

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

December 6, 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, December 6, 2023, at 5:30 p.m., in the Perry Board Room, 3111 Stirling Road, Hollywood, Florida.

The following members were present:

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

The following members were absent:

Mr. Jose Basulto
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 Ms. Justen, 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. 2024 State Legislative Priorities Presentation; Ms. Lubby Navarro, Vice President, Government Affairs

Ms. Navarro gave a presentation on the Florida Legislative Session for 2024 and Memorial's Legislative Priorities.

She began by giving a Statewide overview of the Governor's proposed budget, and listed highlights relating to the healthcare industry. She then gave details of the Legislative Session, highlighting the priorities put forward by Senate President Kathleen Passidomo and House Speaker Paul Renner.

Ms. Navarro then presented Memorial's main budget priorities. The first is for \$1M for the Medication Assisted Treatment (MAT-SDOH) Integration Program. She thanked the Memorial team of Tammy Tucker, PSYD, Vice President of Behavioral Health, Mr. Tim Curtin, Executive Director of Community Youth Services, Mr. Robert Alonso, Vice President of Strategic Planning, Ms. Christine Heft, Administrative Director of Grant Programs, and Ms. Lisa Yalkut, Manager of Grants Development, for putting the program together. She also thanked Senator Lauren Book and Representative Tom Fabricio for sponsoring the bill.

The second budget priority is for \$1M for the Joe DiMaggio Children's Hospital – New Solutions Intensive Outpatient Program. Ms. Navarro thanked Dr. Tucker, Mr. Curtin, Ms. Heft, and Ms. Caitlin Stella, Chief Executive Officer of Joe DiMaggio Children's Hospital, for putting the program together, and Senator Bryan Avila and Representative Alex Rizzo for sponsoring the bill.

Ms. Navarro also gave details of the following joint budget priorities for Broward County; Maternal Healthcare Funding for Broward Bright Beginnings – Reducing Maternal Morbidity and Mortality, and the City of Hollywood funding for Hollywood Memorial Regional Hospital Area Drainage Improvement. She thanked Ms. Melida Akiti, Vice President and Chief Community Officer, for her work on the former.

Finally, Ms. Navarro reported on Memorial's partner associations' advocacy dates, including FHA Hospital Days in Tallahassee from January 15-17, 2024.

3. **APPROVAL OF MINUTES**

a. **Request Board Approval of the Minutes of the Regular Meeting Held on October 25, 2023**

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

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

***THE BOARD OF COMMISSIONERS APPROVES THE MINUTES OF
THE REGULAR MEETING HELD ON OCTOBER 25, 2023***

The Motion ***carried*** unanimously.

b. **Request Board Approval of the Minutes of the Special Board Meeting – Final Tax Budget Hearing Held on November 15, 2023**

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

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

***THE BOARD OF COMMISSIONERS APPROVES THE MINUTES OF
THE SPECIAL BOARD MEETING – FINAL TAX BUDGET HEARING
HELD ON NOVEMBER 15, 2023***

The Motion ***carried*** unanimously.

4. **BOARD REGULAR BUSINESS**

a. **Medical Report; Aharon Sareli, M.D., Executive Vice President and Chief Medical Officer**

1) ***Request Board Approval of Revisions to Medical Staff Bylaws: Article 1 and 12.4. – Clarification of the Unified Medical Staff Status***

Dr. Sareli presented the revisions to the Medical Staff Bylaws.

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

***THE BOARD OF COMMISSIONERS APPROVES THE
REVISIONS TO THE MEDICAL STAFF BYLAWS:
ARTICLE 1 AND 12.4. – CLARIFICATION OF THE UNIFIED
MEDICAL STAFF STATUS***

The Motion ***carried*** unanimously.

b. **Quarterly Statistical Report; Ms. L. Carpenter, Executive Vice President and Chief Operating Officer**

1) ***Quarterly Statistical Report for the Period Ending October 31, 2023***

Ms. Carpenter presented the report for the quarterly period ending October 31, 2023.

The report was for information only and no action was required by the Board.

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

1) ***Request Board Approval of the Financial Report for the Month of October 2023***

Mr. Smith presented the financial report for the month of October 2023.

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

***THE BOARD OF COMMISSIONERS APPROVES THE FINANCIAL
REPORT FOR THE MONTH OF OCTOBER 2023***

The Motion ***carried*** unanimously.

d. **Legal Report; Mr. Frank Rainer, Senior Vice President and General Counsel**

1) ***Request Board Ratification of the Approval by the President / Chief Executive Officer / Administrator of the November 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 495, Delegating Such Authority Until Further Meeting of the Board of Commissioners***

Mr. Rainer presented Resolution 495 to the Board and details were clarified.

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

THE BOARD OF COMMISSIONERS RATIFIES THE APPROVAL BY THE PRESIDENT / CHIEF EXECUTIVE OFFICER / ADMINISTRATOR OF THE NOVEMBER 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. 495, DELEGATING SUCH AUTHORITY UNTIL FURTHER MEETING OF THE BOARD OF COMMISSIONERS

The motion **carried** unanimously.

The four Chiefs of Staff – Juan Martinez, M.D., Fausto De La Cruz, M.D., Juan Villegas, M.D., and Narendra Upadhyaya, M.D. - took the opportunity to wish the Board Members and Memorial staff Happy Holidays and a Happy New Year.

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

a. Finance Committee Meeting Held on November 15, 2023; Ms. Elizabeth Justen, Chairwoman

Ms. Justen presented the Minutes of the Finance Committee Meeting held on November 15, 2023, a copy of which is on file in the Executive Office. Mr. Veda Rampat, Treasurer, then gave details of the items discussed at the meeting.

- 1) Request Board Approval of the Investment Recommendations to: (I) Replace the Vanguard Global Minimum Volatility Equity Fund with a Passive MSCI ACWI Index Option, Adding a 10% Allocation to Both the Operating Funds and the Retirement Plan, and (II) to Replace Our Current High Yield Investment Manager (Chartwell) with Arena Short Duration High Yield, Adding an Initial 5% Allocation to the Operating Funds and to Maintain the Current 5% Allocation in the Retirement Plan**

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

THE BOARD OF COMMISSIONERS APPROVES THE INVESTMENT RECOMMENDATIONS TO: (I) REPLACE THE VANGUARD GLOBAL MINIMUM VOLATILITY EQUITY FUND WITH A PASSIVE MSCI ACWI INDEX OPTION, ADDING A 10% ALLOCATION TO BOTH THE OPERATING FUNDS AND THE RETIREMENT PLAN, AND (II) TO REPLACE OUR CURRENT HIGH YIELD INVESTMENT MANAGER (CHARTWELL) WITH ARENA SHORT DURATION HIGH YIELD, ADDING AN INITIAL 5% ALLOCATION TO THE OPERATING FUNDS AND TO MAINTAIN THE CURRENT 5% ALLOCATION IN THE RETIREMENT PLAN

The Motion **carried** unanimously.

2) ***Request Board Acceptance of the Quarterly Operating Funds Performance Report – Executive Summary for September 30, 2023***

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

***THE BOARD OF COMMISSIONERS ACCEPTS THE
QUARTERLY OPERATING FUNDS PERFORMANCE REPORT
– EXECUTIVE SUMMARY FOR SEPTEMBER 30, 2023***

The Motion *carried* unanimously.

3) ***Request Board Acceptance of the Quarterly Retirement Plan Performance Report – Executive Summary for September 30, 2023***

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

***THE BOARD OF COMMISSIONERS ACCEPTS THE
QUARTERLY RETIREMENT PLAN PERFORMANCE REPORT
– EXECUTIVE SUMMARY FOR SEPTEMBER 30, 2023***

The Motion *carried* unanimously.

4) ***Request Board Acceptance of the Quarterly Defined Contribution Plans Performance Report – Executive Summary for September 30, 2023***

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

***THE BOARD OF COMMISSIONERS ACCEPTS THE
QUARTERLY COMBINED PLANS PERFORMANCE REPORT
– EXECUTIVE SUMMARY FOR SEPTEMBER 30, 2023***

The Motion *carried* unanimously.

5) ***Request Board Approval for the Defined Contribution Plans Replacement of Several Vanguard Mutual Funds with Fidelity Mutual Funds***

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

***THE BOARD OF COMMISSIONERS APPROVES THE
DEFINED CONTRIBUTION PLANS REPLACEMENT OF
SEVERAL VANGUARD MUTUAL FUNDS WITH FIDELITY
MUTUAL FUNDS***

The Motion *carried* unanimously.

6) ***Request Board Approval of the Minutes of the Finance Committee Meeting Held on November 15, 2023***

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

**THE BOARD OF COMMISSIONERS APPROVES THE
MINUTES OF THE FINANCE COMMITTEE MEETING HELD ON
NOVEMBER 15, 2023**

The Motion ***carried*** unanimously.

Mr. Harrison reported that the owners of the Galleria Mall in Fort Lauderdale are looking to sell, and that there will be much interest from Memorial's competitors. He advised that we should also consider this opportunity.

b. Community Relations Committee Meeting Held on November 29, 2023; Mr. Brad Friedman, Chairman

Mr. Friedman introduced the item and presented the Minutes of the Community Relations Committee Meeting held on November 29, 2023, a copy of which is on file in the Executive Office.

Ms. Melida Akiti gave her report, beginning with a story of a patient whose quality of life was improved because of Memorial staff intervention and assistance. She gave updates on the "One City at a Time" initiative and the Social Determinants of Health (SDOH) Hub Program. She detailed how the three departments run by herself, Mr. Tim Curtin and Ms. Milin Espino, Administrative Director of Community Relations, have come together under the new department structure. She encouraged all Board members to attend the Community Relations Committee Meetings, wherever possible.

1) *Request Board Approval of the Minutes of the Community Relations Committee Meeting Held on November 29, 2023*

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

**THE BOARD OF COMMISSIONERS APPROVES THE
MINUTES OF THE COMMUNITY RELATIONS COMMITTEE
MEETING HELD ON NOVEMBER 29, 2023**

The Motion ***carried*** unanimously.

c. Contracts Committee Meeting Held on November 29, 2023; Mr. Brad Friedman, Acting Chairman

Mr. Friedman, who chaired the meeting in Mr. Harvey's absence, presented the Minutes of the Contracts Committee Meeting held on November 29, 2023, a copy of which is on file in the Executive Office. Mr. Vedner Guerrier, Executive Vice President and Chief Transformation Officer, then gave details of the individual contracts.

1) *Request Board Approval of the New Physician Employment Agreement between Tae Song, M.D., for Cardiac Surgery – Heart Transplant, and South Broward Hospital District*

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

**THE BOARD OF COMMISSIONERS APPROVES THE NEW
PHYSICIAN EMPLOYMENT AGREEMENT BETWEEN TAE
SONG, M.D., FOR CARDIAC SURGERY – HEART
TRANSPLANT, AND SOUTH BROWARD HOSPITAL DISTRICT**

The Motion **carried** unanimously.

- 2) ***Request Board Approval of the Renewal Physician Employment Agreement between Aharon Sareli, M.D., Executive Vice President and Chief Medical Officer of Memorial Healthcare System, and Chief Physician Executive, and South Broward Hospital District***

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

**THE BOARD OF COMMISSIONERS APPROVES THE
RENEWAL PHYSICIAN EMPLOYMENT AGREEMENT
BETWEEN AHARON SARELI, M.D., EXECUTIVE VICE
PRESIDENT AND CHIEF MEDICAL OFFICER OF MEMORIAL
HEALTHCARE SYSTEM, AND CHIEF PHYSICIAN
EXECUTIVE, AND SOUTH BROWARD HOSPITAL DISTRICT**

The Motion **carried** unanimously.

- 3) ***Request Board Approval of the Renewal Physician Employment Agreement between Minaba Wariboko, M.D., for Adult Cardiology, and South Broward Hospital District***

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

**THE BOARD OF COMMISSIONERS APPROVES THE
RENEWAL PHYSICIAN EMPLOYMENT AGREEMENT
BETWEEN MINABA WARIBOKO, M.D., FOR ADULT
CARDIOLOGY, AND SOUTH BROWARD HOSPITAL DISTRICT**

The Motion **carried** unanimously.

- 4) ***Request Board Approval of the Renewal Physician Employment Agreement between Geden Franck, M.D., for Non-Operative Sports Medicine, and South Broward Hospital District***

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

**THE BOARD OF COMMISSIONERS APPROVES THE
RENEWAL PHYSICIAN EMPLOYMENT AGREEMENT
BETWEEN GEDEN FRANCK, M.D., FOR NON-OPERATIVE
SPORTS MEDICINE, AND SOUTH BROWARD HOSPITAL
DISTRICT**

The Motion **carried** unanimously.

5) ***Request Board Approval of the Renewal Professional Services Agreement between InPhyNet South Broward, Inc., for Emergency Physician Services, and South Broward Hospital District***

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

THE BOARD OF COMMISSIONERS APPROVES THE RENEWAL PROFESSIONAL SERVICES AGREEMENT BETWEEN INPHYNET SOUTH BROWARD, INC., FOR EMERGENCY PHYSICIAN SERVICES, AND SOUTH BROWARD HOSPITAL DISTRICT

The Motion ***carried*** unanimously.

Mr. Guerrier then reported on additional contracts, presented for information only, and an RFP for Clinical Material Management Software (CMMS).

6) ***Request Board Approval of the Minutes of the Contracts Committee Meeting Held on November 29, 2023***

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

THE BOARD OF COMMISSIONERS APPROVES THE MINUTES OF THE CONTRACTS COMMITTEE MEETING HELD ON NOVEMBER 29, 2023

The Motion ***carried*** unanimously.

6. **REPORT OF SPECIAL COMMITTEES**

None.

7. **ANNOUNCEMENTS**

Ms. Justen reported that the Board members of the North and South Broward Hospital Districts will hold their next Joint Board Meeting on Thursday, February 8, 2024, at the Memorial Regional Hospital Conference Center.

8. **UNFINISHED BUSINESS**

None.

9. **NEW BUSINESS**

None.

10. **PRESIDENT'S COMMENTS**

Mr. Scott Wester reported the following:

He attended the "Men of Style" fundraiser at the Galleria Mall, Fort Lauderdale, on November 30, where Mr. Friedman was honored. Proceeds benefit the Art and Culture Center/Hollywood.

He thanked Mr. Kevin Janser, Senior Vice President, and President of the Memorial Foundation and the Joe DiMaggio Children's Hospital Foundation, and the Foundation members, for the successful Fairy Tale Ball, which was held on November 18. Over 1,000 guests attended, and the event raised \$1.4M.

The "Touch of Pink" Party was held on December 1, and was a great success.

The Memorial Foundation has appointed three new Board members.

Joe DiMaggio Children's Hospital has received a site visit from Magnet, with a view to achieving Magnet designation, which will recognize its commitment to nursing excellence.

Joe DiMaggio Children's Hospital is holding a number of events in December, including the Jeff Conine United Airlines Fantasy Flight, and patient visits by the Florida Panthers Hockey Team and Miami Dolphins Football Team.

The KISS Radiothon will take place on December 14 and 15.

Following the bankruptcy filed by GenesisCare earlier in the year, Memorial was unsuccessful in its asset purchase attempt, due to not getting access to the landlord.

Memorial has opened an Urgent Care Center and Primary Care Center in Palm Springs North, to serve the northwest Miami-Dade community.

11. CHAIRWOMAN'S COMMENTS

After deferring her comments, to allow the other Board members to speak first, Ms. Justen reported that a friend had gone to hospital with heart issues and saw many examples of how competent Memorial's staff and physicians were. She wished everyone Happy Holidays and thanked everyone for the support they give to the Board members.

12. COMMISSIONERS' COMMENTS

Dr. Orta gave his apologies to Board members and the Executive Staff for missing some meetings, as this was due to a family member's recent diagnosis. In that time, they have met a number of the staff at Memorial Hospital Miramar, and he passed on deepest thanks from him and his family to the staff in the Emergency Department, Interventional Radiology, the nurses on the Fourth East floor, and Mr. Stephen Demers, the Chief Executive Officer of Memorial Hospital Miramar, for his kindness, support and help. He thanked Mr. Wester for his kindness, understanding and support, and Mr. Wester's Executive Assistants, Ms. Ivonne Diaz, and Ms. Cheryl Yeo, for their compassion, support and guidance. He thanked Mr. David Smith for his time and patience and Mr. Friedman for standing in during the Contracts Committee. He wished everyone Happy Holidays, Happy Hannukah and Merry Christmas. Ms. Justen responded that Dr. Orta and his family were in everyone's thoughts and prayers.

Mr. Friedman informed Dr. Orta that everyone was here for him and his family. He asked everyone to think about the last year and the things that went wrong and right. He encouraged everyone to be critical during every part of their work, to ensure that good decisions are made. He wished everyone Happy Holidays.

Mr. Harvey wished everyone Happy Holidays, and encouraged them to get some rest. He looked forward to 2024.

Mr. Harrison thanked Ms. Justen for her leadership. He felt that the Board had a good relationship, and that Memorial was a magical place with the best staff. He wished everyone Happy Holidays and hoped that everyone had compassion and love for each other. He asked that everyone think about those who were in hospital and being treated. He thanked Memorial's staff for allowing him to be a part of this.

13. ADJOURNMENT

There being no further business to come before the Board, Ms. Justen declared the meeting adjourned at 7:39 p.m.

THE BOARD OF COMMISSIONERS OF THE SOUTH BROWARD HOSPITAL DISTRICT

BY: _____
Elizabeth Justen, Chairwoman

ATTEST: _____
Douglas Harrison, Secretary Treasurer



January 17, 2024

Ms. Elizabeth Justen
Chairwoman
Board of Commissioners
South Broward Hospital District

Dear Ms. Justen:

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

- Memorial Regional Hospital (MRH) and Joe DiMaggio Children's Hospital (JDCH) on January 17, 2024
- Memorial Hospital West (MHW) on January 08, 2024
- Memorial Hospital Pembroke (MHP) on January 11, 2024
- Memorial Hospital Miramar (MHM) on January 10, 2024

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)	Status	Adult & Pediatrics	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Adler, Laura, DPM	Podiatry	Active	Adult & Pediatrics	X	X	X			2 years	
Babin, Desiree Marie, MD	Pediatrics (Limited to Newborn Nursery Only)	Active	Pediatrics	X	X		X		2 years	
Barbosa, Nailatricia, APRN	Physical Medicine and Rehabilitation (Dr. James Salerno)	APP	Adult	X					2 years	
Barski, Roy, DO	Family Medicine	Active	Adult	X	X	X	X		2 years	
Begon, Tashalyn Marie, PA	Orthopedic Surgery (Dr. Daniel Sheldon)	APP	Adult		X				2 years	
Bryant, Heather Nicole, PA	Vascular Interventional Neurology (Drs. Brijesh Mehta; Norman Ajiboye; Haris	APP	Adult	X	X				2 years	

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New Applicant Name	Specialty (Sponsor)	Status	Adult & Pediatrics	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
	Kamal; Mhd Zakaria; Sean Kenniff; Brandi Baker; Fawad Yousuf; Mohammed Qureshi; Noureldin Abdelhamid & Gaurav Kathuria)									
Casas, Victoria Isabel, APRN	Palliative Medicine (Dr. Gina Domingo Cabreja)	APP	Adult	X	X	X	X		2 years	
Cespedes, Jr. Daniel, PA	Pediatric and Adult Otolaryngology/Head and Neck Surgery (Dr. Samuel Ostrower)	APP	Adult & Pediatrics	X	X		X	X	2 years	
Faraci, Andrea Victoria, MD	Obstetrics and Gynecology	Active	Adult				X		2 years	
Faraon-Pogaceanu, Claudiu Cristian, MD	Pediatric Critical Care Medicine	Active	Pediatrics					X	2 years	
Fertel, Gabrielle Aryn, PA	Endocrinology, Diabetes and Metabolism (Dr. Amy Aronovitz)	APP	Adult	X				X	2 years	
Francisco-Martinboro, Shatara, PA	Vascular Surgery (Drs. Marc Dauer; Pablo De Los Santos; Joseph Habib; Sean O'Donnell; Eduardo Rodriguez Zoppi & Aaron Wagner)	APP	Adult & Pediatrics	On Staff	On Staff	On Staff	On Staff	X	2 years	Two year appointment pending PALS life card.
Friedberg, Katrina, APRN	Plastic Surgery (Drs. Jonathan Weiser & Jeffrey Uecker)	APP	Adult & Pediatrics	X		X	X	X	2 years	

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New Applicant Name	Specialty (Sponsor)	Status	Adult & Pediatrics	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Garcia-Ocasio, Rafael E., MD	Obstetrics and Gynecology	Active	Adult				X		2 years	
Gilani, Samina Chowdhury MD	Anesthesiology	Active	Adult & Pediatrics	X	X	X	X	X	2 years	
Jackson, Andrea Marie, MD	Obstetrics and Gynecology	Active	Adult		X		X		2 years	
Kline, Patricia Louise, APRN, CRNA	Nurse Anesthetist (Dr. Richard Elf)	APP	Adult & Pediatrics	X	X	X	X	X	2 years	
Korf, Courtney Ann, APRN	Neurosurgery (Drs. Christopher DeMassi; Brandon Davis; Simon Buttrick; Clinton Burkett; Luis Romero; Daniel Aghion; David Smolar; Laurence Davidson; Dean Hertzler & Amanda Kwasnicki)	APP	Adult	X	X	X	X		2 years	
Martin, Rachel, PA	Trauma Surgery (Dr. Andrew Rosenthal)	APP	Adult & Pediatrics	X				X	2 years	Two year appointment pending ATLS life card.
Maxwell, Stephanie Michelle, APRN, CRNA	Nurse Anesthetist (Dr. Richard Elf)	APP	Adult & Pediatrics	X	X	X	X	X	2 years	
Moscoso, David, CNIM	Neurointraoperative Monitorist	AHP	Adult & Pediatrics	X	X	X		X	2 years	
Moster, Marlene R., MD	Ophthalmology (Consult Privileges Only)	Active	Adult		X				2 years	
Multani, Monica Lea, DO	Gastroenterology	Active	Adult			X			2 years	
Ofman, Gaston,	Pediatrics	Active	Pediatrics	X				X	2 years	

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New Applicant Name	Specialty (Sponsor)	Status	Adult & Pediatrics	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
MD										
O'Rorke, Kyle C., CNIM	Neurointraoperative Monitorist	AHP	Adult & Pediatrics	X	X	X		X	2 years	
Pence, Leslie Raffety, DMD	Pediatric Dentist	Active	Pediatrics					X	2 years	
Price, Eleanor Grant, DO	Family Medicine	Active	Adult	X	X	X	X		2 years	
Put, Patrycja, APRN	Neurosurgery (Drs. Christopher DeMassi; Brandon Davis; Simon Buttrick; Clinton Burkett; Luis Romero; Daniel Aghion; David Smolar; Laurence Davidson; Dean Hertzler & Amanda Kwasnicki)	APP	Adult & Pediatrics	X	X	X	X	X	1 year	One year initial appointment with FPPE.
Raymond, Kourtney Marie PA	Surgical Assistant (Dr. Farid Assouad)	AHP	Adult & Pediatrics	X	X	X			1 year	One year initial appointment with FPPE.
Reyes, Irish Margaret, PA	Critical Care Medicine (Dr. Alvaro Visbal-Ventura)	APP	Adult	X	X	X	X		2 years	
Rodulfo, Alejandro Enrique, MD	Psychiatry	Active	Adult	On Staff		X			2 years	
Saint Clair, Jessica, APRN, CNM	Nurse Midwife (Dr. Laviniu Anghel)	APP	Adult				X		2 years	
Samuel, Thomas, MD	Internal Medicine	Active	Adult	On Staff	X	On Staff	X		2 years	
Silva, Barbara G., APRN	Advanced Heart Failure and Transplant	APP	Adult	X	X				2 years	

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New Applicant Name	Specialty (Sponsor)	Status	Adult & Pediatrics	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
	Cardiology (Drs. Jose P. Garcia; Priyanka Gosain; Mariella Velez Martinez; Miguel Castro; Namita Joseph & Iani Patsias)									
Stern, James David, MD	Plastic Surgery	Active	Adult & Pediatrics	On Staff	X	On Staff	On Staff	On Staff	2 years	
Weber, Courtney Rose, APRN	Surgical Assistant (Dr. Farid Assouad)	AHP	Adult & Pediatrics	X	X	X			2 years	

That the following applicants for reappointment be approved as indicated:

Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Aberson, Bonnie, PsyD	Psychology	2/1/2024	Adult & Pediatrics	Active				Active	2 years	Two year reappointment effective 1/1/2024.
Ajibade MD, Adetola Olalekan- Olusegu	Internal Medicine	2/1/2024	Adult	Active	Active	Active	Active		2 years	
Allaf MD, Waddah	Pulmonary Disease/Internal Medicine	2/1/2024	Adult	Active	Active	Active	Active		2 years	Two year reappointment with additional privileges as follows: 1) Core privileges in Internal Medicine; and 2) Needle Biopsy of Lung Moderate Sedation privileges were not approved for failure to meet reappointment criteria,

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
										reporting 0 out of 5 cases.
Andress APRN, CRNA, Rebecca Louise	Anesthesiology (Dr. Kiesha Raphael)	2/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Archilla MD, Alfredo Samuel	Otolaryngology/ Head and Neck Surgery	2/1/2024	Adult	Active					6 months	Six month reappointment due to low patient encounters. At their next regularly scheduled meeting, MRH Department of Otolaryngology to consider granting Consulting staff status to Dr. Archilla.
Augustino MD, Michael F	Gynecology	2/1/2024	Adult		Active				2 years	Two year reappointment with a change to Community Affiliate staff status.
Bahta MD, Yemane B	Infectious Disease	2/1/2024	Adult		Active	Active	Active		2 years	
Bandel MD, Jack William	Pediatric Cardiology	2/1/2024	Pediatrics	Active	Active		Active	Active	2 years	
Barros MD, Jorge Luis	Pulmonary Disease	2/1/2024	Adult		Active	Active	Active		2 years	Two year reappointment with additional privileges as follows: Needle biopsy of the lung. The request to relinquish Moderate Sedation privileges was also approved.
Barroso MD, Rodolfo F	Internal Medicine	2/1/2024	Adult		Active				2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Bosem MD, Marc Emory	Ophthalmology	2/1/2024	Adult	Active			Active		2 years	
Brennan APRN, CRNA, Katie Christina	Nurse Anesthetist (Dr. Walter Diaz)	2/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Casals APRN, Liliana	Interventional Cardiology (Dr. Luis Tami)	2/1/2024	Adult	APP	APP	APP	APP		2 years	
Castellanos Vidaurre MD, Audry	Obstetrics and Gynecology	2/1/2024	Adult		Active				2 years	
Castillo APRN, Alexandra Rachel	Cardiovascular Disease/ Electrophysiology Family Medicine/ Interventional Cardiology (Drs. Mitchell Cohen; Brian Ibrahim; Nisharahmed Kherada & David Steiner)	2/1/2024	Adult	APP	APP	APP	APP		2 years	Two year reappointment and relinquishment of privileges as follows: Cardiopulmonary stress and exercise testing.
Channey MD, Stephen Barton	Obstetrics and Gynecology (GYN only at JDCH)	2/1/2024	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	
Chukwu DO, Helen-Valentine Nnennaya	Internal Medicine	2/1/2024	Adult	Active		Active			2 years	Two year reappointment with additional privileges as follows: Core Privileges in Ambulatory Primary Care-Pediatrics
Chusid PA, Brett Amy	Surgery (Drs. Emil Matei; Christopher Seaver & Meshach Cober)	2/1/2024	Adult	APP	APP	APP	APP		2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Ciccia MD, Maria Del Rosario	Radiation Oncology	2/1/2024	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	
Civil APRN, Hermence Saget	Internal Medicine (Dr. Shivali Malhotra)	2/1/2024	Adult	APP	APP	APP	APP		2 years	
Cohn-Gelwasser MD, Elisabeth Elisheva	Internal Medicine	2/1/2024	Adult	Active	Active	Active			2 years	
Cortti Ferrari MD, Maria Rossanna	Nephrology	2/1/2024	Adult	Active					2 years	Two year reappointment with a change to Community Affiliate staff status.
Dawes-James MD, Terry-Ann Christina	Obstetrics and Gynecology	2/1/2024	Adult		Active		Active		2 years	
De Sabatino APRN, Lauren Ann	Obstetrics and Gynecology (Drs. Timothy De Santis; Erin Myers; Julie Kang; Nicholas Jeffrey; Wayne McCreath; Hilary Eggers; Hany Moustafa & Michael Yuzefovich)	2/1/2024	Adult	APP					2 years	
Diaz APRN, Denise Trestyn	Neurosurgery (Drs. Daniel Aghion; Laurence Davidson; Luis Romero; Daxa Patel; Simon Buttrick; Brandon Davis; Scott Raffa; Christopher DeMassi & Dean Hertzler.)	2/1/2024	Adult & Pediatrics	APP	APP			APP	2 years	

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Doshi, Harshit, MD	Neonatal Perinatal Medicine	2/1/2024	Pediatrics					Active	2 years	Two year reappointment effective 10/1/2023.
Espinosa-Paccini MD, Juan B	Psychiatry	2/1/2024	Adult	Active					2 years	
Estrada MD, Joelle	Internal Medicine	2/1/2024	Adult	Active					2 years	
Fadullon Bahta MD, Irene Teresa	Internal Medicine	2/1/2024	Adult		Active	Active			2 years	
Fernandez Noa, Rafael	Surgical Assistant	2/1/2024	Adult & Pediatrics				AHP		2 years	
Flores, Javier, MD	Dermatology	2/1/2024	Adult				Active		2 years	Two year reappointment effective 1/1/2024.
Forbes MD, Thomas Joseph	Pediatric Cardiology	2/1/2024	Pediatrics	Active	Active		Active	Active	2 years	
Francisco-Martinboro, Shatara, PA	Vascular Surgery (Drs. Marc Dauer; Pablo De Los Santos; Joseph Habib; Sean O'Donnell; Eduardo Rodriguez Zoppi & Aaron Wagner)	5/1/2024	Adult & Pediatrics	APP	APP	APP	APP		2 years	Two year reappointment with additional privileges as follows: 1- Venous access via cutdown 2- Removal of venous or arterial sheath 3- Suture of simple and complex incisions/lacerations (not requiring ligament or tendon repair) 4- Function as surgical first assistant to the supervising

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										physician(s) in credentialed procedure 5- Management and removal of surgical drains 6- Superficial debridement 7- Superficial incision and drainage 8- Endoscopic vein harvest 9- Provide care for patients with a mechanical circulatory support device.
Frater-Williams MD, Heather-Ann	Pediatrics	2/1/2024	Pediatrics		Active				2 years	
Fuentes, Mary L	Surgical Assistant (Dr. Nidal Masri)	2/1/2024	Adult & Pediatrics	AHP		AHP			2 years	
Gallerani MD, Alberto Sergio	Plastic and Reconstructive Surgery	2/1/2024	Adult & Pediatrics				Active		2 years	
Garcia APRN, Tania	Internal Medicine (Dr. Oludara Amole)	2/1/2024	Adult	APP	APP	APP	APP		2 years	
Garcia Dominguez APRN, Jesus	Cardiovascular Disease (Drs. Paola Casanova; Julio G. Peguero Moreno & Selbourne Goode)	2/1/2024	Adult	APP	APP	APP	APP		2 years	
Gedallovich MD, Milton	Gastroenterology	2/1/2024	Adult	Active	Active				2 years	
Golchin MD, Armand	Critical Care Medicine	2/1/2024	Adult	Active	Active	Active	Active		3 months	Three month reappointment pending confirmation of annual MCS program update.

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Goldman DO, Jennifer Michelle	Family Medicine	2/1/2024	Adult	Active	Active	Active			2 years	
Gorin DO, Steven	Orthopedic Surgery	2/1/2024	Adult	Active			Active		2 years	
Grubbs APRN, CRNA, Karina Grace	Nurse Anesthetist (Dr. Kiesha Raphael)	2/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Hernandez MD, Alex Javier	Internal Medicine	2/1/2024	Adult	Active	Active	Active			2 years	
Holtzman MD, Robert Bruce	Critical Care Medicine	2/1/2024	Adult	Active	Active	Active	Active		2 years	
Hoo-Thoms APRN, Carla Sabrina	Internal Medicine (Dr. Jorge Gonzalo Diaz)	2/1/2024	Adult		APP				2 years	
Horing MD, Aurell Kinneret Zipora	Internal Medicine	2/1/2024	Adult	Active	Active	Active	Active		2 years	
Hubsch MD, Hans Eduardo	Pediatrics	2/1/2024	Pediatrics		Active		Active		2 years	
Hunter PA, Armaal R	Cardiac Surgery (Drs. Juan Plate, Michael Cortelli, I-wen Wang, Jose Perez Garcia & John Melvan)	2/1/2024	Adult	APP					2 years	
Jarolem MD, Kenneth Lawrence	Orthopedic Surgery	2/1/2024	Adult		Active				Denied	Discontinue membership and privileges for failing to meet patient encounter volume as defined in the Joint Policies and Procedures.

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John APRN, Archana	Neurosurgery (Drs. Christopher DeMassi; Daniel Aghion; Brandon Davis; Simon Buttrick; Clinton Burkett; Laurence Davidson; Luis Romero; David Smolar; Dean Hertzler & Amanda Kwasnicki.)	2/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Kassira MD, Noor Miriam	Pediatric Surgery	2/1/2024	Pediatrics	Active	Active		Active	Active	2 years	
Katz MD, Jeffrey Alan	Diagnostic Radiology	2/1/2024	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	Two year reappointment and the relinquishment of Breast Imaging and Invasive Procedures.
Kayton APRN, Allyson Robin	Neonatal Medicine (Drs. Cherie Foster; Lester McIntyre; Bruce Schulman; Mesfin Afework; Yasser Al-Jebawi; M Richard Auerbach; Sharell Bindom; Gianina Davila; Cristian Esquer; Vicki Johnston; Doron Kahn; Estela Rodrigues Pina; Mona Tabbara; Flavio Soliz; Pablo Valencia; Angela Leon Hernandez; Mariela	2/1/2024	Pediatrics		APP		APP	APP	2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
	Sanchez Rosado & Max Shenberger)									
Kelley, Ashley Rachelle, APRN, CRNA	Nurse Anesthetist (Dr. Richard Elf)	2/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Laguerre APRN, Marie Singoala	Internal Medicine (Employee Health) (Dr. Barbara Coplowitz)	2/1/2024	Adult	APP					2 years	
Leventhal MD, Beth Mindy	Nephrology	2/1/2024	Adult	Active	Active				2 years	
Long MD, Jennifer Beth	Pediatrics	2/1/2024	Pediatrics		Active		Active		2 years	
Luces APRN, CRNA, Javier Daniel	Nurse Anesthetist (Dr. Kiesha Raphael)	2/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Magliulo PA, Alexa	Surgical Assistant (Dr. Farid Assouad)	2/1/2024	Adult & Pediatrics	AHP	AHP	AHP			2 years	
Markovich MD, Edward I	Internal Medicine	2/1/2024	Adult	Active					2 years	
Martinez MD, Leandro Ariel	Internal Medicine	2/1/2024	Adult	Active	Active	Active	Active		2 years	
Maus APRN, CRNA, Caitlin Violet	Nurse Anesthetist (Dr. Kiesha Raphael)	2/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
McDougall DO, Leslie	Neurointraoperative Monitorist-Physician	2/1/2024	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	
Metellus APRN, Stephanie	Cardiovascular Disease (Drs. Howard Berlin; Juan Brenes; Ethan Siev; Lawrence Reiss;	2/1/2024	Adult	APP	APP	APP	APP		2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
	Chao-wen Lee; Alvaro Vargas Pelaez; Anand Desai; Sarah Rosanel; Julio Peguero Moreno & Vamsi Pavulur)									
Migliaccio MD, Andrew James	Psychiatry	2/1/2024	Adult	Active					2 years	Two year reappointment and additional privileges for Addiction Psychiatry
Mitton APRN, Lilian Parreiras	Neonatal Perinatal Medicine (Drs. Mesfin Afework; Yasser Al-Jebawi; Richard Auerbach; Sharell Bindom; Gianina Davila; Cristian Esquer; Cherie Foster; Vicki Johnston; Doron Kahn; Lester McIntyre; Estela Pina-Rodrigues; Bruce Schulman; Mona Tabbara; Flavio Soliz; Pablo Valencia; Angela Leon Hernandez; Mariela Sanchez Rosado & Max Shenberger.)	2/1/2024	Pediatrics		APP		APP	APP	2 years	
Mutyala MD, Srinivas	Ophthalmology	2/1/2024	Adult				Active		2 years	
Narula MD, Paramjit Kaur	Internal Medicine	2/1/2024	Adult	Active	Active	Active			2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Nieves MD, Jose Joaquin	Pulmonary Disease	2/1/2024	Adult	Active	Active	Active	Active		2 years	Two year reappointment. Moderate Sedation privileges were not approved for failure to meet reappointment criteria, reporting 0 out of 5 cases.
O'Donnell MD, Sean Desmond	Vascular Surgery	2/1/2024	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	Two year reappointment and additional privileges for Use of laser.
Pare, DO, Paola Elvira	Pediatrics	2/1/2024	Pediatrics		Active				2 years	Two year reappointment effective 1/1/2024.
Pascual PA, Ariel	Family Medicine (Dr. Ronoel Penalver)	2/1/2024	Adult	APP					2 years	
Piso APRN, CRNA, Michelle Andrea	Nurse Anesthetist (Dr. Kiesha Raphael)	2/1/2024	Adult & Pediatrics	APP (Suspended for Flu)	APP (Suspended for Flu)	APP (Suspended for Flu)	APP (Suspended for Flu)	APP (Suspended for Flu)	1 month	One month reappointment pending compliance with Flu requirements.
Raphael MD, Barbara	Diagnostic Radiology	2/1/2024	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	
Ribeiro MD, Afonso Costa	Gastroenterology	2/1/2024	Adult	Active	Active				2 years	Two year reappointment and additional privileges for Use of Fluoroscopy in procedure where physician is a concurrent privilege holder
Rios-Gerena MD, Amaris Enid	Hospice and Palliative Medicine	2/1/2024	Adult	Active	Active	Active	Active		2 years	
Rivera-Berrios MD, Luis Arnaldo	Obstetrics and Gynecology	2/1/2024	Adult		Active		Active		2 years	
Roznowski MD, Adrian	Obstetrics and Gynecology	2/1/2024	Adult & Pediatrics	Active				Active (GYN)	6 months	Six month reappointment due to low patient

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Maximilian								only)		encounters.
Rube MD, David Mendil	Psychiatry	2/1/2024	Adult & Pediatrics	Active				Active	2 years	
Sainvil DDS, Irvine	Pediatric Dentist	2/1/2024	Pediatrics					Active	2 years	
Samuel, Thomas, MD	Internal Medicine	3/1/2024	Adult	Active		Active			2 years	Two year reappointment and additional privileges for Evaluate, diagnose, treat and provide consultation to patients above the age of 17 years with a diagnosis of acute stroke.
Sarria APRN, Sandro	Endocrinology, Diabetes and Metabolism (Dr. Arnaldo Villafranca)	2/1/2024	Adult	APP	APP				2 years	
Semer DPM, Larry Craig	Podiatry	2/1/2024	Adult	Active					2 years	
Siddiqui DO, Hina Fatima	Internal Medicine	2/1/2024	Adult	Active	Active	Active	Active		2 years	
Smith, Heather Camille, MD	Neonatal Perinatal Medicine	2/1/2024	Pediatrics					Active	3 months	Three month reappointment pending completion of CRM course and continued suspension of invasive procedures.
Stillman AA, Jessica	Anesthesiology Assistant (Dr. Richard Elf)	2/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Storch DMD, Dana Bari	Pediatric Dentist	2/1/2024	Pediatrics					Active	2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Stringham MD, Douglas Ray	Orthopedic Surgery	2/1/2024	Adult		Active		Active		2 years	
Suarez-Troccoli MD, Mirella	Pediatrics	2/1/2024	Pediatrics		Active				2 years	
Suvag MD, Seda	Endocrinology, Diabetes and Metabolism	2/1/2024	Adult	Active			Active		2 years	
Theodorou DMD, Joanna	Pediatric Dentist	2/1/2024						Active	2 years	
Thompson MD, Kimberly	Reproductive Endocrinology	2/1/2024	Adult		Active				2 years	
Tobin MD, Wayne E	Neurointraoperative Monitorist	2/1/2024	Adult & Pediatrics	Active	Active	Active		Active	2 years	
Urrea-Feldsberg DDS, Helena	Pediatric Dentist	2/1/2024	Pediatrics					Active	2 years	
Vidal MD, Ligia Elena	Internal Medicine	2/1/2024	Adult	Active	Active	Active	Active		2 years	
Villanueva PA, Alexander	Otolaryngology/Head and Neck Surgery (Dr. Samuel Ostrower)	2/1/2024	Pediatrics	APP			APP	APP	2 years	
Ward APRN, Tamra Lee	Advanced Heart Failure and Transplant Cardiology (Drs. Miguel Castro; Namita Joseph; Iani Patsias; Priyanka Gosain & Mariella Velez Martinez)	2/1/2024	Adult	APP	APP	APP	APP		2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Weiss APRN, CRNA, Marvin	Nurse Anesthetist (Dr. Victor Rodriguez)	2/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Williams APRN, CRNA, Alecia Petrenia	Nurse Anesthetist (Dr. Mark Korenge)	2/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Williams APRN, CRNA, Brittany Taylor	Nurse Anesthetist (Dr. Kiesha Raphael)	2/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Yalon MD, Moshe	Ophthalmology	2/1/2024	Adult	Active	Active				2 years	
Zeidenweber MD, Carlo Michel	Pediatric Cardiology	2/1/2024	Pediatrics	Consulting				Consulting	2 years	Two year reappointment and the grandfathering of Consulting staff status.
Zide MD, Kenneth Mark	Electrophysiology	2/1/2024	Adult	Active	Active				6 months	Six month reappointment due to low patient encounters. Discontinue electrophysiology privileges due to lack of reappointment criteria. Dr. Zide to maintain cardiology privileges.
Zitsbank APRN, CRNA, Larion	Nurse Anesthetist (Dr. Kiesha Raphael)	2/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	

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
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Name	Specialty (Sponsor)	Request	Privilege	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Candelora, Ashley, APRN	Neurosurgery (Drs. Christopher DeMassi; Brandon Davis; Simon Buttrick; Clinton Burkett; Luis Romero; Daniel Aghion; Dean Hertzler & Laurence Davidson)	Additional	Prescribe/order controlled substances	Adult & Pediatrics	X	X	X	X		Approved.

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 for changes in staff status as indicated:

Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Alexander, Michael Louis, PA	Surgical Assistant (Dr. Farid Assouad)	Automatic termination of membership and privileges. No longer providing services in MHS effective 11/28/2023.	Adult & Pediatrics	AHP	AHP	AHP			Automatic termination of membership and privileges. No longer providing services in MHS effective 11/28/2023.
Antevy, Peter Moshe, MD	Pediatric Emergency Medicine	Automatic termination of membership and privileges. No longer providing services in MHS through Team	Pediatrics					Active	Automatic termination of membership and privileges. No longer providing services in MHS through Team

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Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
		Health effective 04/19/2022.							Health effective 04/19/2022.
Aversano, Michael William, MD	Pediatric Orthopedic Surgery	Request resignation effective 12/1/2023.	Pediatrics	Active			Active	Active	Accepted resignation effective 12/1/2023.
Bailey PA, Shelique	Pediatric Surgery (Drs. Noor Kassira; Oliver Lao; Tamar Levene; Moiz Mustafa; Holly Neville; Jill Whitehouse & Yangyang Yu.)	Automatic termination of membership and privileges. No longer employed by MHS effective 12/22/2023.	Pediatrics	APP				APP	Automatic termination of membership and privileges. No longer employed by MHS effective 12/22/2023.
Barada, Cesar, MD	Maternal Fetal Medicine	Request resignation effective 12/4/2023.	Adult	Active	Active		Active		Accepted resignation effective 12/4/2023.
Blumberg, Ilona, APRN, CNM	Nurse Midwife (Dr. Kompal Gadh)	Request resignation effective 12/4/2023.	Adult		APP				Accepted resignation effective 12/4/2023.
Bourque, Jean- Claude E., MD	Family Medicine	Automatic termination of membership and privileges. Practitioner deceased as of November 22, 2023.	Adult	Active					Automatic termination of membership and privileges. Practitioner deceased as of November 22, 2023.

Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Brodsky, George, MD	Family Medicine	Automatic termination of membership and privileges. No longer providing services in MHS through Team Health effective 1/9/2023.	Adult	Active	Active	Active	Active		Automatic termination of membership and privileges. No longer providing services in MHS through Team Health effective 1/9/2023.
Bushkin, Frederic L., MD	General Surgery	Request resignation effective 1/9/2024. Dr. Bushkin is requesting Honorary Emeritus status at MRH.	Adult	Active					Accepted resignation effective 1/9/2024. MRH MEC approved request for Honorary Emeritus status.
Dahan, Chaker M., MD	Internal Medicine	Automatic termination of membership and privileges. No longer providing services in MHS through Team Health effective 8/7/2023.	Adult	Active	Active	Active	Active		Automatic termination of membership and privileges. No longer providing services in MHS through Team Health effective 8/7/2023.
Docobo, Ramon Andres, MD	Internal Medicine	Automatic termination of membership and privileges. No longer providing services in MHS through Team Health effective 8/7/2023.	Adult	Active	Active	Active	Active		Automatic termination of membership and privileges. No longer providing services in MHS through Team Health effective 8/7/2023.

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Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Egusquiza, Benjamin Luis, MD	Child and Adolescent Psychiatry	Request resignation effective 2/1/2024.	Adult & Pediatrics	Active				Active	Accepted resignation effective 2/1/2024.
Fields, Jonathan Martin, MD	Diagnostic Radiology	Request resignation effective 2/1/2024.	Adult & Pediatrics	Active	Active	Active	Active	Active	Accepted resignation effective 2/1/2024.
Fraday, Lindsay Diane, APRN	Internal Medicine (Drs. Manjit Gulati & Sukhvinder Gulati)	Automatic termination of membership and privileges for failing to request reappointment.	Adult	APP	APP	APP			Automatic termination of membership and privileges for failing to request reappointment.
Francis, Emily, PA	Dermatology (Dr. Phi-Van Le)	Automatic termination of membership and privileges. No longer providing services in MHS effective 9/20/2023.	Adult		APP				Automatic termination of membership and privileges. No longer providing services in MHS effective 9/20/2023.
Garcia, Tania, APRN	Internal Medicine (Dr. Oludara Amole)	Request resignation at MHM only, effective 12/21/2023.	Adult	On staff	On staff	On staff	APP		Accepted resignation at MHM only, effective 12/21/2023.
Gup, Ronald Stuart, MD	Pulmonary Disease	Request resignation effective 12/6/2023.	Adult	Active	Active	Active	Active		Accepted resignation effective 12/6/2023.

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Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Hegazy, Mohamed Ahmed	Surgical Assistant (Dr. Farid Assouad)	Automatic termination of membership and privileges. No longer providing services in MHS through AP Health effective 11/28/2023.	Adult & Pediatrics	AHP	AHP	AHP		AHP	Automatic termination of membership and privileges. No longer providing services through AP Health in MHS effective 11/28/2023.
Herrera, Rosa Maria, MD	Internal Medicine	Automatic termination of membership and privileges. No longer providing services in MHS through Team Health effective 10/26/2023.	Adult	Active	Active	Active	Active		Automatic termination of membership and privileges. No longer providing services in MHS through Team Health effective 10/26/2023.
Hirsch, Robert Alan, MD	Oncology and Hematology	Request resignation effective 12/29/2023. Dr. Hirsch is requesting Honorary status.	Adult	Active	Active	Active	Active		Accepted resignation effective 12/29/2023. MRH and MHP MEC's approved request for Honorary staff status.
Karia, Kishor N., MD	Internal Medicine	Request resignation at MRH and MHW effective 8/31/2023.	Adult	Active	Active	Honorary			Accepted resignation at MRH and MHW effective 8/31/2023.

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Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Kotkis, Stephen J., DMD	Oral Maxillofacial Surgery	Request resignation effective 12/20/2023. Dr. Kotkis is requesting Honorary Emeritus status at MRH.	Adult	Active					Accepted resignation effective 12/20/2023. MRH MEC approved request for Honorary Emeritus status.
Maggs, Georgina H, CCP	Clinical Perfusionist (Drs. Michael Cortelli & Frank Scholl)	Automatic termination of membership and privileges. No longer providing services in MHS effective 11/1/2023.	Adult & Pediatrics	AHP			AHP	AHP	Automatic termination of membership and privileges. No longer providing services in MHS effective 11/1/2023.
Mathew, Sunumol, APRN	Internal Medicine/Nephrology (Drs. Sukhvinder Gulati & Manjit Gulati)	Automatic termination of membership and privileges due to no sponsor. No longer providing services in MHS effective 12/15/2023.	Adult	APP	APP	APP			Automatic termination of membership and privileges due to no sponsor. No longer providing services in MHS effective 12/15/2023.
McCormack, Jessica, APRN	Transplant Nephrology (Drs. Basit Javaid; Seyed Ghasemian; Heather LaGuardia; Edson Franco; Joseph Africa & Linda Chen)	Request resignation effective 12/5/2023.	Adult	APP					Accepted resignation effective 12/5/2023.
Miranda, Lilliam Maria, MD	Rheumatology	Request resignation effective 12/22/2023.	Adult		Active				Accepted resignation effective

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Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
		12/31/2023. Dr. Poniecka is requesting Honorary Emeritus status at MHP.							effective 12/31/2023. MHP MEC approved request for Honorary Emeritus status.
Prescott, Chad Allen, APRN CRNA	Nurse Anesthetist (Dr. Adam Blomberg)	Automatic termination of membership and privileges. No longer providing services in MHS through Envision effective 12/13/2023.	Adult & Pediatrics	APP	APP	APP	APP	APP	Automatic termination of membership and privileges. No longer providing services in MHS through Envision effective 12/13/2023.
Safvati, Niloufar, MD	Obstetrics and Gynecology	Request resignation effective 12/5/2023.	Adult & Pediatrics	Active					Accepted resignation effective 12/5/2023.
Sanchez Gil, Roynny Javier	Surgical Assistant (Drs. Farid Assouad & Ramiro Morales)	Automatic termination of membership and privileges. No longer providing services in MHS through AP Health effective 7/11/2023.	Adult & Pediatrics		AHP				Automatic termination of membership and privileges. No longer providing services in MHS through AP Health effective 7/11/2023.
Sanwal, Chandra Prakash, DO	Internal Medicine	Automatic termination of membership and privileges. No longer providing services in MHS through Team Health effective	Adult	Active	Active	Active	Active		Automatic termination of membership and privileges. No longer providing services in MHS through Team Health effective

Memorial Healthcare System Medical Executive Committees
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Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
		10/17/2023.							10/17/2023.
Schnellenberger, Kristen Ann APRN, CRNA	Nurse Anesthetist (Dr. Walter Diaz)	Automatic termination of membership and privileges. No longer providing services in MHS through Envision effective 11/27/2023.	Adult & Pediatrics	APP	APP	APP	APP	APP	Automatic termination of membership and privileges. No longer providing services in MHS through Envision effective 11/27/2023.
Shah, Zubin Ashwin DO	Ophthalmology	Request resignation effective 12/15/2023.	Adult & Pediatrics				Active		Accepted resignation effective 12/15/2023.
Slappo, Nicole, CCP	Clinical Perfusionist (Drs. Frank Scholl & Juan Plate)	Automatic termination of membership and privileges. No longer providing services in MHS effective 12/4/2023.	Adult & Pediatrics	AHP				AHP	Automatic termination of membership and privileges. No longer providing services in MHS effective 12/4/2023.
Stewart, Danielle F, CNIM	Neurointraoperative Monitorist (Dr. Jason Soriano)	Request resignation effective 7/12/2023.	Adult & Pediatrics	AHP	AHP				Accepted resignation effective 7/12/2023.
Tirmal, Viraj Vijay, MD	Internal Medicine	Automatic termination of membership and privileges for failing to request reappointment. No longer providing	Adult	Active					Automatic termination of membership and privileges for failing to request reappointment. No longer providing

Memorial Healthcare System Medical Executive Committees
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Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
		services in MHS effective 2/1/2024.							services in MHS effective 2/1/2024.
Valentine, Kara-Ann, PA	Internal Medicine & Nephrology (Drs. Manjit Gulati & Sukhvinder Gulati)	Request resignation effective 12/5/2023.	Adult	APP	APP	APP			Accepted resignation effective 12/5/2023.
Vera-Arroyo, Verushka Dariana, MD	Obstetrics and Gynecology	Request resignation effective 12/6/2023.	Adult		Active		Active		Accepted resignation effective 12/6/2023.
Verrengia, Victoria J, PA	Surgical Assistant (Dr. Farid Assouad)	Automatic termination of membership and privileges. No longer providing services in MHS through AP Health effective 8/31/2023.	Adult & Pediatrics	AHP	AHP	AHP			Automatic termination of membership and privileges. No longer providing services in MHS through AP Health effective 8/31/2023.
Weisberg, Linda Maria, APRN, CRNA	Nurse Anesthetist (Drs. Clint Christensen & Amy Pulido)	Automatic termination of membership and privileges. No longer providing services in MHS through Envision effective 12/8/2023.	Adult & Pediatrics	APP	APP	APP	APP	APP	Automatic termination of membership and privileges. No longer providing services in MHS through Envision effective 12/8/2023.
Wolf, Bonnie, PSYD	Psychology	Request resignation effective 12/19/2023.	Adult	Active					Accepted resignation effective 12/19/2023.

Memorial Healthcare System Medical Executive Committees
Board of Commissioners Report
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Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Woods, Carla Yvonne, PA	Pulmonary Disease (Dr. Ronald Gup)	Automatic termination of membership and privileges due to no physician sponsor, effective 12/7/2023.	Adult	APP		APP			Automatic termination of membership and privileges due to no physician sponsor, effective 12/7/2023.
Yorukoglu, Neslihan, APRN	Hematology and Medical Oncology (Drs. Hugo Fernandez; Yehuda Deutsch; Jennifer Logue; Nina Nguyen; Claudia Paba- Prada; Jose Sandoval-Sus; Carlos Silva Rondon & Fernando Vargas Madueno)	Automatic termination of membership and privileges. No longer providing services in MHS effective 10/31/2023.	Adult	APP	APP				Automatic termination of membership and privileges. No longer providing services in MHS effective 10/31/2023.

January 2024		MHS
New Physician Appointments		13
New AHP Appointments		19
Physician Reappointments		69
AHP Reappointments		35
Physician Resignations/Terminations		27
AHP Resignations/Terminations		20

Your approval of these recommendations is requested.

