



## MEMORANDUM

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**To:** Board of Directors

**Cc:** Bill Boyles, Esquire  
Ramesh Patel, M.D.

**From:** George Mikitarian  
President/CEO

**Subject:** Board/Committee Meetings – December 6, 2021

**Date:** December 1, 2021

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**The Pension Committee will meet at 9:30 a.m. in the Executive Conference room.**

**The Investment Committee will meet at 10:30 a.m. in the Executive 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.**

**Pension Administrative Committee**

Stan Retz, Chairperson (January 1, 2020 - December 31, 2022)

Chris McAlpine (February 4, 2019 – January 31, 2022)

Leigh Spradling (March 2, 2020 – March 1, 2022)

Sylvia Simpson (March 2, 2020 – March 1, 2023)

**PARRISH MEDICAL CENTER  
PENSION ADMINISTRATIVE COMMITTEE MEETING  
DECEMBER 06, 2021 @ 09:30 A.M.  
EXECUTIVE CONFERENCE ROOM**

CALL TO ORDER

- I. Public Comments
- II. Review and approval of minutes (September 13, 2021 and October 25, 2021).

***Motion: To recommend approval of the September 13, 2021 and October 25, 2021 minutes as presented.***

- III. MetLife Plan Update – Mr. Abbruzzese & Mr. Johnson
- IV. Applicant for PAC Membership – Mr. McAlpine
- V. Matthews, Benefit Calculation- Mr. McAlpine, Ms. Brunelle
- VI. Review of Pension Investment Portfolios – Anderson Financial Partners
- VII. Adjournment

**PARRISH MEDICAL CENTER  
PENSION ADMINISTRATIVE COMMITTEE MEETING  
SEPTEMBER 13, 2021**

The members of the Pension Administrative Committee met with certain members participating via phone on September 13, 2021 at 10:08 a.m. The following representing a quorum, were present or participating via phone:

Pension Administrative Committee:

Stan Retz, Chairperson  
Chris McAlpine  
Leigh Spradling

Absent-Excused

Sylvia Simpson

Others Present:

Pamela Perez, Recording Secretary  
Kent Bailey, Vice President Finance  
John Anderson, Anderson Financial Partners  
Tim Anderson, Anderson Financial Partners  
Doug Lozen Foster and Foster via phone

**Call to Order**

The meeting was called to order by the Chairperson at 10:08a.m.

**Public Comments**

None

**Review and Approval of Minutes**

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

***Action Taken: Motion to approve the PAC minutes of May 03, 2021 meeting as presented.***

**Experience Study**

Doug Lozen from Foster & Foster reviewed with the committee the Experience Study and highlighted the following bullet points for recommendation along with a summary of the estimated actuarial impact of the recommended changes:

- Investment Return
  - Lowering the investment return assumption rate from 7.10% to 6.85% per year
- Retirement Rates
  - Adjust normal and early retirements rates
- Withdrawal Rates
  - Adjustments to the assumed rate of withdrawal
- Lump Sum Election
  - Reducing the lump sum election assumption

- Disability Rates
  - Reducing the disability rates by 90%

Discussion ensued and the following motion was made by Mr. McAlpine, seconded by Ms. Spradling and approved without objection.

***Motion: To approve the recommendations from the Foster & Foster Experience Study as summarized under item seven on page eleven.***

### **Hoffman Annuitant Matter**

Mr. McAlpine discussed the details and noted that the attorney had reviewed the matter and will consult with the actuary for a determination of how to proceed. Will scheduled a Special Meeting once determination is made for the Pension Committee to review.

### **Pension Investment Policy**

Mr. Bailey highlighted the revisions to the policy in addition to the resolution.

Discussion ensued and the following motion was made by Ms. Spradling, seconded by Mr. McAlpine and approved without objection.

***Motion: To approve the changes to the Pension Investment Guidelines Policy (9500-5004) as presented and the Resolution of the Board of Directors affirming the pension policy and the allowable investments under the policy.***

### **Review of Pension Plan Investment Portfolio and Rebalance of Portfolio**

Tim Anderson, Anderson Financial Partners, gave a brief economic commentary in addition to the performance summary of the fund managers.

Mr. Anderson discussed the Cash raise and Rebalance to Strategic Underweight 55% Equities Exposure handout. It is recommended to rebalance to align with the investment policy ranges.

Discussion ensued and the following motion was made by Ms. Spradling, seconded by Mr. McAlpine and approved without objection.

***Motion: To approve the approval of the portfolio rebalance as presented by Anderson Financial Partners to approximately 54.9% Equities, 40% Fixed Income and 5.1% Alternatives.***

Pension Administrative Committee Meeting  
September 13, 2021

**Other**

Tim Anderson made mention that they are still working with Metlife on the reduction of rates.

**Adjournment**

There being no further business, the meeting was adjourned at 11:08a.m.

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Stan Retz, Chairperson

**PARRISH MEDICAL CENTER  
PENSION ADMINISTRATIVE COMMITTEE SPECIAL MEETING  
OCTOBER 25, 2021**

The members of the Pension Administrative Committee met with certain members participating via phone on October 25, 2021 at 10:14 a.m. The following representing a quorum, were present or participating via phone:

Pension Administrative Committee:

Stan Retz, Chairperson (absent-excused)  
Chris McAlpine  
Leigh Spradling  
Sylvia Simpson

Others Present:

Pamela Perez, Recording Secretary

**Call to Order**

The meeting was called to order by the Chairperson at 10:14a.m.

**Public Comments**

None

**Hoffman Annuitant Matter**

Mr. McAlpine discussed the details and noted that the attorney had reviewed the matter and consulted with the actuary to determine whether there would be any impact on the plan. The actuary indicated that there was no impact on the plan.

Discussion ensued and the following motion was made by Ms. Spradling, seconded by Ms. Simpson, and approved without objection.

***Action Taken: Motion for approval of the Amendment to the North Brevard County Hospital District a Special Tax District Operating Parrish Medical Center Pension Plan and Trust Agreement.***

Discussion ensued and the following motion was made by Ms. Spradling, seconded by Ms. Simpson, and approved without objection.

***Action Taken: Motion for approval of the Secretary's Certificate Acknowledging the Adoption of the Amendment to the North Brevard County Hospital District a Special Tax District Operating Parrish Medical Center Pension Plan and Trust Agreement.***

**Applicant for PAC Membership**

The Committee reviewed the application for Mr. Crouch. Mr. Crouch will be invited to the next regular meeting for a face to face introduction with the Committee.

**Other**

Ms. Spradling followed up with the request for education opportunities for care partners. Specifically, classes to go over FAQ's on investing and retirement. Will look at offering for 2022.

**Adjournment**

There being no further business, the meeting was adjourned at 10:47a.m.

