



MEMORANDUM

To: Board of Directors

Cc: Bill Boyles, Esquire
Aluino Ochoa, M.D.

From: George Mikitarian
President/CEO

Subject: Board/Committee Meetings – May 6, 2024

Date: May 2, 2024

The Audit Committee will meet at 10:00 a.m. in the first-floor conference room.

The Investment Committee will meet at 10:30 a.m. in the first-floor conference room.

The Pension Committee will meet at 11:00 a.m. in the first-floor conference room.

The Ad Hoc Credentials Review Committee will meet at 11:30 a.m. where the Committee will review credentialing and privileging files as they relate to medical staff appointment/reappointment.

The Quality Committee will convene at 12:00 p.m., which will be followed by the Finance Committee, and then Executive Committee meetings.

The Board of Directors will meet in executive session no earlier than 1:30 p.m. Following the Board of Directors Executive Session, the Education Committee and Board of Directors regularly scheduled meeting will be held immediately following, however no earlier than 2:00 p.m.

The Planning Committee meeting has been canceled.

Members:

Stan Retz, Chairperson
Robert L. Jordan, Jr., C.M. (ex-officio)
Herman Cole, Jr.
Dan Aton

TENTATIVE AGENDA
AUDIT COMMITTEE
NORTH BREVARD COUNTY HOSPITAL DISTRICT
OPERATING
PARRISH MEDICAL CENTER
MAY 6, 2024, 10:00 A.M.
FIRST FLOOR CONFERENCE ROOM 2/3/4/5

Call to Order

- I. Public Comments
- II. Review and approval of minutes (September 11, 2023)

Motion: To recommend approval of the September 11, 2023 minutes as presented.

- III. FY2023 Final Audit Report- MSL

Motion: To recommend to the Board of Directors to accept the Fiscal Year 2023 audit results and reports:

- ***Audited Financial Statements and Supplementary Information***
- ***Report on Internal Control and Compliance***
- ***Communications with the Board of Directors and Audit Committee***
- ***Management Letter***

- IV. Adjournment

**NORTH BREVARD COUNTY HOSPITAL DISTRICT
OPERATING
PARRISH MEDICAL CENTER
AUDIT COMMITTEE**

A regular meeting of the Audit Committee of the North Brevard County Hospital District operating Parrish Medical Center was held on September 11, 2023 at 10:41 a.m. in the Executive Conference Room. The following members were present:

Stan Retz, Chairperson
Elizabeth Galfo, MD
Robert Jordan

Other Attendees:

Lester Eljaiek, Vice President, CFO
Pamela Perez, Recording Secretary
Martha Penick, Accounting Director
Thomasina Middleton, Director of Finance
Anual Jackson, Chief Compliance and Audit Officer
Jeff Goolsby, Moore Stephens Lovelace

Call to Order

Mr. Retz called the meeting to order at 10:41 a.m.

Public Comment

No public comment

Review and Approval of Minutes

The following motion was made by Dr. Galfo, seconded by Mr. Jordan, and approved without objection.

Action Taken: Motion to approve the minutes of the March 06, 2023 meeting as presented.

FY23 Audit Plan

Mr. Goolsby discussed with the committee the audit plan with Moore Stephens Lovelace for FY23. Mr. Goolsby advised that the audit fieldwork will continue in early November and will wrap up the first week of December. The final audit report will be presented at the January 2024 committee meeting.

Adjournment

There being no further business, the meeting adjourned at 11:15 a.m.

Stan Retz, Chairperson

Investment Committee:

Stan Retz, CPA, Chairman

Robert L Jordan, Jr., C.M. (ex-officio)

Herman A. Cole, Jr.

Dan Aton

TENTATIVE AGENDA
INVESTMENT COMMITTEE
NORTH BREVARD COUNTY HOSPITAL DISTRICT
OPERATING
PARRISH MEDICAL CENTER
MONDAY, MAY 6, 2024, NO EARLIER THAN 10:30 A.M.
EXECUTIVE CONFERENCE ROOM

CALL TO ORDER

- I. Review and approval of minutes October 2, 2023.

Motion: To recommend approval of the October 2, 2023 meeting minutes as presented.

- II. Quarterly Investment Performance Update – Anderson Financial Partners
- III. Adjournment

**NORTH BREVARD COUNTY HOSPITAL DISTRICT
OPERATING
PARRISH MEDICAL CENTER
INVESTMENT COMMITTEE
OCTOBER 02, 2023
EXECUTIVE CONFERENCE ROOM**

The Investment Committee of the North Brevard County Hospital District Board of Directors met on October 02, 2023 at 11:02 a.m. The following members were present:

Stan Retz
Herman Cole

Others present:

Lester Eljaiek, Vice President, CFO
Pam Perez, Recording Secretary
Tim Anderson, Anderson Financial Partners

Call to Order

Mr. Retz called the meeting to order at 11:02 a.m. as the acting Chairperson.

Review and Approval of Minutes

The following motion was made by Mr. Cole, seconded by Mr. Retz, and approved without objection.

Action Taken: Motion to approve the minutes of the May 01, 2023 meetings as presented.

Operating Funds Performance Summary

Tim Anderson, Anderson Financial Partners, provided a market commentary.

Tim Anderson, Anderson Financial Partners, gave the quarterly performance update on the Corporate Account and the Pension Account.

Adjournment

There being no further business the meeting adjourned at 11:32 a.m.

Stan Retz, Acting Chairperson

Pension Administrative Committee:

Stan Retz, Chairperson (January 1, 2023 - December 31, 2025)

Dan Aton (April 1, 2024- April 1, 2026)

Chris McAlpine (February 4, 2022 – January 31, 2025)

Leigh Spradling (March 1, 2024 – March 1, 2026)

Casey Crouch (March 2, 2023 – March 1, 2026)

PARRISH MEDICAL CENTER
PENSION ADMINISTRATIVE COMMITTEE MEETING
MAY 6, 2024 @ 11:00 A.M.
FIRST FLOOR CONFERENCE ROOM 2/3/4/5

CALL TO ORDER

- I. Review and approval of minutes (March 4, 2024).

Motion: To recommend approval of the March 4, 2024 meeting minutes as presented.

- II. Update on Pension Plan and Trust – Mr. McAlpine
- III. Automatic Rollover – Mr. Burke
- IV. Quarterly Pension, 403(b) and 457(b) Investment Update – Anderson Financials
- V. Other
- VI. Adjournment

**PARRISH MEDICAL CENTER
PENSION ADMINISTRATIVE COMMITTEE MEETING
MARCH 4, 2024**

The members of the Pension Administrative Committee met on March 4, 2024 at 11:05 a.m.
The following representing a quorum, were present or participating via phone:

Pension Administrative Committee:

Stan Retz, Chairperson
Chris McAlpine
Leigh Spradling
Casey Crouch (absent-excused)
Dan Aton

Others Present:

Natalie Sellers Sr. Vice President, Communications, Community and Corporate Services
Mike Sitowitz, Interim Controller
Pamela Perez, Recording Secretary
Stephanie Parham, Executive Office Manager Administration
Christina Moats, Benefits Coordinator
Julia Reyes-Mateo, Executive Director, Human Resources

Call to Order

The meeting was called to order by the Chairperson at 11:07 a.m.

Review and Approval of Minutes

The following motion was made by Ms. Spradling and seconded by Mr. Aton and approved without objection:

Action Taken: Motion to approve the PAC minutes of January 8, 2024 meeting as presented.

Update on Pension Plan and Trust

Mr. McAlpine provided a brief update, noting that letters with lump sum amount and annuity options have been sent to those currently on payee status, with response deadline of March 22, 2024. USICG has retained a company to assist in audits, including death audits. Expected payout is no later than May.

Adjournment

There being no further business, the meeting was adjourned at 11:17a.m.

Stan Retz, Chairperson

QUALITY COMMITTEE

Elizabeth Galfo, M.D., Chairperson

Robert L. Jordan, Jr., C.M. (ex-officio) Billy Specht

Billie Fitzgerald

Herman A. Cole, Jr.

Dan Aton

Stan Retz, CPA

Maureen Rupe

Ashok Shah, M.D.

Aluino Ochoa, M.D., President/Medical Staff, Vice Chairperson

Greg Cuculino, M.D.

Alphonse Pecoraro, M.D., Designee

Nimish Naik, M.D., Designee

Christopher Manion, M.D., Designee

George Mikitarian (non-voting)

**NORTH BREVARD COUNTY HOSPITAL DISTRICT
OPERATING
PARRISH MEDICAL CENTER
QUALITY COMMITTEE
MONDAY, MAY 6, 2024, at 12:00 P.M.
FIRST FLOOR, CONFERENCE ROOM 2/3/4/5**

CALL TO ORDER

I. Approval of Minutes

Motion to approve the minutes of the March 4, 2024 meeting.

II. Vision Statement

III. Dashboard

IV. Sepsis Review – Ms. Cottrell

V. Executive Session (if necessary)

ADJOURNMENT

NOTE: IF A PERSON DECIDES TO APPEAL ANY DECISION MADE BY THE QUALITY COMMITTEE WITH RESPECT TO ANY MATTER CONSIDERED AT THIS MEETING, HE/SHE WILL NEED A RECORD OF PROCEEDINGS AND, FOR SUCH PURPOSES, MAY NEED TO ENSURE A VERBATIM RECORD OF THE PROCEEDINGS IS MADE AND THAT THE RECORD INCLUDES TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED.

PERSONS WITH A DISABILITY WHO NEED A SPECIAL ACCOMMODATION TO PARTICIPATE IN THIS PROCEEDING SHOULD CONTACT THE ADMINISTRATIVE OFFICES AT 951 NORTH WASHINGTON AVENUE, TITUSVILLE, FLORIDA 32796, AT LEAST FORTY-EIGHT (48) HOURS PRIOR TO THE MEETING. FOR INFORMATION CALL (321) 268-6110. THIS NOTICE WILL FURTHER SERVE TO INFORM THE PUBLIC THAT MEMBERS OF THE BOARD OF DIRECTORS OF NORTH BREVARD MEDICAL SUPPORT, INC. MAY BE IN ATTENDANCE AND MAY PARTICIPATE IN DISCUSSIONS OF MATTERS BEFORE THE NORTH BREVARD COUNTY HOSPITAL DISTRICT BOARD OF DIRECTORS EDUCATIONAL, GOVERNMENTAL AND COMMUNITY RELATIONS COMMITTEE. TO THE EXTENT OF SUCH DISCUSSION, A JOINT PUBLIC MEETING OF THE NORTH BREVARD COUNTY HOSPITAL DISTRICT, BOARD OF DIRECTORS EDUCATIONAL, GOVERNMENTAL AND COMMUNITY RELATIONS COMMITTEE AND NORTH BREVARD MEDICAL SUPPORT, INC. SHALL BE CONDUCTED.

DRAFT
NORTH BREVARD COUNTY HOSPITAL DISTRICT
OPERATING
PARRISH MEDICAL CENTER
QUALITY COMMITTEE

A regular meeting of the Quality Committee of the North Brevard County Hospital District operating Parrish Medical Center was held on March 4, 2024, in Conference Room 2/3/4/5, First Floor. The following members were present.

Elizabeth Galfo, M.D., Chairperson
Robert L. Jordan, Jr., C.M.
Stan Retz, CPA
Herman A. Cole, Jr.
Ashok Shah, M.D.
Dan Aton
Billie Fitzgerald
Billy Specht
Christopher Manion, M.D.
Maureen Rupe
Aluino Ochoa, M.D., President/Medical Staff
Alphonse Pecoraro, M.D.
Nimish Naik, M.D.
George Mikitarian (non-voting)

Members absent:
Gregory Cuculino, M.D. (excused)

CALL TO ORDER

Dr. Galfo called the meeting to order at 12:10 p.m.