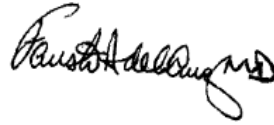
Sincerely,



Nigel Spier, M.D.
President
Memorial Regional Hospital
Joe DiMaggio Children's Hospital



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



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

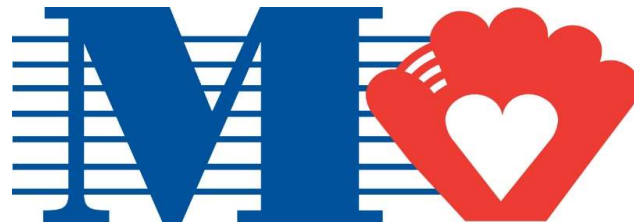


Narendra R Upadhyaya, MD
Chief of Staff
Memorial Hospital Pembroke

Memorial Healthcare System

Financial Reports for November 2023

January 24, 2024
Board Meeting





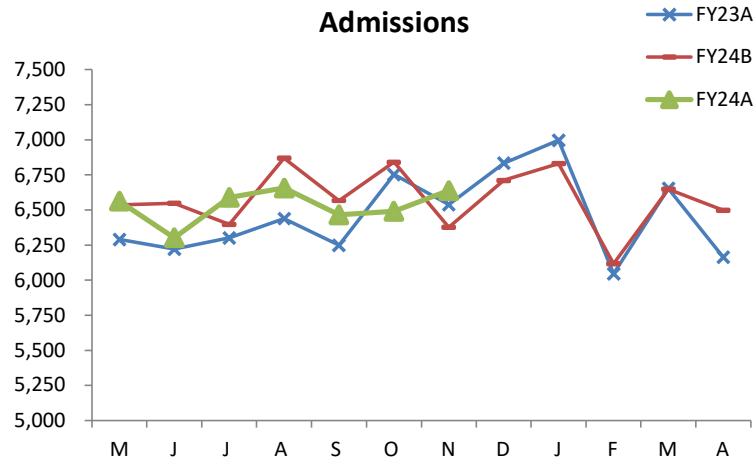
Memorial Healthcare System - Executive Summary - MTD November 2023

- Inpatient Revenue was above budget due to 4.1% higher admissions, 1.2% higher patient days, and 7.6% higher inpatient surgeries
- Outpatient Revenue was above budget due to 8.9% higher outpatient visits and 2.7% higher observation discharges
- Net Revenue of \$261.5M was above the budget of \$247.1M, and Income from Operations of \$3.2M was higher than the budgeted loss of (\$4.3M)
- Excess of Revenues over Expenses was \$64.2M, including an unrealized gain of \$59.0M, compared with the budgeted Deficit of Revenues over Expenses of (\$1.0M)



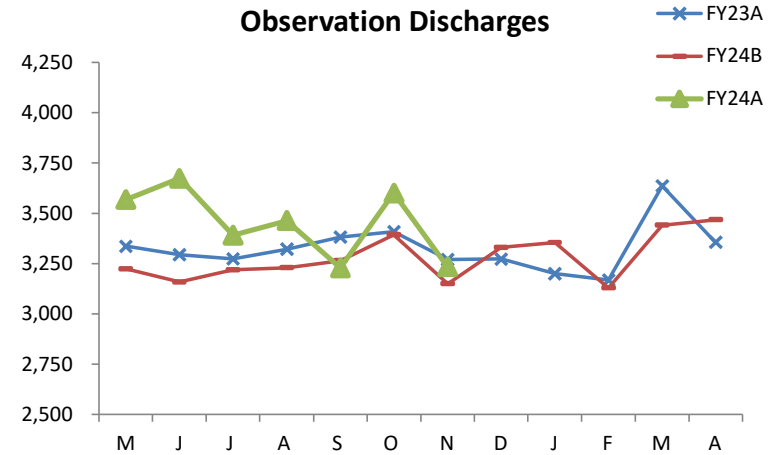
Memorial Healthcare System - Consolidated Volumes and Payor Mix - November 2023

Admissions



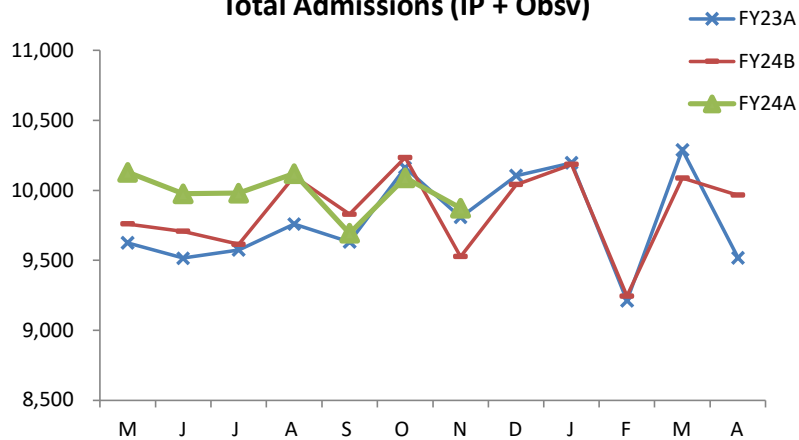
	FY24A	FY24B	FY23A	vs FY24B	vs FY23
MTD:	6,639	6,376	6,538	4.1%	1.5%
YTD:	45,703	46,131	44,791	-0.9%	2.0%

Observation Discharges



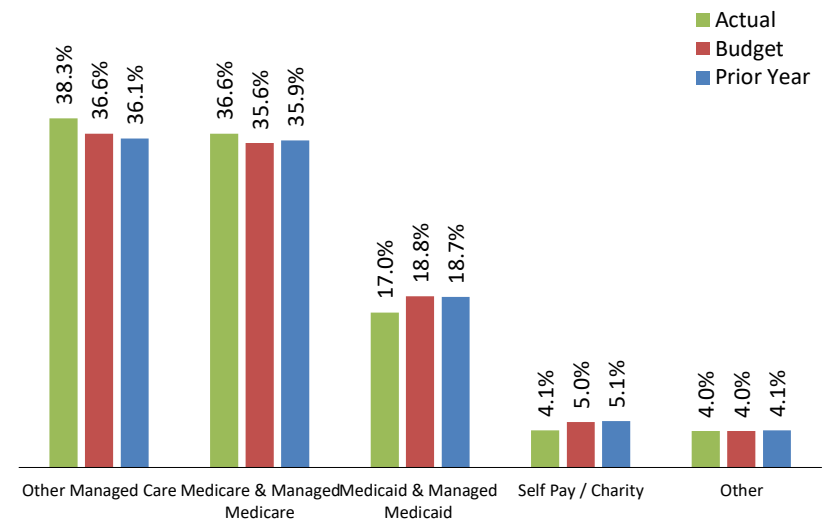
	FY24A	FY24B	FY23A	vs FY24B	vs FY23
MTD:	3,234	3,150	3,270	2.7%	-1.1%
YTD:	24,161	22,641	23,287	6.7%	3.8%

Total Admissions (IP + Obsv)



	FY24A	FY24B	FY23A	vs FY24B	vs FY23
MTD:	9,873	9,526	9,808	3.6%	0.7%
YTD:	69,864	68,772	68,078	1.6%	2.6%

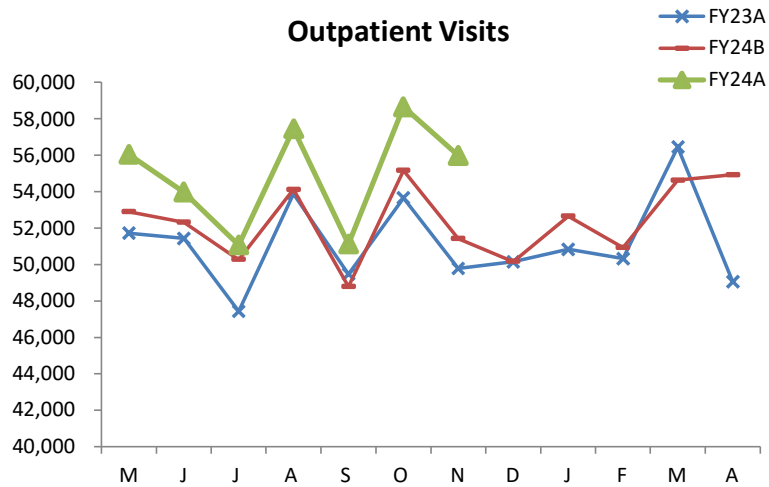
Payor Mix (Gross Revenue) - YTD FY2024





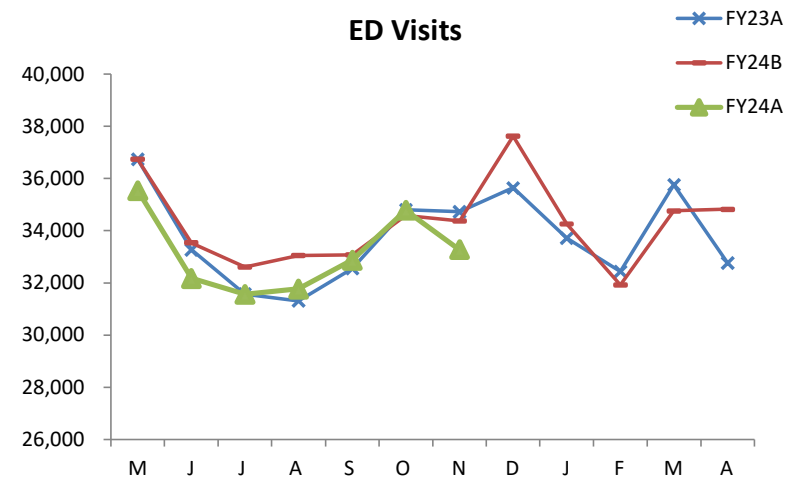
Memorial Healthcare System - Consolidated Volumes - November 2023

Outpatient Visits



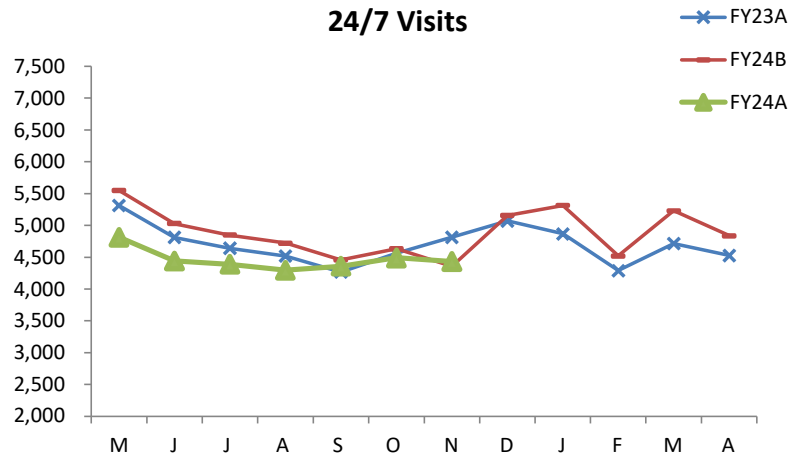
	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
MTD:	55,984	51,419	49,783	8.9%	12.5%
YTD:	384,280	364,960	357,346	5.3%	7.5%

ED Visits



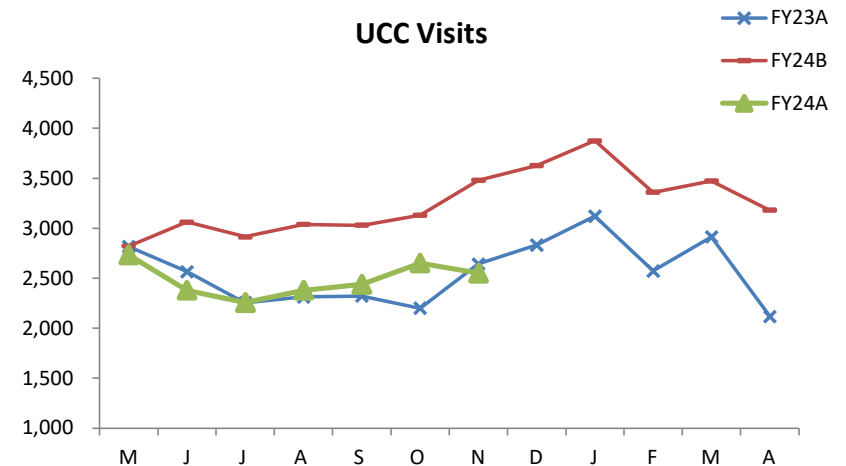
	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
MTD:	33,270	34,370	34,722	-3.2%	-4.2%
YTD:	231,951	237,925	234,940	-2.5%	-1.3%

24/7 Visits



	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
MTD:	4,433	4,359	4,817	1.7%	-8.0%
YTD:	31,231	33,597	32,939	-7.0%	-5.2%

UCC Visits

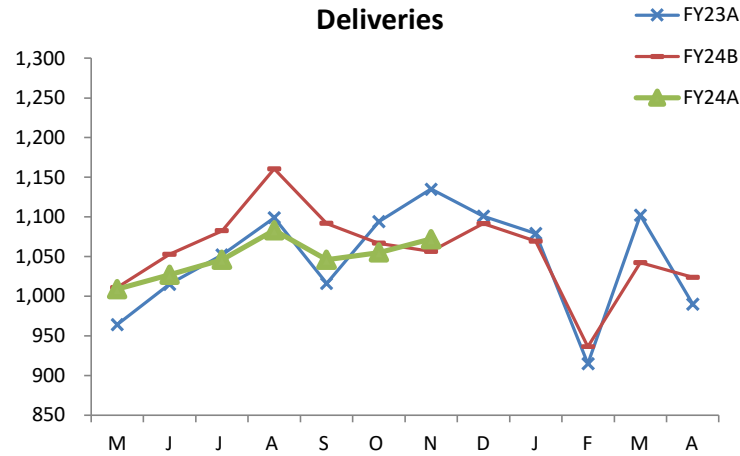


	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
MTD:	2,552	3,480	2,643	-26.7%	-3.4%
YTD:	17,397	21,475	17,119	-19.0%	1.6%



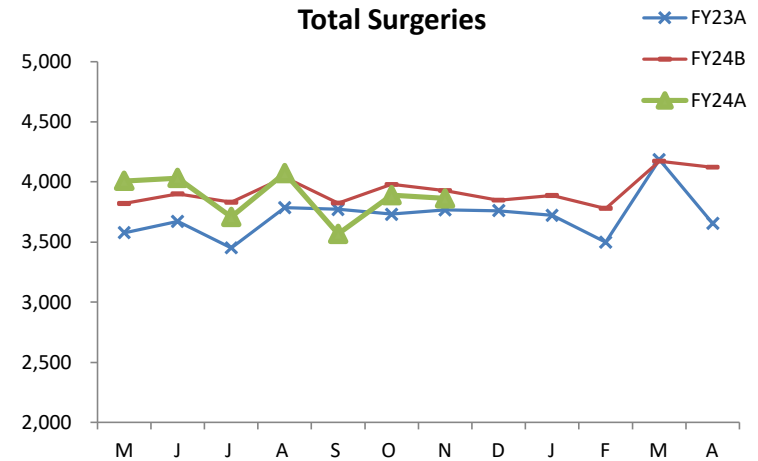
Memorial Healthcare System - Consolidated Volumes - November 2023

Deliveries



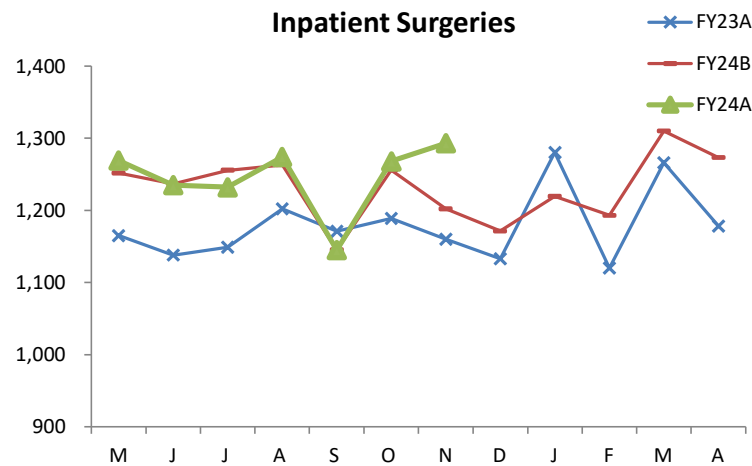
	FY24A	FY24B	FY23A	vs FY24B	vs FY23
MTD:	1,072	1,056	1,135	1.5%	-5.6%
YTD:	7,338	7,521	7,375	-2.4%	-0.5%

Total Surgeries



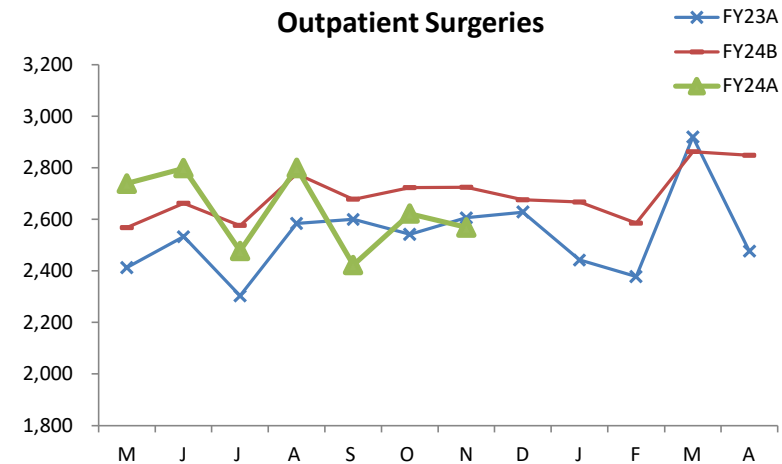
	FY24A	FY24B	FY23A	vs FY24B	vs FY23
MTD:	3,862	3,926	3,766	-1.6%	2.5%
YTD:	27,142	27,316	25,755	-0.6%	5.4%

Inpatient Surgeries



	FY24A	FY24B	FY23A	vs FY24B	vs FY23
MTD:	1,293	1,202	1,160	7.6%	11.5%
YTD:	8,716	8,609	8,174	1.2%	6.6%

Outpatient Surgeries



	FY24A	FY24B	FY23A	vs FY24B	vs FY23
MTD:	2,569	2,724	2,606	-5.7%	-1.4%
YTD:	18,426	18,706	17,581	-1.5%	4.8%



Memorial Healthcare System - Operating Statement - November 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	14.1%	5.0%	752,099	817,462	858,409	Inpatient Revenue	5,948,047	5,783,847	5,159,075	2.8%	15.3%
B	19.5%	7.3%	672,015	748,325	802,807	Outpatient Revenue	5,588,881	5,264,565	4,673,064	6.2%	19.6%
C	16.6%	6.1%	1,424,113	1,565,787	1,661,216	Total Patient Revenue	11,536,928	11,048,412	9,832,139	4.4%	17.3%
D	16.0%	6.3%	1,144,991	1,249,198	1,328,270	Contractual Allowances	9,420,490	8,834,194	7,787,367	6.6%	21.0%
E	1.6%	(9.0%)	62,774	70,090	63,749	Charity Care	396,961	498,394	440,981	(20.4%)	(10.0%)
F	96.3%	13.4%	12,737	22,038	25,002	Provision for Bad Debt	70,508	156,374	130,748	(54.9%)	(46.1%)
G	16.1%	5.6%	1,220,502	1,341,327	1,417,021	Total Deductions	9,887,959	9,488,961	8,359,097	4.2%	18.3%
H	19.9%	8.8%	203,612	224,460	244,195	Net Patient Revenue	1,648,970	1,559,451	1,473,042	5.7%	11.9%
I	<(100%)	<(100%)	3,557	5,182	(155)	Disproportionate Share Distributions	35,367	36,271	44,441	(2.5%)	(20.4%)
J	31.9%	0.4%	13,262	17,418	17,495	Other Operating Revenue	125,988	132,488	109,488	(4.9%)	15.1%
K	3.1%	(23.3%)	16,819	22,599	17,340	Total Other Operating Revenue	161,355	168,759	153,929	(4.4%)	4.8%
L	18.6%	5.9%	220,431	247,059	261,535	Net Revenue	1,810,325	1,728,210	1,626,970	4.8%	11.3%
M	8.7%	3.5%	117,696	123,615	127,884	Salaries & Wages	884,559	842,951	842,907	4.9%	4.9%
N	10.0%	(7.7%)	17,320	20,640	19,053	Employee Benefits	136,700	142,903	105,667	(4.3%)	29.4%
O	6.6%	2.7%	6,322	6,560	6,739	Professional Fees	45,959	45,765	37,252	0.4%	23.4%
P	19.5%	8.8%	46,696	51,307	55,802	Supplies Expense	375,216	358,561	322,384	4.6%	16.4%
Q	(15.8%)	(11.5%)	24,794	23,590	20,885	Purchased Services	155,799	175,142	181,722	(11.0%)	(14.3%)
R	>100%	(3.6%)	593	7,324	7,061	Facilities Expense	52,609	52,549	45,749	0.1%	15.0%
S	(41.2%)	1.3%	17,245	10,010	10,145	Depreciation & Amortization	68,507	67,234	61,257	1.9%	11.8%
T	51.8%	29.4%	7,086	8,309	10,756	Other Operating Expense	66,797	65,551	66,897	1.9%	(0.1%)
V	8.7%	2.8%	237,752	251,355	258,325	Total Expenses	1,786,146	1,750,656	1,663,835	2.0%	7.4%
W	>100%	>100%	(17,321)	(4,296)	3,210	Income/(Loss) from Operations	24,179	(22,446)	(36,865)	>100%	>100%
X	N/A	N/A	-	-	-	Tax Revenue	-	-	-	N/A	N/A
Y	31.2%	0.4%	(3,895)	(2,690)	(2,678)	Interest Expense	(18,792)	(18,761)	(19,096)	(0.2%)	1.6%
Z	4.0%	N/A	56,722	-	58,999	Unrealized Gain/(Loss)	(17,627)	-	(23,174)	N/A	23.9%
AA	>100%	(22.5%)	52	5,989	4,644	Investment & Other	43,707	42,133	10,002	3.7%	>100%
AB	15.3%	>100%	52,879	3,299	60,965	Total Non Operating Revenue/(Loss)	7,288	23,372	(32,268)	(68.8%)	>100%
AC	80.5%	>100%	\$35,558	(\$997)	\$64,175	Excess/(Deficit) of Revenues over Expenses	\$31,467	\$925	(\$69,132)	>100%	>100%
AD	>100%	53.1%	\$44	\$11,801	\$18,062	EBITDA	\$136,861	\$87,605	\$35,013	56.2%	>100%



Memorial Healthcare System - Operating Statement - MTD November 2023

\$ thousands	Month to Date		Variance	
	Actual	Budget	vs Budget	
A Inpatient Revenue	858,409	817,462	40,948	Higher admissions, patient days, and inpatient surgeries
B Outpatient Revenue	802,807	748,325	54,482	Higher outpatient visits and observation discharges
C Total Patient Revenue	1,661,216	1,565,787	95,430	
D Total Deductions	1,417,021	1,341,327	75,694	
E Net Patient Revenue	244,195	224,460	19,735	Higher gross revenue impact from higher volumes, and favorable payor mix
F Total Other Operating Revenue	17,340	22,599	(5,260)	Lower Disproportionate Share revenue and external contract pharmacy revenue, partially offset by higher shared savings distribution revenue and retail pharmacy volume
G Net Revenue	261,535	247,059	14,475	
H Salaries & Wages	127,884	123,615	4,269	Higher labor costs from staffing due to higher volumes and shift from purchased outside labor, partially offset by lower incentive pay
I Employee Benefits	19,053	20,640	(1,587)	Lower FICA, and lower pension expenses due to increase in pension asset value
J Professional Fees	6,739	6,560	180	Higher legal and consulting fees, partially offset by lower physician fees
K Supplies Expense	55,802	51,307	4,495	Higher drugs, medical and surgical supplies, implants, and robotic supplies, as well as timing of rebates
L Purchased Services	20,885	23,590	(2,705)	Lower purchased outside labor, partially offset by higher reference lab
M Facilities Expense	7,061	7,324	(263)	Lower gas and fuel, and telephone
N Depreciation & Amortization	10,145	10,010	135	
O Other Operating Expense	10,757	8,310	2,446	Timing of saving initiatives, higher shared savings distributions, lower gains on disposal of assets, and higher AHCA fees due to increased revenue
P Total Expenses	258,325	251,355	6,969	
Q Income/(Loss) from Operations	3,210	(4,296)	7,506	
R Total Non Operating Revenue/(Loss)	60,965	3,299	57,666	Unrealized investment gains
S Excess/(Deficit) of Revenues over Expenses	64,175	(997)	65,172	
T EBIDA	18,000	11,703	6,296	



Memorial Healthcare System - Operating Statement - YTD November 2023

\$ thousands	Year to Date		Variance	
	Actual	Budget	vs Budget	
A Inpatient Revenue	5,948,047	5,783,847	164,200	Higher patient days, emergency room admissions, and inpatient surgeries
B Outpatient Revenue	5,588,881	5,264,565	324,317	Higher observation discharges and outpatient visits
C Total Patient Revenue	11,536,928	11,048,412	488,517	
D Total Deductions	9,887,959	9,488,961	398,997	
E Net Patient Revenue	1,648,970	1,559,451	89,519	Higher gross revenue impact from higher volumes, and payor and cost report settlement
F Total Other Operating Revenue	161,355	168,759	(7,404)	Lower pharmacy revenue
G Net Revenue	1,810,325	1,728,210	82,116	
H Salaries & Wages	884,559	842,951	41,608	Higher labor costs from staffing due to higher volumes and shift from purchased outside labor, partially offset by lower incentive pay
I Employee Benefits	136,700	142,903	(6,203)	Lower pension expense due to increase in pension asset value, and lower FICA
J Professional Fees	45,959	45,765	195	Higher legal fees and consulting fees, partially offset by lower physician fees
K Supplies Expense	375,216	358,561	16,655	Higher medical and surgical supplies, and drugs, due to volume increases
L Purchased Services	155,799	175,142	(19,344)	Lower purchased outside labor
M Facilities Expense	52,609	52,549	60	Higher repair and maintenance expenses partially offset by lower gas and fuel, and telephone
N Depreciation & Amortization	68,507	67,234	1,273	
O Other Operating Expense	66,797	65,552	1,245	Higher AHCA fees due to increased revenue
P Total Expenses	1,786,146	1,750,656	35,490	
Q Income/(Loss) from Operations	24,179	(22,446)	46,625	
R Total Non Operating Revenue/(Loss)	7,288	23,372	(16,084)	Unrealized investment losses, partially offset by higher realized investment gains
S Excess/(Deficit) of Revenues over Expenses	31,467	926	30,541	
T EBIDA	136,392	86,920	49,472	

**Memorial Healthcare System - Consolidated Balance Sheet and Key Indicators - November 2023**

\$ thousands		11/30/2023	10/31/2023	4/30/2023
A CASH AND INVESTMENTS	\$	2,366,288	\$ 2,370,238	\$ 2,453,740
B PATIENT ACCOUNTS RECEIVABLE (NET)		369,956	347,122	340,203
C RESTRICTED ASSETS AND ASSETS WHOSE USE IS LIMITED		88,912	103,256	108,875
D CAPITAL ASSETS (NET)		1,306,843	1,299,445	1,289,985
E OTHER ASSETS AND DEFERRED OUTFLOWS		580,760	565,269	368,256
F TOTAL ASSETS AND DEFERRED OUTFLOWS	\$	4,712,759	\$ 4,685,330	\$ 4,561,059
G CURRENT LIABILITIES	\$	554,290	\$ 587,617	\$ 558,217
H LONG TERM DEBT		882,721	882,903	896,929
I ESTIMATED CLAIMS LIABILITY		30,916	30,739	28,486
J OTHER NON-CURRENT LIABILITIES AND DEFERRED INFLOWS		337,783	341,198	213,233
K TOTAL LIABILITIES AND DEFERRED INFLOWS		1,805,710	1,842,457	1,696,865
L NET POSITION		2,907,048	2,842,874	2,864,194
M LIABILITIES, NET POSITION AND DEFERRED INFLOWS	\$	4,712,759	\$ 4,685,330	\$ 4,561,059
N DAYS CASH ON HAND		305.6	309.1	330.1
O CASH TO DEBT (%)		254.5	254.5	258.4
P NET DAYS IN AR		47.3	45.0	39.5
Q DEBT TO NET POSITION RATIO		0.32	0.33	0.33
R DEBT TO CAPITALIZATION		0.24	0.25	0.25
S DEBT TO CASH FLOW		2.77	2.92	4.00
T MADS* COVERAGE		5.92	5.63	4.22

* MAXIMUM ANNUAL DEBT SERVICE

Memorial Healthcare System

Financial Reports for December 2023

January 24, 2024
Board Meeting





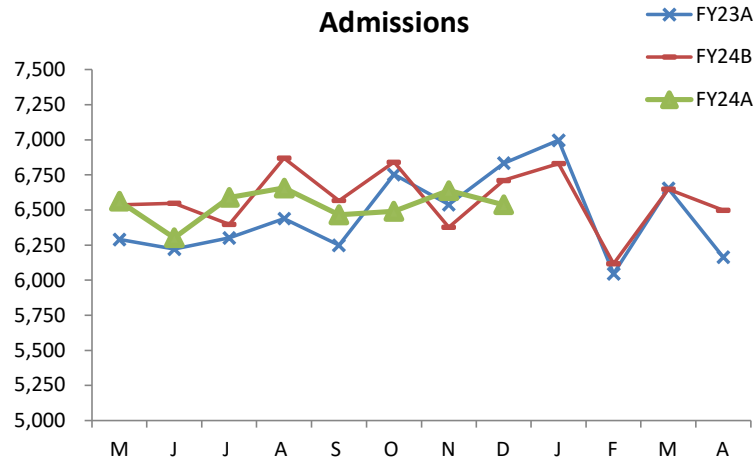
Memorial Healthcare System - Executive Summary - MTD December 2023

- Inpatient Revenue was below budget due to (2.6%) lower admissions, (2.3%) lower patient days, and (1.1%) lower inpatient surgeries
- Outpatient Revenue was above budget due to 7.7% higher outpatient visits and 10.1% higher observation discharges
- Net Revenue of \$261.5M was above the budget of \$253.1M, and Income from Operations of \$6.9M was higher than the budgeted loss of (\$3.9M)
- Excess of Revenues over Expenses was \$56.5M, including an unrealized gain of \$36.0M, and higher realized investment gains of \$10.2M, compared with the budgeted Deficit of Revenues over Expenses of (\$0.6M)



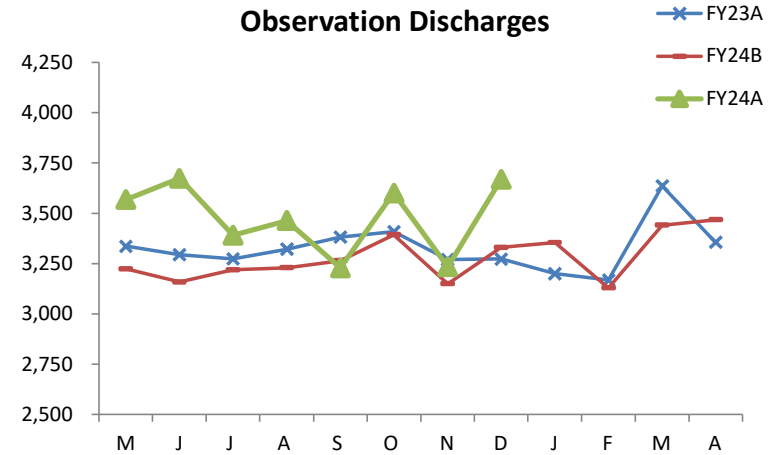
Memorial Healthcare System - Consolidated Volumes and Payor Mix - December 2023

Admissions



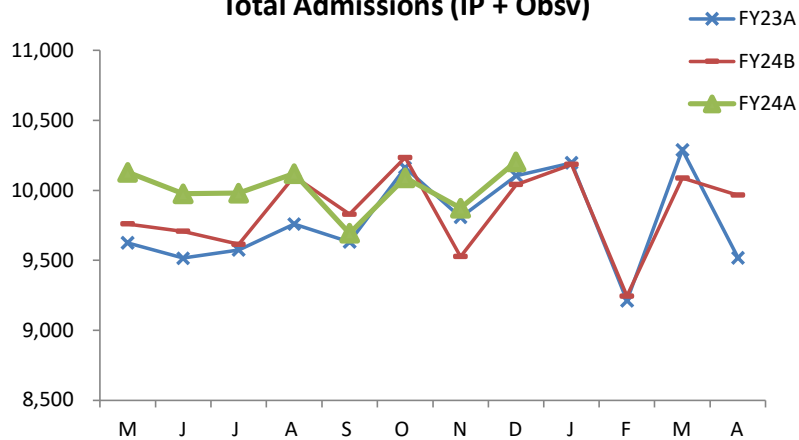
	FY24A	FY24B	FY23A	vs FY24B	vs FY23
MTD:	6,537	6,710	6,833	-2.6%	-4.3%
YTD:	52,240	52,841	51,624	-1.1%	1.2%

Observation Discharges



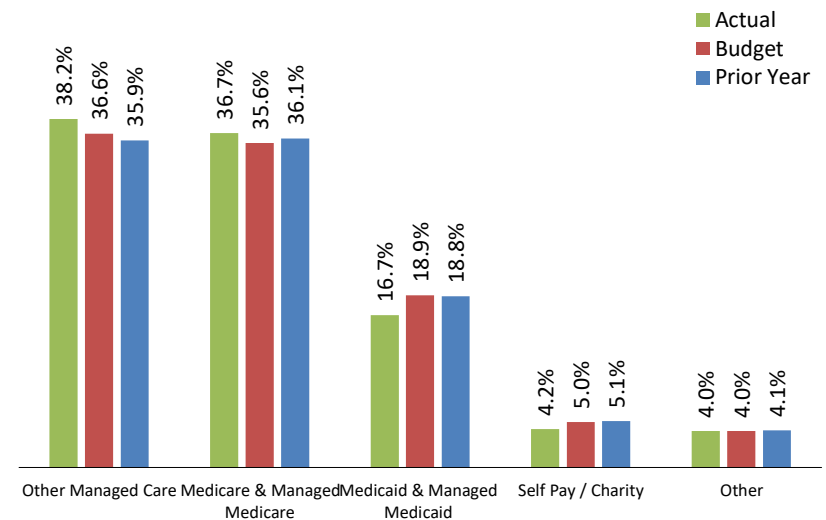
	FY24A	FY24B	FY23A	vs FY24B	vs FY23
MTD:	3,669	3,331	3,273	10.1%	12.1%
YTD:	27,830	25,972	26,560	7.2%	4.8%

Total Admissions (IP + Obsv)



	FY24A	FY24B	FY23A	vs FY24B	vs FY23
MTD:	10,206	10,041	10,106	1.6%	1.0%
YTD:	80,070	78,813	78,184	1.6%	2.4%

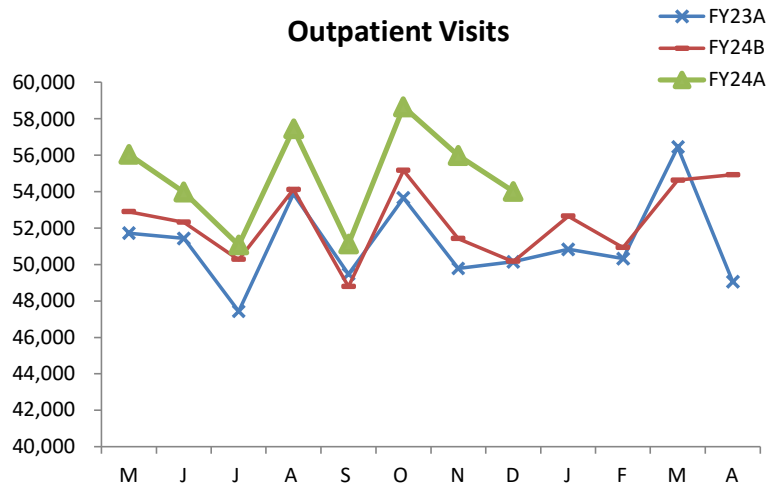
Payor Mix (Gross Revenue) - YTD FY2024





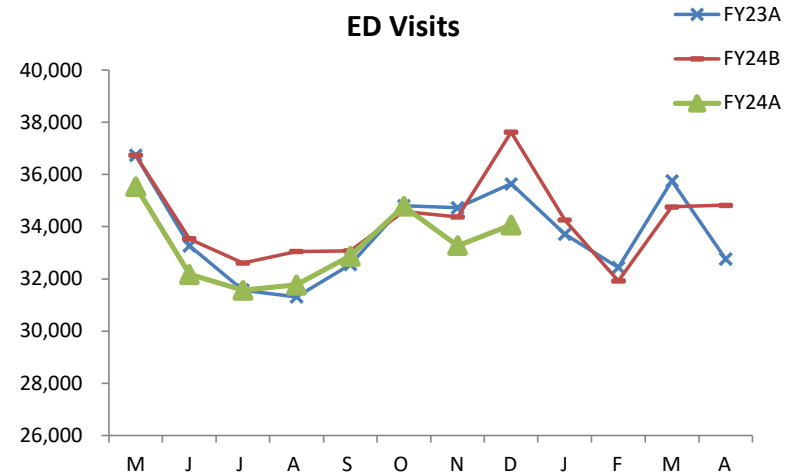
Memorial Healthcare System - Consolidated Volumes - December 2023

Outpatient Visits



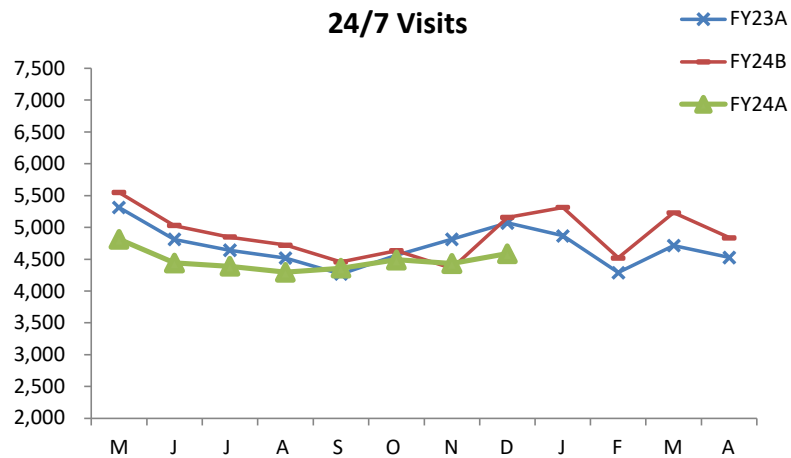
	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
MTD:	54,010	50,162	50,138	7.7%	7.7%
YTD:	438,290	415,121	407,484	5.6%	7.6%

ED Visits



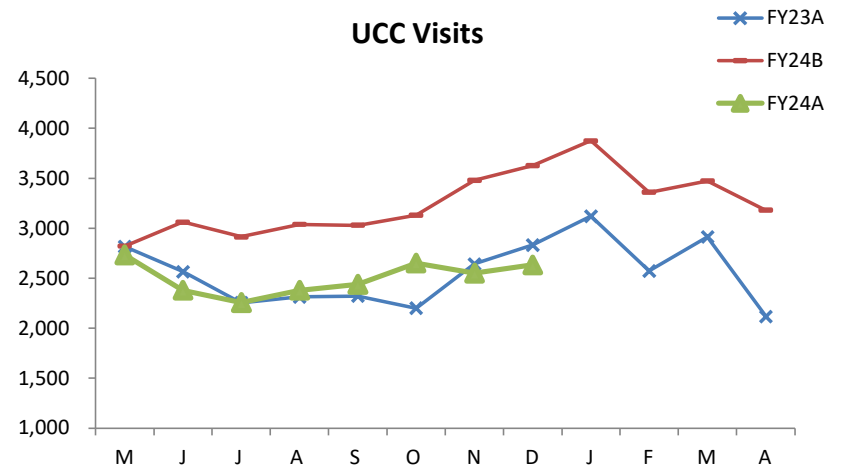
	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
MTD:	34,061	37,620	35,638	-9.5%	-4.4%
YTD:	266,012	275,545	270,578	-3.5%	-1.7%

24/7 Visits



	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
MTD:	4,589	5,159	5,072	-11.0%	-9.5%
YTD:	35,820	38,756	38,011	-7.6%	-5.8%

UCC Visits

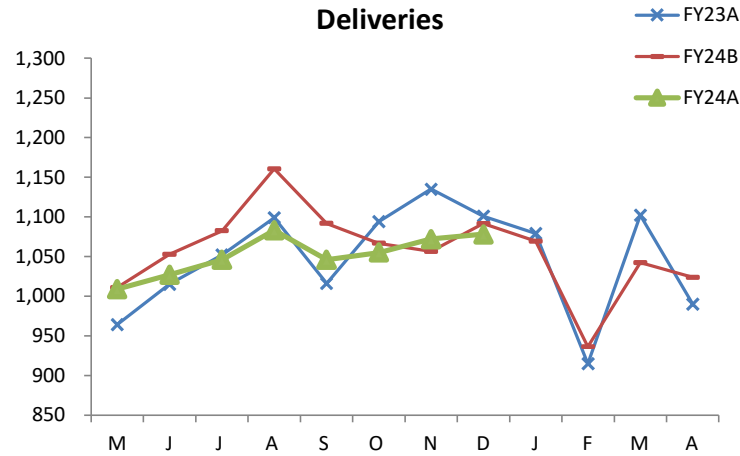


	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
MTD:	2,634	3,628	2,833	-27.4%	-7.0%
YTD:	20,031	25,103	19,952	-20.2%	0.4%



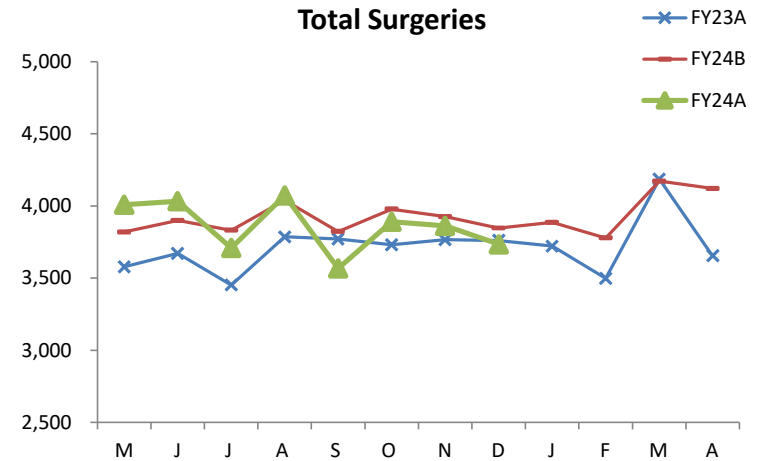
Memorial Healthcare System - Consolidated Volumes - December 2023

Deliveries



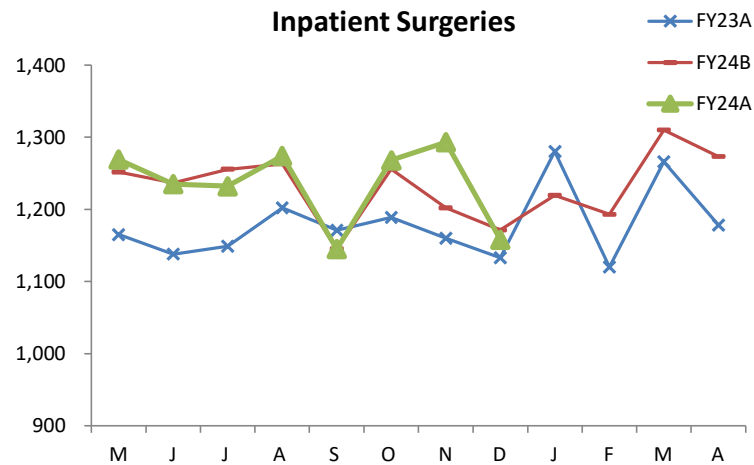
	FY24A	FY24B	FY23A	vs FY24B	vs FY23
MTD:	1,078	1,091	1,101	-1.2%	-2.1%
YTD:	8,416	8,612	8,476	-2.3%	-0.7%

Total Surgeries



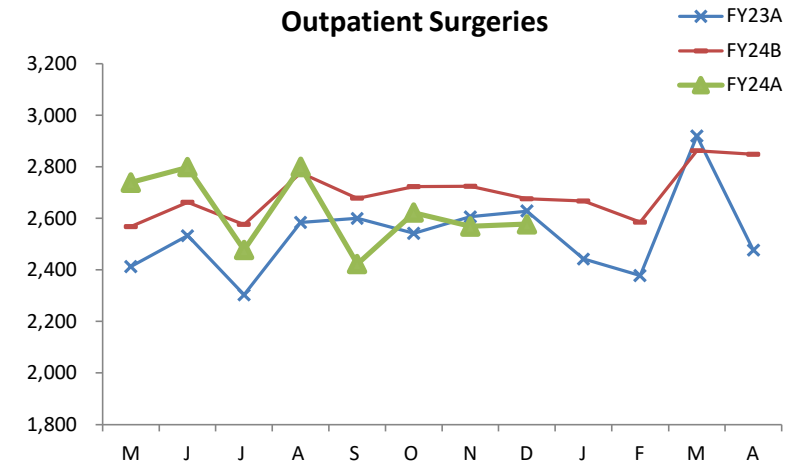
	FY24A	FY24B	FY23A	vs FY24B	vs FY23
MTD:	3,735	3,847	3,761	-2.9%	-0.7%
YTD:	30,877	31,163	29,516	-0.9%	4.6%

Inpatient Surgeries



	FY24A	FY24B	FY23A	vs FY24B	vs FY23
MTD:	1,158	1,171	1,133	-1.1%	2.2%
YTD:	9,874	9,781	9,307	1.0%	6.1%

Outpatient Surgeries



	FY24A	FY24B	FY23A	vs FY24B	vs FY23
MTD:	2,577	2,676	2,628	-3.7%	-1.9%
YTD:	21,003	21,382	20,209	-1.8%	3.9%



Memorial Healthcare System - Operating Statement - December 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	7.1%	(0.2%)	786,588	844,008	842,707	Inpatient Revenue	6,790,754	6,627,855	5,945,663	2.5%	14.2%
B	19.2%	7.4%	682,567	757,566	813,430	Outpatient Revenue	6,402,311	6,022,131	5,355,630	6.3%	19.5%
C	12.7%	3.4%	1,469,155	1,601,574	1,656,137	Total Patient Revenue	13,193,066	12,649,986	11,301,293	4.3%	16.7%
D	14.7%	4.2%	1,158,589	1,275,995	1,329,402	Contractual Allowances	10,749,891	10,110,188	8,945,956	6.3%	20.2%
E	(9.3%)	(16.5%)	66,510	72,288	60,328	Charity Care	457,289	570,682	507,491	(19.9%)	(9.9%)
F	(7.5%)	27.8%	31,324	22,677	28,987	Provision for Bad Debt	99,496	179,051	162,072	(44.4%)	(38.6%)
G	12.9%	3.5%	1,256,423	1,370,960	1,418,717	Total Deductions	11,306,676	10,859,921	9,615,520	4.1%	17.6%
H	11.6%	3.0%	212,732	230,614	237,420	Net Patient Revenue	1,886,390	1,790,065	1,685,773	5.4%	11.9%
I	(22.7%)	(7.6%)	6,191	5,182	4,788	Disproportionate Share Distributions	40,155	41,452	50,632	(3.1%)	(20.7%)
J	37.0%	11.7%	14,096	17,297	19,318	Other Operating Revenue	145,306	149,785	123,584	(3.0%)	17.6%
K	18.8%	7.2%	20,287	22,478	24,106	Total Other Operating Revenue	185,461	191,237	174,216	(3.0%)	6.5%
L	12.2%	3.3%	233,019	253,092	261,526	Net Revenue	2,071,851	1,981,302	1,859,989	4.6%	11.4%
M	5.4%	(2.1%)	121,614	130,850	128,132	Salaries & Wages	1,012,690	973,801	964,521	4.0%	5.0%
N	23.9%	(10.9%)	15,234	21,194	18,876	Employee Benefits	155,576	164,097	120,902	(5.2%)	28.7%
O	19.7%	(2.0%)	5,389	6,587	6,452	Professional Fees	52,412	52,351	42,641	0.1%	22.9%
P	14.9%	14.9%	49,325	49,318	56,686	Supplies Expense	431,902	407,879	371,709	5.9%	16.2%
Q	(23.2%)	(17.8%)	25,285	23,640	19,426	Purchased Services	175,224	198,782	207,008	(11.9%)	(15.4%)
R	(1.9%)	(9.8%)	6,523	7,091	6,399	Facilities Expense	59,008	59,640	52,272	(1.1%)	12.9%
S	7.6%	1.5%	9,372	9,932	10,082	Depreciation & Amortization	78,589	77,165	70,629	1.8%	11.3%
T	(11.6%)	2.5%	9,687	8,360	8,567	Other Operating Expense	75,365	73,914	76,582	2.0%	(1.6%)
V	5.0%	(0.9%)	242,429	256,972	254,620	Total Expenses	2,040,766	2,007,629	1,906,264	1.7%	7.1%
W	>100%	>100%	(9,410)	(3,880)	6,906	Income/(Loss) from Operations	31,085	(26,327)	(46,275)	>100%	>100%
X	N/A	N/A	-	-	-	Tax Revenue	-	-	-	N/A	N/A
Y	2.2%	0.1%	(2,745)	(2,687)	(2,685)	Interest Expense	(21,477)	(21,448)	(21,841)	(0.1%)	1.7%
Z	>100%	N/A	(27,598)	-	36,014	Unrealized Gain/(Loss)	18,388	-	(50,772)	N/A	>100%
AA	(12.4%)	>100%	18,527	5,999	16,222	Investment & Other	59,929	48,132	28,528	24.5%	>100%
AB	>100%	>100%	(11,817)	3,312	49,552	Total Non Operating Revenue/(Loss)	56,840	26,684	(44,085)	>100%	>100%
AC	>100%	>100%	(\$21,227)	(\$568)	\$56,458	Excess/(Deficit) of Revenues over Expenses	\$87,925	\$357	(\$90,359)	>100%	>100%
AD	79.3%	>100%	\$18,557	\$12,148	\$33,274	EBITDA	\$170,134	\$99,753	\$53,570	70.6%	>100%



Memorial Healthcare System - Operating Statement - MTD December 2023

\$ thousands	Month to Date		Variance	
	Actual	Budget	vs Budget	
A Inpatient Revenue	842,707	844,008	(1,301)	Lower admissions, patient days, and inpatient surgeries
B Outpatient Revenue	813,430	757,566	55,864	Higher outpatient visits and observation discharges
C Total Patient Revenue	1,656,137	1,601,574	54,563	
D Total Deductions	1,418,717	1,370,960	47,757	
E Net Patient Revenue	237,420	230,614	6,806	Higher gross revenue impact from higher volumes, and favorable payor mix
F Total Other Operating Revenue	24,106	22,478	1,628	Higher Medicaid GME revenue and retail pharmacy revenue, partially offset by lower external contract pharmacy volume
G Net Revenue	261,526	253,092	8,434	
H Salaries & Wages	128,132	130,850	(2,718)	Steady volumes coupled with labor management efforts and lower incentive pay
I Employee Benefits	18,876	21,194	(2,318)	Lower medical and dental claims and timing of employee premiums
J Professional Fees	6,452	6,587	(134)	Lower physician fees, partially offset by higher legal fees
K Supplies Expense	56,686	49,318	7,368	Higher drugs and medical and surgical supplies, coupled with bulk purchases due to Workday implementation
L Purchased Services	19,426	23,640	(4,214)	Lower purchased outside labor and IT cloud services
M Facilities Expense	6,399	7,091	(692)	Lower repair and maintenance expense, telephone, and gas and fuel
N Depreciation & Amortization	10,082	9,932	151	
O Other Operating Expense	8,567	8,361	206	Timing of saving initiatives, partially offset by lower software, recruitment, and advertising expense
P Total Expenses	254,620	256,972	(2,353)	
Q Income/(Loss) from Operations	6,906	(3,880)	10,786	
R Total Non Operating Revenue/(Loss)	49,552	3,312	46,240	Unrealized investment gains and higher realized investment gains
S Excess/(Deficit) of Revenues over Expenses	56,458	(568)	57,026	
T EBIDA	33,210	12,051	21,160	



Memorial Healthcare System - Operating Statement - YTD December 2023

\$ thousands	Year to Date		Variance	
	Actual	Budget	vs Budget	
A Inpatient Revenue	6,790,754	6,627,855	162,899	Higher patient days, emergency room admissions, and inpatient surgeries
B Outpatient Revenue	6,402,311	6,022,131	380,180	Higher observation discharges and outpatient visits
C Total Patient Revenue	13,193,066	12,649,986	543,080	
D Total Deductions	11,306,676	10,859,921	446,754	
E Net Patient Revenue	1,886,390	1,790,065	96,325	Higher gross revenue impact from higher volumes, and payor and cost report settlement
F Total Other Operating Revenue	185,461	191,237	(5,776)	Lower external contract pharmacy revenue, partially offset by higher Medicaid GME and retail pharmacy volume
G Net Revenue	2,071,851	1,981,302	90,550	
H Salaries & Wages	1,012,690	973,801	38,889	Higher labor costs from staffing due to higher volumes and shift from purchased outside labor, partially offset by lower incentive pay
I Employee Benefits	155,576	164,097	(8,521)	Lower FICA, pension expense due to increase in pension asset value, and lower health and dental expenses
J Professional Fees	52,412	52,351	61	Higher legal fees and consulting fees, partially offset by lower physician fees
K Supplies Expense	431,902	407,879	24,023	Higher drugs and medical and surgical supplies due to volume increases
L Purchased Services	175,224	198,782	(23,558)	Lower purchased outside labor
M Facilities Expense	59,008	59,640	(631)	Lower gas and fuel, and telephone, partially offset by higher repair and maintenance expenses
N Depreciation & Amortization	78,589	77,165	1,424	
O Other Operating Expense	75,364	73,913	1,451	Higher AHCA fees due to increased revenue
P Total Expenses	2,040,766	2,007,629	33,137	
Q Income/(Loss) from Operations	31,085	(26,327)	57,412	
R Total Non Operating Revenue/(Loss)	56,840	26,684	30,156	Unrealized investment gains and higher realized investment gains
S Excess/(Deficit) of Revenues over Expenses	87,925	357	87,568	
T EBIDA	169,603	98,970	70,633	

**Memorial Healthcare System - Consolidated Balance Sheet and Key Indicators - December 2023**

\$ thousands		12/31/2023	11/30/2023	4/30/2023
A CASH AND INVESTMENTS	\$	2,326,573	\$ 2,366,288	\$ 2,453,740
B PATIENT ACCOUNTS RECEIVABLE (NET)		373,339	369,956	340,203
C RESTRICTED ASSETS AND ASSETS WHOSE USE IS LIMITED		90,047	88,912	108,875
D CAPITAL ASSETS (NET)		1,314,442	1,306,843	1,289,985
E OTHER ASSETS AND DEFERRED OUTFLOWS		590,776	580,760	368,256
F TOTAL ASSETS AND DEFERRED OUTFLOWS	\$	4,695,177	\$ 4,712,759	\$ 4,561,059
G CURRENT LIABILITIES	\$	490,900	\$ 554,290	\$ 558,217
H LONG TERM DEBT		882,539	882,721	896,929
I ESTIMATED CLAIMS LIABILITY		31,388	30,916	28,486
J OTHER NON-CURRENT LIABILITIES AND DEFERRED INFLOWS		326,746	337,783	213,233
K TOTAL LIABILITIES AND DEFERRED INFLOWS		1,731,573	1,805,710	1,696,865
L NET POSITION		2,963,604	2,907,048	2,864,194
M LIABILITIES, NET POSITION AND DEFERRED INFLOWS	\$	4,695,177	\$ 4,712,759	\$ 4,561,059
N DAYS CASH ON HAND		299.4	305.6	330.1
O CASH TO DEBT (%)		250.5	254.5	258.4
P NET DAYS IN AR		47.4	47.3	39.5
Q DEBT TO NET POSITION RATIO		0.31	0.32	0.33
R DEBT TO CAPITALIZATION		0.24	0.24	0.25
S DEBT TO CASH FLOW		2.65	2.77	4.00
T MADS* COVERAGE		6.15	5.92	4.22

* MAXIMUM ANNUAL DEBT SERVICE



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

December 20, 2023

TO: Aharon Sareli, M.D., Executive Vice President and Chief Medical Officer, MHS

SUBJECT: Medical Staff Executive Committee Report – December 2023

As set forth in Resolution No. 495, delegating the President and Chief Executive Officer such authority, I have reviewed and approve the Medical Staff Executive Committee Report for the month of December 2023, for the following facilities:

Memorial Regional Hospital
Memorial Hospital West
Memorial Hospital Miramar
Memorial Hospital Pembroke

The South Broward Hospital District Board of Commissioners will ratify this approval at the January 24, 2024, Regular Board Meeting.

A handwritten signature in blue ink that reads 'K. Scott Wester'.

K. Scott Wester, FACHE
President and Chief Executive Officer

KSW:cy

cc: Jennifer Kadis
Eloise Busha

RESOLUTION NO. 495

RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE SOUTH BROWARD HOSPITAL DISTRICT DELEGATING AUTHORITY TO THE PRESIDENT/CHIEF EXECUTIVE OFFICER/ADMINISTRATOR TO APPROVE MEDICAL STAFF EXECUTIVE COMMITTEE REPORTS UNTIL FURTHER MEETING OF THE BOARD OF COMMISSIONERS

WHEREAS, the Board of Commissioners of South Broward Hospital District does on a monthly basis approve the Medical Staff Executive Committee Reports for each of the Hospitals that are owned and/or operated by the South Broward Hospital District; and

WHEREAS, the Board of Commissioners will not conduct its regular meetings in the months of November and December, 2023, and will instead conduct a single meeting on December 6, 2023; and

WHEREAS, the Medical Staff Executive Committee Reports for some or all of the Hospitals may require approval between now and the Board's December 6, 2023, meeting and/or between the Board's December 6, 2023, meeting and the Board's January 24, 2024, meeting; and

WHEREAS, the Board of Commissioners wishes to delegate authority to approve the Medical Staff Executive Committee Reports during the above referenced period, as necessary, to its President/Chief Executive Officer/Administrator, K. Scott Wester;

NOW, THEREFORE, it is hereby resolved:

That K. Scott Wester, shall have the authority to approve Medical Staff Executive Committee Reports in advance of and between the aforementioned meetings; and

All resolutions and all parts of any resolution, in conflict herewith are hereby repealed to the extent of such conflict.

This Resolution shall be in force and take effect immediately upon its passage and adoption.

Passed and adopted by the South Broward Hospital District Board of Commissioners, Hollywood, Florida, on this 25th day of October, 2023.

ATTEST:



Douglas A. Harrison as Secretary/Treasurer



December 21, 2023

Ms. Elizabeth Justen
Chairwoman
Board of Commissioners
South Broward Hospital District

Dear Ms. Justen:

Please be advised that the following addendum should be considered when accepting the December 2023 Credentials Report from Memorial Regional Hospital, Memorial Hospital West, Memorial Hospital Pembroke, and Memorial Hospital Miramar.

That Ronald Stuart Gup, MD, Pulmonary Disease, request for resignation be accepted effective December 6, 2023.

Thank you for your consideration of this revision to the report.

Sincerely,

A handwritten signature in black ink, appearing to read 'Aharon Sareli'.

