

2025 Annual Report



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Health Care District

OF PALM BEACH COUNTY

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Leadership Message



The Health Care District of Palm Beach County is pleased to present our 2025 annual report outlining our unique enterprise goals and achievements.

Established by Palm Beach County voters in 1988, the Health Care District is a unique, independent special taxing district that continues to evolve to meet the community's growing needs. Over the years, we have expanded services while achieving the lowest millage rate in District history — an accomplishment that reflects our unwavering commitment to fiscal responsibility and operational excellence.

As a Certified Public Accountant by trade, I take great pride in our ability to balance prudent financial stewardship with impactful and high-quality service delivery.

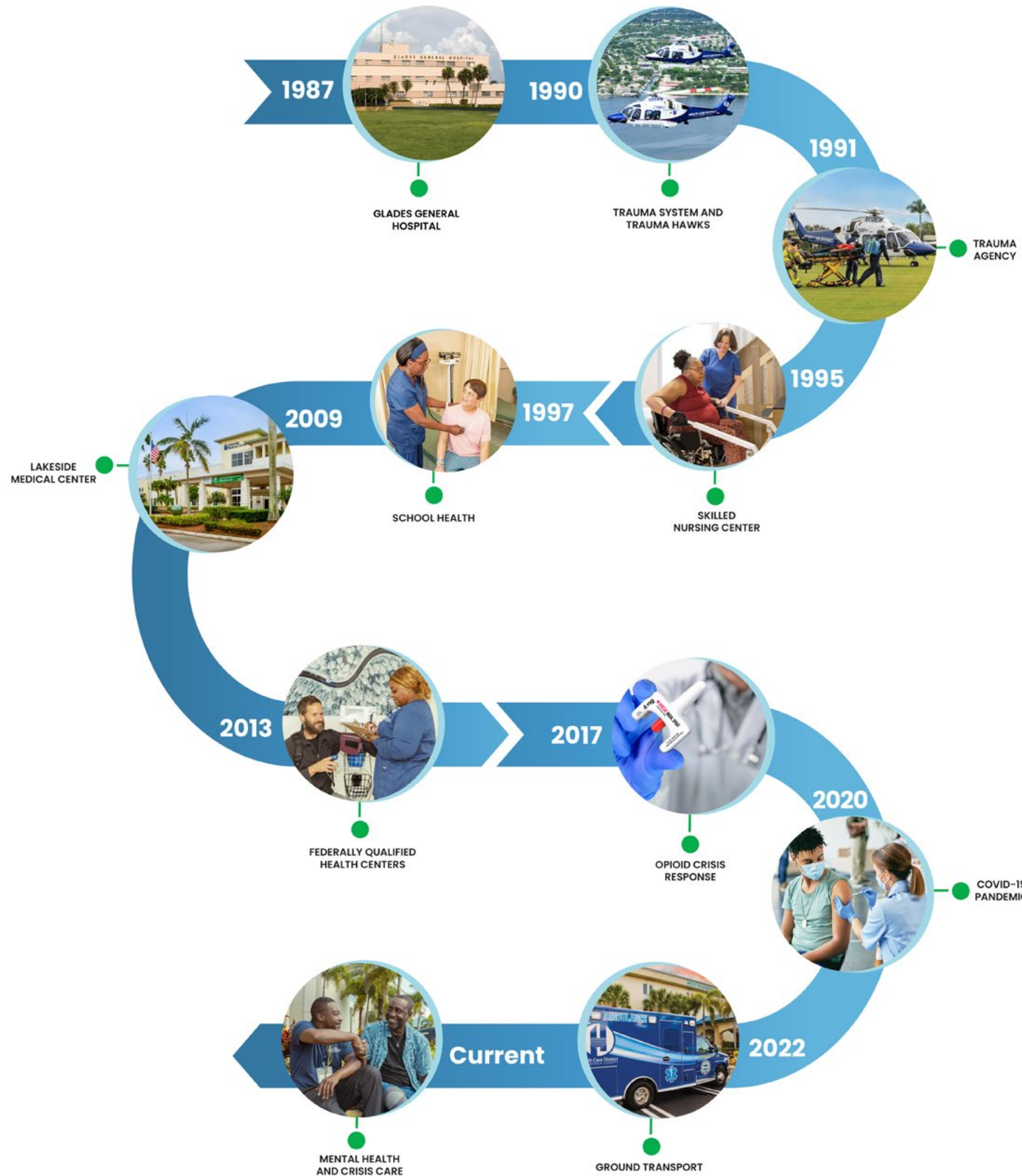
Today, the District stands as both a vital public safety agency and a cornerstone of South Florida's healthcare workforce, employing more than 1,400 dedicated professionals with over 600 licensed healthcare providers.

