



Health Care District of Palm Beach County

Performance Review: Florida Statute Chapter 189.0695

June 18, 2024

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TRANSMITTAL LETTER

June 18, 2024

Health Care District of Palm Beach County
1515 N Flagler Dr Suite 101
West Palm Beach, Florida 33401

Pursuant to our executed statement of work signed April 10, 2024, with the Health Care District of Palm Beach County (“HCDPBC,” “the District”), we hereby present our Performance Review to fulfill the requirements outline in Florida Statute Chapter 189.0695. Our report is organized in the following sections:

Executive Summary	This provides a high-level overview and summary of the procedures and results obtained through this performance review.
Background	This provides an overview of the Health Care District of Palm Beach County, as well as relevant background information.
Results / Performance	This section provides information related to each primary program, including financial data, goals and objectives, and recommendations resulting from our procedures.

We would like to thank the staff and all those involved in assisting our firm with this performance review.

Respectfully Submitted,



RSM US LLP

CC Auditor General
 President of the Senate
 Speaker of the House of Representatives

EXECUTIVE SUMMARY

Background

Beginning October 1, 2023, and every 5 years thereafter, each hospital licensed under Florida Statute Chapter 395 which is governed by the governing body of a special district as defined in Florida Statute 189.012 or by the board of trustees of a public health trust created under Florida Statute 154.07 must have a performance review conducted. For the purposes of this requirement, the term "performance review" means an evaluation of an independent special district and its programs, activities, and functions.

Our scope focused on the District's operations and the types and levels of services provided to the citizens and visitors of the District. We understand the District's current prioritizations include:

- ❖ Trauma System
- ❖ School Health
- ❖ Health Coverage
- ❖ Hospital
- ❖ Skilled Nursing Care
- ❖ C. L. Brumback Primary Care Clinics

Objectives and Scope

The primary objective of this engagement was to perform an independent performance review of the District to fulfill requirements outlined in Florida Statute Chapter 189.0695. The six (6) established prioritizations, along with the goals, objectives and outcomes for each, as defined by the District will constitute the basis of our scope for identifying and evaluating the metrics of the District's major programs. The performance review scope period was October 2020 through March 2024. As part of this performance review, we performed research and analysis including the following procedures:

Evaluation of the District

- Conducted an evaluation of the purpose, goals, and objectives outlined in the charter of the District.
- Assessed the efficiency and effectiveness of programs and activities, examining their alignment with the District's goals, expected benefits, and the use of performance measures and standards.

Financial Analysis and Goal Achievement

- Examined the revenues and costs of programs and activities over the current year and the previous three fiscal years.
- Assessed the extent to which the District's goals and objectives have been achieved, assessing clarity, measurability, and alignment with statutory purposes.

Service Delivery Efficiency and Cost Analysis

- Evaluated the delivery of services by the District, exploring alternative methods to reduce costs and enhance performance.
- Compared similar services provided by the county and other municipal governments within the District's boundaries, considering costs, efficiencies, and potential service consolidations.

Assessment and Recommendations

- Assessed factors contributing to the failure to meet performance measures or standards.
- Provided recommendations to improve the District's program operations.

At the conclusion of our performance review, we summarized the results, key takeaways and results into this written report, and conducted exit conferences with the Chief Financial Officer and Chief Operations Officer.

EXECUTIVE SUMMARY (CONTINUED)

KEY TAKEAWAYS AND RECOMMENDATIONS

The charter for the Health Care District of Palm Beach County establishes the District as a source of funding for “indigent and medically needy residents of Palm Beach County” through the provision of “preventive health services, community nursing services, ambulatory care, outpatient services, hospital services, trauma health services, and rehabilitative services, as feasible.” As noted above, the Mission and Vision of the District closely align with the charter, and the primary programs identified by the District are established to provide each of the distinct services listed in the District’s charter.

Through our inquiry of District Management and review of related documentation including financial statements, Board reporting packages, internal/management reporting packages, reporting dashboards, Palm Beach County Ordinances, flyers and brochures, etc. we noted the following:

- The District has a robust process for continually evaluating performance and effectiveness of its programs.
- All six (6) defined programs have established goals and performance metrics by which success is measured.
- We observed historical tracking and reporting of performance metrics for five (5) of six (6) defined programs throughout our scope period which extended from October 2020 to March 2024.
- For the remaining one (1) program (Health Coverage), although historical performance metrics were not available, Management was able to communicate the program’s goals and provided examples of recent accomplishments related to those goals. We understand that Management intends to begin formal tracking of these metrics going forward.
- Performance metrics are actively tracked on a monthly, quarterly, and annual basis as applicable utilizing data visualization dashboards.
- Metrics are communicated to various committees and the Board on a monthly, quarterly, and annual basis as applicable.
- Performance metrics, while consistently reported during our scope period, are also evaluated and updated by Management to address emerging trends and areas of concern and interest.

The following sections of this report provide detail related to the six (6) defined programs, the established goals, performance metrics, results, and financial information of each. We recommend the District continue its robust performance metrics tracking and reporting efforts, and continue development and formal tracking of metrics related to the Health Coverage program.

As established in the enabling legislation and due to the nature of the services provided by the District, management indicated that consolidation with the county or other municipalities would provide no benefit. Through review of the District’s enabling legislation (Ch. 2003-326), and as excerpted below we understand the FL legislature established the District as the singular means to provide public healthcare services to Palm Beach County.

Ch. 2003-326, Section 2. Intent.

“The most effective and efficient method to provide comprehensive health care services through a countywide health care district.”

We further noted that the District’s role as administrator of the Countywide Trauma System is defined and required in Article V of the Palm Beach County Code of Ordinances. District Management also indicated during inquiry that no other tax funded agency in the County is performing overlapping services.

BACKGROUND

Overview

Palm Beach County, the second largest in Florida by area, spans 2,383 square miles, stretching approximately 45 miles both longitudinally and latitudinally from Lake Okeechobee in the west to the Atlantic Ocean in the east. It shares borders with Martin County to the north and Broward County to the south. With a population exceeding 1.5 million in 2020, Palm Beach County ranks as the third most populous in Florida and the 25th nationally. Between 2010 and 2019, its population surged by 13.4%, propelling it to become the 10th most densely populated county in the state.

In 1988, Palm Beach County residents voted to establish the Health Care District of Palm Beach County, an independent taxing district aimed at fostering a healthier community. For over three decades, this taxpayer-funded entity has acted to fill in gaps in access to healthcare services. This unique health care system covers the entire county and provides diverse services such as:

- 13 outpatient community health centers (Federally Qualified Health Centers) which serve everyone regardless of ability to pay
- School health clinicians staffed in nearly 170 Palm Beach County public schools
- Two Trauma Hawk aeromedical helicopters
- Rural, public teaching hospital in Belle Glade, Lakeside Medical Center
- Skilled nursing facility in Riviera Beach, the Edward J. Healey Rehabilitation and Nursing Center
- Ground ambulance transportation program for Health Care District patients needing higher level of care
- Specialty benefits program for eligible, uninsured residents
- Quality performance oversight of the county's lifesaving trauma system

District Governance

The Health Care District of Palm Beach County is governed by a seven-member Board of Commissioners who serve on a voluntary basis. Three Commissioners are appointed by the Governor of Florida, three by the Palm Beach County Board of Commissioners and one is a representative of the State Department of Health. Commission terms are for four years. Commissioners may hold their appointments for a maximum of eight consecutive years.

The District maintains a Charter (Chapter 2003-326) that establishes the framework, authority, and responsibilities of the District within the state's legal and administrative structure. The Charter is an act relating to the Health Care District of Palm Beach County; codifying, amending, and reenacting special acts relating to the District; providing a popular name; providing boundaries; providing for a governing board, rules of the board, and membership; providing powers and duties of the board; providing for an ad valorem tax; providing for issuance of bonds; providing for an annual report; repealing chapters 87-450, 92-340, 93-382, 96-509, and 2000-489, Laws of Florida; providing an effective date.

Health Care District of Palm Beach County

The mission of the District is to be the health care safety net for Palm Beach County. They intend to accomplish their mission and vision through various programs and services, including:

- Saving lives in the "Golden Hour" through our integrated Trauma System
- Covering the uninsured with programs such as District Cares and Maternity Care
- Providing a medical home for adults and children at the C. L. Brumback Primary Care Clinics
- Keeping children healthy by staffing nurses in our public schools
- Offering skilled nursing care at the Edward J. Healey Rehabilitation and Nursing Center
- Providing acute care in underserved areas through Lakeside Medical Center in Belle Glade on the southeastern shores of Lake Okeechobee

BACKGROUND (CONTINUED)

District Governance (Continued)

In addition to the Board of Commissioners, the District also maintains additional governance structures responsible for oversight of quality and compliance. The following table outlines some of the additional boards / committees utilized by the District to achieve established goals and objectives.

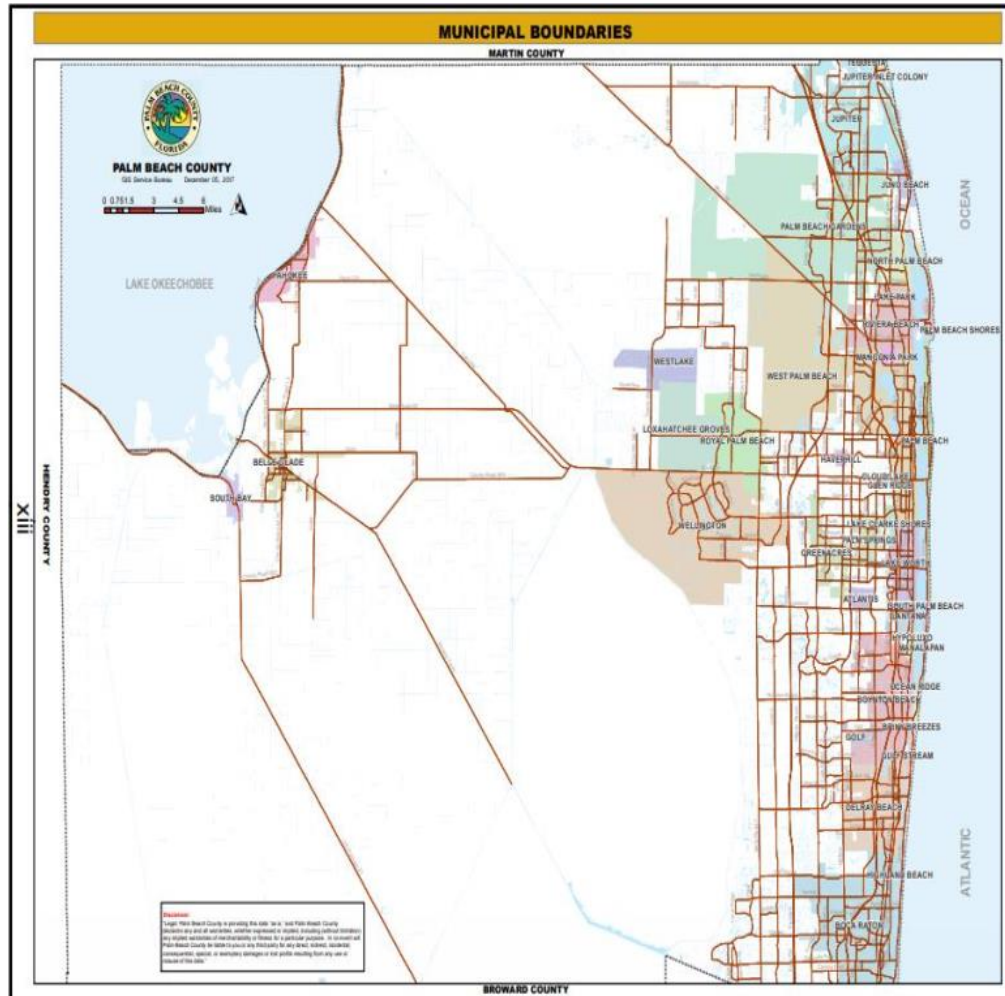
Board / Committee	Composition of Board / Committee
Primary Care Clinics Board	Minimum of 9 and Maximum of 13 Members (Majority Clinic Patients, 1 HCD Board Member, 1 Finance & Audit Committee Member, 1 Quality, Patient Safety & Compliance Committee Member)
Lakeside Health Advisory Board	Minimum of 7 and Maximum of 11 Members (1 HCD Board Member)
Finance and Audit Committee	Minimum of 5 and Maximum of 9 Members (2 HCD Board Members, 1 Clinic Board Member, 1 Glades Representative)
Quality, Patient Safety and Compliance Committee	Minimum of 5 and Maximum of 9 Members (2 HCD Board Members, 1 Clinics Board Member, 1 Glades Representative, 1 Community Member-at-Large, and LMC Chief of Staff)

BACKGROUND (CONTINUED)

District Governance (Continued)

The District is dedicated to the health of the community and committed to providing high-quality health care services to all residents of Palm Beach County in a fiscally responsible manner. This includes all municipal governments located wholly or partially within the boundaries of Palm Beach County.

The following illustrations highlights the municipal boundaries and population within Palm Beach County.



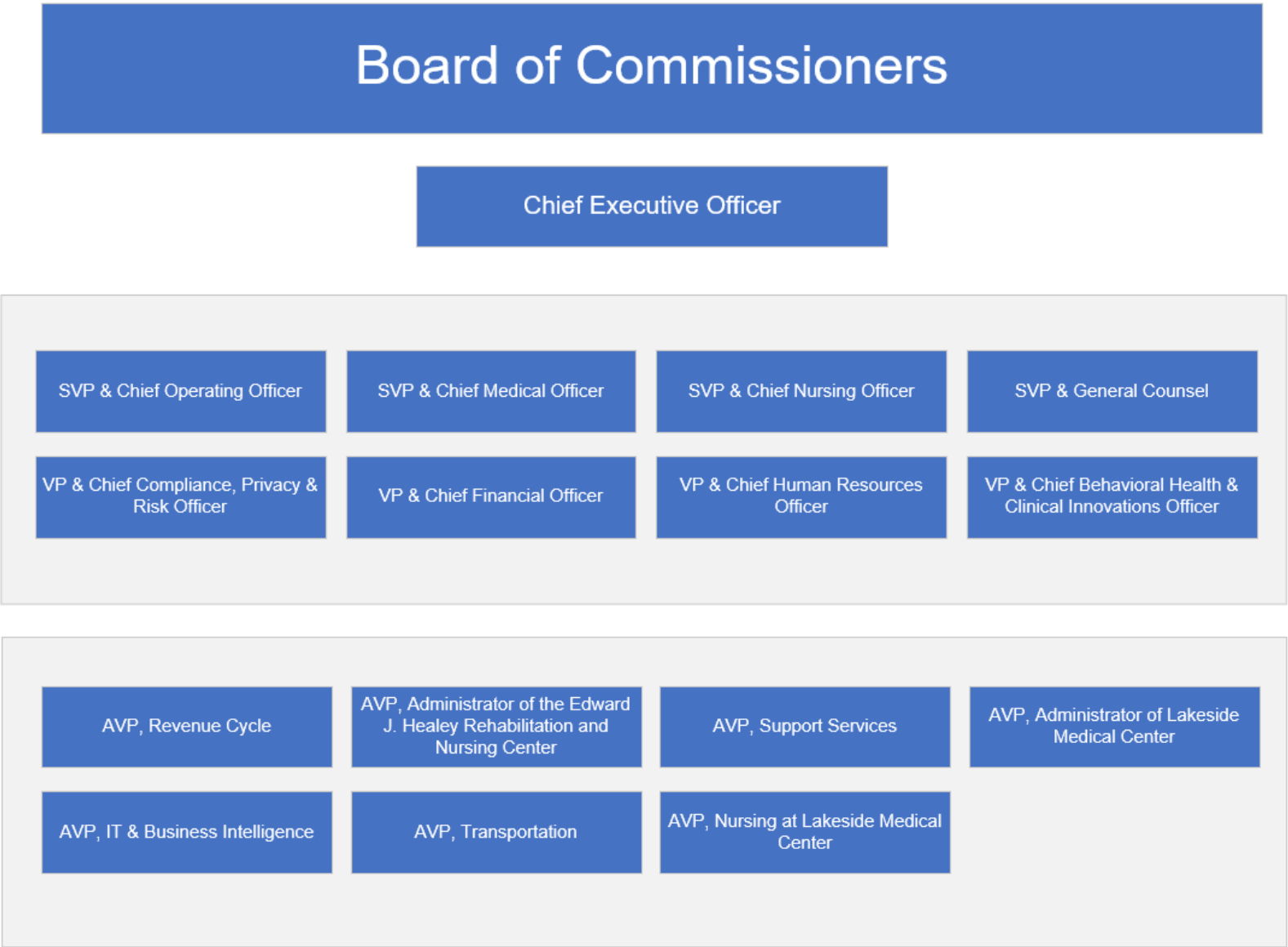
Palm Beach County Census Population 1980-2020

Municipality	1980 Census	1990 Census	2000 Census	2010 Census	2020 Census
ATLANTIS	1,325	1,653	2,005	2,005	2,142
BELLE GLADE	16,535	16,177	14,906	17,467	16,698
BOCA RATON	49,447	61,492	74,764	84,392	97,422
BOYNTON BEACH	35,624	46,194	60,389	68,217	80,380
BRINY BREEZES	387	400	411	601	502
CLOUD LAKE	160	121	167	135	134
DELRAY BEACH	34,329	47,181	60,020	60,522	66,846
GLEN RIDGE	235	207	276	219	217
GOLF	110	234	230	252	255
GREENACRES	8,780	18,683	27,569	37,573	43,990
GULF STREAM	475	690	716	786	954
HAVERHILL	1,249	1,058	1,454	1,873	2,187
HIGHLAND BEACH	2,030	3,209	3,775	3,539	4,295
HYPOLUXO	573	830	2,015	2,588	2,687
JUNO BEACH	1,142	2,121	3,262	3,176	3,858
JUPITER	9,868	24,986	39,328	55,156	61,047
JUPITER INLET COLONY	378	405	368	400	405
LAKE CLARKE SHORES	3,174	3,364	3,451	3,376	3,564
LAKE PARK	6,909	6,704	8,721	8,155	9,047
LAKE WORTH BEACH	27,048	28,564	35,133	34,910	42,219
LANTANA	8,048	8,392	9,404	10,423	11,504
LOXAHATCHEE GROVES				3,180	3,355
MANALAPAN	329	312	321	406	419
MANGONIA PARK	1,419	1,453	1,283	1,888	2,142
NORTH PALM BEACH	11,344	11,343	12,064	12,015	13,162
OCEAN RIDGE	1,355	1,570	1,636	1,786	1,830
PAHOKEE	6,346	6,822	5,985	5,649	5,524
PALM BEACH	9,729	9,814	9,676	8,348	9,245
PALM BEACH GARDENS	14,407	22,965	35,058	48,452	59,182
PALM BEACH SHORES	1,232	1,040	1,269	1,142	1,330
PALM SPRINGS	8,166	9,763	11,699	18,928	26,890
RIVIERA BEACH	26,489	27,639	29,884	32,488	37,604
ROYAL PALM BEACH	3,423	14,589	21,523	34,140	38,932
SOUTH BAY	3,886	3,558	3,859	4,876	4,860
SOUTH PALM BEACH	1,304	1,480	1,531	1,171	1,471
TEQUESTA	3,685	4,499	5,273	5,629	6,158
WELLINGTON		20,670	38,216	56,508	61,637
WEST PALM BEACH	63,305	67,643	82,103	99,919	117,415
WESTLAKE					906
TOTAL INCORPORATED	364,245	477,825	609,744	732,290	842,415
TOTAL UNINCORPORATED	212,513	385,540	521,447	587,844	649,776
TOTAL COUNTY	576,758	863,365	1,131,191	1,320,134	1,492,191

BACKGROUND (CONTINUED)

Organizational Structure

The District is governed by a seven-member board of Commissioners. The Board is supported by the Health Care District Executive Team and Senior Leadership Team, as illustrated below.