ELECTION OF OFFICERS

Mr. Jordan noted that per the Bylaws, the President of Medical Staff is to be the Vice Chair of the Quality Committee. Dr. Galfo opened the floor for nominations for Vice Chairperson. Mr. Jordan nominated Dr. Aluino Ochoa; Mr. Cole seconded the nomination and moved to close nominations.

ACTION TAKEN: APPROVED MOTION TO ELECT DR. ALUINO OCHOA AS VICE-CHAIRPERSON OF THE QUALITY COMMITTEE.

REVIEW AND APPROVAL OF MINUTES

Discussion ensued and the following motion was made by Ms. Fitzgerald, seconded by Mr. Jordan, and approved (13 ayes, 0 nays, 0 abstentions).

ACTION TAKEN: MOTION TO APPROVE THE JANUARY 8, 2024, MINUTES OF THE QUALITY COMMITTEE, AS PRESENTED.

VISION STATEMENT

Ms. Cottrell shared the committee's vision statement.

MY STORY

Ms. Cottrell shared the story as told by Reagan Wagner and Dr. Naik of the MRSA process improvement project and the positive outcomes seen from its implementation.

QUALITY DASHBOARD REVIEW

Ms. Cottrell reviewed the Quality Dashboard discussing each indicator score as it relates to clinical quality and cost. Ms. Cottrell answered questions and received comments from committee members concerning the dashboard and her comments. Copies of the Power Point slides presented are appended to the file copy of these minutes.

MRSA IMPROVEMENTS

Ms. Cottrell shared the definitions, and new processes and procedures for community and hospital acquired infections. Ms. Cottrell noted that publicly reported MRSA data is two years old.

OTHER

There was no other business brought before the committee.

ADJOURNMENT

There being no further business, the Quality Committee meeting adjourned at 12:34 p.m.

Elizabeth Galfo, M.D.
Chairperson

Dusky

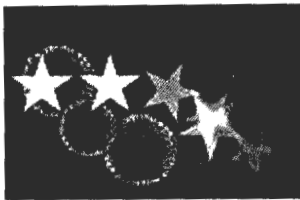
Mikitarian, George

From: Mikitarian, George
Sent: Monday, April 8, 2024 3:58 PM
To: Mikitarian, George

Leapfrog Group safety grades reflect hospital struggles amid pandemic peaks

MARI DEVEREAUX

Just as we experienced!



Modern Healthcare

Rates of infection and hospital performance on safety measures continued to worsen during peak periods of the pandemic in late 2021 and 2022, according to data released Wednesday by the Leapfrog Group.

Compared with the Leapfrog Group's 2021 safety grades report, which covered the year leading up to the pandemic, the organization's new report revealed a 60% increase in the average standard infection ratio of central line-associated bloodstream infections. Average ratios for MRSA cases and catheter-associated urinary tract infections increased by 37% and 19%, respectively.

Why safety efforts fell short

"This is the first round of the hospital safety grades where we have data from hospital performance during the height of the pandemic," Leapfrog Group President and CEO Leah Binder said. "We might have hoped that hospitals would become experts at preventing infections by dealing with an infectious disease outbreak like the pandemic. But the opposite is the case."

Instead, focus on public health emergency provisions and pandemic-related safety and staffing issues likely distracted system leaders from taking the necessary precautions to prevent other kinds of hospital acquired infections, Binder said.

Dealing with sicker patients who had to be on ventilators longer and floating clinical staff to care areas with which they were unfamiliar introduced more potential infection risks that hospitals had to deal with, said Akin Demehin, senior director of quality and patient safety at the American Hospital Association.

"Hospitals had to constantly balance influxes and surges of COVID-19 patients while keeping the doors open for others who needed care," Demehin said. "The significant gains that hospitals had made in patient safety and in reducing infections prior to the pandemic were more challenging to sustain."

How hospitals and states fared

A majority of states saw a significant increase in central line infection rates, with West Virginia and New Mexico experiencing the biggest increases of more than 180%.

On average, hospitals nationwide scored lower in late 2021 and 2022 than in 2019 on performance measures like nurse and doctor communication, staff responsiveness and education on medicine and discharge information.

The declines are a departure from pre-pandemic data that showed industrywide improvements.

New Jersey, Idaho and Utah were the states with the highest percentages of "A" hospitals, with around 50% earning top marks. Delaware, North Dakota and Washington, D.C., fared the worst by this measure, with no hospitals receiving "A" grades.

Where improvements were made

Despite considerable lapses in care quality over the past year, one bright spot was safety improvements made by poorer-scoring hospitals, Binder said.

Connecticut went from ranking 31st out of the states in its number of "A" grades to ranking fifth. South Carolina, which ranked 21st, jumped to seventh place.

A number of safety-net hospitals saw gains as well. Located in Chicago, St. Bernard Hospital received its first "A" just two years after receiving an "F" grade.

In the past few months, the Leapfrog Group has also seen a reduction in infection rates, meaning the next set of safety grades will be significantly improved, Binder said. Between spring 2021 and spring 2023, the average rate of *Clostridioides difficile* infections decreased by 15%.

Linking workforce issues, patient safety

Health systems need to address workforce burnout and patient safety issues at the same time as the two are closely related, Binder said.

"It is clearly something that can affect burnout, workforce shortages and can affect the very safety of the workforce," she said.

As hospitals review their performance on safety measures, many are attempting to reinforce their infection control and reduction practices by spending time with staff to better understand the necessary resources and care environment to support change, Demehin said.

"Ultimately, improving quality and safety relies on the talented people who deliver care in our organizations and keeping them engaged and happy," he said. "Giving them the opportunity to help us identify opportunities for improvement is an important part of making progress."



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Quality Agenda

May 6, 2024

1. Approval of Minutes
2. Vision Statement
3. Dashboard
4. Sepsis Review
5. Leapfrog

Quality Committee

Vision Statement

“Assure affordable access to safe, high quality patient care to the communities we serve.”



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Dashboard



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Performance dashboard

Description	Definition	QTR	Rolling YTD	Goal
Stroke	Stroke management compliance	71%	76%	Goal: 100%
Sepsis	Severe Sepsis and Septic Shock Management bundle compliance	59%	54%	Goal: 60%
Readmission	All cause 30-day readmissions	9.6%	9.0%	Goal: 8.0%
Person Centered flow	emergency department throughput	231	218	101 minutes
Person Experience	Top box HCAHPs domain score for overall rating	62.7%	61.1%	Target: 78%

Performance dashboard

Description	Definition	QTR	Rolling YTD	Goal
Heart Attack	30-day readmission rate	0%	1%	Goal: 14%
Heart Failure	30-day readmission rate	19.3%	19%	Goal: 19%
COPD	30-day readmission rate	11.1%	15%	Goal: 18%
Pneumonia	30-day readmission rate	18.4%	13%	Goal: 16.6%
Hip/Knee	30-day readmission rate	16%	10%	Goal: 4.6%
Combined	30-day readmission rate	12.7%	11%	Goal: 8%

Performance dashboard

Description	Definition	Rolling YTD	National Rate
CLABSI	Central Line Associated Bloodstream Infection	3.079	0.772
CAUTI	Catheter Associated Urinary Tract Infection	1.004	0.610
MRSA bacteremia	Hospital onset MRSA bacteremia	3.53	0.800
<i>C. difficile</i> infection	Hospital onset <i>C. difficile</i> infection	0.368	0.448
SSI	Combined Abdominal hysterectomy and colon procedures	1.101	0.893

