

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

August 28, 2024

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, August 28, 2024, at 5:38 p.m., in the Conference Center at Memorial Regional Hospital, 3501 Johnson Street, Hollywood, Florida, 33021.

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		In person
Ms. Laura Raybin Miller		Via WebEx

1. CALL TO ORDER / PUBLIC MEETING CERTIFICATION

There being a physical quorum present, Ms. Justen called the meeting to order and noted that public participation is welcome. She confirmed which Board members were in attendance, noting that Ms. Miller was attending via WebEx.

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

2. PRESENTATIONS

a. Presentation Honoring Commissioner Jose Basulto

Ms. Justen presented Mr. Basulto with an award, in recognition of his service as a member of the Board of Commissioners since 2010.

Ms. Justen then read Resolution No. 503, honoring Mr. Basulto, and presented flowers to Mrs. Frances Basulto. She thanked Mr. Basulto for his commitment to the community.

After the presentation on Memorial Regional Hospital, Ms. Justen asked Mr. Basulto to say a few words.

Mr. Basulto began by recognizing Mr. Frank Sacco, the President and Chief Executive Officer of Memorial Healthcare System for 29 years, who had recently passed. He stated he had left his mark on the system and all the staff, and he had personally learned a great deal from him and would certainly miss him.

Mr. Basulto thanked Mrs. Basulto for her sacrifice when he was carrying out his Board duties during his 14-year tenure. Mrs. Basulto had been a Memorial staff member for the last four years, working with the elderly in the community. Mr. Basulto had attended many of the community events she was involved in and noted her dedication to her role, and the respect she had from her colleagues. Mrs. Basulto thanked Mr. Tim Curtin, Vice President of Community Services, and stated it was a privilege to have worked for Memorial.

Mr. Basulto noted the many things which had happened during his time on the Board, including carrying out two President / Chief Executive Officer searches, and Covid-19, thanking Aharon Sareli, M.D., Executive Vice President and Chief Medical Officer, for helping the system through the pandemic. He stated that it was an honor and a privilege to serve on the Board, and that Memorial will move forward successfully and do great things.

Ms. Miller thanked Mrs. Basulto for supporting her husband, and thanked Mr. Basulto for his service, opining that he has left his mark on the system. She particularly appreciated his work with the American Diabetes Association. She wished him the best in the future and confirmed that everyone at Memorial was here for him.

b. Update on Memorial Regional Hospital

Ms. Justen thanked Ms. Leslie Pollart, Chief Nursing Officer of Memorial Regional Hospital, for a very informative tour of the hospital, prior to the meeting.

Ms. Pollart then gave a presentation to the Board on Memorial Regional Hospital, introducing the leadership team and Medical Staff Officers, and giving details on the hospital's history, financials, and the various Institutes located at the hospital.

Ms. Pollart thanked the Board for their support; in turn, Mr. Harvey thanked the staff for being innovative and delivering the best care they can. Ms. Justen thanked the staff for the difficult job they do on a day-to-day basis.

3. APPROVAL OF MINUTES

a. Request Board Approval of the Minutes of the Annual Meeting Held on July 24, 2024

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

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

***THE BOARD OF COMMISSIONERS APPROVES THE MINUTES OF
THE ANNUAL MEETING HELD ON JULY 24, 2024***

Dr. Orta requested that the Minutes (agenda item 5(e) – Proposed Tax Millage Rates) be amended to reflect that he had suggested a zero millage rate. As a result, Dr. Orta made a Motion to amend the Minutes to include his comments, with Mr. Harrison seconding the amendment.

The Motion *carried* unanimously.

b. **Request Board Approval of the Minutes of the Special Board Meeting Held on July 15, 2024**

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

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

**THE BOARD OF COMMISSIONERS APPROVES THE MINUTES OF
THE SPECIAL BOARD MEETING HELD ON JULY 15, 2024**

The Motion *carried* unanimously.

c. **Request Board Approval of the Minutes of the Special Board Meeting Held on July 29, 2024**

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

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

**THE BOARD OF COMMISSIONERS APPROVES THE MINUTES OF
THE SPECIAL BOARD MEETING HELD ON JULY 29, 2024**

The Motion *carried* unanimously.

4. **BOARD REGULAR BUSINESS**

a. **Report from the President of the Medical Staff, Memorial Regional Hospital, Joe DiMaggio Children's Hospital, and Memorial Regional Hospital South; Nigel Spier, M.D.**

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

Nigel Spier, M.D., presented the Executive Committee Report regarding recommendations for appointments, advancements, etc., convened on August 21, 2024, submitted for consideration, a copy of which is on file in the Executive Office.

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

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

The Motion *carried* unanimously.

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

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

Fausto De La Cruz, M.D., presented the Executive Committee Report regarding recommendations for appointments, advancements, etc., convened on August 12, 2024, submitted for consideration, a copy of which is on file in the Executive Office.

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

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

The Motion *carried* unanimously.

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

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

Juan Villegas, M.D., presented the Executive Committee Report regarding recommendations for appointments, advancements, etc., convened on August 14, 2024, submitted for consideration, a copy of which is on file in the Executive Office.

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

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

The Motion *carried* unanimously.

d. **Report from the Chief of Staff, Memorial Hospital Pembroke; Narendra Upadhyaya, M.D.**

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

Narendra Upadhyaya, M.D., presented the Executive Committee Report regarding recommendations for appointments, advancements, etc., convened on August 8, 2024, submitted for consideration, a copy of which is on file in the Executive Office.

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

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

The Motion *carried* unanimously.

At this point, Mr. Harrison left the room and Ms. Miller left the Meeting.

e. **Quarterly Statistical Reports; Ms. Leah A. Carpenter, Executive Vice President and Chief Operating Officer**

1) ***Quarterly Statistical Reports for the Period Ending July 31, 2024***

Ms. Carpenter presented the reports for the quarterly period ending July 31, 2024 and took questions.

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

During the report, Mr. Harrison returned to the room.

f. **Financial Report; Mr. David Smith, Executive Vice President, Chief Administrative Officer and Chief Financial Officer**

1) ***Request Board Approval of the Financial Report for the Month of July 2024***

Mr. Smith presented the financial report for the month of July 2024, and took questions. He stated that this was probably the best first quarter Memorial has ever had.

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

***THE BOARD OF COMMISSIONERS APPROVES THE
FINANCIAL REPORT FOR THE MONTH OF JULY 2024***

The Motion ***carried*** unanimously.

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

1) ***Public Records Requests and Closed Meetings***

Mr. Rainer reported that there were ten public records requests, of which two were withheld or redacted under Florida Statutes.

He further reported that there were no meetings or portions of meetings that were closed under the provisions of Section 395.3035(9)(b), Florida Statutes.

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

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

Mr. Rainer reported that he was required annually to present the Risk Management Plan for Board approval. There were no amendments other than updating of dates. The Plan had been presented at the recent Governance Committee Meeting.

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

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

The Motion *carried* unanimously.

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

a. Building Committee Meeting Held on August 19, 2024; Mr. Brad Friedman, Chairman

Mr. Friedman presented the Minutes of the Building Committee meeting held on August 19, 2024, a copy of which is on file in the Executive Office. Mr. Mark Greenspan, Vice President, Construction and Property Management, then gave details of the items discussed at the meeting.

1) Request Board Approval of the Minutes of the Building Committee Meeting Held on August 19, 2024

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

**THE BOARD OF COMMISSIONERS APPROVES THE
MINUTES OF THE BUILDING COMMITTEE MEETING HELD
ON AUGUST 19, 2024**

The Motion *carried* unanimously.

b. Community Relations Committee Meeting Held on August 19, 2024; Mr. Brad Friedman, Chairman

Mr. Friedman presented the Minutes of the Community Relations Committee meeting held on August 19, 2024, a copy of which is on file in the Executive Office.

Ms. Dionne Blackwood, Vice President, Memorial Primary Care and Ambulatory Services, and Mr. Tim Curtin, gave a presentation on the Community Health Needs Assessment.

1) Request Board Approval of the 2024-2027 Community Health Needs Assessment

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

**THE BOARD OF COMMISSIONERS APPROVES THE 2024-
2027 COMMUNITY HEALTH NEEDS ASSESSMENT**

The Motion *carried* unanimously.

2) Request Board Approval of the Minutes of the Community Relations Committee Meeting Held on August 19, 2024

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

**THE BOARD OF COMMISSIONERS APPROVES THE
MINUTES OF THE COMMUNITY RELATIONS COMMITTEE
MEETING HELD ON AUGUST 19, 2024**

The Motion *carried* unanimously.

c. Contracts Committee Meeting Held on August 21, 2024; Mr. Steven Harvey, Chairman

Mr. Harvey presented the Minutes of the Contracts Committee Meeting held on August 21, 2024, a copy of which is on file in the Executive Office, and thanked Ms. Justen for chairing the meeting in his absence. Mr. Vedner Guerrier, Executive Vice President and Chief Transformation Officer, then gave details of the individual contracts.

1) *Request Board Approval of the Renewal Physician Employment Agreement between Basit Javaid, M.D., for Chief, Abdominal Transplant Medicine Services, and South Broward Hospital District*

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

THE BOARD OF COMMISSIONERS APPROVES THE RENEWAL PHYSICIAN EMPLOYMENT AGREEMENT BETWEEN BASIT JAVAID, M.D., FOR CHIEF, ABDOMINAL TRANSPLANT MEDICINE SERVICES, AND SOUTH BROWARD HOSPITAL DISTRICT

The Motion *carried* unanimously.

2) *Request Board Approval of the Renewal Physician Employment Agreement between Ariel Brautbar, M.D., for Chief, Genetics Services, and South Broward Hospital District*

Dr. Orta *moved, seconded* by Ms. Justen, that:

THE BOARD OF COMMISSIONERS APPROVES THE RENEWAL PHYSICIAN EMPLOYMENT AGREEMENT BETWEEN ARIEL BRAUTBAR, M.D., FOR CHIEF, GENETICS SERVICES, AND SOUTH BROWARD HOSPITAL DISTRICT

The Motion *carried* unanimously.

3) *Request Board Approval of the Renewal Physician Employment Agreement between Delia Guaqueta, M.D., for Medical Director, Breast Cancer Research Services, and South Broward Hospital District*

Ms. Justen *moved, seconded* by Dr. Orta, that:

THE BOARD OF COMMISSIONERS APPROVES THE RENEWAL PHYSICIAN EMPLOYMENT AGREEMENT BETWEEN DELIA GUAQUETA, M.D., FOR MEDICAL DIRECTOR, BREAST CANCER RESEARCH SERVICES, AND SOUTH BROWARD HOSPITAL DISTRICT

The Motion *carried* unanimously.

There were also additional contracts, presented for information only.

4) ***Request Board Approval of the Minutes of the Contracts Committee Meeting Held on August 21, 2024***

Dr. Orta ***moved, seconded*** by Ms. Justen, that:

THE BOARD OF COMMISSIONERS APPROVES THE MINUTES OF THE CONTRACTS COMMITTEE MEETING HELD ON AUGUST 21, 2024

The Motion ***carried*** unanimously.

d. **Finance Committee Meeting Held on August 21, 2024; Ms. Elizabeth Justen, Chairwoman**

Ms. Justen presented the Minutes of the Finance Committee Meeting held on August 21, 2024, a copy of which is on file in the Executive Office. Mr. Veda Rampat, Vice President and Treasurer, then gave details of the items discussed at the meeting.

1) ***Request Board Acceptance of the Quarterly Operating Funds Performance Report – Executive Summary for the Quarter Ending June 30, 2024***

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

THE BOARD OF COMMISSIONERS ACCEPTS THE QUARTERLY OPERATING FUNDS PERFORMANCE REPORT – EXECUTIVE SUMMARY FOR THE QUARTER ENDING JUNE 30, 2024

The Motion ***carried*** unanimously.

2) ***Request Board Acceptance of the Quarterly Retirement Plan Performance Report – Executive Summary for the Quarter Ending June 30, 2024***

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

THE BOARD OF COMMISSIONERS ACCEPTS THE QUARTERLY RETIREMENT PLAN PERFORMANCE REPORT – EXECUTIVE SUMMARY FOR THE QUARTER ENDING JUNE 30, 2024

The Motion ***carried*** unanimously.

3) ***Request Board Acceptance of the Quarterly Defined Contribution Plans Performance Report – Executive Summary for the Quarter Ending June 30, 2024***

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

THE BOARD OF COMMISSIONERS ACCEPTS THE QUARTERLY DEFINED CONTRIBUTION PLANS PERFORMANCE REPORT – EXECUTIVE SUMMARY FOR THE QUARTER ENDING JUNE 30, 2024

The Motion *carried* unanimously.

4) ***Request Board Approval of the Minutes of the Finance Committee Meeting Held on August 21, 2024***

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

***THE BOARD OF COMMISSIONERS APPROVES THE
MINUTES OF THE FINANCE COMMITTEE MEETING HELD
ON AUGUST 21, 2024***

The Motion *carried* unanimously.

5) ***Request Board Approval of the Minutes of the Finance Committee Meeting Held on July 15, 2024***

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

***THE BOARD OF COMMISSIONERS APPROVES THE
MINUTES OF THE FINANCE COMMITTEE MEETING HELD
ON JULY 15, 2024***

The Motion *carried* unanimously.

6. **REPORT OF SPECIAL COMMITTEES**

None.

7. **ANNOUNCEMENTS**

None.

8. **UNFINISHED BUSINESS**

None.

9. **PRESIDENT'S COMMENTS**

Mr. Scott Wester reported as follows:

The Joint Commission (TJC) conducted a stroke survey at Memorial Hospital Miramar on July 29, and received very positive feedback.

The Joint Commission also conducted a laboratory survey at Memorial Hospital West, which resulted in reaccreditation.

Safety / security systems have been installed at Memorial Regional Hospital, Joe DiMaggio Children's Hospital, and Memorial Hospitals Miramar and West.

The American College of Surgeons (ACS) conducted a trauma verification survey over two days at Memorial Regional Hospital and Joe DiMaggio Children's Hospital. The survey confirmed that both hospitals met the required standards.

Jeremy Frank, M.D., Orthopedic Surgeon at Joe DiMaggio Children's Hospital, served as Head Physician for the US Olympic Wrestling Team.

Memorial Neuroscience Institute (MNI) introduced their first Laser Interstitial Thermal Therapy (LiTT) ablation surgery for epilepsy, successfully performed on a long-time patient of the MNI.

On August 14, Memorial celebrated the ribbon cutting ceremony for the City of Hollywood Employee Health Center, marking a significant milestone in Memorial's partnership with the City.

Mr. Wester listed the key highlights of the Memorial Cancer Institute (MCI) since it opened its doors in January 2024.

Mr. Wester also listed the various Memorial Employee Engagement Team (M.E.E.T.) events which have taken place this year.

Notable retirements include Ms. Mary Roberts, Director of the Family Birthplace at Memorial Hospital West, Ms. Deborah Lessard, Director of Rehabilitative Services at Memorial Hospital West, and Mr. Kevin Janser, Senior Vice President and President of the Memorial and Joe DiMaggio Children's Hospital Foundations.

The summer 2024 Leadership Development for Managers (LDM) was a tremendous success, honoring over 70 years of excellence at Memorial.

The sixth annual Dr. Stanley Marks Whitecoat Ceremony was held on July 20, and included 83 GME Residents / Fellows, and 25 Pharmacy Residents.

On August 21, Mr. Wester spoke at the Greater Dania Beach Chamber of Commerce, highlighting the great work carried out at Memorial and our strong collaboration with the City of Dania Beach.

Further to the ransomware attack in July on OneBlood, Memorial's primary supplier of blood products, Memorial successfully identified alternate procurement sources. Mr. Wester thanked Mr. Rainer's brother Robert Rainer, M.D., Medical Director for Blood Connection in South Carolina, who was instrumental in providing assistance.

A Community Plunge Tour took place in August, visiting the Outpatient Behavioral Health Center, Community Services Center, Community Enhancement Center, and Memorial Primary Care in Pembroke Road.

On August 3, Memorial Primary Care hosted its annual Back-to-School Health Fair, where children could receive school immunizations, health screenings and physical examinations.

10. NEW BUSINESS

None.

11. CHAIRWOMAN'S COMMENTS

Ms. Justen allowed the other Board members to give their comments first, thanking them afterwards. She thanked the Memorial Regional Hospital team for hosting the meeting and the

tour, in particular Ms. Pollart, Mr. Jonathan Pickett, Vice President of Operations, and Mr. David Reinmund, Director of Volunteer Services and Retail Operations. She thanked Ms. Ivonne Diaz, and Ms. Cheryl Yeo, Senior Executive Assistants to Mr. Wester, for everything they do, and the IT team for their technical support. Ms. Justen then reminded everyone of the two tax hearings in September and confirmed that the location of the Final Tax Hearing / Regular Board Meeting will be at Memorial Regional Hospital South.

12. COMMISSIONERS' COMMENTS

Dr. Orta thanked the Memorial Regional Hospital team for hosting the meeting and wished everyone a pleasant evening and a safe drive home.

Mr. Friedman reported that Memorial's security staff had thanked him this evening for the safety and security systems approved by the Board. He thanked Ms. Pollart and the Memorial Regional Hospital staff for the tour, although he was struck by staff informing him that they "made do" with what they had to make things work, especially as the hospital is Memorial's flagship hospital. He confirmed that the staff have his support and commitment towards everything they need.

Mr. Harrison spoke of the passing of Mr. Frank Sacco, who retired in 2016. He noted that Mr. Sacco's efforts towards this system are still profound. He was honored to sit in the room with him and learn from him. Mr. Sacco's pursuit of excellence was remarkable, and it has left a mark on Memorial. Mr. Harrison hoped that Memorial will keep his legacy going.

Mr. Harvey noted the security improvements and thanked Mr. Alfredo Avalos, Senior Director of Security for Memorial Healthcare System, for his advice and input.

13. ADJOURNMENT

There being no further business to come before the Board, Ms. Justen declared the meeting adjourned at 7:44 p.m.

THE BOARD OF COMMISSIONERS OF THE SOUTH BROWARD HOSPITAL DISTRICT

BY: _____
Elizabeth Justen, Chairwoman

ATTEST: _____
Douglas Harrison, Secretary Treasurer

**SOUTH BROWARD HOSPITAL DISTRICT
SPECIAL MEETING OF THE BOARD OF COMMISSIONERS OF THE
SOUTH BROWARD HOSPITAL DISTRICT
FOR ADOPTION OF TENTATIVE TAX BUDGET FOR FISCAL YEAR 2025
September 11, 2024**

A Special Meeting of the Board of Commissioners of the South Broward Hospital District (S.B.H.D.) for adoption of a Tentative Tax Budget for Fiscal Year 2025 was held at 3111 Stirling Road, Hollywood, Florida, 33021, in the Perry Board Room, and by video and telephone conference, on Wednesday, September 11, 2024, at 5:35 p.m.

The following members were present:

Ms. Elizabeth Justen	Chairwoman	In person
Mr. Steven Harvey	Vice Chairman	In person
Mr. Douglas Harrison	Secretary Treasurer	By video (part) and in person
Dr. Luis Orta		In person
Ms. Laura Raybin Miller		In person

The following member was absent:

Mr. Brad Friedman

1. CALL TO ORDER / PUBLIC MEETING CERTIFICATION

Ms. Justen called the Special Meeting to order, noting that public attendance and participation is welcome.

Mr. Rainer 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.

Ms. Justen confirmed that there was a quorum of the Board present.

2. Public Hearing of the South Broward Hospital District Board of Commissioners, for Adoption of Tentative Tax Budget for South Broward Hospital District, for Fiscal Year 2025

Ms. Justen invited Mr. David Smith, Executive Vice President, Chief Administrative Officer and Chief Financial Officer, to address the Board.

Mr. Smith advised that the purpose of the public hearing was for the Board of Commissioners of the South Broward Hospital District to adopt a tentative millage rate and tax budget for the 2024 tax year, which is the District's 2025 fiscal year.

Mr. Smith reported that the Board members have received paperwork comprised of:

- (1) A memorandum from himself to Mr. Scott Wester, President and Chief Executive Officer, dated September 4, 2024;
- (2) A tax fund budget sensitivity analysis with accompanying descriptions;
- (3) Sources and uses of tax funds reports;

(4) A table illustrating the impact which a possible millage rate would have on an average homesteaded home in the District;

(5) A summary of the District's ad valorem tax history for the last decade; and

(6) Charts comparing net tax revenue available for patient care to the System's uncompensated care charges and costs.

Mr. Smith pointed the Board members to the information in their paperwork, and reiterated that at the July Board meeting, a millage rate of 0.0869 mills was proposed by the Board. This proposed rate is equal to this year's Rolled-Back Rate and reflects a decrease from the previous year's rate of 7.26%. He also noted that while the rate set is not the final rate, selecting a rate higher than what was proposed would be extremely difficult to achieve, due to notice requirements.

Mr. Smith then reviewed the tax fund budget sensitivity analysis provided to assist the Board in evaluating the impact of various millage rates on tax revenues.

Mr. Smith then referenced documents containing additional charts, which highlighted important tax information regarding the South Broward Hospital District and ad valorem taxes, as well as the trend in uncompensated care.

A Final Tax Hearing will take place on Wednesday, September 25, 2024. Mr. Smith reiterated that the tentative millage rate adopted at today's meeting could be decreased at the Final Hearing, but could not be increased.

Ms. Justen invited members of the public to speak. There being none, the public portion of the meeting was closed, and the floor opened for discussion by the Board.

Dr. Orta made a Motion for zero taxes. He did not agree with Memorial taxing the District. He stated that when he joined the Board he was under the impression that Memorial was obligated to tax the District and once he found out that no taxation was an option, he stated that, "We should not be taxing, particularly now that we have enjoyed a very financially healthy year." Dr. Orta's Motion was not seconded.

Ms. Miller noted that this was the first time Memorial was incurring expenditures to fund a portion of external obligations in its history. She was happy with 0.0869 mills and was proud of what we do.

Mr. Harrison, who was attending via WebEx at this point, agreed with Dr. Orta's comments; however, he stated that Memorial is a community healthcare system and a Safety Net hospital, and the community needs Memorial's services. He confirmed he wanted to vote for 0.0869 mills.

Mr. Harvey stated that he would like to have zero tax, but acknowledged that raising the millage rate from zero back up to this rate would be difficult. He was very proud that Memorial has a low millage rate and would even like to see a lower rate. He confirmed he was happy with 0.0869 mills.

Ms. Justen stated that she supported the continued decrease.

Ms. Justen adjourned the meeting at 5:52 p.m. to allow for Mr. Harrison to arrive.

Ms. Justen reconvened the meeting at 6:09 p.m. upon Mr. Harrison's arrival.

Ms. Justen made a Motion to adopt the tentative millage rate of 0.0869.

Mr. Smith then read Resolution No. 504 in its entirety relative to the adoption of a tentative millage rate of 0.0869 mills for the fiscal year commencing on May 1, 2024, and ending on April 30, 2025, a copy of which is on file in the Executive Office.

**THE BOARD OF COMMISSIONERS APPROVES
RESOLUTION NO. 504, ADOPTING A TENTATIVE MILLAGE
RATE OF 0.0869 MILLS, WHICH IS EQUAL TO THE ROLLED-
BACK RATE OF 0.0869**

A roll call vote was taken, as follows:

Ms. Miller	Yes
Mr. Harrison	Yes
Dr. Orta	No
Mr. Harvey	Yes
Ms. Justen	Yes

The Motion *carried*.

Mr. Smith then read Resolution No. 505 in its entirety relative to the adoption of a tentative tax budget for the fiscal year commencing on May 1, 2024, and ending on April 30, 2025, a copy of which is on file in the Executive Office.

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

**THE BOARD OF COMMISSIONERS APPROVES
RESOLUTION NO. 505 ADOPTING THE TENTATIVE
BUDGET OF \$3,459,567,000, INCLUDING TAX REVENUES
OF \$7,862,000 AND OTHER NON-AD VALOREM
OPERATING REVENUES OF \$3,451,705,000**

A roll call vote was taken, as follows:

Dr. Orta	No
Mr. Harvey	Yes
Ms. Miller	Yes
Mr. Harrison	Yes
Ms. Justen	Yes

The Motion *carried*.

Ms. Justen announced for the record that the tentative millage rate of 0.0869 mills was equal to the Rolled-Back Rate.

3. **Final Tax Budget Hearing for Fiscal Year 2025 Will be Held on Wednesday, September 25, 2024, at 5:30 P.M., in the Memorial Regional Hospital South Auditorium, 3600 Washington Street, Hollywood, Florida, 33021, and via telephone conference, with the Regular Board Meeting to Follow**

Ms. Justen confirmed that the Final Tax Budget Hearing for Fiscal Year 2025 will be held on Wednesday, September 25, 2024, at 5:30 p.m., in the Memorial Regional Hospital South Auditorium, and via telephone conference, followed by the Regular Board Meeting.

4. **New Business**

There was no further business to come before the Board.

5. **ADJOURNMENT**

Ms. Justen declared the meeting adjourned at 6:15 p.m.

THE BOARD OF COMMISSIONERS OF THE SOUTH BROWARD HOSPITAL DISTRICT

By: _____ ATTEST: _____

Elizabeth Justen, Chairwoman

Douglas Harrison, Secretary Treasurer



September 18, 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 September 18, 2024
- Memorial Hospital West (MHW) on September 09, 2024
- Memorial Hospital Pembroke (MHP) on September 12, 2024
- Memorial Hospital Miramar (MHM) on September 11, 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
Abraham, Tom S., CCP	Perfusionist (Dr. Juan Plate)	AHP	Adult	X					2 years	
Alfonso, Kathleen, MD	Emergency Medicine	Active	Adult	X					2 years	
Alvarez, Alina Maria, MD	Family Medicine	Active	Adult	X	X	X	X		2 years	
Atia, Hanan Chaim, MD	Emergency Medicine	Active	Adult & Pediatrics	On Staff	On Staff		X		2 years	
Bach, Austin, DO	Ophthalmology	Active	Adult & Pediatrics	X	X				2 years	
Boire, Nathan, MD, MPH	Internal Medicine	Active	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
Boria, Nina, APRN	Gastroenterology (Dr. John Rivas)	APP	Adult		X	X	X		2 years	
Brinez Giraldo, Maria Del Pilar, MD	Pediatric Cardiology	Active	Pediatrics				X	X	2 years	
Brooks, Ryan, DO	Pain Medicine	Active	Adult			X			2 years	
Cardenas, Jessica, APRN	Transplant Nephrology (Drs. Seyed Ghasemian & Basit Javaid)	APP	Adult	X					2 years	
Casimir-Dorcely, Dina, APRN	Vascular Interventional Neurology (Drs. Mhd Tarek Zakaria; Sean Kenniff; Mohammed Qureshi; Nouredin Abdelhamid; Gaurav Kathuria; Fawad Yousuf; Brijesh Mehta; Norman Ajiboye & Brandon Davis)	APP	Adult	X	X	X	X		2 years	
Chenard, Kristofer Eastman, MD	Orthopedic Surgery	Active	Adult			X			2 years	
Cherian, Neenu, MD	Physical Medicine and Rehabilitation	Active	Adult	X	X	X	X		2 years	
Colimodio, Daniela Abril, MD	Internal Medicine	Active	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
Eickhoff, Evlyn Isabel, MD	Internal Medicine	Active	Adult	X	X	X	X		2 years	
Estopinan, Ramon	Surgical Assistant (Dr. Jorge Lopez-Canino)	AHP	Adult & Pediatrics				X		2 years	
Faught, Nicole, MD	Pediatric Gastroenterology	Active	Pediatrics	X	X		X	X	2 years	
Fong, Alexander, DO	Internal Medicine	Active	Adult	X	X	X	X		2 years	
Galende, Magda Roxana, APRN	Hospice and Palliative Medicine (Drs. Ryan Sevel & Amaris Rios-Gerena)	APP	Adult	X	X	X	X		1 year	Recommend one year initial appointment with FPPE due to lack of recent APRN work history. Privileges to prescribe/order controlled substances were not approved for lack of FL DEA registration.
Giambroni, Vanessa, AA	Anesthesia Assistant (Dr. Victor Rodriguez)	APP	Adult & Pediatrics	X	X	X	X	X	2 years	
Goldman, Jacqueline Simha, MD	Pediatrics (Limited to Normal Newborn Nursery Only)	Active	Pediatrics	X	X		X	X	2 years	Privileges limited to newborn nursery require an observation period of 30 patient encounters with a credentialed member of the

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New Applicant Name	Specialty (Sponsor)	Status	Adult & Pediatrics	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
										medical staff with pediatric newborn nursery privileges, who must verify their competency.
Gossele-Senior, Melanie Alexander, APRN	Anesthesiology (Dr. Kiesha Raphael)	APP	Adult & Pediatrics	X	X	X	X	X	2 years	
Hernandez, Claudia, APRN	Family Medicine (Dr. Perla Del Pino-White)	APP	Adult	X	X	X	X		2 years	
Hodgers, Selena Lee, APRN, DNP	Obstetrics and Gynecology (Drs. Hernan Fuentes-Figueroa; Julie Kang; Wayne Mccreath; Hany Moustafa; Timothy De Santis & Michael Yuzefovich)	APP	Adult	X					2 years	
John, Jones Sam, DO	Nephrology	Active	Adult			X			2 years	
Johnny, Harrieth Jacquelyn, APRN	Internal Medicine (Dr. Frederick Laborde)	APP	Adult		X				2 years	
Joseph, Ben, MD	Orthopedic Surgery	Active	Adult		On staff	X			3 months	Recommend three months initial appointment to MHP pending compliance with FL DOH disciplinary action obligation of 5 hours CME in

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New Applicant Name	Specialty (Sponsor)	Status	Adult & Pediatrics	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
										Risk Management
Kersaint, Faith Kennly, APRN, CNM	Nurse Midwife (Dr. Laviniu Anghel)	APP	Adult				X		2 years	
Khalid, Ihtisham, MD	Internal Medicine	Active	Adult	X	X	X	X		2 years	
Kim, Hyun Woo, MD	Vascular Interventional Neurology	Active	Adult & Pediatrics	X	X	X	X	X	2 years	
Lara, Erika S., MD	Internal Medicine	Active	Adult	X	X	X	X		2 years	
Lawrence, Theresa Priscilla APRN	Pediatrics (Dr. Robert Casey)	APP	Pediatrics					X	2 years	
Linders, Darrell Richard, APRN	Pain Medicine (Dr. Nancy Erickson)	APP	Adult	X	X	X	X		2 years	
Makacio Morillo, Mariaester, MD	Pediatrics	Active	Pediatrics	X	X		X	X	2 years	
Maklad, Safa, MD	Family Medicine	Active	Adult	X					2 years	
Martin, Anah Trecita, APRN	Family Medicine (Memorial Primary Care) (Dr. Perla Del Pino-White)	APP	Adult	X					2 years	
Melendez, Fiorella P., MD	Internal Medicine	Active	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
Melnitsky, Leon, DO	Emergency Medicine	Active	Adult	X	On staff		X		2 years	
Mohan, Karthik, DO	Gastroenterology	Active	Adult		X	On staff	On staff		2 years	
Nassery, Adam, MD	Pain Medicine	Active	Adult	X	X	X	X		2 years	
Ofir, Audrey Y, MD	Pediatrics (Limited to Normal Newborn Nursery Only)	Active	Pediatrics		X		X	X	2 years	Privileges limited to newborn nursery require an observation period of 30 patient encounters with a credentialed member of the medical staff with pediatric newborn nursery privileges, who must verify their competency.
Palko, Jill Marie, MD	Obstetrics and Gynecology	Active	Adult		X		X		2 years	Newborn Circumcision - First three (3) cases must be proctored
Patel, Premalkumar M., MD	Infectious Disease	Active	Adult	X	X	X	X		2 years	
Perez, Christy Anne, PA	Internal Medicine (Dr. Shivali Malhotra)	APP	Adult	X	X	X	X		2 years	
Raitzin, Brian, MD	Family Medicine	Active	Adult	X					2 years	