BACKGROUND (CONTINUED)

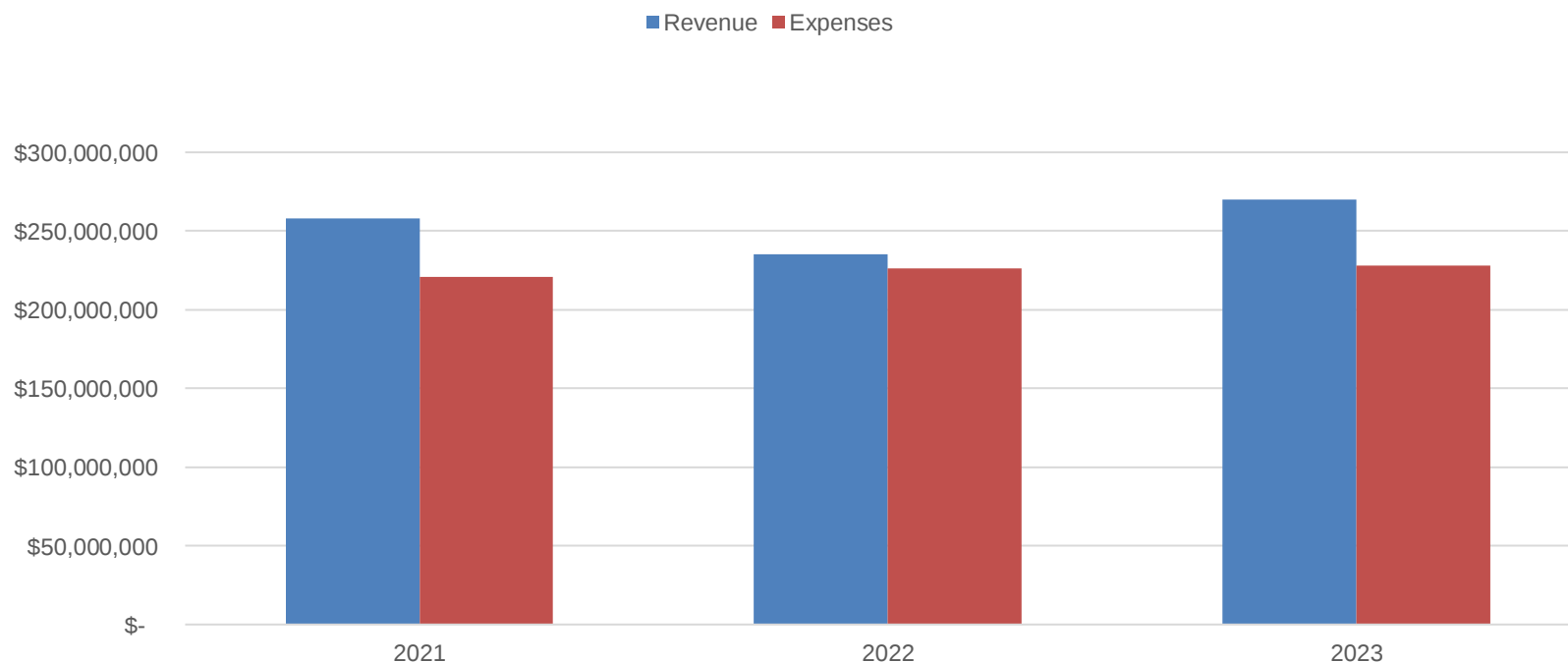
Financial Performance

The State of Florida Statutes require the Health Care District to establish a budgetary system and approve a balanced annual operating budget. The Health Care District's enabling legislation requires the Board to annually determine and approve a budget and establish a millage rate in accordance with Chapter 200, Florida Statutes. In addition, the legislation limits the ad valorem tax levied by the Health Care District to two mills with the annual millage levy increase capped at one-quarter of a mill from the amount levied by the Health Care District in the previous year. Approximately 83% of the Health Care District's budget goes to healthcare services. Ad valorem taxes represent the Health Care District's largest revenue source, covering 67.8% of expenditures with grant funds and patient revenue covering the remainder. 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. The current assessed millage rate for 2023-2024 is 0.6761, the lowest millage rate in Health Care District history.

The Health Care District's expenditures include a network of primary care clinics, a skilled nursing facility, School Health clinicians staffed in nearly 170 public schools, a rural, acute-care teaching hospital, two Trauma Hawk air ambulances, two ground ambulances for Health Care District patients, a specialty benefits program for eligible, uninsured residents, and quality performance oversight of the county's lifesaving trauma system.

The chart to the right illustrates the revenue and expenses for the Health Care District of Palm Beach County over the past three fiscal years. It encompasses financial data from various funds, including the General Fund, Trauma, Aeromedical, Care Coordination, Pharmacy Services, School Health, Sponsored Programs, Healey Center, Lakeside Medical Center, Primary Care Clinics, and Medicaid Match.

Combined All Funds Revenue and Expenses



RESULTS / PERFORMANCE

Trauma System

Overview

On May 1, 1991, Palm Beach County's Trauma System took flight and carried out its first life-saving mission. Since then, the nationally-recognized Trauma System overseen and funded by the Health Care District of Palm Beach County ("PBC") has treated more than 99,000 people, providing rapid-response care for more than 5,600 traumatically-injured patients last year.

The healthcare district was appointed by the State as the "Trauma Agency" responsible for the quality oversight both trauma centers (1) St. Mary's Medical Center and (2) Delray Medical Center). 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.). The components of this integrated system include:

- enhanced 911 communication and dispatch system,
- EMS and Fire Rescue,
- The two Trauma Hawk Aeromedical helicopters,
- 2 Trauma Centers
- 2 comprehensive rehabilitation centers and a Health Care District-supported long-term care facility.

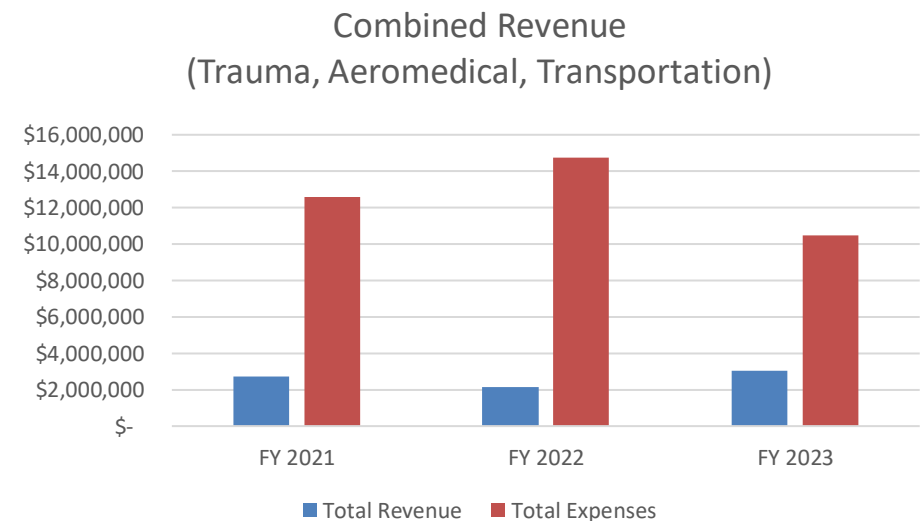
To assess the trauma needs in Palm Beach County, the District administers a system-wide quality management program, supplementing the peer review processes of the individual trauma centers. This quality assurance and improvement process includes collecting registry data to review quality of care from 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. Specifically, the District administers and evaluates the compliance and quality of the following trauma system components:

- pre-hospital providers,
- Level I Trauma Centers,
- rehabilitation centers, and
- trauma review process.

The Trauma Quality Improvement Committee ("TQIC") convenes for the purpose of addressing hospital and pre-hospital provider quality-of-care issues concerning trauma, including the overall performance and coordination of the trauma care system. This committee supplements the individual trauma centers' performance improvement process to ensure the operational components of the Trauma System function as a cohesive unit. Both trauma centers and our community partners including EMS chiefs, the medical examiner's office, specialty physicians and others are active participants on this committee.

Financial Performance

The chart above illustrates the combined revenue and expenses for the Trauma System, Aeromedical, and Transportation services within the Health Care District of Palm Beach County over the past three fiscal years.



RESULTS / PERFORMANCE (CONTINUED)

Trauma System (Continued)

Established Goals, Objectives

- ❖ *Goal 1: Continue to evaluate and revise extant quality assessment metrics and procedures.*
 - Continuously monitor evaluation standards established by the TQIC; apply nationally-accepted benchmarks and evidence-based performance indicators for data collected throughout the trauma system.
 - Data indicators will be evaluated and revised as necessary to ensure outcome measurement veracity, as well as compliance with national, state and local standards.
 - Trauma centers will report quality assessment data to the appropriate entity each month as contractually specified, including:
 - Morbidity and mortality audit filter reviews
 - The Medical Director's summary of quality improvement evaluations
 - Trauma center calendars and physician call rosters
 - Trauma center accountability for participation in quality assessment will be reinforced via compensatory incentives issued by the District.
- ❖ *Goal 2: Continue standardized data collection and reporting procedures throughout the trauma system and along the care continuum.*
 - Continue to verify the accuracy of collected data throughout the system utilizing computer software, substantiating manually as indicated.
 - Review and refine data points and definitions continuously to improve consistency and ensure statistical and inferential veracity.
 - Trauma centers will report data to the appropriate entity in a timely fashion as contractually specified, including:
 - Initial trauma patient information (within 24 hours)
 - Trauma registry data
 - Initial demographics and screens (within two business days)
 - Chart closeout (30 days after discharge)
 - Transfer logs (monthly): into/out of/within the county; any instances of hospital bypass
 - Trauma center workload statistics (monthly)
 - Trauma center accountability for participation in data collection will be reinforced via compensatory incentives issued by the District.
- ❖ *Goal 3: Promote and facilitate disaster event readiness and preparation throughout the integrated trauma system of Palm Beach County.*
 - The District will regularly, on a rotating basis, sponsor and facilitate the presentation of the DMEP Course for community partners.
 - Presentations and instruction will be provided by local certified experts with trauma and incident command system training, as well as experience in disaster planning and response at the local level.
 - Target audience members for the DMEP course includes individuals in leadership positions throughout the trauma system including prehospital, acute care facility and administrative entities.
 - The DMEP Course will be offered with course scheduling adjusted to community needs.
- ❖ *Goal 4: Maintain compliance with goals and benchmarks established by the Palm Beach County Ordinance Rules and Regulations, specific to Aeromed and Ground Transportation.*

RESULTS / PERFORMANCE (CONTINUED)

Trauma System (Continued)

Performance Measures

- ❖ *Goal 1: Continue to evaluate and revise extant quality assessment metrics and procedures.*

Monthly, the TQIC meets to evaluate the quality of the Trauma System components. Upon review of the meeting packet for April 2024, we noted a detailed analysis of trauma cases at St. Mary's Medical Center and Delray Medical Center. We verified that key metrics were communicated over the course of our review period. The dashboards include data on case volumes, annual changes, and activation levels, along with demographic breakdowns for pediatric, adult, and geriatric patients. The report also provides insights into trauma injury patterns, mechanisms of injury, and specific analyses of vehicular crashes and age-related trends.

Additionally, the packet reviews prehospital care and interfacility trauma transfers. It evaluates prehospital response times and interventions, and assesses how these impact patient outcomes. The analysis of interfacility transfers includes metrics on transfer times and reasons, aiming to enhance the efficiency and effectiveness of the trauma care system.

- ❖ *Goal 2: Continue standardized data collection and reporting procedures throughout the trauma system and along the care continuum.*

Quarterly, the District submits required reporting to the Department of Health for both trauma centers, St. Mary's Medical Center and Delray Medical Center. We verified that reporting was timely submitted.

- ❖ *Goal 3: Promote and facilitate disaster event readiness and preparation throughout the integrated trauma system of Palm Beach County.*

The District sponsored a Disaster Management and Emergency Preparedness Course on November 5, 2021. The Course was provided by local certified experts with trauma and incident command system training, as well as experience in disaster planning and response at the local level. In the marketing for the presentation, we verified that the following individuals were encouraged to attend:

- | | |
|-----------------------------------|---|
| ▪ Emergency Physicians and Nurses | ▪ Hospital Disaster Committee Personnel |
| ▪ Trauma Center Personnel | ▪ HERC membership |
| ▪ Hospital Administrators | ▪ Emergency and Disaster Management |
| ▪ EMS Personnel and Leadership | ▪ Law Enforcement Leadership |

While a course was provided on November 5, 2021, we noted that the District has not sponsored or facilitated the course on a regularly, rotating basis. We reviewed the Trauma Quality Improvement Committee meeting minutes and verified that disaster planning has remained an agenda item for discussion. We noted that the District is in the process of planning another DMEP course presentation during calendar year 2024.

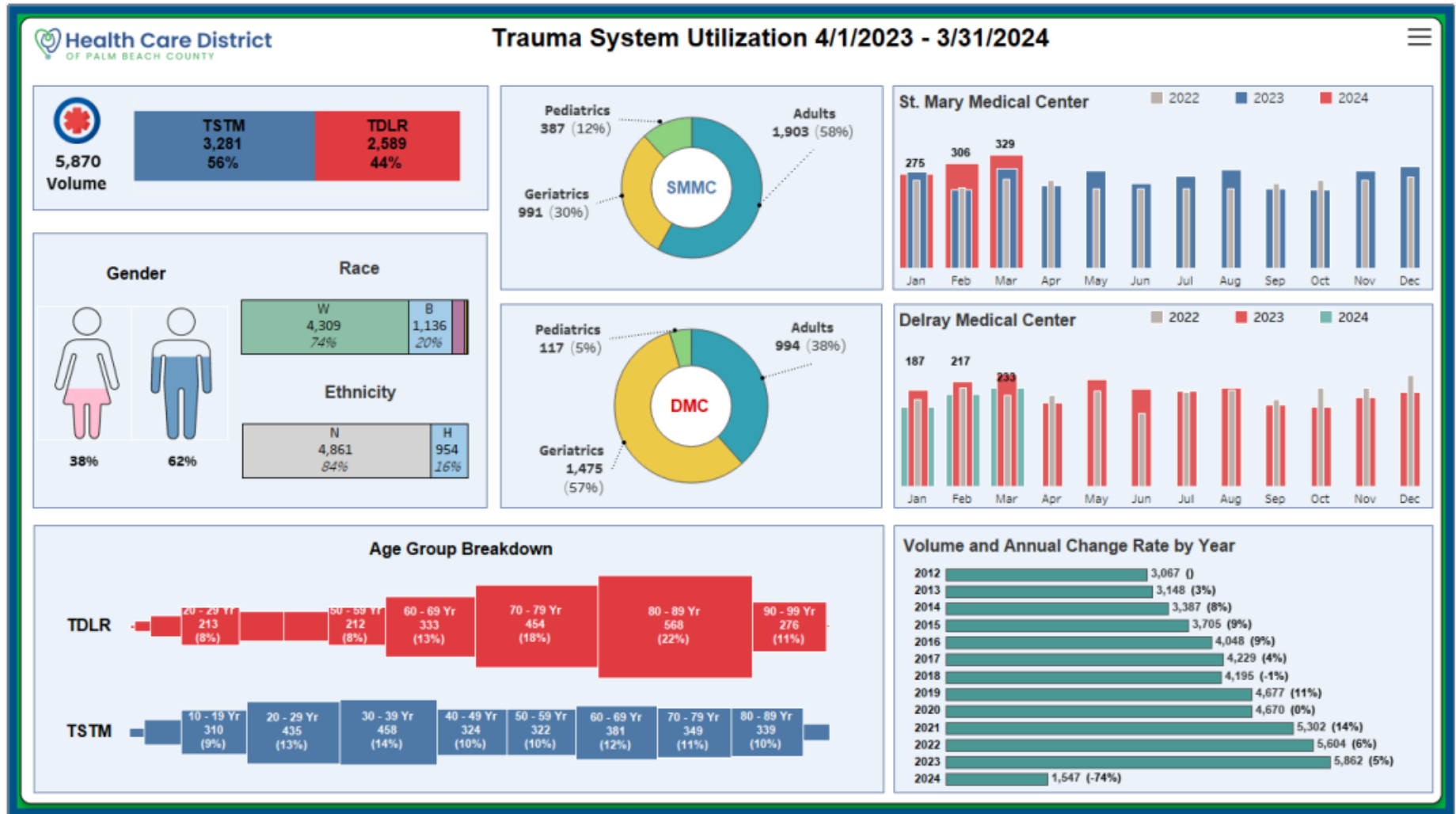
- ❖ *Goal 4: Maintain compliance with goals and benchmarks established by the Palm Beach County Ordinance Rules and Regulations, specific to Aeromed and Ground Transportation.*

We reviewed the dashboards provided to the TQIC during our review period and verified that key metrics, including detailed runtime reporting, were communicated and aligned with established benchmarks. Key metrics included scene dispatch to enroute average, scene dispatch to LZ average, scene dispatch type, and scene destination. Additionally, essential quality metrics related to ground transportation were captured, such as the percentage of reliable pain assessments, blood glucose checks, waveform capnography usage, and aortic emergencies, vitals, and equipment failures.