Aharon Sareli, MD
Executive Vice President and Chief Medical Officer, MHS
Chief Physician Executive, MPE

AS:eeb

cc: K. Scott Wester, FACHE, President and Chief Executive Officer
Nigel Spier, MD, Chief of Staff, MRH
Donald Kim, MD, Chief Medical Officer, MRH
Fausto A. De La Cruz, MD, Chief of Staff, MHW
Eric Freling, MD, Chief Medical Officer, MHW
Narendra R. Upadhyaya, MD, Chief of Staff, MHP
Dexter Sereda, MD, Chief Medical Officer, MHP
Juan Villegas, MD, Chief of Staff, MHM
Todra Anderson-Rhodes, Chief Medical Officer, MHM



December 20, 2023

Ms. Elizabeth Justen
Chairwoman
Board of Commissioners
South Broward Hospital District

Dear Ms. Justen:

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

- Memorial Regional Hospital (MRH) and Joe DiMaggio Children's Hospital (JDCH) on December 20, 2023
- Memorial Hospital West (MHW) on December 11, 2023
- Memorial Hospital Pembroke (MHP) on December 14, 2023
- Memorial Hospital Miramar (MHM) on December 13, 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)	Status	Adult & Pediatrics	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Akam Venkata, Jyothsna, MD	Pediatric Cardiology	Active	Pediatrics	X				X	2 years	Two year initial appointment without Cardiac MRI privileges. Cardiac MRI privileges not approved pending Level III Certification.
Alperin, Genna Michal, PA	Pediatric Critical Care Medicine (Dr. Allan Greissman)	APP	Pediatrics					X	2 years	
Bailey, Melita Rosemarie, APRN, CNM	Nurse Midwife (Dr. Laviniu Ion Anghel)	APP	Adult				X		2 years	
Ballestas, Carmen Sofia, MD	Pediatric Oncology and Hematology	Active	Pediatrics	On Staff			X	On staff	2 years	

Memorial Healthcare System Medical Executive Committees
Board of Commissioners Report
December 20, 2023
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New Applicant Name	Specialty (Sponsor)	Status	Adult & Pediatrics	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Bernal, Laura Maria, PA	Pediatric Cardiology (Drs. Melissa Diamond & Thomas Forbes)	APP	Pediatrics	X				X	2 years	
Cameron, Ameenah Rielle, PA	Nephrology (Drs. Manjit Gulati & Sukhvinder Gulati)	APP	Adult	X	X	X			2 years	
Catalano Vazquez, Leonardo Nicholas, MD	Obstetrics and Gynecology	Active	Adult		On staff	X			2 years	Acessa Procedure (Laparoscopic Radiofrequency Ablation of Uterine Leiomyoma) Assisted Surgery -First 3 cases must be proctored. (Granted May 2023; proctoring of cases pending)
Drayton, Alisha Antoinette, MD	Internal Medicine	Active	Adult	X	X	X	X		2 years	
Fernandez, Vania Enid, MD	Pain Medicine	Active	Adult	X	X	X	X		2 years	
Fonseca-Crescioni, Manuel Jose, MD	Hospice and Palliative Medicine	Active	Adult	X	X	X	X		2 years	
Garcez, Angelica, PA	Otolaryngology/Head and Neck Surgery (Drs. Marika Fraser; Carlos Perez-Mitchell & Yamil Selman)	APP	Adult	X	X	X	X		2 years	
Garcia Guerra, Lazaro Alain, APRN	Nephrology (Dr. Faizul Hussain)	APP	Adult	X	X	X	X		2 years	
Ghimire Guragain, Shashtika,	Psychiatry (Dr. Andrew Migliaccio)	APP	Adult	X					2 years	

Memorial Healthcare System Medical Executive Committees
Board of Commissioners Report
December 20, 2023
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New Applicant Name	Specialty (Sponsor)	Status	Adult & Pediatrics	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
APRN										
Gonzalez, Christian David, MD	Pain Medicine	Active	Adult	X	X	X	X		2 years	
Hasting, Matthew Moser, MD	Neurointraoperative Monitorist	Active	Pediatrics					X	2 years	
Kachniarz, Bartlomiej, MD	Plastic Surgery	Active	Adult	X			On staff		2 years	
Lajevardi, Newsha, MD	Dermatology	Active	Adult	X					2 years	
Lopez, Edgardo A., APRN	Otolaryngology/Head and Neck Surgery (Drs. Carlos Perez-Mitchell; Marika Fraser; & Yamil Selman)	APP	Adult	On staff	X	X	X		2 years	
Lumbart, Marie, APRN	Sleep Medicine (Dr. Ashwin Mehta)	APP	Adult	X	X				2 years	
Martinez-Serrano, Claudia Sofia, PA	Oncology and Hematology (Dr. Matthew Taub)	APP	Adult	X	X	X	X		2 years	
McKuin, Michael Richard, DO	Family Medicine - Urgent Care	Active	Adult & Pediatrics		X				2 years	
Millan, Pamela, MD	Pediatric Nephrology	Active	Pediatrics	X	X	X	X	X	2 years	
Montero, Nitchelle, APRN	Internal Medicine (Dr. Juan Rondon)	APP	Adult	X	X	X	X		2 years	
Mussary, Molly PA	Pediatric Otolaryngology/Head and Neck Surgery (Dr. Steven L Singer)	APP	Pediatrics					X	2 years	
Nunez, Jessica Elena, APRN	Cardiovascular Disease (Drs. Selbourne Goode;	APP	Adult	X	X	X	X		2 years	

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New Applicant Name	Specialty (Sponsor)	Status	Adult & Pediatrics	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
	Ralph Levy & Alian Aguila)									
Nunez, Jorge Esteban, DO	Family Medicine	Active	Adult	X					2 years	
Orija, Abiodun Ayodele, MD	Critical Care Medicine	Active	Adult	X					2 years	
Papanicolau-Sengos, Antonios, MD	Clinical and Anatomic Pathology	Active	Adult & Pediatrics	X	X	X	X	X	2 years	
Pepperman, Adam Patrick, MD	Obstetrics and Gynecology	Active	Adult		X		X		2 years	Circumcision: First 3 cases must be proctored.
Reinoso, Adelheid Christine, MD	Surgery	Active	Adult	On Staff	On staff	On staff	X		2 years	
Ricart Hoffiz, Pedro Abraham, MD	Orthopedic Surgery	Active	Adult				X		2 years	
Song, Tae H, MD	Cardiac Surgery	Active	Adult & Pediatrics	X	X	X	X	X	2 years	
Sotelo, Jorge Luis, MD	Psychiatry	Active	Adult	On staff		X			2 years	
Tyree, Madison Alexis, CNIM	Neurointraoperative Monitorist (Dr. Jason Soriano)	AHP	Adult & Pediatrics	X	X			X	2 years	
Vigroux, Bethany Nicole, PA	Surgical Assistant (Dr. Farid Assouad)	AHP	Adult & Pediatrics	X	X	X			2 years	
Walfall, Najla Candice, PA	Otolaryngology/Head and Neck Surgery (Drs. Carlos Perez-Mitchell; Marika Fraser & Yamil Selman)	APP	Adult & Pediatrics	X	X	X	X		2 years	
Zamora, Carol Nancy, APRN	Surgery (Drs. Joseph Melendez-	APP	Adult & Pediatrics	On staff	On staff	On staff	On staff	X	2 years	

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New Applicant Name	Specialty (Sponsor)	Status	Adult & Pediatrics	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
	Davidson; Brett Cohen; Jeremy Gallego Eckstein; Michael Mallis & Mark Romano)									

That the following applicants for reappointment be approved as indicated:

Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Aberson PSYD, Bonnie	Psychology	1/1/2024	Adult & Pediatrics	Active (Suspended for Flu)				Active (Suspended for Flu)	1 month	One month reappointment pending compliance with flu requirements.
Ackermann DO, Alan	Cardiovascular Disease	1/1/2024	Adult	Active	Active	Active			2 years	
Adamczyk MD, Charles Joseph	Obstetrics and Gynecology	1/1/2024	Adult		Active		Active		2 years	
Aguirre MD, Jose Alfredo	Internal Medicine	1/1/2024	Adult		Active				2 years	
Alvero Proenza APRN, Elesban	Internal Medicine (Drs. William Navarro; Ronoel Penalver & Karen Prida)	1/1/2024	Adult	APP	APP	APP	APP		2 years	
Ans MD, Yvette P	Gynecology	1/1/2024	Adult	Active					Denied	Discontinue membership and privileges for failing to meet patient encounter volume as defined in the Joint Policies and Procedures.
Archilla MD, Alfredo Samuel	Otolaryngology/ Head and Neck Surgery	1/1/2024	Adult	Active (Suspended for Flu)					1 month	One month reappointment pending compliance with flu requirements. Additionally, practitioner is not meeting patient encounter volume. Department to consider

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
										granting Consulting Staff status based on special skills and services provided.
Assouad MD, Farid	Internal Medicine and Pediatrics (Limited to patients above the age of 12 years)	1/1/2024	Adult & Pediatrics	Active	Active	Active			2 years	
Baikovitz MD, Howard Israel	Gastroenterology	1/1/2024	Adult	Active	Active				2 years	
Beveridge MD, George S Jr	Pediatrics	1/1/2024	Pediatrics		Active		Active	Active	2 years	
Biczak DO, Laureen Anne	Infectious Disease	1/1/2024	Adult	Active	Active		Active		2 years	
Blackstone APRN, CRNA, Anne Beth	Nurse Anesthetist (Dr. Kiesha Raphael)	1/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Brenes PSYD, Michelle	Psychology	1/1/2024	Adult & Pediatrics	Active				Active	2 years	
Casey PA, Lindsay Burke	Pediatric Orthopedic Surgery (Dr. Eric Eisner)	1/1/2024	Pediatrics	APP			APP	APP	2 years	
Chamberlain APRN, Melissa Stokes	Critical Care Medicine (Drs. Robert Alterbaum; Luis Alvarez; Ana Berbel Caban; Dahlia A. Blake; Esaie Carisma; Shirley Chen; Zafar A. Chuadry; Lance Cohen; Nicole Cohen; Daniel Dos Santos; Kevin Dushay; Martinus Dyrud; Armand Golchin; Andrew Goodrich; Renzo Hidalgo-Cabrera; Seth A. Hoffman; Robert B. Holtzman; Peter Kim, M.D Jason Kovacevic; John Krueger; Rupinder Kullar;	1/1/2024	Adult	APP	APP	APP	APP		2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
	Adam F. Magin; Daniel Mayer; Shelly Miller; Veronica Montes-Berrios; Samir E. Nader; Abiodun Orija; Lukas Pastewski; Anushil Patel; Niral Patel; Samir A. Peshimam; Raciél Pintado; Miguel Robles; Eliseo J. Rondon; Vishal Saini; Aharon Sareli; Akilan Selvaraju; Leonard Simon; Baldev Singh; Carlos Sklaver; Julie Anne Thompson; Stefanie Torres; Ramon Valentin; Zael Vazquez; Alvaro Visbal & Moses Washington)									
Cortes MD, Dennis A	Internal Medicine	1/1/2024	Adult		Active		Active		2 years	
Davini APRN, Bandi	Neurosurgery & Neurology (Drs. Brijesh Mehta; Norman Ajiboye; Haris, Kamal & Mohammed Qureshi)	1/1/2024	Adult	APP	APP				2 years	
Delgado MD, Aymin	Pediatric Gastroenterology	1/1/2024	Pediatrics	Active	Active		Active	Active	2 years	
Delmoral AA, Marcelino	Anesthesiologist Assistant (Dr. Walter Diaz)	1/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Denney, Carolyn Frances, MD	Infectious Disease	1/1/2024	Adult	Active					2 years	Two year reappointment with a change to Community Affiliate staff, beginning 12/1/2023.
Di Giamberardino DO, Adriano	Family Medicine	1/1/2024	Adult	Active					2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Ghasemian MD, Seyed Mohammad Reza	Transplant Surgery	1/1/2024	Adult & Pediatrics	Active	Active			Active	2 years	
Ginsberg APRN, CRNA, Caryn Ann	Nurse Anesthetist (Dr. Richard Elf)	1/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Girolamini-Smith PSYD, Marcelle Lori	Neuropsychology	1/1/2024	Adult & Pediatrics	Active				Active	2 years	
Gonzaga Gomez APRN, CRNA, Nicole Angelique	Nurse Anesthetist (Dr. Walter Diaz)	1/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Gomez MD, Alexander Humberto	Pediatrics	1/1/2024	Pediatrics		Active		Active		2 years	
Gordon DO, Grant Thomas	Internal Medicine	1/1/2024	Adult	Active	Active	Active	Active		2 years	
Gordon-Pusey MD, Cleopatra Tamaria	Family Medicine	1/1/2024	Adult		Active				2 years	
Granada Solis MD, Catalina	Obstetrics and Gynecology	1/1/2024	Adult				Active		2 years	
Greenberg PA, Amy Danielle	Dermatology (Dr. Jay Gottlieb)	1/1/2024	Adult				APP		2 years	
Halim MD, Azza	Anesthesiology	1/1/2024	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	
Huo MD, Ran	Dermatology	1/1/2024	Adult	Active					2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Inocentes MD, Ariel A	Physical Medicine and Rehabilitation	1/1/2024	Adult	Active	Active	Active	Active		2 years	Two year reappointment and the relinquishment of Core Privileges in Physical Medicine and Rehabilitation- Pediatric.
Johr MD, Bernardo Manuel	Vascular Surgery & General Surgery	1/1/2024	Adult		Active		Active		2 years	
Jones MD, Shawnet Kashia	Family Medicine	1/1/2024	Adult	Active	Active	Active	Active		2 years	
Jules APRN, Oleine	Oncology and Hematology (Dr. Pablo Ferraro)	1/1/2024	Adult	APP	APP	APP	APP		2 years	
Kelly APRN, Araly Alexis	Anesthesiology (Dr. Nancy Erickson)	1/1/2024	Adult & Pediatrics	APP	APP	APP	APP		2 years	
Kimm MD, Jeffrey	Emergency Medicine	1/1/2024	Adult		Active				2 years	
Kollwitz APRN, Daniel Louis	Pediatric Gastroenterology (Drs. Neeraj Raghunath & Mario Tano)	1/1/2024	Pediatrics	APP	APP		APP	APP	2 years	
Laurent MD, Jesus D	Pediatrics	1/1/2024	Pediatrics		Active		Active	Active	2 years	
Lemes MD, Vicente	Pediatric Cardiology	1/1/2024	Pediatrics		Active		Active	Active	2 years	
Leung DO, Sheren Sze Mun	Internal Medicine	1/1/2024	Adult	Active					2 years	
Levin MD, Richard David	Urology	1/1/2024	Adult		Active	Active			2 years	
Lopez APRN, Edgardo A	Otolaryngology/ Head and Neck Surgery (Drs. Carlos Esteban Perez-Mitchell; Marika	1/1/2024	Adult	APP					2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
	Fraser; & Yamil Selman)									
Magarelli DMD, Raquel Maria	Dentist	1/1/2024	Adult				Active		2 years	
Manresa PA, Kathryn Wood	Emergency Medicine (Drs. Steven Katz; Randy Katz; Adam Rubin & Juan Villegas)	1/1/2024	Adult	APP	APP		APP		2 years	
Martinez Guzman MD, Daniel Jose	Obstetrics and Gynecology	1/1/2024	Adult				Active		2 years	
Mathew MD, Stephen	Pediatric Emergency Medicine	1/1/2024	Pediatrics		Active		Active	Active	2 years	
McKenzie MD, Michael Joachim	Family Medicine	1/1/2024	Adult	Active					2 years	
Mendoza PA, Jose Elias Jr	Pulmonary Disease (Dr. Jorge Barros)	1/1/2024	Adult		APP				2 years	
Mercado MD, Myra Elizabeth	Neonatal Perinatal Medicine	1/1/2024	Pediatrics					Active	2 years	
Montoya-Miles MD, Jean M	Anesthesiology	1/1/2024	Adult & Pediatrics	Active	Active	Active		Active	2 years	
Morales Alvarez CNIM, Ariel	Neurointraoperative Monitorist (Dr. Jason Soriano)	1/1/2024	Adult & Pediatrics	AHP	AHP	AHP		AHP	2 years	
Morales MD, Ramiro Jr	Plastic Surgery	1/1/2024	Adult & Pediatrics		Active		Active		2 years	Two year reappointment and relinquishment of privileges as follows: 1) Bone graft including harvesting; 2) Amputation of fingers and/or hand; 3) Repair of cleft lip; 4) Repair of cleft palate; 5) Pharyngeal flap Osteoplasty; 6) Correction of microtia; 7) Correction of

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
										congenital facial abnormalities; 8) Nasal revision; 9) Rhinoplasty; 10) Septoplasty; 11) Turbinate surgery; 12) Dermabrasion; 13) Chemical peel; 14) TRAM Flap; 15) Latissimus flap; 16) Free tissue transfer; 17) Microsurgery in a privileged procedure; 18) Nasal revision; 19) Rhinoplasty; 20) Septoplasty; 21) Turbinate surgery; Augmentation; Biopsy & Reduction and treatment of fractures – nose Genioplasty Implant 22) Free Flap 23) PEDS - Breast augmentation and Biopsy.
Oyadiran MD, Olabisi Oluremi	Pediatrics	1/1/2024	Pediatrics		Active		Active	Active	2 years	
Pachter MD, Eric Michael	Urology	1/1/2024	Adult	Active	Active	Active			2 years	
Pare DO, Paola Elvira	Pediatrics	1/1/2024	Pediatrics		Active (Suspended for Flu)				1 month	One month reappointment pending compliance with flu requirements.
Patel MD, Dhiraj B	Internal Medicine	1/1/2024	Adult	Active	Active	Active			2 years	
Pena Gonzalez MD, Alejandro	Internal Medicine	1/1/2024	Adult	Active	Active	Active	Active		2 years	
Perez MD, Deborah Marie	Pediatrics	1/1/2024	Pediatrics		Active			Active	2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Perry MD, Robert Godfrey	Internal Medicine	1/1/2024	Adult		Active				2 years	
Petit-Vaval APRN, Vanessa S	Adolescent Medicine (Drs. Rene Morgan & Elba Iglesias)	1/1/2024	Pediatrics	APP				APP	2 years	
Ping APRN, An	Pulmonary Disease (Dr. Waddah Allaf)	1/1/2024	Adult	APP					2 years	
Piso APRN, CRNA, Michelle Andrea	Nurse Anesthetist (Dr. Kiesha Raphael)	1/1/2024	Adult & Pediatrics	APP (Suspended for Flu)	APP (Suspended for Flu)	APP (Suspended for Flu)	APP (Suspended for Flu)	APP (Suspended for Flu)	1 month	One month reappointment pending compliance with flu requirements.
Prado del Rey, Erica Monique, APRN	Neonatal Perinatal Medicine (Drs. Mesfin Afework; Yasser Al-Jebawi; M Auerbach; Sharell Bindom; Gianina Davila; Cristian Esquer; Cherie Foster; Vicki Johnston; Doron Kahn; Angela Leon; Hernandez; Lester McIntyre; Estela Pina; Mariela Sanchez Rosado; Bruce Schulman; Mona Shehab; Max Shenberger; Flavio Soliz & Pablo Valencia.)	1/1/2024	Pediatrics		APP		APP	APP	2 years	
Quinones-Pagan MD, Virmarie	Pediatric Rehabilitation Medicine	1/1/2024	Adult & Pediatrics	Active				Active	2 years	Two year reappointment with additional privileges for Pediatric Management of intrathecal baclofen pumps including pump dosing & refills.
Randle-Colclough APRN, Anya Michelle	Hematology and Oncology (Drs. Anna Abraham; Marcelo Blaya; Erica Bloomquist; Aurelio	1/1/2024	Adult	APP	APP	APP	APP		2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
	Castrellon; Gelenis Domingo; Alejandra Ergle; Jesus Fabregas; Pablo Ferraro; Daren Grosman; Delia Guaqueta; Robert Hirsch; Brian Hunis; Atif Hussein; Manuel Martinez; Adriana Milillo; Brian Pico; Luis Raez; Aeisha Rivers; Matthew Salzberg; Michel Vulfovich; Frederick Wittlin; Heather Wright & Jennifer Zikria.									
Rigaud APRN, CRNA, Jessica Nadine	Nurse Anesthetist (Dr. Kiesha Raphael)	1/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Rosa MD, Paola	Internal Medicine	1/1/2024	Adult	Active	Active	Active	Active		2 years	
Salvatore PA, Anthony Carmine	Trauma Surgery (Drs. Andrew Rosenthal; Eddy Carrillo; Chauniqua Kiffin, Rafael Sanchez; Seong Lee; Jill Whitehouse; Tamar Levene & Oliver Lao)	1/1/2024	Adult & Pediatrics	APP				APP	2 years	
Santiago PSYD, Cristina Carolina	Neuropsychology	1/1/2024	Pediatrics					Active	2 years	
Siegel DDS, Michael	Dentist	1/1/2024	Adult & Pediatrics	Active				Active	2 years	
Smith DO, Douglas Frederick	Obstetrics and Gynecology	1/1/2024	Adult		Active				2 years	
Snyder MD, Robert A	Dermatology	1/1/2024	Adult		Active				2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Soliz MD, Flavio Amed	Neonatal Perinatal Medicine	1/1/2024	Pediatrics		Active		Active	Active	2 years	Two year reappointment with additional privileges for Initiation and maintenance of Extra-Corporeal Membrane Oxygenation (ECMO).
Surloff PHD, Cheri Gay	Psychology	1/1/2024	Adult	Active	Active	Active	Active		2 years	
Tabbara MD, Mona Suhayl	Neonatal Perinatal Medicine	1/1/2024	Pediatrics		Active		Active	Active	2 years	
Ulloa PA, Elke O	Pediatric Surgery (Drs. Holly Neville; Oliver Lao; Yangyang Yu; Jill Whitehouse; Moiz Mustafa; Tamar Levene & Noor Kassira)	1/1/2024	Pediatrics	APP				APP	2 years	
Urena MD, Christina Margherita	Pediatrics	1/1/2024	Pediatrics					Active	2 years	
Valdes PHD, Jacqueline C	Psychology	1/1/2024	Adult & Pediatrics	Active				Active	2 years	
Vargas Madueno MD, Fernando Manuel	Oncology and Hematology	1/1/2024	Adult	Active	Active				2 years	
Vazquez MD, Gladys L	Pediatrics	1/1/2024	Pediatrics					Active	2 years	
Verdecia APRN, Hidekel	Plastic Surgery (Dr. Blane Shatkin)	1/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Vicioso Peralta MD, Luis Emilio	Internal Medicine	1/1/2024	Adult	Active		Active			2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Williams MD, John V	Internal Medicine	1/1/2024	Adult		Active	Active			2 years	
Williams, Sasha Yulanda, APRN	Bone Marrow Transplant, Hematology and Oncology & Hematology (Drs. Yehuda Deutsch; Hugo F. Fernandez; Jennifer Logue; Nina Nguyen; Claudia Paba-Prada; Jose Sandoval-Sus; Carlos Silva Rondon & Fernando Vargas Madueno)	1/1/2024	Adult	APP	APP				2 years	
Zafiris PHD, Christina Maria	Neuropsychology	1/1/2024	Adult & Pediatrics	Active				Active	2 years	
Zakaria MD, Mhd Tarek	Neurology	1/1/2024	Adult	Active	Active	Active	Active		2 years	
Zalis, Brian Alan, MD	Family Medicine	1/1/2024	Adult			Active	Active		2 years	
Zamora APRN, Carol Nancy	Surgery (Drs. Joseph Melendez; Brett Cohen; Jeremy Gallego Eckstein; Michael Mallis & Mark Romano)	1/1/2024	Adult	APP	APP	APP	APP		2 years	
Zide MD, Kenneth Mark	Electrophysiology	1/1/2024	Adult	Active	Active				1 month	One month reappointment pending inquiry regarding continued practice of Electrophysiology. The following privileges were not approved due to lack of reappointment criteria:

Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
										1) Electrophysiology diagnostic study and ablation (5 out of 80 cases); 2) Electrophysiology interventional ablation requiring trans-septal puncture (0 out of 30 cases); 3) Insertion of permanent pacemaker (1 out of 40 cases); and 4) Insertion of IDCs (3 out of 30 cases).
Zipper PA, Rachael	Pediatric Neurology (Dr. Diana Martinez)	1/1/2024	Pediatrics	APP			APP	APP	2 years	

That the following changes in privileges for lack of Crew Resource Management Training Course be approved:

Practitioners Name	Specialty (Sponsor)	Appointment Date	Expirable Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Rivera Cintron, Alberto, MD	Anesthesiology	5/24/2023	12/1/2023	Adult & Pediatrics	X	X	X	X	X	Discontinue invasive privileges pending completion of CRM training.

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
Birken, Friedman, Kathryn Anne, MD	Pediatric Emergency Medicine	Additional	Moderate Sedation	Pediatrics		X		X	X	Approved.

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Name	Specialty (Sponsor)	Request	Privilege	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Davis, Heather, APRN	Neonatal Perinatal Medicine (Dr. Cherie Foster)	Additional	Prescribe/order controlled substances	Pediatrics					X	Approved.
Erickson, Nancy Lea, DO	Anesthesia to Pain Medicine	Change	Anesthesia to Pain Medicine, effective 1/1/2024.	Adult & Pediatrics	X	X	X	X	Resigning	Approved, effective 1/1/2024.
Gonzalez, Olga Vanessa, APRN	Oncology and Hematology (Drs. Anna Abraham; Marcelo Blaya; Erica Bloomquist; Aurelio Castrellon; Gelenis Domingo; Pablo Ferraro; Delia Guaqueta; Robert Hirsch; Brian Hunis; Atif Hussein; Manuel Martinez; Adriana Milillo; Luis Raez; Aeisha Rivers; Matthew Salzberg; Michel Vulfovich; Frederick Wittlin; Heather Wright & Jennifer Zikria)	Additional	Prescribe/order controlled substances	Adult	X		X			Approved.
Grandez, Cesar, MD	Internal Medicine	Additional	Care of a patient with acute stroke (MHW)	Adult		X				Approved.

Name	Specialty (Sponsor)	Request	Privilege	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Kachappilly, Preetha Liju, APRN	Internal Medicine-Urgent Care (Dr. Marc Shapiro)	Additional	1-Suture of simple and complex incisions/lacerations (not requiring ligament or tendon repair); 2-Superficial Incision and drainage; 3-Application and removal of splint or cast; 4-Splinting and immobilization of fractures; 5-Perform PAP smear and obtain cervical and vaginal cultures; 6-Function as surgical first assistant to the supervising physician(s) in credentialed procedure. 7-Management and removal of surgical drains. 8-Superficial Debridement; Superficial incision and drainage	Adult	X					Approved.
Kelly, Araly Alexis, APRN	Anesthesia to Pain Medicine	Change	Anesthesia to Pain Medicine, effective	Adult & Pediatrics	X	X	X	X		Approved, effective 1/1/2024.

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Name	Specialty (Sponsor)	Request	Privilege	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
			1/1/2024.							
Reed, Brenda, APRN	Anesthesia to Pain Medicine	Change	Anesthesia to Pain Medicine, effective 1/1/2024.	Adult & Pediatrics	X	X	X	X		Approved, effective 1/1/2024.
Sylvain, Vanessa Judith, APRN	Anesthesia to Pain Medicine	Change	Anesthesia to Pain Medicine, effective 1/1/2024.	Adult & Pediatrics	X	X	X	X		Approved, effective 1/1/2024.
Velez Martinez, Mariella, MD	Cardiovascular Disease	Additional	1-Cardioversion; 2-Performance and interpretation of transesophageal echo-cardiography; 3-Stress testing: exercise or pharmacologic; 4-Use of thrombolytic agents; 5-Management of intra-aortic balloon pump & Management of temporary transvenous pacemaker. 6-Medical management of patients with advanced heart failure including mechanical circulatory support &	Adult	X	X	X	X		Approved.

Name	Specialty (Sponsor)	Request	Privilege	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
			Medical management of patient pre and post cardiac transplantation.							
Zabiegalski, Neal, DDS	Oral Maxillofacial Surgery	Relinquish	Moderate Sedation Pediatrics	Adult & Pediatrics	X				X	Approved.

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 for changes in staff status as indicated:

Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Bach, Austin, DO	Ophthalmology	Requested resignation effective 11/21/2023.	Pediatrics					Active	Accepted resignation effective 11/21/2023.
Bajwa, Wasif Ali, MD	Internal Medicine	Automatic termination of membership and privileges. No longer providing services in MHS through Team Health, effective 9/22/2023.	Adult	Active	Active	Active	Active		Automatic termination of membership and privileges. No longer providing services in MHS through Team Health, effective 9/22/2023.

Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Berenstein, Daniel M., DMD, MD	Oral Maxillofacial Surgery	Automatic termination of membership and privileges at MHM for failure to pay Medical Staff dues.	Adult & Pediatrics	On Staff		On Staff	Active (Suspended for Dues)	On Staff	Automatic termination of membership and privileges at MHM for failure to pay Medical Staff dues.
Bertot, Robert J., PA	Emergency Medicine (Dr. Steven Katz)	Automatic termination of membership and privileges. No longer providing services in MHS, effective 10/1/2023.	Adult	APP	APP	APP	APP		Automatic termination of membership and privileges. No longer providing services in MHS, effective 10/1/2023.
Boles, Edgar, APRN CRNA	Nurse Anesthetist (Dr. Kiesha Raphael)	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 5/5/2023.	Adult & Pediatrics	APP	APP	APP	APP	APP	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 5/5/2023.
Byfield, Mitzie, APRN, CNM	Nurse Midwife (Drs. Fausto Andrade Rodriguez; Nicholas Jeffrey;	Requested resignation effective 12/31/23.	Adult	APP					Accepted resignation effective 12/31/2023.

Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
	Wayne Larson; Erin Myers & Timothy De Santis)								
Cohen, Joy, APRN, CRNA	Nurse Anesthetist (Dr. Kiesha Raphael)	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 10/27/2023.	Adult & Pediatrics	APP	APP	APP	APP	APP	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 10/27/2023.
Cruz Sanchez, Eugenio, MD	Internal Medicine	Automatic termination of membership and privileges at MHM for failure to pay Medical Staff dues.	Adult	On Staff	On Staff	On Staff	Active (Suspended for Dues)		Automatic termination of membership and privileges at MHM for failure to pay Medical Staff dues.
Diaz, Valerie Juanita, APRN, CRNA	Nurse Anesthetist (Dr. Amy Pulido)	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 10/31/2023.	Adult & Pediatrics	APP	APP	APP	APP	APP	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 10/31/2023.

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Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Dominguez Vallejos, Luis M., MD	Emergency Medicine	Automatic termination of membership and privileges. No longer providing services in MHS through Team Health, effective 8/7/2023.	Adult	Active	Active	Active	Active		Automatic termination of membership and privileges. No longer providing services in MHS through Team Health, effective 8/7/2023.
Dotson, Suzanna, MD	Family Medicine	Automatic termination of membership and privileges at MHM for failure to pay Medical Staff dues.	Adult	On Staff			Active (Suspended for Dues)		Automatic termination of membership and privileges at MHM for failure to pay Medical Staff dues.
Eliacin, Ludger Girardo, MD	Internal Medicine	Automatic termination of membership and privileges. No longer providing services in MHS through Team Health, effective 10/17/2023.	Adult	Active	Active	Active			Automatic termination of membership and privileges. No longer providing services in MHS through Team Health, effective 10/17/2023.

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Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Elkayam, Lior, MD	Cardiovascular Disease	Requested resignation effective 11/3/2023.	Adult	Active					Accepted resignation effective 11/3/2023.
Erickson, Nancy Lea, DO	Anesthesiology	Requested resignation at JDCH only, effective 1/1/2024.	Adult & Pediatrics	On staff	On staff	On staff	On staff	Active	Accepted resignation at JDCH only, effective 1/1/2024.
Esplugas, Lisdney, APRN	Internal Medicine (Dr. Juan Del Rio)	Requested resignation at MHP only, effective 10/23/2023.	Adult		On staff	APP	On staff		Accepted resignation at MHP only, effective 10/23/2023.
Garcia Iguaran, Ana Maria, MD	Obstetrics and Gynecology	Automatic termination of membership and privileges at MHM for failure to pay Medical Staff dues.	Adult	On Staff	On Staff		Active (Suspended for Dues)		Automatic termination of membership and privileges at MHM for failure to pay Medical Staff dues.
Gonzalez Cayon, Ana B., DMD	Pediatric Dentist	Requested resignation effective 11/21/2023.	Pediatrics					Active	Accepted resignation effective 11/21/2023.

Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Huckestein, Mary Ellen McCabe, APRN	Internal Medicine (Drs. Shivali Malhotra & Thomas Samuel)	Automatic termination of membership and privileges. No longer providing services in MHS, effective 10/17/2023.	Adult	APP	APP	APP			Automatic termination of membership and privileges. No longer providing services in MHS, effective 10/17/2023.
Hunter, Natalie Fiona, APRN	Pediatric Urology (Drs. Rafael Gosalbez; Miguel Castellan & Andrew Labbie.)	Automatic termination of membership and privileges effective 1/1/2024. Failed to request reappointment.	Pediatrics					APP	Automatic termination of membership and privileges effective 1/1/2024 for failure to request reappointment.
Jones, Christine, APRN, CRNA	Nurse Anesthetist (Dr. Walter Diaz)	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 9/7/2023.	Adult & Pediatrics	APP	APP	APP	APP	APP	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 9/7/2023.

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Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Kaelber, John Herbert, MD	Obstetrics and Gynecology	Automatic termination of membership and privileges. No longer providing services in MHS through Team Health, effective 10/16/2022.	Adult		Active		Active		Automatic termination of membership and privileges. No longer providing services in MHS through Team Health, effective 10/16/2022.
Kandathiparampil, Arline, MD	Pediatrics	Requested resignation effective 11/8/2023.	Pediatrics		Active		Active	Active	Accepted resignation effective 11/8/2023.
Keshvari-Rasti, Hamid Reza, MD	Internal Medicine	Requested resignation effective 11/15/2023.	Adult	Active					Accepted resignation effective 11/15/2023.
Leite, Kindsay Delaine, APRN	Pediatric Urology (Drs. Rafael Gosalbez; Miguel Castellan & Andrew Labbie.)	Automatic termination of membership and privileges. No longer providing services in MHS, effective 10/3/2023.	Pediatrics					APP	Automatic termination of membership and privileges. No longer providing services in MHS, effective 10/3/2023.
Leon, Christopher, DO	Internal Medicine	Automatic termination of membership and privileges at	Adult	On Staff			Active (Suspended for Dues)		Automatic termination of membership and privileges

Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
		MHM for failure to pay Medical Staff dues.							at MHM for failure to pay Medical Staff dues.
Llanes, Sharlene Joan, MD	Pediatric Allergy and Immunology	Automatic termination of membership and privileges. No longer providing services in MHS, effective 7/1/2023.	Adult & Pediatrics		Active	Active	Active		Automatic termination of membership and privileges. No longer providing services in MHS, effective 7/1/2023.
Lucien, Danielle, MD	Family Medicine	Automatic termination of membership and privileges. No longer providing services in MHS, effective 10/17/2023.	Adult	Active	Active	Active	Active		Automatic termination of membership and privileges. No longer providing services in MHS, effective 10/17/2023.
Marathe, Shriram Shridhar, MD	Internal Medicine	Automatic termination of membership and privileges. No longer providing services in MHS through Team Health, effective 10/17/2023.	Adult	Active	Active	Active	Active		Automatic termination of membership and privileges. No longer providing services in MHS through Team Health, effective 10/17/2023.

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Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
March, Dana Elise, APRN	Pediatric Critical Care Medicine (Dr. Allan Greissman)	Requested resignation effective 9/30/2023.	Pediatrics					APP	Accepted resignation effective 9/30/2023.
Markovic, Slavisa, MD	Internal Medicine	Automatic termination of membership and privileges at MHM for failure to pay Medical Staff dues.	Adult	On Staff	On Staff		Active (Suspended for Dues)		Automatic termination of membership and privileges at MHM for failure to pay Medical Staff dues.
Marranzini, Neldes Regina, MD	Geriatric Medicine	Requested resignation effective 11/22/2023.	Adult	Active					Accepted resignation effective 11/22/2023.
Meister, Lynn Ann, MD	Palliative Medicine	Requested resignation effective 5/12/2023.	Pediatrics				Active		Accepted resignation effective 5/12/2023.
Morales, Fermin Esteban, MD	Surgery	Requested resignation effective 10/25/2023.	Adult				Active		Accepted resignation effective 10/25/2023.
Moran, Jacqueline Linda, APRN, CRNA	Nurse Anesthetist (Dr. Sandra Kaufmann)	Automatic termination of membership and privileges. No longer providing services in MHS through Envision,	Adult & Pediatrics	APP	APP	APP	APP	APP	Automatic termination of membership and privileges. No longer providing services in MHS through

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Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
		effective 11/8/2023.							Envision, effective 11/8/2023.
Mukkamala, Madhu, CNIM	Neurointraoperative Monitorist (Dr. Jason Soriano)	Requested resignation effective 6/5/2023.	Adult	AHP	AHP				Accepted resignation effective 6/5/2023.
Nater Pineiro, Karen, MD	Neurology	Automatic termination of membership and privileges at MHM for failure to pay Medical Staff dues.	Adult			On Staff	Active (Suspended for Dues)		Automatic termination of membership and privileges at MHM for failure to pay Medical Staff dues.
Ohayon, Rebecca Esther, MD	Pediatrics	Automatic termination of membership and privileges at MHM for failure to pay Medical Staff dues.	Pediatrics				Active (Suspended for Dues)	On Staff	Automatic termination of membership and privileges at MHM for failure to pay Medical Staff dues.
Okumagba, Enanore E., MD	Internal Medicine	Automatic termination of membership and privileges. No longer providing services in MHS through Team Health, effective 10/23/2023.	Adult	Active	Active	Active	Active		Automatic termination of membership and privileges. No longer providing services in MHS through Team Health, effective 10/23/2023.

Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Parrales, Carol Alejandra, APRN	Oncology and Hematology (Dr. Ney Alves)	Requested resignation effective 11/30/2023.	Adult	APP					Accepted resignation effective 11/30/2023.
Patel, Kishankumar Navinbhai, MD	Internal Medicine	Automatic termination of membership and privileges. No longer providing services in MHS through Team Health, effective 10/17/2023.	Adult	Active	Active	Active	Active		Automatic termination of membership and privileges. No longer providing services in MHS through Team Health, effective 10/17/2023.
Pianti, Richard, DO	Internal Medicine	Automatic termination of membership and privileges. No longer providing services in MHS through Team Health, effective 10/17/2023.	Adult	Active	Active	Active	Active		Automatic termination of membership and privileges. No longer providing services in MHS through Team Health, effective 10/17/2023.
Pierrot, Alexandra Bernal, DO	Emergency Medicine	Automatic termination of membership and privileges. No longer providing services in MHS through Team Health, effective 1/1/2024.	Adult				Active		Automatic termination of membership and privileges. No longer providing services in MHS through Team Health,

Memorial Healthcare System Medical Executive Committees
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Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
									effective 1/1/2024.
Poniecka, Anna Wanda, MD	Anatomic and Clinical Pathology	Request resignation effective 12/31/2023.	Adult & Pediatrics	Active	Active	Active	Active	Active	Accepted resignation effective 12/31/2023.
Romano, John Charles, MD	Internal Medicine	Automatic termination of membership and privileges. No longer providing services in MHS through Team Health, effective 9/13/2022.	Adult	Active	Active	Active	Active		Automatic termination of membership and privileges. No longer providing services in MHS through Team Health, effective 9/13/2022.
Rupin, Ancy, APRN, CRNA	Nurse Anesthetist (Dr. Walter Diaz)	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 10/31/2023.	Adult & Pediatrics	APP	APP	APP	APP	APP	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 10/31/2023.

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Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Sartina, Escartina, MD	Neonatal Perinatal Medicine	Automatic termination of membership and privileges. No longer providing services in MHS, effective 10/27/2023.	Pediatrics					Active	Automatic termination of membership and privileges. No longer providing services in MHS, effective 10/27/2023.
Testa, Abraham Jose, MD	Internal Medicine	Automatic termination of membership and privileges. No longer providing services in MHS, effective 8/7/2023.	Adult	Active	Active	Active	Active		Automatic termination of membership and privileges. No longer providing services in MHS, effective 8/7/2023.
Varunshri, Janie Kullmar, CNIM	Neurointraoperative Monitorist (Dr. Jason Soriano)	Requested resignation effective 8/2/23.	Adult & Pediatrics	AHP	AHP			AHP	Accepted resignation effective 8/2/2023.
Villasuso, Alceste, APRN	Pediatric Critical Care Medicine (Dr. Allan Greissman)	Requested resignation effective 6/1/2023.	Pediatrics					APP	Accepted resignation effective 6/1/2023.
Williams, John V., MD	Internal Medicine	Requested resignation at MRH only, effective 1/1/2024.	Adult	Active	On staff	On staff			Accepted resignation at MRH only, effective 1/1/2024.

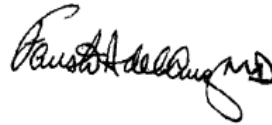
December 2023		MHS
New Physician Appointments		15
New AHP Appointments		15
Physician Reappointments		70
AHP Reappointments		30
Physician Resignations/Terminations		24
AHP Resignations/Terminations		16

Your approval of these recommendations is requested.

Sincerely,



Nigel Spier, M.D.
President
Memorial Regional Hospital
Joe DiMaggio Children's Hospital



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



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



Narendra R Upadhyaya, MD
Chief of Staff
Memorial Hospital Pembroke

South Broward Hospital District

BOARD OF COMMISSIONERS

Elizabeth Justen, *Chairwoman* • Steven Harvey, *Vice Chairman* • Douglas A. Harrison, *Secretary Treasurer*
Jose Basulto • Brad Friedman • 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: S.B.H.D. Finance Committee **Date:** January 15, 2024
Chairwoman: Ms. Elizabeth Justen **Time:** 1:30 p.m.
Vice Chairman: Mr. Steven Harvey
Location: Executive Conference Room, 3111 Stirling Road, Hollywood, Florida, 33312

In Attendance: Ms. Elizabeth Justen, Mr. Steven Harvey, Ms. Laura Raybin Miller, Mr. Brad Friedman, Mr. Scott Wester, Mr. Matthew Muhart, Ms. Leah Carpenter, Mr. Frank Rainer, Mr. David Smith, Mr. Irfan Mirza, Mr. Veda Rampat, Mr. Richard Holcomb, Mr. Richard Probert, Ms. Anastasia Webb, Mr. David Moore (NEPC), Ms. Stephanie Kinchla (NEPC)

SUBJECT: **Public Meeting Notice Requirement**

Ms. Justen called the meeting to order at 1:31 p.m., after which Mr. Rainer certified the meeting was properly noticed.

No Action is required by the Board of Commissioners.

SUBJECT: **Market Update**

Mr. Moore provided the Finance Committee with a market update and outlook as of December 2023. Equity markets continued to rally in December, with the positive returns during the month contributing to a strong end to the calendar year. Fixed income markets continued to rally also, supported by falling interest rates on good inflation data. The markets are pricing in a total of six interest rate cuts throughout 2024. Fed members on the other hand ended the year projecting a median of three interest rate cuts in 2024.

The market update was presented for informational purposes only.

No Action is required by the Board of Commissioners.

SUBJECT: **Operating Funds Monthly Flash Report**

Mr. Moore next reviewed the Monthly Flash Performance Report for the Operating Funds for the month ended December 31, 2023. The portfolio returned 2.1% for the month and 3.4% for the fiscal year-to-date period, versus Policy benchmark returns of 2.3% and 2.7%, respectively. The assets in the operating funds totaled \$2.341 billion.

The monthly flash report was presented for informational purposes only.

No Action is required by the Board of Commissioners.

MEMORIAL HEALTHCARE SYSTEM

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SUBJECT: **Retirement Plan Monthly Flash Report**

Mr. Moore next reviewed the Monthly Flash Performance Report for the Retirement Plan for the month ended December 31, 2023. The plan returned 4.2% for the month and 8.6% for the fiscal year-to-date period, versus Policy benchmark returns of 3.9% and 8.6%, respectively. Total assets in the Retirement Plan totaled \$967.2 million.

The monthly flash report was presented for informational purposes only.

No Action is required by the Board of Commissioners.

SUBJECT: **Defined Contribution Plans Monthly Flash Report**

Ms. Kinchla reviewed the Monthly Flash Performance Report for Defined Contribution Plans. As of December 31, 2023, assets in plan totaled \$1.45 billion. The largest concentration of investments continues to be in the JPMorgan blend target date funds at 60.4%.

The monthly flash report was presented for informational purposes only.

No Action is required by the Board of Commissioners.

SUBJECT: **Defined Contribution Plan Review**

Ms. Kinchla discussed with the Committee the following preliminary considerations for approval.

(i) To select Fidelity to replace the incumbent Vanguard for several index mutual funds. Fidelity will save participants around \$30,000 per annum in costs with almost identical performance, versus the Vanguard funds. Asset mapping will be like-to-like since the same asset class of index funds is being maintained.

Note, the above item was approved during the prior Finance Committee meeting on November 15, 2023, and was recapped for informational purposes only within the context of the overall Defined Contribution Plan review.

(ii) To terminate the existing core plus bond manager Metropolitan West Total Return I (MWTIX) and replace with Dodge & Cox Income Fund (DOXIX). Because this change stays within the core plus fixed income class, assets will be mapped like-to-like.

(iii) For the removal of the existing ESG fund offering, Neuberger Berman Socially Responsive Investing, due to lack of participation (less than 1%) and concerns over recent litigation surrounding employee offered ESG-type funds. Note, participants still have the self-directed option to invest into ESG funds using the Charles Schwab brokerage option. Because there is no similar investment, NEPC recommends mapping to the Plan's qualified default investment alternative (QDIA) which is to move assets to age-appropriate target dated funds.

(iv) To consolidate international investment options by retaining Vanguard International-Growth and removing Dodge & Cox International. Vanguard is recommended as it has generated better long-term performance and excess returns relative to peers, has a more diversified portfolio and lower price point. Assets will be mapped like-to-like.

(v) To approve the asset mapping noted in each of items (i) through (iv) above.

The NEPC team will work in conjunction with SBHD's Human Resources Department and the Defined Contribution Plan's Administrator (Transamerica) to coordinate the above changes and necessary participant communications, targeting April 2024 to get notices out to participants.

Separate motions were made and seconded for item's (ii) to (v) above to request Board of Commissioners approval.

The Finance Committee recommends the Board of Commissioners approves for the Defined Contribution Plans to:

- (a) replace the existing core plus bond manager (Metropolitan West Total Return Bond Fund) with Dodge & Cox Income Fund,**
- (b) terminate the existing ESG manager (Neuberger Berman Socially Responsive Investing),**
- (c) consolidate the international investment option by retaining the Vanguard International Growth and removing Dodge & Cox, and**
- (d) approve the related asset mapping**

SUBJECT: **Financial Report**

Mr. Mirza presented an overview of the Financial Results for the months ended November 30, 2023, and December 31, 2023. Questions regarding the operating results were discussed. The December financial reports will be presented to the full Board at its regular meeting on January 24, 2024.

No Action is required by the Board of Commissioners.

SUBJECT: **Treasury Update**

Mr. Rampat discussed the progress of a current Request for Proposal (RFP) for a Merchant Services Processor, which is the System's vendor used to accept and process all credit card and other electronic-type payments for all patient and non-patient payment transactions. Seven vendors responded to the RFP, and for each vendor, demonstrations and reference calls have been completed. A final ranking meeting to select the winner is scheduled for January 19, 2024.

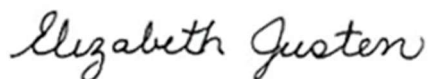
No Action is required by the Board of Commissioners.

SUBJECT: **New Business**

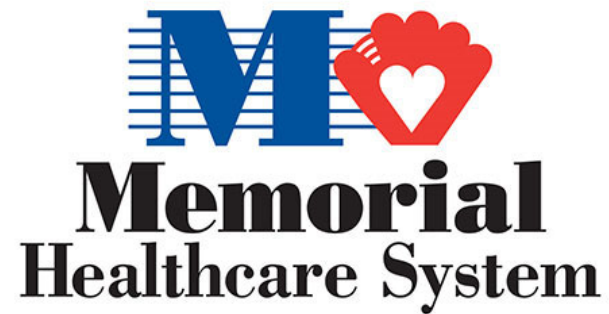
There was no new business.

There being no further business, the Finance Committee adjourned at 2:35 p.m.

Respectfully submitted,



Elizabeth Justen
Chairwoman
Finance Committee



DECEMBER 2023 MARKET UPDATE & PORTFOLIO REVIEW

MEMORIAL HEALTHCARE SYSTEM

JANUARY 2024

Dave Moore, ARM, CEBS, CPCU, Partner

Gary Wyniemko, CFA, Partner

Deirdre Robert, CFA, CAIA, Principal, Sr. Consultant



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- **Defined Contribution Review**
- **Appendix**



DECEMBER 2023

Market Update



PROPRIETARY & CONFIDENTIAL

CALENDAR YEAR INDEX PERFORMANCE

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Dec	QTD	YTD
S&P 500	32.4%	13.7%	1.4%	12.0%	21.8%	-4.4%	31.5%	18.4%	28.7%	-18.1%	4.5%	11.7%	26.3%
Russell 1000	33.1%	13.2%	0.9%	12.1%	21.7%	-4.8%	31.4%	21.0%	26.5%	-19.1%	4.9%	12.0%	26.5%
Russell 2000	38.8%	4.9%	-4.4%	21.3%	14.6%	-11.0%	25.5%	20.0%	14.8%	-20.4%	12.2%	14.0%	16.9%
Russell 2500	36.8%	7.1%	-2.9%	17.6%	16.8%	-10.0%	27.8%	20.0%	18.2%	-18.4%	10.7%	13.4%	17.4%
MSCI EAFE	22.8%	-4.9%	-0.8%	1.0%	25.0%	-13.8%	22.0%	7.8%	11.3%	-14.5%	5.3%	10.4%	18.2%
MSCI EM	-2.6%	-2.2%	-14.9%	11.2%	37.3%	-14.6%	18.4%	18.3%	-2.5%	-20.1%	3.9%	7.9%	9.8%
MSCI ACWI	22.8%	4.2%	-2.4%	7.9%	24.0%	-9.4%	26.6%	16.3%	18.5%	-18.4%	4.8%	11.0%	22.2%
Private Equity	12.6%	22.3%	14.6%	10.4%	10.3%	21.0%	13.1%	17.2%	45.0%	-9.3%	-	-	2.2%
BBG TIPS	-8.6%	3.6%	-1.4%	4.7%	3.0%	-1.3%	8.4%	11.0%	6.0%	-11.8%	2.7%	4.7%	3.9%
BBG Municipal	-2.6%	9.1%	3.3%	0.2%	5.4%	1.3%	7.5%	5.2%	1.5%	-8.5%	2.3%	7.9%	6.4%
BBG Muni High Yield	-5.5%	13.8%	1.8%	3.0%	9.7%	4.8%	10.7%	4.9%	7.8%	-13.1%	3.0%	9.2%	9.2%
BBG US Corporate HY	7.4%	2.5%	-4.5%	17.1%	7.5%	-2.1%	14.3%	7.1%	5.3%	-11.2%	3.7%	7.2%	13.4%
BBG US Agg Bond	-2.0%	6.0%	0.5%	2.6%	3.5%	0.0%	8.7%	7.5%	-1.5%	-13.0%	3.8%	6.8%	5.5%
BBG Global Agg	-2.6%	0.6%	-3.2%	2.1%	7.4%	-1.2%	6.8%	9.2%	-4.7%	-16.2%	4.2%	8.1%	5.7%
BBG Long Treasuries	-12.7%	25.1%	-1.2%	1.3%	8.5%	-1.8%	14.8%	17.7%	-4.6%	-29.3%	8.6%	12.7%	3.1%
BBG US Long Credit	-6.6%	16.4%	-4.6%	10.2%	12.2%	-6.8%	23.4%	13.3%	-1.2%	-25.3%	7.3%	13.7%	10.7%
BBG US STRIPS 20+ Yr	-21.0%	46.4%	-3.7%	1.4%	13.7%	-4.1%	20.9%	24.0%	-5.2%	-39.6%	12.9%	18.9%	1.1%
JPM GBI-EM Global Div	-9.0%	-5.7%	-14.9%	9.9%	15.2%	-6.2%	13.5%	2.7%	-8.7%	-11.7%	3.2%	8.1%	12.7%
JPM EMBI Glob Div	-5.3%	7.4%	1.2%	10.2%	10.3%	-4.3%	15.0%	5.3%	-1.8%	-17.8%	4.7%	9.2%	11.1%
CS Hedge Fund	9.7%	4.1%	-0.7%	1.2%	7.1%	-3.2%	9.3%	6.4%	8.2%	1.1%	-	1.3%	5.1%
BBG Commodity	-9.5%	-17.0%	-24.7%	11.8%	1.7%	-11.2%	7.7%	-3.1%	27.1%	16.1%	-2.7%	-4.6%	-7.9%
Alerian Midstream	-	16.4%	-37.3%	33.8%	-2.4%	-13.3%	24.0%	-23.4%	38.4%	21.5%	-0.5%	6.4%	14.0%
FTSE NAREIT Equity REITs	2.5%	30.1%	3.2%	8.5%	5.2%	-4.6%	26.0%	-8.0%	43.2%	-24.4%	9.9%	16.2%	13.7%

*Private Equity return represents calendar year pooled IRR and is subject to a one quarter lag
Source: FactSet, Barclays, Thomson One



TRAILING ANNUAL INDEX PERFORMANCE

Equity							
	Dec-23	QTD	YTD	1 YR	3 YR	5 YR	10 YR
MSCI ACWI	4.8%	11.0%	22.2%	22.2%	5.7%	11.7%	7.9%
S&P 500	4.5%	11.7%	26.3%	26.3%	10.0%	15.7%	12.0%
Russell 1000	4.9%	12.0%	26.5%	26.5%	9.0%	15.5%	11.8%
Russell 2000	12.2%	14.0%	16.9%	16.9%	2.2%	10.0%	7.2%
Russell 2500	10.7%	13.4%	17.4%	17.4%	4.2%	11.7%	8.4%
MSCI EAFE	5.3%	10.4%	18.2%	18.2%	4.0%	8.2%	4.3%
MSCI EM	3.9%	7.9%	9.8%	9.8%	-5.1%	3.7%	2.7%

Credit							
	Dec-23	QTD	YTD	1 YR	3 YR	5 YR	10 YR
BBG Global Agg	4.2%	8.1%	5.7%	5.7%	-5.5%	-0.3%	0.4%
BBG US Agg	3.8%	6.8%	5.5%	5.5%	-3.3%	1.1%	1.8%
BBG Credit	4.2%	8.2%	8.2%	8.2%	-3.2%	2.4%	2.8%
BBG US HY	3.7%	7.2%	13.4%	13.4%	2.0%	5.4%	4.6%
BBG Muni	2.3%	7.9%	6.4%	6.4%	-0.4%	2.3%	3.0%
BBG Muni HY	3.0%	9.2%	9.2%	9.2%	0.8%	3.5%	5.0%
BBG TIPS	2.7%	4.7%	3.9%	3.9%	-1.0%	3.2%	2.4%
BBG 20+ STRIPS	12.9%	18.9%	1.1%	1.1%	-16.6%	-2.8%	3.1%
BBG Long Treasuries	8.6%	12.7%	3.1%	3.1%	-11.4%	-1.2%	2.3%
BBG Long Credit	7.3%	13.7%	10.7%	10.7%	-6.5%	2.7%	3.9%
BBG Govt/Credit 1-3 Yr	1.2%	2.7%	4.6%	4.6%	0.1%	1.5%	1.3%
JPM EMBI Glob Div	4.7%	9.2%	11.1%	11.1%	-3.6%	1.7%	3.2%
JPM GBI-EM Glob Div	3.2%	8.1%	12.7%	12.7%	-3.2%	1.1%	0.1%

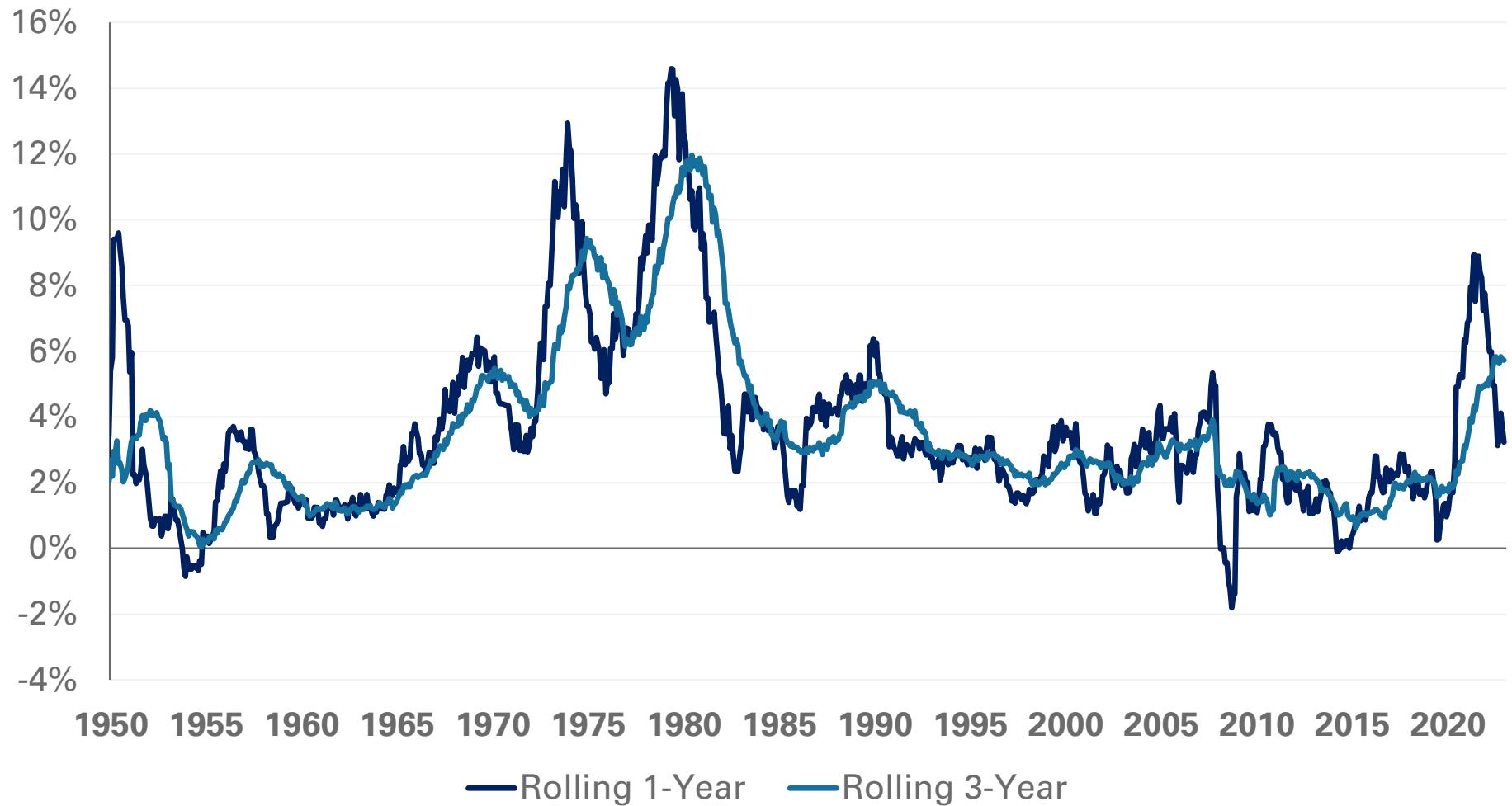
Real Assets							
	Dec-23	QTD	YTD	1 YR	3 YR	5 YR	10 YR
BBG Commodity	-2.7%	-4.6%	-7.9%	-7.9%	10.8%	7.2%	-1.1%
Alerian Midstream Index	-0.5%	6.4%	14.0%	14.0%	24.2%	12.8%	4.2%
NAREIT Composite Index	8.8%	17.6%	11.5%	11.5%	5.4%	7.1%	7.7%



