

**SOUTH BROWARD HOSPITAL DISTRICT**

**REGULAR MEETING OF THE BOARD OF COMMISSIONERS OF THE  
SOUTH BROWARD HOSPITAL DISTRICT**

**INCLUDING REPRESENTATIVES OF THE MEDICAL STAFF OF EACH OF ITS HOSPITALS**

**January 24, 2024**

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A Regular Meeting of the Board of Commissioners of the South Broward Hospital District (S.B.H.D.) was held in person, and by video and telephone conference, on Wednesday, January 24, 2024, at 5:34 p.m., at Memorial Manor, 777 South Douglas Road, Pembroke Pines, Florida, 33025.

The following members were present:

Ms. Elizabeth Justen	Chairwoman	In person
Mr. Steven Harvey	Vice Chairman	In person
Mr. Douglas Harrison	Secretary Treasurer	In person
Mr. Jose Basulto		In person
Mr. Brad Friedman		In person
Dr. Luis Orta		In person
Ms. Laura Raybin Miller		In person

A registration sheet listing attendees in person is on file in the Executive Office.

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**1. CALL TO ORDER / PUBLIC MEETING CERTIFICATION**

There being a physical quorum present, the meeting was called to order by Ms. Justen, who noted that public participation is welcome.

Ms. Justen thanked all the staff involved in hosting the meeting at Memorial Manor, and the tour of the IT Data Center and the 24/7 Emergency Care Center, which she found very interesting. She also thanked Chef Mervyn McDougall, Executive Chef for Memorial Manor, and his team, for the lovely dinner.

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

**2. PRESENTATIONS**

**a. Memorial Manor; Mr. Jon Hennemyre, Administrator, Memorial Manor**

Mr. Hennemyre welcomed the Board to Memorial Manor and thanked them and the Executive team for their leadership.

Mr. Hennemyre then gave a presentation on the Manor. He reported that there are over 170 staff working at the 120-bed facility each day, caring for short-term and long-term patients in two wings, and gave details of the types of patients cared for. He then described how the

Manor compares within the Broward County market landscape of 32 Skilled Nursing Facilities. He gave details of the Manor's highlights and results relating to safety and quality, people, and patient experience. He ended his presentation with details of the value that the Manor brings to Memorial and the community, and the annual savings.

Mr. Mark Greenspan, Vice President, Construction and Property Management, then gave a presentation on the expansion plans for the Douglas Road campus. The plans include replacing the 24/7 Emergency Care Center with a Freestanding Emergency Department, which would be double the size of the current 24/7 Center, and expanding the size of the Manor. He reported that the existing 24/7 Center would continue to be used during the construction of the Freestanding Emergency Department. He then gave details of the project's schedule. He ended his presentation by confirming that he will bring the project back in July for the Board's approval.

### **3. APPROVAL OF MINUTES**

#### **a. Request Board Approval of the Minutes of the Regular Meeting Held on December 6, 2023**

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

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

***THE BOARD OF COMMISSIONERS APPROVES THE MINUTES OF  
THE REGULAR MEETING HELD ON DECEMBER 6, 2023***

The Motion *carried* unanimously.

### **4. BOARD REGULAR BUSINESS**

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

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

Nigel Spier, M.D., presented the Executive Committee Report regarding recommendations for appointments, advancements, etc., convened on January 17, 2024, submitted for consideration, a copy of which is on file in the Executive Office.

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

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

The Motion *carried* unanimously.

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

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

Fausto De La Cruz, M.D., wished everyone a Happy New Year, and presented the Executive Committee Report regarding recommendations for appointments, advancements, etc., convened on January 8, 2024, submitted for consideration, a copy of which is on file in the Executive Office.

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

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

The Motion *carried* unanimously.

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

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

In the absence of Juan Villegas, M.D., Aharon Sareli, M.D., Executive Vice President and Chief Medical Officer of Memorial Healthcare System, presented the Executive Committee Report regarding recommendations for appointments, advancements, etc., convened on January 10, 2024, submitted for consideration, a copy of which is on file in the Executive Office.

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

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

The Motion *carried* unanimously.

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

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

Narendra Upadhyaya, M.D., wished everyone a Happy New Year, and presented the Executive Committee Report regarding recommendations for appointments, advancements, etc., convened on January 11, 2024, submitted for consideration, a copy of which is on file in the Executive Office.

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

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

The Motion *carried* unanimously.

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

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

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

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

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

The Motion *carried* unanimously.

**2) *Request Board Approval of the Financial Report for the Month of December 2023***

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

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

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

The Motion *carried* unanimously.

