
10-15 Years	0.0%
15-20 Years	0.0%
>20 Years	0.0%
Not Rated/Cash	0.0%

Quality Distribution

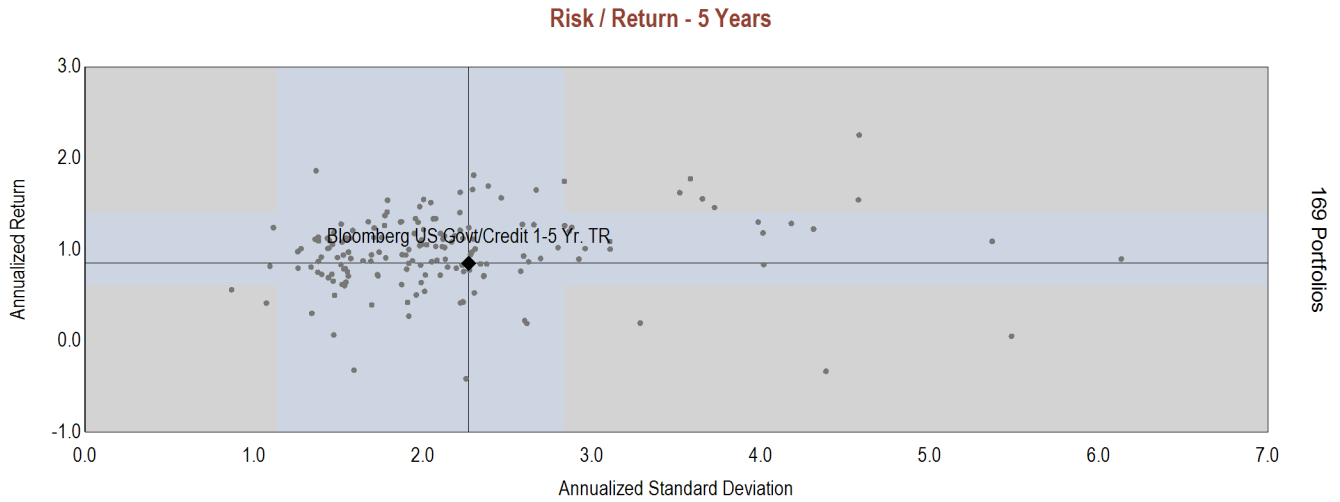


Lord Abbett Short Duration

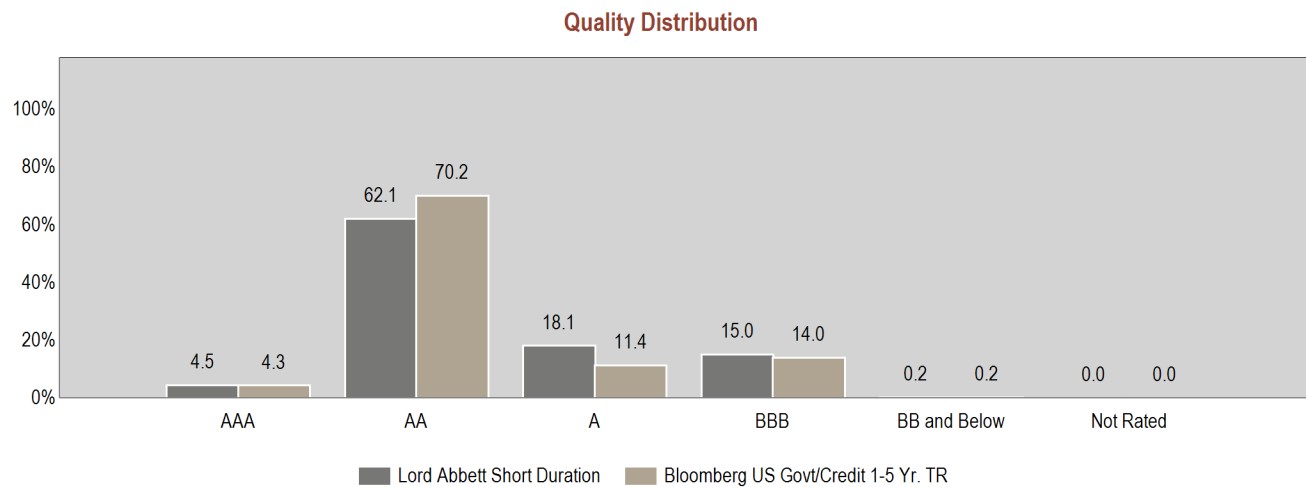
As of December 31, 2022

Characteristics

Market Value: \$117.9 Million and 4.8% of Fund



Characteristics			Sector		Maturity		
	Portfolio	Index	Portfolio	Index		Q4-22	
	Q4-22	Q4-22	Q4-22	Q4-22			
Yield to Maturity	4.7%	4.5%	UST/Agency	56.9%	67.7%	<1 Year	4.8%
Avg. Eff. Maturity	2.9 yrs.	2.8 yrs.	Corporate	34.2%	26.6%	1-3 Years	59.3%
Avg. Duration	2.6 yrs.	2.6 yrs.	MBS	2.6%	--	3-5 Years	35.2%
Avg. Quality	AA	--	ABS	--	--	5-7 Years	0.6%
			Foreign	4.4%	--	7-10 Years	0.0%
			Muni	--	--	10-15 Years	0.0%
Region		Number Of Assets	Other	1.8%	--	15-20 Years	0.0%
United States		91				>20 Years	0.0%
Other		6				Not Rated/Cash	0.0%
Total		97					

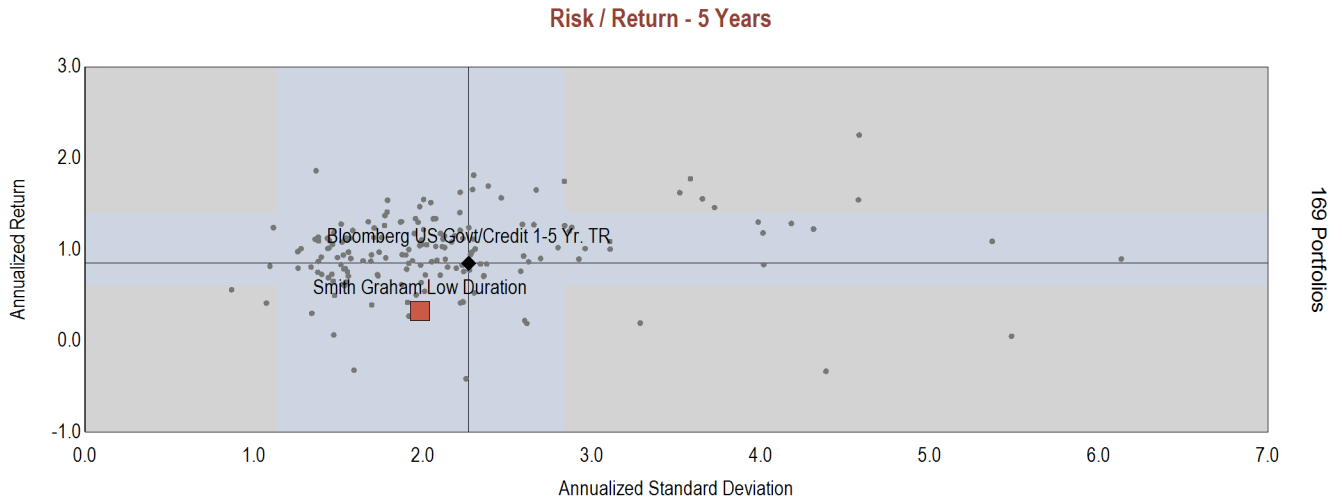


Smith Graham Low Duration

As of December 31, 2022

Characteristics

Market Value: \$116.3 Million and 4.7% of Fund



Characteristics

	Portfolio	Index
	Q4-22	Q4-22
Yield to Maturity	4.7%	4.5%
Avg. Eff. Maturity	2.6 yrs.	2.8 yrs.
Avg. Duration	2.4 yrs.	2.6 yrs.
Avg. Quality	AA	--
Region		Number Of Assets
United States		79
Other		3
Total		82

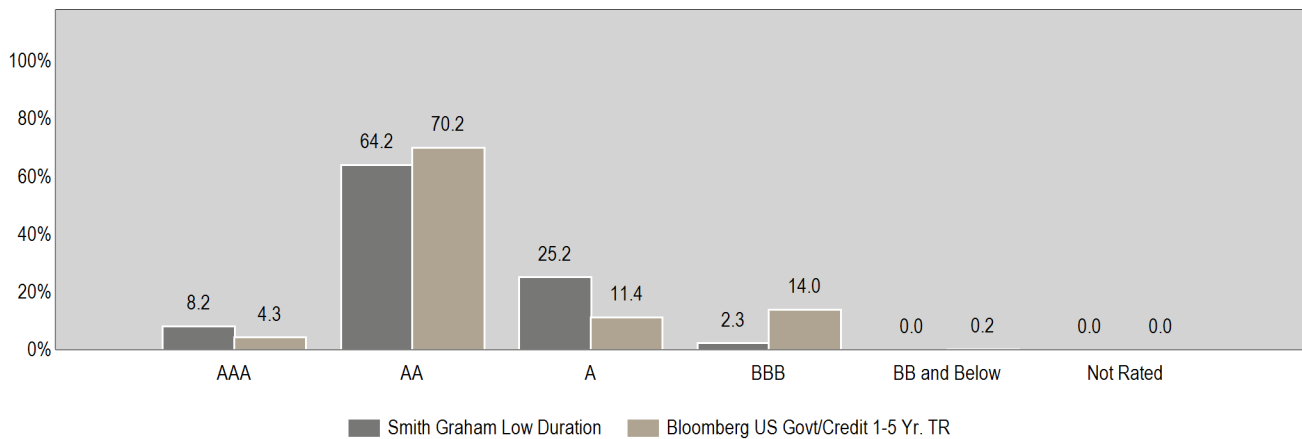
Sector

	Portfolio	Index
	Q4-22	Q4-22
UST/Agency	32.3%	67.7%
Corporate	34.2%	26.6%
MBS	21.2%	--
ABS	6.4%	--
Foreign	3.8%	--
Muni	--	--
Other	2.1%	--

Maturity

	Q4-22
<1 Year	11.7%
1-3 Years	57.2%
3-5 Years	29.5%
5-7 Years	1.6%
7-10 Years	0.0%
10-15 Years	0.0%
15-20 Years	0.0%
>20 Years	0.0%
Not Rated/Cash	0.0%

Quality Distribution



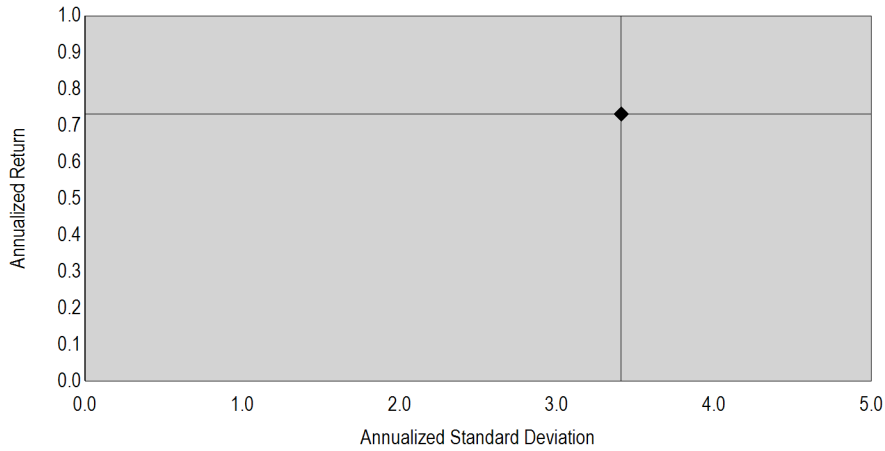
Intermediate Term Composite

As of December 31, 2022

Characteristics

Market Value: \$902.2 Million and 36.8% of Fund

Risk / Return - 5 Years



◆ Bloomberg US Govt/Credit Int TR

Characteristics

	Portfolio	Index
	Q4-22	Q4-22
Yield to Maturity	4.7%	4.5%
Avg. Eff. Maturity	4.3 yrs.	4.3 yrs.
Avg. Duration	3.7 yrs.	3.9 yrs.
Avg. Quality	A	--

Region	Number Of Assets
United States	943
Emerging Markets	1
Other	12
Total	956

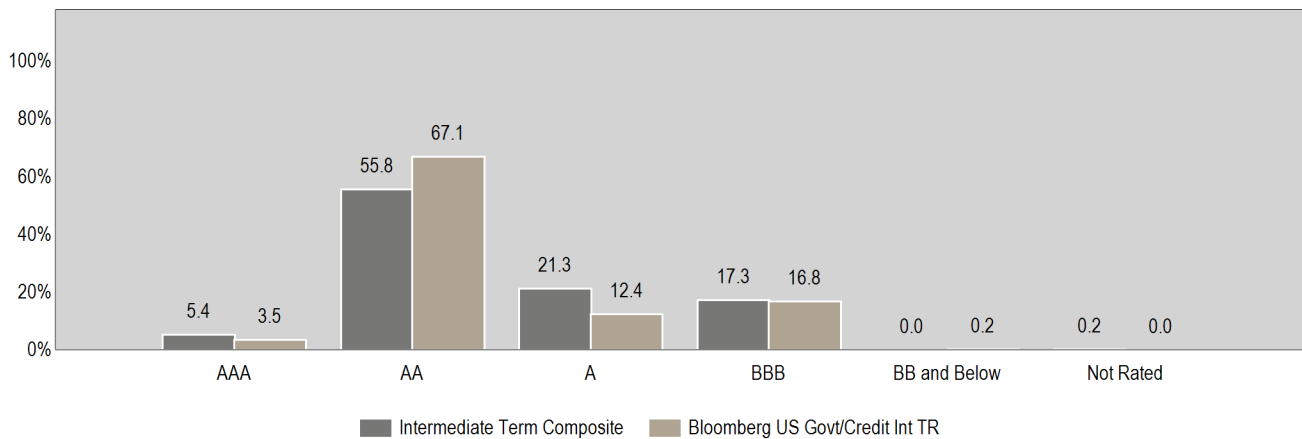
Sector

	Portfolio	Index
	Q4-22	Q4-22
UST/Agency	36.3%	64.6%
Corporate	39.8%	30.1%
MBS	15.2%	--
ABS	3.0%	--
Foreign	1.6%	--
Muni	2.1%	--
Other	2.1%	--

Maturity

	Q4-22
<1 Year	7.9%
1-3 Years	31.2%
3-5 Years	28.5%
5-7 Years	14.3%
7-10 Years	17.4%
10-15 Years	0.5%
15-20 Years	0.2%
>20 Years	0.0%
Not Rated/Cash	0.0%

Quality Distribution



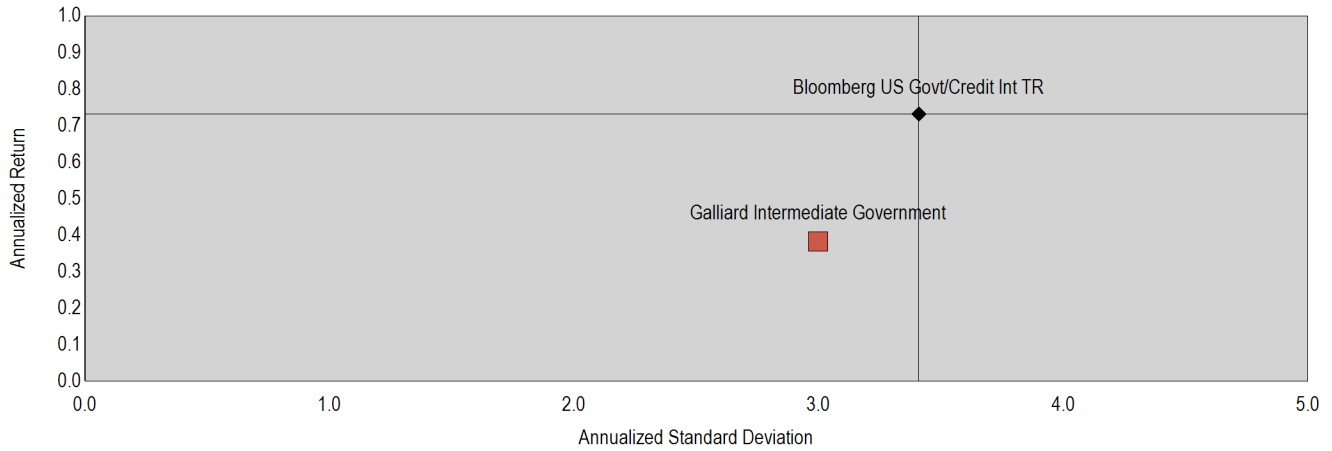
Galliard Intermediate Government

As of December 31, 2022

Characteristics

Market Value: \$217.8 Million and 8.9% of Fund

Risk / Return - 5 Years



Characteristics

	Portfolio	Index
	Q4-22	Q4-22
Yield to Maturity	4.9%	4.5%
Avg. Eff. Maturity	5.0 yrs.	4.3 yrs.
Avg. Duration	4.3 yrs.	3.9 yrs.
Avg. Quality	A	--
Region		Number Of Assets
United States		467
Emerging Markets		1
Other		1
Total		469

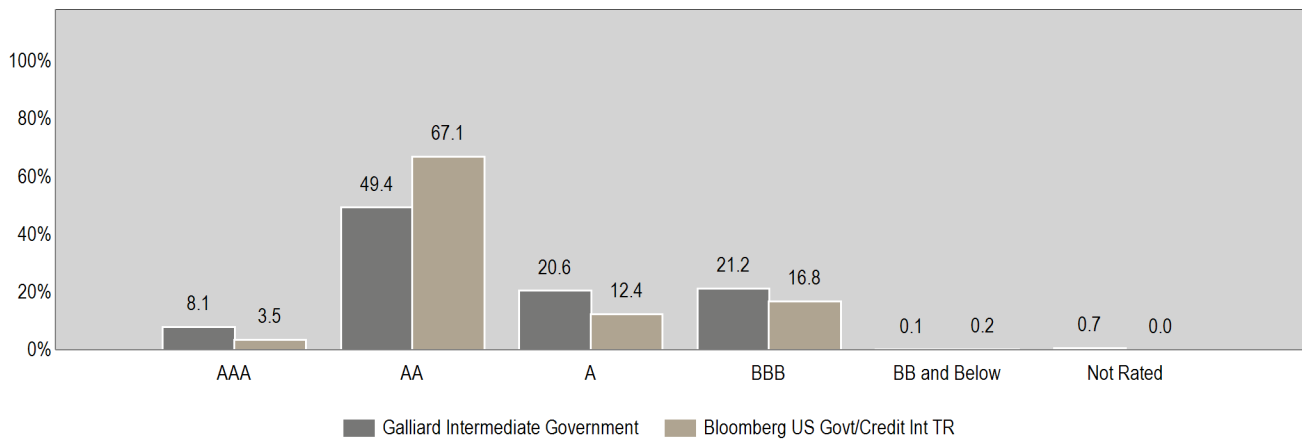
Sector

	Portfolio	Index
	Q4-22	Q4-22
UST/Agency	18.0%	64.6%
Corporate	37.8%	30.1%
MBS	31.4%	--
ABS	5.3%	--
Foreign	--	--
Muni	6.7%	--
Other	0.9%	--

Maturity

	Q4-22
<1 Year	4.4%
1-3 Years	26.1%
3-5 Years	24.8%
5-7 Years	21.4%
7-10 Years	20.6%
10-15 Years	2.0%
15-20 Years	0.8%
>20 Years	0.0%
Not Rated/Cash	0.0%

Quality Distribution



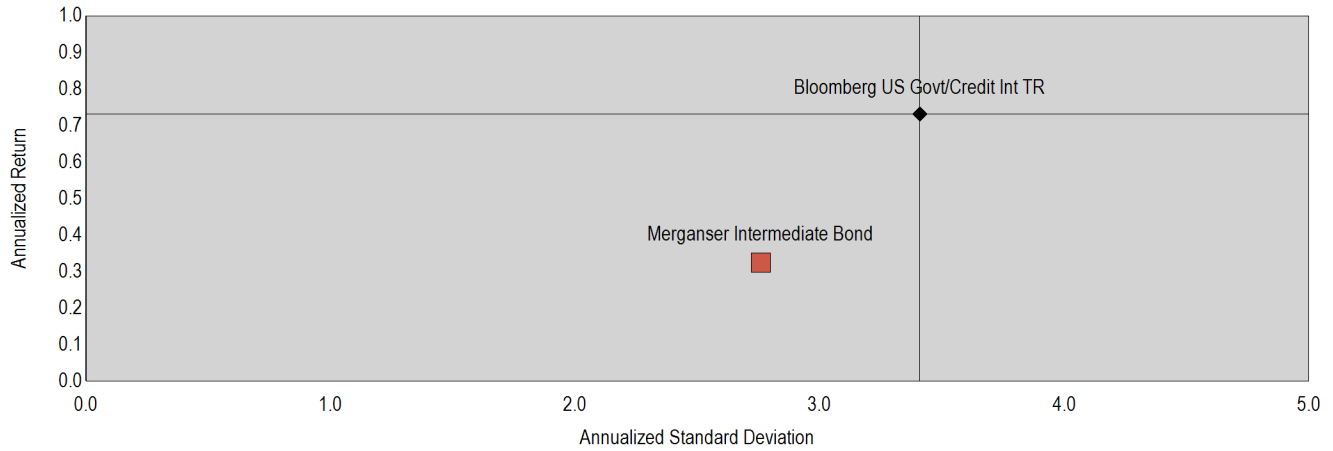
Merganser Intermediate Bond

As of December 31, 2022

Characteristics

Market Value: \$212.6 Million and 8.7% of Fund

Risk / Return - 5 Years



Characteristics

	Portfolio Q4-22	Index Q4-22
Yield to Maturity	4.7%	4.5%
Avg. Eff. Maturity	4.1 yrs.	4.3 yrs.
Avg. Duration	3.5 yrs.	3.9 yrs.
Avg. Quality	A	--
Region		Number Of Assets
United States		115
Other		0
Total		115

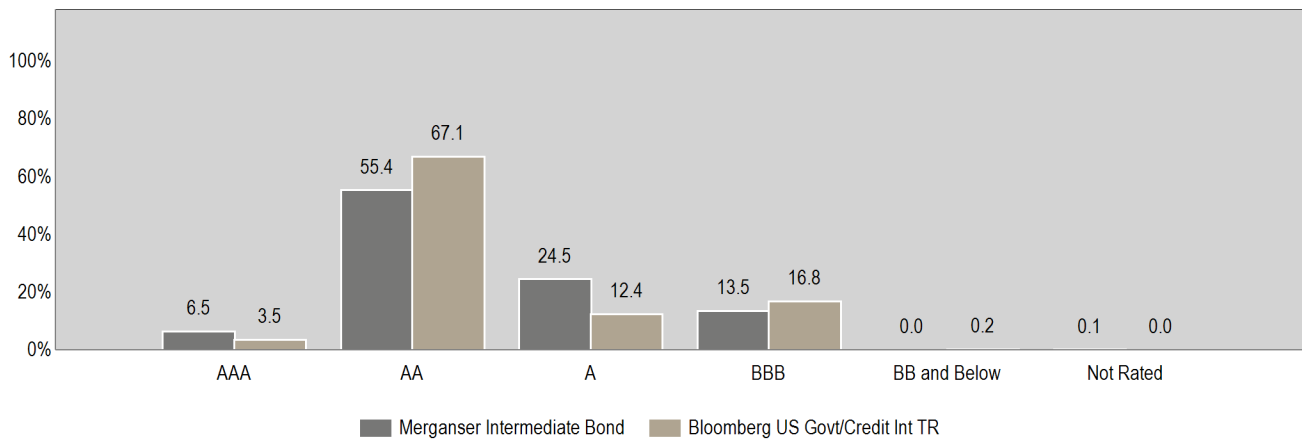
Sector

	Portfolio Q4-22	Index Q4-22
UST/Agency	24.5%	64.6%
Corporate	39.9%	30.1%
MBS	30.2%	--
ABS	5.1%	--
Foreign	--	--
Muni	--	--
Other	0.4%	--

Maturity

	Q4-22
<1 Year	7.0%
1-3 Years	35.5%
3-5 Years	26.0%
5-7 Years	12.4%
7-10 Years	19.1%
10-15 Years	0.0%
15-20 Years	0.0%
>20 Years	0.0%
Not Rated/Cash	0.0%

Quality Distribution



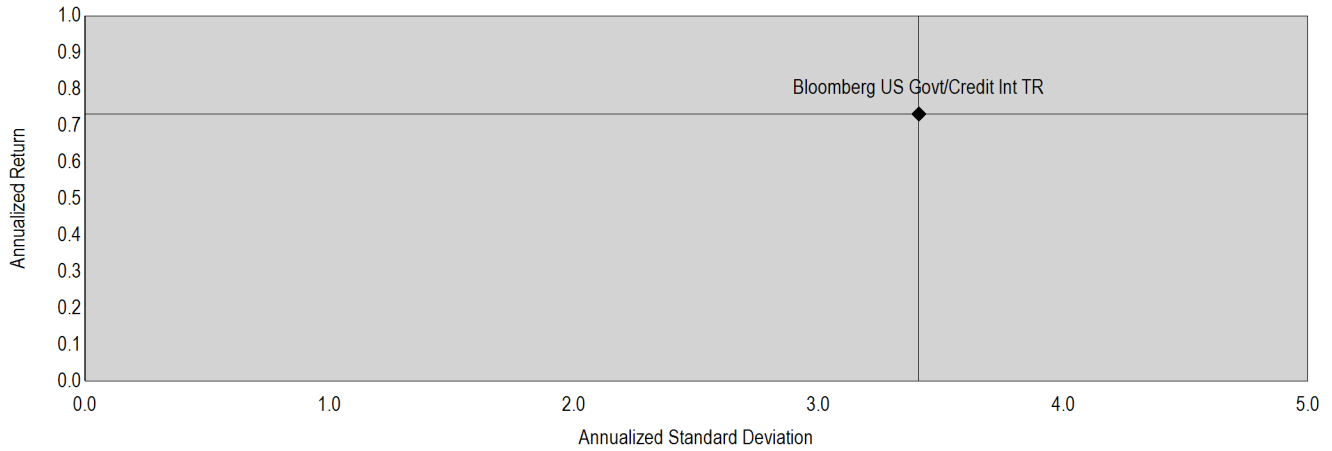
Fort Washington Intermediate Bond

As of December 31, 2022

Characteristics

Market Value: \$182.5 Million and 7.4% of Fund

Risk / Return - 5 Years



Characteristics

	Portfolio	Index
	Q4-22	Q4-22
Yield to Maturity	4.7%	4.5%
Avg. Eff. Maturity	4.1 yrs.	4.3 yrs.
Avg. Duration	3.6 yrs.	3.9 yrs.
Avg. Quality	A	--
Region		Number Of Assets
United States		69
Other		0
Total		69

