SOUTH BROWARD HOSPITAL DISTRICT
d/b/a MEMORIAL HEALTHCARE SYSTEM

2015-18 COMMUNITY ACTION PLAN

April 2016
Mission, Vision and Strategic Goals

The South Broward Hospital District, d/b/a Memorial Healthcare System (MHS) is a special taxing district created by the Florida Legislature in 1947. A public, non for profit organization, MHS is governed by a seven-member Board of Commissioners appointed by the Governor of Florida. Since the opening of its first hospital in 1953, MHS has served as the safety net provider for the 135-square mile service area known as southern Broward County. Currently, MHS is the second largest public, non-profit healthcare system in the nation.

The mission of MHS is to heal the body, mind and spirit of those we touch. The vision statement is to be a premier clinically integrated delivery system providing access to exceptional patient-and family-centered care, medical education, research and innovation for the benefit of the community.

MHS consists of six hospitals, five community health care clinics and numerous ancillary facilities which in 2014 provided 466,000 hospital outpatient visits, 117,000 hospital admissions and 460,000 emergency department visits. The cost of healthcare for MHS's uninsured patients resulted in more than $678 million in uncompensated care.

Service Area

Located in Southeast Florida, Broward County is the third most ethnically and racially diverse county in Florida. Its 1.7 million residents face a high cost of living, high levels of poverty, insufficient affordable public transportation and a lack of affordable housing. In 2014, the uninsured rate in Broward County was 22.5%. Broward County has a higher uninsured rate than the State of Florida (20%), and the nation (14.5%). Broward County is home to families from 198 different countries speaking 184 different languages.

The Hispanic population has increased over 62% since 2000 and now comprises 27% of the population. The Non-Hispanic Black population is at 25.7%. Countywide, 15% of residents live in poverty. The median household income in 2010 was $51,694 and 12% of households had incomes under $15,000.

There has been a steady increase in the number of Broward individuals and families receiving public assistance. The number of families on food stamps went from 84,000 in

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1 Broward Regional Health Planning Council, Chapter 1: Regional Profile – Cost of Living and Florida Department of Health 2010 County Profiles
2009 to 169,000 by 2014 and the number of Medicaid clients went from 168,000 in 2009
to 268,000 by 2014^5.

In Broward County, heart disease and stroke are the leading cause of death for
individuals 75 years of age and older. Cancer is the number one leading cause of death
for individuals between 55-74. The majority of strokes occur among the Black
population in Broward County.

According to the Centers for Disease Control and Prevention (CDC) health disparities
are the preventable differences in the burden of disease, injury, violence, or
opportunities to achieve optimal health that are experienced by socially disadvantaged
populations. Health disparities can be caused by racial and ethnic minority status, low
income, and lack of, or inadequate, health insurance coverage. Accessing quality
primary care is not easy for all Americans, particularly vulnerable populations such as
racial/ethnic minorities and the uninsured^6.

Health disparities exist in Broward County. Non-Hispanic Blacks make up about 26% of
Broward County’s population, but account for 33% of the uninsured. They are twice as
likely as Non-Hispanic Whites to not visit a doctor due to cost; Hispanics are three times
as likely as Non-Hispanic Whites to not visit a doctor due to cost^7. In 2014, the diabetes
death rate for all Blacks in Broward County was 23/100,000 while it was just 12/100,000
for all Whites^8.

Regions designated as Health Professional Shortage Areas (HPSAs) by the U.S. Health
Resources and Services Administration, are areas that experience shortages of primary
medical care, dental or mental health providers. There are 125 Broward Census Tracts
(45% of all Broward Census Tracts) that are HPSAs. The County also contains
Medically Underserved Area/Populations which may include groups of persons who
face economic, cultural or linguistic barriers to healthcare.

**Southern Broward County Focus Area**

Within MHS’s designated 135-square mile service area, there are more than 700,000
individuals. Southern Broward County is rich in diversity, consisting of 36% Hispanic
and 64% Non-Hispanic. The largest minority group is non-Hispanic Blacks at 22%. More
than 40% of families speak a language other than English in their homes.^9

Through its network of existing community health care clinics, MHS has assisted
uninsured patients establish a medical home for ongoing, coordinated care for more
than 22 years. Beginning with just one community health care clinic in 1992, MHS now
provides primary care, disease management, health coaching and specialist referrals. In

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^5 Broward Regional Health Planning Council, Community Health Needs Assessment 2015 – Memorial Healthcare System
^8 Florida Department of Health, Florida Community Health Assessment Resource Tool Set (CHARTS). Retrieved September 25,
2014, these facilities provided services for more than 18,000 patients who received 134,700 patient visits and the on-site pharmacies provided more than 336,000 prescriptions.

The target population to be served by the new Community Health Care Clinic in East Hollywood will include uninsured and underinsured individuals from 18 to 64 years of age who reside within zip codes 33019, 33020 and 33021 and others who reside in the eastern portion of MHS’s designated service area.

**Strengths and Challenges**

As the safety net provider for south Broward County, MHS believes that it is more cost-effective to provide quality primary and preventive care in an outpatient setting for patients than to provide episodic hospital and emergency care later in the course of patients’ illness. The 2015 Community Health Needs Assessment echoed this and identified access to primary care as a top priority in Broward County.

