

# South Broward Hospital District

## BOARD OF COMMISSIONERS

Douglas A. Harrison, *Chairman* • Vic Narang, *Vice Chairman* • Karen L. Harrington, *Secretary/Treasurer*  
Jose Basulto • Hobel Florido • Laura Raybin Miller

Aurelio M. Fernandez, III, *President and Chief Executive Officer* • Frank P. Rainer, *Senior Vice President and General Counsel*

Group:	<b>S.B.H.D. Contracts Committee</b>	Date:	August 20, 2019
Chairman:	Vic Narang	Time:	3:30 p.m.
Vice Chair:	Karen Harrington		
Location:	Memorial Healthcare System – Executive Conference Room		
Attendance:	Vic Narang, Karen Harrington, Douglas Harrison, Laura Raybin Miller (by phone), Aurelio M. Fernandez, Frank Rainer, Nina Beauchesne, Stanley Marks, M.D., Ken Hetlage, Sarah Griffith, David Smith, Matthew Muhart, Saul Kredi, Mark Doyle, Zeff Ross, Anish Bhavsar		

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The Contracts Committee meeting convened at 3:35 p.m. on August 20, 2019.

The meeting was called to Order and legal certification of compliance with Florida's Public Meetings Law was given by Frank Rainer, Senior Vice President and General Counsel. Mr. Rainer indicated that the meeting materials were not posted based on assertion of confidentiality.

The following agenda items were discussed:

**1. Board Approved Contracts:**

**a. New Physician Employment Agreement between Syndi Seinfeld, D.O., Medical Director, Epilepsy Program-Pediatric Neurology Services and South Broward Hospital District**

The Committee reviewed the new Physician Employment Agreement between the South Broward Hospital District and Syndi Seinfeld, D.O., Medical Director, Epilepsy Program-Pediatric Neurology Services.

Dr. Seinfeld received a Bachelor of Science from the College of New Jersey, Ewing, NJ (2001), a Doctor of Osteopathic Medicine degree from New York College of Osteopathic Medicine (NYCOM), Old Westbury, NY (2005) and a Master of Clinical and Translational Science from Virginia Commonwealth University, Richmond, VA (2014). She completed a General Internship at Good Samaritan Medical Center, West Islip, NY (2006), a Pediatric Residency at Virginia Commonwealth University Hospital, Richmond, VA (2008), a Child Neurology Fellowship at Virginia Commonwealth University Hospital, Richmond, VA (2011), and a Neurophysiology Fellowship, Virginia Commonwealth University Hospital, Richmond, VA (2012). Dr. Seinfeld is certified by the American Board of Psychiatry and Neurology, Epilepsy.

Dr. Seinfeld will be responsible for providing Pediatric Neurology Services, including epilepsy and intraoperative neuro-monitoring, consistent with the clinical scope of her privileges. She will provide medical care and treatment to all patients who require the services of a Pediatric Neurologist and Epilepsy Specialist. She shall provide such services assuring that patient care is delivered in a manner

## MEMORIAL HEALTHCARE SYSTEM

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which results in safe, high-quality care, as measured by clinical outcomes and patient satisfaction. Dr. Seinfeld may also be required to perform other medical administrative services. Under this Employment Agreement, she will be required to perform such services at any Hospital District location.

The details of Dr. Seinfeld's compensation package were discussed. The Committee noted that there is no benchmark for Pediatric Neurology with a subspecialty in Epilepsy including skills in intraoperative neuro-monitoring procedures, thus, salary was determined based on review by outside independent appraisers.

The Employment Agreement shall be effective December 16, 2019, and shall remain in effect for three (3) years. The Employment Agreement may be terminated for cause as stipulated in the Agreement or by either party, without cause, by giving the other party at least 90 days prior written notice.

During the Term of the Agreement and for a period of two years following the Term, physician shall not, without the prior written consent of the Hospital District, provide services within the geographic boundaries of the Restricted Area of Broward County plus five (5) miles.

Following further discussion:

***The Contracts Committee recommends to the Board of Commissioners approval of the new Physician Employment Agreement with Syndi Seinfeld, D.O., Medical Director, Epilepsy Program-Pediatric Neurology Services.***

**b. Renewal Physician Employment Agreement between Christopher R. Seaver, M.D., Adult General Surgery and Associate Residency Program Director General Surgery Residency Program and South Broward Hospital District**

The Committee reviewed the renewal Physician Employment Agreement between the South Broward Hospital District and Christopher R. Seaver, M.D., Adult General Surgery and Associate Residency Program Director General Surgery Residency Program.

Dr. Seaver received a B.S. Degree in 1996 from Providence College, Providence, RI; an M.S. Degree in 1998 from Georgetown University, Washington, DC; and his M.D. Degree in 2003 from the University of Texas, San Antonio, TX. He completed a General Surgery Residency (2003 – 2008) at Jackson Memorial Hospital, Miami, FL and a Vascular Surgery Fellowship (2008 – 2009) at the University of Florida, Gainesville, FL. Dr. Seaver practiced in St. Croix, USVI (2010 – 2013) and served as Chief, Department of Surgery (2012 – 2013) and President-Elect of the Medical Staff (2013) at Juan F. Luis Hospital and Medical Center. Dr. Seaver served as Attending General Surgeon at Holy Cross Hospital, Ft. Lauderdale, FL. (2013-2016). He has been employed by MHS since 2016. Dr. Seaver is board-certified in General Surgery.

Dr. Seaver will be responsible for providing Adult General Surgery Services consistent with the clinical scope of his privileges. He will provide medical care and treatment to all patients who require the services of an Adult General Surgeon. He shall provide such services assuring that patient care is delivered in a manner which results in safe, high-quality care, as measured by clinical outcomes and patient satisfaction. Dr. Seaver may also be required to perform other surgical or medical

administrative services. Under this Employment Agreement, he will be required to perform such services at any Hospital District location.

The details of Dr. Seaver's compensation package were discussed. The Committee noted that that Dr. Seaver's salary was evaluated based upon the 2018 – 2019 Physician Salary Matrix for General Surgery.

The Employment Agreement shall be effective September 1, 2019, and shall remain in effect for five (5) years. The Employment Agreement may be terminated for cause as stipulated in the Agreement or by either party, without cause, by giving the other party at least 90 days prior written notice.

During the Term of the Agreement and for a period of one year following the Term, physician shall not, without the prior written consent of the Hospital District, provide services within the geographic boundaries of the Restricted Area of Broward County plus five (5) miles with the exception that the Physician shall be able to return to employment at Holy Cross Hospital located at 4725 N. Federal Highway, Ft. Lauderdale, FL 33308.

Following further discussion:

***The Contracts Committee recommends to the Board of Commissioners approval of the renewal Physician Employment Agreement with Christopher R. Seaver, M.D., Adult General Surgery and Associate Residency Program Director General Surgery Residency Program***

**c. Renewal Physician Employment Agreement between Carrie Ann Laituri, M.D., Pediatric General Surgery and South Broward Hospital District**

The Committee reviewed the renewal Physician Employment Agreement between the South Broward Hospital District and Carrie Ann Laituri, M.D., Pediatric General Surgery.

Dr. Laituri received a B.S. Degree in 1999 from the University of Minnesota, Minneapolis, MN, and her M.D. Degree in 2006 at Ross University. She completed General Surgery Residencies at Orlando Regional Medical Center, Orlando, FL (2006 – 2009), and at the University of Kansas School of Medicine, Kansas City, KS (2010 – 2012). Dr. Laituri completed a Pediatric Surgery Fellowship (2012 – 2014) at Indiana University School of Medicine, Indianapolis, IN. She served as Assistant Professor of Surgery at University of South Florida Morsani College of Medicine, Tampa, FL, and practiced at Tampa General Hospital and Shriners Hospital for Children. (2014-2016). Dr. Laituri has been employed by MHS since 2016. She is board-certified in Surgery and Pediatric Surgery.

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

The details of Dr. Laituri's compensation package were discussed. The Committee noted that Dr. Laituri's salary was evaluated based upon the 2018 – 2019 Physician Salary Matrix for Pediatric General Surgery.

The Employment Agreement shall be effective November 14, 2019, and shall remain in effect for two (2) years. The Employment Agreement may be terminated for cause as stipulated in the Agreement or by either party, without cause, by giving the other party at least 90 days prior written notice.

During the Term of the Agreement and for a period of one (1) year following the Term, physician shall not, without the prior written consent of the Hospital District, provide services within the geographic boundaries of the Restricted Area of Broward County plus five (5) miles.

Following further discussion:

***The Contracts Committee recommends to the Board of Commissioners approval of the renewal Physician Employment Agreement with Carrie Ann Laituri, M.D., Pediatric General Surgery Services***

## **2. Other Employment Contracts - For Informational Purposes Only**

a) New Physician Employment Agreement between, Michael Aversano, M.D., Pediatric Orthopaedic Surgery-Hand Surgery and South Broward Hospital District. The Employment Agreement shall become effective on May 1, 2020, and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2018 – 2019 Physician Salary Matrix for Pediatric Orthopaedic Surgery services is within the President and CEO's Board-approved authority.

b) New Physician Employment Agreement between Raul Torres, M.D., Physical Medicine and Rehabilitation and South Broward Hospital District. The Employment Agreement shall become effective on October 1, 2019, and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2018 – 2019 Physician Salary Matrix for Physical Medicine and Rehabilitation services is within the President and CEO's Board-approved authority.

c) New Physician Employment Agreement between Robert Klecz, M.D., Physical Medicine and Rehabilitation and South Broward Hospital District. The Employment Agreement shall become effective on January 12, 2020, and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2018 – 2019 Physician Salary Matrix for Physical Medicine and Rehabilitation services is within the President and CEO's Board-approved authority.

d) New Physician Employment Agreement between Theophila Semanoff, M.D., Physical Medicine and Rehabilitation and South Broward Hospital District. The Employment Agreement shall become effective on July 1, 2019, and shall remain in effect for one (1) year. The proposed salary, as reflected in the 2018 – 2019 Physician Salary Matrix for Physical Medicine and Rehabilitation services is within the President and CEO's Board-approved authority.

e) New Physician Employment Agreement between Michael Dressing, M.D., Pediatric Sports Medicine and South Broward Hospital District. The Employment Agreement shall become effective on August 19, 2019, and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2018 – 2019 Physician Salary Matrix for General Pediatrics is within the President and CEO's Board-approved authority.

- f) New Physician Employment Agreement between Kathryn Shaw, M.D., Transplant Surgery and South Broward Hospital District. The Employment Agreement shall become effective on September 3, 2019, and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2018 – 2019 Physician Salary Matrix for General Transplant Surgery services is within the President and CEO’s Board-approved authority.
- g) New Physician Employment Agreement between Inbar Saporta M.D., Adult Cardiology and South Broward Hospital District. The Employment Agreement shall become effective on August 1, 2019, and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2018 – 2019 Physician Salary Matrix for Adult Cardiology services is within the President and CEO’s Board-approved authority.
- h) New Physician Employment Agreement between Omar Llaguna, M.D., Surgical Oncology and South Broward Hospital District. The Employment Agreement shall become effective on September 3, 2019, and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2018 – 2019 Physician Salary Matrix for Surgical Oncology services is within the President and CEO’s Board-approved authority.
- i) New Physician Employment Agreement between Paola Casanova, M.D. Adult Cardiology and South Broward Hospital District. The Employment Agreement shall become effective on September 3, 2019, and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2018 – 2019 Physician Salary Matrix for Cardiology services is within the President and CEO’s Board-approved authority.
- j) New Physician Employment Agreement between Karen Askari, M.D., Endocrinology and South Broward Hospital District. The Employment Agreement shall become effective on September 1, 2019, and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2018 – 2019 Physician Salary Matrix for Endocrinology services is within the President and CEO’s Board-approved authority.
- k) Renewal Physician Employment Agreement between Amy Aronovitz M.D., Chief Adult Endocrinology and South Broward Hospital District. The Employment Agreement shall become effective on August 31, 2019, and shall remain in effect for five (5) years. The proposed salary, as reflected in the 2018 – 2019 Physician Salary Matrix for Adult Endocrinology services is within the President and CEO’s Board-approved authority.
- l) Renewal Physician Employment Agreement between Eduardo Rodriguez, M.D., Vascular Surgery and South Broward Hospital District. The Employment Agreement shall become effective on September 1, 2019, and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2018 – 2019 Physician Salary Matrix for Vascular Surgery services is within the President and CEO’s Board-approved authority.
- m) Physician Recruitment Agreement between the South Broward Hospital District and Internal Medicine Specialty Associates, PA, Healthstone Primary Care Partners, LLC and Anay Puntonet, MD. This Agreement shall become effective on September 1, 2019, and shall remain in effect for two (2) years. The proposed Agreement for Physician Recruitment Services is within the President and CEO’s Board-approved authority.

**3. Saul Kredi presented on three RFPs:**

- Vertical Transportation Systems PM Services
- Employee Survey Software Services
- Emergency Management & Disaster Recovery Consulting Services

**4. Memorial Hospital Pembroke Hospitalist Staff Pilot Project (Board Member Discussion)**

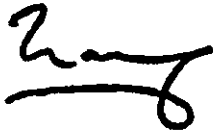
Mr. Rainer opened the discussion with a presentation as to some background information, a description of the pilot project, and an enunciation of goals and purposes of the pilot project. Mr. Fernandez then led the remainder of the discussion. The Board members during the entire time asked questions and expressed their various viewpoints on different aspects raised. After approximately 35 minutes of discussion and dialogue, the Chairman called a close to the discussion.

**5. New Business**

There was no new business discussed.

There being no further business, the meeting was adjourned at 4:55 p.m.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read 'V. Narang', with a horizontal line underneath the name.

V. Narang  
Chair, Contracts Committee

**Awarded RFP's**  
**Vertical Transportation Systems Preventative Maintenance Services**  
**Awarded June 11, 2019**

**Current Vendor(s)/Costs:**

**CY-2018 Annual Maintenance and Repair Services: \$650,156**

- Otis Elevator Company: \$10,880 / Total Units - 2
- Kone, Inc.: \$456,412 / Total Units - 60
- Thyssenkrupp: \$182,864/ Total Units - 41

**Current Environment:**

Vertical Transportation Systems Preventative Maintenance and Repair Services are currently provided by: Kone, Otis, and Thyssenkrupp.

<b>FACILITY</b>	<b>VENDOR</b>	<b>NO. OF UNITS</b>	<b>CY-2018</b>
Memorial Regional Hospital	Kone and Otis	35	\$226,588
Memorial Hospital West	Kone and Thyssenkrupp	20	\$83,965
Joe DiMaggio Children's Hospital and Conine Clubhouse	Kone	11	\$48,512
Property Management: (Regional MOC 1 & 2, West MOB 1 & 2, and Miramar MOB)	Thyssenkrupp	16	\$47,945
Memorial Hospital Pembroke	Kone and Thyssenkrupp	7	\$40,345
Memorial Regional Hospital South	Thyssenkrupp	8	\$29,890
Memorial Hospital Miramar	Thyssenkrupp	4	\$22,172
Memorial Executive Building	Thyssenkrupp	2	\$4,882
<b>Total Annual Maintenance</b>	<b>All Vendors</b>	<b>103</b>	<b>\$504,299</b>
<b>Total Repair Services</b>	<b>All Vendors</b>	<b>variable</b>	<b>\$145,857</b>
<b>Total Annual Maintenance + Repairs</b>			<b>\$650,156</b>

**Why RFP was issued:**

All three vendors have the ability to provide maintenance, repairs, testing and inspection services. MHS wishes to seek opportunities for efficiencies and/or cost reductions.

- To select an experienced and reliable vendor to provide Vertical Transportation Systems Preventative Maintenance Services for a term of three (3) years.
- To prolong equipment life and improve equipment safety and reliability.
- To receive high quality service in a cost effective and timely manner.



**Committee Members:**

COMMITTEE MEMBERS	
Department	Name
Administration	Walter Bussell
Facilities Management	Abe Nagib
Facilities Management	Adam Mayle
Facilities Management	Ed Niebles
Facilities Management	Jesus Sardinas
Facilities Management	Luis Rodriguez
Facilities Management	Russ Schilling
Property Management	Matt Horne

**RFP Vendor Response:**

4 vendors responded to the RFP

**Onsite Vendor Presentations / Demonstrations:**

- Eastern Elevator Services, Inc.
- Kone, Inc.
- Otis Elevator Company
- Thyssenkrupp Elevators

**Vendor(s) Selected:**

***Otis Elevators***

- Agrees to 1 hour Response Time
- Agrees to Key Performance Parameters set forth in RFP
- Competitive Pricing
- Excellent Healthcare References

**Reason other vendor(s) were not selected:**

- Pricing more expensive than vendor
  - Higher annual maintenance fees
  - Higher overtime rate
  - Higher annual inspections and testing fees

**Negotiated Costs:**

- Negotiated Fees: \$0
- 1<sup>st</sup> Year Fees: \$374,520 for maintenance fees
- Ongoing Annual Fees: (3% annual escalation + will depend on MHS adding units)
  - Year 2: \$385,755
  - Year 3: \$397,328
- Annual Savings: \$129,779 (Annual Maintenance Contract Services)
- Term: 3 years



# South Broward Hospital District

## BOARD OF COMMISSIONERS

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Jose Basulto • Hobel Florido • Laura Raybin Miller

Aurelio M. Fernandez, III, *President and Chief Executive Officer* • Frank P. Rainer / *Senior Vice President and General Counsel*

**Group:** BUILDING COMMITTEE **Date:** August 20, 2019  
**Acting Chair:** Vic Narang **Time:** 5:00 p.m.  
**Acting Vice-Chair:** Jose Basulto  
**Location:** 3111 Stirling Road – Executive Conference Room  
**In Attendance:** Vic Narang, Karen Harrington, Douglas A. Harrison, Aurelio M. Fernandez, Matthew Muhart, Nina Beauchesne, Ken Hetlage, Frank Rainer, Zeff Ross, David Smith, Doug Zaren, Walter Bussell, Rebecca Farmer, Mark Greenspan, and David Schlemmer

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**1. SUBJECT: Construction Progress Report**

Mr. Schlemmer provided an overview on the status of each of the projects. All projects remain on schedule as indicated.