Source: S&P, MSCI, Russell, Bloomberg, JPM, Alerian, FTSE, FactSet

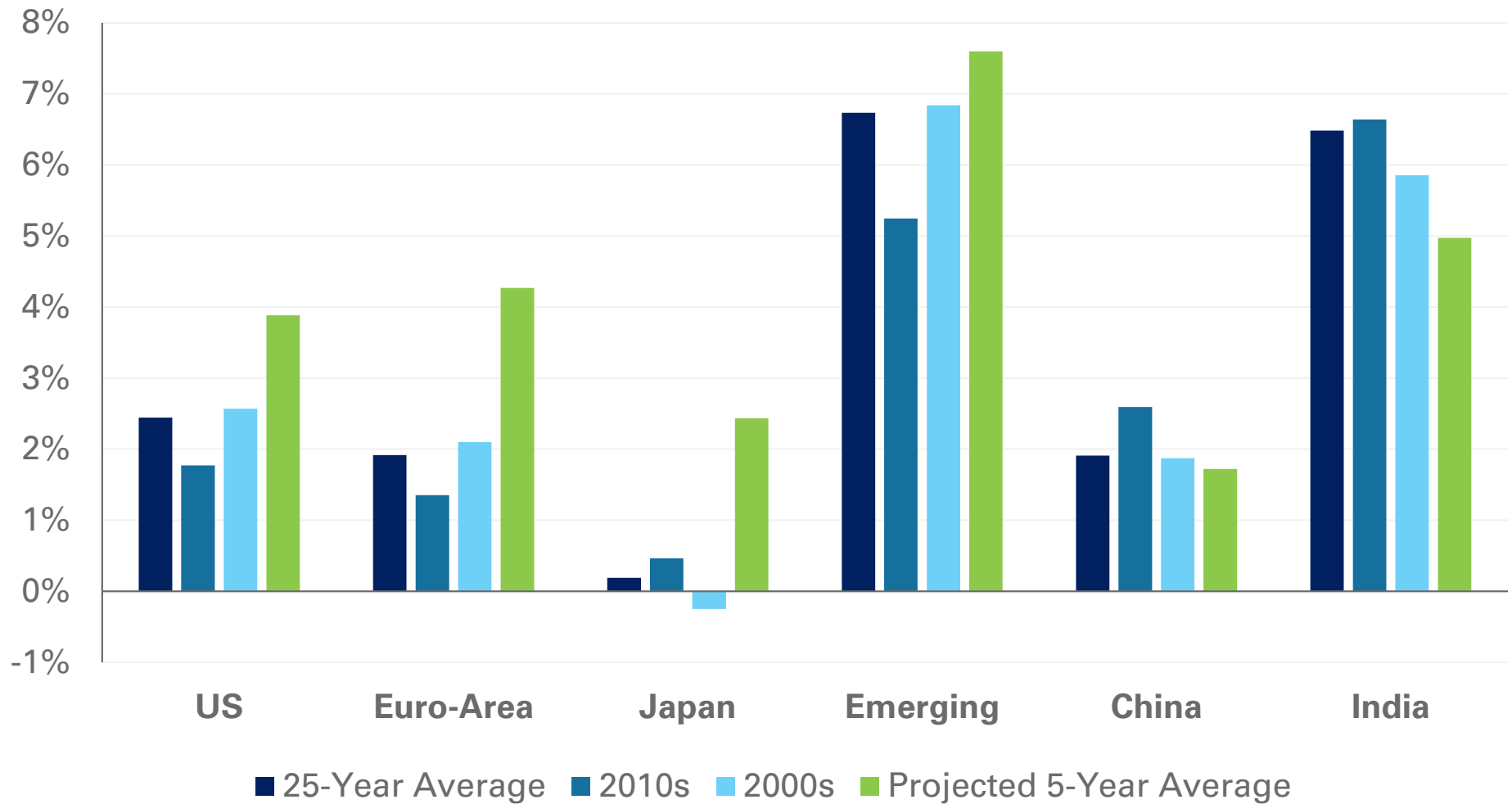
INFLATION

U.S. CONSUMER PRICE INDEX

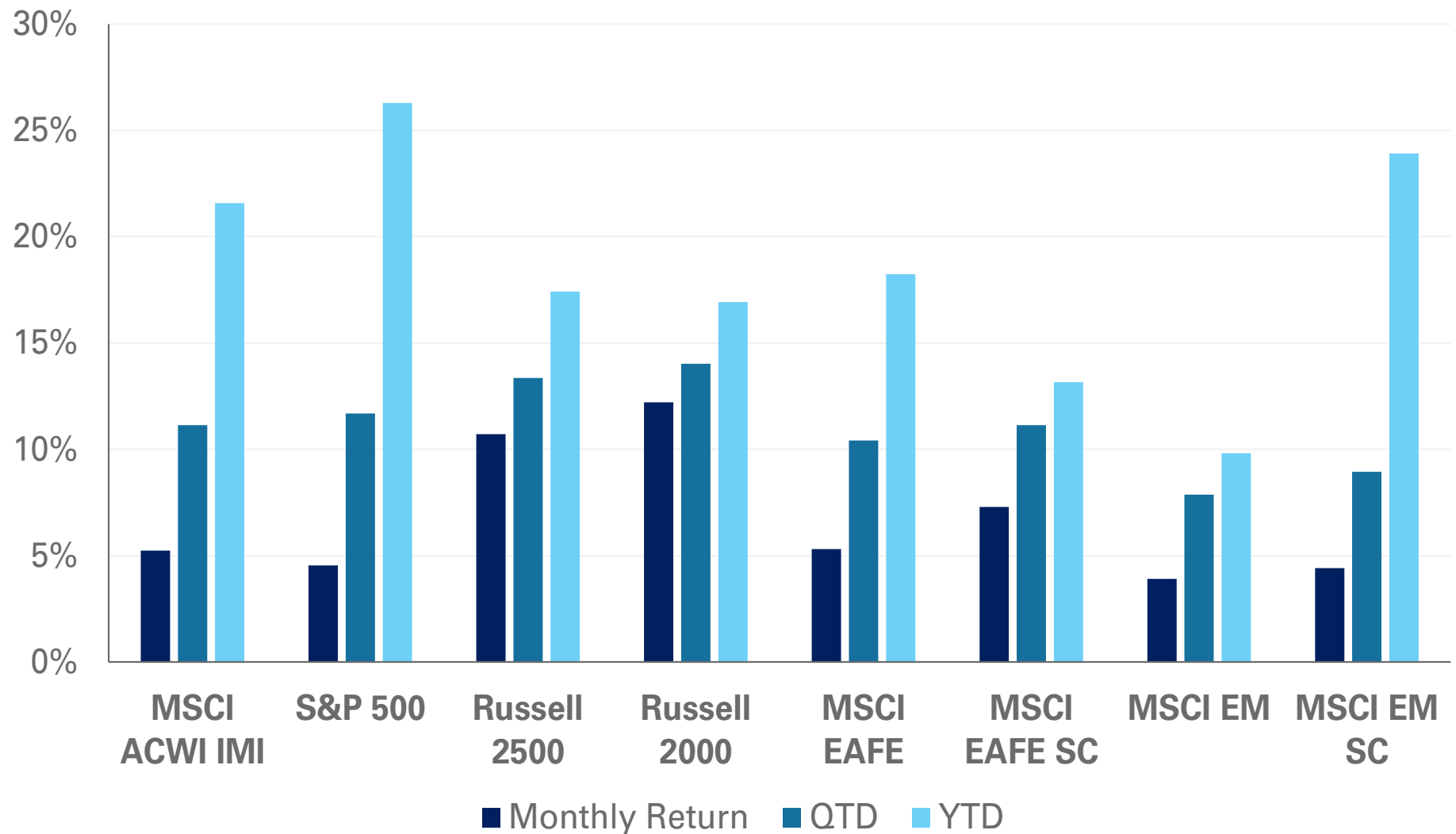


HISTORICAL INFLATION

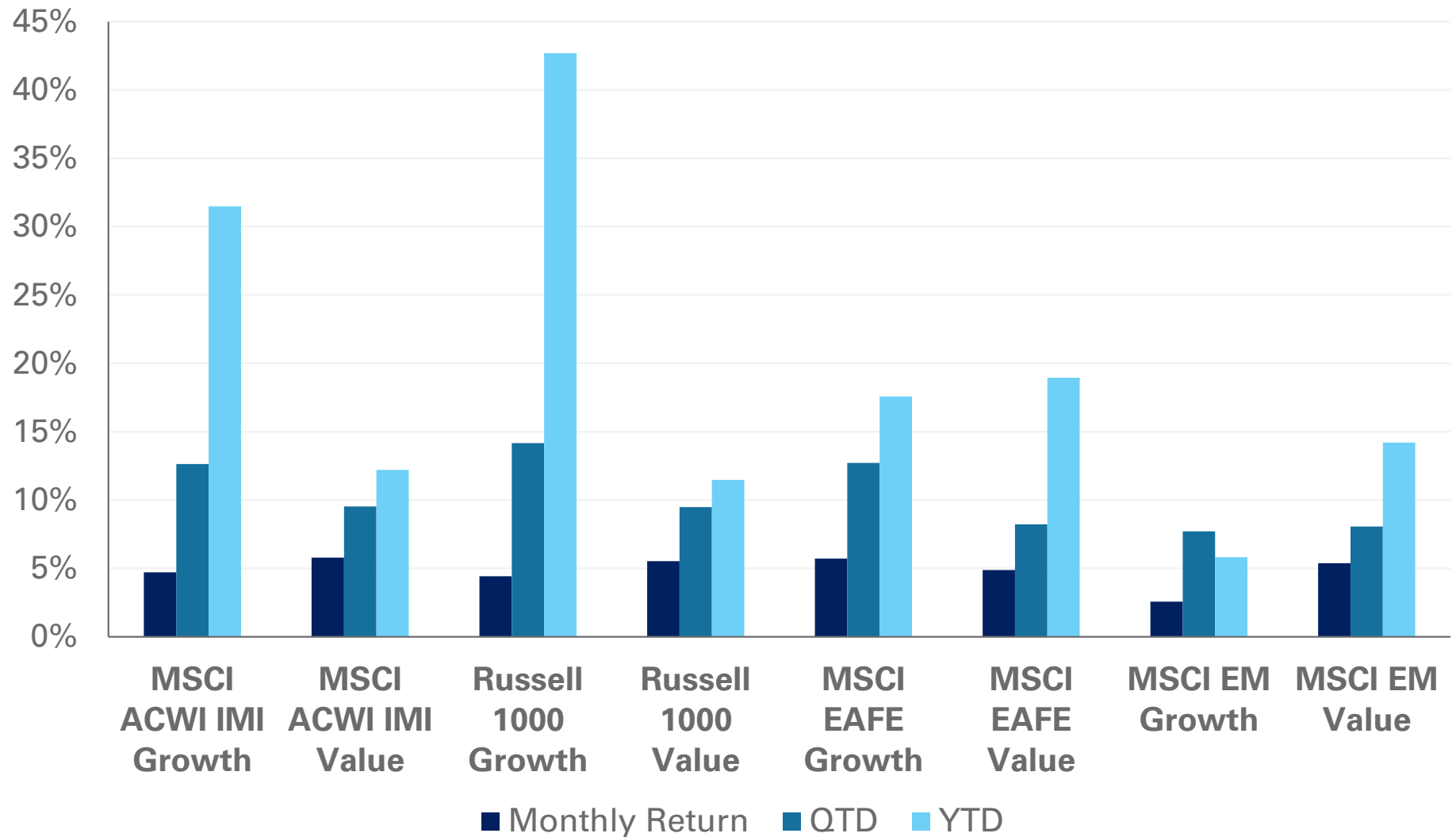
IMF PROJECTIONS



EQUITY INDEX PERFORMANCE



STYLE INDEX PERFORMANCE



SECTOR INDEX PERFORMANCE

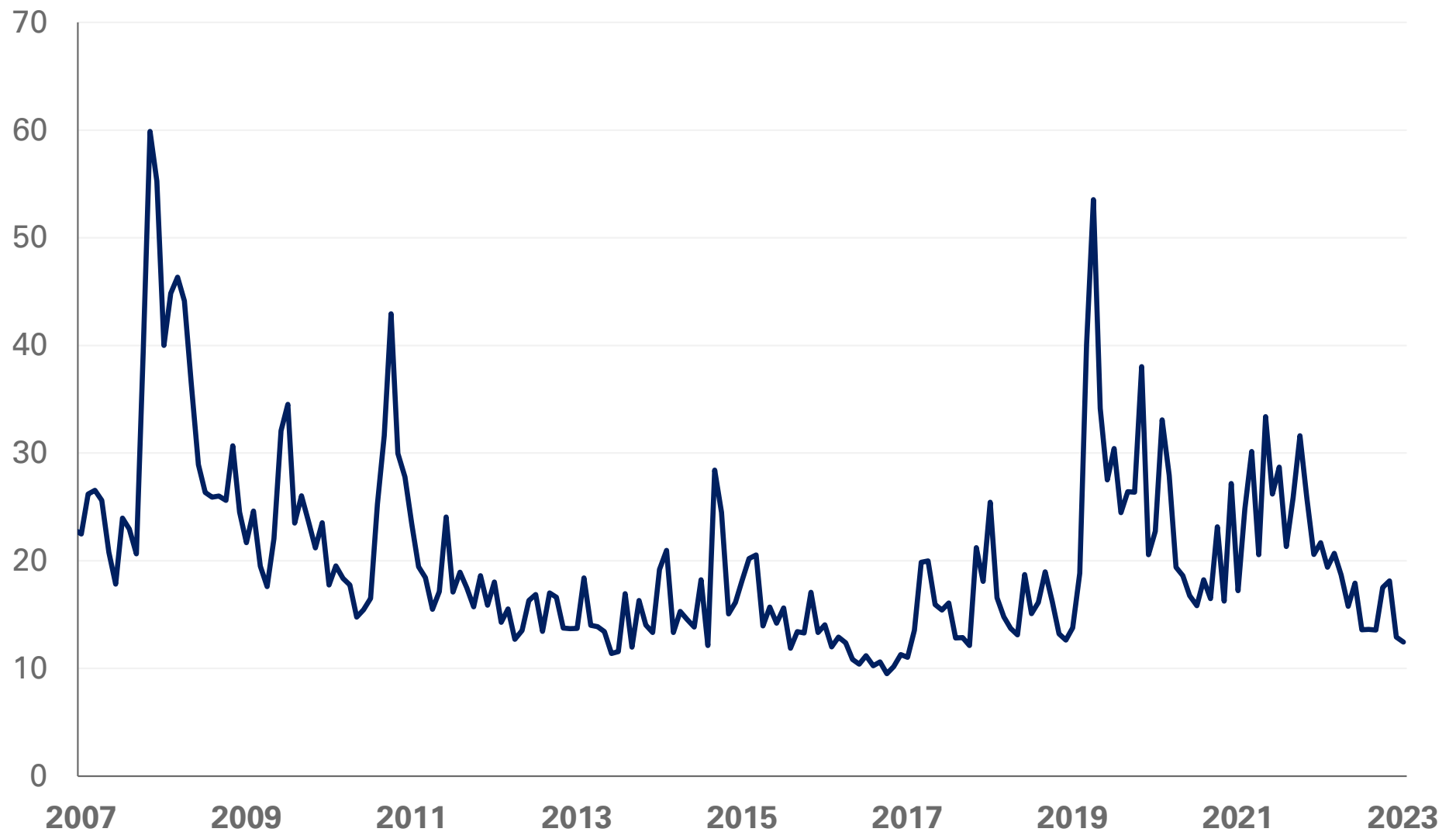
	Monthly Return	QTD	YTD	Index Weight
MSCI ACWI IMI	5.2%	11.1%	21.6%	100.0%
Communication Services	3.7%	9.3%	36.0%	6.9%
Consumer Discretionary	5.5%	10.3%	28.1%	11.3%
Consumer Staples	3.0%	5.6%	3.2%	6.5%
Energy	0.6%	-3.0%	5.4%	4.5%
Financials	6.2%	12.8%	15.3%	15.7%
Health Care	5.1%	6.6%	3.9%	11.1%
Industrials	7.7%	12.9%	22.2%	11.6%
Information Technology	4.8%	17.4%	49.7%	21.7%
Materials	6.7%	11.6%	13.1%	4.9%
Real Estate	8.7%	15.7%	8.4%	3.0%
Utilities	3.8%	10.5%	0.3%	2.6%

	Monthly Return	QTD	YTD	Index Weight
S&P 500	4.5%	11.7%	26.3%	100.0%
Communication Services	4.8%	11.0%	55.8%	8.6%
Consumer Discretionary	6.1%	12.4%	42.4%	10.9%
Consumer Staples	2.7%	5.5%	0.5%	6.2%
Energy	0.0%	-6.9%	-1.3%	3.9%
Financials	5.4%	14.0%	12.1%	13.0%
Health Care	4.3%	6.4%	2.1%	12.6%
Industrials	7.0%	13.1%	18.1%	8.8%
Information Technology	3.8%	17.2%	57.8%	28.9%
Materials	4.6%	9.7%	12.5%	2.4%
Real Estate	8.7%	18.8%	12.4%	2.5%
Utilities	1.9%	8.6%	-7.1%	2.3%

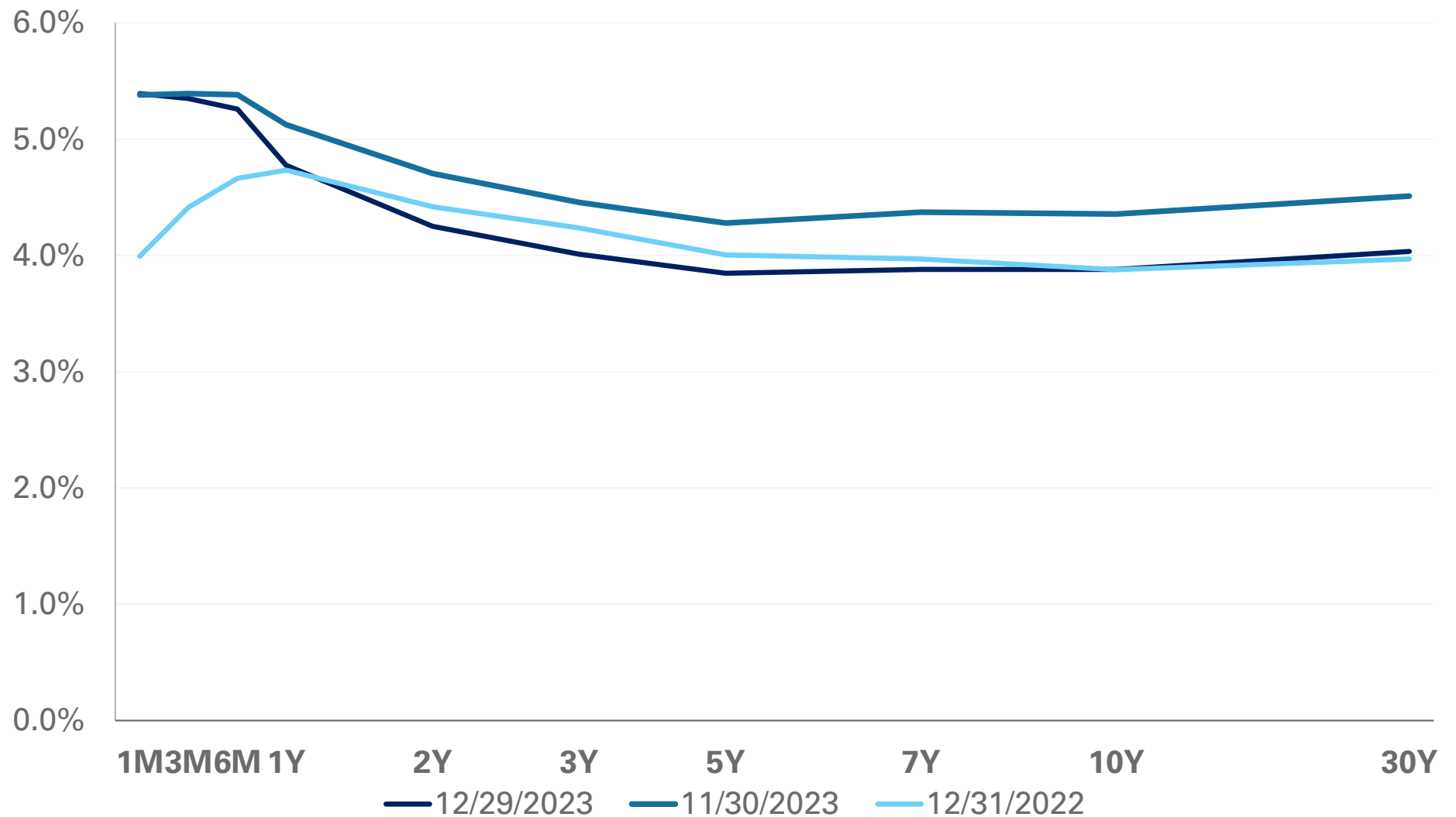
Source (Top): MSCI, FactSet
Source (Bottom): S&P, FactSet



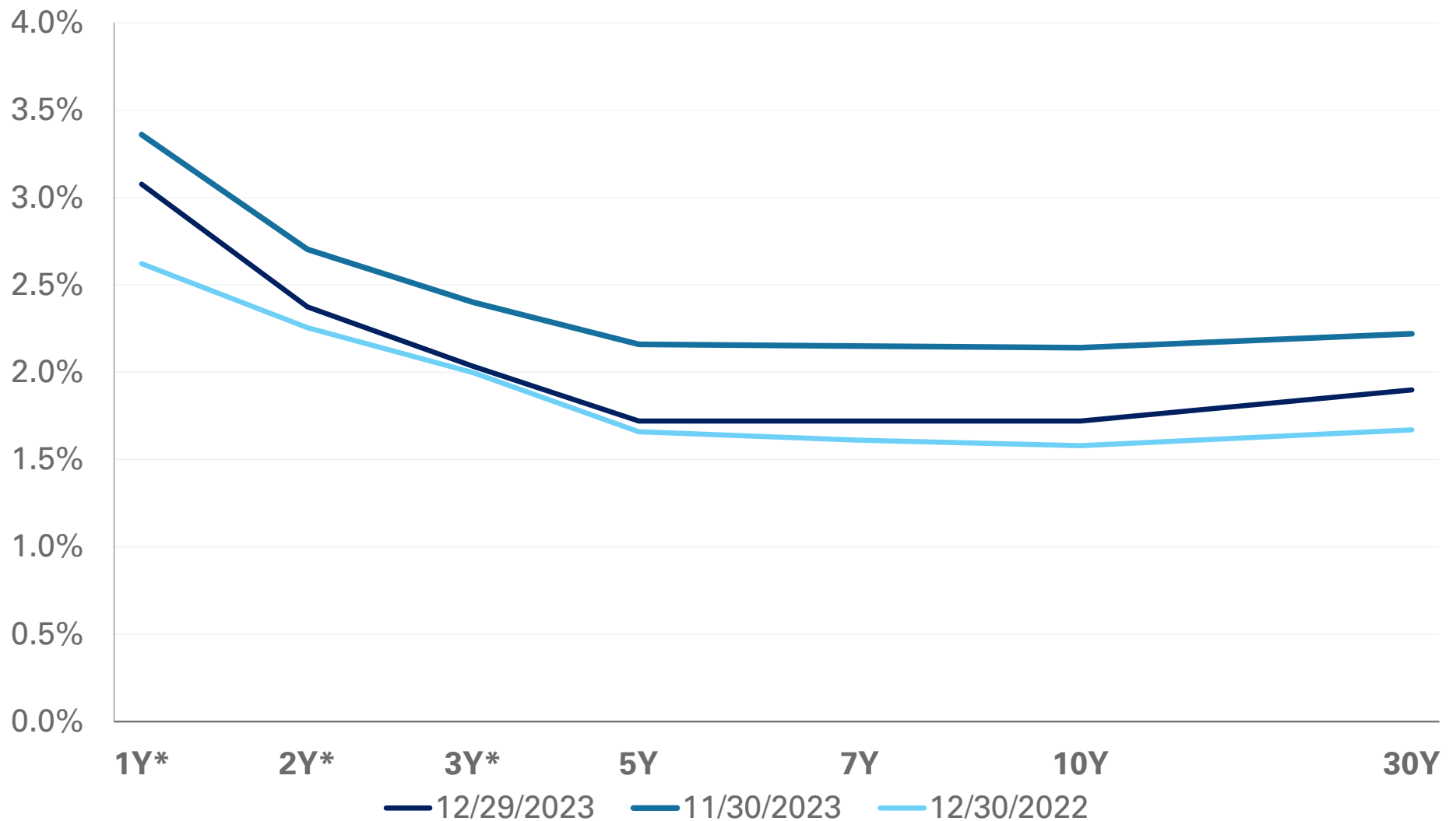
EQUITY VOLATILITY INDEX (VIX)



US TREASURY YIELD CURVE

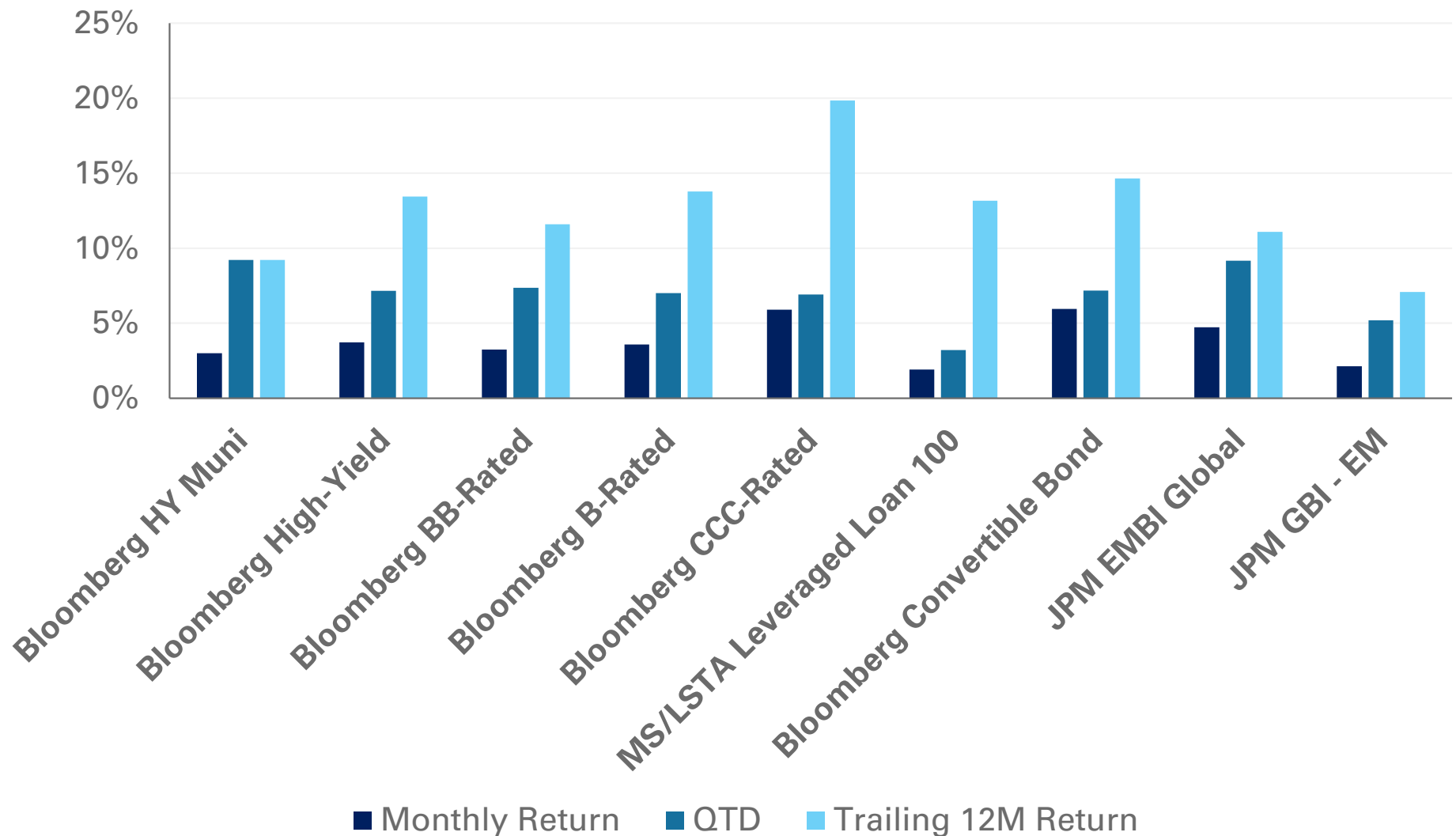


US TREASURY REAL YIELD CURVE



Notes: *Real yields are calculated based on a weighted average of select off-the-run TIPS yields
Source: NEPC, Bloomberg, FactSet

RETURN-SEEKING CREDIT INDEX PERFORMANCE



RETURN-SEEKING CREDIT CHARACTERISTICS

	Yield to Worst	Spread (bps)	Duration (Years)
Bloomberg HY Muni	5.57%	-	7.1
Bloomberg High-Yield	7.59%	323	3.2
Bloomberg BB-Rated	6.34%	201	3.5
Bloomberg B-Rated	7.52%	310	2.9
Bloomberg CCC-Rated	12.11%	776	2.8
MS/LSTA Leveraged Loan 100	9.43%	383	-
Bloomberg Convertible Bond	0.81%	322	1.9
JPM EMBI Global	7.85%	383	6.8
JPM GBI - EM	4.67%	-	5.5




PERFORMANCE UPDATE

December 31, 2023



PROPRIETARY & CONFIDENTIAL



SOUTH BROWARD HOSPITAL DISTRICT – OPERATING FUNDS

December 31, 2023



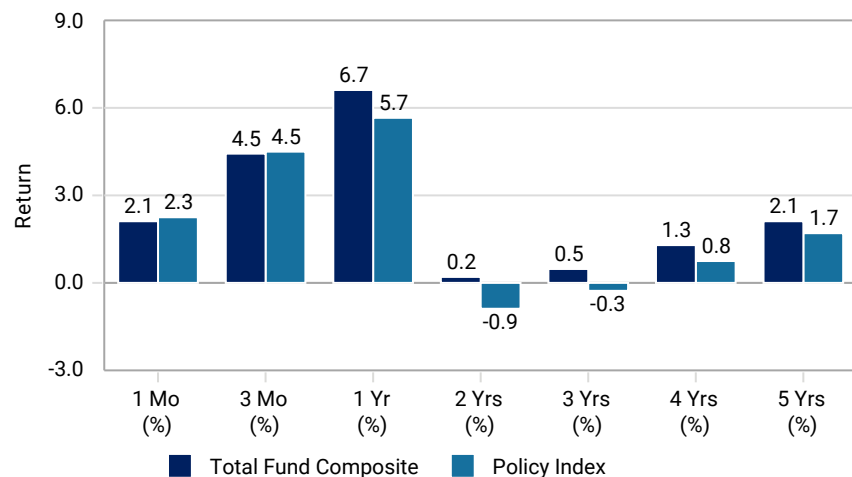
PROPRIETARY & CONFIDENTIAL

MHS Operating Plan

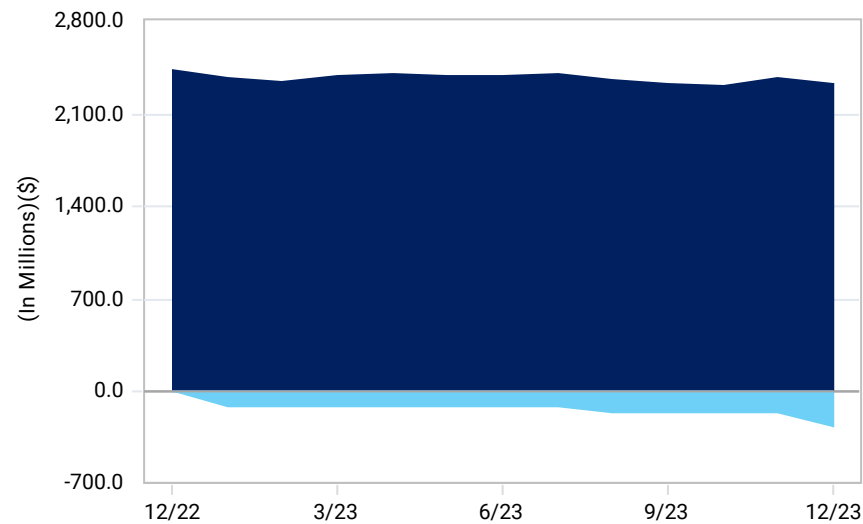
EXECUTIVE SUMMARY

December 31, 2023

Return Summary Ending December 31, 2023

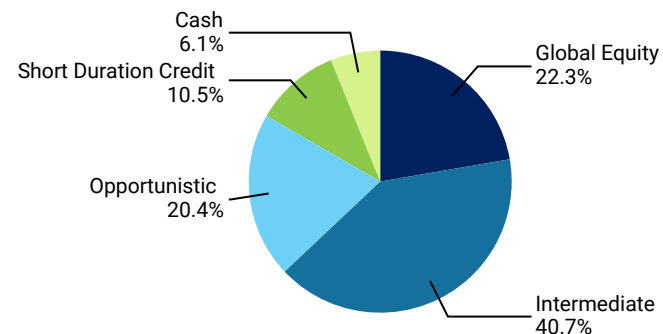


Market Value History 1 Year Ending December 31, 2023



	Current (\$)	Current (%)	Policy (%)	Differences (%)
Global Equity	521,243,594	22.3	20.0	2.3
Intermediate	952,416,373	40.7	35.0	5.7
Opportunistic	477,823,680	20.4	20.0	0.4
Short Duration Credit	246,266,232	10.5	10.0	0.5
Cash	143,359,620	6.1	15.0	-8.9
Total	2,341,109,499	100.0	100.0	0.0

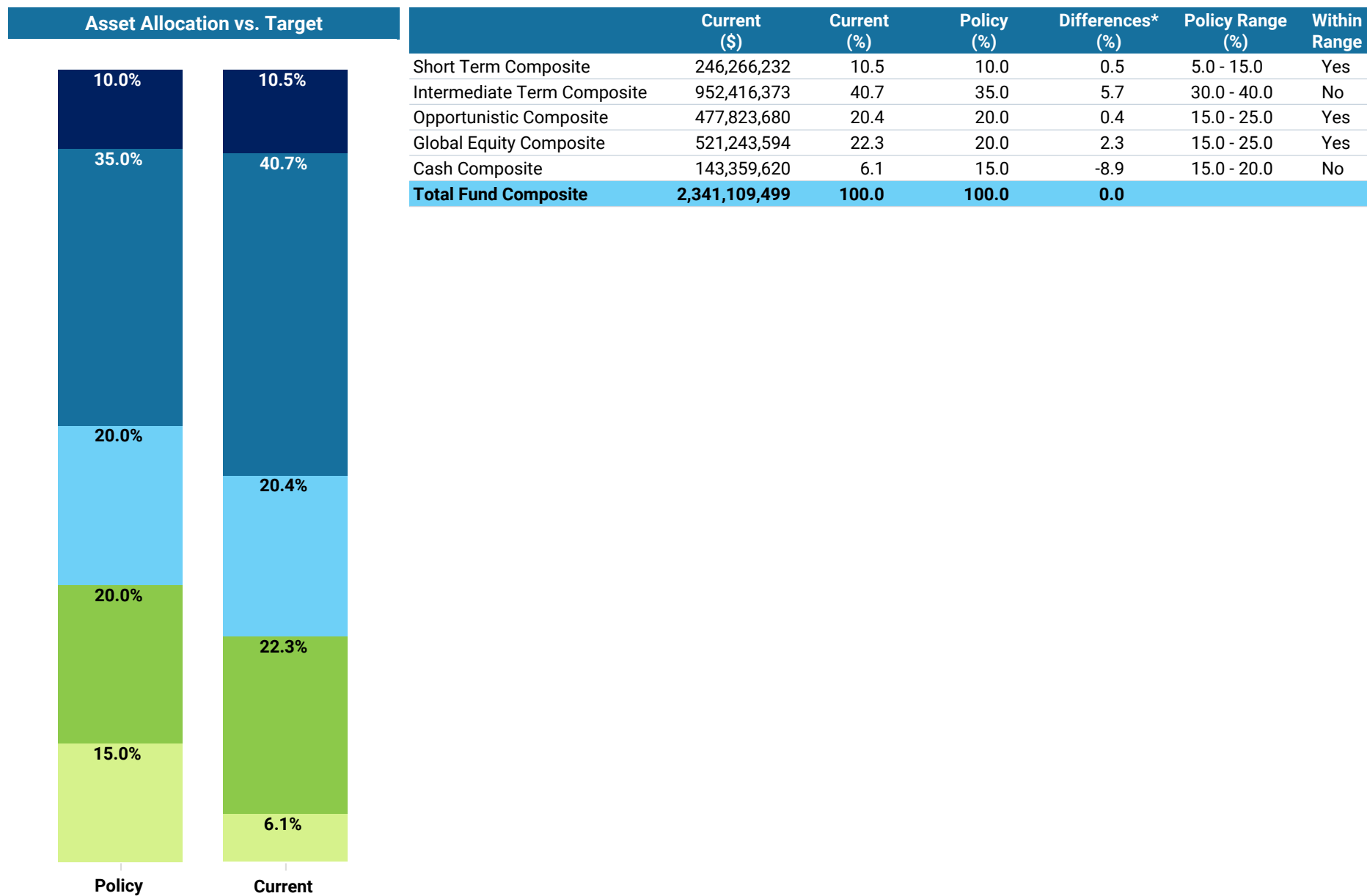
Current Allocation



Summary of Cash Flows

	1 Month	1 Year	3 Years
Beginning Market Value	2,389,889,679	2,449,882,733	2,510,464,006
Net Cash Flow	-99,193,180	-264,320,492	-204,685,229
Net Investment Change	50,413,000	155,547,258	35,330,722
Ending Market Value	2,341,109,499	2,341,109,499	2,341,109,499

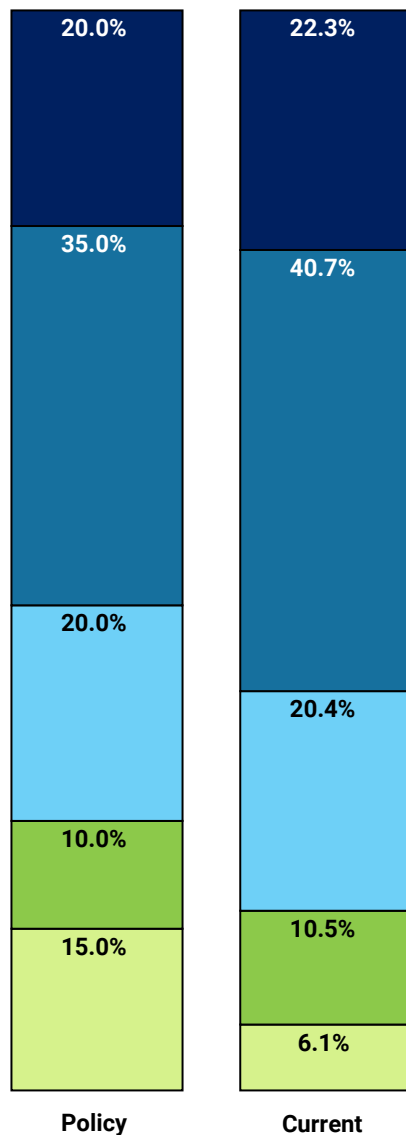
ASSET ALLOCATION VS. POLICY



*Difference between Policy and Current Allocation

ASSET ALLOCATION VS. POLICY

Asset Allocation vs. Target



	Current Balance (\$)	Policy (%)	Current Allocation (%)	Differences (%)	Policy Range (%)	Within Range
Global Equity	521,243,594	20.0	22.3	2.3	15.0 - 25.0	Yes
Vanguard Global Minimum Volatility Equity	242,467,210		10.4			
Parametric Global Defensive Equity	278,776,384		11.9			
Intermediate	952,416,373	35.0	40.7	5.7	30.0 - 40.0	No
Galliard Intermediate Government	230,556,410		9.8			
Merganser Intermediate Bond	224,251,835		9.6			
Fort Washington Intermediate Bond	192,733,078		8.2			
Lord Abbett Intermediate Bond	221,637,901		9.5			
PFM - Self Insurance Fund	46,156,228		2.0			
PFM - Disability Fund	20,441,300		0.9			
PFM - Workmen's Compensation Fund	11,162,669		0.5			
PFM - Health & Dental Fund	5,476,952		0.2			
Opportunistic	477,823,680	20.0	20.4	0.4	15.0 - 25.0	Yes
Galliard Opportunistic	147,324,963		6.3			
Merganser Opportunistic	147,600,891		6.3			
Fort Washington Active Fixed Income	182,897,826		7.8			
Short Duration Credit	246,266,232	10.0	10.5	0.5	5.0 - 15.0	Yes
Lord Abbett Short Duration	124,022,666		5.3			
Loop Capital Asset Management	122,243,566		5.2			
Cash	143,359,620	15.0	6.1	-8.9	15.0 - 20.0	No
PNC Treasury Management	143,355,590		6.1			
U.S. Bank Cash	4,030		0.0			
Total	2,341,109,499	100.0	100.0	0.0		

*Difference between Policy and Current Allocation

TOTAL FUND PERFORMANCE DETAIL

	Allocation		Performance (%)							
	Market Value (\$)	% of Portfolio	1 Mo (%)	3 Mo (%)	FYTD (%)	1 Yr (%)	2 Yrs (%)	3 Yrs (%)	4 Yrs (%)	5 Yrs (%)
Total Fund Composite	2,341,109,499	100.0	2.1	4.5	3.4	6.7	0.2	0.5	1.3	2.1
Policy Index			2.3	4.5	2.7	5.7	-0.9	-0.3	0.8	1.7
Fixed Income Composite	1,676,506,285	71.6	2.2	4.4	2.6	5.5	-1.2	-1.2	0.3	1.2
Short Term Composite	246,266,232	10.5	1.6	3.3	2.8	5.1	-0.2	-0.5	0.4	1.0
Blmbg. 1-5 Year Gov/Credit			1.6	3.4	2.5	4.9	-0.4	-0.6	0.7	1.5
Lord Abbett Short Duration	124,022,666	5.3	1.6	3.4	2.7	5.1	0.0			
Blmbg. 1-5 Year Gov/Credit			1.6	3.4	2.5	4.9	-0.4			
Loop Capital Asset Management[CE]	122,243,566	5.2	1.5	3.3	2.9	5.1	-0.4	-0.5	0.4	1.0
Blmbg. 1-5 Year Gov/Credit			1.6	3.4	2.5	4.9	-0.4	-0.6	0.7	1.5
Intermediate Term Composite	952,416,373	40.7	2.2	4.4	2.5	5.5	-1.2	-1.2	0.3	1.1
Blmbg. Intermed. U.S. Government/Credit			2.3	4.6	2.2	5.2	-1.7	-1.6	0.3	1.6
Galliard Intermediate Government	230,556,410	9.8	2.4	4.7	2.7	5.8	-1.4	-1.1	0.4	1.2
Blmbg. Intermed. U.S. Government/Credit			2.3	4.6	2.2	5.2	-1.7	-1.6	0.3	1.6
Merganser Intermediate Bond[CE]	224,251,835	9.6	2.2	4.3	2.5	5.5	-1.3	-1.2	0.2	1.1
Blmbg. Intermed. U.S. Government/Credit			2.3	4.6	2.2	5.2	-1.7	-1.6	0.3	1.6
Fort Washington Intermediate Bond	192,733,078	8.2	2.2	4.5	2.5	5.6	-1.4			
Blmbg. Intermed. U.S. Government/Credit			2.3	4.6	2.2	5.2	-1.7			
Lord Abbett Intermediate Bond	221,637,901	9.5	2.3	4.5	2.3	5.5	-1.3			
Blmbg. Intermed. U.S. Government/Credit			2.3	4.6	2.2	5.2	-1.7			
PFM - Self Insurance Fund	46,156,228	2.0	1.6	3.4	2.7	5.0	-0.1	-0.4	0.8	1.6
ICE BofA 1-5 Yr Treasury & Agency			1.5	3.1	2.0	4.3	-0.6	-0.8	0.5	1.2
PFM - Disability Fund	20,441,300	0.9	1.5	3.3	2.7	5.0	-0.2	-0.4	0.8	1.6
ICE BofA 1-5 Yr Treasury & Agency			1.5	3.1	2.0	4.3	-0.6	-0.8	0.5	1.2
PFM - Workmen's Compensation Fund	11,162,669	0.5	1.0	2.5	2.9	5.1	0.9	0.5	1.0	1.5
ICE BofA U.S. Agencies, 1-3yr			1.1	2.5	2.9	4.7	0.4	0.1	0.7	1.3
PFM - Health & Dental Fund	5,476,952	0.2	1.0	2.5	2.9	5.0	0.9	0.4	1.0	1.5
ICE BofA U.S. Agencies, 1-3yr			1.1	2.5	2.9	4.7	0.4	0.1	0.7	1.3

TOTAL FUND PERFORMANCE DETAIL

	Allocation		Performance (%)							
	Market Value (\$)	% of Portfolio	1 Mo (%)	3 Mo (%)	FYTD (%)	1 Yr (%)	2 Yrs (%)	3 Yrs (%)	4 Yrs (%)	5 Yrs (%)
Opportunistic Composite	477,823,680	20.4	2.6	5.1	2.5	5.7	-1.7	-1.6	0.3	1.4
Blmbg. U.S. Intermediate Aggregate			3.0	5.5	2.1	5.2	-2.4	-2.1	-0.2	1.1
Galliard Opportunistic	147,324,963	6.3	2.9	5.4	2.3	5.7	-2.0	-1.7	0.3	1.4
Blmbg. U.S. Intermediate Aggregate			3.0	5.5	2.1	5.2	-2.4	-2.1	-0.2	1.1
Merganser Opportunistic	147,600,891	6.3	2.5	4.8	2.4	5.6	-1.6	-1.5	0.3	1.4
Blmbg. U.S. Intermediate Aggregate			3.0	5.5	2.1	5.2	-2.4	-2.1	-0.2	1.1
Fort Washington Active Fixed Income	182,897,826	7.8	2.5	5.0	2.6	5.8	-1.5			
Blmbg. U.S. Intermediate Aggregate			3.0	5.5	2.1	5.2	-2.4			
Global Equity Composite	521,243,594	22.3	2.5	6.1	5.9	11.2	2.3	5.6	4.6	6.9
MSCI AC World Minimum Volatility Index (Net)			3.2	6.5	3.2	7.7	-1.7	3.3	3.1	6.5
Vanguard Global Minimum Volatility Equity	242,467,210	10.4	2.5	6.7	4.5	8.0	1.6	4.9	2.6	6.4
MSCI AC World Minimum Volatility Index (Net)			3.2	6.5	3.2	7.7	-1.7	3.3	3.1	6.5
Parametric Global Defensive Equity	278,776,384	11.9	2.5	5.5	7.4	14.6	3.0	6.3	5.3	7.0
50% MSCI ACWI / 50% 90 Day T-Bill			2.6	6.2	8.1	13.6	2.0	4.3	5.5	7.1
Cash Composite	143,359,620	6.1								
90 Day U.S. Treasury Bill			0.5	1.4	3.6	5.0	3.2	2.2	1.8	1.9
PNC Treasury Management	143,355,590	6.1	0.5	1.4	3.5	5.1	3.2	2.1	1.8	1.9
90 Day U.S. Treasury Bill			0.5	1.4	3.6	5.0	3.2	2.2	1.8	1.9
U.S. Bank Cash	4,030	0.0								
90 Day U.S. Treasury Bill			0.5	1.4	3.6	5.0	3.2	2.2	1.8	1.9

* All data is preliminary

* All data prior to 5/2023 was received from Marquette Associates.

* Policy Index consist of 35% Bloomberg Intermediate U.S. Gov/Credit, 20% Bloomberg U.S. Intermediate Aggregate, 10% Bloomberg 1-5 Year Gov/Credit, 20% MSCI AC World Minimum Volatility Index (Net), and 15% 90 Day U.S. T-Bills.

TOTAL FUND PERFORMANCE DETAIL

	Allocation		Performance (%)									
	Market Value (\$)	% of Portfolio	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
Total Fund Composite	2,341,109,499	100.0	6.7	-5.9	1.1	3.9	5.3	1.2	1.3	1.1	1.1	1.7
Policy Index			5.7	-7.1	1.0	3.9	5.7	1.2	0.8	0.9	0.8	1.3
Short Term Composite	246,266,232	10.5	5.1	-5.2	-1.0	3.2	3.5	1.6	0.7	0.8	0.6	0.6
Blmbg. 1-5 Year Gov/Credit			4.9	-5.5	-1.0	4.7	5.0	1.4	1.3	1.6	1.0	1.4
Lord Abbett Short Duration	124,022,666	5.3	5.1	-4.9								
Blmbg. 1-5 Year Gov/Credit			4.9	-5.5								
Loop Capital Asset Management[CE]	122,243,566	5.2	5.1	-5.6	-0.9	3.2	3.5	1.6	0.7	1.0	0.4	0.5
Blmbg. 1-5 Year Gov/Credit			4.9	-5.5	-1.0	4.7	5.0	1.4	1.3	1.6	1.0	1.4
Intermediate Term Composite	952,416,373	40.7	5.5	-7.5	-1.0	4.8	4.6	1.5	1.3	1.2	1.2	1.9
Blmbg. Intermed. U.S. Government/Credit			5.2	-8.2	-1.4	6.4	6.8	0.9	2.1	2.1	1.1	3.1
Galliard Intermediate Government	230,556,410	9.8	5.8	-8.1	-0.6	5.1	4.6	1.5	1.4	1.3	1.1	2.0
Blmbg. Intermed. U.S. Government/Credit			5.2	-8.2	-1.4	6.4	6.8	0.9	2.1	2.1	1.1	3.1
Merganser Intermediate Bond[CE]	224,251,835	9.6	5.5	-7.6	-1.0	4.6	4.6	1.5	1.3	1.2	1.0	1.8
Blmbg. Intermed. U.S. Government/Credit			5.2	-8.2	-1.4	6.4	6.8	0.9	2.1	2.1	1.1	3.1
Fort Washington Intermediate Bond	192,733,078	8.2	5.6	-7.9								
Blmbg. Intermed. U.S. Government/Credit			5.2	-8.2								
Lord Abbett Intermediate Bond	221,637,901	9.5	5.5	-7.7								
Blmbg. Intermed. U.S. Government/Credit			5.2	-8.2								
PFM - Self Insurance Fund	46,156,228	2.0	5.0	-5.0	-0.9	4.6	4.6	1.4	1.1	1.3	1.0	1.3
ICE BofA 1-5 Yr Treasury & Agency			4.3	-5.2	-1.1	4.2	4.2	1.5	0.7	1.1	1.0	1.2
PFM - Disability Fund	20,441,300	0.9	5.0	-5.1	-0.9	4.6	4.6	1.3	1.1	1.3	1.0	1.3
ICE BofA 1-5 Yr Treasury & Agency			4.3	-5.2	-1.1	4.2	4.2	1.5	0.7	1.1	1.0	1.2
PFM - Workmen's Compensation Fund	11,162,669	0.5	5.1	-3.0	-0.5	2.8	3.5	1.6	0.7	1.0	0.7	0.6
ICE BofA U.S. Agencies, 1-3yr			4.7	-3.7	-0.4	2.7	3.5	1.8	0.7	1.0	0.7	0.7
PFM - Health & Dental Fund	5,476,952	0.2	5.0	-3.1	-0.5	2.8	3.5	1.7	0.7	1.0	0.7	0.6
ICE BofA U.S. Agencies, 1-3yr			4.7	-3.7	-0.4	2.7	3.5	1.8	0.7	1.0	0.7	0.7

TOTAL FUND PERFORMANCE DETAIL


	Allocation		Performance (%)									
	Market Value (\$)	% of Portfolio	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
Opportunistic Composite	477,823,680	20.4	5.7	-8.5	-1.4	6.3	5.9	1.3	2.0	1.6	1.5	3.2
Blmbg. U.S. Intermediate Aggregate			5.2	-9.5	-1.3	5.6	6.7	0.9	2.3	2.0	1.2	4.1
Galliard Opportunistic	147,324,963	6.3	5.7	-9.2	-1.1	6.6	5.9	1.3	2.2	1.6	1.4	3.4
Blmbg. U.S. Intermediate Aggregate			5.2	-9.5	-1.3	5.6	6.7	0.9	2.3	2.0	1.2	4.1
Merganser Opportunistic	147,600,891	6.3	5.6	-8.3	-1.4	5.9	5.8	1.4	1.7	1.6	1.2	2.5
Blmbg. U.S. Intermediate Aggregate			5.2	-9.5	-1.3	5.6	6.7	0.9	2.3	2.0	1.2	4.1
Fort Washington Active Fixed Income	182,897,826	7.8	5.8	-8.2								
Blmbg. U.S. Intermediate Aggregate			5.2	-9.5								
Global Equity Composite	521,243,594	22.3	11.2	-6.0	12.7	1.4	17.0					
MSCI AC World Minimum Volatility Index (Net)			7.7	-10.3	13.9	2.7	21.1					
Vanguard Global Minimum Volatility Equity	242,467,210	10.4	8.0	-4.5	12.0	-3.9	22.7					
MSCI AC World Minimum Volatility Index (Net)			7.7	-10.3	13.9	2.7	21.1					
Parametric Global Defensive Equity	278,776,384	11.9	14.6	-7.5	13.1	2.6	14.1					
50% MSCI ACWI / 50% 90 Day T-Bill			13.6	-8.5	9.0	9.1	14.1					
Cash Composite	143,359,620	6.1										
PNC Treasury Management	143,355,590	6.1	5.1	1.3	0.1	0.8	2.4	1.9	0.9	0.5	0.2	
90 Day U.S. Treasury Bill			5.0	1.5	0.0	0.7	2.3	1.9	0.9	0.3	0.0	
U.S. Bank Cash	4,030	0.0										
90 Day U.S. Treasury Bill			5.0	1.5	0.0	0.7	2.3					

* All data prior to 5/2023 was received from Marquette Associates.

* Policy Index consist of 35% Bloomberg Intermediate U.S. Gov/Credit, 20% Bloomberg U.S. Intermediate Aggregate, 10% Bloomberg 1-5 Year Gov/Credit, 20% MSCI AC World Minimum Volatility Index (Net), and 15% 90 Day U.S. T-Bills.