RESULTS / PERFORMANCE (CONTINUED)

Trauma System (Continued)

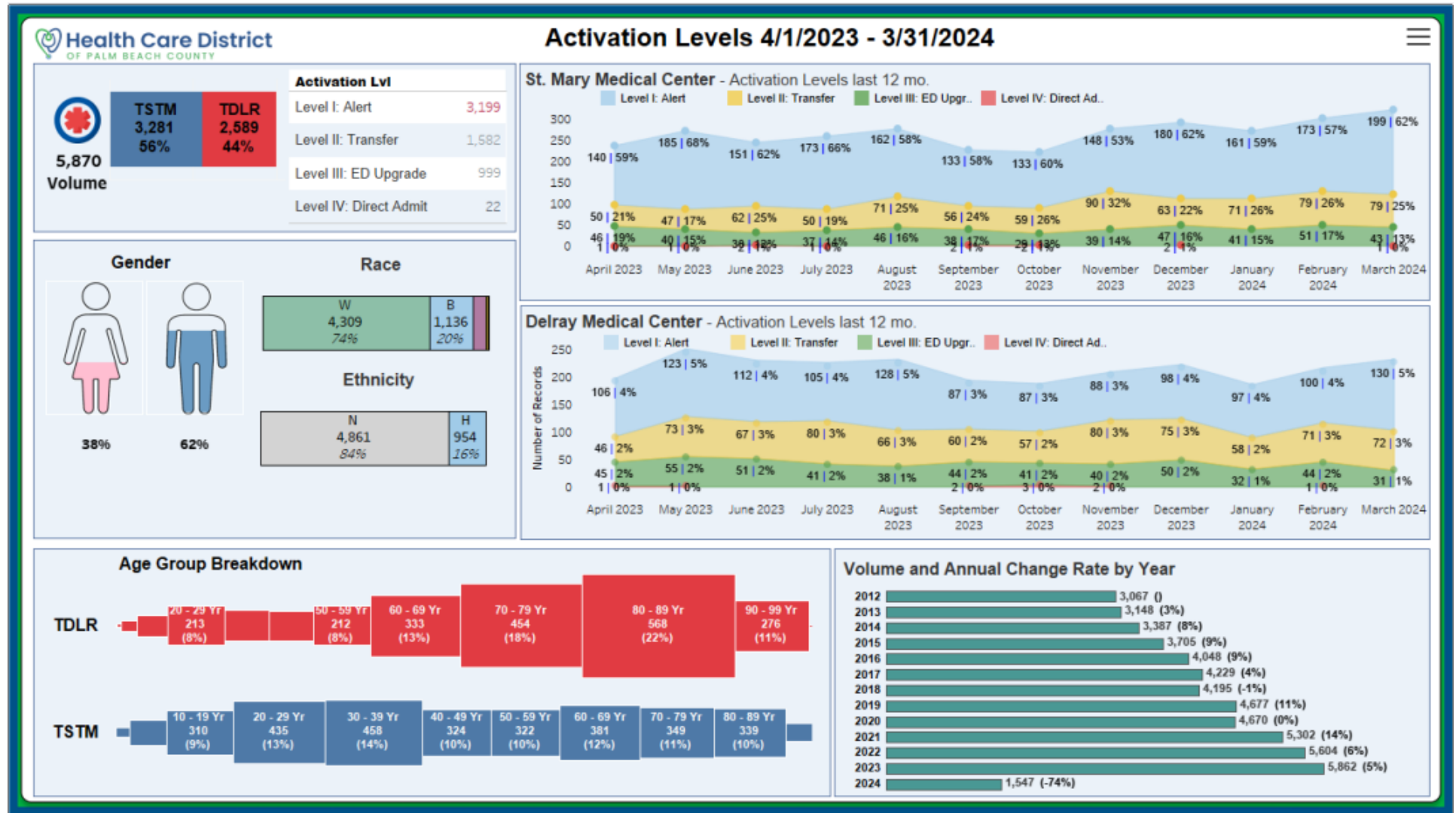
Performance Measures (Continued)



RESULTS / PERFORMANCE (CONTINUED)

Trauma System (Continued)

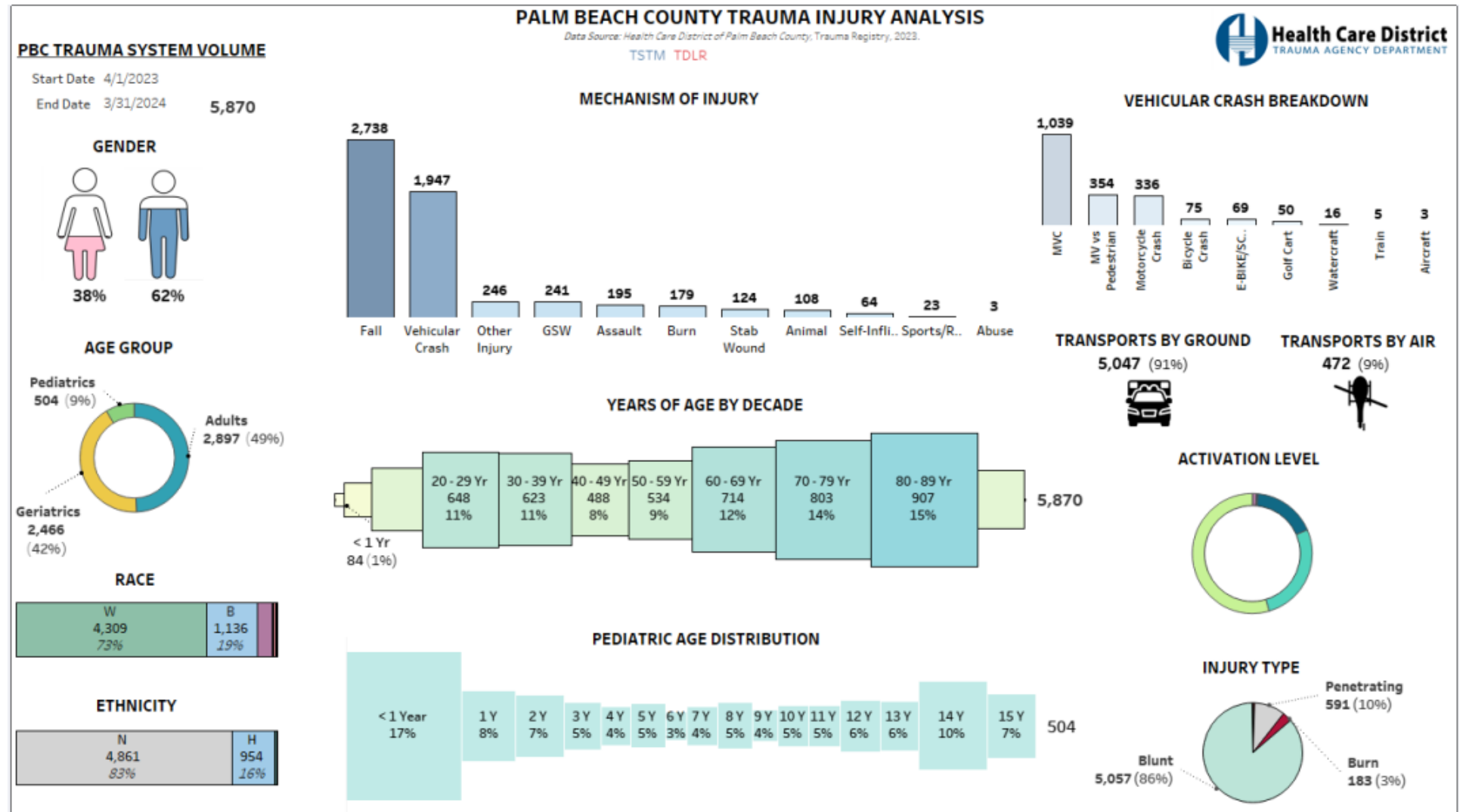
Performance Measures (Continued)



RESULTS / PERFORMANCE (CONTINUED)

Trauma System (Continued)

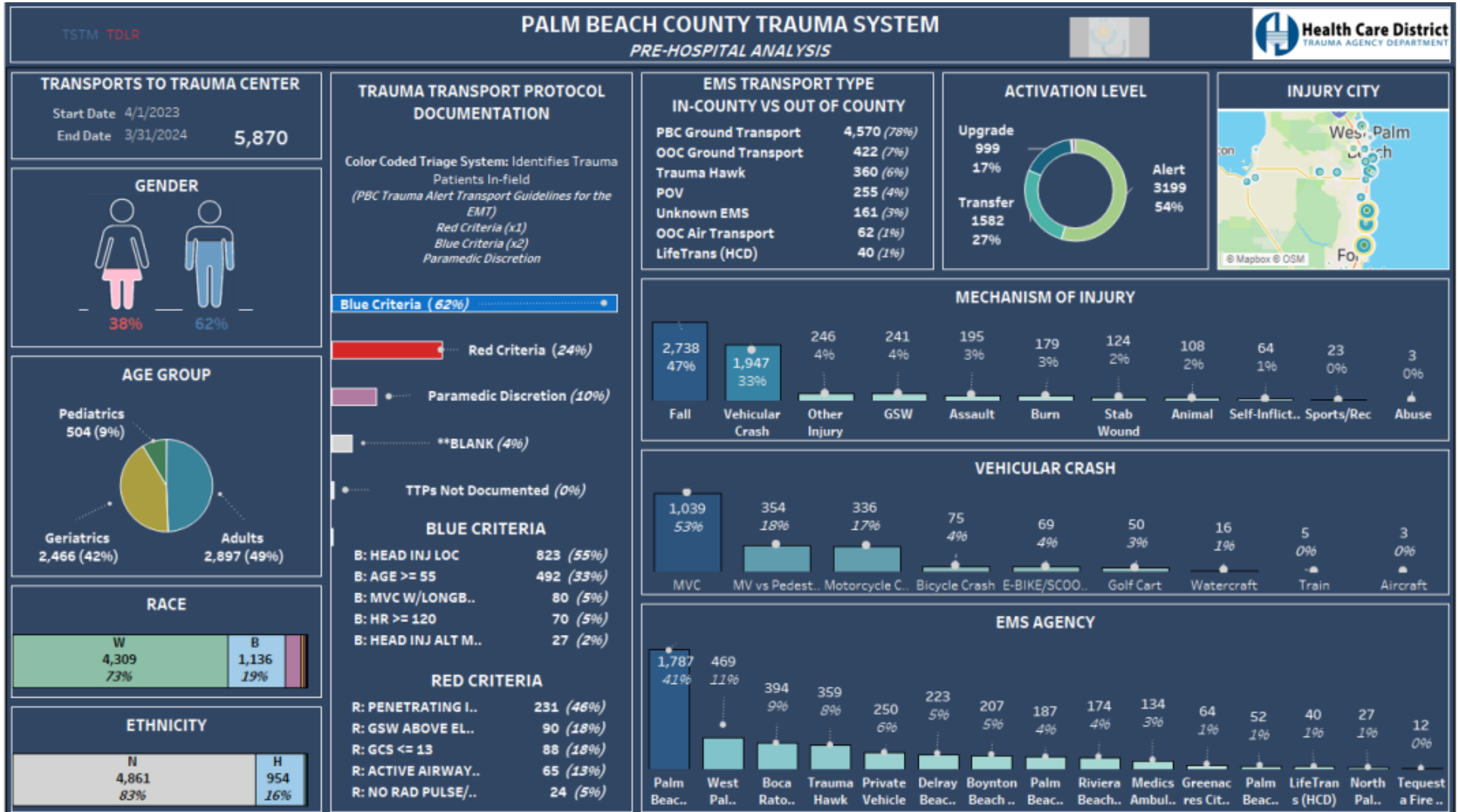
Performance Measures (Continued)



RESULTS / PERFORMANCE (CONTINUED)

Trauma System (Continued)

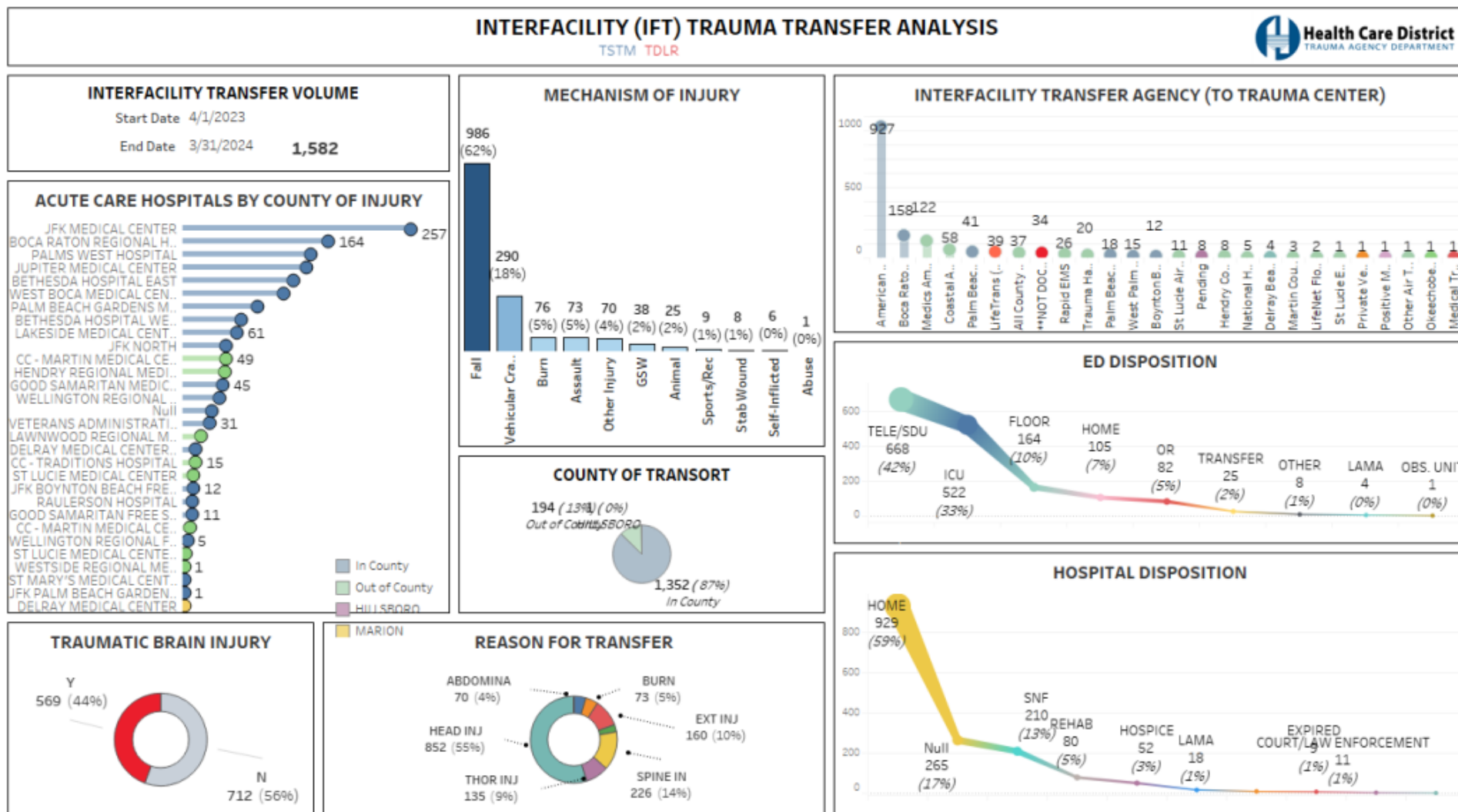
Performance Measures (Continued)



RESULTS / PERFORMANCE (CONTINUED)

Trauma System (Continued)