**2. SUBJECT: Projects in Planning Report**

The Committee reviewed the report. Mr. Schlemmer advised that six (6) projects were added since the Committee last met.

**3. SUBJECT: Bid Openings**

**a. Kitchen Equipment Replacement – Memorial Regional Hospital**

Bids for the Kitchen Equipment Replacement project were opened on August 14, 2019, in the Executive Conference Room of the 3111 Stirling Road Building.

Bids from five, Board approved, pre-qualified construction contractors were received for the project. The low bidder was Gerrits Construction, Inc., in the amount of \$1,391,697. In order to account for any unforeseen conditions that may arise during the performance of the work, the Healthcare System will allocate \$210,000 of contingency dollars within the total project budget. These funds will be controlled and used solely by the Memorial Healthcare System. After review and discussion,

**The Building Committee recommends to the Board of Commissioners acceptance of the lowest bidder, Gerrits Construction Inc., in the amount of \$1,391,697 for the Kitchen Equipment Replacement Project at Memorial Regional Hospital and allocate a \$210,000 contingency amount to be controlled by the Memorial Healthcare System**

## MEMORIAL HEALTHCARE SYSTEM

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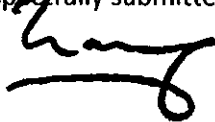
4. **SUBJECT: Other**

Mr. Schlemmer updated the Committee on staff's progress in developing the Guaranteed Maximum Price (GMP) for the Joe DiMaggio Children's Hospital Expansion. He informed the Committee of the measures being prepared to ensure an appropriate package is presented to the Board.

Mr. Schlemmer also informed the Committee that he'll be working with the Legal Department to improve the efficiency in conducting future bid openings with the pre-qualified general contractors.

There being no further business, the meeting adjourned at 5:40 p.m.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Narang', with a horizontal line underneath.

Vic Narang, Acting Chair  
Building Committee

# South Broward Hospital District Board Building Committee Construction Progress Report July 2019

<i>Active Projects</i>	<i>Contractor/Architect</i>	<i>Scheduled Completion Date</i>	<i>Current Status</i>	<i>Comments</i>
<b><u>Memorial Regional Hospital</u></b>				
Pharmacy USP 797/800	DPR Construction/Clean Room Design	January 2019	August 2019	Mechanical
*Pharmacy USP 800 2nd floor	Thornton Construction/Harvard Jolly	October 2019	On Schedule	None
*Pharmacy USP 800 Main	Thornton Construction/Harvard Jolly	February 2020	On Schedule	None
<b><u>Joe DiMaggio Children's Hospital</u></b>				
*Pharmacy USP 800 Main	Thornton Construction/Harvard Jolly	January 2020	On Schedule	None
<b><u>Memorial Regional Hospital South</u></b>				
*Pharmacy USP 800	Thornton Construction/Harvard Jolly	January 2020	On Schedule	None
<b><u>Memorial Hospital West</u></b>				
*Pharmacy USP 800 3 Central	Gerrits Construction/Harvard Jolly	October 2019	On Schedule	None
*Pharmacy USP 800 MCI	Gerrits Construction/Harvard Jolly	**February 2020	On Schedule	None
*Pharmacy USP 800 Main	Gerrits Construction/Harvard Jolly	June 2020	On Schedule	None
*Pharmacy USP 800 BCC	Gerrits Construction/Harvard Jolly	**October 2020	On Schedule	None
<b><u>Memorial Hospital Miramar</u></b>				
*Pharmacy USP 800	Gerrits Construction/Harvard Jolly	October 2019	On Schedule	None
<b><u>Memorial Healthcare System</u></b>				
4470 Sheridan Offices	Gerrits Construction/Saltz Michelson	April 2019	September 2019	Structural

\*Denotes Item Added to Report

\*\*Estimate Pending Permit



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MEMORIAL HOSPITAL WEST | MEMORIAL HOSPITAL MIRAMAR | MEMORIAL HOSPITAL PEMBROKE

**South Broward Hospital District  
Board Building Committee  
Projects in Planning  
July 2019**

**Memorial Regional Hospital**

	<b>Contractor</b>	<b>/ Architect</b>
Cath Lab	TBD	ACAI Associates
Cooling Tower	TBD	Saltz Michelson
Electrical Switch Gear Replacement	TBD	Harvard Jolly
Kitchen Equipment Replacement	TBD	Harvard Jolly
MRI Expansion	TBD	Saltz Michelson
OR AHU & Electrical	TBD	HKS Architects
*Wind Retrofit	TBD	Saltz Michelson

**Joe DiMaggio Children's Hospital**

Bed Tower Expansion – Floors 5-8	Skanska USA Building	HKS Architects
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**Memorial Regional Hospital South**

HVAC Balancing	TBD	Harvard Jolly
OR Electrical Upgrade	TBD	Saltz Michelson
Pre-Op and PACU Remodel	TBD	Saltz Michelson
*Sports Medicine	TBD	Saltz Michelson
*Wind Retrofit	TBD	Saltz Michelson

**Memorial Hospital West**

BMT Renovation	TBD	HKS Architects
Campus Roadway Improvements	TBD	HKS Architects
Cath Lab	TBD	ACAI Associates
*Family Birthplace	TBD	HKS Architects
Memorial Cancer Institute Expansion	TBD	HKS Architects
MRI	TBD	ACAI Associates

**Memorial Hospital Miramar**

Medical Office Building II	ANF Group, Inc.	Harvard Jolly
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**Memorial Hospital Pembroke**

*Pharmacy USP 800	TBD	Harvard Jolly
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**Memorial Healthcare System**

*Memorial Cancer Institute	TBD	Harvard Jolly
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\*denotes item added to report

South Broward Hospital District





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**TO:** Aurelio Fernandez, President and Chief Executive Officer  
**FROM:** David Schlemmer, Vice President  
Construction & Property Management  
**SUBJECT:** Bid Opening:  
Kitchen Equipment Replacement – Memorial Regional Hospital  
**DATE:** August 14, 2019

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Bids for the Kitchen Equipment Replacement Project at Memorial Regional Hospital were opened at 4:30 P.M. on Wednesday, August 14, 2019 in the Executive Conference Room of the 3111 Stirling Road Building. In attendance were: Vic Narang, Aurelio Fernandez, Ken Hetlage, David Smith, Walter Bussell, Rebecca Farmer, Richard Polemeni and David Schlemmer. Also in attendance were representatives from ANF Group, Inc., Engel Construction, Inc., Gerrits Construction, Inc., Thornton Construction Company, Inc., and Turner Construction Company.

The following bids were received for the Kitchen Equipment Replacement:

➤ ANF Group, Inc.	\$ 1,990,653.00
➤ Engel Construction, Inc.	\$ 1,585,786.50
➤ Gerrits Construction, Inc.	\$ 1,391,697.00
➤ Thornton Construction Company, Inc.	\$ 1,568,462.00
➤ Turner Construction Company	\$ 1,863,384.39

Mr. Schlemmer informed the group, as has been the standard practice, that the bids would be reviewed and verified for accuracy.

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



August 21, 2019

Mr. Vic Narang  
Chairman  
Board of Commissioners  
South Broward Hospital District

Dear Mr. Narang:

The Executive Committees of the Medical Staff met on these dates:

- Memorial Regional Hospital (MRH) and Joe DiMaggio Children's Hospital (JDCH) on August 21, 2019
- Memorial Hospital West (MHW) document meeting on August 12, 2019
- Memorial Hospital Pembroke (MHP) on August 8, 2019 and
- Memorial Hospital Miramar (MHM) on August 14, 2019

All committees made a recommendation to accept the report of the Credentials Committee as follows:

That the following applicants be approved for membership as indicated:

New Applicant Name	Specialty (Sponsor)	Status	Adult & Pediatrics	MRH	MHW	MHP	MHM	JDCH	Term
Arango, Dillonelijah, MD	Orthopedic Surgery	Active	Adult		X		X		2 years
Ashby, Gem Maria, MD	OB/GYN	Active	Adult		X		X		2 years
Askari, Karen Racedo, MD	Endocrinology, Diabetes and Metabolism	Active	Adult	X			X		2 years
Bataskov, Karrie L., MD	OB/GYN	Active	Adult & Pediatrics	On Staff	On Staff	On Staff	X	On Staff	2 years
Biggles, Casey Marie, PA	Emergency Medicine (Dr. Adam Rubin)	Allied	Adult	X					2 years
Bula, Aurelio Antonio, DMD	Pediatric Dentist	Active	Pediatrics					X	2 years

Memorial Healthcare System Medical Executive Committees  
Board of Commissioners Report  
August 21st, 2019  
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<b>New Applicant Name</b>	<b>Specialty (Sponsor)</b>	<b>Status</b>	<b>Adult &amp; Pediatrics</b>	<b>MRH</b>	<b>MHW</b>	<b>MHP</b>	<b>MHM</b>	<b>JDCH</b>	<b>Term</b>
Bullock, James Montgomery, MD	Orthopedic Surgery	Active	Adult		X				2 years
Cabrera, Denise, MD	Family Medicine	Active	Adult	X					2 years
Cantor Varela, Manuel Enrique, MD	Internal Medicine	Active	Adult	X	X	X	X		2 years
Carsello, Christina M., APRN	Neonatal Perinatal Medicine (Drs Lester Mc Intyre & Bruce Schulman)	Allied	Pediatrics		X		X	X	2 years
Chin, Judith Renee, DDS	Pediatric Dentist	Active	Pediatrics		X		X	On Staff	2 years
Cristea, Emilian Alexandru, MD	Nephrology	Active	Adult	X	X	X	X		2 years
Dawar, Richa, MD	Oncology and Hematology	Active	Adult	X					2 years
De Los Santos, Pablo, MD	Vascular Surgery	Active	Adult & Pediatrics	X	X	X	X	X	2 years
Eliacin, Ludger Girardo MD	Internal Medicine	Active	Adult	On Staff		X			2 years
Gresseau, Shama R, APRN	Physical Medicine and Rehabilitation (Drs. Alan Novick, Jeremy Jacobs, Meilani Mapa, Jackson Cohen, Angie Lastra, Joanne Delgado-Lebron, Janice Mateo Cohen, Ivor Nugent & James Salerno)	Allied	Adult	X					2 years
Guanzon, Mitchell Josef, APRN	Pulmonary Disease (Dr. Zael Vazquez)	Allied	Adult	X	X	X	X		2 years
Hajje, Daher Roberto., MD	Anatomic and Clinical Pathology	Active	Adult & Pediatrics	X	X	X	X	X	2 years



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New Applicant Name	Specialty (Sponsor)	Status	Adult & Pediatrics	MRH	MHW	MHP	MHM	JDCH	Term
Hunter, Robert Lawrence, MD	OB/GYN	Active	Adult		X		X		2 years
Janney, Gabrielle, PA	Pediatric Emergency Medicine (Dr. Deanna Soloway-Simon)	Allied	Pediatrics		X		X	X	2 years
Joseph, Chestcy Griffith, APRN	Internal Medicine (Dr. Kim Goldmintz)	Allied	Adult			X			2 years
Katz, Shani Lee, DO	Orthopedic Surgery	Active	Adult	X					2 years
Kim, Margaret Adele, DDS	Pediatric Dentist	Active	Pediatrics		X		X	On Staff	2 years
Kowalski, Ian Joseph, DO	Internal Medicine	Active	Adult	X	X	X	X		2 years
Larumbe, Jose C., DDS	Dentist	Active	Pediatrics		X		X	On Staff	2 years
Levine, Sherry Leigh, MD	Otolaryngology/Head & Neck Surgery	Active	Adult & Pediatrics	X	X	X	X	X	2 years
Lewis, Dominic Joseph., MD	Orthopedic Surgery	Active	Adult	X					2 years
Llaguna, Omar Hidalgo, MD	Surgical Oncology	Active	Adult	X	X	X	X		2 years
Lopez, Raymond, DPM	Podiatry	Active	Adult	X					2 years
Macklin, Joelle Lynne., PA	Hematology and Oncology (Drs. Brian Hunis, Jennifer Zikria, Atif Hussein, Frederick Wittlin, Michel Vulfovich & Matthew Salzberg)	Allied	Adult	X	X	X	X		2 years
Martin, Jose Angel, DO	Surgery	Active	Adult		X		X		2 years
Martinez, Dario, MD	Internal Medicine	Active	Adult	X	X	X	X		2 years

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New Applicant Name	Specialty (Sponsor)	Status	Adult & Pediatrics	MRH	MHW	MHP	MHM	JDCH	Term
McCarthy, Kevin J, MD	Orthopedic Surgery	Active	Adult	X	X	X			2 years
Montero Hurtado, Alfredo, MD	Internal Medicine	Active	Adult	X	X	X	X		2 years
Montes-Berrios, Veronica, MD	Anesthesiology & Critical Care Medicine	Active	Adult & Pediatrics	X	X	X	X	X	2 years
Neuwirth, Zev Joey, MD	Internal Medicine	Active	Adult	X					2 years
Oramas, Victor R, DDS	Pediatric Dentist	Active	Pediatrics		X		X	On Staff	2 years
Padilla, Oscar A., DDS	Pediatric Dentist	Active	Pediatrics		X		X	On Staff	2 years
Parikh, Rikesh Kiran, MD	Diagnostic Radiology	Active	Adult & Pediatrics	X	X	X	X	X	2 years
Pascuzzo, Tara Lee, MD	Internal Medicine	Active	Adult	X	X	X	X		2 years
Paz Cruz, Monica, APRN, CRNA	Anesthesiology (Dr. Karim Abouelenin)	Allied	Adult & Pediatrics	X	X	X	X	X	2 years
Piscetelli, Liam, CNIM	Neurointraoperative Monitorist (Dr. Jason Soriano)	Allied	Adult & Pediatrics	X	X			X	2 years
Popp, Tarah Joy, MD	Pediatric Cardiology	Active	Pediatrics	X				X	2 years
Ranganath, Bharat Gubbi, MD	Plastic Surgery	Active	Adult & Pediatrics	X	X	X		X	2 years
Sanchez Landazabal, Martha S, MD	Pediatrics	Active	Pediatrics		X		X	X	2 years
Saporta, Inbar, MD	Cardiovascular Disease	Active	Adult	X	X	X	X		2 years
Savla, Jayshree, MD	Neonatal Perinatal Medicine	Active	Pediatrics		X		X	X	2 years
Segovia, Carlos	Surgical Assistant	Allied	Adult & Pediatrics		X				2 years

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<b>New Applicant Name</b>	<b>Specialty (Sponsor)</b>	<b>Status</b>	<b>Adult &amp; Pediatrics</b>	<b>MRH</b>	<b>MHW</b>	<b>MHP</b>	<b>MHM</b>	<b>JDCH</b>	<b>Term</b>
Segura, Juan Luis, APRN	Surgical Assistant	Allied	Adult & Pediatrics	On Staff	X				2 years
Semanoff, Theophila C, MD	Physical Medicine and Rehabilitation	Active	Adult	X	X	X	X		2 years
Semien, George Ashley, MD	Anesthesiology	Active	Adult & Pediatrics	X	X	X	X	X	2 years
Shanu, Dixie O, APRN	Internal Medicine (Dr. Tanzeela Khan)	Allied	Adult	X	X				2 years
Shapiro, Mia, MD	Surgery	Active	Adult	X	X	X	X		2 years
Shaw, Kathryn Weber, MD	Transplant Nephrology	Active	Adult	X	X				2 years
Spier, Nigel Alexander, MD	OB/GYN	Active	Adult	On Staff	X				2 years
Sturm, Jerome, MD	OB/GYN	Active	Adult	X	On Staff	On Staff	X		2 years
Sutton, Tracy Lee, APRN	Internal Medicine (Dr. Victor Totfalusi)	Allied	Adult	X	X	X	X		2 years
Swift, Deborah Lynn, MD	OB/GYN	Active	Adult		X		X		2 years
Urban-Galvez, Stephanie Nhora, DO	Pediatrics	Active	Pediatrics				X		2 years
Van-Horne, Simone Soyini, MD	Internal Medicine	Active	Adult	On Staff	X		X		2 years
Vara, Alexander, MD	Orthopedic Surgery	Active	Adult		X		X		2 years
Weiss, Lindsay Michelle, MD	Pediatrics	Active	Pediatrics					X	2 years
Yarbrough, Cortney Michelle, MD	Obstetrics and Gynecology	Active	Adult		X		X		2 years

New Applicant Name	Specialty (Sponsor)	Status	Adult & Pediatrics	MRH	MHW	MHP	MHM	JDCH	Term
Zapata, Alessandra, APRN	Physical Medicine and Rehabilitation (Drs. Alan Novick, Jeremy Jacobs, Meilani Mapa, Jackson Cohen, Angie Lastra, Joanne Delgado-Lebron, Janice Mateo Cohen, Ivor Nugent & James Salerno)	Allied	Adult	X					2 years
Zelig, Ari Y., MD	Allergy & Immunology	Active	Adult & Pediatrics	X	X				2 years

That the following applicants for reappointment be approved as indicated:

Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Comment
Abarca DDS, Marvin Antonio	Pediatric Dentist	9/1/2019	Pediatrics					Active	2 years	
Abrams DO, West-Ky	Family Medicine	9/1/2019	Adult		Active		Active		2 years	
Allison APRN, Marvalee T	Family Medicine (Dr. Serge-Henri Gardere)	9/1/2019	Adult & Pediatrics	Allied				Allied	2 years	
Alvarez Gonzales MD, Luis Manuel	Critical Care Medicine	9/1/2019	Adult	Active	Active	Active	Active		2 years	
Avila Robles MD, Maria Del Rosario	Cardiovascular Disease	9/1/2019	Adult	Active	Active				2 years	
Baker APRN, Jennifer Ann	Internal Medicine (Dr. Shivali Malhotra)	9/1/2019	Adult	Allied	Allied	Allied	Allied		2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Comment
Barrett PA, Kirk Andrew	Cardiac Services (Drs. Michael Cortelli, Juan Plate & I-wen Wang)	9/1/2019	Adult	Allied	Allied	Allied	Allied		2 years	
Basit MD, Areeba	Pediatric Neurology	9/1/2019	Pediatrics		Active		Active	Active	2 years	
Bataskov, Karrie L., MD	OB/GYN	11/1/2019	Adult & Pediatrics	Active	Active	Active		Active (GYN Only)	2 years	Approved reappointment, beginning 9/1/2019.
Bekic DO, Ronald Michael	Palliative Medicine	9/1/2019	Adult	Active	Active	Active	Active		2 years	
Belousov DO, Yekaterina N	Pediatrics	9/1/2019	Pediatrics					Active	2 years	
Black MD, Jonathan David	Gynecologic Oncology	9/1/2019	Adult	Active	Active	Active	Active		2 years	
Blackwell APRN, Locianna	Surgical Oncology (Drs Aeisha Rivers, Erica Bloomquist & Heather Wright)	9/1/2019	Adult	Allied	Allied		Allied		2 years	
Botero MD, Ana Cecilia	Radiation Oncology	9/1/2019	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	
Boyd APRN, Jeremy Taylor	Emergency Medicine (Dr. Juan Villegas)	9/1/2019	Adult				Allied		2 years	
Boz AA, Andre Eduardo	Anesthesia Assistant (Dr. Amy Pulido)	9/1/2019	Adult & Pediatrics	Allied	Allied	Allied	Allied	Allied	2 years	
Braverman MD, Stanley Deems	Ophthalmology	9/1/2019	Adult	Active					2 years	

<b>Reappointment Applicant Name</b>	<b>Specialty (Sponsor)</b>	<b>Date</b>	<b>Age Category</b>	<b>MRH</b>	<b>MHW</b>	<b>MHP</b>	<b>MHM</b>	<b>JDCH</b>	<b>Term</b>	<b>Comment</b>
Bryant APRN, Shannon Marie	Cardiac Surgery (Dr. Michael Cortelli)	9/1/2019	Adult	Allied					2 years	
Burke PA, Makeba Joy	Family Medicine (Dr. Jennifer Goldman)	9/1/2019	Adult	Allied	Allied	Allied			2 years	
Canby APRN, CRNA, Richard Pearce	Nurse Anesthetist (Dr. Karim Abouelenin)	9/1/2019	Adult & Pediatrics	Allied	Allied	Allied	Allied	Allied	2 years	
Cardone MD, Scott Christopher	Pediatric Ophthalmology	9/1/2019	Adult & Pediatrics		Active		Active	Active	2 years	
Chaney MD, Jack Victor	Anatomic & Clinical Pathology	9/1/2019	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	
Chapman-Leccesse, Melissa Lee, PA	Pediatric Orthopedic Surgery (Dr. Stephen Storer)	10/1/2019	Pediatrics	Allied			Allied	Allied	2 years	Approved reappointment, beginning 9/1/2019.
Ciocca MD, Giovanna	Pediatrics	9/1/2019	Pediatrics				Active	Active	2 years	
Cohen APRN, CRNA, Jason M	Nurse Anesthetist (Dr. Amy Pulido)	9/1/2019	Adult & Pediatrics	Allied	Allied	Allied	Allied	Allied	2 years	
Cohen PA, Stephen Michael	Surgical Assistant with H&P (Dr. Farid Assouad)	9/1/2019	Adult		Allied	Allied			2 years	
Coll MD, Paolo	Family Medicine	9/1/2019	Adult	Active	Active	Active			2 years	
Dale DMD, Jason Andrew	Pediatric Dentist	9/1/2019	Pediatrics					Active	2 years	

Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Comment
Depamaylo APRN, Lenie Apolinario	Interventional Cardiology, Vascular & Interventional Radiology (Drs. Juan Pastor-Cervantes & Federico Bengoa)	9/1/2019	Adult & Pediatrics	Allied				Allied	2 years	
Diaz MD, George C,	Neurology	9/1/2019	Adult	Active	Active	Active	Active		2 years	
Donn MD, Brian Joseph	Anesthesiology	9/1/2019	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	
Duffin PSYD, Donna Marie	Psychology	9/1/2019	Adult		Active				2 years	
Eisermann MD, Juergen	Reproductive Endocrinology	9/1/2019	Adult		Active				2 years	
English MD, Scott Ross	Family Medicine	9/1/2019	Adult	Active	Active				2 years	
Fields MD, Robert Carlton	OB/GYN	9/1/2019	Adult				Active		2 years	
Fonseca MD, Rodrigo Burlamaqui	Vascular Surgery	9/1/2019	Adult		Active	Active	Active		2 years	
Forero-Moylan APRN, CRNA, Johanna Marcella	Nurse Anesthetist (Dr. Amy Pulido)	9/1/2019	Adult & Pediatrics	Allied	Allied	Allied	Allied	Allied	2 years	
Freiman MD, Jacob Joshua	Plastic Surgery	9/1/2019	Adult & Pediatrics	Active		Active			Denied	Discontinue membership and privileges for failing to meet patient encounter criteria.



<b>Reappointment Applicant Name</b>	<b>Specialty (Sponsor)</b>	<b>Date</b>	<b>Age Category</b>	<b>MRH</b>	<b>MHW</b>	<b>MHP</b>	<b>MHM</b>	<b>JDCH</b>	<b>Term</b>	<b>Comment</b>
Galt-McBean APRN, CRNA, Danelle Lynn	Nurse Anesthetist (Dr. Amy Pulido)	9/1/2019	Adult & Pediatrics	Allied	Allied	Allied	Allied	Allied	2 years	
Garcia Iguaran MD, Ana Maria	OB/GYN	9/1/2019	Adult	Active	Active		Active		2 years	
Garcia MD, Jose Gilberto	Rheumatology	9/1/2019	Adult	Active	Active				2 years	
Garrote MD, Jose Rafael	Pediatric Emergency Medicine	9/1/2019	Pediatrics		Active		Active	Active	2 years	
Gast PSYD, Andrew Steven	Psychology	9/1/2019	Adult	Active					2 years	
Gervin MD, Stephen Z	Neurosurgery	9/1/2019	Adult			Active			2 years	
Globerman MD, David Yude	Plastic Surgery	9/1/2019	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	
Goldberg MD, Judah Lev	Emergency Medicine	9/1/2019	Adult		Active				2 years	
Goldberg MD, Paul Judah	Pediatrics	9/1/2019	Pediatrics		Active			Active	2 years	
Gonzalez DO, Elizabeth	OB/GYN	9/1/2019	Adult				Active		2 years	
Gosine MD, Vitra Nishi	Endocrinology, Diabetes and Metabolism	9/1/2019	Adult				Consulting		2 years	
Gross PA, Madalin Renee	Emergency Medicine (Dr. Randy Katz)	9/1/2019	Adult	Allied					2 years	
Gutierrez APRN, Alejandro Jesus	Employee Health (Dr. Barbara Coplowitz)	9/1/2019	Adult		Allied				2 years	

<b>Reappointment Applicant Name</b>	<b>Specialty (Sponsor)</b>	<b>Date</b>	<b>Age Category</b>	<b>MRH</b>	<b>MHW</b>	<b>MHP</b>	<b>MHM</b>	<b>JDCH</b>	<b>Term</b>	<b>Comment</b>
Hanabergh MD, Enrique Jr	Plastic Surgery	9/1/2019	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	
Handman DO, Heidi Pearl	Neonatal Perinatal Medicine	9/1/2019	Pediatrics		Active		Active	Active	2 years	
Harris PHD, Gina Melanie	Psychology	9/1/2019	Adult	Active	Active	Active			2 years	
Hasham MD, Imran Hadi	Internal Medicine	9/1/2019	Adult	Active	Active	Active	Active		2 years	
Hashmi MD, Syed Javed	Nephrology	9/1/2019	Adult	Active	Active	Active	Active		2 years	
Heller MD, Howard Todd	Diagnostic Radiology	9/1/2019	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	
Hellman APRN, Amy Sue	Cardiac Services/ Electrophysiology (Drs. Daniel Benhayon Lanes, Demetrio Castillo & John Cogan)	9/1/2019	Adult	Allied	Allied	Allied			2 years	
Hernandez DDS, Roland Anthony	Oral Maxillofacial Surgery	9/1/2019	Adult & Pediatrics		Active				2 years	
Hodor MD, Kenneth R	Non-Surgical Orthopedics	9/1/2019	Adult	Active					2 years	
Hunis MD, Brian	Oncology and Hematology	9/1/2019	Adult	Active	Active	Active	Active		2 years	
Ibrahim MD, Brian Bassem	Family Medicine	9/1/2019	Adult	Active	Active	Active	Active		2 years	
Iglesias MD, Elba Amalia	Adolescent Medicine	9/1/2019	Pediatrics	Active				Active	2 years	

<b>Reappointment Applicant Name</b>	<b>Specialty (Sponsor)</b>	<b>Date</b>	<b>Age Category</b>	<b>MRH</b>	<b>MHW</b>	<b>MHP</b>	<b>MHM</b>	<b>JDCH</b>	<b>Term</b>	<b>Comment</b>
Iskowitz MD, Steven Bruce	Pediatric Cardiology	9/1/2019	Pediatrics		Active		Active	Active	2 years	
Jackson MD, Belliaminowa Vloria	Pediatrics	9/1/2019	Pediatrics		Active		Active		2 years	
Jacques APRN, Jessica Anne	Oncology & Hematology Services (Drs Brian Hunis, Atif Hussein, Matthew Salzberg, Jennifer Zikria, & Frederick Wittlin)	9/1/2019	Adult	Allied	Allied	Allied			2 years	
Jayakumar MD, Kaimal Anitha	Pediatric Cardiology	9/1/2019	Pediatrics	Active				Active	2 years	
Joemmankhan PA, Rashida Natacha	Pediatric Emergency Medicine (Dr. Ana Roig- Cantisano)	9/1/2019	Pediatrics		Allied		Allied	Allied	2 years	
John DO, Jones Sam	Nephrology	9/1/2019	Adult		Active				2 years	
Johnston MD, Vicki Lynne	Neonatal Perinatal Medicine	9/1/2019	Pediatrics		Active		Active	Active	2 years	
Kaltman DMD, Jordan M	Oral Maxillofacial Surgery	9/1/2019	Adult & Pediatrics	Active				Active	2 years	
Karp MD, Kenneth Ofir	Ophthalmology	9/1/2019	Adult				Active		2 years	
Kaswan MD, Daniel	Infectious Disease	9/1/2019	Adult	Active					2 years	

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Katzman MD, Scott Steven	Orthopedic Surgery	9/1/2019	Adult	Active					1 month	Pending Board Certification status.
Keller MD, Nathaniel Arthur	Psychiatry	9/1/2019	Adult		Active	Active	Active		2 years	
Konopka MD, Jorge Curbelo	Family Medicine	9/1/2019	Adult	Active	Active	Active	Active		2 years	
Krishnamoorthy MD, Mahalakshmi	Internal Medicine	9/1/2019	Adult	Active	Active	Active	Active		2 years	
Lev DMD, Robert J	Dentist	9/1/2019	Adult		Active				2 years	
Levin MD, Daniel	OB/GYN	9/1/2019	Adult	Active					2 years	
Li, Alejandro Roberto	Surgical Assistant	9/1/2019	Adult & Pediatrics		Allied				2 years	
Liuzzi Stamerra, Juan Francisco	Surgical Assistant	9/1/2019	Adult & Pediatrics	Allied	Allied	Allied			2 years	
Logrono MD, Arturo Rafael	Internal Medicine	9/1/2019	Adult		Active				2 years	
Low MD, Christopher John	Plastic Surgery	9/1/2019	Adult & Pediatrics	Active				Active	2 years	
Mai MD, Andrew Hai	Diagnostic Radiology	9/1/2019	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	
Mattam MD, Lisa Susan	Family Medicine	9/1/2019	Adult	Active	Active	Active	Active		2 years	
Mela APRN, Kathryn Deborah Fisk	Neonatal Perinatal Medicine (Drs. Lester Mc Intyre & Bruce Schulman)	9/1/2019	Pediatrics		Allied		Allied	Allied	2 years	

<b>Reappointment Applicant Name</b>	<b>Specialty (Sponsor)</b>	<b>Date</b>	<b>Age Category</b>	<b>MRH</b>	<b>MHW</b>	<b>MHP</b>	<b>MHM</b>	<b>JDCH</b>	<b>Term</b>	<b>Comment</b>
Metzel Diaz, APRN, Caroline M	Oncology & Hematology Services (Drs Robert Hirsch & Manuel Martinez-Rio)	9/1/2019	Adult	Allied	Allied		Allied		2 years	
Miot MD, Bernard Francois	Orthopedic Surgery	9/1/2019	Adult		Active		Active		2 years	
Moore DO, Julian O'Neil	Dermatology	9/1/2019	Adult & Pediatrics	Active	Active			On Staff (1/23/19)	2 years	
Mora MD, Noel Jose	Family Medicine	9/1/2019	Adult		Active	Active			2 years	
Morales APRN, Maria Isabel	Cardiovascular Disease (Drs. Brenda Sanzobrino & Walif Aji)	9/1/2019	Adult	Allied		Allied			2 years	
Morris MD, David Phillip	Internal Medicine	9/1/2019	Adult		Active		Active		2 years	
Murcia MD, Alvaro Martin	Cardiovascular Disease	9/1/2019	Adult	Active	Active	Active	Active		2 years	
Myers MD, Charles Justin	Neuroradiology	9/1/2019	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	
Napchan Pomerantz MD, Galia Daphna	Pediatric Pulmonology	9/1/2019	Pediatrics	Active	Active		Active	Active	2 years	
Navarro DO, Jason Andal	Family Medicine	9/1/2019	Adult	Active	Active	Active	Active		2 years	
Nelson MD, Aretha Constance	Internal Medicine	9/1/2019	Adult	Active	Active	Active	Active		2 years	

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Reardon APRN, Rachel	Neonatal Perinatal Medicine (Drs. Lester Mc Intyre & Bruce Schulman)	9/1/2019	Pediatrics		Allied		Allied	Allied	2 years	
Reid MD, Robert	Pediatric Infectious Disease	9/1/2019	Pediatrics	Active	Active		Active	Active	2 years	
Reyes MD, Antonio	Urology	9/1/2019	Adult	Active	Active	Active	Active		2 years	
Rivera-Hidalgo MD, Zoraida	Internal Medicine	9/1/2019	Adult	Active					2 years	
Rodriguez MD, Juan Carlos	Pulmonary Disease	9/1/2019	Adult	Active	Active	Active	Active		2 years	
Rondon MD, Juan Carlos	Internal Medicine	9/1/2019	Adult	Active	Active	Active	Active		2 years	
Roque APRN, CNM, Mirianellys	Nurse Midwife (Dr. Robert Klein)	9/1/2019	Adult		Allied		Allied		2 years	
Rosabal MD, Orestes George	Orthopedic Surgery	9/1/2019	Adult		Active		Active		2 years	
Rosen DO, Eric Scott	Interventional Cardiology	9/1/2019	Adult	Active	Active	Active	Active		1 year	One year reappointment due to behavioral and quality issues.
Roth MD, Leon	Internal Medicine	9/1/2019	Adult	Active					2 years	
Rub MD, Beny	Pediatrics	9/1/2019	Pediatrics		Active			Active	2 years	



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Rub MD, Jose Mark	Pediatrics	9/1/2019	Pediatrics		Active			Active	2 years	
Ruiz DDS, Carla Vanessa	Dentist	9/1/2019	Pediatrics					Active	2 years	
Salerno DO, Elizabeth Heather	Pediatrics	9/1/2019	Pediatrics		Active		Active	Active	2 years	
Salom MD, Emery M	Gynecologic Oncology	9/1/2019	Adult	Active	Active		Active		2 years	
Santos MD, Carlos R	Pulmonary Disease	9/1/2019	Adult	Active	Active	Active	Active		2 years	
Schlangel MD, Mark	Anesthesiology	9/1/2019	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	
Schottenstein DPM, Julie Ann	Podiatry	9/1/2019	Adult	Active	Active	Active			2 years	
Scovino Alvarado, Franklin Igor	Surgical Assistant	9/1/2019	Adult & Pediatrics		Allied				2 years	
Seminara PA, Lindsey Caroline	Pediatric Neurosurgery (Drs Dean Hertzler, Daxa Patel and Heather Spader)	9/1/2019	Pediatrics	Allied	Allied			Allied	2 years	
Sheikh MD, Babak	Orthopedic Surgery	9/1/2019	Adult		Active				2 years	
Sheldon MD, Daniel Abraham	Orthopedic Surgery	9/1/2019	Adult		Active				2 years	
Slonaker MD, Chester Mason II	Pediatrics	9/1/2019	Pediatrics		Active			Active	2 years	

Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Comment
Sofman MD, Michael S	Dermatology	9/1/2019	Adult & Pediatrics	Active				Active	2 years	
Spratt MD, Henry Alexander Cliffo	Ophthalmology	9/1/2019	Adult	Active	Active				1 year	Pending Board Certification by an MHS recognized Board. No further extensions to be granted.
Stauber MD, Ziva	Neurointraoperative Monitorist	9/1/2019	Adult & Pediatrics	Active	Active	Active		Active	2 years	
Sturm, Jerome, MD	OB/GYN	10/1/2019	Adult		Active	Active			2 years	Approved, 2 year reappointment of membership and privileges beginning 8/1/2019.
Tamayo MD, Ana Maria	Gynecology	9/1/2019	Adult	Active	Active	Active			2 years	
Tami MD, Luis Felipe	Interventional Cardiology	9/1/2019	Adult	Active	Active	Active	Active		2 years	
Tano, Mario Enrique, MD	Pediatric Gastroenterology	9/1/2019	Pediatrics	Active	Active		Active (Denied)	Active	2 years	Approved, two year reappointment at MRH, MHW and JDCH. Reappointment to MHM Denied due to lack of Board Certification.

Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Comment
Taylor, MD, Kenneth Warren, MD	Orthopedic Surgery	9/1/2019	Adult & Pediatrics	Active	Active	Active			2 years	Approved, two year reappointment with adult privileges only, beginning 8/1/2019. Pediatric privileges discontinued due to lack of pediatric surgical case documentation.
Tejeda DMD, Dayrys	Dentist	9/1/2019	Pediatrics					Active	2 years	
Thompson MD, Hannah Ja	Anesthesiology	9/1/2019	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	
Urueta APRN, CRNA, Esther Cecilia	Nurse Anesthetist (Dr. Amy Pulido)	9/1/2019	Adult & Pediatrics	Allied	Allied	Allied	Allied	Allied	2 years	
Valladares DO, Michael George	Gastroenterology	9/1/2019	Adult				Active		2 years	
Van-Horne MD, Simone Soyini	Internal Medicine	9/1/2019	Adult	Active					2 years	
Wade MD, Patricia Tanya	Pulmonary Disease	9/1/2019	Adult	Active	Active	Active	Active		2 years	
Weitzenfeld MD, Mark Bruce	Urology	9/1/2019	Adult		Active	Active			2 years	

Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Comment
Williams MD, Dianne Patrice	Pediatrics	9/1/2019	Pediatrics		Active		Active	Active	2 years	
Wittlin MD, Frederick Neal	Oncology and Hematology	9/1/2019	Adult	Active	Active	Active	Active		2 years	
Wood DO, Ellen Grace	Reproductive Endocrinology	9/1/2019	Adult		Active				2 years	
Zeig MD, Steven	Internal Medicine	9/1/2019	Adult	Active	Active	Active	Active		2 years	
Zeltsman DO, Marat	Pediatrics	9/1/2019	Pediatrics		Active		Active	Active	2 years	

That the following requests for changes, additions or relinquishment of privileges be approved:

Name	Specialty (Sponsor)	Request	Privilege	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Duong, Hoang, MD	Neuroradiology	Additional	Surpass Streamline Flow Diverter (For Embolization of Wide Neck Aneurysms) (First 5 cases must be proctored)	Adult	X	X	N/A	N/A	N/A	Approved
Garcia, Alvaro Ivan, MD	General Surgery	Additional	Robotic Assisted Surgery (First 3 cases must be proctored)	Adult		X	X	X		Approved
Kubiliun-Kotzen, Rosa, DO	Pediatric Emergency Medicine	Additional	Moderate Sedation	Pediatrics		X		X	X	Approved

Name	Specialty (Sponsor)	Request	Privilege	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Lima, Andrey, MD	Neurosurgeon	Additional	Surpass Streamline Flow Diverter (For Embolization of Wide Neck Aneurysms) (First 5 cases must be proctored)	Adult	X	X	N/A	N/A		Approved
Ringelheim, Robert, MD	Emergency Medicine	Additional	Use of Ultrasound	Adult	X					Approved
Scaria, Sujamol, APRN	Cardiac Services (Drs. Ioana Dumitru; Priyanka Gosain & Maria Avila Robles)	Additional	Performance of cardiopulmonary stress test and exercise testing	Adult	X	X				Approved
Segura, Juan Luis, APRN	Surgical Assistant	Change	APRN Medical and Surgical changed to Surgical Assistant	Adult & Pediatrics	X					Approved
Tarrazzi, Francisco Antonio, MD	Thoracic Surgery	Additional	Magnetic esophageal sphincter augmentation (First 3 cases must be proctored)	Adult	X	X	X	X		Approved

That the following recommendation to discontinue invasive procedures pending completion of CRM course by provider be approved:

Practitioners Name	Specialty (Sponsor)	Appointment Date	Expiration Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Comment
Chen, Lawrence King-Ray, APRN	Urology (Drs Sanjeev Gupta & Christopher Vendryes)	1/23/2019	8/1/2019	Adult	Allied		Allied			Discontinue invasive procedures pending completion of CRM course

Practitioners Name	Specialty (Sponsor)	Appointment Date	Expiration Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Comment
Denson, Nikki, APRN	Transplant Surgery & Nephrology (Drs Juan Arenas & Fernando Pedraza Taborda)	1/23/2019	8/1/2019	Adult	Allied					Discontinue invasive procedures pending completion of CRM course
Garcia, Rolando, MD	Orthopedic Surgery	1/23/2019	8/1/2019	Adult	Active					Discontinue invasive procedures pending completion of CRM course
Nadal, Richard D, MD	Plastic Surgery	1/23/2019	8/1/2019	Adult	Active					Discontinue invasive procedures pending completion of CRM course
Somarriba, Carmen Maria, PA	Surgery (Dr. Daniel Weingrad)	1/23/2019	8/1/2019	Adult	Allied					Discontinue invasive procedures pending completion of CRM course

Please be advised that these applicants for appointment and reappointment were processed through the Board approved Credentialing Procedure that meets and exceeds the requirements of Florida Statute 395.011, and the standards of The Joint Commission.

The Executive Committees also accepted the following recommendations for changes in staff status as indicated:

Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Amador, PsyD, Beatriz	Psychology	Failed to request reappointment.	Adult	Active					Recommend automatic termination of membership and privileges due to failing to request reappointment.

<b>Name</b>	<b>Specialty (Sponsor)</b>	<b>Topic</b>	<b>Age Category</b>	<b>MRH</b>	<b>MHW</b>	<b>MHP</b>	<b>MHM</b>	<b>JDCH</b>	<b>Action by Committee</b>
Ansar, Hina, DO	Emergency Medicine	Automatic termination of membership and privileges, effective 8/1/2019. No longer employed by EM Team Health.	Adult	Active					Approved automatic termination of membership and privileges, effective 8/1/2019. No longer employed by EM Team Health.
Bisciotti Murray, M. Rachel, PATHA	Pathology Assistant (Dr. Neil Abrahams)	Resignation effective 8/3/2019	Adult & Pediatrics	Allied	Allied	Allied	Allied	Allied	Accepted resignation, effective 8/3/2019.
Cantor, Samuel N., DPM	Podiatry	Resigned, effective immediately.	Adult		Active				Accepted resignation, effective immediately.
Drozdow, Gilbert L., MD	Anesthesiology	Request transfer to Honorary staff	Adult & Pediatrics	Honorary	Honorary	Honorary	Active to Honorary		Approved transfer to Honorary Staff
Espinoza, Clifton Josue, MD	Internal Medicine	Automatic termination of membership and privileges, effective immediately. No longer employed by Memorial Primary Care.	Adult		Active				Approved automatic termination of membership and privileges, effective immediately. No longer employed by Memorial Primary Care.
Jaffer, Moshin, MD	Family Medicine	Request transfer to Honorary Emeritus Staff	Adult		Active to Honorary Emeritus				Approved transfer to Honorary Emeritus Staff



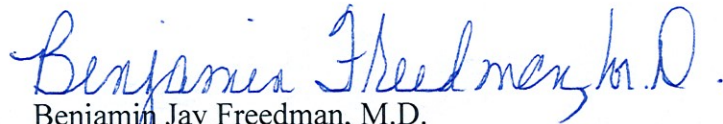
<b>Name</b>	<b>Specialty (Sponsor)</b>	<b>Topic</b>	<b>Age Category</b>	<b>MRH</b>	<b>MHW</b>	<b>MHP</b>	<b>MHM</b>	<b>JDCH</b>	<b>Action by Committee</b>
Lum, Pamela Joyce, APRN, CRNA	Nurse Anesthetist (Dr. Adam Blomberg)	Automatic termination of membership and privileges. No longer providing services in the MHS through Envision Physician Services, effective 6/26/2019.	Adult & Pediatrics	Allied	Allied	Allied	Allied	Allied	Recommend automatic termination of membership and privileges. No longer providing services in the MHS through Envision Physician Services, effective 6/26/2019.
McCoy, Rosha, MD	Pediatrics	Resignation effective 8/2/2019.	Pediatrics					Active	Accepted resignation effective 8/2/2019.
Ojeda Jr DMD, Juan Manuel	Pediatric Dentist	Failed to request reappointment.	Pediatrics					Active	Recommend automatic termination of membership and privileges due to failing to request reappointment.
Oropesa, Grazia Maria, APRN	Emergency Medicine (Dr. Adam Rubin)	Resignation effective 8/16/2019.	Adult	Allied					Accepted resignation, effective 8/16/2019.

<b>Name</b>	<b>Specialty (Sponsor)</b>	<b>Topic</b>	<b>Age Category</b>	<b>MRH</b>	<b>MHW</b>	<b>MHP</b>	<b>MHM</b>	<b>JDCH</b>	<b>Action by Committee</b>
Rebstock, Sarah Elizabeth MD	Anesthesiology	Automatic termination of membership and privileges effective 6/30/19. No longer providing services in the MHS through Envision Physician Services, effective immediately.	Adult & Pediatrics	Active	Active	Active	Active	Active	Approved automatic termination of membership and privileges effective 6/30/19. No longer providing services in the MHS through Envision Physician Services, effective immediately.
Reesor APRN, Linda E McLuhan	Pediatrics (Dr. Rosha McCoy)	Failed to request reappointment	Pediatrics					Allied	Automatic termination for failing to request reappointment
Thomassen, John Michael, MD	Plastic Surgery	Resigned, effective 8/31/2019	Adult		Active				Accepted resignation, effective 8/31/2019
Trotter, Pamela Nicole, MD	Internal Medicine	Automatic termination of membership and privileges, effective 5/29/2019. No longer employed by Team Health.	Adult	Active	Active	Active	Active		Approved automatic termination of membership and privileges, effective 5/29/2019. No longer employed by Team Health.
Vega, Georliza, PA	Internal Medicine (Dr. Fausto De La Cruz)	Resigned, effective immediately.	Adult		Allied		Allied		Accepted resignation, effective immediately.
Williams, Harold Stanley, MD	Family Medicine	Resigned effective 6/20/2019.	Adult	Active	Active				Accepted resignation, effective 6/20/2019.

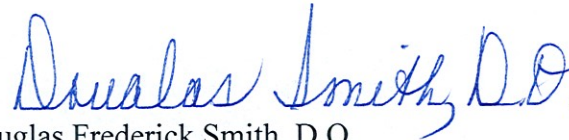
August 2019	MHS
New Physician Appointments	42
New AHP Appointments	13
Physician Reappointments	115
AHP Reappointments	34
Physician Resignations/Terminations	11
AHP Resignations/Terminations	5

Your approval of these recommendations is requested.

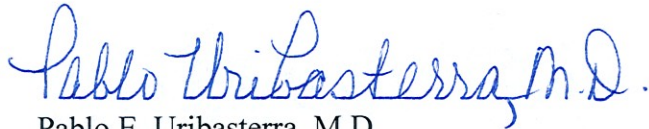
Sincerely,



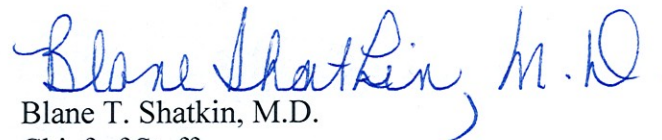
Benjamin Jay Freedman, M.D.  
President  
Memorial Regional Hospital  
Joe DiMaggio Children's Hospital



Douglas Frederick Smith, D.O.  
Chief of Staff  
Memorial Hospital West



Pablo E. Uribasterra, M.D.  
Chief of Staff  
Memorial Hospital Miramar



Blane T. Shatkin, M.D.  
Chief of Staff  
Memorial Hospital Pembroke

# **Memorial Healthcare System**

Quarterly Volumes for Period Ending Jul 2019

August 28, 2019

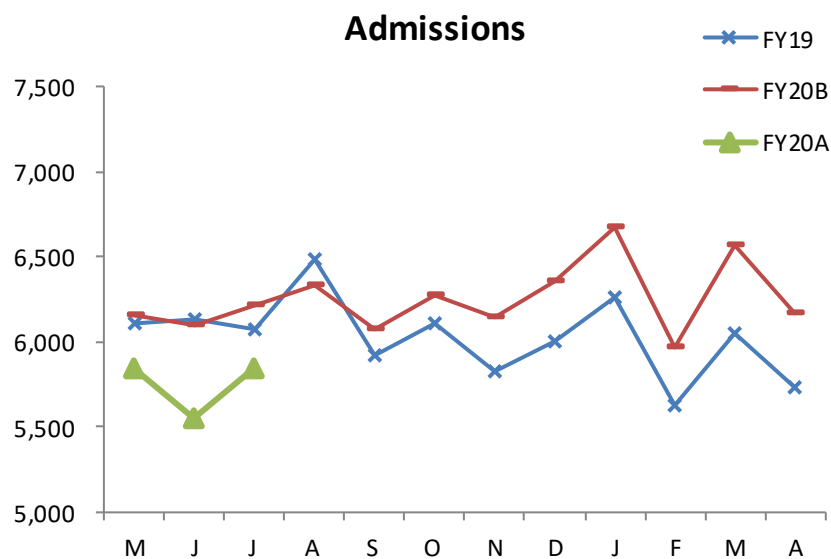
Board Meeting





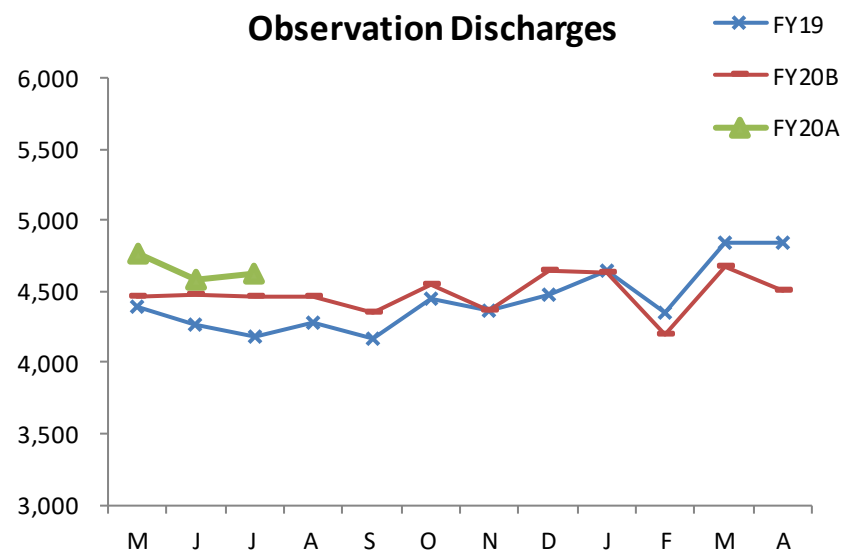
## Memorial Healthcare System - Consolidated Volumes - July 2019

**Admissions**



	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
<b>QTD:</b>	17,238	18,482	18,315	-6.7%	-5.9%

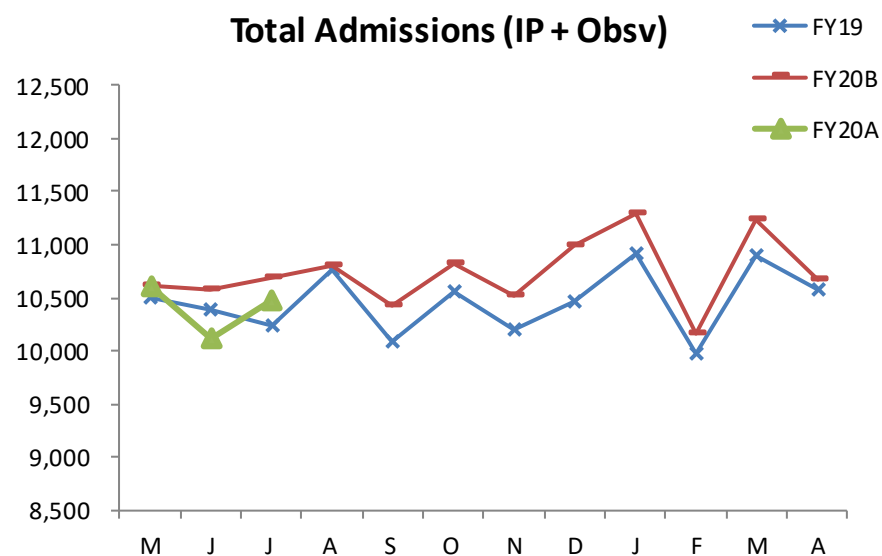
**Observation Discharges**



	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
<b>QTD:</b>	13,953	13,401	12,821	4.1%	8.8%