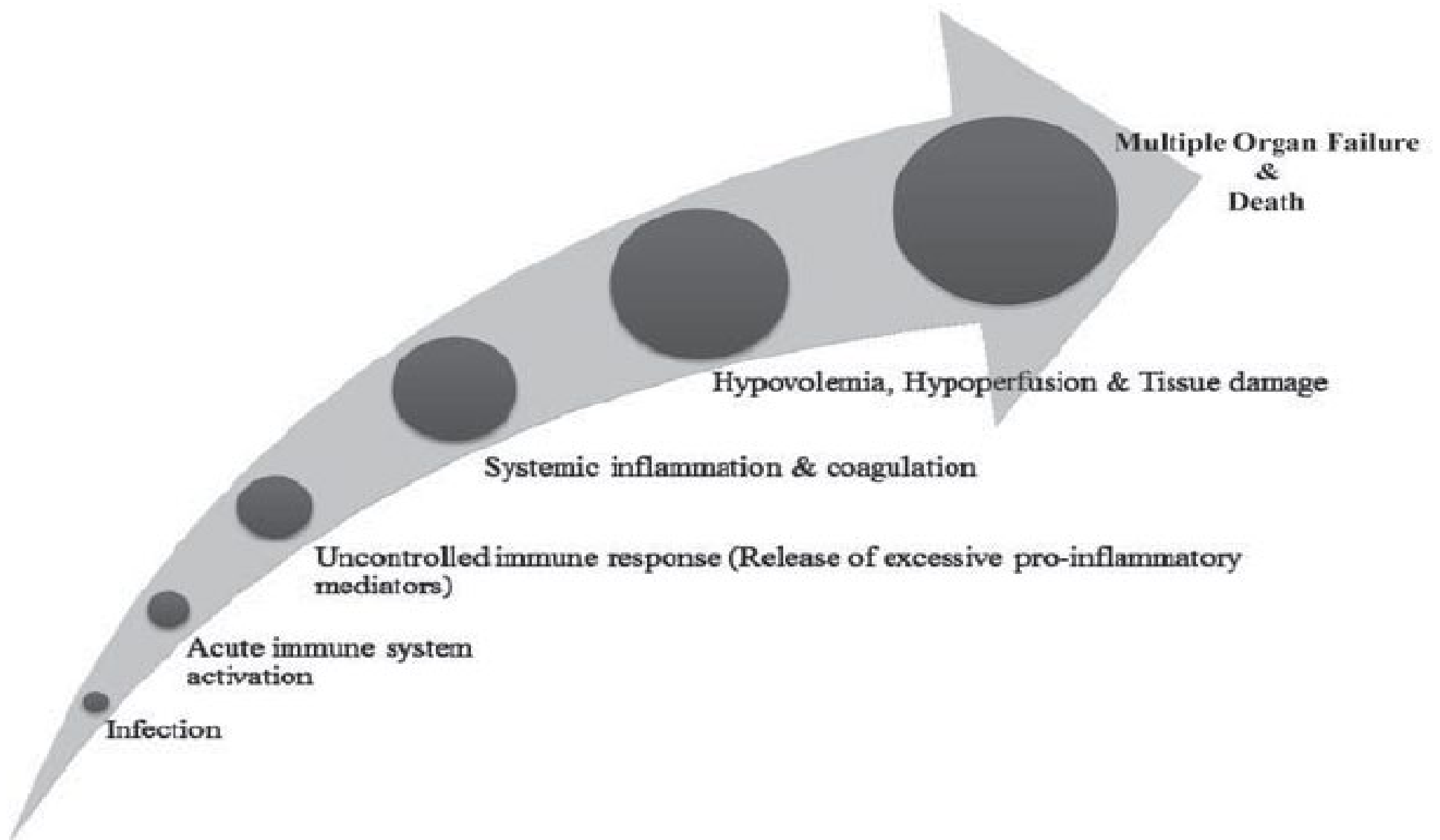
Sepsis review

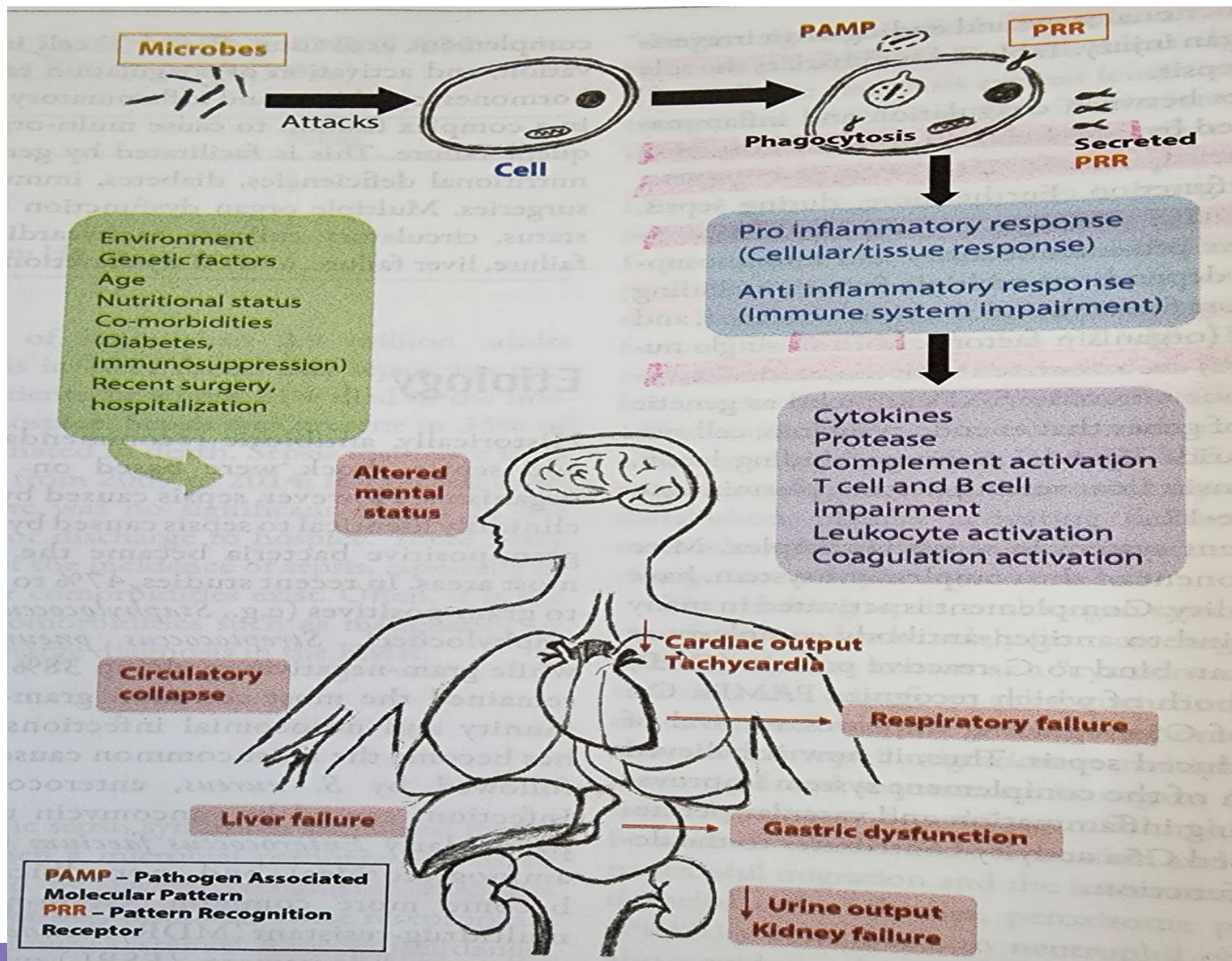
Sepsis Pathophysiology

Dr. Nimesh Naik

Sepsis Pathophysiology

- A serious and potentially life-threatening infection causing a myriad of symptoms most notably vitals instability
- Leading cause of hospitalization and hospital mortality
- Even patients who survive hospitalization for sepsis are at increased risk for negative health outcomes in the future





Sepsis Clinical Presentation

Signs and symptoms

- High heart rate
- Fever
- Confusion
- Shortness of breath
- Extreme pain or discomfort
- Clammy or sweaty skin

Sepsis Stewardship

How to prevent

- Prevent infections
- Practice good hygiene
- Know the signs and symptoms
- Act fast

Sepsis Prevalence

Dr. Kevat Patel



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Sepsis: Community Assessment

- Prevalence & Population
- Community Determinants and Needs

Sepsis: Population & Prevalence

- Sepsis is the most expensive condition treated in U.S. hospitals
- Approximately **1.7 million** adults in US develop sepsis

Sepsis: Community Determinants

- Socio-Economic Status
- Age 18-64 without Health Insurance
- Health Literacy

Sepsis: Community Determinants

- % Overall Health Fair / Poor
- Access to Care – Difficulty Getting Appointment in Past Year
- % Two or More ER Visits in Past Year

CDC Hospital Sepsis Program

Core Elements 2023

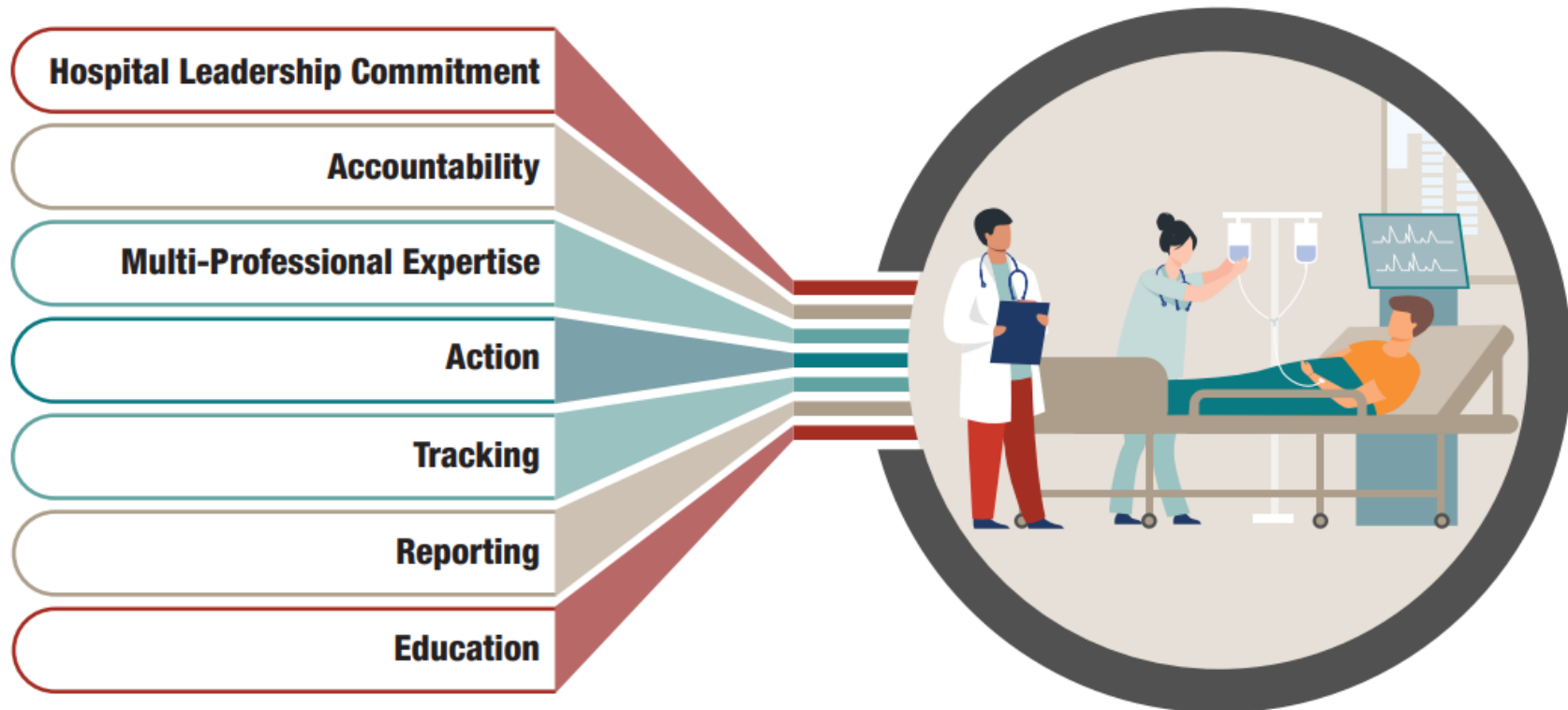


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CDC Hospital Sepsis Program

Core elements



CDC Hospital Sepsis Program

Core elements priority examples

- Identify sepsis as a hospital priority and communicate priority to hospital staff ✓
- Engage multi-professional experts ✓
- Implement a standardized process to screen for sepsis ✓
- Track sepsis outcomes metrics ✓
- Use comparative or benchmarking data ✓

CDC Hospital Sepsis Program

Getting started

- Identify team ✓
- Secure leadership support ✓
- Complete needs analysis ✓
- Establish goals ✓

Sepsis Bundle



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Review of CMS SEP-1

Severe Sepsis and Septic Shock Management Bundle

- Quality measure reported to CMS
- Establishes a treatment protocol for clinicians treating sepsis

CMS bundle components

1. Blood cultures
2. Initial Lactate
3. Broad spectrum antibiotics
4. Fluid bolus if low blood pressure within 3 hours
5. Repeat lactate within 6 hours