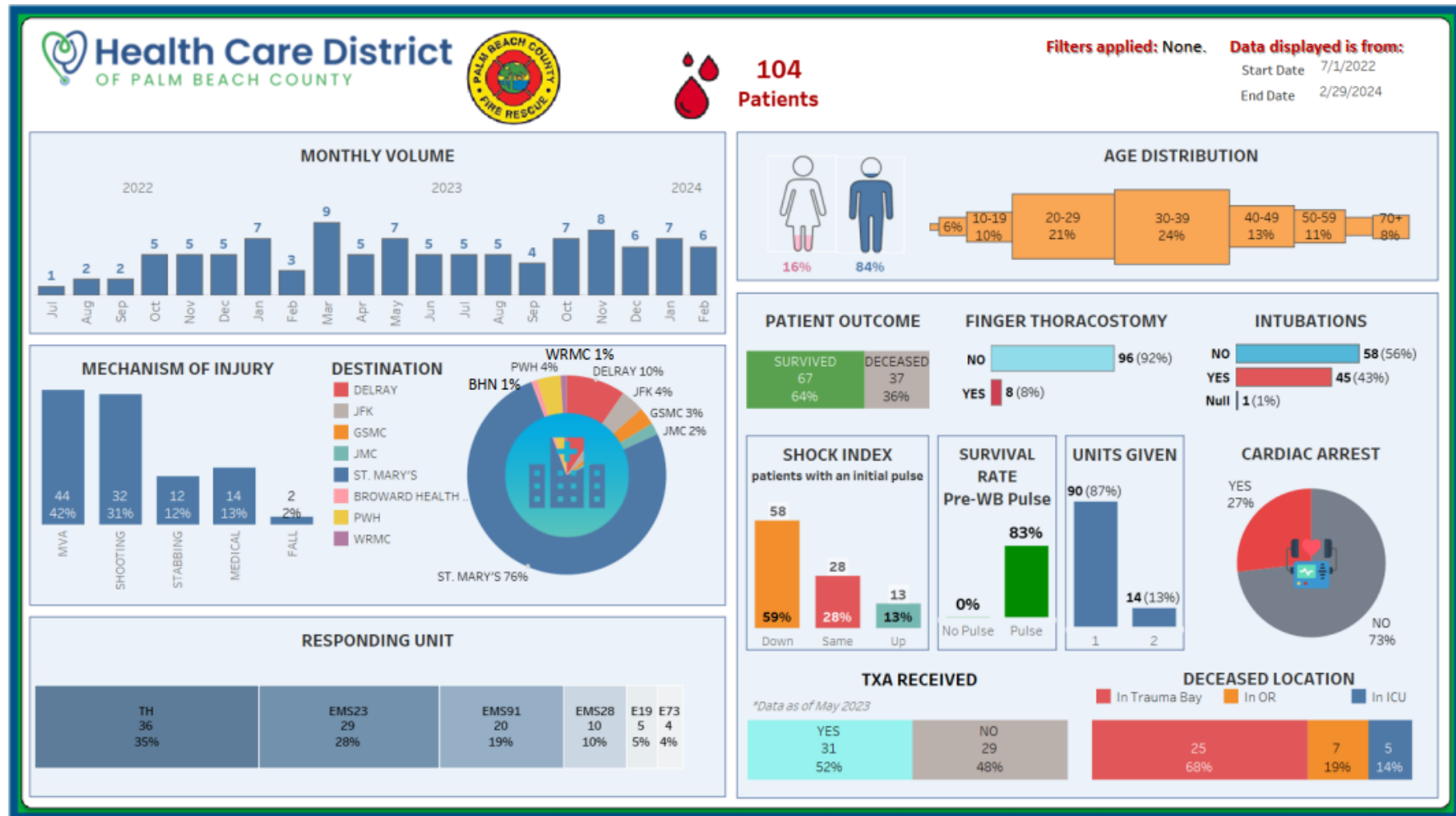
Performance Measures (Continued)



RESULTS / PERFORMANCE (CONTINUED)

Trauma System (Continued)

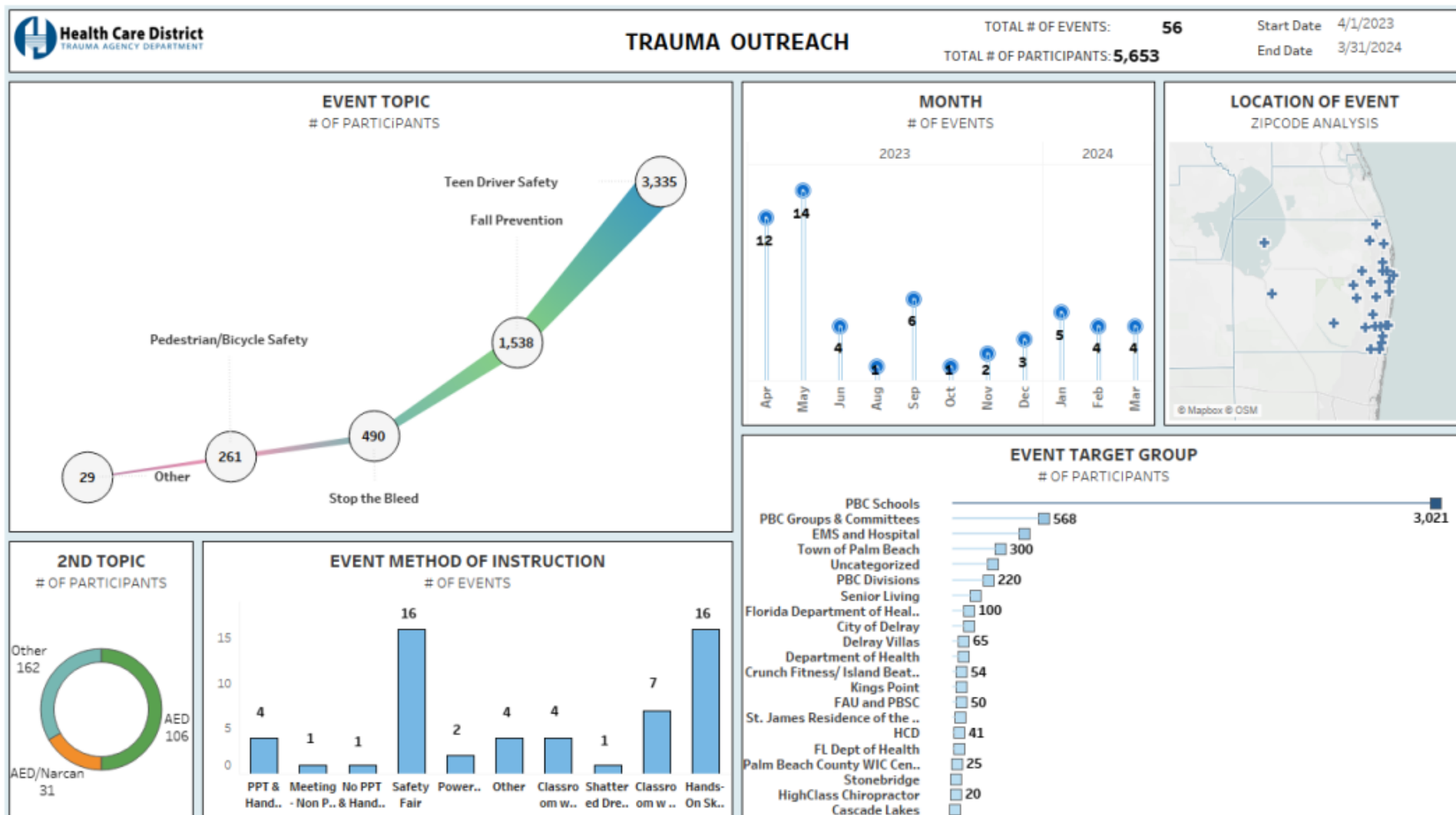
Performance Measures (Continued)



RESULTS / PERFORMANCE (CONTINUED)

Trauma System (Continued)

Performance Measures (Continued)



RESULTS / PERFORMANCE (CONTINUED)

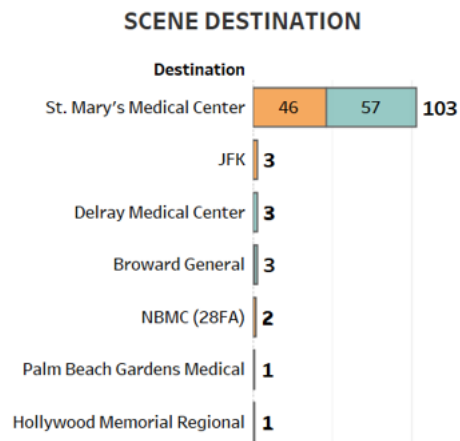
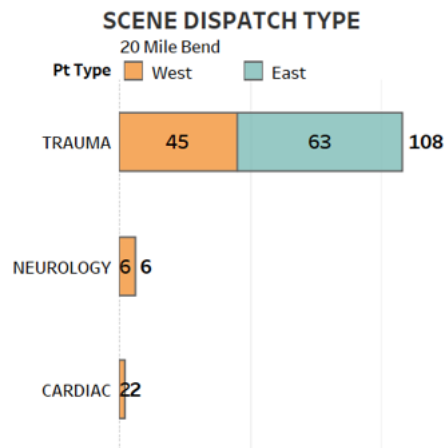
Trauma System (Continued)

Performance Measures (Continued)

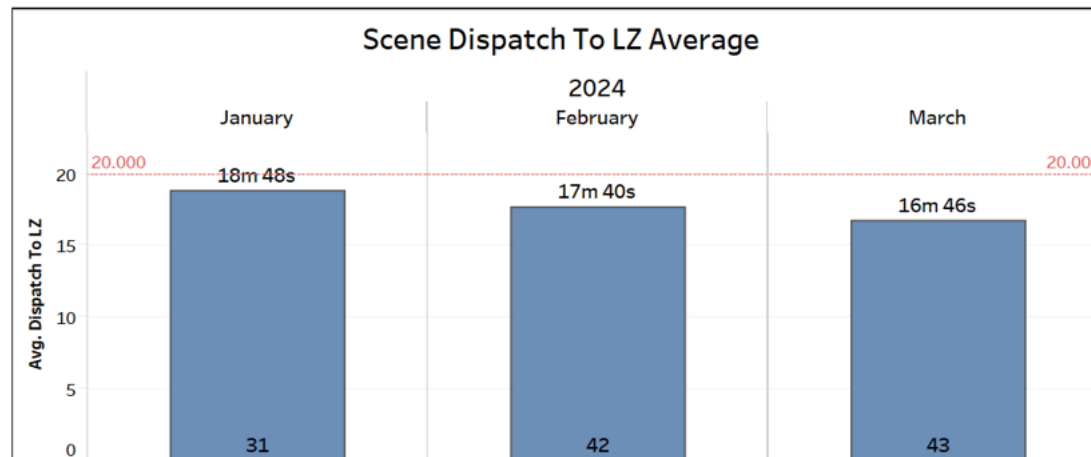
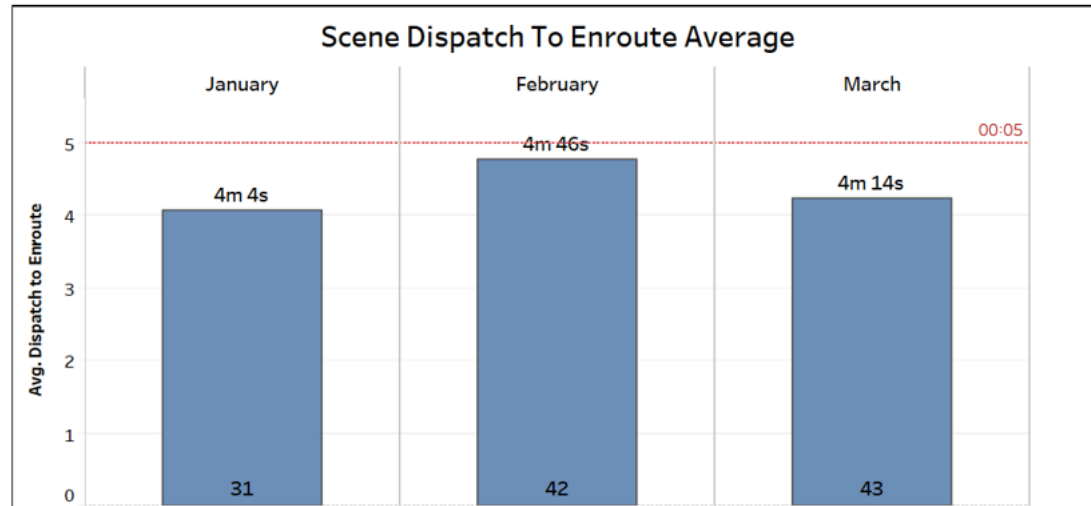


Total Transports: **116**

Total Patients: **117**



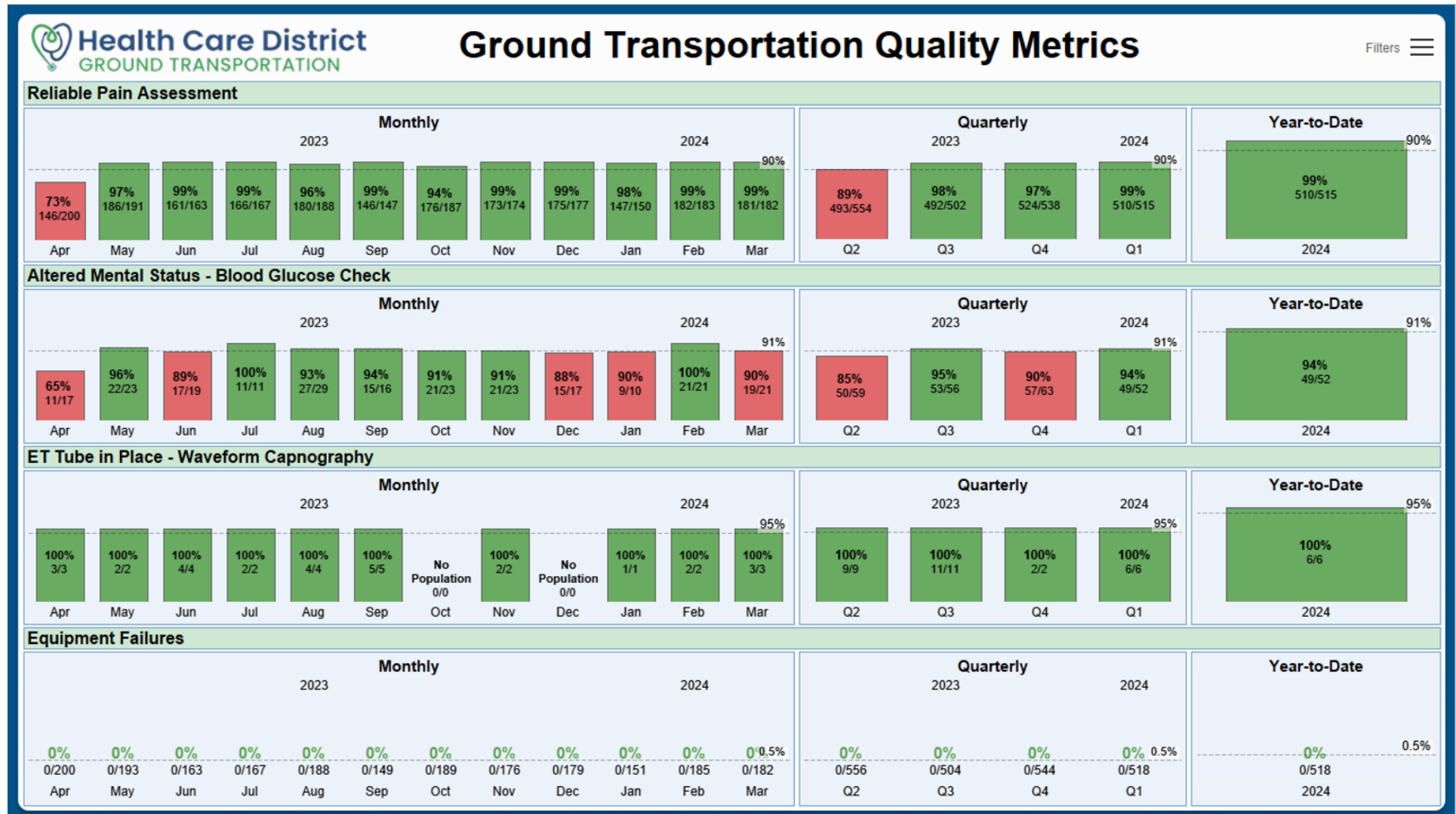
Detailed RunTime Report TH135 (Scene Dispatches)



RESULTS / PERFORMANCE (CONTINUED)

Trauma System (Continued)

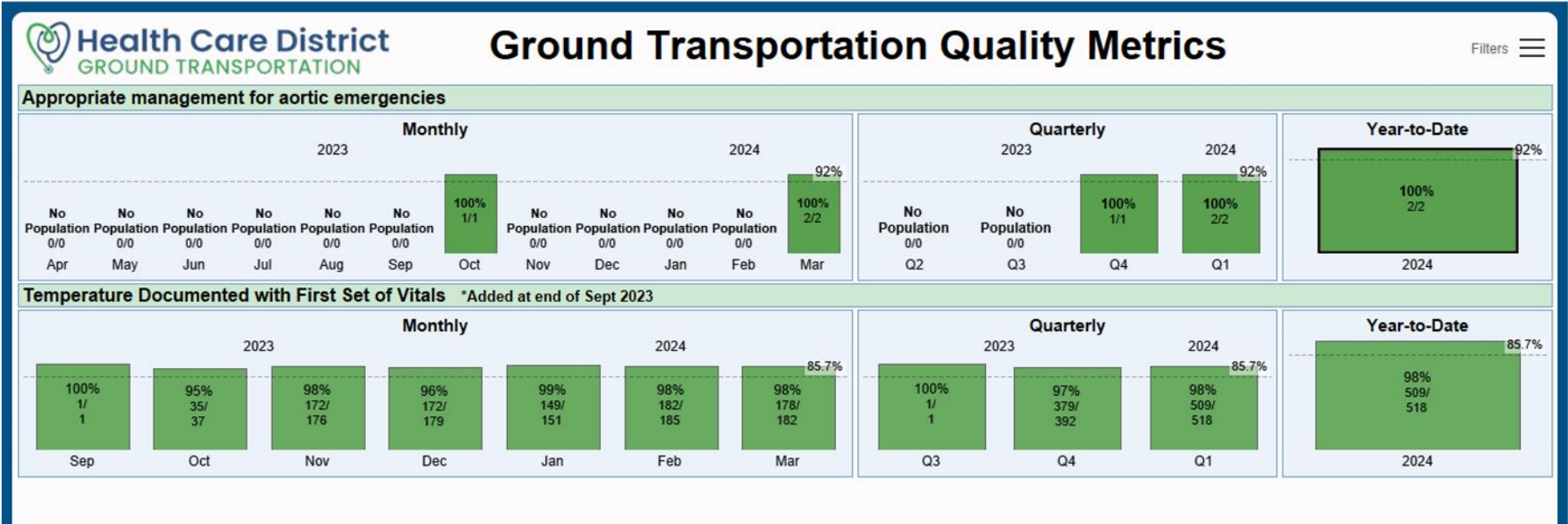
Performance Measures (Continued)



RESULTS / PERFORMANCE (CONTINUED)

Trauma System (Continued)

Performance Measures (Continued)



RESULTS / PERFORMANCE (CONTINUED)

School Health

Overview

The Health Care District staffs a School Health team of more than 200 registered nurses and certified nursing assistants (CNAs) in health rooms at nearly 170 public schools, caring for more than 160,000 students in pre-kindergarten through 12th grade. The School Health nursing staff provides nursing assessments, first aid, medication administration, chronic health condition management, Florida-mandated screenings (vision, hearing, BMI and scoliosis), no-cost COVID-19 screening and testing and influenza A/B (flu) testing with parent or guardian consent, referrals, and consultations with parents and providers. In the 2022-2023 school year, the Health Care District’s School Health team received 456,074 student visits.