Our achievements are reflected in numerous national quality recognitions. This is the result of data-driven operations, evidence-based strategies, and a deep respect for the trust placed in us by Palm Beach County residents to not only achieve our mission — but excel beyond it.

On behalf of our entire team, we are proud to share our 2025 Annual Report as a transparent reflection of the District's performance and the community's return on its investments.

Darcy J. Davis
President and CEO

LIFESAVING MILESTONES



**Health
Care
District**
OF PALM BEACH COUNTY

Expert Financial Governance

The Health Care District of Palm Beach County is an independent special taxing district established by voters in 1988. The District's mission is dedicated to the health of the community and committed to providing quality public safety and healthcare services to all residents of Palm Beach County in a fiscally responsible manner.

The Health Care District's Charter (Chapter 2003-326) establishes the framework, authority, and responsibilities of the District within the state's legal and administrative structure. This enabling legislation requires the Board to annually determine and approve a budget and establish a millage rate in accordance with Chapter 200, Florida Statutes.

The Health Care District's enabling legislation grants it the ability to annually levy ad valorem taxes up to 2.00 mills per \$1,000 of taxable value on Palm Beach County properties.

Even as population has grown and operations have expanded, the District has achieved the lowest millage rate in history. This millage is among the top three lowest of any taxing entity in Palm Beach County. Ad valorem taxes represent the Health Care District's largest revenue source, covering nearly 70% of operations that ensure continued operations of critical community public safety and healthcare resources that would otherwise not exist.

LOWEST MILLAGE IN HISTORY:

0.6561

Public Safety: Trauma Agency

BACKGROUND

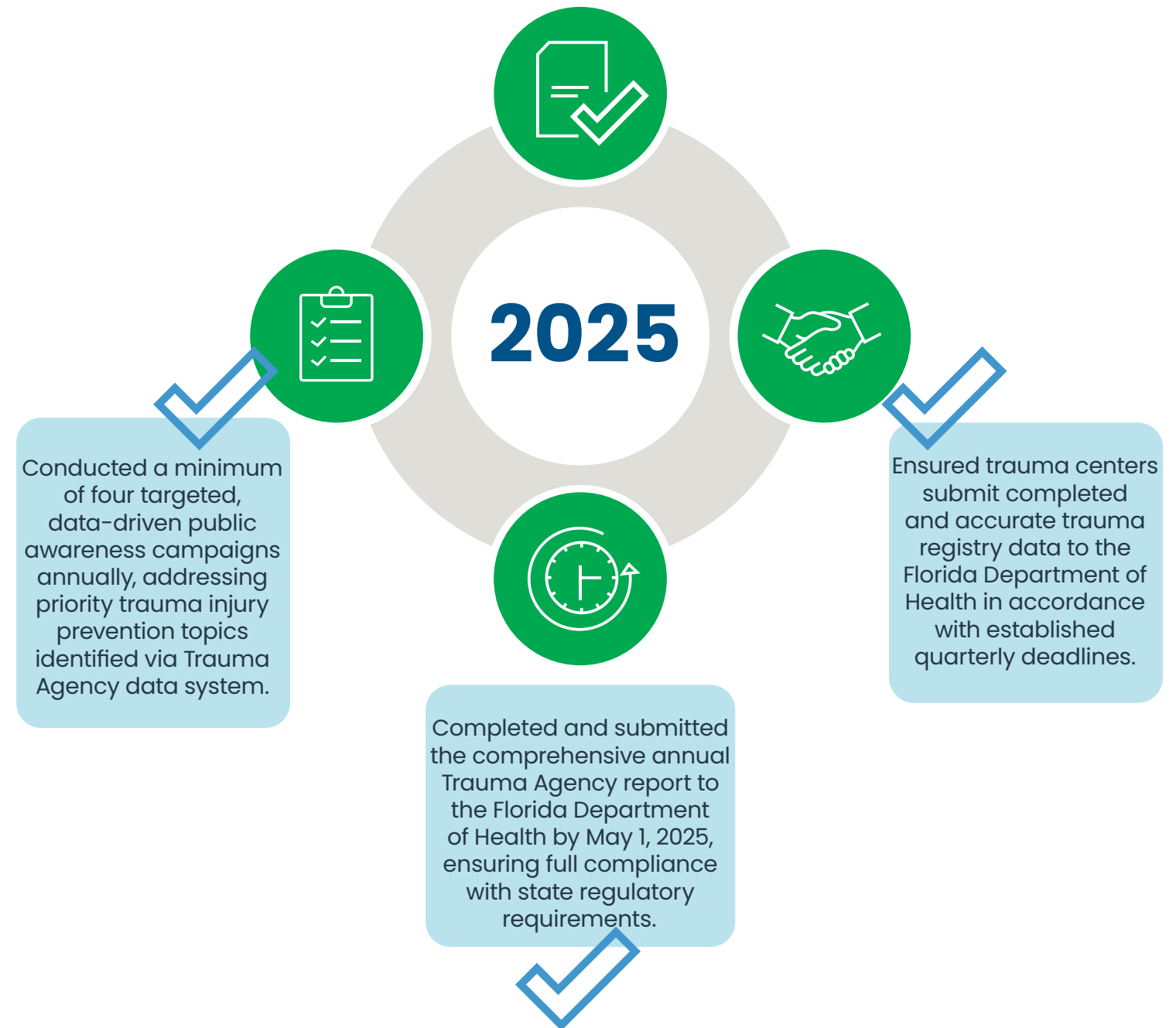
The Health Care District of Palm Beach County's Trauma Agency oversees quality assurance across all components — pre-hospital providers, hospitals and rehabilitation centers — to ensure compliance with trauma protocols and continuous performance improvement. The Palm Beach County Trauma Ordinance (Chapter 13 Article V) authorizes the Trauma Agency to coordinate trauma care and provide regulatory authority when necessary. The Trauma Agency is also responsible for updating the Florida Department of Health Five-Year Plan (per s. 64J- 2.007-009, F.S.).