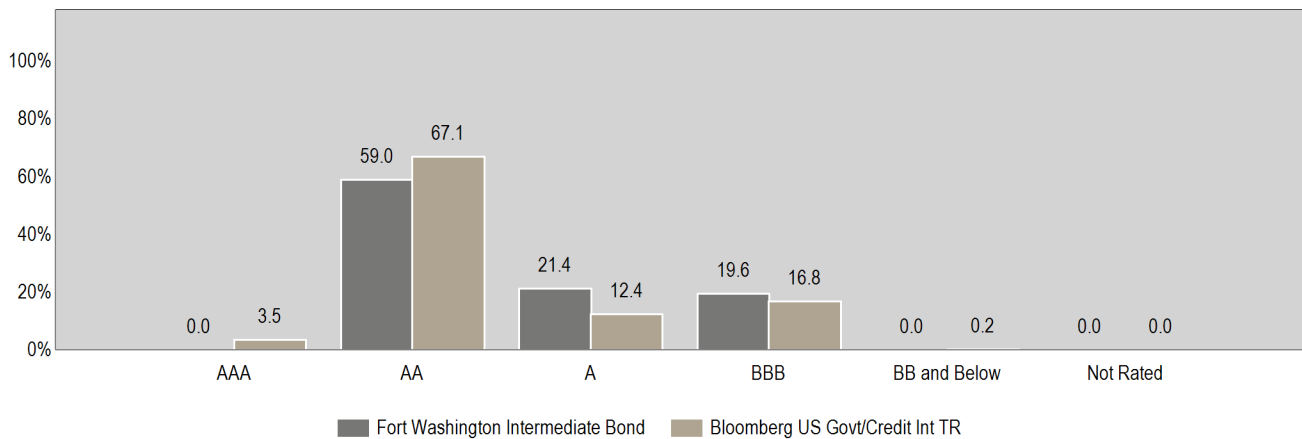
Sector

	Portfolio	Index
	Q4-22	Q4-22
UST/Agency	48.8%	64.6%
Corporate	45.3%	30.1%
MBS	--	--
ABS	--	--
Foreign	--	--
Muni	1.8%	--
Other	4.0%	--

Maturity

	Q4-22
<1 Year	17.0%
1-3 Years	17.8%
3-5 Years	31.6%
5-7 Years	13.5%
7-10 Years	20.1%
10-15 Years	0.0%
15-20 Years	0.0%
>20 Years	0.0%
Not Rated/Cash	0.0%

Quality Distribution



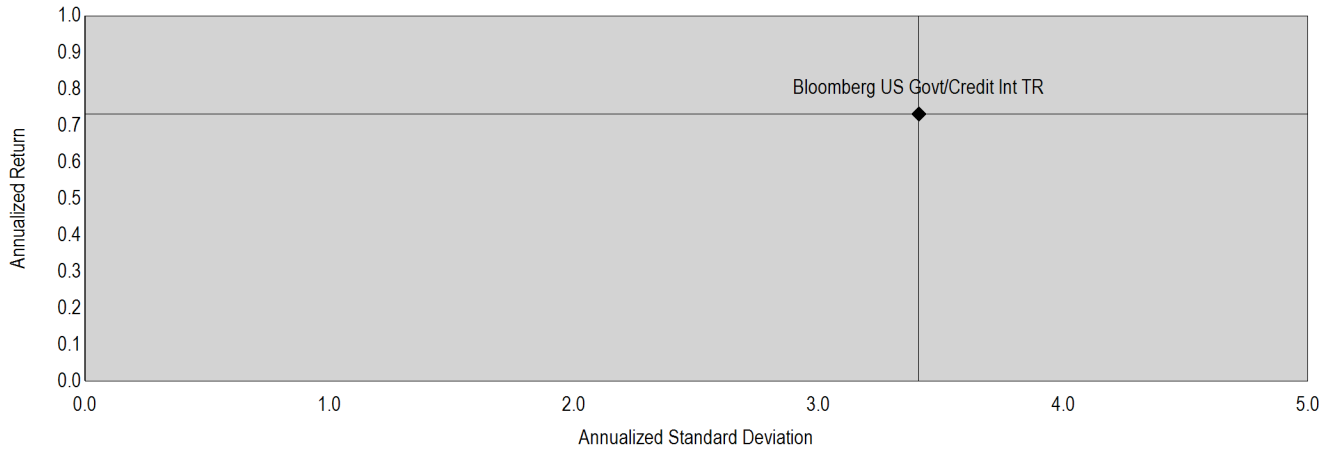
Lord Abbett Intermediate Bond

As of December 31, 2022

Characteristics

Market Value: \$210.1 Million and 8.6% of Fund

Risk / Return - 5 Years



Characteristics

	Portfolio Q4-22	Index Q4-22
Yield to Maturity	4.6%	4.5%
Avg. Eff. Maturity	4.7 yrs.	4.3 yrs.
Avg. Duration	4.0 yrs.	3.9 yrs.
Avg. Quality	A	--
Region		Number Of Assets
United States		99
Other		7
Total		106

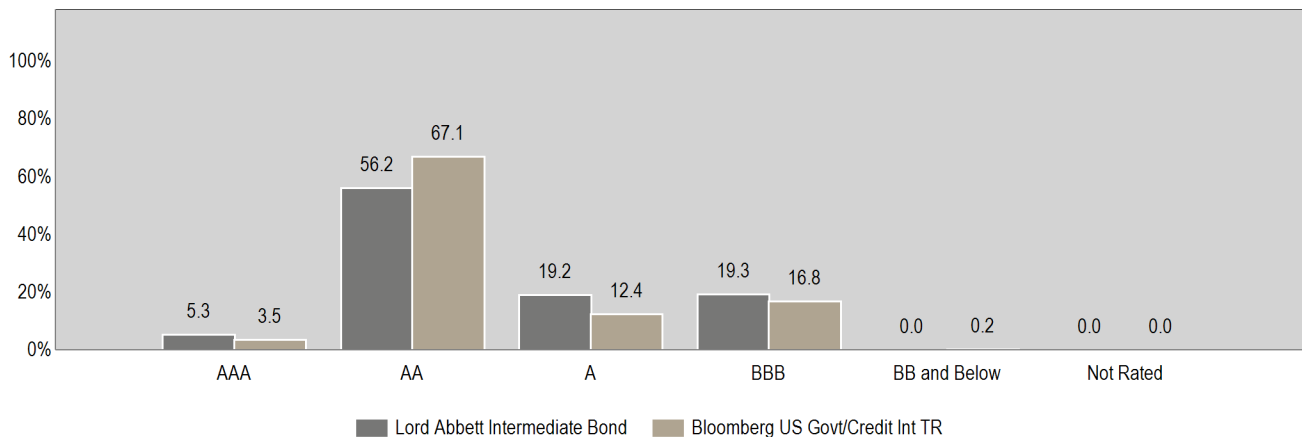
Sector

	Portfolio Q4-22	Index Q4-22
UST/Agency	51.2%	64.6%
Corporate	39.8%	30.1%
MBS	--	--
ABS	--	--
Foreign	5.0%	--
Muni	--	--
Other	3.9%	--

Maturity

	Q4-22
<1 Year	3.4%
1-3 Years	33.4%
3-5 Years	31.4%
5-7 Years	14.8%
7-10 Years	17.0%
10-15 Years	0.0%
15-20 Years	0.0%
>20 Years	0.0%
Not Rated/Cash	0.0%

Quality Distribution



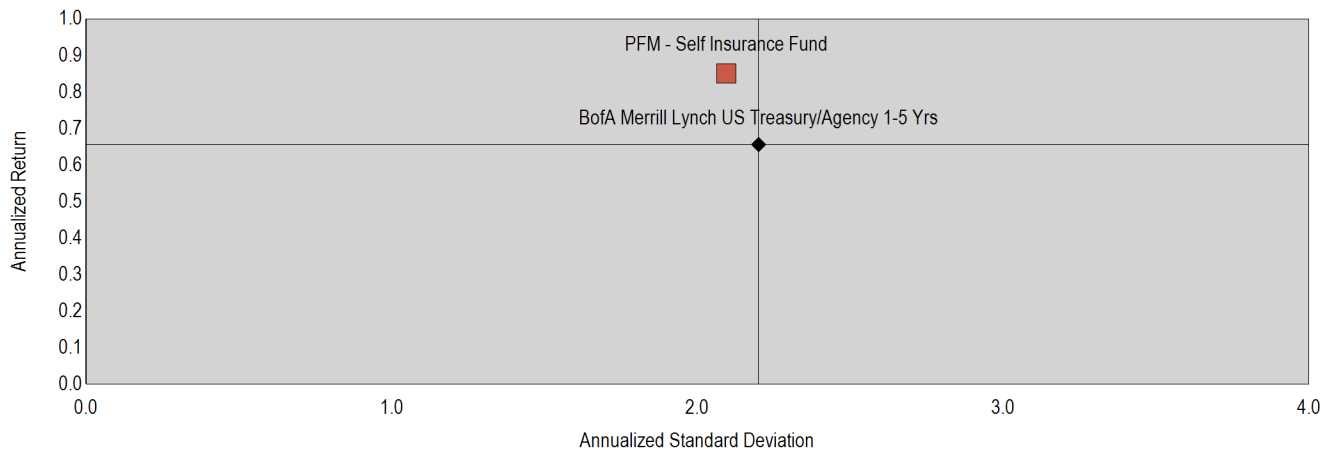
PFM - Self Insurance Fund

As of December 31, 2022

Characteristics

Market Value: \$44.0 Million and 1.8% of Fund

Risk / Return - 5 Years



Characteristics

	Portfolio	Index
	Q4-22	Q4-22
Yield to Maturity	4.6%	4.3%
Avg. Eff. Maturity	2.6 yrs.	2.8 yrs.
Avg. Duration	2.4 yrs.	2.6 yrs.
Avg. Quality	AA	--
Region		Number Of Assets
United States		173
Other		4
Total		177

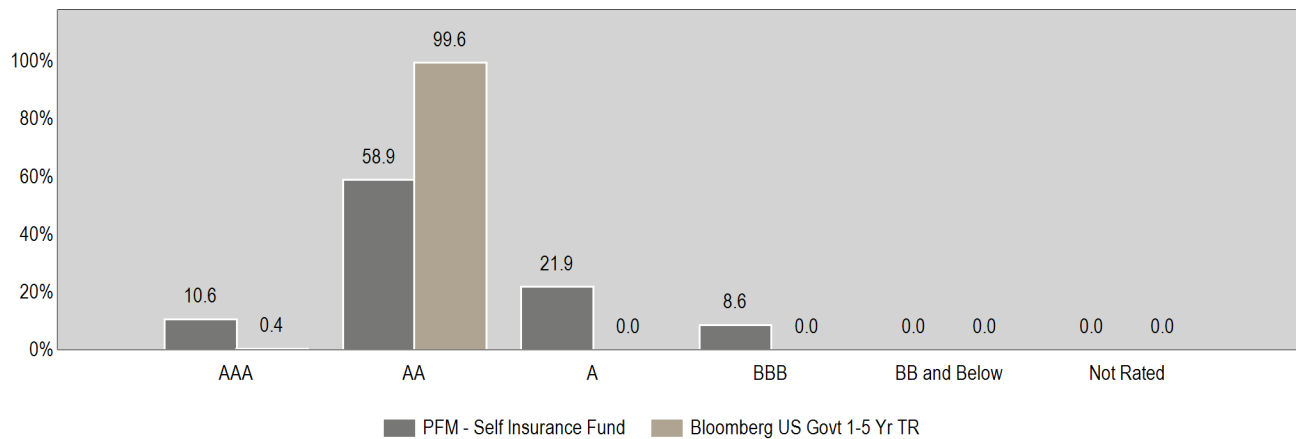
Sector

	Portfolio	Index
	Q4-22	Q4-22
UST/Agency	44.7%	99.9%
Corporate	34.8%	--
MBS	6.8%	--
ABS	7.0%	--
Foreign	5.1%	--
Muni	1.2%	--
Other	0.5%	--

Maturity

	Q4-22
<1 Year	8.9%
1-3 Years	53.7%
3-5 Years	36.9%
5-7 Years	0.5%
7-10 Years	0.0%
10-15 Years	0.0%
15-20 Years	0.0%
>20 Years	0.0%
Not Rated/Cash	0.0%

Quality Distribution



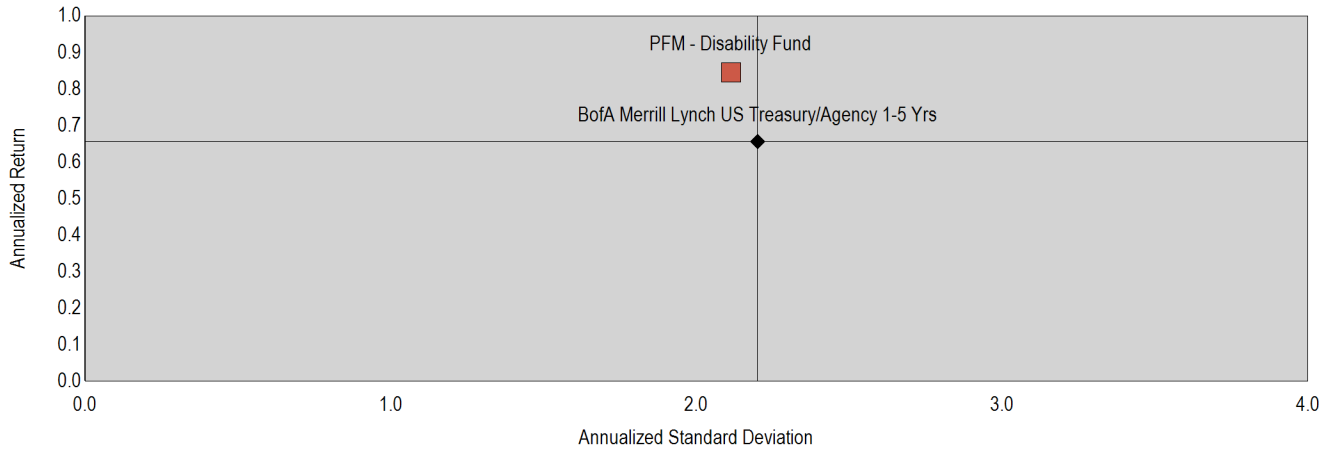
PFM - Disability Fund

As of December 31, 2022

Characteristics

Market Value: \$19.5 Million and 0.8% of Fund

Risk / Return - 5 Years



Characteristics

	Portfolio	Index
	Q4-22	Q4-22
Yield to Maturity	4.6%	4.3%
Avg. Eff. Maturity	2.6 yrs.	2.8 yrs.
Avg. Duration	2.4 yrs.	2.6 yrs.
Avg. Quality	AA	--
Region		Number Of Assets
United States		167
Other		4
Total		171

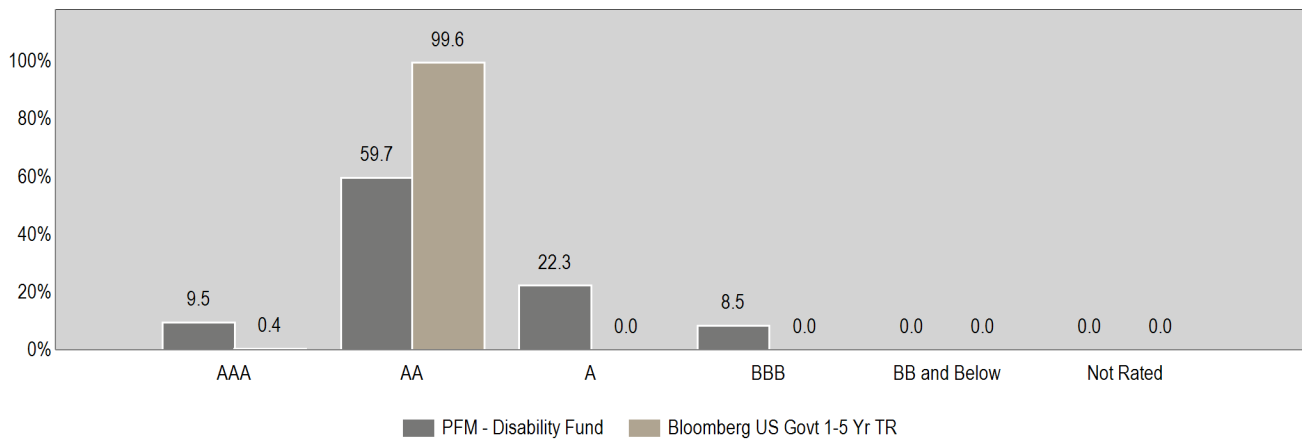
Sector

	Portfolio	Index
	Q4-22	Q4-22
UST/Agency	45.2%	99.9%
Corporate	35.9%	--
MBS	6.8%	--
ABS	5.5%	--
Foreign	5.0%	--
Muni	1.2%	--
Other	0.4%	--

Maturity

	Q4-22
<1 Year	10.4%
1-3 Years	50.0%
3-5 Years	39.1%
5-7 Years	0.5%
7-10 Years	0.0%
10-15 Years	0.0%
15-20 Years	0.0%
>20 Years	0.0%
Not Rated/Cash	0.0%

Quality Distribution



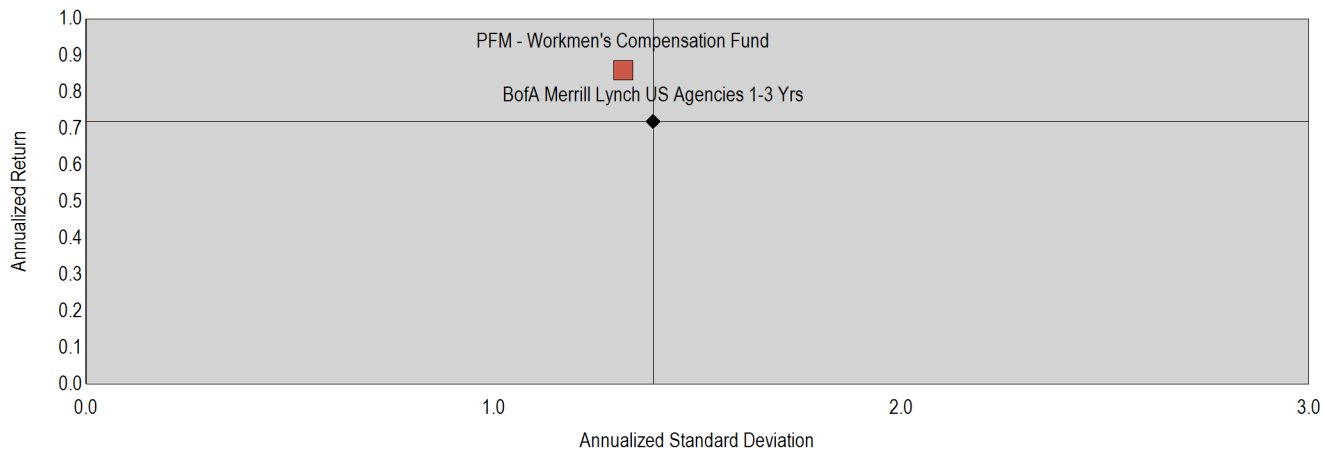
PFM - Workmen's Compensation Fund

Characteristics

As of December 31, 2022

Market Value: \$10.6 Million and 0.4% of Fund

Risk / Return - 5 Years



Characteristics

	Portfolio	Index
	Q4-22	Q4-22
Yield to Maturity	4.6%	4.4%
Avg. Eff. Maturity	1.8 yrs.	2.0 yrs.
Avg. Duration	1.7 yrs.	1.9 yrs.
Avg. Quality	AA	--
Region		Number Of Assets
United States		105
Other		4
Total		109

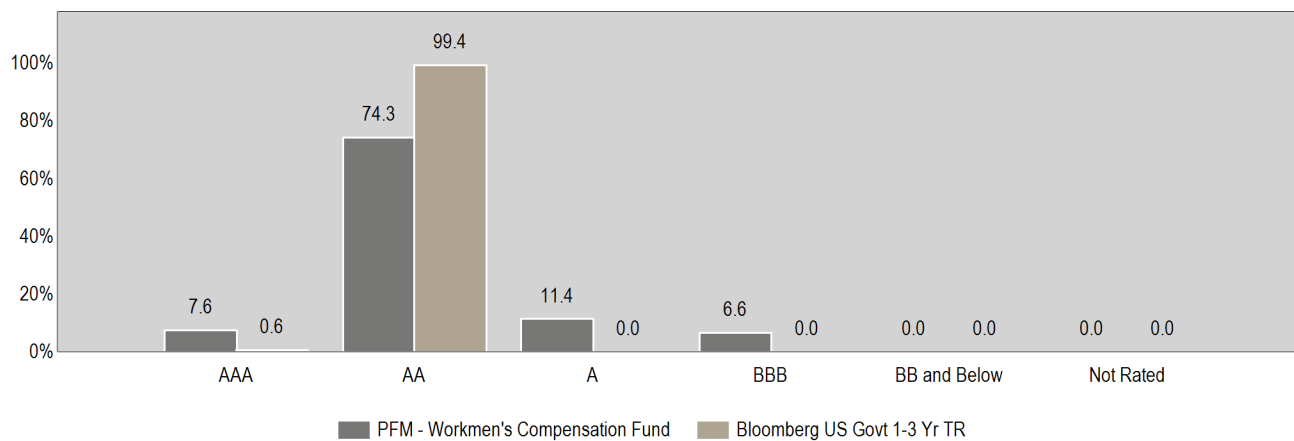
Sector

	Portfolio	Index
	Q4-22	Q4-22
UST/Agency	68.5%	99.9%
Corporate	20.4%	--
MBS	2.2%	--
ABS	3.1%	--
Foreign	4.9%	--
Muni	--	--
Other	0.9%	--

Maturity

	Q4-22
<1 Year	16.3%
1-3 Years	83.0%
3-5 Years	0.7%
5-7 Years	0.0%
7-10 Years	0.0%
10-15 Years	0.0%
15-20 Years	0.0%
>20 Years	0.0%
Not Rated/Cash	0.0%

Quality Distribution



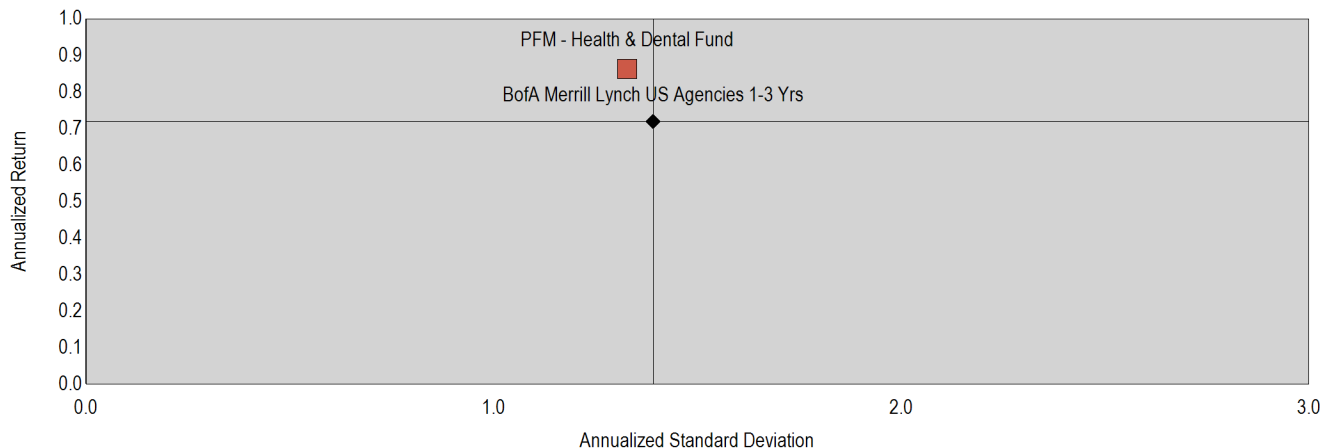
PFM - Health & Dental Fund

As of December 31, 2022

Characteristics

Market Value: \$5.2 Million and 0.2% of Fund

Risk / Return - 5 Years



Characteristics

	Portfolio	Index
	Q4-22	Q4-22
Yield to Maturity	4.6%	4.4%
Avg. Eff. Maturity	1.8 yrs.	2.0 yrs.
Avg. Duration	1.7 yrs.	1.9 yrs.
Avg. Quality	AA	--
Region		Number Of Assets
United States		97
Other		2
Total		99