## Memorial Healthcare System - Consolidated Volumes - July 2019

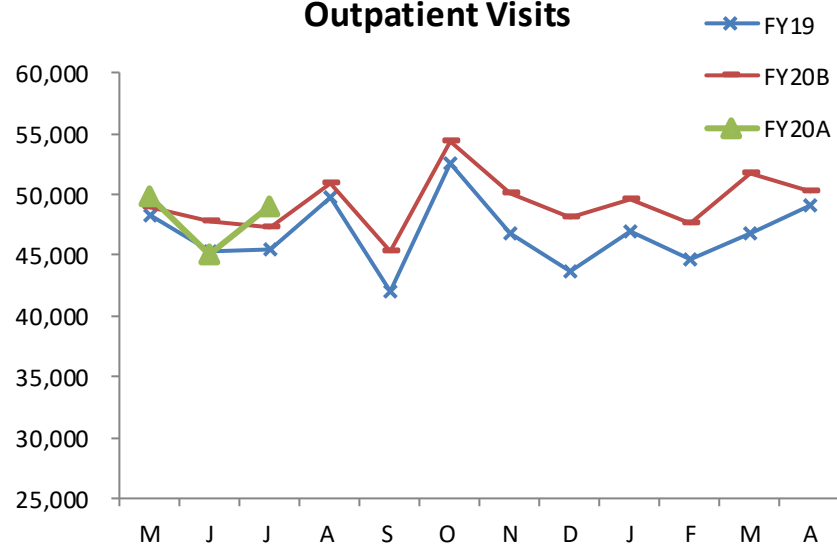


	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	31,191	31,882	31,136	-2.2%	0.2%



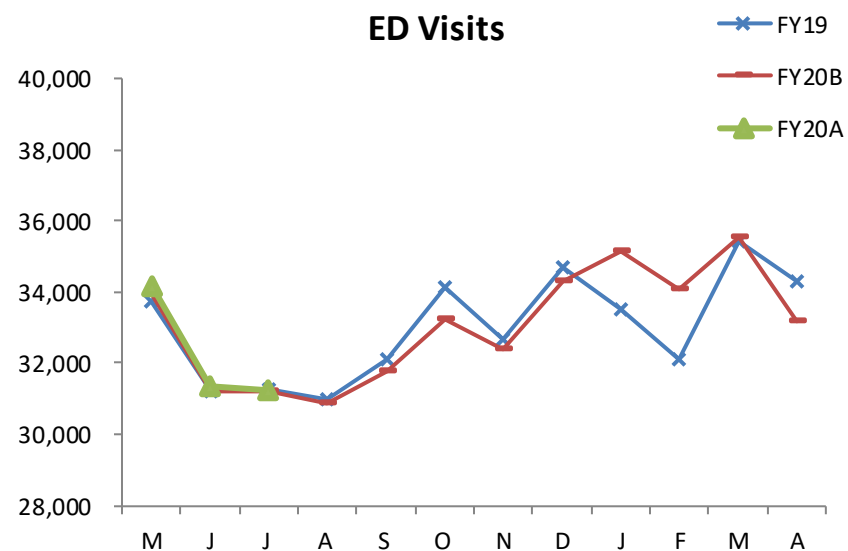
## Memorial Healthcare System - Consolidated Volumes - July 2019

Outpatient Visits



	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	143,927	143,946	138,999	0.0%	3.5%

ED Visits

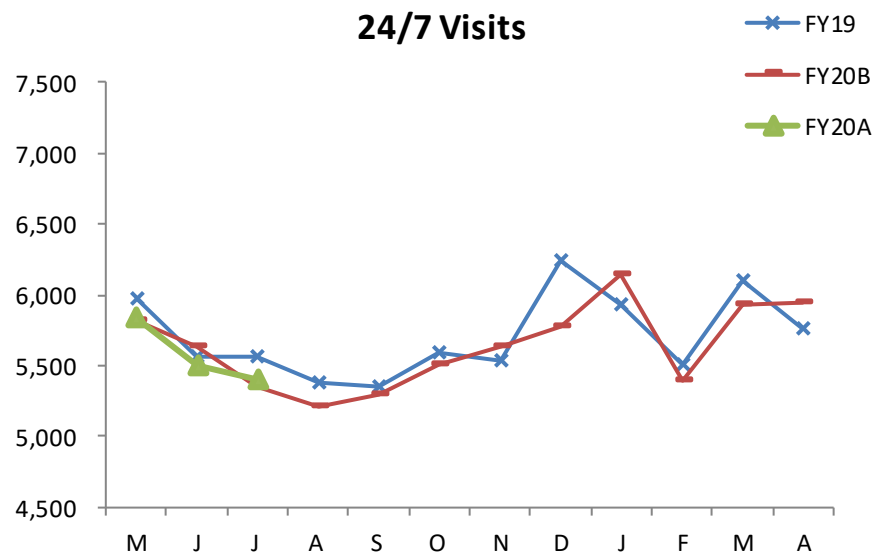


	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	96,750	96,368	96,118	0.4%	0.7%



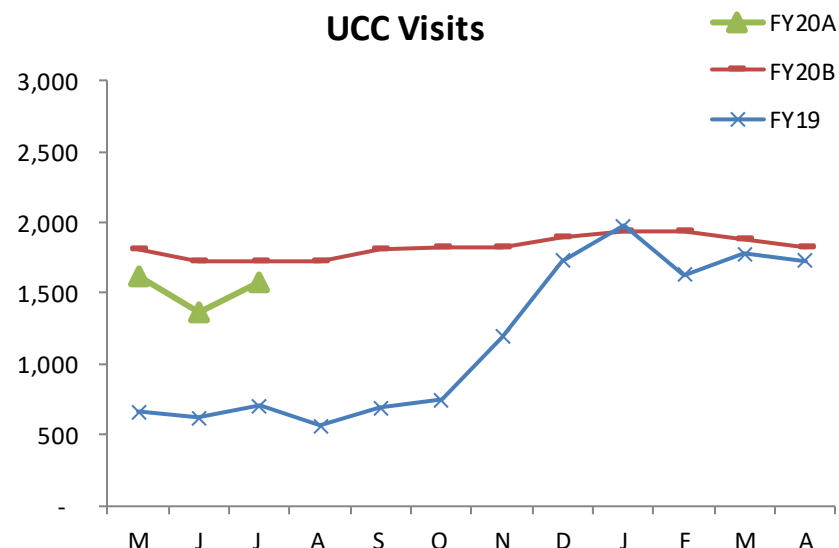
## Memorial Healthcare System - Consolidated Volumes - July 2019

### 24/7 Visits



	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	16,729	16,807	17,093	-0.5%	-2.1%

### UCC Visits



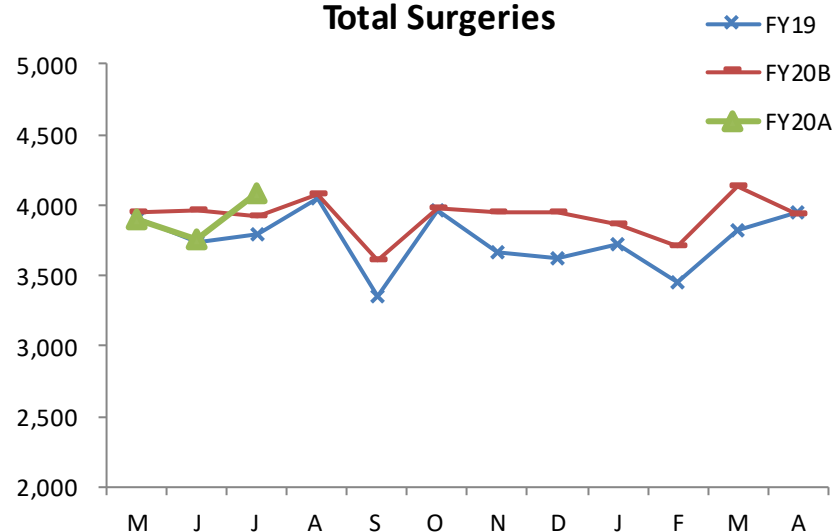
	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	4,566	5,247	1,985	-13.0%	130.0%





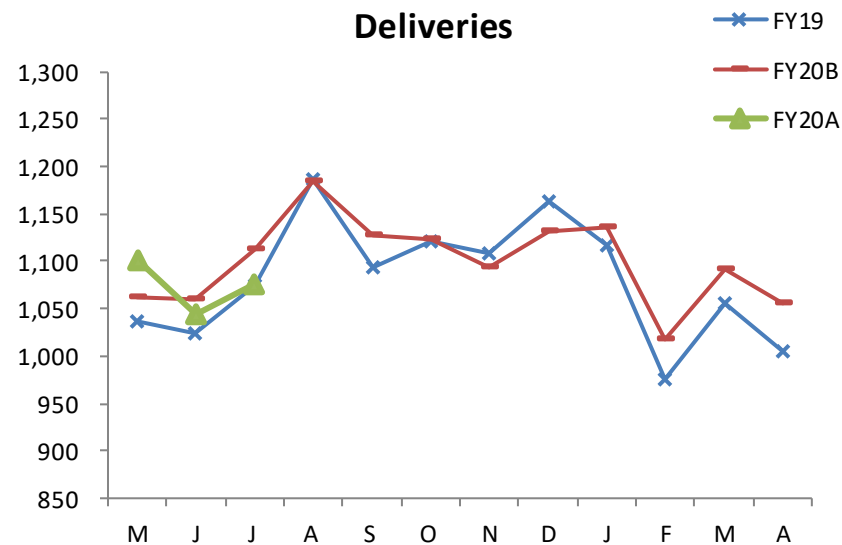
## Memorial Healthcare System - Consolidated Volumes - July 2019

### Total Surgeries



	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	11,743	11,828	11,429	-0.7%	2.7%

### Deliveries



	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	3,221	3,233	3,133	-0.4%	2.8%



## Memorial Regional Hospital - Consolidated Volumes - July 2019

## Admissions

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	6,418	6,840	6,862	-6.2%	-6.5%

## Outpatient Visits

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	31,911	33,269	32,726	-4.1%	-2.5%

## Surgeries

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	3,173	3,085	3,115	2.9%	1.9%

## Observations Discharges

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	4,403	4,246	4,205	3.7%	4.7%

## ED Visits

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	27,115	26,766	26,954	1.3%	0.6%

## Deliveries

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	1,258	1,243	1,209	1.2%	4.1%



## Joe Dimaggio Children's Hospital - Consolidated Volumes - July 2019

## Admissions

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	1,142	1,321	1,319	-13.6%	-13.4%

## Outpatient Visits

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	19,418	19,986	18,474	-2.8%	5.1%

## Surgeries

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	2,275	2,519	2,264	-9.7%	0.5%

## Observations Discharges

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	1,094	1,043	1,022	4.9%	7.0%

## ED Visits

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	15,264	15,331	14,939	-0.4%	2.2%



## Memorial Regional Hospital South - Consolidated Volumes - July 2019

## Admissions

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	788	868	837	-9.2%	-5.9%

## Observations Discharges

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	351	346	346	1.4%	1.4%

## ED Visits

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	5,414	5,147	5,138	5.2%	5.4%

## Rehab Admissions

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	528	579	542	-8.8%	-2.6%

## Outpatient Visits

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	17,017	16,667	15,833	2.1%	7.5%

## Surgeries

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	735	741	612	-0.8%	20.1%



## Memorial Hospital West - Consolidated Volumes - July 2019

## Admissions

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	5,092	5,327	5,060	-4.4%	0.6%

## Outpatient Visits

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	49,860	49,091	48,137	1.6%	3.6%

## Surgeries

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	2,701	2,686	2,592	0.6%	4.2%

## Observations Discharges

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	4,190	4,221	4,052	-0.7%	3.4%

## ED Visits

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	24,410	23,794	23,809	2.6%	2.5%

## Deliveries

	<u>FY20A</u>	<u>FY20B</u>	<u>vs Bud</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	996	1,009	972	-1.3%	2.5%



## Memorial Hospital Pembroke - Consolidated Volumes - July 2019

## Admissions

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	1,631	1,699	1,848	-4.0%	-11.7%

## Outpatient Visits

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	6,836	6,688	6,291	2.2%	8.7%

## Surgeries

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	1,199	1,155	1,299	3.8%	-7.7%

## Observations Discharges

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	1,996	1,677	1,486	19.0%	34.3%

## ED Visits

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	9,845	9,899	10,090	-0.5%	-2.4%

## 24/7

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	16,729	16,807	17,093	-0.5%	-2.1%



## Memorial Hospital Miramar - Consolidated Volumes - July 2019

## Admissions

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	2,167	2,425	2,389	-10.6%	-9.3%

## Outpatient Visits

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	18,560	18,198	17,493	2.0%	6.1%

## Surgeries

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	1,660	1,642	1,547	1.1%	7.3%

## Observations Discharges

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	1,919	1,868	1,710	2.7%	12.2%

## ED Visits

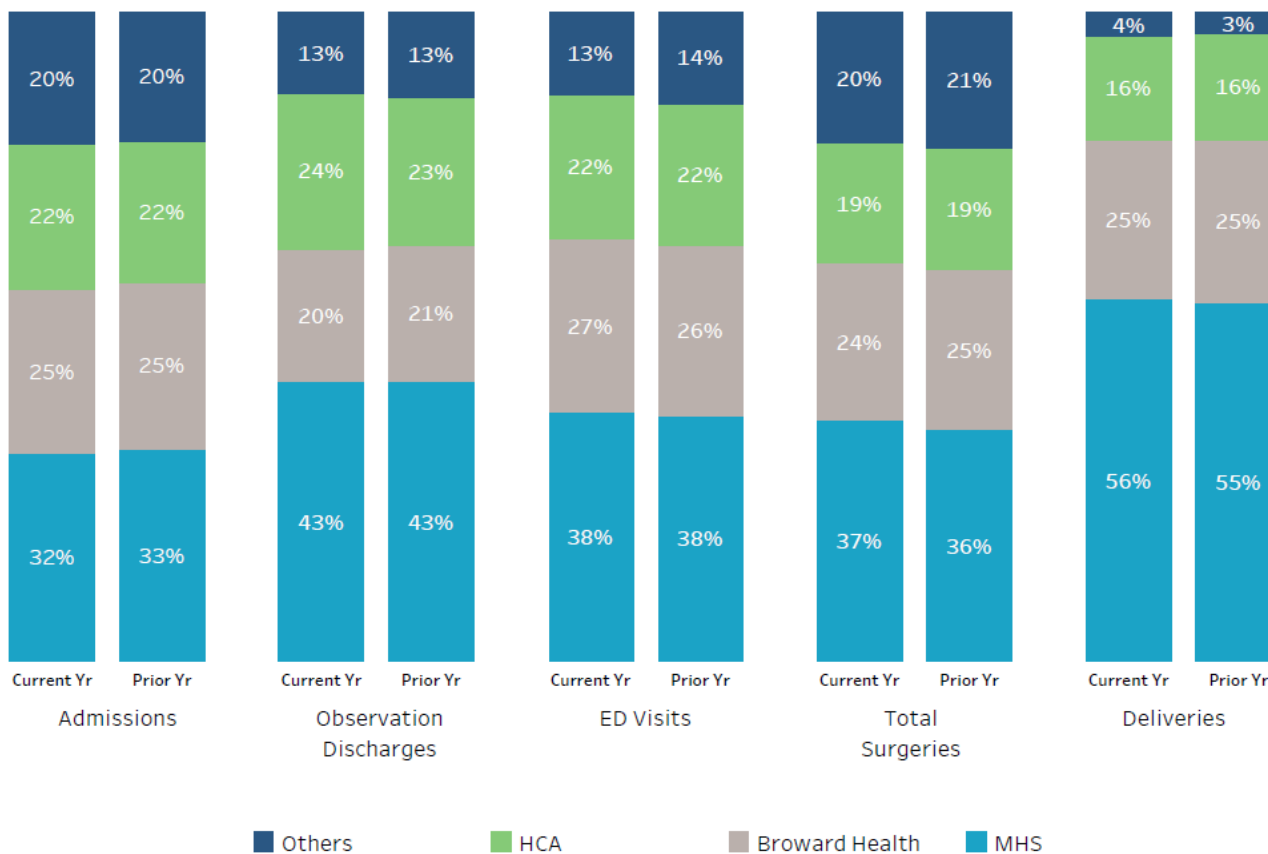
	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	14,702	15,432	15,188	-4.7%	-3.2%

## Deliveries

	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
QTD:	967	981	952	-1.4%	1.6%



Broward County Market Share - Trailing Twelve Months ending June 30, 2019





# Memorial Healthcare System

Financial Reports for July 2019

August 28, 2019  
Board Meeting





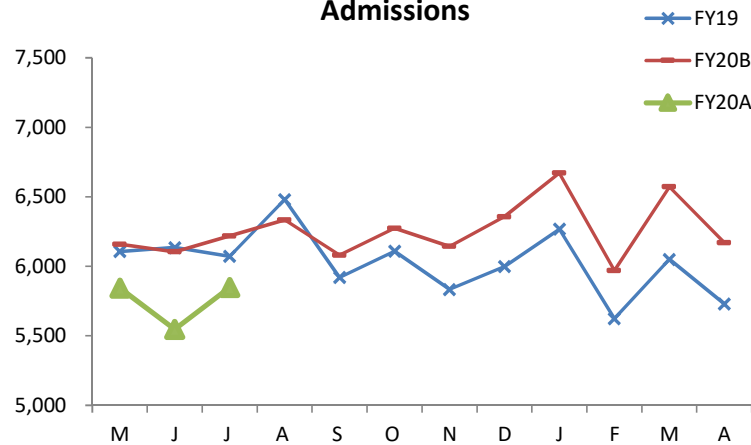
## **Memorial Healthcare System - Executive Summary - July 2019**

- Inpatient Revenue was slightly above budget due to 2.1% higher patient days and 1.8% higher inpatient surgeries, partially offset by 6.0% fewer admissions
- Outpatient Revenue was above budget due to 3.4% higher observation discharges, 5.1% higher outpatient surgeries and 3.6% higher outpatient visits
- Net Revenue of \$186.8M was above budget of \$182.5M and Income from Operations of \$12.8M was above budget of \$8.6M
- Excess of Revenues Over Expenses was \$13.3M, including unrealized losses of \$2.1M, compared with a budget of \$10.7M