CASH FLOW SUMMARY BY MANAGER

	1 Month Ending December 31, 2023					
	Beginning Market Value	Contributions	Withdrawals	Net Cash Flows	Gain/Loss	Ending Market Value
Lord Abbett Short Duration	\$122,050,488	-	-	-	\$1,972,179	\$124,022,666
Loop Capital Asset Management[CE]	\$120,436,907	-	-	-	\$1,806,659	\$122,243,566
Galliard Intermediate Government	\$225,057,376	-	-	-	\$5,499,034	\$230,556,410
Merganser Intermediate Bond[CE]	\$219,443,114	-	-	-	\$4,808,722	\$224,251,835
Fort Washington Intermediate Bond	\$188,548,381	-	-	-	\$4,184,698	\$192,733,078
Lord Abbett Intermediate Bond	\$216,652,531	-	-	-	\$4,985,370	\$221,637,901
PFM - Self Insurance Fund	\$45,448,362	-	-	-	\$707,866	\$46,156,228
PFM - Disability Fund	\$20,131,868	-	-	-	\$309,432	\$20,441,300
PFM - Workmen's Compensation Fund	\$11,047,815	-	-	-	\$114,854	\$11,162,669
PFM - Health & Dental Fund	\$5,421,196	-	-	-	\$55,757	\$5,476,952
Galliard Opportunistic	\$143,199,259	-	-	-	\$4,125,704	\$147,324,963
Merganser Opportunistic	\$144,060,085	-	-\$123,073	-\$123,073	\$3,663,880	\$147,600,891
Fort Washington Active Fixed Income	\$178,380,798	-	-	-	\$4,517,028	\$182,897,826
Vanguard Global Minimum Volatility Equity	\$236,587,637	-	-	-	\$5,879,573	\$242,467,210
Parametric Global Defensive Equity	\$272,075,477	-	-	-	\$6,700,907	\$278,776,384
PNC Treasury Management	\$241,344,375	-	-\$99,070,107	-\$99,070,107	\$1,081,321	\$143,355,590
U.S. Bank Cash	\$4,013	-	-	-	\$17	\$4,030
Total	\$2,389,889,679	-	-\$99,193,180	-\$99,193,180	\$50,413,000	\$2,341,109,499



SOUTH BROWARD HOSPITAL DISTRICT – RETIREMENT PLAN

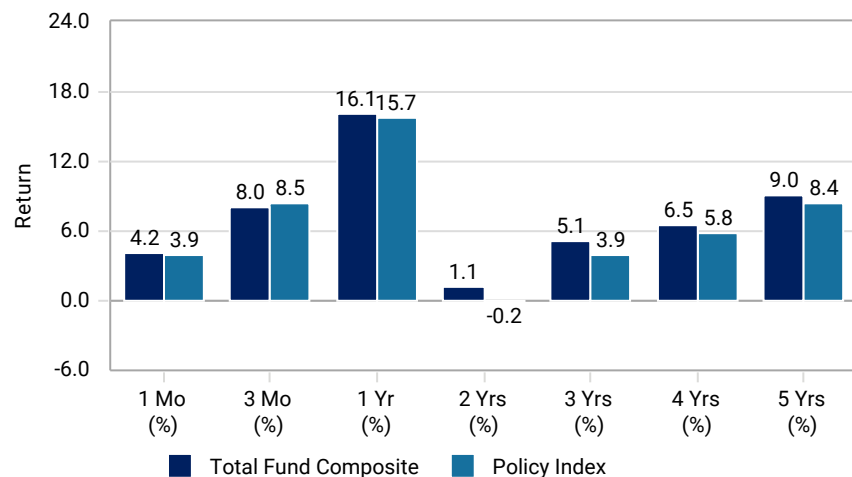
December 31, 2023



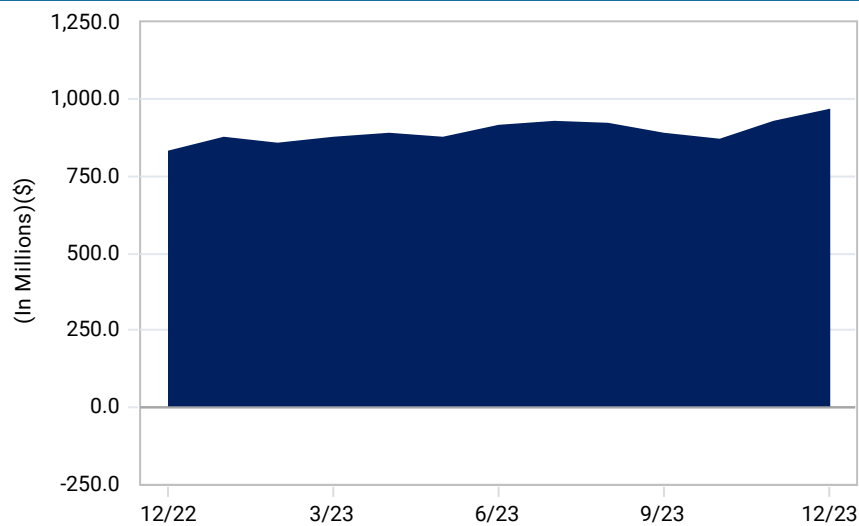
PROPRIETARY & CONFIDENTIAL

EXECUTIVE SUMMARY

Return Summary
Ending December 31, 2023

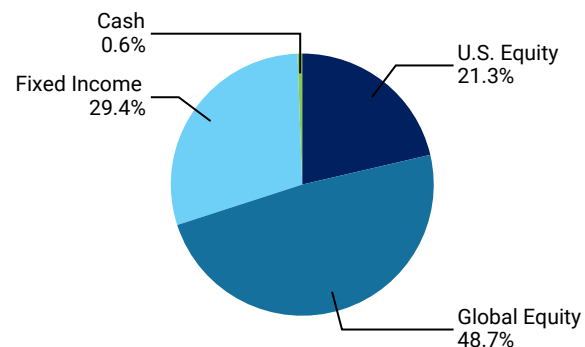


Market Value History
1 Year Ending December 31, 2023



	Current (\$)	Current (%)	Policy (%)	Differences (%)
U.S. Equity	206,458,894	21.3	20.0	1.3
Global Equity	470,677,386	48.7	45.0	3.7
Fixed Income	284,481,607	29.4	35.0	-5.6
Cash	5,540,731	0.6	0.0	0.6
Total	967,158,617	100.0	100.0	0.0

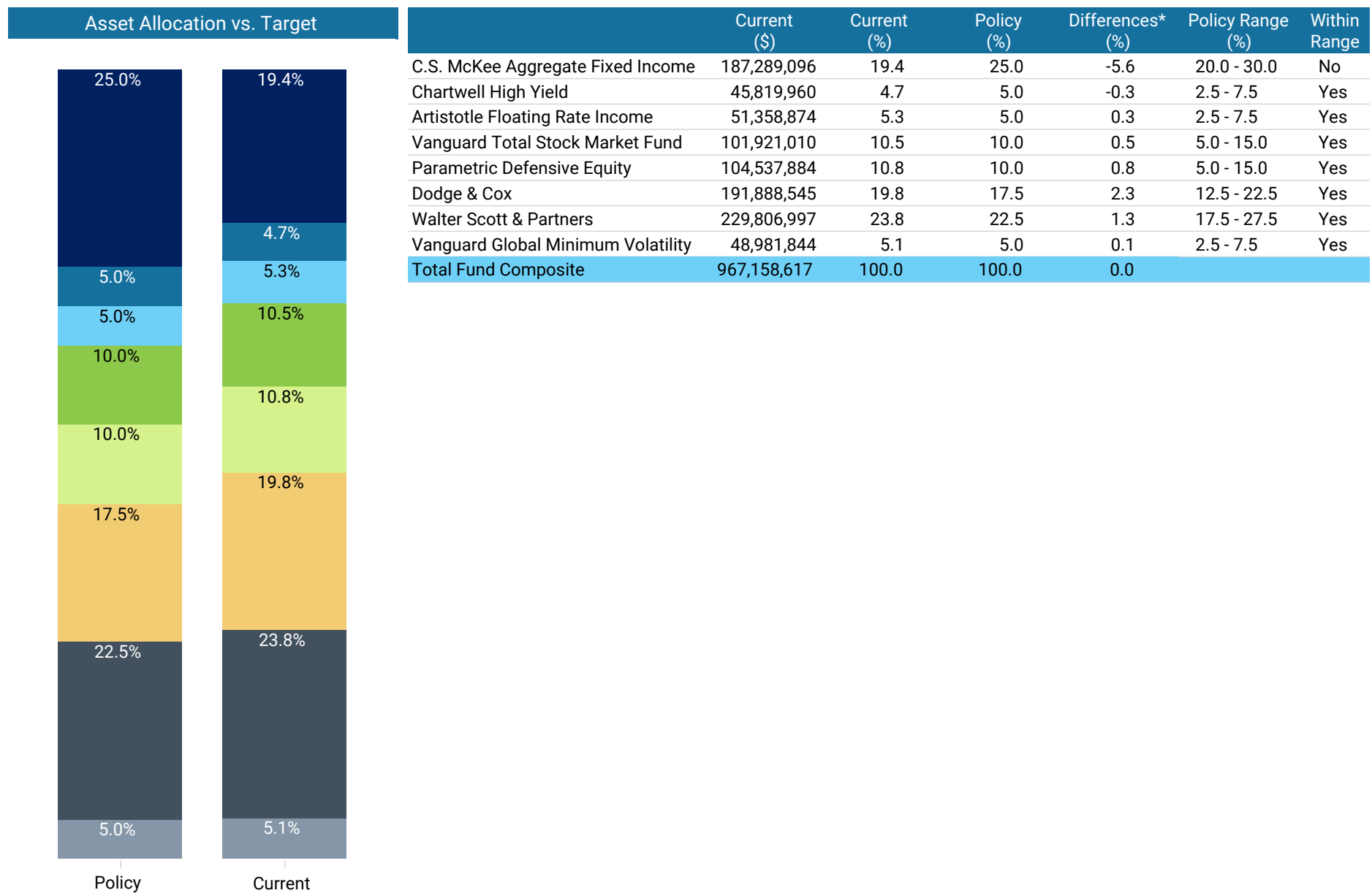
Current Allocation



Summary of Cash Flows

	1 Month	1 Year	3 Years
Beginning Market Value	927,981,400	833,725,298	835,609,083
Net Cash Flow	565,441	-2,267,104	-8,021,946
Net Investment Change	38,611,777	135,700,424	139,571,480
Ending Market Value	967,158,617	967,158,617	967,158,617

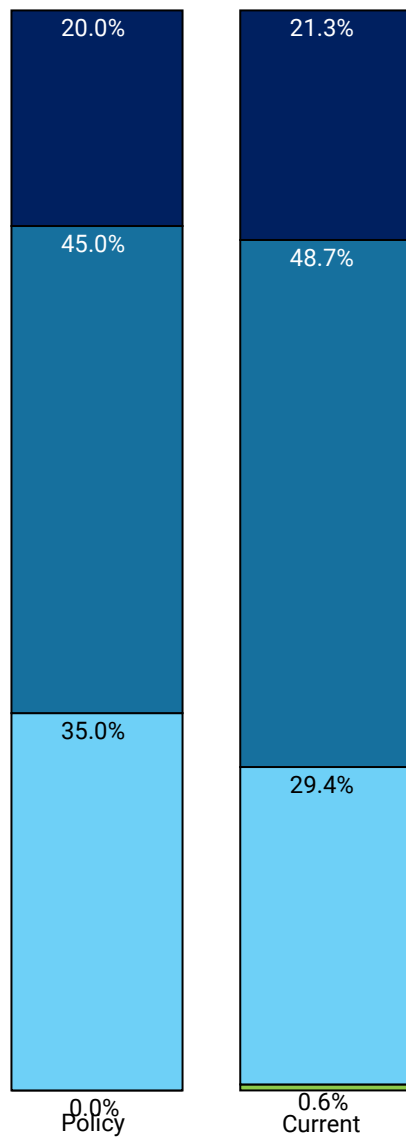
ASSET ALLOCATION VS. POLICY



*Difference between Policy and Current Allocation

ASSET ALLOCATION VS. POLICY

Asset Allocation vs. Target



	Current Balance (\$)	Policy (%)	Current Allocation (%)	Differences (%)	Policy Range (%)	Within Range
U.S. Equity	206,458,894	20.0	21.3	1.3	15.0 - 25.0	Yes
Vanguard Total Stock Market Fund	101,921,010		10.5			
Parametric Defensive Equity	104,537,884		10.8			
Global Equity	470,677,386	45.0	48.7	3.7	40.0 - 50.0	Yes
Dodge & Cox	191,888,545		19.8			
Walter Scott & Partners	229,806,997		23.8			
Vanguard Global Minimum Volatility	48,981,844		5.1			
Fixed Income	284,481,607	35.0	29.4	-5.6	30.0 - 40.0	No
C.S. McKee Aggregate Fixed Income	187,289,096		19.4			
Chartwell High Yield	45,819,960		4.7			
Artistotle Floating Rate Income	51,358,874		5.3			
Wellington LCP Legacy Portfolio	13,676		0.0			
Cash	5,540,731	0.0	0.6	0.6	0.0 - 0.0	No
Money Market	1,619,077		0.2			
Vanguard Treasury Money Market	3,921,653		0.4			
Total	967,158,617	100.0	100.0	0.0		

*Difference between Policy and Current Allocation

TOTAL FUND PERFORMANCE DETAIL

	Allocation		Performance (%)							
	Market Value (\$)	% of Portfolio	1 Mo (%)	3 Mo (%)	FYTD (%)	1 Yr (%)	2 Yrs (%)	3 Yrs (%)	4 Yrs (%)	5 Yrs (%)
Total Fund Composite	967,158,617	100.0	4.2	8.0	8.6	16.1	1.1	5.1	6.5	9.0
Policy Index			3.9	8.5	8.5	15.7	-0.2	3.9	5.8	8.4
Fixed Income Composite	284,481,607	29.4	2.9	5.1	3.4	7.1	-1.6	-1.1	0.7	2.2
Custom Index			3.2	5.9	3.4	7.1	-1.8	-1.2	0.7	2.3
C.S. McKee Aggregate Fixed Income	187,289,096	19.4	4.0	6.6	2.3	5.9	-4.0	-3.3	-0.6	1.2
Blmbg. U.S. Aggregate Index			3.8	6.8	1.9	5.5	-4.2	-3.3	-0.7	1.1
Chartwell High Yield	45,819,960	4.7	0.4	2.8	4.2	6.8	1.8	1.9	2.5	3.4
ICE BofA U.S. High Yield Cash Pay BB 1-3 Year			1.6	4.0	5.7	8.9	2.7	2.9	3.5	4.5
Artistotle Floating Rate Income	51,358,874	5.3	1.4	2.9	8.1	13.4	6.1	5.6	4.6	5.3
Credit Suisse Leveraged Loan Index			1.6	2.9	8.6	13.0	5.8	5.6	4.9	5.6
Wellington LCP Legacy Portfolio	13,676	0.0								
U.S. Equity Composite	206,458,894	21.3	3.8	8.7	12.4	21.0	2.1	8.3	9.6	12.3
CRSP U.S. Total Market TR Index			5.3	12.1	16.3	26.0	0.7	8.4	11.4	15.1
Vanguard Total Stock Market Fund	101,921,010	10.5	5.3	12.2	16.3	26.0	0.7	8.4	11.5	15.1
CRSP U.S. Total Market TR Index			5.3	12.1	16.3	26.0	0.7	8.4	11.4	15.1
Parametric Defensive Equity	104,537,884	10.8	2.3	5.6	9.0	16.9	3.9	8.1	7.3	9.0
50% S&P 500/50% 90 Day T-Bill			2.5	6.5	9.7	15.5	2.9	6.4	7.3	9.0
Global Equity Composite	470,677,386	48.7	5.1	9.5	10.4	20.2	2.4	7.7	8.8	12.3
MSCI AC World Index (Net)			4.8	11.0	12.3	22.2	-0.1	5.7	8.3	11.7
Dodge & Cox	191,888,545	19.8	5.6	7.8	12.1	20.3	6.4	11.0	9.7	12.4
MSCI AC World Index Value (Net)			5.4	9.2	8.5	11.8	1.7	7.3	5.4	8.2
Walter Scott & Partners	229,806,997	23.8	5.3	11.7	10.3	23.1	-0.5	5.5	8.7	12.8
MSCI World Growth (Net)			4.4	13.3	17.1	37.0	-1.5	5.5	12.0	16.0
Vanguard Global Minimum Volatility	48,981,844	5.1	2.5	6.7	4.5	8.0	1.6	4.9	2.6	6.4
MSCI AC World Minimum Volatility Index (Net)			3.2	6.5	3.2	7.7	-1.7	3.3	3.1	6.5
Cash Composite	5,540,731	0.6	0.7	1.6	3.5	4.2	2.4	1.6	1.3	1.4
90 Day U.S. Treasury Bill			0.5	1.4	3.6	5.0	3.2	2.2	1.8	1.9

* All data is preliminary.

* All data prior to 5/2023 was received from Marquette Associates.

* All accounts except for Chartwell High Yield and Walter Scott & Partners are preliminary as July statements are not available.

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

* Custom Index consist of 71.4% Bloomberg U.S. Aggregate, 14.3% BofA Merrill Lynch 1-3 Yrs High Yield BB, and 14.3% Credit Suisse Leveraged Loan Index.

TOTAL FUND PERFORMANCE DETAIL

	Allocation		Performance (%)					
	Market Value (\$)	% of Portfolio	2023	2022	2021	2020	2019	2018
Total Fund Composite	967,158,617	100.0	16.1	-11.9	13.4	11.0	19.5	-3.7
Policy Index			15.7	-13.9	12.6	11.7	19.6	-4.7
Fixed Income Composite	284,481,607	29.4	7.1	-9.5	-0.2	6.3	8.6	-0.6
Custom Index			7.1	-10.0	0.1	6.7	8.7	0.5
C.S. McKee Aggregate Fixed Income	187,289,096	19.4	5.9	-12.9	-1.8	7.6	8.9	
Blmbg. U.S. Aggregate Index			5.5	-13.0	-1.5	7.5	8.7	
Chartwell High Yield	45,819,960	4.7	6.8	-3.0	2.3	4.2	7.0	0.7
ICE BofA U.S. High Yield Cash Pay BB 1-3 Year			8.9	-3.1	3.2	5.4	8.7	1.3
Artistotle Floating Rate Income	51,358,874	5.3	13.4	-0.8	4.6	1.6	8.3	
Credit Suisse Leveraged Loan Index			13.0	-1.1	5.4	2.8	8.2	
Wellington LCP Legacy Portfolio	13,676	0.0						
U.S. Equity Composite	206,458,894	21.3	21.0	-13.8	21.8	13.6	23.5	-4.1
CRSP U.S. Total Market TR Index			26.0	-19.5	25.7	21.0	30.8	-5.2
Vanguard Total Stock Market Fund	101,921,010	10.5	26.0	-19.5	25.7	21.0	30.7	-5.2
CRSP U.S. Total Market TR Index			26.0	-19.5	25.7	21.0	30.8	-5.2
Parametric Defensive Equity	104,537,884	10.8	16.9	-7.7	17.2	5.0	16.0	-2.9
50% S&P 500/50% 90 Day T-Bill			15.5	-8.2	13.7	10.1	16.3	-1.0
Global Equity Composite	470,677,386	48.7	20.2	-12.8	19.0	12.4	27.1	-6.2
MSCI AC World Index (Net)			22.2	-18.4	18.5	16.3	26.6	-9.4
Dodge & Cox	191,888,545	19.8	20.3	-5.8	20.8	6.0	23.8	-12.6
MSCI AC World Index Value (Net)			11.8	-7.5	19.6	-0.3	20.6	-10.8
Walter Scott & Partners	229,806,997	23.8	23.1	-19.6	18.7	18.9	30.5	-2.3
MSCI World Growth (Net)			37.0	-29.2	21.2	33.8	33.7	-6.7
Vanguard Global Minimum Volatility	48,981,844	5.1	8.0	-4.5	12.0	-3.9	22.7	-1.7
MSCI AC World Minimum Volatility Index (Net)			7.7	-10.3	13.9	2.7	21.1	-1.6
Cash Composite	5,540,731	0.6	4.2	0.7	0.0	0.4	2.0	1.6
90 Day U.S. Treasury Bill			5.0	1.5	0.0	0.7	2.3	1.9

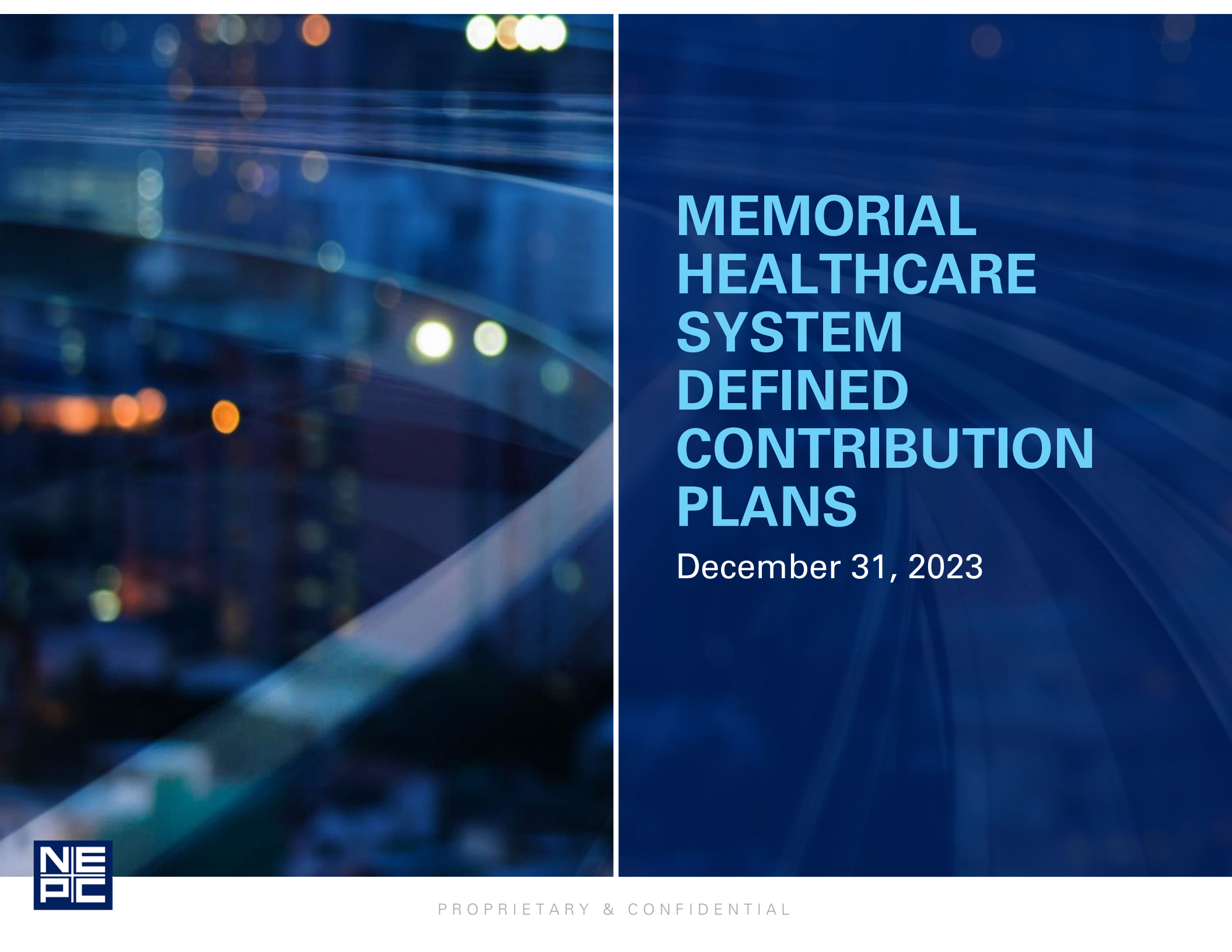
* All data prior to 5/2023 was received from Marquette Associates.

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

* Custom Index consist of 71.4% Bloomberg U.S. Aggregate, 14.3% BofA Merrill Lynch 1-3 Yrs High Yield BB, and 14.3% Credit Suisse Leveraged Loan Index.

CASH FLOW SUMMARY BY MANAGER

	1 Month Ending December 31, 2023					
	Beginning Market Value	Contributions	Withdrawals	Net Cash Flows	Gain/ Loss	Ending Market Value
C.S. McKee Aggregate Fixed Income	\$180,045,697	-	-	-	\$7,243,399	\$187,289,096
Chartwell High Yield	\$45,657,564	-	-	-	\$162,396	\$45,819,960
Artistotle Floating Rate Income	\$50,599,632	-	-	-	\$759,242	\$51,358,874
Wellington LCP Legacy Portfolio	\$12,667	-	-	-	\$1,009	\$13,676
Vanguard Total Stock Market Fund	\$96,803,305	-	-	-	\$5,117,706	\$101,921,010
Parametric Defensive Equity	\$102,142,809	-	-	-	\$2,395,075	\$104,537,884
Dodge & Cox	\$181,709,275	-	-	-	\$10,179,269	\$191,888,545
Walter Scott & Partners	\$218,254,838	-	-	-	\$11,552,159	\$229,806,997
Vanguard Global Minimum Volatility	\$47,794,086	-	-	-	\$1,187,758	\$48,981,844
Money Market	\$1,190,733	\$428,568	-\$9,490	\$419,078	\$9,266	\$1,619,077
Vanguard Treasury Money Market	\$3,770,793	\$3,723,480	-\$3,577,117	\$146,363	\$4,498	\$3,921,653
Total	\$927,981,400	\$4,152,048	-\$3,586,607	\$565,441	\$38,611,777	\$967,158,617



MEMORIAL HEALTHCARE SYSTEM DEFINED CONTRIBUTION PLANS

December 31, 2023



PROPRIETARY & CONFIDENTIAL

ASSET ALLOCATION VS. POLICY

Current Allocation



Current

	Current (\$)	Current (%)
JPMorgan Target Date Funds	872,871,483	60.4
Transamerica Stable Value	398,654	0.0
Transamerica Guaranteed Investment Option	147,724,749	10.2
MetWest Total Return Bond (MWTIX)	29,072,786	2.0
Vanguard Inflation Protected Securites Fund (VIPIX)	16,379,532	1.1
American Beacon Large Cap Value Fund (AALRX)	18,981,977	1.3
Fidelity Spartan 500 Index (FXAIX)	105,320,930	7.3
Neuberger Berman Socially Responsive Investing (NRSRX)	13,486,684	0.9
Vanguard Growth Index Fund Institutional Shares Composite	71,947,029	5.0
Vanguard Mid-Cap Index Fund Institutional Shares (VMCIX)	37,294,647	2.6
Dimensional US Targeted Value Strategy (DFFVX)	23,501,529	1.6
T. Rowe Price New Horizons (PRJIX)	40,016,521	2.8
Dodge & Cox International (DODFX)	24,612,891	1.7
Vanguard International-Growth (VWILX)	25,712,995	1.8
Charles Schwab Personal Choice	18,410,296	1.3
Total Fund Composite	1,445,732,703	100.0

MULTI PERIOD ASSET ALLOCATION

	<i>Total Fund</i>	
	\$	%
Total Fund Composite	1,221,738,445	100.0
JP Morgan Target Date Funds	729,508,213	59.7
JPMorgan SmartRetirement Blend Income (JIYBX)	38,521,467	3.2
JPMorgan SmartRetirement Blend 2020 (JSYRX)	66,951,010	5.5
JPMorgan SmartRetirement Blend 2025 (JBYSX)	118,017,222	9.7
JPMorgan SmartRetirement Blend 2030 (JRBYX)	127,271,344	10.4
JPMorgan SmartRetirement Blend 2035 (JPYRX)	106,908,746	8.8
JPMorgan SmartRetirement Blend 2040 (JOBYX)	82,652,091	6.8
JPMorgan SmartRetirement Blend 2045 (JMYAX)	72,657,003	5.9
JPMorgan SmartRetirement Blend 2050 (JNYAX)	65,684,825	5.4
JPMorgan SmartRetirement Blend 2055 (JTYBX)	33,452,273	2.7
JPMorgan SmartRetirement Blend 2060 (JAAYX)	17,392,232	1.4
Core Funds	476,446,111	39.0
Transamerica Stable Value	240,230	0.0
Transamerica Guaranteed Investment Option	134,734,957	11.0
MetWest Total Return Bond (MWTIX)	24,854,022	2.0
Vanguard Inflation Protected Securites Fund (VIPIX)	13,714,147	1.1
American Beacon Large Cap Value Fund (AALRX)	16,579,057	1.4
Fidelity Spartan 500 Index (FXAIX)	88,028,118	7.2
Neuberger Berman Socially Responsive Investing (NRSRX)	11,555,906	0.9
Vanguard Russell 1000 Growth Index (VIGIX)	58,115,299	4.8
Vanguard Mid-Cap Index Fund Institutional Shares (VMCIX)	31,484,797	2.6
Dimensional US Targeted Value Strategy (DFFVX)	20,315,930	1.7
T. Rowe Price New Horizons (PRJIX)	33,675,784	2.8
Dodge & Cox International (DODFX)	21,646,316	1.8
Vanguard International-Growth (VWILX)	21,501,550	1.8
Brokerage	15,784,120	1.3
Charles Schwab Personal Choice	15,784,120	1.3

MULTI PERIOD ASSET ALLOCATION

	Total Fund	
	\$	%
Total Fund Composite	80,823,491	100.0
JPMorgan Target Date Funds	68,157,518	84.3
JPMorgan SmartRetirement Blend Income (JIYBX)	946,275	1.2
JPMorgan SmartRetirement Blend 2020 (JSYRX)	2,076,301	2.6
JPMorgan SmartRetirement Blend 2025 (JBYSX)	4,991,067	6.2
JPMorgan SmartRetirement Blend 2030 (JRBYX)	6,626,597	8.2
JPMorgan SmartRetirement Blend 2035 (JPYRX)	8,928,283	11.0
JPMorgan SmartRetirement Blend 2040 (JOBYX)	9,267,306	11.5
JPMorgan SmartRetirement Blend 2045 (JMYAX)	11,214,185	13.9
JPMorgan SmartRetirement Blend 2050 (JNYAX)	12,123,474	15.0
JPMorgan SmartRetirement Blend 2055 (JTYBX)	8,539,105	10.6
JPMorgan SmartRetirement Blend 2060 (JAAYX)	3,444,925	4.3
Core Funds	12,665,973	15.7
Transamerica Stable Value	154,244	0.2
Transamerica Guaranteed Investment Option	1,154,183	1.4
MetWest Total Return Bond (MWTIX)	427,525	0.5
Vanguard Inflation Protected Securites Fund (VIPIX)	440,453	0.5
American Beacon Large Cap Value Fund (AALRX)	398,432	0.5
Fidelity Spartan 500 Index (FXAIX)	3,228,286	4.0
Neuberger Berman Socially Responsive Investing (NRSRX)	114,089	0.1
Vanguard Russell 1000 Growth Index (VIGIX)	2,057,112	2.5
Vanguard Mid-Cap Index Fund Institutional Shares (VMCIX)	538,635	0.7
Dimensional US Targeted Value Strategy (DFFVX)	1,089,077	1.3
T. Rowe Price New Horizons (PRJIX)	971,932	1.2
Dodge & Cox International (DODFX)	1,135,142	1.4
Vanguard International-Growth (VWILX)	956,865	1.2
Brokerage		0.0
Charles Schwab Personal Choice		0.0

MULTI PERIOD ASSET ALLOCATION

	Total Fund	
	\$	%
Total Fund Composite	122,743,806	100.0
JPMorgan Target Date Funds	57,715,393	47.0
JPMorgan SmartRetirement Blend Income (JIYBX)	3,228,813	2.6
JPMorgan SmartRetirement Blend 2020 (JSYRX)	5,037,236	4.1
JPMorgan SmartRetirement Blend 2025 (JBYSX)	10,380,707	8.5
JPMorgan SmartRetirement Blend 2030 (JRBYX)	10,479,297	8.5
JPMorgan SmartRetirement Blend 2035 (JPYRX)	8,717,931	7.1
JPMorgan SmartRetirement Blend 2040 (JOBYX)	6,601,604	5.4
JPMorgan SmartRetirement Blend 2045 (JMYAX)	6,533,200	5.3
JPMorgan SmartRetirement Blend 2050 (JNYAX)	4,814,340	3.9
JPMorgan SmartRetirement Blend 2055 (JTYBX)	1,498,621	1.2
JPMorgan SmartRetirement Blend 2060 (JAAYX)	423,643	0.3
Core Funds	62,402,238	50.8
Transamerica Stable Value	2,260	0.0
Transamerica Guaranteed Investment Option	10,972,837	8.9
MetWest Total Return Bond (MWTIX)	3,761,054	3.1
Vanguard Inflation Protected Securites Fund (VIPIX)	1,946,028	1.6
American Beacon Large Cap Value Fund (AALRX)	1,937,418	1.6
Fidelity Spartan 500 Index (FXAIX)	13,657,202	11.1
Neuberger Berman Socially Responsive Investing (NRSRX)	1,807,696	1.5
Vanguard Russell 1000 Growth Index (VIGIX)	10,808,326	8.8
Vanguard Mid-Cap Index Fund Institutional Shares (VMCIX)	5,180,492	4.2
Dimensional US Targeted Value Strategy (DFFVX)	2,096,522	1.7
T. Rowe Price New Horizons (PRJIX)	5,189,748	4.2
Dodge & Cox International (DODFX)	1,826,474	1.5
Vanguard International-Growth (VWILX)	3,216,182	2.6
Brokerage	2,626,175	2.1
Charles Schwab Personal Choice	2,626,175	2.1

MULTI PERIOD ASSET ALLOCATION

	Total Fund	
	\$	%
Total Fund Composite	20,426,961	100.0
JPMorgan Target Date Funds	17,490,359	85.6
JPMorgan SmartRetirement Blend Income (JIYBX)	204,643	1.0
JPMorgan SmartRetirement Blend 2020 (JSYRX)	937,776	4.6
JPMorgan SmartRetirement Blend 2025 (JBYSX)	5,751,571	28.2
JPMorgan SmartRetirement Blend 2030 (JRBYX)	5,215,731	25.5
JPMorgan SmartRetirement Blend 2035 (JPYRX)	3,134,989	15.3
JPMorgan SmartRetirement Blend 2040 (JOBYX)	1,428,140	7.0
JPMorgan SmartRetirement Blend 2045 (JMYAX)	817,510	4.0
JPMorgan SmartRetirement Blend 2050 (JNYAX)		0.0
JPMorgan SmartRetirement Blend 2055 (JTYBX)		0.0
JPMorgan SmartRetirement Blend 2060 (JAAYX)		0.0
Core Funds	2,936,603	14.4
Transamerica Stable Value	1,920	0.0
Transamerica Guaranteed Investment Option	862,773	4.2
MetWest Total Return Bond (MWTIX)	30,186	0.1
Vanguard Inflation Protected Securites Fund (VIPIX)	278,903	1.4
American Beacon Large Cap Value Fund (AALRX)	67,070	0.3
Fidelity Spartan 500 Index (FXAIX)	407,325	2.0
Neuberger Berman Socially Responsive Investing (NRSRX)	8,994	0.0
Vanguard Russell 1000 Growth Index (VIGIX)	966,292	4.7
Vanguard Mid-Cap Index Fund Institutional Shares (VMCIX)	90,724	0.4
Dimensional US Targeted Value Strategy (DFFVX)		0.0
T. Rowe Price New Horizons (PRJIX)	179,057	0.9
Dodge & Cox International (DODFX)	4,960	0.0
Vanguard International-Growth (VWILX)	38,399	0.2
Brokerage		0.0
Charles Schwab Personal Choice		0.0

PERFORMANCE DETAIL

	Allocation		Performance (%)						
	Market Value (\$)	% of Portfolio	1 Mo (%)	3 Mo (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Total Fund Composite	1,445,732,703	100.0							
JPMorgan Target Date Funds	872,871,483	60.4							
JPMorgan SmartRetirement Blend Income (JIYBX)	42,901,198	3.0	4.2	7.9	11.8	0.9	5.1	4.6	4.2
S&P Target Date Retirement Income Index			3.7	7.4	10.3	1.0	4.9	4.3	4.0
JPMorgan SmartRetirement Blend 2020 (JSYRX)	75,002,322	5.2	4.2	8.0	12.0	0.9	5.5	5.1	4.8
S&P Target Date 2020 Index			4.1	8.0	12.3	2.1	6.5	5.8	5.3
JPMorgan SmartRetirement Blend 2025 (JBYSX)	139,140,567	9.6	4.5	8.6	13.4	1.6	6.7	6.0	5.5
S&P Target Date 2025 Index			4.2	8.3	13.0	2.8	7.4	6.5	5.9
JPMorgan SmartRetirement Blend 2030 (JRBYX)	149,592,970	10.3	4.8	9.4	15.3	2.5	7.8	6.9	6.2
S&P Target Date 2030 Index			4.5	9.0	14.8	3.6	8.4	7.3	6.4
JPMorgan SmartRetirement Blend 2035 (JPYRX)	127,689,950	8.8	5.0	9.9	17.1	3.6	8.9	7.8	6.8
S&P Target Date 2035 Index			4.8	9.7	16.6	4.4	9.4	8.1	7.0
JPMorgan SmartRetirement Blend 2040 (JOBYX)	99,949,141	6.9	5.2	10.4	18.4	4.4	9.7	8.4	7.3
S&P Target Date 2040 Index			5.0	10.2	18.2	5.2	10.2	8.7	7.5
JPMorgan SmartRetirement Blend 2045 (JMYAX)	91,221,898	6.3	5.3	10.8	19.5	5.1	10.3	8.8	7.6
S&P Target Date 2045 Index			5.1	10.5	19.1	5.6	10.7	9.0	7.8
JPMorgan SmartRetirement Blend 2050 (JNYAX)	82,622,639	5.7	5.4	10.9	19.8	5.1	10.4	8.9	7.6
S&P Target Date 2050 Index			5.2	10.7	19.6	5.8	10.9	9.2	7.9
JPMorgan SmartRetirement Blend 2055 (JTYBX)	43,489,998	3.0	5.4	10.9	19.7	5.2	10.4	8.9	7.7
S&P Target Date 2055 Index			5.2	10.7	19.6	5.9	11.0	9.3	8.0
JPMorgan SmartRetirement Blend 2060 (JAAYX)	21,260,800	1.5	5.4	10.9	19.7	5.2			
S&P Target Date 2060 Index			5.2	10.7	19.7	5.9			

PERFORMANCE DETAIL

	Allocation		Performance (%)						
	Market Value (\$)	% of Portfolio	1 Mo (%)	3 Mo (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Core Funds	554,450,925	38.4							
Transamerica Stable Value	398,654	0.0	0.2	0.6	2.5	1.7	1.6	1.5	1.3
90 Day U.S. Treasury Bill			0.5	1.4	5.0	2.2	1.9	1.7	1.2
Transamerica Guaranteed Investment Option	147,724,749	10.2	0.2	0.6	2.5	2.3	2.1	1.8	1.6
90 Day U.S. Treasury Bill			0.5	1.4	5.0	2.2	1.9	1.7	1.2
MetWest Total Return Bond (MWTIX)	29,072,786	2.0	4.3	7.5	6.0	-3.7	1.2	1.4	1.8
Blmbg. U.S. Aggregate Index			3.8	6.8	5.5	-3.3	1.1	1.3	1.8
Vanguard Inflation Protected Securites Fund (VIPIX)	16,379,532	1.1	2.6	4.6	3.8	-1.1	3.0	2.4	2.4
Blmbg. U.S. TIPS			2.7	4.7	3.9	-1.0	3.2	2.5	2.4
American Beacon Large Cap Value Fund (AALRX)	18,981,977	1.3	5.8	10.3	13.5	11.2	13.0	9.6	8.6
Russell 1000 Value Index			5.5	9.5	11.5	8.9	10.9	8.3	8.4
Fidelity Spartan 500 Index (FXAIX)	105,320,930	7.3	4.5	11.7	26.3	10.0	15.7	13.4	12.0
S&P 500 Index			4.5	11.7	26.3	10.0	15.7	13.4	12.0
Neuberger Berman Socially Responsive Investing (NRSRX)	13,486,684	0.9	5.6	13.7	27.1	8.7	14.2	11.8	10.3
S&P 500 Index			4.5	11.7	26.3	10.0	15.7	13.4	12.0
Vanguard Growth Index Fund Institutional Shares Composite	71,947,029	5.0	4.3	14.4	46.8	7.7	19.2	16.8	14.0
CRSP U.S. Large Cap Growth TR Index			4.3	14.4	46.9	7.7	19.2	16.9	14.0
Vanguard Mid-Cap Index Fund Institutional Shares (VMCIX)	37,294,647	2.6	7.1	12.3	16.0	5.5	12.7	10.2	9.4
CRSP U.S. Mid Cap TR Index			7.1	12.3	16.0	5.5	12.7	10.2	9.4
Dimensional US Targeted Value Strategy (DFFVX)	23,501,529	1.6	11.7	14.4	19.3	16.5	14.8	9.1	8.5
Russell 2000 Value Index			12.4	15.3	14.6	7.9	10.0	6.1	6.8
T. Rowe Price New Horizons (PRJIX)	40,016,521	2.8	10.3	9.8	21.5	-5.6	12.9	14.1	11.6
Russell 2000 Growth Index			12.0	12.7	18.7	-3.5	9.2	8.1	7.2
Dodge & Cox International (DODFX)	24,612,891	1.7	4.7	6.8	16.7	6.5	8.6	6.4	4.0
MSCI EAFE (Net)			5.3	10.4	18.2	4.0	8.2	6.9	4.3
MSCI AC World ex USA (Net)			5.0	9.8	15.6	1.5	7.1	6.3	3.8
Vanguard International-Growth (VWILX)	25,712,995	1.8	4.8	11.4	14.8	-7.6	10.6	11.0	7.1
MSCI AC World ex USA (Net)			5.0	9.8	15.6	1.5	7.1	6.3	3.8
Brokerage	18,410,296	1.3							
Charles Schwab Personal Choice	18,410,296	1.3							

- All data prior to 5/2023 was received from Marquette Associates

- Transamerica Stable Value Fund is not an open option for plan participants

- Assets include: Memorial Healthcare System RSP Gold 403(b) Plan, Memorial Healthcare System 401(a) Plan, Memorial Healthcare System 457(b) Plan, Memorial Healthcare System SERP 457(f) Plan

- Performance is net of fees and is annualized for periods longer than one year.

TOTAL FUND PERFORMANCE DETAIL

	Allocation		Performance (%)									
	Market Value (\$)	% of Portfolio	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
Total Fund Composite	1,445,732,703											
JPMorgan SmartRetirement Blend Income (JIYBX)	42,901,198		11.8	-13.7	6.3	9.6	14.1	-3.8	10.7	5.8	-0.7	4.7
S&P Target Date Retirement Income Index			10.3	-11.2	5.1	8.8	13.3	-2.5	8.5	5.0	-0.2	4.9
JPMorgan SmartRetirement Blend 2020 (JSYRX)	75,002,322		12.0	-13.7	6.4	10.1	15.5	-4.5	13.4	6.8	-0.7	6.3
S&P Target Date 2020 Index			12.3	-12.8	8.8	10.2	16.5	-4.2	12.8	7.2	-0.2	5.7
JPMorgan SmartRetirement Blend 2025 (JBYSX)	139,140,567		13.4	-15.2	9.1	11.3	18.3	-5.7	15.6	7.2	-0.7	6.7
S&P Target Date 2025 Index			13.0	-13.1	10.7	11.2	18.4	-5.0	14.6	7.8	-0.3	5.6
JPMorgan SmartRetirement Blend 2030 (JRBYX)	149,592,970		15.3	-16.1	11.3	12.2	20.4	-6.6	17.4	7.9	-0.8	6.9
S&P Target Date 2030 Index			14.8	-14.0	12.6	11.9	20.4	-6.0	16.2	8.3	-0.3	5.6
JPMorgan SmartRetirement Blend 2035 (JPYRX)	127,689,950		17.1	-16.7	14.1	12.6	22.3	-7.4	18.9	8.3	-1.0	6.9
S&P Target Date 2035 Index			16.6	-15.0	14.9	12.8	22.2	-6.9	17.8	8.9	-0.3	5.7
JPMorgan SmartRetirement Blend 2040 (JOBYX)	99,949,141		18.4	-17.2	15.9	13.0	23.8	-8.0	20.3	8.8	-1.1	7.0
S&P Target Date 2040 Index			18.2	-15.6	16.5	13.4	23.4	-7.4	18.9	9.2	-0.4	5.7
JPMorgan SmartRetirement Blend 2045 (JMYAX)	91,221,898		19.5	-17.6	17.7	13.1	24.6	-8.3	20.5	8.8	-1.0	7.0
S&P Target Date 2045 Index			19.1	-15.8	17.5	13.7	24.0	-7.7	19.6	9.5	-0.5	5.7
JPMorgan SmartRetirement Blend 2050 (JNYAX)	82,622,639		19.8	-17.6	17.8	13.4	24.6	-8.3	20.5	8.8	-1.1	7.0
S&P Target Date 2050 Index			19.6	-16.0	18.0	13.9	24.4	-7.9	20.2	9.7	-0.5	5.7
JPMorgan SmartRetirement Blend 2055 (JTYBX)	43,489,998		19.7	-17.6	17.8	13.2	24.7	-8.4	20.4	8.8	-1.0	7.2
S&P Target Date 2055 Index			19.6	-16.0	18.2	13.9	24.5	-8.0	20.5	9.9	-0.5	5.6
JPMorgan SmartRetirement Blend 2060 (JAAYX)	21,260,800		19.7	-17.4	17.8							
S&P Target Date 2060 Index			19.7	-16.0	18.0							
Transamerica Stable Value	398,654		2.5	1.6	1.0	1.2	1.8	1.3	1.0	1.0	1.0	1.0
90 Day U.S. Treasury Bill			5.0	1.5	0.0	0.7	2.3	1.9	0.9	0.3	0.0	0.0
Transamerica Guaranteed Investment Option	147,724,749		2.5	2.2	2.3	1.6	1.8	1.3	1.0	1.0	1.0	1.0
90 Day U.S. Treasury Bill			5.0	1.5	0.0	0.7	2.3	1.9	0.9	0.3	0.0	0.0
MetWest Total Return Bond (MWTIX)	29,072,786		6.0	-14.8	-1.1	9.1	9.1	0.2	3.4	2.5	0.3	6.0
Blmbg. U.S. Aggregate Index			5.5	-13.0	-1.5	7.5	8.7	0.0	3.5	2.6	0.5	6.0
Vanguard Inflation Protected Securites Fund (VIPIX)	16,379,532		3.8	-11.9	5.7	11.0	8.2	-1.4	3.0	4.6	-1.7	4.1
Blmbg. U.S. TIPS			3.9	-11.8	6.0	11.0	8.4	-1.3	3.0	4.7	-1.4	3.6

TOTAL FUND PERFORMANCE DETAIL

	Allocation		Performance (%)									
	Market Value (\$)	% of Portfolio	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
American Beacon Large Cap Value Fund (AALRX)	18,981,977		13.5	-5.2	28.0	3.4	29.7	-12.0	17.1	16.0	-6.1	10.6
<i>Russell 1000 Value Index</i>			11.5	-7.5	25.2	2.8	26.5	-8.3	13.7	17.3	-3.8	13.5
Fidelity Spartan 500 Index (FXAIX)	105,320,930		26.3	-18.1	28.7	18.4	31.5	-4.4	21.8	12.0	1.4	13.7
<i>S&P 500 Index</i>			26.3	-18.1	28.7	18.4	31.5	-4.4	21.8	12.0	1.4	13.7
Neuberger Berman Socially Responsive Investing (NRSRX)	13,486,684		27.1	-18.4	23.7	19.7	26.2	-5.6	18.8	10.4	-0.1	10.8
<i>S&P 500 Index</i>			26.3	-18.1	28.7	18.4	31.5	-4.4	21.8	12.0	1.4	13.7
Vanguard Growth Index Fund Institutional Shares Composite	71,947,029		46.8	-33.1	27.3	40.2	37.3	-3.3	27.8	6.1	3.3	13.6
<i>CRSP U.S. Large Cap Growth TR Index</i>			46.9	-33.1	27.3	40.3	37.3	-3.3	27.9	6.2	3.4	13.7
Vanguard Mid-Cap Index Fund Institutional Shares (VMCIX)	37,294,647		16.0	-18.7	24.5	18.3	31.0	-9.2	19.3	11.2	-1.3	13.8
<i>CRSP U.S. Mid Cap TR Index</i>			16.0	-18.7	24.5	18.2	31.1	-9.2	19.3	11.2	-1.3	13.8
Dimensional US Targeted Value Strategy (DFFVX)	23,501,529		19.3	-4.6	38.8	3.8	21.5	-15.8	9.6	26.9	-5.7	2.9
<i>Russell 2000 Value Index</i>			14.6	-14.5	28.3	4.6	22.4	-12.9	7.8	31.7	-7.5	4.2
T. Rowe Price New Horizons (PRJIX)	40,016,521		21.5	-36.9	9.8	57.9	37.8	4.2	31.7	7.9	4.5	6.1
<i>Russell 2000 Growth Index</i>			18.7	-26.4	2.8	34.6	28.5	-9.3	22.2	11.3	-1.4	5.6
Dodge & Cox International (DODFX)	24,612,891		16.7	-6.8	11.0	2.1	22.8	-18.0	23.9	8.3	-11.4	0.1
<i>MSCI EAFE (Net)</i>			18.2	-14.5	11.3	7.8	22.0	-13.8	25.0	1.0	-0.8	-4.9
<i>MSCI AC World ex USA (Net)</i>			15.6	-16.0	7.8	10.7	21.5	-14.2	27.2	4.5	-5.7	-3.9
Vanguard International-Growth (VWILX)	25,712,995		14.8	-30.8	-0.7	59.7	31.5	-12.6	43.2	1.8	-0.5	-5.5
<i>MSCI AC World ex USA (Net)</i>			15.6	-16.0	7.8	10.7	21.5	-14.2	27.2	4.5	-5.7	-3.9
Charles Schwab Personal Choice	18,410,296											

- All data prior to 5/2023 was received from Marquette Associates

- Transamerica Stable Value Fund is not an open option for plan participants

- Assets include: Memorial Healthcare System RSP Gold 403(b) Plan, Memorial Healthcare System 401(a) Plan, Memorial Healthcare System 457(b) Plan, Memorial Healthcare System SERP 457(f) Plan

- Performance is net of fees and is annualized for periods longer than one year.

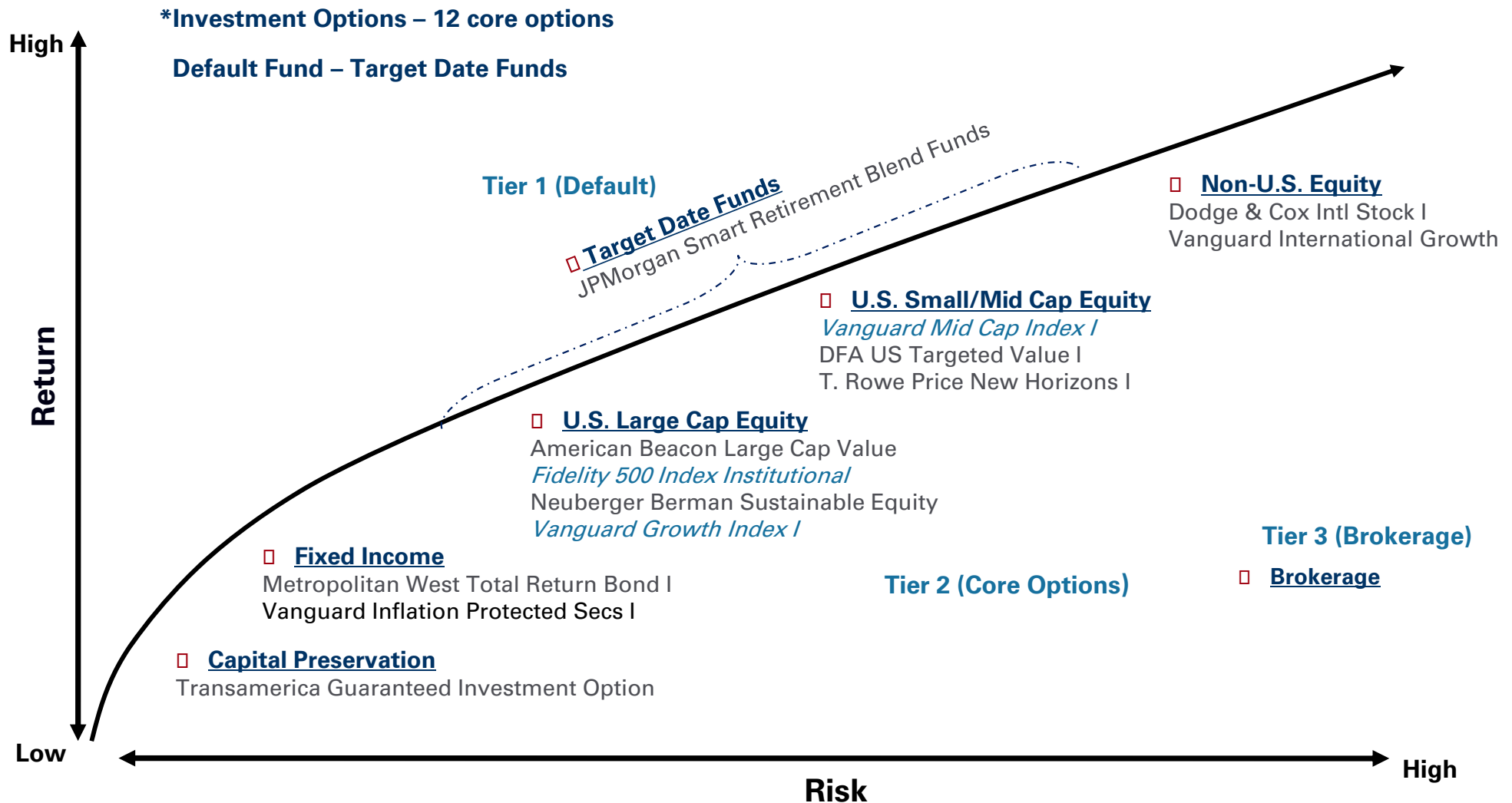
DEFINED CONTRIBUTION REVIEW



PROPRIETARY & CONFIDENTIAL

INVESTMENT MENU DESIGN

MEMORIAL CURRENT FUND STRUCTURE



Long-term expected return and risk are displayed for illustrative purposes and generally reflect NEPC's Capital Market assumptions. Practically, however, the investment choices are arranged so as to minimize overlapping text, which may overstate or understate differences in expected return and risk between any given investment choices. Passive options are displayed in *Blue Italics*.

RECAP: PLAN MENU CONSIDERATIONS

The Memorial Health Defined Contribution Plans Current Investment Menu

Actions to Consider

Tier 1 Default Fund: JPMorgan Smart Retirement Blend Funds

Tier 2 12 Core Funds

Stable Value

-

Intermediate Core-Plus Bond Active (Metropolitan West)

Inflation-Protected Bond (Vanguard)

Large Cap US Equity (Passive)

ESG Fund (Neuberger Berman)

Large Cap Value Active US Equity Fund (American Beacon)

Large Cap Growth US Equity Fund (Passive)

Mid Cap US Equity (Passive)

2 Small Cap Active US Equity

-

2 Non-US Active Equity Funds

Maintain Funds

12 Core Funds

N/A

Intermediate Core Bond (Passive)- Consider adding as part of Index RFI

1 ✓

Consider search for alternate manager

2

N/A

Consider Index RFI for pricing confirmation

1 ✓

Reconsider role of fund in Plan (potential for removal)

3

N/A

Consider Index RFI for pricing confirmation

1 ✓

Consider Index RFI for pricing confirmation

N/A

Non-US Equity (Passive)- Consider adding as part of Index RFI

1 ✓

Consider consolidation to 1 fund

4

Tier 3 Self-Directed Brokerage

Maintain Self-Directed Brokerage





CONSIDERATION 1: INDEX RFI



PROPRIETARY & CONFIDENTIAL

INDEX SEARCH – RESULTS



Committee Approved



Incumbent Proposal

There were two index fund incumbents in the portfolio; Vanguard and Fidelity. Both incumbents sent proposals for all six index funds requested by NEPC. Fidelity proposed a 2.72bp asset weighted fee and Vanguard proposed a 4.18bp fee for all asset classes denoted.

RANGE OF RFI BIDS RELATIVE TO CURRENT PRICING



-13%

LOWER

+387%

HIGHER



Exclusions

All NEPC's preferred index providers were included in the index search. There were no providers explicitly excluded from the search, however Legal & General, Mellon, Metis, Rhumblin, and Xponance declined to participate due to lack of appropriate vehicles for Memorial's plan type.

Fidelity, State Street, Blackrock and Vanguard proposed lending funds. Northern Trust did not propose lending funds.



Winner on Cost


Fidelity offered the lowest overall cost proposal and offers mutual funds for each particular asset class.



Findings & Recommendations

NEPC recommends moving forward with Fidelity as its primary index fund provider within the outlined asset classes. NEPC client's have a long track record with Fidelity and they are a 1-rated index provider.

Fidelity offers a lower fee product in each of the requested asset classes with almost identical performance versus Vanguard funds. In addition, we estimate going with Fidelity over Vanguard will save participants ~\$30,000 per annum.



CONSIDERATION 2: ACTIVE CORE-PLUS BOND SEARCH



PROPRIETARY & CONFIDENTIAL

PRODUCT SUMMARY



NEPC
Recommendation

Firm/Product	Investment Style/Strategy	Performance Expectations	Portfolio Positioning
Core Plus Fixed Income			
Dodge Cox - Core	Strategy is focused on security selection within investment grade credit, and on identifying strong high yield credits to increase portfolio yield. Duration is actively managed.	Performance will likely be more correlated with credit, since corporate bonds are an emphasis in the strategy.	Core Plus manager, with some below investment grade exposure primarily in BB exposure.
Fidelity - Core Plus	Strategy will utilize several unique plus sectors such as leveraged loans and high yield CMBS. High yield bonds, EMD and global fixed income are also utilized.	Strategy is credit focused, performance will correlate with the credit markets.	An aggressive core plus fixed income manager.
IRM - Core Plus	Portfolios will focus on income maximization and positive convexity characteristics with a focus on securitized and corporate bond subsectors through with both an absolute and relative value perspective.	Expect good performance in most market environments, with potential to lag slightly during credit bear markets	High quality fixed income manager within core plus universe, with a focus on downside protection.
LoomSayles - Core Plus Full Disc	Loomis' strategy is globally credit focused with a value-orientation.	Loomis' strategy will do well during credit rallies and can lag during more significant credit spread widening periods.	An aggressive credit focused core plus manager
PIMCO - Core Plus - TR	PIMCO's approach is mostly top-down oriented, with capital efficiency achieved through the use of derivatives	Expected return to be generated through PIMCO's interest rate strategies, curve strategies and less from corporate bonds	Aggressive top-down fixed income manager, utilizing all sectors and implementation options available.