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New Applicant Name	Specialty (Sponsor)	Status	Adult & Pediatrics	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Silva, Carlos, MD	Pediatric Critical Care Medicine	Active	Pediatrics					X	2 years	
Stephens, Jr, John Edward, MD	Pediatric Gastroenterology	Active	Pediatrics	X	X		X	X	2 years	
Suarez Moscoso, Nathalie Patricia, MD	Internal Medicine	Active	Adult	X	X	X	X		2 years	
Szczupak, Alexandra Aserlind, MD	Reproductive Endocrinology	Active	Adult		X				2 years	
Torres, Irving, APRN	Pediatric Urology (Dr. Rafael Gosalbez)	APP	Pediatrics					X	2 years	
Torres, Miguel Angel, MD	Obstetrics and Gynecology	Active	Adult		X		On staff		2 years	
Villar, Melvis, MD	Internal Medicine	Active	Adult	X	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
Abi-Rafeh MD, Ibrahim A	Psychiatry	10/1/2024	Adult & Pediatrics	Active					2 years	
Albuerne MD, Marisol	Infectious Disease	10/1/2024	Adult	Active		Active			2 years	
Alexander DO, Barbara Suzanne	Pediatrics	10/1/2024	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
Alexander DO, Jennifer Leigh	Internal Medicine	10/1/2024	Adult	Active	Active	Active	Active		3 months	Recommend three months reappointment pending Internal Medicine Board certification results.
Alexis MD, William R	Interventional Cardiology	10/1/2024	Adult	Active	Active	Active	Active		2 years	
Amara MD, Shivani Reddy	Family Medicine (Urgent Care Center)	10/1/2024	Adult & Pediatrics	Active	Active	Active			2 years	
Amara MD, Venkat P	Nephrology	10/1/2024	Adult	Active	Active	Active	Active		2 years	
Ancona MD, David Richard	Cardiovascular Disease	10/1/2024	Adult	Active	Active	Active	Active		2 years	
Ansari, Shazia T., APRN	Infectious Disease (Dr. Thomas Sebastian)	10/1/2024	Adult		APP		APP		2 years	
Arguello DO, Rocio Elena	Pediatrics	10/1/2024	Pediatrics		Active		Active	Active	2 years	
Avman DDS, Selin	Pediatric Dentist	10/1/2024	Pediatrics					Active	2 years	
Bartruff MD, Connie Alford	Reproductive Endocrinology	10/1/2024	Adult		Active				2 years	Recommend two year reappointment with additional privileges for: Hystero-salpingography
Bell DPM, Daniel	Podiatry	10/1/2024	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
Bithy AA, Fahima Hossain	Anesthesiologist Assistant (Dr. Cameron Howard)	10/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Blaisdell PA, Robert Paul	Emergency Medicine (Drs. Michael Estreicher & Juan Villegas)	10/1/2024	Adult			APP	APP		2 years	
Block MD, Mark I	Thoracic Surgery	10/1/2024	Adult & Pediatrics	Active	Active	Active	Active	Active	6 months	Recommend six months reappointment pending Departmental review of Peroral Endoscopic Myotomy (POEM) privilege criteria at the time of reappointment.
Brooking DO, Meghan Leigh	Otolaryngology/Head and Neck Surgery	10/1/2024	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	
Budowsky MD, Kenneth Jay	Pediatrics	10/1/2024	Pediatrics		Active		Active	Active	2 years	
Budowsky PA, Susan Marie	Internal Medicine (Dr. Chiapone Ting)	10/1/2024	Adult	APP					2 years	
Camacho APRN, Johanna	Transplant Nephrology & Transplant Surgery (Drs. Basit Javaid; Seyed Ghasemian & Edson Franco)	10/1/2024	Adult	APP					2 years	Recommend two year reappointment with additional privileges for: Clinical management of the living kidney

Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
										<p>donors and recipients (inpatient and outpatient) & Clinical management of the pancreas transplant patient and simultaneous kidney/pancreas transplant (inpatient and outpatient).</p> <p>Relinquishment of the following privileges was also approved: Insertion of arterial line; Obtain arterial blood sample; Venous access via cutdown; Removal of venous or arterial sheath & Function as surgical first assistant to the supervising physician(s) in credentialed procedure.</p>
Candanoza, Catheryn Cristina, APRN	Cardiovascular Disease/ Electrophysiology/ Family Medicine/ Interventional Cardiology	10/1/2024	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
	(Drs. David Steiner; Nisharahmed Kherada; Mitchell Cohen & Brian Ibrahim)									
Cannella AA, Caleb John	Anesthesiologist Assistant (Dr. Kiesha Raphael)	10/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Cardenas DMD, Luis Eduardo	Oral Maxillofacial Surgery	10/1/2024	Adult & Pediatrics		Active		Active	Active	2 years	
Case MD, Cheryl Lynne	Internal Medicine	10/1/2024	Adult				Active		2 years	
Chadwick PA, Hannah Asano	Pediatric Orthopedic Surgery (Dr. Stephen Plachta)	10/1/2024	Pediatrics	APP			APP	APP	2 years	
Charles APRN, Marie Monique	Pulmonary Disease (Drs. Jose Nieves & Zael Vazquez)	10/1/2024	Adult	APP	APP	APP	APP		2 years	
Chatoor MD, Matthew Scott Russell	Trauma Surgery	10/1/2024	Adult & Pediatrics	Active				Active	2 years	
Chen AA, Stefan Charles	Anesthesiologist Assistant (Dr. Walter Diaz)	10/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Chibungu MD, Abednego	Internal Medicine	10/1/2024	Adult	Active	Active	Active	Active		2 years	
Chuadry MD, Zafar Ahmad	Critical Care Medicine	10/1/2024	Adult	Active	Active	Active	Active		2 years	
Cohen MD, Randolph B	Pediatric Orthopedic Surgery	10/1/2024	Pediatrics	Active			Active	Active	2 years	
Cooper MD, Jonathan David	Otolaryngology/Head and Neck Surgery	10/1/2024	Adult	Active	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
Coplowitz MD, Barbara Joan Safer	Internal Medicine	10/1/2024	Adult	Active	Active	Active	Active		2 years	
Deosaran MD, Ansuya Prithavi	Ophthalmology	10/1/2024	Adult	Active	Active				2 years	
Dhar MD, Sanjay	Internal Medicine	10/1/2024	Adult	Active	Active	Active	Active		2 years	
Douyon MD, Anouchka	Psychiatry	10/1/2024	Adult		Active	Active	Active		2 years	
Egan APRN, Melanie J	Cardiac Surgery & Transplant Surgery (Drs. Michael Cortelli; Frank Scholl; Juan Plate; I-wen Wang; Jose Perez Garcia; Tae Song & John Melvan)	10/1/2024	Adult	APP	APP	APP	APP		2 years	
Faraon-Pogaceanu MD, Ruxandra	Neonatal Perinatal Medicine	10/1/2024	Pediatrics		Active		Active	Active	2 years	
Eiseler MD, Sara Rose	Internal Medicine	10/1/2024	Adult	Active	Active	Active	Active		2 years	
Fiszer MD, Luciano	Surgery	10/1/2024	Adult		Active				6 months	Recommend six months reappointment due to low encounters, reporting 8 out of 20 patient encounters. Additional privilege

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
										request for Robotic Assisted Surgery was approved. First three (3) cases must be proctored.
Frost, Jason H., DO	Surgery	10/1/2024	Adult		Active		Active		1 year	Recommend one year reappointment to continue monitoring.
Galvez Vargas, Juan Carlos, MD	Sports Medicine	10/1/2024	Adult	Active					2 years	Recommend two year reappointment with a transfer to Community Affiliate staff.
Gonzalez MD, Dulce Inmaculada	Pediatric Emergency Medicine	10/1/2024	Pediatrics		Active		Active	Active	2 years	
Gonzalez MD, Enrique Tomas	Pediatrics	10/1/2024	Pediatrics		Active		Active	Active	2 years	
Gray, Shrusan Emily, MD	Obstetrics and Gynecology	10/1/2024	Adult	Active	Active				1 month	Recommend one month reappointment pending completion of Electronic Fetal Monitoring Course. Three of the four EFM Course modules are pending completion.
Hahn PA, Marc Alan	Surgical Assistant (Dr. Farid Assouad)	10/1/2024	Adult & Pediatrics	AHP	AHP	AHP			2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Hancock PA, James Charles	Family Medicine (Dr. Scott English)	10/1/2024	Adult	APP					2 years	
Hardy APRN, Alexandra Fatima	Interventional Cardiology (Dr. Luis Tami)	10/1/2024	Adult	APP	APP	APP	APP		2 years	
Hodges PA, Lauren Fite	Cardiovascular Disease (Dr. Max Dweck)	10/1/2024	Adult		APP				2 years	
Hussain DO, Yusaf Muhammad	Internal Medicine	10/1/2024	Adult	Active	Active	Active	Active		2 years	
Jaguan MD, Abraham	Otolaryngology/Head and Neck Surgery	10/1/2024	Adult & Pediatrics	Active	Active			On staff	2 years	
Jaramillo AA, Tiffany N	Anesthesiology Assistant (Dr. Cameron Howard)	10/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Joseph MD, Ben	Orthopedic Surgery	10/1/2024	Adult		Active				3 months	Recommend three months reappointment pending compliance with FL DOH disciplinary action obligation of 5 hours CME in Risk Management.
Kent, Danielle, PA	Pediatric Emergency Medicine (Dr. Heidi Cohen)	10/1/2024	Pediatrics		APP		APP	APP	2 years	
Kiang DO, Eileen	Pediatrics	10/1/2024	Pediatrics		Active		Active	Active	2 years	

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Kumar MD, Ashok	Oncology and Hematology	10/1/2024	Adult				Active		6 months	Recommend six months reappointment due to low encounters, reporting 2 out of 20 patient encounters during a 2 year period.
Lamberk MD, Jiri George	Anesthesiologist Assistant (Dr. Kiesha Raphael)	10/1/2024	Adult & Pediatrics	APP					2 years	
Lee AA, Christian Alfonso	Anesthesiologist Assistant (Dr. Victor Rodriguez)	10/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Leibowitz MD, Howard Philip	Anesthesiology	10/1/2024	Adult & Pediatrics	Active	Active	Active		Active	2 years	
Leon DO, Jessica	Family Medicine	10/1/2024	Adult	Active	Active	Active	Active		2 years	Privileges to Care for patient with acute stroke (MHW) were not approved pending 6 CMEs of Stroke specific education.
Lerman MD, Sam	Endocrinology, Diabetes and Metabolism	10/1/2024	Adult	Active					1 month	Recommend one month reappointment pending confirmation of transfer from Active to Community Affiliate staff.
Levinson DO,	Family Medicine	10/1/2024	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
Larry K										
Lopez Alonso APRN, Aylin	Internal Medicine (Drs. Jackson Cohen; Joanne Delgado Lebron; Ian Miller; Robert Klecz; Janice Cohen; Jeremy Jacobs; Ivor Nugent; David Valdes; Breonna Holland; Raul Torres & Theophila Semanoff)	10/1/2024	Adult	APP	APP	APP	APP		2 years	
Lopez-Canino MD, Jorge	Surgery	10/1/2024	Adult	Active	Active	Active	Active		2 years	
Maderal MD, Francisco Raul	Internal Medicine	10/1/2024	Adult				Active		2 years	
Maher PA, Gaielle Aristide	Neurology (Dr. Mhd Zakaria)	10/1/2024	Adult	APP	APP				2 years	
Maldonado MD, Roberto Luis	Diagnostic Radiology	10/1/2024	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	
Mani MD, Anju	Family Medicine	10/1/2024	Adult	Active	Active	Active	Active		2 years	
Marx AA, Jackeline Andrea	Anesthesiology Assistant (Dr. Kiesha Raphael)	10/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Miller PHD, Nancimae	Clinical Scientist (Dr. Christina Dean)	10/1/2024	Adult & Pediatrics	AHP	AHP	AHP	AHP	AHP	2 years	

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Mishkin PA, Jill Auerbach	Pediatric Surgery (Drs. Holly Neville; Noor Kassira; Oliver Lao; Yangyang Yu; Yasmine Yousef; Tamar Levene; Moiz Mustafa & Jill Whitehouse)	10/1/2024	Pediatrics	APP			APP	APP	2 years	
Nguyen MD, Alexander Hoang	Sports Medicine	10/1/2024	Adult				Active		2 years	
Ogunsile MD, Foluso Joy	Primary Care (Ambulatory) & Hematology	10/1/2024	Adult	Active	Active	Active	Active		2 years	
Pacocha APRN, Katelyn M	Neonatal Perinatal Medicine (Drs. Cherie Foster; Mesfin Afework; Yasser Al-Jebawi; Richard Auerbach; Sharell Bindom; Gianina Davila; Cristian Esquer; Claudia Ocampo-Chih; Mona Tabbara; Vicki Johnston; Doron Kahn; Lester McIntyre; Estela Pina Rodrigues; Bruce Schulman; Flavio Soliz; Pablo Valencia; Angela Leon Hernandez; Mariela Rosado; Max Shenberger &	10/1/2024	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
	Ruxandra Faraon-Pogaceanu)									
Padilla-Santiago MD, Luis Angel	Hospice and Palliative Medicine	10/1/2024	Adult	Active	Active	Active	Active		2 years	
Pando, Jorge, MD	Gynecology	10/1/2024	Adult				Active		Denied	Recommend discontinuing membership and privileges for failing to meet patient encounter volume after readmission to the Medical Staff, as per Medical Staff Bylaws Section 5.3, E.3.
Pare MD, Anna Sabryna	Family Medicine	10/1/2024	Adult		Active	Active			2 years	
Pastor-Cervantes MD, Juan Antonio	Interventional Cardiology	10/1/2024	Adult	Active	Active	Active			2 years	
Premoli MD, Juan Martin	Urology	10/1/2024	Adult		Active				2 years	
Ramsaran MD, Christopher George	Family Medicine	10/1/2024	Adult	Active	Active				2 years	
Raphael MD, Kiesha McCausland	Anesthesiology	10/1/2024	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	

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Reyes Corcho MD, Andres	Internal Medicine	10/1/2024	Adult	Active	Active	Active	Active		2 years	
Reyes MD, Rene A	Internal Medicine	10/1/2024	Adult	Active					2 years	
Rivero MD, Ailyn	Endocrinology, Diabetes and Metabolism	10/1/2024	Adult	Active			Active		2 years	
Rojas MD, Claudia Patricia	Anatomic and Clinical Pathology	10/1/2024	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	
Roth MD, Todd Stuart	Adult Congenital Heart Disease	10/1/2024	Adult & Pediatrics	Active	Active		Active	Active	2 years	
Rothfield MD, Robert E	Plastic Surgery	10/1/2024	Adult & Pediatrics		Active		Active		2 years	
Rub, Mario, MD	Pediatric Pulmonary Disease	11/1/2024	Pediatrics		Active				2 years	
Ruzmetova MD, Nargiz	Internal Medicine	10/1/2024	Adult	Active	Active	Active	Active		2 years	Recommend two year reappointment with additional privileges: Care of a patient with acute stroke (MHW)
Sabates AA, Jillian Nicole	Anesthesiologist Assistant (Dr. Cameron Howard)	10/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Sanchez-Crespo MD, Nelia Esther	Internal Medicine	10/1/2024	Adult	Active	Active	Active			2 years	

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Santana Rodriguez MD, Abraham	Internal Medicine	10/1/2024	Adult	Active	Active	Active	Active		2 years	
Scheller MD, Chad Douglas	Pediatric Critical Care Medicine	10/1/2024	Pediatrics					Active	2 years	
Scholl MD, Frank Gerald	Cardiac Surgery	10/1/2024	Adult & Pediatrics	Active	Active		Active	Active	2 years	
Sereda MD, Dexter C	Medical Administrative Officer	10/1/2024	Adult	MAO	MAO	MAO	MAO		2 years	
Simon MD, Leonard J	Critical Care Medicine	10/1/2024	Adult	Active	Active	Active	Active		2 years	
Siudmak MD, Robert Conrad	Obstetrics and Gynecology	10/1/2024	Adult	Active	Active				2 years	
Small III CNIM, William L	Neurointraoperative Monitorist (Dr. Jason Soriano)	10/1/2024	Adult & Pediatrics	AHP	AHP			AHP	2 years	
Spellman AA, Alexa	Anesthesiologist Assistant (Dr. Clint Christensen)	10/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Tilak MD, PHD, Gauri	Diagnostic Radiology	10/1/2024	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	
Tiramai PA, Tandy	Pediatric Cardiology (Dr. Thomas Forbes)	10/1/2024	Pediatrics					APP	2 years	
Uecker MD, Jeffrey Craig	Plastic Surgery	10/1/2024	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	

Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Urquiza AA, Derek	Anesthesiologist Assistant (Dr. Clint Christensen)	10/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Vazquez AA, Samara	Anesthesiologist Assistant (Dr. Clint Christensen)	10/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Weinsier APRN, Stephanie Thatcher	Emergency Medicine (Drs. Michael Estreicher & Juan Villegas)	10/1/2024	Adult			APP	APP		2 years	
Weiss MD, Steven Daniel	Diagnostic Radiology	10/1/2024	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	
Zolnoor AA, Mehdi Christopher	Anesthesiology Assistant (Dr. Cameron Howard)	10/1/2024	Adult & Pediatrics	APP	APP	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
Bogard, Shyrlena, MD	Obstetrics and Gynecology	06/26/2024	09/01/2024	Adult		X				Recommend discontinuing invasive privileges pending completion of CRM training.
Castro-Frenzel, Karla, MD	Anesthesiology	06/26/2024	09/01/2024	Adult & Pediatrics	X	X	X	X	X	Recommend discontinuing invasive privileges pending

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Practitioners Name	Specialty (Sponsor)	Appointment Date	Expirable Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
										completion of CRM training.
Dileo, Christine, DO	Obstetrics and Gynecology	06/26/2024	09/01/2024	Adult		X		X		Recommend discontinuing invasive privileges pending completion of CRM training.
Estupinan, Johana, APRN	Advanced Practice Registered Nurse	06/26/2024	09/01/2024	Adult		X	X			Recommend discontinuing invasive privileges pending completion of CRM training.
Etcheverry, Nicole, DMD	Pediatric Dentist	02/28/2024	09/01/2024	Pediatrics					X	Recommend discontinuing invasive privileges pending completion of CRM training.
Lobo Alvarado, Jennifer, APRN	Advanced Practice Registered Nurse	06/26/2024	09/01/2024	Adult	X					Recommend discontinuing invasive privileges pending completion of CRM training.
Moran, Megan, APRN	Advanced Practice Registered Nurse	02/28/2024	09/01/2024	Adult	X	X	X	X		Recommend discontinuing invasive privileges pending completion of

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Practitioners Name	Specialty (Sponsor)	Appointment Date	Expirable Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
										CRM training.
Parra, Cristina, CCP	Perfusionist	06/26/2024	09/01/2024	Adult	X					Recommend discontinuing invasive privileges pending completion of CRM training.
Santa Ines, Lata, MD	Obstetrics and Gynecology	06/26/2024	09/01/2024	Adult		X		X		Recommend discontinuing invasive privileges pending completion of CRM training.
Simpson, David, MD	Orthopedic Surgery	06/26/2024	09/01/2024	Adult	X					Recommend discontinuing invasive privileges pending completion of CRM training.
Su, Ashley, APRN	Advanced Practice Registered Nurse	02/28/2024	09/01/2024	Adult	X					Recommend discontinuing invasive privileges pending completion of CRM training.

Practitioners Name	Specialty (Sponsor)	Appointment Date	Expirable Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Zamora, Rolando, MD	Emergency Medicine	06/26/2024	09/01/2024		X	X	X			Recommend discontinuing 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
Cabassa Latoni, Roberto J.DMD	Pediatric Dentist	Additional	Core Privileges in Dentistry - Pediatric (Operative Procedures requiring General Anesthesia)	Pediatrics					X	Approved
Gonzalez, Javier Hernando, MD	Pediatric Cardiology	Additional	Cardiac CT or CTA	Pediatrics	On Staff	On Staff		On Staff	X	Approved
Ommen, Siji, APRN	Physical Medicine and Rehabilitation (Dr. Jackson Cohen)	Additional	DEA – Prescribe/ Order controlled substances	Adult	X	X	X	X		Approved
Reynolds, Shaneka Denise, APRN	Critical Care Medicine (Drs. Lance Cohen; Moses Washington; Ana Berbel Caban; Edgardo Dos)	Additional	Prescribe/order controlled substances	Adult	X					Approved

Name	Specialty (Sponsor)	Request	Privilege	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
	Santos; Martinus Dyrud; Shelly Miller & Andrew Goodrich)									
Shapiro, Marc D., DO	Urgent Care Center	Additional	Core privileges in Internal Medicine	Adult	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
Arambulo, Estela Lainez, MD	Pediatrics	Request resignation effective 8/16/2024.	Pediatrics		Active			Active	Accepted resignation effective 8/16/2024.
Begon, Tashalyn Marie PA	Orthopedic Surgery	Automatic termination of membership and privileges due to no sponsor. No longer providing services in MHS effective 7/25/2024.	Adult		APP				Automatic termination of membership and privileges due to no sponsor. No longer providing services in MHS effective 7/25/2024.

Memorial Healthcare System Medical Executive Committees
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Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Boyd, William Marc, MD	Obstetrics and Gynecology	Automatic termination of membership and privileges. No longer providing services in MHS through TeamHealth effective 7/22/2024.	Adult				Active		Automatic termination of membership and privileges. No longer providing services in MHS through TeamHealth effective 7/22/2024.
Bullock, James Montgomery, MD	Orthopedic Surgery	Request resignation at MHM only, effective 8/28/2024	Adult		On Staff		X		Accepted resignation at MHM only, effective 8/28/2024.
Caballero, Lizette, APRN	Pediatric Endocrinology (Dr. Robin Nemery)	Automatic termination of membership and privileges. No longer providing services in MHS effective 3/25/2024.	Pediatrics					APP	Automatic termination of membership and privileges. No longer providing services in MHS effective 3/25/2024.
Cedeno Abreu, Luis Gabriel, MD	Internal Medicine	Request resignation at MHP only, effective 4/30/2024.	Adult	On staff	On staff	Active	On staff		Accepted resignation effective 4/30/2024.
Cohen, Randolph B MD	Pediatric Orthopedic Surgery	Request resignation at MHW only effective 6/10/2024.	Pediatrics	On staff	Active		On staff	On staff	Accepted resignation at MHW only, effective 6/10/2024.

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Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Cruz Zeno, Elvin J., MD	Anesthesiology	Automatic termination of membership and privileges. No longer providing services in MHS through Envision effective 8/1/2024.	Adult & Pediatrics	Active	Active	Active	Active	Active	Automatic termination of membership and privileges. No longer providing services in MHS through Envision effective 8/1/2024.
Elgozy, Jacobo, DO	Internal Medicine	Request resignation effective 8/15/2024.	Adult			Active			Accepted resignation effective 8/15/2024.
Fernandez, Heriberto, MD	Internal Medicine	Request resignation at MHP only, effective 7/31/2024.	Adult		On staff	Active	On staff		Accepted resignation at MHP only, effective 7/31/2024.
Gomez-Colorado, Veronica, MD	Internal Medicine	Request resignation at MHP only, effective 4/30/2024.	Adult		On staff	Active	On staff		Accepted resignation at MHP only, effective 4/30/2024.
Guvenli, Gokhan, MD	Family Medicine	Request resignation at MHP only, effective 4/30/2024.	Adult		On staff	Active	On staff		Accepted resignation at MHP only, effective 4/30/2024.
Halperin, Scott B., MD	Internal Medicine	Request resignation effective 10/1/2024.	Adult		Active		Active		Accepted resignation effective 10/1/2024.

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Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Hekmat, Daniel, DO	Internal Medicine	Automatic termination of membership and privileges. No longer providing services in MHS through TeamHealth effective 7/19/2024.	Adult	Active	Active	Active	Active		Automatic termination of membership and privileges. No longer providing services in MHS through TeamHealth effective 7/19/2024.
Johns Vadasseril, Ben, MD	Internal Medicine	Automatic termination of membership and privileges. No longer providing services in MHS through TeamHealth effective 7/19/2024.	Adult	Active		Active	Active		Automatic termination of membership and privileges. No longer providing services in MHS through TeamHealth effective 7/19/2024.
Luther, Charles Alfred, AA	Anesthesiologist Assistant (Dr. Kiesha Raphael)	Automatic termination of membership and privileges. No longer providing services in MHS through Envision effective 8/20/2024.	Adult & Pediatrics	APP	APP	APP	APP	APP	Automatic termination of membership and privileges. No longer providing services in MHS through Envision effective 8/20/2024.
Mancera Sanchez, Arnol	Surgical Assistant	Automatic termination of membership and privileges. No longer providing services in MHS through AP	Adult & Pediatrics	AHP	AHP	AHP			Automatic termination of membership and privileges. No longer providing services in MHS through AP Health

Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Marvin, APRN, CRNA	(Dr. Victor Rodriguez)	termination of membership and privileges. No longer providing services in MHS through Envision effective 7/14/2024.	Pediatrics						termination of membership and privileges. No longer providing services in MHS through Envision effective 7/14/2024.
Williamson, Cory, MD	Anesthesiology	Automatic termination of membership and privileges. No longer providing services in MHS through Envision effective 8/22/2024.	Adult & Pediatrics	Active	Active	Active	Active	Active	Automatic termination of membership and privileges. No longer providing services in MHS through Envision effective 8/22/2024.

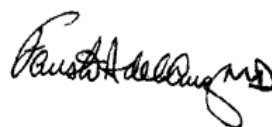
September 2024	MHS
New Physician Appointments	30
New AHP Appointments	17
Physician Reappointments	72
AHP Reappointments	33
Physician Resignations/Terminations	10
AHP Resignations/Terminations	8

Your approval of these recommendations is requested.

Sincerely,



Maria Pilar Gutierrez, MD



Fausto A. De La Cruz, M.D.

President
Memorial Regional Hospital
Joe DiMaggio Children's Hospital



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

Chief of Staff
Memorial Hospital West



Narendra R Upadhyaya, MD
Chief of Staff
Memorial Hospital Pembroke

Memorial Healthcare System

Financial Reports for August 2024

September 25, 2024

Board Meeting





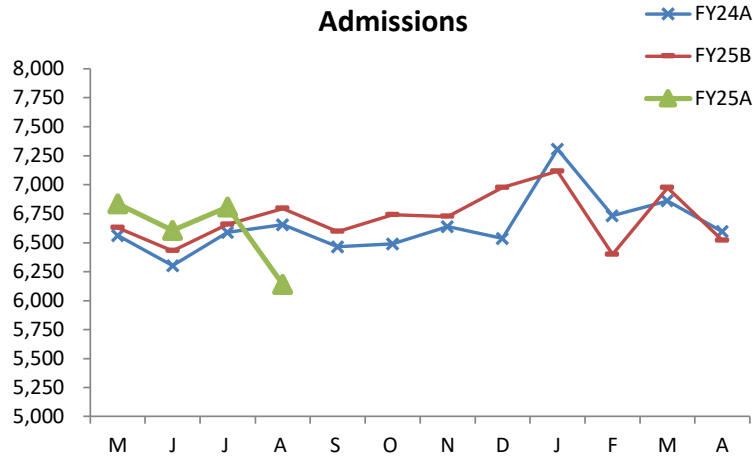
Memorial Healthcare System - Executive Summary - MTD August 2024

- Inpatient Revenue was above budget due to 8.6% higher length of stay, and 4.2% higher case mix index
- Outpatient Revenue was above budget due to 2.8% higher outpatient visits, 20.0% higher observation discharges, and 3.6% higher outpatient surgeries
- Net Revenue of \$300.8M was above the budget of \$281.8M, and Income from Operations of \$5.9M was lower than the budget of \$6.1M
- Excess of Revenues over Expenses was \$35.6M, including an unrealized gain of \$25.6M, compared with the budgeted Excess of Revenues over Expenses of \$10.4M



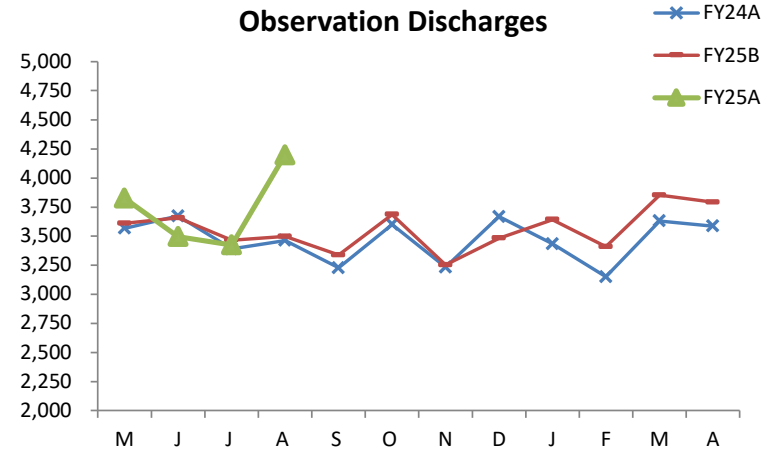
Memorial Healthcare System - Consolidated Volumes and Payor Mix - August 2024

Admissions



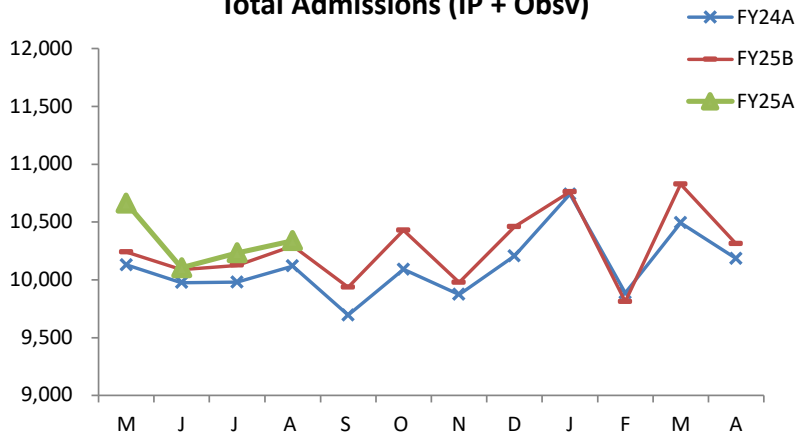
	<u>FY25A</u>	<u>FY25B</u>	<u>FY24A</u>	<u>vs FY25B</u>	<u>vs FY24</u>
MTD:	6,140	6,794	6,656	-9.6%	-7.8%
YTD:	26,390	26,513	26,109	-0.5%	1.1%