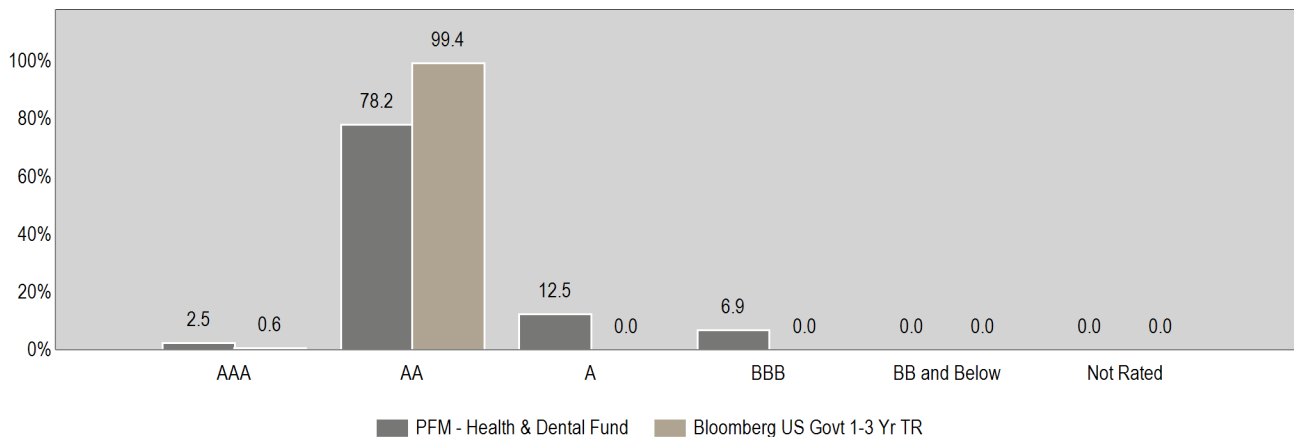
Sector

	Portfolio	Index
	Q4-22	Q4-22
UST/Agency	72.2%	99.9%
Corporate	22.1%	--
MBS	2.3%	--
ABS	0.9%	--
Foreign	1.7%	--
Muni	--	--
Other	0.9%	--

Maturity

	Q4-22
<1 Year	17.7%
1-3 Years	80.6%
3-5 Years	1.7%
5-7 Years	0.0%
7-10 Years	0.0%
10-15 Years	0.0%
15-20 Years	0.0%
>20 Years	0.0%
Not Rated/Cash	0.0%

Quality Distribution



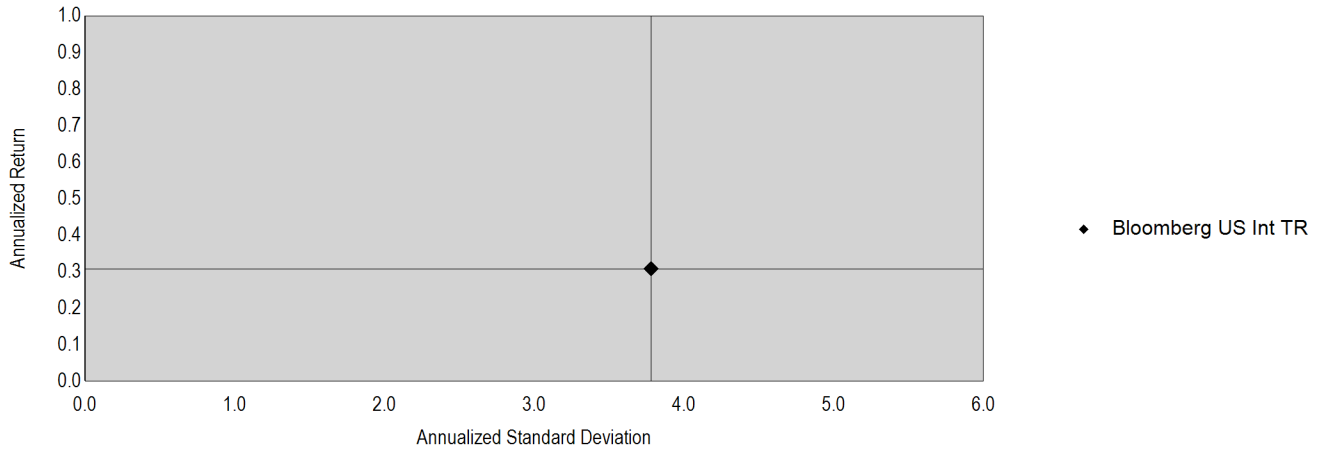
Opportunistic Composite

As of December 31, 2022

Characteristics

Market Value: \$452.0 Million and 18.5% of Fund

Risk / Return - 5 Years



Characteristics

	Portfolio	Index
	Q4-22	Q4-22
Yield to Maturity	4.7%	4.6%
Avg. Eff. Maturity	4.9 yrs.	4.6 yrs.
Avg. Duration	4.1 yrs.	4.0 yrs.
Avg. Quality	A	--

Region	Number Of Assets
United States	616
Emerging Markets	1
Other	0
Total	617

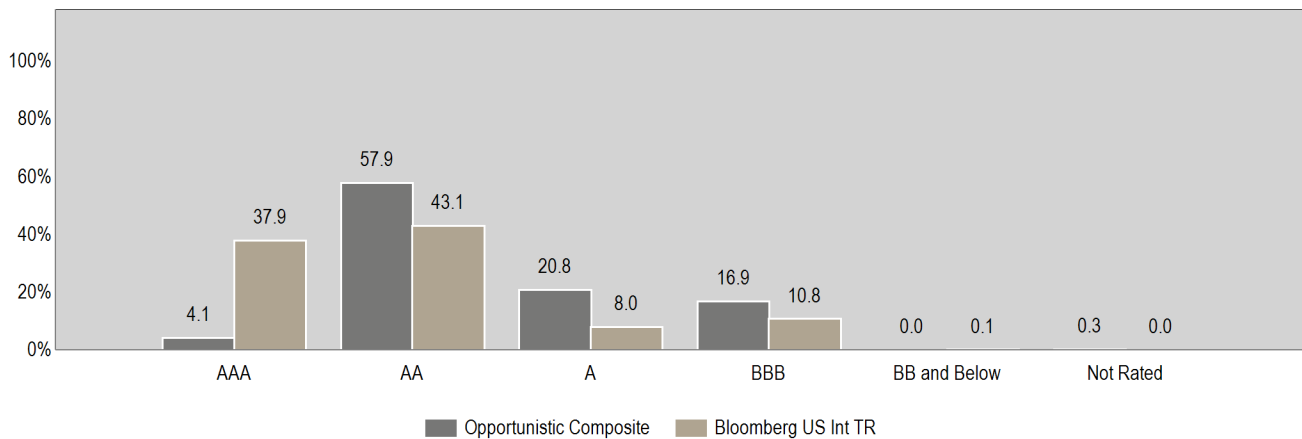
Sector

	Portfolio	Index
	Q4-22	Q4-22
UST/Agency	33.7%	41.3%
Corporate	37.4%	19.3%
MBS	22.2%	35.4%
ABS	3.5%	0.6%
Foreign	--	--
Muni	2.2%	--
Other	0.9%	--

Maturity

	Q4-22
<1 Year	10.6%
1-3 Years	18.0%
3-5 Years	26.1%
5-7 Years	19.2%
7-10 Years	24.9%
10-15 Years	1.0%
15-20 Years	0.2%
>20 Years	0.0%
Not Rated/Cash	0.0%

Quality Distribution



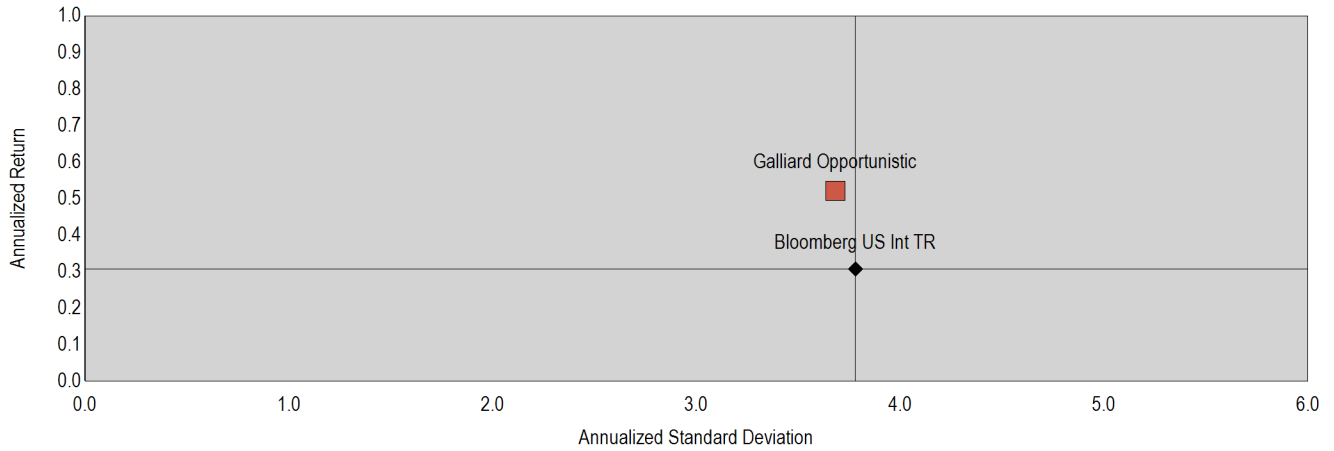
Galliard Opportunistic

As of December 31, 2022

Characteristics

Market Value: \$139.4 Million and 5.7% of Fund

Risk / Return - 5 Years



Characteristics

	Portfolio Q4-22	Index Q4-22
Yield to Maturity	4.8%	4.6%
Avg. Eff. Maturity	5.8 yrs.	4.6 yrs.
Avg. Duration	4.8 yrs.	4.0 yrs.
Avg. Quality	AA	--

Region	Number Of Assets
United States	437
Emerging Markets	1
Other	0
Total	438

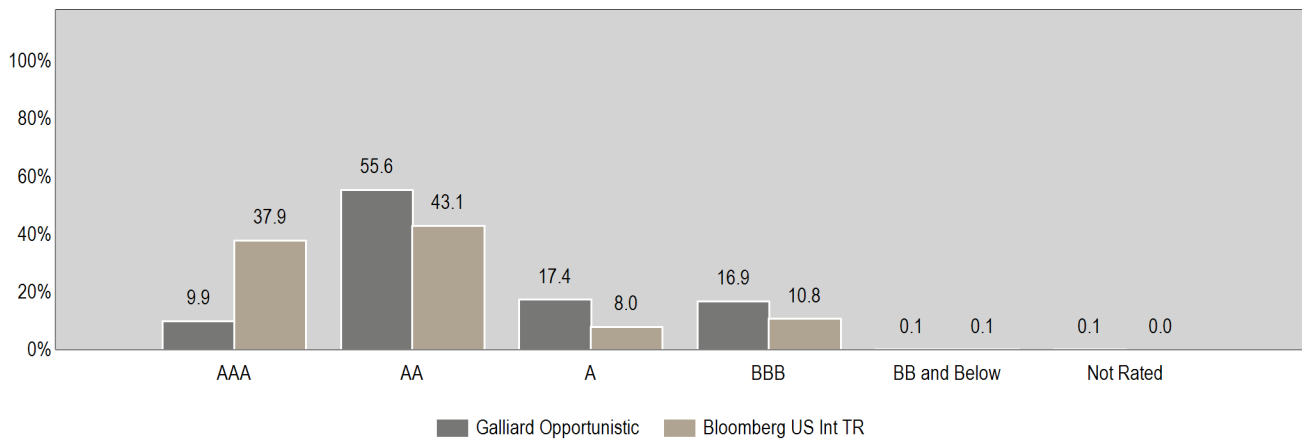
Sector

	Portfolio Q4-22	Index Q4-22
UST/Agency	20.2%	41.3%
Corporate	27.9%	19.3%
MBS	41.9%	35.4%
ABS	4.8%	0.6%
Foreign	--	--
Muni	4.8%	--
Other	0.4%	--

Maturity

	Q4-22
<1 Year	3.5%
1-3 Years	14.8%
3-5 Years	25.1%
5-7 Years	24.9%
7-10 Years	27.7%
10-15 Years	3.4%
15-20 Years	0.6%
>20 Years	0.0%
Not Rated/Cash	0.0%

Quality Distribution



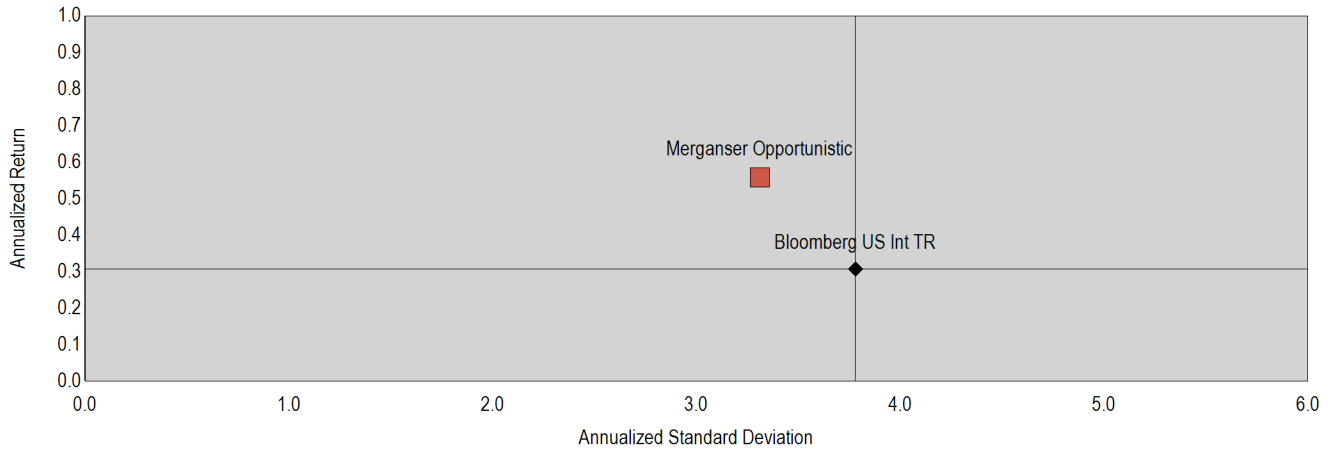
Merganser Opportunistic

As of December 31, 2022

Characteristics

Market Value: \$139.8 Million and 5.7% of Fund

Risk / Return - 5 Years



Characteristics

	Portfolio Q4-22	Index Q4-22
Yield to Maturity	4.7%	4.6%
Avg. Eff. Maturity	4.7 yrs.	4.6 yrs.
Avg. Duration	3.8 yrs.	4.0 yrs.
Avg. Quality	A	--

Region	Number Of Assets
United States	129
Other	0
Total	129

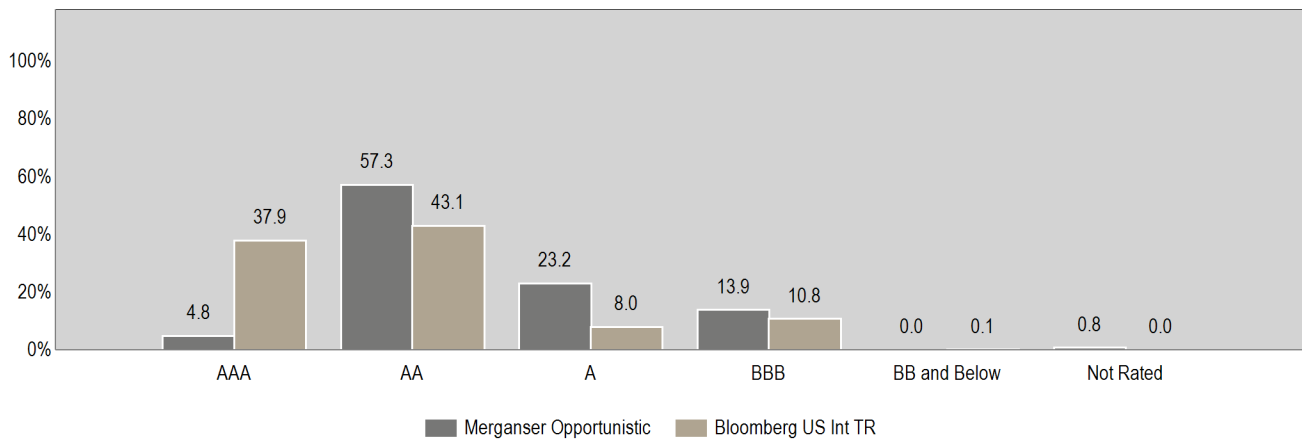
Sector

	Portfolio Q4-22	Index Q4-22
UST/Agency	26.0%	41.3%
Corporate	37.0%	19.3%
MBS	30.3%	35.4%
ABS	6.7%	0.6%
Foreign	--	--
Muni	--	--
Other	0.0%	--

Maturity

	Q4-22
<1 Year	7.2%
1-3 Years	23.9%
3-5 Years	23.8%
5-7 Years	21.4%
7-10 Years	23.7%
10-15 Years	0.0%
15-20 Years	0.0%
>20 Years	0.0%
Not Rated/Cash	0.0%

Quality Distribution



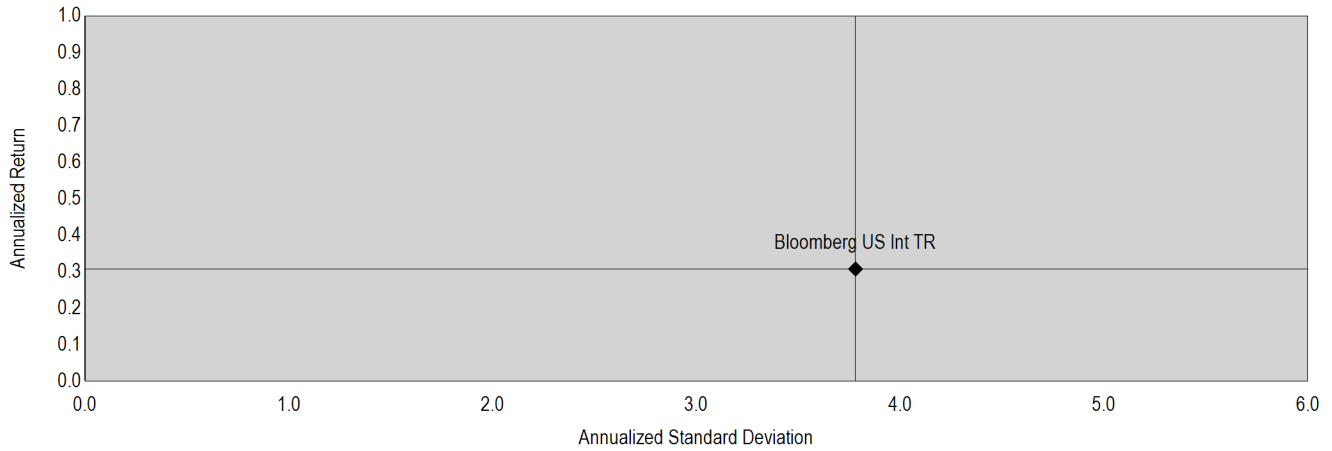
Fort Washington Active Fixed Income

As of December 31, 2022

Characteristics

Market Value: \$172.9 Million and 7.1% of Fund

Risk / Return - 5 Years



Characteristics

	Portfolio	Index
	Q4-22	Q4-22
Yield to Maturity	4.7%	4.6%
Avg. Eff. Maturity	4.2 yrs.	4.6 yrs.
Avg. Duration	3.7 yrs.	4.0 yrs.
Avg. Quality	A	--
Region		Number Of Assets
United States		68
Other		0
Total		68

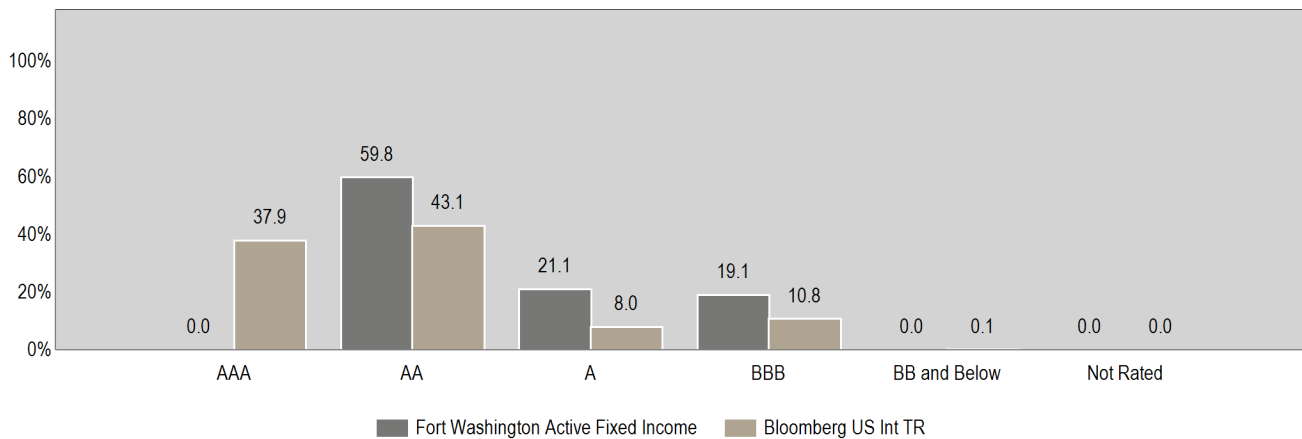
Sector

	Portfolio	Index
	Q4-22	Q4-22
UST/Agency	50.7%	41.3%
Corporate	45.4%	19.3%
MBS	--	35.4%
ABS	--	0.6%
Foreign	--	--
Muni	1.8%	--
Other	2.1%	--

Maturity

	Q4-22
<1 Year	18.5%
1-3 Years	15.7%
3-5 Years	28.7%
5-7 Years	13.4%
7-10 Years	23.8%
10-15 Years	0.0%
15-20 Years	0.0%
>20 Years	0.0%
Not Rated/Cash	0.0%

Quality Distribution



Total Fund Composite

As of December 31, 2022

Downgrades

Market Value: \$2,449.9 Million and 100.0% of Fund

SBHD Operating Funds - YTD Downgrades

Downgraded to Below Investment Grade

<u>Portfolio</u>	<u>Issuer</u>	<u>Downgrade Date</u>	<u>% of Portfolio</u>	<u>Latest Downgrade (S&P)</u>	<u>Latest Downgrade (Moody's)</u>	<u>Recommendation</u>
Merganser Opportunistic	Office Properties Income Trust 4 1/2 02/01/25	11/16/2022	0.80%	BBB-	Ba1	Sell
Galliard Intermediate	Maxim Integrated Products, Inc. 6/15/2027	11/4/2022	0.15%	NR	NR	Hold
Lord Abbett Short Duration	HCA Inc. 5 1/4 04/15/25	6/15/2022	0.84%	BB+	---	Hold
Galliard Opportunistic	SLM Student Loan Trust 2010-1	4/21/2022	0.06%	B	Ba3	Hold
Galliard Intermediate	SLM Student Loan Trust 2010-1	4/21/2022	0.05%	B	Ba3	Hold
Galliard Opportunistic	SLMA 2010-1 A 0.5086	3/31/2022	0.03%	B	Baa3	Hold
Galliard Intermediate	SLMA 2010-1 A 0.5086	3/31/2022	0.04%	B	Baa3	Hold

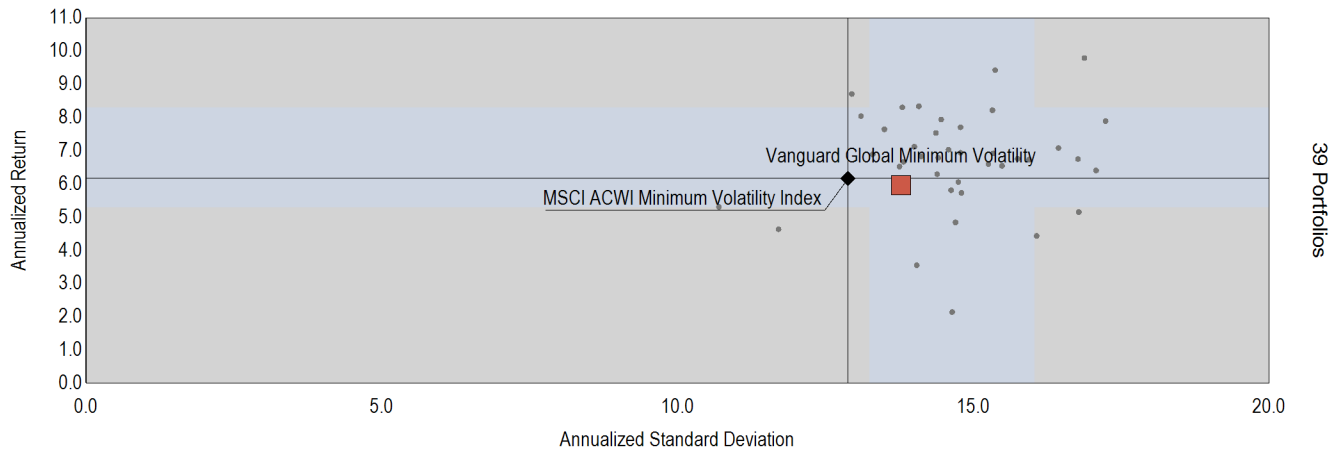
Vanguard Global Minimum Volatility

Characteristics

As of December 31, 2022

Market Value: \$248.5 Million and 10.1% of Fund

Risk / Return - 4 Years



Characteristics

	Portfolio	MSCI ACWI	Region	% of Total	% of Bench
Number of Holdings	304	2,883	North America ex U.S.	6.0%	3.1%
Weighted Avg. Market Cap. (\$B)	72.3	274.2	United States	54.8%	60.4%
Median Market Cap. (\$B)	8.9	11.9	Europe Ex U.K.	6.2%	12.5%
Price To Earnings	17.9	16.1	United Kingdom	1.7%	3.9%
Price To Book	2.9	3.2	Pacific Basin Ex Japan	7.6%	3.2%
Price To Sales	1.8	1.9	Japan	11.2%	5.6%
Return on Equity (%)	19.2	22.0	Emerging Markets	10.7%	11.1%
Yield (%)	3.0	2.4	Other	1.8%	0.3%
Beta	0.7	1.0	Total	100.0%	100.0%
R-Squared	0.9	1.0			