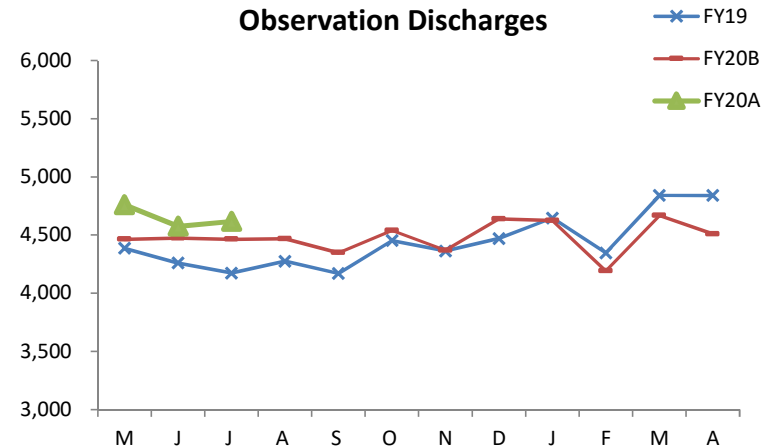
## Memorial Healthcare System - Consolidated Volumes - July 2019

Admissions



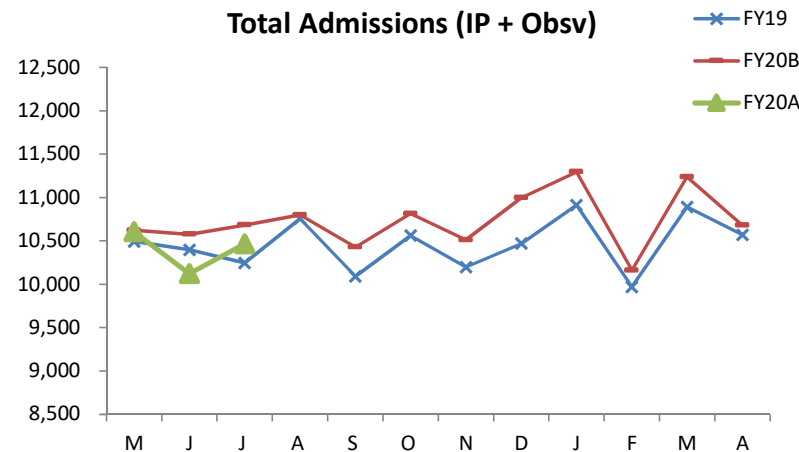
	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
<b>MTD:</b>	5,848	6,219	6,072	-6.0%	-3.7%
<b>YTD:</b>	17,238	18,482	18,315	-6.7%	-5.9%

Observation Discharges



	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
<b>MTD:</b>	4,618	4,464	4,174	3.4%	10.6%
<b>YTD:</b>	13,953	13,401	12,821	4.1%	8.8%

Total Admissions (IP + Obsv)

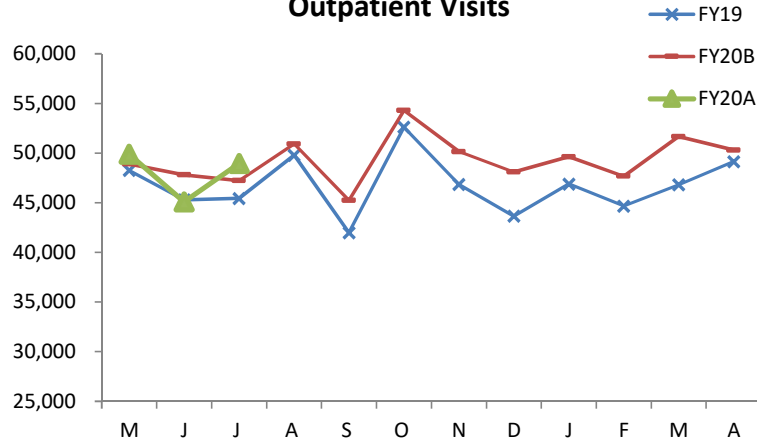


	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
<b>MTD:</b>	10,466	10,683	10,246	-2.0%	2.1%
<b>YTD:</b>	31,191	31,882	31,136	-2.2%	0.2%



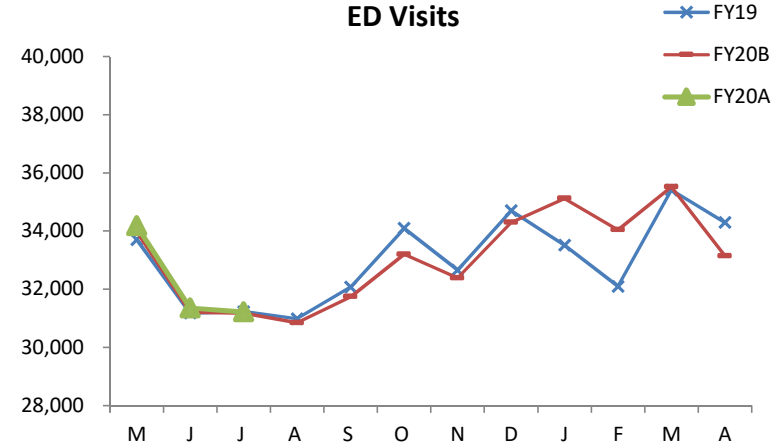
## Memorial Healthcare System - Consolidated Volumes - July 2019

### Outpatient Visits



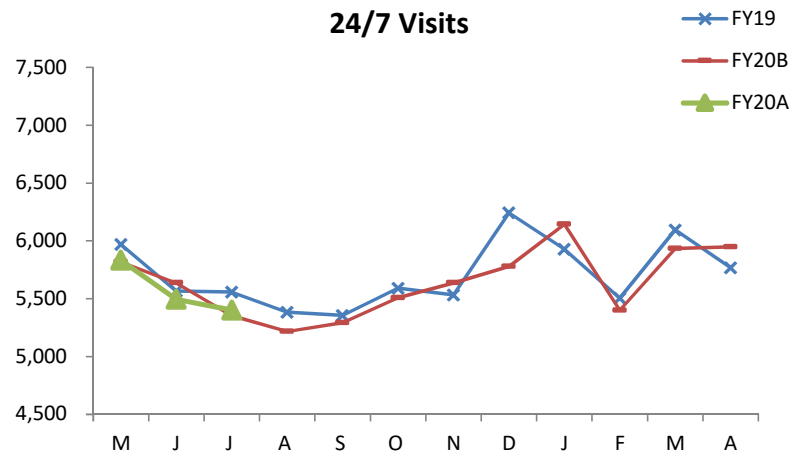
	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
<b>MTD:</b>	48,955	47,234	45,440	3.6%	7.7%
<b>YTD:</b>	143,927	143,946	138,999	0.0%	3.5%

### ED Visits



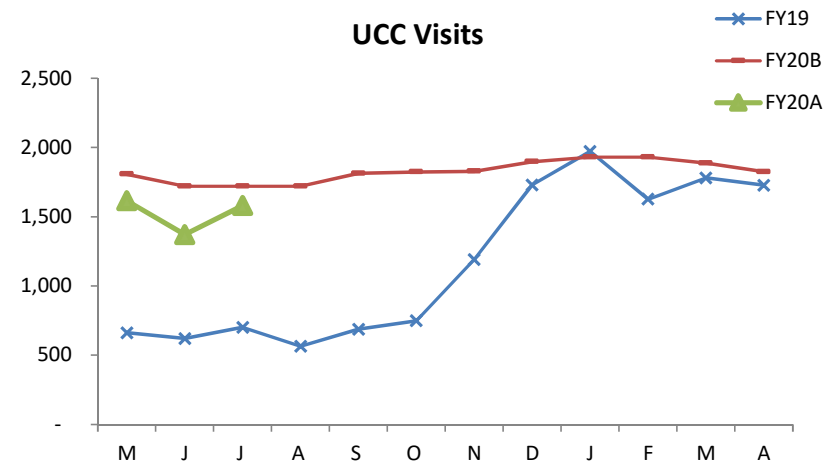
	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
<b>MTD:</b>	31,218	31,183	31,233	0.1%	0.0%
<b>YTD:</b>	96,750	96,368	96,118	0.4%	0.7%

### 24/7 Visits



	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
<b>MTD:</b>	5,401	5,352	5,558	0.9%	-2.8%
<b>YTD:</b>	16,729	16,807	17,093	-0.5%	-2.1%

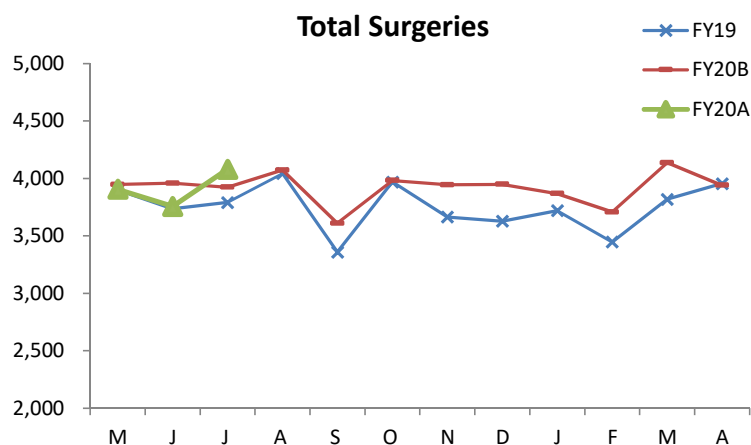
### UCC Visits



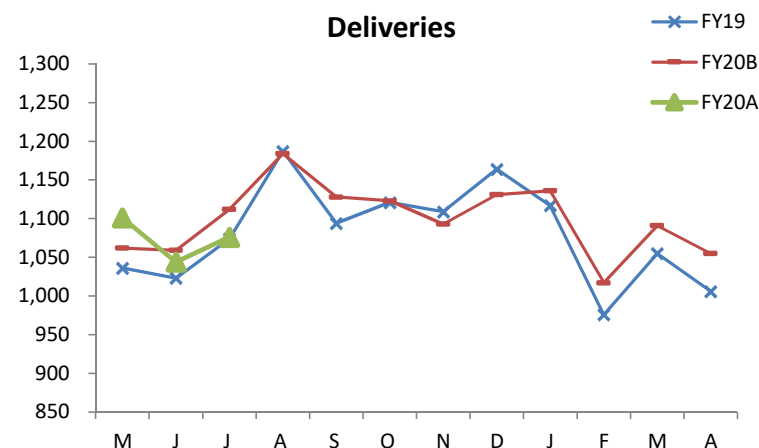
	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
<b>MTD:</b>	1,580	1,720	702	-8.1%	125.1%
<b>YTD:</b>	4,566	5,247	1,985	-13.0%	130.0%



## Memorial Healthcare System - Consolidated Volumes and Payor Mix - July 2019

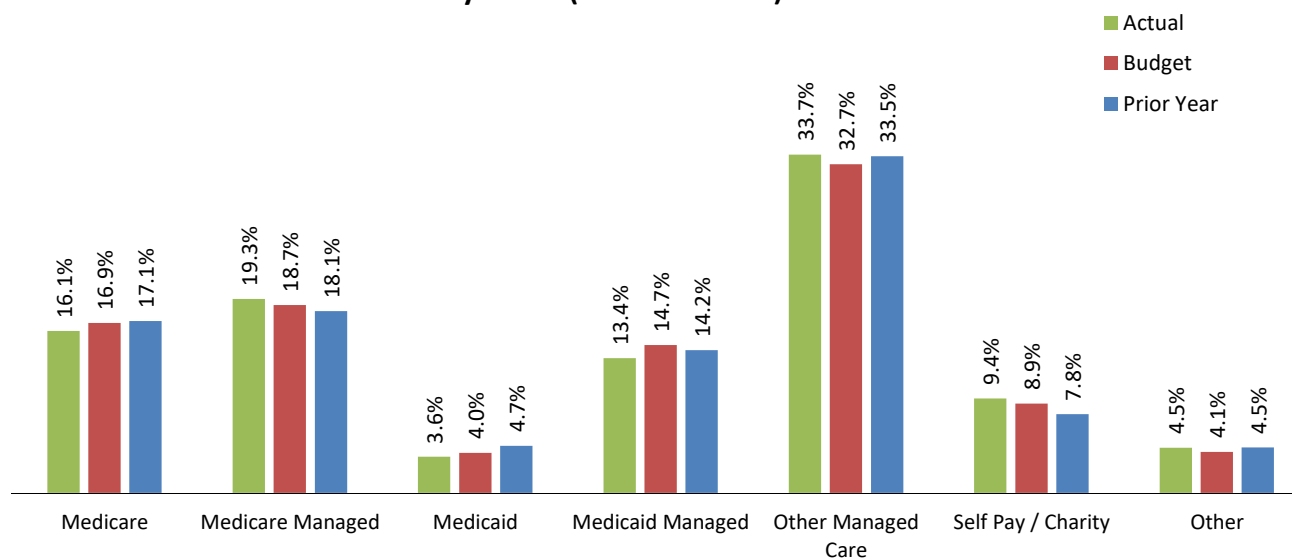


	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
<b>MTD:</b>	4,080	3,923	3,791	4.0%	7.6%
<b>YTD:</b>	11,743	11,828	11,429	-0.7%	2.7%



	<u>FY20A</u>	<u>FY20B</u>	<u>FY19</u>	<u>vs FY20B</u>	<u>vs FY19</u>
<b>MTD:</b>	1,076	1,112	1,074	-3.2%	0.2%
<b>YTD:</b>	3,221	3,233	3,133	-0.4%	2.8%

### Payor Mix (Gross Revenue) - YTD





## Memorial Healthcare System - Operating Statement - July 2019

	Variance		Month to Date			\$ thousands	Year to Date			Variance	
	vs PY	vs Budget	Prior Year	Budget	Actual		Actual	Budget	Prior Year	vs Budget	vs PY
A	10.8%	0.2%	505,247	558,723	559,574	Inpatient Revenue	1,626,661	1,657,758	1,537,579	(1.9%)	5.8%
B	15.5%	7.2%	516,237	556,268	596,457	Outpatient Revenue	1,758,817	1,686,307	1,558,131	4.3%	12.9%
C	13.2%	3.7%	1,021,484	1,114,991	1,156,032	Total Patient Revenue	3,385,478	3,344,065	3,095,710	1.2%	9.4%
D	5.8%	(1.1%)	776,239	830,267	821,158	Contractual Allowances	2,480,135	2,535,144	2,359,607	(2.2%)	5.1%
E	>100%	77.7%	41,422	91,003	161,740	Charity Care	367,976	219,162	170,419	67.9%	>100%
F	(99.4%)	(98.9%)	39,395	23,387	246	Provision for Bad Debt	31,716	80,636	79,174	(60.7%)	(59.9%)
G	14.7%	4.1%	857,056	944,657	983,144	Total Deductions	2,879,827	2,834,942	2,609,200	1.6%	10.4%
H	5.1%	1.5%	164,428	170,334	172,888	Net Patient Revenue	505,651	509,123	486,510	(0.7%)	3.9%
I	>100%	(12.8%)	1,603	4,061	3,541	Disproportionate Share Distributions	13,945	12,017	9,905	16.0%	40.8%
J	21.9%	28.2%	8,478	8,065	10,336	Other Operating Revenue	33,713	30,774	27,699	9.6%	21.7%
K	37.6%	14.4%	10,081	12,126	13,876	Total Other Operating Revenue	47,658	42,792	37,605	11.4%	26.7%
L	7.0%	2.4%	174,510	182,460	186,764	Net Revenue	553,309	551,915	524,115	0.3%	5.6%
M	7.5%	2.5%	82,013	86,039	88,195	Salaries & Wages	257,656	254,229	242,106	1.3%	6.4%
N	(7.8%)	(11.1%)	15,299	15,874	14,108	Employee Benefits	43,239	47,773	45,090	(9.5%)	(4.1%)
O	5.3%	(11.4%)	3,812	4,533	4,015	Professional Fees	11,807	13,015	11,672	(9.3%)	1.2%
P	5.6%	(1.4%)	33,035	35,371	34,871	Supplies Expense	107,480	106,038	102,348	1.4%	5.0%
Q	22.3%	14.7%	9,799	10,447	11,985	Purchased Services	34,245	32,141	29,884	6.5%	14.6%
R	2.1%	(8.1%)	6,463	7,180	6,599	Facilities Expense	19,007	22,578	19,881	(15.8%)	(4.4%)
S	3.3%	(0.9%)	7,405	7,718	7,648	Depreciation & Amortization	22,820	23,174	22,309	(1.5%)	2.3%
T	27.5%	(2.6%)	5,143	6,734	6,557	Other Operating Expense	24,391	25,881	20,616	(5.8%)	18.3%
V	6.8%	0.0%	162,969	173,896	173,978	Total Expenses	520,645	524,829	493,906	(0.8%)	5.4%
W	10.8%	49.3%	11,541	8,564	12,786	Income (Loss) from Operations	32,664	27,086	30,209	20.6%	8.1%
X	0.0%	0.0%	-	-	-	Tax Revenue	-	-	-	0.0%	0.0%
Y	16.1%	(6.0%)	(2,556)	(2,022)	(2,144)	Interest Expense	(6,433)	(6,063)	(7,808)	(6.1%)	17.6%
Z	<100%	0.0%	(524)	-	(2,093)	Unrealized Gain/(Loss)	18,632	-	3,515	0.0%	>100%
AA	20.6%	14.0%	3,941	4,167	4,751	Investment & Other	13,349	12,817	11,817	4.2%	13.0%
AB	(40.2%)	(76.0%)	861	2,145	515	Total Non Operating Revenue	25,548	6,754	7,523	>100%	>100%
AC	7.2%	24.2%	\$12,402	\$10,708	\$13,301	Excess of Revenues over Expenses	\$58,212	\$33,840	\$37,731	72.0%	54.3%
AD	10.0%	23.2%	\$22,886	\$20,449	\$25,185	EBIDA	\$68,833	\$63,077	\$64,334	9.1%	7.0%