To assess the trauma needs in Palm Beach County, the District administers a system-wide quality management program, supplementing the peer review processes of the individual trauma centers. This quality assurance and improvement process includes collecting registry data to review quality of care from the point of injury to final outcome, as well as monitoring local EMS providers, trauma centers, and acute care hospitals for compliance with state trauma statutes and the local trauma ordinance.

The Trauma Agency analyzes trauma data from across the county to identify trends, patterns, and preventable causes of injury. Using these insights, the Agency leads and coordinates evidence-based injury prevention initiatives, often in partnership with hospitals, EMS providers, schools, law enforcement, and community organizations. These efforts may focus on issues like falls, motor-vehicle crashes, violence prevention, drowning prevention, and safety education. The goal is to reduce avoidable injuries, improve community safety, and strengthen the overall trauma system through proactive, data-driven strategies.



Ensure optimization of all trauma system and agency operations for Palm Beach County in compliance with all local, state, and federal laws.



Public Safety: Aeromedical and Ground Transportation

BACKGROUND

On May 1, 1991, Palm Beach County's Trauma System took flight and carried out its first life-saving mission. In 2023, the Health Care District updated the fleet with new Leonardo AW169 helicopters to replace the older Sikorsky S-76-C+ aircraft that had served since 1999. Each air ambulance is staffed by a crew that typically includes: one instrument-rated pilot (employed by HCDPBC) and medical personnel provided by Palm Beach County Fire Rescue (PBCFR) — at least one nurse (who is also a state-certified paramedic) and an additional paramedic.

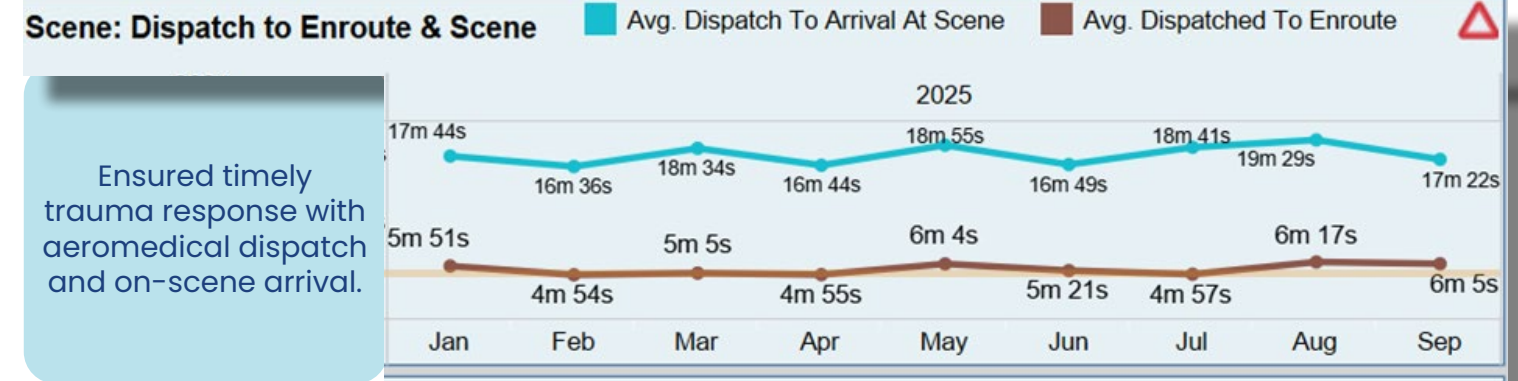
The helicopters are equipped as full air-ambulances: cabin space that allows 360° access to the patient, advanced life support equipment (ventilator, IV systems, blood, oxygen, monitoring devices, etc.), and provisions to support critical care in flight.