Characteristics

	Portfolio	MSCI ACWI
INDUSTRY SECTOR DISTRIBUTION (% Equity)		
Energy	2.2	5.6
Materials	3.6	5.0
Industrials	8.5	10.2
Consumer Discretionary	7.1	10.4
Consumer Staples	11.4	7.7
Health Care	16.8	13.4
Financials	14.6	15.2
Information Technology	14.0	20.0
Communication Services	7.9	6.8
Utilities	7.3	3.2
Real Estate	2.6	2.6
Unclassified	0.2	0.0

Market Capitalization

	Small Cap	Mid Cap	Large Cap
Vanguard Global Minimum Volatility	16.2%	24.4%	59.4%
MSCI ACWI	5.1%	16.3%	78.6%
Weight Over/Under	11.1%	8.1%	-19.2%

Total Fund Composite

Fee Schedule

Market Value: \$2,449.9 Million and 100.0% of Fund

Asset Class	Investment Manager	Fee Schedule	Expense Ratio & Estimated Annual Fee ¹	Industry Median ²
Short-Term Govt. Fixed Income	Smith Graham Low Duration	0.20% on the first \$25 million 0.15% on the next \$25 million 0.10% on the balance	0.13% \$153,779	0.25%
Short-Term Govt. Fixed Income	Lord Abbett Short Duration	0.13% on the first \$50 million 0.10% on the next \$150 million 0.08% on the Balance (Aggregated)	0.09% \$110,511	0.20%
Int. Govt. Fixed Income	Lord Abbett Intermediate Bond	0.13% on the first \$50 million 0.10% on the next \$150 million 0.08% on the Balance (Aggregated)	0.09% \$196,895	0.22%
Int. Govt. Fixed Income	Fort Washington Intermediate Bond	0.15% on the first \$100 million 0.10% on the Balance (Aggregated)	0.11% \$208,176	0.22%
Opportunistic Fixed Income	Fort Washington Active Fixed Income	0.15% on the first \$100 million 0.10% on the Balance (Aggregated)	0.11% \$197,188	0.22%
Int. Govt. Fixed Income	Galliard Intermediate Government	0.20% on the first \$50 million 0.15% on the next \$150 million 0.13% on the next \$300 million 0.10% on the balance	0.16% \$348,152	0.22%
Opportunistic Fixed Income	Galliard Opportunistic	0.20% on the first \$50 million 0.15% on the next \$150 million 0.13% on the next \$300 million 0.10% on the balance	0.17% \$234,058	0.25%
Int. Govt. Fixed Income	Merganser Intermediate Bond	0.20% on the first \$50 million 0.15% on the next \$100 million 0.10% on the balance	0.15% \$312,564	0.22%
Opportunistic Fixed Income	Merganser Opportunistic	0.20% on the first \$50 million 0.15% on the next \$100 million 0.10% on the balance	0.17% \$234,706	0.25%
Int. Govt. Fixed Income	PFM - Self Insurance Fund	0.08% on the first \$100 million 0.07% on the balance	0.08% \$35,163	0.30%
Int. Govt. Fixed Income	PFM - Disability Fund	0.08% on the first \$100 million 0.07% on the balance	0.08% \$15,569	0.30%
Int. Govt. Fixed Income	PFM - Workmen's Compensation Fund	0.08% on the first \$100 million 0.07% on the balance	0.08% \$8,498	0.30%
Int. Govt. Fixed Income	PFM - Health & Dental Fund	0.08% on the first \$100 million 0.07% on the balance	0.08% \$4,173	0.30%
Global Low-Volatility	Vanguard Global Minimum Volatility	0.15% on the Balance	0.15% \$372,780	0.36%
Defensive Equity	Parametric Global Defensive Equity	0.45% on the Balance	0.45% \$1,092,818	0.39%
Cash & Equivalents	PNC Treasury Management	0.10% on the balance	0.10% \$370,061	0.20%
Total Investment Management Fees			0.16% \$3,895,091	0.25%

¹ Expense Ratio & Estimated Annual Fee are Based on Market Value at Quarter End.

² Source: 2019 Marquette Associates Investment Management Fee Study.

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Executive Summary

December 31, 2022

Market Value: \$1,190.0 Million and 100.0% of Fund

Investment Manager	Asset Class	Status	Reason
MetWest Total Return Bond	Core Fixed Income	In Compliance	---
Vanguard Inflation Protected Securities Fund	TIPS	In Compliance	---
American Beacon Large Cap Value Fund	Large-Cap Value	In Compliance	---
Fidelity Spartan 500 Index	Large-Cap Core	In Compliance	---
Neuberger Berman Socially Responsive Investing	Large-Cap Core	In Compliance	---
Vanguard Russell 1000 Growth Index	Large-Cap Growth	In Compliance	---
Vanguard S&P Mid-Cap 400 Index Fund	Mid-Cap Core	In Compliance	---
Dimensional US Targeted Value Strategy	Small-Cap Value	In Compliance	---
T. Rowe Price New Horizons	Small-Cap Growth	In Compliance	---
Dodge & Cox International	Non-U.S. Large-Cap Core	In Compliance	---
Vanguard International-Growth	Non-U.S. Large-Cap Growth	In Compliance	---
JPMorgan SmartRetirement Blend Income	Target Date	In Compliance	---
JPMorgan SmartRetirement Blend 2020	Target Date	In Compliance	---
JPMorgan SmartRetirement Blend 2025	Target Date	In Compliance	---
JPMorgan SmartRetirement Blend 2030	Target Date	In Compliance	---
JPMorgan SmartRetirement Blend 2035	Target Date	In Compliance	---
JPMorgan SmartRetirement Blend 2040	Target Date	In Compliance	---
JPMorgan SmartRetirement Blend 2045	Target Date	In Compliance	---
JPMorgan SmartRetirement Blend 2050	Target Date	In Compliance	---
JPMorgan SmartRetirement Blend 2055	Target Date	In Compliance	---
JPMorgan SmartRetirement Blend 2060	Target Date	In Compliance	---

Open-End Investment Manager Evaluation Terminology

The following terminology has been developed by Marquette Associates to facilitate efficient communication among the Investment Manager, Investment Consultant, and the Plan Sponsor. Each term signifies a particular status with the Fund and any conditions that may require improvement. In each case, communication is made only after consultation with the Trustees and/or the Investment Committee of the Plan.

In Compliance – Marquette has not been notified of any issues or changes to the investment manager that would materially impede upon its ability to execute the investment strategy or adhere to any applicable investment guidelines.

Alert – The investment manager has experienced a problem in performance (usually relative to a benchmark), a change in investment characteristics, an alteration in management style, ownership, or key investment professionals, and/or any other irregularities that may impede upon its ability to execute the investment strategy or adhere to any applicable investment guidelines.

On Notice – The investment manager has experienced continued concern with one or more Alert issues. Failure to improve upon stated issues within a certain time frame may justify termination.

Termination – The investment manager has been terminated and transition plans are in place.

Interpreting and Understanding This Report

This Report, including all data, information, calculations and comments contained in the pages herein, should be viewed in its entirety.

Total Fund Composite

Market Value: \$1,190.0 Million and 100.0% of Fund

Ending December 31, 2022

	Asset Class	Market Value	% of Portfolio
Total Fund Composite		\$1,189,956,488	100.0%
Transamerica Stable Value	Stable Value	\$863,387	0.1%
Transamerica Guaranteed Investment Option	Stable Value	\$153,560,910	12.9%
MetWest Total Return Bond	Core Fixed Income	\$27,876,193	2.3%
Vanguard Inflation Protected Securities Fund	TIPS	\$14,961,041	1.3%
American Beacon Large Cap Value Fund	Large-Cap Value	\$20,466,554	1.7%
Fidelity Spartan 500 Index	Large-Cap Core	\$73,624,206	6.2%
Neuberger Berman Socially Responsive Investing	Large-Cap Core	\$10,645,104	0.9%
Vanguard Russell 1000 Growth Index	Large-Cap Growth	\$45,613,168	3.8%
Vanguard S&P Mid-Cap 400 Index Fund	Mid-Cap Core	\$31,710,957	2.7%
Dimensional US Targeted Value Strategy	Small-Cap Value	\$17,914,106	1.5%
T. Rowe Price New Horizons	Small-Cap Growth	\$33,780,308	2.8%
Dodge & Cox International	Non-U.S. Large-Cap Core	\$20,356,253	1.7%
Vanguard International-Growth	Non-U.S. Large-Cap Growth	\$21,044,195	1.8%
JPMorgan Target Date Funds		\$701,566,805	59.0%
JPMorgan SmartRetirement Blend Income	Target Date	\$41,065,304	3.5%
JPMorgan SmartRetirement Blend 2020	Target Date	\$77,496,342	6.5%
JPMorgan SmartRetirement Blend 2025	Target Date	\$117,480,052	9.9%
JPMorgan SmartRetirement Blend 2030	Target Date	\$119,468,908	10.0%
JPMorgan SmartRetirement Blend 2035	Target Date	\$99,300,750	8.3%
JPMorgan SmartRetirement Blend 2040	Target Date	\$76,206,652	6.4%
JPMorgan SmartRetirement Blend 2045	Target Date	\$68,082,026	5.7%
JPMorgan SmartRetirement Blend 2050	Target Date	\$61,459,433	5.2%
JPMorgan SmartRetirement Blend 2055	Target Date	\$30,300,123	2.5%
JPMorgan SmartRetirement Blend 2060	Target Date	\$10,707,215	0.9%
Charles Schwab Personal Choice	Self-Directed Brokerage	\$15,973,301	1.3%

Investment Manager

Annualized Performance (Net of Fees)

Market Value: \$1,190.0 Million and 100.0% of Fund

Ending December 31, 2022

	3 Mo	1 Yr	2 Yrs	3 Yrs	4 Yrs	5 Yrs	7 Yrs	10 Yrs
Transamerica Guaranteed Investment Option	0.5	2.2	2.2	2.0	2.0	1.8	1.6	1.4
91 Day T-Bills	0.8	1.5	0.7	0.6	1.0	1.2	1.0	0.7
MetWest Total Return Bond	1.7	-14.8	-8.2	-2.8	0.1	0.1	0.9	1.3
Bloomberg US Aggregate TR	1.9	-13.0	-7.5	-2.7	0.0	0.0	0.9	1.1
Intermediate Core Bond MStar MF Rank	42	91	90	64	54	39	61	30
Vanguard Inflation Protected Securites Fund	1.8	-11.9	-3.5	1.1	2.8	2.0	2.5	1.0
Bloomberg US TIPS 1-10 Yr TR	1.6	-7.3	-1.0	2.0	3.2	2.5	2.6	1.0
Inflation-Protected Bond MStar MF Rank	66	62	57	62	54	55	33	41
American Beacon Large Cap Value Fund	14.5	-5.3	10.1	7.8	12.9	7.4	9.9	10.5
Russell 1000 Value	12.4	-7.5	7.6	6.0	10.8	6.7	9.1	10.3
Large Value MStar MF Rank	19	50	37	43	26	52	42	52
Fidelity Spartan 500 Index	7.6	-18.1	2.6	7.6	13.2	9.4	11.5	12.6
S&P 500	7.6	-18.1	2.7	7.7	13.2	9.4	11.5	12.6
Large Blend MStar MF Rank	54	48	41	36	31	27	18	17
Neuberger Berman Socially Responsive Investing	8.6	-18.5	0.4	6.4	11.0	7.5	9.4	11.1
MSCI KLD 400 Social Index	7.7	-21.8	1.2	7.3	12.8	9.2	10.9	12.3
S&P 500	7.6	-18.1	2.7	7.7	13.2	9.4	11.5	12.6
Large Blend MStar MF Rank	39	61	83	75	87	79	82	75
Vanguard Russell 1000 Growth Index	2.2	-29.2	-5.0	7.7	14.2	10.9	12.9	14.0
Russell 1000 Growth	2.2	-29.1	-4.9	7.8	14.3	11.0	12.9	14.1
Large Growth MStar MF Rank	64	43	38	17	12	15	11	11
Vanguard S&P Mid-Cap 400 Index Fund	10.8	-13.1	4.1	7.2	11.6	6.6	9.9	10.7
S&P 400 MidCap	10.8	-13.1	4.1	7.2	11.7	6.7	9.9	10.8
Mid-Cap Blend MStar MF Rank	22	24	32	26	40	36	17	20
Dimensional US Targeted Value Strategy	12.6	-4.6	15.1	11.2	13.7	7.0	10.0	10.5
Russell 2000 Value	8.4	-14.5	4.7	4.7	8.9	4.1	8.2	8.5
Small Value MStar MF Rank	27	14	9	14	16	23	19	17
T. Rowe Price New Horizons	0.5	-37.0	-16.9	2.9	10.7	9.3	12.0	13.9
Russell 2000 Growth	4.1	-26.4	-13.0	0.6	7.0	3.5	7.1	9.2
Small Growth MStar MF Rank	88	84	78	56	33	17	9	3
Dodge & Cox International	16.0	-6.8	1.7	1.9	6.7	1.2	5.2	4.8
MSCI EAFE Value	19.6	-5.6	2.3	0.6	4.3	0.2	3.7	3.5
Foreign Large Value MStar MF Rank	85	28	39	40	21	33	19	22
Vanguard International-Growth	12.6	-30.8	-17.1	3.1	9.6	4.8	9.1	7.8
MSCI EAFE Growth	15.0	-22.9	-7.4	0.5	6.7	2.5	5.1	5.6
Foreign Large Growth MStar MF Rank	73	83	95	9	9	12	1	8

Investment Manager

Annualized Performance (Net of Fees)

Market Value: \$1,190.0 Million and 100.0% of Fund

Ending December 31, 2022

	3 Mo	1 Yr	2 Yrs	3 Yrs	4 Yrs	5 Yrs	7 Yrs	10 Yrs
JPMorgan Target Date Funds								
JPMorgan SmartRetirement Blend Income	4.6	-13.7	-4.2	0.2	3.5	2.0	3.7	3.7
Target Date Retirement Mstar MF Median	3.8	-12.8	-4.4	0.1	3.3	2.1	3.5	3.5
Target Date Retirement Mstar MF Rank	23	62	31	46	45	52	35	39
JPMorgan SmartRetirement Blend 2020	4.6	-13.7	-4.2	0.4	3.9	2.2	4.4	4.9
Target Date 2020 Mstar MF Median	5.5	-14.3	-3.4	1.2	5.3	3.2	5.3	5.6
Target Date 2020 Mstar MF Rank	85	32	59	93	88	93	92	89
JPMorgan SmartRetirement Blend 2025	5.7	-15.2	-3.9	1.0	5.0	2.8	5.2	5.7
Target Date 2025 Mstar MF Median	5.8	-15.5	-3.6	1.4	5.6	3.5	5.7	5.9
Target Date 2025 Mstar MF Rank	53	43	54	83	79	83	76	65
JPMorgan SmartRetirement Blend 2030	6.8	-16.1	-3.4	1.6	6.0	3.3	5.9	6.4
Target Date 2030 Mstar MF Median	6.7	-16.4	-3.2	2.1	6.7	4.0	6.3	6.7
Target Date 2030 Mstar MF Rank	41	37	54	73	76	78	76	62
JPMorgan SmartRetirement Blend 2035	7.8	-16.7	-2.5	2.3	7.0	3.9	6.6	7.1
Target Date 2035 Mstar MF Median	7.6	-17.2	-2.8	2.8	7.4	4.4	6.8	7.2
Target Date 2035 Mstar MF Rank	37	36	27	77	75	71	74	56
JPMorgan SmartRetirement Blend 2040	8.6	-17.2	-2.0	2.8	7.7	4.3	7.1	7.6
Target Date 2040 Mstar MF Median	8.4	-17.8	-2.4	3.4	8.2	4.7	7.3	7.7
Target Date 2040 Mstar MF Rank	34	35	32	78	77	74	66	55
JPMorgan SmartRetirement Blend 2045	9.2	-17.6	-1.5	3.2	8.1	4.6	7.4	7.7
Target Date 2045 Mstar MF Median	9.0	-18.2	-2.1	3.6	8.7	5.0	7.7	8.0
Target Date 2045 Mstar MF Rank	30	35	24	82	81	74	75	64
JPMorgan SmartRetirement Blend 2050	9.4	-17.6	-1.5	3.2	8.2	4.7	7.4	7.8
Target Date 2050 Mstar MF Median	9.2	-18.3	-2.2	3.6	8.8	5.1	7.8	8.0
Target Date 2050 Mstar MF Rank	36	29	24	84	84	79	75	79
JPMorgan SmartRetirement Blend 2055	9.4	-17.6	-1.5	3.2	8.2	4.7	7.4	7.7
Target Date 2055 Mstar MF Median	9.3	-18.4	-2.1	3.7	8.9	5.1	7.8	8.1
Target Date 2055 Mstar MF Rank	36	24	22	83	83	76	78	86
JPMorgan SmartRetirement Blend 2060	9.4	-17.4	-1.4	--	--	--	--	--
Target Date 2060 Mstar MF Median	9.3	-18.4	-2.0	3.7	8.9	5.3	7.9	--
Target Date 2060 Mstar MF Rank	40	20	23	--	--	--	--	--

Investment Manager

Calendar Performance (Net of Fees)

Market Value: \$1,190.0 Million and 100.0% of Fund

Calendar Year

	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Transamerica Guaranteed Investment Option	2.2	2.3	1.6	1.8	1.3	1.0	1.0	1.0	1.0	1.0	1.0
<i>91 Day T-Bills</i>	1.5	0.0	0.5	2.1	1.9	0.9	0.3	0.0	0.0	0.0	0.1
MetWest Total Return Bond	-14.8	-1.1	9.1	9.1	0.2	3.4	2.5	0.3	6.0	0.5	11.5
<i>Bloomberg US Aggregate TR</i>	-13.0	-1.5	7.5	8.7	0.0	3.5	2.6	0.6	6.0	-2.0	4.2
<i>Intermediate Core Bond MStar MF Rank</i>	91	33	24	29	26	70	77	43	35	10	7
Vanguard Inflation Protected Securities Fund	-11.9	5.7	11.0	8.2	-1.4	3.0	4.6	-1.7	4.1	-8.8	6.9
<i>Bloomberg US TIPS 1-10 Yr TR</i>	-7.3	5.7	8.4	6.9	-0.3	1.9	4.0	-2.5	-3.6	-2.4	2.9
<i>Inflation-Protected Bond MStar MF Rank</i>	62	40	29	47	53	43	46	49	7	68	37
American Beacon Large Cap Value Fund	-5.3	28.0	3.3	29.7	-12.0	17.1	16.0	-6.1	10.6	34.9	19.1
<i>Russell 1000 Value</i>	-7.5	25.2	2.8	26.5	-8.3	13.7	17.3	-3.8	13.5	32.5	17.5
<i>Large Value MStar MF Rank</i>	50	33	46	12	84	38	33	81	59	25	13
Fidelity Spartan 500 Index	-18.1	28.7	18.4	31.5	-4.4	21.8	12.0	1.4	13.7	32.4	16.0
<i>S&P 500</i>	-18.1	28.7	18.4	31.5	-4.4	21.8	12.0	1.4	13.7	32.4	16.0
<i>Large Blend MStar MF Rank</i>	48	23	38	25	22	32	27	24	21	44	40
Neuberger Berman Socially Responsive Investing	-18.5	23.6	19.6	26.1	-5.6	18.8	10.3	-0.2	10.7	38.5	11.1
<i>MSCI KLD 400 Social Index</i>	-21.8	31.1	20.5	30.9	-4.0	20.9	10.2	0.9	12.7	36.2	12.8
<i>S&P 500</i>	-18.1	28.7	18.4	31.5	-4.4	21.8	12.0	1.4	13.7	32.4	16.0
<i>Large Blend MStar MF Rank</i>	61	84	27	81	52	75	56	52	67	8	89
Vanguard Russell 1000 Growth Index	-29.2	27.5	38.4	36.3	-1.6	30.1	7.0	5.6	13.0	33.4	15.2
<i>Russell 1000 Growth</i>	-29.1	27.6	38.5	36.4	-1.5	30.2	7.1	5.7	13.0	33.5	15.3
<i>Large Growth MStar MF Rank</i>	43	18	36	22	52	38	21	42	27	57	54
Vanguard S&P Mid-Cap 400 Index Fund	-13.1	24.7	13.6	26.1	-11.1	16.2	20.7	-2.2	9.7	33.4	17.8
<i>S&P 400 MidCap</i>	-13.1	24.8	13.7	26.2	-11.1	16.2	20.7	-2.2	9.8	33.5	17.9
<i>Mid-Cap Blend MStar MF Rank</i>	24	41	39	57	44	44	4	23	34	61	39
Dimensional US Targeted Value Strategy	-4.6	38.8	3.8	21.5	-15.8	9.6	26.9	-5.7	2.9	43.0	19.2
<i>Russell 2000 Value</i>	-14.5	28.3	4.6	22.4	-12.9	7.8	31.7	-7.5	4.2	34.5	18.1
<i>Small Value MStar MF Rank</i>	14	9	52	60	53	48	36	50	76	11	24
T. Rowe Price New Horizons	-37.0	9.7	57.7	37.7	4.0	31.5	7.8	4.5	6.1	49.1	16.2
<i>Russell 2000 Growth</i>	-26.4	2.8	34.6	28.5	-9.3	22.2	11.3	-1.4	5.6	43.3	14.6
<i>Small Growth MStar MF Rank</i>	84	54	20	11	7	8	72	9	21	12	26

Investment Manager

Calendar Performance (Net of Fees)

Market Value: \$1,190.0 Million and 100.0% of Fund

	Calendar Year										
	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Dodge & Cox International	-6.8	11.0	2.1	22.8	-18.0	23.9	8.3	-11.4	0.1	26.3	21.0
Foreign Large Value MStar MF Median	-9.2	12.8	2.4	18.1	-16.5	23.2	2.7	-1.8	-5.7	22.3	17.2
Foreign Large Value MStar MF Rank	28	65	54	1	81	43	18	95	2	15	17
Vanguard International-Growth	-30.8	-0.7	59.7	31.5	-12.6	43.2	1.8	-0.5	-5.5	23.1	20.2
Foreign Large Growth MStar MF Median	-24.8	8.8	22.4	28.3	-14.0	30.9	-1.9	1.4	-3.4	19.3	19.0
Foreign Large Growth MStar MF Rank	83	89	2	23	38	6	14	76	73	20	31
JPMorgan Target Date Funds											
JPMorgan SmartRetirement Blend Income	-13.7	6.3	9.6	14.1	-3.8	10.7	5.8	-0.7	4.7	7.4	--
Target Date Retirement Mstar MF Median	-12.8	6.0	9.9	13.3	-3.1	9.3	5.3	-0.9	5.0	7.7	9.6
Target Date Retirement Mstar MF Rank	62	43	55	33	69	21	26	45	56	56	--
JPMorgan SmartRetirement Blend 2020	-13.7	6.4	10.1	15.5	-4.5	13.4	6.8	-0.7	6.3	13.0	--
Target Date 2020 Mstar MF Median	-14.3	8.7	12.1	16.3	-4.2	13.0	6.5	-1.1	5.1	13.3	12.2
Target Date 2020 Mstar MF Rank	32	86	80	76	59	43	37	37	15	53	--
JPMorgan SmartRetirement Blend 2025	-15.2	9.1	11.3	18.3	-5.7	15.6	7.2	-0.7	6.7	15.6	--
Target Date 2025 Mstar MF Median	-15.5	9.9	13.3	18.8	-5.2	15.2	7.2	-1.2	5.2	16.7	13.3
Target Date 2025 Mstar MF Rank	43	70	80	67	74	38	51	28	18	62	--
JPMorgan SmartRetirement Blend 2030	-16.1	11.3	12.2	20.4	-6.6	17.4	7.9	-0.8	6.9	18.0	--
Target Date 2030 Mstar MF Median	-16.4	11.5	14.1	20.9	-6.2	17.1	7.4	-1.1	5.4	19.3	13.9
Target Date 2030 Mstar MF Rank	37	59	74	66	64	40	35	48	14	55	--
JPMorgan SmartRetirement Blend 2035	-16.7	14.1	12.6	22.3	-7.4	18.9	8.3	-1.0	6.9	20.0	--
Target Date 2035 Mstar MF Median	-17.2	14.0	14.6	22.5	-6.9	18.8	8.0	-1.4	5.5	20.9	15.3
Target Date 2035 Mstar MF Rank	36	46	84	60	61	47	42	37	13	70	--
JPMorgan SmartRetirement Blend 2040	-17.2	15.9	13.0	23.8	-8.0	20.3	8.8	-1.1	7.0	21.0	--
Target Date 2040 Mstar MF Median	-17.8	16.0	15.4	23.9	-7.5	19.9	8.1	-1.3	5.6	23.0	15.2
Target Date 2040 Mstar MF Rank	35	53	80	54	57	45	21	47	22	61	--
JPMorgan SmartRetirement Blend 2045	-17.6	17.7	13.1	24.6	-8.3	20.5	8.8	-1.0	7.0	21.0	--
Target Date 2045 Mstar MF Median	-18.2	16.6	15.8	25.1	-8.0	21.0	8.3	-1.5	5.7	23.5	15.7
Target Date 2045 Mstar MF Rank	35	23	85	63	61	69	40	41	21	83	--
JPMorgan SmartRetirement Blend 2050	-17.6	17.8	13.4	24.6	-8.3	20.5	8.8	-1.1	7.0	21.1	--
Target Date 2050 Mstar MF Median	-18.3	17.1	15.9	25.3	-8.3	21.4	8.3	-1.3	5.8	23.8	15.8
Target Date 2050 Mstar MF Rank	29	31	82	69	46	74	36	47	23	81	--
JPMorgan SmartRetirement Blend 2055	-17.6	17.8	13.2	24.7	-8.4	20.4	8.8	-1.0	7.2	20.4	--
Target Date 2055 Mstar MF Median	-18.4	17.4	15.9	25.2	-8.4	21.5	8.4	-1.4	6.0	23.9	15.8
Target Date 2055 Mstar MF Rank	24	33	87	75	50	82	36	39	19	99	--
JPMorgan SmartRetirement Blend 2060	-17.4	17.8	--	--	--	--	--	--	--	--	--
Target Date 2060 Mstar MF Median	-18.4	17.5	16.4	25.6	-8.3	21.6	8.2	-0.7	--	--	--
Target Date 2060 Mstar MF Rank	20	41	--	--	--	--	--	--	--	--	--