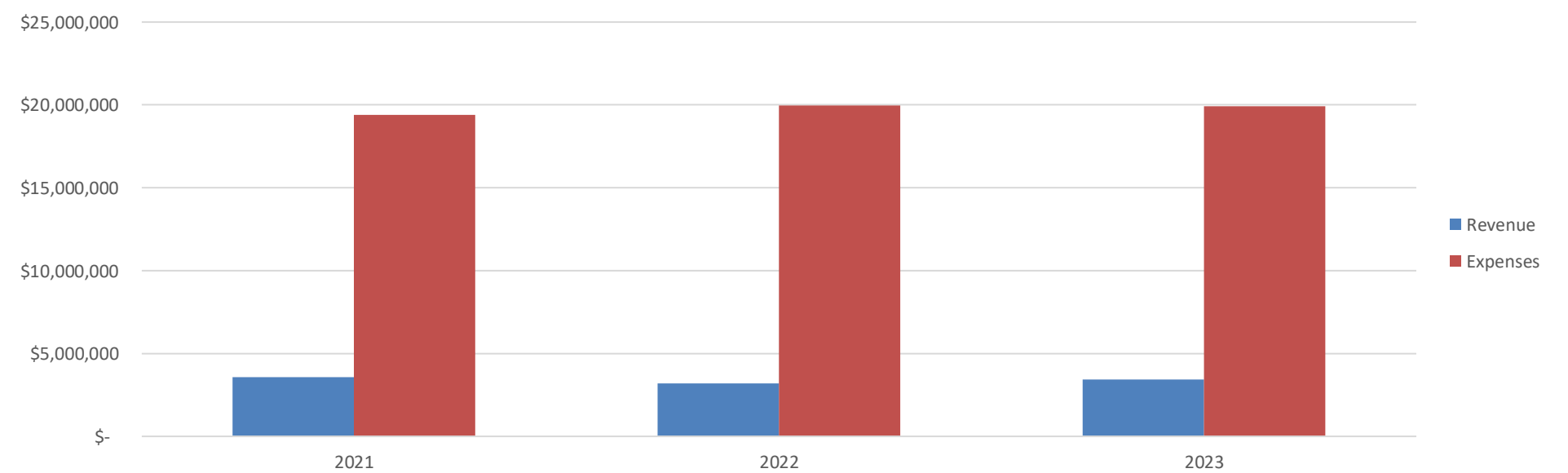
For more than 25 years, the Health Care District has been committed to promoting and improving the health and wellness for public school students through a School Health Program that achieves learning readiness, prevents and addresses physical, social and emotional health problems, and enhances the students’ quality of life. The School Health Program is a partnership with the Florida Department of Health Palm Beach County and the School District of Palm Beach County.

School Health services are provided in accordance with a local School Health Services Plan (per s.381.0056, F.S.) and administered via an interlocal agreement between the School District of Palm Beach County and the Health Care District. Section 6(30) of the Health Care Act authorizes the District to “plan, coordinate, manage, and take such other action as appropriate to implement the school health program as established by the District...”

Financial Performance

The chart below illustrates the revenue and expenses for School Health of The Health Care District of Palm Beach County over the past three fiscal years.

School Health Revenue and Expenses



RESULTS / PERFORMANCE (CONTINUED)

School Health (Continued)

Established Goals, Objectives

- ❖ *Goal 1: Maintain compliance with Florida Department of Health Screening Requirements, by trimester.*
 - Ensure or provide Basic School Health Services to all students and in all public schools in county in accordance with section 381.0056, Florida Statutes. At a minimum, provide the following Basic School Health Services, unless the student has a parent or guardian opt-out form or other written exemption, is not able to be screened due to profound disability, or is currently in treatment for the condition:
 - Perform Vision Screenings for a minimum of 45 percent of non-exempted students in kindergarten, first, third, and sixth grade by December 31 and a minimum of 95 percent by March 31 of each contract year.
 - Perform Hearing Screenings for a minimum of 45 percent of non-exempted students in kindergarten, first, and sixth grade by December 31 and a minimum of 95 percent by March 31 of each contract year.
 - Perform Scoliosis Screenings for a minimum of 45 percent of non-exempted students in sixth grade by March 31 and a minimum of 95 percent by June 30 of each contract year.
 - Perform Growth and Development Screenings for a minimum of 45 percent of non-exempted students in first, third, and sixth grade by March 31 and a minimum of 95 percent by June 30 of each contract year.
 - Refer all students with abnormal screening results to the appropriate health care providers for further evaluation and treatment within 45 days of receiving the screening results. Document all referrals made in the student cumulative health record.
 - Confirm that all students referred to state contracted vision service providers have a signed parent or guardian consent form that includes permission for a Comprehensive Eye Exam, which may involve refraction and dilation.
 - Provide at least one follow-up with the parents or guardians of students referred within 45 days of referring the student for further evaluation or treatment to ensure the students receive the necessary care. Document the attempt(s) to follow-up with the parents or guardians and, if applicable, document any incidence(s) of a parent or guardian being non-response to the referral, refusing to follow-up, or a student withdrawing from school in the cumulative health record.

Performance Measures

- ❖ *Goal 1: Maintain compliance with Florida Department of Health Screening Requirements, by trimester.*

Through our procedures, we verified that all required screenings were achieved during our review period. We obtained the Productivity report dashboards provided through the Quality, Patient Safety and Compliance Committee. We confirmed that all Florida Mandated Student Screening requirements were met in compliance with internal goals and State of Florida requirements.

While not identified as goals, we verified that other quality metrics are tracked specific to school health, including grievances, complaints and compliments. These metrics are tracked and monitored through the Quality, Patient Safety and Compliance Committee.

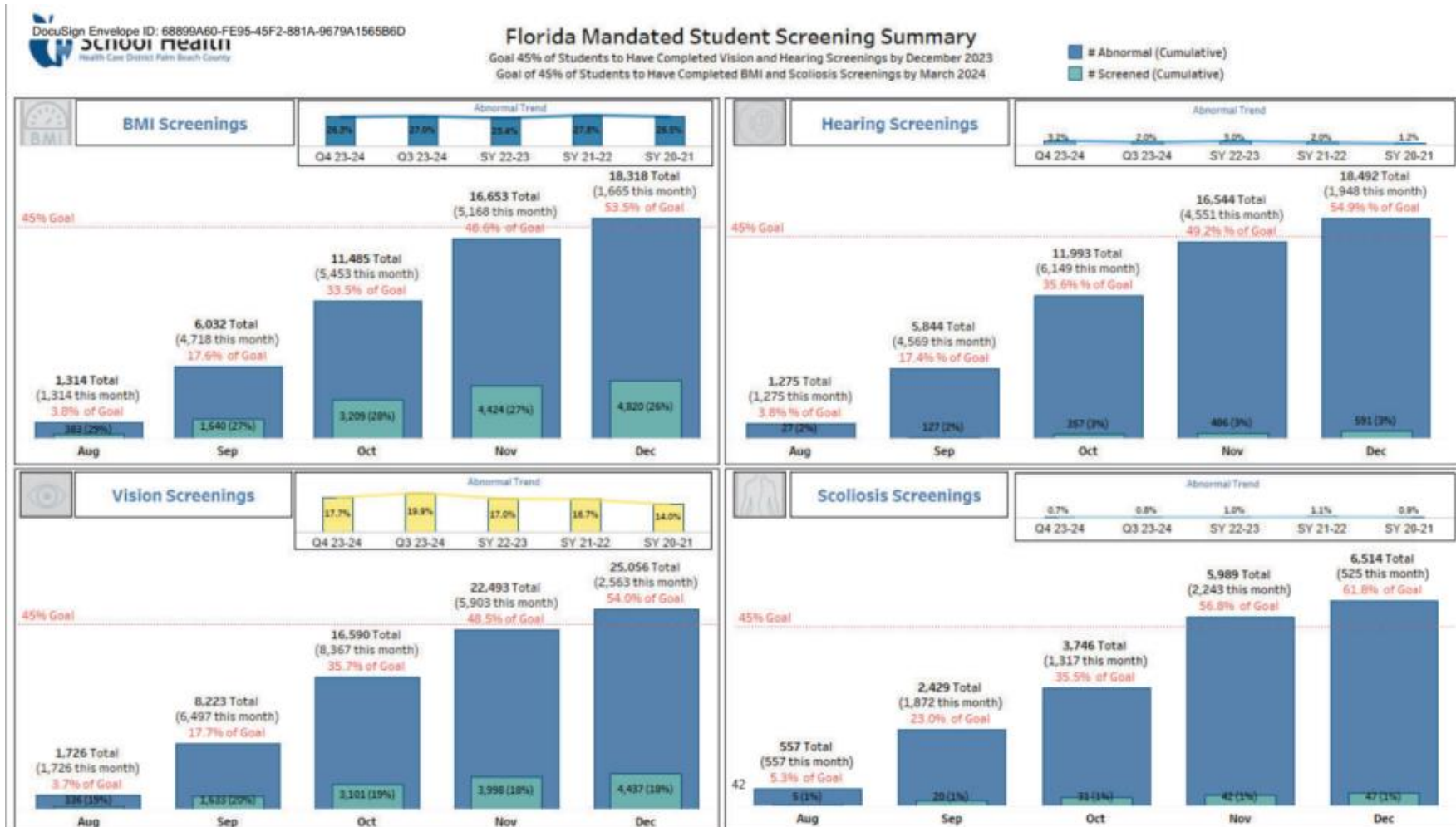
Screening Goal	December 2023	March 2024
Vision Screening	Goal Achieved	Goal Achieved
Hearing Screening	Goal Achieved	Goal Achieved
Scoliosis Screening	Goal Achieved	Goal Achieved
Growth and Development (BMI) Screening	Goal Achieved	Goal Achieved

RESULTS / PERFORMANCE (CONTINUED)

School Health (Continued)

Performance Measures (Continued)

The graph below illustrates the School Health District of Palm Beach County has met their screening goal across all categories (BMI, Hearing, Vision, and Scoliosis) through December 2023. BMI screenings were at a 53.5% completion, Hearing Screenings were at a 54.9% completion, Vision screenings were at a 54% completion and Scoliosis screenings were at a 61.8% completion.



RESULTS / PERFORMANCE (CONTINUED)

School Health (Continued)

Performance Measures (Continued)

The graph below illustrates the School Health District of Palm Beach County has met their screening goal across all categories (BMI, Hearing, Vision, and Scoliosis) through March 2024. BMI screenings were at a 96.3% completion, Hearing Screenings were at a 95.8% completion, Vision screenings were at a 96% completion and Scoliosis screenings were at a 96.7% completion.



Florida Mandated Student Screening Summary

Goal 95% of Students to Have Completed Vision and Hearing Screenings by March 2024
Goal of 45% of Students to Have Completed BMI and Scoliosis Screenings by March 2024

Abnormal (Cumulative)
Screened (Cumulative)

Color Legend:
Total Distinct Students
Distinct Students screened this month
Percent of Goal reached

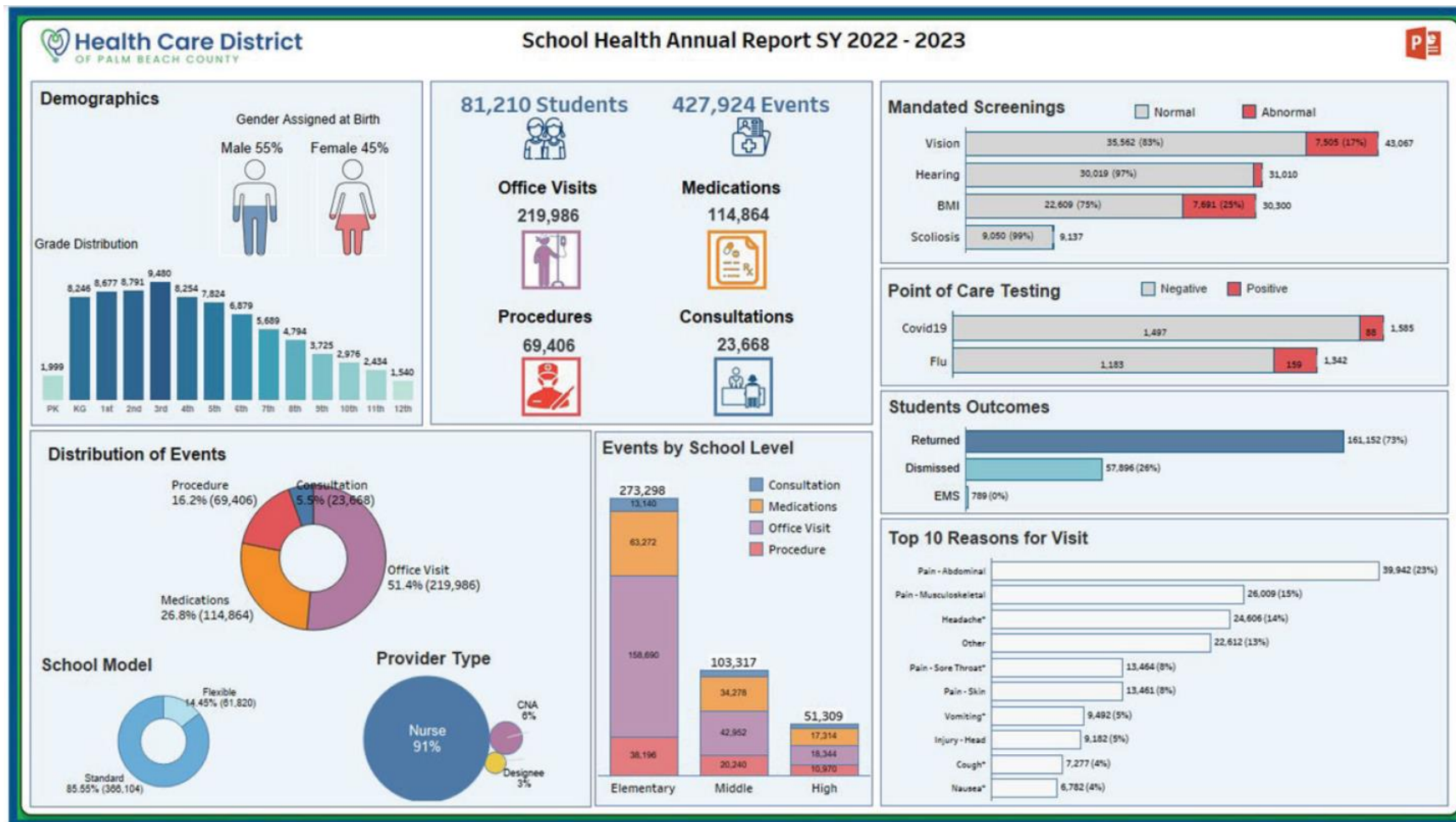


RESULTS / PERFORMANCE (CONTINUED)

School Health (Continued)

Performance Measures (Continued)

The dashboard below highlights the key quality and utilization metrics monitored on an annual basis and presented during the Strategic Planning meeting on March 14, 2024. The dashboard provides a comprehensive overview of student health services, including demographics and the number of students served. It tracks key metrics such as the number of events held, office visits, medications administered, procedures performed, consultations, and mandated screenings. Additionally, it includes data on point of care testing and student outcomes, detailing whether students returned to class, were dismissed, or required EMS assistance. The dashboard also breaks down events by school level and their distribution, highlighting the top 10 reasons for visits. This detailed information helps in understanding the health needs and service utilization of the student population.