The aircraft and crews are based at a dedicated facility: the Trauma Hawk Aeromedical Hangar at the Palm Beach International Airport. The hangar includes maintenance bays, a training center, administrative offices, a communications/dispatch center, and living quarters for overnight crew shifts.

The Health Care District also operates a ground ambulance service — Ground Transportation — that provides both Basic Life Support (BLS) and Advanced Life Support (ALS) transport, as well as critical-care interfacility transportation. The Ground Transportation first responders serve patients between District facilities and patients from other hospitals.

Maintain compliance with goals and benchmarks established by federal, state, and Palm Beach County Ordinance Rules and Regulations.

Trauma Hawk Dispatch 2025



Ensured timely trauma response with aeromedical dispatch and on-scene arrival.



Ensured average response time for time-sensitive care (Alerts) is less than **10 minutes**, and interfacility emergency transport time is less than **30 minutes**.



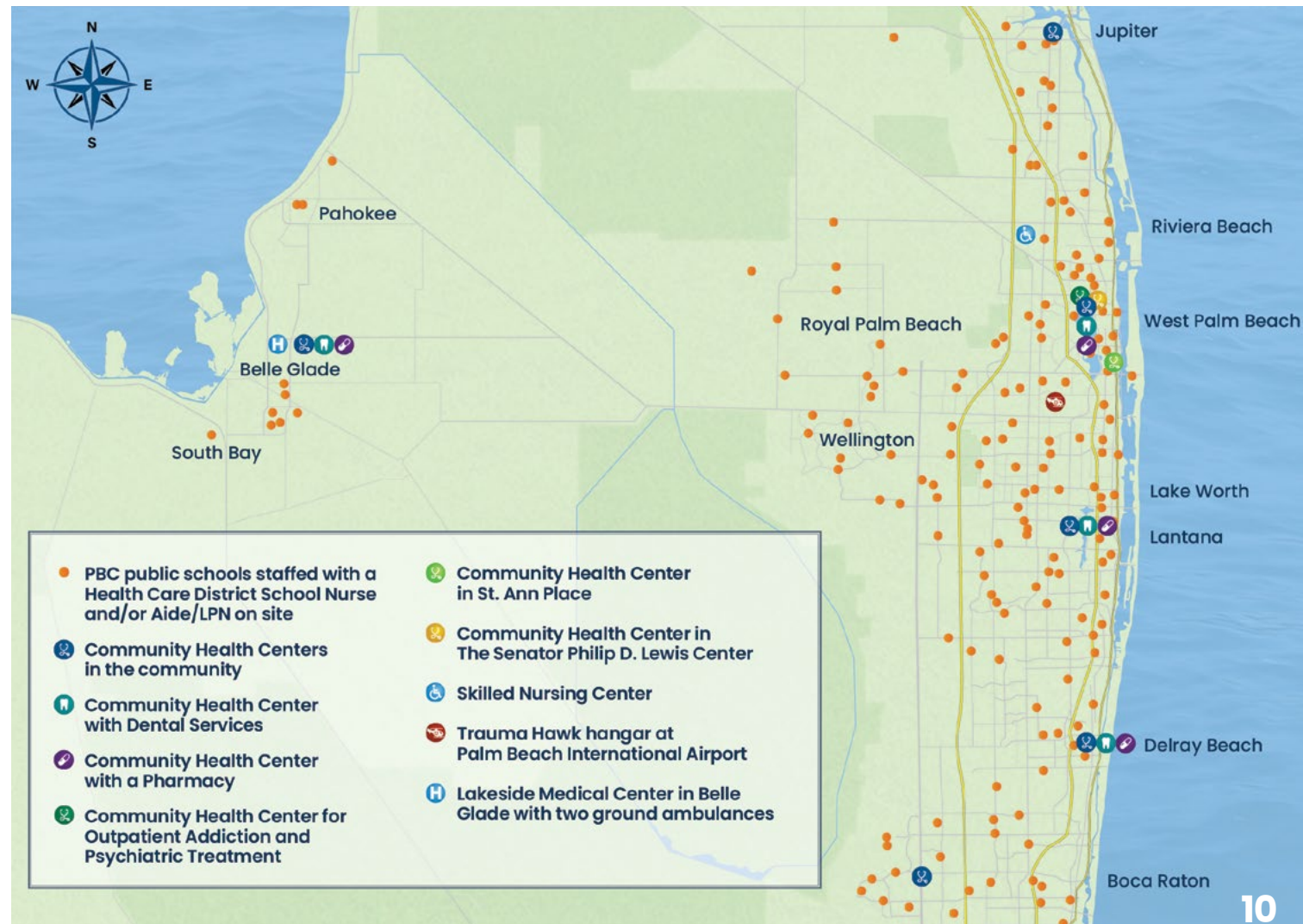
Healthcare Workforce



BACKGROUND

The Health Care District's unique and vast enterprise employs over 1,400 employees. Over 600 are licensed by the Florida Department of Health as healthcare providers. The District emphasizes professional development, continuing education, and internal career growth. In recent years, the District has started recruiting speciality providers in-house to enhance higher levels of integrated care.

