



**Lakeside Health Advisory Board
December 3, 2025
9:30 A.M.**

Meeting Location:

Lakeside Medical Center
39200 Hooker Highway
Belle Glade, FL 33430



**LAKESIDE HEALTH ADVISORY BOARD
AGENDA**

**December 3, 2025
39200 Hooker Highway
Belle Glade, FL 33430**

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Meeting ID: 239 272 508 230

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Phone conference ID: 382 258 805#

1. **Call to Order – Inger Harvey, Chair**
 - A. Roll Call
 - B. Invocation
 - C. Pledge of Allegiance
2. **Agenda Approval**
 - A. Additions/Deletions/Substitutions
 - B. Motion to Approve Agenda
3. **Awards, Introductions and Presentations**
4. **Disclosure of Voting Conflict**
5. **Public Comment**
6. **Meeting Minutes**
 - A. **Staff recommends a MOTION TO APPROVE:**
Board Meeting Minutes of September 3, 2025 [Pages 1-5]
7. **Consent Agenda – Motion to Approve Consent Agenda Items**
 - A. **ADMINISTRATION**
 - 7A-1 **RECEIVE AND FILE:**
December 2025 Internet Posting of District Public Meetings
<https://www.hcdpbc.org/resources/public-meetings?retain=true&RefineModule=1352&StartTax=69&StartDate=&Keywords=&RefineParent=74>

7A-2 **RECEIVE AND FILE:**
Lakeside Health Advisory Board Attendance [Page 6]

8. Regular Agenda

A. **ADMINISTRATION**

8A-1 **RECEIVE AND FILE**
Hospital Update
(Ronald J. Doncaster, Hospital Administrator for Lakeside Medical Center)
[Verbal and PowerPoint]

8A-2 **RECEIVE AND FILE**
Quality Update
(Jacqueline J Drahos, DNP, RN, CPHQ, Associate Vice President of Nursing and
Quality for Lakeside Medical Center)
[Verbal and PowerPoint]

8A-3 **RECEIVE AND FILE**
Community Update
(Joe-Ann Reynolds, Patient Experience Coordinator for Lakeside Medical Center)
[Verbal and PowerPoint]

8A-4 **RECEIVE AND FILE**
Residency Program Update
(Nergess Taheri, DO, MSBI, Residency Program Director for Lakeside Medical Center)
[Verbal and PowerPoint]

9. Staff Comments

10. Board Member Comments

11. Establishment of Upcoming Meetings for 2025:

- March 4, 2026
- June 3, 2026
- September 2, 2026 - Election of Officers
- December 2, 2026

Time: 9:30 a.m. – 11:30 a.m.

12. Motion to Adjourn



**LAKESIDE HEALTH ADVISORY BOARD
MINUTES**

September 3, 2025 at 9:32 a.m.

**JOIN MICROSOFT TEAMS MEETING
at
Lakeside Medical Center
39200 Hooker Highway
Belle Glade, FL 33430**

1. Call to Order – Inger Harvey, Chair

A. Roll Call

Board Members present: Inger Harvey, Chair; Eddie Rhodes; Carolyn Jones; Wesley Ledesma and Tammy Jackson-Moore

Via Microsoft Teams: Caroline C. Villanueva, Secretary

Staff and Guests: Belma Andric, SVP, CMO; Gina All, SVP & CNO; Bernabe Icaza, SVP & General Counsel; Jessica Cafarelli, VP & CFO; Geoff Washburn, VP & CHRO; Robin Kish, Director of Communications; Steven Sadiku, AVP, Quality & Regulatory; Ronald J. Doncaster, VP, Hospital Administrator of LMC; Jennifer Dorcé-Medard, ACO; Jacqueline J. Drahos, Associate Vice President of Nursing and Quality

Transcribing Secretary: Rosa Clas and Alexandra Pardon

B. Invocation

Inger Harvey led the invocation.

C. Pledge of Allegiance

The Pledge of Allegiance was recited.

2. Agenda Approval

A. Additions/Deletions/Substitutions

B. Motion to Approve Agenda

CONCLUSION/ACTION: Eddie Rhodes made a motion to approve the agenda with no Additions/Substitutions/Substitutions; the motion was duly seconded by Tammy Jackson-Moore. There being no objection, the motion passed unanimously.