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Stan Retz, Chairperson

**Investment Committee**

Jerry Noffel, Chairperson

Peggy Crooks

Stan Retz, CPA

**TENTATIVE AGENDA  
INVESTMENT COMMITTEE  
NORTH BREVARD COUNTY HOSPITAL DISTRICT  
OPERATING  
PARRISH MEDICAL CENTER  
MONDAY, DECEMBER 06, 2021 10:30 A.M.  
EXECUTIVE CONFERENCE ROOM**

CALL TO ORDER

I. Public Comment

II. Review and approval of minutes September 13, 2021.

***Motion: To recommend approval of September 13, 2021 meeting minutes as presented.***

III. Review of Investment Portfolios – Anderson Financial Partners

IV. Adjournment



**NORTH BREVARD COUNTY HOSPITAL DISTRICT  
OPERATING  
PARRISH MEDICAL CENTER  
INVESTMENT COMMITTEE  
SEPTEMBER 13, 2021  
EXECUTIVE CONFERENCE ROOM**

The Investment Committee of the North Brevard County Hospital District Board of Directors met on September 13, 2021 at 11:14 a.m. The following members were present:

Stan Retz  
Peggy Crooks

Absent-Excused:

Jerry Noffel, Chairperson

Others present:

Kent Bailey, Vice President-Finance  
Pam Perez, Administrative Assistant  
Tim Anderson, Anderson Financial Partners  
John Anderson, Anderson Financial Partners

**Call to Order**

Mr. Retz called the meeting to order at 11:14 a.m. as the acting Chairperson.

**Public Comment**

No public comments presented.

**Review and Approval of Minutes**

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

***Action Taken: Motion to approve the minutes of the March 01, 2021 and April 05, 2021 meetings as presented.***

**Operating Funds Investment Policy**

Mr. Bailey reviewed the proposed changes related to adding ranges for the targeted investment allocations and clarification of portfolio rebalancing procedures.

Discussion ensued and the following motion was made by Ms. Crooks, seconded by Mr. Retz, and approved without objection.

***Action Taken: Motion to approve the changes to the Operating Funds Investment Policy (9500-5003) as presented and the Resolution of the Board of Directors affirming the investment policy and the allowable investments under the policy.***

**Review of Investment Performance and Rebalance of Portfolio**

Tim Anderson, Anderson Financial Partners, provided a market commentary. A recommendation from Anderson Financial Partners was presented for rebalancing the operating investment portfolio.

Discussion ensued and the following motion was made by Ms. Crooks, seconded by Mr. Retz, and approved without objection.

***Action Taken: Motion to approve the Operating portfolio rebalancing as presented by Anderson Financial Partners to approximately 40% Equities, 53.5% Fixed Income and 6.5% Alternatives.***

**London and DRZ Investment Managers**

Anderson Financial Partners provided a recommendation that the London Fund Manager and the DRZ fund manager be split 50/50 in the operating investment portfolio.

Discussion ensued and the following motion was made by Ms. Crooks, seconded by Mr. Retz, and approved without objection.

***Action Taken: Motion to approve the London account be split 50/50 in the operating investments with DRZ.***

**Adjournment**

There being no further business the meeting adjourned at 11:44 a.m.

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Stan Retz, Acting Chairperson

## **QUALITY COMMITTEE**

Elizabeth Galfo, M.D.  
Robert L. Jordan, Jr., C.M. (ex-officio)  
Peggy Crooks  
Billie Fitzgerald  
Herman A. Cole, Jr.  
Jerry Noffel  
Stan Retz, CPA  
Maureen Rupe  
Ashok Shah, M.D.  
Ramesh Patel, M.D., President/Medical Staff  
Jeram Chapla, M.D., Designee  
Greg Cuculino, M.D.  
Christopher Manion, M.D., Designee  
Kiran Modi, M.D., Designee  
George Mikitarian (non-voting)

**NORTH BREVARD COUNTY HOSPITAL DISTRICT  
OPERATING  
PARRISH MEDICAL CENTER  
QUALITY COMMITTEE  
MONDAY, DECEMBER 6, 2021  
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 October 4, 2021 meeting.*

II. Vision Statement

III. Public Comment

IV. My Story

V. Dashboard

VI. Where we were, Where we are, Where we will be – a focused review

VII. Documentation for Public Reporting

VIII. Other

IX. 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.

**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 October 4, 2021 in Conference Room 2/3/4/5, First Floor. The following members were present.

Elizabeth Galfo, M.D., Chairperson  
Maureen Rupe, Vice Chairperson  
Herman A. Cole, Jr.  
Billie Fitzgerald  
Robert L. Jordan, Jr., C.M.  
Peggy Crooks  
Jerry Noffel (via phone)  
Stan Retz, CPA  
Ashok Shah, M.D.  
Gregory Cuculino M.D.  
Ramesh Patel, M.D., President/Medical Staff  
Christopher Manion, M.D.  
George Mikitarian (non-voting)

Members absent:  
Jeram Chapla, M.D. (excused)  
Kiran Modi, M.D. (excused)

**CALL TO ORDER**

Dr. Galfo called the meeting to order at 12:00 p.m.

**REVIEW AND APPROVAL OF MINUTES**

Discussion ensued and the following motion was made by Mr. Cole, seconded by Mr. Jordan and approved (12 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOVED TO APPROVE THE AUGUST 2, 2021 MEETING MINUTES, AS PRESENTED.***

**VISION STATEMENT**

Mr. Loftin summarized the committee's vision statement.

**PUBLIC COMMENTS**

There were no public comments.

**MY STORY**

Mr. Loftin shared the collaborative work of Parrish Healthcare, Space Coast Health Centers, Inc., and Under the Bridge Ministry working to provide vaccines to the underserved community. Mr. Loftin noted that a member of the community who received a vaccine required additional assistance. However he could not be located for follow up. Through the efforts of Space Coast Health Centers and the PMC Wound Center, the gentleman was located and given the medical care he needed.

**CARE TRANSITIONS, INTEGRATED CARE, OUTCOMES**

Mr. Loftin explained the purpose of Care Coordination and how it aligns with PMC's vision statement.

Ms. Weaver shared the goals of the Parrish Medical Centers Care Navigation Program, noting it provides person centered care with a focus on wellness of body and mind.

Ms. Cottrell presented the Hospital Readmission Reduction Program, noting that care coordination effectively reduced readmissions.

Mr. Loftin shared the outcomes impact of care coordination, noting for the first time in several years PMC has had zero payment reduction impact and zero reduction in payment dollars as a result of the program.

**OTHER**

There was no other business brought before the committee.

**ADJOURNMENT**

There being no further business to discuss, the meeting adjourned at 12:52 p.m.