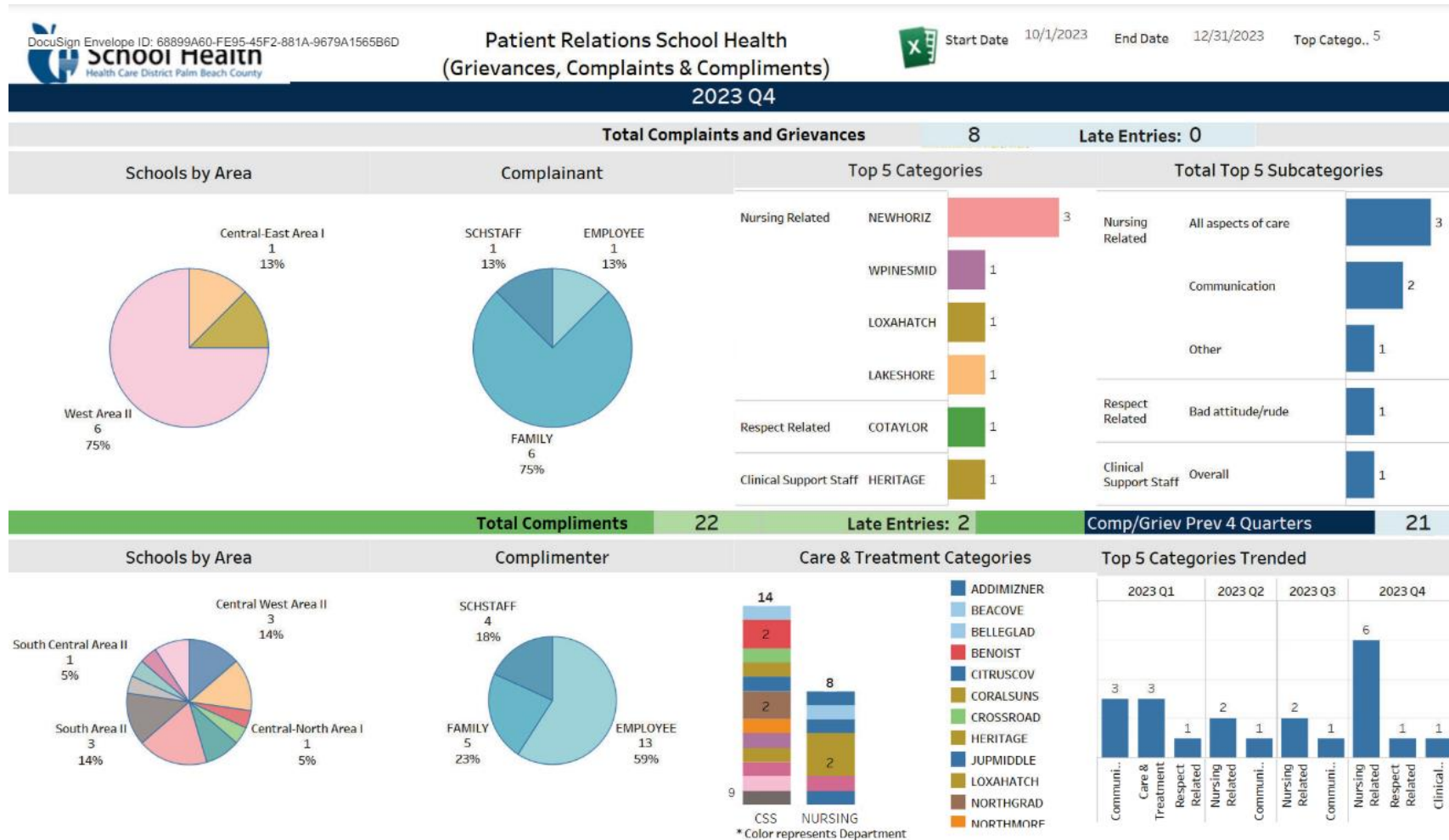


RESULTS / PERFORMANCE (CONTINUED)

School Health (Continued)

Performance Measures (Continued)

The following dashboard is presented quarterly through the Quality, Patient Safety and Compliance Committee on March 13, 2024. The dashboard offers a detailed analysis of complaints and grievances within the school system. It presents the total number of complaints, categorizes schools by areas, and highlights the top 5 complaint types. Additionally, it breaks down care and treatment categories, providing insights into specific areas of concern. A trend analysis by quarter of the top 5 complaint categories is included, allowing for the identification of patterns and changes over time. This comprehensive view aids in addressing and improving the areas most frequently highlighted by students and parents.



RESULTS / PERFORMANCE (CONTINUED)

Health Coverage

Overview

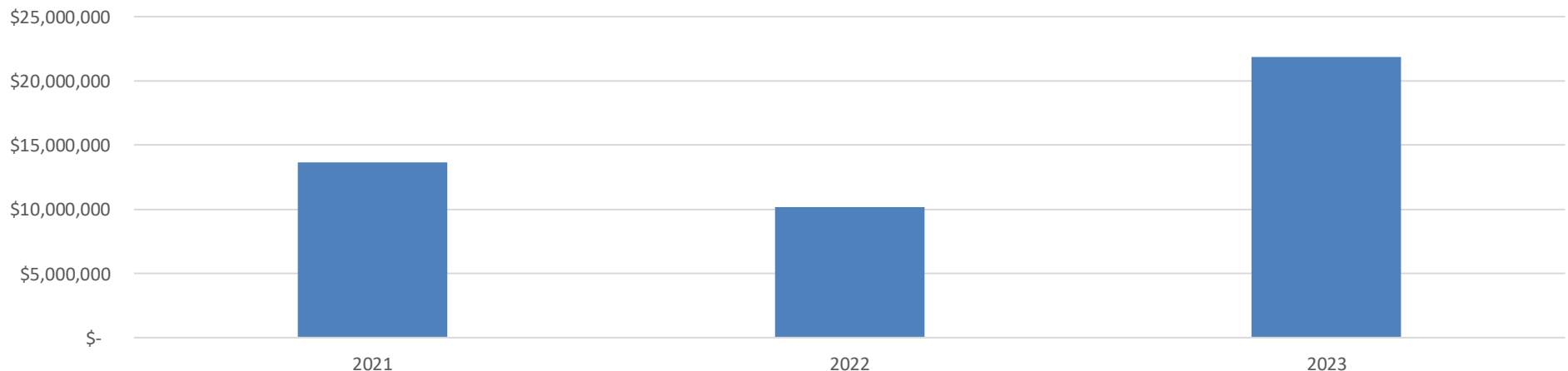
The Health Care District provides community access to quality health care service. The Federally Qualified Health Centers serve all patients, regardless of their ability to pay or insurance status. The District Cares Specialty Benefit is an option for many uninsured residents who are patients. The Health Care District of Palm Beach County administers the District Cares specialty benefits for eligible patients of the C. L. Brumback Primary Care and Dental Centers. The specialty benefits are available to uninsured residents of Palm Beach County who do not qualify for any other public assistance health coverage program and who meet income and residency requirements. The District Cares Specialty Voucher Program includes:

- Emergency Room Services
- Inpatient – Hospital Care (including Trauma)
- Inpatient – Rehabilitation (including Trauma)
- Outpatient – Cardiac Rehabilitation
- Outpatient – Diagnostics
- Outpatient – Surgery (including Trauma)
- Outpatient – Therapy
- Outpatient – prenatal obstetric care
- Durable Medical Equipment / Supplies (including Trauma)
- Home Care / Home Infusion
- Orthotics
- Prosthetics
- Laboratory Services
- Specialty Provider Services (i.e. cardiology, dermatology, hematology, oncology, endocrinology, pulmonology, perinatology, gastroenterology, rheumatology, nephrology, infectious disease, ophthalmology, otolaryngology, podiatry, gynecology, orthopedics, otolaryngology/ENT, and urology)

Financial Performance

The chart below illustrates the total expenses for care coordination related to the District Cares program within the Health Care District of Palm Beach County over the past three fiscal years. There is no revenue tied to this program.

District Care Coordination - Total Expenses



RESULTS / PERFORMANCE (CONTINUED)

Health Coverage (Continued)

Established Goals, Objectives

- ❖ *Goal 1: To provide care to as many people as possible within the service district of Palm Beach County.*
 - Renegotiate existing network provider contracts to align compensation with fair market value
 - Expand network of specialty providers

Performance Measures

- ❖ *Goal 1: To provide care to as many people as possible within the service district of Palm Beach County.*

Through inquiry with management, we noted that the District maintained existing network provider contracts which were over 13 years old. Recently, the District has taken steps to renegotiate with providers to create an updated fee schedule aligned with current market rates. Furthermore, a District analysis of referrals received revealed an opportunity to expand the number of specialty providers to better meet the District's needs, and efforts are underway to secure contracts with these providers.

Due to the timing of this report, management was not able to provide evidence of the increase in specialty service providers or the number of existing providers that were recontacted to bring the District closer in line with fair market value compensation. Additionally, we noted that while the District may have informal goals related processing time of patient referral applications and continuity of care and specialists in the network, measurable success related to these initiatives and a mechanism by which to measure the success of the program are not currently tracked. Management may be proactively managing the goals related to this program, but we recommend formally collecting and tracking progress against established objectives.

RESULTS / PERFORMANCE (CONTINUED)

Hospital (Lakeside Medical Center)

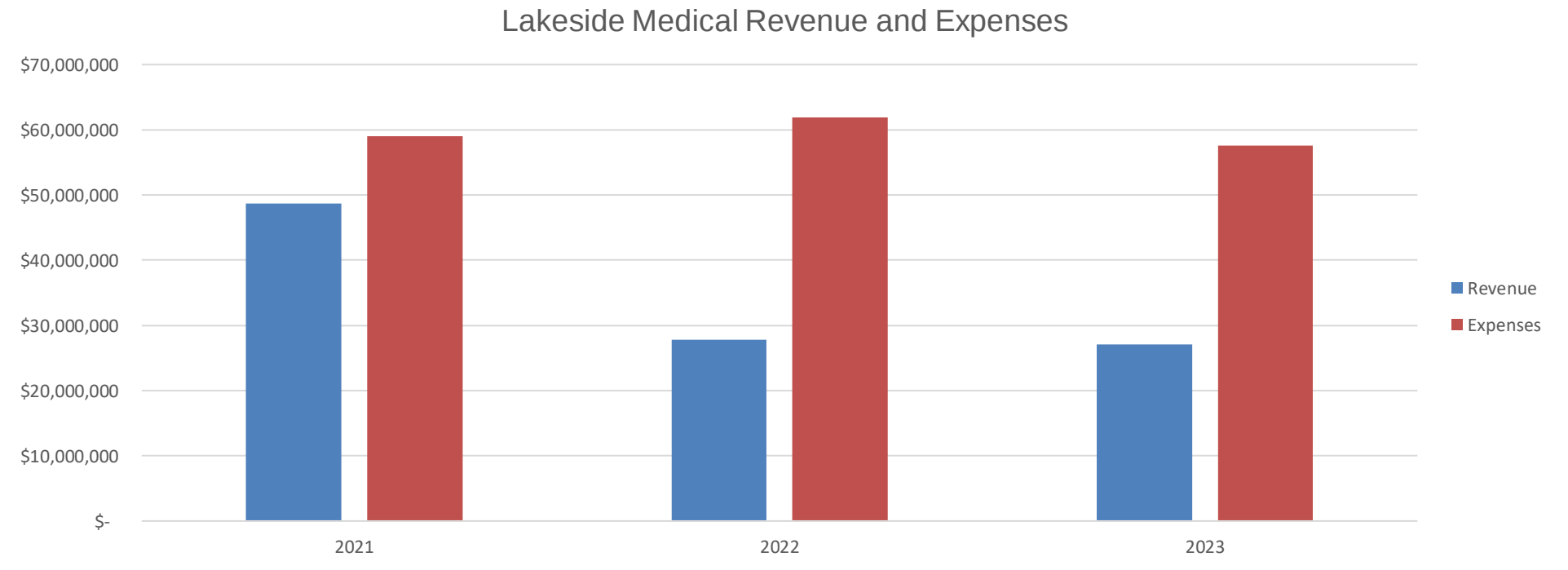
Overview

The Health Care District operates and funds Lakeside Medical Center, the only public hospital in Palm Beach County. This 70-bed, acute care facility is centrally located in Belle Glade to serve the agricultural communities around the southern shores of Lake Okeechobee. The hospital, accredited by The Joint Commission and offering exclusively private rooms, managed nearly 25,400 patient encounters last year. Lakeside Medical Center provides inpatient and outpatient services and has a busy emergency room. Additionally, Lakeside started a family residency program in July 2011 to train 15 resident physicians. The hospital serves as the main clinical training site and partners with academic and community organizations, including Nova Southeastern University and the Florida Department of Health for Palm Beach County.

In 2022, the Health Care District launched its new ground ambulance program, LifeTrans, that provides Health Care District patients with 24/7 emergency advanced life support (ALS) and basic life support (BLS) transport services, as well as secondary ALS transport services. Both of the District's two ambulances are based at Lakeside Medical Center to support the safe and rapid transport of hospital patients needing a higher level of care. The medical center utilizes a centralized quality supervision, allowing for District-wide support of processes and identification of improvement initiatives.

Financial Performance

The chart below illustrates the revenue and expenses for The Lakeside Medical Center of The Health Care District of Palm Beach County over the past three fiscal years.



RESULTS / PERFORMANCE (CONTINUED)

Hospital (Lakeside Medical Center) (Continued)

Established Goals, Objectives

❖ *Goal 1: Maintain Compliance with Key Quality Core Measures*

- Monitor and track key quality metrics, providing ongoing communication on a quarterly basis of progress towards the following benchmarks, at a minimum:
 - Emergency Dept-1a (timeliness of patient arrival and departure),
 - Measures the median time from ED arrival to ED departure for admitted patients aiming for completion in under 280 minutes.
 - Sepsis-1 (percentage of patients treated promptly),
 - Tracks the early management bundle, severe sepsis/ septic shock, targeting treatment of at least 70% of patients.
 - Immunization-2 (percentage of patients immunized),
 - Tracks immunizations (seasonal), with a goal of immunizing over 96% of patients.
 - Venous thromboembolism-6 (percentage of patients developing VTE),
 - Monitors the hospital acquired preventable VTE, aiming for a 0% incidence rate.
 - Outpatient-18 (timeliness of discharge or transfer), and
 - Tracks the median time from ED arrival to discharge home or transferred, with a goal of under 137 minutes.
 - Outpatient-23 (percentage of stroke patients imaged upon arrival).
 - Monitors stroke patients arriving in ED within 2 hours of onset symptoms who had CT or MRI results w/in 45 mins of arrival, aiming for imaging in over 71% of patients within 45 minutes.

Performance Measures

❖ *Goal 1: Maintain Compliance with Key Quality Core Measures*

We examined the dashboards reported quarterly to the Quality, Patient Safety, and Compliance Committee throughout our review period. We verified that all six quality metrics are monitored against established benchmarks and consistently reported to the committee. The progress toward these benchmarks are indicated on the dashboards with the outcomes: 'yes,' 'no,' or 'not applicable.'

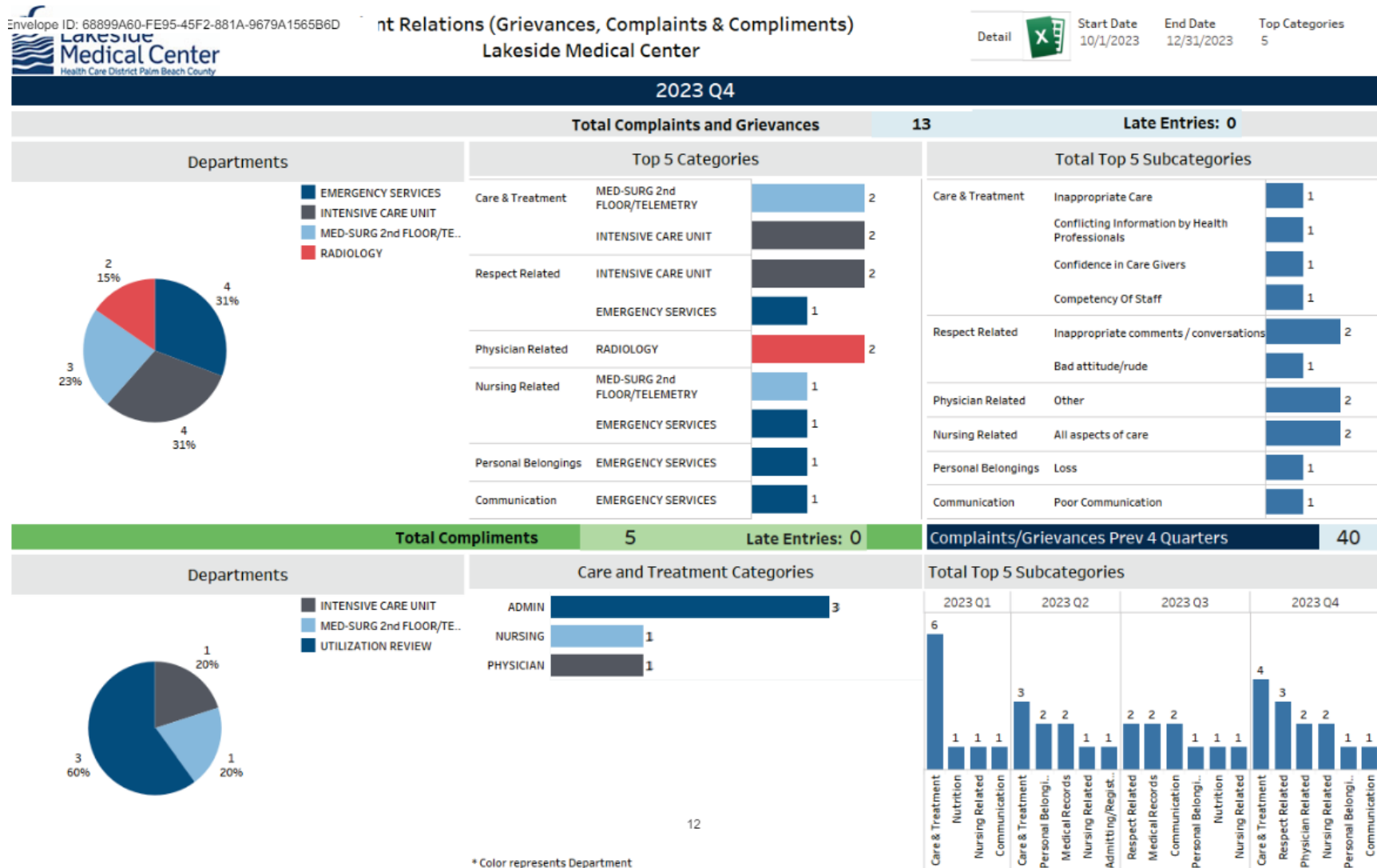
Additionally, a dashboard is presented quarterly through the Quality, Patient Safety and Compliance Committee that provides a thorough overview of complaints and grievances, segmented by department. It highlights the top categories of complaints, including issues related to care and treatment, respect, physicians, nursing, personal belongings, and communication. Detailed care and treatment categories are also delineated. Additionally, the dashboard features a trend analysis, comparing the current quarter's complaints and grievances with those from previous quarters. This comparative analysis helps identify trends, allowing for targeted improvements in areas consistently highlighted by these complaints.