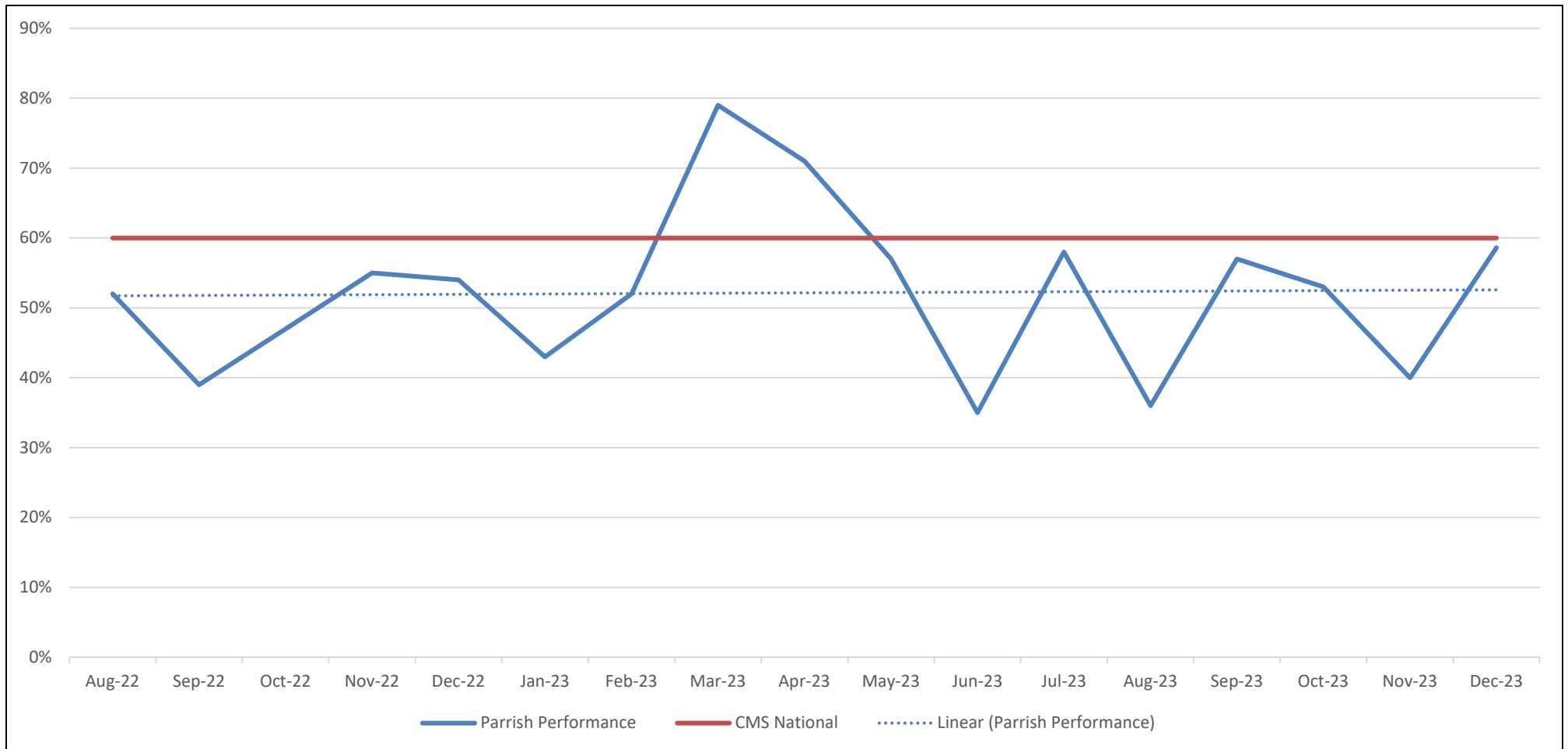
Parrish Performance



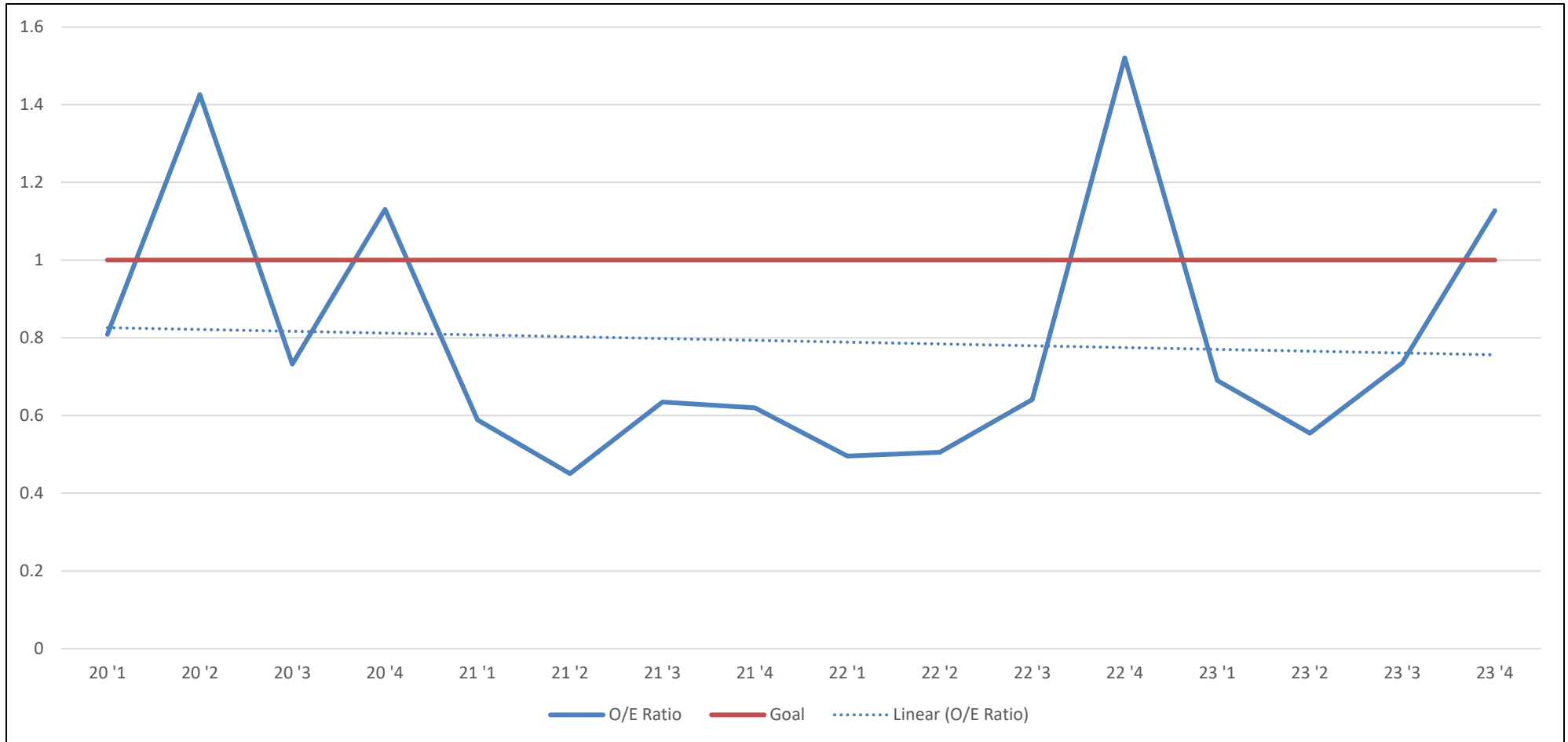
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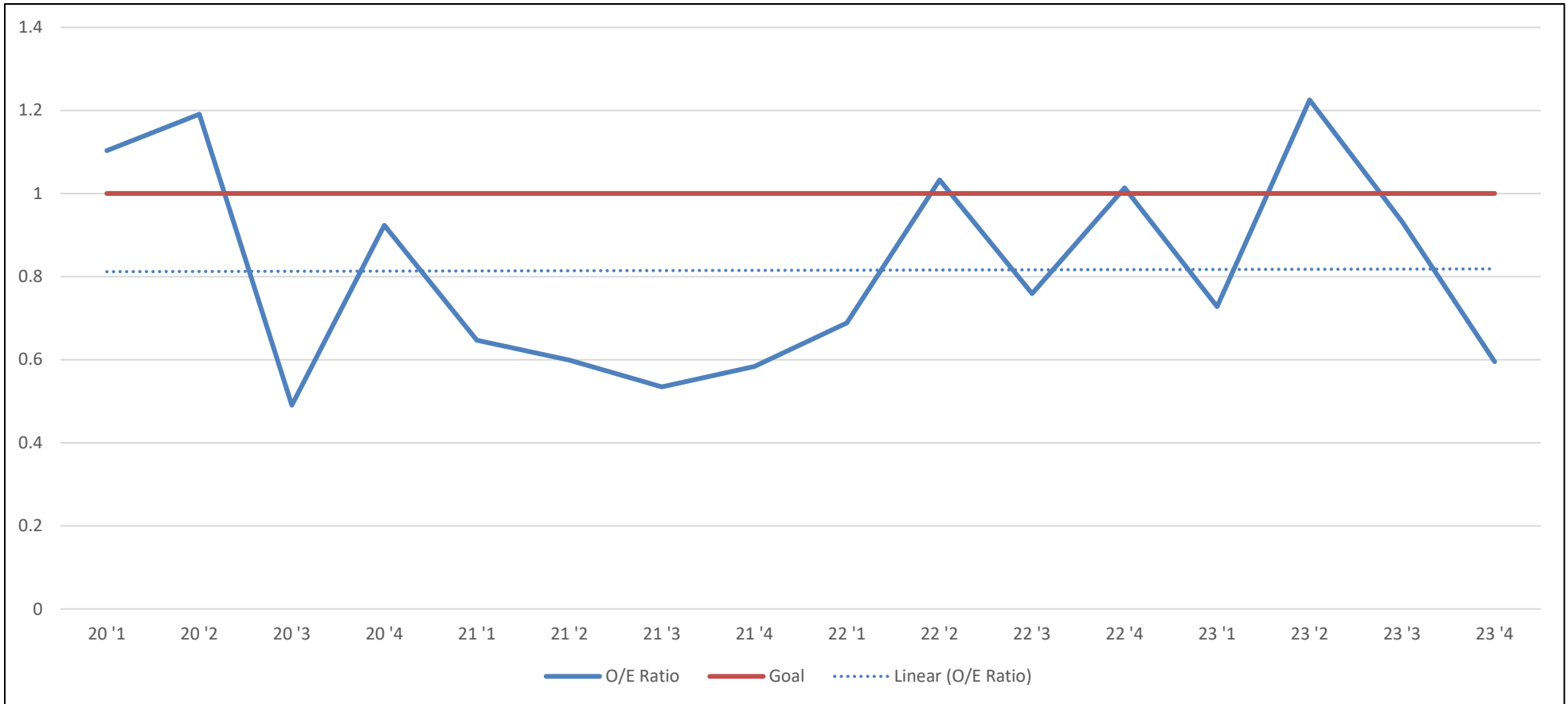
Sepsis bundle performance



Sepsis mortality



Sepsis readmissions



Performance Improvement



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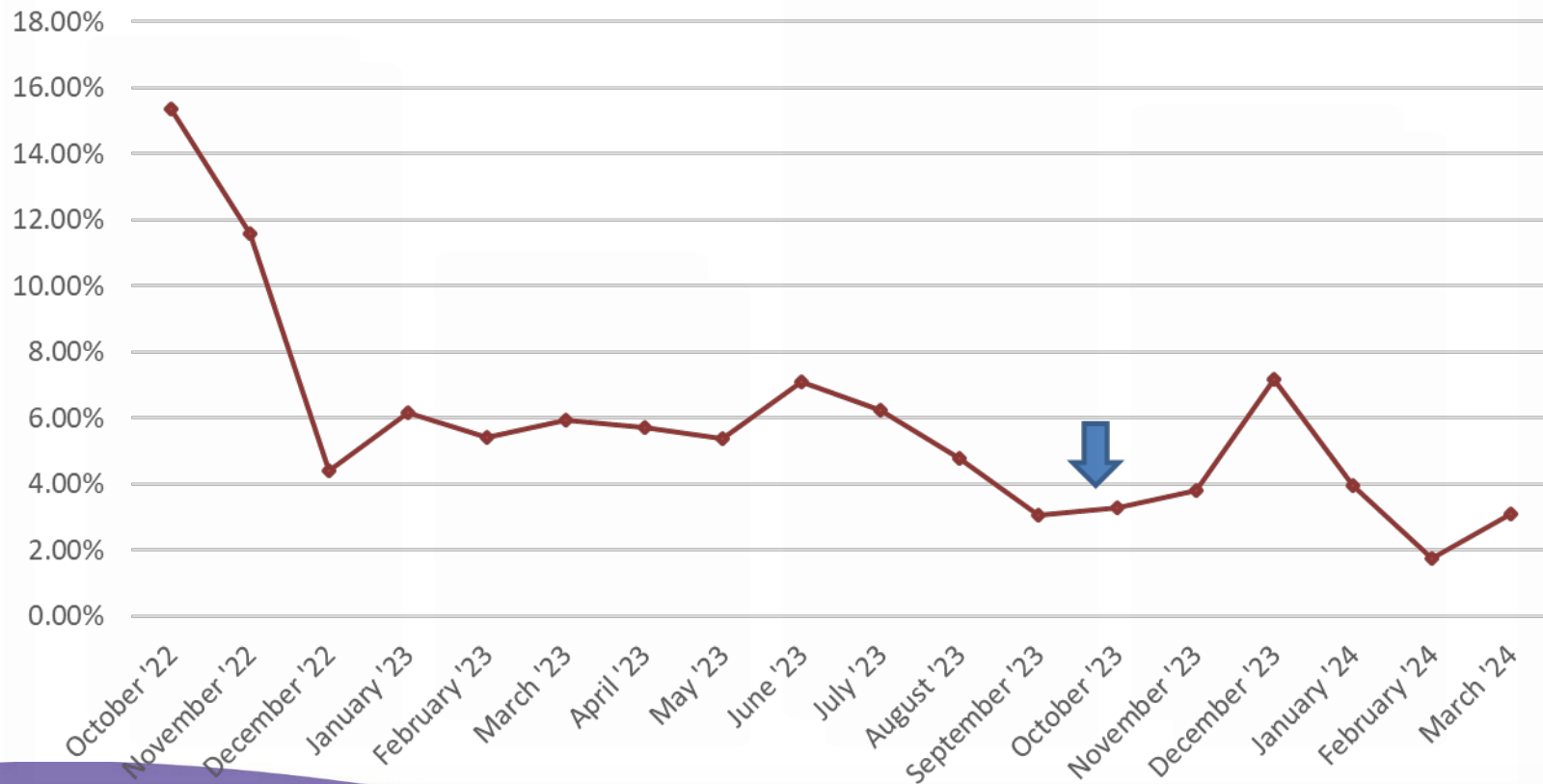
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Performance Improvement