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

**1) *Request Board Ratification of the Approval by the President / Chief Executive Officer / Administrator of the December Medical Staff Executive Committee Report for Each of the Hospitals that are Owned and / or Operated by the South Broward Hospital District, as Set Forth in Board Resolution No. 495, Delegating Such Authority Until Further Meeting of the Board of Commissioners***

Mr. Rainer read Resolution No. 495 to the Board and clarified details.

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

**THE BOARD OF COMMISSIONERS RATIFIES THE  
APPROVAL BY THE PRESIDENT / CHIEF EXECUTIVE  
OFFICER / ADMINISTRATOR OF THE DECEMBER MEDICAL  
STAFF EXECUTIVE COMMITTEE REPORT FOR EACH OF  
THE HOSPITALS THAT ARE OWNED AND / OR OPERATED  
BY THE SOUTH BROWARD HOSPITAL DISTRICT, AS SET  
FORTH IN BOARD RESOLUTION NO. 495, DELEGATING  
SUCH AUTHORITY UNTIL FURTHER MEETING OF THE  
BOARD OF COMMISSIONERS**

The motion *carried* unanimously.

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

**a. Finance Committee Meeting Held on January 15, 2024; Ms. Elizabeth Justen, Chairwoman**

Ms. Justen presented the Minutes of the Finance Committee Meeting held on January 15, 2024, a copy of which is on file in the Executive Office. Mr. Veda Rampat, Treasurer, then gave details of the items discussed at the meeting.

**1) Request Board Approval for the Defined Contribution Plans to:**

- (i) Replace the Existing Core Plus Bond Manager (Metropolitan West Total Return Bond Fund) with Dodge & Cox Income Fund,**
- (ii) Terminate the Existing ESG Manager (Neuberger Berman Socially Responsive Investing),**
- (iii) Consolidate the International Investment Option by Retaining the Vanguard International Growth and Removing Dodge & Cox, and**
- (iv) Approve the Related Asset Mapping**

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

**THE BOARD APPROVES FOR THE DEFINED CONTRIBUTION PLANS TO:**

- (i) REPLACE THE EXISTING CORE PLUS BOND MANAGER (METROPOLITAN WEST TOTAL RETURN BOND FUND) WITH DODGE & COX INCOME FUND,**
- (ii) TERMINATE THE EXISTING ESG MANAGER (NEUBERGER BERMAN SOCIALLY RESPONSIVE INVESTING),**
- (iii) CONSOLIDATE THE INTERNATIONAL INVESTMENT OPTION BY RETAINING THE VANGUARD INTERNATIONAL GROWTH AND REMOVING DODGE & COX, AND**
- (iv) APPROVE THE RELATED ASSET MAPPING**

The Motion *carried* unanimously.

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

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

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

The Motion *carried* unanimously.

**b. Audit and Compliance Committee Meeting Held on January 15, 2024; Mr. Steven Harvey, Chairman**

Mr. Harvey presented the Minutes of the Audit and Compliance Committee Meeting held on January 15, 2024, a copy of which is on file in the Executive Office. Ms. Denise DiCesare, Chief Compliance and Internal Audit Officer, then presented the second quarterly report for the fiscal year 2024, and other items discussed during the Committee Meeting.

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

A discussion took place regarding the issue and use of Memorial company credit cards. It was noted that the Board does not have a card. Ms. Dicesare confirmed that a limited number of cards have been issued, and identified the departments they have been issued to, and what they are used for.

Mr. Harrison asked that Ms. Dicesare review all reimbursements to Ms. Lubby Navarro, to ensure that there were no discrepancies. Ms. Dicesare confirmed that she was already reviewing Ms. Navarro's expenses and credit card spending. Mr. Scott Wester, President and CEO of Memorial Healthcare System, also confirmed that a review was being carried out of all spending within the Government Affairs department, and that the results will be fully disclosed to the Board upon completion.

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

**THE BOARD OF COMMISSIONERS APPROVES THE RSM  
FISCAL YEAR 2024 OVERVIEW OF AUDIT STRATEGY**

The Motion *carried* unanimously.

**2) *Request Board Approval of the Minutes of the Audit and Compliance Committee Meeting Held on January 15, 2024***

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

**THE BOARD OF COMMISSIONERS APPROVES THE  
MINUTES OF THE AUDIT AND COMPLIANCE COMMITTEE  
MEETING HELD ON JANUARY 15, 2024**

The Motion *carried*, with Ms. Miller requesting that the Minutes be amended to reflect her inquiry regarding the consulting evaluation / assessment RFP selection process. Mr. Harrison made the Motion to accept Ms. Miller's request, and this was seconded by Ms. Justen, and carried unanimously by the Board members.