Observation Discharges



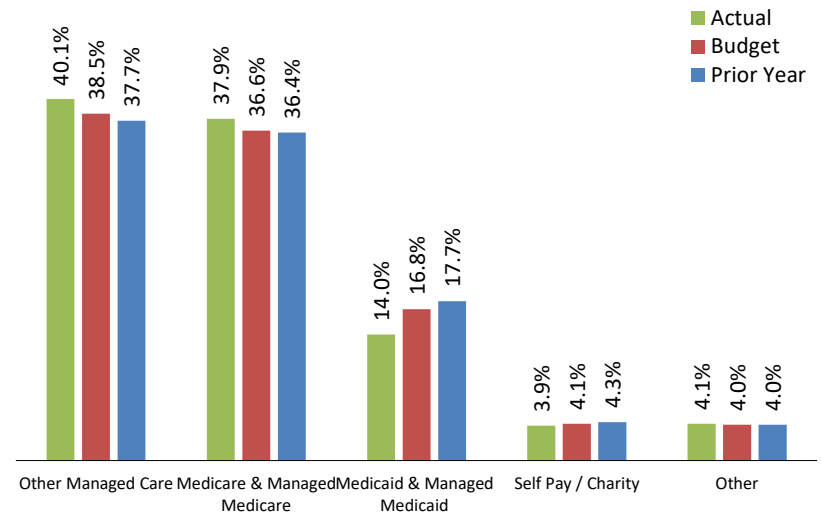
	<u>FY25A</u>	<u>FY25B</u>	<u>FY24A</u>	<u>vs FY25B</u>	<u>vs FY24</u>
MTD:	4,197	3,498	3,464	20.0%	21.2%
YTD:	14,944	14,233	14,097	5.0%	6.0%

Total Admissions (IP + Obsv)



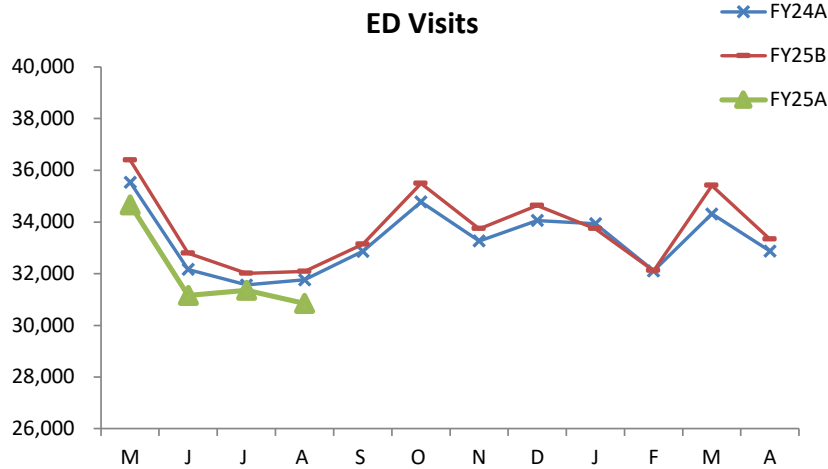
	<u>FY25A</u>	<u>FY25B</u>	<u>FY24A</u>	<u>vs FY25B</u>	<u>vs FY24</u>
MTD:	10,337	10,292	10,120	0.4%	2.1%
YTD:	41,334	40,746	40,206	1.4%	2.8%

Payor Mix (Gross Revenue) - YTD FY2025

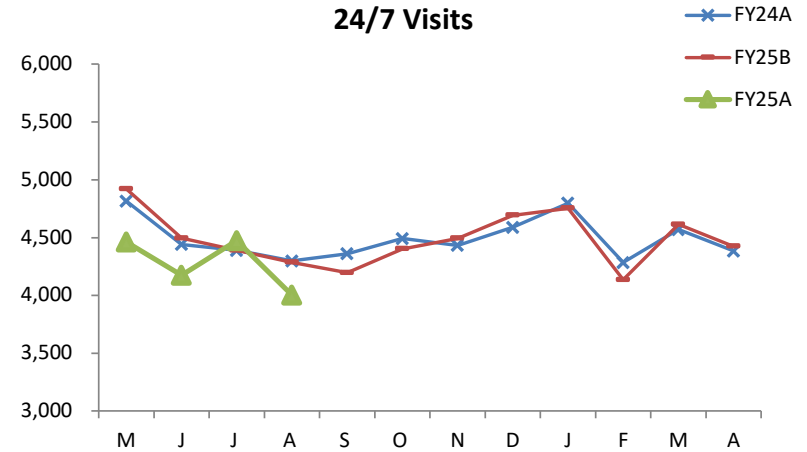




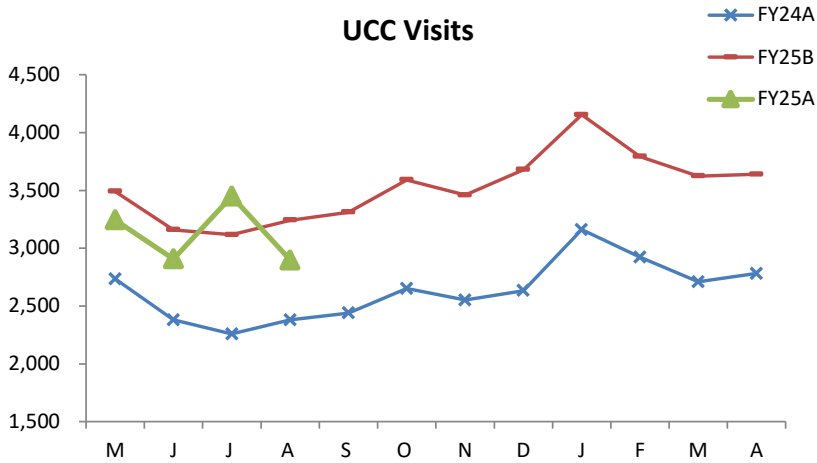
Memorial Healthcare System - Consolidated Volumes - August 2024



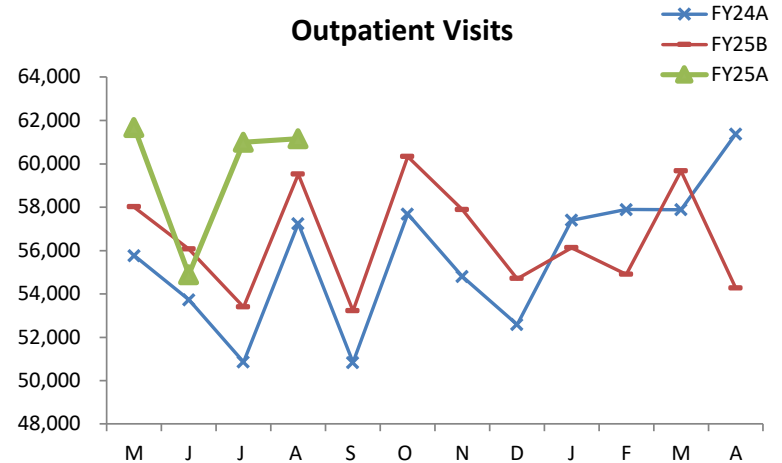
	<u>FY25A</u>	<u>FY25B</u>	<u>FY24A</u>	<u>vs FY25B</u>	<u>vs FY24</u>
MTD:	30,851	32,085	31,763	-3.8%	-2.9%
YTD:	128,038	133,275	131,029	-3.9%	-2.3%



	<u>FY25A</u>	<u>FY25B</u>	<u>FY24A</u>	<u>vs FY25B</u>	<u>vs FY24</u>
MTD:	4,003	4,286	4,299	-6.6%	-6.9%
YTD:	17,115	18,092	17,945	-5.4%	-4.6%



	<u>FY25A</u>	<u>FY25B</u>	<u>FY24A</u>	<u>vs FY25B</u>	<u>vs FY24</u>
MTD:	2,896	3,242	2,380	-10.7%	21.7%
YTD:	12,496	13,009	9,753	-3.9%	28.1%



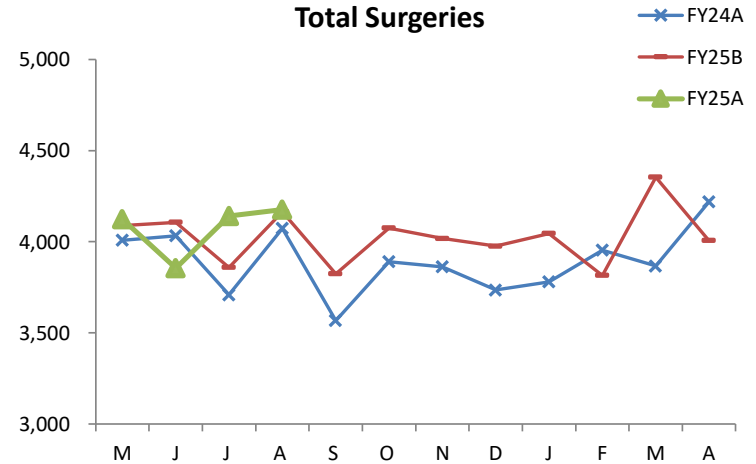
	<u>FY25A</u>	<u>FY25B</u>	<u>FY24A</u>	<u>vs FY25B</u>	<u>vs FY24</u>
MTD:	61,164	59,520	57,245	2.8%	6.8%
YTD:	238,740	226,993	217,617	5.2%	9.7%



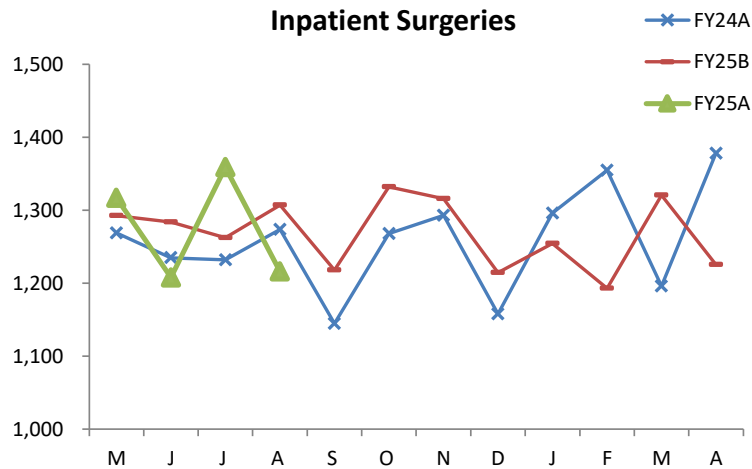
Memorial Healthcare System - Consolidated Volumes - August 2024



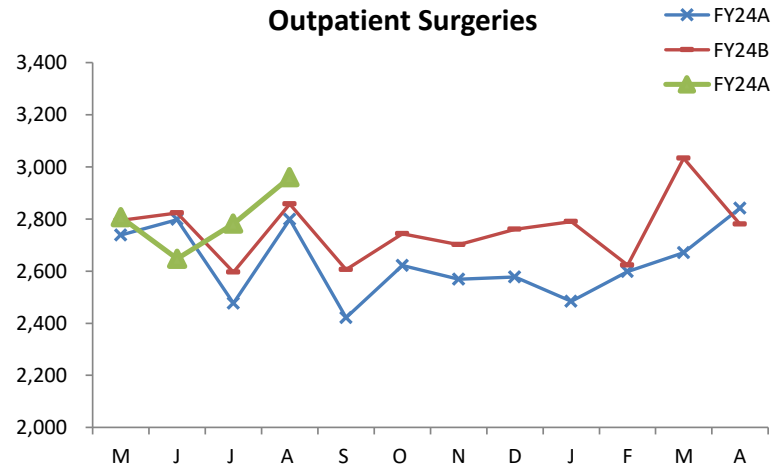
	<u>FY25A</u>	<u>FY25B</u>	<u>FY24A</u>	<u>vs FY25B</u>	<u>vs FY24</u>
MTD:	1,085	1,087	1,083	-0.2%	0.2%
YTD:	4,178	4,185	4,165	-0.2%	0.3%



	<u>FY25A</u>	<u>FY25B</u>	<u>FY24A</u>	<u>vs FY25B</u>	<u>vs FY24</u>
MTD:	4,176	4,164	4,073	0.3%	2.5%
YTD:	16,296	16,217	15,823	0.5%	3.0%



	<u>FY25A</u>	<u>FY25B</u>	<u>FY24A</u>	<u>vs FY25B</u>	<u>vs FY24</u>
MTD:	1,216	1,307	1,274	-7.0%	-4.6%
YTD:	5,100	5,146	5,010	-0.9%	1.8%



	<u>FY25A</u>	<u>FY25B</u>	<u>FY24A</u>	<u>vs FY25B</u>	<u>vs FY24</u>
MTD:	2,960	2,857	2,799	3.6%	5.8%
YTD:	11,196	11,071	10,813	1.1%	3.5%



Memorial Healthcare System - Operating Statement - August 2024

	Variance		Month to Date			\$ thousands	Year to Date			Variance	
	vs PY	vs Budget	Prior Year	Budget	Actual		Actual	Budget	Prior Year	vs Budget	vs PY
A	9.8%	2.4%	867,600	930,191	952,258	Inpatient Revenue	3,831,690	3,681,866	3,409,190	4.1%	12.4%
B	16.3%	5.1%	834,403	923,144	970,511	Outpatient Revenue	3,729,419	3,647,184	3,193,596	2.3%	16.8%
C	13.0%	3.7%	1,702,003	1,853,334	1,922,769	Total Patient Revenue	7,561,109	7,329,051	6,602,786	3.2%	14.5%
D	8.5%	1.6%	1,431,572	1,529,243	1,553,378	Contractual Allowances	6,134,241	6,060,519	5,426,466	1.2%	13.0%
E	32.4%	21.6%	52,930	57,599	70,062	Charity Care	273,286	228,904	220,301	19.4%	24.1%
F	>100%	>100%	(24,190)	7,747	24,032	Provision for Bad Debt	106,521	30,632	21,120	>100%	>100%
G	12.8%	3.3%	1,460,313	1,594,589	1,647,471	Total Deductions	6,514,047	6,320,055	5,667,887	3.1%	14.9%
H	13.9%	6.4%	241,690	258,745	275,298	Net Patient Revenue	1,047,062	1,008,996	934,899	3.8%	12.0%
I	(100.0%)	(100.0%)	5,336	3,888	-	Disproportionate Share Distributions	(400)	17,491	25,940	<(100%)	<(100%)
J	31.8%	32.6%	19,315	19,203	25,463	Other Operating Revenue	97,356	72,174	65,961	34.9%	47.6%
K	3.3%	10.3%	24,651	23,091	25,463	Total Other Operating Revenue	96,956	89,665	91,901	8.1%	5.5%
L	12.9%	6.7%	266,340	281,837	300,761	Net Revenue	1,144,018	1,098,661	1,026,799	4.1%	11.4%
M	14.1%	8.8%	130,102	136,411	148,458	Salaries & Wages	545,432	527,118	495,920	3.5%	10.0%
N	35.2%	4.1%	19,126	24,827	25,849	Employee Benefits	93,647	94,473	78,098	(0.9%)	19.9%
O	16.3%	2.1%	6,771	7,715	7,874	Professional Fees	29,909	30,584	26,471	(2.2%)	13.0%
P	6.2%	7.9%	56,875	56,001	60,429	Supplies Expense	236,841	219,354	212,716	8.0%	11.3%
Q	(12.1%)	2.0%	22,479	19,372	19,756	Purchased Services	75,979	75,332	91,375	0.9%	(16.8%)
R	12.6%	0.5%	7,426	8,318	8,358	Facilities Expense	30,700	34,932	28,797	(12.1%)	6.6%
S	41.2%	2.7%	9,733	13,382	13,747	Depreciation & Amortization	53,208	52,354	38,698	1.6%	37.5%
T	4.6%	7.3%	9,925	9,676	10,380	Other Operating Expense	38,429	38,534	34,639	(0.3%)	10.9%
V	12.4%	6.9%	262,437	275,702	294,851	Total Expenses	1,104,145	1,072,681	1,006,714	2.9%	9.7%
W	51.4%	(3.7%)	3,903	6,135	5,910	Income/(Loss) from Operations	39,873	25,980	20,085	53.5%	98.5%
X	N/A	N/A	-	-	-	Tax Revenue	-	-	-	N/A	N/A
Y	(4.5%)	(0.1%)	(2,719)	(2,839)	(2,841)	Interest Expense	(11,375)	(11,371)	(10,807)	0.0%	(5.3%)
Z	>100%	N/A	(13,414)	-	25,645	Unrealized Gain/(Loss)	105,726	-	(30,846)	N/A	>100%
AA	6.0%	(2.6%)	6,541	7,122	6,935	Investment & Other	107,613	28,482	28,503	>100%	>100%
AB	>100%	>100%	(9,805)	4,283	29,739	Total Non Operating Revenue/(Loss)	201,965	17,111	(14,385)	>100%	>100%
AC	>100%	>100%	(\$5,901)	\$10,417	\$35,649	Excess/(Deficit) of Revenues over Expenses	\$241,838	\$43,091	\$5,700	>100%	>100%
AD	31.8%	(0.2%)	\$20,227	\$26,716	\$26,652	EBITDA	\$200,940	\$107,127	\$86,347	87.6%	>100%
AE	18.1%	(2.6%)	\$18,575	\$22,527	\$21,931	Normalized EBITDA (GASB 96 and GASB 87 Impacts Removed)	\$182,052	\$90,379	\$79,842	>100%	>100%



Memorial Healthcare System - Operating Statement - MTD August 2024

\$ thousands	Month to Date		Variance	Variance %	
	Actual	Budget	vs Budget		
A Inpatient Revenue	952,258	930,191	22,068	2.4%	Higher length of stay and higher case mix index
B Outpatient Revenue	970,511	923,144	47,368	5.1%	Higher outpatient visits, observation discharges, and outpatient surgeries
C Total Patient Revenue	1,922,769	1,853,334	69,435	3.7%	
D Total Deductions	1,647,471	1,594,589	52,882	3.3%	
E Net Patient Revenue	275,298	258,745	16,553	6.4%	Higher gross revenue impact and favorable payor mix
F Total Other Operating Revenue	25,463	23,091	2,371	10.3%	Higher outpatient pharmacy volume and higher cost drugs
G Net Revenue	300,761	281,837	18,924	6.7%	
H Salaries and Wages	148,458	136,411	12,047	8.8%	Higher labor costs from revaluation of extended illness and paid time off liability, coupled with staffing to higher volumes and acuity
I Employee Benefits	25,849	24,827	1,022	4.1%	Higher health and dental claims and employee drug costs, and higher FICA
J Professional Fees	7,874	7,715	159	2.1%	Higher consulting fees and legal fees, partially offset by lower physician fees
K Supplies Expense	60,429	56,001	4,428	7.9%	Higher drug costs and volume
L Purchased Services	19,756	19,372	384	2.0%	Higher purchased outside labor
M Facilities Expense	8,358	8,318	41	0.5%	Higher repairs and maintenance expense due to timing, partially offset by lower electricity expenses
N Depreciation and Amortization	13,747	13,382	364	2.7%	
O Other Operating Expense	10,380	9,677	703	7.3%	
P Total Expenses	294,851	275,702	19,148	6.9%	
Q Income/(Loss) from Operations	5,910	6,134	(224)	-3.7%	
R Operating EBITDA	19,706	19,583	123	0.6%	
S Operating EBITDA Margin	6.55%	6.95%			
T Non Operating Revenue/Expense	29,739	4,283	25,456	594.3%	Unrealized investment gains
U Excess/(Deficit) of Revenues over Expenses	35,649	10,417	25,232	242.21%	
V EBITDA	26,652	26,716	(64)	-0.24%	
W EBITDA Margin	8.86%	9.48%			



Memorial Healthcare System - Operating Statement - YTD August 2024

\$ thousands	Year to Date		Variance	Variance %	
	Actual	Budget	vs Budget		
A Inpatient Revenue	3,831,690	3,681,866	149,824	4.1%	Higher patient days from higher length of stay, and higher cardiac surgeries
B Outpatient Revenue	3,729,419	3,647,184	82,235	2.3%	Higher outpatient visits and observation discharges
C Total Patient Revenue	7,561,109	7,329,051	232,059	3.2%	
D Total Deductions	6,514,047	6,320,055	193,993	3.1%	
E Net Patient Revenue	1,047,062	1,008,996	38,066	3.8%	Higher gross revenue impact from higher volumes and favorable payor mix
F Total Other Operating Revenue	96,956	89,665	7,291	8.1%	Higher outpatient pharmacy, partially offset by lower Disproportionate Share revenue
G Net Revenue	1,144,018	1,098,661	45,357	4.1%	
H Salaries & Wages	545,432	527,118	18,314	3.5%	Higher labor costs from staffing to higher inpatient volumes, and revaluation of extended illness and paid time off liability
I Employee Benefits	93,647	94,473	(826)	-0.9%	Lower FICA and lower relocation expense, partially offset by higher medical and dental claims
J Professional Fees	29,909	30,584	(675)	-2.2%	Lower physician and specialty fees, partially offset by higher consulting fees and legal fees
K Supplies Expense	236,841	219,354	17,487	8.0%	Higher drugs, instrument purchases, implants, and organ acquisition expenses
L Purchased Services	75,979	75,332	647	0.9%	Higher purchased outside labor, partially offset by lower IT and cloud services
M Facilities Expense	30,700	34,932	(4,232)	-12.1%	Lower repairs and maintenance expenses due to timing
N Depreciation & Amortization	53,208	52,354	854	1.6%	
O Other Operating Expense	38,428	38,535	(107)	-0.3%	Lower corporate partnership expenses, lower shared savings distributions, and lower travel and seminars
P Total Expenses	1,104,145	1,072,681	31,463	2.9%	
Q Income/(Loss) from Operations	39,873	25,979	13,894	53.5%	
R Operating EBITDA	93,283	78,601	14,682	18.7%	
S Operating EBITDA Margin	8.15%	7.15%			
T Total Non Operating Revenue/(Loss)	201,965	17,111	184,853	1080.3%	Unrealized and realized investment gains, and FEMA reimbursement
U Excess/(Deficit) of Revenues over Expenses	241,838	43,091	198,747	461.23%	
V EBITDA	200,940	107,127	93,814	87.57%	
W EBITDA Margin	17.56%	9.75%			



Memorial Healthcare System - Consolidated Balance Sheet and Key Indicators - August 2024

\$ thousands	08/31/2024	07/31/2024	4/30/2024
A CASH AND INVESTMENTS	\$ 2,779,222	\$ 2,749,606	\$ 2,617,560
B PATIENT ACCOUNTS RECEIVABLE (NET)	364,161	366,717	361,946
C RESTRICTED ASSETS AND ASSETS WHOSE USE IS LIMITED	97,875	97,048	111,156
D CAPITAL ASSETS (NET)	1,426,826	1,429,229	1,429,281
E OTHER ASSETS AND DEFERRED OUTFLOWS	606,258	615,490	486,752
F TOTAL ASSETS AND DEFERRED OUTFLOWS	\$ 5,274,342	\$ 5,258,090	\$ 5,006,695
G CURRENT LIABILITIES	\$ 644,202	\$ 661,123	\$ 657,224
H LONG TERM DEBT	862,803	862,985	881,811
I ESTIMATED CLAIMS LIABILITY	29,245	28,795	27,487
J OTHER NON-CURRENT LIABILITIES AND DEFERRED INFLOWS	355,299	358,042	299,286
K TOTAL LIABILITIES AND DEFERRED INFLOWS	1,891,549	1,910,945	1,865,808
L NET POSITION	3,382,793	3,347,145	3,140,887
M LIABILITIES, NET POSITION AND DEFERRED INFLOWS	\$ 5,274,342	\$ 5,258,090	\$ 5,006,695
N DAYS CASH ON HAND	334.6	334.1	323.9
O CASH TO DEBT (%)	285.0	281.3	264.8
P NET DAYS IN AR	42.6	43.8	38.4
Q DEBT TO NET POSITION RATIO	0.29	0.29	0.32
R DEBT TO CAPITALIZATION	0.23	0.23	0.24
S DEBT TO CASH FLOW	1.91	1.94	2.47
T MADS* COVERAGE	6.44	6.36	5.09

* MAXIMUM ANNUAL DEBT SERVICE

South Broward Hospital District

BOARD OF COMMISSIONERS

Elizabeth Justen, *Chairwoman* • Steven Harvey, *Vice Chairman* • Douglas A. Harrison, *Secretary Treasurer*
Brad Friedman • Dr. Luis E. Orta • Laura Raybin Miller
Frank P. Rainer, *Senior Vice President and General Counsel*

Group: S.B.H.D. Building Committee **Date:** September 16, 2024
Chairman: Mr. Brad Friedman **Time:** 4:00 p.m.
Vice-Chairman: Mr. Douglas Harrison
Location: Executive Conference Room, 3111 Stirling Road, Hollywood, Florida, 33312

In Attendance: Chairwomen Elizabeth Justen, Commissioner Steven Harvey, Dave Smith, Frank Rainer, Joe Stuczynski, Denise Dicesare, Felicia Turnley, Joseph Kadis, and Mark Greenspan

There being a quorum present, the meeting was called to order by Chairwoman Justen.

1. SUBJECT: Public Meeting Notice Certification

Mr. Rainer provided the Legal Certification of Compliance with Florida's Public Meeting Laws.

2. SUBJECT: Construction Progress Report

At the request of Chairwoman Justen, a revised project status report was distributed to the Committee, which included financial information for projects in planning and under construction. Mr. Greenspan provided an overview on the status of each of the projects. All projects remain on schedule as indicated on the report. He additionally noted the following:

- The Urgent Care / Primary Care located at 10175 Pine Blvd (Chase Building) will require the approval of a Plat Note Amendment from the City of Pembroke Pines and Broward County, which will delay the start of construction.
- An update was provided on the tenant fit-out for Southern Sports Medicine in the MHM MOB 2. MHS awarded a construction contract to Thornton Construction to build out a suite for occupancy by Southern Sports. Construction of the improvements is underway with expected completion later this year. Mr. Greenspan reported that it was necessary for MHS to assess financial responsibility for completing the tenant improvements. He noted that an MPG / MHS clinical service line will occupy the suite upon project completion in lieu of the original tenant. The estimated funding required for the project's completion is \$3.2 million over the original tenant's construction deposit, which will be transferred from available funding in the MHS Property Management budget or other sources such as system contingency. These funds will be utilized for resolution of construction and to provide required furnishings and equipment to support clinical operations. Mr. Rainer addressed questions concerning the lease and advised there would be a legal assessment of the matter. Chairwoman Justen requested that staff provide a pro forma financial analysis.
- The completion date for the MRH Emergency Department and Trauma Bay Renovation project may be extended due to required re-phasing to accommodate clinical operations. Mr. Greenspan indicated that any potential funding requests associated with the time extension would be analyzed and subsequently reported to the Building Committee.
- The design drawings for the MRH Surgical Tower project have been completed and submitted to MHS to start permitting and bidding by the Board approved Construction Manager. The Board members present requested that these actions be tabled in order to allow for future deliberations at a subsequent meeting of the Building Committee.

MEMORIAL HEALTHCARE SYSTEM

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MEMORIAL HOSPITAL WEST • MEMORIAL HOSPITAL MIRAMAR • MEMORIAL HOSPITAL PEMBROKE • MEMORIAL MANOR

3. **SUBJECT:** Bid Award Recommendation – MHW MRI Upgrade

Bids from four, Board approved, pre-qualified general contractors were opened on September 12, 2024. Lee Construction was the apparent lowest responsive / responsible bidder. During the bid opening, it was noted that Lee Construction did not include their Certificate of Insurance (COI).

During the post-bid verification process, Mr. Greenspan confirmed that Lee Construction had an active Certificate of Insurance on file with MHS at the time of the bid. In accordance with the MHS Bid Instructions, he recommended waiving the omission of the COI as a minor informality. Mr. Rainer concurred with this recommendation. Following discussion, Chairwoman Justen offered the following motion, which was seconded by Commissioner Harvey and unanimously approved:

The Building Committee Recommends to the Board of Commissioners Acceptance of the Lowest Responsive and Responsible Bidder, Lee Construction Group, Inc., In the Amount of \$912,030 for the Memorial Hospital West – MRI Upgrade and Allocate a \$136,804 Contingency Amount to be Controlled by the Memorial Healthcare System.

4. **SUBJECT:** GMP Recommendation for Douglas Road and Red Road Freestanding Emergency Departments (FSED).

Mr. Greenspan reported that staff had validated Guaranteed Maximum Price proposals for the Douglas Road and Red Road Freestanding Emergency Department projects. The Board members present requested that these items be tabled in order to allow for future deliberations at a subsequent meeting of the Building Committee. Staff was requested to provide pro forma financial analysis and capital budget impact related to these projects.

5. **SUBJECT:** Facility Related Issues

Mr. Greenspan introduced Adam Mayle as the new Senior Director of MHS Facility Management. Mr. Mayle currently serves as the Director of MRH Facility Management and has assumed additional system-level responsibilities to aid in coordinating facility and infrastructure issues.

As a new initiative, Mr. Greenspan described the upcoming launch of a comprehensive building condition assessment program that will initially focus on MRH, MRHS, and MHP. Through this program, a team of engineers will inspect all major building and infrastructure systems in these buildings and identify any observed deficiencies. Results of this assessment will be reported back to the Building Committee when available.

Through proactive structural engineering assessments, a number of deficiencies were identified at the MHW parking garage and the Talent Acquisition Center located at 4320 Sheridan Street. Repairs are presently under construction to address the items identified.

Previously, the Board was briefed regarding the need for remediation in certain areas of MRHS. Remediation work is once again required to address new areas of concern. These recurring repairs are a result of systemic building envelope and pressurization issues. It is expected that ongoing remediation may have to continue until a permanent solution can be determined and implemented. Recommended solutions will be reported to the Building Committee when they become available.

6. **SUBJECT:** Request to Issue a Construction Management RFQ to Perform Envelope Repairs at MHW and MHP.

In July, the Board approved issuing a Request for Qualifications (RFQ) for a Construction Manager to perform hurricane hardening at the Manor.

Related envelope repair work is currently in design at MHW and MHP. The Committee approved adding these projects to the previously approved RFQ. In accordance with standard practice, the RFQ selection committee will include Board member representation and the results will be submitted to the Building Committee and Board of Commissioners for approval.

7. **SUBJECT:** East Campus Property Update

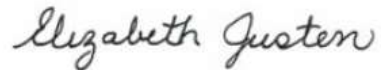
Mr. Greenspan provided an update and answered questions concerning efforts to acquire the remaining properties within the boundaries of the East Campus. Staff was requested to provide information regarding the number of occupied properties remaining.

8. **SUBJECT:** New Business

No new business to report.

There being no further business, the meeting adjourned at 4:38 P.M.

Respectfully submitted,

A handwritten signature in cursive script that reads "Elizabeth Justen".