- Blood cultures
- Initial lactate
- Timely antibiotics

Blood cultures

October 2022 – March 2023



Initial Lactate

- Process improvement project initiated
- Approach guided by CDC's Hospital Sepsis Program
- Recommendation: nurse-driven protocol

Timely antibiotics

- Frequency of assessments
- Prioritization of CMS-recommended antibiotic

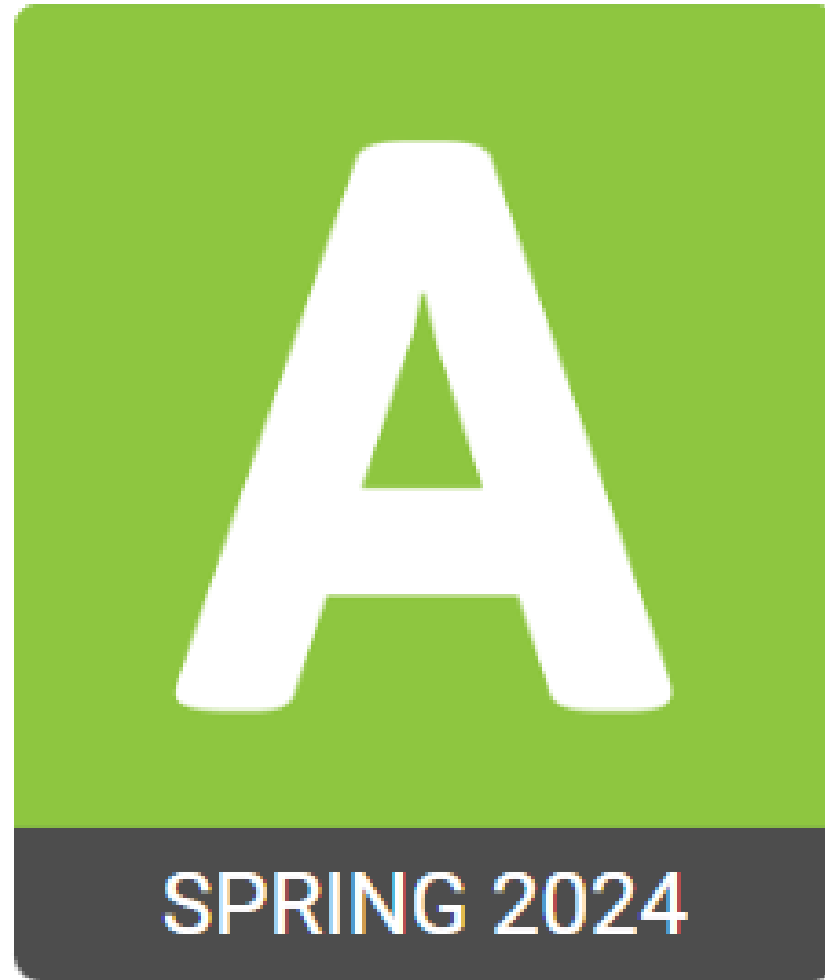
Leapfrog Safety Grade



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Parrish Medical Center



Questions?



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FINANCE COMMITTEE

Herman A. Cole, Jr. Chairperson
Stan Retz, CPA, Vice Chairperson
Robert L. Jordan, Jr., C.M., (ex-officio)
Billie Fitzgerald
Maureen Rupe
Dan Aton
Christopher Manion, M.D.
Aluino Ochoa, M.D., President/Medical Staff
George Mikitarian, President/CEO (non-voting)

**FINANCE COMMITTEE MEETING
NORTH BREVARD COUNTY HOSPITAL DISTRICT OPERATING
PARRISH MEDICAL CENTER
MONDAY, MAY 6, 2024
FIRST FLOOR CONFERENCE ROOMS 2/3/4/5
(IMMEDIATELY FOLLOWING QUALITY COMMITTEE)**

CALL TO ORDER

- I. Approval of minutes.

Motion: To recommend approval of the March 4, 2024 meeting.

- II. Financial Review – Mr. Moehring

- III. Executive Session (if necessary)

ADJOURNMENT

NOTE: IF A PERSON DECIDES TO APPEAL ANY DECISION MADE BY THE FINANCE COMMITTEE WITH RESPECT TO ANY MATTER CONSIDERED AT THIS MEETING, HE/SHE WILL NEED A RECORD OF PROCEEDINGS AND, FOR SUCH PURPOSES, MAY NEED TO ENSURE A VERBATIM RECORD OF THE PROCEEDINGS IS MADE AND THAT THE RECORD INCLUDES TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED.

PERSONS WITH A DISABILITY WHO NEED A SPECIAL ACCOMMODATION TO PARTICIPATE IN THIS PROCEEDING SHOULD CONTACT THE ADMINISTRATIVE OFFICES, AT 951 NORTH WASHINGTON AVENUE, TITUSVILLE, FLORIDA 32796, AT LEAST FORTY-EIGHT (48) HOURS PRIOR TO THE MEETING. FOR INFORMATION CALL (321) 268-6110.

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**NORTH BREVARD COUNTY HOSPITAL DISTRICT
OPERATING
PARRISH MEDICAL CENTER
FINANCE COMMITTEE**

A regular meeting of the Finance Committee of the North Brevard County Hospital District operating Parrish Medical Center was held on March 4, 2024, in Conference Room 2/3/4/5, First Floor. The following members, representing a quorum, were present:

Herman A. Cole, Jr., Chairperson
Stan Retz, Vice Chairperson
Robert Jordan, Jr., C.M.
Billie Fitzgerald
Maureen Rupe
Dan Aton
Christopher Manion, M.D.
Aluino Ochoa, M.D.
George Mikitarian (non-voting)

Member(s) Absent:
None

A copy of the attendance roster of others present during the meeting is appended to the file copy of these minutes.

CALL TO ORDER

Mr. Cole called the meeting to order at 12:35 p.m. Mr. Cole noted there was a request to add an agenda item: Resolution Authorizing Delegation and Amendments to Financing Agreements. Mr. Jordan moved to make the addition, seconded by Mr. Retz and approved (8 ayes, 0 nays, 0 abstentions).

REVIEW AND APPROVAL OF MINUTES

Discussion ensued and the following motion was made by Mr. Jordan seconded by Ms. Fitzgerald and approved (8 ayes, 0 nays, 0 abstentions).

ACTION TAKEN: MOTION THAT THE FINANCE COMMITTEE OF THE BOARD OF DIRECTORS APPROVE THE JANUARY 8, 2024, MEETING MINUTES OF THE FINANCE COMMITTEE, AS PRESENTED.

PUBLIC COMMENTS

There were no public comments.

FINANCIAL REVIEW

Mr. Liston (interim CFO) summarized the January financial statements of the North Brevard County Hospital District and the year-to-date financial performance of the Health System. Mr. Liston answered questions and received comments from the members of the committee.

RESOLUTION AUTHORIZING DELEGATION AND AMENDMENTS

Mr. Sitowitz, (Interim Controller) summarized the resolution distributed to the committee. Discussion ensued and the following motion was made by Mr. Jordan seconded by Mr. Retz and approved (8 ayes, 0 nays, 0 abstentions).

ACTION TAKEN: MOTION TO RECOMMEND TO THE BOARD OF DIRECTORS APPROVE THE RESOLUTION OF THE BOARD OF DIRECTORS OF THE NORTH BREVARD COUNTY HOSPITAL DISTRICT APPROVING AND AUTHORIZING THE EXECUTION AND DELIVERY OF AMENDMENTS TO THE EXISTING FINANCING AGREEMENTS; DELEGATING TO AUTHORIZED REPRESENTATIVES OF THE BOARD THE AUTHORITY TO EXECUTE AND DELIVER ALL OF SAID DOCUMENTS AND INSTRUMENTS, AND ANY OTHER DOCUMENTS AND INSTRUMENTS IN CONNECTION WITH SUCH AMENDMENTS, AS APPROPRIATE; AUTHORIZING OFFICERS AND AUTHORIZED REPRESENTATIVES TO DO AND PERFORM ALL OTHER ACTS AND THINGS REQUIRED TO EFFECTUATE AMENDMENTS OF FINANCING AGREEMENTS; PROVIDING AN EFFECTIVE DATE.

FLORIDA STATUTE 189.0695 / RFP

Mr. Boyles summarized the statute passed last year requiring a performance review of hospitals. The time has now come for North Brevard County Hospital District to conduct the review.

Mr. Sitowitz noted that several vendors responded to the RFP, however only one met the requirements as set forth in the statute. PYA is the company selected. PMC should receive the draft report in May, which will be presented to the Board in June.

Discussion ensued and the following motion was made by Mr. Jordan seconded by Mr. Retz and approved (8 ayes, 0 nays, 0 abstentions).

ACTION TAKEN: MOTION TO APPROVE ADMINISTRATION TO PROCEED WITH THE RFP REGARDING FLORIDA STATUTE CHAPTER 189, SECTION 0695, INDEPENDENT SPECIAL DISTRICT PERFORMANCE REVIEW.

OTHER

There was no other business to come before the committee.

FINANCE COMMITTEE

MARCH 4, 2024


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ADJOURNMENT

There being no further business to come before the committee, the Finance Committee meeting adjourned at 1:07 p.m.

Herman A. Cole, Jr.,
Chairman

MEMORANDUM

TO: Care Partners
FROM: George Mikitarian, President/CEO 
SUBJECT: **PARRISH MEDICAL CENTER CONTINUES ITS FINANCIAL TURNAROUND**
DATE: April 19, 2024 (updated April 22, 2024)

The American Hospital Association (AHA) released a report that details the extraordinary financial pressures continuing to affect hospitals and health systems as well as access to patient care. The report found that expenses across-the-board saw double digit increases in 2022 compared to pre-Pandemic levels, including expenses related to the workforce, drugs, medical supplies, and equipment, as well as other essential operational services like IT, sanitation, facilities management, and nutrition services.

These factors led to the most financially challenging year for hospitals and health systems since the beginning of the Pandemic, leaving over half of America's hospitals operating at a financial loss at the end of 2022, and with negative operating margins continuing into 2023. This puts access to vital services at risk. And, the financial struggle continues for healthcare organizations nationally to come out of the Pandemic, as much as, or more than, during the Pandemic, in part, because organizations were shored up by the government during the Pandemic with supplemental payments of one type or another.

Organizations experiencing the need to accomplish a financial turnaround post-Pandemic, include: Tampa General Hospital, Mayo Clinic, Cleveland Clinic, Baptist Health Miami, AdventHealth, Kaiser Permanente, and UF Health Jacksonville, just to name a few. And, we're all aware of the incredibly dismal financial situation being experienced by the Steward hospitals right here in Brevard County and the affect this is having on our local economy.

All of these organizations experienced substantial financial loses in one or more years since the beginning of the Pandemic. Parrish Medical Center (PMC) is no different than many of these fine healthcare organizations in the financial difficulties that we have experienced. The past four years, during and post-Pandemic, have not been financially stable for us. However, many organizations, including ours, have continued to work their way out of their particular financial difficulties over the past one to three years.

As we discussed with our Board of Directors last year, 2023 was our year of investment and recruitment. During the Pandemic, PMC lost approximately 70 providers (Physicians and Advanced Practice Registered Nurses) which obviously resulted in a great loss of revenue, all the while expenses were rapidly increasing. To recruit replacements for these providers required large investments of money understanding that the revenue to be generated would take some time to be realized. In addition, we also invested substantially in new equipment and technology to support these new providers.