**Memorial Regional Hospital**

Memorial Regional Hospital (MRH) often treats the underserved in the emergency room for health issues that are recognized as Current Procedural Terminology (CPT) codes 99281 and 99282\(^{10}\). These codes are considered Level I and II visits for minor illnesses and routine tests that can easily be provided during a regular office visit to a primary care provider at a fraction of the cost. By definition, a Level I visit entails a patient history, an examination, and straightforward decision making by the physician. Usually, the presenting problems are self-limited or minor, such as suture removals. A Level II visit includes an expanded patient history, an expanded examination and decision making by a physician that is of low complexity. Usually, the presenting problems are of low to moderate severity, such as a sprained ankle.

MRH believes that most of these visits could have been conducted in a more cost-effective primary care setting if the patient had access to a medical home. A medical home provides a regular source of ongoing, coordinated health care services.

Without a medical home, the uninsured and underinsured often delay medical treatment until their condition worsens and becomes urgent. They often arrive at the ER with severe chronic health issues that often require lengthy and costly inpatient hospitalizations. In the majority of these cases, the inpatient hospital stays may have been avoided based on Agency for Healthcare Research and Quality’s Prevention Quality Indicators. Prevention Quality Indicators are a set of measures that are used with inpatient discharge data to identify ambulatory care sensitive conditions. These are conditions for which good outpatient care such as linkage to a medical home can potentially prevent the need for hospitalization or for which early intervention can

\(^{10}\) CPT Codes are used in the reporting of medical, surgical and diagnostic services and allow physicians, patients, insurance companies, and agencies to communicate effectively throughout the United States. CPT Codes 99281 and 99282 are considered Level I and Level II, which could be handled in a primary care setting for some patients.
prevent complications for more severe diseases. A lack of ongoing, coordinated health care services for persons with ambulatory care sensitive conditions such as diabetes, congestive heart failure and hypertension can make it difficult to manage chronic health conditions.

In addition, the uninsured and underinsured also face additional barriers after their visit to the ER or after being discharged from an inpatient hospitalization. Historically, more than 50% of patients did not maintain their appointment. This placed them at risk for a repeat visit to the ER or a readmission to the hospital.

Memorial Regional Hospital South
Memorial Regional Hospital South is the home of Memorial Rehabilitation Institute and offers a variety of medical/surgical services and outpatient programs. The Emergency Department provides treatment 24 hours a day. Between October 2014 and September 2015, there were 5,856 admissions, 21,820 ED visits and 1,722 surgeries.

Joe DiMaggio Children’s Hospital
Joe DiMaggio Children’s Hospital (JDCH) is the largest regional children's hospital serving all of Broward county. As a part of the safety-net provider, Memorial Healthcare System (MHS), its vision is to improve the health of the community by becoming a model of excellence in safety, quality, service and efficiency.

The patient volume in 2014 included 101,000 emergency room visits, 5,915 admissions, 5,597 pediatric surgeries, and 20,507 outpatient visits. Designed around the “power of play” as a healing force, the hospital’s four-story, 180,000-square-foot, LEED-certified facility opened its doors in July 2011 as a new destination for offering its wide scope of signature pediatric critical and specialty services. JDCH is the only children’s hospital to perform cardiac catheterization, open-heart surgery and pediatric dialysis in Broward and Palm Beach Counties, and one of only three pediatric heart transplant programs in Florida. JDCH is also one of the few hospitals in the nation to perform minimally invasive, endoscopic surgery for cranial abnormalities. Additional world-class healthcare services provided at JDCH include Level II and Level III Neonatal Intensive Care Units and a Level I Pediatric Trauma Center.

Memorial Hospital Miramar
Memorial Hospital Miramar the highly skilled physicians and staff strive to deliver compassionate patient- and family-centered care that outshines other healthcare systems. Memorial Hospital Miramar is home to the Family Birthplace, and the Memorial Robotic Institute, a national leader in quality care and patient satisfaction. At the Memorial Robotic Institute, minimally invasive robotic surgery is performed for gynecological and urological procedures (including cancer treatments), thoracic (chest) procedures and general surgery. Many operations that used to require longer hospital stays and left noticeable scars now can be done less invasively this way - with less pain and a faster recovery.
Memorial Hospital Pembroke
Memorial Hospital Pembroke (MHP) opened in 1995. MHP provides a wide scope of essential health care services in a compassionate community setting. The Emergency Care Department provides medical treatment 24 hours a day. Diagnostic services include CT scans, MRI, ultrasound and nuclear services.

The sleep disorder treatment services at the Sleep Study Program, along with the Center for Wound Healing further enhance the level of specialized health care available at Memorial Hospital Pembroke.

Affiliated with Memorial Hospital Pembroke is an Urgent Care Center open 24 hours a day, 7 days a week to serve South Florida residents who have minor injuries and illnesses.

Memorial Hospital West
Memorial Hospital West opened in 1992 in Pembroke Pines to help meet the diverse health care needs of the community. It offers an extensive array of innovative, high-quality health care services, including one of the busiest adult emergency care departments in Broward County and a separate, family-focused Joe DiMaggio Children's Hospital emergency care department.

The hospital features advanced cardiac, oncology and neurology programs through the Cardiac and Vascular Institute, Memorial Cancer Institute and the Neuroscience Center. Rapid response heart attack and brain attack teams are available around-the-clock for emergency treatment of heart attack and stroke.

In addition, Memorial Hospital West has an intensive care unit, a level II neonatal intensive care unit, a Family Birthplace maternity center and a Fitness and Rehabilitation Center.