Ms. Elizabeth Justen
Acting Chairwoman
Building Committee

South Broward Hospital District
Board Building Committee
Construction Progress Status Report as of September 13, 2024
Financial data current as of July 31, 2024

Project	Status	Contractor	Architect	Budget LTD (WD)	Prior Years Expenses (WD)	Current FY25 Expenses (WD)	Obligations (WD)	Funds Remaining	Approved Contractor Bid Amount	Approved Contingency Amount	On Budget	Contract Type	Board Approval Date	Construction Start Date	Original Construction Completion Date	On Schedule	Comments
Memorial Healthcare System																	
Command Center	Close-out	Lee Construction	Saltz Michelson	3,593,000	1,162,299	858,598	308,874	1,263,229	\$ 953,045.50	\$ 143,000.00	Yes	Bid	1/25/2023		August 2024	Yes	Completed
Primary Care Plantation	Construction	Thornton Construction	Saltz Michelson	1,500,000	151,753	111,485	908,033	328,729	\$ 924,278.00	\$ 138,000.00	Yes	Bid	10/27/2023		December 2024	Yes	
Buildout Dania Beach Center	Construction	Lee Construction	Saltz Michelson	3,121,300	69,744	28,948	265,451	2,757,158	\$ 1,915,242.00	\$ 287,000.00	Yes	Bid	3/27/2024		May 2025	Yes	
Dr. Davis Blue Water	Construction	Thornton Construction	HKS Architects	2,800,000	101,899	690,926	1,980,107	27,068	\$ 2,671,339.00	\$ 97,217.00	Yes	Bid	5/25/2022		December 2024	Yes	
Memorial Hospital Miramar																	
Interventional Radiology Room	Construction	Engel Construction	HKS Architects	2,866,800	255,840	231,887	1,519,346	859,727	\$ 645,712.20	\$ 96,000.00	Yes	Bid	7/26/2023		September 2024	Yes	
Campus Signage	Permitting/Bidding	Lee Construction	Harvard Jolly	2,092,000	131,333	3,416	11,863		\$ 1,728,615.00	\$ 259,000.00	Yes	Bid	3/27/2024				
MOB2 MRI/CT Lab	Permitting/Bidding	Lee Construction	Harvard Jolly	9,400,000	66,840	114,685	115,532	9,102,943	\$ 3,140,550.00	\$ 471,000.00	Yes	Bid	7/24/2024				
Memorial Hospital Pembroke																	
Red Road Free Standing ED	Permitting/Bidding	DPR	HKS Architects	18,176,100	201,344	239,760	2,253,304	15,481,693				GMP					Pending Board Approval
Douglas Road Free Standing ED	Permitting/Bidding	DPR	HKS Architects	17,002,300	1,616,932	59,277	2,131,260	13,194,831				GMP					Pending Board Approval
OR Cysto Room	Construction	Lee Construction	Saltz Michelson	2,791,000	247,045	104,688	1,978,688	460,579	\$ 1,747,842.00	\$ 262,000.00	Yes	Bid	10/27/2023				
Exterior Envelope Repair	Permitting/Bidding		Harvard Jolly	1,350,000				1,350,000									
Memorial Hospital West																	
Envelope Repairs	Design		Harvard Jolly	1,266,667				1,266,667									
2nd Floor Labor and Delivery	Construction	Lee Construction	HKS Architects	10,779,700				10,779,700	\$ 2,768,050.00	\$ 415,200.00	Yes	Bid	2/28/2024		March 2025	Yes	
MCI Conversion to MCVI	Design		Harvard Jolly	10,300,000				10,300,000									
OP Nursing & EE Health	Close-out	Gerrits Construction	ACAI	2,576,300				2,576,300									Completed
MRI #1 Equipment Replacement	Permitting/Bidding		Harvard Jolly	2,887,800		55,627	49,787	2,782,387									
Memorial Regional Hospital																	
Emerg Dept and Trauma Bay Renovation	Construction	Turner Construction	Harvard Jolly	20,759,500	9,662,710	1,462,794	7,177,461	2,456,535	\$ 16,401,716.00	\$ 1,922,604.00	Yes	GMP	4/5/2022		May 2025	Yes	
Family Birthplace 4th Floor	Construction	Turner Construction	HKS Architects	71,482,200	27,029,858	6,751,344	15,955,890	21,745,109	\$ 43,850,159.00	\$ 4,299,431.00	Yes	GMP	10/26/2022		March 2025	Yes	
Master Plan Surgery	Design	Robins and Morton	HKS Architects	37,417,100	9,360,464	1,743,668	4,187,853	22,125,115									Pending Board Approval
Linear Accelerator Replacement	Close-out	Gerrits Construction	HKS Architects	5,085,100	272,000	3,614,530	313,848	884,722	\$ 1,122,567.60	\$ 224,000.00	Yes	Bid	4/27/2022		August 2024		Completed
Memorial Regional Hospital South																	
Chiller 3 Replacement	Permitting/Bidding	Lee Construction	Saltz Michelson	2,430,000	173,453	360	1,596,884	659,303	\$ 1,456,277.00	\$ 218,000.00	Yes	Bid	4/26/2023				
Dedicated Outdoor Air System	Design		TLC	6,500,000	-	-	-	6,500,000									
Pedestrian Bridges - Structural Repair	Design		Kimley Horn	500,000	-	-	-	500,000									
Joe DiMaggio Children's Hospital																	
CT Replacement	Design		Harvard Jolly	4,600,000	-	-	-	4,600,000									
NICU Level 4 Build Out on 8th FL	Planning		HKS Architects	1,100,000	-	-	-	1,100,000									
Memorial Manor																	
Hurricane Hardening	Permitting/Bidding	TBD	Saltz Michelson	3,250,000	165,843	74,662	121,442	2,888,052									
Manor Generator / ATS Replacement	Planning	TBD	Saltz Michelson	5,000,000	-	-	-	5,000,000									
UCC/PCC																	
UCC / Primary Care Pembroke (Chase)	Permitting/Bidding	Lee Construction	Saltz Michelson	1,800,000	-	-	127,846	1,672,154	\$ 2,188,200.00	\$ 104,200.00	Yes	Bid	7/24/2024				
MCI																	
MCI - Shell Space Renovation	Design	TBD	HKS Architect	2,685,600	-	-	-	2,685,600									
MCI - Hallandale Expansion	Design	TBD	TBD	4,337,400	-	-	-	4,337,400									

Contractor	# of Awarded Projects	Awarded Contract Value
Engel Construction	1	\$ 645,712.20
Gerrits Construction	2	\$ 1,122,567.60
LEE Construction	8	\$ 15,897,821.50
Thornton Construction	2	\$ 3,595,617.00
Turner Construction	2	\$ 60,251,875.00
Total:	15	\$ 81,513,593.30



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MEMORIAL HOSPITAL WEST MEMORIAL HOSPITAL MIRAMAR MEMORIAL HOSPITAL PEMBROKE MEMORIAL MANOR

TO: David Smith, Executive Vice President
Chief Administrative Officer and Chief Financial Officer

FROM: Mark Greenspan, Vice President
Construction and Property Management

SUBJECT: Bid Opening: MHW MRI Upgrade

DATE: September 13, 2024

Bids for the MRI Upgrade at Memorial Hospital West were opened at 3:30 P.M. on Tuesday, September 12, 2024, in the Executive Conference Room and through Teleconference. In attendance were Chairwoman Elizabeth Justen, Leah Carpenter, David Smith, Joseph Stuczynski, Leetal Dana, and Mark Greenspan. In attendance (via telephone) were representatives from Engel Construction, Inc., Lee Construction, Inc., Lego Construction Co., and Thornton Construction Company, Inc.

The following bids were received:

- Engel Construction, Inc. \$1,097,709.90
- Lee Construction Group, Inc. \$ 912,030.00
- Lego Construction Co. \$1,196,123.25
- Thornton Construction Company, Inc. \$1,017,991.90

Mr. Greenspan informed the group, as has been the standard practice, that the bids would be reviewed and verified for accuracy. It was noted that Lee Construction, Inc., the apparently low bidder, did not include a Certificate of Insurance with their bid. Mr. Greenspan advised this would be reviewed with the MHS Office of General Counsel.

Recommendation for award will be presented at the next regularly scheduled Board Building Committee Meeting.



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TO: David Smith, Executive Vice President
Chief Administrative Officer and Chief Financial Officer

FROM: Mark Greenspan, Vice President
Construction and Property Management

SUBJECT: Guaranteed Maximum Price (GMP) – Douglas Road
Freestanding Emergency Department

DATE: September 11, 2024

On September 27, 2023, the Board of Commissioners approved the selection of DPR Construction as the construction manager for the Douglas Road and Red Road Free Standing Emergency Departments. DPR has completed pre-construction services for the project and submitted the attached Guaranteed Maximum Price (GMP) proposal in the amount of \$38,449,952.

Vermeulens, a cost estimating firm retained by MHS, provided an independent construction cost estimate for the project at \$38,859,160.

In accordance with standard practice, the MHS Construction Services Department validated the GMP proposal utilizing the following steps:

- (1) All subcontractor bids were received directly by the Memorial Healthcare System Construction Services staff;
- (2) Bids were opened in a controlled manner with direct oversight by MHS Construction Services and MHS Office of the General Counsel;
- (3) DPR Construction then compiled and validated the bids resulting in the submitted GMP proposal, which was reviewed by both MHS staff and the project architect;
- (4) MHS Construction Services engaged a third-party cost estimator to provide an independent cost estimate for the project;
- (5) MHS Construction Services staff, along with our architects, engineers and estimator, met with DPR in order to analyze the results of the bids and to compare those figures against those provided by the independent cost estimate.

Utilizing these procedures, we have validated the GMP proposal provided by DPR Construction and will present it at the next regularly scheduled Board Building Committee meeting for consideration.

ATTACHMENTS

Memorial Healthcare System
3501 Johnson Street
Hollywood, FL 33021

8.26.2024

Attention: Mark Greenspan – Director of Construction Services

Re: Memorial Regional Hospital – Douglas Road FSED

Dear Mark,

Please find enclosed our independent cost estimate for the above project based on contract documents. Based on our analysis, the estimated cost of construction should not exceed: \$38,859,160.

This estimate includes all direct construction costs, general contractor's overhead, and profit and contractor's contingencies.


Excluded from the estimate are hazardous waste removal, loose furnishings, and equipment, moving, administrative and financing costs.

This estimate is based on an analysis of comparable projects and adjustments for local market conditions.

If you have any questions or require further analysis, please do not hesitate to contact us.

Yours very truly,

James Vermeulen, PQS
Managing Partner





September 9, 2024

Mr. Mark Greenspan
Vice President Construction & Property Management
Memorial Healthcare System
3501 Johnson Street
Hollywood, FL 33021

Re: Memorial Healthcare System Free Standing Emergency Department – Douglas Road

Dear Mr. Greenspan

DPR is pleased to present this letter as confirmation of our Guaranteed Maximum Price for the Memorial Healthcare System Free Standing Emergency Department – Douglas Road Project, for the amount of \$38,449,952.

We appreciate the opportunity and looking forward to working again with The Memorial Healthcare Systems.

Sincerely,

DPR Construction

A handwritten signature in blue ink, appearing to read 'A. Barrios', is located below the typed name.

Adrian Barrios
Business Unit Leader



MHS FSED DOUGLAS ROAD

September 9, 2024

BID PACKAGE	TOTAL	TRADE PARTNER
02300 - Earthwork	\$ 3,893,737	American Engineering and Development Corp
02900 - Landscaping	\$ 697,680	Visualscape, Inc
03300 - Concrete	\$ 1,580,656	Ron Kendall Masonry, Inc
03450 - Precast Architectural	\$ 703,183	Premier Precast
04000 - Masonry	\$ 35,000	High Line Costruction
05120 - Structural Steel	\$ 1,761,165	Steel Fabricators, LLC
05400 - Exterior Framing	\$ 565,452	CJW
05450 - Channel Fram Strut	\$ 30,750	Strut technologies Inc.
06220 - Casework & Millwork	\$ 559,570	Baron Manufacturing
07250 - Fireproofing	\$ 75,010	Santa Rosa Insulation and Fireproofing
07410 - Metal Panels	\$ 401,700	Alasur Interior Copr
07500 - Roofing	\$ 737,620	Atlas Apex Roofing, LLC
08100 - Doors Frames Hardware	\$ 617,711	DH Pace Company, Inc
08800 - Glass & Glazing	\$ 1,821,635	Crawford Tracey Corp
09200 - Plaster	\$ 202,798	Starsouth Stucco Systems
09260 - Drywall	\$ 986,526	CJW
09300 - Tile	\$ 78,200	O'Neill Brothers Flooring
09510 - Acoustical Ceilings	\$ 190,224	Acousti Engineering Company fo Florida
09680 - Flooring	\$ 732,568	TSI Commercial Floor Covering
09900 - Painting & WC	\$ 96,990	Done By Dunne
09960 - Special Coatings	\$ 51,615	Stonehard
10000 - Specialties	\$ 739,518	DPR Construction
10400 - Signage	\$ 127,138	Image Resource
12490 - Window Treatment	\$ 50,298	Contexture, Inc
15300 - Fire Protection	\$ 137,845	Summers Fire Sprinklers, Inc
15400 - Plumbing	\$ 2,470,020	Douglas Orr Plumbing
15500 - HVAC	\$ 4,225,250	Tropic Mechanical Contractors
16000 - Electrical	\$ 6,655,795	Pomeroy Electric
19200 - General Requirements	\$ 868,282	
01742 - Final Cleaning Allowance	\$ 84,540	
02220 - Demolition Allowance	\$ 232,543	
02500 - Dewatering Allowance	\$ 60,000	
18000 - Visual Mockup Allowances	\$ 40,120	
21510 - Temporary Utility Allowance	\$ 60,000	
21512-Temporary Signage and Sidewalk Allowance	\$ 30,000	
21514-Plaster Patch at CEP Allowance	\$ 5,000	
21515-Cap and Paint CEP Facade Allowance	\$ 15,000	
21516-Removal/Replacement of Arch System to Remove Equipment Allowance	\$ 20,000	
21517-Roofing Protection Allowance	\$ 34,204	
21518-Temporary Doors and Hardware Allowance	\$ 15,500	
GRAND TOTAL	\$ 31,690,843	
Fee 2.9%	\$ 919,034	
SDI Insurance 1.2%	\$ 380,290	
Contractors Insurance 1.3%	\$ 411,981	
Permits and Fees 2%	\$ 633,817	
General Conditions 5.52%	\$ 1,749,640	
Preconstruction 0.22%	\$ 69,000	
SUBTOTAL	\$ 35,854,606	
Escalation 0.30%	\$ 107,564	
Private Provider 0.38%	\$ 119,120	
P&P Bond 0.5%	\$ 192,250	
Construction Contingency 3%	\$ 1,088,206	
Owner Contingency 3%	\$ 1,088,206	
GRAND TOTAL	\$ 38,449,952	



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MEMORIAL HOSPITAL WEST · MEMORIAL HOSPITAL MIRAMAR · MEMORIAL HOSPITAL PEMBROKE · MEMORIAL MANOR

TO: David Smith, Executive Vice President
Chief Administrative Officer and Chief Financial Officer

FROM: Mark Greenspan, Vice President
Construction and Property Management

SUBJECT: Guaranteed Maximum Price (GMP) – Red Road
Freestanding Emergency Department

DATE: September 11, 2024

On September 27, 2023, the Board of Commissioners approved the selection of DPR Construction as the construction manager for the Douglas Road and Red Road Free Standing Emergency Departments. DPR has completed pre-construction services for the project and submitted the attached Guaranteed Maximum Price (GMP) proposal in the amount of \$23,358,673.

Vermeulens, a cost estimating firm retained by MHS, provided an independent construction cost estimate for the project at \$24,404,064.

In accordance with standard practice, the MHS Construction Services Department validated the GMP proposal utilizing the following steps:

- (1) All subcontractor bids were received directly by the Memorial Healthcare System Construction Services staff;
- (2) Bids were opened in a controlled manner with direct oversight by MHS Construction Services and MHS Office of the General Counsel;
- (3) DPR Construction then compiled and validated the bids resulting in the submitted GMP proposal, which was reviewed by both MHS staff and the project architect;
- (4) MHS Construction Services engaged a third-party cost estimator to provide an independent cost estimate for the project;
- (5) MHS Construction Services staff, along with our architects, engineers and estimator, met with DPR in order to analyze the results of the bids and to compare those figures against those provided by the independent cost estimate.

Utilizing these procedures, we have validated the GMP proposal provided by DPR Construction and will present it at the next regularly scheduled Board Building Committee meeting for consideration.

ATTACHMENTS

Memorial Healthcare System
3501 Johnson Street
Hollywood, FL 33021

8.26.2024

Attention: Mark Greenspan – Director of Construction Services

Re: Memorial Regional Hospital – Red Road FSED

Dear Mark,

Please find enclosed our independent cost estimate for the above project based on contract documents. Based on our analysis, the estimated cost of construction should not exceed: \$24,404,064.

This estimate includes all direct construction costs, general contractor's overhead, and profit and contractor's contingencies.

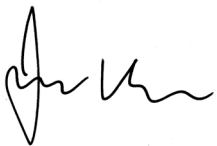
Excluded from the estimate are hazardous waste removal, loose furnishings, and equipment, moving, administrative and financing costs.

This estimate is based on an analysis of comparable projects and adjustments for local market conditions.

If you have any questions or require further analysis, please do not hesitate to contact us.

Yours very truly,

James Vermeulen, PQS
Managing Partner





September 09, 2024

Mr. Mark Greenspan
Vice President Construction & Property Management
Memorial Healthcare System
3501 Johnson Street
Hollywood, FL 33021

Re: Memorial Healthcare System Free Standing Emergency Department – Red Road

Dear Mr. Greenspan

DPR is pleased to present this letter as confirmation of our Guaranteed Maximum Price for the Memorial Healthcare System Free Standing Emergency Department – Red Road Project, for the amount of \$23,358,673.

We appreciate the opportunity and looking forward to working again with The Memorial Healthcare Systems.

Sincerely,

DPR Construction

A handwritten signature in blue ink, appearing to read 'A. Barrios', is written over a faint blue line.

Adrian Barrios
Business Unit Leader



MHS FSED RED ROAD

September 09, 2024

BID PACKAGE	TOTAL	TRADE PARTNER
02300 - Earthwork	\$ 2,129,461	American Engineering & Development Corp
02900 - Landscaping	\$ 276,889	Visualscape, Inc
03300 - Concrete	\$ 669,750	Ron Kendall Masonry, Inc
04000 - Masonry	\$ 327,000	High Line Construction
05120 - Structural Steel	\$ 1,502,365	Steel Fabricators, LLC
05400 - Exterior Framing	\$ 411,210	CJW
05450 - Channel Fram Strut	\$ 30,050	Strut Technologies Inc
06220 - Casework & Millwork	\$ 427,189	Baron Manufacturing
07410 - Metal Panels	\$ 67,980	Alasur interior Corp
07500 - Roofing	\$ 685,934	Crown Roofing and Waterproofing
08100 - Doors Frames Hardware	\$ 390,587	DH Pace Company
08800 - Glass & Glazing	\$ 1,331,400	Crawford-Tracey Corp
09200 - Plaster	\$ 363,335	Starsouth Stucco Systems
09260 - Drywall	\$ 695,880	Gyp Rocka
09300 - Tile	\$ 47,482	TSI Commercial Floor Covering
09510 - Acoustical Ceilings	\$ 133,022	Acousti Engineering Company of Florida
09680 - Flooring	\$ 383,215	TSI Commercial Floor Covering
09900 - Painting & WC	\$ 79,670	Done by Dunne
09960 - Special Coatings	\$ 35,049	Stonhard
10000 - Specialties	\$ 420,335	DPR Construction
10400 - Signage	\$ 159,099	Image Resource
12490 - Window Treatment	\$ 19,568	Raise and Shine
15300 - Fire Protection	\$ 88,145	Summers Fire Sprinklers
15400 - Plumbing	\$ 1,405,735	Douglas Orr Plumbing
15500 - HVAC	\$ 2,116,250	Tropic Mechanical
16000 - Electrical	\$ 3,848,867	Pomeroy Electric
19200 - General Requirements	\$ 675,600	
01742 - Final Cleaning Allowance	\$ 51,280	
02500 - Dewatering Allowance	\$ 50,000	
18000 - Visual Mockup Allowances	\$ 22,675	
17000 - Future Bus Stop Allowance	\$ 143,137	
21510 - Temporary Utility Allowance	\$ 40,000	
21515-Jet Fuel Coordination Allowance	\$ 12,000	
21516-Demolish Existing Irrigation Allowance	\$ 10,000	
21517-Hats and Framing Compatibility Allowance	\$ 15,000	
21518-Additional Tube Steel for Curtain Wall Allowance	\$ 5,000	
21519-Concrete Encasement for Feeder Ducts Allowance	\$ 9,000	
21520-Roofing Protection Allowance	\$ 19,000	
DIRECT WORK	\$ 19,098,159	
Fee 3.2%	\$ 611,141	
SDI Insurance 1.2%	\$ 229,178	
Contractors Insurance 1.3%	\$ 248,276	
Permits and Fees 2%	\$ 381,963	
General Conditions 5.99%	\$ 1,097,221	
Preconstruction 0.3%	\$ 47,500	
SUBTOTAL	\$ 21,713,438	
Escalation 0.50%	\$ 108,567	
Private Provider 0.51%	\$ 97,685	
P&P Bond 0.5%	\$ 116,793	
Construction Contingency 3%	\$ 661,095	
Owner Contingency 3%	\$ 661,095	
GRAND TOTAL	\$ 23,358,673	

South Broward Hospital District

BOARD OF COMMISSIONERS

Elizabeth Justen, *Chairwoman* • Steven Harvey, *Vice Chairman* • Douglas A. Harrison, *Secretary Treasurer*
Brad Friedman • Dr. Luis E. Orta • Laura Raybin Miller
Frank P. Rainer, *Senior Vice President and General Counsel*

Group: S.B.H.D. Finance Committee **Date:** September 17, 2024
Chairwoman: Ms. Elizabeth Justen **Time:** 2:00 p.m.
Vice Chairman: Mr. Steven Harvey
Location: Executive Conference Room, 3111 Stirling Road, Hollywood, Florida, 33312

In Attendance: Mr. Steven Harvey, Mr. David Smith, Mr. Vedner Guerrier, Mr. Frank Rainer, Mr. Irfan Mirza, Mr. Veda Rampat, Mr. Scott Davis, Mr. Richard Probert, Mr. David Moore (NEPC), Ms. Deirdre Robert (NEPC)

SUBJECT: Call to Order / Public Meeting Notice Certification

In the absence of Ms. Justen, Mr. Harvey called the meeting to order at 2:00 p.m., after which Mr. Rainer certified the meeting was properly noticed.

No action is required by the Board of Commissioners.

SUBJECT: Market Update

Ms. Robert provided an overview of the market update for August 2024 to the Finance Committee. August was an encouraging month for both US and international stocks, as markets ended the month in positive territory despite a brief sell-off at the start of the month. Falling interest rates led to positive bond returns for the fourth consecutive month as investors anticipated interest rate cuts at the upcoming September Federal Reserve meeting.

The market update was presented for informational purposes only.

No action is required by the Board of Commissioners.

SUBJECT: Operating Funds Monthly Flash Report

Ms. Robert reviewed the Monthly Flash Performance Report for the Operating Funds for the month ended August 31, 2024. The portfolio returned 1.2% for the month and 5.2% for the fiscal year-to-date, compared to Policy benchmark returns of 1.7% and 6.1%, respectively. The assets in the operating funds were reported at \$2.71 billion.

The monthly flash report was presented for informational purposes only.

No action is required by the Board of Commissioners.

MEMORIAL HEALTHCARE SYSTEM

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

SUBJECT: **Retirement Plan Monthly Flash Report**

Ms. Robert reviewed the Monthly Flash Performance Report for the Retirement Plan for the month ended August 31, 2024. The plan returned 2.1% for the month and 8.0% fiscal year-to-date, versus Policy benchmark returns of 2.1% and 8.8%, respectively. Total assets in the Retirement Plan were reported at \$1.07 billion.

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. Robert reviewed the Monthly Flash Performance Report for Defined Contribution Plans. As of August 31, 2024, plan assets totaled \$1.69 billion, with the largest concentration in JPMorgan blend target date funds at 62.6%.

The monthly flash report was presented for informational purposes only.

No action is required by the Board of Commissioners.

SUBJECT: **Florida's Medicaid Supplemental Programs**

Mr. Davis provided a general overview of Florida's Medicaid Supplemental Programs. He elaborated on the principles underlying each program, their practical applications, funding limitations, future developments and payments under each of the programs listed below:

- Low Income Pool (LIP)
- Disproportionate Share Hospital (DSH)
- Directed Payment Program (DPP)
- Indirect Medical Education (IME)
- Public Hospital Physicians (PHP)
- Nursing IME (FL-FIRST)

The committee engaged in a general discussion during his presentation.

No action is required by the Board of Commissioners.

SUBJECT: **Financial Report**

Mr. Mirza presented an overview of the Financial Results for the month and year ending August 31, 2024. The committee discussed these operating results. The August financial reports will be formally presented to the full Board during its regular meeting on September 25, 2024.

No action is required by the Board of Commissioners.

SUBJECT: **New Business**

None.

There being no further business the Finance Committee adjourned at 3:29 p.m.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Steven Harvey". The signature is written in a cursive style with a large initial "S" and a long, sweeping tail.

Steven Harvey
Vice Chairman
Finance Committee



SEPTEMBER 2024 UPDATE

MEMORIAL HEALTHCARE SYSTEM

SEPTEMBER 2024

Dave Moore, ARM, CEBS, CPCU, Partner
Gary Wyniemko, CFA, Partner
Deirdre Robert, CFA, CAIA, Partner





AUGUST 31, 2024
THE MONTH IN REVIEW



MARKET OUTLOOK



The health of the labor market will drive expectations for the speed of the Fed moving to lower rates in coming years



Mag-6 names are “priced for perfection” with future earnings growth expectations set at a high hurdle



The 2024 global election “Supercycle” increases the likelihood of geopolitical surprise for the market



We encourage neutral duration positioning relative to strategic targets given the current rate environment



We recommend investors strategically add U.S. TIPS exposure to capitalize on the attractive real rate environment

TRAILING ANNUAL INDEX PERFORMANCE

Equity						
	Aug-24	YTD	1 YR	3 YR	5 YR	10 YR
MSCI ACWI	2.5%	16.0%	23.4%	5.8%	12.1%	8.8%
S&P 500	2.4%	19.5%	27.1%	9.4%	15.9%	13.0%
Russell 1000	2.4%	18.6%	26.6%	8.3%	15.6%	12.7%
Russell 2000	-1.5%	10.4%	18.5%	0.6%	9.7%	8.0%
Russell 2500	-0.3%	9.7%	17.4%	1.9%	10.5%	8.8%
MSCI EAFE	3.3%	12.0%	19.4%	4.1%	8.6%	5.2%
MSCI EM	1.6%	9.5%	15.1%	-3.1%	4.8%	2.6%

Credit						
	Aug-24	YTD	1 YR	3 YR	5 YR	10 YR
BBG Global Agg	2.4%	1.9%	6.9%	-4.2%	-1.4%	0.1%
BBG US Agg	1.4%	3.1%	7.3%	-2.1%	0.0%	1.6%
BBG Credit	1.6%	3.5%	9.0%	-2.0%	0.6%	2.5%
BBG US HY	1.6%	6.3%	12.6%	2.5%	4.5%	4.7%
BBG Muni	0.8%	1.3%	6.1%	-0.5%	1.0%	2.4%
BBG Muni HY	1.2%	6.5%	12.4%	0.5%	2.8%	4.5%
BBG TIPS	0.8%	3.3%	6.2%	-1.3%	2.0%	2.1%
BBG 20+ STRIPS	3.1%	-2.7%	2.3%	-15.5%	-8.7%	0.0%
BBG Long Treasuries	2.0%	0.4%	4.9%	-9.8%	-5.1%	0.7%
BBG Long Credit	2.1%	1.9%	9.7%	-5.7%	-1.2%	2.6%
BBG Govt/Credit 1-3 Yr	0.9%	3.5%	6.3%	1.2%	1.5%	1.6%
JPM EMBI Glob Div	2.3%	6.7%	13.4%	-1.7%	0.4%	2.9%
JPM GBI-EM Glob Div	3.1%	1.5%	6.0%	-1.7%	0.1%	-0.3%

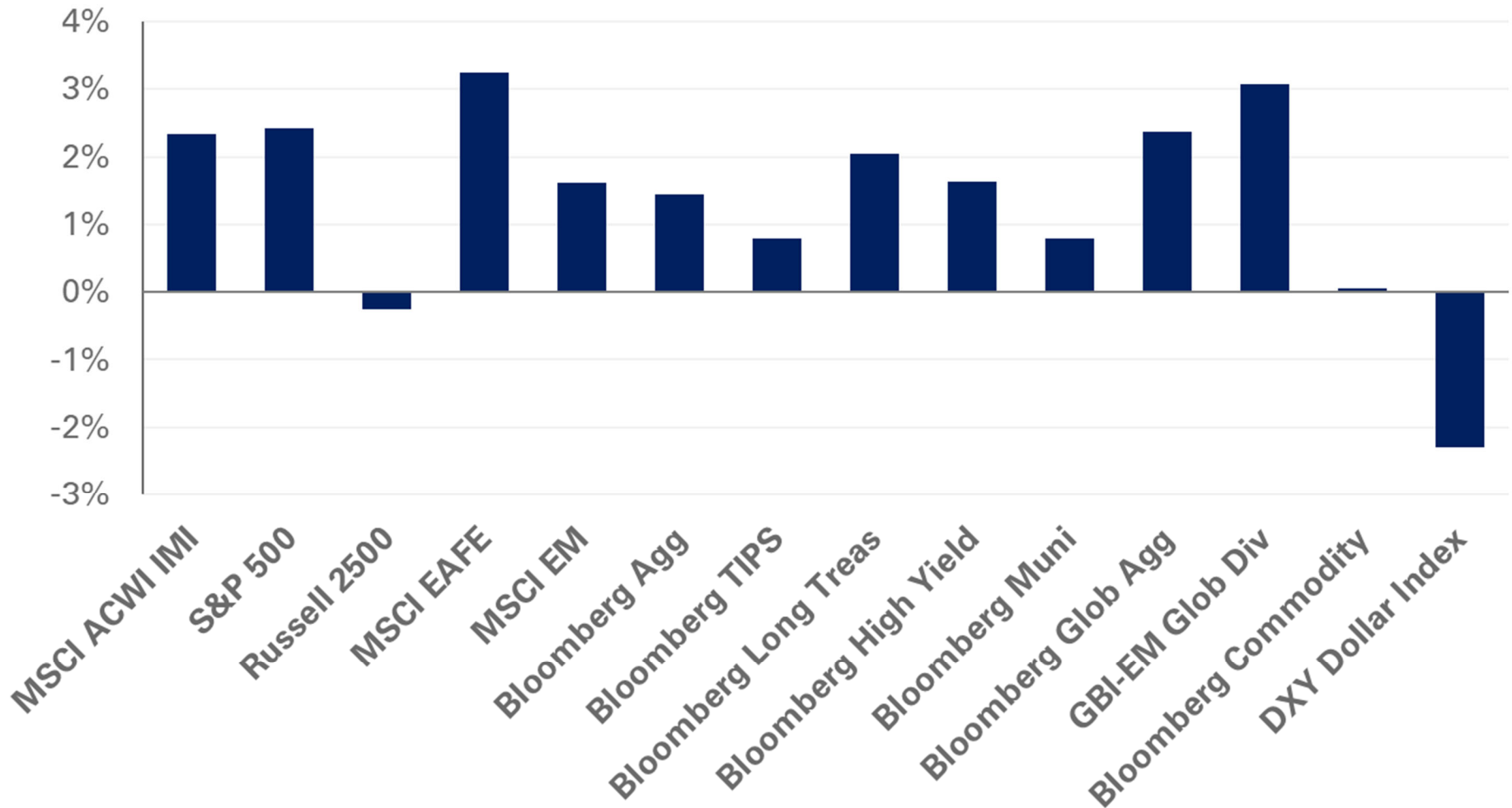
Real Assets						
	Aug-24	YTD	1 YR	3 YR	5 YR	10 YR
BBG Commodity	0.0%	0.9%	-4.4%	3.7%	7.0%	-1.1%
Alerian Midstream Index	5.0%	26.6%	33.8%	22.1%	14.2%	4.1%
NAREIT Composite Index	5.5%	10.5%	21.0%	0.2%	4.6%	6.8%