The District also utilizes industry-standard scoring metrics, such as eSAT and Viva Glint, to measure employee engagement in order to identify areas of improvement, develop tangible strategies to achieve those improvements, and measure this success over time.



Enhance and sustain a skilled and engaged healthcare workforce that supports high-quality care and organizational excellence.

Supported and promoted internal career growth for team members to advance professionally.

70 Lakeside Medical Center **Family Medicine Residents** since 2013. LMC is the only rural teaching hospital in Florida.

214 School Health employees that completed **Mental Health First Aid Training**.

158 **Nursing students** taught by District RNs as preceptors during clinical rotations (2024-2026).

64 RNs that completed the **preceptor workshop** to support the nursing workforce pipeline.

21 Providers that completed **RN Clinical Ladder** in 2025 to advance clinical expertise and professional development while remaining in patient care.

Utilized industry-standard employee engagement assessments to identify and improve organizational satisfaction.

81% **Employee Satisfaction** (eSAT) for 2025 increased 4% from 2024.

Top 25% The District's eSAT exceeds the top 25% benchmark among **healthcare employers** (78%).

7% **Favorability** increased 7% from 2024 to 2025.



Lakeside Medical Center: Florida's Only Rural Teaching Hospital.

BACKGROUND

Lakeside Medical Center, located in Belle Glade, Florida, is the only public hospital serving the rural communities of western Palm Beach County, including the Glades region. As the successor to Glades General Hospital, Lakeside provides 24/7 emergency care, inpatient and outpatient services, and surgical procedures.

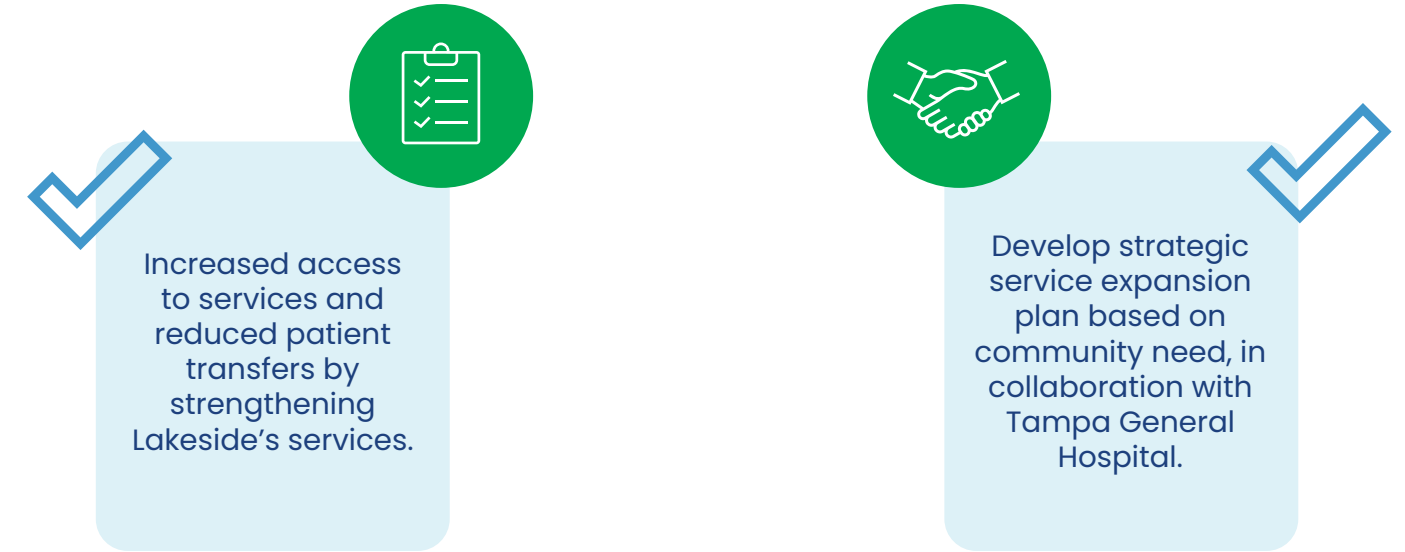
Rural hospitals like Lakeside are often financially vulnerable without public sector subsidies due to lower patient volumes, higher proportions of uninsured or underinsured patients, and greater reliance on Medicare and Medicaid reimbursement. The Health Care District's subsidies ensure continued access to health care for rural communities in the Glades.

Without these subsidies, many rural hospitals face closure, which can lead to longer travel times for urgent care and worsened patient outcomes. Supporting facilities like Lakeside is therefore critical for public health and community stability.