Ms. Miller voiced her concern that the RFP selection process had not come before the Board, and a discussion ensued. Ms. Miller wished for the Board to interview the three

shortlisted companies. Mr. Wester suggested that Ms. Dicesare should also be involved in the interviews. It was noted that Ms. Miller knew one of the interviewees; however, Ms. Miller confirmed that she held no benefit or gain if they were chosen, and had no issue if their company was not selected. The possibility of starting the RFP process again from the beginning with the Board involved was discussed; however, it was agreed that the Board would interview the three shortlisted companies. Ms. Justen asked that a date for the interviews be arranged, and that all Board members be sent information on the three shortlisted companies in good time before the interviews.

Mr. Friedman made a Motion that, moving forward, the Board comprise the Selection Committee, with involvement from Ms. Dicesare and other management. The Board recommended that a review of the Audit and Compliance department be carried out every three years. Ms. Miller asked that this be added to the Motion, and this was agreed by all Board members.

The Minutes of the Audit and Compliance Committee Meeting, including the agreed amendments, were then put forward for approval.

Mr. Harrison *moved, seconded* by Ms. Miller, that:

**THE BOARD OF COMMISSIONERS APPROVES THE MINUTES OF THE AUDIT AND COMPLIANCE COMMITTEE MEETING HELD ON JANUARY 15, 2024, WITH THE AMENDMENTS, AS AGREED**

The Motion *carried* unanimously.

Mr. Harrison thanked Ms. Dicesare for her work leading the Audit and Compliance Department.

**c. Contracts Committee Meeting Held on January 15, 2024; Mr. Steven Harvey, Chairman**

Mr. Harvey presented the Minutes of the Contracts Committee Meeting held on January 15, 2024, a copy of which is on file in the Executive Office. Mr. Vedner Guerrier, Executive Vice President and Chief Transformation Officer, then gave details of the individual contracts.

**1) Request Board Approval of the New Physician Employment Agreement between Natasha Rueth, M.D., for Chief, Breast Cancer Services, and South Broward Hospital District**

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

**THE BOARD OF COMMISSIONERS APPROVES THE NEW PHYSICIAN EMPLOYMENT AGREEMENT BETWEEN NATASHA RUETH, M.D., FOR CHIEF, BREAST CANCER SERVICES, AND SOUTH BROWARD HOSPITAL DISTRICT**

The Motion *carried* unanimously.

- 2) ***Request Board Approval of the New Physician Employment Agreement between Haneen Abdella, M.D., for Pediatric Hematology Oncology, and South Broward Hospital District***

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

**THE BOARD OF COMMISSIONERS APPROVES THE NEW PHYSICIAN EMPLOYMENT AGREEMENT BETWEEN HANEEN ABDELLA, M.D., FOR PEDIATRIC HEMATOLOGY ONCOLOGY, AND SOUTH BROWARD HOSPITAL DISTRICT**

The Motion ***carried*** unanimously.

- 3) ***Request Board Approval of the New Physician Employment Agreement between Syed Razi, M.D., for Thoracic Surgery, and South Broward Hospital District***

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

**THE BOARD OF COMMISSIONERS APPROVES THE NEW PHYSICIAN EMPLOYMENT AGREEMENT BETWEEN SYED RAZI, M.D., FOR THORACIC SURGERY, AND SOUTH BROWARD HOSPITAL DISTRICT**

The Motion ***carried*** unanimously.

- 4) ***Request Board Approval of the Renewal Physician Employment Agreement between Jackson Cohen, M.D., for Vice Chief, Physical Medicine and Rehabilitation Program, and Medical Director, Interventional Pain Medicine, and South Broward Hospital District***

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

**THE BOARD OF COMMISSIONERS APPROVES THE RENEWAL PHYSICIAN EMPLOYMENT AGREEMENT BETWEEN JACKSON COHEN, M.D., FOR VICE CHIEF, PHYSICAL MEDICINE AND REHABILITATION PROGRAM, AND MEDICAL DIRECTOR, INTERVENTIONAL PAIN MEDICINE, AND SOUTH BROWARD HOSPITAL DISTRICT**

The Motion ***carried*** unanimously.