Investment Manager

Statistics

Market Value: \$1,190.0 Million and 100.0% of Fund

3 Years Ending December 31, 2022

	Sharpe Ratio	Tracking Error	Anlzd Alpha	Beta	R-Squared	Information Ratio	Anlzd Standard Deviation	Up Mkt Capture Ratio	Down Mkt Capture Ratio
MetWest Total Return Bond	-0.5	1.0%	0.2%	1.1	1.0	0.0	6.5%	112.2%	107.1%
Bloomberg US Aggregate TR	-0.6	--	--	--	--	--	5.9%	--	--
Vanguard Inflation Protected Securities Fund	0.1	2.0%	-1.3%	1.2	1.0	-0.4	6.8%	121.4%	134.0%
Bloomberg US TIPS 1-10 Yr TR	0.3	--	--	--	--	--	5.4%	--	--
American Beacon Large Cap Value Fund	0.3	3.7%	1.2%	1.1	1.0	0.5	24.0%	116.8%	103.9%
Russell 1000 Value	0.2	--	--	--	--	--	21.6%	--	--
Fidelity Spartan 500 Index	0.3	0.0%	0.0%	1.0	1.0	-0.9	21.2%	100.0%	100.0%
S&P 500	0.3	--	--	--	--	--	21.2%	--	--
Neuberger Berman Socially Responsive Investing	0.3	4.8%	-0.4%	0.9	1.0	-0.2	21.0%	85.2%	93.9%
MSCI KLD 400 Social Index	0.3	--	--	--	--	--	21.7%	--	--
Vanguard Russell 1000 Growth Index	0.3	0.0%	-0.1%	1.0	1.0	-3.5	23.8%	99.8%	100.0%
Russell 1000 Growth	0.3	--	--	--	--	--	23.8%	--	--
Vanguard S&P Mid-Cap 400 Index Fund	0.3	0.0%	-0.1%	1.0	1.0	-4.4	24.9%	99.8%	100.0%
S&P 400 MidCap	0.3	--	--	--	--	--	24.9%	--	--
Dimensional US Targeted Value Strategy	0.4	4.6%	6.2%	1.1	1.0	1.4	29.4%	124.7%	98.8%
Russell 2000 Value	0.1	--	--	--	--	--	27.7%	--	--
T. Rowe Price New Horizons	0.1	11.9%	2.4%	0.9	0.8	0.2	25.8%	81.7%	88.2%
Russell 2000 Growth	0.0	--	--	--	--	--	26.6%	--	--
Dodge & Cox International	0.0	5.1%	1.2%	1.1	1.0	0.2	24.3%	119.2%	105.1%
MSCI EAFE Value	0.0	--	--	--	--	--	22.2%	--	--
Vanguard International-Growth	0.1	11.0%	2.6%	1.1	0.8	0.2	25.0%	123.3%	103.5%
MSCI EAFE Growth	0.0	--	--	--	--	--	20.1%	--	--
JPMorgan SmartRetirement Blend Income	0.0	1.2%	-0.7%	1.1	1.0	-0.5	10.3%	106.2%	108.4%
Target Date 2000-2010	0.0	--	--	--	--	--	9.5%	--	--
JPMorgan SmartRetirement Blend 2020	0.0	1.4%	-0.5%	0.9	1.0	-0.4	10.6%	88.3%	94.8%
Target Date 2016-2020	0.0	--	--	--	--	--	11.3%	--	--
JPMorgan SmartRetirement Blend 2025	0.0	1.0%	-0.3%	1.0	1.0	-0.3	12.8%	99.1%	100.7%
Target Date 2021-2025	0.0	--	--	--	--	--	12.6%	--	--
JPMorgan SmartRetirement Blend 2030	0.1	1.1%	-0.4%	1.0	1.0	-0.3	14.8%	101.6%	102.2%
Target Date 2026-2030	0.1	--	--	--	--	--	14.3%	--	--
JPMorgan SmartRetirement Blend 2035	0.1	1.2%	-0.3%	1.0	1.0	-0.2	16.6%	103.2%	102.4%
Target Date 2031-2035	0.1	--	--	--	--	--	16.1%	--	--

Investment Manager

Statistics

Market Value: \$1,190.0 Million and 100.0% of Fund

	Sharpe Ratio	Tracking Error	Anlzd Alpha	Beta	R-Squared	Information Ratio	Anlzd Standard Deviation	Up Mkt Capture Ratio	Down Mkt Capture Ratio
JPMorgan SmartRetirement Blend 2040	0.1	1.2%	-0.2%	1.0	1.0	-0.1	18.1%	103.7%	102.4%
Target Date 2036-2040	0.1	--	--	--	--	--	17.4%	--	--
JPMorgan SmartRetirement Blend 2045	0.1	1.3%	-0.3%	1.0	1.0	-0.1	19.2%	105.2%	103.1%
Target Date 2041-2045	0.1	--	--	--	--	--	18.4%	--	--
JPMorgan SmartRetirement Blend 2050	0.1	1.0%	-0.2%	1.0	1.0	-0.2	19.3%	102.0%	101.5%
Target Date 2046-2050	0.1	--	--	--	--	--	18.8%	--	--
JPMorgan SmartRetirement Blend 2055	0.1	1.0%	-0.3%	1.0	1.0	-0.3	19.3%	99.9%	100.7%
Target Date 2051-2055	0.1	--	--	--	--	--	19.1%	--	--

Total Fund Composite

Fee Schedule

Market Value: \$1,190.0 Million and 100.0% of Fund

Asset Class	Investment Manager	Fee Schedule	Expense Ratio & Estimated Annual Fee ¹	Industry Median ²
Core Fixed Income	MetWest Total Return Bond	0.45% on the Balance	0.45% \$125,443	0.46%
TIPS	Vanguard Inflation Protected Securities Fund	0.07% on the Balance	0.07% \$10,473	0.40%
Large-Cap Value	American Beacon Large Cap Value Fund	0.58% on the Balance	0.58% \$118,706	0.72%
Large-Cap Core	Fidelity Spartan 500 Index	0.02% on the Balance	0.02% \$14,725	0.69%
Large-Cap Core	Neuberger Berman Socially Responsive Investing	0.59% on the Balance	0.59% \$62,806	0.69%
Large-Cap Growth	Vanguard Russell 1000 Growth Index	0.04% on the Balance	0.04% \$18,245	0.75%
Mid-Cap Core	Vanguard S&P Mid-Cap 400 Index Fund	0.04% on the Balance	0.04% \$12,684	0.89%
Small-Cap Value	Dimensional US Targeted Value Strategy	0.37% on the Balance	0.37% \$66,282	1.00%
Small-Cap Growth	T. Rowe Price New Horizons	0.65% on the Balance	0.65% \$219,572	1.00%
Non-U.S. Large-Cap Core	Dodge & Cox International	0.63% on the Balance	0.63% \$128,244	0.92%
Non-U.S. Large-Cap Growth	Vanguard International-Growth	0.32% on the Balance	0.32% \$67,341	0.90%
Target Date	JPMorgan SmartRetirement Blend Income	0.29% on the Balance	0.29% \$119,089	0.61%
Target Date	JPMorgan SmartRetirement Blend 2020	0.29% on the Balance	0.29% \$224,739	0.77%
Target Date	JPMorgan SmartRetirement Blend 2025	0.29% on the Balance	0.29% \$340,692	0.76%
Target Date	JPMorgan SmartRetirement Blend 2030	0.29% on the Balance	0.29% \$346,460	0.79%
Target Date	JPMorgan SmartRetirement Blend 2035	0.29% on the Balance	0.29% \$287,972	0.77%
Target Date	JPMorgan SmartRetirement Blend 2040	0.29% on the Balance	0.29% \$220,999	0.80%
Target Date	JPMorgan SmartRetirement Blend 2045	0.29% on the Balance	0.29% \$197,438	0.78%
Target Date	JPMorgan SmartRetirement Blend 2050	0.29% on the Balance	0.29% \$178,232	0.81%
Target Date	JPMorgan SmartRetirement Blend 2055	0.29% on the Balance	0.29% \$87,870	0.78%
Target Date	JPMorgan SmartRetirement Blend 2060	0.29% on the Balance	0.29% \$31,051	0.78%
Total Investment Management Fees			0.24% \$2,879,066	0.66%
Recordkeeper	Transamerica	Recordkeeper Fee 0.07% on the Balance	0.07% \$832,970	
Total Fund			0.31% \$3,712,036	

¹ Expense Ratio & Estimated Annual Fee are Based on Market Value at Quarter End.

² Source: 2019 Marquette Associates Investment Management Fee Study.

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FY24 Budget Process Update

Finance Committee

February 13, 2023



MHS FY24 Operating Budget

Assumptions and Approach

- Return to normal operations
- High demand for capital projects
- Market uncertainty, higher inflation, and unpredictable supply chain disruptions
- Higher labor costs with focus on retention partially offset by agency and incentive savings
- Hospital profitability growth driven mostly by incentive ramp down and reduction in agency spend
- Strategic initiatives and Reimagine savings
- FY24 to include Directed Payment Program revenue of \$59M vs. \$73M expected in FY23
- Corporate expenses are expected to be higher driven by investments in new IT initiatives

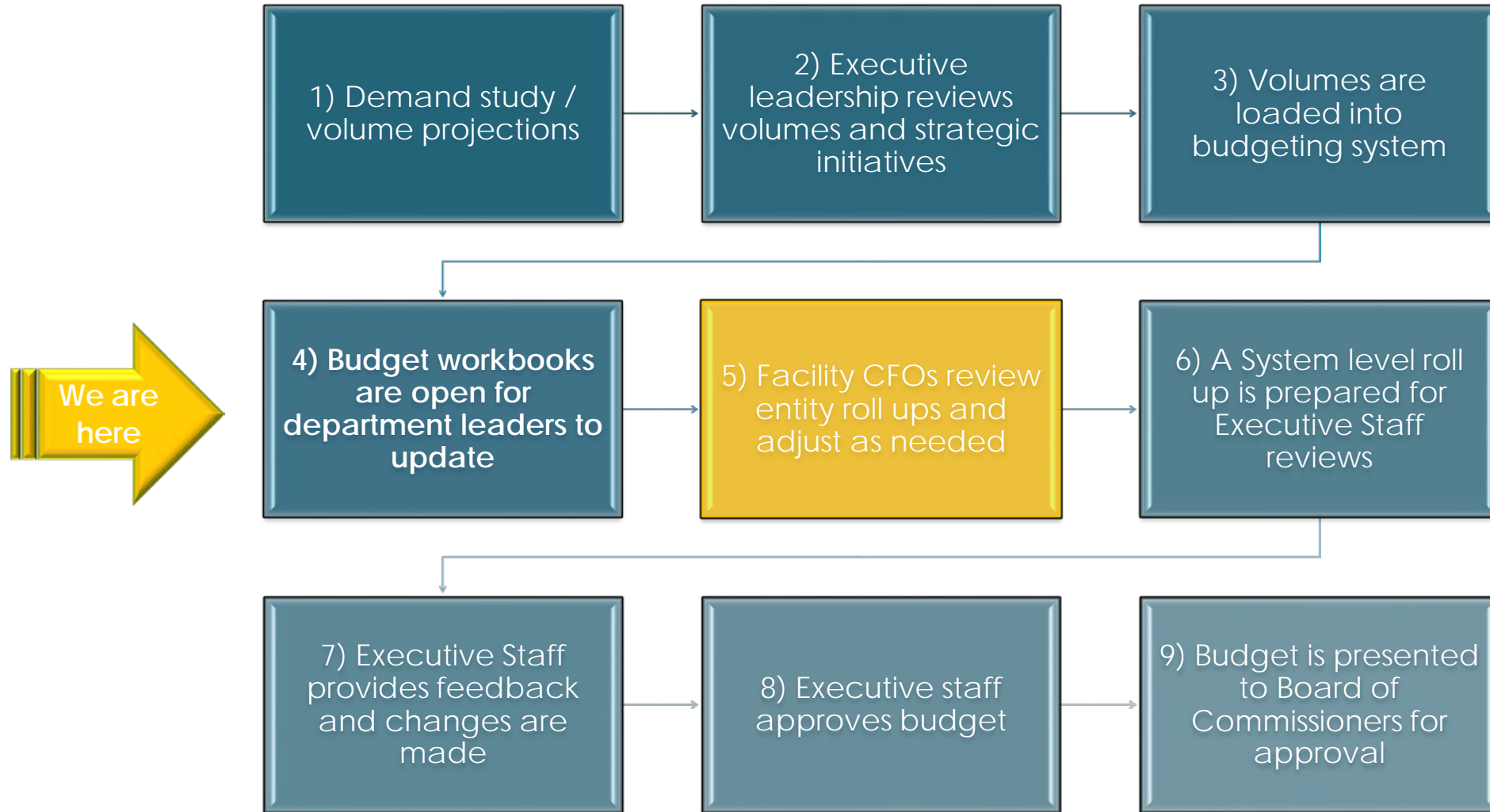


MHS FY24 Capital Budget

Highlights and Observations

- FY22 actual capital spend was at \$170M
- FY23 approved capital budget was at \$391M
- FY23 project spend was significantly impacted by supply chain disruptions, delays in permit issuance, and labor shortages resulting in significantly higher costs. We expect some of these issues to persist through FY24
- FY24 capital process is underway with project carry-over from prior years of \$189M
- FY24 major projects will include MRH family birthplace and master plan, MCI West campus expansion as well as investments in IT including Workday and infrastructure
- FY24 routine capital will include medical bed replacements, system-wide Philips monitor replacements and IT routine capital

The Budget Process



South Broward Hospital District

BOARD OF COMMISSIONERS

Brad Friedman, *Chairman* • Elizabeth Justen, *Vice Chairman* • Steven Harvey, *Secretary Treasurer*
Jose Basulto • Douglas A. Harrison • Dr. Luis E. Orta • Laura Raybin Miller

K. Scott Wester, *President and Chief Executive Officer* • Frank P. Rainer, *Senior Vice President and General Counsel*

Group:	Contracts Committee	Date:	February 13, 2023
Chair:	Dr. Luis E. Orta	Time:	4:00 p.m.
Vice Chair:	Steven Harvey	Location:	Executive Conference Room
In Attendance:	Dr. Luis E. Orta, Steven Harvey, Elizabeth Justen, K. Scott Wester, Nina Beauchesne, Leah A. Carpenter, Matthew Muhart, Frank Rainer, David Smith, Esther Surujon and Sarah Griffith		

The Contracts Committee meeting convened at 4:00 p.m. on February 13, 2023.

The meeting was called to order and legal certification of compliance with Florida's Public Meetings Law was given by Frank Rainer, General Counsel. The meeting materials were not posted based on assertion of confidentiality.

The following agenda items were discussed:

1. **New Physician Employment Agreement between David Smolar, M.D. – Neurosurgery and South Broward Hospital District.**

Dr. Smolar received a Bachelor's degree (2007) and a Master's degree (2010) from Emory University, and a Doctor of Medicine degree from Medical College of Georgia, Augusta University (2016). He completed a Neurological Surgery Internship (2017), a Neurological Surgery Residency (2022) and is currently completing a fellowship in Neurological Surgery; Complex Spine and Scoliosis at the University at Buffalo with an expected graduation in 2023. He is certified by the American Board of Neurological Surgery.

Dr. Smolar will be responsible for providing Neurosurgery Services consistent with the clinical scope of his privileges. He will provide medical care and treatment to all patients who require the services of a Neurosurgeon. He shall provide such services assuring that patient care is delivered in a manner which results in safe, high-quality care, as measured by clinical outcomes and patient satisfaction. Dr. Smolar may also be required to perform other medical administrative services. Under this employment agreement, he will be required to perform such services at any Hospital District location.

The details of Dr. Smolar's compensation package were discussed. The Committee noted that Dr. Smolar's salary was evaluated based upon the 2022 – 2023 Physician Salary Matrix for Neurosurgery.

The Employment Agreement shall be effective August 14, 2023, and shall remain in effect for three (3) years. The Employment Agreement may be terminated for cause as stipulated in the agreement or by either party, without cause, after the first year of the Term by giving the other party at least 90 days prior written notice.

During the Term of the Agreement and for a period of one (1) year following the Term, physician shall not, without the prior written consent of the Hospital District, provide services within the geographic boundaries of the Restricted Area of Broward County plus five (5) miles.

Following further discussion:

The Contracts Committee Recommends to the Board of Commissioners Approval of the New Physician Employment Agreement Between the South Broward Hospital District and David Smolar, M.D. for Neurosurgery Services.

MEMORIAL HEALTHCARE SYSTEM

MEMORIAL REGIONAL HOSPITAL • MEMORIAL REGIONAL HOSPITAL SOUTH • JOE DIMAGGIO CHILDREN'S HOSPITAL
MEMORIAL HOSPITAL WEST • MEMORIAL HOSPITAL MIRAMAR • MEMORIAL HOSPITAL PEMBROKE • MEMORIAL MANOR

2. New Physician Employment Agreement between Jorge Ruiz, M.D. - Medical Director Geriatric Medicine and South Broward Hospital District.

Dr. Ruiz received a Doctor of Medicine degree from Universidad Peruana Cayetano Heredia, Lima, Peru (1989). He completed an Internal Medicine Residency at Saint Agnes Hospital, Baltimore, MD (1993), a Geriatric Medicine Fellowship at Geriatric Research, Education, and Clinical Center (GRECC), Department of Veterans Affairs Medical Center and University of Florida College of Medicine, Gainesville, FL (1995). He has been at the University of Miami since 1998 and currently serves as Professor of Clinical Medicine in Geriatrics and Palliative Medicine. He also serves as Chair of the ABIM Geriatric Medicine Board and Member of the ABIM Council (Term July 1, 2022- June 30, 2025).

Dr. Ruiz will be responsible for providing Geriatric Medicine Services consistent with the clinical scope of his privileges. He will provide medical care and treatment to all patients who require the services of a Geriatrician. He shall provide such services assuring that patient care is delivered in a manner which results in safe, high-quality care, as measured by clinical outcomes and patient satisfaction. Dr. Ruiz may also be required to perform other medical administrative services. Under this employment agreement, he will be required to perform such services at any Hospital District location.

The details of Dr. Ruiz's compensation package were discussed. The Committee noted that Dr. Ruiz's salary was evaluated based upon the 2022 – 2023 Physician Salary Matrix for Medical Director Geriatric Medicine.

The Employment Agreement shall be effective May 1, 2023, and shall remain in effect for three (3) years. The Employment Agreement may be terminated for cause as stipulated in the agreement or by either party, without cause, after the first year of the Term by giving the other party at least 90 days prior written notice.

During the Term of the Agreement and for a period of one (1) year following the Term, physician shall not, without the prior written consent of the Hospital District, provide services within the geographic boundaries of the Restricted Area of Broward County plus five (5) miles.

Following further discussion:

The Contracts Committee Recommends to the Board of Commissioners Approval of the New Physician Employment Agreement Between the South Broward Hospital District and Jorge Ruiz, M.D. for Medical Director Geriatric Medicine Services.

3. Renewal Physician Employment Agreement between Andrew Migliaccio, M.D. - Medical Director, Psychiatry Outpatient Program and South Broward Hospital District.

Dr. Migliaccio received a Bachelor of Science degree from the University of Florida, Gainesville, FL (2009) and a Doctor of Medicine from the University of Pennsylvania, Perelman School of Medicine, Philadelphia, PA (2013). He completed a residency in Psychiatry at the Hospital of the University of Pennsylvania, Pennsylvania Hospital, and the Philadelphia VA Medical Center (2017). He is board-certified in Psychiatry and Neurology. He has been employed by MHS since 2020.

Dr. Migliaccio will be responsible for providing Outpatient Psychiatry Services consistent with the clinical scope of his privileges. He will provide medical care and treatment to all patients who require the services of a Psychiatrist. He shall provide such services assuring that patient care is delivered in a manner which results in safe, high-quality care, as measured by clinical outcomes and patient satisfaction. Dr. Migliaccio may also be required to perform other medical administrative services. Under this employment agreement, he will be required to perform such services at any Hospital District location.

The details of Dr. Migliaccio's compensation package were discussed. The Committee noted that Dr. Migliaccio's salary was evaluated based upon the 2022 – 2023 Physician Salary Matrix for Medical Director- Outpatient Psychiatry.

The Employment Agreement shall be effective March 30, 2023, and shall remain in effect for five (5) years. The Employment Agreement may be terminated for cause as stipulated in the agreement or by either party, without cause, by giving the other party at least 90 days prior written notice.

During the Term of the Agreement and for a period of one (1) year following the Term, physician shall not, without the prior written consent of the Hospital District, provide services within the geographic boundaries of the Restricted Area of Broward County plus five (5) miles

Following further discussion:

The Contracts Committee Recommends to the Board of Commissioners Approval of the New Physician Employment Agreement Between the South Broward Hospital District and Andrew Migliaccio, M.D. for Medical Director, Psychiatry Outpatient Program Services.

4. Renewal Physician Employment Agreement between Roman Yusupov MD- Pediatric Genetics, Medical Director, Craniofacial Program and South Broward Hospital District.

Dr. Yusupov received a B.A. Degree in 1997 from New York University, New York, NY, and his M.D. Degree in 2003 from SUNY Upstate Medical University, College of Medicine, Syracuse, NY. He completed a Pediatric Residency (2003 – 2006) at Schneider Children’s Hospital, New Hyde Park, NY, and a Clinical Genetics Residency (2006 – 2009) at Harvard-Partners Center for Genetics and Genomics and Harvard Medical School Genetics Training Program, Boston, MA. Dr. Yusupov has been employed at Joe DiMaggio Children’s Hospital (JDCH) since 2010 as a Pediatric Geneticist. He was named Medical Director of the JDCH Marfan Clinic in 2012 and Medical Director of the JDCH Craniofacial Center in 2013. Dr. Yusupov is board-certified in Clinical Genetics.

Dr. Yusupov will be responsible for providing Pediatric Genetics and Craniofacial Services consistent with the clinical scope of his privileges. He will provide medical care and treatment to all patients who require the services of a Pediatric Geneticist. He shall provide such services assuring that patient care is delivered in a manner which results in safe, high-quality care, as measured by clinical outcomes and patient satisfaction. Dr. Yusupov may also be required to perform other medical administrative services. Under this employment agreement, he will be required to perform such services at any Hospital District location.

The details of Dr. Yusupov’s compensation package were discussed. The Committee noted that Dr. Yusupov’s salary was evaluated based upon the 2022 – 2023 Physician Salary Matrix for Pediatric Genetics.

The Employment Agreement shall be effective April 1, 2023, and shall remain in effect for five (5) years. The Employment Agreement may be terminated for cause as stipulated in the agreement or by either party, without cause, by giving the other party at least 90 days prior written notice.

During the Term of the Agreement and for a period of two (2) years following the Term, physician shall not, without the prior written consent of the Hospital District, provide services within the geographic boundaries of the Restricted Area of Broward County plus five (5) miles.

Following further discussion:

The Contracts Committee Recommends to the Board of Commissioners Approval of the Renewal Physician Employment Agreement Between the South Broward Hospital District and Roman Yusupov MD for Pediatric Genetics, Medical Director, Craniofacial Program Services.

5. Renewal Physician Employment Agreement between Maïke Blaya, M.D. – Adult Neurology, Medical Director Headache Services and South Broward Hospital District.

Dr. Blaya received a Doctor of Medicine degree (1997) and completed a Neurology Residency (2001) from Pontifícia Universidade Católica do Rio Grande do Sul School of Medicine, Porto Alegre, Brazil. She completed an Internal Medicine Internship (2005) as well as a Neurology Residency Neurology (2007) at Jackson Memorial Hospital/University of Miami. Dr. Blaya completed an additional Neurology Residency (2009) and served as an Assistant Professor of Clinical Neurology and Director of Neurology Student Education at Tulane Hospital and Clinics, Tulane University, New Orleans, LA. Dr. Blaya is board-certified in Neurology and has been employed by Memorial Healthcare System since 2015.

Dr. Blaya will be responsible for providing Adult Neurology Services consistent with the clinical scope of her privileges. She will provide medical care and treatment to all patients who require the services of a Neurologist. She shall provide such services assuring that patient care is delivered in a manner which results in safe, high-

quality care, as measured by clinical outcomes and patient satisfaction. Dr. Blaya may also be required to perform other medical administrative services. Under this employment agreement, she will be required to perform such services at any Hospital District location.

The details of Dr. Blaya's compensation package were discussed. The Committee noted that Dr. Blaya's salary was evaluated based upon the 2022 – 2023 Physician Salary Matrix for Medical Director Adult Neurology.

The Employment Agreement shall be effective March 1, 2023, and shall remain in effect for five (5) years. The Employment Agreement may be terminated for cause as stipulated in the agreement or by either party, without cause, by giving the other party at least 90 days prior written notice.

During the Term of the Agreement and for a period of one (1) year following the Term, physician shall not, without the prior written consent of the Hospital District, provide services within the geographic boundaries of the Restricted Area of Broward County plus five (5) miles.

Following further discussion:

The Contracts Committee Recommends to the Board of Commissioners Approval of the Renewal Physician Employment Agreement Between the South Broward Hospital District and Maïke Blaya, M.D. for Adult Neurology, Medical Director Headache Services.