PARRISH MEDICAL CENTER CONTINUES ITS FINANCIAL TURNAROUND Page 2

Collectively these new expenses, along with the other expense increases noted above, required more than \$20 million in investment in just over one year.

At this point, we are taking full advantage of this investment and leading our own way towards a positive financial position. In fact, since the first of this year, we have seen a dramatic financial turnaround and the trend continues for us to have a positive financial year. This, coupled with our continued exemplary efforts around patient safety and quality, are certainly a story worth celebrating. It is a story of Parrish Care Partners' unwavering focus on fulfilling our mission on behalf of the community we are honored to serve. That focus and commitment will be undeterred.

Soon, our 2023 audited financial statement will be released and published on our website. It will reveal a very difficult financial year for us last year. However, it should be reviewed in context of the information I've shared. All of healthcare is undergoing a post-Pandemic transformation. We are no different. Why should we be!

However, there are those whom, for their own particular selfish purposes, will cast doubt on our achievements. These doubters, with no desire to understand the plight of healthcare organizations locally, regionally and nationally, and with little to no healthcare knowledge, will distort and mischaracterize our achievements and create some self-serving negative narrative.

We will not allow them to distract us from fulfilling our Mission, Vision and Values!

On behalf of the Board of Directors, thank you very much for your continued focus and desire to achieve our goals as we strive together towards caring for the community that we are so honored to serve.

Cc: Board of Directors, Medical Staff, North Brevard Community-At-Large

Mikitarian, George

From: Mikitarian, George
Sent: Wednesday, April 24, 2024 2:36 PM
To: Mikitarian, George
Subject: Continued financial difficulties for Florida Hospitals

Jackson Health lays off hospital CEO, staff amid financial woes

Kelly Gooch - yesterday

Jackson Health System has reduced compensation programs for senior leaders; laid off fewer than 25 people, including one hospital CEO; and frozen many vacant positions, especially in support and nonclinical areas, a spokesperson for the Miami-based organization confirmed to *Becker's*.

Jackson Health System President and CEO Carlos Migoya shared these efforts in a message to staff March 4, citing financial challenges.

"We are in the middle of our most difficult financial period since we began transforming Jackson Health System in 2011," Mr. Migoya wrote. "Our patient volume, which grew quickly after the COVID-19 pandemic, has slowed considerably in a few high-revenue services. The payments we receive for patient care, especially from insurance companies, are constantly being squeezed. And the substantial raises given to most employees last year — which were absolutely the right thing to do — have significantly increased our daily cost of doing business, as has unprecedented inflation in supplies, equipment and other expenses.

"Fortunately, many of you have been part of transformational work this year to reduce waste, improve efficiency, and help our patients get superb care more quickly and safely. This kind of work is key to our long-term success.

"Unfortunately, some of these challenges have come so quickly and intensely that we need to take additional steps right now. Only a small number of people will be directly impacted, but we know that can be disruptive to the entire team. That's why I wanted to be open about the changes."

These changes include reduced compensation programs for senior leaders, such as cutting the vehicle allowance for about 30 hospital leaders, according to the *Miami Herald*. The allowance covered the cost of travel between facilities.

Jackson Health System, a nonprofit academic medical system governed by the Public Health Trust, also reorganized some clinical and support teams "in ways we believe will

maintain or improve performance," Mr. Migoya said in his message to workers, which was shared with *Becker's*. This included reassigning some into other roles and layoffs of 25 people out of the health system's 15,000 team members.

"Many of those are non-union roles, and the others are being carried out according to the terms of our collective bargaining agreements," Mr. Migoya said.

The layoffs mostly affected those in managerial roles who were not involved with direct patient care, Michelle Kligman, senior vice president of human resources and chief experience officer, told the *Herald*. She also said at least seven affected workers were reassigned to other roles at the health system. Those affected by the layoffs included directors, managers, analysts, coordinators and Jackson South Medical Center CEO Ben Rodriguez, the newspaper reported. Senior Vice President and Jackson West Medical Center CEO Edward Borrego will now also be responsible for Jackson South Medical Center.

Jackson Health System also froze more than a dozen vacant positions not related to direct patient care, according to the *Herald*.

Additionally, a health system spokesperson told *Becker's* the organization is working to reduce all areas of premium pay back to pre-pandemic levels and has made progress with this effort.

"This is not a crisis," Mr. Migoya said. "Our hospitals and outpatient facilities remain busy with patients who trust our caregivers. These financial pressures are common in our industry today, especially among academic centers like ours."

Mr. Migoya told the *Herald* all the changes represent a \$40 million adjustment for the \$3 billion-a-year organization, and he expects Jackson Health System to be back on budget by the end of 2024.

Read the full *Herald* report [here](#).



Healing Families – Healing Communities®

parrishmed.com

Finance Committee

FYTD March 31, 2024 – Performance Dashboard

Indicator	FYTD 2024 Actual	FYTD 2024 Budget	FYTD 2023 Actual
ED Visits	15,326	15,346	15,120
IP Admissions	2,158	2,465	2,229
Surgical Cases	2,369	3,108	2,798
LOS	5.5	4.3	4.8
OP Volumes	41,826	44,739	42,310
Hospital Margin %	5.12%	8.10%	1.06%
Investment Income \$	\$4.3 Million	\$4.3 Million	\$6.8 Million

EXECUTIVE COMMITTEE

Stan Retz, CPA, Chairman

Robert L. Jordan, Jr., C.M.

Herman A. Cole, Jr.

Elizabeth Galfo, M.D.

Maureen Rupe

George Mikitarian, President/CEO (non-voting)

**DRAFT AGENDA
EXECUTIVE COMMITTEE
NORTH BREVARD COUNTY HOSPITAL DISTRICT
OPERATING
PARRISH MEDICAL CENTER
MONDAY, MAY 6, 2024
FIRST FLOOR, CONFERENCE ROOM 2/3/4/5
IMMEDIATELY FOLLOWING FINANCE COMMITTEE**

CALL TO ORDER

- I. Approval of Minutes

Motion to approve the minutes of the March 4, 2024 meeting.

- II. Reading of the Huddle

- III. Report from Titusville City Council Liaison – Scott Larese

- IV. Attorney Report – Mr. Boyles

- V. Other

- VI. Executive Session (if needed)

ADJOURNMENT

NOTE: IF A PERSON DECIDES TO APPEAL ANY DECISION MADE BY THE BOARD WITH RESPECT TO ANY MATTER CONSIDERED AT THIS MEETING, HE/SHE WILL NEED A RECORD OF PROCEEDINGS AND, FOR SUCH PURPOSES, MAY NEED TO ENSURE A VERBATIM RECORD OF THE PROCEEDINGS IS MADE AND THAT THE RECORD INCLUDES TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED.

PERSONS WITH A DISABILITY WHO NEED A SPECIAL ACCOMMODATION TO PARTICIPATE IN THIS PROCEEDING SHOULD CONTACT THE ADMINISTRATIVE OFFICES, AT 951 NORTH WASHINGTON AVENUE, TITUSVILLE, FLORIDA 32796, AT LEAST FORTY-EIGHT (48) HOURS PRIOR TO THE MEETING. FOR INFORMATION CALL (321) 268-6110.

THIS NOTICE WILL FURTHER SERVE TO INFORM THE PUBLIC THAT MEMBERS OF THE BOARD OF DIRECTORS OF NORTH BREVARD MEDICAL SUPPORT, INC. MAY BE IN ATTENDANCE AND MAY PARTICIPATE IN DISCUSSIONS OF MATTERS BEFORE THE NORTH BREVARD COUNTY HOSPITAL DISTRICT BOARD OF DIRECTORS EXECUTIVE COMMITTEE. TO THE EXTENT OF SUCH DISCUSSIONS, A JOINT PUBLIC MEETING OF THE NORTH BREVARD COUNTY HOSPITAL DISTRICT BOARD OF DIRECTORS EXECUTIVE COMMITTEE AND NORTH BREVARD MEDICAL SUPPORT, INC. SHALL BE CONDUCTED.

**NORTH BREVARD COUNTY HOSPITAL DISTRICT
OPERATING
PARRISH MEDICAL CENTER
EXECUTIVE COMMITTEE**

A regular meeting of the Executive Committee of the North Brevard County Hospital District operating Parrish Medical Center was held on March 4, 2024, in Conference Room 2/3/4/5, First Floor. The following members were present:

Stan Retz, CPA, Chairman
Robert L. Jordan, Jr., C.M., Vice Chairman
Herman A. Cole, Jr.
Maureen Rupe
Elizabeth Galfo, M.D.
George Mikitarian (non-voting)

Members Absent:
None

A copy of the attendance roster of others present during the meeting is appended to the file copy of these minutes.

CALL TO ORDER

Mr. Retz called the meeting to order at 1:08 p.m.

REVIEW AND APPROVAL OF MINUTES

Discussion ensued and the following motion was made by Mr. Cole, seconded by Dr. Galfo, and approved (5 ayes, 0 nays, 0 abstentions).

ACTION TAKEN: MOTION TO APPROVE THE JANUARY 8, 2024, MEETING MINUTES OF THE EXECUTIVE COMMITTEE OF THE BOARD, AS PRESENTED.

READING OF THE HUDDLE

Dr. Galfo presented the Weekly Huddle.

MAYO CLINIC / CLEVELAND CLINIC

Mr. McAlpine shared the recent change in focus of Mayo Clinic. Due to this change in focus, a decision was made to align with Cleveland Clinic to focus on the development of specified PMC service lines.

Ms. Sellers shared that PMC is assembling a comprehensive communication plan in collaboration with Cleveland Clinic Connect. Communications will go out regarding ending the relationship with Mayo Clinic and a separate communication announcing the collaboration with Cleveland Clinic Connect.

Mr. Mikitarian noted that the medical staff will not be separated from any relationships they have with Mayo Clinic.

ATTORNEY REPORT

Mr. Boyles noted that Gray Robinson has continued to monitor activity in Tallahassee, anticipating that this afternoon, House Bill 739 will die. Mr. Boyles cautioned the committee that until Friday when the legislature finally adjourns, nothing is certain.

Ms. Ramos stated she will provide an update next month on the Conversion bill and the Sovereign Immunity bill.

OTHER

There was no other business to come before the committee.

ADJOURNMENT

There being no further business to discuss, the committee adjourned at 1:39 p.m.

Stan Retz, CPA
Chairman

EDUCATION COMMITTEE

Billie Fitzgerald, Chairperson
Maureen Rupe, Vice Chairperson
Robert L. Jordan, Jr., C.M. (ex-officio)
Elizabeth Galfo, M.D., Chairperson
Billy Specht
Herman A. Cole, Jr.
Dan Aton
Stan Retz, CPA
Ashok Shah, M.D.
Aluino Ochoa, M.D.
George Mikitarian, President/CEO (Non-voting)

**NORTH BREVARD COUNTY HOSPITAL DISTRICT
OPERATING
PARRISH MEDICAL CENTER
EDUCATIONAL, GOVERNMENTAL AND COMMUNITY RELATIONS COMMITTEE
MONDAY, MAY 6, 2024
IMMEDIATELY FOLLOWING EXECUTIVE SESSION
FIRST FLOOR CONFERENCE ROOM 2/3/4/5**

CALL TO ORDER

I. Review and Approval of Minutes

Motion to approve the minutes of the March 4, 2023 meeting.

II. New Healthcare / Special District Laws – Ms. Ramos

IV. Executive Session (if necessary)

ADJOURNMENT

NOTE: IF A PERSON DECIDES TO APPEAL ANY DECISION MADE BY THE EDUCATION COMMITTEE WITH RESPECT TO ANY MATTER CONSIDERED AT THIS MEETING, HE/SHE WILL NEED A RECORD OF PROCEEDINGS AND, FOR SUCH PURPOSES, MAY NEED TO ENSURE A VERBATIM RECORD OF THE PROCEEDINGS IS MADE AND THAT THE RECORD INCLUDES TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED.