PRODUCT SUMMARY

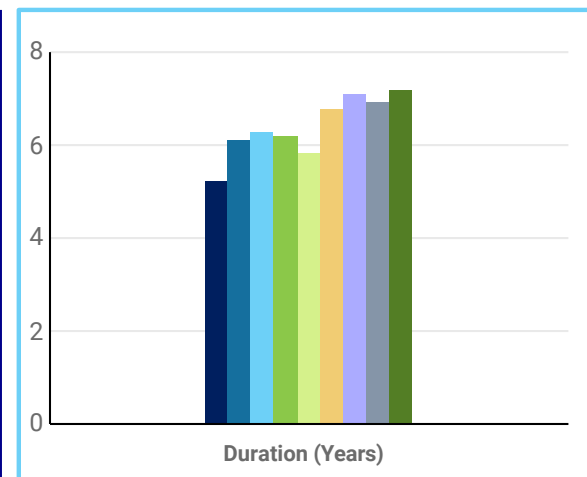
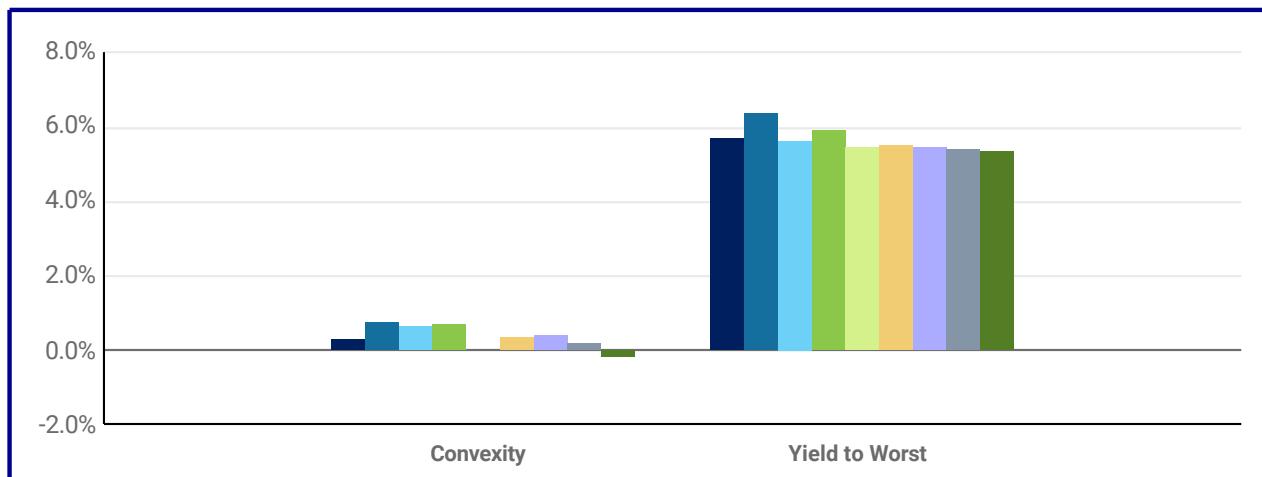
Firm/Product	Investment Style/Strategy	Performance Expectations	Portfolio Positioning
Core Plus Fixed Income			
Scout - Core Plus	Plus sectors utilized include high yield and global sovereign bonds. Active sector bets	Risk and performance will be driven by the thematic view, which can incorporate significant active risk positions.	An aggressive core plus manager willing to take substantial sector and duration positions.
TCW - Core Plus FI	NA	NA	NA
Wellington - Core Bond Plus	Strategy will utilize securitized, high yield, EMD, global bonds and currency to provide additional yield	Risk positions will be balanced, however, performance will correlate to credit markets	A conservative core plus bond manager
West Asset - US Core Plus	Value oriented process that integrates both top-down and bottom-up themes. The strategy has the ability to aggressively under/overweight sectors.	Targets 150bps of excess returns, 2/3 from sector and issue selection and 1/3 from macro strategies (duration, yield curve) over a full market cycle. The strategy tends to be overweight spread duration through most market cycles but seeks to diversify spread risk through the use of top-down macro (duration, yield curve) themes. Performance is expected to be strong during spread sector rallies, solid when spreads are stable or even slightly widening, but could lag during meaningful spread widening environments.	A moderately aggressive to aggressive core plus manager, that can source long-term fundamental value from the full spectrum of bond sectors, including corporate credit, mortgage credit, global bonds, and emerging markets, diversifying portfolio risk via the use of negatively correlated strategies like active duration and/or term structure. Diversified holdings with over 1,000 issues at times. Maximum position size is 5%. Will not invest below-CCC quality. Will use derivatives both as a risk mitigation tool and a return enhancer.

PRODUCT COMPARISON

Firm/Product	Inception Date	AUM (\$MM)	# of Portfolio Managers	# of Research Analysts	# of Traders
Core Plus Fixed Income					
Dodge Cox - Core	1978	91,114	8	47	-
Fidelity - Core Plus	2000	66,093	4	73	33
IRM - Core Plus	2017	1,586	26	14	6
LoomSayles - Core Plus Full Disc	1989	23,018	3	100	50
PIMCO - Core Plus - TR	1971	109,957	293	229	0
Scout - Core Plus	1981	7,282	6	8	0
TCW - Core Plus FI	1996	98,055	10	41	22
Wellington - Core Bond Plus	1990	11,655	15	61	43
West Asset - US Core Plus	1993	79,082	70	43	17

FUND COMPOSITION

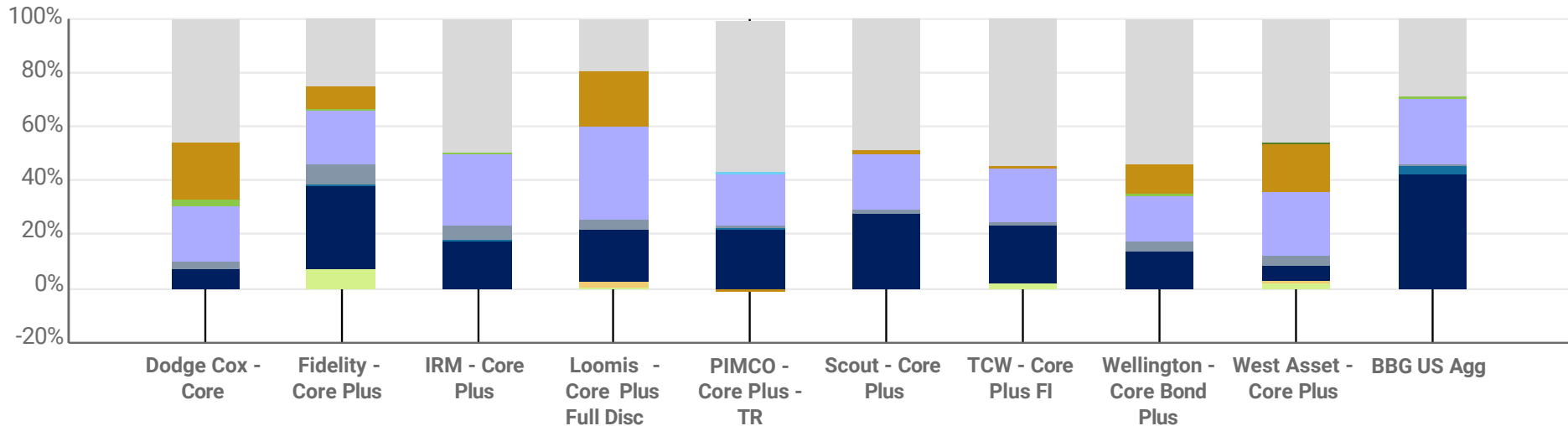
CHARACTERISTICS



Fund	Duration Emphasis	Convexity	Yield to Worst	Duration (Years)	Average Quality	Minimum Quality	# of Issues	Use of Derivatives
Dodge Cox - Core	Core/All Durations	0.30%	5.69%	5.24	A	NA	336	Yes
Fidelity - Core Plus	Core/All Durations	0.77%	6.40%	6.12	A	NA	4,914	Yes
IRM - Core Plus	Core/All Durations	0.63%	5.61%	6.27	AA	BB	244	No
LoomSayles - Core Plus Full Disc	Intermediate	0.67%	5.95%	6.22	A	CCC	888	Yes
PIMCO - Core Plus - TR	Intermediate	-	5.48%	5.86	AA	CCC	100	Yes
Scout - Core Plus	Core/All Durations	0.37%	5.55%	6.80	AA	C	183	Yes
TCW - Core Plus FI	Core/All Durations	0.40%	5.44%	7.09	AA	Distressed Debt	2,054	Yes
Wellington - Core Bond Plus	Core/All Durations	0.20%	5.43%	6.95	NA	NA	372	Yes
West Asset - US Core Plus	Core/All Durations	(0.17%)	5.34%	7.21	AA	NA	1,933	Yes
Bloomberg Barclays US Aggregate	NA	0.86%	4.83%	6.29	AA-	BB	13,362	NA

PORTFOLIO POSITIONING

ALLOCATIONS BY SECTOR



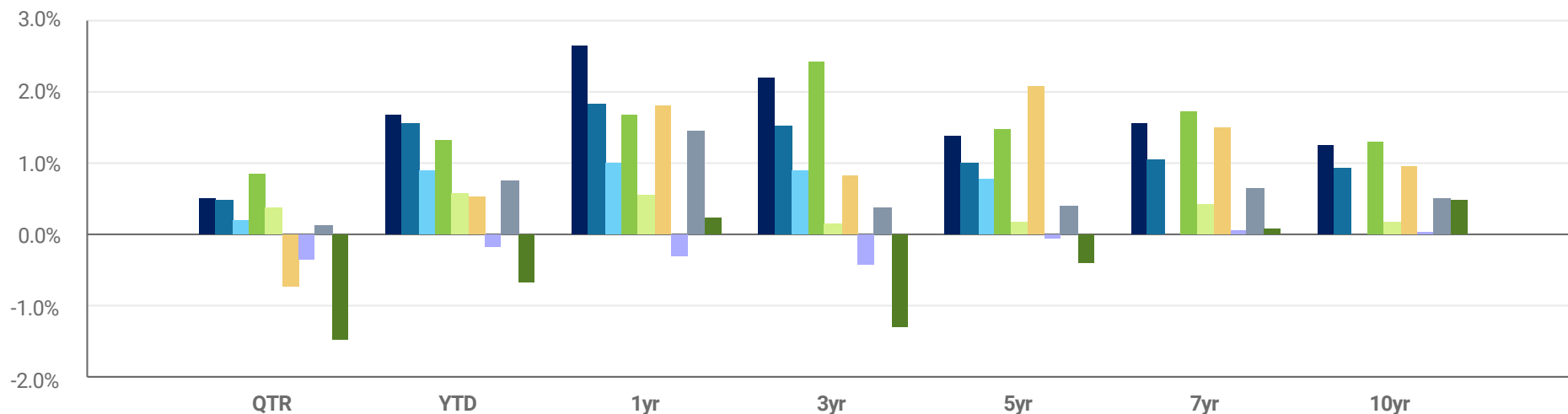
	Sector	Dodge Cox - Core	Fidelity - Core Plus	IRM - Core Plus	Loomis - Core Plus Full Disc	PIMCO - Core Plus - TR	Scout - Core Plus	TCW - Core Plus FI	Wellington - Core Bond Plus	West Asset - Core Plus	BBG US Agg
	Government	7.32%	32.00%	17.29%	19.59%	22.60%	26.74%	19.92%	14.00%	5.70%	42.09%
	Government-Related	0.00%	0.02%	0.99%	0.00%	0.03%	0.00%	0.00%	0.00%	0.00%	3.33%
	Municipal / Tax-Exempt	0.00%	0.00%	0.00%	0.00%	0.56%	0.00%	0.00%	0.00%	0.00%	0.00%
	Municipals Taxable	2.34%	0.39%	0.54%	0.00%	0.00%	0.00%	0.42%	1.00%	0.00%	0.63%
	Bank Loan / Leveraged	0.00%	6.91%	0.00%	0.03%	0.00%	0.00%	1.40%	0.00%	2.85%	0.00%
	Convertibles	0.00%	0.00%	0.00%	2.40%	0.00%	0.00%	0.00%	0.00%	0.04%	0.00%
	Investment Grade	20.43%	19.78%	27.04%	34.90%	19.85%	20.21%	18.78%	17.00%	23.47%	24.15%
	High Yield Corporate	2.83%	7.19%	5.00%	3.38%	0.79%	1.24%	1.72%	3.00%	3.36%	0.64%
	Preferred Stock	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.21%	0.00%
	Securitized	45.52%	25.41%	49.14%	19.13%	56.90%	47.11%	50.44%	54.00%	45.50%	29.16%
	Other *	21.57%	7.95%	0.00%	20.57%	(1.10%)	1.32%	0.21%	11.00%	18.86%	0.00%

* May include Non-US Dev. Markets and Emerging Markets

PERFORMANCE

TRAILING PERIOD PERFORMANCE - NET OF FEES

Excess Returns



Absolute Returns

	Benchmark	Qtr	YTD	1 Year	3 Year	5 Year	7 Year	10 Year
Dodge Cox - Core	1	(2.73%)	0.48%	3.29%	(2.99%)	1.50%	1.48%	2.38%
Fidelity - Core Plus	1	(2.74%)	0.36%	2.48%	(3.66%)	1.12%	0.97%	2.06%
IRM - Core Plus	1	(3.02%)	(0.29%)	1.65%	(4.29%)	0.90%	-	-
LoomSayles - Core Plus Full Disc	1	(2.38%)	0.13%	2.32%	(2.76%)	1.59%	1.65%	2.43%
PIMCO - Core Plus - TR	1	(2.84%)	(0.63%)	1.20%	(5.03%)	0.28%	0.35%	1.32%
Scout - Core Plus	1	(3.96%)	(0.67%)	2.47%	(4.38%)	2.20%	1.42%	2.09%
TCW - Core Plus FI	1	(3.58%)	(1.36%)	0.35%	(5.61%)	0.09%	(0.03%)	1.16%
Wellington - Core Bond Plus	1	(3.09%)	(0.45%)	2.10%	(4.81%)	0.50%	0.56%	1.65%
West Asset - US Core Plus	1	(4.68%)	(1.86%)	0.89%	(6.49%)	(0.28%)	0.00%	1.60%
1 Bloomberg Barclays US Aggregate		(3.23%)	(1.21%)	0.64%	(5.21%)	0.10%	(0.09%)	1.13%

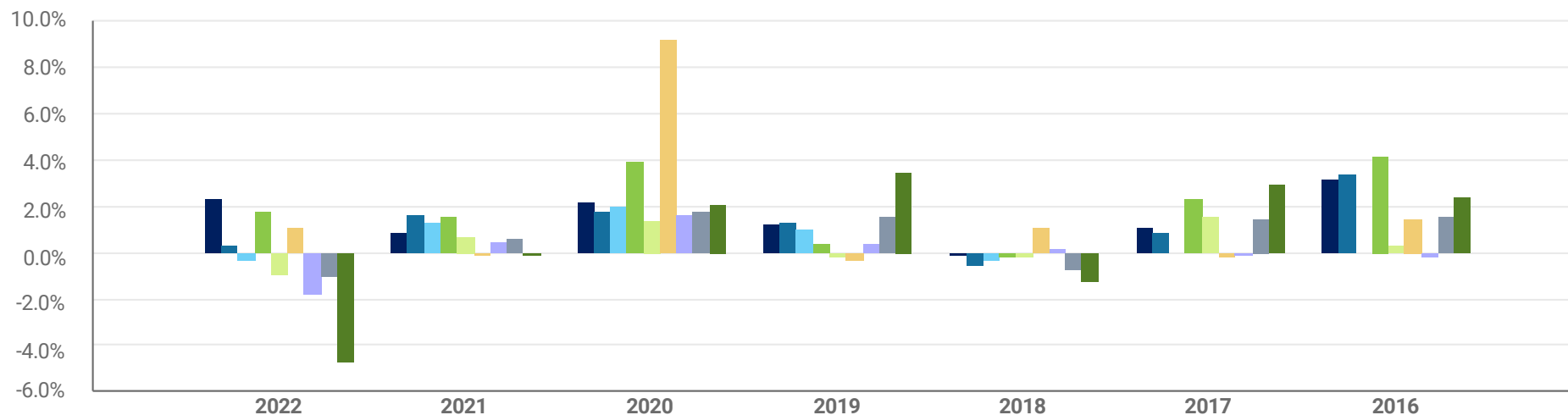


Performance as of September 30, 2023
Past performance is no guarantee of future results.

PERFORMANCE

CALENDAR YEAR PERFORMANCE - NET OF FEES

Excess Returns



Absolute Returns

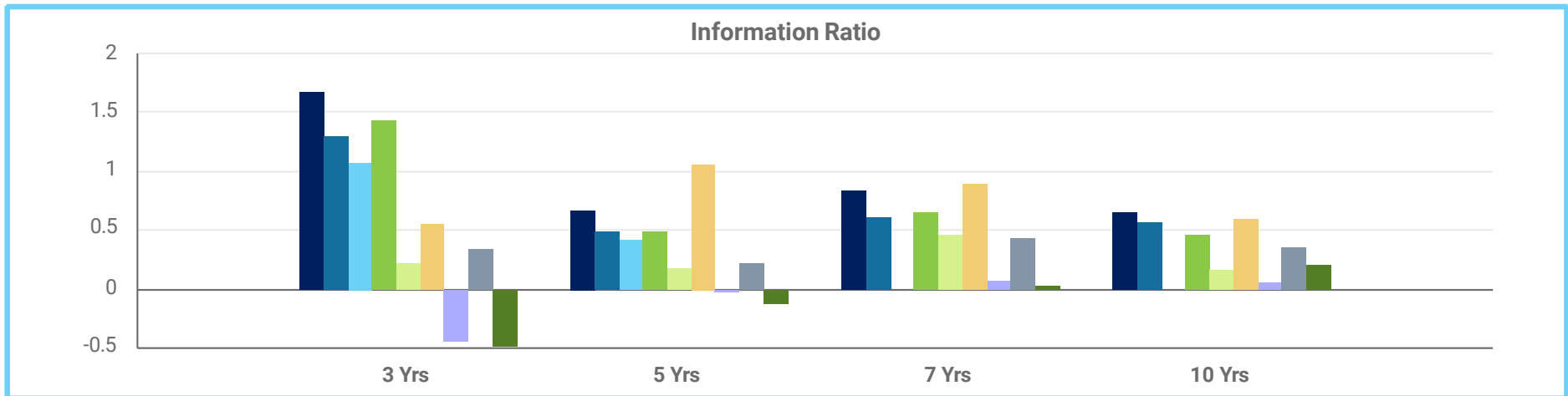
	Benchmark	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
Dodge Cox - Core	1	(10.72%)	(0.73%)	9.65%	9.94%	(0.11%)	4.58%	5.83%	(0.37%)	5.74%	0.89%
Fidelity - Core Plus	1	(12.76%)	0.06%	9.29%	10.00%	(0.56%)	4.38%	6.01%	(0.32%)	5.70%	(0.87%)
IRM - Core Plus	1	(13.38%)	(0.24%)	9.50%	9.74%	(0.31%)	-	-	-	-	-
LoomSayles - Core Plus Full Disc	1	(11.25%)	(0.01%)	11.40%	9.07%	(0.19%)	5.81%	6.79%	(2.34%)	5.27%	0.61%
PIMCO - Core Plus - TR	1	(13.98%)	(0.90%)	8.88%	8.52%	(0.19%)	5.09%	2.93%	0.67%	4.79%	(1.87%)
Scout - Core Plus	1	(11.98%)	(1.68%)	16.65%	8.38%	1.05%	3.38%	4.12%	0.08%	3.47%	(0.61%)
TCW - Core Plus FI	1	(14.79%)	(1.12%)	9.11%	9.09%	0.16%	3.43%	2.46%	0.29%	5.99%	0.50%
Wellington - Core Bond Plus	1	(14.03%)	(0.94%)	9.27%	10.24%	(0.74%)	4.98%	4.20%	(0.56%)	5.77%	(1.47%)
West Asset - US Core Plus	1	(17.74%)	(1.61%)	9.57%	12.18%	(1.26%)	6.45%	5.02%	0.88%	7.38%	(1.09%)
1 Bloomberg Barclays US Aggregate		(13.01%)	(1.54%)	7.51%	8.72%	0.01%	3.54%	2.65%	0.55%	5.97%	(2.02%)



Performance as of September 30, 2023
Past performance is no guarantee of future results.

PERFORMANCE

EXCESS RETURNS ANALYSIS - NET OF FEES



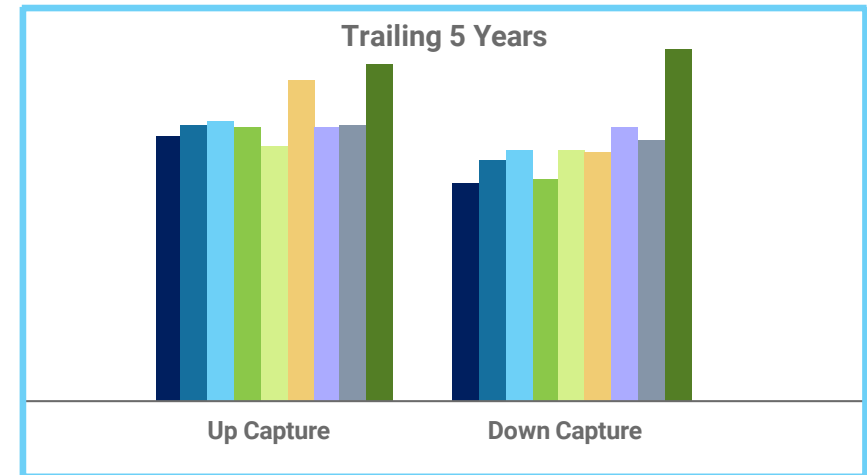
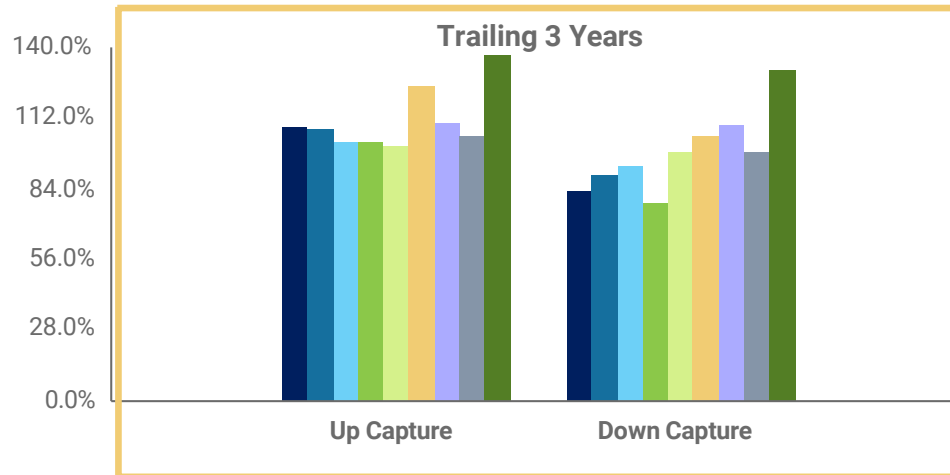
	Excess Return (%)				Tracking Error (%)				Information Ratio				Beta vs.
	3 Yrs	5 Yrs	7 Yrs	10 Yrs	3 Yrs	5 Yrs	7 Yrs	10 Yrs	3 Yrs	5 Yrs	7 Yrs	10 Yrs	Index
Dodge Cox - Core	2.22	1.40	1.57	1.26	1.32	2.09	1.88	1.90	1.68	0.67	0.84	0.66	0.97
Fidelity - Core Plus	1.55	1.02	1.06	0.93	1.19	2.05	1.76	1.67	1.30	0.50	0.61	0.56	0.99
IRM - Core Plus	0.91	0.79	-	-	0.85	1.93	1.76	1.76	1.07	0.41	-	-	0.98
LoomSayles - Core Plus Full Disc	2.45	1.49	1.74	1.31	1.71	3.05	2.68	2.81	1.43	0.49	0.65	0.47	0.90
PIMCO - Core Plus - TR	0.17	0.17	0.44	0.19	0.76	1.04	0.96	1.14	0.23	0.17	0.46	0.17	1.01
Scout - Core Plus	0.82	2.10	1.51	0.96	1.49	1.97	1.69	1.64	0.55	1.06	0.89	0.59	1.16
TCW - Core Plus FI	(0.40)	(0.02)	0.06	0.04	0.92	0.88	0.76	0.71	(0.44)	(0.02)	0.08	0.05	1.12
Wellington - Core Bond Plus	0.39	0.40	0.65	0.52	1.14	1.77	1.53	1.44	0.34	0.23	0.43	0.36	1.04
West Asset - US Core Plus	(1.28)	(0.39)	0.09	0.48	2.62	3.20	2.76	2.41	(0.49)	(0.12)	0.03	0.20	1.34



Performance as of September 30, 2023
Past performance is no guarantee of future results.

PERFORMANCE

UP CAPTURE / DOWN CAPTURE - NET OF FEES



	Trailing 3 Years		Trailing 5 Years	
	Up Capture	Down Capture	Up Capture	Down Capture
Dodge Cox - Core	108.23%	83.39%	105.48%	86.43%
Fidelity - Core Plus	107.55%	89.31%	109.37%	95.45%
IRM - Core Plus	102.66%	92.75%	110.58%	99.72%
LoomSayles - Core Plus Full Disc	102.98%	78.63%	108.72%	88.43%
PIMCO - Core Plus - TR	100.98%	98.87%	101.47%	99.08%
Scout - Core Plus	124.99%	104.94%	127.27%	98.75%
TCW - Core Plus FI	110.15%	108.98%	108.28%	108.51%
Wellington - Core Bond Plus	105.07%	98.87%	109.23%	103.76%
West Asset - US Core Plus	137.18%	131.04%	134.10%	139.31%



Performance as of September 30, 2023
Past performance is no guarantee of future results.

ACCOUNT MINIMUMS AND FEE SCHEDULES

Firm/Product	Mutual Fund Min. (\$MM)	Mutual Fund Ticker and Fee
Core Plus Fixed Income		
Dodge Cox - Core	0	DOXIX - 0.33%
Fidelity - Core Plus	0	FTKFX - 0.30%
IRM - Core Plus	-	HBFRX - 0.30%
LoomSayles - Core Plus Full Disc	-	LGBNX - 0.44%
PIMCO - Core Plus - TR	1	PTTRX - 0.46%
Scout - Core Plus	0	SCPZX - 0.40%
TCW - Core Plus FI	-	MWTIX - 0.45%
Wellington - Core Bond Plus	0	ITBVX - 0.32%
West Asset - US Core Plus	0	WAPSX - 0.42%



CONSIDERATION 3: REMOVAL OF ESG FUND



PROPRIETARY & CONFIDENTIAL

FIDUCIARY TRAINING

WHAT ADVOCATES SAY

ESG is an increasingly mainstream topic but is not custom and practice within DC plans. A sampling of common comments is provided.

Advocates

- ❑ **Incorporating ESG improves long-term risk adjusted returns**
- ❑ **ESG impact is increasingly material to company share performance and reputational risk**
- ❑ **Millennials want to invest this way**
- ❑ **Participants are willing to give up some return for greater societal reward**
- ❑ **Our company is committed to reporting our sustainability progress and performance**



Millennials, defined as age 24-40 in 2021, are the nation's largest generation

Reportedly, they may be twice as likely to invest in companies or funds that target social or environmental outcomes as their older cohorts.

Not just millennials.....71% of all investors believe companies with leading ESG practices may be better long-term investments*

* Statistics cited from "Sustainable Signals: New Data from the Individual Investor," Morgan Stanley Institute for Sustainable Investing, 2017.

FIDUCIARY TRAINING

WHAT CRITICS SAY

A sampling of common criticisms of ESG and sustainable investing is provided.

Critics

- ❑ There is insufficient evidence ESG improves long-term risk adjusted returns
- ❑ Thematic funds have high failure rates and high fees
- ❑ ERISA attorneys say don't offer it
- ❑ Most participants use the default (QDIA) and ESG funds added to retirement plans see very little usage
- ❑ Participants can promote sustainability in their daily lives outside of the Plan



OPINION | INSIDE VIEW

Stocks Weren't Made for Social Climbing

Profits are the proper gauge of a company's value to consumers—and to society.



PHOTO: ISTOCK/GETTY IMAGES



By Andy Kessler
Jan. 21, 2018 3:19 p.m. ET

177 COMMENTS

Wall Street considers it a truism that money sloshes around the globe seeking the highest return. But there are countless investors, believe it or not, who are willing to accept lower returns. P.T. Barnum supposedly said there's a sucker born every minute. Many of them go into so-called socially responsible investing. Laurence Fink of BlackRock, which manages \$6 trillion in assets, is only the latest to evangelize this fad. But the basic idea is to throw money away. In reality there is no trade-off of Vice vs. Nice. There are only returns.

"Corporate social responsibility" fails under the same halo. Reread Milton Friedman's 1970 article "The Social Responsibility of Business Is to Increase Its Profits." For stockholders to push their view of social responsibility, Friedman wrote, is simply to force others "to contribute against their will to 'social' causes favored by the activists."

Profits are the best measure of a business's value to consumers—and to society. No one

Displayed article: Kessler, Andy. "Stocks Weren't Made for Social Climbing." Wall Street Journal. January 21, 2018.

SUMMARY OF FUND UTILIZATION

Fund Usage as a Percentage of Total Investments							
Allocations by Age	Total	< 30	30-39	40-49	50-59	60-64	> 65
Target Date Funds	62%	87%	76%	70%	60%	57%	50%
Transamerica Guaranteed Investment Option	11%	1%	2%	3%	10%	16%	25%
Fidelity 500 Index Institutional Prem	7%	4%	7%	7%	7%	7%	6%
Vanguard Growth Index I	4%	2%	4%	5%	5%	4%	4%
T. Rowe Price New Horizons I	3%	1%	2%	3%	4%	2%	2%
Vanguard Mid Cap Index I	3%	1%	1%	2%	3%	2%	3%
Metropolitan West Total Return Bond I	2%	0%	1%	1%	2%	3%	3%
Vanguard International Growth Adm	2%	1%	3%	2%	2%	1%	1%
DFA US Targeted Value I	2%	2%	2%	2%	2%	1%	1%
Dodge & Cox Intl Stock I	2%	2%	2%	2%	2%	1%	1%
American Beacon Large Cap Value R6	1%	0%	0%	1%	2%	1%	2%
Vanguard Inflation Protected Secs I	1%	0%	1%	1%	1%	1%	1%
Neuberger Berman Sustainable Equity R6	1%	0%	0%	1%	1%	1%	1%

MHS ESG FUND PERFORMANCE RECAP



NEPC

Recommendation

Trailing Returns as of 9/30/23


	Allocation		Performance (%)						
	Market Value (\$)	% of Portfolio	3 Mo (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Neuberger Berman Socially Responsive Investing (NRSRX)	12,024,853	0.9	-3.2 (42)	11.8 (50)	21.5 (34)	9.6 (50)	8.1 (78)	10.3 (80)	9.9 (78)
S&P 500 Index			-3.3	13.1	21.6	10.2	9.9	12.2	11.9
Large Blend Median			-3.3	11.7	20.5	9.5	9.1	11.5	11.1

Calendar Year Returns

	Allocation		Performance (%)									
	Market Value (\$)	% of Portfolio	2022	2021	2020	2019	2018	2017	2016	2015	2014	
Neuberger Berman Socially Responsive Investing (NRSRX)	12,024,853		-18.4	23.7	19.7	26.2	-5.6	18.8	10.4	-0.1	10.8	
S&P 500 Index			-18.1	28.7	18.4	31.5	-4.4	21.8	12.0	1.4	13.7	

- The Neuberger Berman Socially Responsive Investing Fund was added to the MHS Defined Contribution Plans dating back to 2009.
- Due to several factors: low usage amongst the Plan participants, weak performance over longer term time periods relative to other large cap blend peers and the S&P 500 Index, and mixed messaging from various legislators on the topic of ESG within retirement programs, **it is NEPC's recommendation to remove the fund.**
 - Should a Plan participant choose to invest in ESG funds, they can access through the Schwab brokerage window.





CONSIDERATION 4: ACTIVE NON-US EQUITY FUND CONSOLIDATION



PROPRIETARY & CONFIDENTIAL

PORTFOLIO SUMMARY

Fund	International Equity	Dodge & Cox	Vanguard	Benchmark	Analysis Start Date	Analysis End Date
Dodge & Cox International Equity	50.0%	100.0%	---	MSCI ACWI Ex-US	10/31/2003	9/30/2023
Vanguard International Growth	50.0%	---	100%	MSCI ACWI Ex-US	10/31/2003	9/30/2023
Total	100%	100%	100%			
	International Equity	Dodge & Cox	Vanguard			
Active Risk and Return						
Realized Alpha	0.6%	0.1%	1.2%			
Beta	1.05	1.06	1.05			
Tracking Error	3.7%	5.0%	5.8%			
Diversification Ratio	1.5	1.0	1.0			
Information Ratio	0.2	0.0	0.2			
Style and Size Regression						
Style	Neutral	Value	High Growth			
Size	Large Cap	Large Cap	Large Cap			
Style & Size Drift	Low	Moderate	Low			
Return Decomposition						
Upside Market Capture	112.0%	112.8%	111.2%			
Downside Market Capture	105.5%	107.3%	103.7%			
Upside Alpha	2.3%	2.2%	2.3%			
Downside Alpha	-1.4%	-2.4%	-0.4%			

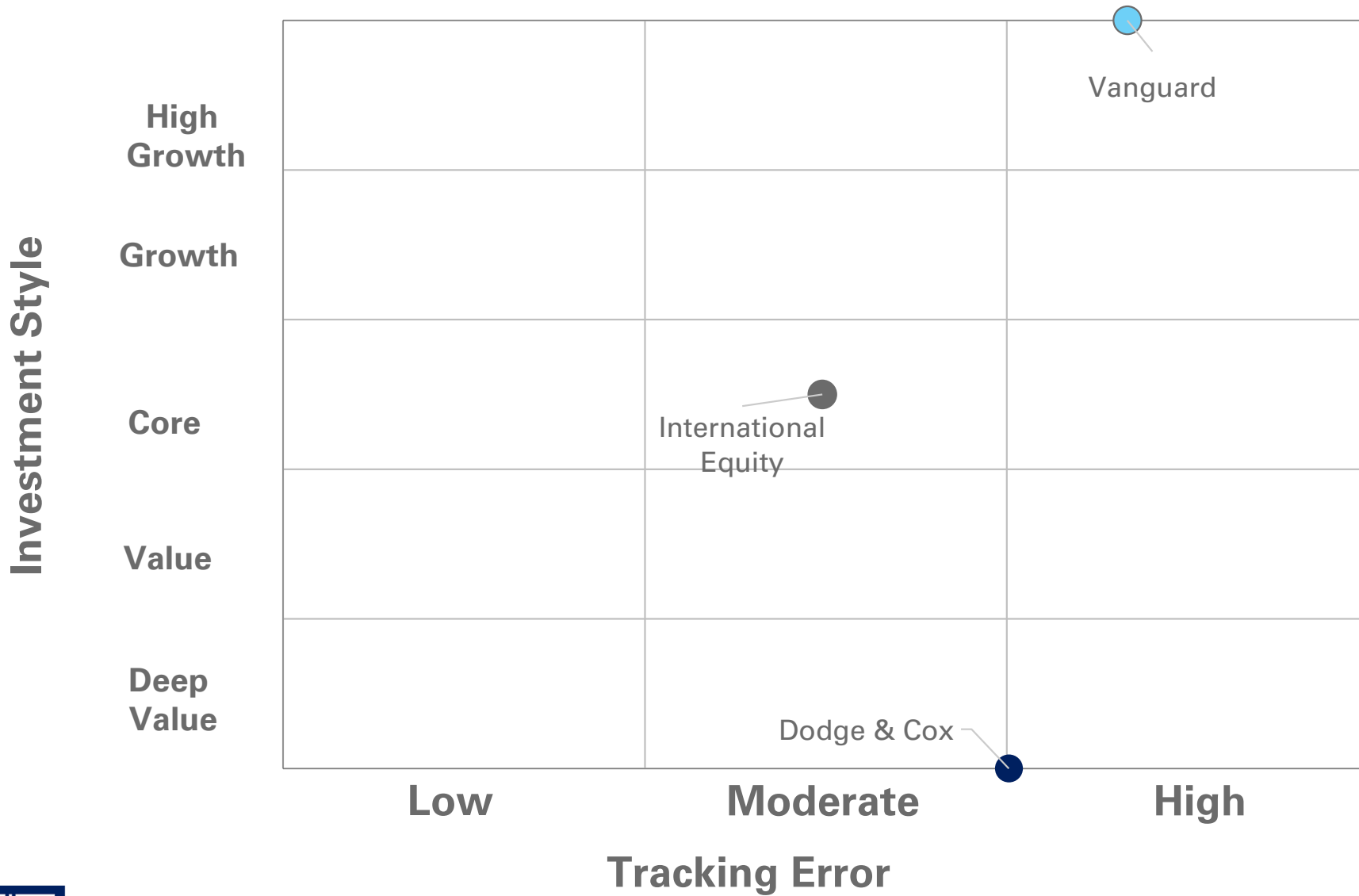
All Risk/Return statistics calculated monthly returns, net of fee; Portfolio metrics calculated by combining fund statistics at specified weights.

Diversification Ratio defined as: $\sum(\text{Fund Active Risk} * \text{Fund Weight}) / (\text{Total Portfolio Active Risk})$. Higher numbers represent greater diversification.

Information Ratio defined as: Realized Alpha/Tracking Error

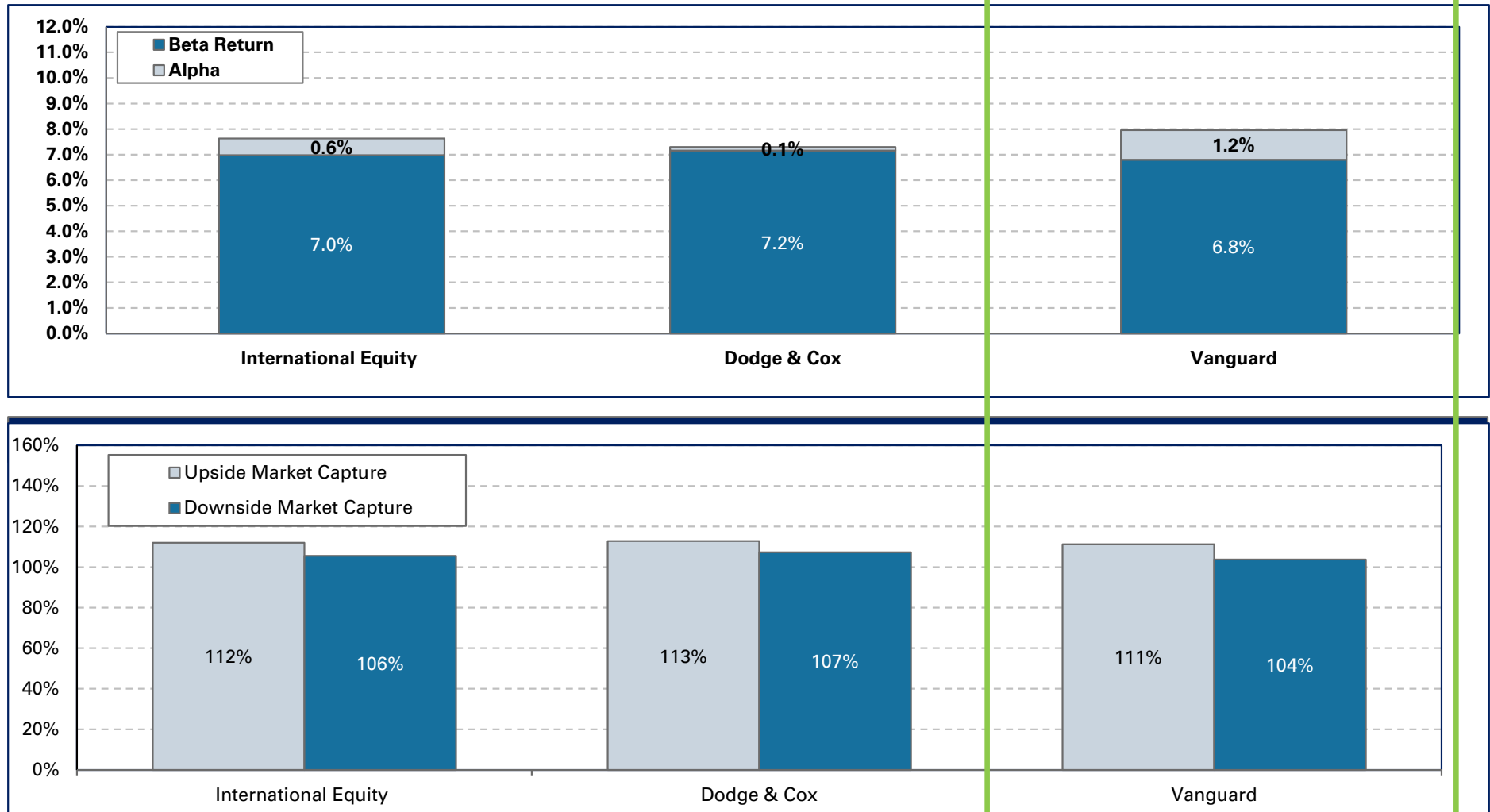
PORTFOLIO SUMMARY

TRACKING ERROR/STYLE MATRIX



MARKET SENSITIVITY

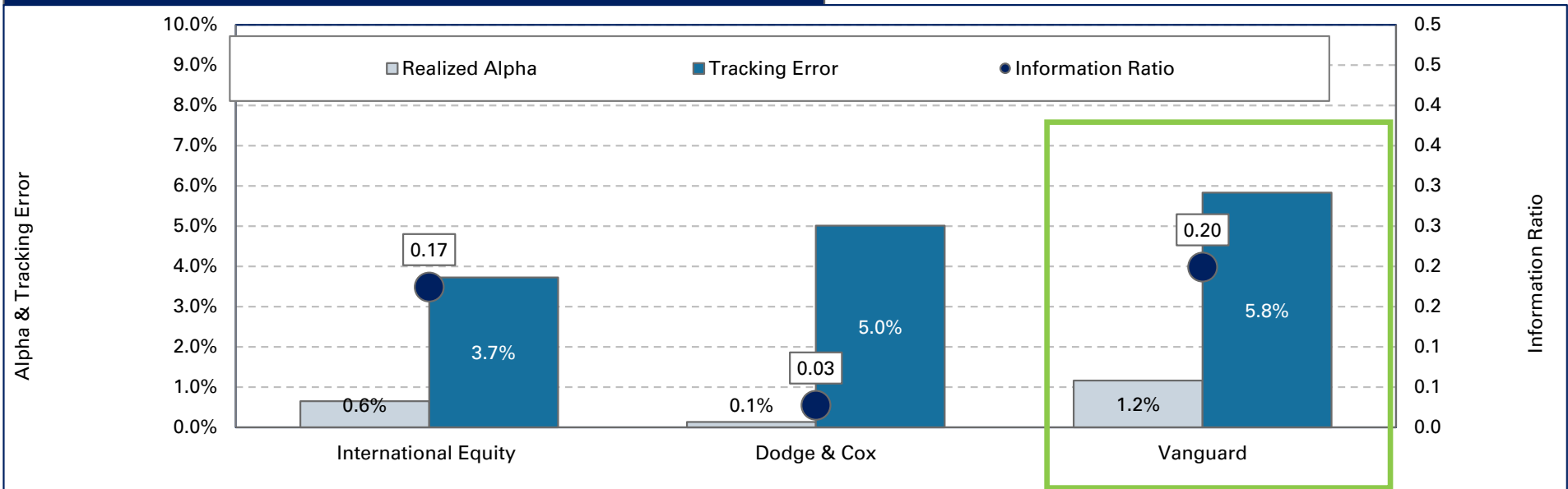
Alpha/Beta Return Decomposition



ACTIVE RISK/RETURN

ALPHA/TRACKING ERROR/INFORMATION RATIO

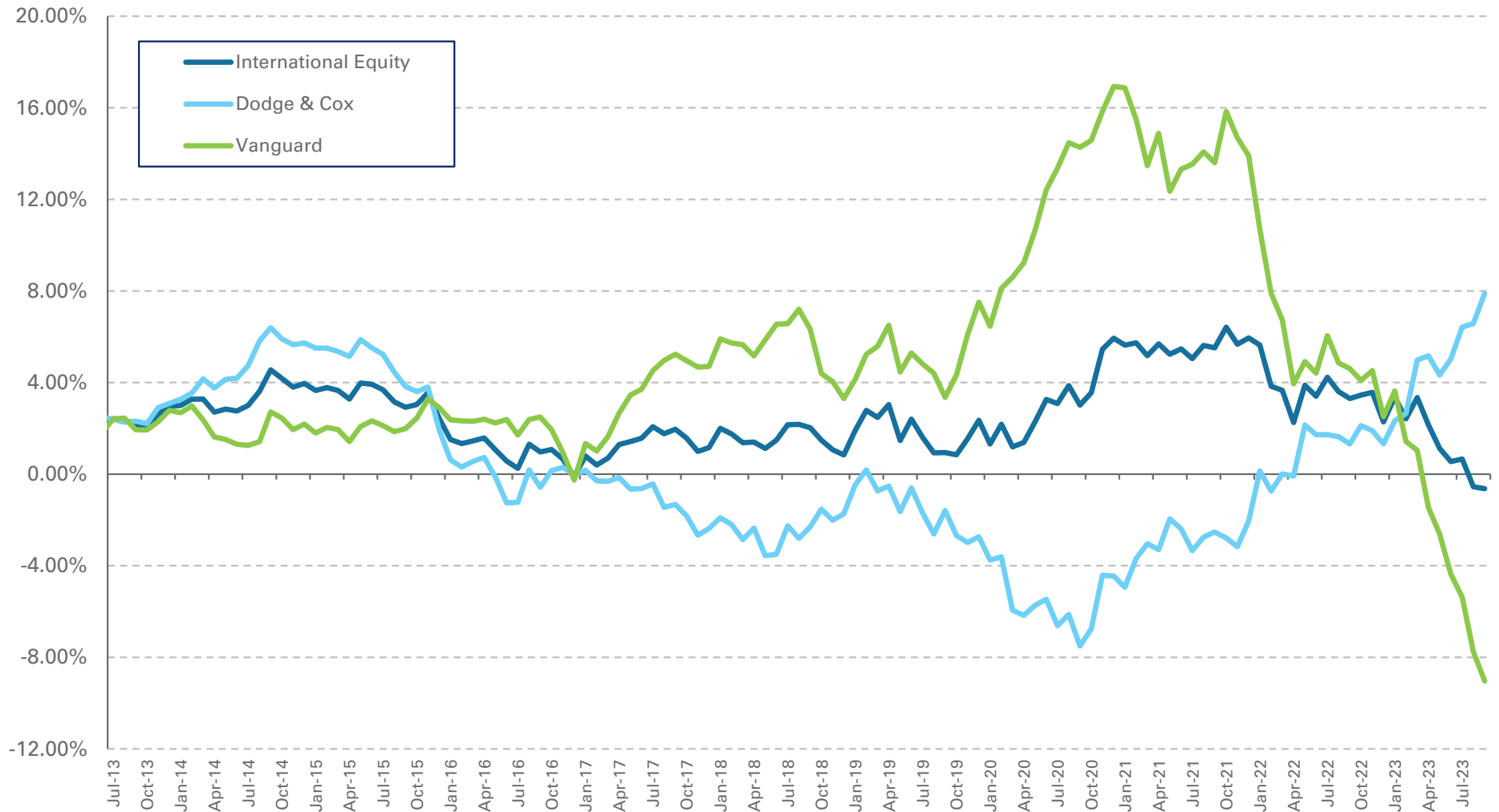
Active Risk & Return



Alpha Correlations	Dodge & Cox International Equity	Vanguard International Growth
Dodge & Cox International Equity	1.00	
Vanguard International Growth	-0.06	1.00

Footnote: Data is over the 20-year period ending September 30, 2023 and relative to the MSCI ACWI ex US Index.

ROLLING 3 YEAR EXCESS RETURNS

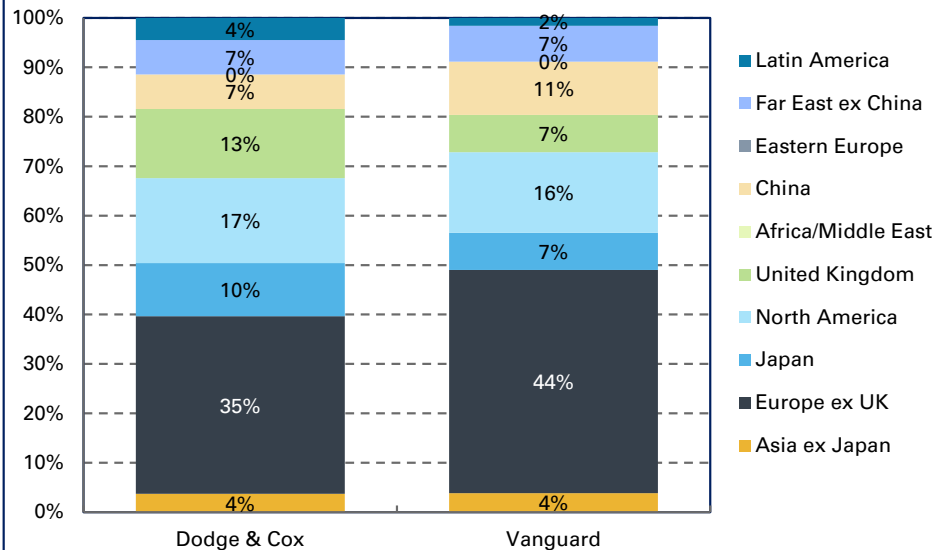


Footnote: Data is over the 20-year period ending September 30, 2023 and relative to the MSCI ACWI ex US Index.

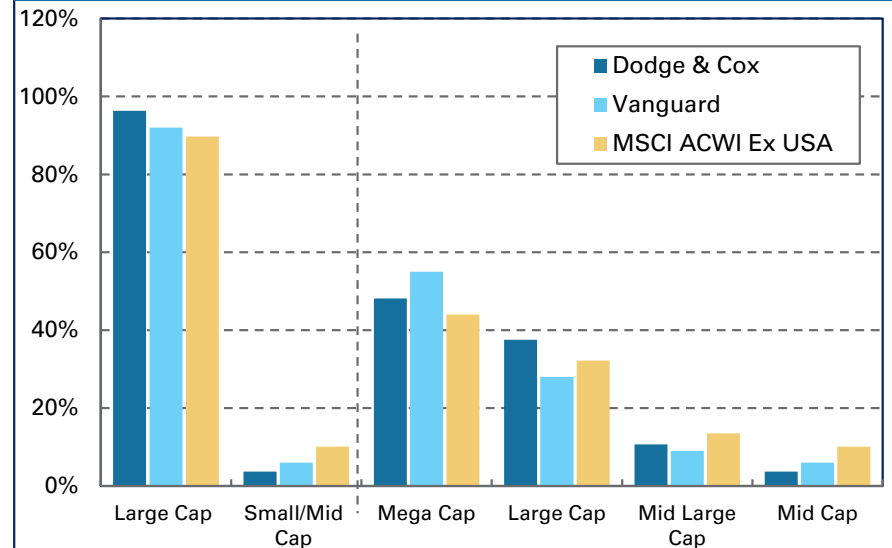


UNDERLYING EXPOSURES Q3 2023

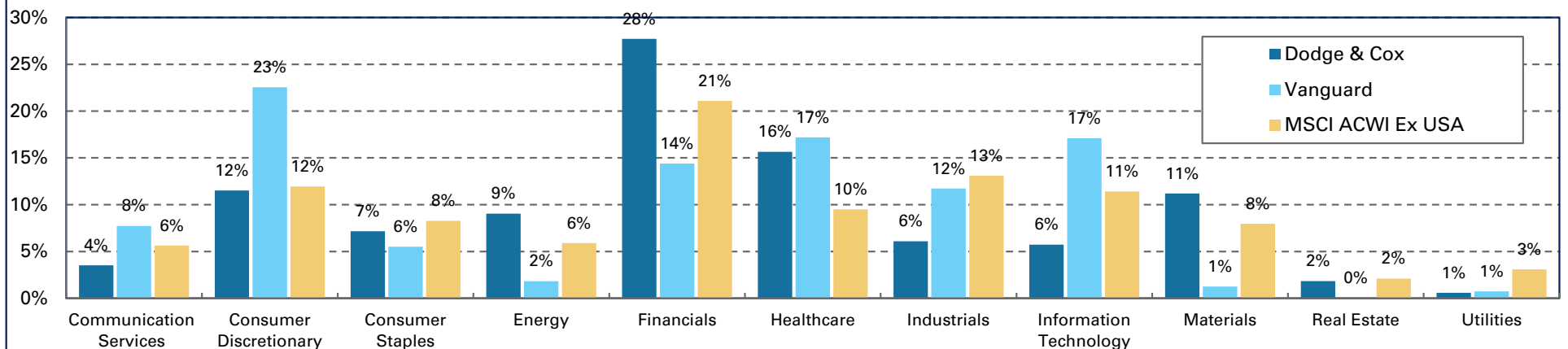
Regional Allocation



Market Cap Allocation



Equity Sector Allocation



MHS ACTIVE NON-US FUND RECOMMENDATION



NEPC
Recommendation

Trailing Returns as of 9/30/23

	Allocation		Performance (%)							
	Market Value (\$)	% of Portfolio	3 Mo (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)	
Dodge & Cox International (DODFX)	21,561,791	1.6	-1.3 (33)	9.3 (39)	26.7 (65)	12.1 (18)	4.4 (17)	5.9 (23)	4.1 (31)	
MSCI EAFE (Net)			-4.1	7.1	25.6	5.8	3.2	5.3	3.8	
MSCI AC World ex USA (Net)			-3.8	5.3	20.4	3.7	2.6	4.7	3.3	
Foreign Large Value Median			-2.3	8.5	28.4	9.1	3.4	4.9	3.5	
Vanguard International-Growth (VWILX)	23,716,953	1.8	-9.2 (71)	3.1 (60)	16.1 (75)	-4.7 (82)	4.9 (19)	8.2 (5)	6.7 (13)	
MSCI AC World ex USA (Net)			-3.8	5.3	20.4	3.7	2.6	4.7	3.3	
Foreign Large Growth Median			-7.9	4.0	18.7	-0.8	2.9	5.2	4.1	

Calendar Year Returns

	Allocation		Performance (%)								
	Market Value (\$)	% of Portfolio	2022	2021	2020	2019	2018	2017	2016	2015	2014
Dodge & Cox International (DODFX)	21,561,791		-6.8	11.0	2.1	22.8	-18.0	23.9	8.3	-11.4	0.1
MSCI EAFE (Net)			-14.5	11.3	7.8	22.0	-13.8	25.0	1.0	-0.8	-4.9
MSCI AC World ex USA (Net)			-16.0	7.8	10.7	21.5	-14.2	27.2	4.5	-5.7	-3.9
Vanguard International-Growth (VWILX)	23,716,953		-30.8	-0.7	59.7	31.5	-12.6	43.2	1.8	-0.5	-5.5
MSCI AC World ex USA (Net)			-16.0	7.8	10.7	21.5	-14.2	27.2	4.5	-5.7	-3.9

- Although Vanguard has struggled over the last 2 calendar years, long term performance continues to deliver alpha well over the index and relative to peers. That coupled with the slightly preferred upside/downside capture, information ratio, more diversified portfolio and lower price point, leads **NEPC to recommend retaining Vanguard International-Growth and removing Dodge & Cox International as an investment option within the DC Plans.**





MAPPING



PROPRIETARY & CONFIDENTIAL

TWO TYPES OF MAPPING

404(c)(4) mapping “like-to-like”

The mapping of a participant’s assets from one fund to another is permissible if a “qualified” change in investment options occurs. A “qualified” change is conditioned on the following:

- The participant made the original investment decision
- The change results in a reallocation of the discontinued option to a new or remaining investment
- The remaining or new investment option is “**reasonably similar**” in terms of risk and return
- Participants are notified at least 30 but not more than 60 days prior to the effective date of the change.
- Notice must inform participants that the change will occur unless instructions are received to the contrary
- The participant has not provided alternative investment instructions

NEPC believes
using a mix of
like to like and
QDIA Mapping
for Memorial
makes sense

404(c)(5) mapping “QDIA Mapping”

A plan sponsor or fiduciary-directed transfer of participant asset balances and deferrals from a discontinued option to a plan’s QDIA

- As long as the default is a QDIA, plan sponsors or fiduciaries obtain **safe harbor relief** from fiduciary liability for investment outcomes
- According to the QDIA regulation, 404(c)(5), unlike 404(c)(4), can apply to the selection of an investment alternative by a plan fiduciary in the absence of any affirmative direction by the participant or beneficiary
- QDIA mapping does not have the same conditional hurdles associated with a “like-to-like” mapping
- Has a benefit of diversifying participants’ accounts



MAPPING RECOMMENDATIONS

▪ **Item 1: Index RFI**

- Add Core Bond (Fidelity U.S. Bond Index Fund- FXNAX) & International Equity Indices (Fidelity Global ex U.S. Index Fund- FSGGX) as new investment choices (no mapping)
- Map ‘like to like’ for existing index options:
 - Vanguard Inflation Protected Securities Fund (VIPIX) maps to Fidelity Inflation-Protected Bond Index Fund (FIPDX)
 - Fidelity Spartan 500 Index (FXAIX) Retain/No Change
 - Vanguard Growth Index Fund Institutional Shares maps to Fidelity Large Cap Growth Index Fund (FSPGX)
 - Vanguard Mid-Cap Index Fund Institutional Shares (VMCIX) maps to Fidelity Extended Market Index Fund (FSMAX)

▪ **Item 2: Core Plus Bond Search**

- Terminate existing core plus bond manager Metropolitan West Total Return Bond I (MWTIX) and map assets ‘like to like’ to new core plus bond manager Dodge & Cox Income Fund (DOXIX)

▪ **Item 3: Terminate ESG Fund**

- Terminate existing ESG manager Neuberger Berman Socially Responsive Investing (NRSRX) and map assets to the Plan QDIA, the age-appropriate target date funds. Because there is no similar investment, mapping to the Plan’s QDIA is the best course of action

▪ **Item 4: Consolidate International Equity Funds**

- Terminate existing active international manager Dodge & Cox International (DODFX) and map assets ‘like to like’ to existing active international manager Vanguard International-Growth (VWILX)

NEXT STEPS



PROPRIETARY & CONFIDENTIAL

NEXT STEPS

- ❑ **Engage with Transamerica to coordinate:**
 - ❑ Participant Communications
 - ❑ Overall project plan and timeline
- ❑ **Confirm implementation date of fund changes (bundling these changes would make for a clearer participant communication)**
 - ❑ Targeted timeline as soon as administratively feasible for Transamerica



APPENDIX



PROPRIETARY & CONFIDENTIAL

PERFORMANCE COMPARISON

U.S. Core Bond	Vehicle Assets	Inception	Lending/NL	1 Yr	3 Yr	5 Yr	10 Yr
Northern Trust Bond Index	\$2,259	2/27/2007	NL	-0.89	-4.03	0.68	1.40
Blackrock iShares U.S. Aggregate Bond Index Fund	\$2,408	3/31/2011	Lending	-0.98	-4.05	0.71	1.40
State Street Aggregate Bond Index Fund - Class K	\$713	9/19/2014	Lending	-0.99	-4.06	0.73	N/A
Vanguard Total Bond Market Index Fund Admiral Shares	\$97,335	11/12/2001	NL	-0.90	-4.02	0.77	1.48
Fidelity U.S. Bond Index Fund	\$59,823	3/8/1990	Lending	-0.95	-4.05	0.77	1.49
Bloomberg Barclays U.S. Aggregate Bond Index				-0.94	-3.96	0.77	1.52
BBgBarc US Agg Float Adj TR USD				-0.85	-3.97	0.82	1.54
TIPS	Vehicle Assets	Inception	Lending/NL	1 Yr	3 Yr	5 Yr	10 Yr
Vanguard Inflation-Protected Securities Fund Institutional Shares	\$12,116	12/12/2003	NL	-1.82	-0.21	2.38	2.03
Fidelity Inflation-Protected Bond Index Fund	\$9,348	5/16/2012	Lending	-1.33	-0.22	2.42	2.03
Bloomberg U.S. Treasury Inflation Protected Securities Index				-1.40	-0.12	2.49	2.08
U.S. Large Cap Equity	Vehicle Assets	Inception	Lending/NL	1 Yr	3 Yr	5 Yr	10 Yr
Fidelity 500 Index Fund	\$420,610	2/17/1988	Lending	19.57	14.59	12.29	12.85
Northern Trust S&P 500 Index	\$11,212	10/7/1996	NL	19.49	14.48	12.19	12.75
Blackrock iShares S&P 500 Index Fund	\$12,648	7/13/1993	Lending	19.56	14.56	12.29	12.82
State Street Equity 500 Index Fund - Class K	\$3,959	9/17/2014	Lending	19.51	14.49	12.21	12.73
Vanguard Institutional Index Fund Institutional Shares	\$106,753	7/31/1990	Lending	19.55	14.57	12.28	12.83
S&P 500 Index				19.59	14.60	12.31	12.86

Performance is net of fees and as provided by the index providers in their RFI responses.
Performances is as of June 30, 2023.