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

EAFE EQUITIES LED THE WAY

AUGUST MONTHLY TOTAL RETURNS



Sources: MSCI, S&P, Russell, Bloomberg, JP Morgan, FactSet

MARKETS STUMBLERD BUT RECOVERED QUICKLY

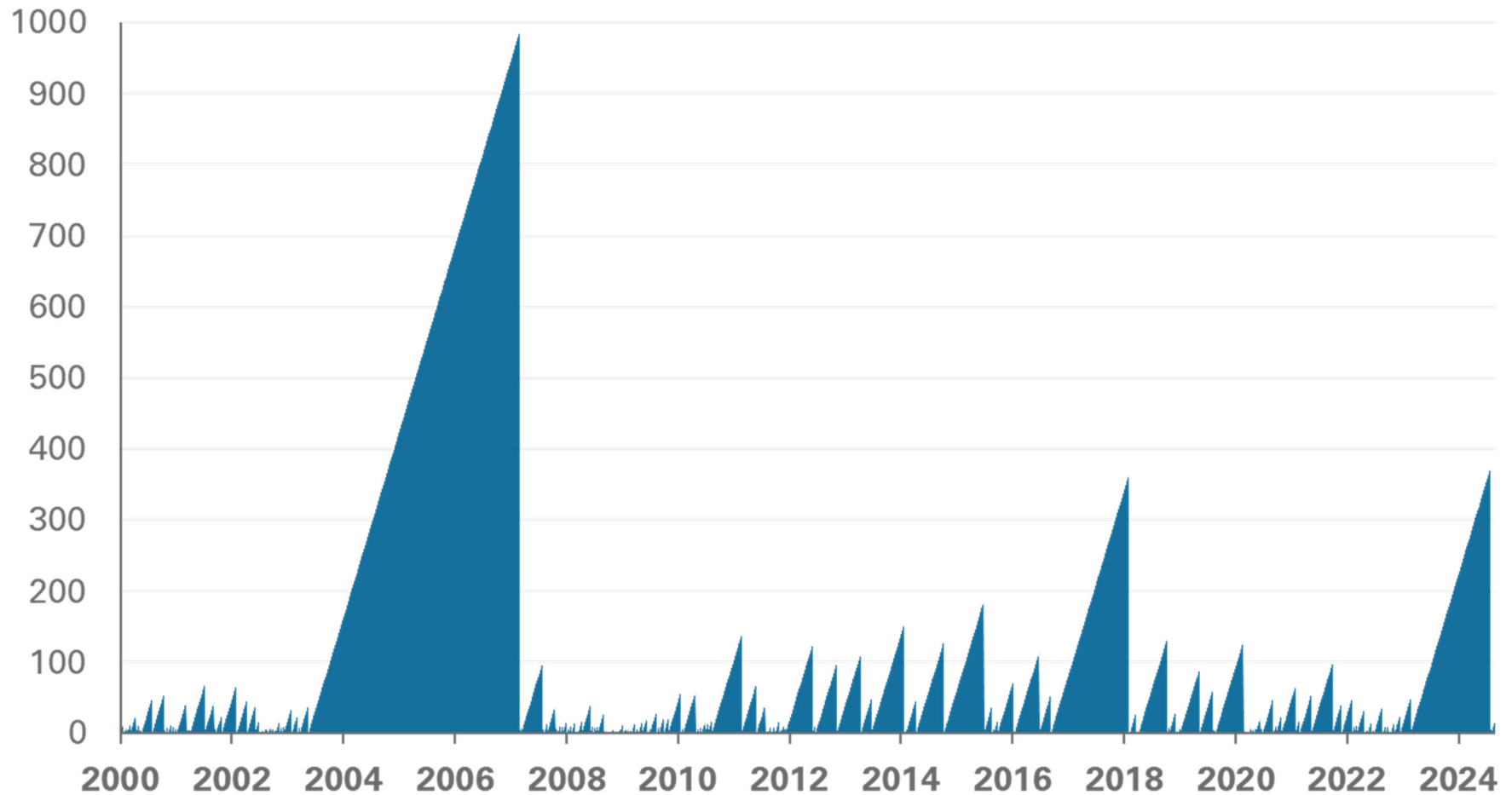
S&P 500 INDEX LEVEL



Sources: S&P, FactSet

U.S. EQUITIES WERE ON AUTOPILOT

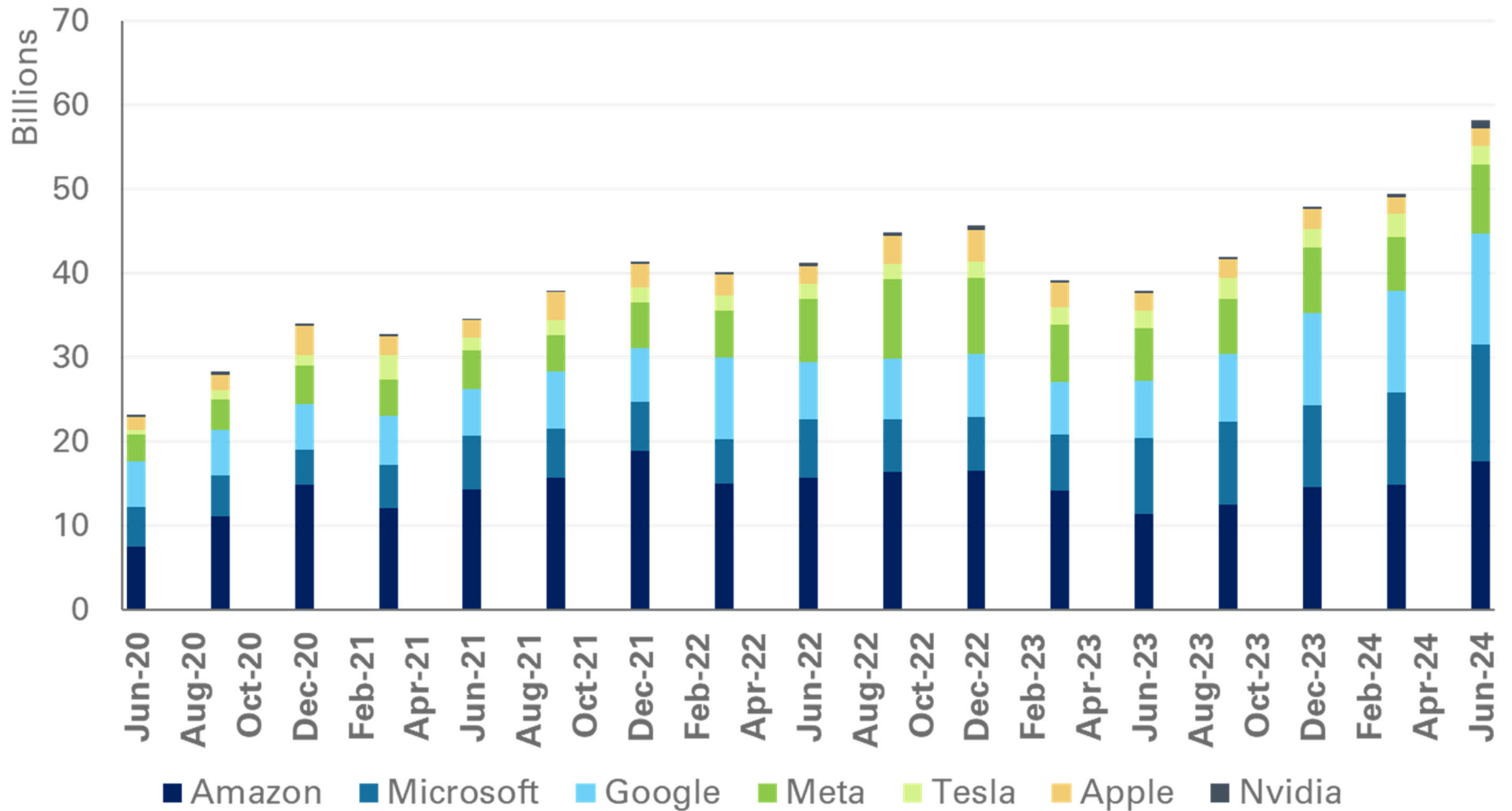
CONSECUTIVE TRADING DAYS WITHOUT 2% DECLINE IN S&P 500



Sources: S&P, FactSet, NEPC

A.I. CAPEX CYCLE SHOWING NO SIGNS OF SLOWING

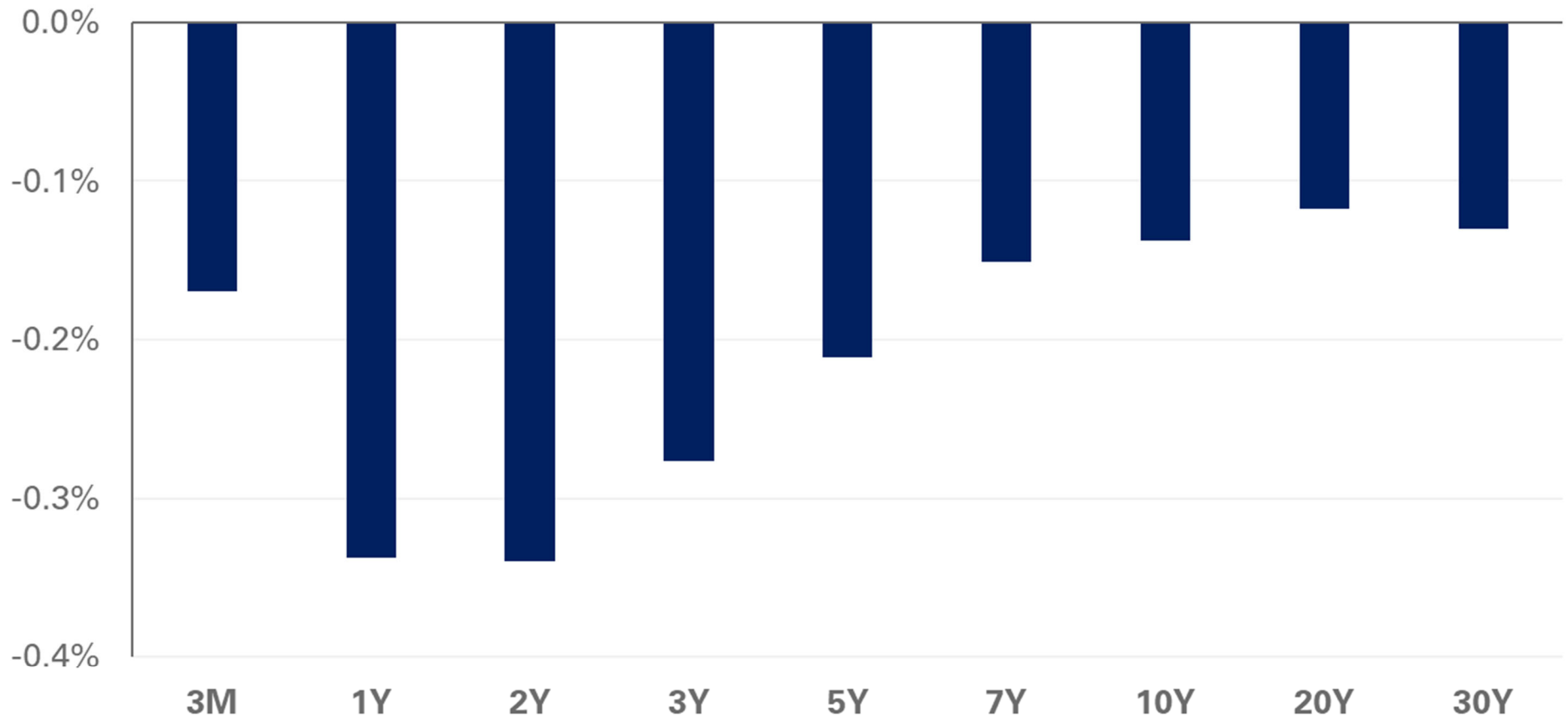
TOTAL QUARTERLY CAPITAL EXPENDITURES



Sources: FactSet

YIELD CURVE CONTINUES TO NORMALIZE

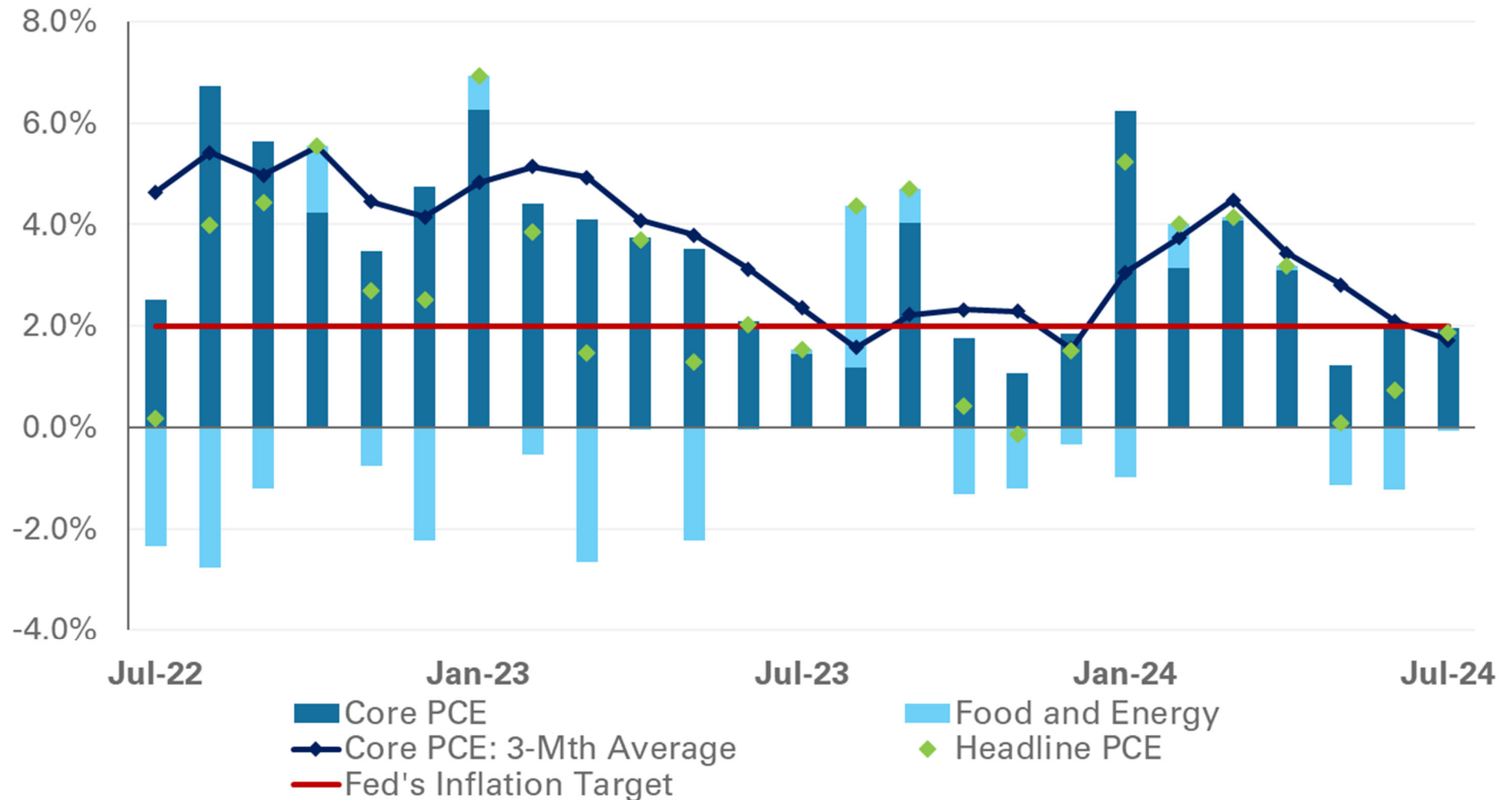
AUGUST MONTHLY CHANGE IN U.S. TREASURY YIELDS



Sources: FactSet

INFLATION APPEARS UNDER CONTROL AGAIN

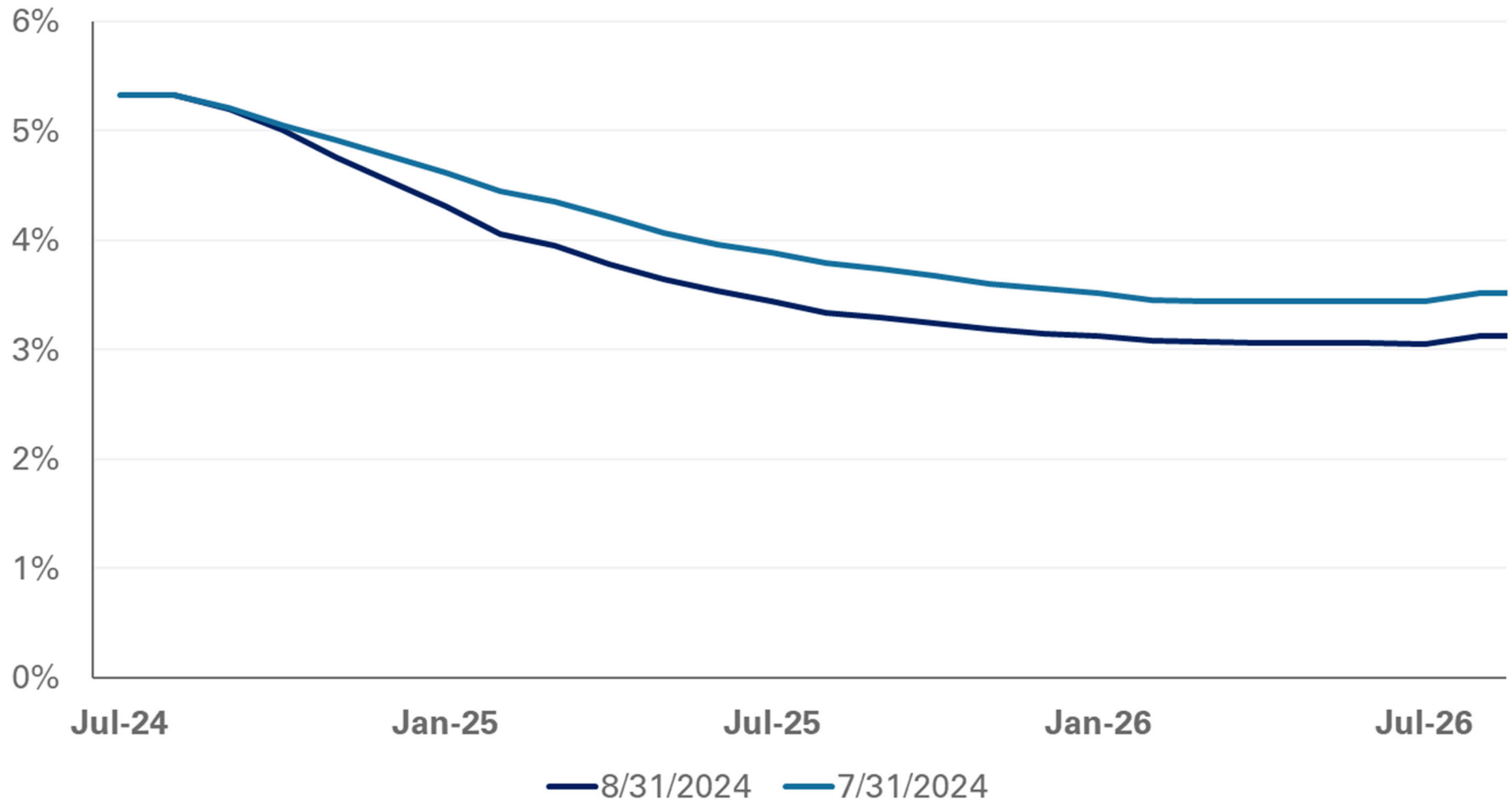
3-MONTH AVERAGE PERSONAL CONSUMPTION EXPENDITURES



Sources: U.S. Bureau of Economic Analysis, FactSet, NEPC

MARKET NOW EXPECTING 100 BPS OF CUTS IN 2024

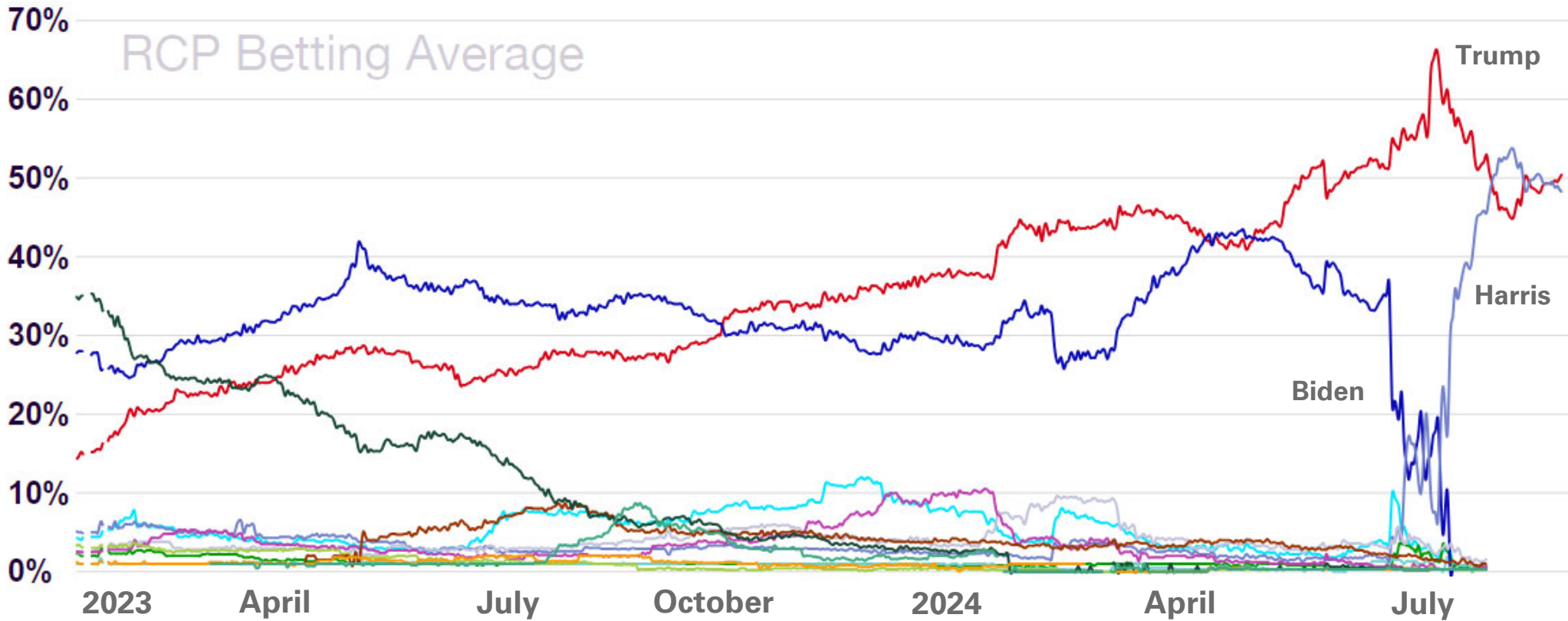
FED FUNDS FUTURES RATE EXPECTATIONS



Sources: FactSet, NEPC

ELECTION ODDS BACK TO A COIN FLIP

2024 U.S. PRESIDENTIAL BETTING ODDS



U.S. Election Season: Key Dates			
September 10	September 20	October 1	November 5
1 st POTUS Debate	Early Voting Start*	1 st VP Debate	Election Day

Note: Reflects RCP average across election betting odds sites, Early voting begins in Virginia
 Sources: RealClearPolitics, FactSet, <https://www.realclearpolling.com/betting-odds/2024/president>





PERFORMANCE UPDATE

August 31, 2024



PROPRIETARY & CONFIDENTIAL

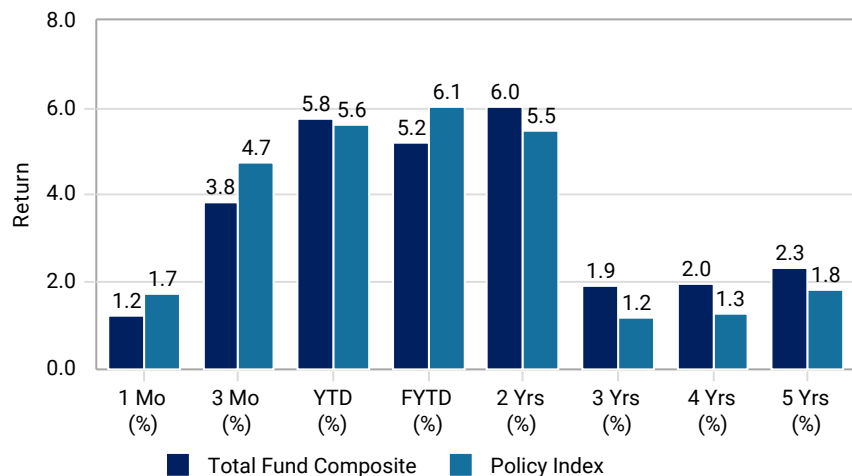
SOUTH BROWARD HOSPITAL DISTRICT – OPERATING FUNDS

August 31, 2024



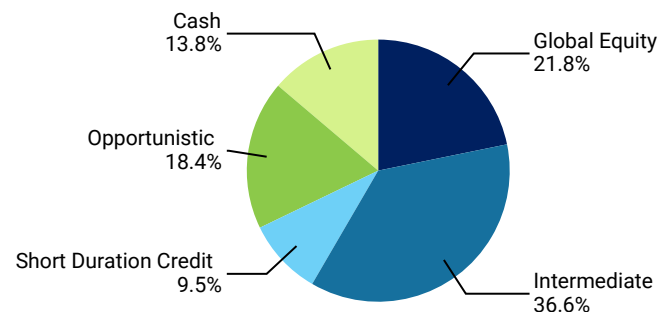
EXECUTIVE SUMMARY

Return Summary Ending August 31, 2024

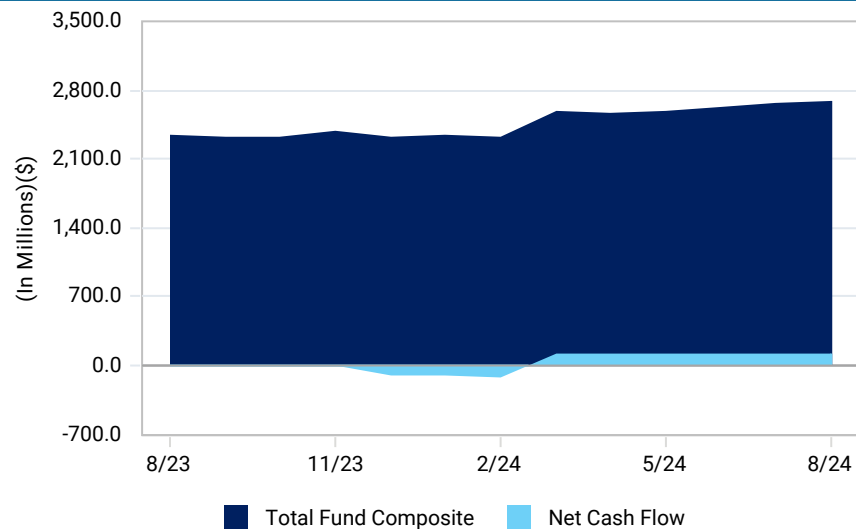


	Current (\$)	Current (%)	Policy (%)	Differences (%)
Global Equity	588,923,394	21.8	20.0	1.8
Intermediate	990,432,603	36.6	35.0	1.6
Short Duration Credit	255,760,835	9.5	10.0	-0.5
Opportunistic	497,275,188	18.4	20.0	-1.6
Cash	372,937,362	13.8	15.0	-1.2
Total	2,705,329,382	100.0	100.0	0.0

Current Allocation



Market Value History 1 Year Ending August 31, 2024

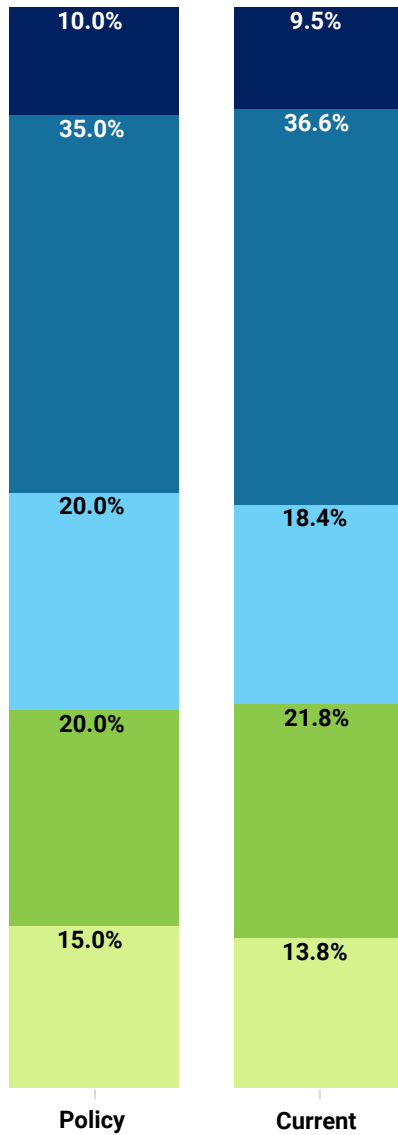


Summary of Cash Flows

	1 Month	FYTD	3 Years
Beginning Market Value	2,672,774,080	2,571,092,637	2,557,152,427
Net Cash Flow			3,944,972
Net Investment Change	32,555,302	134,236,745	144,231,983
Ending Market Value	2,705,329,382	2,705,329,382	2,705,329,382

ASSET ALLOCATION VS. POLICY

Asset Allocation vs. Target

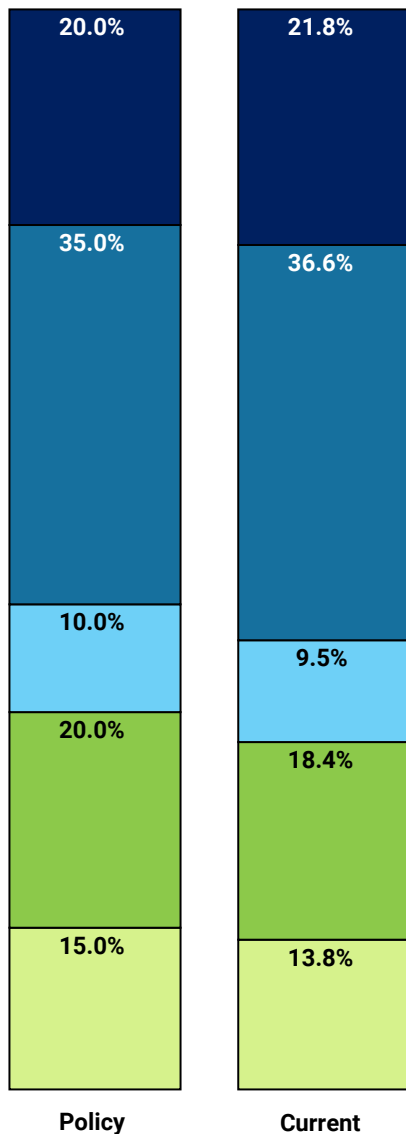


	Current (\$)	Current (%)	Policy (%)	Differences* (%)	Policy Range (%)	Within Range
Short Term Composite	255,760,835	9.5	10.0	-0.5	5.0 - 15.0	Yes
Intermediate Term Composite	990,432,603	36.6	35.0	1.6	30.0 - 40.0	Yes
Opportunistic Composite	497,275,188	18.4	20.0	-1.6	15.0 - 25.0	Yes
Global Equity Composite	588,923,394	21.8	20.0	1.8	15.0 - 25.0	Yes
Cash Composite	372,937,362	13.8	15.0	-1.2	15.0 - 20.0	No
Total Fund Composite	2,705,329,382	100.0	100.0	0.0		