PERSONS WITH A DISABILITY WHO NEED A SPECIAL ACCOMMODATION TO PARTICIPATE IN THIS PROCEEDING SHOULD CONTACT THE ADMINISTRATIVE OFFICES AT 951 NORTH WASHINGTON AVENUE, TITUSVILLE, FLORIDA 32796, AT LEAST FORTY-EIGHT (48) HOURS PRIOR TO THE MEETING. FOR INFORMATION CALL (321) 268-6110.

THIS NOTICE WILL FURTHER SERVE TO INFORM THE PUBLIC THAT MEMBERS OF THE BOARD OF DIRECTORS OF NORTH BREVARD MEDICAL SUPPORT, INC. MAY BE IN ATTENDANCE AND MAY PARTICIPATE IN DISCUSSIONS OF MATTERS BEFORE THE NORTH BREVARD COUNTY HOSPITAL DISTRICT BOARD OF DIRECTORS EDUCATIONAL, GOVERNMENTAL AND COMMUNITY RELATIONS COMMITTEE. TO THE EXTENT OF SUCH DISCUSSION, A JOINT PUBLIC MEETING OF THE NORTH BREVARD COUNTY HOSPITAL DISTRICT, BOARD OF DIRECTORS EDUCATIONAL, GOVERNMENTAL AND COMMUNITY RELATIONS COMMITTEE AND NORTH BREVARD MEDICAL SUPPORT, INC. SHALL BE CONDUCTED.

**NORTH BREVARD COUNTY HOSPITAL DISTRICT
OPERATING
PARRISH MEDICAL CENTER
EDUCATIONAL, GOVERNMENTAL AND COMMUNITY RELATIONS
COMMITTEE**

A regular meeting of the Educational, Governmental and Community Relations Committee of the North Brevard County Hospital District operating Parrish Medical Center was held on March 4, 2024, at 2:08 p.m. in Conference Room 2/3/4/5, First Floor. The following members were present:

Billie Fitzgerald, Chairperson
Maureen Rupe, Vice Chairperson
Robert L. Jordan, Jr., C.M.
Dan Aton
Ashok, Shah, M.D.
Stan Retz, CPA
Billy Specht
Herman A. Cole, Jr.
Aluino Ochoa, M.D.
Elizabeth Galfo, M.D.
George Mikitarian (non-voting)

Member(s) Absent:
None

CALL TO ORDER

Ms. Fitzgerald called the meeting to order at 2:08 p.m.

REVIEW AND APPROVAL OF MINUTES

The following motion was made by Dr. Galfo seconded by Mr. Specht, and approved (10 ayes, 0 nays, 0 abstentions).

ACTION TAKEN: MOTION TO APPROVE THE MINUTES OF THE JANUARY 8, 2024, EDUCATION COMMITTEE MEETING, AS PRESENTED.

IT SECURITY UPDATE

Mr. Kryszan presented on the importance of cyber security and the protections in place at Parrish Medical Center. He indicated that health systems continue to be targets for these attacks.

OTHER

No other items were presented for consideration by the committee.

ADJOURNMENT

There being no further business to come before the committee, the Educational, Governmental and Community Relations Committee meeting adjourned at 2:47 p.m.

Billie Fitzgerald
Chairperson

DRAFT AGENDA
BOARD OF DIRECTORS MEETING - REGULAR MEETING
NORTH BREVARD COUNTY HOSPITAL DISTRICT
OPERATING
PARRISH MEDICAL CENTER
MAY 6, 2024
NO EARLIER THAN 2:00 P.M.,
FOLLOWING THE LAST COMMITTEE MEETING
FIRST FLOOR, CONFERENCE ROOM 2/3/4/5

CALL TO ORDER

- I. Pledge of Allegiance
- II. PMC's Vision – *Healing Families – Healing Communities*
- III. Approval of Agenda
- IV. Recognitions(s)
 - A. New Providers (memo included)
- V. Review and Approval of Minutes (March 4, 2024 Regular Meeting)
- VI. Open Forum for PMC Physicians
- VII. Public Input and Comments***₁
- VIII. Unfinished Business***
- IX. New Business***
- X. Medical Staff Report Recommendations/Announcements
 - A. Motion to approve the proposed edits to the delineated privileges for Allied Health – Surgery which will categorize Surgery into three distinct sets of privileges:
 - Allied Health – Surgery (Including Pre & Post Op privileges) specific to APRN, DNP and PA.
 - Allied Health – Surgery (Including APRN, DNP, PA and CSFA, Certified Surgical First Assist).
 - Allied Health – Surgery (ROBOTICS including (Including APRN, DNP, PA and CSFA, Certified Surgical First Assist).
- XI. Public Comments (as needed for revised Consent Agenda)

BOARD OF DIRECTORS MEETING

MAY 6, 2024

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XII. Consent Agenda***

A. Audit

1. **Motion to recommend the Board of Directors accept the Fiscal Year 2023 audit results and reports:**

- **Audited Financial Statements and Supplementary Information**
 - **Report on Internal Control and Compliance**
 - **Communications with the Board of Directors and Audit Committee**
 - **Management Letter**
-

***1 Pursuant to PMC Policy 9500-154:

- non-agenda items – 3 minutes per citizen
- agenda items for board action -- 3 minutes per citizen, permitted prior to board discussion for regular agenda action items and prior to board action on consent agenda
- 10 minute total per citizen
- must be related to the responsibility and authority of the board or directly to an agenda item [see items marked ***]

XIII. Committee Reports

A. Quality Committee

B. Budget and Finance Committee

C. Executive Committee

D. Educational, Governmental and Community Relations Committee

E. Planning, Physical Facilities & Properties Committee

XIV. Process and Quality Report – Mr. Mikitarian

A. Other Related Management Issues/Information

B. Hospital Attorney - Mr. Boyles

XVI. Other

XVII. Closing Remarks – Chairman

XVIII. Executive Session (if necessary)

ADJOURNMENT

NOTE: IF A PERSON DECIDES TO APPEAL ANY DECISION MADE BY THE BOARD WITH RESPECT TO ANY MATTER CONSIDERED AT THIS MEETING, HE/SHE WILL NEED A RECORD OF PROCEEDINGS AND, FOR SUCH PURPOSES, MAY NEED TO ENSURE A VERBATIM RECORD OF THE PROCEEDINGS IS MADE AND THAT THE RECORD INCLUDES TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED.

PERSONS WITH A DISABILITY WHO NEED A SPECIAL ACCOMMODATION TO PARTICIPATE IN THIS PROCEEDING SHOULD

BOARD OF DIRECTORS MEETING

MAY 6, 2024

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CONTACT THE ADMINISTRATIVE OFFICES AT 951 NORTH WASHINGTON AVENUE, TITUSVILLE, FLORIDA 32796, AT LEAST FORTY-EIGHT (48) HOURS PRIOR TO THE MEETING. FOR INFORMATION CALL (321) 268-6110.

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ANY MEMBER OF THE PUBLIC THAT WILLFULLY INTERRUPTS OR DISTURBS A MEETING OF THE BOARD OF DIRECTORS IS SUBJECT TO REMOVAL FROM THE MEETING BY AN OFFICER AND SUCH OTHER ACTIONS AS MAY BE DEEMED APPROPRIATE AS PROVIDED IN SECTION 871.01 OF THE FLORIDA STATUTES.



Healing Families – Healing Communities®

parrishhealthcare.com

Welcome New Providers

Mayra Abelleira, MD – Psychiatry

Medical School: University of Puerto Rico, School of Medicine, San Juan, PR

Residency: University of Puerto Rico, Psychiatry



DRAFT
NORTH BREVARD COUNTY HOSPITAL DISTRICT
OPERATING
PARRISH MEDICAL CENTER
BOARD OF DIRECTORS – REGULAR MEETING

A regular meeting of the Board of Directors of the North Brevard County Hospital District operating Parrish Medical Center (the District) was held at 2:48 p.m. on March 4, 2024 in Conference Room 2/3/4/5, First Floor. The following members were present:

Robert L. Jordan, Jr., C.M., Chairperson
Stan Retz, Vice Chairperson
Herman A. Cole, Jr.
Elizabeth Galfo, M.D.
Ashok Shah, M.D.
Billie Fitzgerald
Billy Specht
Maureen Rupe
Dan Aton

Member(s) Absent:
None

A copy of the attendance roster of others present during the meeting is appended to the file copy of these minutes.

CALL TO ORDER

Mr. Jordan called the meeting to order at 2:48 p.m. and determined a quorum was present per Article 1.1.4 of the District Bylaws.

PLEDGE OF ALLEGIANCE

Mr. Jordan led the Board of Directors, staff and public in reciting the Pledge of Allegiance.

PMC'S VISION – *Healing Families – Healing Communities*®

Mr. Jordan led the Board of Directors, staff and public in reciting PMC's Vision – *Healing Families – Healing Communities*®.

APPROVAL OF MEETING AGENDA

Mr. Jordan requested approval of the meeting agenda in the packet as revised. Discussion ensued and the following motion was made by Mr. Cole, seconded by Dr. Shah, and approved (9 ayes, 0 nays, 0 abstentions).

ACTION TAKEN: MOVED TO APPROVE THE REVISED MEETING AGENDA OF THE BOARD OF DIRECTORS OF THE DISTRICT AS PRESENTED.

RECOGNITIONS

There were no recognitions.

REVIEW AND APPROVAL OF MINUTES

Discussion ensued and the following motion was made by Mr. Cole, seconded by Dr. Galfo, and approved (9 ayes, 0 nays, 0 abstentions).

ACTION TAKEN: MOTION TO APPROVE THE MINUTES OF THE JANUARY 8, 2024, REGULAR MEETING OF THE BOARD OF DIRECTORS OF THE NORTH BREVARD COUNTY HOSPITAL DISTRICT DBA PARRISH MEDICAL CENTER, AS PRESENTED.

OPEN FORUM FOR PMC PHYSICIANS

There were no physician comments.

PUBLIC COMMENTS

There were no public comments.

UNFINISHED BUSINESS

There was no unfinished business.

NEW BUSINESS

North Brevard Medical Support Liaison Report

Mr. Retz presented the North Brevard Medical Support Liaison report from its February 9, 2024, meeting.

MEDICAL STAFF REPORT RECOMMENDATIONS/ANNOUNCEMENTS

Discussion ensued and the following motion was made by Dr. Galfo, seconded by Dr. Shah, and approved (9 ayes, 0 nays, 0 abstentions).

ACTION TAKEN: MOTION TO SEND A FAVORABLE RECOMMENDATION TO THE BOARD OF DIRECTORS TO APPROVE THE DELINEATED PRIVILEGES FOR ALLIED HEALTH PROFESSIONAL – PSYCHIATRY, AS WRITTEN AND DISTRIBUTED. DELINEATION OF PRIVILEGES IS ATTACHED.

Discussion ensued and the following motion was made by Dr. Galfo, seconded by Dr. Shah, and approved (9 ayes, 0 nays, 0 abstentions).

ACTION TAKEN: MOTION TO SEND A FAVORABLE RECOMMENDATION TO THE BOARD OF DIRECTORS TO APPROVE THE DELINEATED PRIVILEGES FOR CLEVELAND CLINIC – TELESTROKE, AS OUTLINED IN THE CLEVELAND CLINIC TELE STROKE SERVICE AGREEMENT.

Discussion ensued and the following motion was made by Dr. Galfo, seconded by Dr. Shah, and approved (9 ayes, 0 nays, 0 abstentions).