Elizabeth Galfo, M.D.  
Chairperson



BOARD OF DIRECTORS  
QUALITY COMMITTEE PRESENTATION

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# December 2021 Quality Agenda

1. Approval of Minutes
2. Vision Statement
3. Public Comment
4. My Story
5. Dashboard
6. Where we were, Where we are, Where we will be- a focused review
7. Documentation for public reporting
8. Other
9. Executive Session

# Quality Committee Vision Statement

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



# My Story



**PARRISH HEALTHCARE**

Performance Dashboard

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# Performance Dashboard

Description	Oct	Aug-Oct	Actual YTD (CY)	Opportunity
Zero Harm Sept/Jul-Sept	67%	55%	48.1	<p>*Sept* 2 out of 3 = 67%</p> <p>Stroke Goal: 100% Actual 43%</p> <p>Sepsis Goal: 76% Actual 76%</p> <p>EED Goal 0% Actual 0%</p>
HAI	3.82	3.71	1.06	
Readmission	8.45%	7.16%	8.19%	
Person Centered Flow	386	598	443	
Person Experience	73.3	67.4	63.4	

Better than expected

As expected

Needs Improvement

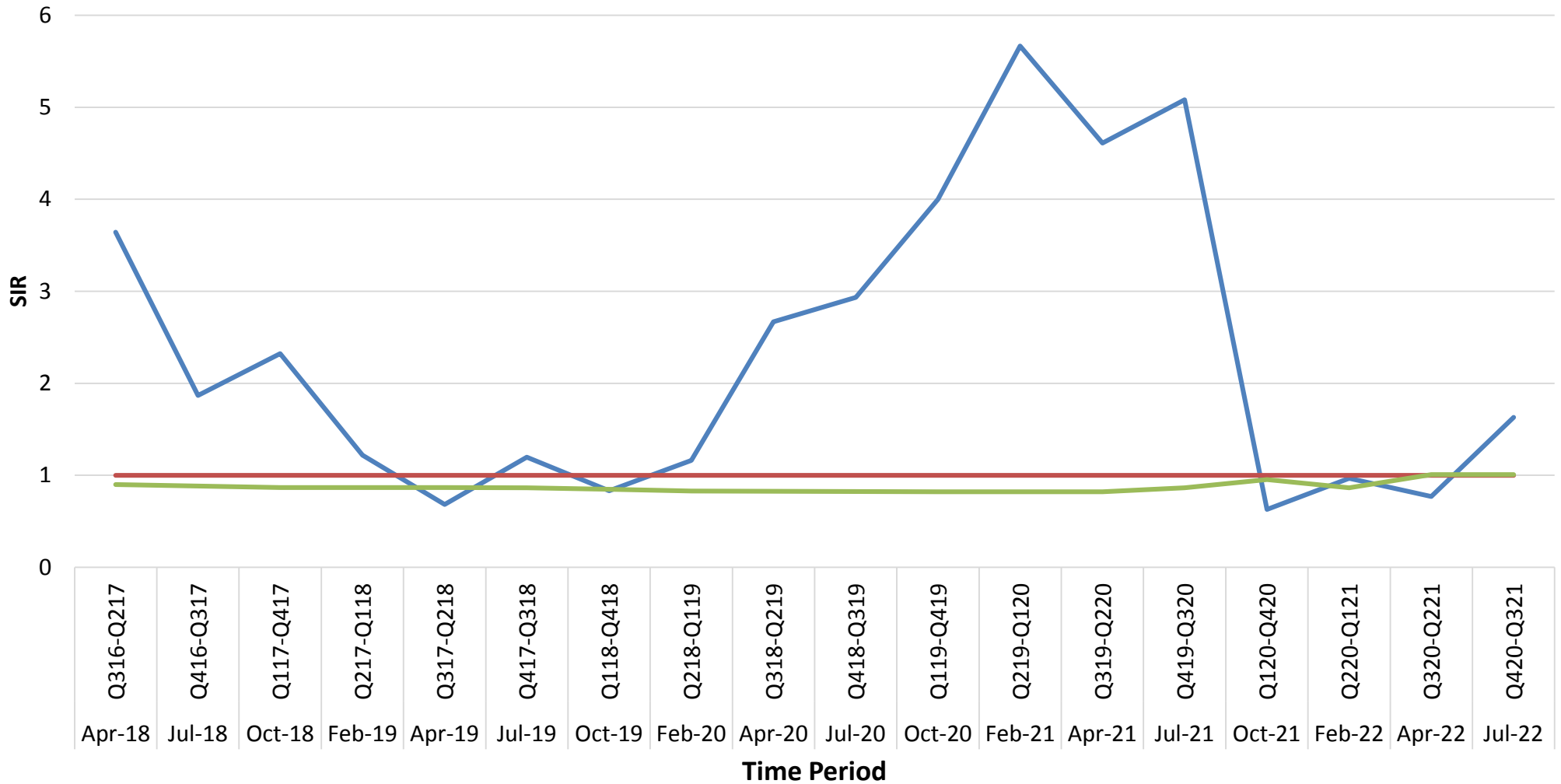


Were, Are, To be

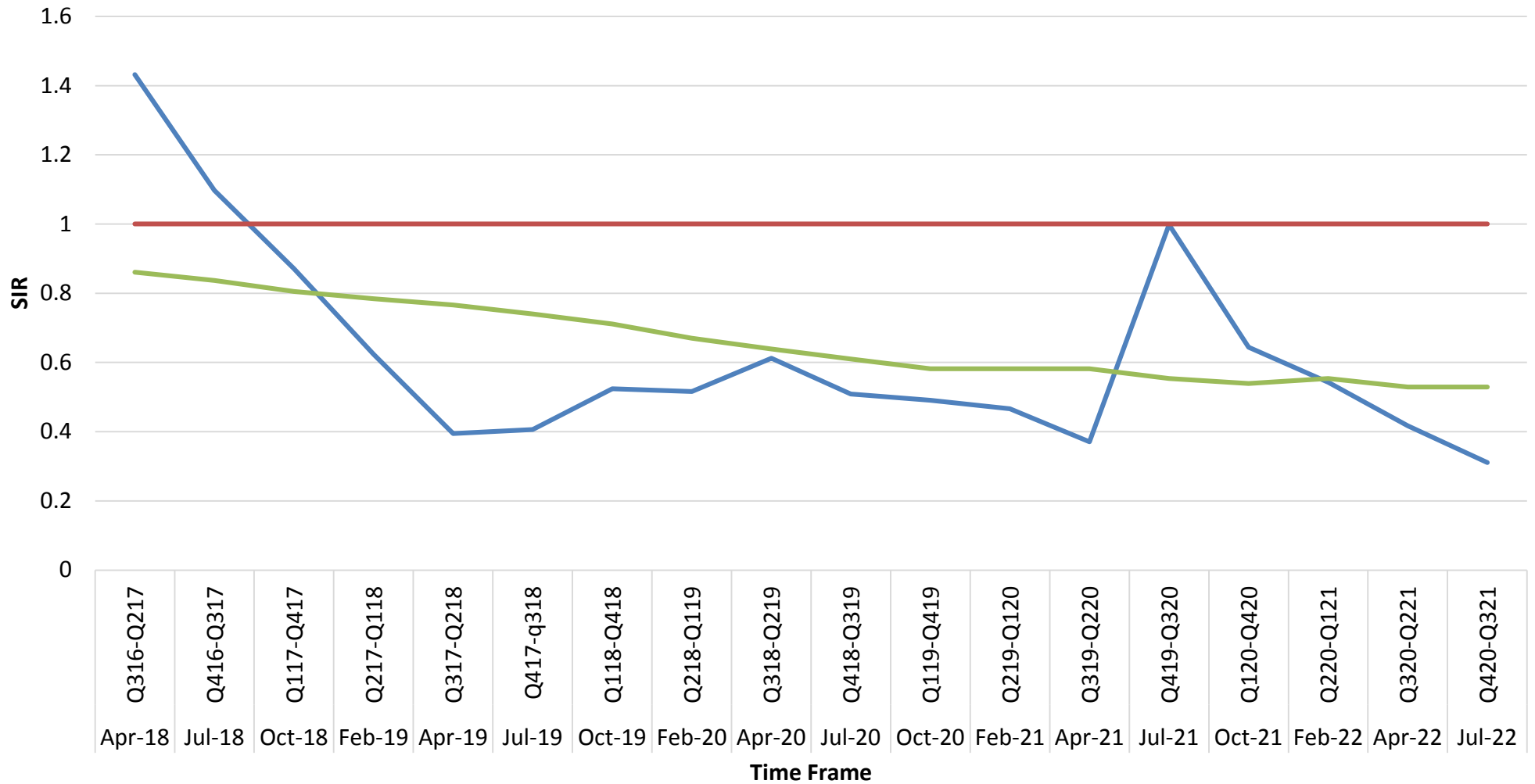
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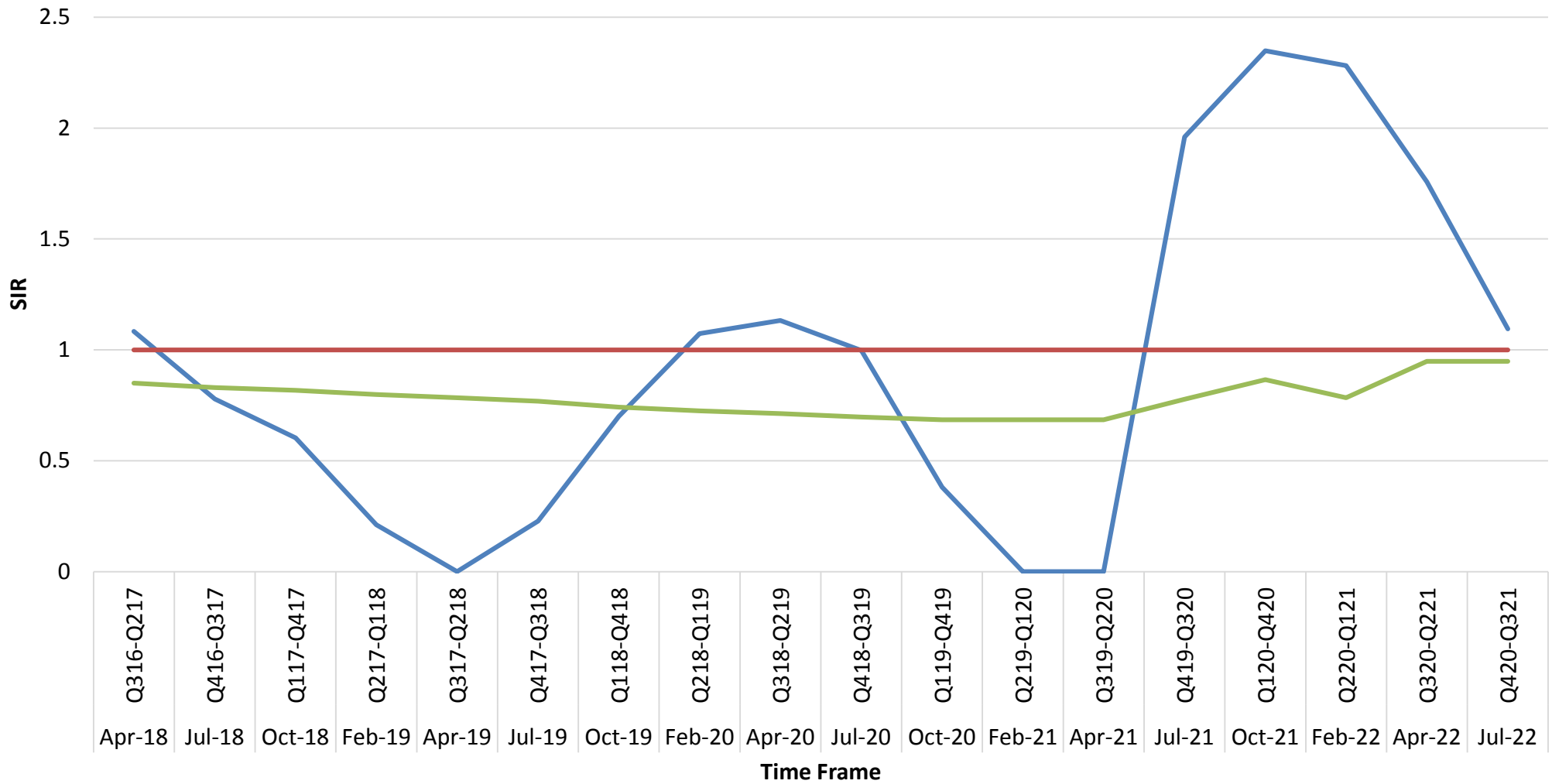
# MRSA Bacteremia Standardized Infection Ration