3. Awards, Introductions and Presentations

A. Introduction of Jacqueline J Drahos, DNP, RN, CPHQ, Associate Vice President of Nursing and Quality
(Ronald J. Doncaster, Hospital Administrator – Lakeside Medical Center)

4. Disclosure of Voting Conflict

None

5. Public Comment

None

6. Election of Officers (Bernabe Icaza, Senior Vice President, General Counsel)

1. Pursuing to the by-laws for the LHAB, the officers are to be elected at the Annual Meeting
2. Officers hold their positions for one-year term.
3. Officers must be a board member of the LHAB and may not hold the same office for more than three-year terms.
4. Current Chair is able to hold another term because she has completed one-year term and is eligible.
5. Current Secretary is able to hold another term because she has completed one-year term and is eligible.
6. Vice- Chair position is vacant.
7. Duties and responsibilities of the officers:
 - Chair: Responsible for presiding at all meetings of the board and performs duties pertaining to the Officer of the Chair.
 - Vice-Chair: Assumes duties in the event of the Chair's inability or absence.
 - Secretary: Drafting of all minutes, recording the minutes and assumes duties and responsibilities, in the absence of both the Chair and Vice-Chair and certifies that meeting minutes are accurate and signed upon received by the board and approval.

A. Chair and Secretary

Eddie Rhodes nominated Inger Harvey, Chair and Caroline Villanueva, Secretary to stay in their current position, and they accepted the nomination. Eddie Rhodes made a motion to approve the nomination; the motion was seconded by Tammy Jackson-Moore. There being no objection, the motion passed unanimously.

B. Vice-Chair

Eddie Rhodes nominated Wesley Ledesma, who accepted the nomination. Eddie Rhodes made a motion to approve the nomination; the motion was seconded by Tammy Jackson-Moore. There being no objection, the motion passed unanimously.

7. Meeting Minutes

A. Staff recommends a MOTION TO APPROVE:

Board Meeting Minutes of June 4, 2025.

CONCLUSION/ACTION: Eddie Rhodes made a motion to approve the meeting minutes of June 4, 2025, as written with no corrections; the motion was duly seconded by Tammy Jackson-Moore. There being no objections, the motion passed unanimously.

8. Consent Agenda – Motion to Approve Consent Agenda Items

A. ADMINISTRATION

8A-1 RECEIVE AND FILE:

September 2025 Internet Posting of District Public Meetings

[https://www.hcdpbc.org/resources/public-](https://www.hcdpbc.org/resources/public-meetings?retain=true&RefineModule=1352&StartTax=69&StartDate=&Keywords=&RefineParent=74)

[meetings?retain=true&RefineModule=1352&StartTax=69&StartDate=&Keywords=&RefineParent=74](https://www.hcdpbc.org/resources/public-meetings?retain=true&RefineModule=1352&StartTax=69&StartDate=&Keywords=&RefineParent=74)

8A-2 **RECEIVE AND FILE:**
Lakeside Health Advisory Board Attendance

8A-3 **RECEIVE AND FILE:**
"Lakeside Happenings" Newsletter – July 2025

CONCLUSION/ACTION: Eddie Rhodes made a motion to approve the Consent Agenda items with no Additions/Deletions/Substitutions; the motion was duly seconded by Carolyn Jones. There being no objections, the motion passed unanimously.

9. Regular Agenda

A. **ADMINISTRATION**

9A-1 **RECEIVE AND FILE**

Hospital Update
(Ronald J. Doncaster, Hospital Administrator for Lakeside Medical Center)
[Verbal and PowerPoint]

Ronald Doncaster provided an update and discussed the following:

Organizational Health Assessment Strategic Plan (OHA)

- He has already started the implementation of the Strategic Plan.

Community Health Needs Assessment

- The hospital is required to conduct a Community Health Needs Assessment (CHNA) and adopt an Implementation Strategy Plan at least once every three years.
- This year marks the third-year cycle for LMC to develop a new plan, which must be completed by October.
- Conducting the CHNA and developing the Implementation Strategy Plan is an IRS requirement.
- To support this process, the Health Care District and LMC engaged the Health Council of Southeast Florida (HCSF) to facilitate the needs assessment and provide guidance for the Implementation Strategy Plan.