- 5) ***Request Board Approval of the Renewal Physician Employment Agreement between Paula Eckardt, M.D., for Chief, Infectious Diseases, and Medical Director, Infection Control Program, and South Broward Hospital District***

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

**THE BOARD OF COMMISSIONERS APPROVES THE RENEWAL PHYSICIAN EMPLOYMENT AGREEMENT BETWEEN PAULA ECKARDT, M.D., FOR CHIEF, INFECTIOUS DISEASES, AND MEDICAL DIRECTOR, INFECTION**



**CONTROL PROGRAM, AND SOUTH BROWARD HOSPITAL DISTRICT**

The Motion *carried* unanimously.

- 6) ***Request Board Approval of the Renewal Physician Employment Agreement between Virmarie Quinones-Pagan, M.D., for Pediatric Rehabilitation, and South Broward Hospital District***

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

**THE BOARD OF COMMISSIONERS APPROVES THE RENEWAL PHYSICIAN EMPLOYMENT AGREEMENT BETWEEN VIRMARIE QUINONES-PAGAN, M.D., FOR PEDIATRIC REHABILITATION, AND SOUTH BROWARD HOSPITAL DISTRICT**

The Motion *carried* unanimously.

- 7) ***Request Board Approval of the Renewal Physician Employment Agreement between Seda Suvag, M.D., for Adult Endocrinology, and South Broward Hospital District***

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

**THE BOARD OF COMMISSIONERS APPROVES THE RENEWAL PHYSICIAN EMPLOYMENT AGREEMENT BETWEEN SEDA SUVAG, M.D., FOR ADULT ENDOCRINOLOGY, AND SOUTH BROWARD HOSPITAL DISTRICT**

The Motion *carried* unanimously.

- 8) ***Request Board Approval of the Renewal Physician Employment Agreement between David Rube, M.D., for Medical Director, Child and Adolescent Psychiatry, and South Broward Hospital District***

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

**THE BOARD OF COMMISSIONERS APPROVES THE RENEWAL PHYSICIAN EMPLOYMENT AGREEMENT BETWEEN DAVID RUBE, M.D., FOR MEDICAL DIRECTOR, CHILD AND ADOLESCENT PSYCHIATRY, AND SOUTH BROWARD HOSPITAL DISTRICT**

The Motion *carried* unanimously.

Mr. Guerrier then reported on additional contracts, presented for information only.

9) ***Request Board Approval of the Minutes of the Contracts Committee Meeting Held on January 15, 2024***

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

***THE BOARD OF COMMISSIONERS APPROVES THE  
MINUTES OF THE CONTRACTS COMMITTEE MEETING HELD  
ON JANUARY 15, 2024***

The Motion ***carried*** unanimously.

6. **REPORT OF SPECIAL COMMITTEES**

None.

7. **ANNOUNCEMENTS**

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

8. **UNFINISHED BUSINESS**

None.

9. **NEW BUSINESS**

None.

10. **PRESIDENT'S COMMENTS**

Mr. Scott Wester reported the following:

Mr. Jeffrey Sturman, Senior Vice President and Chief Digital Officer, will leave Memorial later this year to work for Chartis. He will, however, stay with Memorial until a successor has been found. Ms. Justen asked that the Board be involved in the search for his replacement.

Mr. Kevin Janser, Senior Vice President, and President of the Memorial Foundation and the Joe DiMaggio Children's Hospital Foundation, has announced his retirement later this year, allowing for a successor to be found by October 1. Mr. Wester listed the fundraising events which have recently taken place, and the monies raised.

Ms. Christine Heft, Administrative Director, Grant Programs, was the main honoree at the Community Enhancement Collaboration awards ceremony at the beginning of the year, for her ongoing support of the food bank, having helped to secure thousands of dollars in grant funding. Ms. Heft and the grants team have also raised \$23M in grant funding for Memorial for the fiscal year 2024, which is a new record.

Memorial's senior staff will work with our lobbying team, who will help promote our two bills during the legislative session.

Memorial Regional Hospital has received Level 4 designation for Maternal Care, through the Joint Commission's Maternal Levels of Care (MLC) Verification Program, offered in collaboration with the American College of Obstetricians and Gynecologists (ACOG).

Memorial Regional Hospital's Adult Kidney Transplant Program has been ranked number six in the nation for the second reporting cycle in a row by the Scientific Registry of Transplant Recipients (SRTR). The hospital has now carried out over 100 kidney transplants.

Joe DiMaggio Children's Hospital has achieved Magnet recognition from the American Nurses Credentialing Center's (ANCC) Magnet Recognition Program, for nursing excellence. The hospital has received 13 Magnet "exemplars", in addition to the designation.

Mr. Peter Powers, CEO of Memorial Regional Hospital, has been appointed by Governor Ron DeSantis to the Florida Trauma System Advisory Council.