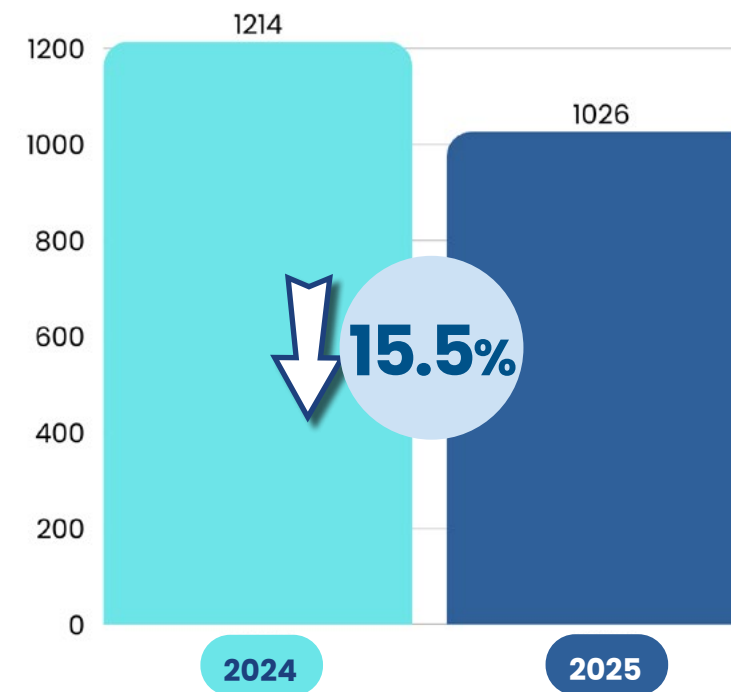
To further the quality and access to health care, the District entered into a management services agreement with academic medical center, Tampa General Hospital in 2025. This partnership is focused on assessing community needs, improving care within Lakeside, and expanding healthcare options to the Glades.



Enhance rural healthcare access in western areas of Palm Beach County through Lakeside Medical Center.



LMC Patient Transfers



The Health Care District conducted a Community Health Needs Assessment (CHNA) alongside the Health Council of Southeast Florida to identify the most pressing health needs of the communities we serve.

2025 CHNA

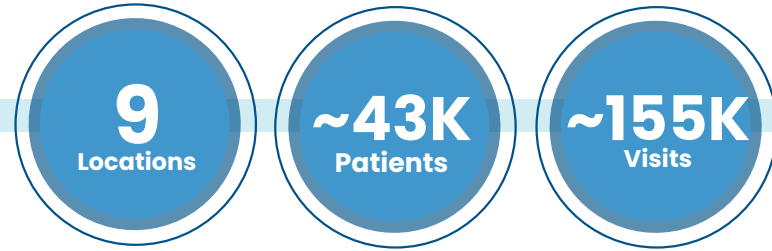


Based on the CHNA, the District developed and implemented a Community Health Improvement Plan (CHIP) outlining measurable strategies and programs to address prioritized needs through Lakeside Medical Center and community partners.

2025 CHIP



Community Health Centers



BACKGROUND

The Health Care District of Palm Beach County operates nine Federally Qualified Health Centers (FQHCs), known as Community Health Centers, and two mobile clinics. These clinics are located across Palm Beach County, from Jupiter in the north, Belle Glade to serve rural communities in the west, to Boca Raton in the south. The Community Health Centers utilize the “medical home” model, offering integrated health care to pediatric and adult patients, regardless of insurance.

The Health Care District’s Community Health Centers provide a comprehensive range of services designed to meet the diverse needs of patients across Palm Beach County. These include adult and pediatric primary medical care, as well as mental health services such as psychiatric evaluations, medication management, psychosocial assessments, and case management. Patients also have access to routine and preventive dental services, women’s health care, and convenient on-site pharmacy services.

As the model for the State of Florida’s CORE Network, the District’s revolutionary substance use disorder care model ensures integrated treatment of primary and secondary conditions resulting from addiction, including medication-assisted treatment. Expanding on this momentum, the District launched Operation C.O.A.S.T. in 2025, a partnership with law enforcement that connects individuals in crisis to immediate mental health care. These partnerships have resulted in both jail and ER diversion - with zero arrests among any patients and provide an alternative tool that prevents unnecessary Baker Acts.



Ensure and expand access to high-quality health care to support community wellness.

Sustained and elevated the Community Health Centers’ nationally recognized performance by continuing to deliver top-tier, evidence-based care across service lines.