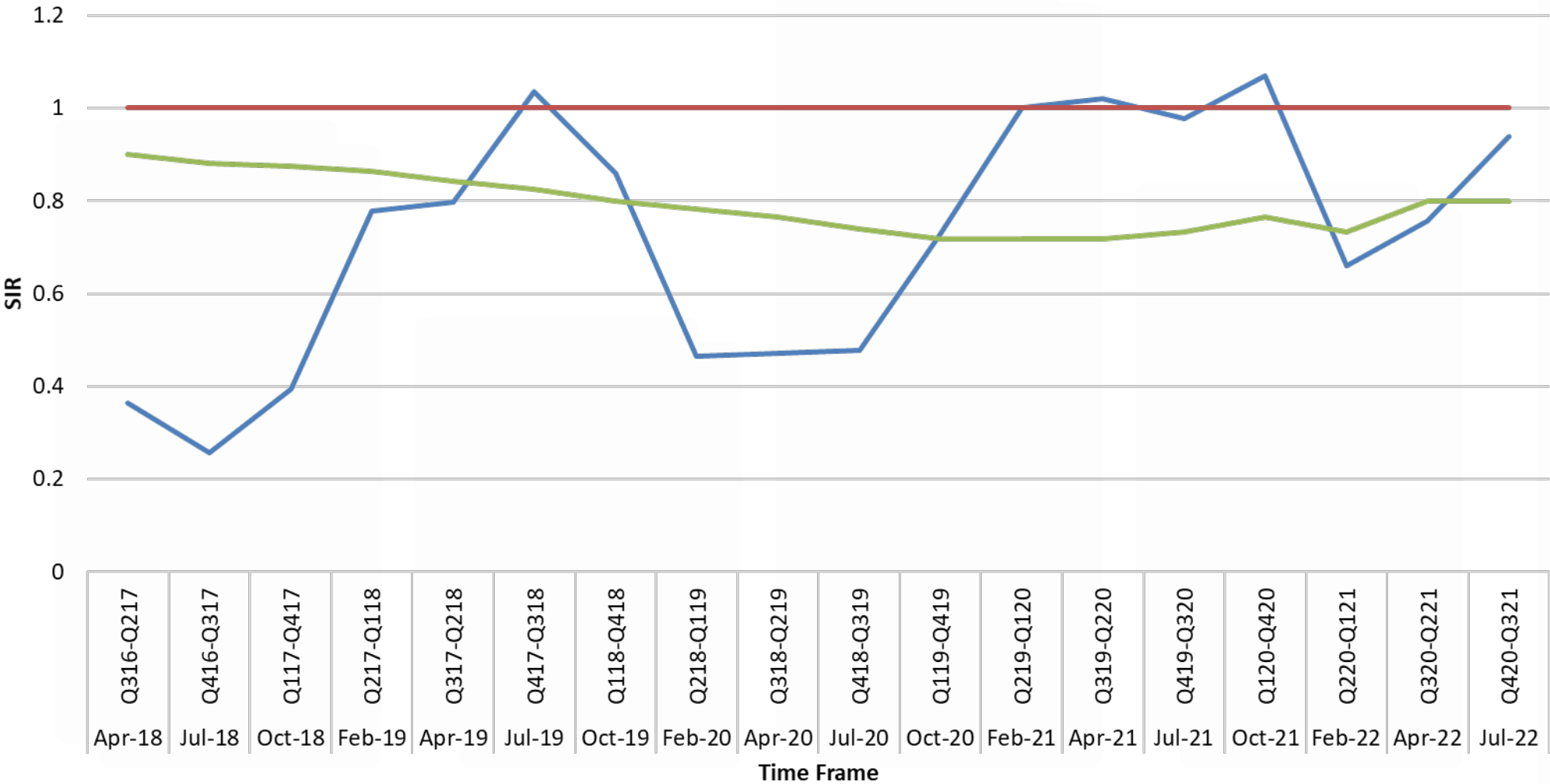
# C. difficile Standardized Infection Ratio