6. FYI Contracts:

- a) New Physician Employment Agreement between Alvaro Vargas Pelaez, M.D. - Adult Cardiology and South Broward Hospital District. The Employment Agreement shall be effective August 14, 2023, and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2022 – 2023 Physician Salary Matrix for Non-Invasive Cardiology is within the President and CEO's Board-approved authority.
- b) New Physician Employment Agreement between Gaurav Kathuria, M.D. - Neurohospitalist and South Broward Hospital District. The Employment Agreement shall be effective October 16, 2023, and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2022 – 2023 Physician Salary Matrix for Neurology is within the President and CEO's Board-approved authority.
- c) New Physician Employment Agreement between Jaime Furman, M.D. – Adult Pulmonology and South Broward Hospital District. The Employment Agreement was effective February 6, 2023, and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2022 – 2023 Physician Salary Matrix for Adult Pulmonology is within the President and CEO's Board-approved authority.
- d) New Physician Employment Agreement between Utsav Bansal, M.D. – Urology and South Broward Hospital District. The Employment Agreement shall be effective October 1, 2023, and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2022 – 2023 Physician Salary Matrix for Urology is within the President and CEO's Board-approved authority.
- e) New Physician Employment Agreement between Breonna Holland, M.D. - Physical Medicine and Rehabilitation and South Broward Hospital District. The Employment Agreement shall be effective September 5, 2023, and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2022 – 2023 Physician Salary Matrix for Physical Medicine and Rehabilitation is within the President and CEO's Board-approved authority.
- f) New Physician Employment Agreement between Yangyang Yu, M.D. - Pediatric General Surgery and South Broward Hospital District. The Employment Agreement shall be effective October 10, 2023, and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2022 – 2023 Physician Salary Matrix for Pediatric General Surgery is within the President and CEO's Board-approved authority.
- g) New Physician Employment Agreement between Melissa Diamond, M.D. – Pediatric Cardiology- In Patient Medicine and South Broward Hospital District. The Employment Agreement was effective February 6, 2023, and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2022 – 2023 Physician Salary Matrix for Pediatric Cardiology is within the President and CEO's Board-approved authority.

- h) New Physician Employment Agreement between Aaron Willis, D.O. - Pediatric Pulmonology and Sleep Medicine and South Broward Hospital District. The Employment Agreement shall be effective September 18, 2023, and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2022 – 2023 Physician Salary Matrix for Pediatric Pulmonology is within the President and CEO’s Board-approved authority.
- i) New Physician Employment Agreement between Jessica Saunders, M.D. - Pediatric Pulmonology and South Broward Hospital District. The Employment Agreement shall be effective September 4, 2023, and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2022 – 2023 Physician Salary Matrix for Pediatric Pulmonology is within the President and CEO’s Board-approved authority.
- j) New Physician Employment Agreement between Natalie Jorge Rodriguez, M.D. - Memorial Primary Care-Family Medicine and South Broward Hospital District. The Employment Agreement shall be effective August 1, 2023, and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2022 – 2023 Physician Salary Matrix for Family Medicine is within the President and CEO’s Board-approved authority.
- k) New Physician Employment Agreement between Nathalie Suarez-Moscoso, M.D. - Memorial Primary Care-Internal Medicine and South Broward Hospital District. The Employment Agreement shall be effective August 1, 2024, and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2022 – 2023 Physician Salary Matrix for Internal Medicine is within the President and CEO’s Board-approved authority.
- l) New Physician Employment Agreement between Aseret Medina, M.D. - Memorial Primary Care-Internal Medicine and South Broward Hospital District. The Employment Agreement was effective February 1, 2023, and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2022 – 2023 Physician Salary Matrix for Internal Medicine is within the President and CEO’s Board-approved authority.
- m) New Physician Employment Agreement between Ahmed Shoreibah, MD- Memorial Primary Care- Internal Medicine and South Broward Hospital District. The Employment Agreement was effective January 1, 2023, and shall remain in effect for five (5) years. The proposed salary, as reflected in the 2022 – 2023 Physician Salary Matrix for Chief Internal Medicine is within the President and CEO’s Board-approved authority.
- n) New Physician Employment Agreement between Mark Rabiner, M.D. - Memorial Primary Care- Internal Medicine and South Broward Hospital District. The Employment Agreement was effective February 1, 2023, and shall remain in effect for five (5) years. The proposed salary, as reflected in the 2022 – 2023 Physician Salary Matrix for Internal Medicine is within the President and CEO’s Board-approved authority.
- o) New Physician Employment Agreement between Oludara Amole, M.D. - Memorial Primary Care- Internal Medicine and South Broward Hospital District. The Employment Agreement was effective January 1, 2023, and shall remain in effect for five (5) years. The proposed salary, as reflected in the 2022 – 2023 Physician Salary Matrix for Internal Medicine is within the President and CEO’s Board-approved authority.
- p) New Physician Employment Agreement between Helen Chukwu, D.O. - Memorial Primary Care- Internal Medicine and South Broward Hospital District. The Employment Agreement was effective January 1, 2023, and shall remain in effect for five (5) years. The proposed salary, as reflected in the 2022 – 2023 Physician Salary Matrix for Internal Medicine is within the President and CEO’s Board-approved authority.
- q) New Physician Employment Agreement between Carmen Hurtado, M.D. - Memorial Primary Care- Internal Medicine and South Broward Hospital District. The Employment Agreement was effective January 1, 2023, and shall remain in effect for five (5) years. The proposed salary, as reflected in the 2022 – 2023 Physician Salary Matrix for Internal Medicine is within the President and CEO’s Board-approved authority.
- r) New Physician Employment Agreement between Matthew Waldron, M.D. - Memorial Primary Care- Family Medicine and South Broward Hospital District. The Employment Agreement was effective January 1, 2023, and shall remain in effect for five (5) years. The proposed salary, as reflected in the 2022 – 2023 Physician Salary Matrix for Family Medicine is within the President and CEO’s Board-approved authority.

- s) New Physician Employment Agreement between Perla Del Pino White, D.O. - Memorial Primary Care-Family Medicine and South Broward Hospital District. The Employment Agreement was effective January 1, 2023, and shall remain in effect for five (5) years. The proposed salary, as reflected in the 2022 – 2023 Physician Salary Matrix for Family Medicine is within the President and CEO’s Board-approved authority.
- t) Renewal Physician Employment Agreement between Salvador Mora, M.D. – Internal Medicine- Memorial Primary Care and South Broward Hospital District. The Employment Agreement shall be effective March 1, 2023, and shall remain in effect for five (5) years. The proposed salary, as reflected in the 2022 – 2023 Physician Salary Matrix for Internal Medicine is within the President and CEO’s Board-approved authority.
- u) Renewal Physician Employment Agreement between Laura D’Addese, M.D. - Pediatric Heart Failure Transplantation and South Broward Hospital District. The Employment Agreement was effective November 5, 2022, and shall remain in effect for five (5) years. The proposed salary, as reflected in the 2022 – 2023 Physician Salary Matrix for Pediatric Cardiology is within the President and CEO’s Board-approved authority.
- v) Renewal Physician Employment Agreement between Sunay Shah, M.D. – Interventional Cardiology and South Broward Hospital District. The Employment Agreement was effective January 1, 2023, and shall remain in effect for six (6) months. The proposed salary, as reflected in the 2022 – 2023 Physician Salary Matrix for Interventional Cardiology is within the President and CEO’s Board-approved authority.
- w) Renewal Physician Employment Agreement between Janice Matteo Cohen, M.D. – Physical Medicine and Rehabilitation and South Broward Hospital District. The Employment Agreement shall be effective June 1, 2023, and shall remain in effect for five (5) years. The proposed salary, as reflected in the 2022 – 2023 Physician Salary Matrix for Physical Medicine and Rehabilitation is within the President and CEO’s Board-approved authority.
- x) Renewal Physician Employment Agreement between Mark Soloway, M.D. – Uro-Oncology and South Broward Hospital District. The Employment Agreement shall be effective June 1, 2023, and shall remain in effect for one (1) year. The proposed salary, as reflected in the 2022 – 2023 Physician Salary Matrix for Urology is within the President and CEO’s Board-approved authority.
- y) Renewal Physician Employment Agreement between Edson Franco, MD- Staff Relief-Kidney Transplant Surgery and South Broward Hospital District. The Employment Agreement shall be effective March 1, 2023, and shall remain in effect for one (1) year. The proposed salary, as reflected in the 2022 – 2023 Physician Salary Matrix for Kidney Transplant Surgery is within the President and CEO’s Board-approved authority.
- z) Renewal Physician Employment Agreement between Paul J. Benke, M.D. - Staff Relief Pediatric Genetics Program Services and South Broward Hospital District. The Employment Agreement shall be effective April 1, 2023, and shall remain in effect for one (1) year. The proposed salary, as reflected in the 2022 – 2023 Physician Salary Matrix for Pediatric Genetics is within the President and CEO’s Board-approved authority.

There being no further business, the meeting was adjourned at 4:20 p.m.

Respectfully submitted,



Dr. Luis E. Orta
Chair
Contracts Committee

South Broward Hospital District

BOARD OF COMMISSIONERS

Brad Friedman, *Chairman* • Elizabeth Justen, *Vice Chairman* • Steven Harvey, *Secretary Treasurer*
Jose Basulto • Douglas A. Harrison • Dr. Luis E. Orta • Laura Raybin Miller

K. Scott Wester, *President and Chief Executive Officer* • Frank P. Rainer, *Senior Vice President and General Counsel*

Group: Community Relations Committee **Date:** February 13, 2023
Chair: Dr. Luis E. Orta **Time:** 4:30 p.m.
Vice Chair: Laura Raybin Miller **Location:** Executive Conference Room
In Dr. Luis E. Orta, Steven Harvey, Elizabeth Justen, Scott Wester,
Attendance: Nina Beauchesne, Matt Muhart, Frank Rainer, Melida Akiti, Marilyn Camerota,
Tim Curtin, Milin Espino, Dr. Jennifer Goldman, Joshua Plantz and Dan Lewis

The Community Relations Committee meeting convened at 4:30 p.m., February 13, 2023.

The meeting was called to order and legal certification of compliance with Florida's Public Meetings Law was given by Frank Rainer, General Counsel.

The following agenda items were discussed:

1. MHS Community Health Needs Assessment Update

Tim Curtin gave a summary of the Community Needs Assessment. The presentation provided an update to the 2021-2024 Community Health Needs Assessment.

2021-24 Community Health Needs Assessment Priorities include:

- Access to Care, including developing patient comfort and confidence in receiving care in MHS facilities (due to the COVID pandemic)
- Preventative Care, including vaping prevention education and substance abuse/mental health awareness
- Community Health Education, including reducing the incidence of low birth weight and negative birth outcomes
- Quality of Care, including focusing on health disparities, race equity, and implicit bias.

Updates:

Access to Care:

- Developing telehealth platforms has resulted in over 18,850 telehealth visits provided by Memorial Primary Care and the Community Services departments
- 84% of the MPC patients are active on MyChart
- Sickle Cell Medical Home grand opening is set for February 16, 2023, at 5:00pm

Preventative Care:

- Vaping continues to be a community concern. Dr. Mark Block facilitated a Facebook Live session named "Mist Busters – Facts and Fiction around Vaping" in partnership with the American Lung Association.
- MHS has provided 167 educational workshops with 3,318 youth attending related to vaping prevention in local middle and high schools.
- Community awareness related to substance abuse included Memorial employees and physicians providing outreach on Hollywood Beach to educate the public on the dangers of opioids, fentanyl and how to use Narcan

MEMORIAL HEALTHCARE SYSTEM

MEMORIAL REGIONAL HOSPITAL • MEMORIAL REGIONAL HOSPITAL SOUTH • JOE DIMAGGIO CHILDREN'S HOSPITAL
MEMORIAL HOSPITAL WEST • MEMORIAL HOSPITAL MIRAMAR • MEMORIAL HOSPITAL PEMBROKE • MEMORIAL MANOR

Community Health Education:

- LivWell continues to focus on patients with chronic illnesses. 144 uninsured and underinsured patients who frequently utilize the Emergency Department have been served in FY 23.
- 27 support groups totaling 239 attendees have been provided. Topics include pre-diabetes, applying for benefits, how to utilize 211, nutrition workshops, and more.
- A grant from America's Essential Hospitals and CVS Foundation addresses Black Maternal Health specific to hypertension and high-risk hemorrhaging.

Quality of Life

- MHS continues to focus on health equity for all by connecting with trusted leaders in underserved communities. Koinonia Worship Center and the West Park Police Athletic League, the Community Enhancement Center in Hollywood, St. Ruth's Missionary Baptist Church in Dania Beach, and Broward College UP are some of the trusted leaders we are moving forward with in these communities.
- Over 40 agencies, foundations, municipalities, and faith-based organizations are some of the community stakeholders assisting patients in getting their social determinants of health issues fulfilled.

2. Memorial Primary Care Quarterly Report

Melida Akiti presented the "One City At A Time" initiative. The goal is to mobilize MHS resources to improve community health. The data and goals are from Healthy People 2030 which is a national effort to identify public health priorities to help individuals, organizations and communities across the United States improve health and well-being.

We will focus on:

- Maternal Health/Childbirth
- Sickle Cell
- Heart Disease and Stroke
- Overweight and Obesity
- Lack of Insurance

This will be done in partnership with the cities in the South Broward District. The measurement will be facilitated by Broward Regional Health Planning Council.

Melida Akiti presented an overview of MPC's next available appointment days and the success of their Shadow Schedule in providing access to patients, in addition to their financial contribution to the organization.

3. Community Relations Quarterly Report

Milin Espino provided an overview of the Community Relations role and focus to strategically identify, develop, and foster mutually beneficial community partners to improve the overall health and quality of life of the community.

Overall, community engagement for the quarter consisted of 203 activations with a high-quality reach of close to 100,000. We had multiple large events this quarter. Overall, activity for the quarter was 27% mission-driven and 73% were strategic initiatives.

Mission-driven sponsorships are earmarked for specific non-profit agencies or initiatives that affect the social determinants of health, support DEI and key social services.

Strategic initiatives consist of community engagement promoting specific service lines by providing health education, prevention, and early detection.

In terms of geographic presence, 62% of MHS events were held in North Broward and 30% in South Broward with balance in Palm Beach and Miami-Dade. On the JDCH front, 44% of events for the quarter were held in Palm Beach and 42% in Broward.

Key service line activities highlighted:

- National Kidney Foundation's Fort Lauderdale Walk
- Crohn's and Colitis Wonderland Luncheon
- American Lung Association Facts/Fiction on Vaping with Dr. Mark Block (Speakers Bureau)

Key mission activities highlighted:

- Miss ARC Broward Pageant for young women with disabilities
- Annual Harvest Drive for families identified through the school system for Holiday meals assistance

Corporate Wellness activations reached close to 1,700 employees directly and close to 19,000 indirectly. Our employer relationships provide health education to the employees who are covered by insurance plans contracted with Memorial.

As part of Scott Wester's initiative to meet the community we serve and key community leaders, several custom introductory events were hosted.

This month the outpatient mental health program relocated to a new facility on University Drive and expanded services to meet the evolving needs of the community. A ribbon-cutting was held in person and another special event was held for our digital community. The objective is to be a one-stop-shop for multiple needs and combining psychiatric care with primary care embedded.

The meeting concluded with a video of the Sickle Cell Center and highlights of upcoming key events.

There being no further business, the meeting was adjourned at 5:45 p.m.

Respectfully submitted,



Dr. Luis E. Orta

Chair

Community Relations Committee



Memorial Healthcare System

2021 - 2024

Community Health Needs Assessment
Annual Update



Data Source

- Qualitative:**
- ✓ Focus Groups
 - ✓ Key Informants
- Quantitative:**
- ✓ US Bureau of the Census
 - ✓ BRHPC Health Data Warehouse
 - ✓ Florida Charts

- Qualitative:**
- ✓ Focus Groups
 - ✓ Key Informants
- Quantitative:**
- ✓ BRHPC Health Data Warehouse
 - ✓ Florida Charts

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 - ✓ Key Informants
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 - ✓ Florida Charts

- Qualitative:**
- ✓ Focus Groups
- Quantitative:**
- ✓ BRHPC Health Data Warehouse
 - ✓ Florida Charts

2021- 2024 Prioritizing the Needs

Access to Care

- *Re-engage community to resume control of their health for routine care and preventative screening*
- *Expand Memorial healthcare services & increase Community Awareness*
- *Continue to expand telehealth and digital services*
- *Increase access to legal and navigation services*

Preventive Care

- *Reduce the use of vaping focus on vulnerable, and at-risk populations including adolescents*
- *Increase Community Awareness of Mental Health and Substance Abuse Program service options*

Community Health Education

- *Improve Quality of life, promote self-care management, and increase preventative screenings*
- *Reduce the incidence of low birthweight and negative birth outcomes*

Quality of Care

- *Address race and health equity as it relates to the patient perception of receiving quality care*
- *Specific focus on health equity by integrating participatory research regarding race and implicit bias*
- *Implement strategies identified as part of the 2021 MHS Diversity & Inclusion Plan*



Re-engage community to resume control of their health for routine care and preventative screening

YOUR SAFETY FIRST



All staff members are required to wear masks at all times.

It must cover your NOSE and MOUTH.



Thank You for your understanding and cooperation.

Live Your Best Year!

Schedule your wellness visit with us today.

At **Memorial Primary Care**, helping you live your healthiest life is our priority. With your Medicare covered yearly Wellness Visit we can help you get the quality of care you deserve and desire in your golden years.

At the yearly wellness visit we will:

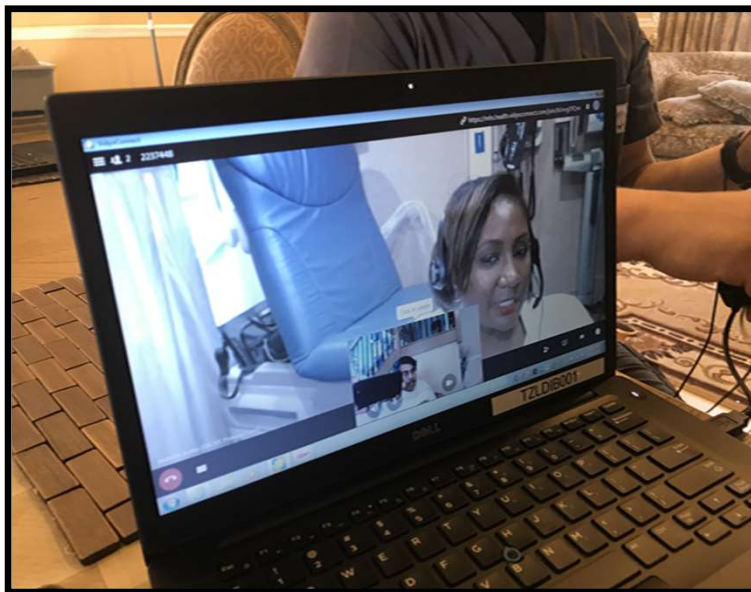
- Review your current health, medical history and risk factors
- Develop a personalized plan to stay healthy
- Discuss your wishes for your health, now and in the future
- Focus on your social and mental well-being

*The wellness visit is not the same as a routine office visit or physical exam. Please mention **yearly wellness visit** when scheduling.*




Call us today to schedule your appointment:
954-276-5552

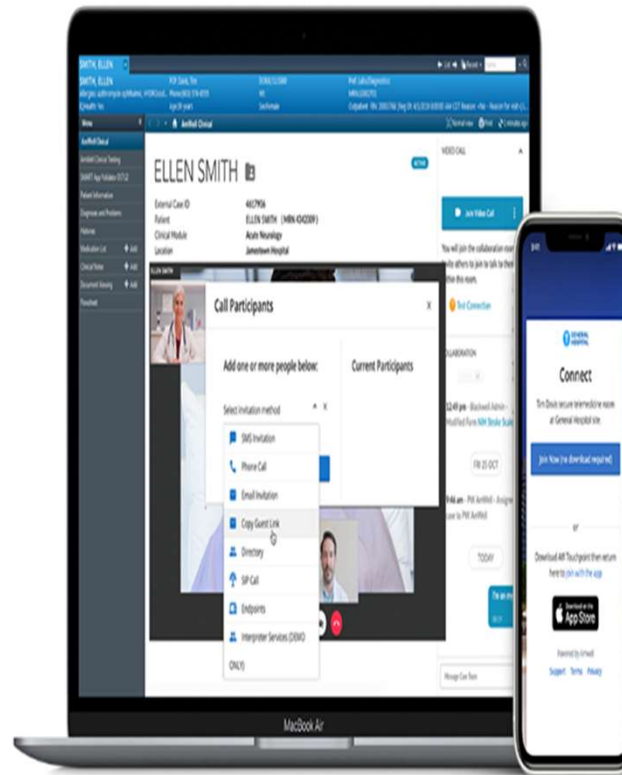
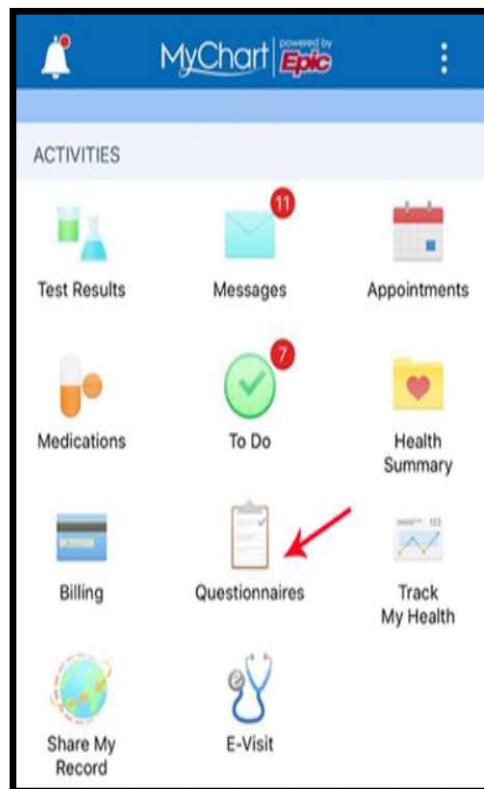
Digital Engagement Personal Touch



2022- CYS Completed over 1,200
Telehealth Visits



Digital Platforms



Simple Video Connection

Connect with patients or care teams for virtual visits with just one click in Millennium. Amwell Connect EHR generates a simple invitation via SMS or email so that recipients can connect without needing to log in.



84% Active MyChart



Expand Memorial healthcare services & increase Community Awareness

Aventura NEW
20803 Biscayne Boulevard, Suite 201
Aventura, Florida 33180
954-276-5552

Dania Beach
140-A South Federal Highway
Dania Beach, FL 33004
954-922-7606

Hallandale Beach
1750 E. Hallandale Beach Blvd
Hallandale Beach, FL 33009
954-276-9700

East Hollywood NEW
3700 Johnson Street
Hollywood, FL 33021
954-265-2550 Sickle Cell Clinic

Hollywood
4105 Pembroke Road
Hollywood, FL 33021
954-265-8100

Miramar Medical Office Building
1951 SW 172 Avenue, Suite 210
Miramar, FL 33029
954-538-5670

Miramar
6730 Miramar Parkway
Miramar, FL 33023
954-276-6600

Monarch Lakes
12781 Miramar Parkway, Suite 1-202
Miramar, FL 33027
954-276-1330

West Miramar
10910 Pembroke Road
Miramar, FL 33025
954-276-1300

Pembroke Pines
2217 N. University Drive
Pembroke Pines, FL 33024
954-883-8140

Silver Lakes NEW
17786 SW 2 Street
Pembroke Pines, FL 33029
954-276-1252 Post Covid Clinic

ACCEPTING NEW PATIENTS!
To schedule an appointment call **954-276-5552**





Sickle Cell Medical Home

Memorial
Primary Care

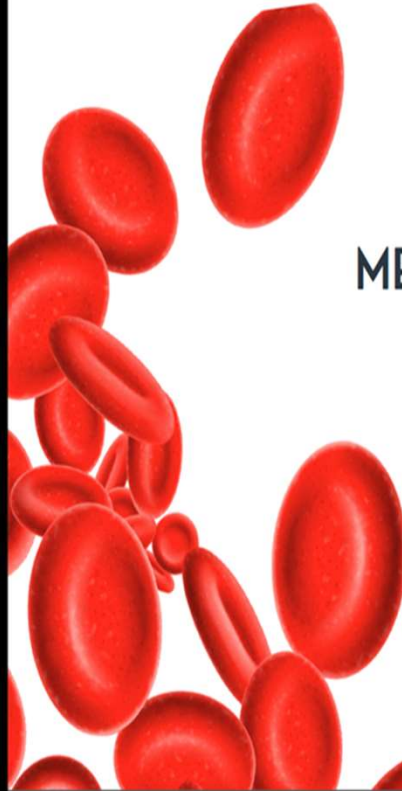
Sickle Cell Medical Home

Assisting patients in the management of their condition with the goal of enhancing quality of life.



MHS.net

Memorial
Sickle Cell Medical Home



YOU ARE INVITED TO:

MEMORIAL SICKLE CELL MEDICAL HOME COMMUNITY OPEN HOUSE

DATE: TBD
12:00PM
3700 JOHNSON ST.
HOLLYWOOD, FL 33312

RSVP: MGIDLEY@MHS.NET
(954) 857-4255

You're Invited >>

Sickle Cell Medical Home Ribbon Cutting Ceremony

Memorial Primary Care
3700 Johnson Street, Hollywood, FL 33021

February 16, 2023
5 pm - 7 pm

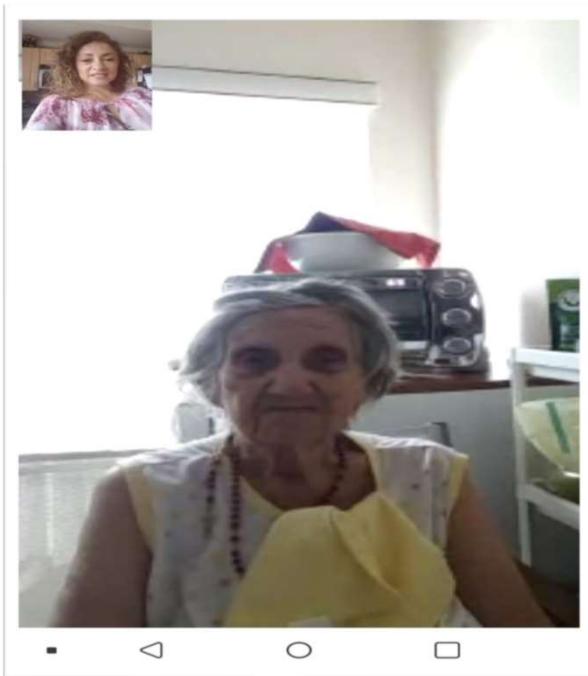
Refreshments will be served.
Valet parking will be available | Professional attire

RSVP by calling 954-276-1245 or send an email to rsvp@mhs.net.