PERFORMANCE COMPARISON

U.S. Large Cap Growth	Vehicle Assets	Inception	Lending/NL	1 Yr	3 Yr	5 Yr	10 Yr
Vanguard Russell 1000 Growth Index Fund Institutional Shares	\$3,620	12/6/2010	Lending	27.03	13.66	15.06	15.67
Fidelity Large Cap Growth Index Fund	\$15,300	6/7/2016	Lending	27.07	13.70	15.09	N/A
<i>Russell 1000 Growth Index</i>				27.11	13.73	15.14	15.74
U.S. Mid Cap Equity	Vehicle Assets	Inception	Lending/NL	1 Yr	3 Yr	5 Yr	10 Yr
Vanguard Mid-Cap Index Fund Institutional Shares	\$50,400	5/21/1998	Lending	13.70	12.00	8.60	10.40
<i>CRSP U.S. Mid Cap TR Index</i>				13.71	11.96	8.60	10.46
Northern Trust S&P Mid-Cap Index	\$1,969	3/22/2005	NL	17.50	15.28	7.64	10.04
<i>S&P MidCap ®400</i>				17.61	15.44	7.79	10.21
Blackrock iShares Russell Mid-Cap Index Fund	\$1,310	5/13/2015	Lending	14.98	12.52	8.49	N/A
<i>Russell MidCap Index</i>				14.92	12.50	8.46	N/A
State Street Small/Mid Cap Equity Index Fund - Class K	\$419	8/11/2015	Lending	15.43	9.99	6.54	N/A
<i>Russell Small Cap Completeness Index</i>				15.32	10.05	6.60	N/A
Vanguard Extended Market Index Fund Institutional Shares	\$14,005	7/7/1997	Lending	15.22	9.28	6.15	9.35
<i>Spliced Extended Market Index</i>				15.00	9.16	6.02	9.23
Fidelity Extended Market Index Fund	\$32,285	11/5/1997	Lending	15.21	9.27	6.13	9.33
<i>DJ U.S. Completion Total Stock Market</i>				15.00	9.16	6.02	9.19
Developed Market Equity	Vehicle Assets	Inception	Lending/NL	1 Yr	3 Yr	5 Yr	10 Yr
Northern Trust International Equity Index	\$127	4/1/1994	NL	18.44	10.36	3.39	4.33
<i>MSCI World ex USA</i>				18.10	9.87	5.12	5.93
Blackrock iShares MSCI Total International Index Fund	\$651	6/20/2011	Lending	12.38	6.93	3.42	4.59
State Street Global All Cap Equity ex-U.S. Index - Class K	\$1,295	9/17/2014	Lending	12.82	7.33	3.61	N/A
Vanguard Total International Stock Index Fund Admiral Shares	\$70,215	11/29/2010	Lending	12.31	7.51	3.69	5.05
Fidelity Global ex U.S. Index Fund	\$9,087	9/8/2011	Lending	12.72	7.28	3.65	4.80
<i>MSCI ACWI ex USA</i>				12.72	7.22	3.52	4.75

Performance is net of fees and as provided by the index providers in their RFI responses.

Performances is as of June 30, 2023.



LENDING DISCLOSURES

	Securities Lending	Securities Lending Sharing Rate	Securities Lending Yields (bps)
State Street			
<u>Proposed</u>			
State Street Aggregate Bond Index Fund - Class K	Lending	85% to 90%	1.7
State Street Equity 500 Index Fund - Class K	Lending	85% to 90%	0.1
State Street Small/Mid Cap Equity Index Fund - Class K	Lending	85% to 90%	14.1
State Street Global All Cap Equity ex-U.S. Index - Class K	Lending	85% to 90%	4.3
	Securities Lending	Securities Lending Sharing Rate	Securities Lending Yields (bps)
Vanguard			
<u>Proposed</u>			
Vanguard Institutional Index Fund Institutional Shares	Lending	98/2	N/A
Vanguard Russell 1000 Growth Index Fund Institutional Shares	Lending	98/2	N/A
Vanguard Extended Market Index Fund Institutional Shares	Lending	98/2	18.6
Vanguard Total International Stock Index Fund Admiral Shares	Lending	93/7	3.4
	Securities Lending	Securities Lending Sharing Rate	Securities Lending Yields (bps)
Blackrock			
<u>Proposed</u>			
Blackrock iShares U.S. Aggregate Bond Index Fund	Lending	>70%	4.48
Blackrock iShares S&P 500 Index Fund	Lending	>70%	0.17
Blackrock iShares Russell Mid-Cap Index Fund	Lending	>70%	4.89
Blackrock iShares MSCI Total International Index Fund	Lending	>70%	2.11
	Securities Lending	Securities Lending Sharing Rate	Securities Lending Yields (bps)
Fidelity			
<u>Proposed</u>			
Fidelity U.S. Bond Index Fund	Lending	>90.1%	N/A
Fidelity Inflation-Protected Bond Index Fund	Lending	>90.1%	N/A
Fidelity 500 Index Fund	Lending	>90.1%	N/A
Fidelity Large Cap Growth Index Fund	Lending	>90.1%	N/A
Fidelity Extended Market Index Fund	Lending	>90.1%	N/A
Fidelity Global ex U.S. Index Fund	Lending	>90.1%	N/A



Disclosures above as provided by the managers in their RFI responses.

SECURITY OVERLAP ANALYSIS

Dodge & Cox International Stock Fund (DODFX)

Top 10 Holdings

	Security Name		Vanguard International Growth Fund Overlap	MSCI ACWI ex USA
1	UBS Group AG	4.6%	---	0.4%
2	Sanofi	3.9%	0.7%	0.5%
3	Novartis AG	3.5%	---	0.9%
4	Banco Santander, S.A.	3.5%	---	0.3%
5	BNP Paribas S.A. Class A	3.4%	---	0.3%
6	TotalEnergies SE	3.0%	0.5%	0.6%
7	GSK plc	2.9%	0.4%	0.3%
8	Axis Bank Limited	2.8%	---	0.1%
9	Barclays PLC	2.8%	---	0.1%
10	Prosus N.V. Class N	2.6%	---	0.2%
33.0%				

Vanguard International Growth Fund (VWILX)

Top 10 Holdings

	Security Name		Dodge & Cox International Stock Fund Overlap	MSCI ACWI ex USA
1	MercadoLibre, Inc.	6.0%	---	---
2	ASML Holding NV	5.0%	---	1.0%
3	arGEN-X SE	3.1%	---	0.1%
4	Spotify Technology SA	3.1%	---	---
5	Tencent Holdings Ltd.	3.0%	---	1.1%
6	Taiwan Semiconductor Manufacturing Co., Ltd.	3.0%	0.6%	1.7%
7	Kering SA	2.5%	---	0.1%
8	Moderna, Inc.	2.4%	---	---
9	Genmab A/S	2.2%	---	0.1%
10	Ferrari NV	2.1%	---	0.2%
32.4%				

All Overlapping Securities

	Security Name	DODFX (%)	VWILX (%)	MSCI ACWI ex USA (%)
1	Sanofi	3.9%	0.7%	0.5%
2	Taiwan Semiconductor Manufacturing Co., Ltd.	0.6%	3.0%	1.7%
3	TotalEnergies SE	3.0%	0.5%	0.6%
4	GSK plc	2.9%	0.4%	0.3%
5	Roche Holding Ltd Dividend Right Cert.	2.1%	0.7%	0.8%
6	Mitsubishi UFJ Financial Group, Inc.	1.0%	0.8%	0.4%
7	Schneider Electric SE	0.9%	1.0%	0.4%
8	Booking Holdings Inc.	1.2%	0.4%	0.0%
9	Nidec Corporation	0.4%	1.2%	0.1%
10	Samsung Electronics Co., Ltd.	0.5%	1.0%	1.1%
11	Baidu Inc Sponsored ADR Class A	0.7%	0.7%	0.0%
12	Murata Manufacturing Co., Ltd.	0.9%	0.2%	0.1%

Note: Dodge & Cox International Stock Fund (DODFX) Holdings As Of 06/30/2023. Vanguard International Growth Fund (VWILX) Holdings As Of 08/31/2023. MSCI All Country World Ex-United States Holdings As Of 09/30/2023. All Allocations Shown Ex Cash. Dash "—" Indicates Security Is Not Included In Fund/Index. Conditional Formatting On "All Overlapping Securities" Graph Is Relative To Index Security Allocation ("Green" = Overweight, "Red" = Underweight).

GLOSSARY OF TERMS

Alpha - Measures the relationship between the fund performance and the performance of another fund or benchmark index and equals the excess return while the other fund or benchmark index is zero.

Alpha Jensen - The average return on a portfolio over and above that predicted by the capital asset pricing model (CAPM), given the portfolio's beta and the average market return. Also known as the abnormal return or the risk adjusted excess return.

Annualized Excess Return over Benchmark - Annualized fund return minus the annualized benchmark return for the calculated return.

Annualized Return - A statistical technique whereby returns covering periods greater than one year are converted to cover a 12 month time span.

Beta - Measures the volatility or systematic risk and is equal to the change in the fund's performance in relation to the change in the assigned index's performance.

Information Ratio - A measure of the risk adjusted return of a financial security, asset, or portfolio.

Formula:

(Annualized Return of Portfolio - Annualized Return of Benchmark) / Annualized Standard Deviation (Period Portfolio Return - Period Benchmark Return). To annualize standard deviation, multiply the deviation by the square root of the number of periods per year where monthly returns per year equals 12 and quarterly returns is four periods per year.

R-Squared - Represents the percentage of a fund's movements that can be explained by movements in an index. R-Squared values range from 0 to 100. An R-Squared of 100 denotes that all movements of a fund are completely explained by movements in the index.

Sharpe Ratio - A measure of the excess return or risk premium per unit of risk in an investment asset or trading strategy.

Sortino Ratio - A method to differentiate between good and bad volatility in the Sharpe Ratio. The differentiation of up and down volatility allows the calculation to provide a risk adjusted measure of a security or fund's performance without upward price change penalties.

Formula:

*Calculation Average (X-Y) / Downside Deviation (X-Y) * 2
Where X = Return Series X Y = Return Series Y which is the risk free return (91 day T-bills)*

Standard Deviation - The standard deviation is a statistical term that describes the distribution of results. It is a commonly used measure of volatility of returns of a portfolio, asset class, or security. The higher the standard deviation the more volatile the returns are.

Formula:

(Annualized Return of Portfolio - Annualized Return of Risk Free) / Annualized Standard Deviation (Portfolio Returns)

Tracking Error - Tracking error, also known as residual risk, is a measure of the degree to which a portfolio tracks its benchmark. It is also a measure of consistency of excess returns. Tracking error is computed as the annualized standard deviation of the difference between a portfolio's return and that of its benchmark.

Formula:

*Tracking Error = Standard Deviation (X-Y) * $\sqrt{(\# \text{ of periods per year})}$
Where X = periods portfolio return and Y = the period's benchmark return
For monthly returns, the periods per year = 12
For quarterly returns, the periods per year = 4*

Treynor Ratio - A risk-adjusted measure of return based on systematic risk. Similar to the Sharpe ratio with the difference being the Treynor ratio uses beta as the measurement of volatility.

Formula:

(Portfolio Average Return - Average Return of Risk-Free Rate) / Portfolio Beta

Up/Down Capture Ratio - A measure of what percentage of a market's returns is "captured" by a portfolio. For example, if the market declines 10% over some period, and the manager declines only 9%, then his or her capture ratio is 90%. In down markets, it is advantageous for a manager to have as low a capture ratio as possible. For up markets, the higher the capture ratio the better. Looking at capture ratios can provide insight into how a manager achieves excess returns. A value manager might typically have a lower capture ratio in both up and down markets, achieving excess returns by protecting on the downside, whereas a growth manager might fall more than the overall market in down markets, but achieve above-market returns in a rising market.

Upside Capture = TotalReturn(FundReturns) / TotalReturns(BMReturn) when Period Benchmark Return is > = 0

Downside Capture = TotalReturn(FundReturns) / TotalReturns(BMReturn) when Benchmark < 0

INFORMATION DISCLAIMER

Past performance is no guarantee of future results.

The goal of this report is to provide a basis for monitoring financial markets. The opinions presented herein represent the good faith views of NEPC as of the date of this report and are subject to change at any time.

Information on market indices was provided by sources external to NEPC. While NEPC has exercised reasonable professional care in preparing this report, we cannot guarantee the accuracy of all source information contained within.

All investments carry some level of risk. Diversification and other asset allocation techniques do not ensure profit or protect against losses.

South Broward Hospital District

BOARD OF COMMISSIONERS

Elizabeth Justen, *Chairwoman* • **Steven Harvey**, *Vice Chairman* • **Douglas A. Harrison**, *Secretary Treasurer*
Jose Basulto • **Brad Friedman** • **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: S.B.H.D. Audit and Compliance Committee **Date:** January 15, 2024
Chairman: Mr. Steven Harvey **Time:** 3:00 p.m.
Vice Chairman: Mr. Douglas Harrison
Location: Executive Conference Room, 3111 Stirling Road, Hollywood, Florida, 33312

In Attendance: Mr. Steven Harvey, Mr. Douglas Harrison, Ms. Elizabeth Justen, Ms. Laura Raybin Miller, Mr. Brad Friedman, Mr. Scott Wester, Mr. Matthew Muhart, Ms. Leah Carpenter, Mr. Frank Rainer, Mr. Jeffrey Sturman, Mr. David Smith, Ms. Denise DiCesare, Mr. Irfan Mirza, Mr. Scott Strauss, Ms. Pascale Prepetit, Ms. Christina Mullins, Ms. Lindsay Welding, Mr. Richard Leon, Ms. Robin Conner, Ms. Valerie Morris, Ms. Denise Innes, Ms. Selima Khan, Ms. Yanet Obarrio Sanchez, Ms. Anastasia Webb, Mr. Carlos Hernandez (RSM US LLP), Mr. Kirk Cornack (RSM US LLP), Ms. Katie Carabeo (RSM US LLP), Ms. Betty Martin (ZOMMA Group, LLP), and Ms. Jenny Ballesteros (ZOMMA Group, LLP)

1. PUBLIC MEETING NOTICE REQUIREMENT

Mr. Frank Rainer, Senior Vice President and General Counsel, confirmed that all public notice requirements had been complied with.

2. REVIEW OF THE AUDIT AND COMPLIANCE FIRST QUARTER REPORT:

I. WRITTEN STANDARDS AND PROCEDURES

The Code of Conduct, Training, Reporting of Potential Issues or Areas of noncompliance, Compliance Working Committee, Laboratory Services, Charitable Contributions and Grants, and Charity Care and Uninsured Discounts were reviewed, and the Duties of Compliance Officer policy was revised during the quarter.

II. COMPLIANCE OFFICER

Ms. Denise Dicesare, Chief Compliance and Internal Audit Officer, attended one session each of Florida Compliance and Privacy Consortium, HCCA Board and Audit Committee Compliance Conference, Healthcare Financial Management Association MHS Event, and the 3rd Annual RSM Virtual Health Care Day during the quarter, as part of her ongoing efforts to stay abreast of emerging industry compliance matters.

III. TRAINING AND EDUCATION

The Compliance Department provided compliance training at thirteen sessions of New Employee Orientation, one session of Leadership Essentials, and one session of the Compliance Working Committee on the Compliance Program.

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

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IV. MONITORING AND AUDITING

V. RESPONSE AND PREVENTION

A. Internal Audits were conducted of:

- MHS Credit Cards; and
- Non-Monetary Compensation to MHS Employed Physicians.

Opportunities for improvement in record documentation were noted in the MHS Credit Cards and Non-Monetary Compensation to MHS Employed Physicians. Management has developed detailed corrective action plans for each of these audits.

B. Recurring internal audits were conducted of:

- Construction Projects;
- Requests for Proposal and Competitive Quotes; and
- Board Expenses.

No irregularities were found in the audits.

C. Compliance audits were conducted of:

- 340B Program at Memorial Healthcare System External Contract Pharmacies - FY 2024 Second Quarter,
- Levels 4 and 5 E/M Facility Charges at Memorial Pembroke 24/7 Emergency Care Center,
- Outpatient Adult Rehabilitation Services at Memorial Rehabilitation Institute Hollywood,
- Outpatient Neuro Rehabilitative Services in MRI at MRHS, and
- Breast Oncology Evaluation/Management - MPG.

Opportunities for improvement in record documentation were noted in the Levels 4 and 5 E/M Facility Charges at Memorial Pembroke 24/7 Emergency Care Center, Outpatient Adult Rehabilitation Services at Memorial Rehabilitation Institute Hollywood, Outpatient Neuro Rehabilitative Services in MRI at MRHS, and Breast Oncology Evaluation/Management - MPG. Management has developed detailed corrective action plans for each of these audits.

D. The following other reports were provided to the Committee:

Committee members were provided with the Services Provided by Protiviti.

Committee members were provided with a copy of the Investor Contact Log for the quarter.

Committee members were provided with a copy of the list of RSM and ZOMMA Group Non-Audit Engagements for the quarter.

Committee members were provided with an update on the nationwide audit and investigation activities of various federal and state agencies.

VI. OPEN LINES OF COMMUNICATION

A. Hotline Calls

During the quarter, 31 calls, two of which were callbacks, were placed to the System's Compliance Hotline covering 25 new topics.

Three topics were compliance allegations (three calls). Three topics were HIPAA Privacy allegations (three calls). One topic was quality of care or service allegations (one call).

All the calls were investigated and none of the compliance allegations were substantiated.

Finally, two topics were informational (three calls), and 16 new topics (19 calls, two callbacks) were employee-management relations issues. The employee-management relations issues have been forwarded to the Employee Relations and Human Resources Departments.

B. Privacy Report

Ms. Pascale Prepetit, Corporate Director of Privacy and Chief Privacy Officer, updated the Committee on the number of investigations for the third quarter of calendar year 2023 and the HIPAA/FIPA breaches that resulted from those investigations. Ms. Prepetit also updated the Committee on the results of the Strategic Management Services Privacy Risk Assessment.

VII. ENFORCEMENT AND DISCIPLINE

Sanction checks were conducted of employees, physicians, vendors, volunteers and students. One non-staff referring physician was sanctioned during the quarter. Accounts Receivable Management was notified so that appropriate action can be taken.

VIII. NEW BUSINESS

A. RSM AUDIT SCOPE

Mr. Carlos Hernandez, Mr. Kirk Cornack, and Ms. Katie Carabeo of RSM provided the Committee with the South Broward Hospital District, d/b/a/ Memorial Healthcare System, FY 2024 Overview of Audit Strategy.

Request Board Approval of the RSM Fiscal Year 2024 Overview of Audit Strategy

There being no further business, the meeting was adjourned at 4:26 p.m.

Respectfully Submitted,



Steven Harvey
Chairman
Audit and Compliance Committee



MEMORIAL REGIONAL HOSPITAL • MEMORIAL REGIONAL HOSPITAL SOUTH • JOE DIMAGGIO CHILDREN'S HOSPITAL
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DATE: October 31, 2023

TO: K. Scott Wester, President and Chief Executive Officer, MHS

**SUBJECT: AUDIT AND COMPLIANCE – SECOND QUARTERLY REPORT
FISCAL YEAR 2024**

Attached is a copy of the second quarterly report of fiscal year 2024 summarizing the activities of the Internal Audit and Compliance Department from August 1, 2023, through October 31, 2023, for your records.

Please let me know if you have any questions regarding this report.

A handwritten signature in black ink, reading 'Denise D. DiCesare'.

Denise (Denny) DiCesare
Chief Compliance and Internal Audit Officer

cc: Leah Carpenter, Executive Vice President and Chief Operations Officer, MHS
Matt Muhart, Executive Vice President and Chief Strategy Officer, MHS
Dave Smith, Executive Vice President and Chief Financial Officer, MHS
Frank Rainer, Senior Vice President and General Counsel, SBHD

I. WRITTEN STANDARDS AND PROCEDURES

The following policies and procedures were reviewed and/or revised during the quarter:

Reviewed:

- Code of Conduct,
- Training,
- Reporting of Potential Issues or Areas of noncompliance,
- Compliance Working Committee,
- Laboratory Services,
- Charitable Contributions and Grants, and
- Charity Care and Uninsured Discounts.

Revised:

- Duties of Compliance Officer.

II. COMPLIANCE OFFICER

The compliance officer attended the following meetings during the quarter:

- Florida Compliance and Privacy Consortium: One Session,
- HCCA Board and Audit Committee Compliance Conference,
- Healthcare Financial Management Association MHS Event, and
- The 3rd Annual RSM Virtual Health Care Day.

III. TRAINING AND EDUCATION

The following compliance training was provided during the quarter:

- New Employee Orientation: Thirteen Sessions,
- Leadership Essentials: One Session, and
- Compliance Working Committee: One Session.

IV. MONITORING & AUDITING

V. RESPONSE & PREVENTION

A. Internal Audit

Internal Audit of Memorial Healthcare System Credit Cards

Background

Memorial Healthcare System (MHS) prefers the use of purchase orders or check requests for purchases and expenditures, as opposed to credit cards. However, there are specific instances where credit cards have become necessary and are being utilized for various purposes.

The Community Youth Services established a Sam's Club credit card account to purchase items required for various grant funded programs as per the funding source policy. Various departments including Food and Nutrition, Supply Chain Management, and Administration use a Publix credit card which is under one account. This credit card account is primarily used for last minute, mostly food and beverage purchases that could not be obtained through the normal purchasing practices. Historically, registrations, subscriptions, and prepayments were facilitated through check requests, with payments directed to the respective vendor. However, more and more of these payments are required to be made electronically via credit cards. Three Memorial Employee Financial Credit

Union (MEFCU) credit card accounts have been opened for these types of payments. The Outpatient Pharmacy credit card from MEFCU is primarily used for Drug Enforcement Administration (DEA) registrations, license renewals, etc. Medical Affairs has a credit card from MEFCU which is used for background checks and other services necessary for credentialing physicians and other providers. The Board of Commissioners (Board) and CEO use the MEFCU credit card for travel and any other appropriate expenditures. Later, Government Affairs was also added to that same card for travel expenses. A separate MEFCU credit card account was recently opened for Government Affairs subsequent to this audit.

Credit cards are governed and regulated by Federal, State and organizational policies and procedures. Credit cards statements list the transactions that have occurred during the billing period and can include purchases, payments, credits, cash advances, and balance transfers. Appropriate internal controls for credit cards should include proper documentation to support the statement charges and an independent (from the card holder) review for appropriate business expense prior to payment. The purpose of this audit was to assess the governance and management of MHS credit cards and determine if the controls over the credit cards were appropriate to restrict or identify improper usage of MHS funds.

Observations

There is no established systemwide written credit card policy for the account creation, usage, approval, and monitoring of credit cards. Community Youth Services has a specific departmental policy for the Sam's Club credit card. The Community Youth Services Sam's Club credit card, various departments Publix credit cards, and Outpatient Pharmacy MEFCU credit card had processes in place to review charges, verify supporting documentation, and independent review. Since there is no MHS policy on the use of credit cards, the Medical Affairs Credentialing team was not instructed to provide supporting documentation for credit card charges when submitting the statement for payment, only partial supporting documentation was available for review. At the time of the audit 12 Medical Affairs employees including the card holder were sharing the same credit card number, which makes it difficult to determine individual responsibility for charges. There is no system in place to ensure discontinuation of card usage upon employee departure. Monthly credit card statements were reviewed and approved by the card holder when within the 'MHS Management Signature Authority Level' matrix. The Administrative Director would review and approve the credit card statement when the amount exceeded Director's approval limit. Finally, the Board/Administration/Government Affairs credit card review found sufficient supporting documentation but were missing details for some Government Affairs meal charges.

Recommendations

We recommended developing MHS policies and procedures to establish governance over establishing accounts, credit card usage, required supporting documentation, and independent review to ensure the credit card purchases are appropriate and have received prior approval. We recommended the supporting documentation/submission of receipts for all charges to substantiate that purchases are appropriate and legitimate business expenses. Additionally, we recommended an independent party review the credit card statement to match each charge to the corresponding supporting documentation and identify the person responsible for the expense.

Dave Smith, Executive Vice President and Chief Financial Officer, MHS and Dr. Aharon Sareli, Executive Vice President and Chief Medical Officer, MHS agreed with our findings and recommendations and have provided an action plan.

Internal Audit of the Non-Monetary Compensation to Memorial Healthcare System Employed Physicians

Background

Non-monetary compensation are items or services provided to a physician without charge such as gifts, entertainment, continuing medical education (CME), parking, meals, and other non-cash equivalent benefits. Under the Stark Law, 42 Code of Federal Regulations (CFR) § 411.357(k), there are annual financial limits for receiving these items or services which are adjusted annually for inflation. The purpose of the audit was to assess Memorial Healthcare System's (MHS) monitoring mechanism of the non-monetary compensation and benefits provided to physicians for medical staff incidentals to ensure compliance with the Stark Law.

We obtained copies of the inventory records for non-monetary compensation and medical staff incidental benefits and supporting documentation for January 1, 2023, through August 31, 2023. We judgmentally selected 30 non-monetary compensation items for testing to ensure the physicians' compensation were within the calendar year (CY) 2023 limits set by the Centers for Medicare and Medicaid Services (CMS).

Observations

We observed that there is no written policy and procedure for non-monetary compensation to physicians. All 30 selections were within the 2023 annual limit. We identified three individuals within MHS that are currently tracking non-monetary compensation within their specific area.

Recommendations

We recommended developing a written MHS policy and procedure to govern the tracking of non-monetary compensation to employed physicians to ensure compliance with federal regulations. We recommended the departments that provide non-monetary compensation to employed physicians begin tracking these benefits to ensure physicians do not exceed the annual CMS limit.

Vedner Guerrier, Executive Vice President and Chief Transformation Officer, MHS; Mario Salcedo-Cruz, Chief Operating Officer, MPG; and Esther Surujon, Chief Financial Officer, MPG, MPC & UCC agreed with our findings and recommendations and have provided an action plan.

South Broward Hospital District Construction Projects

Twenty-one payment vouchers for nine construction projects were audited during the quarter, as shown on Exhibit A. No irregularities were found during these audits.

South Broward Hospital District Requests for Proposal and Competitive Quotes

Fourteen Requests for Proposal and 30 Competitive Quotes were audited during the quarter, as shown on Exhibit B. No irregularities were found during these audits.

Board Expenses

Board Expenses were audited during the quarter. The list of expenses audited for the quarter will be presented and discussed during the meeting.

B. Compliance

Compliance Audit of the 340B Program at Memorial Healthcare System External Contract Pharmacies - FY 2024 Second Quarter

Background

The 340B Program is administered and overseen by the Health Resources and Services Administration (HRSA). The 340B Drug Pricing Program requires drug manufacturers to provide outpatient drugs to eligible health care organizations/covered entities at significantly reduced prices. To participate in the 340B Program, eligible organizations must register and be enrolled with the 340B Program and comply with all the requirements, that includes maintaining an up-to-date 340B database; recertifying eligibility every year; and preventing duplicate discounts by having mechanisms in place to prevent receiving a 340B price and a Medicaid drug rebate for the same drug. Any covered entity that fails to comply with 340B Program requirements may be liable to the manufacturers for refunds of the discounts obtained. To be eligible to receive 340B-purchased drugs, patients (1) must have an established relationship with the covered entity such that the entity maintains records of the individual's care; and (2) must receive health care services from a health care professional employed by the covered entity or under contract or other arrangement with the covered entity. An individual may receive a 340B drug in connection with treatment rendered outside the covered entity as part of continuum of care through a referral, consultation or follow-up care. The only exception is patients of state-operated or -funded acquired immunodeficiency syndrome (AIDS) drug purchasing assistance programs.

HRSA has developed guidelines to allow 340B covered entities to contract with a pharmacy or pharmacies to provide services to the covered entity's patients, including dispensing the entity-owned 340B medications. In order to engage in contract pharmacy services, the entity and pharmacy(ies) must have a written contract that aligns with the compliance elements listed in HRSA guidance; must register for the 340B Program and be listed as active on the 340B Office of Pharmacy Affairs (OPAIS) prior to dispensing 340B drugs on a covered entity's behalf. Covered entities are responsible for ensuring compliance of their contract pharmacy arrangement(s) with all 340B Program requirements. The covered entity and contract pharmacy must establish and maintain a tracking system to prevent diversion of drugs to individuals who are not patients of the covered entity.

Memorial Healthcare System (MHS) participates in the 340B Program for Memorial Regional Hospital (MRH) which includes Memorial Regional Hospital South (MRHS) and Joe DiMaggio Children's Hospital (JDCH); Memorial Hospital Pembroke (MHP); Memorial Hospital West (MHW); and Memorial Hospital Miramar (MHM). There are seven MHS owned contract pharmacies. In addition, starting January 2023, MHS has opted to expand contract pharmacy services to multiple pharmacy chains or External Contract Pharmacies in order to extend the delivery of patient care services. These pharmacies offer MHS patients more convenience, access and options when filling prescriptions. In order to manage the 340B Program, MHS uses split-billing software from Verity solutions Group (Verity) to manage all external contract pharmacy arrangements. Verity helps each covered entity track and separate ("split") the 340B eligible dispensations from non-340B dispensations which ultimately determine medications that may be purchased at the 340B price. Replenishment is accumulated each time a drug is filled for eligible patient. The 340B management requested to audit the External Contract Pharmacies dispensing 340B medications for the four covered entities. The purpose of this audit was to determine if MHS external contract pharmacies are in compliance with the HRSA 340B Program requirements.

Observations

All 118 340B external contract pharmacy claims submitted met the 340B eligibility requirements. We were unable to locate original or copy of prescriptions in the MHS electronic health record system for 14 of 118 claims. Eleven claims were prescribed by MHS credentialed providers at the prescribers' office or clinic. Three claims were prescribed by a non MHS credentialed provider as a continuum of care. According to 340B management, these locations may not utilize Epic as the preferred electronic health record system, thus limiting access to the original copies of the prescription. In occurrences where a HRSA audit is conducted, contract arrangements allow us to request hard copies from the external pharmacies. For purposes of this audit, the requests were not made. A referral, follow up or consultation is documented from the eligible MHS visit to the office or clinic visit for all fourteen claims. Also, there is documentation in the MHS electronic health record system of an established patient care relationship with MHS; the specific medication is listed on the patient's medication list and/or the associated diagnosis are on the patient's problem according to MHS 340B Policy. In addition, these claims were reviewed by the 340B auditors to ensure eligibility according to HRSA guidelines for 340B patient eligibility and MHS 340B policy.

Recommendations

None.

Dorinda Segovia, Vice President & Chief Pharmacy Officer, MHS and Scott Davis, Vice President, Reimbursement and Revenue Integrity, Corporate Finance, MHS agreed with this audit and since there were no recommendations, an action plan was not required.

Compliance Audit of Levels Four and Five Evaluation and Management Facility Charges at Memorial Pembroke 24/7 Emergency Care Center

Background

The Center for Medicare and Medicaid Services (CMS) requires hospitals to report facility resources used for Emergency Department (ED) visits using Current Procedural Terminology (CPT) evaluation and management (E/M) codes. Facility coding reflects the volume and intensity of resources utilized by the facility to provide patient care, whereas professional codes are determined based on the complexity and intensity of provider work performed. There is no national standard for hospital assignment of ED facility E/M codes, so CMS instructed hospitals to develop their own internal guidelines for reporting E/M facility codes for ED encounters.

According to the Memorial Healthcare System (MHS) ED facility charge calculator (FCC) point-based guidelines, the acuity classification system is defined by the number and types of interventions required to care for the patient. The costs associated with nursing care account for a large portion of the E/M facility fee. E/M ED facility charges are based on a point system automatically calculated according to the established criteria and a point value attached to each qualifying service documented. The point calculation is dependent on the accurate and comprehensive documentation by the providers of the services that were provided in the ED. If services are not properly documented, the E/M facility charge could result in a higher or lower level of service affecting reimbursement. The Memorial Pembroke (MP) 24/7 Emergency Care Center is a freestanding emergency facility that provides minor-emergency care to all ages every day of the year. Patients are treated and discharged or transferred to a higher level of care if needed. The E/M FCC levels established by MHS are used when charging for patients who visit the 24/7 Emergency Care Center. Separate fees for physician services are also charged. This audit focused on levels four and five facility charges. The purpose of this audit was to determine the medical necessity of the services provided and determine if documentation supports the E/M facility charge for levels four and five at MP 24/7 Emergency Care Center.

Observations

All 30 accounts had appropriate documentation to support medical necessity of the 24/7 Emergency Care Center visit. Orders for medication administration or laboratory testing, when necessary, disposition prescription when necessary and appropriate disposition were documented by the providers. All 30 accounts had ED provider notes signed and dated by the physician or by physicians and non-physician practitioners (NPPs), which were also cosigned by the physician concurring with the NPPs's documentation. We noted 15 of 30 provider notes had an opportunity for improvement in completing the provider notes. These accounts had the required key elements of medical decision making (MDM) documented but lacked the MDM summary statement. All 30 accounts had triage, initial assessment and ongoing assessment when medically necessary, disposition and patient education documented by nurses. One of 30 accounts had a nursing documentation error which caused the facility charge calculator to increase by 60 points; however, the FCC score range is large and did not make a difference in the E/M facility level charged.

We noted 21 accounts had documentation indicating patients were medically stabilized and discharged. One account had documentation to support that patient refused transfer to one of the MHS hospitals for higher level of care and left against medical advice (AMA). The AMA form was signed by patient and appropriate documentation by provider and nurse were noted. In eight accounts the documentation indicated that patients were transferred to one of the MHS hospitals for medically necessary higher level of care. All eight accounts had transfer paper forms completed as required by Emergency Medical Treatment & Labor Act (EMTALA) and uploaded to Epic. There is an opportunity for improvement in seven of these accounts. Time of the vital signs documented in Epic did not concur with time written on the transfer paper by nurses. In addition, the vital signs of four of the seven accounts were not documented within the 15 minutes of disposition time as indicated on the form.

All accounts were coded, charged, and billed appropriately based on the established MHS point value and guidelines for calculating an E/M ED facility charge and consistent with CMS guidelines. Also, all 30 accounts had the appropriate revenue code 450 or 456 when billed. All 30 accounts were reimbursed appropriately.

Recommendations

We recommended Medical Director reeducate all NPPs to include the MDM summary statement in the notes. We recommended management re-educate nurses to review documentation for accuracy. We recommended Management re-educate all nurses on the appropriate and accurate documentation of transfer paper forms and Epic. We recommended management develop a process to ensure time of vital signs entered in Epic concur with transfer paper forms completed.

Felicia Turnley, Chief Executive Officer, MHP and Patrick Connor, Chief Financial Officer, MHP agreed with the findings and recommendations of this audit and have provided an action plan.

Compliance Audit of the Outpatient Adult Rehabilitative Services at Memorial Rehabilitation Institute Hollywood

Background

The Centers for Medicare and Medicaid Services (CMS) covers outpatient (OP) therapy services such as physical therapy (PT), occupational therapy (OT) and speech-language pathology (SLP) services only when providers meet medical necessity, documentation, and coding requirements as specified in the Medicare Benefits Policy Manual and Medicare Claims Processing Manual. The goal for therapy services is to restore maximum functional independence through services that aim to restore or maintain function, prevent or slow decline in functionality, improve

mobility, and relieve pain. Medicare pays for therapy services only when furnished in accordance with certain conditions which include that services must be medically reasonable and necessary, the plan of care (POC) is established and reviewed periodically, and that the individual is under the care of the physician. The OP POC for therapy needs to be certified by the physician/non-physician practitioner (NPP) as a requirement for coverage and payment of a therapy claim. In certifying the POC, a physician/NPP is attesting that the above three conditions are met.

Memorial Rehabilitation Institute has multiple OP locations including the Adult Rehabilitation Center located at 300 Hollywood Way, Hollywood, Florida. Memorial Healthcare System (MHS) Compliance and Internal Audit Department chose to audit this location as it is an off-campus extension location of the OP Adult Rehabilitation Program at Memorial Regional Hospital South (MRHS). The purpose of this audit was to determine if documentation supports medical necessity and compliance with requirements based on Medicare guidelines and determine if services are charged, coded, and billed correctly.

Observations

We reviewed a total of 30 Medicare and Medicare Advantage (MA) patients with 245 dates of service. All 30 patients were reviewed for documentation of providers' prescription or referrals, initial evaluations/ reevaluation, progress notes, certified initial plan of care (POC)/ updated POC, treatment notes and if applicable, discharge summary. All 30 patients have documentation that supported reasonable and medical necessity. We noted one Medicare patient had two service dates provided beyond the end date of service in the plan of care/recertification. We also noted two dates of service missed documentation of the total time in minutes for the constant attendance codes (timed codes) and total active time. There was inconsistent documentation on one date of service as the activity time did not match the total time for the timed codes and the total active time. There were eight MA patients with certification/recertification that did not have the physician signature in the POC. Additionally, 26 dates of service had documentation of the activity time but not the documentation of the total time for the timed codes and the total active time. MA plans provided authorizations for these services. On the Medicare patients, we noted billing errors for two dates of service that did not have documentation on the total time for the timed codes as previously discussed. As per Medicare policy, the total time for the timed codes determines the number of units reported for billing. The one date of service with inconsistent documentation on the activity time and the total time for the timed codes was billed correctly for the units reported. On the MA accounts, we noted six dates of service claims had the incorrect units billed, and one had the incorrect code billed. We noted that all 245 dates of service had the appropriate modifiers appended to the claims.

Recommendations

We recommended that Rehabilitation management reeducate therapists on the Medicare documentation requirements for the OP rehabilitation therapy services. We recommended Rehabilitation management develop a process to ensure certification/recertifications have the necessary physician signature approving the plan of care. We recommended that the rehabilitation management develop a process to simplify and automate total time documentation for timed codes and the total active time. We recommended Rehabilitation management monitor Medicare Advantage Organizations (MAO) for amendments on MA plan policies to ensure continued compliance. We recommended Rehabilitation management reeducate the therapists and review the existing process for charging services and develop a process to automate the charges to limit errors with claims not matching treatment documentation. We recommended Accounts Receivable Management (ARM) review the identified accounts with documentation deficiencies and/or billing errors and refund/rebill the claims, as necessary.

Philoron A. Wright, II, Chief Executive Officer, MRHS and David Webb, Chief Financial Officer, MRHS agreed with the findings and recommendations of this audit and have provided an action plan.

Compliance Audit of the Adult Outpatient Neuro Rehabilitative Services at Memorial Rehabilitation Institute Memorial Regional Hospital

Background

The Centers for Medicare and Medicaid Services (CMS) covers outpatient (OP) therapy services such as physical therapy (PT), occupational therapy (OT) and speech-language pathology (SLP) services as specified in the Medicare Benefits Policy Manual and Medicare Claims Processing Manual. Medicare pays for therapy services when furnished in accordance with certain conditions which include that services must be medically reasonable and necessary, the plan of care (POC) is established and reviewed periodically, and that the individual is under the care of the physician. The OP POC for therapy needs to be certified by the physician/ non-physician practitioner (NPP) as a requirement for coverage and payment of a therapy claim.

Memorial Healthcare System (MHS) Compliance and Internal Audit Department decided to audit the OP Adult Neuro Rehabilitation Program located at Memorial Regional Hospital South (MRHS) as per management request. The purpose of this audit was to determine if documentation supports medical necessity and compliance with requirements based on Medicare guidelines and determine if services are charged, coded, and billed correctly.

Observations

We reviewed a total of 30 Medicare accounts with 154 dates of service. All 30 accounts have documentation that supported reasonable and medical necessity. We noted three accounts did not have the physician's signature on the initial certification affecting 45 dates of service, one account did not have the physician signature for the recertification, and two accounts had an incomplete updated POC. Three accounts had activity time documentation that did not match the total time for the constant attendance codes (timed codes) and the total active time. Four accounts with five dates of service did not have total time documented in minutes for the timed codes and the total active time. Total time for the timed codes determines the number of units reported for billing. Seven dates of service had incorrect units billed, two dates of service had incorrect units and codes billed, and one date of service had the incorrect code billed. All 154 dates of service claims had the appropriate modifiers determining the type of therapy provided. There were 39 dates of service claims that were not coded with the KX modifier which is used to indicate that the service is medically necessary when the patient had reached their therapy threshold. Of the 39, 11 claims were appropriately denied payment as patients had reached their therapy threshold. The appointment notes indicated the need for the KX modifier, but the therapists did not add it. Subsequently, these claims were resubmitted for correction and rebilled. The remaining 28 dates of service not coded with the KX modifier were appropriately paid because the appointment notes inaccurately indicated the need for the KX modifier based on the pre-services staff notes of the verified visits allowable per patient's available Medicare benefits at the time of referral.

Recommendations

We recommended that the Rehabilitation management reeducate therapists on Medicare documentation requirements for OP Rehabilitation therapy services particularly on the certifications/recertifications, POC, and treatment time documentation. We recommended that the Rehabilitation management develop a process to ensure certification/recertifications have the necessary physician signature approving the plan of care. We recommended that the Rehabilitation management develop a process to simplify and automate total time documentation for timed codes

and the total active time. We recommended that the Rehabilitation management reeducate the therapists and review the existing process for charging services and develop a process to automate the charges to limit errors with claims not matching treatment documentation. We recommended that the Accounts Receivable Management (ARM) review the accounts with documentation deficiencies and/or billing errors, and refund or rebill the claims, if necessary. We recommended Rehabilitation and Patient Financial services (PFS) management in OP Rehabilitation collaborate in reeducating the PFS scheduling staff and the therapists on the process to validate the patient's therapy benefits and communicate the need to code the KX modifier to the therapist when necessary. We recommended PFS management regularly review the Appointment notes to verify if the note to code KX modifier need is appropriate.

Philoron A. Wright, II, Chief Executive Officer, MRHS and David Webb, Chief Financial Officer, MRHS agreed with the findings and recommendations of this audit and have provided an action plan.

Compliance Audit of Breast Oncology Evaluation and Management Services for Memorial Physician Group Professional Coding and Billing

Background

Memorial Cancer Institute (MCI) has a highly skilled team of medical and surgical oncologists that deliver leading breast cancer treatments and support. Physician services include diagnosis, therapy, surgery, consultation, and care plan oversight. A medically reasonable and necessary evaluation and management (E/M) visit documents the patient's medical needs and medical decisions on the appropriate measures of care for specific clinical circumstances. Billing for an E/M service requires the selection of a Current Procedural Terminology (CPT) code that best represents a patient type, place of service (POS), and level of E/M service performed. Place of service can be the physician's office or other outpatient facility, or hospital inpatient, or telehealth. Billing also requires selection of the International Classification of Diseases Tenth Revision, Clinical Modification (ICD-10-CM) codes to report medical diagnoses. Advanced Practice Registered Nurses (APRNs) can report services independently or as a shared/split visit in an institutional setting when services are performed in part by a physician. The purpose of this audit was to determine whether documentation and coding complied with the Medicare requirements when billing for Breast Oncology E/M services.

Observations

We reviewed 102 E/M services accounts for eight physicians and eight APRNs with some findings that may overlap. Of the 102 accounts reviewed, we noted that for 73 accounts the E/M CPT codes were appropriate for the services provided. There was one account coded at two or more E/M service levels lower than the supported documentation. The documentation for 13 accounts supported a different CPT code or were not separately reportable. The documentation for 15 accounts was insufficient to support billing for services.

Three accounts had ICD-10-CM codes that were appropriate, supported by documented medical necessity. In the remaining accounts, we noted that medical record documentation supported additional or different ICD-10-CM codes with coding guidelines.

We identified four accounts were not paid for various reasons, such as processing error on the payer side. These accounts were reprocessed, corrected, and paid or are expected to be paid.

We noted that the place of service codes used to report the setting were inconsistent. We learned that Memorial Cancer Institute was set up in 2003 as hospital-based outpatient clinic. The contractual arrangements with plans included E/M services be billed as office or outpatient. Fee-

for-service Medicare was not included in this arrangement. The Centers for Medicare and Medicaid (CMS) final rule for Medicare Advantage (MA) plans and Prescription Drug Benefits effective January 1, 2024, clarified the clinical criteria guidelines to ensure that MA beneficiaries receive the same access to medically necessary care as Traditional Medicare and plans must follow rules related to coverage criteria.

Recommendations

We recommended that Memorial Physician Group (MPG) Business Office correct and rebill or refund accounts as appropriate. We recommended that the Director of Billing and Compliance reeducate providers on medical record documentation, coding, and billing to support medical necessity and services billed, as MPG Business Office does not code E/M or ICD-10-CM codes. Prospectively, we recommended that the MPG Business Office monitor Medicare Advantage plans for policy updates and modify their process accordingly to ensure compliance.

Mario Salceda-Cruz, Chief Operating Officer, MPG and Esther Surujon, Chief Financial Officer, MPG agreed with the findings and recommendations and have provided a detailed action plan.

D. Services Provided by Protiviti

A list of Services Provided by Protiviti for the quarter will be discussed during the meeting.

E. Other Reports

Investor Log

The Investor Contact Log for the quarter is attached for your review. See Exhibit C.

Non-Audit Engagements

A list of RSM and Zomma Group Non-Audit Engagements for the quarter is attached for your review. See Exhibit D.

Compliance Environment

A discussion of Nationwide Audit and Investigation Activities for the quarter will be held during the meeting.

VI. OPEN LINES OF COMMUNICATION

A. Hotline Calls

During the quarter, 31 calls, three of which were callbacks, were placed to the System's Compliance Hotline covering 25 new topics. Three topics were compliance allegations (three calls). Three topics were HIPAA Privacy allegations (three calls). One topic was quality of care or service allegations (one call). All of the calls were investigated and none of the compliance allegations were substantiated.

Finally, two topics were informational (three calls), and 16 new topics (19 calls, two callbacks) were employee-management relations issues. The employee-management relations issues have been forwarded to the Employee Relations and Human Resources Departments.

VII. ENFORCEMENT & DISCIPLINE

Sanction checks were conducted of employees, physicians, vendors, volunteers, and students. One non-staffreferring physician was sanctioned during the quarter. Accounts Receivable Management was notified so that appropriate action can be taken.

	Ambulatory Surgery Center ANF Group, Inc. #450218ASC MHM	Urgent Care Center Miami Gardens Gerrits Construction Inc. #650322 MHS	Family Birthplace Turner Construction Co. #400121 MHS	Wind Retrofit Turner Construction Co. #409020 MRH	Family Birthplace Turner Constuction Co. #400622 MRH
	Amount	Amount	Amount	Amount	Amount
Original Contract Sum	\$ 5,589,844	\$ 1,929,942	\$ 3,658,618	\$ 4,924,483	\$ 43,850,159
Prior Change Orders	(1,340,949)				
Budget Transfer			-		
Current Change Orders					
Prior Owner Purchase Orders		(163,200)	(445,560)	(270,947)	(9,703,000)
Current Owner Purchase Orders		16,559	139,340		
Current Contract Sum to Date	\$ 4,248,894	\$ 1,783,301	\$ 3,352,398	\$ 4,653,537	\$ 34,147,159
Previous Payments	4,124,271	1,277,529	2,961,752	4,548,849	6,344,638
		8 103,408	18 65,825		7 1,573,546
		9 169,907	19 42,891		8 1,328,062
		10 82,005	20 73,927		
Total Payments	4,124,271	1,632,849	3,144,395	4,548,849	9,246,246
Balance	\$ 124,623	\$ 150,452	\$ 208,004	\$ 104,688	\$ 24,900,913
Owner Purchased Materials					
Retainage		68,483	49,787		324,535
Payments	4,124,271	1,632,849	3,144,395	4,548,849	9,246,246
Work completed	\$ 4,124,271	\$ 1,701,332	\$ 3,194,181	\$ 4,548,849	\$ 9,570,781
Status	Active	Active	Active	Active	Active

	Outpatient Behavioral Health ANF Group, Inc. #401122 MRH	MOB II Second Floor Pediatric Fit Out Thornton Construction Co. Inc. #800122 MHM	MOB Women Center ANF Group, Inc. #450218 MHM	Memorial Cancer Center Expansion DPR Construction #431019 MHW	Hurricane Hardening Thornton Construction Co. #410121 MRHS
	Amount	Amount	Amount	Amount	Amount
Original Contract Sum	\$ 3,336,927	\$ 10,650,417	\$ 35,067,236	\$ 86,165,924	\$ 13,613,113
Prior Change Orders	(470,053)		(5,101,409)	(15,603,724)	
Budget Transfer					
Current Change Orders	30,214				
Prior Owner Purchase Orders	395,862	(1,799,954)	(750,000)	81,964	(2,984,941)
Current Owner Purchase Orders	36,000	(791,154)			
Current Contract Sum to Date	\$ 3,328,950	\$ 8,059,309	\$ 29,215,826	\$ 70,644,164	\$ 10,628,172
Previous Payments	3,250,469	4,708,617	27,790,363	55,554,798	9,211,660
13	42,425	6 882,693		22 1,376,074	16 123,824
14	36,056	7 867,788		23 1,834,040	
		8 134,517		24 740,455	
Total Payments	3,328,950	6,593,614	27,790,363	59,505,367	9,335,485
Balance	\$ (0)	\$ 1,465,695	\$ 1,425,464	\$ 11,138,797	\$ 1,292,687
Owner Purchased Materials					
Retainage		134,517		2,093,558	491,341
Payments	3,328,950	6,593,614	27,790,363	59,505,367	9,335,485
Work completed	\$ 3,328,950	\$ 6,728,131	\$ 27,790,363	\$ 61,598,925	\$ 9,826,826
Status	Active	Active	Active	Active	Active

	Family Birthplace Replacement Thornton Construction Co. #430321 MHW	JDCH ER Room Finishes Engel Construction, Inc. #460120 JDCH	Memorial Cancer Institute ANF Group, Inc. #401820 MHS	Emergency Department Trauma Center Turner Construction Company #400222 MRH	JDCH Vertical Expansion Robins & Morton Group #460117 JDCH
	Amount	Amount	Amount	Amount	Amount
Original Contract Sum	\$ 2,110,655	\$ 1,920,630	\$ 3,318,035	\$ 16,401,716	\$ 108,993,259
Prior Change Orders			(578,606)		
Budget Transfer					
Current Change Orders					
Prior Owner Purchase Orders	261,019		182,424	(3,300,002)	(15,093,946)
Current Owner Purchase Orders		(189,663)			
Current Contract Sum to Date	\$ 2,371,674	\$ 1,730,967	\$ 2,921,853	\$ 13,101,714	\$ 93,899,313
Previous Payments	2,330,107		2,808,328	3,596,672	86,963,071
		1 16,985		8 377,049	
		2 10,617			
		3 20,214			
Total Payments	2,330,107	47,816	2,808,328	3,973,721	86,963,071
Balance	\$ 41,568	\$ 1,683,151	\$ 113,525	\$ 9,127,993	\$ 6,936,241
Owner Purchased Materials					
Retainage		2,517		110,669	
Payments	2,330,107	47,816	2,808,328	3,973,721	86,963,071
Work completed	\$ 2,330,107	\$ 50,332	\$ 2,808,328	\$ 4,084,389	\$ 86,963,071
Status	Active	Active	Active	Active	Active

Memorial Healthcare System
RFP and Competitive Quote Audits

RFPs	Current Phase - 2nd Quarter FY 2024	Audited Through	Exceptions
1 Investment Advisory	Selection	Oral Presentation	None
2 Disaster Debris Removal and Disposal	Selection	Oral Presentation	None
3 Call Center Outsourcing	On Hold	Advertising/Mailing	None
4 Building Automation and Fire Alarm Vendor (NEW)	Analysis	Advertising/Mailing	None
5 Employee Survey Tool (NEW)	Analysis	Advertising/Mailing	None
6 New Cancer Center Café Vendor RFQ at MHW	Selection	Selection	None
7 Talent Acquisition Center Exterior Painting RFQ	Analysis	Receipt	None
8 Surgical and Critical Care Tower Addition RFQ at MRH	Analysis	Receipt	None
9 Retail Food Service RFQ at JDCH	On Hold	Advertising/Mailing	None
10 Valet Parking Service, Booth Attendant and Shuttle Services	Selection	Oral Presentation	None
11 Clinical Engineering Computerized Maintenance Management System	Selection	Oral Presentation	None
12 Audit Management Software RFQ (NEW)	Selection	Receipt	None
13 Compliance Program Evaluation RFP (NEW)	Analysis	Receipt	None
14 Merchant Services Processor RFP (NEW)	Oral Presentation	Receipt	None

**Memorial Healthcare System
RFP and Competitive Quote Audits**

Completed Competitive Quotes	Amount \$	Exceptions
1 Workday Enterprise Resource Planning Implementation Milestones and Consultant Fees	10,608,574	None
2 Three Year Service Agreement for System Automation and Cloud-based Services at MHW	964,243	None
3 Five Year Service Agreement for Laboratory Equipment at MHS	868,684	None
4 Computerized Tomography Scanner Equipment for Radiology at MHP	695,000	None
5 Elevator Door Lock Monitor Upgrade for MRH, MHM, MHW & JDCH	538,500	None
6 Oncology Medication for MHW	424,000	None
7 Three Year Subscription Renewal for Citrix Virtual Applications and Desktop Products	404,740	None
8 Infant Security and Protection Wi-Fi System Replacement for Family Birthplace at MHW	372,047	None
9 Cyber Security Staff Augmentation Consultant for MHS	337,500	None
10 Three Year Service Agreement for Endoscopy Equipment at MRH	298,500	None
11 Cloud-based solution for MHS	260,880	None
12 Service Agreement for MRH Preparation for The Joint Commission Instrument Surveys	252,635	None
13 Five Year Warranty for Chiller Compressor Parts at MHS	245,434	None
14 Three Year Preventive Maintenance for MRH	244,680	None
15 Roof Top Chiller for JDCH	199,215	None
16 Surgical Room Chiller Repairs at MRH	179,600	None
17 Ultrasound Equipment for Vascular Surgery Services at MPG	175,712	None
18 Three Year Service Agreement for Sprinkler System at MRH	171,129	None
19 Social Media Campaign for Memorial Cancer Institute	168,000	None
20 Patient Monitoring Module in Epic	161,200	None
21 Television Campaign for Memorial Cancer Institute	159,425	None
22 Highway Billboard Campaign for Memorial Cancer Institute	150,743	None
23 Rapid Infusion Therapy Equipment for MRH	138,570	None
24 Wireless Connectiivtiy Onsite Survey for MHS	137,231	None
25 Preventive Maintenance for MRH Chiller	128,900	None
26 Patient Rehabilitation Home Exercise Program Subscription Renewal for MRHS	122,846	None
27 Cardiac Device for MRH	118,935	None
28 Three Year Citrix Subscription with Security Features and Patch Updates	530,215	None
29 Agent Licenses for Telephone Contact Center with Cloud-based Solution for MHS	354,120	None
30 Laboratory Supplies for MRH	150,000	None

Memorial Healthcare System
Investor Contact Log
Fiscal Year 2024

Quarter: Ended	Contact:	Representing:	Discussion:
July 31,2023	Beth Wexler	Moody's Investor Service	Post-ratings discussion
October 31, 2023	None.		
January 31, 2024			
April 30, 2024			

**Memorial Healthcare System
Non Audit Engagement Report
Q2 FY 2024**

Quarter Ended	RSM US LLP Engagement:	
Q2 FY2024	For professional services rendered and expenses incurred in connection with the preparation of Joe DiMaggio Children's Hospital Foundation and Memorial Foundation YE 12/31/22 tax returns.	\$ 10,080
	For professional services rendered and expenses incurred in connection with Memorial Healthcare System's IRS Audit for tax year ending 4/30/2020.	\$ 4,619
	For professional services rendered and expenses incurred in connection with preparation of Memorial Healthcare System's year end 4/30/2023 Excise Tax Form 4720 and preparation of the year ended 4/30/2024 estimated payments.	\$ 14,280
	Total	\$ 28,979
Q2 FY2023	Total spend, provided for comparative purpose	\$ 36,062

Quarter Ended	Zomma Group LLP Engagement:	
Q2 FY2024	For professional services rendered and expenses incurred in connection with Non Audit Engagements.	\$ -
Q2 FY2023	Total spend, provided for comparative purpose	\$ -



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To: Denise DiCesare, Chief Compliance and Internal Audit Officer, MHS

Date: October 23, 2023

From: Dave Smith, Executive Vice President & Chief Financial Officer, MHS
Aharon Sareli MD, Executive Vice President and Chief Medical Officer, MHS

Handwritten signatures in blue ink for Dave Smith and Aharon Sareli.