*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	588,923,394	20.0	21.8	1.8	15.0 - 25.0	Yes
Vanguard Global Minimum Volatility Equity	281,385,953		10.4			
Parametric Global Defensive Equity	307,537,441		11.4			
Intermediate	990,432,603	35.0	36.6	1.6	30.0 - 40.0	Yes
Galliard Intermediate Government	240,640,066		8.9			
Merganser Intermediate Bond	233,146,111		8.6			
Fort Washington Intermediate Bond	200,327,892		7.4			
Lord Abbett Intermediate Bond	230,072,387		8.5			
PFM - Self Insurance Fund	47,853,272		1.8			
PFM - Disability Fund	21,183,528		0.8			
PFM - Workmen's Compensation Fund	11,542,412		0.4			
PFM - Health & Dental Fund	5,666,935		0.2			
Short Duration Credit	255,760,835	10.0	9.5	-0.5	5.0 - 15.0	Yes
Lord Abbett Short Duration	128,742,028		4.8			
Loop Capital Asset Management	127,018,808		4.7			
Opportunistic	497,275,188	20.0	18.4	-1.6	15.0 - 25.0	Yes
Galliard Opportunistic	153,509,142		5.7			
Merganser Opportunistic	153,407,373		5.7			
Fort Washington Active Fixed Income	190,358,674		7.0			
Cash	372,937,362	15.0	13.8	-1.2	15.0 - 20.0	No
PNC Treasury Management	372,933,190		13.8			
U.S. Bank Cash	4,172		0.0			
Total	2,705,329,382	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 (%)	YTD (%)	FYTD (%)	1 Yr (%)	2 Yrs (%)	3 Yrs (%)	4 Yrs (%)	5 Yrs (%)
Total Fund Composite	2,705,329,382	100.0	1.2	3.8	5.8	5.2	9.3	6.0	1.9	2.0	2.3
<i>Policy Index</i>			1.7	4.7	5.6	6.1	9.2	5.5	1.2	1.3	1.8
Fixed Income Composite	1,743,468,626	64.4	1.1	3.8	4.0	5.1	7.4	4.1	0.1	0.2	1.1
Short Term Composite	255,760,835	9.5	0.9	3.1	3.9	4.2	6.9	4.1	0.8	0.6	1.2
<i>Blmbg. 1-5 Year Gov/Credit</i>			1.0	3.2	3.5	4.2	6.7	3.9	0.5	0.5	1.3
Lord Abbett Short Duration	128,742,028	4.8	0.9	3.2	3.8	4.2	6.9	4.1	1.0		
<i>Blmbg. 1-5 Year Gov/Credit</i>			1.0	3.2	3.5	4.2	6.7	3.9	0.5		
Loop Capital Asset Management	127,018,808	4.7	1.0	3.1	3.9	4.1	7.0	4.1	0.7	0.6	1.2
<i>Blmbg. 1-5 Year Gov/Credit</i>			1.0	3.2	3.5	4.2	6.7	3.9	0.5	0.5	1.3
Intermediate Term Composite	990,432,603	36.6	1.1	3.8	4.0	5.1	7.4	4.1	0.1	0.2	1.1
<i>Blmbg. Intermed. U.S. Government/Credit</i>			1.2	3.9	3.6	5.1	7.1	3.8	-0.4	-0.2	1.0
Galliard Intermediate Government	240,640,066	8.9	1.2	4.1	4.4	5.5	8.1	4.3	0.2	0.3	1.2
<i>Blmbg. Intermed. U.S. Government/Credit</i>			1.2	3.9	3.6	5.1	7.1	3.8	-0.4	-0.2	1.0
Merganser Intermediate Bond	233,146,111	8.6	1.1	3.7	4.0	4.9	7.3	4.1	0.1	0.2	1.0
<i>Blmbg. Intermed. U.S. Government/Credit</i>			1.2	3.9	3.6	5.1	7.1	3.8	-0.4	-0.2	1.0
Fort Washington Intermediate Bond	200,327,892	7.4	1.1	3.9	3.9	5.2	7.4	4.1	0.0		
<i>Blmbg. Intermed. U.S. Government/Credit</i>			1.2	3.9	3.6	5.1	7.1	3.8	-0.4		
Lord Abbett Intermediate Bond	230,072,387	8.5	1.1	3.8	3.8	5.2	7.3	3.9	0.0		
<i>Blmbg. Intermed. U.S. Government/Credit</i>			1.2	3.9	3.6	5.1	7.1	3.8	-0.4		
PFM - Self Insurance Fund	47,853,272	1.8	1.0	3.2	3.7	4.1	6.8	4.0	0.8	0.7	1.4
<i>ICE BofA 1-5 Yr Treasury & Agency</i>			1.0	3.2	3.3	4.1	6.1	3.4	0.4	0.3	1.1
PFM - Disability Fund	21,183,528	0.8	1.0	3.2	3.6	4.1	6.7	4.0	0.8	0.6	1.4
<i>ICE BofA 1-5 Yr Treasury & Agency</i>			1.0	3.2	3.3	4.1	6.1	3.4	0.4	0.3	1.1
PFM - Workmen's Compensation Fund	11,542,412	0.4	0.8	2.3	3.4	3.0	6.0	4.1	1.6	1.2	1.6
<i>ICE BofA U.S. Agencies, 1-3yr</i>			0.8	2.3	3.3	3.0	6.0	3.8	1.2	0.9	1.4
PFM - Health & Dental Fund	5,666,935	0.2	0.8	2.3	3.5	3.0	6.1	4.1	1.5	1.2	1.6
<i>ICE BofA U.S. Agencies, 1-3yr</i>			0.8	2.3	3.3	3.0	6.0	3.8	1.2	0.9	1.4

TOTAL FUND PERFORMANCE DETAIL

	Allocation		Performance (%)								
	Market Value (\$)	% of Portfolio	1 Mo (%)	3 Mo (%)	YTD (%)	FYTD (%)	1 Yr (%)	2 Yrs (%)	3 Yrs (%)	4 Yrs (%)	5 Yrs (%)
Opportunistic Composite	497,275,188	18.4	1.2	4.2	4.1	5.7	7.7	4.1	-0.2	-0.1	1.0
<i>Blmbg. U.S. Intermediate Aggregate</i>			1.3	4.4	3.5	5.9	7.2	3.4	-0.8	-0.6	0.6
Galliard Opportunistic	153,509,142	5.7	1.2	4.5	4.2	6.0	8.0	3.9	-0.4	-0.2	1.0
<i>Blmbg. U.S. Intermediate Aggregate</i>			1.3	4.4	3.5	5.9	7.2	3.4	-0.8	-0.6	0.6
Merganser Opportunistic	153,407,373	5.7	1.1	4.0	3.9	5.4	7.5	4.0	-0.1	-0.1	1.0
<i>Blmbg. U.S. Intermediate Aggregate</i>			1.3	4.4	3.5	5.9	7.2	3.4	-0.8	-0.6	0.6
Fort Washington Active Fixed Income	190,358,674	7.0	1.2	4.2	4.1	5.7	7.7	4.2	0.0		
<i>Blmbg. U.S. Intermediate Aggregate</i>			1.3	4.4	3.5	5.9	7.2	3.4	-0.8		
Global Equity Composite	588,923,394	21.8	2.0	5.5	13.0	7.8	17.5	13.1	6.5	8.9	7.4
<i>MSCI AC World Minimum Volatility Index (Net)</i>			4.6	10.0	14.3	12.1	19.0	11.6	4.2	7.2	6.1
Vanguard Global Minimum Volatility Equity	281,385,953	10.4	3.2	8.0	16.1	9.7	21.5	13.4	6.9	8.6	6.2
<i>MSCI AC World Minimum Volatility Index (Net)</i>			4.6	10.0	14.3	12.1	19.0	11.6	4.2	7.2	6.1
Parametric Global Defensive Equity	307,537,441	11.4	0.9	3.3	10.3	6.1	14.1	13.0	6.2	8.9	7.6
<i>50% MSCI ACWI / 50% 90 Day T-Bill</i>			1.5	3.9	9.7	6.3	14.4	11.9	4.9	7.1	7.5
Cash Composite	372,937,362	13.8									
<i>90 Day U.S. Treasury Bill</i>			0.5	1.3	3.6	1.8	5.5	4.9	3.3	2.5	2.3
PNC Treasury Management	372,933,190	13.8	0.5	1.4	3.6	1.9	5.6	4.9	3.3	2.5	2.3
<i>90 Day U.S. Treasury Bill</i>			0.5	1.3	3.6	1.8	5.5	4.9	3.3	2.5	2.3
U.S. Bank Cash	4,172	0.0									
<i>90 Day U.S. Treasury Bill</i>			0.5	1.3	3.6	1.8	5.5	4.9	3.3	2.5	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.

TOTAL FUND PERFORMANCE DETAIL

	Allocation		Performance (%)								
	Market Value (\$)	% of Portfolio	2023	2022	2021	2020	2019	2018	2017	2016	2015
Total Fund Composite	2,705,329,382	100.0	6.7	-5.9	1.1	3.9	5.3	1.2	1.3	1.1	1.1
<i>Policy Index</i>			5.7	-7.1	1.0	3.9	5.7	1.2	0.8	0.9	0.8
Short Term Composite	255,760,835	9.5	5.1	-5.2	-1.0	3.2	3.5	1.6	0.7	0.8	0.6
<i>Blmbg. 1-5 Year Gov/Credit</i>			4.9	-5.5	-1.0	4.7	5.0	1.4	1.3	1.6	1.0
Lord Abbett Short Duration	128,742,028	4.8	5.1	-4.9							
<i>Blmbg. 1-5 Year Gov/Credit</i>			4.9	-5.5							
Loop Capital Asset Management	127,018,808	4.7	5.1	-5.6	-0.9	3.2	3.5	1.6	0.7	1.0	0.4
<i>Blmbg. 1-5 Year Gov/Credit</i>			4.9	-5.5	-1.0	4.7	5.0	1.4	1.3	1.6	1.0
Intermediate Term Composite	990,432,603	36.6	5.5	-7.5	-1.0	4.8	4.6	1.5	1.3	1.2	1.2
<i>Blmbg. Intermed. U.S. Government/Credit</i>			5.2	-8.2	-1.4	6.4	6.8	0.9	2.1	2.1	1.1
Galliard Intermediate Government	240,640,066	8.9	5.8	-8.1	-0.6	5.1	4.6	1.5	1.4	1.3	1.1
<i>Blmbg. Intermed. U.S. Government/Credit</i>			5.2	-8.2	-1.4	6.4	6.8	0.9	2.1	2.1	1.1
Merganser Intermediate Bond	233,146,111	8.6	5.5	-7.6	-1.0	4.6	4.6	1.5	1.3	1.2	1.0
<i>Blmbg. Intermed. U.S. Government/Credit</i>			5.2	-8.2	-1.4	6.4	6.8	0.9	2.1	2.1	1.1
Fort Washington Intermediate Bond	200,327,892	7.4	5.6	-7.9							
<i>Blmbg. Intermed. U.S. Government/Credit</i>			5.2	-8.2							
Lord Abbett Intermediate Bond	230,072,387	8.5	5.5	-7.7							
<i>Blmbg. Intermed. U.S. Government/Credit</i>			5.2	-8.2							
PFM - Self Insurance Fund	47,853,272	1.8	5.0	-5.0	-0.9	4.6	4.6	1.4	1.1	1.3	1.0
<i>ICE BofA 1-5 Yr Treasury & Agency</i>			4.3	-5.2	-1.1	4.2	4.2	1.5	0.7	1.1	1.0
PFM - Disability Fund	21,183,528	0.8	5.0	-5.1	-0.9	4.6	4.6	1.3	1.1	1.3	1.0
<i>ICE BofA 1-5 Yr Treasury & Agency</i>			4.3	-5.2	-1.1	4.2	4.2	1.5	0.7	1.1	1.0
PFM - Workmen's Compensation Fund	11,542,412	0.4	5.1	-3.0	-0.5	2.8	3.5	1.6	0.7	1.0	0.7
<i>ICE BofA U.S. Agencies, 1-3yr</i>			4.7	-3.7	-0.4	2.7	3.5	1.8	0.7	1.0	0.7
PFM - Health & Dental Fund	5,666,935	0.2	5.0	-3.1	-0.5	2.8	3.5	1.7	0.7	1.0	0.7
<i>ICE BofA U.S. Agencies, 1-3yr</i>			4.7	-3.7	-0.4	2.7	3.5	1.8	0.7	1.0	0.7

TOTAL FUND PERFORMANCE DETAIL

	Allocation		Performance (%)								
	Market Value (\$)	% of Portfolio	2023	2022	2021	2020	2019	2018	2017	2016	2015
Opportunistic Composite	497,275,188	18.4	5.7	-8.5	-1.4	6.3	5.9	1.3	2.0	1.6	1.5
<i>Blmbg. U.S. Intermediate Aggregate</i>			5.2	-9.5	-1.3	5.6	6.7	0.9	2.3	2.0	1.2
Galliard Opportunistic	153,509,142	5.7	5.7	-9.2	-1.1	6.6	5.9	1.3	2.2	1.6	1.4
<i>Blmbg. U.S. Intermediate Aggregate</i>			5.2	-9.5	-1.3	5.6	6.7	0.9	2.3	2.0	1.2
Merganser Opportunistic	153,407,373	5.7	5.6	-8.3	-1.4	5.9	5.8	1.4	1.7	1.6	1.2
<i>Blmbg. U.S. Intermediate Aggregate</i>			5.2	-9.5	-1.3	5.6	6.7	0.9	2.3	2.0	1.2
Fort Washington Active Fixed Income	190,358,674	7.0	5.8	-8.2							
<i>Blmbg. U.S. Intermediate Aggregate</i>			5.2	-9.5							
Global Equity Composite	588,923,394	21.8	11.2	-6.0	12.7	1.4	17.0				
<i>MSCI AC World Minimum Volatility Index (Net)</i>			7.7	-10.3	13.9	2.7	21.1				
Vanguard Global Minimum Volatility Equity	281,385,953	10.4	8.0	-4.5	12.0	-3.9	22.7				
<i>MSCI AC World Minimum Volatility Index (Net)</i>			7.7	-10.3	13.9	2.7	21.1				
Parametric Global Defensive Equity	307,537,441	11.4	14.6	-7.5	13.1	2.6	14.1				
<i>50% MSCI ACWI / 50% 90 Day T-Bill</i>			13.6	-8.5	9.0	9.1	14.1				
Cash Composite	372,937,362	13.8									
PNC Treasury Management	372,933,190	13.8	5.1	1.3	0.1	0.8	2.4	1.9	0.9	0.5	0.2
<i>90 Day U.S. Treasury Bill</i>			5.0	1.5	0.0	0.7	2.3	1.9	0.9	0.3	0.0
U.S. Bank Cash	4,172	0.0									
<i>90 Day U.S. Treasury Bill</i>			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 August 31, 2024					
	Beginning Market Value	Contributions	Withdrawals	Net Cash Flows	Gain/Loss	Ending Market Value
Lord Abnett Short Duration	\$127,544,549	-	-	-	\$1,197,479	\$128,742,028
Loop Capital Asset Management	\$125,811,052	-	-	-	\$1,207,755	\$127,018,808
Galliard Intermediate Government	\$237,837,058	-	-	-	\$2,803,008	\$240,640,066
Merganser Intermediate Bond	\$230,699,081	-	-	-	\$2,447,030	\$233,146,111
Fort Washington Intermediate Bond	\$198,057,870	-	-	-	\$2,270,022	\$200,327,892
Lord Abnett Intermediate Bond	\$227,546,156	-	-	-	\$2,526,231	\$230,072,387
PFM - Self Insurance Fund	\$47,378,163	-	-	-	\$475,109	\$47,853,272
PFM - Disability Fund	\$20,973,416	-	-	-	\$210,113	\$21,183,528
PFM - Workmen's Compensation Fund	\$11,451,937	-	-	-	\$90,476	\$11,542,412
PFM - Health & Dental Fund	\$5,622,403	-	-	-	\$44,533	\$5,666,935
Galliard Opportunistic	\$151,638,105	-	-	-	\$1,871,037	\$153,509,142
Merganser Opportunistic	\$151,663,792	-	-	-	\$1,743,581	\$153,407,373
Fort Washington Active Fixed Income	\$188,074,744	-	-	-	\$2,283,930	\$190,358,674
Vanguard Global Minimum Volatility Equity	\$272,603,405	-	-	-	\$8,782,548	\$281,385,953
Parametric Global Defensive Equity	\$304,782,391	-	-	-	\$2,755,049	\$307,537,441
PNC Treasury Management	\$371,085,807	-	-	-	\$1,847,384	\$372,933,190
U.S. Bank Cash	\$4,153	-	-	-	\$18	\$4,172
Total	\$2,672,774,080	-	-	-	\$32,555,302	\$2,705,329,382

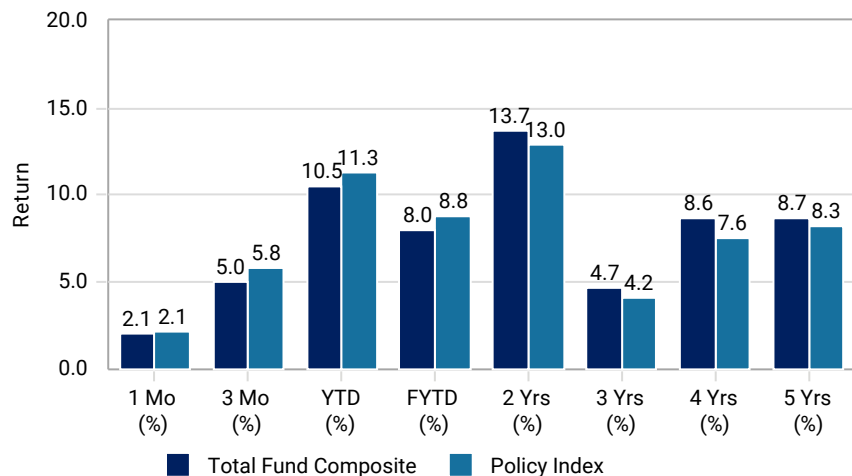
SOUTH BROWARD HOSPITAL DISTRICT – RETIREMENT PLAN

August 31, 2024



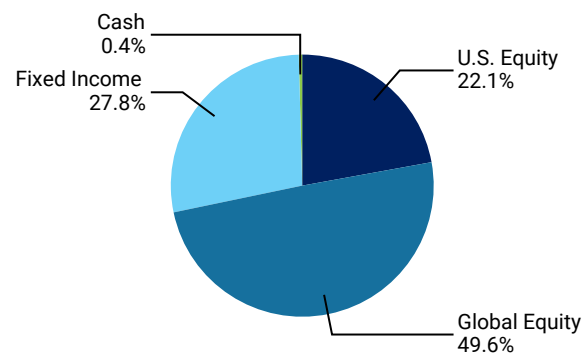
EXECUTIVE SUMMARY

Return Summary Ending August 31, 2024

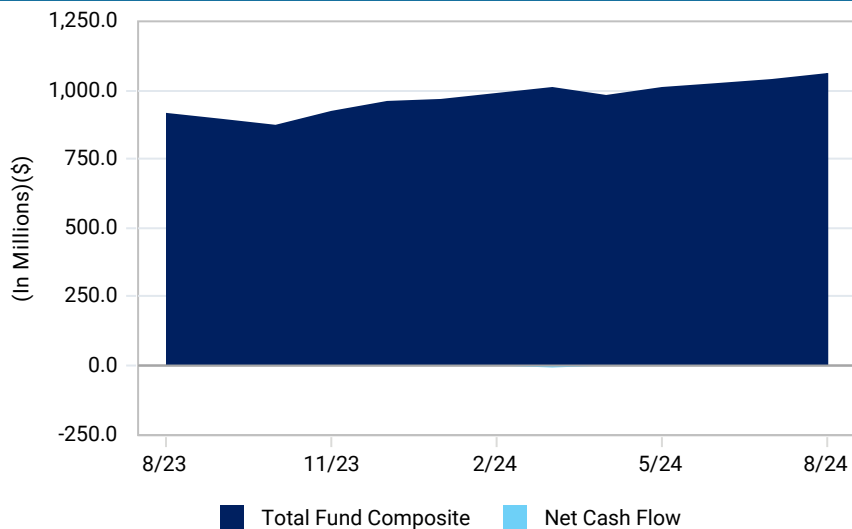


	Current (\$)	Current (%)	Policy (%)	Differences (%)
U.S. Equity	236,023,891	22.1	20.0	2.1
Global Equity	529,296,674	49.6	45.0	4.6
Fixed Income	296,924,487	27.8	35.0	-7.2
Cash	4,652,908	0.4	0.0	0.4
Total	1,066,897,959	100.0	100.0	0.0

Current Allocation



Market Value History 1 Year Ending August 31, 2024



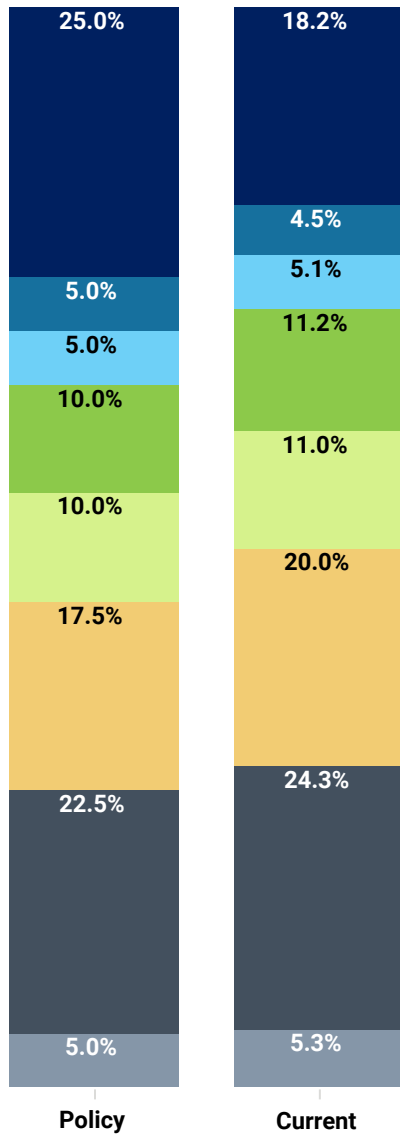
Summary of Cash Flows

	1 Month	FYTD	3 Years
Beginning Market Value	1,045,512,363	987,517,133	931,299,454
Net Cash Flow	-88,943	111,655	-5,239,158
Net Investment Change	21,474,539	79,269,171	140,837,663
Ending Market Value	1,066,897,959	1,066,897,959	1,066,897,959



ASSET ALLOCATION VS. POLICY

Asset Allocation vs. Target

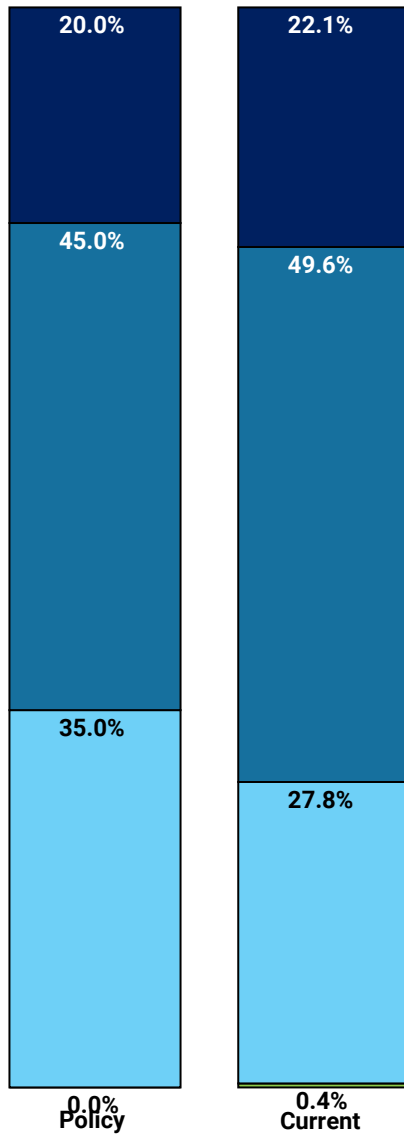


	Current (\$)	Current (%)	Policy (%)	Differences* (%)	Policy Range (%)	Within Range
C.S. McKee Aggregate Fixed Income	194,497,445	18.2	25.0	-6.8	20.0 - 30.0	No
Chartwell High Yield	48,195,638	4.5	5.0	-0.5	2.5 - 7.5	Yes
Aristotle Floating Rate Income	54,229,053	5.1	5.0	0.1	2.5 - 7.5	Yes
Vanguard Total Stock Market Fund	119,102,378	11.2	10.0	1.2	5.0 - 15.0	Yes
Parametric Defensive Equity	116,921,513	11.0	10.0	1.0	5.0 - 15.0	Yes
Dodge & Cox	213,109,463	20.0	17.5	2.5	12.5 - 22.5	Yes
Walter Scott & Partners	259,343,224	24.3	22.5	1.8	17.5 - 27.5	Yes
Vanguard Global Minimum Volatility	56,843,987	5.3	5.0	0.3	2.5 - 7.5	Yes
Total Fund Composite	1,066,897,959	100.0	100.0	0.0		

*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	236,023,891	20.0	22.1	2.1	15.0 - 25.0	Yes
Vanguard Total Stock Market Fund	119,102,378		11.2			
Parametric Defensive Equity	116,921,513		11.0			
Global Equity	529,296,674	45.0	49.6	4.6	40.0 - 50.0	Yes
Dodge & Cox	213,109,463		20.0			
Walter Scott & Partners	259,343,224		24.3			
Vanguard Global Minimum Volatility	56,843,987		5.3			
Fixed Income	296,924,487	35.0	27.8	-7.2	30.0 - 40.0	No
C.S. McKee Aggregate Fixed Income	194,497,445		18.2			
Chartwell High Yield	48,195,638		4.5			
Aristotle Floating Rate Income	54,229,053		5.1			
Wellington LCP Legacy Portfolio	2,350		0.0			
Cash	4,652,908	0.0	0.4	0.4	0.0 - 0.0	No
Money Market	719,835		0.1			
Vanguard Treasury Money Market	3,933,073		0.4			
Total	1,066,897,959	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 (%)	YTD (%)	FYTD (%)	1 Yr (%)	2 Yrs (%)	3 Yrs (%)	4 Yrs (%)	5 Yrs (%)
Total Fund Composite	1,066,897,959	100.0	2.1	5.0	10.5	8.0	15.7	13.7	4.7	8.6	8.7
<i>Policy Index</i>			2.1	5.8	11.3	8.8	17.0	13.0	4.2	7.6	8.3
Fixed Income Composite	296,924,487	27.8	1.0	3.8	4.1	5.4	8.0	5.2	0.3	0.6	1.5
<i>Custom Index</i>			1.2	4.0	3.7	5.6	7.9	4.6	-0.1	0.4	1.4
C.S. McKee Aggregate Fixed Income	194,497,445	18.2	1.5	5.1	3.8	7.1	7.7	3.8	-1.8	-1.4	0.2
<i>Blmbg. U.S. Aggregate Index</i>			1.4	4.8	3.1	6.6	7.3	3.0	-2.1	-1.6	0.0
Chartwell High Yield	48,195,638	4.5	0.0	1.8	3.9	2.7	7.9	6.7	3.0	3.3	3.3
<i>ICE BofA U.S. High Yield Cash Pay BB 1-3 Year</i>			0.9	2.8	5.0	3.6	8.9	7.5	3.6	4.1	4.1
Aristotle Floating Rate Income	54,229,053	5.1	0.3	1.3	5.1	2.1	8.9	9.3	6.2	6.3	5.0
<i>Credit Suisse Leveraged Loan Index</i>			0.6	1.6	5.8	2.5	9.8	9.4	6.3	6.8	5.5
Wellington LCP Legacy Portfolio	2,350	0.0									
U.S. Equity Composite	236,023,891	22.1	1.6	5.7	15.0	9.7	20.4	17.4	7.6	12.2	12.5
<i>CRSP U.S. Total Market TR Index</i>			2.2	7.3	18.2	12.4	26.2	20.3	7.7	13.6	15.1
Vanguard Total Stock Market Fund	119,102,378	11.2	2.1	7.3	18.2	12.4	26.2	20.3	7.7	13.6	15.1
<i>CRSP U.S. Total Market TR Index</i>			2.2	7.3	18.2	12.4	26.2	20.3	7.7	13.6	15.1
Parametric Defensive Equity	116,921,513	11.0	1.1	4.1	11.8	7.0	15.3	14.7	7.7	10.6	9.5
<i>50% S&P 500/50% 90 Day T-Bill</i>			1.5	4.3	11.4	7.2	16.1	13.2	6.7	8.7	9.3
Global Equity Composite	529,296,674	49.6	2.8	5.4	12.5	8.9	18.3	17.7	6.1	12.4	11.8
<i>MSCI AC World Index (Net)</i>			2.5	6.5	16.0	10.8	23.4	18.6	5.8	11.1	12.1
Dodge & Cox	213,109,463	20.0	2.0	3.4	11.1	7.6	16.4	16.7	7.9	15.9	13.1
<i>MSCI AC World Index Value (Net)</i>			2.7	6.7	13.8	9.8	21.0	15.2	6.6	12.3	9.4
Walter Scott & Partners	259,343,224	24.3	3.5	6.6	12.9	9.7	19.3	19.5	4.6	10.4	11.5
<i>MSCI World Growth (Net)</i>			2.5	6.4	19.0	12.4	27.2	23.9	5.8	11.0	15.6
Vanguard Global Minimum Volatility	56,843,987	5.3	3.2	8.0	16.1	9.7	21.5	13.4	6.9	8.6	6.2
<i>MSCI AC World Minimum Volatility Index (Net)</i>			4.6	10.0	14.3	12.1	19.0	11.6	4.2	7.2	6.1
Cash Composite	4,652,908	0.4	0.3	0.9	3.4	1.3	5.5	4.1	2.8	2.1	1.8
<i>90 Day U.S. Treasury Bill</i>			0.5	1.3	3.6	1.8	5.5	4.9	3.3	2.5	2.3

- All data is preliminary. Chartwell July value is rolled, August statement not available yet.
- Memorial Health Systems' Fiscal Year ends in April.
- All data prior to 5/2023 was received from Marquette Associates.
- Policy Index consist of 40% MSCI ACWI, 5% MSCI ACWI Minimum Volatility, 25% Bloomberg 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
Total Fund Composite	1,066,897,959	100.0	16.3	-11.9	13.4	11.0	19.5
<i>Policy Index</i>			15.7	-13.9	12.6	11.7	19.6
Fixed Income Composite	296,924,487	27.8	7.5	-9.5	-0.2	6.3	8.6
<i>Custom Index</i>			7.1	-10.0	0.1	6.7	8.7
C.S. McKee Aggregate Fixed Income	194,497,445	18.2	5.9	-12.9	-1.8	7.6	8.9
<i>Blmbg. U.S. Aggregate Index</i>			5.5	-13.0	-1.5	7.5	8.7
Chartwell High Yield	48,195,638	4.5	8.1	-3.0	2.3	4.2	7.0
<i>ICE BofA U.S. High Yield Cash Pay BB 1-3 Year</i>			8.9	-3.1	3.2	5.4	8.7
Aristotle Floating Rate Income	54,229,053	5.1	13.4	-0.8	4.6	1.6	8.3
<i>Credit Suisse Leveraged Loan Index</i>			13.0	-1.1	5.4	2.8	8.2
Wellington LCP Legacy Portfolio	2,350	0.0					
U.S. Equity Composite	236,023,891	22.1	21.0	-13.8	21.8	13.6	23.5
<i>CRSP U.S. Total Market TR Index</i>			26.0	-19.5	25.7	21.0	30.8
Vanguard Total Stock Market Fund	119,102,378	11.2	26.0	-19.5	25.7	21.0	30.7
<i>CRSP U.S. Total Market TR Index</i>			26.0	-19.5	25.7	21.0	30.8
Parametric Defensive Equity	116,921,513	11.0	16.9	-7.7	17.2	5.0	16.0
<i>50% S&P 500/50% 90 Day T-Bill</i>			15.5	-8.2	13.7	10.1	16.3
Global Equity Composite	529,296,674	49.6	20.2	-12.8	19.0	12.4	27.1
<i>MSCI AC World Index (Net)</i>			22.2	-18.4	18.5	16.3	26.6
Dodge & Cox	213,109,463	20.0	20.3	-5.8	20.8	6.0	23.8
<i>MSCI AC World Index Value (Net)</i>			11.8	-7.5	19.6	-0.3	20.6
Walter Scott & Partners	259,343,224	24.3	23.1	-19.6	18.7	18.9	30.5
<i>MSCI World Growth (Net)</i>			37.0	-29.2	21.2	33.8	33.7
Vanguard Global Minimum Volatility	56,843,987	5.3	8.0	-4.5	12.0	-3.9	22.7
<i>MSCI AC World Minimum Volatility Index (Net)</i>			7.7	-10.3	13.9	2.7	21.1
Cash Composite	4,652,908	0.4	4.2	0.7	0.0	0.4	2.0
<i>90 Day U.S. Treasury Bill</i>			5.0	1.5	0.0	0.7	2.3