## Memorial Healthcare System - Operating Statement - MTD July 2019

\$ thousands	Month to Date		Variance	
	Actual	Budget	vs Budget	
A Inpatient Revenue	559,574	558,723	852	Higher patient days and inpatient surgeries, partially offset by lower admissions
B Outpatient Revenue	596,457	556,268	40,189	Higher observation discharges, outpatient surgeries and outpatient visits
C <b>Total Patient Revenue</b>	<b>1,156,032</b>	<b>1,114,991</b>	<b>41,041</b>	
D Total Deductions	983,144	944,657	38,486	
E <b>Net Patient Revenue</b>	<b>172,888</b>	<b>170,334</b>	<b>2,554</b>	Higher gross revenue and favorable payor mix
F <b>Total Other Operating Revenue</b>	<b>13,876</b>	<b>12,126</b>	<b>1,750</b>	Higher specialty and retail pharmacy revenue due to volumes
G <b>Net Revenue</b>	<b>186,764</b>	<b>182,460</b>	<b>4,305</b>	
H Salaries & Wages	88,195	86,039	2,156	Staffing to higher outpatient volumes
I Employee Benefits	14,108	15,874	(1,765)	Lower defined contribution pension expense and lower medical claims
J Professional Fees	4,015	4,533	(518)	Timing of physician fees and less utilization of outside counsel
K Supplies Expense	34,871	35,371	(500)	Lower medical surgical supplies due to use of existing inventory
L Purchased Services	11,985	10,447	1,537	Higher nurse travelers, reference lab and timing of billing support services
M Facilities Expense	6,599	7,180	(581)	Timing of facility projects and repairs
N Depreciation & Amortization	7,648	7,718	(70)	
O Other Operating Expense	6,557	6,734	(177)	Timing of advertising expenditures
P <b>Total Expenses</b>	<b>173,978</b>	<b>173,896</b>	<b>82</b>	
Q <b>Income (Loss) from Operations</b>	<b>12,786</b>	<b>8,564</b>	<b>4,222</b>	
R Total Non Operating Revenue	515	2,145	(1,630)	Unrealized losses, partially offset by higher realized investment income
S <b>Excess of Revenues Over Expenses</b>	<b>\$13,301</b>	<b>\$10,708</b>	<b>2,593</b>	



## Memorial Healthcare System - Operating Statement - YTD July 2019

\$ thousands	Year to Date		Variance	
	Actual	Budget	vs Budget	
A Inpatient Revenue	1,626,661	1,657,758	(31,098)	Lower admissions and inpatient surgeries
B Outpatient Revenue	1,758,817	1,686,307	72,510	Higher observation discharges and outpatient surgeries
C <b>Total Patient Revenue</b>	<b>3,385,478</b>	<b>3,344,065</b>	<b>41,413</b>	
D Total Deductions	2,879,827	2,834,942	44,884	
E <b>Net Patient Revenue</b>	<b>505,651</b>	<b>509,123</b>	<b>(3,472)</b>	Change in patient mix from inpatient to outpatient and payor mix
F <b>Total Other Operating Revenue</b>	<b>47,658</b>	<b>42,792</b>	<b>4,866</b>	Higher DSH revenue due to prior years adjustment and higher specialty and retail pharmacy revenue due to volumes
G <b>Net Revenue</b>	<b>553,309</b>	<b>551,915</b>	<b>1,395</b>	
H Salaries & Wages	257,656	254,229	3,427	Staffing to higher outpatient volumes
I Employee Benefits	43,239	47,773	(4,534)	Lower defined contribution pension expense and lower medical claims
J Professional Fees	11,807	13,015	(1,208)	Timing and lower use of consultant spend and physician fees, as well as lower use of outside counsel
K Supplies Expense	107,480	106,038	1,442	Higher lab reagents due to volumes and lower supply rebates due to timing
L Purchased Services	34,245	32,141	2,104	Higher nurse travelers, billing support, and perfusion services due to increased ECMO usage
M Facilities Expense	19,007	22,578	(3,571)	Timing of facility projects and repairs (including MHW Family Birthplace renovation)
N Depreciation & Amortization	22,820	23,174	(354)	Timing differences in construction projects
O Other Operating Expense	24,391	25,881	(1,491)	Timing of advertising, credit on equipment lease, timing of educational materials and membership fees
P <b>Total Expenses</b>	<b>520,645</b>	<b>524,829</b>	<b>(4,184)</b>	
Q <b>Income (Loss) from Operations</b>	<b>32,664</b>	<b>27,086</b>	<b>5,579</b>	
R Total Non Operating Revenue	25,548	6,754	18,794	Higher unrealized gains
S <b>Excess /(Deficiency) of Revenues Over Expenses</b>	<b>\$58,212</b>	<b>\$33,840</b>	<b>24,372</b>	





## Memorial Healthcare System - Consolidated Balance Sheet and Key Indicators - July 2019

\$ thousands	07/31/2019	06/30/2019	4/30/2019
A CASH AND INVESTMENTS	\$ 2,110,737	\$ 2,097,150	\$ 2,100,005
B PATIENT ACCOUNTS RECEIVABLE (NET)	253,019	258,842	259,322
C RESTRICTED ASSETS AND ASSETS WHOSE USE IS LIMITED	73,231	63,289	242,781
D CAPITAL ASSETS (NET)	900,957	904,707	908,931
E OTHER ASSETS AND DEFERRED OUTFLOWS	247,156	243,795	220,627
F TOTAL ASSETS AND DEFERRED OUTFLOWS	\$ 3,585,100	\$ 3,567,783	\$ 3,731,666
G CURRENT LIABILITIES	\$ 336,308	\$ 331,970	\$ 541,620
H LONG TERM DEBT	678,222	678,365	690,315
I ESTIMATED CLAIMS LIABILITY	27,529	28,080	26,946
J OTHER NON-CURRENT LIABILITIES AND DEFERRED INFLOWS	237,678	237,407	225,735
K TOTAL LIABILITIES AND DEFERRED INFLOWS	1,279,737	1,275,822	1,484,616
L NET POSITION	2,305,362	2,291,961	2,247,050
M LIABILITIES, NET POSITION AND DEFERRED INFLOWS	\$ 3,585,100	\$ 3,567,783	\$ 3,731,666
N DAYS CASH ON HAND	396.9	396.5	400.1
O CASH TO DEBT (%)	319.5	317.4	255.5
P NET DAYS IN AR	46.1	45.6	44.5
Q DEBT TO NET POSITION RATIO	0.29	0.29	0.37
R DEBT TO CAPITALIZATION	0.22	0.22	0.27
S DEBT TO CASH FLOW	2.37	2.38	3.22
T MADS* COVERAGE	7.09	7.08	7.30

\* MAXIMUM ANNUAL DEBT SERVICE



## MEMORIAL REGIONAL HOSPITAL - Operating Statement - July 2019

	Variance		Month to Date				\$ thousands	Year to Date			Variance	
	vs PY	vs Budget	Prior Year	Budget	Actual			Actual	Budget	Prior Year	vs Budget	vs PY
A	12.2%	2.7%	203,281	222,016	228,070		Inpatient Revenue	666,811	659,161	619,996	1.2%	7.6%
B	17.7%	10.3%	155,850	166,285	183,456		Outpatient Revenue	532,758	501,692	471,700	6.2%	12.9%
C	14.6%	6.0%	359,131	388,301	411,526		<b>Total Patient Revenue</b>	<b>1,199,569</b>	<b>1,160,853</b>	<b>1,091,696</b>	<b>3.3%</b>	<b>9.9%</b>
D	2.6%	(1.0%)	270,522	280,282	277,421		Contractual Allowances	847,889	861,337	822,263	(1.6%)	3.1%
E	>100%	78.9%	20,598	43,804	78,376		Charity Care	177,220	104,246	85,996	70.0%	>100%
F	(99.5%)	(99.2%)	15,263	9,703	73		Provision for Bad Debt	10,394	32,503	24,758	(68.0%)	(58.0%)
G	16.2%	6.6%	306,384	333,790	355,871		<b>Total Deductions</b>	<b>1,035,503</b>	<b>998,086</b>	<b>933,017</b>	<b>3.7%</b>	<b>11.0%</b>
H	5.5%	2.1%	52,747	54,511	55,655		<b>Net Patient Revenue</b>	<b>164,065</b>	<b>162,767</b>	<b>158,679</b>	<b>0.8%</b>	<b>3.4%</b>
I	>100%	(1.4%)	854	2,213	2,182		Disproportionate Share Distributions	7,226	6,612	4,845	9.3%	49.1%
J	14.0%	3.7%	778	855	887		Other Operating Revenue	2,722	2,528	2,470	7.7%	10.2%
K	88.1%	0.1%	1,632	3,068	3,070		<b>Total Other Operating Revenue</b>	<b>9,949</b>	<b>9,140</b>	<b>7,315</b>	<b>8.9%</b>	<b>36.0%</b>
L	8.0%	2.0%	54,379	57,578	58,725		<b>Net Revenue</b>	<b>174,014</b>	<b>171,908</b>	<b>165,994</b>	<b>1.2%</b>	<b>4.8%</b>
M	8.2%	4.2%	22,417	23,268	24,244		Salaries & Wages	70,990	68,746	66,907	3.3%	6.1%
N	(9.0%)	(9.3%)	4,444	4,460	4,044		Employee Benefits	12,004	12,992	13,042	(7.6%)	(8.0%)
O	(56.5%)	(55.1%)	1,211	1,175	527		Professional Fees	2,774	3,554	3,549	(21.9%)	(21.8%)
P	13.1%	2.6%	11,626	12,811	13,144		Supplies Expense	39,907	38,633	37,988	3.3%	5.1%
Q	32.0%	34.6%	1,135	1,113	1,498		Purchased Services	3,890	3,405	3,431	14.2%	13.4%
R	(10.0%)	(19.6%)	1,632	1,826	1,469		Facilities Expense	4,535	5,458	5,352	(16.9%)	(15.3%)
S	(6.0%)	(0.1%)	1,910	1,797	1,796		Depreciation & Amortization	5,375	5,365	5,795	0.2%	(7.2%)
T	10.6%	0.7%	8,549	9,390	9,455		Other Operating Expense	27,517	28,639	25,121	(3.9%)	9.5%
V	6.1%	0.6%	52,924	55,840	56,177		<b>Total Expenses</b>	<b>166,992</b>	<b>166,792</b>	<b>161,185</b>	<b>0.1%</b>	<b>3.6%</b>
W	75.1%	46.6%	1,455	1,738	2,548		<b>Income (Loss) from Operations</b>	<b>7,022</b>	<b>5,116</b>	<b>4,809</b>	<b>37.3%</b>	<b>46.0%</b>
X	(12.0%)	(3.8%)	(652)	(703)	(730)		Total Non Operating Revenue	(2,192)	(2,108)	(1,967)	(4.0%)	(11.4%)
Y	>100%	75.5%	\$803	\$1,036	\$1,818		<b>Excess of Revenues over Expenses</b>	<b>\$4,829</b>	<b>\$3,008</b>	<b>\$2,842</b>	<b>60.5%</b>	<b>69.9%</b>
Z	22.0%	22.9%	\$3,561	\$3,535	\$4,344		<b>EBIDA</b>	<b>\$12,397</b>	<b>\$10,479</b>	<b>\$11,189</b>	<b>18.3%</b>	<b>10.8%</b>



## JOE DIMAGGIO CHILDRENS HOSP - Operating Statement - July 2019

	Variance		Month to Date				\$ thousands	Year to Date			Variance	
	vs PY	vs Budget	Prior Year	Budget	Actual			Actual	Budget	Prior Year	vs Budget	vs PY
A	10.3%	(7.5%)	61,135	72,909	67,419		Inpatient Revenue	190,432	214,507	183,720	(11.2%)	3.7%
B	8.1%	1.1%	42,610	45,566	46,058		Outpatient Revenue	138,960	137,887	132,159	0.8%	5.1%
C	9.4%	(4.2%)	103,745	118,476	113,477		Total Patient Revenue	329,392	352,394	315,879	(6.5%)	4.3%
D	9.4%	(5.3%)	79,835	92,281	87,365		Contractual Allowances	254,072	276,584	247,252	(8.1%)	2.8%
E	>100%	>100%	403	948	2,009		Charity Care	3,544	2,140	1,233	65.6%	>100%
F	(78.0%)	(89.6%)	1,309	2,761	288		Provision for Bad Debt	4,525	7,252	4,581	(37.6%)	(1.2%)
G	10.0%	(6.6%)	81,546	95,991	89,662		Total Deductions	262,141	285,976	253,066	(8.3%)	3.6%
H	7.3%	5.9%	22,199	22,485	23,814		Net Patient Revenue	67,251	66,418	62,813	1.3%	7.1%
I	>100%	23.8%	31	80	99		Disproportionate Share Distributions	258	240	204	7.5%	26.5%
J	(66.3%)	(55.9%)	178	136	60		Other Operating Revenue	563	409	313	37.7%	79.9%
K	(23.9%)	(26.7%)	209	217	159		Total Other Operating Revenue	822	649	517	26.7%	59.0%
L	7.0%	5.6%	22,408	22,702	23,973		Net Revenue	68,073	67,067	63,330	1.5%	7.5%
M	8.7%	1.1%	7,347	7,899	7,988		Salaries & Wages	23,113	23,396	21,543	(1.2%)	7.3%
N	(4.2%)	(8.3%)	1,418	1,482	1,359		Employee Benefits	3,987	4,325	4,191	(7.8%)	(4.9%)
O	(1.5%)	(7.6%)	261	278	257		Professional Fees	789	835	776	(5.5%)	1.7%
P	3.1%	(1.9%)	3,136	3,295	3,233		Supplies Expense	9,717	9,791	9,370	(0.8%)	3.7%
Q	54.5%	12.8%	376	515	581		Purchased Services	1,706	1,544	1,111	10.5%	53.6%
R	8.1%	(4.4%)	546	617	590		Facilities Expense	1,616	1,851	1,673	(12.7%)	(3.4%)
S	(3.8%)	(7.6%)	841	876	809		Depreciation & Amortization	2,416	2,626	2,531	(8.0%)	(4.5%)
T	12.7%	0.1%	2,653	2,988	2,990		Other Operating Expense	8,468	9,110	7,612	(7.0%)	11.2%
V	7.4%	(0.8%)	16,578	17,950	17,807		Total Expenses	51,812	53,478	48,807	(3.1%)	6.2%
W	5.8%	29.8%	5,830	4,752	6,166		Income (Loss) from Operations	16,261	13,589	14,523	19.7%	12.0%
X	47.9%	(1.4%)	(286)	(147)	(149)		Total Non Operating Revenue	(452)	(441)	(861)	(2.5%)	47.5%
Y	8.5%	30.7%	\$5,544	\$4,604	\$6,017		Excess of Revenues over Expenses	\$15,809	\$13,148	\$13,662	20.2%	15.7%
Z	4.6%	24.0%	\$6,671	\$5,627	\$6,975		EBIDA	\$18,677	\$16,215	\$17,055	15.2%	9.5%



## MEMORIAL REGIONAL SOUTH - Operating Statement - July 2019

	Variance		Month to Date				\$ thousands	Year to Date			Variance	
	vs PY	vs Budget	Prior Year	Budget	Actual			Actual	Budget	Prior Year	vs Budget	vs PY
A	10.0%	(0.1%)	18,643	20,540	20,513		Inpatient Revenue	58,137	62,765	56,298	(7.4%)	3.3%
B	28.8%	9.4%	25,680	30,236	33,078		Outpatient Revenue	98,240	91,905	77,680	6.9%	26.5%
C	20.9%	5.5%	44,323	50,776	53,591		<b>Total Patient Revenue</b>	<b>156,377</b>	<b>154,671</b>	<b>133,978</b>	<b>1.1%</b>	<b>16.7%</b>
D	5.7%	1.4%	33,633	35,048	35,537		Contractual Allowances	108,314	111,026	95,984	(2.4%)	12.8%
E	>100%	88.5%	2,845	6,230	11,744		Charity Care	24,570	15,429	12,691	59.2%	93.6%
F	<100%	<100%	256	1,483	(1,439)		Provision for Bad Debt	957	4,219	3,458	(77.3%)	(72.3%)
G	24.8%	7.2%	36,735	42,761	45,842		<b>Total Deductions</b>	<b>133,840</b>	<b>130,674</b>	<b>112,134</b>	<b>2.4%</b>	<b>19.4%</b>
H	2.1%	(3.3%)	7,588	8,016	7,748		<b>Net Patient Revenue</b>	<b>22,537</b>	<b>23,997</b>	<b>21,844</b>	<b>(6.1%)</b>	<b>3.2%</b>
I	>100%	6.7%	121	313	334		Disproportionate Share Distributions	956	935	706	2.2%	35.4%
J	(1.9%)	(7.1%)	107	113	105		Other Operating Revenue	313	338	311	(7.4%)	0.6%
K	92.1%	2.8%	228	426	438		<b>Total Other Operating Revenue</b>	<b>1,268</b>	<b>1,273</b>	<b>1,017</b>	<b>(0.4%)</b>	<b>24.7%</b>
L	4.7%	(3.0%)	7,816	8,441	8,187		<b>Net Revenue</b>	<b>23,806</b>	<b>25,270</b>	<b>22,861</b>	<b>(5.8%)</b>	<b>4.1%</b>
M	5.0%	(1.1%)	3,780	4,016	3,970		Salaries & Wages	11,562	11,910	11,093	(2.9%)	4.2%
N	(9.0%)	(12.0%)	785	811	714		Employee Benefits	2,103	2,369	2,287	(11.2%)	(8.0%)
O	38.9%	51.0%	113	104	157		Professional Fees	305	311	340	(1.9%)	(10.3%)
P	8.6%	(5.8%)	1,076	1,241	1,169		Supplies Expense	3,638	3,784	3,270	(3.9%)	11.3%
Q	(60.7%)	6.7%	(61)	(105)	(98)		Purchased Services	(404)	(310)	(337)	(30.3%)	(19.9%)
R	3.1%	(12.4%)	350	412	361		Facilities Expense	1,086	1,239	1,011	(12.3%)	7.4%
S	(11.6%)	(1.0%)	448	400	396		Depreciation & Amortization	1,192	1,203	1,338	(0.9%)	(10.9%)
T	13.6%	(0.7%)	1,169	1,337	1,328		Other Operating Expense	3,845	4,107	3,348	(6.4%)	14.8%
V	4.4%	(2.7%)	7,660	8,216	7,997		<b>Total Expenses</b>	<b>23,327</b>	<b>24,613</b>	<b>22,350</b>	<b>(5.2%)</b>	<b>4.4%</b>
W	21.8%	(15.6%)	156	225	190		<b>Income (Loss) from Operations</b>	<b>479</b>	<b>657</b>	<b>511</b>	<b>(27.1%)</b>	<b>(6.3%)</b>
X	15.6%	0.0%	(64)	(54)	(54)		Total Non Operating Revenue	(161)	(161)	(191)	0.0%	15.7%
Y	47.8%	(20.5%)	\$92	\$171	\$136		<b>Excess of Revenues over Expenses</b>	<b>\$318</b>	<b>\$496</b>	<b>\$320</b>	<b>(35.9%)</b>	<b>(0.6%)</b>
Z	(6.1%)	(6.4%)	\$623	\$625	\$585		<b>EBIDA</b>	<b>\$1,671</b>	<b>\$1,859</b>	<b>\$1,906</b>	<b>(10.1%)</b>	<b>(12.3%)</b>



