

South Broward Hospital District

BOARD OF COMMISSIONERS

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Group: Strategic Planning Committee Date: November 16, 2022
Chairman: Brad Friedman Time: 4:00 p.m.
Vice Chairman: Elizabeth Justen
Location: Memorial Healthcare System – Executive Conference Room
In Attendance: Brad Friedman, Elizabeth Justen, Steven Harvey, Jose Basulto (via video link), Laura Raybin Miller, Dr. Luis Orta, Scott Wester, Nina Beauchesne, Leah Carpenter, Matthew Muhart, David Smith, Margie Vargas, Frank Rainer, Robert Alonso, Buket Huber, Melissa Masters, Dan Lewis
Not In Attendance: Douglas Harrison, Dr. Marc Napp

1. **Call to Order/Public Meeting Notice Certification – F. Rainer:**

The Strategic Planning Committee meeting convened at 4:05 p.m. on November 16, 2022. The meeting was certified by Frank Rainer and the following agenda items were discussed.

2. **Review and Approval of Minutes – B. Friedman:**

Chairman Friedman requested a motion to approve the meeting minutes from the August 29, 2022, meeting. Commissioner Harvey made the motion, which was seconded by Commissioner Justen. All members voted in favor of approving the minutes.

3. **Academic Collaboration – S. Wester and M. Muhart**

Mr. Wester covered academic affiliations and updated that he has been meeting with the local universities. He shared that Chartis conducted a market analysis and their findings anticipate that \$15B in healthcare spend is expected to come to south Florida. With that growth, we anticipate MHS will grow and we will need more workforce and workforce development.

The team will bring back recommendations upon completion of the assessment, but noted that FIU, FAU and Nova all want to work with us. A meeting with Barry is scheduled. They had a perfusionist program, which they are looking to restart.

4. **Innovation Center – M. Muhart and B. Huber:**

Mr. Muhart opened the conversation by sharing the importance of building an innovation model for the future. Our organization has migrated to an organization that has attracted many who have moved away from AMCs to practice medicine, but still want to innovate. Such a model will also attract future talent. It was also discussed that NOVAMedics had been retained as a consultant.

NOVAMedics' recommendation is for MHS to pursue an Innovation Center. They anticipate 5-10% physician participation, and also foresee nursing participation, with 20-30 ideas per year once we are up and running. MHS will need policies as well as conflict of interest guidelines. They anticipate a lot of inside out innovation as well as outside in talent to become an alpha site.

The recommendation is a hybrid model supported by a consulting company and in year three or four to recruit an Innovation Lead. To be successful, executive support, resources, policies and procedures, and an education team are needed. From a structural standpoint, there will be process and rigor. The infrastructure will reside within MHS, but when something is commercialized, it will be transitioned to FCHN. FCHN has spoken with their Board and has committed to two years funding at \$1M per year to support the Innovation Center. A Commercialization Advisory Committee made up of successful external inventors will be established.

This item is informational only and will be brought to the full Board in December.

MEMORIAL HEALTHCARE SYSTEM

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

5. Primary Care Competitive Landscape and Expansion – M. Muhart and R. Alonso:

Mr. Muhart shared that primary care is one of the system's strategic priorities and is the lifeblood for our system. Demand is high as evidenced by high volume of ER use and UCCs opening around town and new entrants getting into primary care. Disruption is happening and companies like Walmart have the capital to roll-up independent providers. There needs to be integration of various access points. The market is saturated so we need to strengthen and broaden.

Mr. Alonso shared the next steps, confirming that the Board will be updated on a regular basis.

The open session ended at 5:47 p.m.

Closed Session:

The meeting moved to a closed session at 5:52 p.m. and the closed session concluded at 6:25 p.m.

Commissioners thanked the staff for a good meeting.

The meeting adjourned at 6:25 p.m.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Brad Friedman", with a small asterisk above the first letter.

Brad Friedman
Chairman
Strategic Planning Committee