RESULTS / PERFORMANCE (CONTINUED)

Hospital (Lakeside Medical Center) (Continued)

Performance Measures (Continued)

The following dashboard is presented quarterly through the Quality, Patient Safety and Compliance Committee on March 13, 2024.

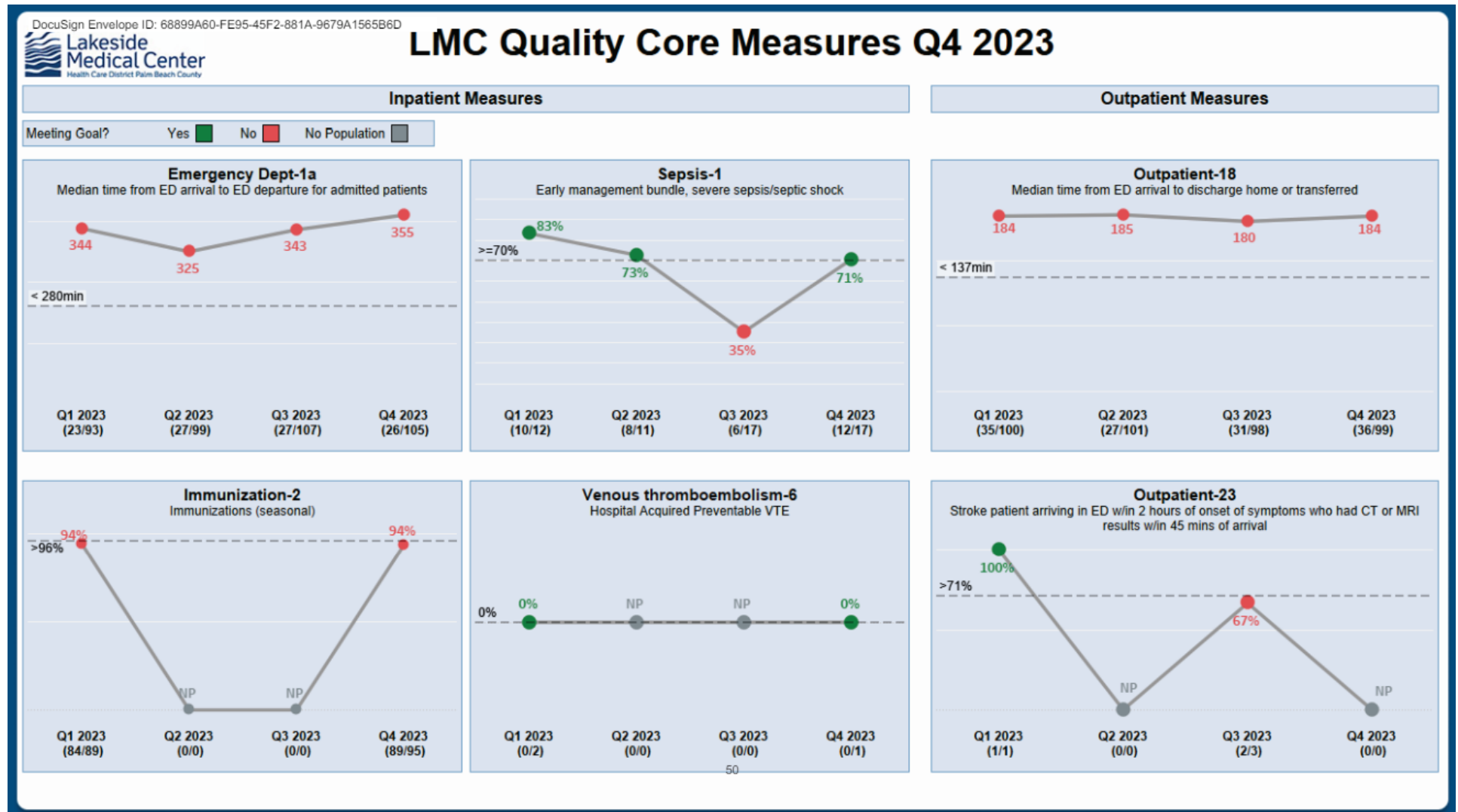


RESULTS / PERFORMANCE (CONTINUED)

Hospital (Lakeside Medical Center) (Continued)

Performance Measures (Continued)

The following dashboard is presented quarterly through the Quality, Patient Safety and Compliance Committee on March 13, 2024. The dashboard provides a summary of quality core measures tracked including inpatient, and outpatient measures.



RESULTS / PERFORMANCE (CONTINUED)

Skilled Nursing Care (Edward J. Healey Rehabilitation and Nursing Center)

Overview

The new Edward J. Healey Rehabilitation and Nursing Center, a 120-bed facility which opened in 2013, provides top-quality short-term and long-term rehabilitation and 24/7 skilled nursing care for eligible adult county residents. They are a non-profit facility, funded and operated by the tax-supported Health Care District of Palm Beach County as part of its mission to provide access to quality health care services to residents.

The staff at the Healey Center proudly serve that mission of providing healing and hope. They are committed to helping each and every resident reach and maintain their optimum possible level of functional and social ability. The Center provides rehabilitative, social, and quality-of-life activities, including entertainment within the facility and trips to outside events, restaurants, and other activities. Services and accommodations include Psychiatric Evaluations, Medication Management, Psychosocial Assessments, and Case Management Services. The Center accepts private pay, Medicare, and Medicaid.

The Rehabilitation and Nursing Center provides patients with a wide range of amenities and services;

- ❖ ARNP on staff
- ❖ Certified wound care nurse on site
- ❖ 24-hour nursing care
- ❖ Special diets accommodated and monitored by Registered Dietitian
- ❖ Respiratory therapist on staff
- ❖ Bariatric services
- ❖ Lab, X-ray, and pharmacy services
- ❖ Community re-entry evaluations
- ❖ EKG done on site
- ❖ Tracheotomy management
- ❖ Bladder scanning done on site
- ❖ Intravenous Infusion Therapy
- ❖ Dental services available through the Health Care District

Skilled Nursing Care Revenue and Expenses



Financial Performance

The chart above illustrates the revenues and expenses for the Edward J. Healey Rehabilitation and Nursing Center of the Health Care District of Palm Beach County over the past three fiscal years.

RESULTS / PERFORMANCE (CONTINUED)

Skilled Nursing Care (Edward J. Healey Rehabilitation and Nursing Center) (Continued)

Established Goals, Objectives

- ❖ *Goal 1: Maintain compliance with CMS and AHCA Reporting requirements.*

Performance Measures

- ❖ *Goal 1: Maintain compliance with CMS and AHCA Reporting requirements.*

We verified that the District has maintained compliance with the quarterly CMS Reporting requirements during our review period. Additionally, the District recently experienced a Florida Agency for Health Care Administration (“AHCA”) site visit which management confirmed resulted in no findings. Furthermore, we verified the presence and tracking of key productivity and quality metrics reported through the Quality, Patient Safety and Compliance Committee on a quarterly basis. The presence and tracking of goals are evident through various internal processes and discussions with staff and program managers. Additionally, a dashboard is presented quarterly through the Quality, Patient Safety and Compliance Committee that offers a detailed overview of key healthcare metrics, including the average monthly census, which tracks the average number of patients per month. It also includes the meal count, providing data on the number of meals served. The dashboard monitors treatments performed and medication administrations, giving a comprehensive view of patient care activities. Therapy productivity is analyzed to assess the efficiency and effectiveness of therapeutic services. Additionally, the dashboard tracks CNA point of care compliance trends by month, demonstrating progress towards adherence to care standards and identifying areas for improvement in patient care compliance. Additionally, the dashboard provides a summary of quality measures monitored and tracked specific to the Healey Center.

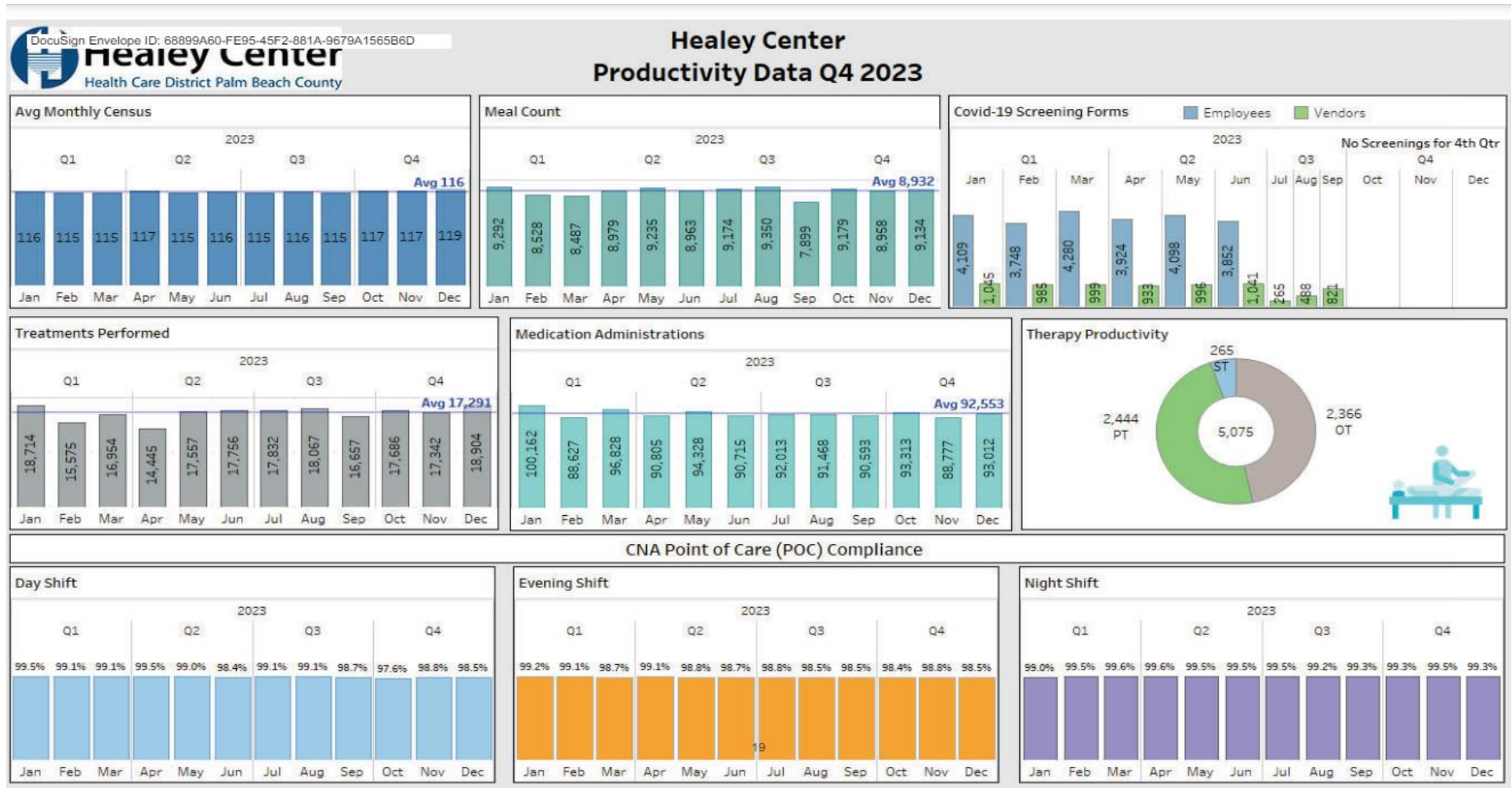
We recommend that the District consider formalizing goals around the productivity and quality goals already tracked and monitored through the quarterly dashboards distributed through the Quality, Patient Safety and Compliance Committee. By documenting these goals, the District can clearly demonstrate the comprehensive goals maintained and tracked to improve service, quality and productivity.

RESULTS / PERFORMANCE (CONTINUED)

Skilled Nursing Care (Edward J. Healey Rehabilitation and Nursing Center) (Continued)

Performance Measures (Continued)

The following dashboard is presented quarterly through the Quality, Patient Safety and Compliance Committee on March 13, 2024.

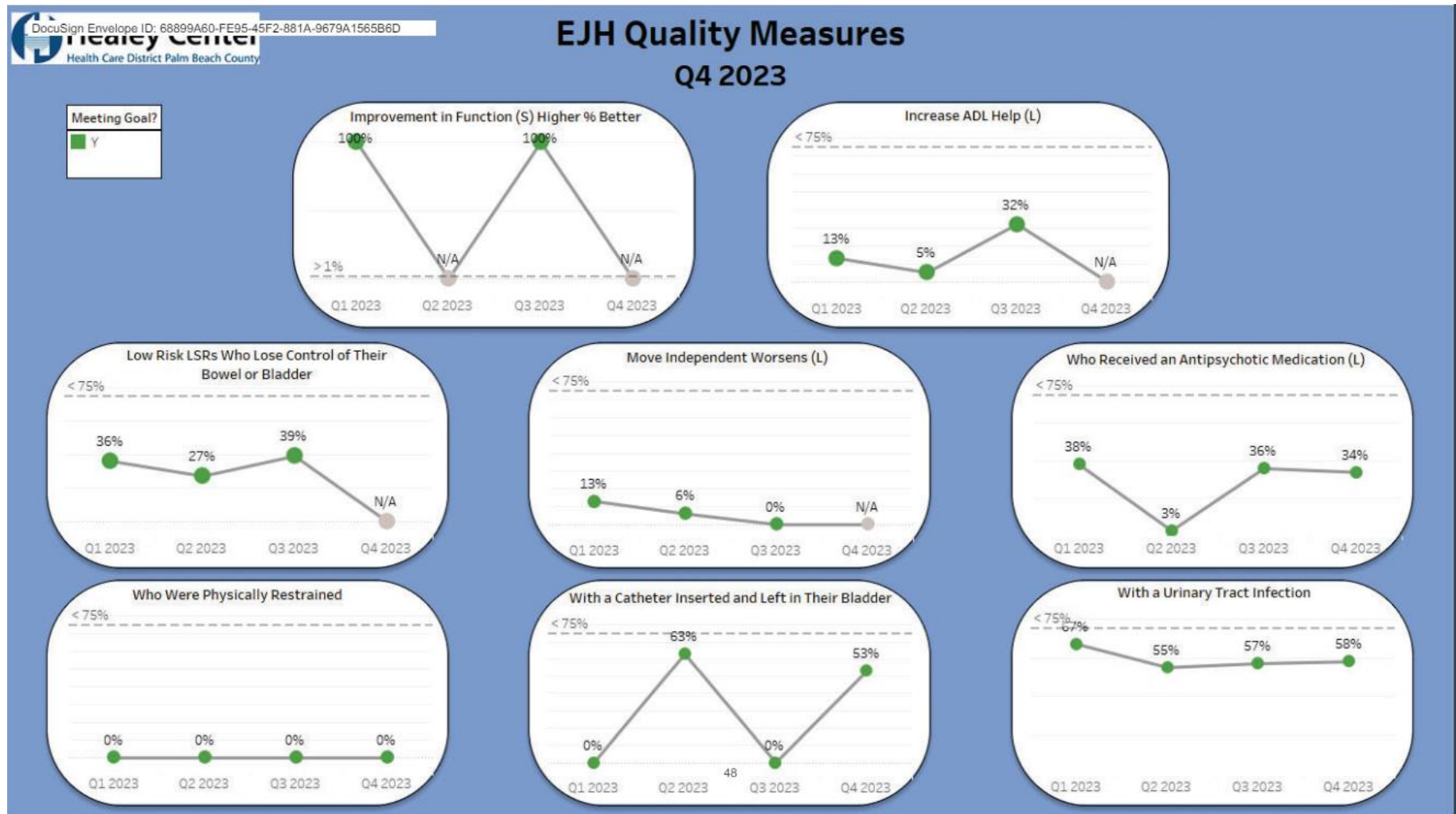


RESULTS / PERFORMANCE (CONTINUED)

Skilled Nursing Care (Edward J. Healey Rehabilitation and Nursing Center) (Continued)

Performance Measures (Continued)

The following dashboard is presented quarterly through the Quality, Patient Safety and Compliance Committee on March 13, 2024. The dashboard provides a summary of quality measures monitored and tracked specific to the Healey Center.