## MEMORIAL HOSPITAL WEST - Operating Statement - July 2019

	Variance		Month to Date			\$ thousands	Year to Date			Variance	
	vs PY	vs Budget	Prior Year	Budget	Actual		Actual	Budget	Prior Year	vs Budget	vs PY
A	16.4%	0.5%	138,805	160,652	161,520	Inpatient Revenue	471,785	467,119	429,000	1.0%	10.0%
B	12.9%	7.4%	160,185	168,442	180,843	Outpatient Revenue	538,285	516,543	475,948	4.2%	13.1%
C	14.5%	4.0%	298,990	329,094	342,363	Total Patient Revenue	1,010,069	983,662	904,948	2.7%	11.6%
D	10.9%	2.2%	236,800	256,890	262,633	Contractual Allowances	781,633	775,470	714,813	0.8%	9.3%
E	>100%	49.2%	6,717	20,422	30,465	Charity Care	76,573	48,298	32,388	58.5%	>100%
F	<100%	<100%	9,506	2,757	(536)	Provision for Bad Debt	4,593	13,623	19,678	(66.3%)	(76.7%)
G	15.6%	4.5%	253,023	280,069	292,561	Total Deductions	862,799	837,392	766,879	3.0%	12.5%
H	8.3%	1.6%	45,967	49,025	49,802	Net Patient Revenue	147,270	146,270	138,069	0.7%	6.7%
I	>100%	8.4%	293	657	712	Disproportionate Share Distributions	2,849	1,963	1,952	45.1%	46.0%
J	15.6%	(10.8%)	250	324	289	Other Operating Revenue	869	970	779	(10.4%)	11.6%
K	84.0%	2.0%	544	981	1,001	Total Other Operating Revenue	3,718	2,933	2,731	26.8%	36.1%
L	9.2%	1.6%	46,510	50,006	50,803	Net Revenue	150,989	149,203	140,800	1.2%	7.2%
M	8.4%	5.2%	15,014	15,476	16,275	Salaries & Wages	47,521	45,608	44,426	4.2%	7.0%
N	(7.0%)	(9.5%)	3,043	3,128	2,831	Employee Benefits	8,349	9,093	8,953	(8.2%)	(6.7%)
O	70.3%	54.5%	939	1,035	1,599	Professional Fees	3,487	2,923	2,696	19.3%	29.3%
P	(2.9%)	(9.3%)	8,616	9,224	8,365	Supplies Expense	26,714	27,440	25,961	(2.6%)	2.9%
Q	19.5%	4.8%	1,797	2,049	2,147	Purchased Services	6,826	6,579	6,181	3.8%	10.4%
R	28.8%	(17.7%)	945	1,478	1,217	Facilities Expense	3,242	5,083	2,722	(36.2%)	19.1%
S	12.4%	(0.1%)	1,398	1,573	1,572	Depreciation & Amortization	4,719	4,726	4,148	(0.1%)	13.8%
T	10.9%	(1.9%)	6,925	7,834	7,682	Other Operating Expense	22,255	23,756	20,083	(6.3%)	10.8%
V	7.8%	(0.3%)	38,677	41,797	41,688	Total Expenses	123,113	125,208	115,170	(1.7%)	6.9%
W	16.4%	11.0%	7,833	8,209	9,115	Income (Loss) from Operations	27,876	23,995	25,630	16.2%	8.8%
X	<100%	(12.7%)	(335)	(668)	(753)	Total Non Operating Revenue	(2,261)	(2,003)	(1,021)	(12.9%)	<100%
Y	11.5%	10.9%	\$7,499	\$7,541	\$8,363	Excess of Revenues over Expenses	\$25,615	\$21,992	\$24,609	16.5%	4.1%
Z	15.3%	9.2%	\$9,310	\$9,824	\$10,730	EBIDA	\$32,723	\$28,847	\$30,014	13.4%	9.0%



## MEMORIAL HOSPITAL PEMBROKE - Operating Statement - July 2019

	Variance		Month to Date				\$ thousands	Year to Date			Variance	
	vs PY	vs Budget	Prior Year	Budget	Actual			Actual	Budget	Prior Year	vs Budget	vs PY
A	(4.9%)	6.8%	40,928	36,467	38,937		Inpatient Revenue	113,137	114,528	118,243	(1.2%)	(4.3%)
B	25.2%	13.1%	44,402	49,166	55,608		Outpatient Revenue	163,508	154,327	138,629	5.9%	17.9%
C	10.8%	10.4%	85,331	85,633	94,545		<b>Total Patient Revenue</b>	<b>276,644</b>	<b>268,855</b>	<b>256,873</b>	<b>2.9%</b>	<b>7.7%</b>
D	(3.3%)	(5.0%)	61,559	62,657	59,501		Contractual Allowances	189,657	200,722	188,699	(5.5%)	0.5%
E	>100%	>100%	4,757	10,219	23,359		Charity Care	51,597	24,930	20,912	>100%	>100%
F	(96.9%)	(87.2%)	7,515	1,802	230		Provision for Bad Debt	1,293	8,813	13,704	(85.3%)	(90.6%)
G	12.5%	11.3%	73,830	74,678	83,090		<b>Total Deductions</b>	<b>242,546</b>	<b>234,465</b>	<b>223,314</b>	<b>3.4%</b>	<b>8.6%</b>
H	(0.4%)	4.6%	11,500	10,956	11,455		<b>Net Patient Revenue</b>	<b>34,098</b>	<b>34,390</b>	<b>33,558</b>	<b>(0.8%)</b>	<b>1.6%</b>
I	>100%	2.2%	214	497	508		Disproportionate Share Distributions	1,847	1,487	1,555	24.2%	18.8%
J	>100%	17.9%	54	95	112		Other Operating Revenue	298	285	162	4.6%	84.0%
K	>100%	4.7%	267	592	620		<b>Total Other Operating Revenue</b>	<b>2,145</b>	<b>1,772</b>	<b>1,717</b>	<b>21.0%</b>	<b>24.9%</b>
L	2.6%	4.6%	11,767	11,548	12,075		<b>Net Revenue</b>	<b>36,243</b>	<b>36,161</b>	<b>35,275</b>	<b>0.2%</b>	<b>2.7%</b>
M	2.0%	4.9%	5,029	4,891	5,129		Salaries & Wages	15,048	14,867	14,799	1.2%	1.7%
N	(14.9%)	(13.5%)	978	962	832		Employee Benefits	2,470	2,865	2,882	(13.8%)	(14.3%)
O	14.6%	14.9%	323	322	370		Professional Fees	999	967	975	3.3%	2.5%
P	(3.1%)	(6.4%)	1,601	1,659	1,552		Supplies Expense	5,080	5,223	5,018	(2.7%)	1.2%
Q	48.8%	43.8%	690	714	1,027		Purchased Services	2,517	2,140	2,199	17.6%	14.5%
R	8.1%	(1.8%)	737	812	797		Facilities Expense	2,303	2,424	2,246	(5.0%)	2.5%
S	(13.0%)	3.4%	315	265	274		Depreciation & Amortization	816	800	963	2.0%	(15.3%)
T	0.6%	(0.8%)	2,063	2,092	2,076		Other Operating Expense	6,025	6,408	6,026	(6.0%)	0.0%
V	2.7%	2.9%	11,736	11,717	12,057		<b>Total Expenses</b>	<b>35,258</b>	<b>35,694</b>	<b>35,108</b>	<b>(1.2%)</b>	<b>0.4%</b>
W	(41.9%)	>100%	31	(169)	18		<b>Income (Loss) from Operations</b>	<b>985</b>	<b>467</b>	<b>167</b>	<b>&gt;100%</b>	<b>&gt;100%</b>
X	0.0%	0.0%	(33)	(33)	(33)		Total Non Operating Revenue	(94)	(98)	(99)	4.1%	5.1%
Y	<100%	92.6%	(\$1)	(\$202)	(\$15)		<b>Excess /(Deficiency) of Revenues over Expenses</b>	<b>\$892</b>	<b>\$370</b>	<b>\$68</b>	<b>&gt;100%</b>	<b>&gt;100%</b>
Z	(17.7%)	>100%	\$355	\$95	\$292		<b>EBIDA</b>	<b>\$1,802</b>	<b>\$1,268</b>	<b>\$1,154</b>	<b>42.1%</b>	<b>56.2%</b>



## MEMORIAL HOSPITAL MIRAMAR - Operating Statement - July 2019

Variance			Month to Date			\$ thousands	Year to Date			Variance	
vs PY	vs Budget		Prior Year	Budget	Actual		Actual	Budget	Prior Year	vs Budget	vs PY
A	1.4%	(6.6%)	40,008	43,422	40,556	Inpatient Revenue	118,457	131,617	122,913	(10.0%)	(3.6%)
B	13.3%	4.1%	57,393	62,464	65,015	Outpatient Revenue	195,594	183,655	171,049	6.5%	14.3%
C	8.4%	(0.3%)	97,401	105,886	105,572	Total Patient Revenue	314,051	315,272	293,962	(0.4%)	6.8%
D	3.0%	(5.2%)	73,771	80,121	75,962	Contractual Allowances	236,749	242,320	226,371	(2.3%)	4.6%
E	>100%	>100%	2,153	5,090	12,509	Charity Care	24,193	11,611	8,506	>100%	>100%
F	(83.1%)	(80.6%)	4,528	3,946	765	Provision for Bad Debt	5,507	11,450	10,204	(51.9%)	(46.0%)
G	10.9%	0.1%	80,452	89,157	89,236	Total Deductions	266,450	265,381	245,081	0.4%	8.7%
H	(3.6%)	(2.3%)	16,949	16,729	16,336	Net Patient Revenue	47,601	49,891	48,881	(4.6%)	(2.6%)
I	>100%	31.9%	90	160	211	Disproportionate Share Distributions	809	478	592	69.2%	36.7%
J	(5.8%)	(6.9%)	86	87	81	Other Operating Revenue	235	249	258	(5.6%)	(8.9%)
K	65.9%	18.2%	176	247	292	Total Other Operating Revenue	1,043	727	850	43.5%	22.7%
L	(2.9%)	(2.0%)	17,125	16,976	16,628	Net Revenue	48,645	50,618	49,731	(3.9%)	(2.2%)
M	2.5%	2.0%	5,602	5,634	5,744	Salaries & Wages	17,062	16,731	16,788	2.0%	1.6%
N	(10.0%)	(10.7%)	1,165	1,173	1,048	Employee Benefits	3,113	3,427	3,437	(9.2%)	(9.4%)
O	2.5%	(27.0%)	319	448	327	Professional Fees	945	1,191	914	(20.7%)	3.4%
P	11.5%	(0.4%)	1,758	1,967	1,960	Supplies Expense	5,790	5,921	5,588	(2.2%)	3.6%
Q	73.2%	57.6%	556	611	963	Purchased Services	2,659	1,898	1,801	40.1%	47.6%
R	11.7%	(7.5%)	487	588	544	Facilities Expense	1,569	1,634	1,528	(4.0%)	2.7%
S	4.0%	0.2%	553	574	575	Depreciation & Amortization	1,719	1,718	1,657	0.1%	3.7%
T	9.3%	(1.5%)	2,199	2,439	2,403	Other Operating Expense	6,978	7,461	6,642	(6.5%)	5.1%
V	7.3%	1.0%	12,639	13,434	13,564	Total Expenses	39,835	39,981	38,355	(0.4%)	3.9%
W	(31.7%)	(13.5%)	4,486	3,542	3,064	Income (Loss) from Operations	8,810	10,637	11,376	(17.2%)	(22.6%)
X	0.7%	(1.4%)	(151)	(148)	(150)	Total Non Operating Revenue	(449)	(445)	(458)	(0.9%)	2.0%
Y	(32.8%)	(14.1%)	\$4,335	\$3,394	\$2,914	Excess of Revenues over Expenses	\$8,360	\$10,192	\$10,917	(18.0%)	(23.4%)
Z	(27.8%)	(11.6%)	\$5,042	\$4,116	\$3,639	EBIDA	\$10,529	\$12,355	\$13,041	(14.8%)	(19.3%)



## Other Entities - Operating Statement - July 2019

	Variance		Month to Date			\$ thousands	Year to Date			Variance	
	vs PY	vs Budget	Prior Year	Budget	Actual		Actual	Budget	Prior Year	vs Budget	vs PY
A	4.6%	(5.8%)	2,447	2,716	2,559	Inpatient Revenue	7,903	8,060	7,409	(1.9%)	6.7%
B	7.6%	(5.0%)	30,117	34,109	32,399	Outpatient Revenue	91,473	100,298	90,965	(8.8%)	0.6%
C	7.4%	(5.1%)	32,564	36,825	34,958	Total Patient Revenue	99,375	108,359	98,374	(8.3%)	1.0%
D	13.0%	(1.1%)	20,119	22,988	22,739	Contractual Allowances	61,821	67,684	64,224	(8.7%)	(3.7%)
E	(17.0%)	(23.6%)	3,949	4,290	3,278	Charity Care	10,279	12,509	8,693	(17.8%)	18.2%
F	(15.1%)	(7.5%)	1,018	934	864	Provision for Bad Debt	4,447	2,776	2,791	60.2%	59.3%
G	7.2%	(4.7%)	25,085	28,212	26,881	Total Deductions	76,547	82,969	75,709	(7.7%)	1.1%
H	8.0%	(6.2%)	7,478	8,612	8,077	Net Patient Revenue	22,828	25,390	22,666	(10.1%)	0.7%
I	0.0%	<100%	-	141	(505)	Disproportionate Share Distributions	-	302	51	(100.0%)	(100.0%)
J	25.3%	36.3%	7,026	6,456	8,802	Other Operating Revenue	28,712	25,995	23,406	10.5%	22.7%
K	18.1%	25.8%	7,026	6,596	8,297	Total Other Operating Revenue	28,712	26,298	23,457	9.2%	22.4%
L	12.9%	7.7%	14,504	15,209	16,374	Net Revenue	51,540	51,687	46,123	(0.3%)	11.7%
M	8.9%	0.0%	22,824	24,855	24,847	Salaries & Wages	72,360	72,972	66,549	(0.8%)	8.7%
N	(5.4%)	(15.0%)	3,465	3,856	3,279	Employee Benefits	11,214	12,702	10,298	(11.7%)	8.9%
O	20.6%	(33.4%)	646	1,170	779	Professional Fees	2,508	3,235	2,422	(22.5%)	3.6%
P	4.3%	5.3%	5,221	5,175	5,448	Supplies Expense	16,634	15,246	15,154	9.1%	9.8%
Q	10.6%	5.7%	5,307	5,550	5,867	Purchased Services	17,052	16,885	15,499	1.0%	10.0%
R	(8.3%)	12.0%	1,767	1,447	1,620	Facilities Expense	4,656	4,888	5,349	(4.7%)	(13.0%)
S	14.7%	(0.4%)	1,939	2,233	2,225	Depreciation & Amortization	6,583	6,737	5,877	(2.3%)	12.0%
T	(5.2%)	(0.2%)	(18,414)	(19,345)	(19,377)	Other Operating Expense	(50,698)	(53,602)	(48,218)	5.4%	(5.1%)
V	8.5%	(1.0%)	22,755	24,941	24,688	Total Expenses	80,309	79,063	72,930	1.6%	10.1%
W	(0.8%)	14.6%	(8,251)	(9,732)	(8,314)	Income (Loss) from Operations	(28,769)	(27,376)	(26,807)	(5.1%)	(7.3%)
X	0.0%	(38.8%)	2,382	3,896	2,383	Total Non Operating Revenue	31,157	12,010	12,121	>100%	>100%
Y	(1.0%)	(1.6%)	(\$5,870)	(\$5,836)	(\$5,931)	Excess /(Deficiency) of Revenues over Expenses	\$2,389	(\$15,366)	(\$14,686)	>100%	>100%
Z	48.4%	59.1%	(\$2,676)	(\$3,374)	(\$1,380)	EBIDA	(\$8,964)	(\$7,946)	(\$10,025)	(12.8%)	10.6%