# CLABSI Standardized Infection Ratio

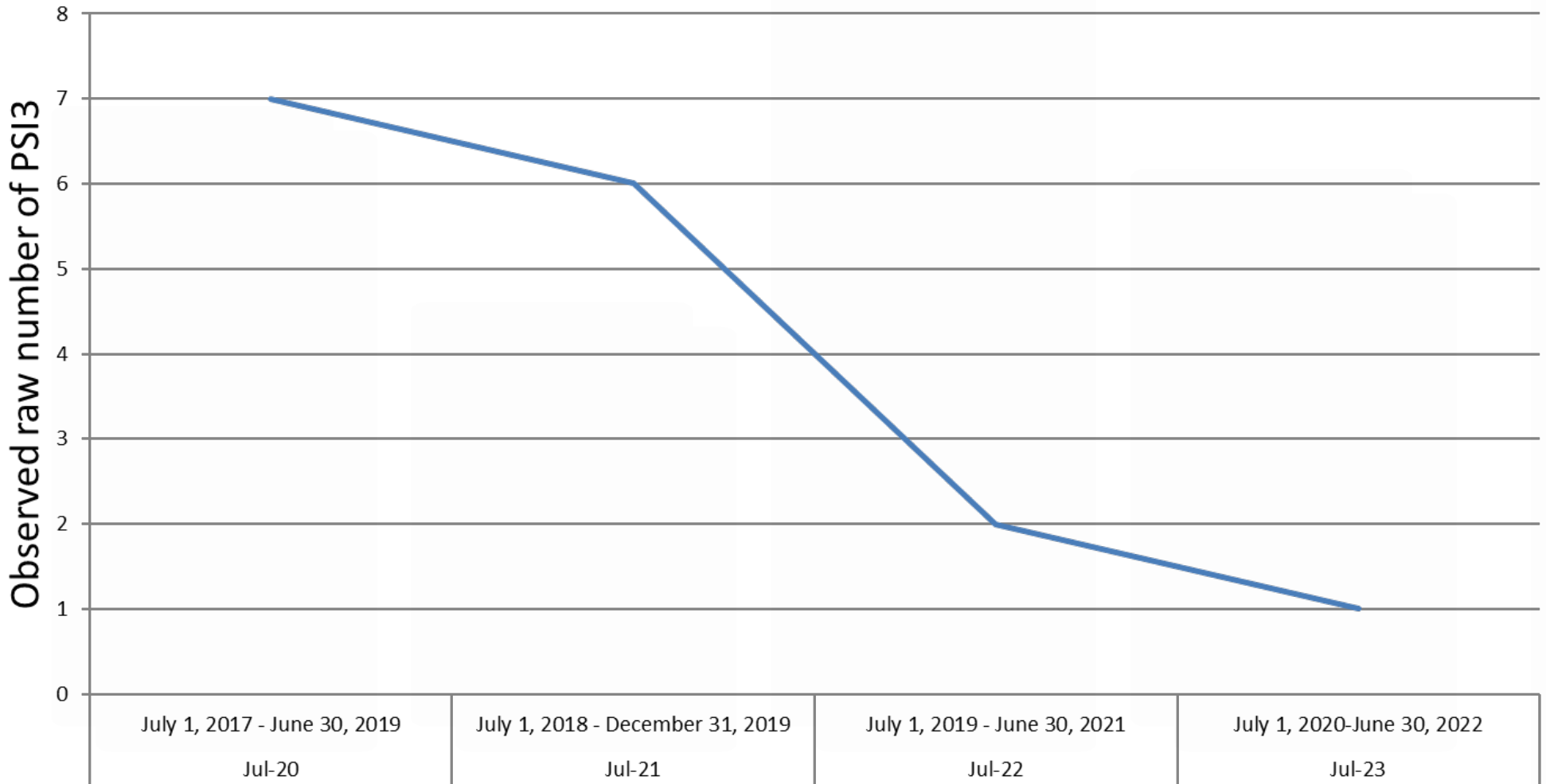


# CAUTI Standardized Infection Ratio

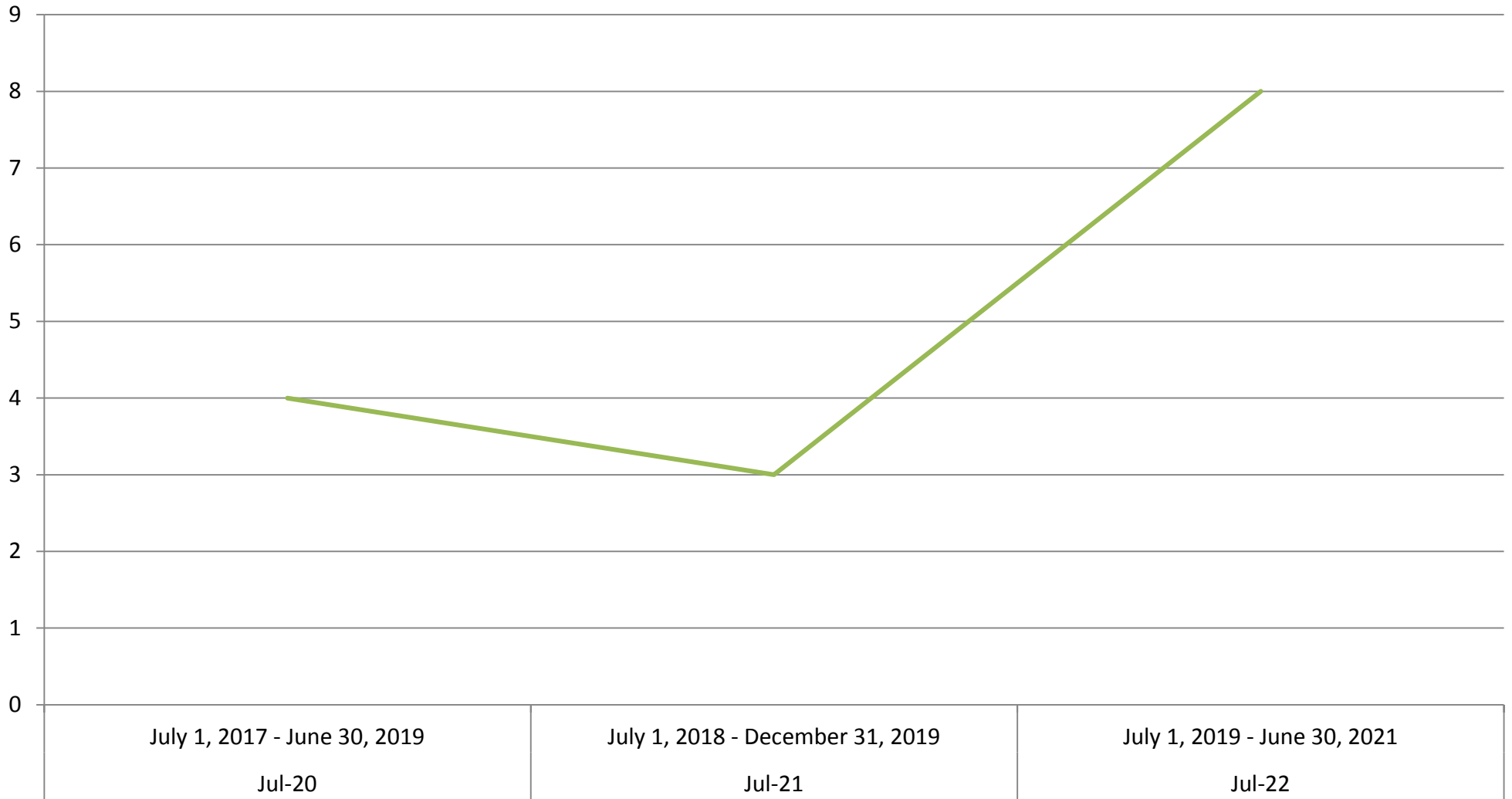




# Pressure Injuries



# Postoperative Pulmonary Embolism or Deep Vein Thrombosis



# Leapfrog safety score

## Opportunities

- HCAHPS
- Patient safety indicators
- Low volume procedures
- MRSA



**PARRISH HEALTHCARE**

Quality and Finance

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# Quality/Finance

## Delays in Completion of Physician Documentation

Delays in completing required physician documentation have caused delays in coding and billing and preparation of quality reports

- As of November 30 – 488 deficiencies, among 39 providers
  - 116 of these deficiencies affect the coding and billing of \$3.9 million in gross charges - among 11 providers with one physician representing 66% of the deficiencies
  - Status of deficiencies is routinely communicated; physicians are strongly encourage to complete documentation requirements
- Quality reporting has been delayed due to the incomplete patient records
- Staff will continue to work with physicians to improve timeliness and will provide a status report each month going forward

# Questions?

FINANCE COMMITTEE

Peggy Crooks, Chairperson

Stan Retz, CPA, Vice Chairperson

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

Herman A. Cole, Jr.

Jerry Noffel

Christopher Manion, M.D.

George Mikitarian, President/CEO (non-voting)

Ramesh Patel, M.D., President/Medical Staff

**TENTATIVE AGENDA  
FINANCE COMMITTEE MEETING - REGULAR  
NORTH BREVARD COUNTY HOSPITAL DISTRICT  
OPERATING  
PARRISH MEDICAL CENTER  
MONDAY, DECEMBER 06, 2021  
FIRST FLOOR CONFERENCE ROOMS 2/3/4/5  
(IMMEDIATELY FOLLOWING QUALITY COMMITTEE)**

CALL TO ORDER

I. Public Comments

II. Review and approve minutes of (October 04, 2021)

***Motion: To recommend approval of the October 04, 2021 minutes as presented.***

III. Appointment of New Pension Committee Member

***Motion: To recommend the Board of Directors approve the appointment of Mr. Casey Crouch to the Pension Administrative Committee for a two-year term beginning December 06, 2021 through December 05, 2023.***

IV. Financial Review – Mr. Bailey

V. 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.

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

A regular meeting of the Budget and Finance Committee of the North Brevard County Hospital District operating Parrish Medical Center was held on October 4, 2021 in Conference Room 2/3/4/5, First Floor. The following members, representing a quorum, were present:

Peggy Crooks, Chairperson  
Stan Retz, Vice Chairperson  
Robert Jordan, Jr., C.M.  
Herman A. Cole, Jr.  
Jerry Noffel (via phone)  
Christopher Manion, M.D.  
Ramesh Patel, 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**

Ms. Crooks called the meeting to order at 12:54 p.m.

**CITY LIAISON**

The Finance Committee recessed at 12:55 p.m. and the Executive Committee convened for the purpose of the report from the City Manager. The Finance Committee resumed at 1:06 p.m.

**PUBLIC COMMENTS**

There were no public comments.

**REVIEW AND APPROVAL OF MINUTES**

Discussion ensued and the following motion was made by Mr. Jordan seconded by Mr. Cole and approved (7 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOVED THAT THE FINANCE COMMITTEE OF THE BOARD OF DIRECTORS APPROVE THE AUGUST 2, 2021 MEETING MINUTES, AS PRESENTED.***



**FINANCIAL REVIEW**

Mr. Bailey summarized the August 2021 financial statements and year to date financial performance of the Health System.

**DISPOSALS**

Obsolete and surplus property as specified was presented to the Finance Committee for disposal. Discussion ensued and the following motion was made by Mr. Jordan, seconded by Mr. Cole and approved (7 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOVED TO RECOMMEND THE BOARD OF DIRECTORS TO DECLARE THE EQUIPMENT LISTED IN THE REQUEST FOR DISPOSAL OF OBSOLETE OR SURPLUS PROPERTY FORMS AS SURPLUS AND OBSOLETE AND DISPOSE OF SAME IN ACCORDANCE WITH FS 274.05 AND FS 274.96.***

**OTHER**

There was no other business to come before the committee.