Care Coordination

- The Center for Case Management conducted an assessment of Case Managers and the Revenue Cycle. The assessment included:
 - Coordination of patient care across the organization, including transitions of care after discharge.
 - Patient access processes and workflows.
 - Support for all patients, including those unable to pay.
 - Patient scheduling practices and efficiency.
 - Reimbursement processes, including denials management and accounts receivable performance.

ER Transfers

- The team discussed efforts to retain patients within the hospital when transfers are not medically necessary.
- Over the past few months, there has been a notable decrease in the number of patient transfers from the ER.

Outmigration/Surgical Services Update

- Dr. Jennifer Medard continues to meet with the OR and ICU teams every Monday morning to review outmigration and service-related issues.

- During these meetings, the teams review all patient transfers and discuss the underlying reasons for each case.

Organizational Chart Update

- The Health Care District (HCD) maintains a five-year service agreement with Tampa General Hospital (TGH).
- Mr. Doncaster met with Darcy Davis to review and update the Lakeside Medical Center (LMC) organizational chart.
- Ms. Davis approved decentralizing LMC from HCD within the organizational structure.
- The following positions were added to the organizational chart:
 - Joe Ann Reynolds – Patient Experience and Community Liaison
 - Will engage with mayors, churches, schools, community organizations, and local events (e.g., the Black and Gold Festival).
 - Will coordinate the Tampa General Hospital Mobile Unit for community health education and screening events, in the tri-city area.
 - Yazmin Moya – Associate Project Manager, Strategic Initiatives & Projects
 - Responsible for data management and process improvement initiatives.

Community Outreach

- Napoleon Cieza Rubio, Surgeon, met with physicians in the community to advocate for LMC and strengthen relationships.

Clinical Service Lines

- Telemedicine services were implemented in July 2025.
- The team is actively working on expanding services in Cardiology, Pulmonary, and Nephrology.

Other Discussion

Accomplishments:

- Implemented Tele-neurology, with staff trained and certified.
- Continued efforts in promoting stroke care.
- Achieved progress in physician insurance certification.

Additional Updates:

- Surgery patients have provided excellent Google reviews.
- LMC remains the only teaching hospital in the area, supported by its Residency Program.
- The Florida Hospital Association (FHA) is applying for funding to support rural hospitals.

The Board Members were given an opportunity to ask questions.

The Board Members expressed that they are pleased to have Joe Ann Reynolds back and appreciate her continued work with the community.

CONCLUSION/ACTION: Received and filed.

9. Staff Comments

No Comments

10. Board Member Comments:

- Mr. Ledesma stated that it was “a great meeting with concise information” and expressed appreciation for all the work being accomplished.
- Mr. Rhodes commented positively on the LMC staff, noting that they provided him with outstanding service.

- Ms. Harvey thanked Mr. Doncaster for the excellent work he is doing.
- Tammy Jackson-Moore thanked everyone for their contributions.

11. Establishment of Upcoming Meeting for 2025:

- December 3, 2025

Time: 9:30 a.m. – 11:30 a.m.

12. Motion to Adjourn

There being no further business, the meeting was adjourned at 10:21 a.m.

Caroline C. Villanueva

Date



LAKESIDE HEALTH ADVISORY BOARD
Lakeside Medical Center
39200 Hooker Highway
Belle Glade, FL 33430

ATTENDANCE

2025

Member	March 5, 2025	June 4, 2025	September 3, 2025	December 3, 2025
Eddie Rhodes	Yes	Yes	Yes	
Inger Harvey	Yes	Yes	Yes	
Caroline C. Villanueva	Absent	Via Teams	Via Teams	
Dr. LaTanya McNeal Resigned	Absent			
Carolyn Jones	Yes	Absent	Yes	
Tammy Jackson-Moore	Absent	Via Teams	Yes	
Wesley Ledesma	Yes	Yes	Yes	

Created: 5/19/2020