The Community Health Centers have received national recognition for the seventh year in a row – earning the “Gold Quality Leader” badge from the Health Resources and Services Administration (HRSA). **These achievements place the District among the top 10% of health centers nationally.**



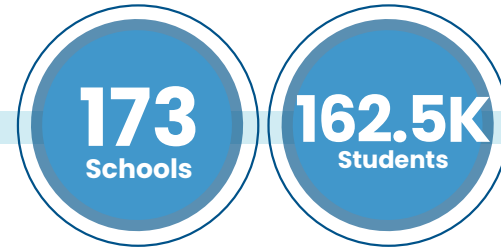
Expanded access to high-quality mental health services through integrated care across all Community Health Centers.



To address a shortage of mental health service access, the District expanded mental health care across all Community Health Centers, both in-person and via telehealth. This included adding providers, increasing staff, and extending hours to 7 a.m.–7 p.m., seven days a week, which drove consistent monthly growth in patient volume throughout 2025. The District’s leadership in accessible care was recognized with our first Gold Quality Leader badge specifically for Behavioral Health services in 2025.



School Health



Ensure healthcare access for children and adolescents across 173 schools in Palm Beach County in accordance with all requirements outlined by Florida Statutes.

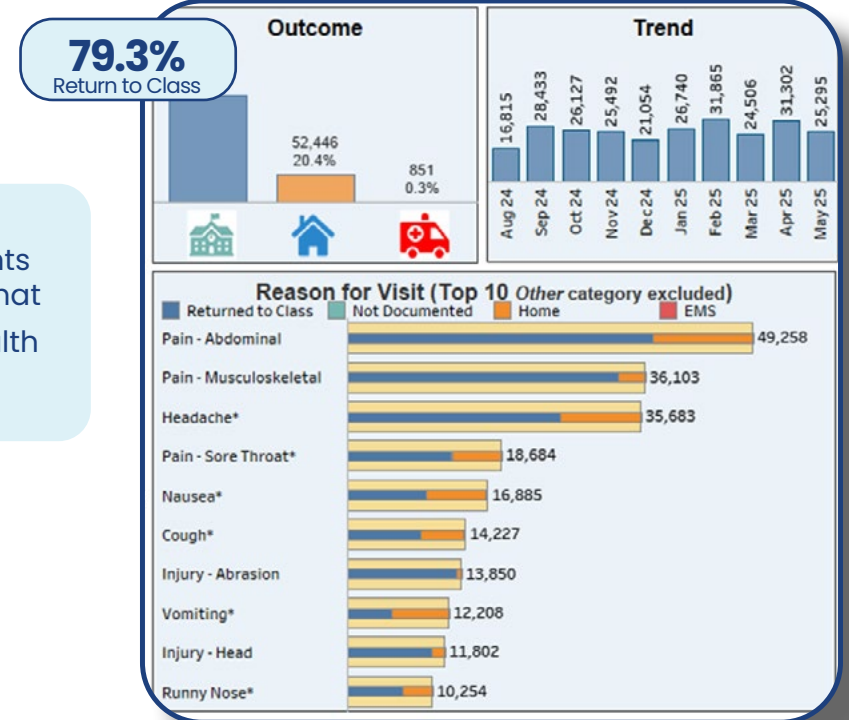
BACKGROUND

The Health Care District provides the largest workforce and financial investment to support school health at 173 schools serving over 160,000 students from pre-kindergarten through 12th grade.