Subject: Action Plan: INTERNAL AUDIT OF MHS CREDIT CARDS

Attached is our Action Plan, which identifies the steps which will be taken to address the recommendations made in the above referenced audit.

Recommendations	Response/Action Plan	Estimated Completion Date
We recommend developing MHS policies and procedures to establish governance over establishing accounts, credit card usage, required supporting documentation, and independent review to ensure the credit card purchases are appropriate and received prior approval.	Corporate Treasury will implement appropriate policies and procedures for the usage and issuance of Corporate Credit Cards.	March 2024
We recommend that Medical Affairs Memorial Employee Financial Credit Union (MEFCU) credit card and Government Affairs under the Board/Administration/Government Affairs MEFCU credit card submit receipts for all charges to substantiate that purchases are appropriate and legitimate business expenses.	Medical Affairs: Department to determine process for validating and reviewing charges to department credit card. Department would like to pursue other options for card account that allows multiple authorized users. Board/Administration/Government Affairs: have confirmed that this step is already being performed.	June 2024 Closed

<p>We recommend that for the Medical Affairs MEFCU credit card account and Board/Administration/Government Affairs credit card account document an independent party review of the credit card statement to match each transaction to the corresponding receipt and identify the person responsible for the expense.</p>	<p>Medical Affairs: Administrative Director (not an authorized user) will review statements monthly, effective immediately.</p> <p>Matching charges to total statement charges</p> <p>Board/Administration/Government Affairs: have confirmed that this step is already being performed.</p>	<p>June 2024</p> <p>Closed</p>
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cc: K. Scott Wester, President and Chief Executive Officer, MHS



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To: Denise DiCesare, Chief Compliance and Internal Audit Officer, MHS
Date: December 5, 2023
From: Vedner Guerrier, Executive Vice President and Chief Transformation Officer, MHS
 Mario Salceda-Cruz, Chief Operating Officer, MPG ^{DS}MS
 Esther Surujon, Chief Financial Officer, MPG, MPC & UCC ^{DS}ES
Subject: **Action Plan: INTERNAL AUDIT OF NON-MONETARY COMPENSATION TO MHS EMPLOYED PHYSICIANS**

Attached is our Action Plan, which identifies the steps which will be taken to address the recommendations made in the above referenced audit.

Recommendations	Response/Action Plan	Estimated Completion Date
We recommend developing a written MHS policy and procedure to govern the tracking of non-monetary compensation to employed physicians to ensure compliance with federal regulations.	MPG will develop a written P&P to govern the tracking of non-monetary compensation to employed physicians to ensure compliance with federal regulations.	1/31/24
We recommend departments that provide non-monetary compensation to physicians begin tracking these benefits to ensure physicians do not exceed the annual CMS limit.	MPG will develop a process for tracking non-monetary compensation to physicians in the individual departments.	3/31/24

cc: K. Scott Wester, President and Chief Executive Officer, MHS



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To: Denise DiCesare, Chief Compliance and Internal Audit Officer, MHS
Date: December 18, 2023
From: Felicia Turnley, Chief Executive Officer, MHP *F. Turnley*
Patrick Connor, Chief Financial Officer, MHP *PC*
Subject: **Action Plan: Compliance Audit of Levels Four and Five Evaluation and Management Facility Charges at Memorial Pembroke 24/7 Emergency Care Center**

Attached is our Action Plan, which identifies the steps which will be taken to address the recommendations made in the above referenced audit.

Recommendations	Response/Action Plan	Estimated Completion Date
We recommend Medical Director reeducate all physicians and non-physician practitioners to include the medical decision making summary statement in the notes.	Education will be provided to Physicians and APCs on a 1:1 basis as well as at the next monthly meeting. Medical Director to audit/review 50 randomized charts over the course of 1 month to ensure compliance.	All 1:1s with the providers will be completed by December 31, 2023, and staff meeting will take place January 3 rd , 2024.
We recommend management re-educate nurses to review documentation for accuracy.	Performance Improvement RN has created an audit tool with corrections for staff view. She will provide each nurse with the corrections needed if still within the 96 hours timeframe. If outside the edit window PI RN will review missing documentation with primary RN for re-education purposes.	PI RN reviews documentation daily. All staff will be educated on proper documentation on a continuous basis. And monthly trends will be completed at our staff meetings. Estimated completion date Q1 2024.

<p>We recommend management re-educate all nurses on the appropriate and accurate documentation of transfer paper forms and Epic.</p>	<p>Clinical Nurse Educator has created internal guidelines for accurate documentation of all transfer paperwork and protocols. This was also created for Float Pool RNs. PI RN will continue to audit Epic in conjunction with transfer paperwork.</p>	<p>Clinical Nurse Educator will complete refresher training with all staff and provide continuous training for Float Pool staff. Estimated completion date Q1 2024.</p>
<p>We recommend management develop a process to ensure time of vital signs entered in Epic concur with transfer paper forms completed.</p>	<p>Clinical Managers will ensure the time of vital signs entered in Epic concur with transfer paperwork by checking each transfer real time and signing off the transfer forms after review is completed. Audits will be completed by PI RN on a weekly basis to ensure compliance.</p>	<p>This new process is already in place and will be done daily real time. Estimated completion date Q1 2024.</p>

cc: K. Scott Wester, President and Chief Executive Officer, MHS



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To: Denise DiCesare, Chief Compliance and Internal Audit Officer, MHS
Date: December 14, 2023
From: Philoron A. Wright, II, Chief Executive Officer, MRHS
David Webb, Chief Financial Officer, MRHS *Denise DiCesare*
Subject: **Action Plan: COMPLIANCE AUDIT OF THE OUTPATIENT ADULT REHABILITATIVE SERVICES AT MEMORIAL REHABILITATION INSTITUTE HOLLYWOOD**

Attached is our Action Plan, which identifies the steps which will be taken to address the recommendations made in the above referenced audit.

Recommendations	Response/Action Plan	Estimated Completion Date
We recommend that Rehabilitation management reeducate therapists on the Medicare documentation requirements for the Outpatient rehabilitation therapy services.	MRHS OP Rehab leadership will be holding an in-service reviewing Medicare documentation requirements.	1/31/24
We recommend Rehabilitation management develop a process to ensure certification/recertifications have the necessary physician signature approving the plan of care.	MRHS OP Rehab leadership will educate therapists to review plan of care for physician signature prior to scheduling additional sessions beyond the original plan of care.	1/31/24 and ongoing
We recommend that the Rehabilitation management develop a process to simplify and automate total time documentation for timed codes and the total active time.	MRHS OP Rehab leadership will review with clinical staff proper charge capture, total time, and billed time, during the re-education of staff Medicare documentation compliance in service.	12/29/23
We recommend Rehabilitation management monitor Medicare Advantage (MA) Organizations for amendments on MA plan policies to ensure continued compliance.	MRHS OP Rehab leadership will monitor MA plan amendments to ensure continued compliance.	1/31/24 and ongoing

We recommend Rehabilitation management reeducate the therapists and review the existing process for charging services and develop a process to automate the charges to limit errors with claims not matching treatment documentation.	MRHS OP Rehab leadership will review charts weekly to ensure that charges are appropriate according to treatment documentation.	12/29/23 and ongoing
We recommend Accounts Receivable Management review the identified accounts with documentation deficiencies and/or billing errors and refund/rebill the claims, as necessary.	MRHS OP Rehab will communicate with ARM any identified accounts that may have deficiencies in documentation, and review if refunding or rebilling claims is necessary.	12/29/23 and ongoing

cc: K. Scott Wester, President and Chief Executive Officer, MHS



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To: Denise DiCesare, Chief Compliance, and Internal Audit Officer, MHS

Date: December 21, 2023

From: Philoron A. Wright, II, Chief Executive Officer, MRHS
David Webb, Chief Financial Officer, MRHS

Subject: Action Plan: COMPLIANCE AUDIT OF THE ADULT OUTPATIENT NEURO REHABILITATIVE SERVICES AT MEMORIAL REHABILITATION INSTITUTE MEMORIAL REGIONAL HOSPITAL SOUTH

Attached is our Action Plan, which identifies the steps which will be taken to address the recommendations made in the above referenced audit.

Recommendations	Response/Action Plan	Estimated Completion Date
We recommend that the Rehabilitation management reeducate therapists on Medicare documentation requirements for Outpatient (OP) Rehabilitation therapy services particularly on the certifications/recertifications, Plan of Care, and treatment time documentation.	MRHS Neuro OP Rehab leadership will provide OP therapists with education regarding Medicare documentation guidelines from their professional organizations (APTA, AOTA) as well as from the Centers for Medicare and Medicaid Services.	1/31/2024
We recommend that the Rehabilitation management develop a process to ensure certification/recertifications have the necessary physician signature approving the plan of care.	MRHS Neuro OP Rehab leadership will partner with staff to ensure plan of cares are signed within the 30-day requirement. MRHS Neuro OP Rehab leadership will educate staff during monthly meetings of their responsibility to review the plan of care for physician signature prior to scheduling additional sessions beyond the original plan of care. MRHS Neuro OP Rehab leadership will run a report in EPIC weekly to	12/20/2023

	capture unsigned plan of cares and follow up with physicians and pre-services to ensure they are completed.	
We recommend that the Rehabilitation management develop a process to simplify and automate total time documentation for timed codes and the total active time.	MRHS Neuro OP Rehab leadership will follow up with EPIC documentation team regarding duplicate documentation of activity times and billing codes leading to errors. MRHS Neuro OP Rehab leadership will review with clinical staff proper charge capture, total time, and billed time.	Ongoing 12/20/2023

We recommend that the Rehabilitation management reeducate the therapists and review the existing process for charging services and develop a process to automate the charges to limit errors with claims not matching treatment documentation.	MRHS Neuro OP Rehab leadership will follow up with the EPIC documentation team regarding ease of errors in documentation in current EPIC system due to duplicate documentation. Neuro OP chart review form updated to include billing documentation. Neuro OP therapists will complete peer chart reviews monthly including checking for correct billing and coding. Common themes in chart review errors will be discussed 1:1 and during staff meetings. Neuro OP therapists will complete the charge capture competency.	Ongoing 11/20/2023 11/29/2023 1/31/2024
We recommend that the Accounts Receivable Management review the accounts with documentation deficiencies and/or billing errors, and refund or rebill the claims, if necessary.	MRHS Neuro OP staff will complete monthly chart reviews to verify documentation is accurate. MRHS Neuro OP Rehab leadership will contact ARM to ensure the communication of billing questions or corrections is had with Neuro OP leadership directly.	12/20/2023 1/31/2024
We recommend Rehabilitation and Patient Financial Services (PFS) management in OP Rehabilitation collaborate in reeducating the PFS scheduling staff and the therapists	MRHS Neuro OP Rehab leadership will meet with PFS management to confirm the process for verifying	12/19/2023

on the process to validate the patient's therapy benefits and communicate the need to code the KX modifier to the therapist when necessary.	and coding appointment types for KX modifiers. MRHS Neuro OP Rehab leadership will review the DAR daily to ensure KX modifiers are documented in the charts with KX modifier appointment notes. Neuro OP staff will be educated on the location of the KX modifier note and the correct way to enter the code.	12/20/2023
We recommended PFS management regularly review the Appointment notes to verify if the note to code KX modifier need is appropriate.	MRHS Neuro OP Rehab leadership will meet with PFS management to confirm the process for verifying and coding appointment types for KX modifiers.	12/19/2023

cc: K. Scott Wester, President and Chief Executive Officer, MHS



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To: Denise DiCesare, Chief Compliance and Internal Audit Officer, MHS

Date: December 12, 2023

From: Mario Salceda-Cruz, Chief Operating Officer, MPG ^{DS} MS
Esther Surujon, Chief Financial Officer, MPG ES

Subject: Action Plan: Compliance Audit of Breast Oncology Evaluation and Management Services for Memorial Physician Group Professional Coding and Billing

Attached is our Action Plan, which identifies the steps which will be taken to address the recommendations made in the above referenced audit.

Recommendations	Response/Action Plan	Estimated Completion Date
We recommend that Memorial Physician Group (MPG) Business Office correct and rebill or refund accounts as appropriate.	Business Office will correct, rebill, or refund accounts that we agreed with audit findings.	01/31/2024
We recommend that the Director of Billing and Compliance reeducate providers on medical record documentation, coding, and billing to support medical necessity and services billed, as MPG Business Office does not code E/M or ICD-10-CM codes.	Director of Billing Compliance will provide reeducation to Physicians and AAP providers on medical record documentation and coding to support medical necessity and services billed.	02/15/2024
Prospectively, we recommend that the MPG Business Office monitor Medicare Advantage plans for policy updates and modify their process accordingly to ensure compliance.	The Business Office will download Medicare Advantage monthly updates to ensure compliance and modify any process accordingly.	02/15/2024

cc: K. Scott Wester, President and Chief Executive Officer, MHS




South Broward Hospital District d/b/a Memorial Healthcare System

FY 2024 OVERVIEW OF AUDIT STRATEGY

Report to the Audit and Compliance
Committee of the Board of Commissioners

January 15, 2024



The Audit and Compliance Committee of the Board of Commissioners
South Broward Hospital District d/b/a Memorial Healthcare System

We are pleased to present this report covering the planned scope and timing of our audit of South Broward Hospital District d/b/a Memorial Healthcare System's (the System) 2024 consolidated financial statements (hereafter, "financial statements").

This report is designed to help you understand our audit approach, including the importance of communication, our emphasis on understanding how your business functions, and our incorporation of concepts like materiality, internal control and risk assessment into tailoring audit procedures to the unique aspects of your business.

It will be our pleasure to respond to any questions you have about this report. We appreciate the opportunity to be of service to the System.

RSM US LLP

This report is intended solely for the information and use of the Audit and Compliance Committee of the Board of Commissioners and management, and is not intended to be, and should not be, used by anyone other than these specified parties.



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SUMMARY OF KEY PLANNING AREAS

We will take an unbiased, risk-based approach in designing audit procedures. The nature, timing and extent of procedures performed will be consistent with our risk assessments and our audit approach.

Audit Timeline

Preliminary audit work will take place the weeks of January 22, 2024 and January 29, 2024. Procedures will include updating our understanding of the entity, walkthroughs of transaction cycles and preliminary analytical review procedures.

Interim fieldwork will take place the weeks of April 8, 2024 and April 15, 2024. Procedures will include wrapping up preliminary audit work and getting a head start on year-end field work.

We have scheduled year-end field work commencing the week of May 13, 2024.

For additional details, refer to *Timing of the Audit* on page 15.

Emphasis Areas

Key areas of focus during this period's audit include those deemed to be significant risks, which are found on page 10.

We plan to use the work of subject matter experts and valuation specialists in testing information technologies (IT), third-party reimbursement, and actuarial services.

We anticipate that the following areas will represent significant changes in audit emphasis from the prior period:

- GASB 96 - implementation
- Workday - Conversion
- DPP performance bonus
- Update accounting and reserves for Florida Section 1115 DSH Waiver Days settlement

Other Services Provided

- Tax assistance and review
- We are the auditors for Memorial Insurance Company, LLC, Florida Community Health Network Corp., Memorial Foundation, Inc. and Joe DiMaggio Children's Hospital Foundation, Inc.
- Provided assistance in connection with the implementation of GASB Statement No. 87, *Leases* and pending to provide assistance in connection with the implementation of GASB No. 96, *Subscription-Based Information Technology Arrangements*. Also, provided limited due diligence procedures over Project SEGA (Genesis Care Pty Limited).

Internal Audit Reliance

Internal audit will be relied upon for various aspects of the engagement. Please refer to *Using the Work of Internal Auditors* starting on page 14.



UNDERSTAND
THE CLIENT



RISK
ASSESSMENT



FURTHER AUDIT
PROCEDURES



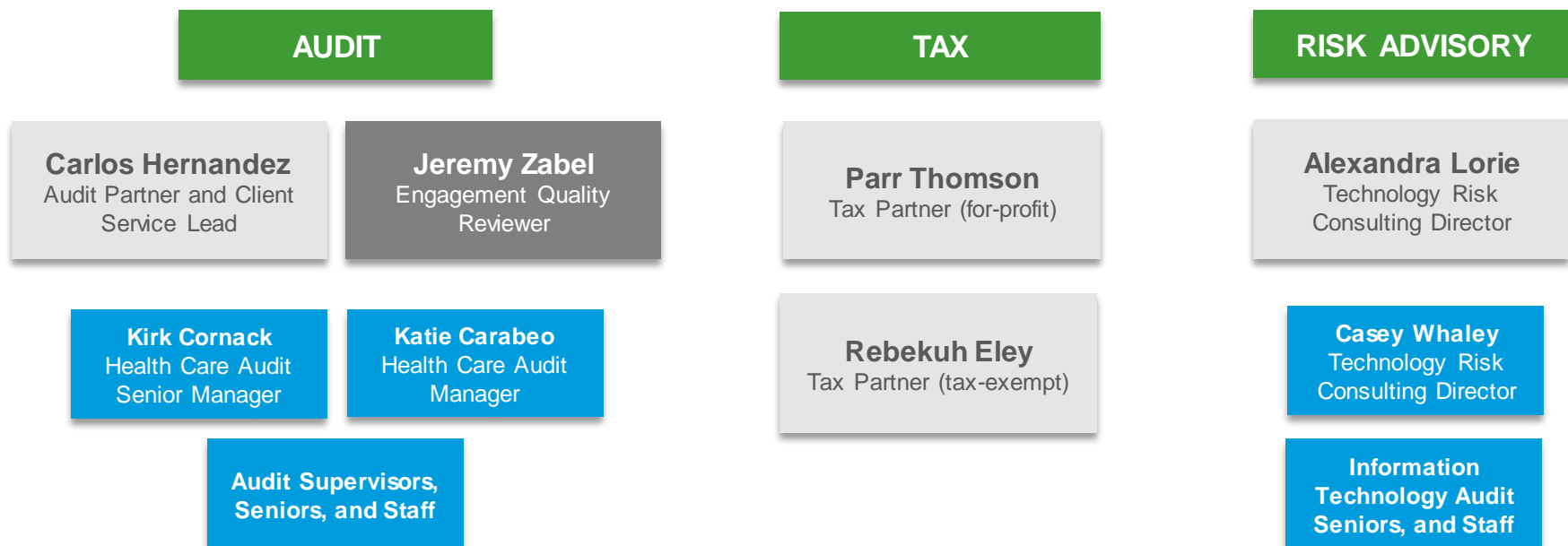
EVALUATION



DELIVERY

Engagement Team

Our team approach emphasizes assigning professionals with the right level of experience for each aspect of the engagement. The chart below depicts how the engagement team is organized. Carlos Hernandez serves as the engagement leader and your main point of contact. All of these individuals served the System in the prior year.



Communication

Effective two-way communication between our firm and the Audit and Compliance Committee of the Board of Commissioners is important to understanding matters related to the audit and developing a constructive working relationship.

Your insights may assist us in understanding the System and its environment, identifying appropriate sources of audit evidence and providing information about specific transactions or events.

Our responsibilities



We will:

- Discuss with you your oversight of the effectiveness of internal control and any areas where you request additional procedures to be undertaken.
- Timely communicate to you any instances of the following that are identified during the audit:
 - Fraud involving senior management and other fraud that causes a material misstatement of the financial statements.
 - Noncompliance with laws and regulations (unless they are clearly inconsequential).
 - Disagreements with management and other serious difficulties encountered in performing the audit.
- Communicate the following matters to you:
 - Significant deficiencies or material weaknesses in internal control that become known to us during the audit.
 - Significant unusual transactions, matters that are difficult or contentious for which we consulted outside the engagement team, and circumstances that affect the form and content of the auditor's report.
 - Other matters arising from the audit that are, in our professional judgment, significant and relevant to you in your oversight of the financial reporting process.

Your responsibilities



We expect that you:

- Timely communicate to us any matters you consider relevant to the audit, which might include:
 - Strategic decisions that may significantly affect the nature, timing and extent of audit procedures.
 - Your suspicion or detection of fraud, or any concerns you may have about the integrity or competence of senior management.

Independence

Shared Responsibilities: AICPA and GAO Independence

The American Institute of Certified Public Accountants (AICPA) and Government Accountability Office (GAO) regularly emphasize that auditor independence is a **joint responsibility** and is managed most effectively when management, audit committees (or their equivalents), and audit firms work together in considering compliance with AICPA and GAO independence rules. For RSM to fulfill its professional responsibility to maintain and monitor independence, management, the Audit and Compliance Committee of the Board of Commissioners, and RSM each play an important role.

Our responsibilities



- AICPA and GAO rules require independence both of mind and in appearance when providing audit and other attestation services. RSM is to ensure that the AICPA and GAO's General Requirements for performing non-attest services are adhered to and included in all letters of engagement.
- Maintain a system of quality management over compliance with independence rules and firm policies.

Your responsibilities



- Timely inform RSM, before the effective date of transactions or other business changes, of the following:
 - New affiliates, directors, or officers.
 - New beneficial owners of the System's stock which have significant influence.
 - Change in corporate structure impacting affiliates such as add-on acquisitions or exits.
- Provide necessary affiliate information such as new or updated investment structure charts, as well as financial information required to perform materiality calculations needed for making affiliate determinations.
- Understand and conclude on the permissibility, prior to the System and its affiliates, officers, directors, or persons in a decision-making capacity, engaging in business relationships with RSM.
- Not entering into relationships resulting in close family members of RSM covered persons, temporarily or permanently acting as an officer, director, or person in an accounting or financial reporting oversight role at the System.

Overall Audit Strategy

Our Independence Policies and Procedures

Our independence policies and procedures are designed to provide reasonable assurance that our firm and its personnel comply with applicable professional independence standards. Our policies address financial interests, business and family relationships, and non-audit services that may be thought to bear on independence. For example:

- Our partners and professional employees are restricted in their ability to own a direct financial interest or a material indirect financial interest in a client or any affiliate of a client.
- If an immediate family member or close relative of a partner or professional employee is employed by a client in a key position, the incident must be reported and resolved in accordance with firm policy.
- Our policies prohibit us from providing certain non-attest services and require audit clients to accept certain responsibilities in connection with the provision of permitted non-attest services.

The Audit Planning Process

Our audit approach places a strong emphasis on obtaining an understanding of how your entity functions, which enables us to identify key audit components and tailor our procedures to the unique aspects of your entity.

- **Understand the entity.** The development of our audit plan begins by meeting with you and with management to obtain an understanding of the System's objectives, strategies, risks and performance.
- **Materiality.** We obtain an understanding of the users of the financial statements in order to establish an overall materiality level for audit purposes.
- **Internal control.** As part of obtaining an understanding of your entity and its environment, we obtain an understanding of your system of internal control.
- **Risk assessment.** We use this understanding of your entity, its environment, and its system of internal control to identify risks of material misstatement, which provides us with a basis for designing and implementing responses to the assessed risks of material misstatement.
- **Discussions among the engagement team.** We conduct formal discussions among engagement team members to consider how and where your financial statements might be susceptible to material misstatement due to fraud or error.

Materiality and Internal Control

The Concept of Materiality in Planning and Executing the Audit

We apply the concept of materiality in planning and performing the audit; evaluating the effect of identified misstatements on the audit and the effect of uncorrected misstatements, if any, on the financial statements; and forming the opinion in our report in the following ways:

- **Professional judgment.** Our determination of materiality is a matter of professional judgment and is affected by our perception of the financial information needs of users of the financial statements.
- **Overall materiality.** We establish an overall materiality for audit purposes.
- **Performance materiality.** We establish performance materiality at an amount less than materiality for the financial statements as a whole to allow for the risk of misstatements that may not be detected by the audit.
 - We use performance materiality for purposes of assessing the risks of material misstatement and determining the nature, timing and extent of further audit procedures.
- **Quantitative and qualitative considerations.** Our assessment of materiality throughout the audit will be based on both quantitative and qualitative considerations.
 - Because of the interaction of quantitative and qualitative considerations, misstatements of a relatively small amount could have a material effect on the current financial statements as well as financial statements of future periods.
- **Accumulation of misstatements.** We will accumulate misstatements identified during the audit, other than those that are clearly trivial.
 - At the end of the audit, we will inform you of all individual uncorrected misstatements aggregated by us in connection with our evaluation of our audit test results.

Our Approach to Internal Control Relevant to the Audit

Our audit of the financial statements will include obtaining an understanding of internal control sufficient to plan the audit and determine the nature, timing and extent of audit procedures to be performed. A financial statement audit is not designed to provide assurance on internal control or identify significant deficiencies or material weaknesses. Our review and understanding of the System's internal control is not undertaken for the purpose of expressing an opinion on the effectiveness of internal control.

Significant Risks of Material Misstatement

Our audit of the financial statements includes the performance of risk assessment procedures in order to identify risks of material misstatement, whether due to fraud or error. As part of these risk assessment procedures, we determine whether any risks identified are a significant risk.

As part of our initial risk assessment procedures, we identified the following risks as significant risks. Additional significant risks may be identified as we perform additional audit procedures.

Risk Name	Risk Description
Management override of controls	Management could override controls that are in place in order to commit fraudulent financial reporting, misappropriate assets, or manipulate earnings.
Fraudulent revenue recognition	Management could improperly recognize revenues in order to manipulate earnings.
Patient accounts receivable and net patient service revenue, including allowances	Accounts receivable could be misstated due to complexity, subjectivity, uncertainty, or economic developments.
Actuarial determined liabilities	Self-insured liabilities could be misstated due to incorrect claim data, inaccurate liability estimation processes, or missing claims.
Section 1115 Medicaid demonstration waivers	Section 1115 Medicaid demonstration waivers could be misstated due to complexity, subjectivity, and uncertainty of these transactions.

“Significant risk: An identified risk of material misstatement:

- i. For which the assessment of inherent risk is close to the upper end of the spectrum of inherent risk due to the degree to which inherent risk factors affect the combination of the **likelihood** of a misstatement occurring and the **magnitude** of the potential misstatement should that misstatement occur; or
- ii. That is to be treated as a significant risk in accordance with auditing standards generally accepted in the United States of America and Government Auditing Standards

Risk Areas and Summary Audit Procedures

Risk Area	Summary Audit Procedures
Patient accounts receivable and net patient service revenue, including allowances	<ul style="list-style-type: none"> • Gain an understanding of the patient accounting system and test the integrity of billing and collection information into the Revenue Cycle Analytics tool. • Assess adequacy of current allowance methodologies. • Review historical results used in calculating allowances for contractual adjustments and doubtful accounts. • Perform substantive testing on a selected sample of patient balances and on patient billings. • Test subsequent cash receipts and credits. • Perform detailed analytical analysis.
Accounting for the revenues received from the Directed Payment Program (DPP)	<ul style="list-style-type: none"> • Test compliance with eligibility requirements for the DPP. • Perform substantive test work to address risks of improper revenue recognition related to the DPP. • Test occurrence, accuracy, cutoff and classification assertions.
Investments	<ul style="list-style-type: none"> • Confirm investment balances with custodian(s). • For alternative investments, review and consider results of audit reports and independently test the fair value of alternative investments. • Test fair values by obtaining fair values from an independent pricing service. • Test investment classification levels and detail transactions. • Perform analytical procedures to test investment income. • Review and test presentation and disclosure of investment balances and related investment income in the footnotes and consolidated financial statements.
Third-party payor settlements and valuation allowances	<ul style="list-style-type: none"> • Review filed, revised and settled cost reports and other payor contracts. • Review historical results of reserving methodology. • Test underlying data to support liability calculations. • Gain an understanding of outstanding compliance-related matters and other areas that may require specific valuation allowances.

Risk Areas and Summary Audit Procedures

Risk Area	Summary Audit Procedures
Accounting for the Provider Reimbursement Review Board Decision in Florida Section 1115 DSH Waiver Days Groups	<ul style="list-style-type: none"> Review status of case proceedings. Obtain management's estimation of reimbursement. Assess reasonableness of reserve level, if applicable.
Capital assets, including construction in progress	<ul style="list-style-type: none"> Test the capitalization of new projects. Test a sample of additions and disposals. Test depreciation expense for reasonableness. Review construction in progress for proper recording and disclosure, including commitments.
Long-term debt, including compliance	<ul style="list-style-type: none"> Confirm outstanding balances. Test interest expense by reviewing debt agreements/documents and performing analytical procedures. Evaluate compliance with debt covenants. Read the master trust indentures, official statements, and other significant debt agreements.
Self-insured liabilities, including medical malpractice and workers' compensation	<ul style="list-style-type: none"> Assess adequacy of current reserving methodologies. Assess independence and competence of actuaries and their methodology. Test data sent to actuaries for accuracy and completeness. Review of the medical malpractice actuarial firm's (engaged by management) methodologies by RSM's specialists. Confirm with legal counsel as to status of open claims and estimates of settlements.
Pension plan and other post-employment benefits	<ul style="list-style-type: none"> Assess the propriety of the accounting and related disclosures. Assess adequacy of current reserving methodologies. Assess independence and competence of actuaries and their methodology. Test data sent to actuaries for accuracy and completeness. Review of the pension actuarial firm's (engaged by management) methodologies by RSM's specialists.
Commitments and contingencies	<ul style="list-style-type: none"> Review status of litigation with management and internal and external legal counsel. Confirm significant litigation, claims and assessments with internal and external legal counsel. Review Board minutes. Assess reasonableness of reserve level, if applicable.

Risk Areas and Summary Audit Procedures

Risk Area	Summary Audit Procedures
Operating expenses	<ul style="list-style-type: none"> • Perform analytical procedures and substantive test work to address risks. • Test occurrence, accuracy, cutoff and classification assertions.
Revenue recognition	<ul style="list-style-type: none"> • Perform analytical procedures and substantive testing of patient revenue and other sources of revenue. • Test occurrence, accuracy, cutoff and classification assertions.
Management override of controls and Internal control documentation and testing	<ul style="list-style-type: none"> • Gain an understanding of internal control policies and procedures that are likely to prevent, or detect and correct, material misstatement of financial statements. • Design and perform tests of controls to evaluate the operating effectiveness of those policies and procedures. • Test a sample of journal entry transactions for propriety.
Information system general computer controls	<ul style="list-style-type: none"> • Assess and test information system controls relevant to financial reporting. Activities consist of the procedures (manual or automated) and records established to initiate, authorize, record, process and report entity transactions, events and conditions, and to maintain accountability for the related assets, liabilities and equity. • Workday implementation and its effects on overall management controls and procedures.
Financial statement close process, including disclosures	<ul style="list-style-type: none"> • Review management's disclosure checklist for completeness. • Gain an understanding of the financial statement close process and review financial statements and significant disclosures. • Gain an understanding of and audit the implementation of GASB Statement No. 96, <i>Subscription-Based Information Technology Arrangements</i>.
Related party transactions	<ul style="list-style-type: none"> • Review and test transactions with related parties and consider need for financial statement disclosure. • Assess the propriety and accounting treatment for related party transactions.

Using the Work of Internal Auditors



Understanding the Internal Audit Function

As part of our understanding of your entity and its environment, we will obtain and document an understanding of your internal audit function. We will read relevant internal audit reports issued during the year to determine whether such reports indicate a source of potential error or fraud that would require a response when designing our audit procedures.

Using the Work of Internal Auditors

Because internal auditors are employees, they are not independent and their work can never be substituted for the work of the external auditor. We may, however, alter the nature, timing and extent of our audit procedures based upon the results of the internal auditor's work or use the internal audit function to provide direct assistance to us during the performance of our audit.

We will also use the internal audit function to provide direct assistance to us in relation to the following audit areas:

- Walkthrough testing of key business processes
- Substantive testing of samples of payroll; fixed assets and CIP additions; patient revenue; accounts receivable hindsight; credit balances; unapplied discounts; zero balance patient accounts

Timing of the Audit

The schedule below outlines the expected timing of the audit. Management's adherence to its closing schedule and timely completion of information used by us in performance of the audit is essential to timely completion of the audit.

----- 2024 -----	
Jan	Preliminary audit work (weeks of January 22 and January 29)
Apr	Interim audit work (weeks of April 8 and April 15)
May/June	Field work (weeks of May 13, May 20, May 27, June 3)
June	Field work wrap up and financial statement review (week of June 10)
July	Present results of the 2024 audit to the Audit and Compliance Committee of the Board of Commissioners



Innovation During the Audit

In our aim to deliver **human insights powered by technology**, we wish to highlight how we incorporated innovation and technology solutions into the execution of our audit.



DataSnipper	<ul style="list-style-type: none"> DataSnipper is an Excel add in that automatically matches data in excel with supporting documents, recognizes and extracts data from unstructured documents, and verifies the mathematical accuracy of certain financial documents. We're excited to bring this tool into our practice to help reduce repetitive, manual tasks and strengthen our audit quality.
IDEA scripts	<ul style="list-style-type: none"> Our Data Analytics Center of Excellence team has developed IDEA scripts to save time in executing audit procedures. These IDEA scripts will assist our team with journal entry testing by automatically selecting journal entries from the general ledger based on specified criteria.

APPENDICES



Appendix A – Recent Accounting Pronouncements

The following accounting pronouncements have been issued as of January 15, 2024 but are not yet effective and may affect the future financial reporting by the System.

Pronouncement	Summary
GASB Statement No. 96, <i>Subscription-Based Information Technology Arrangements</i>	Provides guidance on the accounting and financial reporting for subscription-based information technology arrangements (SBITAs) for government end users. This Statement: (1) defines a SBITA; (2) establishes that a SBITA results in a right-to-use subscription asset—an intangible asset—and a corresponding subscription liability; (3) provides the capitalization criteria for outlays other than subscription payments, including implementation costs of a SBITA; and (4) requires note disclosures regarding a SBITA.
Pronouncement	Summary
GASB Statement No. 101, <i>Compensated Absences</i>	The objective of this Statement is to better meet the information needs of financial statement users by updating the recognition and measurement guidance for compensated absences. This Statement requires that liabilities for compensated absences be recognized for (1) leave that has not been used and (2) leave that has been used but not yet paid in cash or settled through noncash means. A liability should be recognized for leave that has not been used if (a) the leave is attributable to services already rendered, (b) the leave accumulates, and (c) the leave is more likely than not to be used for time off or otherwise paid in cash or settled through noncash means.

Appendix B - Peer Review Letter

FORVIS

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Report on the Firm's System of Quality Control

December 5, 2022

To the Partners of RSM US LLP and the National Peer Review Committee,

We have reviewed the system of quality control for the accounting and auditing practice of RSM US LLP (the firm) applicable to engagements not subject to PCAOB permanent inspection in effect for the year ended April 30, 2022. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants (Standards).

A summary of the nature, objectives, scope, limitations of, and the procedures performed in a system review as described in the Standards may be found at www.aicpa.org/prsummary. The summary also includes an explanation of how engagements identified as not performed or reported on in conformity with applicable professional standards, if any, are evaluated by a peer reviewer to determine a peer review rating.

Firm's Responsibility

The firm is responsible for designing and complying with a system of quality control to provide the firm with reasonable assurance of performing and reporting in conformity with the requirements of applicable professional standards in all material respects. The firm is also responsible for evaluating actions to promptly remediate engagements deemed as not performed or reported on in conformity with the requirements of applicable professional standards, when appropriate, and for remediating weaknesses in its system of quality control, if any.

Peer Reviewer's Responsibility

Our responsibility is to express an opinion on the design of and compliance with the firm's system of quality control based on our review.

Required Selections and Considerations

Engagements selected for review included engagements performed under *Government Auditing Standards*, including compliance audits under the Single Audit Act; audits of employee benefit plans; audits performed under FDICIA; and examinations of service organizations (SOC 1® and SOC 2® engagements).

As a part of our peer review, we considered reviews by regulatory entities as communicated by the firm, if applicable, in determining the nature and extent of our procedures.

Opinion

In our opinion, the system of quality control for the accounting and auditing practice of RSM US LLP applicable to engagements not subject to PCAOB permanent inspection in effect for the year ended April 30, 2022, has been suitably designed and complied with to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of *pass*, *pass with deficiency(ies)*, or *fail*. RSM US LLP has received a peer review rating of *pass*.

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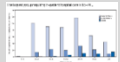
Appendix C - Health Care Appendix

Q4 | 2023



Health Care Industry Outlook

Health Care specific outlooks are developed by RSM's senior analysts dedicated to studying economic and industry data, market trends and emerging issues.



The Real Economy Health Care Blog

Health care industry analysts interpret data and share timely insights for health care leaders and media.



The Real Economy

Monthly publication to help the middle market anticipate and address unique issues and challenges facing the industries in which they operate.



Middle Market Business Index

The RSM US Middle Market Business Index provides a leading measure on the performance of businesses each quarter.

Questions? Your RSM professional can connect you with any of our presenters or authors. Don't miss the latest research reports, insight articles and educational webcasts.

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3rd Annual RSM Virtual Health Care Day
Check out Recordings & On-Demand Sessions
up to 8 CPE Credits Available through Sept. 2024

UPCOMING EVENTS

Nov 5-8 – [LeadingAge Annual Conference | Chicago](#)
RSM will be exhibiting

Nov 8-11 – [CHIME Fall Forum | Phoenix](#)
RSM will be hosting a Focus Group on leveraging data analytics to drive margin enhancements



[The RSM Classic](#)
November 16-19, 2023
Sea Island Golf Club

Featuring keynote panel discussion on “The New Reality for Health Care”

- Panelist: Dennis Dahlen, CFO, The Mayo Clinic
- Panelist: Pat Keel, CFO/CAO, St. Jude Children's Research Hospital
- Moderator: Carlos Hernandez, RSM US, LLP

TOP REGULATORY AND TAX UPDATES



ALERT: Sept. 15, 2023

[New guidance released on clean energy credit labor requirements](#)



ALERT: Aug. 18, 2023

[Community benefit provided by tax-exempt hospitals scrutinized](#)



BLOG: Sept. 21, 2023

[Inflation Reduction Act could provide clean energy tax credits for health care....](#)



ALERT: Aug. 10, 2023

[Excise tax guidance on sales of designated drugs](#)



[Private Equity Filter to Industry Private Equity](#)



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South Broward Hospital District

BOARD OF COMMISSIONERS

Elizabeth Justen, *Chairwoman* • **Steven Harvey**, *Vice Chairman* • **Douglas A. Harrison**, *Secretary Treasurer*
Jose Basulto • **Brad Friedman** • **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: S.B.H.D. Contracts Committee
Chairman: Mr. Steven Harvey
Vice Chairman: Dr. Luis E. Orta
Location: Executive Conference Room, 3111 Stirling Road, Hollywood, Florida, 33312

Date: January 15, 2024
Time: 4:30 p.m.

In Attendance: Mr. Steven Harvey, Dr. Luis E. Orta (via WebEx), Ms. Elizabeth Justen, Mr. Brad Friedman, Mr. Scott Wester, Mr. Vedner Guerrier, Mr. Matthew Muhart, Mr. David Smith, Ms. Leah Carpenter, Mr. Frank Rainer, Ms. Esther Surujon, Ms. Kimberly Kulhanjian, and Ms. Anastasia Webb

The Contracts Committee meeting convened at 4:33 p.m. on January 15, 2024.

The meeting was called to order and legal certification of compliance with Florida's Public Meetings Law was given by Mr. 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 Natasha Rueth, M.D. – Chief, Breast Cancer Services, and South Broward Hospital District

The Contracts Committee recommends to the Board of Commissioners approval of the new Physician Employment Agreement between the South Broward Hospital District and Natasha Rueth, M.D., for Chief, Breast Cancer Services.

Dr. Rueth received a Bachelor's degree from the University of Wisconsin, Stevens Point (2000) and a Doctor of Medicine degree (2005) and a Masters of Science in Clinical Research (2011) from the University of Minnesota Medical School, Minneapolis. She completed a General Surgery Residency (2008), a Thoracic and Surgical Oncology Research Fellowship (2010), and a General Surgery Residency (2012) at the University of Minnesota. Dr. Rueth also completed a Surgical Oncology Fellowship at the University of Texas, MD Anderson Cancer Center (2014). She has been serving as Deputy Director for Allina Health Cancer Institute, Minneapolis, Minnesota, in general surgery and surgical oncology, with an emphasis in breast cancer surgery for the last eight years, and exclusively on breast disease and breast cancer for the past two years. She is certified by the American Board of Surgery in Complex General Surgical Oncology and General Surgery.

Dr. Rueth will be responsible for providing Breast Cancer 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 Breast Surgeon. 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. Rueth 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.

MEMORIAL HEALTHCARE SYSTEM

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The details of Dr. Rueth's compensation package were discussed. The Committee noted that Dr. Rueth's salary was evaluated based upon the 2023 – 2024 Physician Salary Matrix for Chief, Surgical Oncology - Breast Surgery.

The Employment Agreement shall be effective June 4, 2024, 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 Natasha Rueth, M.D., for Chief, Breast Cancer Services.

(2) New Physician Employment Agreement between Haneen Abdella, M.D.- Pediatric Hematology Oncology, and South Broward Hospital District

The Contracts Committee recommends to the Board of Commissioners approval of the new Physician Employment Agreement between the South Broward Hospital District and Haneen Abdella, M.D. for Pediatric Hematology Oncology Services.

Dr. Abdella received a Bachelor's degree from the University of Miami, Coral Gables, FL (2002) and a Doctor of Medicine degree from the University of Miami Miller School of Medicine, Miami, FL (2006). She completed a Pediatric Residency as chief Resident in 2010 at Jackson Memorial Hospital - Holtz Children's Hospital, University of Miami. She also completed a Pediatric Hematology/Oncology Fellowship as Chief Fellow in 2013 at Children's Healthcare of Atlanta, Emory University. She has practiced as a Pediatric Hematology/Oncology Attending Physician for Kidz Medical Services, Nicklaus Children's Hospital since 2013. She is board-certified in Pediatric Hematology Oncology.

Dr. Abdella will be responsible for providing Pediatric Hematology Oncology 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 Pediatric Hematologist/Oncologist. 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. Abdella 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. Abdella's compensation package were discussed. The Committee noted that that Dr. Abdella's salary was evaluated based upon the 2023 – 2024 Physician Salary Matrix for Pediatric Hematology Oncology.

The Employment Agreement shall be effective April 15, 2024, 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 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 new Physician Employment Agreement between the South Broward Hospital District and Haneen Abdella, M.D., for Pediatric Hematology Oncology Services.

(3) New Physician Employment Agreement between Syed Razi, M.D. - Thoracic Surgery, and South Broward Hospital District

The Contracts Committee recommends to the Board of Commissioners approval of the new Physician Employment Agreement between the South Broward Hospital District and Syed Razi, M.D., for Thoracic Surgery Services.

Dr. Razi completed his Higher Secondary School Certification (HSSC) at D.J. Sindh Govt. Science College, Karachi, Pakistan (2000) and his M.B.B.S at Sindh Medical College, Karachi, Pakistan (2006). He completed a Surgery Internship at Jinnah Post-Graduate Medical Center, Karachi, Pakistan (2007), a General Medicine Internship at Abbasi Shaheed Hospital, Karachi, Pakistan (2007), a Clinical Observership in the Division of Vascular Surgery at Charleston Memorial Hospital, Charleston, WV (2007), a Clinical Externship at the Department of Medicine Frederick Memorial Hospital, Frederick, MD (2008), served as the Resident Medical Officer at Ziauddin University Hospital, Karachi, Pakistan (2008), served as the Resident Medical Officer at National Medical Center, Karachi, Pakistan (2008), served as a Research Assistant at Frederick Memorial Hospital, Frederick, MD (2009), completed a Research Fellowship in Thoracic and Minimally Invasive Surgery at the Department of Surgery, St. Luke's – Roosevelt Hospital Center Columbia University College of Physicians & Surgeons, NY (2011), completed a Preliminary General Surgery Residency at the University of Connecticut Health Center, Hartford, CT (2012), a General Surgery Residency at Bronx-Lebanon Hospital Center, Bronx, NY (2017), and a Thoracic Surgery Fellowship at Jackson Memorial Hospital/University of Miami Hospital, Miami, FL (2019). He was employed by MHS from 2019- 2023 before pursuing an opportunity to practice at JFK University Medical Center, New Jersey.

Dr. Razi will be responsible for providing Thoracic Surgery 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 Thoracic Surgeon. 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. Razi may also be required to perform other surgical administrative services. Under this employment agreement, he will be required to perform such services at any Hospital District location.

The details of Dr. Razi's compensation package were discussed. The Committee noted that that Dr. Razi's salary was evaluated based upon the 2023 – 2024 Physician Salary Matrix for Thoracic Surgery.

The Employment Agreement shall be effective August 1, 2024, 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, 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 Syed Razi, M.D., for Thoracic Surgery Services.

(4) Renewal Physician Employment Agreement between Jackson Cohen, M.D. - Vice Chief, Physical Medicine and Rehabilitation Program, and Medical Director, Interventional Pain Medicine, and South Broward Hospital District

The Contracts Committee recommends to the Board of Commissioners approval of the renewal Physician Employment Agreement between the South Broward Hospital District and Jackson G. Cohen, M.D., for Vice Chief, Physical Medicine and Rehabilitation Program, and Medical Director, Interventional Pain Medicine Services.

Dr. Cohen received a B.A. Degree in 2005 from University of Texas, Austin, TX, and his M.D. Degree in 2010 from St. George's University School of Medicine, Granada, West Indies. At the University of Miami/Jackson Memorial Hospital, Miami, FL, he completed a Residency in Physical Medicine and Rehabilitation (2011 – 2014) and an Interventional Pain Medicine Fellowship (2014 – 2015). Since 2015, he has served as an Interventional Pain Management Physician at Comprehensive Interventional Pain Medicine, Miami, FL. Dr. Cohen is board-certified in Physical Medicine and Rehabilitation, as well as the subspecialty of Pain Medicine. He has been employed by MHS since 2016.

Dr. Cohen will be responsible for providing Pain 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 an Interventional Physiatrist. 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. Cohen 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. Cohen's compensation package were discussed. The Committee noted that that Dr. Cohen's salary was evaluated based upon the 2023 – 2024 Physician Salary Matrix for Chief, Pain Medicine.

The Employment Agreement shall be effective February 1, 2024, 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, 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 renewal Physician Employment Agreement between the South Broward Hospital District and Jackson G. Cohen, M.D., for Vice Chief, Physical Medicine and Rehabilitation Program, and Medical Director, Interventional Pain Medicine Services.

(5) Renewal Physician Employment Agreement between Paula Eckardt, M.D. – Chief, Infectious Diseases, and Medical Director, Infection Control Program, and South Broward Hospital District

The Contracts Committee recommends to the Board of Commissioners approval of the renewal Physician Employment Agreement between the South Broward Hospital District and Paula A. Eckardt, M.D., for Chief, Infectious Diseases, and Medical Director, Infection Control Program.

Dr. Eckardt received her M.D. Degree in 1997 from Universidad del Norte, Barranquilla, Colombia. At Jackson Memorial Hospital/VAMC, University of Miami Miller School of Medicine, Miami, FL, she completed a Residency

in Internal Medicine (2000 – 2002) and a Fellowship in Infectious Diseases (2002 – 2004). Since 2004, Dr. Eckardt has served as a primary care physician and infectious diseases consultant for several practices in the South Florida area. She has also held teaching positions at FIU Wertheim College of Medicine, Miami, FL, and FAU College of Medicine, Boca Raton, FL. Dr. Eckardt has been employed by MHS since 2008. She is board-certified in Internal Medicine and Infectious Disease.

Dr. Eckardt will be responsible for providing Infectious Diseases/HIV/AIDS Services consistent with the clinical scope of her privileges. She will provide medical care and treatment to all patients who require the services of an Infectious Diseases Specialist. 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. Eckardt 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. Eckardt's compensation package were discussed. The Committee noted that that Dr. Eckardt's salary was evaluated based upon the 2023 – 2024 Physician Salary Matrix for Chief, Infectious Diseases.

The Employment Agreement shall be effective February 1, 2024, 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, 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 renewal Physician Employment Agreement between the South Broward Hospital District and Paula A. Eckardt, M.D., for Chief, Infectious Diseases, and Medical Director, Infection Control Program.

(6) Renewal Physician Employment Agreement between Virmarie Quinones-Pagan, M.D. - Pediatric Rehabilitation, and South Broward Hospital District

The Contracts Committee recommends to the Board of Commissioners approval of the renewal Physician Employment Agreement between the South Broward Hospital District and Virmarie Quinones Pagan, M.D., for Pediatric Rehabilitation Services.

Dr. Pagan received her M.D. Degree in 2002 from the University of Puerto Rico School of Medicine, Rio Piedras, Puerto Rico. At the San Juan Veterans Affairs Medical Center, San Juan, PR, she completed an Internship in Internal Medicine (2002 – 2003) and a Residency in Physical Medicine and Rehabilitation (2003 – 2006). At Mayo Clinic, Rochester, MN, Dr. Pagan completed a Fellowship in Pediatric Rehabilitation Medicine (2008 – 2010). From 2006 – 2008, she practiced Adult Physical Medicine and Rehabilitation in Puerto Rico, and served on the medical staff at Cleveland Clinic Children's Hospital for Rehabilitation, Cleveland, OH (2010-2015). Dr. Pagan has been employed by MHS since 2016 and is board-certified in General Physical Medicine and Rehabilitation, as well as sub-specialties of Pediatric Rehabilitation Medicine and Sports Medicine.

Dr. Pagan will be responsible for providing Pediatric Rehabilitation 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 Pediatric Physiatrist. 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. Pagan 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. Pagan's compensation package were discussed. The Committee noted that that Dr. Pagan's salary was evaluated based upon the 2023 – 2024 Physician Salary Matrix for Pediatric Physical Medicine and Rehab Services.

The Employment Agreement shall be effective February 1, 2024, 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, 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 renewal Physician Employment Agreement between the South Broward Hospital District and Virmarie Quinones Pagan, M.D., for Pediatric Rehabilitation Services.

(7) Renewal Physician Employment Agreement between Seda Suvag, M.D. - Adult Endocrinology, and South Broward Hospital District

The Contracts Committee recommends to the Board of Commissioners approval of the renewal Physician Employment Agreement between the South Broward Hospital District and Seda Suvag, M.D., for Adult Endocrinology Services.

Dr. Suvag received a B.S. Degree in 2003 from Ohio State University, Columbus, OH, and her M.D. Degree in 2007 from the University of Toledo, Toledo, OH. At the Cleveland Clinic, Cleveland, OH, she completed an Internship in Internal Medicine (2007 – 2008) and a Residency in Internal Medicine (2008 – 2010). Dr. Suvag completed a Fellowship in Endocrinology (2010 – 2013) at the University of Washington, Seattle, WA. Since 2013, she has been a staff endocrinologist at Providence Medical Group, Everett, WA. Dr. Suvag is board-certified in Internal Medicine, with a sub-specialty certification in Endocrinology, Diabetes and Metabolism. Dr. Suvag has been employed by MHS since 2016.

Dr. Suvag will be responsible for providing Adult Endocrinology Services consistent with the clinical scope of her privileges. She will provide medical care and treatment to all patients who require the services of an Adult Endocrinologist. 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. Suvag 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. Suvag's compensation package were discussed. The Committee noted that that Dr. Suvag's salary was evaluated based upon the 2023 – 2024 Physician Salary Matrix for Adult Endocrinology.

The Employment Agreement shall be effective March 1, 2024, 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, 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 renewal Physician Employment Agreement between the South Broward Hospital District and Seda Suvag, M.D., for Adult Endocrinology Services.

(8) Renewal Physician Employment Agreement between David Rube, M.D. – Medical Director, Child and Adolescent Psychiatry, and South Broward Hospital District

The Contracts Committee recommends to the Board of Commissioners approval of the renewal Physician Employment Agreement between the South Broward Hospital District and David Rube, M.D., for Medical Director, Child and Adolescent Psychiatry Services.

Dr. Rube received a B.A. Degree in 1983 from Yeshiva University, New York, NY, and his M.D. Degree in 1987 from Mt. Sinai School of Medicine, New York, NY. He completed a Residency in Psychiatry (1988 – 1991) at the University of California, San Diego, CA, and a Fellowship in Child and Adolescent Psychiatry (1991 – 1993) at Columbia University College of Physicians & Surgeons, NYS Psychiatric Institute and Presbyterian Hospital, New York, NY. From 1993 – 2000, Dr. Rube held the position of Director of Psychiatry at Children’s Medical Center, Dayton, OH, and Associate Director of Child and Adolescent Psychiatry at Wright State University School of Medicine, Dayton, OH. From 2000 – 2014, he maintained a private practice in psychiatry in Hewlett, NY, and also held clinical and administrative positions at Queens Children’s Psychiatric Center/New York City Children’s Center, Jamaica, NY. Dr. Rube served as Staff Psychiatrist at Miami VA/Broward County Mental Health Clinic (2014-2016). He has been employed by MHS since 2016 and is board-certified in Psychiatry, Child and Adolescent Psychiatry, and Forensic Psychiatry.

Dr. Rube will be responsible for providing Child and Adolescent 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 Child and Adolescent 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. Rube 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. Rube’s compensation package were discussed. The Committee noted that that Dr. Rube’s salary was evaluated based upon the 2023 – 2024 Physician Salary Matrix for Chief, Child and Adolescent Psychiatry.

The Employment Agreement shall be effective February 22, 2024, 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, 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 renewal Physician Employment Agreement between the South Broward Hospital District and David Rube, M.D., for Medical Director, Child and Adolescent Psychiatry Services.

(9) FYI Contracts

- a) New Physician Employment Agreement between the South Broward Hospital District and Annie Hang Ho, M.D., for Adult Cardiac Imaging Services. The Employment Agreement shall become effective September 3, 2024, and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2023 – 2024 Physician Salary Matrix for Adult Cardiac Imaging, is within the President and CEO's Board-approved authority.
- b) New Physician Employment Agreement between South Broward Hospital District and Reed Yaras, D.O., for Interventional Physiatry and Pain Medicine Services. The Employment Agreement shall become effective September 1, 2024, and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2023 – 2024 Physician Salary Matrix for Pain Medicine, is within the President and CEO's Board-approved authority.
- c) New Physician Employment Agreement between the South Broward Hospital District and Lori Frisard, D.O., for Memorial Primary Care - Family Medicine Services. The Employment Agreement became effective December 1, 2023, and shall remain in effect five (5) years. The proposed salary, as reflected in the 2023 – 2024 Physician Salary Matrix for Family Medicine, is within the President and CEO's Board-approved authority.
- d) New Physician Employment Agreement between the South Broward Hospital District and Angela Saldarriaga, M.D., for Memorial Primary Care - Family Medicine Services. The Employment Agreement became effective December 1, 2023, and shall remain in effect five (5) years. The proposed salary, as reflected in the 2023 – 2024 Physician Salary Matrix for Family Medicine, is within the President and CEO's Board-approved authority.
- e) New Physician Employment Agreement between the South Broward Hospital District and Marcela Fundaminsky, M.D., for Memorial Primary Care - Family Medicine Services. The Employment Agreement became effective December 1, 2023, and shall remain in effect five (5) years. The proposed salary, as reflected in the 2023 – 2024 Physician Salary Matrix for Family Medicine, is within the President and CEO's Board-approved authority.
- f) New Physician Employment Agreement between the South Broward Hospital District and Liliana Gomez-Medley, M.D., for Memorial Primary Care - Family Medicine Services. The Employment Agreement became effective December 1, 2023, and shall remain in effect five (5) years. The proposed salary, as reflected in the 2023 – 2024 Physician Salary Matrix for Family Medicine, is within the President and CEO's Board-approved authority.
- g) New Physician Employment Agreement between the South Broward Hospital District and Gary Brown, M.D., for Memorial Primary Care - Family Medicine Services. The Employment Agreement became effective December 1, 2023, and shall remain in effect five (5) years. The proposed salary, as reflected in the 2023 – 2024 Physician Salary Matrix for Family Medicine, is within the President and CEO's Board-approved authority.
- h) New Physician Employment Agreement between the South Broward Hospital District and Janice Walker, M.D., for Memorial Primary Care - Family Medicine Services. The Employment Agreement became effective

December 1, 2023, and shall remain in effect five (5) years. The proposed salary, as reflected in the 2023 – 2024 Physician Salary Matrix for Family Medicine, is within the President and CEO's Board-approved authority.

- i) New Physician Employment Agreement between the South Broward Hospital District and Syeda Hussain, M.D., for Memorial Primary Care - Internal Medicine Services. The Employment Agreement shall become effective August 1, 2024, and shall remain in effect five (5) years. The proposed salary, as reflected in the 2023 – 2024 Physician Salary Matrix for Internal Medicine, is within the President and CEO's Board-approved authority.
- j) New Physician Employment Agreement between the South Broward Hospital District and Meri Muminovic, M.D., for Hematology Oncology Services. The Employment Agreement shall become effective September 3, 2024, and shall remain in effect three (3) years. The proposed salary, as reflected in the 2023 – 2024 Physician Salary Matrix for Hematology Oncology is within the President and CEO's Board-approved authority.
- k) New Physician Employment Agreement between the South Broward Hospital District and Adriana Trabal, M.D., for Pediatric Hematology Oncology Services. The Employment Agreement shall become effective May 27, 2024, and shall remain in effect three (3) years. The proposed salary, as reflected in the 2023 – 2024 Physician Salary Matrix for Pediatric Hematology Oncology, is within the President and CEO's Board-approved authority.
- l) Renewal Physician Employment Agreement between the South Broward Hospital District and Joshua Parreco, M.D., for Trauma Acute Care Surgery, and Associate Program Director, General Surgery Residency Services. The Employment Agreement shall become effective February 1, 2024, and shall remain in effect five (5) years. The proposed salary, as reflected in the 2023 – 2024 Physician Salary Matrix for Medical Director, Trauma Surgery, is within the President and CEO's Board-approved authority.
- m) Renewal Physician Employment Agreement between the South Broward Hospital District and Brian LeDuc, M.D., for Child and Adolescent Psychiatry Services. The Employment Agreement shall become effective February 1, 2024, and shall remain in effect five (5) years. The proposed salary, as reflected in the 2023 – 2024 Physician Salary Matrix for Child and Adolescent Psychiatry, is within the President and CEO's Board-approved authority.

There being no further business, the meeting was adjourned at 4:45 p.m.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read 'Steven Harvey', with a stylized flourish at the end.

Steven Harvey
Chairman
Contracts Committee