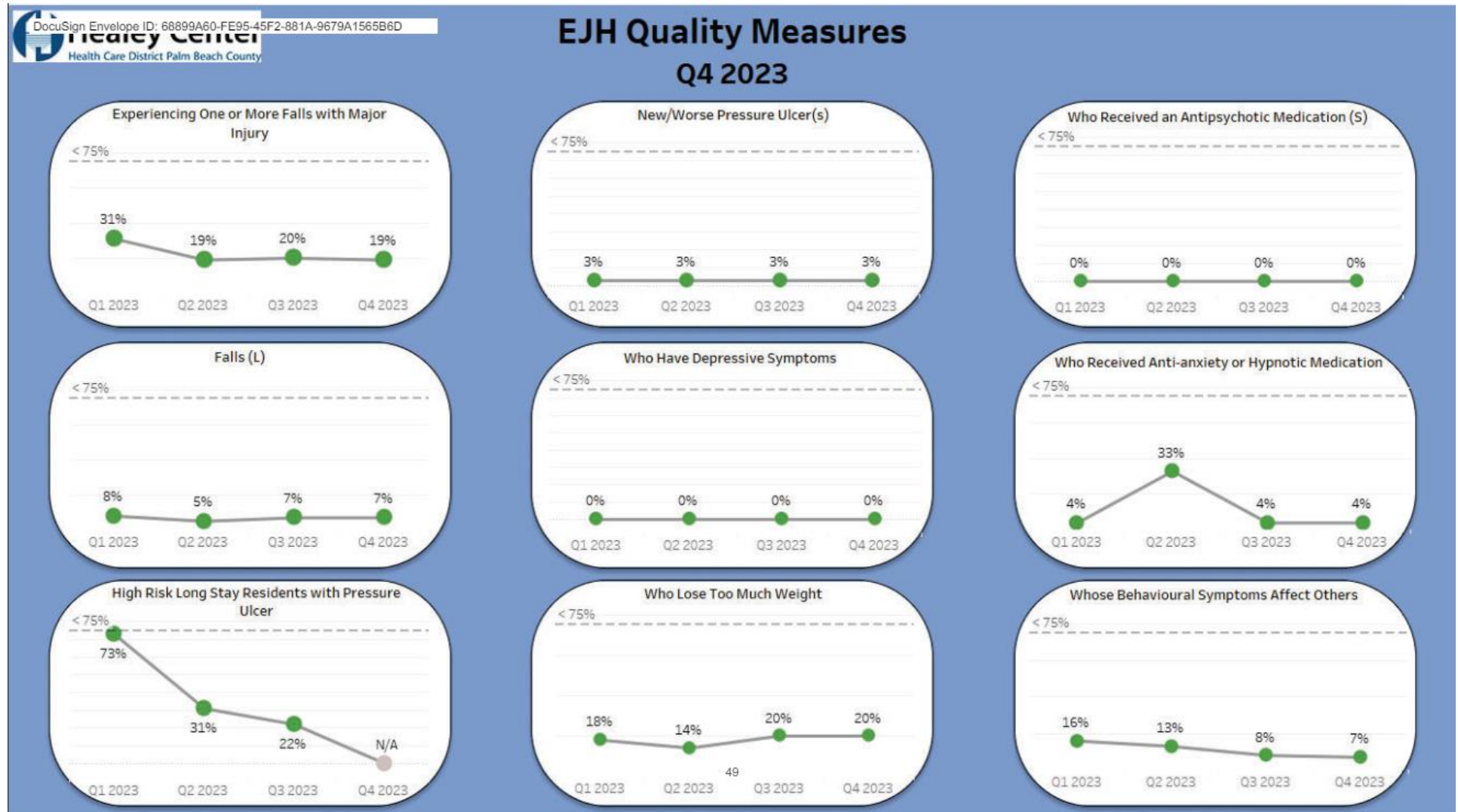


RESULTS / PERFORMANCE (CONTINUED)

Skilled Nursing Care (Edward J. Healey Rehabilitation and Nursing Center) (Continued)

Performance Measures (Continued)

The following dashboard is presented quarterly through the Quality, Patient Safety and Compliance Committee on March 13, 2024. The dashboard provides a summary of quality measures monitored and tracked specific to the Healey Center.



RESULTS / PERFORMANCE (CONTINUED)

C. L. Brumback Primary Care Clinics

Overview

The C. L. Brumback Primary Care Clinics are Federally Qualified Health Centers (FQHCs) that provide outpatient care at locations across Palm Beach County. These community health centers provide comprehensive health care for all ages in a one-stop-shop manner and are often referred to as “the front door of the Health Care District of Palm Beach County. In 2023, the FQHCs cared for 41,000 unique adult and pediatric primary care patients.

SERVICES PROVIDED – Adult and pediatric medical services include routine check-ups, age appropriate screenings, mental health screenings, treatment for acute illnesses, management of chronic diseases, psychiatric services, mental health counseling and therapy, immunizations, referrals to specialty care, laboratory and diagnostic services and care coordination. Women’s health services include gynecology, pregnancy and post-pregnancy care, newborn care, and referrals for mammograms. Also offered: adult and pediatric dental services, pharmacy services, outpatient substance use disorder treatment, financial counseling, assistance with housing and transportation, health coverage enrollment, legal aid and other community resources.



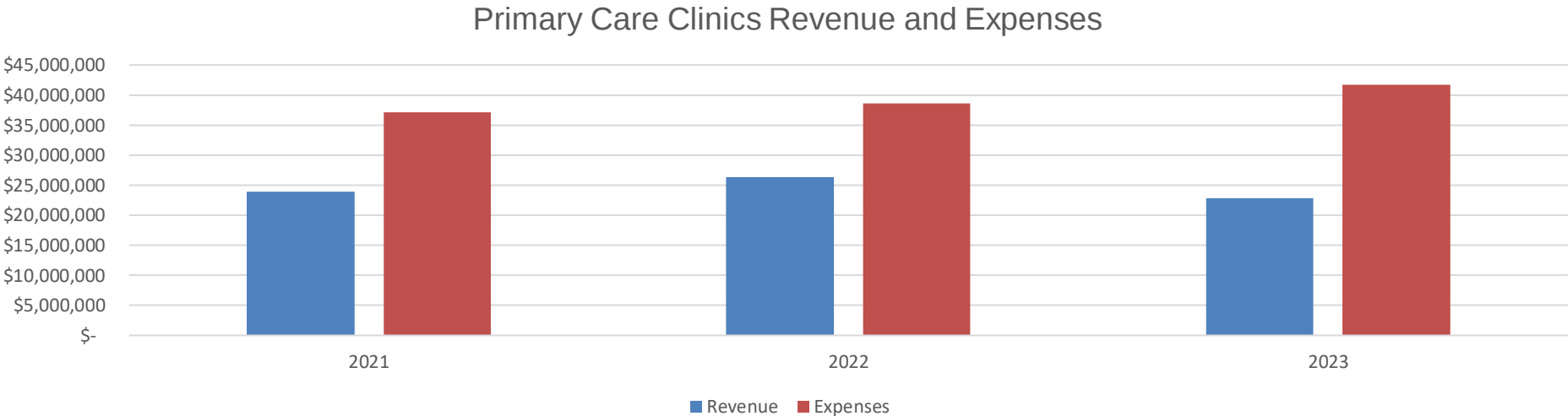
If one of the FQHC providers needs to refer a patient to see a specialist, the patient may be eligible for the District’s specialty care voucher program, District Cares. Patients may be eligible if they reside in Palm Beach County and their income falls below 135 percent of the poverty level. Patients who qualify for this program receive medical benefits at no cost for specialty coverage, hospitalization and emergency care. The care is delivered through the District Cares’ network of credentialed healthcare providers. Patients who qualify for Medicaid, Medicare or any other entitlement program are not eligible for District Cares. The program serves as the payer of last resort.

RESULTS / PERFORMANCE (CONTINUED)

C. L. Brumback Primary Care Clinics (Continued)

Financial Performance

The chart below illustrates the revenue and expenses for C. L. Brumback Primary Care Clinics of The Health Care District of Palm Beach County over the past three fiscal years.



Established Goals, Objectives

- ❖ Goal 1: Confirm: Maintain compliance with annual UDS Reporting requirements to HRSA.

Performance Measures

- ❖ Goal 1: Confirm: Maintain compliance with annual UDS Reporting requirements to HRSA.

We confirmed that the District has adhered to UDS Reporting requirements. Furthermore, we verified that quarterly reports are submitted to the Quality, Patient Safety, and Compliance Committee, detailing UDS Provider level quality measures based on national quality leader metrics. This dashboard encompasses metrics in areas such as heart health, diabetes, behavioral health, childhood measures, HIV prevention and care, and cancer prevention.

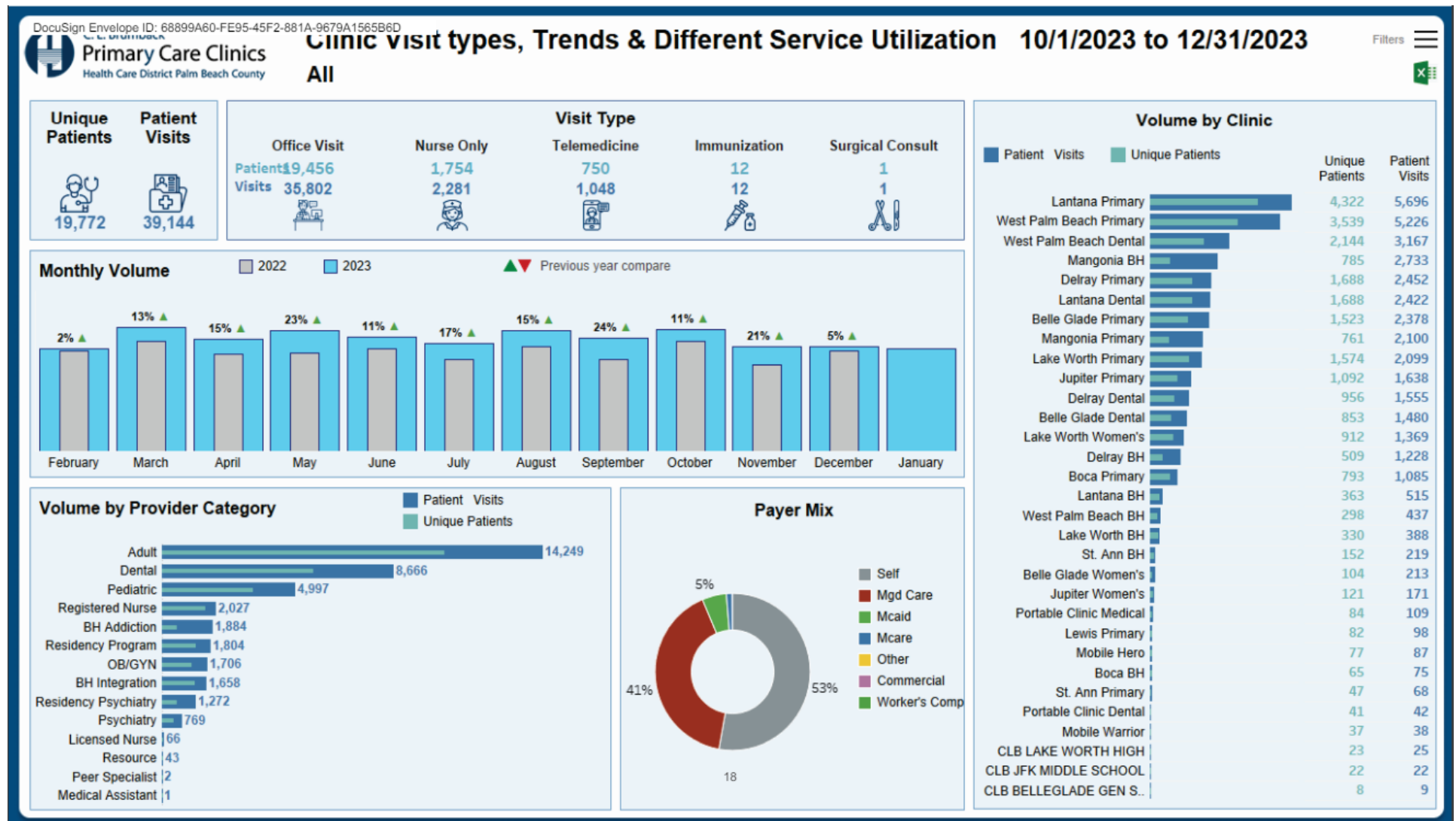
Additionally, a dashboard is presented quarterly through the Quality, Patient Safety and Compliance Committee that provides a comprehensive summary of patient visit metrics, including the total number of visits and the types of visits conducted. It details the volume of visits by clinic, offering a clear view of each clinic's activity. Monthly volume trends are tracked to identify fluctuations over time. Additionally, the dashboard breaks down the volume by provider category, giving insight into the distribution of visits among different types of healthcare providers. The payer mix is also analyzed, revealing the proportion of visits covered by various payer sources, which helps in understanding the financial aspects of patient care.

RESULTS / PERFORMANCE (CONTINUED)

C. L. Brumback Primary Care Clinics (Continued)

Performance Measures (Continued)

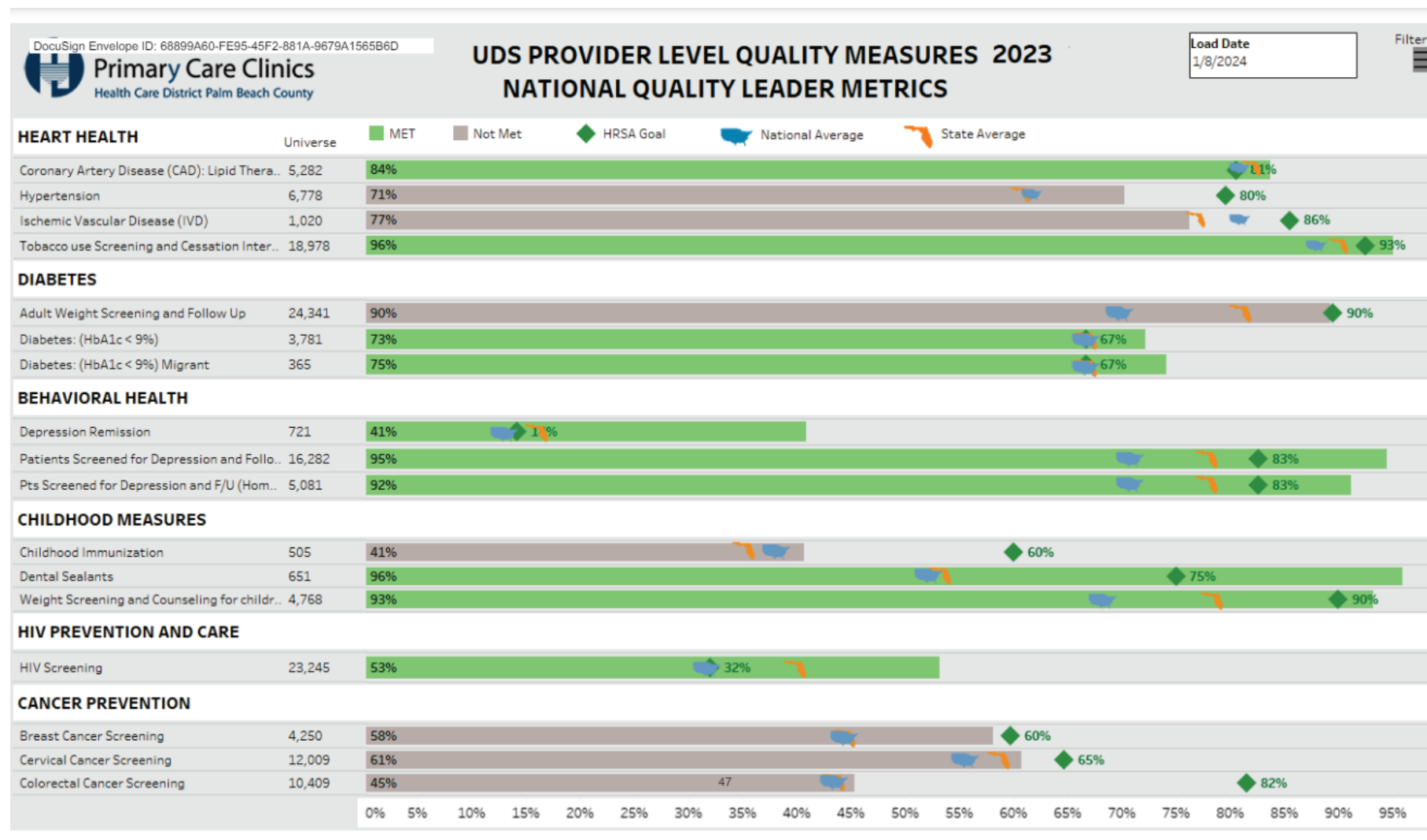
The following dashboard is presented quarterly through the Quality, Patient Safety and Compliance Committee on March 13, 2024.



RESULTS / PERFORMANCE (CONTINUED)

C. L. Brumback Primary Care Clinics (Continued)

Performance Measures (Continued)





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