- All data is preliminary. Chartwell July value is rolled, August statement not available yet.
- Memorial Health Systems' Fiscal Year ends in April.
- All data prior to 5/2023 was received from Marquette Associates.
- Policy Index consist of 40% MSCI ACWI, 5% MSCI ACWI Minimum Volatility, 25% Bloomberg 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

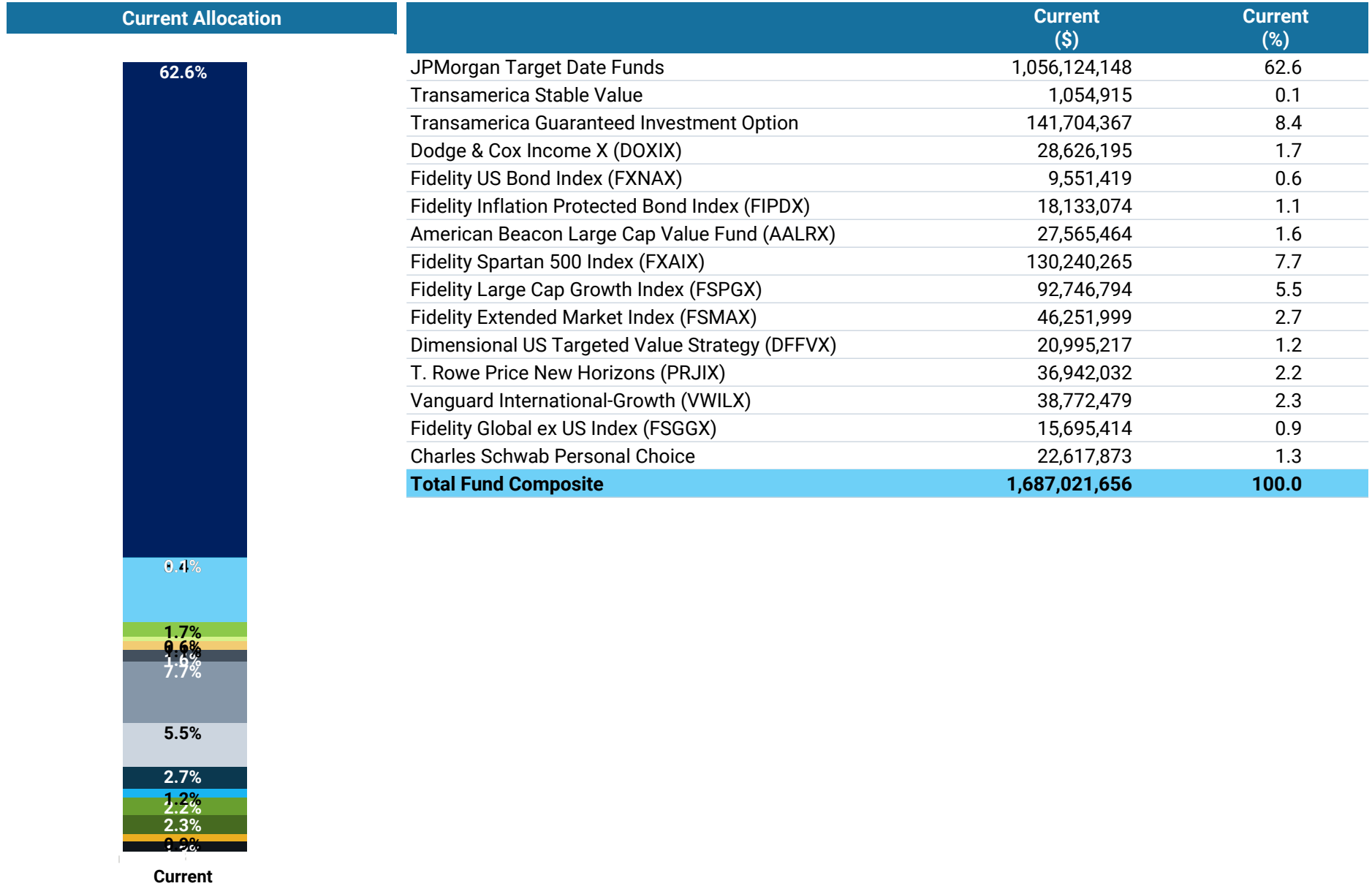
	1 Month Ending August 31, 2024					
	Beginning Market Value	Contributions	Withdrawals	Net Cash Flows	Gain/ Loss	Ending Market Value
C.S. McKee Aggregate Fixed Income	\$191,613,981	-	-	-	\$2,883,464	\$194,497,445
Chartwell High Yield	\$48,195,638	-	-	-	-	\$48,195,638
Aristotle Floating Rate Income	\$54,033,771	-	-\$4,220	-\$4,220	\$199,503	\$54,229,053
Wellington LCP Legacy Portfolio	\$14,280	-	-\$11,900	-\$11,900	-\$30	\$2,350
Vanguard Total Stock Market Fund	\$116,616,621	-	-	-	\$2,485,756	\$119,102,378
Parametric Defensive Equity	\$115,633,937	-	-	-	\$1,287,576	\$116,921,513
Dodge & Cox	\$208,993,891	-	-	-	\$4,115,572	\$213,109,463
Walter Scott & Partners	\$250,618,694	-	-	-	\$8,724,530	\$259,343,224
Vanguard Global Minimum Volatility	\$55,069,787	-	-	-	\$1,774,200	\$56,843,987
Money Market	\$710,107	\$17,902	-\$9,425	\$8,477	\$1,251	\$719,835
Vanguard Treasury Money Market	\$4,011,656	\$3,708,845	-\$3,790,145	-\$81,300	\$2,717	\$3,933,073
Total	\$1,045,512,363	\$3,726,747	-\$3,815,690	-\$88,943	\$21,474,539	\$1,066,897,959

MEMORIAL HEALTHCARE SYSTEM DEFINED CONTRIBUTION PLANS

August 31, 2024



ASSET ALLOCATION VS. POLICY



MULTI PERIOD ASSET ALLOCATION

	<i>Total Fund</i>	
	\$	%
Total Fund Composite	1,404,403,246	100.0
JP Morgan Target Date Funds	867,693,503	61.8
JPMorgan SmartRetirement Blend Income (JIYBX)	41,615,621	3.0
JPMorgan SmartRetirement Blend 2020 (JSYRX)	67,107,126	4.8
JPMorgan SmartRetirement Blend 2025 (JBYSX)	136,500,398	9.7
JPMorgan SmartRetirement Blend 2030 (JRBYX)	148,831,686	10.6
JPMorgan SmartRetirement Blend 2035 (JPYRX)	130,967,634	9.3
JPMorgan SmartRetirement Blend 2040 (JOBYX)	101,969,628	7.3
JPMorgan SmartRetirement Blend 2045 (JMYAX)	90,488,065	6.4
JPMorgan SmartRetirement Blend 2050 (JNYAX)	80,681,235	5.7
JPMorgan SmartRetirement Blend 2055 (JTYBX)	43,222,120	3.1
JPMorgan SmartRetirement Blend 2060 (JAAYX)	22,995,747	1.6
JPMorgan SmartRetirement Blend 2065 (JSBYX)	3,314,240	0.2
Core Funds	518,047,251	36.9
Transamerica Stable Value	867,029	0.1
Transamerica Guaranteed Investment Option	130,111,066	9.3
Dodge & Cox Income X (DOXIX)	23,642,167	1.7
Fidelity US Bond Index (FXNAX)	8,758,886	0.6
Fidelity Inflation Protected Bond Index (FIPDX)	15,280,869	1.1
American Beacon Large Cap Value Fund (AALRX)	24,244,381	1.7
Fidelity Spartan 500 Index (FXAIX)	106,610,864	7.6
Fidelity Large Cap Growth Index (FSPGX)	74,725,916	5.3
Fidelity Extended Market Index (FSMAX)	38,763,937	2.8
Dimensional US Targeted Value Strategy (DFFVX)	17,660,745	1.3
T. Rowe Price New Horizons (PRJIX)	30,890,751	2.2
Vanguard International-Growth (VWILX)	32,415,995	2.3
Fidelity Global ex US Index (FSGGX)	14,074,645	1.0
Brokerage	18,662,492	1.3
Charles Schwab Personal Choice	18,662,492	1.3

MULTI PERIOD ASSET ALLOCATION

	<i>Total Fund</i>	
	\$	%
Total Fund Composite	109,155,207	100.0
JPMorgan Target Date Funds	91,941,929	84.2
JPMorgan SmartRetirement Blend Income (JIYBX)	1,178,316	1.1
JPMorgan SmartRetirement Blend 2020 (JSYRX)	2,522,210	2.3
JPMorgan SmartRetirement Blend 2025 (JBYSX)	6,507,366	6.0
JPMorgan SmartRetirement Blend 2030 (JRBYX)	8,788,382	8.1
JPMorgan SmartRetirement Blend 2035 (JPYRX)	11,684,749	10.7
JPMorgan SmartRetirement Blend 2040 (JOBYX)	12,076,066	11.1
JPMorgan SmartRetirement Blend 2045 (JMYAX)	15,022,467	13.8
JPMorgan SmartRetirement Blend 2050 (JNYAX)	16,087,140	14.7
JPMorgan SmartRetirement Blend 2055 (JTYBX)	11,815,596	10.8
JPMorgan SmartRetirement Blend 2060 (JAAYX)	5,530,066	5.1
JPMorgan SmartRetirement Blend 2065 (JSBYX)	729,572	0.7
Core Funds	17,109,376	15.7
Transamerica Stable Value	97,532	0.1
Transamerica Guaranteed Investment Option	1,278,061	1.2
Dodge & Cox Income X (DOXIX)	265,873	0.2
Fidelity US Bond Index (FXNAX)	714,892	0.7
Fidelity Inflation Protected Bond Index (FIPDX)	602,913	0.6
American Beacon Large Cap Value Fund (AALRX)	996,661	0.9
Fidelity Spartan 500 Index (FXAIX)	4,348,718	4.0
Fidelity Large Cap Growth Index (FSPGX)	3,312,577	3.0
Fidelity Extended Market Index (FSMAX)	1,200,970	1.1
Dimensional US Targeted Value Strategy (DFFVX)	900,778	0.8
T. Rowe Price New Horizons (PRJIX)	827,997	0.8
Vanguard International-Growth (VWILX)	1,039,467	1.0
Fidelity Global ex US Index (FSGGX)	1,522,937	1.4
Brokerage	103,901	0.1
Charles Schwab Personal Choice	103,901	0.1

MULTI PERIOD ASSET ALLOCATION

	<i>Total Fund</i>	
	\$	%
Total Fund Composite	146,725,682	100.0
JPMorgan Target Date Funds	73,051,817	49.8
JPMorgan SmartRetirement Blend Income (JIYBX)	4,067,497	2.8
JPMorgan SmartRetirement Blend 2020 (JSYRX)	5,305,574	3.6
JPMorgan SmartRetirement Blend 2025 (JBYSX)	12,426,852	8.5
JPMorgan SmartRetirement Blend 2030 (JRBYX)	12,741,294	8.7
JPMorgan SmartRetirement Blend 2035 (JPYRX)	11,376,154	7.8
JPMorgan SmartRetirement Blend 2040 (JOBYX)	8,798,068	6.0
JPMorgan SmartRetirement Blend 2045 (JMYAX)	8,850,672	6.0
JPMorgan SmartRetirement Blend 2050 (JNYAX)	6,606,676	4.5
JPMorgan SmartRetirement Blend 2055 (JTYBX)	2,040,941	1.4
JPMorgan SmartRetirement Blend 2060 (JAAYX)	830,635	0.6
JPMorgan SmartRetirement Blend 2065 (JSBYX)	7,456	0.0
Core Funds	69,822,385	47.6
Transamerica Stable Value	2,276	0.0
Transamerica Guaranteed Investment Option	10,029,267	6.8
Dodge & Cox Income X (DOXIX) - 457(b) Retirement Plan	4,607,502	3.1
Fidelity US Bond Index (FXNAX) - 457(b) Plan	77,642	0.1
Fidelity Inflation Protected Bond Index (FIPDX)	1,884,232	1.3
American Beacon Large Cap Value Fund (AALRX)	2,251,703	1.5
Fidelity Spartan 500 Index (FXAIX)	17,902,175	12.2
Fidelity Large Cap Growth Index (FSPGX)	14,116,978	9.6
Fidelity Extended Market Index (FSMAX)	6,169,723	4.2
Dimensional US Targeted Value Strategy (DFFVX)	2,433,694	1.7
T. Rowe Price New Horizons (PRJIX)	5,000,516	3.4
Vanguard International-Growth (VWILX)	5,248,845	3.6
Fidelity Global ex US Index (FSGGX)	97,832	0.1
Brokerage	3,851,480	2.6
Charles Schwab Personal Choice	3,851,480	2.6

MULTI PERIOD ASSET ALLOCATION

	<i>Total Fund</i>	
	\$	%
Total Fund Composite	26,737,520	100.0
JPMorgan Target Date Funds	23,436,899	87.7
JPMorgan SmartRetirement Blend Income (JIYBX)	253,776	0.9
JPMorgan SmartRetirement Blend 2020 (JSYRX)	278,052	1.0
JPMorgan SmartRetirement Blend 2025 (JBYSX)	7,091,097	26.5
JPMorgan SmartRetirement Blend 2030 (JRBYX)	7,721,264	28.9
JPMorgan SmartRetirement Blend 2035 (JPYRX)	4,452,787	16.7
JPMorgan SmartRetirement Blend 2040 (JOBYX)	2,330,402	8.7
JPMorgan SmartRetirement Blend 2045 (JMYAX)	1,265,704	4.7
JPMorgan SmartRetirement Blend 2050 (JNYAX)	43,817	0.2
JPMorgan SmartRetirement Blend 2055 (JTYBX)		0.0
JPMorgan SmartRetirement Blend 2060 (JAAYX)		0.0
JPMorgan SmartRetirement Blend 2065 (JSBYX)		0.0
Core Funds	3,300,621	12.3
Transamerica Stable Value	88,078	0.3
Transamerica Guaranteed Investment Option	285,973	1.1
Dodge & Cox Income X (DOXIX)	110,653	0.4
Fidelity US Bond Index (FXNAX)		0.0
Fidelity Inflation Protected Bond Index (FIPDX)	365,059	1.4
American Beacon Large Cap Value Fund (AALRX)	72,718	0.3
Fidelity Spartan 500 Index (FXAIX)	1,378,509	5.2
Fidelity Large Cap Growth Index (FSPGX)	591,323	2.2
Fidelity Extended Market Index (FSMAX)	117,368	0.4
Dimensional US Targeted Value Strategy (DFFVX)		0.0
T. Rowe Price New Horizons (PRJIX)	222,769	0.8
Vanguard International-Growth (VWILX)	68,172	0.3
Fidelity Global ex US Index (FSGGX)		0.0
Brokerage		0.0
Charles Schwab Personal Choice		0.0

PERFORMANCE DETAIL

	Allocation		Performance (%)							
	Market Value (\$)	% of Portfolio	1 Mo (%)	3 Mo (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Total Fund Composite	1,687,021,656	100.0								
JPMorgan Target Date Funds	1,056,124,148	62.6								
JPMorgan SmartRetirement Blend Income (JIYBX)	47,115,210	2.8	1.7	5.2	8.6	13.9	1.8	4.7	4.8	4.5
<i>S&P Target Date Retirement Income Index</i>			1.6	4.7	7.2	12.0	1.8	4.5	4.5	4.2
JPMorgan SmartRetirement Blend 2020 (JSYRX)	75,212,963	4.5	1.7	5.3	8.6	14.0	1.8	5.0	5.1	5.0
<i>S&P Target Date 2020 Index</i>			1.6	5.0	8.4	13.7	2.4	6.0	5.8	5.5
JPMorgan SmartRetirement Blend 2025 (JBYSX)	162,525,714	9.6	1.8	5.4	9.2	14.8	2.0	6.1	5.9	5.7
<i>S&P Target Date 2025 Index</i>			1.7	5.1	8.8	14.3	2.7	6.9	6.5	6.1
JPMorgan SmartRetirement Blend 2030 (JRBYX)	178,082,627	10.6	1.9	5.7	10.6	16.7	2.8	7.4	6.8	6.5
<i>S&P Target Date 2030 Index</i>			1.9	5.4	10.1	16.1	3.4	8.0	7.4	6.8
JPMorgan SmartRetirement Blend 2035 (JPYRX)	158,481,323	9.4	2.0	5.9	12.0	18.4	3.6	8.7	7.8	7.3
<i>S&P Target Date 2035 Index</i>			2.0	5.6	11.5	17.9	4.1	9.2	8.2	7.5
JPMorgan SmartRetirement Blend 2040 (JOBXX)	125,174,164	7.4	2.1	6.1	13.0	19.8	4.3	9.6	8.5	7.9
<i>S&P Target Date 2040 Index</i>			2.1	5.9	12.7	19.4	4.7	10.2	8.9	8.1
JPMorgan SmartRetirement Blend 2045 (JMYAX)	115,626,908	6.9	2.1	6.1	13.8	20.8	4.7	10.4	9.0	8.2
<i>S&P Target Date 2045 Index</i>			2.1	6.0	13.5	20.4	5.2	10.7	9.3	8.4
JPMorgan SmartRetirement Blend 2050 (JNYAX)	103,418,867	6.1	2.2	6.2	14.2	21.3	4.9	10.5	9.1	8.3
<i>S&P Target Date 2050 Index</i>			2.1	6.1	13.9	21.0	5.4	11.1	9.6	8.6
JPMorgan SmartRetirement Blend 2055 (JTYBX)	57,078,656	3.4	2.2	6.2	14.3	21.3	5.0	10.5	9.1	8.3
<i>S&P Target Date 2055 Index</i>			2.2	6.1	14.0	21.1	5.5	11.1	9.6	8.7
JPMorgan SmartRetirement Blend 2060 (JAAYX)	29,356,448	1.7	2.2	6.2	14.2	21.3	5.0			
<i>S&P Target Date 2060 Index</i>			2.1	6.2	14.0	21.1	5.5			
JPMorgan SmartRetirement Blend 2065 (JSBYX)	4,051,268	0.2	2.2	6.2	14.4	21.2				
<i>S&P Target Date 2065+ Index</i>			2.2	6.2	14.3	21.4				

PERFORMANCE DETAIL

	Allocation		Performance (%)							
	Market Value (\$)	% of Portfolio	1 Mo (%)	3 Mo (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Core Funds	592,584,220	35.1								
Transamerica Stable Value	1,054,915	0.1	0.2	0.6	1.7	2.6	2.0	1.7	1.6	1.4
<i>90 Day U.S. Treasury Bill</i>			0.5	1.3	3.6	5.5	3.3	2.3	2.2	1.6
Transamerica Guaranteed Investment Option	141,704,367	8.4	0.2	0.6	1.7	2.6	2.4	2.2	1.9	1.7
<i>90 Day U.S. Treasury Bill</i>			0.5	1.3	3.6	5.5	3.3	2.3	2.2	1.6
Dodge & Cox Income X (DOXIX)	28,626,195	1.7	1.6	5.2	4.3	9.3	-0.2	1.9	2.6	2.7
<i>Blmbg. U.S. Aggregate Index</i>			1.4	4.8	3.1	7.3	-2.1	0.0	1.2	1.6
Fidelity US Bond Index (FXNAX)	9,551,419	0.6	1.4	4.8	3.1	7.2	-2.1	-0.1	1.2	1.6
<i>Blmbg. U.S. Aggregate Index</i>			1.4	4.8	3.1	7.3	-2.1	0.0	1.2	1.6
Fidelity Inflation Protected Bond Index (FIPDX)	18,133,074	1.1	0.9	3.4	3.6	6.1	-1.3	2.0	2.6	2.1
<i>Blmbg. U.S. TIPS</i>			0.8	3.4	3.3	6.2	-1.3	2.0	2.6	2.1
American Beacon Large Cap Value Fund (AALRX)	27,565,464	1.6	2.3	6.3	16.0	23.4	9.1	13.1	11.0	9.3
<i>Russell 1000 Value Index</i>			2.7	6.9	15.1	21.1	7.3	11.2	9.8	8.9
Fidelity Spartan 500 Index (FXAIX)	130,240,265	7.7	2.4	7.4	19.5	27.1	9.4	15.9	14.5	13.0
<i>S&P 500 Index</i>			2.4	7.4	19.5	27.1	9.4	15.9	14.5	13.0
Fidelity Large Cap Growth Index (FSPGX)	92,746,794	5.5	2.1	7.1	21.1	30.8	8.9	19.0	17.9	
<i>Russell 1000 Growth Index</i>			2.1	7.1	21.1	30.8	8.9	19.1	18.0	
Fidelity Extended Market Index (FSMAX)	46,251,999	2.7	0.3	6.3	10.0	20.5	-0.6	10.6	9.7	8.9
<i>Dow Jones U.S. Completion Total Stock Market Indx</i>			0.2	6.3	9.9	20.1	-0.8	10.5	9.6	8.7
Dimensional US Targeted Value Strategy (DFFVX)	20,995,217	1.2	-2.0	4.5	8.1	17.8	9.2	15.3	10.7	8.8
<i>Russell 2000 Value Index</i>			-1.9	8.2	9.1	19.2	3.1	10.4	7.6	7.5
T. Rowe Price New Horizons (PRJIX)	36,942,032	2.2	0.1	5.6	2.0	5.4	-10.1	7.3	11.2	11.5
<i>Russell 2000 Growth Index</i>			-1.1	6.8	11.7	17.7	-2.1	8.4	8.2	8.2
Vanguard International-Growth (VWILX)	38,772,479	2.3	2.5	2.8	11.8	16.7	-6.6	10.3	8.1	8.1
<i>MSCI AC World ex USA (Net)</i>			2.8	5.1	11.2	18.2	2.1	7.6	5.3	4.4
Fidelity Global ex US Index (FSGGX)	15,695,414	0.9	2.6	4.5	11.2	18.2	2.2	7.6	5.3	4.5
<i>MSCI AC World ex USA (Net)</i>			2.8	5.1	11.2	18.2	2.1	7.6	5.3	4.4
Brokerage	22,617,873	1.3								
Charles Schwab Personal Choice	22,617,873	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. Performance is ranked within PARis's style-specific universes, where "1" refers to the top percentile and "100" th bottom percentile.



TOTAL FUND PERFORMANCE DETAIL

	Allocation		Performance (%)								
	Market Value (\$)	% of Portfolio	2023	2022	2021	2020	2019	2018	2017	2016	2015
Total Fund Composite	1,687,021,656										
JPMorgan SmartRetirement Blend Income (JIYBX)	47,115,210		11.8	-13.7	6.3	9.6	14.1	-3.8	10.7	5.8	-0.7
<i>S&P Target Date Retirement Income Index</i>			10.3	-11.2	5.1	8.8	13.3	-2.5	8.5	5.0	-0.2
JPMorgan SmartRetirement Blend 2020 (JSYRX)	75,212,963		12.0	-13.7	6.4	10.1	15.5	-4.5	13.4	6.8	-0.7
<i>S&P Target Date 2020 Index</i>			12.3	-12.8	8.8	10.2	16.5	-4.2	12.8	7.2	-0.2
JPMorgan SmartRetirement Blend 2025 (JBYSX)	162,525,714		13.4	-15.2	9.1	11.3	18.3	-5.7	15.6	7.2	-0.7
<i>S&P Target Date 2025 Index</i>			13.0	-13.1	10.7	11.2	18.4	-5.0	14.6	7.8	-0.3
JPMorgan SmartRetirement Blend 2030 (JRBYX)	178,082,627		15.3	-16.1	11.3	12.2	20.4	-6.6	17.4	7.9	-0.8
<i>S&P Target Date 2030 Index</i>			14.8	-14.0	12.6	11.9	20.4	-6.0	16.2	8.3	-0.3
JPMorgan SmartRetirement Blend 2035 (JPYRX)	158,481,323		17.1	-16.7	14.1	12.6	22.3	-7.4	18.9	8.3	-1.0
<i>S&P Target Date 2035 Index</i>			16.6	-15.0	14.9	12.8	22.2	-6.9	17.8	8.9	-0.3
JPMorgan SmartRetirement Blend 2040 (JOBXX)	125,174,164		18.4	-17.2	15.9	13.0	23.8	-8.0	20.3	8.8	-1.1
<i>S&P Target Date 2040 Index</i>			18.2	-15.6	16.5	13.4	23.4	-7.4	18.9	9.2	-0.4
JPMorgan SmartRetirement Blend 2045 (JMYAX)	115,626,908		19.5	-17.6	17.7	13.1	24.6	-8.3	20.5	8.8	-1.0
<i>S&P Target Date 2045 Index</i>			19.1	-15.8	17.5	13.7	24.0	-7.7	19.6	9.5	-0.5
JPMorgan SmartRetirement Blend 2050 (JNYAX)	103,418,867		19.8	-17.6	17.8	13.4	24.6	-8.3	20.5	8.8	-1.1
<i>S&P Target Date 2050 Index</i>			19.6	-16.0	18.0	13.9	24.4	-7.9	20.2	9.7	-0.5
JPMorgan SmartRetirement Blend 2055 (JTYBX)	57,078,656		19.7	-17.6	17.8	13.2	24.7	-8.4	20.4	8.8	-1.0
<i>S&P Target Date 2055 Index</i>			19.6	-16.0	18.2	13.9	24.5	-8.0	20.5	9.9	-0.5
JPMorgan SmartRetirement Blend 2060 (JAAYX)	29,356,448		19.7	-17.4	17.8						
<i>S&P Target Date 2060 Index</i>			19.7	-16.0	18.0						
JPMorgan SmartRetirement Blend 2065 (JSBYX)	4,051,268		19.1								
<i>S&P Target Date 2065+ Index</i>			19.8								
Transamerica Stable Value	1,054,915		2.5	1.6	1.0	1.2	1.8	1.3	1.0	1.0	1.0
<i>90 Day U.S. Treasury Bill</i>			5.0	1.5	0.0	0.7	2.3	1.9	0.9	0.3	0.0
Transamerica Guaranteed Investment Option	141,704,367		2.5	2.2	2.3	1.6	1.8	1.3	1.0	1.0	1.0
<i>90 Day U.S. Treasury Bill</i>			5.0	1.5	0.0	0.7	2.3	1.9	0.9	0.3	0.0

TOTAL FUND PERFORMANCE DETAIL

	Allocation		Performance (%)								
	Market Value (\$)	% of Portfolio	2023	2022	2021	2020	2019	2018	2017	2016	2015
Dodge & Cox Income X (DOXIX)	28,626,195		7.8	-10.8	-0.9	9.5	9.7	-0.3	4.4	5.6	-0.6
<i>Blmbg. U.S. Aggregate Index</i>			5.5	-13.0	-1.5	7.5	8.7	0.0	3.5	2.6	0.5
Fidelity US Bond Index (FXNAX)	9,551,419		5.5	-13.0	-1.8	7.8	8.5	0.0	3.5	2.5	0.6
<i>Blmbg. U.S. Aggregate Index</i>			5.5	-13.0	-1.5	7.5	8.7	0.0	3.5	2.6	0.5
Fidelity Inflation Protected Bond Index (FIPDX)	18,133,074		3.8	-12.0	5.9	10.9	8.3	-1.4	3.0	4.9	-1.7
<i>Blmbg. U.S. TIPS</i>			3.9	-11.8	6.0	11.0	8.4	-1.3	3.0	4.7	-1.4
American Beacon Large Cap Value Fund (AALRX)	27,565,464		13.5	-5.2	28.0	3.4	29.7	-12.0	17.1	16.0	-6.1
<i>Russell 1000 Value Index</i>			11.5	-7.5	25.2	2.8	26.5	-8.3	13.7	17.3	-3.8
Fidelity Spartan 500 Index (FXAIX)	130,240,265		26.3	-18.1	28.7	18.4	31.5	-4.4	21.8	12.0	1.4
<i>S&P 500 Index</i>			26.3	-18.1	28.7	18.4	31.5	-4.4	21.8	12.0	1.4
Fidelity Large Cap Growth Index (FSPGX)	92,746,794		42.8	-29.2	27.6	38.4	36.4	-1.6	30.1		
<i>Russell 1000 Growth Index</i>			42.7	-29.1	27.6	38.5	36.4	-1.5	30.2		
Fidelity Extended Market Index (FSMAX)	46,251,999		25.4	-26.4	12.4	32.2	28.0	-9.4	18.2	16.1	-3.3
<i>Dow Jones U.S. Completion Total Stock Market Indx</i>			25.0	-26.5	12.4	32.2	27.9	-9.6	18.1	15.7	-3.4
Dimensional US Targeted Value Strategy (DFFVX)	20,995,217		19.3	-4.6	38.8	3.8	21.5	-15.8	9.6	26.9	-5.7
<i>Russell 2000 Value Index</i>			14.6	-14.5	28.3	4.6	22.4	-12.9	7.8	31.7	-7.5
T. Rowe Price New Horizons (PRJIX)	36,942,032		21.5	-36.9	9.8	57.9	37.8	4.2	31.7	7.9	4.5
<i>Russell 2000 Growth Index</i>			18.7	-26.4	2.8	34.6	28.5	-9.3	22.2	11.3	-1.4
Vanguard International-Growth (VWILX)	38,772,479		14.8	-30.8	-0.7	59.7	31.5	-12.6	43.2	1.8	-0.5
<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
Fidelity Global ex US Index (FSGGX)	15,695,414		15.6	-15.7	7.8	10.7	21.3	-13.9	27.4	4.6	-5.6
<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
Charles Schwab Personal Choice	22,617,873										

- 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. Performance is ranked within PARis's style-specific universes, where "1" refers to the top percentile and "100" th bottom percentile.





APPENDIX



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:
 $(\text{Annualized Return of Portfolio} - \text{Annualized Return of Benchmark}) / \text{Annualized Standard Deviation}(\text{Period Portfolio Return} - \text{Period Benchmark Return})$. 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:
 $\text{Calculation Average } (X-Y) / \text{Downside Deviation } (X-Y) * 2$
Where X=Return Series 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:
 $(\text{Annualized Return of Portfolio} - \text{Annualized Return of Risk Free}) / \text{Annualized Standard Deviation (Portfolio Returns)}$

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:
 $\text{Tracking Error} = \text{Standard Deviation } (X-Y) * \sqrt{(\# \text{ of periods per year})}$
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:
 $(\text{Portfolio Average Return} - \text{Average Return of Risk-Free Rate}) / \text{Portfolio Beta}$

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.