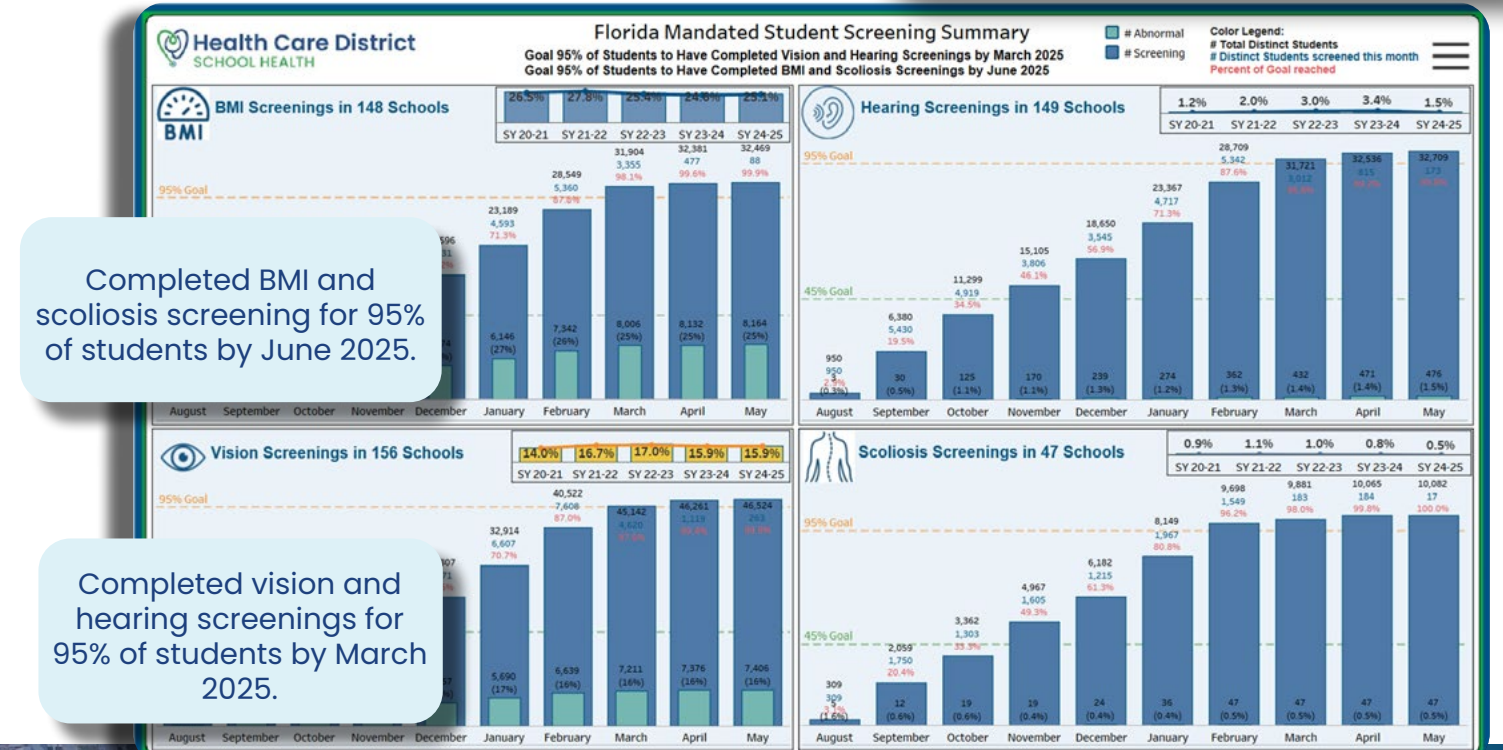
These school health professionals provide a wide range of services, including nursing assessments, first aid, medication administration, and management of chronic health conditions like asthma, diabetes, seizures, and allergies.

The program also conducts mandatory school health screenings in accordance with Florida Statutes (vision, hearing, BMI, and scoliosis). In addition to direct medical care, the program offers referral and consultation services with parents and outside providers. For students with chronic conditions, the School Health team coordinates with families and medical providers to implement care plans during the school day, ensuring continuity and safety of treatment.

Overall, the program's mission is to promote student health, support learning readiness, and address physical, social, and emotional health challenges – helping students stay healthy, engaged, and ready to learn.



Maximize instructional time for students by enhancing school health services that enable at **least 75%** of student health visits to result in a return to class.



Completed BMI and scoliosis screening for 95% of students by June 2025.

Completed vision and hearing screenings for 95% of students by March 2025.

Skilled Nursing Center



BACKGROUND

The Health Care District of Palm Beach County operates a 120-bed Skilled Nursing Center in Riviera Beach, formerly known as the Edward J. Healey Rehabilitation & Nursing Center. This center provides both short-term rehabilitation and long-term care, offering specialized services like physical, occupational, and speech therapy, wound care, intravenous therapy, and sub-acute care. The average resident age is relatively young (around 65–66) compared to other skilled nursing facilities, with many individuals recovering from traumatic injuries, strokes, or complex medical conditions.

As part of its mission, the District’s operation of the Skilled Nursing Center has filled a critical gap in Palm Beach County by serving residents – including trauma patients – who may not have access to other options.

The Skilled Nursing Center has earned significant national recognition for multiple years, receiving Best Nursing Home accolades from Newsweek and U.S. News & World Report, including a “High Performing” rating for long-term care. In 2025, the Skilled Nursing Center earned a Five-Star Rating from CMS (Centers for Medicare & Medicaid Services). This top rating reflects strong performance across multiple metrics, including health inspections, staffing, and quality measures.



Ensure high-quality safety net skilled nursing facility for hard-to-place residents.

- Achieved a “Much Above Average” health inspection rating, indicating strong performance in recent survey results.
- Maintained survey readiness year-round to minimize citations and consistently perform below national and state citation averages.
- Earned the high star rating in overall quality on the Medicare Care Compare platform.

As a result of operational excellence, in 2025 CMS awarded the District’s Skilled Nursing Center with the “Five-Star Quality Rating.” This is based on inspections, staffing, and quality measures.

CMS created the Five-Star Quality Rating System to help consumers, their families, and caregivers compare nursing homes more easily and to help families ask questions. Nursing homes with five stars are considered to have “much above average” quality.



Scan to read the CMS Five-Star Quality Report for the Skilled Nursing Center.





Health Care District

OF PALM BEACH COUNTY

HEALTH CARE DISTRICT OF PALM BEACH COUNTY ANNUAL REPORT 2025

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