Memorial
Sickle Cell Day Hospital

Continue to expand telehealth and digital services

Provide Access to Mobile Devices and Education on Mobile Devices



- Linked 36 Families to Comcast \$10/month special
- Provided 217 mobile devices (Smart Phones, Tablets, Laptops)
- Provided education on technology to 219 individuals in underserved communities



Remote Patient Monitoring (RPM)



- Program implemented in April 2022
- 99 patients have been enrolled for BP and CHF Monitoring as of Jan 2023
- Average length of monitoring is 3 months



Increased access to legal and navigation services

Medical Legal Aid Partnership

SDOH	Issue	FY20	FY21	FY22	FYTD23 May-Nov
Income	Cash Assistance	7	7	0	1
	Clothing	1	0	2	0
	Consumer/Debt	4	9	9	0
	Food Assistance	13	2	5	1
	Health Insurance	18	15	10	3
	Social Security Disability	32	41	20	16
Housing & Utilities	Homelessness	9	10	18	2
	Housing (Tenant issues	32	32	21	17
	Utilities	5	0	1	0
Education & Employment	Education	3	1	3	0
	Employment/Unemployment	4	10	3	0
Legal Status	Immigration	7	9	3	10
	Veteran Issues	0	0	6	0
Personal & Family	Family Law	15	14	13	1
	HIV/AIDS	0	0	0	0
	Safety/Domestic Violence	1	2	1	5
	Transportation	6	0	4	0
Natural Disaster	*COVID-19 Related Issues	6	31	18	6

490- Total Referrals

41 - Retained/Accepted

35 - Resolved/Closed

274 - Advise Given/Referred outside
Recourses for Non-Legal Medical
Matters

146- Other legal advice given or facts
in case did not rise to the level
of a legal matter.



Reduce the use of vaping focus on vulnerable, and at-risk populations including adolescents

Mist Busters: Facts and Fiction Around Vaping

- Memorial Cancer Institute partnered with American Lung Association to host *Mist Busters: Facts and Fiction around Vaping* via Facebook Live
- **Dr. Mark Block**, Chief of Thoracic Surgery Division, went over 4 myths regarding vaping as well as vaping statistics and facts
- Staff from the State of Florida, Virginia, Texas, and Ohio Health Departments joined the live session





Vaping Outreach and Activities

Educational Workshops

Provided 167 educational workshops

3,318 Youth Attended



School Board Member Lori Alhadeff invites you to a

Vaping Prevention Town Hall Meeting



Please join us and learn the facts about vaping

[REGISTER HERE](#)

MODERATOR
Kimberly Young
 Peer Counseling, Character Education & Prevention Liaison Coordinator
 School Climate & Discipline
 Broward County Public Schools

PANELISTS
Barry Hummel, Jr., MD
 Chief Executive Officer
 QuitDoc Foundation

Alina Shaw, M.Ed.
 Team Leader
 Memorial Healthcare System

Lori Alhadeff
 School Board Member, District 4
 Broward County Public Schools

Latonya N. Delaughter, MPA
 Community Health Operations Director
 Florida Department of Health in Broward County

David Scharf
 Executive Director Community Programs
 Broward Sheriff's Office (BSO)

May 12, 2022
 Thursday

6:00 - 8:00 PM

J.P. Taravella
 10600 Riverstone Dr
 Coral Springs, FL 33071

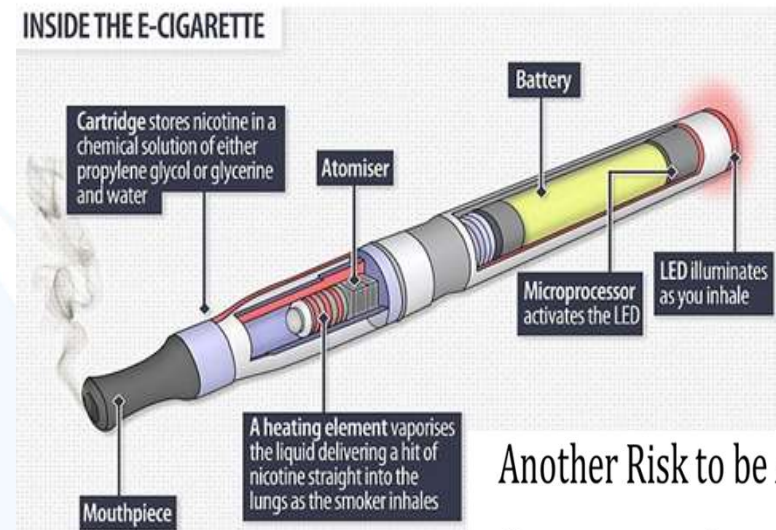
• Refreshments and giveaways
 • Community services hours



Remote Vaping Education



How It Works



Another Risk to be Aware of...

- All vaping juices can be modified or switched out to use THC oil
 - THC oil is a concentrated illegal substance
 - This is a **FELONY** charge
 - The smallest trace of THC will still be grounds for felony

Increase Community Awareness of Mental Health and Substance Abuse Program service options



Hollywood Beach- Narcan Education & Kit Distribution

***Improve Quality of life, promote self-care management,
and increase preventative screenings***

LivWell Program

Improve the health status of patients with chronic conditions including:

- Diabetes
- Overweight
- High blood pressure
- Heart diseases
- Behavioral health



Number Enrolled: 144

Target Population:
Uninsured Emergency Dept.
frequent users



LivWell – Practical Medicine





Support Group with Community Partners



Provided 27 Support Groups
239 Attendees

Topics include:

- Pre-diabetes
- Applying for benefits
- How to use 211
- Family Success Center
- Nutrition workshops
- Hurricane Preparedness

BLACK MATERNAL HEALTH OUTCOMES

BLACK MATERNAL HEALTH STATISTICS 2022	HYPERTENSION	HIGH RISK HEMORRHAGE
Total Number of Eligible Pregnant Women	65	11
Number of Women Educated on Pregnancy and Post Partum Warning Signs since May 16, 2022	65	11
Number of Deliveries	51	10
Women who transmitted BP readings timely, during post partum period (Day 1-14)	37	N/A
Number of BP monitors provided to those without a monitor	43	N/A
Scheduled Post-Partum Appointment. (HEDIS Metric- Timeliness to Post-partum care w/ (7-84 days)	45	8
Completed Post-Partum Appointment. (HEDIS Metric Timeliness to Post-partum care (7-84 days)	43 8 - have upcoming appointments	8



Dedicated to Improving Black Maternal Outcomes at MHS:

Dr. Tim Desantis, Chief OBGYN
 Dr. Todra Anderson, MHM CMP
 Dr. Laurie Scott, Maternal Fetal Medicine
 Dr. Randy Katz, Regional ED Director MHS
 Dr. Jennifer Goldman, Chief MPC
 Laurie De Sabatino, OB APRN
 Melida Akiti, VP Ambulatory Services MPC
 Dionne Proulx, Admin Director MPC
 Jennifer Reilly-Miller, DON MPC
 Tammy Reese, Director Care Coordination MPC
 Mary Roberts, Director MHW Family Birthplace
 Gessy Targete, Director MHM Family Birthplace
 Jane McCarthy, Director MRH Family Birthplace
 Monica King, CEO Healthy Start
 Samantha Silver, Healthy Start
 Dorothy Stirrup, Healthy Start
 Maria Mendez, Healthy Start Team Leader
 Tim Curtin, Executive Director CYS
 Amanda Lopez, Team Leader CYS
 Yani Quintana, Team Leader CYS

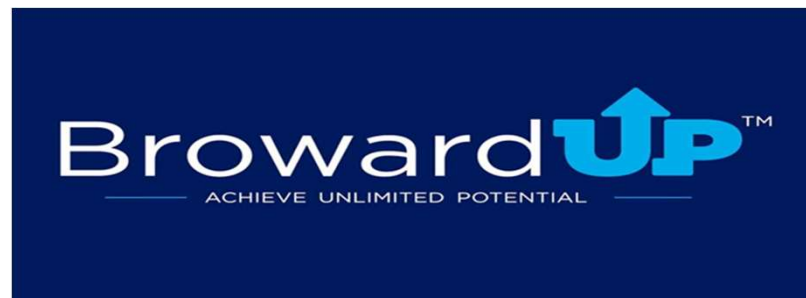
*Sponsor: Essential Hospitals Institute & CVS Foundation

<https://www.youtube.com/watch?v=5mNh9-k7q1w>



Address race and health equity as it relates to the patient perception of receiving quality care

Trusted Leaders in underserved communities





Community Stakeholders addressing SDOH

- 211 Broward
- Area Agency on Aging of Broward County
- ARC Broward
- Broward Behavioral Health Coalition
- Broward Education Foundation
- Broward Regional Health Planning Council
- Children's Services Council of Broward County
- City of West Park
- Community Care Plan
- Community Enhancement Collaboration
- Community Foundation of Broward
- Coordinating Council of Broward
- Department of Children and Families
- Florida Association on Infant Mental Health
- Florida Dept. of Health in Broward County
- Frederick A. DeLuca Foundation
- Health Foundation of South Florida
- Healthy Start Coalition of Broward County
- Hispanic Unity of Florida
- Legal Aid of Broward County
- Meals On Wheels
- Mobile School Pantry
- National Alliance on Mental Illness
- United Families for Children's Mental Health
- Urban Health Partnership
- United Way of Broward County



Implement strategies identified as part of the MHS Diversity, Equity and Inclusion Plan

MHS Diversity, Equity and Inclusion



*FKA: Special Needs Council





Looking Forward – 2023



MHS will be a market leader by infusing key DEI strategies that ensures equitable outcomes for all stakeholders.

DEI creates the spaces where everyone belongs.



COMMUNITY RELATIONS COMMITTEE

FEBRUARY 2023

IMPACTING THE SOUTH BROWARD COMMUNITY

“ONE CITY AT A TIME”



ACTION PLAN

- Target each Municipality with a high Indicator of need.
- Utilize the Memorial Mobile Van and the HITS Team for Preventative Care and Eligibility.
- Remain in the target community daily for four weeks and work with community partners to support Social Determinants of Health (SDOH) needs and close the gap.
- Develop best practice indicators for each City according to data provided by Broward Regional Planning Council and Memorial Clinical Effectiveness database.
- Work with the League of Cities to identify the Mayor's healthcare initiatives and include them in our plans.
- Work with Humana, Florida Blue, Community Care Plan, and other payors on cross-referencing their Population Health strategy with the One City At A Time initiative.
- Collaborate with funders as a funding stream for Community Base Organizations collaboratives.

METHODOLOGY FOR MATERNAL HEALTH OBJECTIVES:

Using a maternal mortality ratio indicates the likelihood of a pregnant woman dying of maternal causes. It is calculated by dividing the number of maternal deaths in a calendar year by the number of live births registered for the same period and is presented as a rate per 100,000 live births. The number of live births used in the denominator approximates the population of pregnant women who are at risk of maternal death.

A. Targets to:

- Reduce maternal death rates by half
- Reduce low-risk cesarean deliveries by 25%
- Achieve blood pressure control among 80% of the women of childbearing age

B. The plan calls for:

- Improving prevention and treatment
- Prioritizing quality improvement
- Improving the health of women before and after giving birth
- Improving data that helps Americans make healthy choices for themselves and their families, and discuss evidence-based, community-level interventions that can make being physically active the easy choice in all the places where people live, learn, work, and play. The “Physical Activity Guidelines for Americans” will be used to assess outcomes



CHILDBIRTH OBJECTIVES:


Despite advances in medical research and care, there are significant disparities in maternal health and infant birth and health outcomes. Access to prenatal care and education can dramatically improve birth and health outcomes for moms and their babies, but women who are uninsured (or underinsured) often miss out on these critical services.

Infants born before 37 weeks of gestation have a higher risk of infections, developmental problems, breathing problems, and even death. Preterm births are more common in some racial/ethnic groups. Strategies to reduce preterm births include promoting adequate birth spacing, helping women quit smoking, addressing SDOH and providing high-quality medical care for women during pregnancy.

The total preterm birth rate is calculated as the number of births delivered at less than 37 completed weeks of gestation per 100 total births, based on the obstetric estimate of gestation.

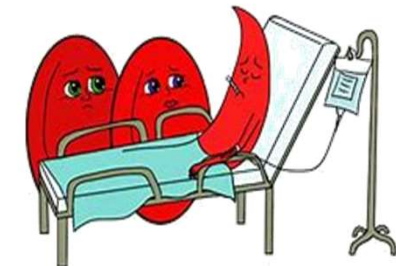


METHODOLOGY FOR SICKLE CELL OBJECTIVES:



Sickle cell disease is a lifelong, inherited disorder which can cause several complications throughout an individual's life. It may cause a huge burden on both the patient and their family, including frequent visits to healthcare facilities. The illness causes not just physical complications such as painful crises and strokes, but may have many other effects such as depression, poor quality of life, coping issues and poor family relationships. When people with a chronic illness have better understanding about their illness, they manage their illness better and improve their quality of life. We wish to compare effects of different interventions as well as individual interventions to no intervention.

The Cochrane Collaborative found that educational programs can improve knowledge and understanding of sickle cell disease and decrease depression in people who have sickle cell disease. Evidenced based educational materials and quiz about sickle cell will be used to evaluate improved knowledge of sickle cell disease and recognition its related complications.



METHODOLOGY FOR HEART DISEASE & STROKE:

The risk of having or dying from heart disease **varies by race**. Blacks, and People of Color are more at risk for complications from heart disease than white Americans. This includes a higher death rate.

The Community Preventive Services Task Force (CPSTF) recommends the following models of care:

- Screening and health education
- Outreach, enrollment, and information
- Team-based care
- Patient navigation
- Community organizers

Targeted screening of ethnic minorities helps tackle heart disease, stroke, and health inequalities. Targeting screening at deprived areas is a more cost-effective way of identifying people in ethnic minority groups at high risk of cardiovascular disease (CVD) than mass screening and may help to reduce health inequalities. Heart disease screening and health education will be used to evaluate the outcomes for this objective.



METHODOLOGY FOR OVERWEIGHT & OBESE OBJECTIVES:

Many adults in the United States have obesity, which is linked to chronic diseases like type 2 diabetes, cardiovascular disease, and several types of cancer. Obesity-related stigma and discrimination can also lead to health problems. Evidence suggests that intensive behavioral interventions that use more than 1 strategy — like group sessions and changes in both diet and physical activity — are an effective way to address obesity. Both strategies will be used to evaluate outcomes for the objective. When these interventions are implemented in minority or underserved communities, they can improve health, reduce health disparities, and enhance health equity. Economic evidence also indicates these interventions are cost-effective.



METHODOLOGY FOR LACK OF INSURANCE OBJECTIVES:

About 1 in 10 people in the United States do not have health insurance. People without insurance are less likely to have a primary care provider, and they may not be able to afford the health care services and medications they need. Strategies to increase insurance coverage rates are critical for making sure more people get important health care services, like preventive care and treatment for chronic illnesses. Interventions to increase access to health care professionals and improve communication. In person or remotely visit can help more people get the care they need.



Interventions to increase access for an annual primary care check-up, and improve communication will include both, In-person or remotely visits to help more people get the care they need. Strategies to evaluate outcomes for the objective include a grass roots approach to provide primary care check-up by binging healthcare to targeted areas with the highest healthcare disparities.

REFERENCES:

Office of Disease Prevention and Health Promotion. (n.d.). *Healthy People 2030*. U.S. Department of Health & Human Services. [Reduce maternal deaths — MICH-04 - Healthy People 2030 | health.gov](#)

Office of Disease Prevention and Health Promotion. (n.d.). *Healthy People 2030*. U.S. Department of Health & Human Services. [National Vital Statistics System - Mortality \(NVSS-M\) - Healthy People 2030 | health.gov](#)

Office of Disease Prevention and Health Promotion. (n.d.). *Healthy People 2030*. U.S. Department of Health & Human Services. [Data Sources and Methods - Healthy People 2030 | health.gov](#)

MATERNAL HEALTH/CHILDBIRTH OBJECTIVES	MEASURE DEFINITION	BASELINE DATA-BROWARD COUNTY OR MHS	MPC/MHS TARGET	HEALTHY PEOPLE 2030 BASELINE DATA	HEALTHY PEOPLE 2030 TARGET
Reduce Maternal Deaths	Numerator: Number of female deaths due to obstetric causes (ICD-10 codes: A34, O00-O95, O98-O99) while pregnant or within 42 days of being pregnant Denominator: Number of live births	TBD	<u>2</u> % reduction from baseline TBD	23.8 Deaths per 100,000 live births	15.7 per 100,000
Reduce the number of Pre-term Births	Numerator: Number of Infants Born before 37 Weeks Gestation Denominator: Number of Live Births	TBD	<u>1</u> % reduction over baseline	10.0%	9.4%

SICKLE CELL OBJECTIVE	MEASURE DEFINITION	BASELINE DATA-BROWARD COUNTY OR MHS	MPC/MHS TARGET	HEALTHY PEOPLE 2030 BASELINE DATA	HEALTHY PEOPLE 2030 TARGET
Interventions for Patients to Improve Knowledge of Sickle Cell Disease and Recognition of its Related Complications	<p>Numerator: Number of patients who established care with the Sickle Cell Medical Home who showed improvement from the Pre-Educational Test</p> <p>Denominator: Number of patients who established care with the Sickle Cell Medical Home and completed Pre & Post Educational test on recognition of signs and symptoms of disease-related morbidity, adherence to treatment and healthcare utilization in patients with Sickle Cell Disease</p>	MHS Baseline-Pre-Educational Test Score	<u>10%</u> increase over Baseline	Clinical Trials 48% demonstrated knowledge pre-education	Improve over baseline

HEART DISEASE & STROKE	MEASURE DEFINITION	BASELINE DATA-BROWARD COUNTY OR MHS	MPC/MHS TARGET	HEALTHY PEOPLE 2030 BASELINE DATA	HEALTHY PEOPLE 2030 TARGET
Reduce Prevalence of Heart Disease in South Broward	Numerator: Number of <u>residents</u> who received Heart Disease screening and health education in minority and underserved communities Denominator: Number of minority and underserved <u>communities</u> targeted for intervention	2021 South Broward Rate: 12% Broward County: 10% State FL: 7.2% US: 6.1%	Reduce South Broward rate over prior year PRC Needs Assessment data	N/A	N/A

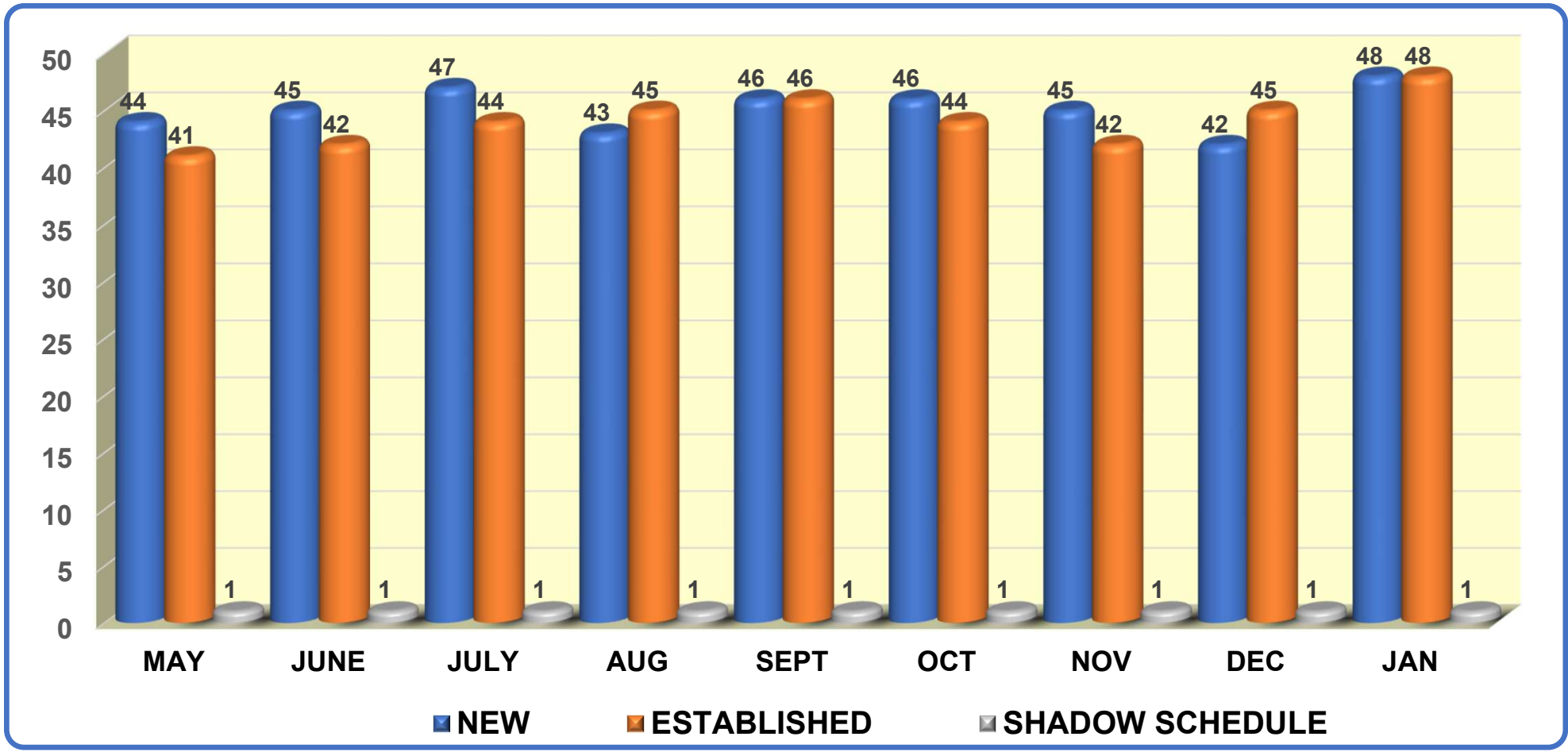
OVERWEIGHT & OBESE	MEASURE DEFINITION	BASELINE DATA-BROWARD COUNTY OR MHS	MPC/MHS TARGET	HEALTHY PEOPLE 2030 BASELINE DATA	HEALTHY PEOPLE 2030 TARGET
Reduce Prevalence of Obesity in South Broward to improve health, reduce health disparities, and enhance health equity	<p>Numerator: Number of Overweight and obese residents who received health education on changes in both diet and physical activity in minority and underserved communities</p> <p>Denominator: Number of Overweight and obese minority and underserved residents with a BMI >30</p>	<p>2021 South Broward Rate: 37.1% Broward County: 28.3% State FL: 27% US: 31.3%</p>	Reduce South Broward rate over prior year PRC Needs Assessment data	N/A	N/A

LACK OF HEALTHCARE INSURANCE	MEASURE DEFINITION	BASELINE DATA-BROWARD COUNTY OR MHS	MPC/MHS TARGET	HEALTHY PEOPLE 2030 BASELINE DATA	HEALTHY PEOPLE 2030 TARGET
Increase the proportion of people with health insurance	Numerator: Number of persons under 65 years who report coverage by any type of public or private health insurance Denominator: Number of persons under 65 years	2021 South Broward rate for lack of healthcare insurance is: 9.2%	1% decrease from 2023 South Broward Rate of 9.2%	2019 - 12%	7.6%
Increase the number of people who have visited a Physician for a checkup in past year care	Numerator: Number of persons who visited a physician for a checkup Denominator: Number of persons who did not visit a physician for a checkup	2021 South Broward Rate: 62.8% Broward County: 63.1% State FL: 80.4% US: 70.5%	Increase South Broward rate over prior year PRC Needs Assessment data	N/A	N/A