**ADJOURNMENT**

There being no further business to discuss, the meeting adjourned at 1:17 p.m.

Peggy Crooks  
Chairperson



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# Finance Committee

## FYTD October 31, 2021 – Performance Dashboard

Indicator	FYTD 2022 Actual	FYTD 2022 Budget	FYTD 2021 Actual
IP Admissions	348	436	431
LOS	6.0	4.3	5.0
Surgical Procedures	375	450	371
ED Visits	2,293	2,719	2,659
OP Volumes	4,255	5,065	4,600
Hospital Margin %	-6.62%	8.50%	4.59%
Investment Income \$	\$2.2 Million	\$0.4 Million	-\$0.8 Million
EBIDA Margin %	7.71%	5.92%	-7.51%
EBIDA Margin %- Excluding Invest Income	-10.09%	3.12%	-0.08%

**EXECUTIVE COMMITTEE**

Stan Retz, CPA, Chairman  
Robert L. Jordan, Jr., C.M.  
Herman A. Cole, Jr.  
Peggy Crooks  
Elizabeth Galfo, M.D.  
George Mikitarian, President/CEO (non-voting)

**DRAFT AGENDA  
EXECUTIVE COMMITTEE  
NORTH BREVARD COUNTY HOSPITAL DISTRICT  
OPERATING  
PARRISH MEDICAL CENTER  
MONDAY, DECEMBER 6, 2021  
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 October 4, 2021 meeting.*
- II. Reading of the Huddle
- III. Public Comment
- IV. COVID-19 Vaccine Program Compliance – Ms. Sellers
- V. Attorney Report – Mr. Boyles
- VI. Other
- VII. Executive Session (if necessary)

**ADJOURNMENT**

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**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 October 4, 2021 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  
Elizabeth Galfo, M.D.  
Peggy Crooks  
Herman A. Cole, Jr.  
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 12:55 p.m.

**CITY LIAISON**

The Finance Committee suspended its agenda and the Executive Committee convened at 12:55p.m. for the purpose of reviewing a report from the City Manager, Mr. Scott Larese. Mr. Larese provided the latest edition of Titusville Talking Points, and addressed questions from the committee. The Executive Committee recessed at 1:06 p.m. to resume the Finance Committee.

**REVIEW AND APPROVAL OF MINUTES**

The Executive Committee reconvened at 1:17 p.m. Discussion ensued and the following motion was made by Ms. Crooks, seconded by Mr. Cole and approved (5 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOVED TO APPROVE THE AUGUST 2, 2021 MEETING MINUTES OF THE EXECUTIVE COMMITTEE, AS PRESENTED.***

**READING OF THE HUDDLE**

Dr. Galfo read the Weekly Huddle.

**PUBLIC COMMENT**

There were no public comments.

**ATTORNEY REPORT**

No Attorney report was presented.

**OTHER**

There was no other business to discuss.

**ADJOURNMENT**

There being no further business to discuss, the committee adjourned at 1:20 p.m.

Stan Retz, CPA  
Chairman

**EDUCATION COMMITTEE**

Billie Fitzgerald, Chairperson  
Robert L. Jordan, Jr., C.M. (ex-officio)  
Herman A. Cole, Jr.  
Elizabeth T. Galfo, M.D.  
Ramesh Patel, M.D.  
George Mikitarian, President/CEO (Non-voting)

**NORTH BREVARD COUNTY HOSPITAL DISTRICT  
OPERATING  
PARRISH MEDICAL CENTER  
EDUCATIONAL, GOVERNMENTAL AND COMMUNITY RELATIONS COMMITTEE  
MONDAY, DECEMBER 6, 2021  
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 October 4, 2021 meeting, as presented.*

II. Board Assessment Questionnaire – Mr. Lifton

III. Other

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 October 4, 2021 at 1:41 p.m. in Conference Room 2/3/4/5, First Floor. The following members were present:

Billie Fitzgerald, Chairperson  
Robert L. Jordan, Jr., C.M.  
Elizabeth T. Galfo, M.D.  
Herman A. Cole, Jr.  
Ramesh Patel, M.D. (1:42 p.m.)  
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**

Ms. Fitzgerald called the meeting to order at 1:41 p.m.

**REVIEW AND APPROVAL OF MINUTES**

The following motion was made by Mr. Cole, seconded by Dr. Galfo, and approved (4 ayes, 0 nays, 0 abstentions). Dr. Patel was not present at the time the vote was taken.

***ACTION TAKEN: MOVED TO APPROVE THE MINUTES OF MAY 3, 2021 AND JUNE 7, 2021 EDUCATION COMMITTEE MEETINGS, AS PRESENTED.***

**SPACE COAST HEALTH CENTERS, INC. UPDATE**

Mr. Lewis provided an overview and update of the Space Coast Health Centers, Inc. and its development as a Federally Qualified Healthcare Center "Look-a Like".

**OTHER**

No other items were presented.



EDUCATIONAL, GOVERNMENTAL AND COMMUNITY RELATIONS  
COMMITTEE  
OCTOBER 4, 2021  
PAGE 2

**ADJOURNMENT**

There being no further business to discuss, the meeting adjourned at 2:11 p.m.

Billie Fitzgerald  
Chairperson



# Board Self-Assessment Introduction and Overview

December 6, 2021

# Why do a Self-Assessment?

- Element of good governance
- Specified in PMC bylaws
  - Every odd year
  - Education Committee responsibility
- Consider if/how governance might be improved
  - Structural changes (e.g., Quality Committee)
  - Style, procedural changes

# History at PMC

- The Governance Institute, 2006
  - *Fast Track Board Self-Assessment*
- Process tailored to PMC's needs
- Self-Assessments facilitated by Lifton Associates
  - 2009
  - 2013
  - 2019

# Overview

- Process
  - Questionnaire
  - Individual interviews
  - Review of bylaws, minutes
  - Compare to previous assessments, peer hospitals
- Results at February 2022 board meeting
  - Discussion
  - Follow-up, if necessary

James Lifton, LFACHE  
Lifton Associates, LLC  
305 S. Chester  
Park Ridge, Illinois 60068  
847.518.0141

[jim@liftonassociates.com](mailto:jim@liftonassociates.com)  
[www.liftonassociates.com](http://www.liftonassociates.com)

**DRAFT AGENDA  
BOARD OF DIRECTORS MEETING - REGULAR MEETING  
NORTH BREVARD COUNTY HOSPITAL DISTRICT  
OPERATING  
PARRISH MEDICAL CENTER  
DECEMBER 6, 2021  
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)
- V. Review Approval of Minutes (October 4, 2021 Regular Meeting)
- VI. Open Forum for PMC Physicians
- VII. Public Input and Comments\*\*\*1
- VIII. Unfinished Business\*\*\*
- IX. New Business\*\*\*
  - A. **North Brevard Medical Support, Inc, Liaison Report –Mr. Retz**
- X. Medical Staff Report Recommendations/Announcements
- XI. Public Comments (as needed for revised Consent Agenda)
- XII. Consent Agenda\*\*\*
  - A. Finance
    - 1. **Motion to approve the appointment of Mr. Casey Crouch to the Pension Administrative Committee for a two-year term beginning December 06, 2021 through December 05, 2023.**

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

BOARD OF DIRECTORS MEETING  
DECEMBER 6, 2021  
PAGE 2

- 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. 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**

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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.