Ms. Monica Puga, Senior Vice President and Chief Nurse Executive, has been appointed by Governor Ron DeSantis to the Florida Center for Nursing Board of Directors.

Press Ganey has recognized the following:

- Joe DiMaggio Children's Hospital – 2023 Pinnacle of Excellence Patient Experience award
- Memorial Physician Group – 2023 Guardian of Excellence Patient Experience award
- Memorial Hospital Pembroke's 24/7 Emergency Care Center – 2023 Guardian of Excellence Patient Experience award
- Memorial Hospital West – 2023 Guardian of Excellence Patient Experience award
- Memorial Cancer Institute – 2023 Guardian of Excellence Patient Experience award

Google reviews for Memorial have been very positive.

Mr. Wester noted the number of Board meetings, including Special Board meetings, which will take place over the next couple of months, and hoped that the Board members will be able to attend.

On Saturday, January 27, Memorial will host its third "One City at a Time" event in Hollywood.

Ms. Selima Khan, Vice President, Marketing and Communications, reported on the upcoming opening of the new Memorial Cancer Institute. She showed a presentation of numerous advertisements for the Institute which have appeared on television. The advertisements were well received, with Ms. Justen suggesting that men also be included, and a telephone number added for information.

## **11. CHAIRWOMAN'S COMMENTS**

Ms. Justen voiced her concerns regarding the cost of the proposed Memorial Regional Hospital expansion, and how this would be paid for. She stated she was not willing to tax the community and needed other options.

She noted that innovative thought is required to determine what can be cut or kept from the plans, whilst ensuring that patient care is not compromised. She suggested that Mr. Matthew Muhart, Executive Vice President and Chief Strategy Officer, could take on this responsibility and come up with some options for the next five to ten years on how to pay for the expansion, and present this to the Board.

She then referenced the organizational chart and listed several positions of which she believed the Board should have more oversight.

She noted the Board's fiduciary responsibility to be aware of expenditure, and as a result, wished to see copies of approved projects and RFPs.

Board members gave their feedback on Ms. Justen's remarks, and a discussion ensued. Mr. Wester, upon request, gave further information to clarify details. Ms. Miller suggested this be discussed at the upcoming Governance Committee meeting.

Ms. Miller requested to reintroduce the CEO Update Special Board meetings with Mr. Wester, and suggested these be held monthly or every six to eight weeks.

The Board then discussed when to hold the Committee meetings for Strategic Planning, Legal and Governance.

## **12. COMMISSIONERS' COMMENTS**

Dr. Orta wished everyone a Happy New Year.

Mr. Friedman thanked Mr. Wester for his comments regarding Memorial's great accomplishments. He thanked Ms. Khan for the wonderful advertisements, which he found touching and meaningful, and Ms. Justen for her feedback to them. He asked the Board to focus on Memorial and what we are doing and support the staff.

Mr. Basulto passed on his congratulations to Ms. Heft for her achievements in securing money for Memorial and the Community Enhancement Collaboration. He attended Memorial Hospital Pembroke's hyperbaric chamber, and thanked the staff there who did a great job.

Ms. Miller thanked Mr. Janser for his years of devotion. She asked that he give an update on the Foundation in June and again before he leaves in December.

Mr. Harrison opined that tonight's meeting was thought-provoking. He thanked Mr. Janser and Mr. Sturman for all their hard work. He stated that the Board needs to be involved with things, and supported Ms. Justen in her decision. He related the qualifications of each Board member and their careers, and that they were all very intelligent.

Mr. Harvey congratulated Mr. Janser and Mr. Sturman. He asked Mr. Muhart to share with the Board his analogy of Memorial's competitors and what they are doing in the area, perhaps at the upcoming Strategic Planning Committee Meeting. Mr. Muhart responded to say that Memorial does not have an analysis.

Ms. Justen reported that the new Memorial Cancer Institute will receive its first patients next Monday. A prayer meeting and blessing will take place at 8:30 a.m., with the first patient arriving at 9:30 a.m. She asked that everyone try and be there to welcome the first patient, if possible.

## **13. ADJOURNMENT**

There being no further business to come before the Board, Ms. Justen declared the meeting adjourned at 8:50 p.m.

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**THE BOARD OF COMMISSIONERS OF THE SOUTH BROWARD HOSPITAL DISTRICT**

*Elizabeth Justen*

**BY:** \_\_\_\_\_  
**Elizabeth Justen, Chairwoman**

*Douglas A. Harrison*

**ATTEST:** \_\_\_\_\_  
**Douglas Harrison, Secretary Treasurer**