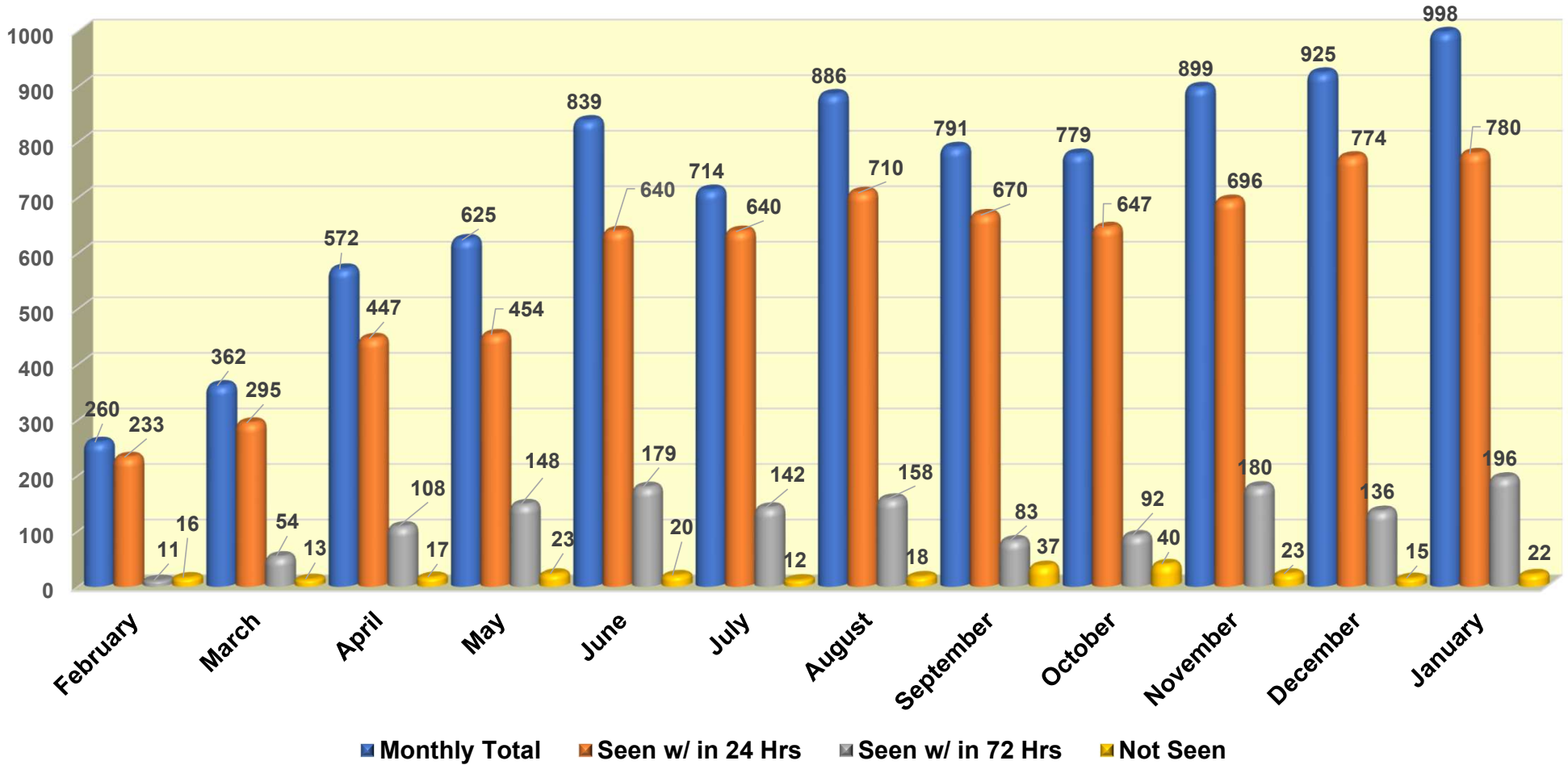
VALUABLE BASE



AVERAGE NEXT AVAILABLE APPOINTMENT DAYS – FY 2023



Shadow Schedule Stats



HOSPITAL CONTRIBUTION MARGIN

Reporting - FY2023 November YTD

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023P
Insured Membership	11,545	16,443	22,702	25,975	28,161	31,147	29,108	33,623
Uninsured Membership	8,383	7,148	6,287	6,651	6,895	3,974	2,852	2,607

Loss from Practice Operations	\$ (14,284,641)	\$ (14,441,594)	\$ (9,871,536)	\$ (7,826,742)	\$ (7,777,771)	\$ (6,710,838)	\$ (5,701,620)	\$ (2,107,856)
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Hospital Direct Margin - Insured	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023P
Inpatient	\$ 4,251,891	\$ 5,471,001	\$ 8,833,901	\$ 7,311,497	\$ 9,608,708	\$ 13,535,505	\$ 8,480,745	\$ 3,495,194
Observation	\$ 524,292	\$ 911,085	\$ 941,313	\$ 1,018,257	\$ 1,602,463	\$ 761,851	\$ 553,374	\$ 111,854
Emergency	\$ 1,198,741	\$ 1,216,462	\$ 1,352,789	\$ 1,282,956	\$ 1,325,720	\$ 1,050,308	\$ 1,183,416	\$ 930,365
Outpatient	\$ 4,440,310	\$ 3,137,644	\$ 3,808,900	\$ 4,799,372	\$ 7,693,231	\$ 10,852,364	\$ 8,345,577	\$ 6,251,726
Total Hospital Direct Margin - Insured	\$ 10,415,234	\$ 10,736,192	\$ 14,936,903	\$ 14,412,082	\$ 20,230,122	\$ 26,200,028	\$ 18,563,112	\$ 10,789,138

Hospital Direct Margin - Uninsured	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023P
Inpatient	\$ (4,496,987)	\$ (4,596,377)	\$ (5,090,440)	\$ (5,339,946)	\$ (6,826,754)	\$ (5,358,471)	\$ (3,475,313)	\$ (3,684,693)
Observation	\$ (1,493,282)	\$ (1,357,191)	\$ (1,125,553)	\$ (1,805,106)	\$ (2,074,640)	\$ (1,065,354)	\$ (1,063,131)	\$ (1,158,439)
Emergency	\$ (846,380)	\$ (859,452)	\$ (877,222)	\$ (951,863)	\$ (1,237,914)	\$ (833,020)	\$ (783,191)	\$ (651,699)
Outpatient	\$ (5,824,125)	\$ (5,297,844)	\$ (5,178,465)	\$ (5,585,948)	\$ (5,591,794)	\$ (4,537,504)	\$ (3,671,916)	\$ (3,428,016)
Total Hospital Direct Margin - Uninsured	\$ (12,660,774)	\$ (12,110,864)	\$ (12,271,680)	\$ (13,682,863)	\$ (15,731,102)	\$ (11,794,349)	\$ (8,993,551)	\$ (8,922,847)

Net of Insured vs. Uninsured	\$ (2,245,540)	\$ (1,374,672)	\$ 2,665,223	\$ 729,219	\$ 4,499,020	\$ 14,405,679	\$ 9,569,561	\$ 1,866,291
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Our Locations



Aventura

20803 Biscayne Boulevard, Suite 201
Aventura, Florida 33180
954-276-5552

Dania Beach

140-A South Federal Highway
Dania Beach, FL 33004
954-922-7606

Hallandale Beach

1750 E. Hallandale Beach Blvd
Hallandale Beach, FL 33009
954-276-9700

East Hollywood

3700 Johnson Street
Hollywood, FL 33021
954-265-2550

Hollywood

4105 Pembroke Road
Hollywood, FL 33021
954-265-8100

Miramar Medical Office Building

1951 SW 172 Avenue, Suite 210
Miramar, FL 33029
954-538-5670

Miramar

6730 Miramar Parkway
Miramar, FL 33023
954-276-6600

Monarch Lakes

12781 Miramar Parkway, Suite 1-202
Miramar, FL 33027
954-276-1330

West Miramar

10910 Pembroke Road
Miramar, FL 33025
954-276-1300

Pembroke Pines

2217 N. University Drive
Pembroke Pines, FL 33024
954-883-8140

Silver Lakes

17786 SW 2 Street
Pembroke Pines, FL 33029
954-276-1252

COMING SOON

*PLANTATION

1000 S. PINES ISLAND RD/STE A-180, PLANTATION

*MIAMI GARDENS/COUNTRY CLUB

8665 AND 8649 NW 186 STREET, HIALEAH

*WESTON

17130 ROYAL PALM BLVD/STE 1&2, WESTON

ACCEPTING NEW PATIENTS!

To schedule an appointment call **954-276-5552**





MEMORIAL Health Forward >>



Marketing and
Corporate Communications

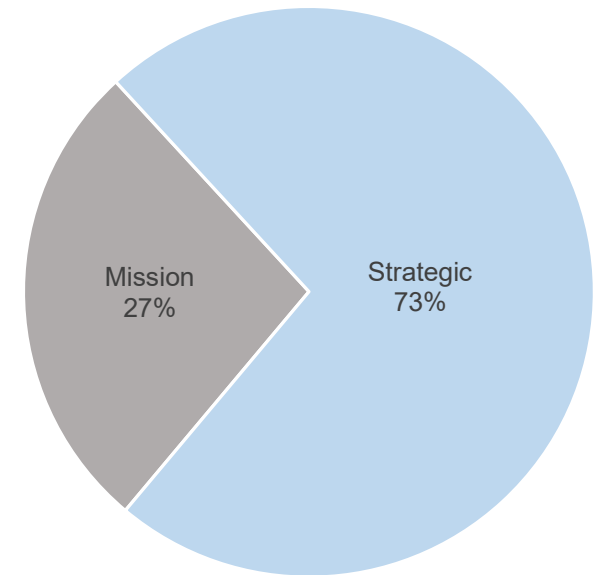
Community Relations

FY23 Q3 | November 2022 - January 2023



Community Relations

		Activities	Attendees
	<ul style="list-style-type: none"> Sponsorships & Events: Strategic and Mission Service line booths, health education, In house special events 	96	38,761
	<ul style="list-style-type: none"> Corporate Wellness: Employee prevention, health education, lectures & screenings 	6	368
	<ul style="list-style-type: none"> Speakers Bureau Engagements: Community-based & civic organizations 	14	30,642
TOTAL FY23 Q3		203	100,850

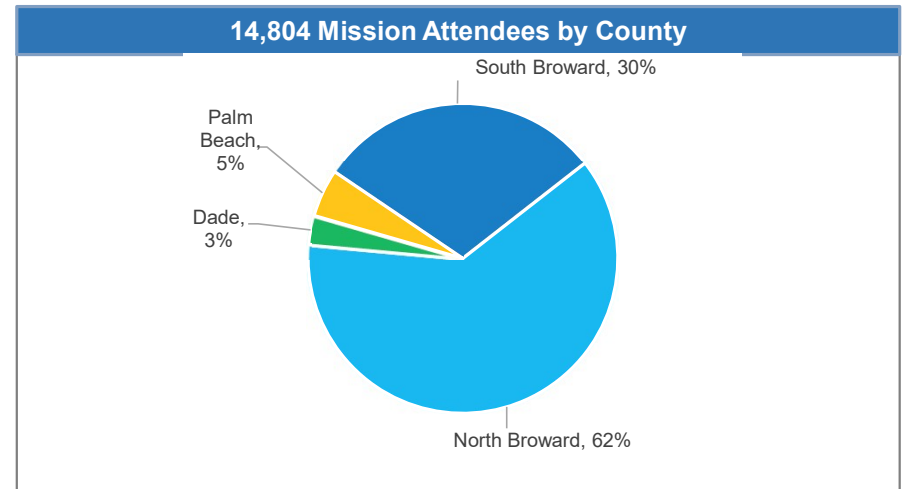
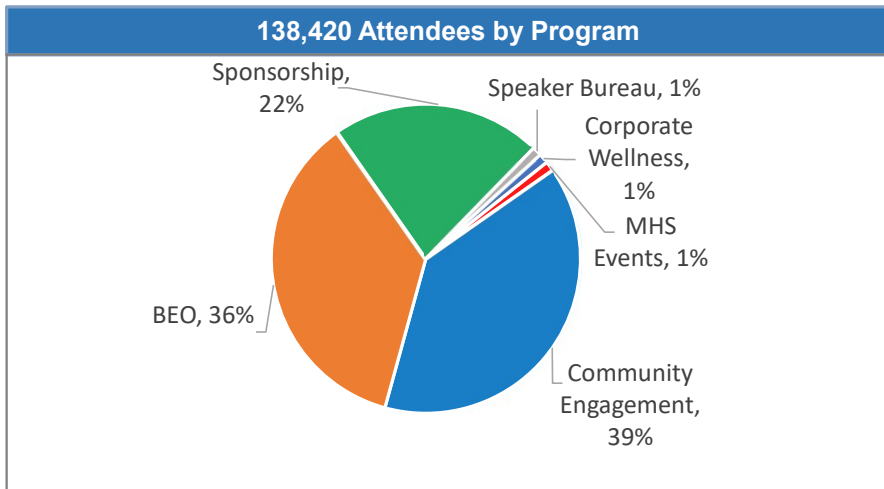
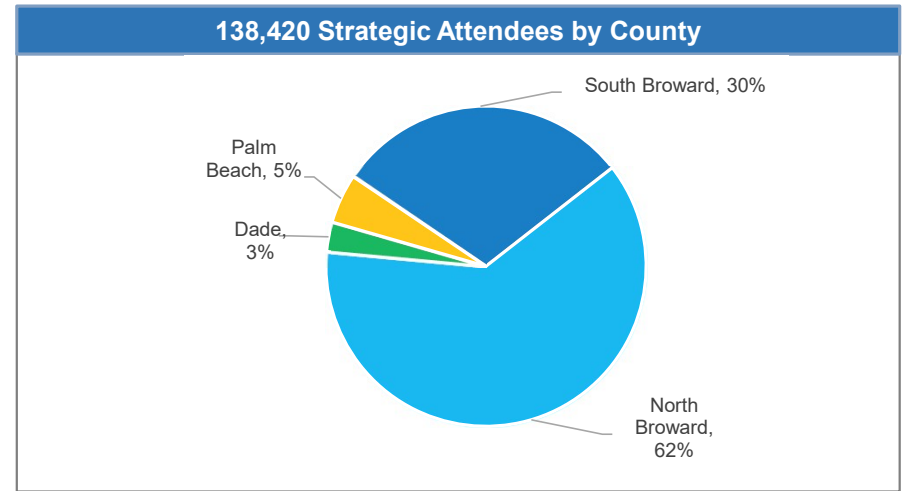
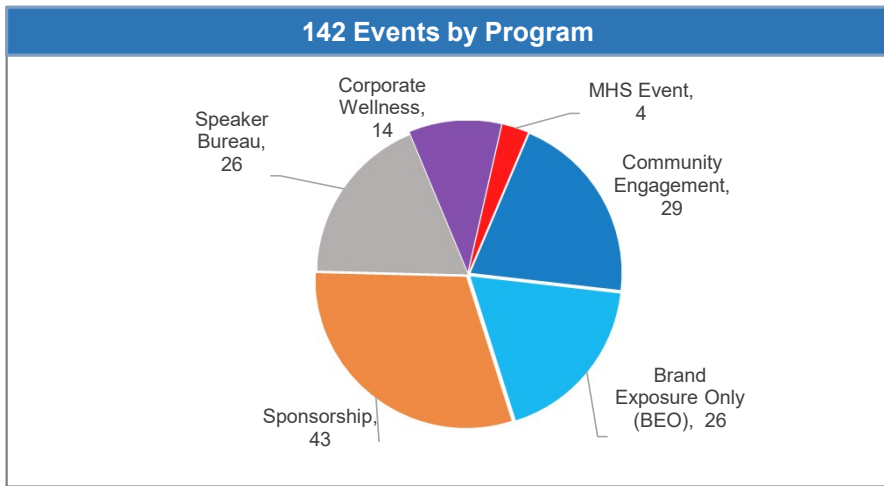


- **56 SDoH & DEI activities**
- **150 Service Line & Sponsor Events**



Community Relations

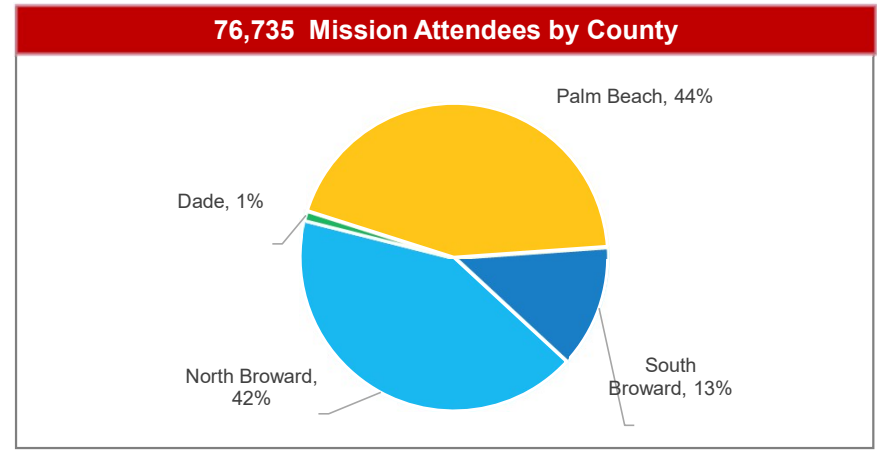
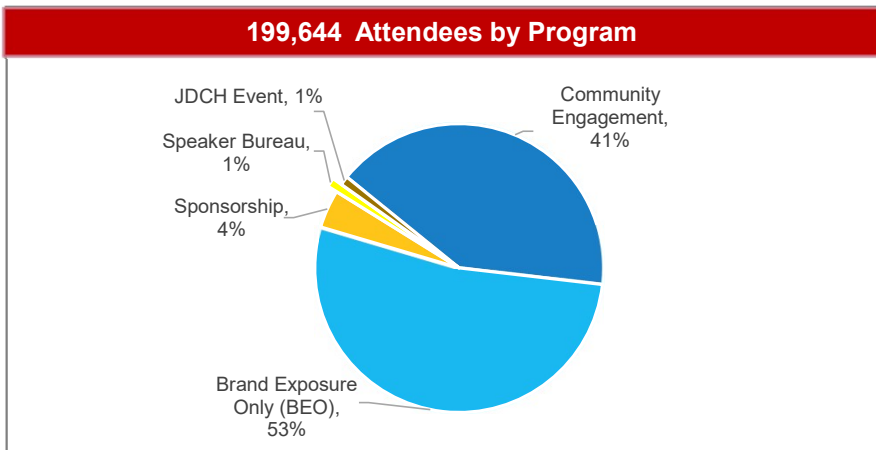
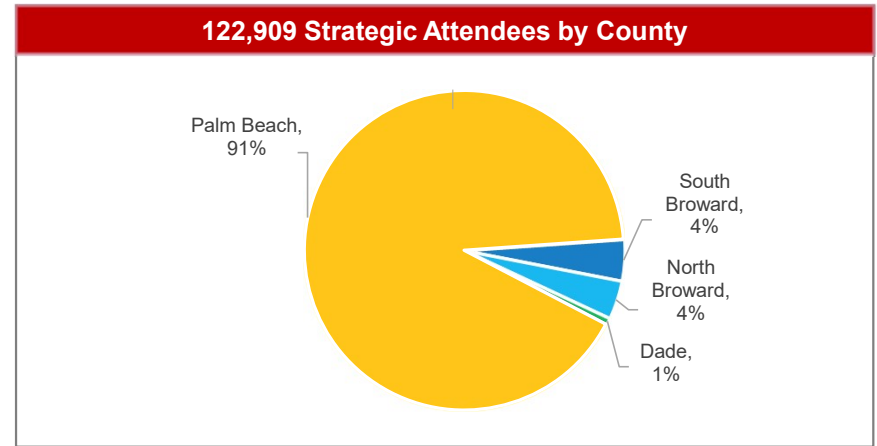
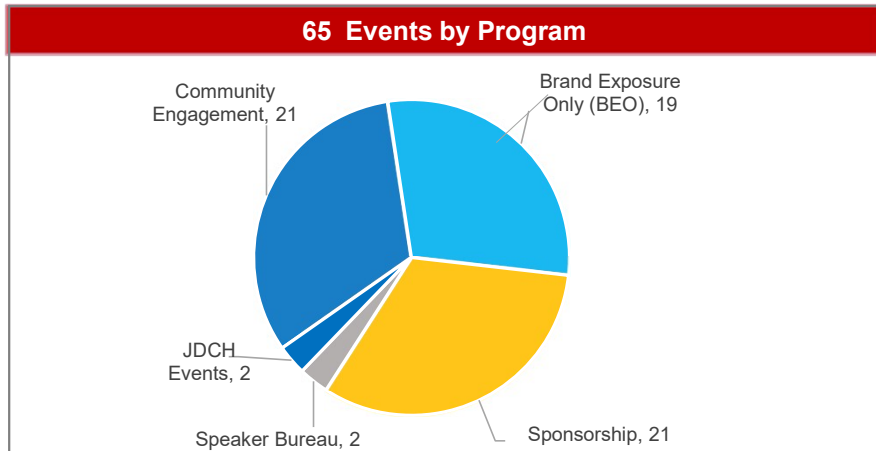
Adult Services Community Engagement – FY23 Q3





Community Relations | FY23 Q3 Summary

JDCH Community Engagement – FY23 Q3





National Kidney Foundation's Fort Lauderdale Kidney Walk



- The Memorial Transplant Team raised awareness and funds for transplant families.
- **Dr. Linda Chen**, Surgical Director, Living Donor & Pediatric Abdominal Transplant Program, spoke on the importance of awareness and support
- Julie, the wife of **Mack Barnes**, expressed gratitude to the Memorial Transplant team for saving her husband's life. She joined the MTI team in encouraging the community to, "*Share Your Spare!*"



Crohn's & Colitis Winter Wonderland Luncheon

- **Dr. Jacqueline Larson**, Pediatric Gastroenterologist, was this year's honoree for her amazing work in South Florida
- Our partnership helps advance research and patient education/support
- Dr. Larson gained two new patients



American Lung Assn: Facts/Fiction On Vaping

- **Dr. Mark Block**, Chief of Thoracic Surgery Division, addressed common myths:
 - Vaping...
 - is just flavored water vapor
 - helps smokers quit
 - is safer than smoking
 - doesn't lead to smoking
 - National forum & attendance
 - Ties to the Community Health Needs Assessment initiatives





MHS Corporate Wellness

ORGANIZATION	VISITS	TOPIC	SPEAKER(S)	# STAFF	HEALTH PLAN	COUNTY
American Postal Workers Union, Miami Local 172	1	Mental Health	Gretchen Haddad, Clinical Therapist	2,000	APWU Health Plan	Dade
Bank United	1	Gut Health	Ashley Paelez, Reg. Dietician	1,500	United Healthcare	Dade
Broward College	3	Health Fair	None	5,000	Cigna	S. Broward
City of Hollywood	1	Nutrition	Jeneene Connelly & Rebeca Stevenson, Bariatric Dietitians	1,494	Capital Health, Cigna	S. Broward
Gulfstream Park	1	Primary Care	Jacqueline Kilmer, Educator Community Health Resource	699	United Healthcare	S. Broward
Town of Davie	1	Health Fair	None	750	United Healthcare	S. Broward
Bank of America	1	Integrative Medicine	Dr. Ashwin Mehta, Medical Director	2,025	Blue Cross & Blue Shield, Aetna, United	N. Broward
Broward Center for The Performing Arts	1	Breast Cancer; Integrative Medicine	Dr. Joshua Park, Acupuncturist	72	Florida Blue	N. Broward
City Furniture	1	Diabetes	Sonia Angel, Liaison Diabètes Nutrition	3,000	Aetna	N. Broward
City of Fort Lauderdale	2	Health and Wellness	Jackie Gavino, Clinical Exercise Physiologist	1,600	Cigna	N. Broward
South Florida Water Management District	1	Cancer Prevention through Nutrition	Katie Shelton, Clinical Dietitian	1,000	Cigna	Palm Beach

Total Staff: 19,140



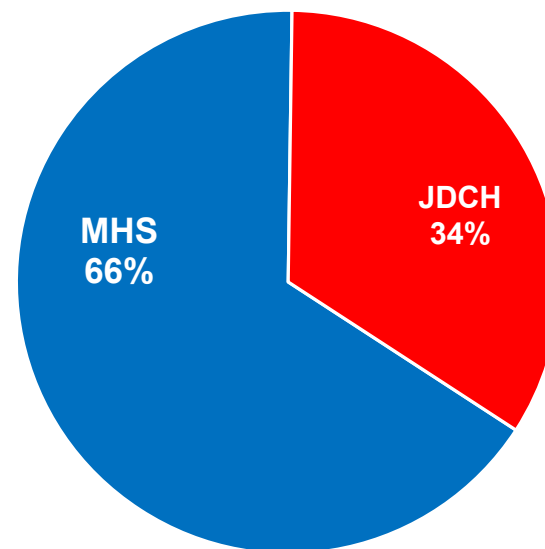
Mission: SDoH and DEI Activity

SDoH CATEGORIES

- | | |
|----------------------------------|----|
| • Economic Stability | 11 |
| • Education, Access & Quality | 17 |
| • Health Care Access & Quality | 3 |
| • Neighborhood & Built Community | 10 |
| • Social & Community Context | 15 |

DEI CATEGORIES

- | | |
|------------------------|----|
| • Ethnicity | 5 |
| • Gender | 6 |
| • Disabilities | 6 |
| • Veterans | 2 |
| • Vulnerable Community | 37 |





10th Annual Miss ARC Broward Pageant

ARC provides skills for children and adults with developmental disabilities to develop/thrive through 21 programs and residential services. They work with the community to change how people with developmental disabilities are embraced and included.

- The Pageant is a heartwarming and inspiring event for young women 6 – 17
- Contestants participate in a supportive pageant environment providing core tools for success such as confidence and teamwork.
- Sponsorship support includes MHS Board & DEI committee participation





30th Annual Harvest Drive

Founded in 1992 in Weston, Harvest Drive started at one school with 25 turkeys and now feeds 2,400 families with the help of 200 Broward public schools

- As a result of the pandemic, Harvest Drive transitioned from a mostly seasonal to a year-round operation
- School social workers provides Harvest Drive with lists of families in need, and they do the rest to help in anyway they can
- MHS employees volunteering during holiday season





MHS Leadership in the Community



**Turkey/Holiday Meal
Community Distribution with
Board of Commissioners**





Outpatient Behavioral Health Center Opening – January 2023



Meeting the Needs of the Community
*"The theme of the night was **Purpose Drives Passion**. The objective is to be the lighthouse of hope and healing for people seeking behavioral health services", Claudia Vicencio, PhD, LCSW*

Memorial Healthcare System
Mental Health Help Near You
Memorial Outpatient Behavioral Health Center Expanding in Davie

Friday, February 3, 2023
12 PM EST

f LIVE
WATCH HERE

Having trouble viewing on Facebook?
Click this link to watch on YouTube

Mental Health Help Near You

Memorial Outpatient Behavioral Health Center
Expanding in Davie



M Memorial
Behavioral Health Services

Play (k)



Outpatient Behavioral Health Center Opening - VIDEO

<https://m.youtube.com/watch?v=1Sa9QSVUUXQ>



Thank You