$\text{Upside Capture} = \text{Total Return}(\text{Fund Returns}) / \text{Total Returns}(\text{BM Return})$ when Period Benchmark Return is > 0

$\text{Downside Capture} = \text{Total Return}(\text{Fund Returns}) / \text{Total Returns}(\text{BM Return})$ 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.



Florida's Medicaid Supplemental Payment Programs

Theory and Practice

Agenda

THEORY

- Medicaid in General
- Medicaid Financing
- Options for Non-Federal Share
- Supplementing Medicaid Payments
- List of Medicaid Supplemental Payment Programs and Purposes

PRACTICE

- FMAP
- Federal Requirements
- State Requirements
- CMS Approval Process
- Legislative Process
- AHCA Process
- List of Participants and Criteria
- Allocation Methodologies
- IGTs, LOAs, Invoicing, Tracking
- General Ledger Reporting and Budgeting

THEORY – How it is Supposed to Work

- Medicaid in General
- Medicaid Financing
- Financing Options
- Specific Current Programs

Medicaid in General

- Title XIX of the Social Security Act
- Regulations at 42 CFR §430-456
- Joint State/Federal program
- State funding is matched by federal funding (“FMAP”)
- Federal minimum requirements apply
- States may obtain waivers to cover additional populations or costs not otherwise matchable or to waive other operational requirements

Medicaid Financing

- Federal Medical Assistance Percentage (FMAP) takes into account the average per capita income for each State relative to the national average
- Sources of the non-federal share include State general revenues, provider taxes, inter-governmental transfers, qualified donations
- Provider taxes must be “broad based” and “uniform”
- Donations must be true donations
- No “hold harmless” for either taxes or donations

Options for Non-Federal Share

- Florida uses a mix of financing arrangements for Medicaid
 - General Revenues
 - Includes the Public Medical Assistance Trust Fund (PMATF) provider tax revenues
 - Includes the Medicaid County Match revenues
 - Inter-governmental Transfers from other State and local governmental entities
 - County indigent care funds (e.g., Palm Beach, Hillsborough)
 - Public hospital sources (SBHD, NBHD, etc.)
 - City funds (e.g., Orlando)
 - Other local provider taxes passed to AHCA as IGTs from the local government (“LPPF” for the Directed Payment Program)

Supplementing Medicaid Payments

- Base Medicaid payments are typically much lower than Medicare, so supplements are needed to make payments that are adequate to ensure access to services
- Both Disproportionate Share Hospital (DSH) and Low Income Pool (LIP) payments are subject to annual limits based on the unreimbursed cost of services furnished to the target populations
- Statewide Medicaid payments are subject to an Upper Payment Limit by category (State, non-State Public, Other)

List of Programs and Payments (\$millions)

PROGRAM	Gross Payment	IGTs	NET REVENUE
Low Income Pool (LIP)	\$122.6	\$62.3	\$60.3
Disproportionate Share Hospital (DSH)	\$16.3	\$9.7	\$6.6
Directed Payment Program (DPP)	\$204.6	\$90.2	\$114.4
Indirect Medical Education (IME)	\$2.5	\$1.2	\$1.3
Public Hospital Physicians (PHP)	\$22.9	\$9.6	\$13.3
Nursing IME (FL-FIRST)	\$58.7	\$24.7	\$34.0
TOTALS	\$427.6	\$197.7	\$229.9

List of Programs and Purposes

- Medicaid DSH
 - Federal regulations (42 CFR § 447) and Fla. Stat. §§ 409.911-409.9119
 - Federally required payment adjustment for hospitals that serve a disproportionate share of low income patients
 - Sets a minimum threshold for States to pay
 - Medicaid inpatient utilization rate (MIUR) > 1 std dev above mean for hospitals in the State
 - Low income utilization rate (LIUR) > 35%
 - The State may (Florida does) designate additional hospitals as DSH based on CMS approved State Plan Amendments

List of Programs and Purposes

- Medicaid DSH (cont'd)
 - Florida establishes several DSH pools:
 - Public Hospitals
 - PSN Hospitals
 - Teaching Hospitals
 - Family Practice Teaching Hospitals
 - Mental Health Hospitals
 - Specialty Hospitals
 - Specialty Hospitals for Children
 - Rural Hospitals
 - Funded mostly from IGTs, but some State GR funds for specific providers

List of Programs and Purposes

- Low Income Pool
- Established as part of the Florida Medicaid Managed Care §1115 waiver effective 7/1/2006
- Originally to “provide coverage for the uninsured and underinsured”
- Now to “ensure continued governmental support for the safety net providers that furnish uncompensated charity care to the uninsured populations”
- Began as \$1 billion pool allocated to 3 groups – public hospitals, other hospitals with IGTs, and all hospitals

List of Programs and Purposes

- Low Income Pool (cont'd)
- Increased to \$1.5 billion at first 5-year renewal period
- Allocation methodology changed slightly, but still distributed most funds to public hospitals with IGTs
- Most recent renewal in 2020 is a 10-year renewal
 - Increased allowed pool to \$2.5 billion based on 2018 S-10 uninsured charity data for the State
 - Allocation based on S-10 uninsured charity costs for a prior period
 - Tiers established so Public Hospitals receive 100% of that amount, other hospitals receive a lower percentage
 - Insufficient IGTs and State GR to fund more than \$1.5 billion pool so far

List of Programs and Purposes

- Graduate Medical Education
 - Now 4 programs
 - Start-up bonus program (for beginning new training programs in shortage specialties)
 - Statewide Medicaid Residency Program (general support for physician training)
 - Slots of Docs (funding for filling new slots not previously filled, or empty for at least the last 3 years)
 - Indirect medical education (to recognize the higher cost of treating patients in a teaching environment)
 - Uses Medicare definitions and formula
 - Unlike Medicare has both inpatient and outpatient components
 - Funding from JMH and Shands (who get first GME allocations) and State GR
 - For IME, Sellers Dorsey is the consultant

List of Programs and Purposes

- Directed Payment Program
 - Federal rules allow the State to increase payments to Medicaid managed care plans and then direct them how to allocate those increases to specific providers of services
 - Initial purpose was to increase total payments to cover total Medicaid cost
 - However, total payment includes IGTs paid out, so net DPP is still less than full cost
 - Next legislative push is to increase to an Average Commercial Rate level of payment
 - Possibly tiered based on type of hospital or ownership status
 - Dependent on funding via IGTs and LPPF payments
 - Adelanto Health Care Ventures is the consultant

List of Programs and Purposes

- Public Hospital Physicians
- Provides for payments to physicians and mid-level practitioners employed by or under contract with a public hospital or system to increase rates to an average commercial rate level
- Implemented by adopting a new physician fee schedule under the State Medicaid Plan to apply a “uniform percentage increase established by the State for primary care and specialty physician services at public hospitals”
- Additional “preprint” document submitted to include managed care claims
- Funded with IGTs from participating public hospitals and systems
- Safety Net Hospital Alliance of Florida is the consultant

Nursing IME (Florida FIRST)

- Funding Initiative for the Recruitment, Sustainment, and Training of Nursing
- Preprint document to establish Medicaid funding recently submitted to CMS for approval
- Funding of non-Federal share via IGTs
- 10% of net new payments to be shared with nursing schools
- Sellers Dorsey is the consultant

PRACTICE – Making it Work

- Rules
- Tools
- Formulas
- Contacts
- Timing
- Tasks

Supplemental Payment Rules

- Florida Statutes beginning at Chapter 409 Part III
 - https://www.flsenate.gov/Laws/Statutes/2024/Chapter409/Part_III
- AHCA website
 - <https://ahca.myflorida.com/medicaid/medicaid-finance-and-analytics/medicaid-program-finance/lip-dsh-gme-operations>
- Myers & Stauffer training materials
 - For DSH and LIP cost limit calculations

Specific Rules to Remember

- DSH cost limit – Consolidated Appropriations Act changed the definition of the cost limit to consider only uninsured patients and patients with Medicaid or Medicaid HMO as the PRIMARY payor
 - Previously included Medicaid secondary too. Offset of related payments to determine net uncompensated care costs significantly reduced payment limits.
 - Total Medicaid payments applied against the DSH limit include DSH, LIP, DPP, IME, GME, NIME, but not PHP
- LIP cost limit
 - Uninsured charity cost only.
 - Split if charity adjustment was less than 100% (sliding scale)
 - DSH payments > Medicaid shortfall – portion may apply to LIP cost limit

Specific Rules to Remember

- GME
 - Annual data submission due in August to establish payment amounts for the current State fiscal year, retroactive to July 1.
 - Retroactive recalculation based on finalized cost report FTEs 2 years later
- IME
 - No new FTEs count in the calculation
 - Only hospitals that were participating as of a specific date continue to participate
 - No retrospective recalculations

Formulas

- Details vary by program
- Some are straight allocations based on utilization (DPP, PHP, IME)
- Others use funding pools to create tiered methods, where public hospitals have their own tier
- Strategic objective is to provide more funds to those who are financing the program to achieve equity with those not funding

Timing

- Typically starts early and ends late
- Process
 1. Idea formulation
 2. AHCA buy-in
 3. Legislative approval
 4. ACHA application to CMS
 5. CMS approval
 6. Legislative Budget Commission
 7. IGT letters of agreement
 8. IGT invoices and payments
 9. Program payments, including reconciliations
 10. Audits

THE FUTURE

- Other Supplemental Payment Ideas
 - Payments based on quality measures do not count against DSH caps
 - Up to 5% of Medicaid HMO premiums can be used for such programs
- DPP for nursing homes – could help finance available bed space to help place patients not needing hospital level of care
- Enhanced Medicaid payments to address social determinants of health. See the New York waiver program.

South Broward Hospital District

BOARD OF COMMISSIONERS

Elizabeth Justen, *Chairwoman* • Steven Harvey, *Vice Chairman* • Douglas A. Harrison, *Secretary Treasurer*
Brad Friedman • Dr. Luis E. Orta • Laura Raybin Miller
Frank P. Rainer, *Senior Vice President and General Counsel*

Group: S.B.H.D. Contracts Committee **Date:** September 17, 2024
Chairman: Mr. Steven Harvey **Time:** 1:00 p.m.
Vice Chairman: Mr. Douglas Harrison
Location: Executive Conference Room, 3111 Stirling Road, Hollywood, Florida, 33312
In Attendance: Mr. Steven Harvey, Mr. Vedner Guerrier, Mr. David Smith, Aharon Sareli, M.D., Mr. Frank Rainer, Ms. Esther Surujon, and Ms. Kim Kulhanjian

The Contracts Committee meeting convened at 1:01 p.m. on September 17, 2024.

1) CALL TO ORDER / PUBLIC MEETING NOTICE CERTIFICATION

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.

2) BOARD APPROVAL CONTRACTS

The following agenda items were discussed:

a) New Physician Employment Agreement between Todd Roth, M.D. for Chief, Adult Congenital Heart Disease, and Chief, Ambulatory Pediatric Cardiology, and South Broward Hospital District

The Committee reviewed the New Physician Employment Agreement between the South Broward Hospital District and Todd Roth, M.D., for Chief, Adult Congenital Heart Disease, and Chief, Ambulatory Pediatric Cardiology Services.

Dr. Roth received a Bachelor's degree in business administration from the University of Florida, Gainesville, FL in 1999, and a Doctor of Medicine degree from St. George's University School of Medicine in 2006. He completed Pediatric Residency (2009) and a Pediatric Cardiology Fellowship (2012) at Virginia Commonwealth University Health System. He also completed an Adult Congenital Heart Disease Fellowship at Ahmanson/UCLA Adult Congenital Heart Disease Center (2015). Dr. Roth is board certified in Pediatrics, Pediatric Cardiology and Adult Congenital Heart Disease.

Dr. Roth will be responsible for providing Adult Congenital Heart Disease and Pediatric Cardiology 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 Cardiologist. 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. Roth 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. Roth's compensation package were discussed. The Committee noted that Dr. Roth's salary was evaluated based upon the 2024 – 2025 Physician Salary Matrix for Chief, Advanced Heart Failure.

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

The Employment Agreement shall be effective January 1, 2025 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. Physician may resume employment private practice in the specialty within the restricted area.

Following further discussion:

The Contracts Committee recommends to the Board of Commissioners approval of the New Physician Employment Agreement between Todd Roth, M.D. for Chief, Adult Congenital Heart Disease, and Chief, Ambulatory Pediatric Cardiology Services, and South Broward Hospital District

b) New Physician Employment Agreement between Debbie Friedman, M.D., for Pediatric Cardiology - Medical Director, North Region, and South Broward Hospital District

The Committee reviewed the New Physician Employment Agreement between the South Broward Hospital District and Debbie Friedman, M.D., for Pediatric Cardiology - Medical Director, North Region Services.

Dr. Friedman received a Bachelor's degree from Yeshiva University, Stern College for Women in New York, NY in 1995 and a Doctor of Medicine degree from Weill Medical College of Cornell University in New York, NY in 2004. She completed an Internship and Residency in Categorical Pediatrics at Children's National Medical Center in Washington, DC (2007) and a Clinical Fellowship in Pediatric Cardiology at Children's Hospital Los Angeles in Los Angeles, CA (2011). Dr. Friedman is board certified in Pediatrics and Pediatric Cardiology.

Dr. Friedman will be responsible for providing Pediatric Cardiology 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 Cardiologist. 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. Friedman 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. Friedman's compensation package were discussed. The Committee noted that Dr. Friedman's salary was evaluated based upon the 2024 – 2025 Physician Salary Matrix for Medical Director Pediatric Cardiology.

The Employment Agreement shall be effective January 1, 2025 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. Physician may resume employment in private practice in the specialty within the restricted area.

Following further discussion:

The Contracts Committee recommends to the Board of Commissioners approval of the New Physician Employment Agreement between Debbie Friedman, M.D., for Pediatric Cardiology- Medical Director, North Region Services, and South Broward Hospital District

c) New Physician Employment Agreement between David M. Drossner, M.D., for Pediatric Cardiology - Medical Director, Fetal Cardiology - North Region, and South Broward Hospital District

The Committee reviewed the New Physician Employment Agreement between the South Broward Hospital District and David M. Drossner, M.D., for Pediatric Cardiology - Medical Director, Fetal Cardiology - North Region Service.

Dr. Drossner received a Bachelor's degree from the University of Florida, Gainesville, Florida in 2001, and a Doctor of Medicine degree from Florida State University College of Medicine, Tallahassee and Orlando, Florida in 2006. He completed an Internship and Residency in Pediatrics at Emory University School of Medicine Affiliated Hospitals Program, Atlanta, Georgia (2009) and a Fellowship in Pediatric Cardiology (with emphasis in fetal cardiology) at Sibley Heart Center at Children's Healthcare of Atlanta, Emory University School of Medicine Affiliated Hospitals Program, Atlanta, Georgia (2012). Dr. Drossner is board certified in Pediatrics and Pediatric Cardiology.

Dr. Drossner will be responsible for providing Pediatric and Fetal Cardiology Services consistent with the clinical scope of his privileges. He will provide medical care and treatment to all patients who require the services of a Pediatric Cardiologist. 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. Drossner 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. Drossner's compensation package were discussed. The Committee noted that Dr. Drossner's salary was evaluated based upon the 2024 – 2025 Physician Salary Matrix for Medical Director Pediatric Cardiology.

The Employment Agreement shall be effective January 1, 2025 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. Physician may resume employment in private practice in the specialty within the restricted area.

Following further discussion:

The Contracts Committee recommends to the Board of Commissioners approval of the New Physician Employment Agreement between David M. Drossner, M.D., for Pediatric Cardiology - Medical Director, Fetal Cardiology - North Region Services, and South Broward Hospital District

d) New Physician Employment Agreement between R. Zachary Pearson-Martinez, M.D., for Pediatric Cardiology, and South Broward Hospital District

The Committee reviewed the New Physician Employment Agreement between the South Broward Hospital District and R. Zachary Pearson-Martinez, M.D., for Pediatric Cardiology Services.

Dr. Pearson-Martinez received a Bachelor's degree from Princeton University in 1994, and a Doctor of Medicine degree from The Johns Hopkins University School of Medicine in 2001. He completed a Pediatrics Residency (2004) and a Pediatric Cardiology Fellowship (2007) at the University of Miami/Jackson Memorial Hospital. He is board certified in Pediatrics and Pediatric Cardiology.

Dr. Pearson-Martinez will be responsible for providing Pediatric Cardiology Services consistent with the clinical scope of his privileges. He will provide medical care and treatment to all patients who require the services of a Pediatric Cardiologist. 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. Pearson-Martinez 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. Pearson- Martinez's compensation package were discussed. The Committee noted that Dr. Pearson-Martinez's salary was evaluated based upon the 2024 – 2025 Physician Salary Matrix for Pediatric Cardiology.

The Employment Agreement shall be effective January 1, 2025 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. Physician may resume employment in private practice in the specialty within the restricted area.

Following further discussion:

The Contracts Committee recommends to the Board of Commissioners approval of the New Physician Employment Agreement between R. Zachary Pearson-Martinez, M.D., for Pediatric Cardiology Services, and South Broward Hospital District

e) New Physician Employment Agreement between Maximo Raul Aguirre, M.D., for Pediatric Cardiology - Fetal Cardiology, and South Broward Hospital District

The Committee reviewed the New Physician Employment Agreement between the South Broward Hospital District and Maximo Raul Aguirre, M.D., for Pediatric Cardiology - Fetal Cardiology Services.

Dr. Aguirre received a Bachelor's degree from Instituto Nacional Eliseo Picado in Matagalpa, Nicaragua in 1974 and a Doctor of Medicine degree from Universidad Autonoma de Guadalajara in Guadalajara, Jalisco, Mexico in 1984. He completed a Rotatory Internship at University of Costa Rica Affiliated Hospitals in San Jose, Costa Rica

from January (1980) and a Pediatric Cardiology Fellowship at Emory University School of Medicine, The Children Heart Center in Atlanta, GA (1996). Dr. Aguirre is board certified in Pediatrics and Pediatric Cardiology.

Dr. Aguirre will be responsible for providing Pediatric Cardiology Services consistent with the clinical scope of his privileges. He will provide medical care and treatment to all patients who require the services of a Pediatric Cardiologist. 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. Aguirre 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. Aguirre's compensation package were discussed. The Committee noted that Dr. Aguirre's salary was evaluated based upon the 2024 – 2025 Physician Salary Matrix for Pediatric Cardiology.

The Employment Agreement shall be effective January 1, 2025 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. Physician may resume employment in private practice in the specialty within the restricted area.

Following further discussion:

The Contracts Committee recommends to the Board of Commissioners approval of the New Physician Employment Agreement between Maximo Raul Aguirre, M.D., for Pediatric Cardiology - Fetal Cardiology Services, and South Broward Hospital District

f) New Physician Employment Agreement between Amit Sood, M.D., for Radiation Oncology, and South Broward Hospital District

The Committee reviewed the New Physician Employment Agreement between the South Broward Hospital District and Amit Sood, M.D., for Radiation Oncology Services.

Dr. Sood received a Bachelor's degree in 2009 and a Doctor of Medicine degree from George Washington University School of Medicine in 2014. He completed a Clinical Research Fellowship Hollings Cancer Center, Medical University of South Carolina, Charleston, SC (2014), a Surgical Internship at Medical University of South Carolina, Charleston, SC (2015), a Otolaryngology-Head and Neck Surgery Residency at the University of Washington, Seattle, WA (2017), and a Radiation Oncology Residency at Roswell Park Comprehensive Cancer Center, Buffalo, NY (2021). He recently served as a Radiation Oncologist and Adjunct Assistant Professor at the University of Minnesota. Dr. Sood is board certified Radiation Oncology.

Dr. Sood will be responsible for providing Radiation Oncology 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 Radiation Oncologist. 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. Sood 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. Sood's compensation package were discussed. The Committee noted that Dr. Sood's salary was evaluated based upon the 2024 – 2025 Physician Salary Matrix for Radiation Oncology.

The Employment Agreement shall be effective January 27, 2025 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 Amit Sood, M.D., for Radiation Oncology Services, and South Broward Hospital District

g) Renewal Physician Employment Agreement between Dean Hertzler, M.D., for Chief, Pediatric Neurosurgery Services, and South Broward Hospital District

The Committee reviewed the Renewal Physician Employment Agreement between the South Broward Hospital District and Dean Hertzler, M.D., for Chief, Pediatric Neurosurgery Services.

Dr. Hertzler received a B.S. Degree in 2001 from Indiana University – Purdue University, Indianapolis, IN. He earned his M.D. Degree in 2005 from Indiana University School of Medicine, Indianapolis, IN. Dr. Hertzler completed a Residency in Neurosurgery in 2011 at the University of Cincinnati, OH, then completed a Pediatric Neurosurgery Fellowship in 2012 at Primary Children's Hospital, Salt Lake City, UT. He has been employed at Joe DiMaggio Children's Hospital as a Pediatric Neurosurgeon since 2012. Dr. Hertzler is board-certified in Pediatric Neurosurgery.

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

The details of Dr. Hertzler's compensation package were discussed. The Committee noted that that Dr. Hertzler's salary was evaluated based upon the 2024 – 2025 Physician Salary Matrix for Chief, Pediatric Neurosurgery.

The Employment Agreement shall be effective October 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, by giving the other party at least 180 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 Palm Beach, Broward and Miami-Dade counties.

Following further discussion:

The Contracts Committee recommends to the Board of Commissioners approval of the Renewal Physician Employment Agreement between Dean Hertzler, M.D., for Chief, Pediatric Neurosurgery Services, and South Broward Hospital District

h) Renewal Physician Employment Agreement between Karim Salame, M.D., for Adult Neurology and UME Clerkship Director Services, and South Broward Hospital District

The Committee reviewed the Renewal Physician Employment Agreement between the South Broward Hospital District and Karim Salame, M.D. for Adult Neurology and UME Clerkship Director Services.

Dr. Salame received a Bachelor of Science degree (2001) and a Doctor of Medicine degree (2006) from American University of Beirut, Lebanon (2001), where he also completed an Internal Medicine internship (2007) and a Research Fellowship in Neurology (2008). He also completed an Internal Medicine internship at Good Samaritan Hospital, Baltimore, Maryland, USA (2009), a Neurology residency (2012), a Neuromuscular/EMG fellowship (2013) and a Neurophysiology/Epilepsy fellowship (2014) at University Hospitals Case Medical Center, Case Western Reserve University, Cleveland, Ohio. He served as the Director of the Transcranial Magnetic Stimulation Lab (2015-2017) and various medical faculty positions (2015-2012) at George Washington University, Washington, DC. He is certified by the American Board of Neurology and Psychiatry, Neuromuscular Medicine and Electrodiagnostic Medicine. He has been employed by MHS since 2021.

Dr. Salame will be responsible for providing Adult Neurology 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 Adult Neurologist. 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. Salame 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. Salame's compensation package were discussed. The Committee noted that Dr. Salame's salary was evaluated based upon the 2024 – 2025 Physician Salary Matrix for Medical Director, Neurology.

The Employment Agreement shall be effective October 24, 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, 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 Karim Salame, M.D., for Adult Neurology and UME Clerkship Director Services, and South Broward Hospital District

i) Renewal Physician Employment Agreement between Sean Kenniff, M.D., for Neurohospitalist Services, and South Broward Hospital District

The Committee reviewed the Renewal Physician Employment Agreement between the South Broward Hospital District and Sean Kenniff, M.D., for Neurohospitalist Services.

Dr. Kenniff received his M.D. Degree in 1995 from New York Medical College, Valhalla, NY. At Long Island Jewish Medical Center, Albert Einstein College of Medicine, New Hyde Park, NY, he completed an Internship in Internal Medicine (1995 – 1996), and a Residency in Neurology (1996 – 2000). From 2000 to 2013, Dr. Kenniff held positions as Attending Neurologist at New York Neurological Associates, New Hyde Park, NY (2000 – 2001); Park Avenue Healthcare Management, White Plains, NY (2001 – 2002); Healthpalooza, Inc., Miami, FL and Garden City, NY (2002 – 2010); Gainesville Veteran’s Administration Medical Center, Gainesville, FL (2010); and Miami VA Medical Center Compensation and Pension Clinic, Miami, FL (2011 – 2013). He practiced as a Neurologist/Neuro-Hospitalist at Mercy Hospital, Miami, FL and Doctors Hospital, Coral Gables, FL (2013-2016). He has been employed by MHS since 2016. Dr. Kenniff is board-certified in Neurology.

Dr. Kenniff will be responsible for providing Neurology (Neuro-Hospitalist) 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 Neurologist. 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. Kenniff 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. Kenniff’s compensation package were discussed. The Committee that Dr. Kenniff’s salary was evaluated based upon the 2024 – 2025 Physician Salary Matrix for Neurology.

The Employment Agreement shall be effective November 3, 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, 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 Sean Kenniff, M.D., for Neurohospitalist Services, and South Broward Hospital District

3) FYI CONTRACTS

a) New Physician Employment Agreement between Ahmed Riaz, D.O. - Family Medicine, MPC and South Broward Hospital District. The Employment Agreement shall be effective December 1, 2024 and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2024 – 2025 Physician Salary Matrix for Family Medicine is within the President and CEO’s Board-approved authority.

b) New Physician Employment Agreement between Samer Riaz, M.D.- Neurohospitalist and South Broward Hospital District. The Employment Agreement shall be effective December 16, 2024 and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2024 – 2025 Physician Salary Matrix for Neurology is within the President and CEO’s Board-approved authority.

c) New Physician Employment Agreement between Katelyn Snyder, M.D.- Pediatric Cardiology- Medical Director, Fetal Cardiology - South Region and South Broward Hospital District. The Employment Agreement shall be effective January 1, 2025 and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2024 – 2025 Physician Salary Matrix for Medical Director, Pediatric Cardiology is within the President and CEO’s Board-approved authority.

d) New Physician Employment Agreement between Leslie Ann Flores, M.D. - Pediatric Cardiology- Medical Director, General Cardiology - South Region and South Broward Hospital District. The Employment Agreement shall be effective January 1, 2025 and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2024 – 2025 Physician Salary Matrix for Medical Director, Pediatric Cardiology is within the President and CEO’s Board-approved authority.

e) New Physician Employment Agreement between Jocelyn Garcia de Viera, M.D. - Pediatric Cardiology- Medical Director, General Cardiology - South Region and South Broward Hospital District. The Employment Agreement shall be effective January 1, 2025 and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2024 – 2025 Physician Salary Matrix for Medical Director, Pediatric Cardiology is within the President and CEO’s Board-approved authority.

f) New Physician Employment Agreement between Orlando X. Arce, M.D. - Pediatric Cardiology and South Broward Hospital District. The Employment Agreement shall be effective January 1, 2025 and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2024 – 2025 Physician Salary Matrix for Pediatric Cardiology is within the President and CEO’s Board-approved authority.

g) New Physician Employment Agreement between Sundar Chandrasekhar, M.D. - Pediatric Cardiology and South Broward Hospital District. The Employment Agreement shall be effective January 1, 2025 and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2024 – 2025 Physician Salary Matrix for Pediatric Cardiology is within the President and CEO’s Board-approved authority.

h) New Physician Employment Agreement between Renato Dubois, M.D. - Pediatric Cardiology and South Broward Hospital District. The Employment Agreement shall be effective January 1, 2025 and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2024 – 2025 Physician Salary Matrix for Pediatric Cardiology is within the President and CEO’s Board-approved authority.

i) New Physician Employment Agreement between Maria del Pilar Brines Giraldo, M.D. - Pediatric Cardiology and South Broward Hospital District. The Employment Agreement shall be effective January 1, 2025 and shall remain

in effect for three (3) years. The proposed salary, as reflected in the 2024 – 2025 Physician Salary Matrix for Pediatric Cardiology is within the President and CEO's Board-approved authority.

j) New Physician Employment Agreement between Jeffrey Skimming, M.D. - Pediatric Cardiology and South Broward Hospital District. The Employment Agreement shall be effective January 1, 2025 and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2024 – 2025 Physician Salary Matrix for Pediatric Cardiology is within the President and CEO's Board-approved authority.

k) New Physician Employment Agreement between Rowena Guzman Uy, M.D. - Pediatric Cardiology and South Broward Hospital District. The Employment Agreement shall be effective January 1, 2025 and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2024 – 2025 Physician Salary Matrix for Pediatric Cardiology is within the President and CEO's Board-approved authority.

l) New Physician Employment Agreement between Jay S. Chandar, M.D. - Pediatric Cardiology and South Broward Hospital District. The Employment Agreement shall be effective January 1, 2025 and shall remain in effect for two (2) years. The proposed salary, as reflected in the 2024 – 2025 Physician Salary Matrix for Pediatric Cardiology is within the President and CEO's Board-approved authority.

m) Renewal Physician Employment Agreement between Jared Klein, M.D. - Pediatric Cardiac Imaging and South Broward Hospital District. The Employment Agreement shall be effective December 1, 2024 and shall remain in effect for five (5) years. The proposed salary, as reflected in the 2024 – 2025 Physician Salary Matrix for Pediatric Cardiology is within the President and CEO's Board-approved authority.

4) RFP

Mr. David Smith presented the RFP for the Press Ganey Employee Survey Tool.

5) NEW BUSINESS

There was no new business.

6) ADJOURNMENT

There being no further business, the meeting was adjourned at 1:51pm.

Respectfully Submitted,



Steven Harvey
Chairman
Contracts Committee

Board Contracts Committee Summary - Awarded RFP

Employee Survey Tool RFP

Awarded: 8/6/2024

Overview:

To secure a new employee survey solution for engagement survey and employee life cycle surveys (new hire, exit interview, quality of hire). Solution must be able to integrate with Workday, provide analytics and correlations to operational metrics (ideally down to department level), provide robust benchmarks (including healthcare) and reporting, and accommodate a dynamic hierarchy.

Challenges with current services:

The current SMD platform is being discontinued.

Current Vendor/Costs:

Press Ganey \$900,000 (5 Year Spend)

Why RFP was issued:

MHS' current vendor, Strategic Management Decisions (SMD) was purchased by Press Ganey and the current platform will be discontinued.

The new tool selected must have the following attributes:

- Employee Engagement Survey (full census survey as well as pulse survey on key driver items)
- Employee Life Cycle Survey (Entrance, Onboarding, and Exit)
- Quality of Hire survey
- Providing benchmark and reporting solutions

Committee Members:

Committee Members	
Department	Name
Human Resources	Angela Primiano
Human Resources	Janet Wincko
Human Resources	Lori Andrade
Human Resources	Teresa Pate
Human Resources	Charles Genthner
Human Resources	Stephanie Link

Nursing Management	Courtney Trace
Business Intelligence	Toni Pollifrone
Applications Manager	Brian McKee

RFP vendor response:

Qualtrics, LLC
Professional Research Consultants, Inc.
Perceptyx, Inc.
Jotform
Explorance
DecisionWise
CustomInsight
Creative Design Group
Gallup, Inc.
Workday, Inc. (PeakOn)
Press Ganey Associates, LLC

Initial Eliminations:

Jotform, Explorance, Decision Wise, Custom Insight, Creative Design, and Professional Research Consultants.

WebEx Vendor Presentations / Demonstrations:

Qualtrics, LLC
Perceptyx, Inc.
Gallup, Inc.
Workday, Inc. (PeakOn)
Press Ganey Associates, LLC

Vendor Selected:

Press Ganey Associates, LLC

Negotiated Cost:

\$849,327 (5 Year Projected Spend)

\$50,000 savings over the 5 year term