**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 was held at 2:14 p.m. on October 4, 2021 in Conference Room 2/3/4/5, First Floor. The following members were present:

Robert L. Jordan, Jr., C.M., Chairman  
Stan Retz, Vice Chairman  
Peggy Crooks  
Elizabeth Galfo, M.D.  
Herman A. Cole, Jr.  
Billie Fitzgerald  
Maureen Rupe  
Jerry Noffel (via phone)  
Ashok Shah, M.D.

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 2:14 p.m.

**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 AGENDA**

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

***ACTION TAKEN: MOVED TO APPROVE THE REVISED AGENDA AS PRESENTED.***

**RECOGNITIONS**

There were no recognitions.

**REVIEW AND APPROVAL OF MINUTES**

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

***ACTION TAKEN: MOVE TO APPROVE THE MINUTES OF THE AUGUST 2, 2021 REGULAR MEETING OF THE BOARD OF DIRECTORS OF THE NORTH BREVARD COUNTY HOSPITAL DISTRICT, AS PRESENTED.***

**OPEN FORUM FOR PMC PHYSICIANS**

Dr. Galfo asked Dr. Patel if there has been any feedback received from the medical staff concerning the need for support during this pandemic. Dr. Patel stated he has not received any feedback regarding the need for support, adding there have been no requests for emotional or psychological support.

Dr. Galfo shared her appreciation for the members of the medical staff.

Mr. Cole shared that the Mayor gave a standing ovation for Parrish Medical Center during the last City Council meeting.

**PUBLIC COMMENTS**

There were no public comments.

**UNFINISHED BUSINESS**

There was no unfinished business.

**NEW BUSINESS**

There was no new business.

**CONSENT AGENDA**

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

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

A. Finance

1. Move to recommend to the Board of Directors to declare the equipment listed in the requests for Disposal of Obsolete or Surplus Property Forms as surplus and obsolete and dispose of same in accordance with FS274.05 and FS274.96.

**COMMITTEE REPORTS**

**Quality Committee**

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

**Finance Committee**

Ms. Crooks reported all items were covered during the meeting.

**Executive Committee**

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

**Educational, Governmental and Community Relations Committee**

Ms. Fitzgerald reported all items were covered during the 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 noted PMC is overdue for the Integrated Care Certification resurvey as well as the Stroke Survey.

Mr. Mikitarian noted the positive responses received regarding the employee bonuses.

Mr. Loftin shared the improvement in the availability of agency staff, adding that PMC continues to work with the nursing schools to recruit additional nursing staff.

**Hospital Attorney**

Legal counsel had no report.

**OTHER**

Mr. Cole announced that the North Brevard Rotary Club would be hosting a beverage tasting event at Titus Landing Harley Davidson on October 16, 2021 from 6-8p.m. The beneficiary of the event is Sandpoint Park and the all-inclusive improvements to the park.

Ms. Crooks congratulated Mr. Bailey on his recent promotion.

**CLOSING REMARKS**

There were no closing remarks.

**ADJOURNMENT**

There being no further business to discuss, the meeting adjourned at 2:26 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  
NOVEMBER 16, 2021**

**Present:** R. Patel, M. Storey, D. Barimo, B. Mathews, G. Cuculino, F. Dienst, R. Henry, A. Ochoa, J. Rojas, C. Fernandez, C. Manion, G. Mikitarian, V. Williams, C. McAlpine

**Absent:** P. Carmona, J. Zambos, H. Cole

The meeting of the Medical Executive Committee of the North Brevard County Hospital District operating Parrish Medical Center was called to order on November 16, 2021 at 5:30 pm in the Conference Center. A quorum was determined to be present.

**CALL TO ORDER.**

Dr. Ramesh Patel, President, called the meeting to order at 5:31pm.

**I. REVIEW AND APPROVAL OF MINUTES**

The following motion was made by Dr. Barimo, seconded by Dr. Dienst, and unanimously approved.

**ACTION TAKEN:** Motion to approve the previous Regular Session minutes (October 11, 2021) as written and distributed.

**II. OLD BUSINESS:** None

**III. FOLLOW UP MEC BUSINESS:** None

**IV. NEW BUSINESS: - Policies Requiring MEC Approval - attached**

- a. Institutional Review Board
- b. Intrathecal Chemotherapy 9500-2044
- c. After Hours Pharmacy Services/Night Locker 9500-2047
- d. Automated Dispensing Machine, 9500-2018
- e. Anticoagulation Management Program, 9500-2016
- f. Professional Liability Policy, 9500-31

**ACTION TAKEN:** Motion to approve the policies as written was made by Dr. Barimo, seconded by Dr. Dienst and unanimously approved.

**V. Information Education – None**

**VI. Report from Administration –**

**Mr. Mikitarian reviewed the impact of the new Federal Mandate for Covid Vaccination and PMC's plan of action:**

- Town Halls regularly scheduled
- Forms distributed (PolicyStat) to attest to vaccination (or)
- path to exemption (Religious/Medical)
- Need to reach out to all medical staff (PMC/PMG) for similar reporting
- NHSN reporting function Quality Manager/Med Staff Services

**VII. Report from the Board (Regular Session minutes attached ) NO ACTION**

Board of Directors Regular Session, September 14, 2021

Board of Directors – Regular Session Quality Committee September 2021

**Committee Reports – NO ACTION**

Credentialing & Medical Ethics (Regular Session, November 8, 2021)

**VIII. CONSENT AGENDA – STANDING ORDERS**

- E306 Hypoglycemia-Neonatal – Multiple Revisions
- E3621 Hyperbilirubinemia Algorithm – New Order Set
- E3383 Neonatal Hypoglycemia Algorithm – Multiple Revisions
- E3379 Newborn Sepsis – Revised Added “C-Reactive Protein (CRP)- Stat”, Added “Procalcitonin-Stat”, Added IV Fluids “Dextrose 5% Water\_ml/hr continuous IV infusion”, Added IV Fluids “Dextrose 10% Water\_ml/hr continuous IV infusion”
- E3387 Neonatal Sepsis Algorithm – Multiple Revisions
- E664 Hyperbilirubinemia-Neonatal – Multiple Revisions
- E1109ab Rapid Sequence Intubation – Revised “Removal of Restraints, Vital Signs Q2H, and Comment Section under Paralysis

**ACTION TAKEN: Motion to approve the Consent Agenda in block, as written and distributed was made by Dr. Ochoa, seconded by Dr. Rojas, and unanimously approved.**

**IX. OPEN FORUM**

**X. ADJOURNMENT**

There being no further business, the meeting was adjourned to Executive Session at 5:46 p.m.

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Ramesh Patel, M.D.  
Medical Staff President

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Christopher Manion, M.D.  
Secretary/Treasurer