ACTION TAKEN: MOTION TO SEND A FAVORABLE RECOMMENDATION TO THE BOARD OF DIRECTORS TO APPROVE THE DELINEATED PRIVILEGES FOR ALLIED HEALTH CRITICAL CARE, AS WRITTEN:

The physician will be consulted for the following conditions:

- Any request for ICU admission
- Acute respiratory distress syndrome (ARDS)
- Conditions requiring transfer to tertiary care center
- Insertion and/or removal of advanced airways including endotracheal and tracheostomy tubes
- Hemodynamic instability
- Multi organ system failure
- Acute neurologic events
- Trauma

CONSENT AGENDA

Discussion ensued regarding the consent agenda, and the following motion was made by Dr. Galfo, seconded by Mr. Retz, and approved (9 ayes, 0 nays, 0 abstentions).

ACTION TAKEN: MOTION TO APPROVE THE FOLLOWING REVISED CONSENT AGENDA ITEMS:

Consent Agenda

A. Finance

1. **Motion to recommend to the Board of Directors to approve the Resolution of the Board of Directors of the North Brevard County Hospital District approving and authorizing the execution and delivery of amendments to existing financing agreements; delegating to authorized representatives of the Board the authority to execute and deliver all of said documents and instruments, and any other documents and instruments in connection with such amendments, if appropriate; authorizing officers and authorized representatives to do and perform all other acts and things required to effectuate amendments of financing agreements; providing an effective date.**

2. **Motion to approve Administration to proceed with issuing the RFP regarding Florida Statute Chapter 189, Section 0695, Independent Special District Performance Review.**

COMMITTEE REPORTS

Quality Committee

Dr. Galfo reported all items were covered during the Quality Committee meeting.

Finance Committee

Mr. Retz reported all items were covered during the Finance Committee meeting.

Executive Committee

Mr. Retz reported all items were covered during the Executive Committee meeting.

Educational, Governmental and Community Relations Committee

Ms. Fitzgerald reported that all items were covered during the Educational, Governmental and Community Relations Committee meeting.

Planning, Physical Facilities and Properties Committee

Mr. Jordan reported the Planning, Physical Facilities and Properties Committee did not meet.

PROCESS AND QUALITY REPORT

Mr. Mikitarian summarized the protective order previously distributed to the Board. The order was issued by someone in his own legal dispute with Craig Deligdish. We sent this to you to give you an example of the kinds of means that this person uses to try, in my opinion, to obtain money from people and organizations. Many of the tactics he has used over the years at Health First, local vendors, national vendors, as well as with this individual and this individual's company and partners. That he admitted this, you can see, is pretty clear, and he seems pretty proud, to state that he thinks his tactics work. His harassment of people, his name calling by email and social media, the pressure he tries to put on others to embarrass them, is well spelled out in this and I thought you might be interested in reading it.

It is rather prophetic that Deligdish continues to go about using these same tactics. I think our approach has been the right one. As you know the court system moves very slowly, but he has not won one penny from this organization. He continues to appeal, loses appeals. He's filed complaints and police reports. It's a whole host of fabricated lies and accusations. This individual that filed the protective order stated he alone was the creator of deligdishwatch.com.

The sad part amongst many sad parts is that a local law firm, WhiteBird, is representing Deligdish and is, in my opinion, not holding him accountable or responsible for the lies and half-truths that he has been telling through his outlandish and harassing writings. As you know, the WhiteBird law firm recently opened an office here in Titusville and have offices in Melbourne. Mr. Adam Bird is Deligdish's attorney. I believe that it's so unfortunate that as the WhiteBird law firm tries to establish itself in our community, that they have aligned themselves with such a client.

Dr. Galfo asked if White Bird has been involved in the most recent or involved throughout?

Mr. Mikitarian stated White Bird has been involved from the beginning regarding the lease lawsuit when the District successfully evicted Omni from the previously named Parrish Cancer Center. As the District sought and successfully recovered over \$900,000 of back rent.

This law firm is also representing them in Deligdish's defamation lawsuit against Parrish. This lawsuit is not going well for Deligdish and every now and then there will be another round of emails being sent out, usually on a Friday, at the end of a week where the results were contrary to Deligdish's interests and then it appears he lashes out making additional, outlandish accusations. The list of his threats are pages and pages long.

Ms. Rupe inquired about defamation.

Mr. Mikitarian stated he (Deligdish) has a defamation lawsuit against PMC and against individuals as well.

Hospital Attorney

Legal counsel had no report.

OTHER

Mr. Specht shared that Dr. Musto recently presented at The Great Outdoors and what a huge success it was.

Mr. Morak shared the information for the upcoming Fran Garrett Gold Classic on April 5th and for the Kentucky Derby Soiree event on May 5th.

Ms. Ramos shared that all Form 1 submissions must be submitted electronically starting this year.

CLOSING REMARKS

There were no closing remarks.

BOARD OF DIRECTORS

MARCH 4, 2024

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ADJOURNMENT

There being no further business to discuss, the Parrish Medical Center Board of Directors meeting adjourned at 3:25 p.m.

Robert L. Jordan, Jr., C.M.
Chairman

**NORTH BREVARD COUNTY HOSPITAL DISTRICT
OPERATING PARRISH MEDICAL CENTER
MEDICAL EXECUTIVE COMMITTEE MEETING – REGULAR SESSION MINUTES**

April 16, 2024 @ 5:30pm

Present: K. Patel, MD, G. Cuculino, MD, A. Ochoa, MD, G. Mikitarian, M. Navas, MD, B. Mathews, MD, H. Cole, C. Jacobs, MD, C. Fernandez, MD, C. Manion, MD, L. Stuart, MD

Absent: R. Patel, MD, J. Zambos, MD, C. McAlpine

A meeting of the Medical Executive Committee of the North Brevard County Hospital District operating Parrish Medical Center was called to order on April 16, 2024 at 5:30pm in the Conference Center. A quorum was determined to be present.

CALL TO ORDER.

Dr. Ochoa called the meeting to order at 5:34pm.

I. REVIEW AND APPROVAL OF MINUTES

Motion to approve the Regular Session minutes of March 19, 2024 as written and distributed *was made by Dr. Manion, seconded by Dr. Cuculino and unanimously approved.*

2. Old Business: None

3. New Business:

Policies for Review/Approval:

1. Criteria for Credentials for Cryosurgery of the Kidney."

Format was made current, workflow and initiator updated.

Policy reviewed by M. Licht, MD without edits.

2. "Criteria for Invasive Cardiologists Performing Peripheral Diagnostic/Interventional Angiography."

Format was made current, workflow and initiator updated.

Policy was reviewed by B. Mathews, MD without edits.

3. "Dietitian Ordering Privileges."

As per the recommendation from the EMC Policy Review Committee on 03.19.24, added definition for Licensed Practitioner. Replaced Physician with Licensed Practitioner. Removed reference to Policy 7037749.

4. "Multi-Dose Vials and Single-Use Containers."

No edits.

MOTION TO APPROVE THE POLICIES AS OUTLINED WAS MADE BY DR. CUCULINO SECONDED BY DR. K. PATEL AND UNANIMOUSLY APPROVED.

5. "Emergency/Unscheduled OB Sonograms."

Policy was brought to the current format, initiator and workflow updated.

Reviewed by M. Navas, MD without edits.

MOTION TO TABLE THE POLICY "EMERGENCY/UNSCHEDULED OB SONOGRAMS" WAS MADE BY DR. CUCULINO SECONDED BY DR. MANION AND UNANIMOUSLY APPROVED.

Delineated Privileges: At a meeting of the CMEC, April 8, 2024 the CMEC voted unanimously to send a favorable recommendation to the MEC that the Delineated Privileges for Allied Health – Surgery be broken into three distinct sets of privileges as outlined below.

Allied Health – Surgery (Including Pre & Post Op privileges) specific to APRN, DNP and PA.

Allied Health – Surgery (Including APRN, DNP, PA and CSFA, Certified Surgical First Assist).

Allied Health – Surgery (ROBOTICS including (Including APRN, DNP, PA and CSFA, Certified Surgical First Assist).

MOTION TO APPROVE THE PROPOSED EDITS OF DELINEATED PRIVILEGES ALLIED HEALTH – SURGERY AS WRITTEN AND DISTRIBUTED WAS MADE BY DR. CUCULINO, SECONDED BY DR. MATHEWS AND UNANIMOUSLY APPROVED.

CONSENT AGENDA - STANDING ORDERS

- ED GI Cocktail (E3336) - Triennial Review, rollover.
- Cystoscopy/Bladder Bx- Post Op (E3587ab) -Retiring.
- Total Hip Preop (E285) - Retiring.
- ED Chest Pain/HF/Palp/SOB/Synco (E3341ab) - Retiring.
- ED Upper Abdominal Pain Protoc (E3345) - Retiring.
- ED Vag Pack (E3343) - Retiring.

- ED Pneumonia Adult (E3484ab) - Retiring.
- Neurosurgery Orders Preop (E3476ab) - Multiple revisions. Review as if new.
- Total Hip Replacement - Postoperative - Adult (E3281ad) - Multiple revisions. Review as if new.
- Orthopedic Preop Orders (E18abc) - Multiple revisions. Review as if new.
- Total Knee Replacement - Postoperative - Adult (E3283ad) - Multiple revisions. Review as if new.
- PCA Morphine Infusion (E775ab) - Revised Morphine Protocols and condensed order set into two pages. Adjusted PCA/Epidural Monitoring to Q2H.
- Infant Born to HIV Positive Mother (E3652ab) - Removed the order for feeding method, per updated CDC recommendations.
- Neonatal Sepsis Algorithm (E3387) - Removed "Suspected Neonatal Meningitis" section, updated Ampicillin order, and added Gentamicin order.
- Newborn Sepsis (E3379) - Added Ampicillin Neonatal 100 mg/kg IV q8h (300 mg/kg/day) and Gentamicin Neonatal 5 mg/kg IV ONE TIME ORDER. The other dosing options have been removed.
- Urology Procedure - Preop (E3571) - Added the option to choose 3 grams of IV Ancef when the patient's weight exceeds 120 kg.
- Hypoglycemia Protocol Adult (E05a) - Updated the wording in the last sentence to " If patient is not consuming meals and is currently not receiving dextrose containing iv infusion, then give D5 ½ NS IV fluids at 30 ml/hr X 6 hours."
- ICU Insulin Drip - Non DKA (E656ab) - Multiple revisions. Review as if new.
- ICU Insulin Drip - DKA (E667abc) - *Page 1 revised to match the new and proposed changed hypoglycemia protocol " If patient is not consuming meals and is currently not receiving dextrose containing iv infusion, then give D5 ½ NS IV fluids at 30 ml/hr X 6 hours."
- *Blood glucose monitoring changed from "every hour until stable, if infusion unchanged, every 2 hours. Resume q1h after each infusion change. May be repeated PRN if clinical concerns" to Q1h May decrease to q2h when within target range for four hours.
- *Prechecked all the IV fluids (as in LIVE currently).
- *For the protocol- Changed ½ amp D50W to 50 ml Dextrose 50% IV (to match the hypoglycemia protocol). Change the Recheck glucose if BG < 70 from repeat in 30 minutes to repeat in 15 minutes (to match the hypoglycemia protocol). Change the ranges from BG <= 70 mg/dl and 71-89 mg/dl to < 70 and 70-89 mg/dl. Add maximum rate of 20 units/hr (as in LIVE). Change any reference of ½ to the word "half" and change If glucose falls more than 50% from previous value. to if glucose falls more than half from previous value. Put the entire insulin protocol in a Chart format per request.

MOTION TO APPROVE THE CONSENT AGENDA OF APRIL 16, 2024 AS WRITTEN AND DISTRUBITED WAS MADE BY DR. CUCULINO, SECONDED BY DR. K. PATEL AND UNANIMOUSLY APPROVED.

Report from Administration: None

Report from the Board: The Minutes of the Regular Session, and the Quality Committee of

the Board of Directors, February 5, 2024 were entered into the Minutes. No further report.

There being no further business the meeting adjourned at 5:50pm.

Aluino Ochoa, MD
President, Medical Staff

Christopher Manion, MD
Secretary/Treasurer, Medical Staff